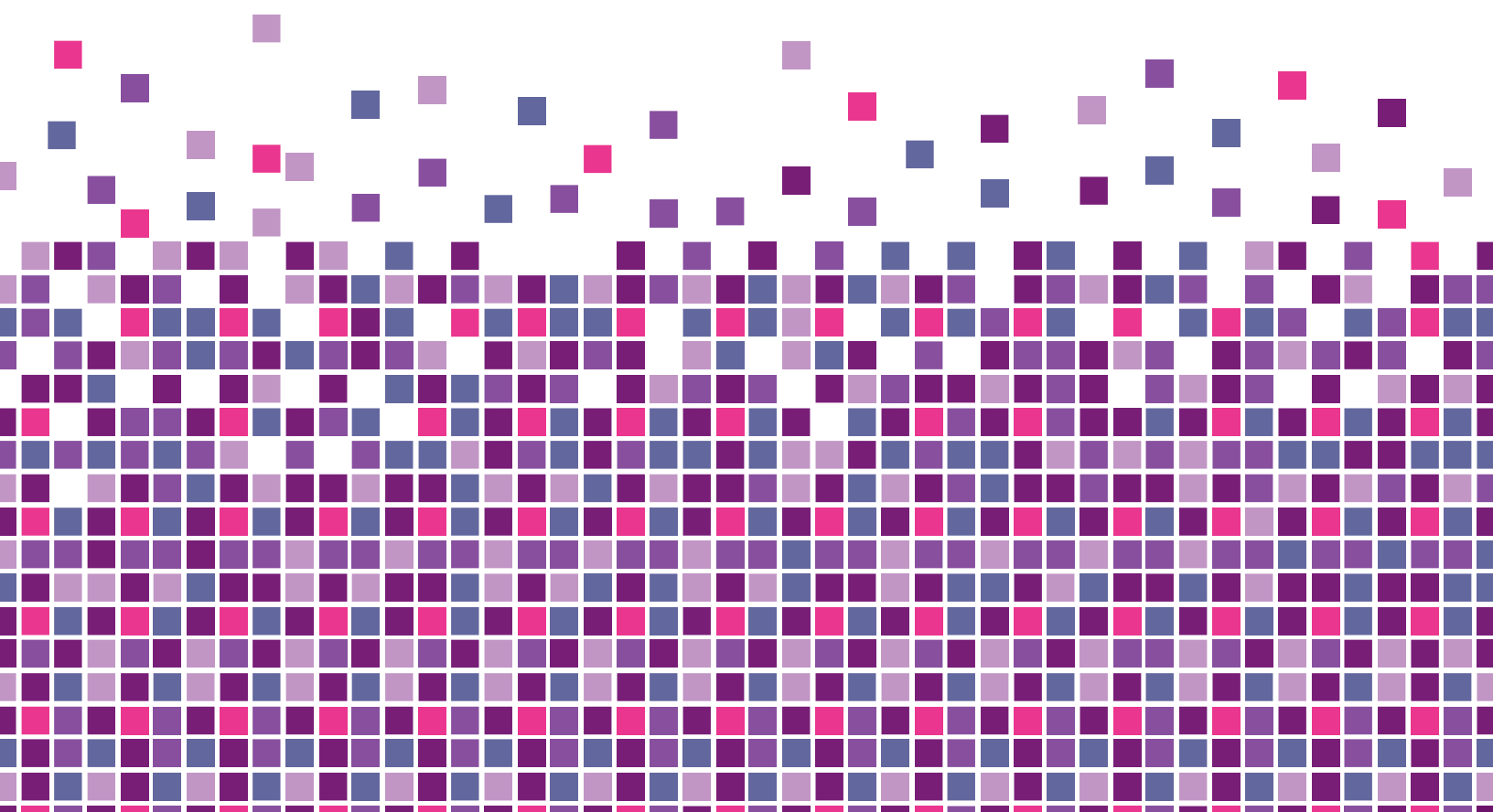
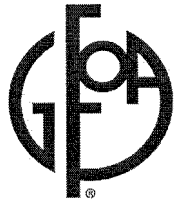


2017 | ADOPTED BUDGET

THE CITY OF OKLAHOMA CITY





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Oklahoma City
Oklahoma**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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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."



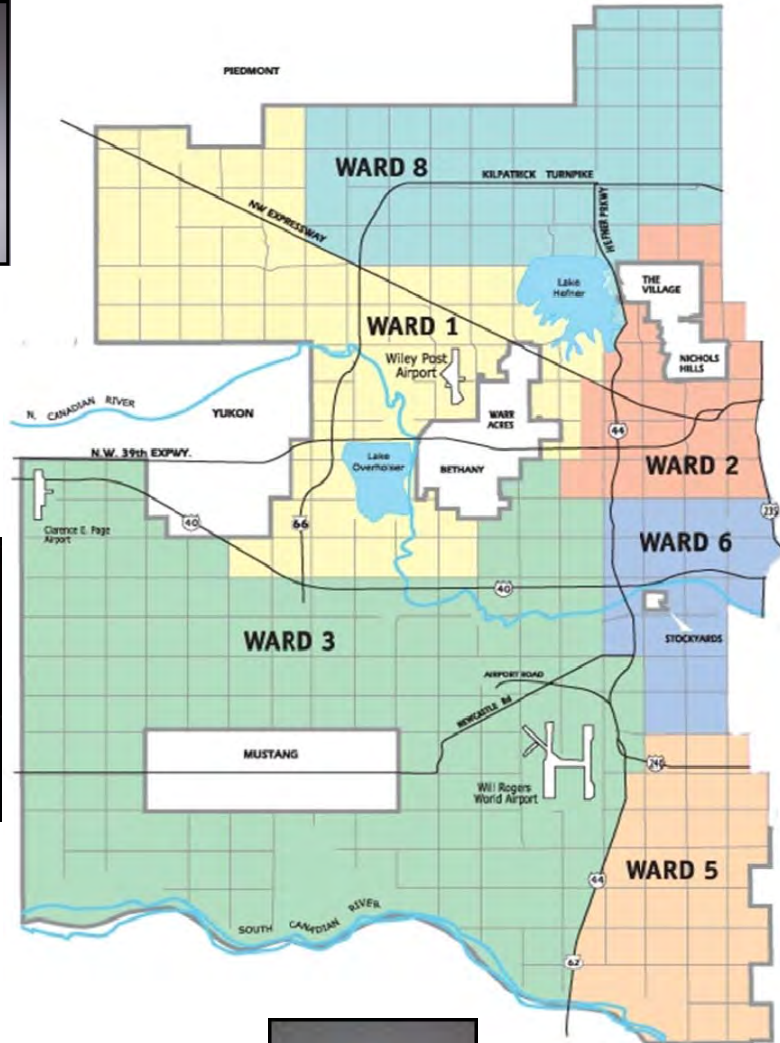
MAYOR, CITY COUNCIL AND WARD BOUNDARIES



James Griener
Ward 1



Larry McAtee
Ward 3



Mark K. Stonecipher
Ward 8



Ed Shadid
Ward 2



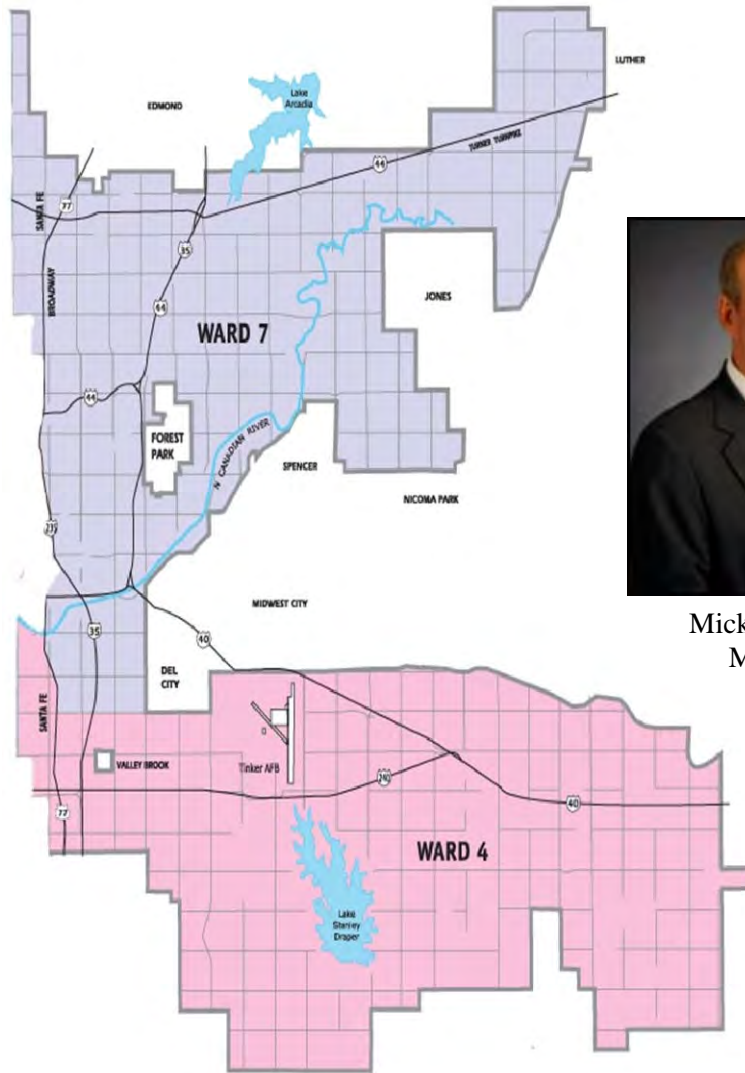
Meg Salyer
Ward 6



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 the most recent completed fiscal year, the adopted budget including amendments for the fiscal year prior to the proposed budget, 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. 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, 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, 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 Fiscal Year 2016-2017 (FY17) budget for the City of Oklahoma City. This year's budget process has been challenging as the downturn in the oil and natural gas sector is weighing down the local and state economy. Even though we expect modest growth in revenue next year, the decline in revenue in the current year has been substantial and results in a General Fund budget that is 4.9% smaller than this year's budget. This has resulted in reductions in many departments.

The budget totals \$1.264 billion with a General Fund budget of \$414.2 million. Across all funds, the number of positions decreases by 44 from 4,743 to 4,699. In addition to the position reductions, the Police and Fire Departments have also frozen 69 total vacant positions (21 in Fire and 48 in Police) rather than cut them to reduce those departments' budgets in FY17. That is, the funding has been removed from the budget but the positions remain. The intent of this approach is to make it easier to restore those frozen positions as revenues increase in future years. Another significant change in Fire and Police is the proposed transition from uniformed fire fighters providing the dispatch function for Fire to using civilian dispatchers. In FY17, nine uniform positions are proposed to be reduced in Fire and nine civilians added in Police in the Emergency Management (E-911) fund. More details on these and other changes in the budget are discussed in the summary of major budget changes section and in the individual department sections.

Oklahoma City has weathered this downturn in the energy sector better than in the past so far, but how much better through this full cycle remains to be seen. One of the key reasons for the better performance through this energy sector downturn is that our economy is more diversified than in the past. Our ability to grow the aerospace and biotech sectors have been important, as well as the growth of the companies that call Oklahoma City home such as Hobby Lobby, Sonic, BancFirst, Paycom, Love's Travel Stops and Country Stores, American Fidelity Assurance, Express Personnel, MidFirst Bank, and OG&E Energy. How long this period of low oil and natural gas prices lasts will impact how quickly Oklahoma City is able to return to economic growth. When our locally headquartered energy sector companies, such as Devon Energy, Chesapeake Energy, Sandridge Energy and Continental Resources return to profitability, the local economy will get a significant boost. There are a number of positive developments that bode well for the long-term health of the local economy. One of those factors is low unemployment in the metro area. The unemployment rate stood at 3.9% for February. And, its not just that people are hanging on to existing jobs, the number of people employed also continues to increase. The February report from the Bureau of Labor Statistics on non-farm employment showed the Oklahoma City metro area added 5,500 jobs (0.9%) in the past year.

With this budget we have tried to balance the fiscal realities of a smaller budget with the need to meet growth in our population and higher expectations from residents. We strive to provide excellent service to our residents in every area, but with smaller budgets, finding efficiencies will be key to meeting residents' expectations for service. 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 residents 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 six Strategic Priorities were adopted in 2014 and the descriptions of those priorities are included in italics in the sections below. These priorities provide guidance for department business plans and for the preparation of the budget. In a year when resources are reduced, we are unable to target additional resources on these priorities, but we do try to minimize the impacts in these priority areas. Following are some of the activities completed, in progress, or changed through the FY17 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 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 FY17 budget continues that emphasis.

Police Department Staffing. For the FY17 budget, the desire to minimize the impact of reductions on the Police Department resulted in a novel approach to cutbacks. In recent years, the City has added 145 more uniform positions bringing the total number of authorized uniformed positions to 1,169. The new positions, coupled with a high number of vacancies coming out of the last recession, resulted in a backlog getting positions filled. That situation is closer to being resolved as the Police Department has been running back to back recruit academies. In FY17, it is estimated there will be at least 48 uniformed officer vacancies. Rather than cut those vacant positions to make the budget reduction target, the Police Department will reduce the personal services budget in Police by an amount corresponding to the total cost of those 48 positions – what we are calling “freezing” positions. That will leave the positions in Police, but provide no funds to fill those positions in FY17.



The intent is to return the funding as the revenue situation improves. In recent years, the savings from having so many vacancies has been used to provide supplemental overtime funding in Police. With the smaller number of vacancies and the frozen positions, supplemental overtime funding will be greatly reduced in FY17. On the other hand, actual staffing within the Police Department will be at the highest level it has ever been.

The FY17 budget also continues the City's commitment to add civilian positions in critical areas to increase public safety. A civilian crime scene investigator is being added this year providing for staff with specialized training and allowing a sworn officer position to be assigned to other responsibilities.

A significant change in the FY17 budget is to begin the process of civilianizing the Fire dispatch function. Currently uniformed firefighters provide dispatch services for fire calls. Nine of the 18 Fire dispatch positions are being eliminated in FY17 and replaced with civilian dispatchers in the Police Department. The Police Department provides call taking and dispatch services at the E-911 public safety communications center. The current procedure is for a Police call taker to answer all incoming 911 calls and to forward fire-related calls to a Fire dispatcher to handle. Under the proposed change, Police call takers will be trained to dispatch Fire department incidents in the same way they currently handle police calls. This change will save about \$600,000 in FY17 and more when it is fully implemented.

The body worn camera pilot program, initiated in FY15, is intended to provide unbiased documentation of law enforcement activities. Multiple positions and funding for the continued implementation of the program were added in FY16. The specific policies and procedures for the program are under negotiation with the Fraternal Order of Police for FY17.

Fire Department Staffing. Similar to the Police Department, the Fire Department is “freezing” 21 positions in FY17 with the intent to fund those positions as revenues improve. These positions were to be added in FY16 to provide staffing for a new Fire station in southeast Oklahoma City in the vicinity of SE 149th Street and Douglas. Because of the downturn in the local economy, construction of the new station was delayed in order to delay the need for the additional staffing. The 2007 General Obligation Bond authorization also included the remodel of several Fire stations and the remodels are now being pursued rather than the new station.



As noted above, the Fire Department is undertaking a significant change by moving to civilian dispatchers rather than uniformed fire fighters as dispatchers. This change resulted in the reduction of nine positions in the Fire Department and the addition of nine positions in Police. The net change will save the City almost \$600,000 in FY17.

Fire Department Facilities. The Fire Sales Tax budget includes funding to supplement the General Obligation Bond Funds being used to remodel existing stations as well as \$850,000 to address some of the needs identified in a facility assessment report completed last year. While this funding will not address all the needs identified it will begin to address some of the highest priority areas.

New Police Headquarters and Courts Complex. The new Police Headquarters opened in FY16 and has been very well-received by Police staff and the public. The building was funded through a combination of General Obligation Bond funds, Police Sales Tax Fund and the MAPS 3 Use Tax Fund. Construction of the new Municipal Courts building has begun and is scheduled to be complete in late FY17. The funding for the Municipal Court building will also come from a combination of General Obligation Bond funds, Capital Improvement Project funds and MAPS 3 Use Tax funds. This new construction is sorely needed as the Courts facility is outdated and undersized for current needs. It is also anticipated that the new Police and Courts buildings on the west side of downtown will 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 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. Growing the revenue base through greater diversification of revenue sources and promoting greater opportunity for our citizens to earn higher incomes will help the City meet the needs of our citizens as the City grows. 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.*

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 FY11, the City Council approved amended financial policies which increased the General Fund policy on operating reserves to 8-15 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 projections for FY17 indicate that we will begin the year with about 13% in operating reserves. This is lower than in past years due to the shortfall in revenue in FY16. Having a sizeable operating reserve allowed the City to make prudent moves to control spending rather than having to react in a knee-jerk fashion as a result of falling revenues. A hiring freeze, a freeze on General Fund capital funding and delaying the construction of the new Fire station were all steps taken to control expenditures to help reduce the use of operating reserves in FY16.

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. Dr. Evans projects continued population and employment growth, albeit at slower rates than we have experienced in recent years. Most relevant to the budget, Dr. Evans provided two forecasts for sales tax growth in FY17. His baseline forecast was for growth 1.4%, but his alternate forecast was for -0.1%. For the FY17 budget we have estimated sales tax growth at 1.0%, just below Dr. Evans' baseline forecast.

Also presented at the workshop was the Financial Trend Monitoring System, which showed the turn in the local economy as we showed a negative trend on four of the 22 indicators we track each year. That is up from only one trend rated as negative at the 2015 workshop. The five-year forecast also highlighted many of the upcoming financial challenges facing City leaders. This annual event serves as a kickoff for the annual budget process and provides the Mayor and Council and residents with a preliminary look at the budget.



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. Although there have been reductions in the FY17 budget, the City continues to promote strong neighborhoods by providing effective code enforcement, policing, and support for neighborhood revitalization efforts.

Abandoned Buildings. In FY14, the City Council and staff examined the problem of vacant and abandoned buildings. A new ordinance and program were instituted in FY15. As a result, the City modified its ordinances and created a City Council docket for identifying abandoned buildings and began increased enforcement of existing code requirements. This abandoned building program will continue in FY17 along with the City's long-standing complaint-based and proactive enforcement of the City's codes for things like high grass and weeds, junk and debris, inoperable vehicles, dangerous structures and zoning violations. As a result of reductions in the Development Services Department, two of the 32 code inspector positions are eliminated from the budget. The Department anticipates this

reduction will result in some delays to complete complaint-based inspections. The current target of 86% of complaint-based inspections completed within four days is being lowered to 84% based on these reductions.

Comprehensive Plan Update. Planokc, the City's new comprehensive plan was adopted last year. Now that the plan has been adopted, the work has begun to translate the plan's initiatives and policies into the tools which will implement the plan. Rewriting the City's codes, ordinances and subdivision regulations to be consistent with and in compliance with planokc is a critical first step toward successful implementation. In several areas the City will be hiring consultants to help with this process to facilitate quicker development of numerous projects such as small area plans, a city-wide bicycle and pedestrian master plan, transportation planning, neighborhood planning and a downtown streetscape manual. Without outside help, the Planning Department would only be able make a few code revisions each year.



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. The FY17 budget strives to maintain and continue the progress that has been made in recent years.

General Obligation (G.O.) Bond Program. The City's G.O. Bond program funds infrastructure improvements for streets, traffic control, bridges, and drainage. The program emphasizes street improvements, consistent with feedback from the citizen survey and the priorities established by City Council. This budget continues to fund G.O. Bond project management staff in the Public Works Department with some realignment of positions to better reflect the way the Public Works Department operates. It is projected that about \$71 million in bond projects will be awarded next fiscal year. 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 2016 sale totaled \$77.5 million for infrastructure projects and \$12 million for economic development activity.

City Roads. A recent internal audit recommended improvements in the City's pavement management program including use of specifically designed software and management oversight to provide centralized planning, coordination, and monitoring of the pavement network. A Pavement Management Manager was hired in FY16 and data collection on arterial and major collector streets is complete. Funding for the program continues in FY17 and will be focused on identifying priority street projects for City crews and developing a list of projects to be considered for the next bond issue.

Interest earnings 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 for matching funds for work with other agencies or funding for materials for activities such as microsurfacing of streets or chip sealing rural roads. Low interest earnings in recent years, however, have caused a significant decline in resources for this work. This year the General Fund budget contains an increase in funding for a portion of these materials costs and matching funds, rising from \$750,000 to \$1,000,000.

Public Transportation and Parking. A number of enhancements for transit programs were initiated in recent years and improved ridership on EMBARK is resulting. The FY17 budget continues those improvements but does contain one reduction in



service—the elimination of MetroLink service. Metro Link service is a reservation-based, fixed route provided within distance limits at 14 designated stops. The supplemental service began in order to provide transportation during times when customary fixed routes are not available such as weekday evenings between 7:00 p.m. and midnight and Sundays. The demand for Metro Link has diminished in recent years due to the expanded nighttime bus service in overlapping service areas and increased reservation fare rates. Annual ridership has declined significantly with annual weekday trips down from 26,074 to 9,140 and Sunday trips down from 9,363 to 3,959.

Spokies. The City’s bike share program, Spokies, was moved from the Office of Sustainability to Public Transportation and Parking in FY15 to better reflect the fact that bike sharing represents another transportation option. In FY16 funding for operation of the program was increased and capital funds budgeted to replace the current bike inventory, software and kiosks. Newer bike share fleets utilize “smart bikes” rather than “smart stations.” The transition puts GPS tracking in the bikes and permits monthly and annual users to check out bikes without accessing the station and helps minimize theft. The FY17 budget continues funding of the Spokies program.

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. The contracts for rail and for the streetcars themselves are now in place with operations expected to begin in FY19. In FY17 an RFP is expected to determine a private operator for the system as well as to develop the branding for the streetcar and how that fits in with the existing EMBARK brand.

Sidewalks. For decades sidewalks were not included in most major street projects. Residents and City leaders have shown an increasing interest in sidewalks in recent years and the FY17 budget continues those activities. The first MAPS 3 sidewalks were completed in FY14 and additional work will be continuing in FY17, funded by the MAPS 3 Sales Tax. Also, in FY14 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 neighborhood street resurfacing projects as well. A program begun in FY16 to provide matching funds to residents who want to repair sidewalks in their neighborhoods continues with \$100,000 available for matching.

Project 180. Renovation of more than 180 acres in downtown Oklahoma City started in FY10 and will continue in FY17. 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

Although not a direct responsibility of the City, the Mayor and City Council recognize the importance of good schools in Oklahoma City to the economic vitality of the city in coming years. *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.*

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 implementation of the initiative.

The City's MAPS Office continues to provide 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 FY17. 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. In August 2011, City Council and Oklahoma City Public Schools (OCPS) representatives formed a Joint task Force to examine ways the City could support public schools after expiration of the MAPS for Kids Sales Tax. The Task Force has been meeting regularly and has several initiatives underway. Some of those projects include:



Reading Buddies. This volunteer program provides reading assistance to third graders at Hayes and Heronville Elementary School. 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 FY17.

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.



ENHANCE RECREATION OPPORTUNITIES AND COMMUNITY WELLNESS

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

Parks and Recreation. One of the key aspects of helping residents lead a healthy lifestyle is activity. The City's Parks and Recreation Department provides significant recreation activities for residents

through recreation centers, parks, adult and youth league sports, aquatics and more. One of the exciting developments this past year was the opening of the Wendel Whisenhunt Sports Complex located in Woodson Park in southwest Oklahoma City. A General Obligation Bond project, the revamped park includes an 18 field soccer complex. This City-managed complex has been a major addition for youth and adult soccer in the City. This Spring, over 700 youth from Oklahoma City Public Schools participated in soccer leagues at the complex with over 2,500 participants and family members present for Saturday league play. Next year a number of G. O. Bond funded projects worth about \$10 million are expected to be awarded to enhance existing parks around the City.

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 in construction. 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 participants.

Construction on the West River Trail was completed last year, and a route has been approved for the I-44 West Trail, the first two trails being addressed under MAPS 3. City Council has approved the Downtown Park Master Plan and site acquisition for the Upper Park is complete and utility relocation is underway. Property acquisition for the Lower Park is nearly completed.

Perhaps most exciting in the near term is the opening of Riversport Rapids, the MAPS 3 funded whitewater kayak and rafting facility along the Oklahoma River. The center will be a state-of-the-art aquatic adventure facility – one of only a few in the world. It is set to open to the public on May 7 with a grand opening celebration along with the U.S. Olympic canoe and kayak slalom trials. The winners from this event will be representing the U.S. in the Rio Olympics later this summer. This new facility is geared for both family fun and elite athlete training and will provide another exciting destination in the Boathouse District.

OTHER CITY PRIORITIES

We have looked at the initiatives related to the six 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. Our comprehensive plan (planokc) expresses the vision, goals and strategies to guide the City's growth in the coming decades and provides a tangible reflection of the City's priorities. 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 FY17.

Resident Feedback. In order to maintain citizen trust, it is important that we listen to our residents. A valuable tool used to receive input from our residents 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 late summer and funding is once again included in the FY17 budget to continue the survey.

Other key tools for citizen feedback include:

- Citizen involvement in various committees and boards, such as the MAPS 3 committees and subcommittees;
- The Action Center provides a one-stop citizen assistance resource for help with questions and complaints at 297-2535;
- Social media activity on Twitter, Facebook and other platforms;
- The City's new website will be rolled out soon and provides for better interaction with citizens;
- The City's smart phone customer service app; 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 residents 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 those plans to provide direction for 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 residents. 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 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 G.O. Bond authorization 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 almost complete; 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 FY17, no new positions were added to the MAPS Office; however, six construction manager positions were moved from Public Works to the MAPS office to more accurately reflect what they are working on. The six positions had been dedicated to MAPS 3 and MAPS for Kids projects, but were housed in Public Works Department.

OTHER CHANGES

Utilities. The Utilities Department FY17 budget contains only minor changes in operations. Two positions are added to operate the new sludge facility at the Draper Water Treatment Plant. These new positions will oversee the process for handling the residual solids produced from the water treatment process.

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 updated Myriad Gardens. In FY14, the City ceased supporting the operations of the Garden through City staff and

transitioned to providing only monetary support. The City will still contribute \$1.9 million in funding for the operations and maintenance of the Gardens, which represents 46% 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. Several MAPS 3 projects have been mentioned already in the discussion of Council priorities. The expo building at the Oklahoma State Fairgrounds is now under construction and will be completed in FY17. Work is moving ahead with the MAPS 3 Convention Center based on the new site chosen for the facility this past year.

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 can be found on pages F-6 through F-8 and a table addressing policy compliance is on page F-19.

CONCLUSION

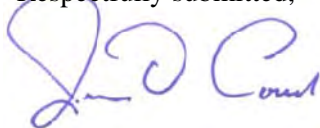
Oklahoma City is a city with a bright future, but the excitement is tempered by the impact low energy prices are having on the local economy. Our city is very different from the one that experienced the oil bust in the 1980's, however, energy sector companies are still a vital part of the economy. Dr. Russell Evans, economist at Oklahoma City University, noted in his economic forecast presented to the City Council this past February that the City would move "into its roughest stretch yet with the most acute economic pain expected to linger at least through the summer of 2016." We will know better in the coming months if we have turned the corner in the local economy. What we do know is that Oklahoma City has a great deal of positive momentum. 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.

While this past year has been a challenge, we are projecting growth in FY17 based on the outlook provided by Dr. Evans. I believe the FY17 budget is a reasonable and balanced plan that minimizes the impact of reduced revenues on services to citizens.

There are many exciting developments going on throughout our city and I am optimistic that FY17 will be an exciting year as we continue to move forward together.

I want to thank the Fire and Police Chiefs, as well as the other department directors for their creativity and dedication to providing the best service possible to residents within the limits of our budget. I also want to thank the Personnel Department for working diligently through this process to minimize the impact of reductions on our staff. I appreciate the dedication of our employees who strive to make the best use of available resources to provide the results our residents expect. City employees are the heart of all we do and we want to make sure we do what we can to support them. I look forward to working together to meet the challenges of the coming year.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "L. D. Co. Council", is written over the text "Respectfully submitted,".

COUNCIL PRIORITIES AND KEY RESULTS

In September of 2014, 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. Our comprehensive plan (planokc) expresses the vision, goals and strategies to guide the City's growth in the coming decades and provides a tangible reflection of the City's priorities. 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Police	% decrease in aggravated assaults	13%	13%	5%	5%
	% of citizens who report they feel safe	51%	51%	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	72%	71%	80%	80%
Fire	% of emergency responses within 7 minutes from the time a call is received at fire dispatch to Fire Department arrival	60%	64%	70%	70%
EMSA	% of time EMSA responds to Priority 1 life threatening emergencies within 10 minutes and 59 seconds	88%	88%	85%	85%
	Cardiac arrest survival rate	31%	39%	50%	50%

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. Growing the revenue base through greater diversification of revenue sources and promoting greater opportunity for our citizens to earn higher incomes will help the City meet the needs of our citizens as the City grows. 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
City Manager's Office	% of citizens satisfied with the quality of City services	66%	67%	75%	75%
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	17.13%	12.66%	8-15%	8-15%
	Median household income	\$45,824	\$47,004	\$47,199	\$48,414
	Per capita income	\$25,640	\$26,275	\$26,409	\$27,063
	Average weekly earnings	\$751	\$736	\$758	\$758
	% of General Fund budget from sales tax	52.70%	53.20%	52.50%	52.70%

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Planning	% of commercial and residential buildings that are vacant*	4%	4%	4%	4%
	% increase in dwelling units within the inner loop	0.3%	0.5%	0.5%	0.5%
	% of residents saying their neighborhood is a great place to live	N/A	67%	80%	80%
Development Services	% of code enforcement violations resolved voluntarily	N/A	N/A	N/A	N/A
	% of code enforcement actions that are proactive vs. reactive	54%	49%	50%	50%
	# of active neighborhood associations	310	313	326	326

*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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Public Works	% of citizens satisfied with the condition of major City streets	32%	22%	40%	40%
	# of miles of sidewalks constructed	4	18	41	30
Parks and Recreation / MAPS Office	# of miles of trails constructed	8	0	8	22
Public Transportation and Parking	# of bus passengers per service hour	17.80	17.83	18.50	18.50
	# of EMBARK bus service hours	174,851	182,366	184,006	177,761
	Average EMBARK frequency (minutes) during peak hours	36.75	36.75	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma	20.30	20.50	20.80	20.80

ENHANCE RECREATION OPPORTUNITIES AND COMMUNITY WELLNESS



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

		PROGRESS INDICATORS			
PRIMARY DEPARTMENT		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Parks and Recreation	% of citizens that report regular leisure time physical activity	66%	67%	70%	70%
	% of citizens within ½ mile of a recreation facility, trail or park	N/A	56%	56%	56%
	% of citizens satisfied with maintenance of City parks	70%	70%	75%	75%
	% of citizens that report using an Oklahoma City park or attending a park program more than 10 times a year	72%	72%	80%	80%

SUPPORT HIGH QUALITY PUBLIC EDUCATION



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.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
City Council	% of Oklahoma City Public Schools seniors who graduate	75%	73%	90%	90%
	% of third graders who read at or above grade	67%	66%	85%	85%
	% of students requiring remedial classes in college	73%	58%	50%	40%
	Average ACT score	17	19	21	21

DEPARTMENTAL ALIGNMENT TO CITY COUNCIL PRIORITIES

Not every City Department’s activities directly align to a City Council priority; however, every Department does have a role to play in ensuring the City continues to deliver what we promise and maintain 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.

Location of Performance Measures in Department Sections that Influence Council Priorities



	Safe and Secure Community	Strong Financial Management	Thriving Neighborhoods	Transportation System	High Quality Public Education	Recreation and Community Wellness
City Manager	Pg. C-48	Pg. C-49-50	Pg. C-52	Pg. C-51	Pg. C-53	Pg. C-53-54
Finance		Pg. C-93				
Fire	Pg. C-113					
Parks						Pg. C-211-212
Police	Pg. C-266-267					
Public Transportation & Parking				Pg. C-288		
Public Works				Pg. C-303		

LEADING FOR RESULTS AND THE BUDGET PROCESS

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

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

DELIVERING WHAT WE PROMISE



THE LFR PERFORMANCE MANAGEMENT SYSTEM

PLANNING FOR RESULTS:

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

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, & 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. 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 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. 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 2017 BUDGET DEVELOPMENT PROCESS

HOW THIS BUDGET WAS PREPARED

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

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

DEPARTMENTAL BUDGET SUBMISSIONS

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

CITY MANAGER’S REVIEW

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

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BUDGET CALENDAR FOR FISCAL YEAR 2017

Sep –Nov 2015	Departments update strategic business plans for FY17 in the Leading for Results process
November 2015	OMB begins process of estimating FY17 revenues.
November 2015	OMB prepares personnel cost worksheets and budget preparation reports.
December 2015	City Manager establishes budget targets.
January 2016	OMB conducts budget training classes and distributes operating budget instructions.
February 2016	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.
March 2016	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
April 2016	City Manager reviews budget submissions. OMB prepares proposed budget document.
May-Jun 2016	Annual budget formally introduced on May 3. City Council holds public hearings and the City Council Finance Committee meets to consider the proposed budget on May 10, May 24 and June 7. City Council adopts the budget on June 14. OMB files adopted Annual Budget with State Auditor and Inspector by June 23.
July 2016	FY 2017 Adopted Annual Budget becomes effective July 1. City Council receives Trust budgets.

MAJOR BUDGET CHANGES

CITY AUDITOR'S OFFICE

The FY17 budget deletes an Audit Manager Position reducing the direct service hours that can be provided for audits.

CITY CLERK'S OFFICE

The City Clerk's Office cuts a Records Control Technician position in the Information Program to meet the target reduction. As a result of the deletion response times to information requests are expected to increase.

CITY MANAGER'S OFFICE

The MAPS Office adds six construction Project Managers and one Civil Engineer position that were previously assigned to the Public Works Department. These positions work solely on MAPS 3 and MAPS for Kids projects and are funded through a chargeback process to the projects they manage. The Public Information and Marketing Office loses an Administrative Coordinator position and the Print Shop cuts a Production Technician.

DEVELOPMENT SERVICES

The Development Services Department deletes the following 11 positions to meet budget target reductions: one Senior Customer Service Representative, one Animal Control Officer II, two Code Inspector I, one Building Inspector I, one Electrical Inspector I, one Code Technician, one Assistant Planner, one Design Compliance Officer, and two Oil and Gas Inspectors. Duties of these positions will be distributed to remaining positions in their respective divisions. Deleting these positions may result in extended wait times and will impact customer service for the Development Community.

FINANCE DEPARTMENT

The Finance Department deletes four positions in order to meet target budget reductions: one Administrative Support Technician in the Accounting and Financial Reporting Line of Business (LOB), one Administrative Specialist in Revenue Management, one Administrative Coordinator in the Management and Budget Program, and one Administrative Coordinator in the Risk Management LOB. Duties performed by these positions will be distributed to existing staff in their respective divisions.

FIRE DEPARTMENT

The FY17 budget deletes nine uniformed fire dispatchers in the 911 center. The intent is to consolidate public safety communications into non-uniformed positions trained to dispatch both Fire and Police incidents. The deleted Fire positions will be replaced with two civilian call takers and seven civilian dispatchers in the Police Department. During the initial phase-out, Fire will maintain a presence with nine Fire Dispatch Corporal positions to allow effective hiring and training.

The Department proposes holding vacant the 21 positions (three Fire Majors, six Fire Lieutenants, and twelve Fire Corporals) that were to staff the proposed Station 29. Construction of the new station has not started and will be delayed for the upcoming fiscal year. This change group does not delete the positions; therefore, the budget will need to be replaced in FY18.

The Fire Department budget deletes two Corporal positions to provide for more effective personnel schedule management and equitable opportunity for leave time across all three shifts.

GENERAL SERVICES

The FY17 General Services Department budget includes several personnel reductions in order to meet the budget target. The Building Management division deletes a Building Maintenance Mechanic I, a Custodian, a Painter, and a Skilled Trades Worker. Fleet Services reduces two Master Mechanic and one Mechanic position, which will result in reduced hours at the Central Maintenance Facility. The Facility's hours of operation will now be 5 a.m. to 7 p.m.

INFORMATION TECHNOLOGY

The Information Technology Department adds a System Support Specialist II in the Technology Infrastructure Servers Program. This position will be funded through a chargeback to Utilities and will support the Utilities Department in upgrading their Supervisory Control and Data Acquisition (SCADA) system and the new servers required for the project. To meet budget target reductions, the Department deletes the following positions: one Programmer Analyst, one Application Support Technician I, one System Support Specialist I, and one Research & Development Manager. It is anticipated these reductions will result in larger backlogs for projects and longer response times.

MUNICIPAL COUNSELOR'S OFFICE

The FY17 budget includes the deletion of one Assistant Municipal Counselor I from Civil Litigation division and one Assistant Municipal Counselor III position from Land Use and Economic Development. Some delays are expected in legal response times as responsibilities will be absorbed by the remaining attorneys.

PARKS AND RECREATION

The Parks and Recreation Department adds two Customer Service Representatives and a Database Technician position for the new Civic Center Box Office ticketing agreement. The FY17 budget also deletes the following positions: seven Grounds Maintenance Operators, two Nursery Workers, one Field Operations Supervisor, one Tree Trimmer and one Electrician. One Unit Operations Supervisor and one Applications Support Technician are added. In addition, the Department eliminates the river security patrol (\$100,000), reduces the support for the Myriad Gardens Foundation (\$110,028) and reduces over \$400,000 in miscellaneous budget line items to meet the required reductions.

PLANNING

The Planning Department FY17 budget deletes a Program Planner position in the Current Planning & Comprehensive Program and an Administrative Coordinator position in the Grants program. Duties performed by these positions will be distributed to existing staff in their respective programs.

POLICE

The Department proposes holding vacant 48 sworn positions. This approach leaves the positions in Police, but provides no funds to fill those positions in FY17. The intent is to return the funding as the revenue situation improves. In recent years, the savings from having so many vacancies has been used to provide supplemental overtime funding in Police. With fewer vacancies and the frozen positions, supplemental overtime funding will be greatly reduced in FY17. On the other hand, actual staffing within the Police Department will be at the highest level it has ever been.

The FY17 budget also continues the City's commitment to add civilian positions in critical areas to increase public safety. A civilian crime scene investigator is being added this year providing for staff with specialized training and allowing a sworn officer position to be assigned to other responsibilities.

As discussed in the Fire Department section, the FY17 budget adds two civilian call takers and seven civilian dispatchers in the 911 center to begin transitioning all public safety communications functions to non-uniformed positions trained to dispatch both Fire and Police incidents.

PUBLIC TRANSPORTATION AND PARKING

The Public Transportation and Parking Department adds a System Support Specialist to maintain the growing inventory of technology systems in use by the department. Funding is added to enhance night bus service and to begin the process of establishing a new regional transit authority. The Spokies bike share program is moved to Public Transportation and Parking with \$200,000 in capital funding to replace and upgrade the current fleet and stations.

PUBLIC WORKS

The Public Works Department moves six construction project managers and one civil engineer position to the City Manager's Office. Two Oil and Gas Inspectors are moved to Development Services. The Department is restructuring its operations and deleting 30 positions across nearly all lines of business. Funds for street maintenance materials and contracts are increased \$950,000. The Drainage Program is discontinuing contractual services for channel cleaning and is adding 15 positions to complete this service in-house.

UTILITIES

The Utilities Department FY17 budget addresses staffing needs to support increased investment in infrastructure and the continuing need to upgrade systems, equipment, and technology. Additional budget was added in the Water Quality Line of Business for electricity, chemicals, and repair & maintenance expenses for a new residuals facility under construction at the Draper Water Treatment Plant. Two new Operations & Maintenance Technicians positions to run this facility are added to the budget.

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 Chamber estimates that the City will continue to grow 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.

Forbes Magazine also ranked Oklahoma City as #7 in their list of best places for business and careers in 2014.

Low unemployment, a stable housing market, and competitive cost of living continue to make Oklahoma City an attractive place to live and work.

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.

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, financial management, education, recreational services, transportation, 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, Paycom 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 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.

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. A new downtown library, the Chickasaw Bricktown Ballpark, the Cox Business Services Convention Center and the 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 had a tough year in 2015 finishing 9th in the western conference and failing to qualify for the playoffs. In the 2016 season the Thunder rallied back, qualifying for the playoffs and finishing 3rd in their division.

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 third season this year. Energy FC is the affiliate of the Major League Soccer Sporting KC.

The City was designated as the U. S. Olympics Training Site for canoes, kayaks and rowing in July 2009 and will host the U.S. Olympic trials for those sports in 2016. The Oklahoma River is the only river to have received this coveted designation and is being transformed into a world class competitive and recreation center.

In December 2009, 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.

Opening in May 2016, the \$45.3 million RIVERSPORT Rapids center will provide whitewater rafting and kayaking on an 11 acre facility adjacent to the Oklahoma River. The Center will feature world class rapids for elite athletes as well as recreational level opportunities for families.

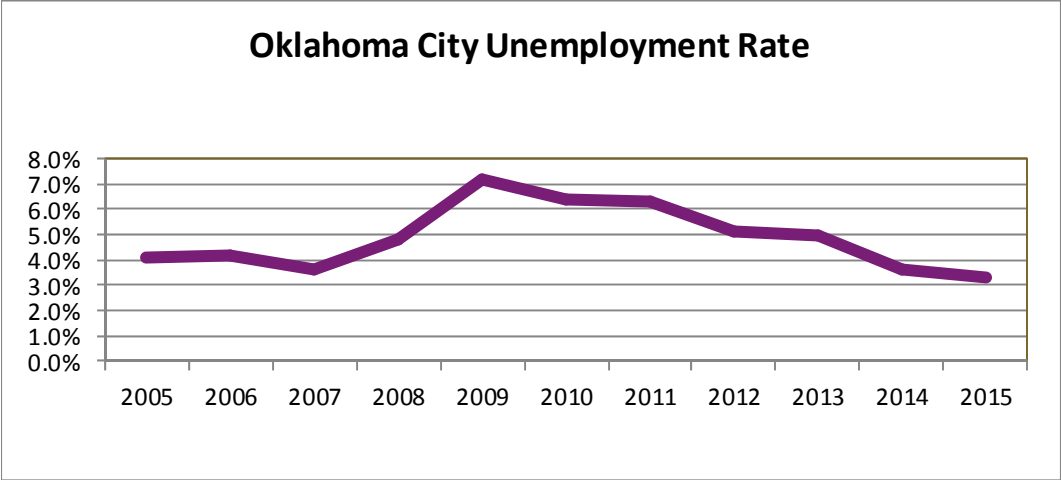
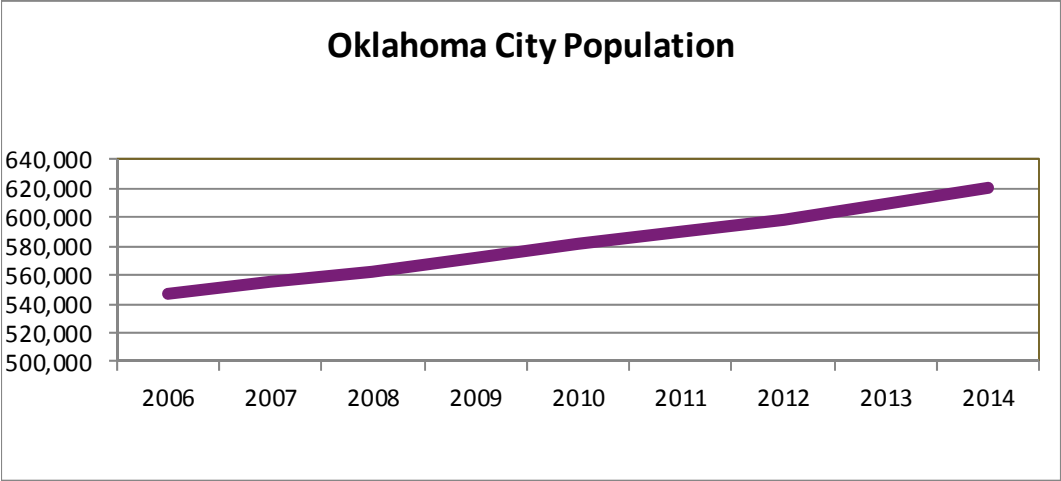
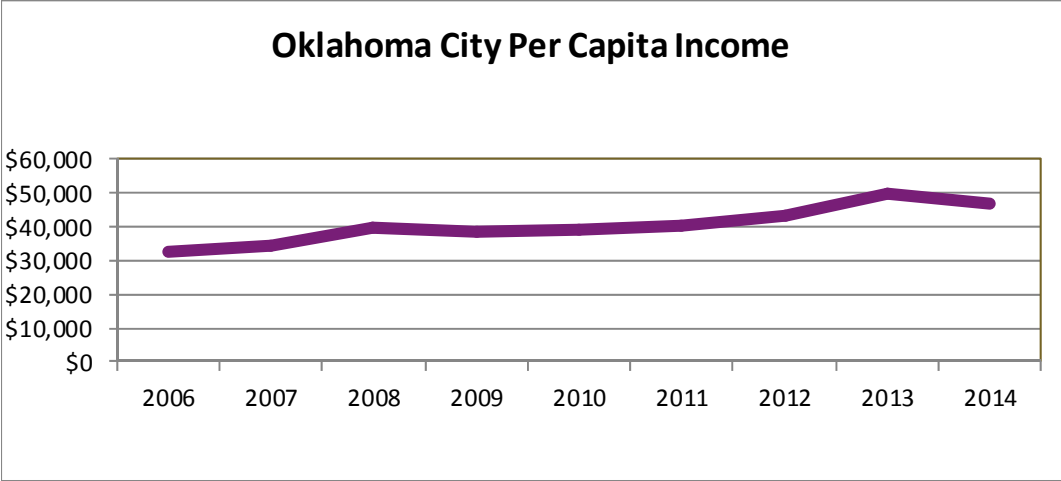
In January of 2016, the City entered into an agreement with the State of Oklahoma and the Chickasaw Nation to complete the American Indian Cultural Center and Museum along the Oklahoma River. The Center will provide 85 acres of park space, with walking trails, interpretive art, and serve as a venue for native performers and educational exhibits.



OKLAHOMA CITY IN THE NEWS

- March 24, 2016 - The Chicago Tribune recently featured Oklahoma City's RIVERSPORT Rapids in its Travel section as one of five new international attractions delivering "big thrills and great views."
- February 1, 2016 – For the sixth 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 23, 2015 - Simple Moving Labor ranked Oklahoma City as #4 "Best City to Move to in 2015" based in part on home affordability and the energy and aerospace sectors.
- January 5, 2015 - Oklahoma City ranks #9 on the list of Top Moving Destinations of 2014, according to the 2014 Annual National Movers Study released by United Van Lines.
- December 1, 2014 - Oklahoma ranks #1 on the Fraser Institute's list of best places for ease of investment in oil and gas worldwide.
- November 19, 2014 - Forbes.com ranked Oklahoma City #8 among the best U.S. cities for young entrepreneurs.
- April 3, 2014 - The Business Journals ranks Oklahoma City #7 on its list of "Best Metros for Small Businesses."
- March 11, 2014 - Forbes Magazine ranks Oklahoma City #9 on its list of most affordable cities.
- January 13, 2014 - NerdWallet ranked Oklahoma City as the #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 as one of the first places new graduates should look to start their career. The website ranked OKC # 7 on its "Best Cities for New Grads" list.
- March 26, 2013 – The Business Journal ranked OKC #7 on its "Best Places for Young Adults" list.
- February 25, 2013 – Forbes ranks Oklahoma City #7 as one of the best cities for good jobs.
- February 7, 2013 – The Business Journal ranks Oklahoma City #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'".

METRO AREA DEMOGRAPHIC AND ECONOMIC DATA



MAJOR METROPOLITAN AREA EMPLOYERS

Company Name	# Employees	Sector
State of Oklahoma	46,900	Government
Tinker Air Force Base	26,000	Military
University of Oklahoma - Norman	11,900	Higher Education
FAA Mike Monroney Aeronautical Center	6,500	Aerospace
INTEGRIS Health*	6,000	Health Care
Hobby Lobby Stores Inc*	5,100	Wholesale & Retail
University of Oklahoma Health Sciences Center	5,000	Higher Education
City of Oklahoma City	4,600	Government
Mercy Health Center*	4,300	Health Care
OGE Energy Corp.*	3,400	Utility
Devon Energy Corp*	3,200	Oil & Gas
SSM Health Care of Oklahoma, Inc.*	3,000	Health Care
University of Central Oklahoma	2,900	Higher Education
Norman Regional Hospital	2,800	Health Care
OU Medical Center	2,600	Health Care
Chesapeake Energy Corp*	2,500	Oil & Gas
AT&T	2,400	Telecommunications
The Boeing Company	2,400	Aerospace
Oklahoma City Community College	2,100	Education
Sonic Corp*	2,000	Wholesale & Retail
LSB Industries, Inc*	1,880	Manufacturing
Dell	1,700	Sales & Business Services
Hertz Corporation	1,700	Rental Services
UPS	1,550	Transportation
Great Plains Coca-Cola Bottling Company	1,500	Beverage Distribution
Cox Communications*	1,400	Telecommunications
Farmers Insurance Group	1,300	Customer Service
Johnson Controls	1,200	Manufacturing
Midfirst Bank*	1,150	Finance
American Fidelity*	1,300	Finance/Insurance
Bank of Oklahoma	1,100	Finance
Love's Travel Stops & Country Stores	1,100	Wholesale & Retail
Deaconess Hospital*	1,000	Health Care
Rose State College	1,000	Higher Education
Continental Resources	1,000	Oil & Gas
ATC Drivetrain LLC	1,000	Manufacturing
Dolese Bros. Co.*	1,000	Manufacturing

*Indicates private headquarters in metro area; employee counts subject to change

Source: Economic Development Division of the Greater Oklahoma City Chamber — April 2015.

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.

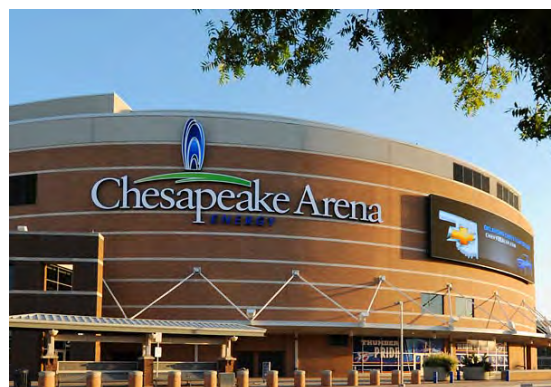
In addition, State Fair Park is one of the largest and busiest event facilities in the country and is the center of Oklahoma City's status as "Horse Show Capital of the World." Other events include concerts, rodeos, arts and crafts shows, the Oklahoma Youth Expo, and the annual Oklahoma State Fair, held 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 square foot Chesapeake Energy Arena was completed in June 2002. The Chesapeake Energy 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 are no shortage of choices when spending the night in Oklahoma City.



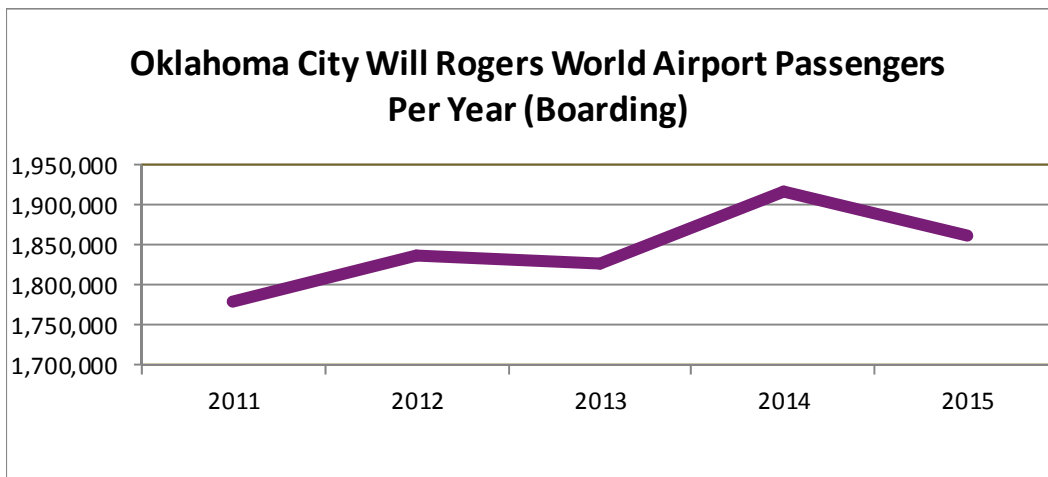
TRANSPORTATION

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.

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



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 OG&E energy company. Construction on that project is expected to start in FY16.



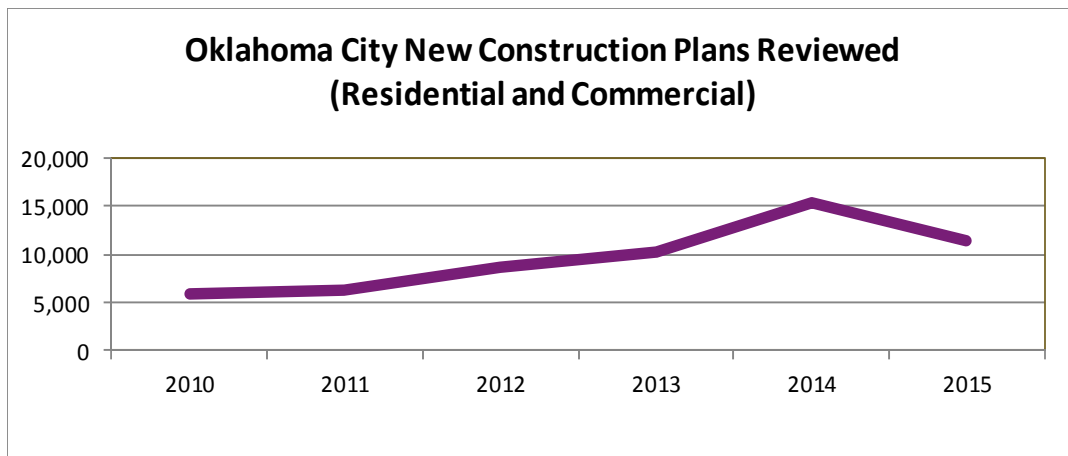
GE Global Research Oil & Gas Technology Center - Oklahoma City

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

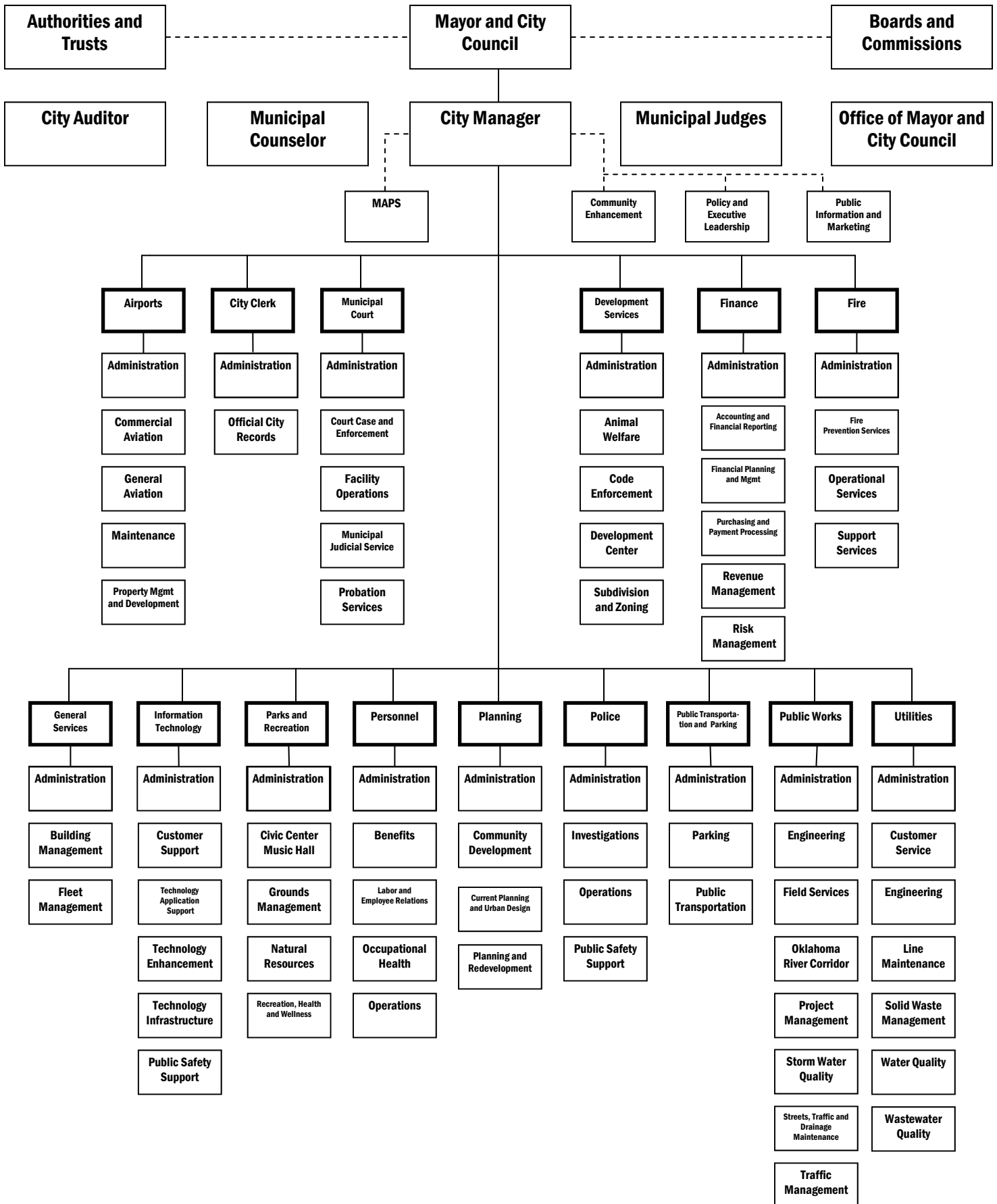
Residential construction continues to be strong throughout the City. In

FY14, building permit revenue was at ten year peak, rising nearly 50% from 2013 activity. FY15 declined 26% from FY14, but is the second highest year of building permit revenue over the last ten years. Engineering fees paid to the City for review of infrastructure designs for future developments are often a leading indicator of building activity.



Source: City of Oklahoma City’s Development Services

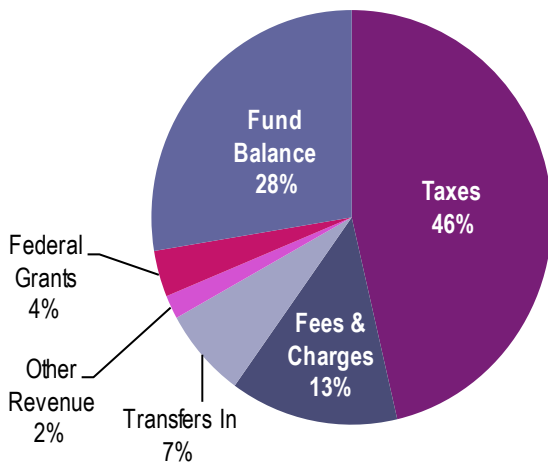
ORGANIZATION CHART



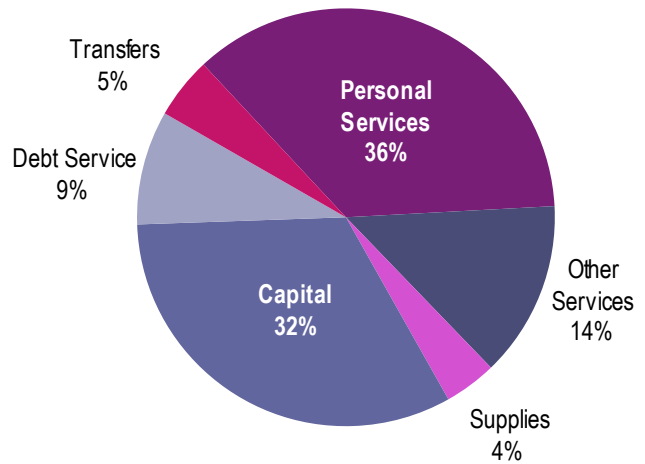
CONSOLIDATED BUDGET OVERVIEW

	Actual FY15	Adopted FY16	Adopted FY17
Revenue Overview			
Taxes	\$580,875,479	\$598,562,561	\$585,717,209
Fees & Charges	174,050,520	177,469,968	171,690,475
Transfers In	66,851,433	91,598,576	88,703,708
Other Revenue	103,384,479	26,141,292	23,334,248
Federal Grants	28,922,320	32,828,814	45,658,879
Fund Balance	508,492	346,840,729	348,729,086
Total Revenue	\$954,592,723	\$1,273,441,940	\$1,263,833,605
Expenditure Overview			
Personal Services	\$442,938,854	\$463,763,320	\$456,159,397
Other Services	109,053,564	176,954,037	172,370,958
Supplies	36,873,704	51,575,937	51,231,511
Capital	73,119,467	408,402,006	412,137,997
Debt Service	79,601,849	112,137,121	111,664,914
Transfers	60,343,940	60,609,519	60,268,828
Total Expenditures	\$801,931,377	\$1,273,441,940	\$1,263,833,605

FY17 REVENUES



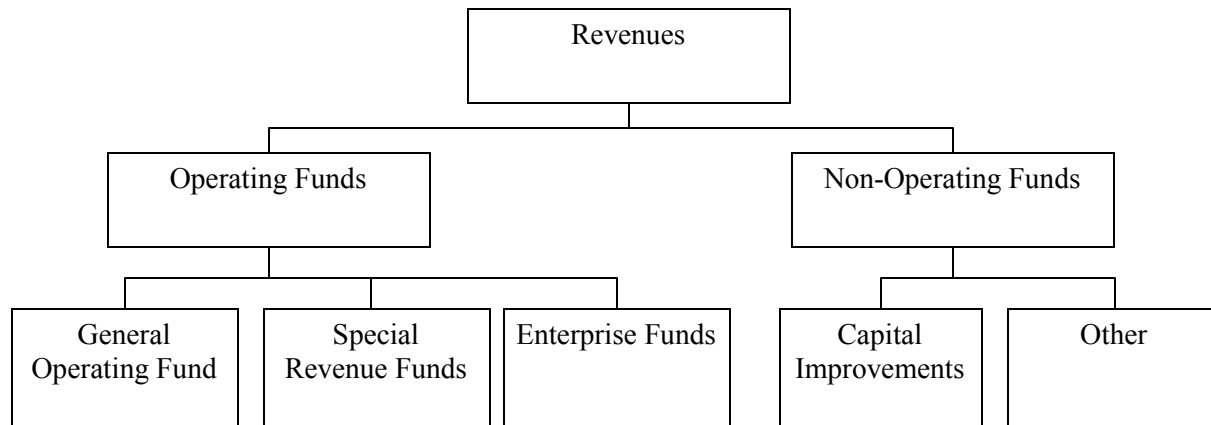
FY17 EXPENDITURES



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.



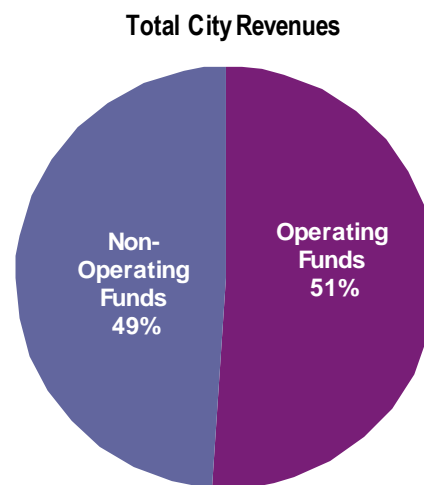
- | | | | | |
|--|---|---|---|--|
| <ul style="list-style-type: none"> • General Fund • Internal Service Funds | <ul style="list-style-type: none"> • Court Administration and Training Fund • Emergency Management Fund • Fire Sales Tax Fund • Hotel/Motel Tax Fund* • MAPS Operations Fund* • MAPS 3 Use Tax Fund* • Medical Service (Ambulance) Program Fund • OCMAPS Sales Tax Fund • Police Sales Tax Fund* • Police/Fire Capital Equipment Use Tax Fund • Zoo Sales Tax Fund | <ul style="list-style-type: none"> • Airports Fund • Solid Waste Management Fund • Stormwater Drainage Utility Fund* • Public Transportation and Parking Cash Fund • Water/Wastewater Fund | <ul style="list-style-type: none"> • Capital Improvement Projects Fund • City and Schools Capital Use Tax Fund • Hotel/Motel Tax Fund* • MAPS Operations Fund* • MAPS Sales Tax Fund • MAPS 3 Sales Tax Fund • MAPS 3 Use Tax Fund • OKC Tax Increment Financing Fund • Police Sales Tax Fund* • Police/Fire Capital Equipment Sales Tax Fund • Sports Facilities Sales Tax Fund • Sports Facilities Use Tax Fund • Stormwater Drainage Utility Fund* • Street and Alley Fund | <ul style="list-style-type: none"> • Asset Forfeiture Fund • Debt Service Fund • Grants Management Fund • OKC Improvement and Special Assessment District Fund • Special Purpose Fund |
|--|---|---|---|--|
- * 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 FY17 were based on estimated year end totals for FY16.

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, another dedicated sales tax, is currently handled in the same manner.

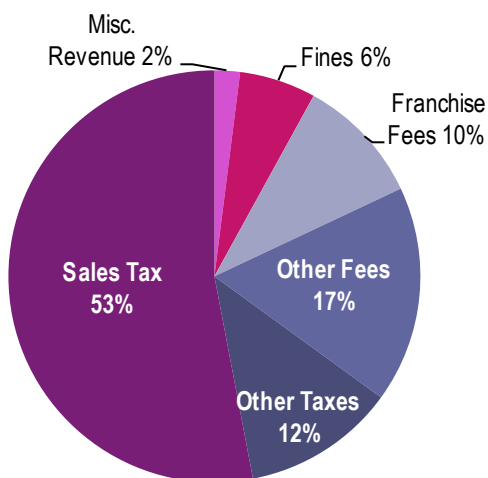


The Operating Funds category includes three major types of funds: General Operating Funds, Special Revenue Funds and Enterprise Funds, all of which will be discussed further; however, the bulk of the discussion focuses on the General Fund, the City’s largest fund.

GENERAL FUND

The General Fund has hundreds of individual revenue sources ranging from daily fishing permits to building permits to sales tax. This section examines each of the major categories of revenue in the General Fund and highlights some of the most significant revenue sources.

General Fund Revenue by Source



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 65%, 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. Sales tax is applied to most retail transactions, as provided by State law, and is collected by local vendors who then remit the revenue to the Oklahoma Tax Commission. The City maintains agreements with the Oklahoma Tax Commission for administration and enforcement services associated with sales and use taxes. The City levies a total of 3.875% in sales tax. Combined with the State levy of 4.5%, the total state and municipal sales tax rate charged within corporate Oklahoma City limits is 8.375%. The City’s 3.875% sales tax levy is divided between various funds as authorized by voters as shown in the table below. This section will focus on the 2% authorized for general operations while the dedicated sales taxes that account for the remaining 1.875% will be discussed in the Other Funds section of this chapter.

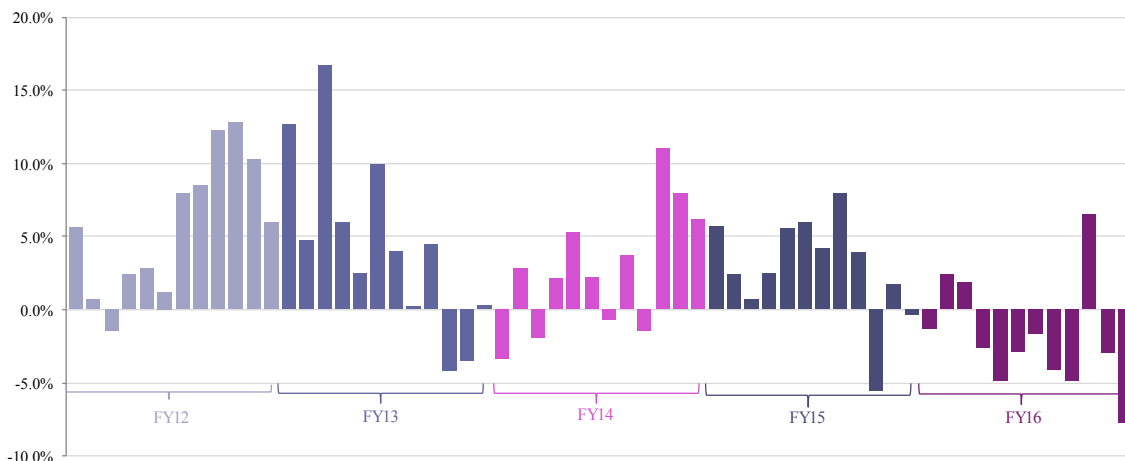
<u>Sales Tax Levy</u>	<u>Fund</u>	<u>Description</u>
2.0%	General Fund	Sales Tax is the largest revenue source for the General Fund and the City.
1.0%	MAPS 3 Sales Tax Fund	Temporary Sales Tax in effect through December 31, 2017 and is slated to fund capital improvements designed to boost economic development and improve the quality of life in Oklahoma City.
0.75%	Public Safety Sales Tax Fund	Tax is split evenly between Police and Fire and is a permanent dedicated sales tax.
0.125%	Zoo Sales Tax Fund	A permanent dedicated sales tax that can only be used for capital improvements and operations at the Zoo.
3.875%	Total	



Projecting sales tax has always proved challenging since it is complicated by many local and national factors. As reflected in the chart on the following page, the City has seen substantial fluctuation in sales tax growth over the last five years. Sales Tax saw strong growth into the first half of FY13 before slowing and/or declining in the last half of FY13 and carrying through most of FY14. Growth was moderate in FY15 but declined in FY16 where it finished 1.87% below FY15.

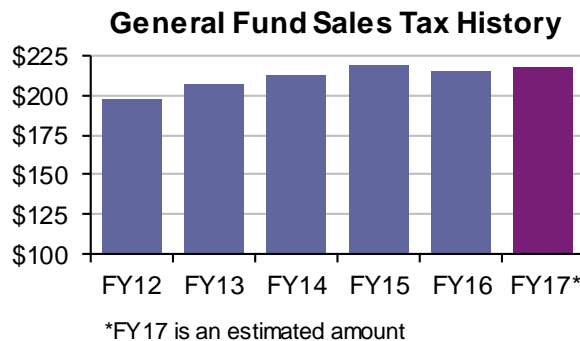
Again this year, the City contracted with Oklahoma City University (OCU) to provide input into the projection of Sales Tax for FY17 in addition to analysis of trends and general economic conditions. Dr. Russell Evans, Director and Research Economist at the Steven C. Agee Economic Research and Policy Institute at OCU, presented the economic outlook to the City Council at the February 2, 2016 workshop. The outlook projected sales tax to grow modestly in FY17 as economic conditions are projected to stabilize in the fall of 2016. Unemployment is expected tick up slightly but remain relatively low with gains in consumer services industries. The City used this guidance to develop its baseline projection of 1.61% growth in Sales Tax in FY17.

Oklahoma City Sales Tax Growth By Month
July 2012 - June 2016



Several factors contributed to the sporadic growth and declines during the last half of FY13 and most of FY14. 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 confidence in the local economy. In FY15, slight growth returned across all sales tax categories with low unemployment and savings at the fuel pump from declines in the price of oil. However, at the end of FY15 and most of FY16 the local economy was heavily influenced by the energy sector and declining rig counts. Sales Tax in Oklahoma City usually moves in the same direction as the change in active drilling rigs, although not to the same degree. Looking forward, unemployment is expected to remain low, 5% or less, with employment gains in service related industries such as leisure and hospitality, construction, retail trade, education and health services. Oklahoma City is expected to benefit due to favorable geography from the I-35 Corridor Megalopolis that continues to pull population and economic activity.

The City continues to attract well paying jobs that positively influence the local economy by contributing to sales tax revenue. General Electric constructed a 95,000 square foot oil and gas research laboratory; and PayCom, an online payroll and human resource technology provider, will create an additional 423 new jobs over the next two years as they expand their Oklahoma City headquarters. New retail also contributed to sales tax collections in FY16 with the opening of TopGolf, an entertainment center offering competitive golfing games; Cabelas, an outfitter of hunting, fishing, and outdoor gear; and the opening of an iFly, an indoor skydiving venue.



In FY17, Sales Tax is projected to total \$218 million, or 53% of the General Fund budget. As reflected in the chart on the previous page, FY12 had growth of 5.6% followed by growth of 4.3% in FY13. In FY14 growth slowed to 2.7%, and in FY15 growth was 2.9%. In FY16 Sales Tax declined 1.87% and then is projected to post modest growth of 1.61% in FY17. Since FY14, Sales Tax has not been to the level the City would have expected, based on historical average growth of 4.0%. In Fact, FY16 is only the third time in the last 20-years that sales tax has declined from previous year collections. FY03 and FY10 were the other two years that posted declines.

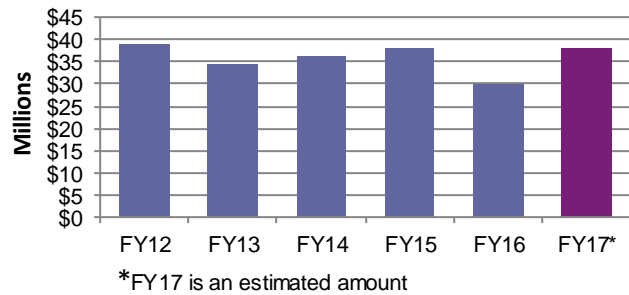
It should be noted the Sales Tax projection does not include any potential changes in state law. If the State Legislature enacts a significant change in Sales Tax, a budget amendment may become necessary during the fiscal year to reflect the changes.

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 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



Use Tax is much more volatile than Sales Tax as shown in the chart above. The FY16 total is a decline of 21% due to a refund issued to a taxpayer who remitted taxes to Oklahoma City in error for several years. Growth of 26% is projected in FY17 which would put collections close to a three year average, excluding the refund in FY16.

Excise Tax

In FY05, 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 FY17, the excise tax on tobacco products is expected to make up 1.3% of the General Fund revenue budget and generate \$5.3 million. This represents 6% growth.

Commercial Vehicle Tax and Motor Fuels Tax

Commercial Vehicle Tax and Motor Fuels Tax are expected to generate \$5.7 million in FY17 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 FY17 is \$16 million meaning the Commercial Vehicle Tax and Motor Fuels Tax cover approximately 36% of the cost of street maintenance.

Alcoholic Beverage Tax

This is a smaller source of tax revenue in the general fund expected to generate \$1.1 million in FY17 representing growth of 11.5% over projected FY16 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 10.1% of the General Fund Budget in FY17.

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 FY17 are for revenue of \$20.7 million, which represents a 2% increase over expected revenue in FY16. Electric franchise revenue is significantly influenced by the weather. 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.

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 \$4.4 million, a 4% decline from FY16 year end projections due to the low price of natural gas.

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 FY17, franchise revenue from cable television operations is expected to total \$6.8 million which represents 1.5% growth over FY16 estimated collections.

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 \$5.1 million in FY17 which represents growth of 6% that is attributed to rate increases and an increase in the number of customers served.

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 \$4.5 million in FY17.

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. Modest growth of 2.3% is projected in FY17 and is spread across most sources. Overall, the category is expected to total \$14.5 million in revenue.

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 \$19.7 million or 4.7% 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 FY13 regarding the classification of 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 $\frac{3}{4}$ cent Sales Tax for Public Safety. These payments have previously been classified as Transfers, but in FY13 were moved to the Service Charges category. The wage adjustment is budgeted at \$21.1 million in total for both Police and Fire in FY17.

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 project and billed accordingly. In FY17, these charges are expected to generate \$5.2 million, a decrease of 11% from FY16.

Parks charges include things such as admission to family aquatic centers, rentals of various Parks facilities and charges for participation in recreational leagues. These charges are paid by each visitor or participant and are expected to bring in \$1.4 million in FY17, an increase of 9% over FY16, due to increased participation rates.

Overall, Service Charges are expected to generate \$37.1 million in FY17, which is a 1% decrease due to a projected decline in FEMA reimbursements.

Fines

Primarily consisting of Court Costs and Traffic Fines, this revenue category makes up 5.5% of the General Fund budget in FY17 at \$22.9 million. This category is projected to remain flat in FY17.

GENERAL FUND - MISCELLANEOUS REVENUE

Miscellaneous revenue includes the smaller categories of Transfers, Other Sources, and Fund Balance. Transfers from other City Funds represent 0.75% of the General Fund budget or \$3.1 million. In FY17, the transfer from the OCPPA for Civic Center revenue is expected to total \$2.9 million, a 56% increase due to a change in box office ticketing, increased rentals, and a Broadway production of Lion King.

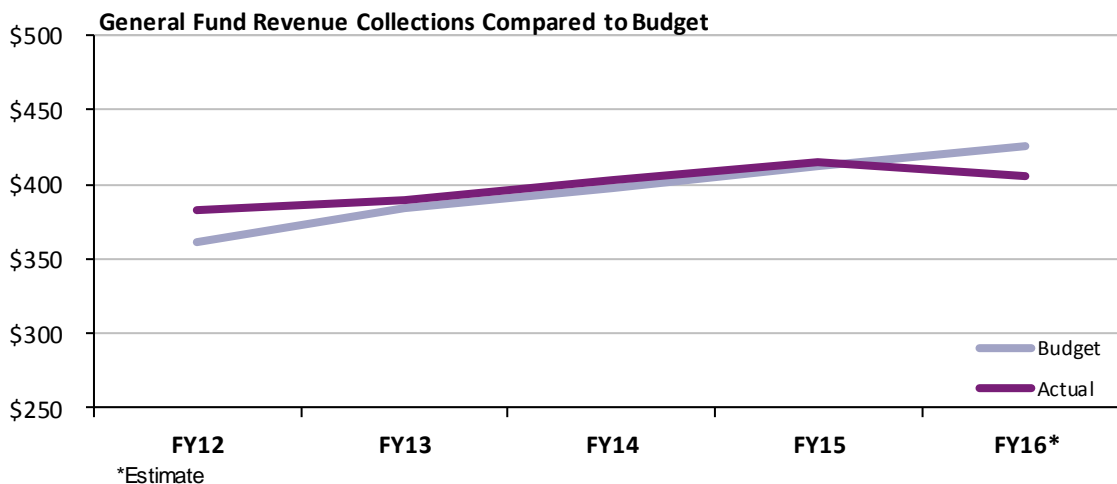
Other revenue sources include interest, leases, oil and gas royalties, sale of city property and other miscellaneous revenue sources. In total, the Other Category (including interest) represents 0.9% of the FY17 General Fund budget or \$3.7 million.

Fund Balance is budgeted at \$2.75 million in the FY17 General Fund budget. This represents only a portion of the projected carryover left at the end of FY16. 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 FY17, the \$2.75 million is budgeted to partially support the \$4.25 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 FY12 actual revenue was 6% more than projected due a strong rebound from the recession. In FY16, revenue collections are projected to be 4.9% below budget due to the downtown in energy sector that heavily influences the Oklahoma City economy. In FY13, FY14, and FY15 revenue was within 1.0% of projections. The average variance over the past five years is 1% which is within the City’s stated goal of having revenues within 2% of projections.



Internal Service Funds

Information Technology, Risk Management, the Print Shop, and Fleet Services each provide service to most 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 1%. 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 (\$4 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 FY16 is projected at \$46.5 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 FY06 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 \$3.9 million in FY17.

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 decrease by 3% from estimated FY16 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.

The **Medical Service Program Fund** was created in FY10. 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 EMSACare benefits from the Emergency Medical Services Authority (EMSA). The primary benefit of EMSACare 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 EMSACare participants for copays, deductibles or other out-of-pocket expenses. The program experiences little change in membership from year to year and is expected to generate \$6.8 million in FY17.

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 FY17.

Enterprise Funds

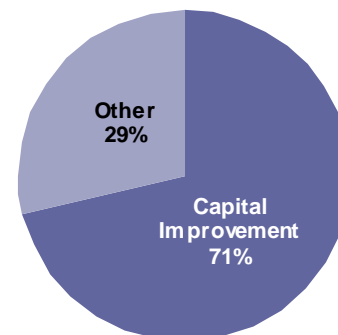
Enterprise Funds are supported by the revenue generated by operations in their specific areas. Enterprise Funds have been established for operations at the **Airports, Solid Waste Management, Stormwater Drainage, Public Transportation and Parking, and Water and Wastewater Utilities**. With the exception of the Stormwater 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 **Stormwater Drainage Utility**. All revenue for Stormwater Drainage activities comes from a fee on all water utility bills based on the size of the water line. Revenues are expected to show growth of 2.0% over expected FY16 totals and are based on an increase in the number of utility customers. The Stormwater Drainage Utility Fund is the only Enterprise Fund to also have a capital component in the non-operating funds section.

NON-OPERATING FUNDS

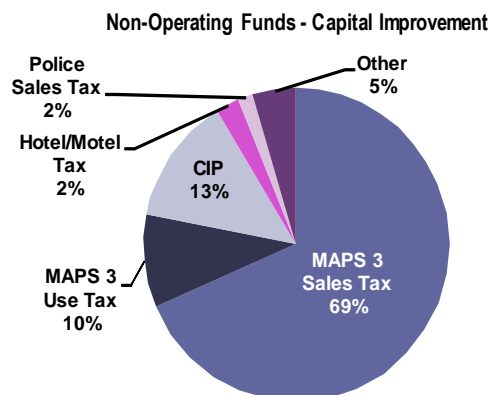
As mentioned earlier, the City classifies its funds as either operating or non-operating. The distinction is that some funds, and, in some cases, portions of funds, directly support operations and other funds provide for capital improvements or are so limited in their purpose that they do not support daily operations. This ensures significant changes in capital funding or other non-operating activities are not misinterpreted as a significant change in operational costs. In FY17, the budget for Non-Operating Funds is \$624.9 million and is comprised of Capital Improvements and other Non-Operating Funds.

Non-Operating Funds



Capital Improvements

The majority of non-operating funds are for capital improvements and have a FY17 budget of \$445.9 million. Many of the funds receive most of their revenue from other funds, such as the General Fund. The **Capital Improvement Projects (CIP) Fund**, the **Oklahoma City Tax Increment Financing (TIF) Fund** and the **Storm Water Drainage 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.



There are three Non-Operating Funds that are largely for capital improvement and are supported directly by taxes that will be in effect during FY17: the **MAPS 3 Sales Tax Fund**, the **MAPS 3 Use Tax Fund** and the **Hotel/Motel Tax Fund**.

The **MAPS 3 Sales Tax Fund** is the largest non-operating fund and 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 MAPS 3 Sales Tax growth is the same as the other sales tax supported funds at 1.61% and total

sales tax collections are expected to total \$109.1 million. An additional \$193.8 million in fund balance and prior year reserves was budgeted as several of the capital projects are in design or have begun construction.

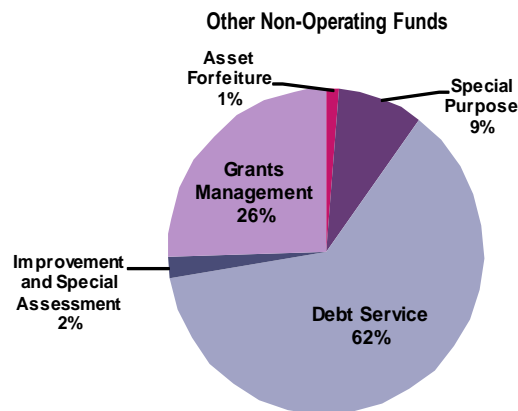
The **MAPS 3 Use Tax Fund** budget for FY17 includes both Use Tax revenue of \$13.1 million and \$33.3 million in other revenue sources such as carryover, reserve for prior year encumbrances, interest and reimbursements. The fund is used for public safety fleet replacement and is being used to help fund the new Municipal Courts building.

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 FY17 for the Non-Operating portion of the Hotel/Motel Tax matches the projection for the Operating portion, a 3% decline from projected FY16 Hotel/Motel Tax revenues. When other revenue and fund balance are included, the FY17 budget totals \$10.3 million.

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**, **Street and Alley Fund**, and the **MAPS Operations Fund**. The revenue budgets for FY17 for each of these funds are based primarily on the level of projected Fund Balance remaining at the end of FY16.

Other Non-Operating Funds

The Other Non-Operating Funds are budgeted at \$179 million in FY17. Most of these funds are so limited in their purpose that they do not support daily operations and typically 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** and the **Special Purpose Fund**.



The **Debt Service Fund** is the largest fund in the Other Non-Operating category and is supported directly by property taxes that will be in effect during FY17. 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 \$84.3 million in property taxes in FY17.

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 five Business Improvement Districts (BID) (Downtown, Stockyards, Western Avenue, Capitol Hill, and Adventure District) and one 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 assessments 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. 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 FY15	Adopted FY16	Adopted FY17
General Operating Funds			
General Fund			
<i>Taxes</i>			
Sales Tax	\$218,837,333	\$223,989,022	\$218,207,102
Use Tax	37,879,687	38,371,556	37,900,276
Excise Tax	4,939,680	4,927,377	5,334,647
Commercial Vehicle Tax	4,629,805	4,760,981	4,593,618
Motor Fuels Tax	1,116,143	1,135,530	1,142,469
Alcoholic Beverage Tax	934,609	949,561	1,053,214
Total Taxes	\$268,337,256	\$274,134,027	\$268,231,326
<i>Franchise/Utility Fees</i>			
Oklahoma Natural Gas	\$5,753,172	\$6,536,708	\$4,447,126
Oklahoma Gas & Electric	21,592,041	21,791,309	20,729,685
Caddo Electric Coop.	169,638	179,284	171,090
Oklahoma Electric Coop.	1,364,456	1,439,148	1,225,995
Tri-Gen	464,359	484,768	427,607
AT&T	418,988	364,352	346,134
AT&T Video	1,727,531	1,740,471	2,226,134
Cox Cable	6,900,959	6,936,831	6,814,568
Cox Fibernet	231,729	291,618	315,431
Other Telephone	118,151	138,187	128,286
Utility Fees - Water	2,108,010	2,300,000	2,400,000
Utility Fees - Wastewater	1,546,043	1,650,000	1,700,191
Utility Fee - Solid Waste	889,126	925,000	1,000,000
Total Franchise/Utility Fees	\$43,284,203	\$44,777,676	\$41,932,247
<i>Licenses, Permits, and Fees</i>			
Abandoned Building Registration	\$0	\$20,001	\$10,000
Fire Prevention Permits	299,775	317,899	290,341
Alarm Permits	1,263,743	1,267,693	1,336,570
Oil & Gas Well Inspections	268,750	212,674	152,522
General Licenses	755,488	766,449	844,158
Building Permits	6,827,166	7,041,776	5,436,780
Electrical Wiring Permits	1,483,716	1,483,684	1,646,190
Plumbing Permits	1,694,005	1,749,888	1,597,679
Boiler & Elevator Permits	241,045	246,382	268,347
Offsite Wagering Fee	62,376	58,909	60,521
Pre-Qualification Application Fee	44,685	46,920	56,987
Refrig. & Forced Air Permits	1,054,091	1,063,471	1,106,714
Sidewalk & Paving Fees	419,453	462,147	540,538
Work Zone Permits	36,685	41,632	31,475
Other Fees	137,818	56,920	48,223
Hunting and Fishing Permits	161,855	144,504	174,013
Mixed Bev./Bottle Club License	543,060	534,382	608,149
Vending Stamps	172,202	192,850	162,679
Bike Share Program	29,389	23,538	33,229
Garage Sale Permits	132,150	155,787	134,255
Total Licenses, Permits, & Fees	\$15,627,452	\$15,887,506	\$14,539,370

	Actual FY15	Adopted FY16	Adopted FY17
<i>Administrative Charges</i>			
Airport Administrative Payments	\$885,868	\$889,564	\$872,587
Airport Police Payments	2,968,220	3,036,441	3,081,534
Water/Wastewater Admin Payments	6,720,001	6,711,539	6,736,194
Drainage Utility Administrative Payment	1,056,017	1,115,348	1,090,416
Solid Waste Mgmt. Admin Payments	914,964	921,931	913,617
Convention & Tourism Admin Payments	267,869	279,471	318,111
Zoo Administrative Payments	200,000	250,000	242,000
Golf Administrative Payments	153,476	78,023	78,023
Other Administrative Payments	64,133	87,867	94,338
MAPS3 Administrative Payments	567,819	623,086	858,375
Risk Management Administrative Payments	742,760	816,475	849,563
Public Transportation Administrative Pmnts.	845,606	782,439	962,828
Parking Administrative Payments	509,741	404,506	536,521
IT Administrative Payments	1,476,555	1,485,158	1,621,993
Print Shop Administrative Payments	114,047	112,848	112,945
Fleet Services Admin Payments	71,398	69,607	78,911
Banking Fee Payments	622,220	575,872	644,026
<i>Total Administrative Charges</i>	\$18,180,694	\$18,240,175	\$19,091,982
<i>Other Service Charges</i>			
Bond Fund Engineering, Legal, Other Services	\$5,414,573	\$5,889,336	\$5,242,855
Econ Dev, TIF Engineering, Legal, Other Svcs	399,989	378,862	409,230
Animal Shelter Fees	321,137	330,415	345,123
Engineering Fees	3,532,644	3,327,390	2,418,456
Planning Fees	856,444	925,175	797,665
Fire Service Recovery	7,000	28,000	28,000
Fire Wage Adjustment Reimbursement	11,895,176	12,067,656	11,963,872
Police Wage Adjustment Reimbursement	9,133,211	9,265,643	9,185,958
Police Fees	1,946,199	2,409,622	2,195,481
Parking Meters	1,198,162	1,201,512	1,398,819
Reimbursement - Grants	131,834	164,372	466,839
Refunds and Reimbursements - Operating	1,561,540	236,044	1,688,116
Mowing Services - OCRRA	35,393	35,393	35,393
Damage to City Property	178,334	75,557	216,279
Recreation Fees	1,210,175	1,236,013	1,390,313
<i>Total Other Service Charges</i>	\$37,821,811	\$37,570,990	\$37,782,399

REVENUES

	Actual FY15	Adopted FY16	Adopted FY17
<i>Fines</i>			
Traffic Fines	\$9,203,694	\$9,483,862	\$8,118,554
Parking Fines	2,414,001	2,569,741	2,108,131
Court Fees	11,396,763	11,675,869	9,765,845
Court of Record, Jury Division	1,945,387	1,889,644	1,911,653
Criminal Court	225,592	785,636	269,457
Jail Cost Recovery Program	363,571	361,199	339,051
Other Fines	283,082	279,012	270,191
Juvenile Fines	239,485	235,918	215,620
Total Fines	\$26,071,576	\$27,280,881	\$22,998,502
<i>Other Revenue</i>			
Leases	\$1,915,191	\$1,874,875	\$2,050,000
Sale of City Property	20,124	10,010	100,000
Check Service Charge	1,885	0	1,296
Royalties	106,689	72,509	62,147
Miscellaneous	728,094	335,629	565,370
Wrecker Service Payments	50,980	51,218	50,240
Operating Interest	483,534	651,540	955,000
Total Other Revenue	\$3,306,497	\$2,995,781	\$3,784,053
<i>Transfers</i>			
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	1,718,527	2,119,576	2,912,404
Transfers from Development Svcs. OCMFA	708,269	571,576	0
Transfers from Parks - OCMFA	0	0	0
Transfers - Miscellaneous	225,008	175,500	175,000
Total Transfers	\$2,651,804	\$2,866,652	\$3,087,404
Fund Balance	\$0	\$10,750,000	\$2,750,000
Reserve for Outstanding Encumbrances	\$0	\$1,065,420	\$0
Total General Fund	\$415,281,292	\$435,569,108	\$414,197,283
Internal Service Funds			
Information Technology	\$23,183,427	\$23,847,145	\$23,569,899
Risk Management	17,026,643	16,893,938	15,172,712
Print Shop	929,100	952,525	933,287
Fleet Services	9,374,187	9,520,020	9,646,904
Fund Balance	0	1,958,378	1,540,029
Reserve for Outstanding Encumbrances	0	105,728	0
Total Internal Service Funds	\$50,513,357	\$53,277,734	\$50,862,831
Total General Operating Funds	\$465,794,649	\$488,846,842	\$465,060,114

	Actual FY15	Adopted FY16	Adopted FY17
Special Revenue Funds			
Court Administration & Training Fund			
Forensic Fee	\$505,217	\$519,221	\$451,477
CLEET Fund - State	744,486	765,140	666,888
Victim's Compensation Fee	24,329	23,723	23,051
AFIS Fingerprint Fee	523,204	537,749	467,479
Police Training Fee	189,374	193,844	169,997
Other	63,571	64,818	56,831
Interest	5,963	7,542	10,170
Fund Balance	0	106,994	496,282
Reserve for Outstanding Encumbrances	0	54,571	0
Total Court Administration & Training Fund	\$2,056,143	\$2,273,602	\$2,342,175
Emergency Management Fund			
Tariff Revenue	\$4,818,455	\$4,830,729	\$4,907,458
Interest	5,717	6,277	9,999
Fund Balance	0	383,183	462,815
Subsidy Transfer from General Fund	3,255,062	3,245,454	3,997,544
Total Emergency Management Fund	\$8,079,233	\$8,465,643	\$9,377,816
Fire Sales Tax Fund			
Sales Tax	\$41,032,000	\$41,997,942	\$40,913,832
Interest	59,020	69,447	121,899
Other	327,684	14,332	13,458
Fund Balance	0	2,554,092	3,080,966
Reserve for Outstanding Encumbrances	0	693,780	0
Total Fire Sales Tax Fund	\$41,418,704	\$45,329,593	\$44,130,155
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	\$6,647,555	\$6,874,581	\$6,492,820
Transfers	5,383,272	5,155,625	5,194,256
Interest	19,325	28,060	36,582
Fund Balance	0	52,631	351,275
Total Hotel/Motel Tax Fund	\$12,050,152	\$12,110,897	\$12,074,933
MAPS Operations Fund**			
Interest	\$33,718	\$46,284	\$70,723
Civic Center Naming Rights	0	0	0
Other*	(650,631)	(670,786)	(690,910)
Fund Balance	0	1,471,287	1,372,055
Reserve for Outstanding Encumbrances	0	159,081	0
Total MAPS Operations Fund	(\$616,913)	\$1,005,866	\$751,868

REVENUES

	Actual FY15	Adopted FY16	Adopted FY17
MAPS 3 Use Tax Fund**			
Use Tax	\$13,136,625	\$13,346,628	\$13,182,705
Other*	(17,145,305)	(12,225,196)	(11,611,526)
Interest	127,368	187,890	150,344
Fund Balance	0	1,775,834	2,321,655
Total MAPS 3 Use Tax Fund	(\$3,881,312)	\$3,085,156	\$4,043,178
Medical Service Program Fund			
Medical Service Program Fee	\$6,871,726	\$6,840,000	\$6,810,896
Interest	11,315	13,081	33,027
Carryover	0	0	0
Total Medical Service Program Fund	\$6,883,041	\$6,853,081	\$6,843,923
OCMAPS Sales Tax Fund			
Interest	\$7,659	\$13,401	\$6,358
Other	40,881	0	187,780
Fund Balance	0	680,569	245,095
Refunds and Reimbursements	0	0	0
Reserve for Outstanding Encumbrances	0	0	0
Total OCMAPS Sales Tax Fund	\$48,540	\$693,970	\$439,233
Police Sales Tax Fund**			
Sales Tax	\$41,032,000	\$41,997,942	\$40,913,832
Interest	60,286	73,334	136,417
Other*	(2,095,101)	(217,043)	124,498
Fund Balance	0	526,748	573,171
Reserve for Outstanding Encumbrances	0	116,062	0
Total Police Sales Tax Fund	\$38,997,185	\$42,497,043	\$41,747,918
Zoo Sales Tax Fund			
Sales Tax	\$13,677,333	\$13,999,314	\$13,910,703
Fund Balance	\$0	\$279,986	\$278,214
Interest	519	0	0
Total Zoo Sales Tax Fund	\$13,677,852	\$14,279,300	\$14,188,917
Total Special Revenue Funds	\$118,712,626	\$136,594,151	\$135,940,116

	Actual FY15	Adopted FY16	Adopted FY17
Enterprise Funds			
Airports Cash Fund			
Transfer from Airport Trust (OCAT)	\$16,561,748	\$17,350,675	\$17,574,222
Interest	14,053	15,822	28,270
Other	57,591	0	0
Reserve for Outstanding Encumbrances	0	0	0
Total Airports Cash Fund	\$16,633,392	\$17,366,497	\$17,602,492
Solid Waste Management Cash Fund			
Transfer from OCEAT (Flow Fee)	\$9,755,000	\$10,745,720	\$10,813,227
Interest	12,520	15,556	17,522
Fund Balance	0	1,000,000	1,000,000
Reserve for Outstanding Encumbrances	0	0	0
Total Solid Waste Management Cash Fund	\$9,767,520	\$11,761,276	\$11,830,749
Storm Water Drainage Utility Fund**			
Drainage Fee	\$16,850,160	\$16,820,685	\$17,667,703
Interest	47,192	53,180	108,790
Other*	(1,015,758)	(2,956,059)	(786,910)
Fund Balance	0	2,103,514	122,538
Reserve for Outstanding Encumbrances	0	463,196	0
Total Storm Water Drainage Utility Fund	\$15,881,594	\$16,484,516	\$17,112,121
Transportation and Parking Enterprise Fund			
Transfer from COTPA Trust	\$1,789,514	\$2,857,823	\$3,595,848
Transfer from General Fund	309,026	341,119	330,252
Interest	1,628	2,225	4,714
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	25,140	0
Total Transportation and Parking Cash Fund	\$2,100,168	\$3,226,307	\$3,930,814
Water/Wastewater Cash Fund			
Transfer from OCWUT	\$78,500,000	\$86,936,856	\$88,001,990
Interest	61,851	70,981	142,693
Fund Balance	0	800,000	800,000
Other	67	0	0
Reserve for Outstanding Encumbrances	0	302,741	0
Total Water/Wastewater Cash Fund	\$78,561,919	\$88,110,578	\$88,944,683
Total Enterprise Funds	\$122,944,592	\$136,949,174	\$139,420,859
Subtotal Operating Funds	\$707,451,867	\$762,390,167	\$740,421,089
Less Operating Interfund Transfers (1)	(91,600,327)	(93,474,525)	(93,998,150)
Total Operating Funds	\$615,851,540	\$668,915,642	\$646,422,939

	Actual FY15	Adopted FY16	Adopted FY17
Non-Operating Funds			
Non-Operating Capital Improvements			
Capital Improvement Projects Fund			
Operating Transfers	\$10,869,487	\$19,964,805	\$6,965,000
Interest	315,573	311,500	450,000
Other	3,141,563	(1,631,500)	0
Fund Balance	0	39,924,879	51,939,673
Reserve for Outstanding Encumbrances	0	15,266,337	0
Total Capital Improvement Projects Fund	\$14,326,623	\$73,836,021	\$59,354,673
City and Schools Capital Projects Use Tax Fund			
Use Tax	\$0	\$0	\$0
Interest	13,438	15,689	20,046
Other	1,111,856	370,000	171,975
Transfers	537,300	0	0
Fund Balance	0	2,395,126	2,952,487
Reserve for Outstanding Encumbrances	0	65,954	0
Total City and Schools Cap. Projects Use Tax	\$1,662,595	\$2,846,769	\$3,144,508
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	\$7,977,066	\$8,249,498	\$7,791,383
Transfers	1,594,473	897,470	1,351,752
Interest	23,134	31,724	38,215
Fund Balance	0	0	1,156,203
Total Hotel/Motel Tax Fund	\$9,594,673	\$9,178,692	\$10,337,553
MAPS Operations Fund**			
Interest	\$19,321	\$15,000	\$15,000
Refunds and Reimbursements	0	0	0
Other*	651,249	670,786	690,910
Fund Balance	0	3,428,386	3,944,801
Reserve for Outstanding Encumbrances	0	13,480	0
Total MAPS Operations Fund	\$670,570	\$4,127,652	\$4,650,711
MAPS Sales Tax Fund			
Interest	\$61	\$1,000	\$237
Other	12,847	0	0
Fund Balance	0	555,154	563,609
Reserve for Outstanding Encumbrances	0	0	0
Total MAPS Sales Tax Fund	\$12,908	\$556,154	\$563,846

	Actual FY15	Adopted FY16	Adopted FY17
MAPS 3 Sales Tax Fund			
Sales Tax	\$109,316,999	\$112,705,477	\$109,103,551
Interest	2,224,333	1,579,240	2,717,475
Other	39,880	400,000	0
Fund Balance	0	79,331,283	117,282,525
Reserve for Outstanding Encumbrances	0	104,735,906	76,541,474
Total MAPS 3 Sales Tax Fund	\$111,581,212	\$298,751,906	\$305,645,025
MAPS 3 Use Tax Fund**			
Interest	\$96,143	\$123,800	\$286,299
Other*	17,145,714	12,225,196	12,153,347
Fund Balance	0	19,350,389	30,089,163
Reserve for Outstanding Encumbrances	0	3,437,748	0
Total MAPS 3 Sales Tax Fund	\$17,241,858	\$35,137,133	\$42,528,809
Oklahoma City Sports Facilities Sales Tax Fund			
Sales Tax	\$0	\$0	\$0
Interest	3,261	3,182	1,948
Other	37,052	0	0
Fund Balance	0	421,945	360,684
Reserve for Outstanding Encumbrances	0	0	0
Total OKC Sports Facilities Sales Tax Fund	\$40,313	\$425,127	\$362,632
Oklahoma City Sports Facilities Use Tax Fund			
Use Tax	\$0	\$0	\$0
Interest	3,596	3,000	4,543
Other	30,009	0	0
Reserve for Outstanding Encumbrances	0	0	0
Fund Balance	0	536,010	565,132
Total OKC Sports Facilities Use Tax Fund	\$33,605	\$539,010	\$569,675
Oklahoma City Tax Increment Financing Fund			
Tax Increment Financing Match	\$0	\$850,000	\$850,000
Interest	\$801	\$0	\$0
Total Oklahoma City TIF Fund	\$801	\$850,000	\$850,000
Police Sales Tax Fund**			
Other*	\$2,338,667	\$405,759	\$0
Interest	41,293	35,000	60,822
Fund Balance	0	6,080,808	3,476,419
Reserve for Outstanding Encumbrances	0	1,113,658	4,060,428
Total Police Special Tax	\$2,379,960	\$7,635,225	\$7,597,669

REVENUES

	Actual FY15	Adopted FY16	Adopted FY17
Police/Fire Capital Equipment Sales Tax Fund			
Interest	\$41,050	\$35,000	\$58,320
Other	1,099,708	0	0
Fund Balance	0	5,071,427	5,108,278
Reserve for Outstanding Encumbrances	0	2,277,999	0
Total Police/Fire Equipment Sales Tax Fund	\$1,140,757	\$7,384,426	\$5,166,598
Storm Water Drainage Fund**			
Interest	\$13,005	\$12,000	\$19,512
Other*	1,627,186	3,988,650	1,202,180
Fund Balance	0	1,310,232	1,802,577
Reserve for Outstanding Encumbrances	0	398,734	1,712,963
Total Storm Water Drainage Fund	\$1,640,191	\$5,709,616	\$4,737,232
Street & Alley Capital			
Interest	\$2,933	\$3,000	\$300
Other	146,891	168,000	0
Fund Balance	0	91,823	392,629
Reserve for Outstanding Encumbrances	0	189,704	0
Total Street & Alley Capital	\$149,824	\$452,527	\$392,929
Total Capital Improvements	\$160,475,890	\$447,430,258	\$445,901,860
Other Non-Operating Funds			
Asset Forfeiture			
Asset Seizure Revenues	\$757,568	\$1,102,050	\$1,168,780
Rental Revenues	3,103	3,160	0
Other	79,942	17,379	16,612
Interest	14,634	25,817	24,731
Fund Balance	0	1,496,286	1,180,750
Reserve for Outstanding Encumbrances	0	153,736	0
Total Asset Forfeiture	\$855,247	\$2,798,428	\$2,390,873
Debt Service Fund			
Ad Valorem (Property)	\$79,718,644	\$84,407,152	\$84,327,057
Interest	1,061,814	600,000	600,000
Other	83,509,261	6,000,000	6,000,000
Fund Balance	0	21,119,969	20,727,857
Total Debt Service Fund	\$164,289,719	\$112,127,121	\$111,654,914
Grants Management Fund			
Grant Awards	\$28,922,320	\$32,828,814	\$45,658,879
Total Grants Management Fund	\$28,922,320	\$32,828,814	\$45,658,879

	Actual FY15	Adopted FY16	Adopted FY17
OKC Improvement & Special Assessment Dist.			
Assessments	\$2,109,375	\$2,693,240	\$3,715,900
Interest	6,637	25,900	8,050
Collection Fees	6,663	37,360	13,190
Other	0	500	0
Total OKC Improvement Districts Fund	\$2,122,675	\$2,757,000	\$3,737,140
Special Purpose Fund			
Donations	\$2,680,586	\$9,587,575	\$2,244,257
Other	2,521,125	3,678,024	3,373,054
Interest	142,705	0	68,097
Fund Balance	0	7,989,611	9,914,031
Reserve for Outstanding Encumbrances	0	1,832,193	0
Total Special Purpose Funds	\$5,344,416	\$23,087,403	\$15,599,439
Total Other Non-Operating Funds	\$201,534,376	\$173,598,766	\$179,041,245
Total Non-Operating Funds	\$362,010,266	\$621,029,024	\$624,943,105
Subtotal All Funds	\$977,861,806	\$1,289,944,666	\$1,271,366,044
Less Interfund Transfers (2)	(23,268,282)	(16,502,726)	(7,532,439)
Total All Funds	\$954,593,524	\$1,273,441,940	\$1,263,833,605

*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	\$3,255,062	\$3,245,454	\$3,997,544
Gen Fund Transfer to MAPS Oper	0	0	0
Gen Fund Transfer to MAPS 3 Use Tax	0	0	0
Gen Fund to Transit Fund via COTPA	1,933,558	2,940,757	4,063,451
Fire Sales Tax to General Fund	11,895,176	12,067,656	11,963,874
Police Sales Tax to General Fund	9,133,211	9,154,838	9,185,958
Various Funds Admin Pmts to Gen Fund	14,800,238	14,852,192	15,464,521
Total	\$91,600,327	\$93,474,525	\$93,998,150

(2) Transfers to Non-Operating Funds

Various to CIP Fund	\$11,704,700	\$15,719,805	\$7,065,600
Grant Fund to Various Funds	131,834	164,372	466,839
Special Purpose to Various Funds	0	400,000	0
Various Funds to Special Purpose	1,464,825	216,399	0
Various Funds to Grant Fund	9,966,915	2,150	0
Total	\$23,268,273	\$16,502,726	\$7,532,439

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.

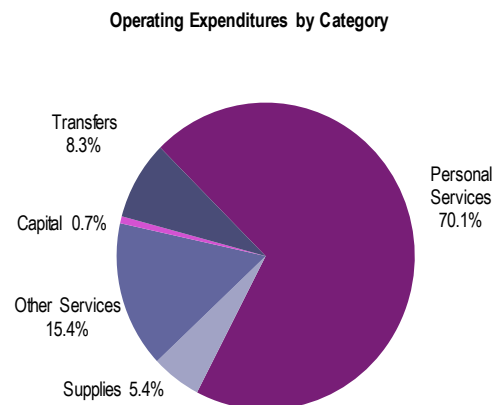
The budget is also divided between Operating and Non-Operating expenditures. This division helps take out the significant fluctuations in capital and non-operating expenses that occur as a result of projects such as the MAPS 3 and MAPS for Kids programs. Most of the discussions about the budget focus on the operating portion of the budget because it allows for better year-to-year comparisons. The Operating Budget totals \$646,422,939.

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 below, 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 15% 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 8% 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

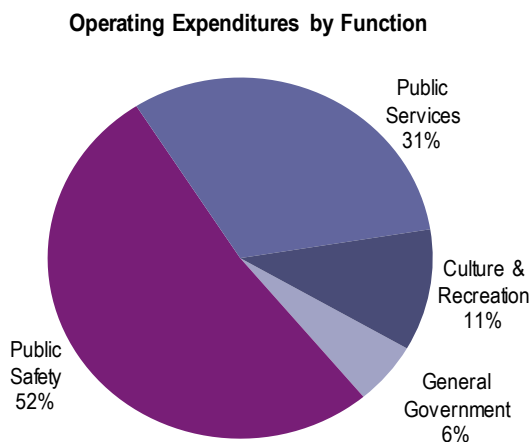
Another way of looking at the City's budget is to consider the service or function being provided. There are four broad areas of service provided by the City. The first are the General Government functions. These include the City Manager's Office, the Office of Mayor and Council, the Municipal Counselor's 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 \$646,422,939 is allocated to specific functions.



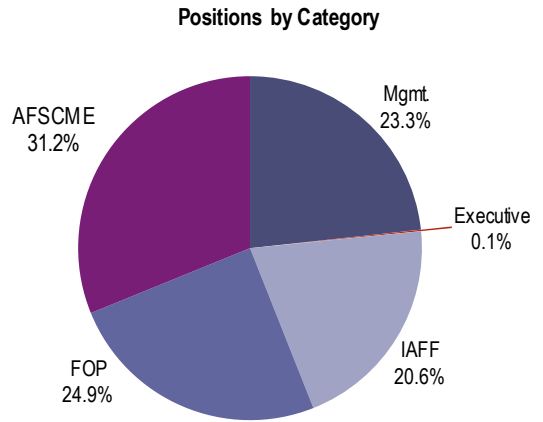
BUDGETED POSITIONS

The FY17 Adopted Budget contains authorization for 4,699 positions throughout the City. This is a decrease of 44 positions from the FY16 adopted budget. The table on the following page shows the changes on a department-by-department basis.

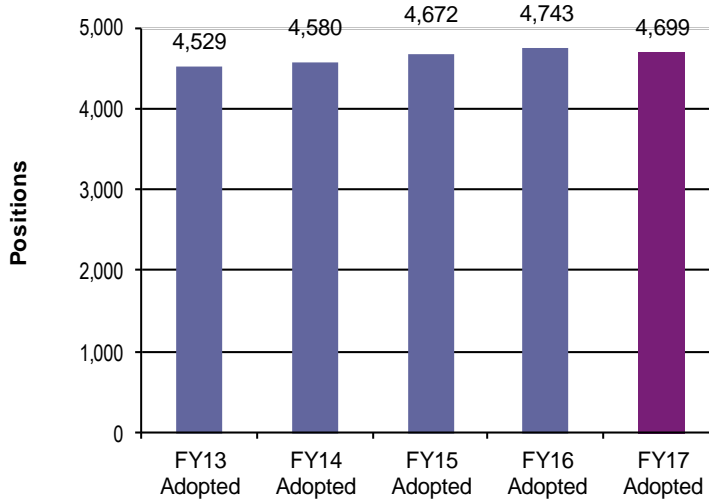
The City’s workforce is comprised of five basic groups. The American Federation of State, County, and Municipal Employees (AFSCME) represent the general pay plan or non-management employees of the City. This is the largest group at 1,464 positions. The Fraternal Order of Police (FOP) represents all sworn positions within the Police Department. The adopted budget includes 1,168 FOP positions.

The International Association of Firefighters (IAFF) represents all of the uniformed positions within the Fire Department. The adopted budget contains 966 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 1,094 positions in the adopted 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 History



BUDGETED POSITIONS BY DEPARTMENT

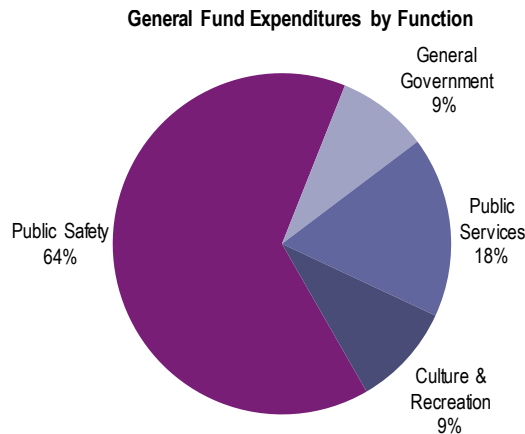
Department	FY15 Adopted	FY16 Adopted	FY17 Adopted	Change	%
Airports	118.00	120.00	120.00	0.00	0.0%
City Auditor	9.00	9.00	8.00	(1.00)	-11.1%
City Clerk	9.00	9.00	8.00	(1.00)	-11.1%
City Manager	47.00	43.00	48.00	5.00	11.6%
Development Services	202.00	201.00	192.00	(9.00)	-4.5%
Finance	87.00	90.00	86.00	(4.00)	-4.4%
Fire	987.00	1008.00	997.00	(11.00)	-1.1%
General Services	77.00	78.00	71.00	(7.00)	-9.0%
Information Technology	102.00	103.00	100.00	(3.00)	-2.9%
Mayor and Council	6.00	6.00	6.00	0.00	0.0%
Municipal Counselor	56.00	58.00	56.00	(2.00)	-3.4%
Municipal Court	81.00	81.00	81.00	0.00	0.0%
Parks and Recreation	197.00	199.00	192.00	(7.00)	-3.5%
Personnel	26.00	26.00	24.00	(2.00)	-7.7%
Planning	27.5	29.50	28.25	(1.25)	-4.2%
Planning Grants	21.5	20.50	19.75	(0.75)	-3.7%
Police	1,427.14	1,453.14	1,464.00	10.86	0.7%
Police Grants	1.86	1.86	1.00	(0.86)	-46.2%
Public Transportation and Parking	28.00	29.00	32.00	3.00	10.3%
Public Works	400.00	406.00	391.00	(15.00)	-3.7%
Utilities	762.00	772.00	774.00	2.00	0.3%
Total	4,672	4,743	4,699	-44	-0.9%

THE GENERAL FUND

The General Fund is the largest fund within the City budget and makes up \$414,197,283 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.

	Actual FY15	Adopted FY16	Adopted FY17	Percentage Change
General Fund Expenses				
City Auditor	\$1,168,631	\$1,190,349	\$1,149,802	-3.41%
City Clerk	998,335	1,029,490	992,440	-3.60%
City Manager	3,546,886	3,212,085	3,136,396	-2.36%
Development Services	17,934,721	18,675,427	18,188,230	-2.61%
Finance	8,649,892	9,029,950	8,444,536	-6.48%
Fire	95,896,360	94,975,056	93,001,917	-2.08%
General Services	5,106,196	5,008,217	4,824,383	-3.67%
Mayor & Council	894,891	969,208	1,003,024	3.49%
Municipal Counselor	7,022,634	7,068,826	6,830,422	-3.37%
Municipal Court	9,455,743	9,600,802	9,162,646	-4.56%
Non-Departmental Operating	47,780,837	64,927,738	54,410,545	-16.20%
Parks & Recreation	23,398,209	26,935,648	26,021,239	-3.39%
Personnel	2,983,813	2,981,348	2,886,222	-3.19%
Planning	3,519,830	3,905,785	3,860,137	-1.17%
Police	132,570,434	135,807,056	133,934,070	-1.38%
Public Transportation and Parking	18,630,592	18,624,516	16,460,670	-11.62%
Public Works	30,300,488	31,627,607	29,890,604	-5.49%
Total Expenses	\$409,858,493	\$435,569,108	\$414,197,283	-4.91%

EXPENDITURE SUMMARY TABLE

	Actual FY15	Adopted FY16	Adopted FY17	Percentage Change
Operating Funds				
General Operating Funds				
General Fund	\$409,858,493	\$435,569,108	\$414,197,283	-4.91%
Internal Service Fund	49,630,537	53,277,734	50,862,831	-4.53%
Total General Operating Funds	\$459,489,030	\$488,846,842	\$465,060,114	-4.87%
Special Revenue Funds				
Court Admin. and Training Fund	\$2,086,740	\$2,273,602	\$2,342,175	3.02%
Emergency Management Fund	7,941,840	8,465,643	9,377,816	10.77%
Fire Sales Tax Fund	38,141,915	45,329,593	44,130,155	-2.65%
Hotel/Motel Tax Fund*	11,911,245	12,110,897	12,074,933	-0.30%
MAPS Operations Fund*	796,868	1,005,866	751,868	-25.25%
MAPS 3 Use Tax Fund*	1,658,849	3,085,156	4,043,178	31.05%
Medical Service Program Fund	5,483,626	6,853,081	6,843,923	-0.13%
OCMAPS Sales Tax Fund*	1,191,763	693,970	439,233	-36.71%
Police Sales Tax Fund*	37,861,973	42,497,043	41,747,918	-1.76%
Zoo Sales Tax Fund	13,667,230	14,279,300	14,188,917	-0.63%
Total Special Revenue Funds	\$120,742,051	\$136,594,151	\$135,940,116	-0.48%
Enterprise Funds				
Airports Fund	\$15,896,984	\$17,366,497	\$17,602,492	1.36%
Solid Waste Management Fund	9,905,926	11,761,276	11,830,749	0.59%
Stormwater Drainage Utility Fund*	13,526,099	16,484,516	17,112,121	3.81%
Public Trans. and Parking Fund	2,077,835	3,226,307	3,930,814	21.84%
Water/Wastewater Fund	78,958,849	88,110,578	88,944,683	0.95%
Total Enterprise Funds	\$120,365,692	\$136,949,174	\$139,420,859	1.80%
Subtotal Operating Funds	\$700,596,773	\$762,390,167	\$740,421,089	-2.88%
<i>Less</i> Interfund Transfers (1)	(91,600,327)	(93,474,525)	(93,998,150)	0.56%
Total Operating Funds	\$608,996,445	\$668,915,642	\$646,422,939	-3.36%

	Actual FY15	Adopted FY16	Adopted FY17	Percentage Change
Non-Operating Funds				
Capital Improvements				
Capital Improvement Projects Fund	\$19,423,863	\$73,836,021	\$59,354,673	-19.61%
City and Sch Cap Proj Use Tax Fund	3,229,477	2,846,769	3,144,508	10.46%
Hotel/Motel Tax Fund*	9,731,715	9,178,692	10,337,553	12.63%
MAPS Operations Fund*	340,007	4,127,652	4,650,711	12.67%
MAPS Sales Tax Fund*	0	556,154	563,846	1.38%
MAPS 3 Sales Tax Fund	51,997,894	298,751,906	305,645,025	2.31%
MAPS 3 Use Tax Fund*	7,733,048	35,137,133	42,528,809	21.04%
OKC Sports Facilities Sales Tax Fund	526,903	425,127	362,632	-14.70%
OKC Sports Facilities Use Tax Fund	207,981	539,010	569,675	5.69%
OKC Tax Increment Financing Fund	947,964	850,000	850,000	0.00%
Police Sales Tax Fund*	713,421	7,635,225	7,597,669	-0.49%
Police/Fire Cap Equip Sales Tax Fund	1,765,606	7,384,426	5,166,598	-30.03%
Stormwater Drainage Utility Fund*	2,067,862	5,709,616	4,737,232	-17.03%
Street and Alley Fund	593,191	452,527	392,929	-13.17%
Total Capital Improvements	\$99,278,932	\$447,430,258	\$445,901,860	-0.34%
Other				
Asset Forfeiture Fund	1,874,430	2,798,428	2,390,873	-14.56%
Debt Service Fund	79,597,764	112,127,121	111,654,914	-0.42%
Grants Management Fund	30,734,545	32,828,814	45,658,879	39.08%
OKC Improv. and Special Assess Dist.	1,897,991	2,757,000	3,737,140	35.55%
Special Purpose Fund	3,984,858	23,087,403	15,599,439	-32.43%
Total Other	\$118,089,588	\$173,598,766	\$179,041,245	3.14%
Total Non-Operating Funds	\$217,368,520	\$621,029,024	\$624,943,105	0.63%
Subtotal All Funds	\$826,364,965	\$1,289,944,666	\$1,271,366,044	-1.44%
<i>Less Interfund Transfers (2)</i>	<i>(23,268,282)</i>	<i>(16,502,726)</i>	<i>(7,532,439)</i>	<i>-54.36%</i>
Total All Funds	\$803,096,683	\$1,273,441,940	\$1,263,833,605	-0.75%

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

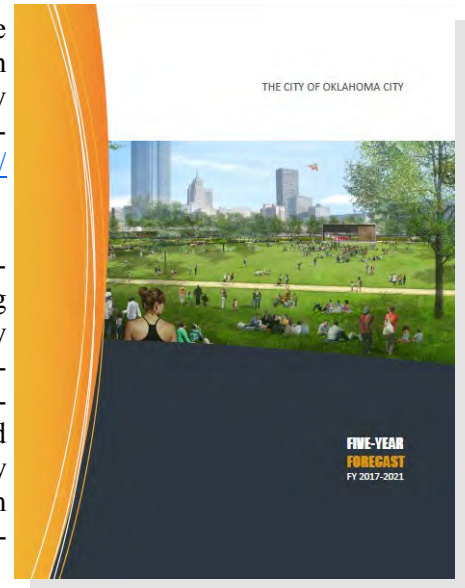
EXPENDITURES

	Actual FY15	Adopted FY16	Adopted FY17
<i>(1) Transfers between Operating Funds</i>			
Gen Fund Transfer to Emerg Mgmt	\$3,255,062	\$3,245,454	\$3,997,544
Gen Fund Transfer to MAPS Oper	0	0	0
Gen Fund to Transit Fund via COTPA	1,933,558	2,940,757	4,063,451
Gen Fund to City & Schools Use Tax Fund	69,725	0	0
Various Funds to Internal Service Fund	50,513,357	51,213,628	49,322,802
Fire Sales Tax to General Fund	11,895,176	12,067,656	11,963,874
Police Sales Tax to General Fund	9,133,211	9,154,838	9,185,958
Various Funds Admin Pmts to Gen Fund	14,800,238	14,852,192	15,464,521
Total	\$91,600,327	\$93,474,525	\$93,998,150
 <i>(2) Transfers to Non-Operating Funds</i>			
Various to CIP Fund	\$11,704,700	\$15,719,805	\$7,065,600
Grant Fund to Various Funds	131,834	164,372	466,839
Special Purpose to Various Funds	0	400,000	0
Various Funds to Special Purpose	1,464,825	216,399	0
Various Funds to Grant Funds	9,966,915	2,150	0
Total	\$23,268,273	\$16,502,726	\$7,532,439

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 which focuses on the General Fund, the full forecast is available on the City's website at 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 meeting the community's needs for ongoing core and ancillary programs and services. 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. **Compliance.** Providing the forecast helps the City comply with city financial policies and practices designed to ensure the responsible utilization of public resources.
2. **Strategy.** The forecast provides the Mayor and City Council with information to formulate long-term strategies to ensure city services are available at a level appropriate to the actual needs of the community. Annual budgeting alone can fail to serve the long-term public interest if short-term priorities reduce resources that may be required to meet imminent needs that fall beyond the one-year budget scope.
3. **Accountability.** The forecast serves as a resource for the general citizenry and the business community by providing a snapshot of the city's current and projected financial well-being. It provides citizens and business leaders with an overview of the city's ability to meet community needs over time. This document also demonstrates the city's financial planning process and strengthens local government's accountability to the community.

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.

LONG RANGE FINANCIAL SUMMARY

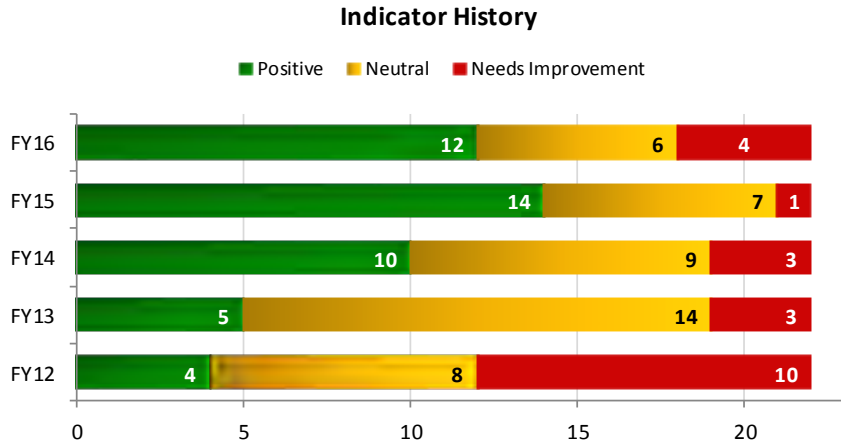
Economic Outlook

Dr. Russell Evans, Executive Director of the Steven C. Agee Economic Research and Policy Institute at Oklahoma City University (OCU), developed the Economic Outlook. The City has contracted with OCU to provide this outlook in order to provide the most rigorous forecast available. The information from the economic outlook informed the estimation of Sales Tax revenues in the preliminary budget for FY17. A few key points from Dr. Evan’s Economic Outlook for FY17 included:

- Oklahoma City will continue to benefit from the rapidly growing I-35 corridor megalopolis as it continues to pull population and economic activity.
- Oklahoma City’s fiscal future will be heavily influenced by the future path in oil markets, especially since Oklahoma City attracts retail consumers from outside the immediate region.

Financial Trend Monitoring

The Financial Trend Monitoring System (FTMS) 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. The FTMS includes 22 indicators. As shown in the graph, the results of the analysis for FY16 are 12 indicators trending positive, 6 indicators trending neutral and 4 indicator trending negative. The City remained in a favorable financial position as there were no changes in the financial indicators. However, there were three environmental indicators that were rated as negative with the rating change attributed to the sharp and sudden change in the trend rather than the trend itself. Those indicators going negative in FY16 were Average Weekly Earnings, Active Drilling Rigs, and Private Development Plans, all of which were influenced by the downturn in the energy sector. The fourth negative indicator had no change from prior year and was Grant Revenues as a percentage of Total Operating Revenues. In the past two years grant revenue has been approximately 3% of total operating revenue which is below our long term average of 4% to 5%. The decline in grant revenue was attributed to the timing of capital projects and is expected to return to normal levels next year.



Forecast Issues

Forecast issues 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-

LONG RANGE FINANCIAL SUMMARY

term. A total of 52 issues were identified in the forecast; the eight most significant issues identified included:

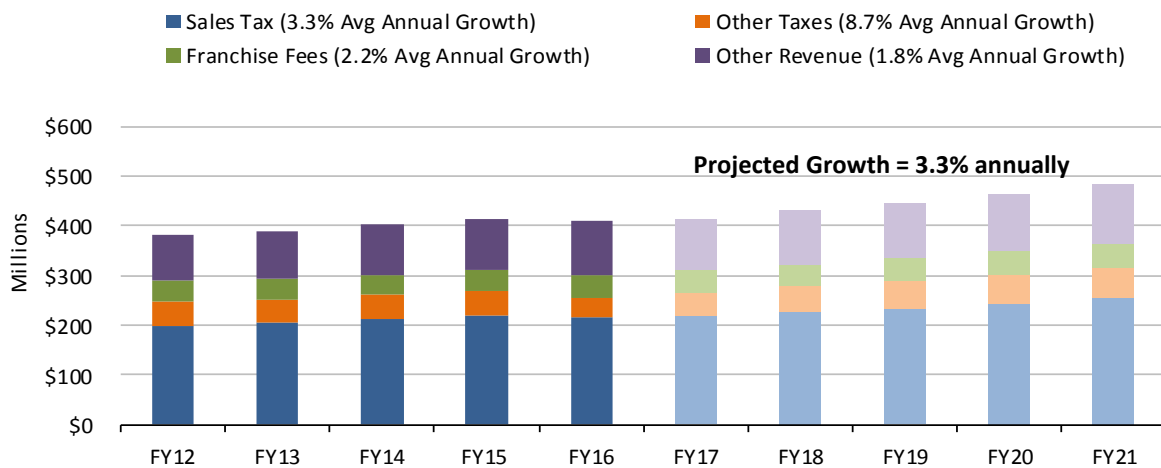
- ♦ Funding of Street Maintenance
- ♦ Long-term Water Capital
- ♦ MAPS / MAPS 3 Capital Maintenance
- ♦ MAPS 3 Operating Costs
- ♦ Public Safety Communication System
- ♦ Public Safety Service Level Improvements
- ♦ Public Transportation System Improvements
- ♦ Retiree Health Care Costs - OPEB

For the first time, the Forecast included a summary of successful outcomes designed to close the communication loop on issues that had dropped out of the forecast because the needs were met, the issue was restructured so that it had become manageable through existing resources, priorities changed or the issue was resolved through other means such as legislative or regulatory changes. Examples of successful outcomes included the opening of an employee medical clinic, construction of a primary data center, conversion of records to a digital format and upgrades to the City’s Financial and Human Resources Software System.

General Fund Revenues, Trends and Forecasts

There are literally hundreds of individual revenue sources that contribute to the General Fund so they are combined into similar categories. When all of the categories are combined, the General Fund is expected to grow at about 3.3% per year over the next five years or to \$482.5 million in FY21. With the current revenue mix, sales tax accounts for more than half of General Fund revenue, continued stability of the General Fund is contingent upon growth in tax revenues, sales tax, in particular.

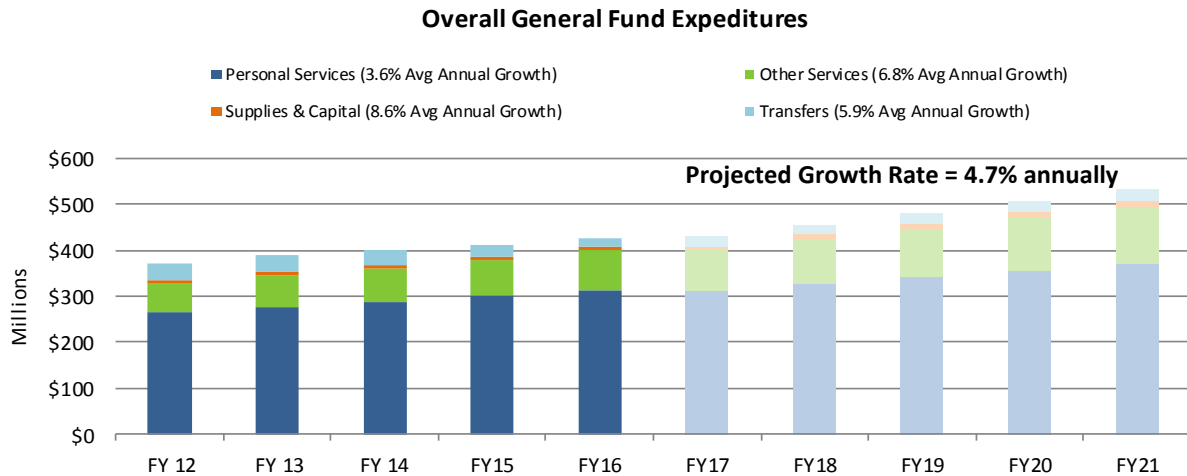
Overall General Fund Revenue



LONG RANGE FINANCIAL SUMMARY

General Fund Expenditures

City expenditures encompass a variety of goods and services and it is anticipated that general operating costs will continue to grow at a rate higher than inflation due primarily to salary and benefit growth. In addition, several enhancements to current services or new services were included in the five-year forecast that contributed to projected annual growth of 4.7% or \$535 million in FY21. Enhancements included staffing for a new fire station, increased police staffing, replacement of the radio system, operating cost for the new downtown park, operation of a new modern streetcar, bus replacement, and operation of a new Convention Center.



General Fund Revenue/Expenditure Gap

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 FY10. The City experienced significant growth in Sales Tax in FY11 and FY12 which put the City back on a much more positive track. However, growth slowed in FY14 and FY15 and is expected to decline in FY16. Minimal growth is anticipated in FY17. Current operating and capital issues facing the City will require careful planning to ensure a sound financial future.

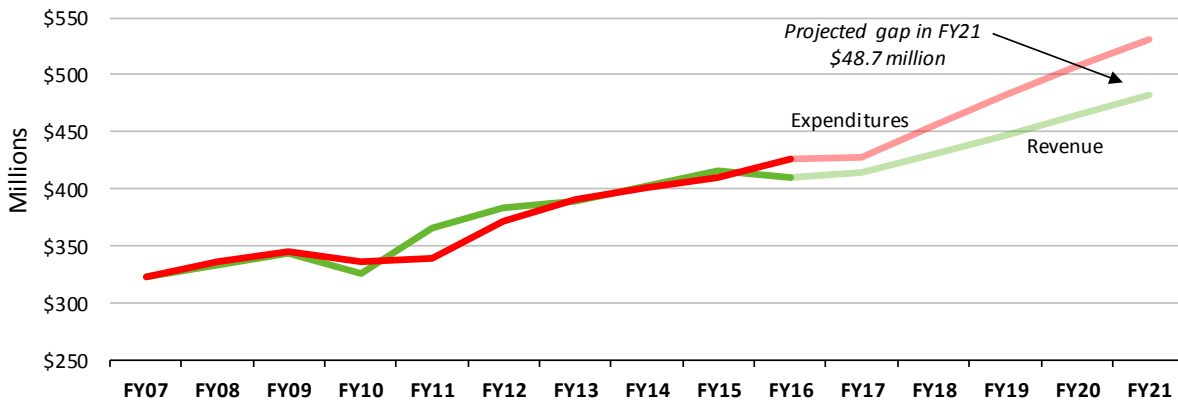
Through FY21, revenues are expected to average 3.3% growth annually. This is below the long-term trend of revenue growth the City has experienced, which has averaged about 4.0% annually over the last 20 years. Expenditures, on the other hand, are expected to grow at an average rate of 4.7% annually. The projected gap, if no adjustments to revenue or expenses are made, grows to \$48.7 million in FY21.

State law mandates a balanced budget so every year the City must close the gap. For FY17, 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 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.

FY16 Five-Year Projection for General Fund Revenues and Expenditures





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 equips departments with the ability to develop strategic or department wide Issue Statements and Strategic Results as well as the ability to focus operationally on individual performance measures.

The **STRATEGIC PORTION** of the process begins with an assessment of the future where departments identify the biggest challenges impacting them and their customers over the next two to five 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 Statements clearly identified, 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. Departments will also develop Strategies which are the operational tactics that will be used to achieve Strategic Results. Issue Statements, Strategic Results, and Strategies can be reviewed at the beginning of each department section.

The **OPERATIONAL PORTION** of the process 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 and posted for review on okc.gov.

PERFORMANCE MEASURES are included 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 services.

All Result and Output performance measures 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).

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 Program within the Administrative Line of Business is standard across all City departments. The departments have the option of adding additional programs to the Administrative Line of Business such as Human Resources, Public Information, and Safety and Risk Management. 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 Mission Statement 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 STRATEGIC 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 two to five years, and are critical to the department's success. Results that have a direct tie to achieving one of the six 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.

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.



4 ISSUE 9

The general demand for animal control services and programs to help citizens be responsible pet owners. Our additional staff would be assigned to support teams, as needed to respond to requests for services, lower citizens' satisfaction, and respond to challenges with animal-related issues in the community.

Strategy
The Animal Welfare Line of Business will utilize proactive programs, public education and outreach services, and coordinate with partner agencies to decrease the number of animal control calls received.

Strategic Result
By 2025, in order to provide quality services to our customers: Animal Welfare will:

FY 23 Actual	FY 24 Estimate	FY 24 Target	FY 25 Target
100	100	100	100

* Provide an additional program to services requested within two business days for Priority calls 100% of the time.
 † Department continues to work to develop strategic partners to support the initiative.

5 MAJOR BUDGET CHANGES

Change	Amount	Notes
1. Changes in personnel related costs such as salaries, travel expenses, health insurance and other benefits	\$23,127	
2. Discretion over the use of Contract Services Representative in the Development Center's Permit and Licensing Program. Changing the position from a contract to a full-time staff position for the Development Center	(\$14,202)	(\$14,202)
3. Discretion over Animal Control Officer II in the Animal Welfare program. The rates of this position will be adjusted to the prevailing Local Market Office II.	(\$18,000)	(\$18,000)
4. Discretion over travel and use of Bob Code Inspector II position in the Code Enforcement/Code Enforcement Program. The rates of these positions will be adjusted to the prevailing Code Inspector II.	(\$18,000)	(\$18,000)

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 or purpose and the second table lists the positions by funding source.

8 LINES OF BUSINESS

The detail for each Line of Business is included in the department's budget with the Purpose Statement for that particular Line of Business. 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 PERFORMANCE NARRATIVES

For each Line of Business a performance narrative and accompanying chart are included for one key performance measure.

10 PROGRAMS AND PERFORMANCE MEASURES

The Programs that make up each particular Line of Business are identified and a clearly defined Program Purpose Statement is given describing the services delivered and the intended benefit of the Program to the customer. Additional performance measures tied to operations and developed at the Program level are identified in the tables following the Program Purpose Statement. In some cases, performance data has been updated since printing of the last budget book and performance reports.

11 PROGRAM POSITIONS AND BUDGET

Program Positions and Budget shown in the last table provides the number of positions and operating budget by Program for each department's Line of Business section.

The collage displays various budget and performance metrics for the Animal Welfare department. Key elements include:

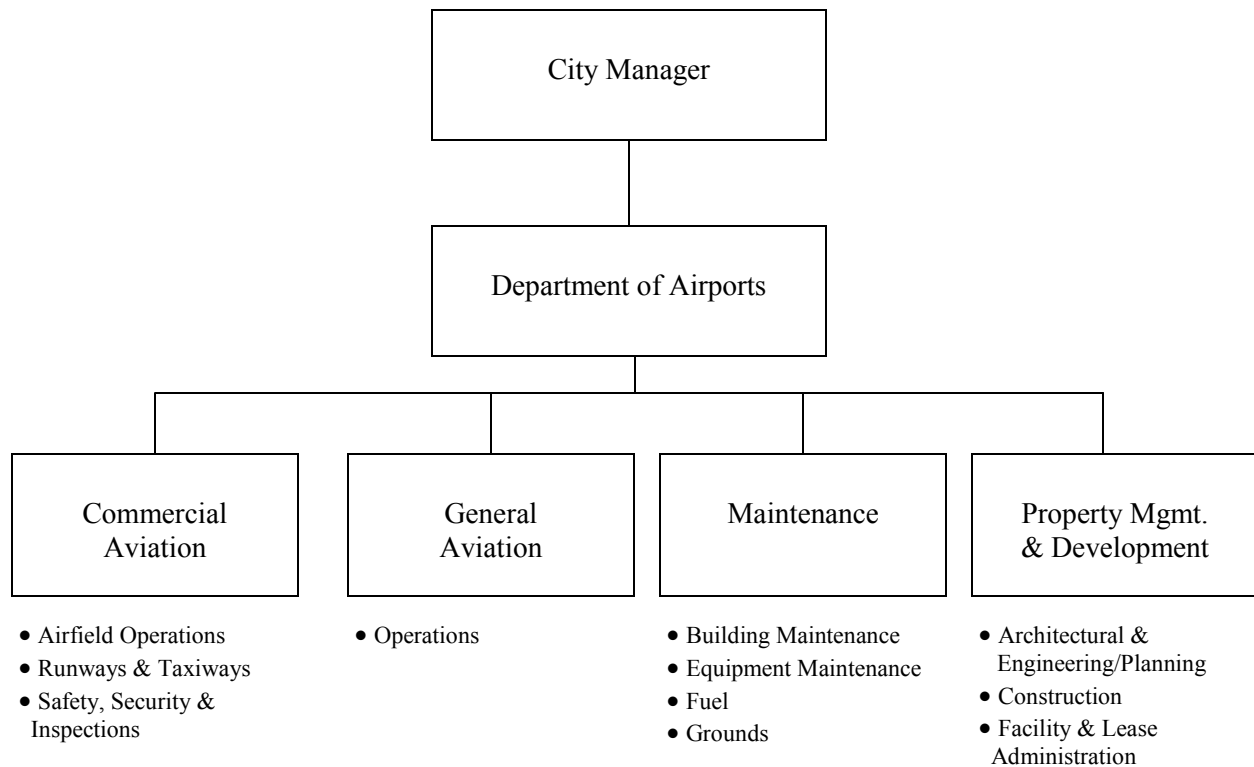
- POSITIONS Table:** Shows a comparison of positions by purpose (Administrative, Animal Welfare, Other Department, Other Operating Expense) across FY 13 Actual, FY 14 Amended Budget, and FY 15 Proposed Budget.
- EXPENDITURES Table:** Provides a detailed breakdown of operating and non-operating expenses for FY 13 Actual, FY 14 Amended Budget, and FY 15 Proposed Budget.
- ANIMAL WELFARE Section:** Contains a purpose statement, a focus on performance metric for '% OF LIVE EXITS' with a bar chart, and a photo of a dog.
- Animal Welfare Positions and Budget Table:** Lists specific programs like Adoption, Animal Welfare, Community Outreach, and Veterinary Services with their respective budgets for FY 13, FY 14, and FY 15.
- Other Tables:** Includes 'Community Outreach Program' and 'Animal Welfare Program' with their own performance metrics.



Airports

MARK KRANENBURG, DIRECTOR

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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 TRANSPORTATION 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 food, beverage and retail concession agreements, airport staff will do periodic reviews of goods/services provided and an inspection of the books and records.
- Review parking revenue reports quarterly.

Strategic Results

Increase and stabilize airport revenue in order to finance operations and capital needs as evidenced by:

- Maintain all new/renewed leases at market rate and/or include rates sufficient to fund airport provided infrastructure

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	100%	100%	100%

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
0%	2%	2%	2%

- Maintain parking revenue growth per transaction of at least 2% per year

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	2%	2%	2%

ISSUE 2

The changing nature of the aviation industry along with 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

- Consult with stakeholders to identify elements to be included in the terminal expansion plan.
- Prepare construction plans and bidding documents for the signage and wayfinding plan.

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 terminal expansion will be complete

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	25%	25%	25%

- By 2017, implement the updated airport signage and wayfinding plan

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	50%	50%	50%

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
3%	3%	5%	5%

- Staff will accomplish a minimum of three marketing presentations to airlines per year

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
17	8	10	10

- Achieve a 2% increase in boarding passengers each year

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
2%	2%	2%	2%

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 realignment project.
- Ready-return spaces made available as a result of rental car companies moving to the consolidated rental car facility will be converted to public parking.
- Implement key recommendations identified in the parking study.
- Staff will continue to evaluate acres to be leased.

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 2017, Portland Avenue will be relocated

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	50%	50%	50%

- By 2016, the number of public parking spaces will increase by 5% or 400 spaces

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	5%	5%	5%

- Annually, an additional 5% per year of leasable airport property will be leased

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	5%	5%	5%

- By 2017, an airport parking study will be completed to determine future public parking facility requirements

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	50%	50%	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	\$206,183	-

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$4,546,397	\$5,075,289	\$5,382,669	6.06%
Commercial Aviation	4,673,144	5,085,612	5,161,874	1.50%
General Aviation	628,443	758,454	723,160	-4.65%
Maintenance	4,134,774	4,414,007	4,434,716	0.47%
Property Mgmt. and Development	1,914,226	2,033,135	1,900,073	-6.54%
Total Operating Expenditures	<u>\$15,896,984</u>	<u>\$17,366,497</u>	<u>\$17,602,492</u>	<u>1.36%</u>

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Airport Cash Fund	<u>\$15,896,984</u>	<u>\$17,366,497</u>	<u>\$17,602,492</u>	<u>1.36%</u>
Total All Funds	<u>\$15,896,984</u>	<u>\$17,366,497</u>	<u>\$17,602,492</u>	<u>1.36%</u>

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	18.00	21.00	23.00	9.52%
Commercial Aviation	23.00	23.00	23.00	0.00%
General Aviation	9.00	9.00	9.00	0.00%
Maintenance	46.00	46.00	46.00	0.00%
Property Mgmt. and Development	22.00	21.00	19.00	-9.52%
Department Total	118.00	120.00	120.00	0.00%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Airport Cash Fund	118.00	120.00	120.00	0.00%
Department Total	118.00	120.00	120.00	0.00%

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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	68%	96%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	95%	94%	89%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	73%	76%	95%	95%
Result	% of performance evaluations completed by the review date	82%	82%	95%	95%
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	3%	3%	5%	5%
Result	% of IT network services functioning	N/A	99.98%	97.00%	97.00%
Output	Dollar amount of operating expenditures managed	\$15,749,555	\$16,012,558	\$17,366,497	\$17,602,492
Output	# of FTEs supported*	114	116	118	118

* Target adjusted for two positions which are funded by the Airports Cash Fund, but managed by the Municipal Counselor's Office.

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

Public Information and Marketing		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of airlines that have increased or improved air service	20%	17%	30%	30%
Result	% of citizen complaints responded to within 24 hours	96%	97%	95%	95%
Output	# of marketing presentations to air carriers each year	17	8	10	10
Output	# of citizen complaints	55	63	40	50
Output	# of airports served by non-stop flights from Will Rogers World Airport	21	22	21	21

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	10.00	\$3,379,951	0.00	\$0	0.00	\$0
Executive Leadership	5.95	966,997	18.95	4,862,504	20.95	5,168,561
Public Information and Marketing	2.05	199,449	2.05	212,785	2.05	214,108
Line of Business Total	18.00	\$4,546,397	21.00	\$5,075,289	23.00	\$5,382,669



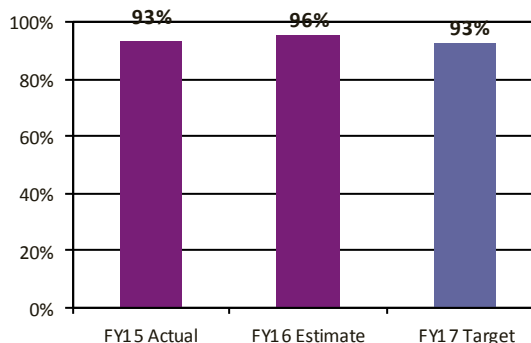
COMMERCIAL AVIATION

The purpose of the Commercial Aviation Line of Business 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 WORK ORDERS COMPLETED WITHIN 3 BUSINESS DAYS OF IDENTIFYING DEFICIENCY

Why is this measure important?

Airport staff inspects and monitors the airfield daily for any maintenance to items such as signage, lights and paint markings. Identifying items for repair and responding to them quickly demonstrates the airport’s commitment and success in providing safe air transportation. This measure also ensures compliance with federal commercial service airport standards inspected annually by the FAA. 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 records documenting proper training of airport staff assigned to inspection and monitoring of airfield activity. .



What do these numbers tell us?

This measure tracks deficiencies throughout the year and measures how quickly they are addressed. This measure also helps us achieve one of the requirements of documentation by the FAA. The last several years of FAA inspections have found minimal discrepancies due to this measure helping to identify maintenance items immediately. Due to the improved delivery time of materials, the FY16 estimate shows a slight improvement over FY15. This is allowing more work orders to be completed within the 3 business day timeframe.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of daily inspection items resolved within 30 days	84%	93%	90%	90%
Output	# of special airfield inspections conducted	1,639	888	1,600	1,000
Output	# of deficiencies identified in airport's annual Part 139 inspection by FAA	N/A	0	0	0
Output	# of aircraft diversions	N/A	46	120	120

The Runways and Taxiways Program at Will Rogers World Airport provides runway and taxiway maintenance services to aircraft operators so they can have safe ground movement.

Runways and Taxiways		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of days per month that the airport has a runway closed (WRWA)	69%	78%	10%	10%
Result	% of airport certification work orders completed within 3 business days of identifying deficiency	93%	96%	90%	93%
Output	# of airport certification work orders completed	1,577	1,533	1,600	1,600

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of days with zero security incidents	91%	94%	97%	97%
Result	% of recurrent training completed on time	94%	86%	95%	95%
Result	% of airport identification badges renewed on time	86%	84%	90%	90%
Output	# of security badges renewed	N/A	1,110	950	950

Commercial Aviation Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Airfield Operations	8.00	\$607,360	8.00	\$664,542	8.00	\$681,279
Runways and Taxiways	13.00	953,185	13.00	1,224,563	13.00	1,236,301
Safety, Security, and Inspections	2.00	3,112,598	2.00	3,196,507	2.00	3,244,294
Line of Business Total	23.00	\$4,673,144	23.00	\$5,085,612	23.00	\$5,161,874



GENERAL AVIATION

The purpose of the General Aviation Line of Business is to provide airfield, facility maintenance and safety services to general aviation airport users so they can have safe, clean airports

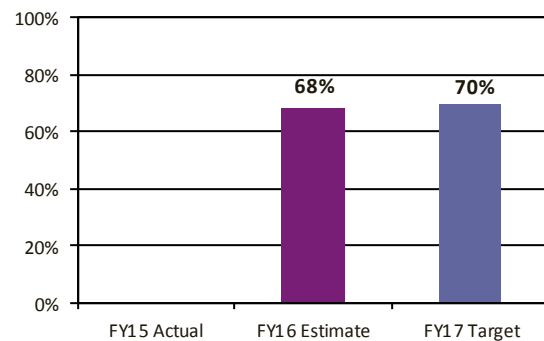
FOCUS ON PERFORMANCE - % OF ITINERANT TAKEOFFS AND LANDINGS AT WILEY POST AIRPORT

Why is this measure important?

Itinerant is an aviation term in this particular case meant to describe aircraft traveling to and from the airport from outside the local area, primarily to conduct business in and around Oklahoma City. Wiley Post also monitors flight patterns for military and leisure activity, but it is excluded from this calculation.

What do these numbers tell us?

This measure was added in FY16 to identify the number of times aircraft utilize the airport for business purposes. Tracking business-related flight activity can be an indicator of economic growth. The FY16 estimate is close to the target at 68%. Wiley Post expects over 40,000 itinerant takeoffs and landings in any given year.



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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of itinerant takeoffs and landings at Wiley Post Airport	N/A	68%	70%	70%
Result	% of days the airport has a general aviation runway closed	64%	27%	8%	8%
Output	# of airfield safety inspections performed (WPA)	262	252	251	251
Output	# of runway and taxiway access violations (WPA)	2	5	2	2
Output	# of total takeoffs and landings at Wiley Post Airport	68,820	65,306	70,000	70,000
Output	# of itinerant takeoffs and landings at Wiley Post Airport	N/A	44,612	49,000	49,000
Output	# of after hours responses provided	N/A	30	12	12

General Aviation Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Grounds	3.00	\$184,688	0.00	\$0	0.00	\$0
Operations	6.00	443,755	9.00	758,454	9.00	723,160
Line of Business Total	9.00	\$628,443	9.00	\$758,454	9.00	\$723,160



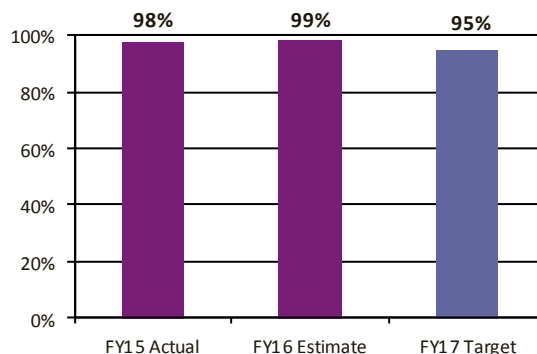
MAINTENANCE

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of airport operating hours where major mechanical systems (e.g., air conditioning and heating) are functioning (WRWA)	98%	99%	95%	95%
Result	% of moving walkways, elevators, and escalators that are functioning	97%	94%	90%	90%
Output	# of critical building maintenance calls resolved (WRWA)	452	244	575	575
Output	# of moving walkways, elevators, and escalators	39	39	39	39

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of vehicles and equipment available for use	100%	100%	97%	97%
Output	# of equipment maintenance work orders completed (WRWA)	1,093	1,233	1,100	1,100

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

Fuel		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of tenant aircraft refueling vehicles with no deficiencies found	N/A	100%	95%	95%
Output	# of tenant aircraft refueling vehicles inspected	N/A	22	20	20

The Grounds Program (at Will Rogers World Airport) 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of work orders completed within 5 days	98%	100%	95%	95%
Output	# of work orders completed	790	1,814	1,440	1,440

Maintenance Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Building Maintenance	18.00	\$1,412,627	18.00	\$1,551,846	18.00	\$1,573,640
Equipment Maintenance	8.00	1,157,415	8.00	1,323,195	8.00	1,332,586
Fuel	7.00	710,306	7.00	650,593	7.00	665,817
Grounds	13.00	854,425	13.00	888,373	13.00	862,673
Line of Business Total	46.00	\$4,134,773	46.00	\$4,414,007	46.00	\$4,434,716

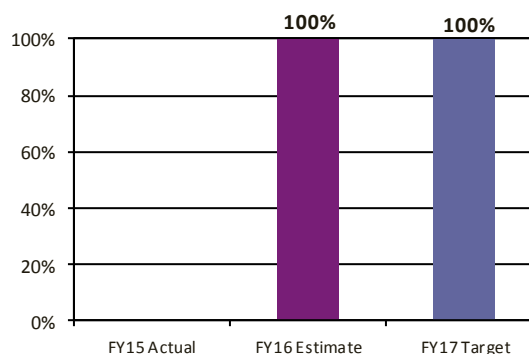
PROPERTY MANAGEMENT AND DEVELOPMENT

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 AND/OR RATES SUFFICIENT TO FUND AIRPORT PROVIDED INFRASTRUCTURE

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 two components 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, and by making sure any infrastructure funded by the airport is a component of any potential lease in the improved area. This ensures the airport receives a fair market value for the space offered, recovers infrastructure costs, and is not indirectly subsidizing tenants.



What do these numbers tell us?

This measure was introduced in FY16 to capture data related to the growth and development of all Airports' property. The number of leases for hangers, 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 goals for nearly every lease over the last few years. In FY08 the number of leases maintained at the airport was 400. In FY16 total leases managed is 500; a 25% increase over the eight year period. Leases are 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, project management, and support to other 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of consultant contracts completed within established timelines	100%	100%	75%	75%
Result	% of total project consultant cost as a result of amendments	N/A	0%	10%	10%
Output	# of Architectural and Engineering contracts executed	4	1	4	4

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of construction projects completed within contract days	100%	100%	70%	70%
Result	% of total project construction cost as a result of change orders and amendments	3%	0%	5%	5%
Result	% of construction projects that do not exceed original contract amount plus 5%	80%	85%	75%	75%
Output	# of construction projects completed	10	11	20	20

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of days garage public parking exceeds 85% of capacity	74%	81%	35%	35%
Result	% of identified leasable airport property leased	N/A	5%	5%	5%
Result	% of food, beverage and retail concession revenue growth	0%	2%	2%	2%
Result	% of new/renewed leases at market rate and/or rates sufficient to fund airport provided infrastructure	N/A	100%	100%	100%
Result	% change in parking revenue per transaction per year	N/A	2%	2%	2%
Output	# of parking spaces occupied	5,841	5,923	6,100	6,100
Output	# of agreements managed	477	488	450	450
Output	# of leasable acres identified	N/A	271	271	271

Property Management and Development Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Architectural and Engineering/Planning	7.00	\$605,877	8.00	\$771,714	6.00	\$617,404
Construction	6.00	605,591	7.00	721,970	7.00	730,404
Facility and Lease Administration	9.00	702,758	6.00	539,451	6.00	552,265
Line of Business Total	22.00	\$1,914,226	21.00	\$2,033,135	19.00	\$1,900,073

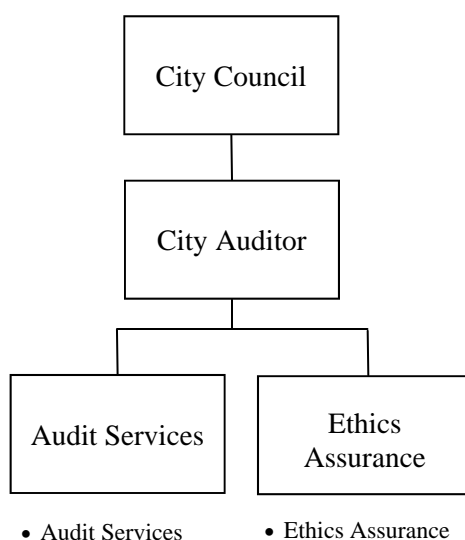




City Auditor

JIM WILLIAMSON, CITY AUDITOR

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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 the Leading for Results 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
- Decreased employee confidence in City leaders and managers
- The lack of an ethical culture throughout the City leading to an increased risk of fraud, waste, abuse and significant policy violations

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 defined clearly and focused on important issues or concerns.
- Respond to requests for advisory services and investigate potentially unethical or fraudulent acts in a professional, sensitive manner.
- 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 2020, 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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	90%	90%

- At least 80% of audit services completed within deadlines

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
78%	75%	80%	80%

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
97%	96%	95%	95%

Strategies

- Present Hotline materials to new employees during orientation training.
- Remind employees about the Hotline through posters, brochures, newsletters and surveys.

Strategic Results

Through 2020, management, and employees will benefit from the availability of an anonymous, secure avenue of reporting fraud, waste, abuse and significant policy violations as evidenced by:

- 100% of employees are aware of the Hotline *

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	100%	100%

- At least 95% of total allegations will be directed appropriately to the Hotline

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
77%	78%	95%	95%

* City employees have not been surveyed regarding Hotline awareness since FY13.

ISSUE 2

The increasing reliance on complex information systems combined with rapid technology advancement creates a growing need for knowledge and expertise required to assess controls over information systems that support critical operational and financial activities; which, if not addressed will lead to:

- Decision makers relying on inaccurate data
- Programs failing to meet objectives
- Undetected violations of laws, regulations, policies and procedures

Strategy

- The department will continue to 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	\$25,918	-
2. Deletes one Audit Manager position	(\$103,364)	(1)

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$213,309	\$143,367	\$145,115	1.22%
Audit Services	908,752	990,915	947,866	-4.34%
Ethics Assurance	<u>46,571</u>	<u>56,067</u>	<u>56,821</u>	1.34%
Total Operating Expenditures	<u>\$1,168,632</u>	<u>\$1,190,349</u>	<u>\$1,149,802</u>	<u>-3.41%</u>

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	<u>\$1,168,631</u>	<u>\$1,190,349</u>	<u>\$1,149,802</u>	-3.41%
Total All Funds	<u>\$1,168,631</u>	<u>\$1,190,349</u>	<u>\$1,149,802</u>	<u>-3.41%</u>

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	1.50	1.05	1.05	0.00%
Audit Services	7.10	7.50	6.50	-13.33%
Ethics Assurance	0.40	0.45	0.45	0.00%
Department Total	9.00	9.00	8.00	-11.11%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	9.00	9.00	8.00	-11.11%
Department Total	9.00	9.00	8.00	-11.11%

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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	75%	60%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	100%	100%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date*	N/A	N/A	95%	95%
Result	% of performance evaluations completed by the review date	88%	100%	95%	95%
Output	# of FTE's supported	9	9	9	8
Output	Dollar amount of operating expenditures managed	\$1,168,603	\$1,190,761	\$1,190,349	\$1,149,802

* The City Auditor's Office had no terminations in FY15 or FY16.

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.40	\$54,198	1.05	\$143,367	1.05	\$145,115
Business Services	1.10	159,112	0.00	0	0.00	0
Line of Business Total	1.50	\$213,310	1.05	\$143,367	1.05	\$145,115

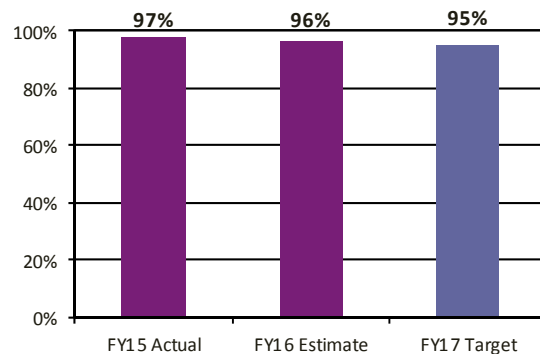
AUDIT SERVICES

The purpose of the Audit Services Line of Business is to provide independent audit, investigative, 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 numbers tell us?

In the current year, management has accepted 44 of the 46 recommendations made by the City Auditor’s Office. This acceptance rate has the Auditor’s Office on pace to finish the year with 96% of their recommendations being accepted, which exceeds both the department’s internal target and the industry benchmark of 95% as published by the Association of Local Government Auditors. These 46 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of City Council and other City decision makers rating audit services as good or excellent	100%	100%	90%	90%
Result	% of audit recommendations accepted by management	97%	96%	95%	95%
Result	% of direct time on unscheduled services	26%	13%	24%	28%
Result	% of audit services completed within deadlines	78%	75%	80%	80%
Output	# of scheduled direct service hours provided	8,417	9,602	8,566	7,090
Output	# of unscheduled direct service hours provided	2,922	1,382	2,766	2,766

Audit Services Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Audit Services	7.10	\$908,752	7.50	\$990,915	6.50	\$947,866
Line of Business Total	7.10	\$908,752	7.50	\$990,915	6.50	\$947,866



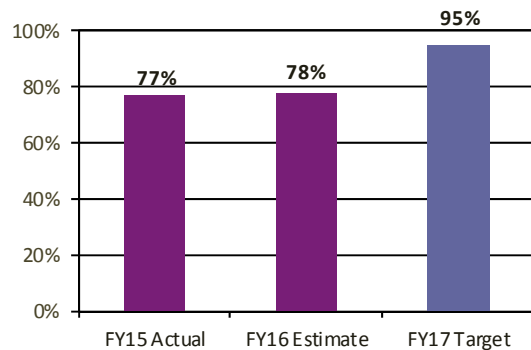
ETHICS ASSURANCE

The purpose of the Ethics Assurance line of business is to provide ethics reporting and advisory services to City decision makers so they can detect and quickly address all reported cases of fraud, waste, abuse and significant policy violations.

FOCUS ON PERFORMANCE - % OF TOTAL ALLEGATIONS DIRECTED APPROPRIATELY 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 FY15 a total of 39 allegations were reported and 30 were deemed to have been appropriately directed to the Hotline. To date in FY16, 8 of 10 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 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, abuse and significant policy violations.

Ethics Assurance		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of employees aware of the Hotline*	N/A	N/A	100%	100%
Result	% of total allegations directed appropriately to the Hotline	77%	78%	95%	95%
Result	% of actionable allegations assessed and assigned for investigation within 7 days of reporting	97%	100%	90%	90%
Output	# of allegation dispositions provided	55	43	60	57

* City employees have not been surveyed regarding Hotline awareness since FY13.

Ethics Assurance Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Ethics Assurance	0.40	\$46,571	0.45	\$56,067	0.45	\$56,821
Line of Business Total	0.40	\$46,571	0.45	\$56,067	0.45	\$56,821

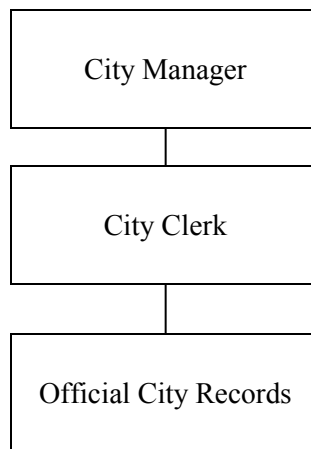


The City of
OKLAHOMA CITY

City Clerk

FRANCES KERSEY, CITY CLERK

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- Bid Management
- City Clerk's Information
- Council Agenda Management
- Election
- 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, if not addressed, will result in:

- Delays in posting meeting notices and agendas, distributing and receiving bidding information, 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 Clerk’s Office

Strategies

- Receive open records requests online
- Place additional records online for departmental and public access
- Receive bid documents electronically

Strategic Results

By the year 2018, City and public customers will benefit from improved customer service as evidenced by:

- At least 95% of the requests for records and information maintained in other City departments will be provided within 7 working days of the request annually

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
97%	97%	100%	100%

- 100% of land documents filed at county offices within 7 working days of Council approval

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
93%	99%	100%	98%

- At least 96% of City Clerk customers rating service as satisfied

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
87%	87%	90%	90%

ISSUE 2

Failure to utilize technology to simplify access to information services, if not addressed, will result in:

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

Strategy

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

Strategic Results

By 2018 the City and public will benefit from enhanced availability/accessibility of official City records as evidenced by:

- At least half of all ordinances will be available online annually

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
55%	76%	50%	75%

- At least 80% of records requests will be received online annually

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
52%	67%	60%	75%

- At least 75% of trust, board, commission and committee meeting records will be available online annually

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
52%	66%	64%	76%

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
- Inefficient use of space and resources

Strategy

- Acquire a centralized records management facility, so the City and its Trusts can preserve and access their records in compliance with archival best practices.

Strategic Results

By 2020, the City and its Trusts will benefit from a centralized records program as evidenced by:

- 100% of boxes of historic records preserved in compliance with archival best practices

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
57%	79%	100%	100%

- 100% of departments surveyed to determine centralized records management needs

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
0%	0%	50%	100%

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$18,234	-
2. Deletes one Records Control Technician position in the Information Program	(\$76,310)	(1.00)



EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$179,693	\$224,467	\$228,794	1.93%
Official City Records	818,643	805,023	763,646	-5.14%
Total Operating Expenditures	\$998,336	\$1,029,490	\$992,440	-3.60%
Non-Operating Expenditures	\$46,255	\$401,466	\$121,027	-69.85%
Department Total	\$1,044,591	\$1,430,956	\$1,113,467	-22.19%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$998,336	\$1,029,490	\$992,440	-3.60%
Grant Fund	9,925	185,559	70,392	-62.06%
Capital Improvement Projects	36,322	215,907	50,635	-76.55%
Total All Funding Sources	\$1,044,583	\$1,430,956	\$1,113,467	-22.19%

POSITIONS

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	9.00	9.00	8.00	-11.11%
Grant Fund	0.00	0.00	0.00	N/A
Department Total	9.00	9.00	8.00	-11.11%

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	0.78	0.93	0.93	0.00%
Official Records	8.22	8.07	7.07	-12.39%
Department Total	9.00	9.00	8.00	-11.11%



City historic records preserved in compliance with archival best practices.

CITY CLERK LINES OF BUSINESS

ADMINISTRATION

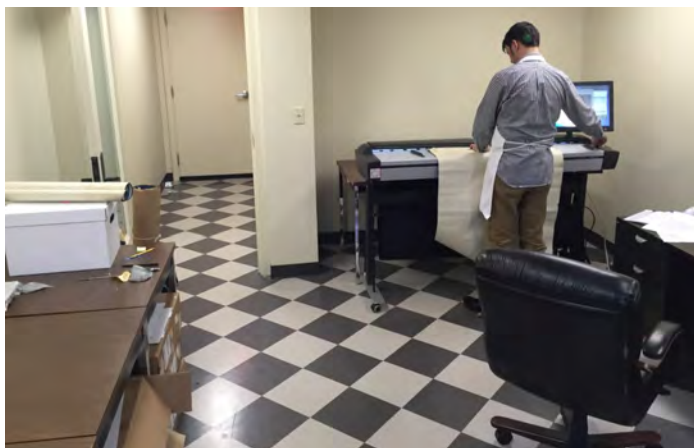
The purpose of the Administrative Line of Business is to provide leadership, support and information to the Department so it can achieve its strategic and operational results.

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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	75%	58%	75%	75%
Result	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	100%	100%	89%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	95%	95%
Result	% of performance evaluations completed by the review date	86%	83%	95%	95%
Output	Dollar amount of operating expenditures managed	\$937,876	\$1,259,925	\$1,029,490	\$992,440
Output	# of FTEs supported	9	9	9	8

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.04	\$27,904	0.93	\$224,467	0.93	\$228,794
Business Services	0.74	151,789	0.00	0	0.00	0
Line of Business Total	0.78	\$179,693	0.93	\$224,467	0.93	\$228,794



Records Control Technician scanning in a City record.

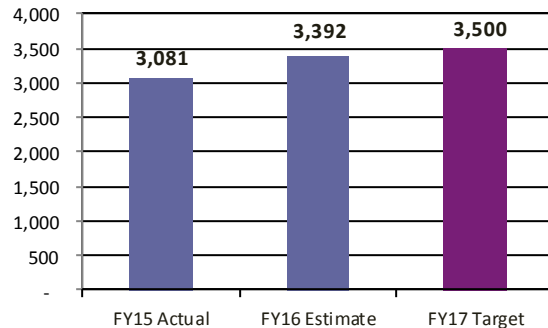
OFFICIAL RECORDS

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 INFORMATION REQUESTS RECEIVED

Why is this measure important?

This measure quantifies the success of the Open Records Request system maintained by the City Clerk’s Office. All requests for records and information submitted by the public and City staff come through the City Clerk’s Office. Transparency and access to information are priorities to the City Council and the City Clerk’s Office, and responding to requests for information is a vital service to the public. This highlighted measure is the demand; related measures show the performance with counts of requests by type and timeliness.



What do these numbers tell us?

Requests for information from the public, as well as City staff, continue to increase. Requests for records and information are a high priority in the City Clerk’s Office. The Information Program works diligently to ensure responses are sent as soon as possible.

The Bid Management Program provides bid information, receipt and verification services to the City and its Trusts so they receive qualified bids to award contracts for city programs and projects.

Bid Management		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of construction bids received that are qualified bids	95%	90%	99%	90%
Result	# of average views per bid	50	46	33	40
Output	# of construction bid receipts processed	521	421	500	475
Output	# of goods and services bid receipts processed	251	330	240	350
Output	# of bidding documents reviewed and released	241	253	300	300
Output	# of bidding document viewings by suppliers	12,045	11,719	10,000	12,000

City Clerk's Information provides open records request responses, publication and notification services to The City, its Trusts and the public so they can receive and access official information requested in a timely manner.

City Clerk's Information		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of requests for records and information maintained in other City departments completed within 7 working days	97%	97%	100%	100%
Result	% of City Clerk records requests completed within 8 hours of request	90%	93%	100%	95%
Result	% of meeting notices and agendas posted in accordance with State law	99%	100%	96%	100%
Output	# of external record and information request responses provided	2,579	2,908	1,900	3,000
Output	# of internal record and information request responses provided	503	480	600	500
Output	# of City Clerk on-line ordinance postings	3,648	3,206	3,074	700
Output	# of meeting notices & agendas posted in accordance with State Law	1,231	1,247	1,200	1,250

Council Agenda Management provides agenda oversight and coordination services to The City and its Trusts so they can conduct official business and provide disclosure to the citizens of Oklahoma City.

Council Agenda Management		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of trust, board, commission, and committee meeting records online	52%	66%	64%	76%
Result	% of agenda items submitted correctly	76%	77%	80%	80%
Output	# of agenda items reviewed	4,102	3,850	4,300	4,000
Output	# of agenda items corrected	1,002	905	850	800
Output	# of SIRE users trained	51	70	40	40

Election provides education and compliance reporting services to candidates and City Officials so they can comply with city and state election laws.

Election		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of conflict of interest forms filed in a timely manner	N/A	100%	85%	85%
Output	# of proclamations and election results issued	N/A	0	0	2
Output	# of gift disclosure forms filed	N/A	18	18	18
Output	# of conflict of interest forms filed	N/A	194	200	200

Records Management provides public record preservation and storage, advisory and regulatory compliance services to City departments, Trusts and the public so they have convenient access to records.

		FY15	FY16	FY16	FY17
Records Management		Actual	Estimate	Target	Target
Result	% of departments surveyed to determine centralized records management needs	0%	0%	50%	100%
Result	% of boxes of historic records preserved in compliance with archival best practices	57%	79%	100%	100%
Result	% of digitized records indexed	52%	100%	100%	100%
Output	# of records added to the City Clerk's record storage	4,671	5,014	5,000	5,000
Output	# of records maintained in the City Clerk's record storage	416,341	420,194	422,000	427,000
Output	# of microfilm rolls digitized*	63	0	0	0
Output	# of digitized records indexed	522,774	490,715	506,745	506,745
Output	# of boxes of historic records preserved in compliance with archival best practices	341	472	600	520

* Project completed in FY15.

Official Records Positions and Budget

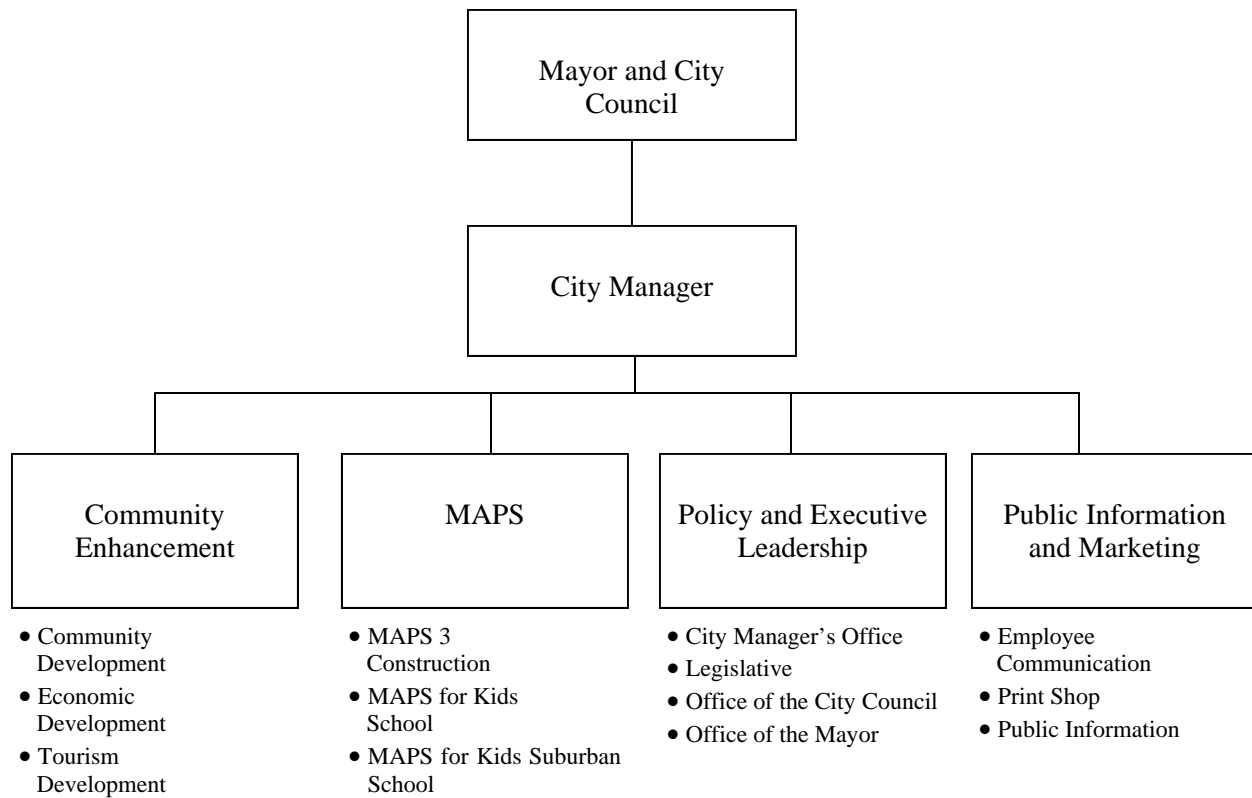
Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bid Management	1.59	\$99,039	1.34	\$102,406	1.14	\$95,418
City Clerk's Information	3.05	297,349	1.98	254,171	1.53	249,816
Council Agenda Management	1.40	166,539	1.70	187,586	1.70	190,388
Election*	0.00	0	0.20	22,932	0.00	212
Records Management	2.18	255,715	2.85	237,928	2.70	227,812
Line of Business Total	8.22	\$818,643	8.07	\$805,023	7.07	\$763,646

* New program implemented in FY16.

City Manager

JAMES D. COUCH, CITY MANAGER

citymanager@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 OFFICES 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, could 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.
- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Monitor the health indices related to cardiac outcomes.
- Monitor the number of times that the availability of EMSA resources are at level zero.

Strategic Results



- 55% or more citizens citywide will report that they feel safe

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
51%	51%	55%	55%



- 80% 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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
72%	71%	80%	80%



- 5% reduction in aggravated assaults citywide

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
13%	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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
60%	64%	70%	70%

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 and will include:

- 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.
- Continue to support and explore ways to diversify City revenue sources.
- Continue to support the Marketplace Fairness Act.

Strategic Results

- The City will maintain the highest ratings for G.O. Bonds



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

- Personnel related expenses will remain at or below 70% of total operating expenses

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
68.70%	67.80%	67.00%	67.00%

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



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
17.13%	17.36%	15.00%	15.00%

Strategic Results

By 2017, City government will maintain the confidence of its citizens, as evidenced by:

- 85% of citizens will be satisfied the City is heading in the right direction

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
78%	80%	85%	85%

- 80% of citizens will be satisfied with the overall quality of life in Oklahoma City

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
72%	73%	80%	80%



- 75% of citizens will be satisfied with City services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
66%	67%	75%	75%

By 2017, 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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
66%	23%	35%	35%

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, could result in:

- Citizen dissatisfaction with the condition of city streets
- Mobility options for citizens that lag other cities
- 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:

- Educate the public in the benefits of regional public transportation so they will be responsive to efforts to provide a funding source.
- Establish impact fees for transportation.
- Continue to provide efficient street maintenance and new construction to improve the overall condition of city streets.
- Implement the recommendations of the Nelson Nygaard study to add transit services.

Strategic Results

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

- 40% of citizens will be satisfied with the condition of the City's arterial streets



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
34%	22%	40%	40%

- 95% of citizens will be satisfied with the City's public transportation system



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
95%	95%	95%	95%

- Bus passengers per service hour will be at or above 17.66



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
17.80	17.83	18.50	18.50

- 260 miles of new trails, sidewalks and bike lanes will be constructed

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
12	18	49	59

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 Development 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.
- Reduce the number of abandoned buildings by increasing the number of property maintenance citations.

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
269	107	373	373

- 100,000 square feet of retail space will be built and occupied in downtown

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
141,915	81,850	20,000	40,000



- 80% of citizens will think their neighborhood is a great place to live

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	67%	65%	80%

- 80% of designated area properties will be proactively inspected at least once per month

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
73%	79%	80%	77%

- A new comprehensive plan will be adopted

- 100% of rezoning applications approved by City Council will be consistent with the Comprehensive Plan

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
98%	96%	80%	100%

- 95% of service request received through the Action Center acted upon within 10 working days.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
97%	95%	95%	95%

ISSUE 5

Lack of academic improvement in public schools located within the City’s core, if not addressed, could result in:

- An undeveloped unprepared work force
- Difficulty recruiting out of state companies for economic development
- More juvenile criminal activity

Strategy

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 will improve as evidenced by:

- Improvement in Oklahoma City Public Schools graduation rate



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
75%	73%	90%	90%

- Improvement in % of third graders reading at or above grade level



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
67%	66%	85%	85%

ISSUE 6

The ongoing need to maintain and improve recreational opportunities for citizens along with consistently low rankings nationally in the areas of health and wellness, if not addressed, could result in:

- Decreased citizen satisfaction with parks and recreation opportunities
- Increasing obesity and other public health issues

Strategies

In order to improve the citizen access to parks, strategies will be implemented by the City's Parks and Recreation, and Planning Departments and will include:

- Continue to construct sidewalks and trails city wide.
- Addressing recreational needs for changes in demographics and demands.
- Support efforts to increase after-school recreation programs.
- Improve park maintenance.

Strategic Results

By 2017, the health of our community will improve as evidenced by:

- 65% of citizens will live within 1/2 mile of a recreation facility, trail, or park



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	56%	56%	65%

- 70% of citizens will report regular leisure time physical activity



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
67%	66%	70%	70%

- 75% of citizens satisfied with the maintenance of City parks



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
70%	70%	75%	75%

Strategic Results (continued)

- 30% of citizens that report using an Oklahoma City park or attending a park program more than 10 times per year

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
24%	20%	30%	30%

ISSUE 7

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

Strategies

Improve OKC.gov to be better organized, provide more information, integrate social media, increase transparency and allow people to conduct more business and access more city services online.

Increase outreach efforts to engage and educate diverse populations about city government.

Strategic Result

- By 2019, 70% of citizens will be satisfied with the availability of information about City services and programs

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
48%	64%	50%	70%

ISSUE 8

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, could result in:

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

Strategy

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

*While efficiency continues to be a priority, in FY16 resources were reallocated moving the Office of Sustainability Program to the Planning Department and the Energy Management Program to the Finance Department. During the next scheduled Strategic Business Plan Update, new performance measures will be developed to reflect program goals.

MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$72,895	0.00
2.	Deletes Administrative Coordinator position	(\$66,187)	(0.80)
3.	Deletes Creative Manager position	(\$99,332)	(1.00)
4.	Adds Management Specialist position	\$77,244	1.00

MAPS 3 Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$34,850	0.00
2.	Changes in personnel allocation between MAPS3 and OCMAPS	\$275,503	1.71
3.	Transfers five Construction Project Managers and one Civil Engineer I position from Public Works	\$541,821	6.00

OCMAPS Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$6,948	0.00
2.	Changes in personnel allocation between MAPS3 and OCMAPS	(\$275,503)	(1.71)
3.	Transfers one Construction Project Manager position from Public Works	\$87,780	1.00

Print Shop Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$13,499	0.00
2.	Deletes Administrative Coordinator position	(\$16,902)	(0.20)
3.	Deletes Production Technician position	(\$54,090)	(1.00)
4.	Adds Part Time and Temporary Wages and Professional Services	\$38,208	0.00

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administrative	\$223,993	\$195,589	\$172,659	-11.72%
Community Enhancement	525,867	542,066	560,445	3.39%
MAPS	2,850,612	3,779,126	4,482,411	18.61%
Policy and Executive Leadership	1,710,542	1,188,410	1,209,647	1.79%
Public Information and Marketing	1,965,664	2,238,545	2,126,932	-4.99%
Total Operating Expenditures	\$7,276,678	\$7,943,736	\$8,552,094	7.66%
Non-Operating Expenditures				
Policy and Executive Leadership - Grants	\$18,242	\$0	\$0	N/A
Capital Expenditures	55,486,875	316,234,256	318,532,421	0.73%
Total Non-Operating Expenditures	\$55,505,117	\$316,234,256	\$318,532,421	0.73%
Department Total	\$62,781,795	\$324,177,992	\$327,084,515	0.90%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$3,546,886	\$3,212,085	\$3,136,396	-2.36%
Capital Improvement Projects Fund	1,292,302	2,191,700	2,838,848	29.53%
Grant Fund	18,242	0	0	N/A
MAPS 3 Sales Tax Fund	51,997,894	298,751,906	305,645,025	2.31%
MAPS 3 Use Tax Fund	1,658,849	3,085,156	4,043,178	31.05%
MAPS Sales Tax Fund	0	556,154	563,846	1.38%
OCMAPS Sales Tax Fund - Operating	1,191,763	693,970	439,233	-36.71%
OKC Tax Increment Financing Fund	947,964	850,000	850,000	0.00%
Police & Fire Capital Sales Tax Fund	512,996	6,594,187	4,520,006	-31.45%
Print Shop Internal Service Fund	879,180	952,525	933,287	-2.02%
Special Purpose Fund	835	6,326,172	3,182,389	-49.69%
Sports Facilities Sales Tax Fund	526,903	425,127	362,632	-14.70%
Sports Facilities Use Tax Fund	207,981	539,010	569,675	5.69%
Department Total	\$62,781,794	\$324,177,992	\$327,084,515	0.90%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administrative	0.40	0.40	0.40	0.00%
Community Enhancement	3.70	3.70	3.70	0.00%
MAPS	16.00	16.00	23.00	43.75%
Policy and Executive Leadership	10.90	6.90	6.90	0.00%
Public Information and Marketing	16.00	16.00	14.00	-12.50%
Department Total	47.00	43.00	48.00	11.63%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	26.55	22.55	21.75	-3.55%
Print Shop Internal Service Fund	4.45	4.45	3.25	-26.97%
OCMAPS Sales Tax Fund - Operating	6.15	3.00	2.29	-23.67%
MAPS 3 Use Tax Fund	9.85	13.00	20.71	59.31%
Department Total	47.00	43.00	48.00	11.63%

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

		FY15	FY16	FY16	FY17
Executive Leadership *		Actual	Estimate	Target	Target
Result	% of key measures achieved	32%	39%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	100%	96%	98%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	95%	95%
Result	% of performance evaluations completed by the review date	26%	29%	95%	95%
Output	# of full-time employees supported	49	48	49	48
Output	Dollar amount of operating expenditures managed	\$7,973,154	\$7,713,103	\$8,869,651	\$8,552,094

* For reporting purposes, the Mayor, City Council, and City Manager Offices are combined and presented together for the Executive Leadership Program.

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	0.40	\$223,993	0.00	\$0	0.00	\$0
Executive Leadership	0.00	0	0.40	195,589	0.40	172,659
Line of Business Total	0.40	\$223,993	0.40	\$195,589	0.40	\$172,659

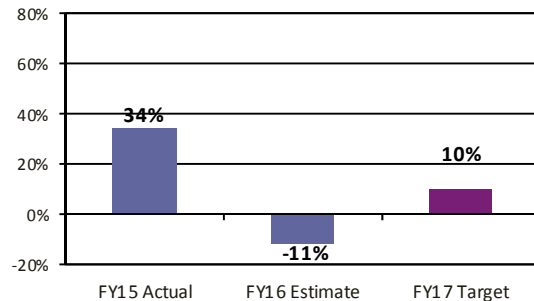
COMMUNITY ENHANCEMENT

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 OKLAHOMA CITY MSA AVERAGE WAGE FOR 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.



What do these numbers tell us?

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 wage. The goal for this measure has been for the average salaries of incented jobs to exceed the MSA average wages by 10%. For FY15, new jobs created using economic development incentives exceeded the average wage in Oklahoma City by 34%. For FY16, new jobs created using economic development incentives are expected to pay up to 80% of the average wage in Oklahoma City. These jobs are in accordance with the Strategic Investment Program’s (SIP) policies, even though they are currently not exceeding the MSA 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.

		FY15	FY16	FY16	FY17
Community Development		Actual	Estimate	Target	Target
Result	\$ value of private investment per \$ value of TIF allocated	8	7	5	5
Output	\$ of TIF investments	\$42,570,000	\$45,370,000	\$11,500,000	\$11,500,000
Output	# of TIF investments	11	3	5	5
Output	# of new residential units built and occupied in downtown	269	107	373	373
Output	# of new square feet of retail space built and occupied in downtown	141,915	81,850	20,000	40,000

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

		FY15	FY16	FY16	FY17
Economic Development		Actual	Estimate	Target	Target
Result	% above the Oklahoma City MSA average wage for new jobs created through incentives	34%	-11%	10%	10%
Result	% of new jobs paying above the Oklahoma City MSA average wage	66%	23%	35%	35%
Output	# of jobs created	7,316	1,272	2,500	2,500
Output	# of jobs created through incentives	2,767	534	1,500	1,500
Output	# of companies receiving incentives	4	1	5	5
Output	\$ of private investment	\$1,096,586,000	\$91,359,859	\$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.

		FY15	FY16	FY16	FY17
Tourism Development		Actual	Estimate	Target	Target
Result	\$ combined direct spending generated per square foot of privately operated City event facilities	434.74	519.97	444.16	458.56
Output	# of tourism contracts negotiated/administered	11	11	11	11
Output	# of hotel room nights generated by Convention and Visitors Bureau	N/A	353,382	376,250	376,250

Community Enhancement Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development	1.30	\$150,483	1.30	\$157,301	1.30	\$165,527
Economic Development	1.60	254,667	1.60	267,210	1.60	273,301
Tourism Development	0.80	120,717	0.80	117,555	0.80	121,617
Line of Business Total	3.70	\$525,867	3.70	\$542,066	3.70	\$560,445

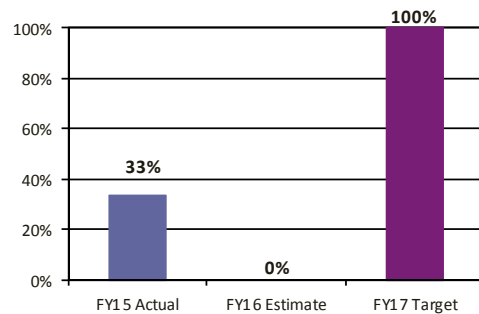
MAPS

The purpose of the MAPS Line of Business is to provide community enhancement projects to citizens and visitors so they can enjoy an improved quality of life, and 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 MET WITHIN IMPLEMENTATION PLAN TIMELINE

Why is this measure important?

MAPS 3, funded by a limited term, one-cent sales tax, is a ten 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?

The MAPS 3 Implementation Plan contains a project timeline that shows key tasks associated with the MAPS 3 projects. A project milestone is defined as the beginning or ending of one of these key tasks. Due to various delays, although several milestones have been completed, none were completed on time. In FY17, staff is planning for major milestones associated with the Convention Center, the Downtown Public Park, Fairgrounds, Modern Street Car, Sidewalks, Trails, and the Wellness Centers.

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

MAPS 3		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of MAPS 3 project milestones met within Implementation Plan timeline	33%	0%	100%	100%
Result	% of residents who are satisfied with the Quality of Life in the City	72%	73%	80%	80%
Output	# of MAPS 3 project milestones completed	2	10	9	11
Output	\$ expended on MAPS 3 projects	\$50,569,351	\$68,247,819	\$100,000,000	\$100,000,000

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.

		FY15	FY16	FY16	FY17
MAPS for Kids School Construction		Actual	Estimate	Target	Target
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%	100%	100%	100%
Output	# of school projects completed	4	2	3	3
Output	# of school projects administered	4	5	5	3
Output	\$ expended on school projects	\$9,058,872	\$2,770,560	\$21,760,000	\$8,000,000

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.

		FY15	FY16	FY16	FY17
MAPS for Kids Suburban School		Actual	Estimate	Target	Target
Result	% of project applications recommended and scheduled for Trust consideration within 60 days of receipt	100%	100%	100%	100%
Output	# of project applications processed	9	5	12	8
Output	\$ disbursed to suburban school districts	\$2,999,353	\$1,165,300	\$2,000,000	\$130,000

MAPS Office Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
MAPS 3	9.85	\$1,658,849	13.00	\$3,085,156	20.71	\$4,043,178
MAPS for Kids School Construction	5.95	1,115,389	2.95	650,246	2.28	409,783
MAPS for Kids Suburban School District	0.20	76,374	0.05	43,724	0.01	29,450
Line of Business Total	16.00	\$2,850,611	16.00	\$3,779,126	23.00	\$4,482,411

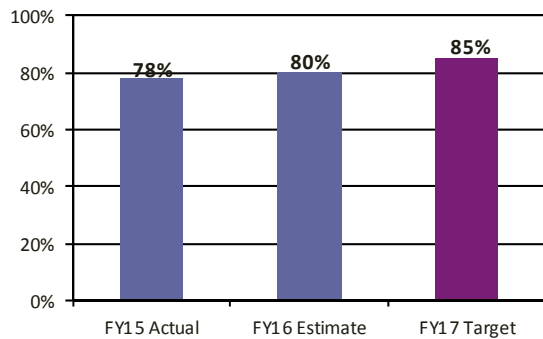
POLICY AND EXECUTIVE LEADERSHIP

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 an annual Citizen Survey 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 slightly increased in the last year. Peer city comparisons show that OKC's rates are substantially higher than average in this area. 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, and to City staff so they can achieve strategic results.

City Manager's Office		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of citizens surveyed who are satisfied with City services	66%	67%	75%	75%
Result	% of Citizens surveyed who are satisfied the City is heading in the right direction	78%	80%	85%	85%
Result	% of City Council who are satisfied with the quality of information they are provided to establish policies, priorities and strategic goals	87%	87%	89%	89%
Result	% of Strategic Results identified in LFR Strategic Business Plans achieved	50%	46%	75%	75%
Output	# of City Manager reports provided	75	109	112	112
Output	# of Council agenda items approved	4,097	3,830	3,751	3,751

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		Actual	Estimate	Target	Target
Result	% of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	80%	80%	71%	71%
Result	% of Council reporting that they are satisfied with the information they receive to make an effective legislative agenda	83%	83%	89%	89%
Output	# of legislative contacts	111	258	125	125
Output	# of legislative issues accomplished	4	4	5	5
Output	# of legislative status reports and briefings provided	26	22	30	30

The Policy and Executive Leadership Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
City Manager's Office	6.30	\$1,086,143	6.30	\$1,085,322	6.30	\$1,106,459
Legislative	0.60	102,920	0.60	99,226	0.60	103,188
Office of Sustainability*	4.00	521,479	0.00	3,862	0.00	0
Line of Business Total	10.90	\$1,710,542	6.90	\$1,188,410	6.90	\$1,209,647

*In FY16, resources were reallocated moving the Office of Sustainability Program to the Planning Department.



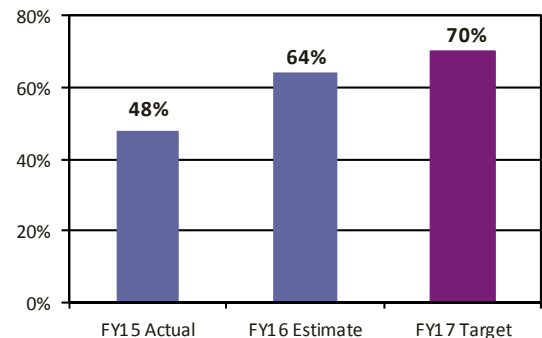
PUBLIC INFORMATION AND MARKETING

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. They are more willing to support City government initiatives and more likely to use City services and programs. They participate and are more willing to get involved. Oklahoma City citizens have diverse interests and obtain information in different ways. They appreciate convenient, accessible and quick ways to stay informed about City government services and issues.



What do these numbers tell us?

Citizens use and trust our communication channels to get information about the City government and their satisfaction with the availability of information increased from 48% to 64%. Results from the most recent citizen survey gave a clear indication that adding a staff reporter position was effective. The in-depth news releases, City Council meeting briefs on okc.gov, weekly eNewsletter, MAPS 3 updates and improved content in the water bill newsletter have provided a reliable, timely and accessible source of information for our residents.

The City has seen the value of using social media to educate and engage residents. We have more than 60 accounts citywide and the interest continues to grow. We've more than doubled our followers on many of our social accounts.

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.

		FY15	FY16	FY16	FY17
Employee Communication		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	722	772	400	396
Output	# of employee events or programs coordinated	28	15	20	24

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.

		FY15	FY16	FY16	FY17
Print Shop		Actual	Estimate	Target	Target
Result	% of employees who report being satisfied with print shop services	92%	92%	95%	95%
Result	% of print jobs delivered within the agreed upon deadline	100%	100%	96%	96%
Output	# of impressions produced	6,136,727	6,600,537	6,000,000	6,500,000
Output	# of US mail pieces stamped	406,008	406,849	400,000	399,996

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

		FY15	FY16	FY16	FY17
Public Information		Actual	Estimate	Target	Target
Result	% of citizens who are satisfied with the availability of information about City programs and services	48%	64%	50%	70%
Result	% of service requests received through the Action Center acted upon within 10 working days	97%	95%	95%	95%
Output	# of media contacts provided	759	723	600	600
Output	# of new video segments produced	137	77	84	84
Output	# of social media interactions	2,246	1,848	2,100	2,100
Output	# of special event permits processed	228	318	250	250
Output	# of web pages updated	360	784	500	446

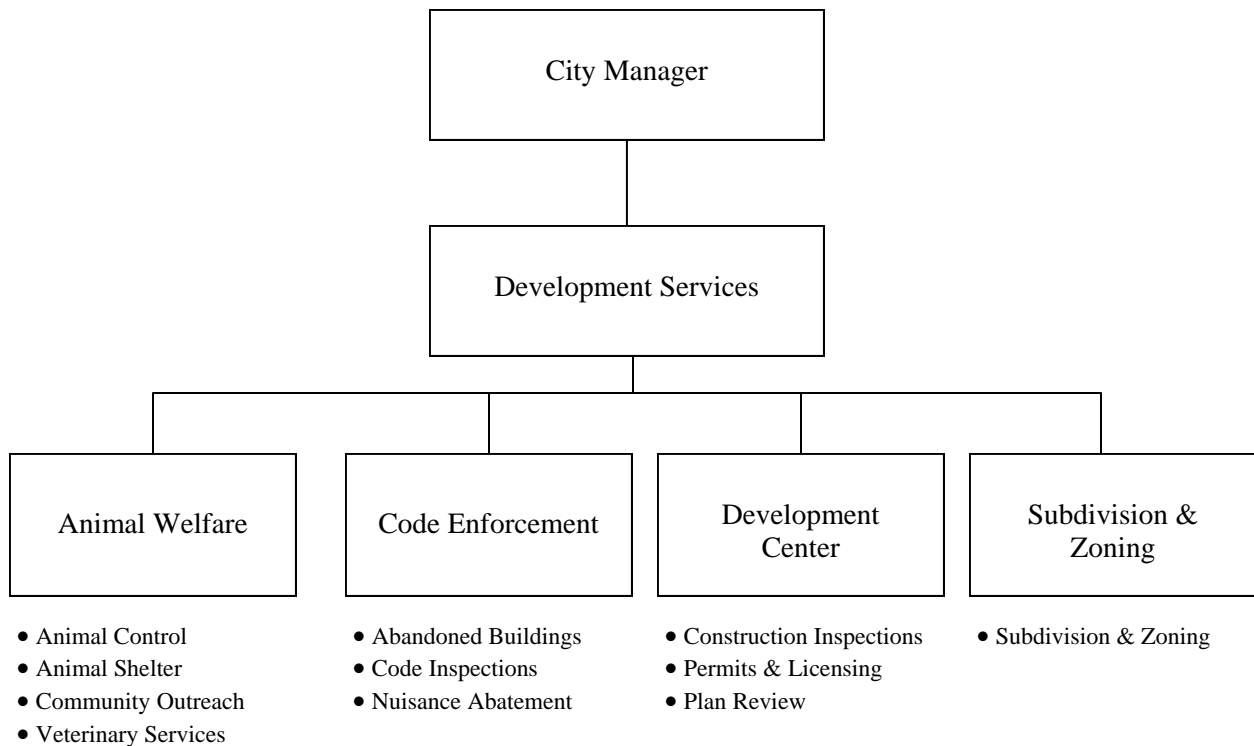
The Public Information and Marketing Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Employee Communication	1.05	\$116,821	1.05	\$120,796	0.85	\$101,155
Print Shop	4.45	879,180	4.45	952,525	3.25	933,287
Public Information	10.50	969,664	10.50	1,165,224	9.90	1,092,490
Line of Business Total	16.00	\$1,965,665	16.00	\$2,238,545	14.00	\$2,126,932

Development Services

BOB TENER, DIRECTOR

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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 inspection assignment priorities to ensure timely response and that its proactive service delivery targets are met.

Strategic Result

By 2019, Development Services will provide effective code enforcement services as evidenced by:

- At least 50% citizen satisfaction with code enforcement

FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
46%	37%	50%	48%

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 continue to coordinate with partner agencies to promote programs that improve the live release rate of shelter pets and increase pet adoptions and placements.

Strategic Result

By 2020, Animal Welfare will provide improved services and coordination as evidenced by:

- Achieving a 75% live release rate of shelter pets

FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
69%	69%	70%	70%

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 2018, Development Services customers will experience a more timely and efficient development review process as evidenced by:

- At least 70% of applicants proposing a new preliminary plat will receive a development application decision within 60 days of submission

FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
74%	79%	70%	70%

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

FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
87%	91%	85%	85%



ISSUE 4

Lack of inter and intra-departmental 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 construction permits, licenses, and certificates of occupancy.

Strategy

The Development Services Department will utilize Accela and monthly Construction Inspection reports to track and review response data to identify opportunities for greater efficiency in plan review, permit issuance, and inspections.

Strategic Results

By 2020, 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

FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
99%	95%	100%	100%

- Complete 100% of initial review of commercial remodel plans within ten working days of submission

FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
98%	98%	100%	100%

- Complete 90% of construction inspections within one working day of request

FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
93%	96%	90%	90%

ISSUE 5

The growing demand for animal control services and programs to help citizens be responsible pet owners, if not addressed, will result in, increased response times, an inability to respond to requests for service, lower citizen satisfaction, and continued challenges with animal control issues in the community.

Strategy

The Animal Welfare Line of Business will utilize proactive programs, public education and information services, and coordinate with partner agencies to decrease the amount of animal control calls received.

Strategic Result

By 2020, in order to provide quality services to our customers Animal Welfare will:

- Provide an initial response to services requested within two business hours for Priority One calls 90% of the time*

FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
N/A	N/A	N/A	N/A

* Department continues to work on methodology and processes 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	\$413,519	
2. Deletes one vacant Senior Customer Service Representative in the Development Center's Permits and Licensing Program. Deleting this position may result in extended wait times that will impact the Development Community.	(\$50,158)	(1.00)
3. Deletes one Animal Control Officer II in the Animal Welfare program. The duties of this position will be distributed to the remaining Animal Welfare Officer II's.	(\$54,501)	(1.00)
4. Deletes one vacant and one filled Code Inspector I position in the Code Enforcement's Code Inspection Program. The duties of these positions will be distributed to the remaining Code Inspector I's, which could result in slower response times.	(\$138,918)	(2.00)
5. Deletes one vacant Building Inspector I and one Electrical Inspector I in the Development Center's Construction Inspections Program. The duties for these positions will be distributed to the remaining Building and Electrical Inspector I's, which may impact the capacity to meet performance targets.	(\$138,034)	(2.00)
6. Deletes one Code Technician in the Development Center's Plan Review Program. Deletion of this position may result in reduced timeliness in completing over the counter residential plan reviews and the initial plan review for signs.	(\$60,688)	(1.00)
7. Deletes one vacant Assistant Planner in the Subdivision and Zoning's Code Administration Program. The duties of this position will be distributed to the Associate Planners.	(\$64,401)	(1.00)
8. Deletes one vacant Design Compliance Officer in the Code Enforcement's Code Inspection Program. The duties of this position will be assigned to a Code Inspector I position.	(\$71,345)	(1.00)
9. Deletes two vacant Oil and Gas Inspectors in the Development Center's Construction Inspections. The duties of these positions will be distributed to the Building Inspector I's and Senior Customer Service Representatives.	(\$205,970)	(2.00)

EXPENDITURES

Summary of Expenditures by Purpose	FY 15 Actual	FY 16 Adopted Budget	FY 17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$2,303,379	\$2,414,653	\$2,381,114	-1.39%
Animal Welfare	4,410,624	4,313,745	4,298,232	-0.36%
Code Enforcement	3,366,466	4,159,869	3,869,183	-6.99%
Development Center	6,927,593	6,859,830	6,842,187	-0.26%
Subdivision and Zoning	926,658	927,330	797,514	-14.00%
Total Operating Expenditures	\$17,934,720	\$18,675,427	\$18,188,230	-2.61%
Non-Operating Expenditures				
Capital Expenditures	\$555,362	\$1,277,420	\$411,501	-67.79%
Other Non-Operating Expenditures	250,244	1,578,753	1,546,798	-2.02%
Total Non-Operating Expenditures	\$805,606	\$2,856,173	\$1,958,299	-69.81%
Department Total	\$18,740,326	\$21,531,600	\$20,146,529	-6.43%

Summary of Expenditures by Funding Source	FY 15 Actual	FY 16 Adopted Budget	FY 17 Adopted Budget	Percent Change
General Fund	\$17,934,721	\$18,675,427	\$18,188,230	-2.61%
Capital Improvement Projects Fund	555,363	1,277,420	411,501	-67.79%
Grants Management Fund	45,835	160,552	0	-100.00%
Special Purpose Fund	204,409	1,418,201	1,546,798	9.07%
Total All Funding Sources	\$18,740,328	\$21,531,600	\$20,146,529	-6.43%

POSITIONS

Summary of Positions by Purpose	FY 15 Actual	FY 16 Adopted Budget	FY 17 Adopted Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	52.00	52.00	51.00	-1.92%
Code Enforcement	52.00	52.00	49.00	-5.77%
Development Center	85.00	84.00	80.00	-4.76%
Subdivision and Zoning	9.00	9.00	8.00	-11.11%
Department Total	202.00	201.00	192.00	-4.48%

Summary of Positions by Funding Source	FY 15 Actual	FY 16 Adopted Budget	FY 17 Adopted Budget	Percent Change
General Fund	202.00	201.00	192.00	-4.48%
Total All Funding Sources	202.00	201.00	192.00	-4.48%

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

Executive Leadership		FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of key measures achieved	64%	53%	75%	75%
Result	% of full-time equivalent (FTE) employees without an on the job (OJI) in the current fiscal year	91%	91%	92%	95%
Result	% of performance evaluations completed by the review date	54%	59%	95%	95%
Result	% of terminations submitted to the Personnel Department within three days of the termination date	79%	68%	95%	95%
Output	# of FTE's supported	191	194	201	192
Output	Dollar amount of operating expenditures managed	\$17,315,837	\$16,278,141	\$18,651,978	\$18,188,230

Administration Positions and Budget

Program	FY 15		FY 16		FY 17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	2.00	\$381,347	4.00	\$2,414,653	4.00	\$2,381,114
Business Services	2.00	1,922,032	0.00	0	0.00	0
Line of Business Total	4.00	\$2,303,379	4.00	\$2,414,653	4.00	\$2,381,114

ANIMAL WELFARE

The purpose of the Animal Welfare Line of Business is to promote and protect the health, safety and welfare of people and pets in Oklahoma City so they can live in a safe community of responsible pet ownership, free of animal abuse and neglect.

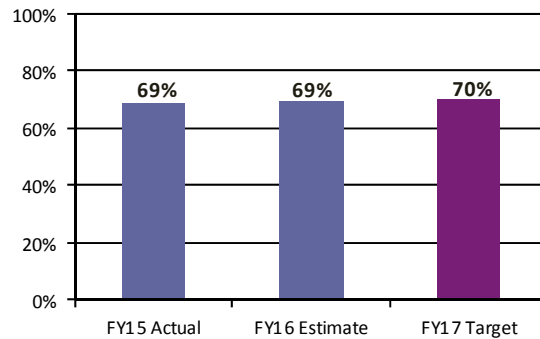
FOCUS ON PERFORMANCE - % OF LIVE EXITS

Why is this measure important?

Evaluating the percent of live exits indicates the progress the Animal Shelter program has made toward ending euthanasia of healthy, adoptable pets. Performance in this area reflects the gains made toward reaching the long-term goal to achieve a 75% live release rate.

What do these numbers tell us?

For the current fiscal year, the Department estimates 69% of the animals entering the shelter will be saved. Collecting this data helps Animal Welfare determine how well they are doing at saving healthy, adoptable pets in Oklahoma City. This data can be used to evaluate trends and help determine program needs.



The Animal Control Program provides public health and safety, public education, enforcement, and animal rescue services to the general public so they can experience an environment of responsible pet ownership that is free of dangerous, stray or dead animals.

Animal Control		FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of Animal Welfare Calls responded to within specified time frames*	N/A	N/A	N/A	N/A
Result	% of Animal Welfare Priority one calls receiving initial response within two business hours*	N/A	N/A	N/A	N/A
Result	% of Animal Welfare Priority two calls receiving initial response within the same business day*	N/A	N/A	N/A	N/A
Result	% of Animal Welfare Priority three calls receiving initial response by the next business day*	N/A	N/A	N/A	N/A
Output	# of animal bite cases worked	N/A	850	1,062	1,062
Output	# of injured animals impounded	N/A	1,434	1,792	1,792
Output	# of Animal Welfare Priority one call responses provided	7,642	6,438	8,000	7,500
Output	# of Animal Welfare Priority two call responses provided	10,996	10,162	11,000	11,000
Output	# of Animal Welfare Priority three call responses provided	6,928	6,007	6,300	6,300
Output	# of Animal Welfare service call responses provided	25,566	22,607	25,300	24,800
Output	# of cruelty cases worked	N/A	2,448	3,060	3,060
Output	# of dangerous animal cases worked	N/A	96	62	62
Output	# of animal impoundments made	8,158	6,350	8,000	7,500

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

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

Animal Shelter		FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of live releases	69%	69%	70%	70%
Result	Average length of stay*	N/A	N/A	N/A	7
Output	# of live animals sheltered	27,206	26,170	27,000	27,000
Output	# of live releases	18,706	18,185	18,900	18,900

* New measure. Data will be reported in FY17.

The Community Outreach Program provides education, opportunities for community engagement and support programs to citizens so that they can be informed and promote responsible pet ownership, and assist with the goal of animals remaining in the home and reducing animal intake.

Community Outreach Program *		FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of requested spay/neuter provided	N/A	N/A	N/A	50%
Result	% of animals adopted at outreach events	N/A	N/A	N/A	50%
Output	# of adoption outreach events	N/A	N/A	N/A	125
Output	# of animal adoptions resulting from an outreach event	N/A	N/A	N/A	650
Output	# of animals in foster care	N/A	N/A	N/A	6,000
Output	# of community cats transferred	N/A	N/A	N/A	1,100
Output	# of foster homes	N/A	N/A	N/A	1,250
Output	# of pet food bank customers served	N/A	N/A	N/A	1,100
Output	# of public spay/neuter performed	N/A	N/A	N/A	6,000
Output	# of volunteer hours	N/A	N/A	N/A	12,000
Output	# of volunteers	N/A	N/A	N/A	1,100

*New Program. Data will be reported in FY17.

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

Veterinary Services		FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of animals spayed/neutered	43%	28%	22%	22%
Result	% of animals euthanized	24%	26%	28%	28%
Result	% of live animals logged treated for illness or injury	14%	15%	10%	13%
Output	# of animals spayed/neutered	11,694	7,247	6,000	6,000
Output	# of animals treated for illness or injury	3,875	3,876	2,700	3,600
Output	# of euthanasias performed	8,011	7,870	8,100	8,100

Animal Welfare Positions and Budget

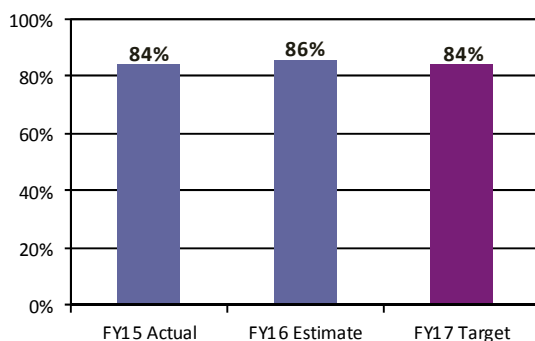
Program	FY 15		FY 16		FY 17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Animal Control	19.99	\$1,483,281	19.99	\$1,499,780	18.75	\$1,447,431
Animal Shelter	24.99	2,074,066	24.99	1,929,893	22.05	1,713,657
Community Outreach	0.00	0	0.00	0	3.55	281,853
Veterinary Services	7.02	853,278	7.02	884,072	6.65	855,291
Line of Business Total	52.00	\$4,410,625	52.00	\$4,313,745	51.00	\$4,298,232



CODE ENFORCEMENT

The purpose of the Code Enforcement Line of Business is to provide code inspections, abandoned building reviews, 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 key measure enables Code Enforcement to equally distribute and maintain stable workloads in districts assigned to inspectors. The data collected and analyzed provides the total number of complaints investigated within four (4) days of receiving those complaints. Complaints range from high grass and weeds to dangerous structures and zoning violations. This measure is a vital tool necessary to monitor complaint response performance and assure citizen satisfaction with code enforcement.

What do these numbers tell us?

Through the reporting period, 86% of complaints received were responded to within four (4) days. The number of high grass complaints has remained fairly consistent with previous years. Though there has been a slight increase in total complaints, a high percentage of timely responses has been maintained.

The Abandoned Buildings Program provides exterior property maintenance inspections and abandoned building reviews for the community and property owners so they can live in more attractive and safe neighborhoods.

Abandoned Buildings*		FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of property maintenance violations resolved voluntarily	N/A	N/A	N/A	31%
Result	% of abandoned buildings/property maintenance complaint initial inspections completed within four days	N/A	N/A	N/A	65%
Result	% of property maintenance inspections where citations are issued	N/A	N/A	N/A	31%
Output	# of abandoned buildings where maintenance violations are resolved	N/A	N/A	N/A	60
Output	# of abandoned property notices issued	N/A	N/A	N/A	700
Output	# of proactive property maintenance notices issued	N/A	N/A	N/A	3,000
Output	# of properties declared abandoned by City Council	N/A	N/A	N/A	600
Output	# of property maintenance notices issued	N/A	N/A	N/A	6,500

*New program. Data will be reported in FY17.

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

Code Inspections		FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of total complaint-based inspections (non-abandoned building/property maintenance) completed within four days	84%	86%	86%	84%
Result	% of designated proactive area properties inspected at least once per month	73%	79%	80%	77%
Output	# of complaint-based inspections (non-abandoned building/property maintenance) completed within four days	45,673	45,374	48,000	36,960
Output	# of proactive properties inspected monthly	40,102	43,614	44,000	42,240

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

		FY 15	FY 16	FY 16	FY 17
Nuisance Abatement		Actual	Estimate	Target	Target
Result	% of code violations resolved voluntarily	70%	75%	75%	75%
Result	% of citizens satisfied with code enforcement	46%	37%	50%	48%
Result	% of total properties with abatement action	0.47%	0.44%	0.53%	0.48%
Output	# of abatement notices issued	15,860	14,392	20,000	16,000
Output	# of abatement actions completed	14,161	13,152	16,000	14,500

Code Enforcement Positions and Budget

Program	FY 15		FY 16		FY 17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Code Inspections	32.50	\$2,208,720	32.50	\$2,594,173	29.50	\$2,224,922
Abandoned Buildings	10.00	378,962	10.00	724,016	10.00	782,623
Nuisance Abatement	9.50	778,784	9.50	841,680	9.50	861,638
Line of Business Total	52.00	\$3,366,466	52.00	\$4,159,869	49.00	\$3,869,183



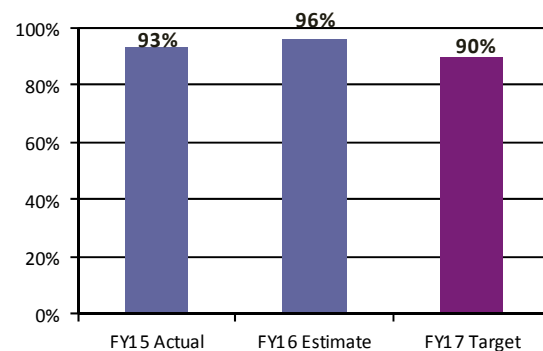
DEVELOPMENT CENTER

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 ONE WORKING DAY 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 data is used to adjust staff assignments and identify when other strategies are needed to improve service levels.



What do these numbers tell us?

The Development Center is expected to finish FY16 with improvement for the eighth consecutive year. This measure represents the third year of this goal for the timeliness of inspections, targeting completion within 1-day 90% of the time. With the year-end estimate at 96%, the target for this goal will be met for the second straight year. Achievement of this level, is due to improved scheduling and process efficiency. Staff also monitors the total number of inspection requests, which is estimated to increase in FY16 by 2,000 to a total of just over 103,000 inspections.

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.

Construction Inspections		FY 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of construction related inspections completed within one working day of request	93%	96%	90%	90%
Result	% of quality control reviews that do not require correction	78%	71%	70%	70%
Output	# of construction related inspections completed	101,592	103,222	109,000	109,000
Output	# of quality control reviews completed	434	234	450	450

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 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	% of construction related permits issued within one working day of request	100%	100%	100%	100%
Output	# construction related inspection requests entered	120,056	123,191	128,000	128,000
Output	# of construction permits issued	53,828	54,436	60,000	60,000
Output	# of licenses and residential sale permits issued	28,055	28,103	27,000	27,000

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 15 Actual	FY 16 Estimate	FY 16 Target	FY 17 Target
Result	Average # of working days in permit process for City permit review	7.53	7.55	8.00	8.00
Result	Average # of working days in permit process for developer response	54.53	50.52	40.00	40.00
Result	% of development community surveyed responding as satisfied with the plan review process	67%	67%	75%	75%
Result	% of commercial permits issued within three months	69%	70%	75%	75%
Output	# of commercial remodel construction plans reviewed	875	863	950	950
Output	# of one and two family residential new construction plans reviewed	3,265	3,275	3,500	3,500
Output	# of commercial new construction plans reviewed	1,314	1,351	1,500	1,500
Result	% of commercial new construction plans initial code review completed within 15 working days	99%	95%	100%	100%
Result	% of commercial remodel construction plans initial code review completed within 10 working days	98%	98%	100%	100%
Result	% of single family residential new construction plans reviewed within one working day of submission	100%	100%	100%	100%

Development Center Positions and Budget

Program	FY 15		FY 16		FY 17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspections	45.60	\$3,827,652	45.60	\$3,743,210	43.60	\$3,709,040
Permits and Licensing	19.60	1,199,287	18.60	1,314,246	17.60	1,381,384
Plan Review	19.80	1,900,655	19.80	1,802,374	18.80	1,751,763
Line of Business Total	85.00	\$6,927,593	84.00	\$6,859,830	80.00	\$6,842,187



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.

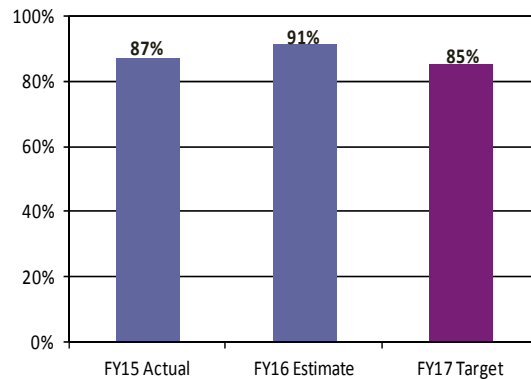
FOCUS ON PERFORMANCE -% OF APPLICANTS THAT RECEIVE A REZONING DEVELOPMENT APPLICATION DECISION WITHIN 120 DAYS OF APPLICATION SUBMISSION

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 increased when compared to the previous year. More impressive is the achievement of this performance result while the number of applications is projected to increase by 21% this year. Extenuating circumstances such as continuance requests by the Planning Commission, City Council, the applicant, or protestors can often impact the timeliness of decisions; 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.

Subdivision and Zoning		FY 15	FY 16	FY 16	FY 17
		Actual	Estimate	Target	Target
Result	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	74%	79%	70%	70%
Result	% of applicants that receive a rezoning development application decision within 120 days of application submission	87%	91%	85%	85%
Result	Average # of days for applicants proposing a new subdivision to receive a development application decision	45	45	60	60
Output	# of zoning and subdivision applications processed	517	529	600	600

Subdivision and Zoning Positions and Budget

Program	FY 15		FY 16		FY 17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Subdivision and Zoning	9.00	\$926,658	9.00	\$927,330	8.00	\$797,514
Line of Business Total	9.00	\$926,658	9.00	\$927,330	8.00	\$797,514

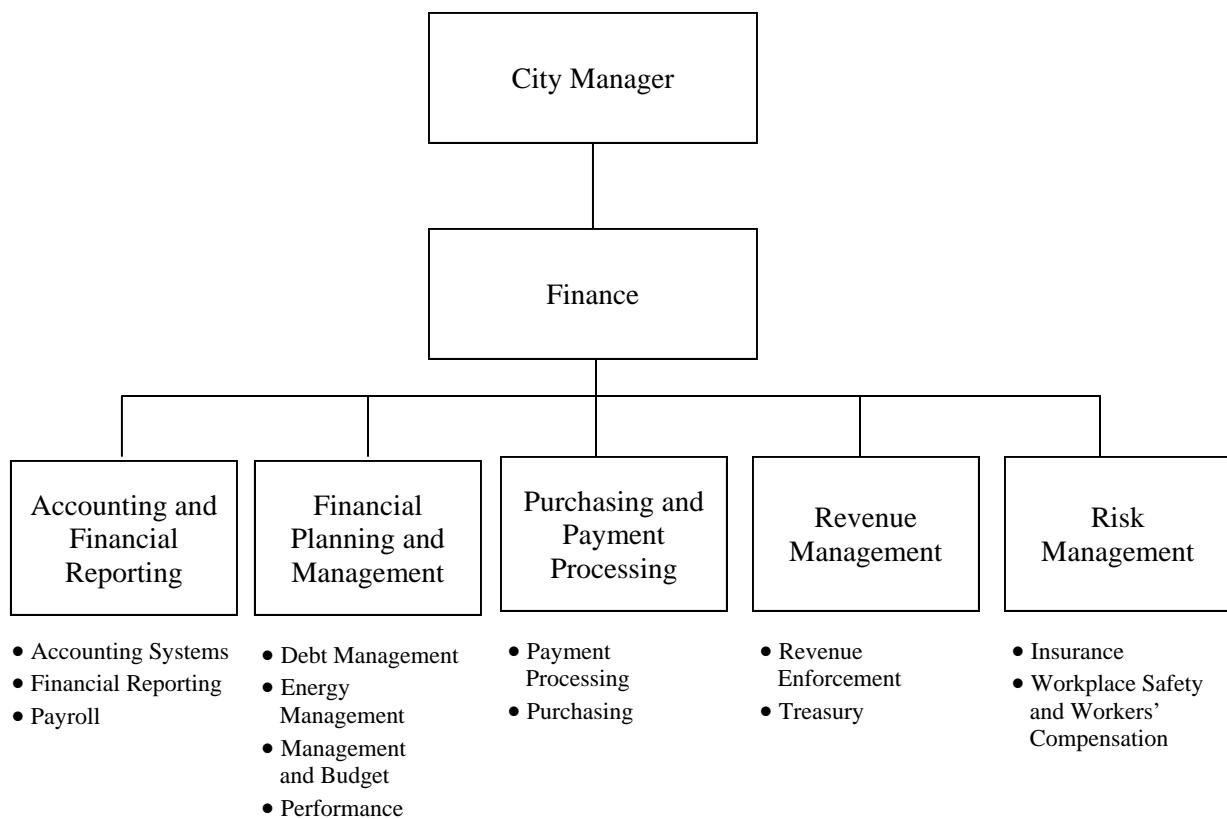


The City of
OKLAHOMA CITY

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 will result in increased costs, reduced city services, difficulty in maintaining compliance with laws and regulations, lost revenue, and reduced credibility with customers and stakeholders.

Strategies

- Provide more proactive communication, such as newsletters and training.
- Work with customers in departments to identify their financial information and service needs and develop the resources and services identified.
- Clarify and improve financial policies and ensure they are easily accessible and effectively communicated to departments.

Strategic Results

- By 2018, 90% of customers will report they are satisfied with the financial services received to manage operations.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
84%	83%	90%	90%

- By 2018, 90% of customers will report they are satisfied with financial information and reports.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
84%	85%	90%	90%

ISSUE 2

Increasing costs, including future liabilities, and higher demands for City services that are outpacing growth in existing revenue sources if not addressed 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 Determined Contribution (ADC) rate.
- Develop a funding plan for maintenance, operating, and capital replacement of MAPS and bond projects.
- Develop a funding plan for public safety and transit fleet replacement.
- 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 and control personnel cost levels.

Strategic Results

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



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

*Standard and Poor's/Moody's

- Through 2018, personnel related expenses will remain at or below 70% of total operating expenses.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
68.70%	67.80%	67.00%	67.00%

- Through 2018, the General Fund unbudgeted reserves will be maintained in the range of 8-15% of General Fund budget.



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
17.13%	12.66%	15.00%	15.00%

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

- 100% for the Employee Retirement System (ERS)

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
104%	104%	100%	100%

- 20% for retiree health insurance, also known as Other Post Employment Benefits (OPEB)

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
5.83%	7.17%	7.00%	7.00%

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.
- Develop a city wide safety policy.
- Facilitate safety training for all City employees, employing both internal and external resources.
- Form a City-wide Safety Steering Committee to make recommendations for improving the City's safety culture.

Strategic Results

By 2018, a culture of safety will be reflected by:

- Workers' Compensation claims costs will be less than \$32 per \$1,000 of payroll expense.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
\$31.38	\$31.96	\$31.38	\$32.20

- The City injury rate will be at or below 7 injuries per 100 employees.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
9.39	9.39	5.60	8.00

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$94,243	-
2. Adds the Accounting audit contract	\$287,675	-
3. Removes credit card processing fees and reallocates them to the Non-Departmental budget	(\$916,000)	-
4. Deletes one Administrative Support Technician position in Accounting and adds funds for part-time wages	(\$60,693)	(1.00)
5. Deletes one Administrative Specialist position in Treasury	(\$97,689)	(1.00)
6. Deletes one Administrative Coordinator position in the Office of Management and Budget	(\$68,402)	(1.00)

Risk Management	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$26,590	-
2. Deletes one Administrative Coordinator position in Risk Management	(\$82,039)	(1.00)
3. Reduces salary reserve	(\$34,526)	-

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$2,264,222	\$1,976,470	\$2,042,285	3.33%
Accounting & Financial Reporting	2,087,086	2,611,201	2,875,210	10.11%
Financial Planning & Management	1,096,968	1,469,853	1,394,903	-5.10%
Purchasing & Payment Processing	1,770,934	1,457,495	1,497,606	2.75%
Revenue Management	2,215,231	2,328,754	1,484,095	-36.27%
Risk Management	16,207,868	16,136,144	14,362,178	-10.99%
Total Operating Expenditures	\$25,642,310	\$25,979,917	\$23,656,277	-8.94%
Non-Operating Expenditures				
Risk Management	\$989,273	\$0	\$0	N/A
Capital Expenditures	23,082	222,539	632,388	184.17%
Total Operating Expenditures	\$1,012,355	\$222,539	\$632,388	184.17%
Department Total	\$26,654,665	\$26,202,456	\$24,288,665	-7.30%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$8,649,892	\$9,029,950	\$8,444,536	-6.48%
Capital Improvement Projects Fund	23,082	222,539	632,388	184.17%
Grants Management Fund	989,273	0	0	N/A
Risk Mgmt. Internal Service Fund	16,992,418	16,949,967	15,211,741	-10.26%
Total All Funds	\$26,654,665	\$26,202,456	\$24,288,665	-7.30%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	4.50	2.50	2.50	0.00%
Accounting & Financial Reporting	24.30	30.00	29.00	-3.33%
Financial Planning & Management	12.20	15.50	14.50	-6.45%
Purchasing and Payment Processing	23.85	18.00	18.00	0.00%
Revenue Management	10.50	12.00	11.00	-8.33%
Risk Management	11.65	12.00	11.00	-8.33%
Department Total	87.00	90.00	86.00	-4.44%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	75.00	78.00	75.00	-3.85%
Risk Mgmt. Internal Service Fund	12.00	12.00	11.00	-8.33%
Total All Funds	87.00	90.00	86.00	-4.44%

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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	53%	60%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	99%	100%	100%
Result	% of performance evaluations completed by the review date	57%	64%	95%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	36%	38%	95%	95%
Output	Dollar amount of operating expenditures managed	\$25,658,444	\$26,052,439	\$25,974,426	\$23,656,277
Output	# of FTEs Supported	85	89	90	86

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	2.80	\$1,847,738	0.00	\$0	0.00	\$0
Executive Leadership	1.70	416,484	2.50	1,976,470	2.50	2,042,285
Line of Business Total	4.50	\$2,264,222	2.50	\$1,976,470	2.50	\$2,042,285

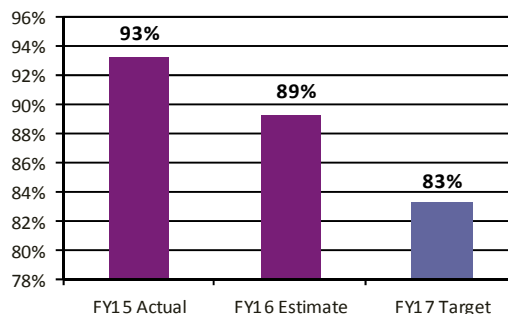
ACCOUNTING AND FINANCIAL REPORTING

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

FOCUS ON PERFORMANCE - % OF FINANCIAL REPORTS ISSUED ON TIME

Why is this measure important?

Timely financial information enables leaders to plan ahead and make well informed financial decisions that benefit the citizens and the City. Financial reports must be reader-friendly, as well as visually appealing. Staff works to make continual improvements in financial reporting by communicating with the users of various financial reports.



What do these numbers tell us?

During the first half of FY16, the department has issued 89% of required financial reports on time. When the percentage of timely completion is high, this is indicative of an efficient operation within the department. If the percentage is low, it would draw the attention of management to a potential problem and enable them to develop solutions and manage challenges.

The Accounting Systems Program provides systems infrastructure to City departments and public trusts so they can accurately record transactions and access reliable information.

		FY15	FY16	FY16	FY17
Accounting Systems		Actual	Estimate	Target	Target
Result	% of accounting system support requests resolved within 3 working days	N/A	95.89%	91.85%	91.85%
Result	% of total capital assets that are in balance	88.89%	89.32%	83.33%	83.33%
Output	# of accounting system support requests resolved	N/A	2,102	2,160	2,160

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

		FY15	FY16	FY16	FY17
Financial Reporting		Actual	Estimate	Target	Target
Result	% of financial reports issued on time	93.27%	89.28%	83.33%	83.33%
Result	% of bank reconciliations completed on time	99.85%	99.70%	100.00%	100.00%
Result	% of customers who report they are satisfied with the financial information available to make decisions	75%	78%	90%	90%
Output	# of bank reconciliations completed	2,050	2,121	2,076	2,076
Output	# of financial reports issued	291	276	250	250

The Payroll Program provides payroll services to employees, vendors and City departments so they can receive timely and accurate compensation and information.

		FY15	FY16	FY16	FY17
Payroll		Actual	Estimate	Target	Target
Result	% of employee payments processed accurately and on time	100%	100%	100%	100%
Result	% of payroll-related vendor payments processed accurately and on time	100%	100%	100%	100%
Output	# of employee payments processed	145,795	150,712	147,670	147,670
Output	# of payroll-related vendor payments processed	4,322	4,097	4,094	4,094

Accounting and Financial Reporting Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Accounting Systems	0.00	\$0	5.25	\$435,715	5.25	\$445,371
Financial Reporting	24.30	2,087,086	18.75	1,647,339	17.75	1,953,389
Payroll	0.00	0	6.00	528,147	6.00	476,450
Line of Business Total	24.30	\$2,087,086	30.00	\$2,611,201	29.00	\$2,875,210

FINANCIAL PLANNING AND MANAGEMENT

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

FOCUS ON PERFORMANCE - GENERAL OBLIGATION BOND RATINGS

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.

Rating Agency	FY15 Actual	FY16 Estimate	FY17 Target
Standard and Poor's	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa

What do these numbers tell us?

The City's bond ratings of AAA and Aaa were affirmed in FY16 by Standard and Poor's 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 moderate debt burden are the reasons for the excellent rating.

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

Debt Management		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	General Obligation Bond Ratings*	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
Result	Debt per capita	\$2,321	\$2,211	\$2,406	\$2,406
Output	# of bond issues outstanding	45	45	49	49
Output	\$ of debt outstanding	\$1,417,113,979	\$1,417,113,979	\$1,492,000,000	\$1,492,000,000

*Standard and Poor's/Moody's

The Energy Management Program provides comprehensive utility bill management services and technical and financial support for energy efficiency projects to City departments and City leadership so they can effectively manage their resources, reduce energy consumption and implement practices that are sustainable.

		FY15	FY16	FY16	FY17
Energy Management		Actual	Estimate	Target	Target
Result	% change in energy consumption from previous fiscal year	20%	-25%	0%	0%
Output	Total energy usage for City operations	1,751,494	1,315,519	1,751,494	1,271,418
Output	# of energy efficiency projects completed*	N/A	0	2	3
Output	# of energy efficiency projects in progress*	N/A	3	2	2
Output	# of utility accounts managed*	N/A	2,158	2,158	2,158
Output	# of utility bills processed	31,817	15,062	15,993	15,993

*Tracking for these measures began in FY16

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

		FY15	FY16	FY16	FY17
Management and Budget		Actual	Estimate	Target	Target
Result	% of customers who report they are satisfied with the budget services and information provided to manage operations	87%	83%	90%	90%
Result	% of general fund budget maintained in unbudgeted reserve	17.13%	12.66%	15.00%	15.00%
Output	City budget dollars managed	\$1,104,035,125	\$1,248,141,657	\$1,200,000,000	\$1,200,000,000

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

		FY15	FY16	FY16	FY17
Performance Management		Actual	Estimate	Target	Target
Result	% of citizens satisfied with City services	66%	67%	71%	71%
Result	% of data entered on time	76%	74%	95%	95%
Output	# of department data certifications performed	0	0	6	6
Output	# of measures managed	2,755	2,726	2,700	2,700

Financial Planning and Management Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Debt Management	0.00	\$0	2.00	\$206,340	2.00	\$216,650
Energy Management	0.00	1,036	2.00	197,255	2.00	201,912
Management and Budget	12.20	1,095,932	7.70	719,326	7.00	654,055
Performance Management	0.00	0	3.80	346,932	3.50	322,286
Line of Business Total	12.20	\$1,096,968	15.50	\$1,469,853	14.50	\$1,394,903

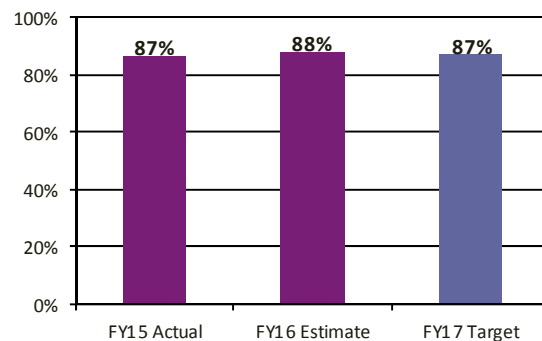
PURCHASING AND PAYMENT PROCESSING

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 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 program continues to consistently provide timely payment to vendors, reaching at least 85% performance over the last seven years. Finance department staff continues to implement proactive business processes, such as increasing use of the purchasing card, registering vendors for electronic funds transfer payments, distributing invoices to be paid more evenly among staff, and addressing aging payables through coordinating with the originating departments.

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

Payment Processing		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of vendor payments made in 30 calendar days or less from invoice date	87%	88%	87%	87%
Output	# of vendor payments processed	104,897	107,130	100,512	100,512

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.

Purchasing		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of purchase orders approved within four (4) hours	64%	65%	98%	98%
Result	% of purchasing contracts approved on time	88%	84%	90%	90%
Result	% of purchase orders encumbered after invoice date	19%	15%	10%	10%
Result	% of purchases under \$2,500 made with the purchasing card	85%	87%	95%	95%
Output	# of employees trained	303	472	300	300
Output	# of purchasing contracts approved	690	640	750	750

Purchasing and Payment Processing Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Payment Processing	14.80	\$1,056,047	9.40	\$725,972	9.40	\$752,433
Purchasing	9.05	714,887	8.60	731,523	8.60	745,173
Line of Business Total	23.85	\$1,770,934	18.00	\$1,457,495	18.00	\$1,497,606

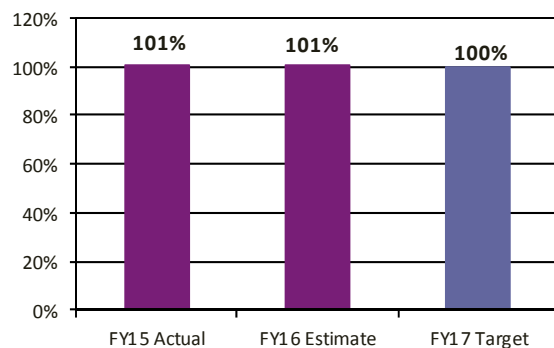
REVENUE MANAGEMENT

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

FOCUS ON PERFORMANCE - % OF PORTFOLIO YIELD COMPARED TO THE 0-3 YEAR US TREASURY INDEX BENCHMARK

Why is this measure important?

This measure indicates 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. Meeting the 0-3 year U.S. Treasury Index indicates Treasury is achieving a market rate 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 FY16 the City has earned a market rate of return by being aligned closely with a major benchmark representative for the market in which it invests. 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.

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

Revenue Enforcement		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	\$ of delinquent revenue collected per revenue enforcement activity completed (12 month rolling average)	\$1,574	\$1,262	\$2,500	\$2,500
Result	\$ of independent audit revenue per \$ of independent audit expense	\$5	\$9	\$4	\$4
Output	\$ of delinquent and noncompliant revenues collected	\$1,138,685	\$1,043,188	\$1,800,000	\$1,800,000

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

Treasury		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of portfolio yield compared to the 0-3 year US Treasury Index benchmark	101%	101%	100%	100%
Result	% of City and Trust revenue recorded through Treasury within 2 business days	80.58%	79.43%	80.51%	80.51%
Result	% of customers who are satisfied with banking services provided by the Treasury division	89%	85%	80%	80%
Output	\$ of City and Trust revenue recorded by Treasury	\$1,119,663,380	\$1,009,623,147	\$1,160,899,678	\$1,160,899,678
Output	# of assessment district invoices issued	2,828	4,005	3,210	3,210

Revenue Management Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Revenue Enforcement	7.25	\$656,033	7.45	\$703,625	6.60	\$652,292
Treasury	3.25	1,559,198	4.55	1,625,129	4.40	831,803
Line of Business Total	10.50	\$2,215,231	12.00	\$2,328,754	11.00	\$1,484,095

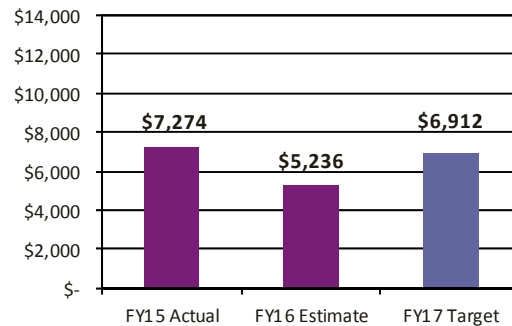
RISK MANAGEMENT

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

FOCUS ON PERFORMANCE - ESTIMATED COST PER CLAIM

Why is this measure important?

This measure is an estimate of the per claim financial impact of an on-the-job injury (OJI). 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 measure also provides important information for benchmarking and budgeting and can be an indicator of the effectiveness of safety programs.



What do these numbers tell us?

There is some uncertainty regarding Workers' Compensation Law in Oklahoma which makes setting the target for this measure difficult. The City is experiencing a decrease in costs due to reforms passed in February 2014 by the Oklahoma State Legislature which governs the amount an injured worker receives after they have recovered from their injury; however, the law is being challenged at the Oklahoma Supreme Court, and the resulting decision may affect costs in the future.

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.

		FY15	FY16	FY16	FY17
Insurance		Actual	Estimate	Target	Target
Result	% of property losses per premium paid	0.00%	0.00%	0.00%	0.00%
Result	% of insured locations (over \$2mil) with a current appraisal	15.38%	15.38%	15.38%	38.46%
Output	# of insured locations (over \$2mil) with a current appraisal	10	10	10	25
Output	Total value of City property insured (total insured value-TIV)	2,360,079,429	2,824,944,304	2,900,000,000	2,900,000,000

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

		FY15	FY16	FY16	FY17
Workplace Safety and Workers' Compensation		Actual	Estimate	Target	Target
Result	Estimated Cost per Claim	7,274.22	5,235.81	9,600.00	6,911.76
Result	\$ per \$1,000 of payroll expense for Workers Compensation claim costs	\$31.38	\$31.96	\$31.38	\$32.20
Result	# of injuries per 100 employees	9.39	9.39	5.60	8.00
Output	\$ Total expense for workers' compensation	\$13,903,433.85	\$12,764,628.30	\$13,264,667.00	\$13,150,000.00
Output	# of work days lost due to OJI	11,137	9,326	9,500	9,500

Risk Management Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Insurance	0.70	\$3,711,033	0.40	\$2,739,969	0.40	\$2,794,333
Workplace Safety and Workers' Compensation	10.95	13,486,109	11.60	13,396,175	10.60	11,567,845
Line of Business Total	11.65	\$17,197,142	12.00	\$16,136,144	11.00	\$14,362,178

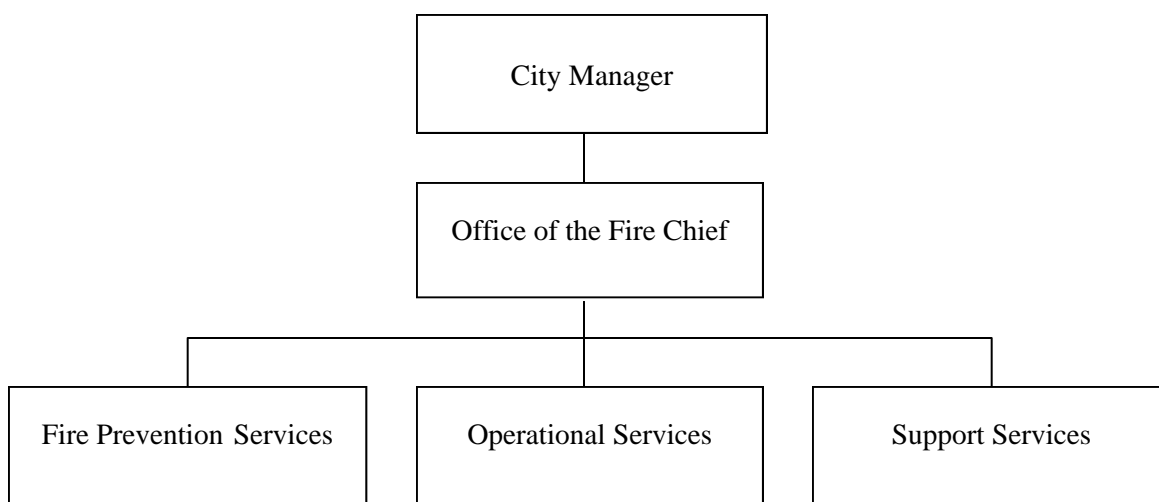


The City of
OKLAHOMA CITY

Fire

G. KEITH BRYANT, FIRE CHIEF

keith.bryant@okc.gov



- Fire Investigations
- Fire Prevention Inspection and Code Compliance
- Public Safety Education Services

- Emergency Medical Services
- Fire Suppression Operations

- Fire Dispatch
- Fire Maintenance Services

DEPARTMENT MISSION

THE MISSION OF THE CITY OF OKLAHOMA CITY 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, if not addressed, will result in fire fatalities, injuries and property loss.

Strategies

- Conduct non-emergency community activities where a safety survey, home smoke alarm, safety messages or drills are provided.
- Increase improved life safety knowledge through safety education sessions.
- Distribute long life smoke alarms in targeted high fire risk areas.
- Provide online pre-inspection checklists.
- Provide CPR training to Oklahoma City employees.

Strategic Results

By 2018, each year the structure fire fatality rate in Oklahoma City will be at or below the national average (1.01 per 100,000 residents based on the latest available data from NFPA).

- Structure fire fatality rate per 100,000 residents.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
1.15	0.96	1.03	1.03

By 2018, the community of Oklahoma City will benefit from comprehensive fire safety and prevention education, as evidenced by:

- 100% of elementary public schools in Oklahoma City limits receiving second grade fire safety presentations per year.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
99%	98%	100%	100%

- 50,000 non-emergency safety activities involving the community of Oklahoma City.*

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	50,000	50,000

*Data will be reported in FY17.

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, if not addressed, will result in:

- Increased response times leading to property loss
- Deterioration of patient condition
- Increasing delays in delivering other services

Strategies

- Complete upgrade of all Engine Companies to Advanced Life Support (ALS) as directed by the City Council.
- Concentrate recruitment and training efforts on increasing Oklahoma City Fire Department paramedics.
- 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 integration with EMSA including periodic analysis of the Medical Priority Dispatch System (MPDS) to ensure appropriate allocation of our EMS resources.
- 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.
- Collaborate with other City Departments to implement plans that are conducive for emergency responses to include faster routes and areas free of permanent obstructions.
- Collaborate with local educational institution, Medical Director and transport agency to increase educational opportunities

Strategic Result

By 2018, 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.



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
60%	64%	70%	70%

ISSUE 3

A growing number of fire department facilities do not meet the needs of a modern fire service and the funding source for fleet replacement expires in 2018, which, if not addressed, will result in increased facility maintenance costs and a diversion of resources from direct services to the public.

Strategies

- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Complete facility repairs authorized as General Obligation Bond projects.
- Work with City leadership to identify a funding source for Fleet replacement.
- Use MA+ Engineering facility assessment to prioritize building improvements throughout the Fire Department and identify a funding source.

Strategic Result

By 2018, annual fleet replacement needs and facility improvement needs will have an identified funding source. *

- % of annual fleet replacement needs with an identified funding source

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	N/A	N/A

- % of annual facility improvement needs with an identified funding source

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	N/A	N/A

*New measures, data will be reported in FY17.



MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$1,674,022	-
2. Deletes nine fire dispatch positions to consolidate Public Safety Communications into non-uniformed positions by adding nine civilian police dispatchers	(\$1,099,050)	(9)
3. Holds vacant three Fire Major, six Fire Lieutenant and twelve Fire Corporal positions to staff Station 29 because construction is delayed.	(\$1,832,838)	-
4. Deletes two Corporal I positions in Fire Dispatch to maintain proper scheduling	(\$235,123)	(2)
5. Increases various line items	\$157,086	-

Fire Sales Tax Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirements, health insurance and other benefits	\$48,482	-
2. Remove budget related to completed Sales Tax Projects	(\$500,000)	-



EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$11,367,882	\$10,719,242	\$10,519,627	-1.86%
Fire Prevention Services	5,560,552	5,300,008	5,348,979	0.92%
Operational Services	108,820,007	110,137,067	109,192,057	-0.86%
Support Services	8,289,834	14,148,332	12,071,409	-14.68%
Total Operating Expenditures	\$134,038,275	\$140,304,649	\$137,132,072	-2.26%
Non-Operating Expenditures				
Capital Expenditures	\$3,162,284	\$14,011,528	\$18,671,964	33.26%
Grant Expenditures	89,389	0	0	N/A
Other Non-Operating Expenditures	11,127	26,362	32,933	24.93%
Total Non-Operating Expenditures	\$3,262,800	\$14,037,890	\$18,704,897	58%
Department Total	\$137,301,075	\$154,342,539	\$155,836,969	0.97%
<i>Less</i> Interfund Transfers	(11,923,341)	(12,067,656)	(11,963,874)	-0.86%
Total All Funds	\$125,377,734	\$142,274,883	\$143,873,095	1.12%
Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$95,896,360	\$94,975,056	\$93,001,917	-2.08%
Fire Sales Tax Fund	38,141,915	45,329,593	44,130,155	-2.65%
MAPS 3 Use Tax Fund	1,165,306	13,866,896	18,560,689	33.85%
Grants Management Fund	89,389	0	0	N/A
Police & Fire Cap. Equip. Sales Tax Fund	3,298	144,632	25,744	-82.20%
City/Schools Capital Projects Use Tax Fund	1,993,680	0	85,531	N/A
Special Purpose Fund	11,127	26,362	32,933	24.93%
Department Total	\$137,301,075	\$154,342,539	\$155,836,969	0.97%
<i>Less</i> Interfund Transfers	(11,923,341)	(12,067,656)	(11,963,874)	-0.86%
Total All Funds	\$125,377,734	\$142,274,883	\$143,873,095	1.12%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	37.05	36.00	38.30	6.39%
Fire Prevention Services	39.05	41.20	41.20	0.00%
Operational Services	877.40	893.90	889.60	-0.48%
Support Services	33.50	36.90	27.90	-24.39%
Department Total	987.00	1,008.00	997.00	-1.09%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	779.00	800.00	789.00	-1.38%
Fire Sales Tax Fund	208.00	208.00	208.00	0.00%
Department Total	987.00	1,008.00	997.00	-1.09%



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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	27%	20%	75%	75%
Result	% of performance evaluations completed by the review date	57%	47%	100%	100%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	95%	94%	92%	95%
Result	% of Fire Department applicants that are female and/or minority	29%	31%	45%	45%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	91%	91%	95%	95%
Output	# of full-time employees supported	968	996	1,008	997
Output	# of public information requests responded to	3,724	6,369	8,184	7,200
Output	Dollar amount of operating expenditures managed	\$116,502,724	\$111,087,417	\$139,477,639	\$137,132,072

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	21.05	\$8,288,483	0.00	\$91,750	0.00	\$0
Executive Leadership	16.00	3,079,399	36.00	10,627,492	38.30	10,519,627
Line of Business Total	37.05	\$11,367,882	36.00	\$10,719,242	38.30	\$10,519,627

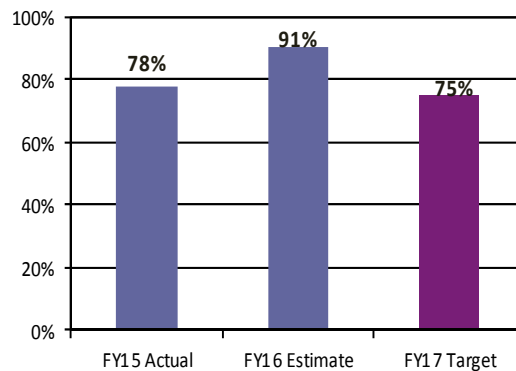
FIRE PREVENTION SERVICES

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 INITIAL NEW CONSTRUCTION INSPECTIONS COMPLETED WITHIN THREE BUSINESS DAYS OF REQUEST

Why is this measure important?

The timely response to construction inspection requests is very important to the business community and contractors as one of the final items to be completed prior to opening a new business. Continued improvement in this area has been a goal of City officials. As such, the measure was changed this year from a ten day response to three days.



What do these numbers tell us?

Performance is expected to increase given that inspections have been completed within three days 98% of the time since the beginning of FY16. This measure helps supervisors monitor workload so that resources can be allocated effectively.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of arson cases referred to the district attorney for prosecution	26%	33%	21%	21%
Result	% of fire investigations resulting in a cause determination	96%	100%	78%	78%
Output	# of accidental or undetermined fire investigations conducted by Fire Investigators	111	125	80	80
Output	# of juveniles referred to the Operation Safe Fire Program	24	27	50	50
Output	# of arson investigations conducted	103	117	126	126

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of initial new construction inspections completed within 3 business days of request	78%	91%	75%	75%
Result	% of fire protection system plan reviews completed within 10 business days of receipt	65%	69%	95%	75%
Output	# of requests for services completed (re-inspections, surveys, monthly permits, etc.)	38,721	39,774	26,045	26,045

The Public Safety Education Services Program provides life safety education services to the community of Oklahoma City so they can prevent and better prepare for emergencies to have a reduced risk of loss from fire and injury.

Public Safety Education Services		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of elementary public schools in Oklahoma City limits receiving second grade fire safety presentations per year	99%	98%	100%	100%
Result	% of juveniles referred to Operation Fire Safe Program for the first time	100%	100%	99%	99%
Output	# of Fire Department public safety education participants served	26,616	27,994	50,000	70,000
Output	# of second grade students in the Oklahoma City limits educated in the fire safety trailer presentations	4,767	9,271	6,824	6,824
Output	# of smoke alarms distributed to citizens	1,391	2,159	2,500	2,500
Output	# of hours spent on Fire Department Public Safety requests for service	6,705	6,319	3,500	3,500

Fire Prevention Services Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Investigations	13.45	\$2,180,371	13.60	\$1,833,136	13.60	\$1,766,753
Fire Prevention Inspection and Code Compliance	16.60	2,252,799	17.60	2,238,275	17.60	2,289,312
Public Safety Education Services	9.00	1,127,382	10.00	1,228,597	10.00	1,292,914
Line of Business Total	39.05	\$5,560,552	41.20	\$5,300,008	41.20	\$5,348,979



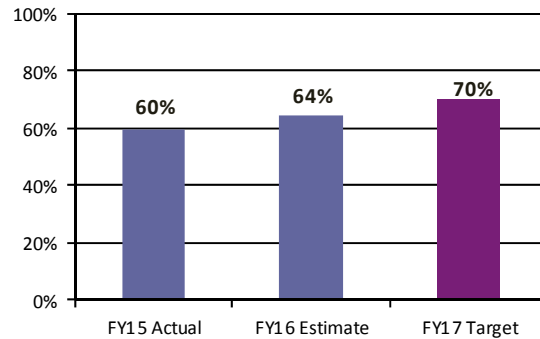
OPERATIONAL SERVICES

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 EMERGENCY INCIDENTS RESPONDED TO WITHIN SEVEN MINUTES

Why is this measure important?

The mission of the Fire Department is “Respond Quickly, Safely, Courteously—Meet the Need!”. This target is defined as the reasonable measure of time a citizen can expect service from the Fire Department after calling 911. With continued focus on quickly identifying the type of response necessary, rapid out of chute times, and accurate Computer-Aided Design mapping, the percentage of time this goal is achieved can be increased.



What do these numbers tell us?

Through the first six months of FY16, the Fire Department has improved the percentage of emergency incidents responded to within seven minutes by four percentage points.



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 medical assessment and treatment that will improve, resolve, or stabilize their condition.

Emergency Medical Services		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival	59%	61%	70%	70%
Result	% of Fire Department emergency medical responses where treatment is indicated and condition is improved or stabilized	100%	100%	95%	95%
Result	% of Fire Department emergency responses provided with Advanced Life Support (ALS) staff and equipment	89%	88%	85%	85%
Output	# of Fire Department Emergency Medical responses where treatment is provided	44,726	44,529	60,000	64,200
Output	# of Fire Department Emergency Medical responses	50,511	52,106	62,000	65,100

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

Fire Suppression Operations		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	Structure fire fatalities per 100,000 residents	1.15	0.96	1.03	1.03
Result	% of fire incident responses within 5 minutes or less from being dispatched	55%	57%	70%	70%
Result	% of structure fires contained to the room of origin	66%	63%	65%	65%
Output	# of Fire Department non-emergency public safety activities*	N/A	N/A	50,000	50,000
Output	# of fire incident responses provided	2,471	2,539	3,100	3,100
Output	# of people assisted by the Fire Department Community Service Liaison	570	762	700	700
Output	# of special operations responses provided by the Fire Department	721	718	540	800
Output	# of Fire Department daily training hours per Operations position	0.88	0.80	2.00	2.00

*New measure for FY16.

Operational Services Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Medical Services	594.45	\$73,409,308	736.37	\$74,274,602	728.01	\$90,563,499
Fire Suppression Operations	95.20	11,995,599	157.53	12,724,297	161.59	18,628,558
Operations Training	187.75	23,415,101	0.00	23,138,168	0.00	0
Line of Business Total	877.40	\$108,820,007	893.90	\$110,137,067	889.60	\$109,192,057



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 maintained fleet, equipment, and facilities.

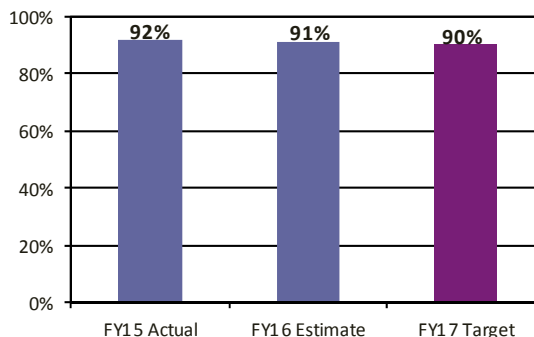
FOCUS ON PERFORMANCE - % OF 911 TELEPHONE CALLS ANSWERED WITHIN 15 SECONDS OR LESS FROM TRANSFER TO FIRE DISPATCH

Why is this measure important?

Answering emergency calls quickly saves valuable time in the overall response. The National Fire Protection Agency (NFPA) industry standard is that all 911 calls should be answered within 15 seconds 90% of the time.

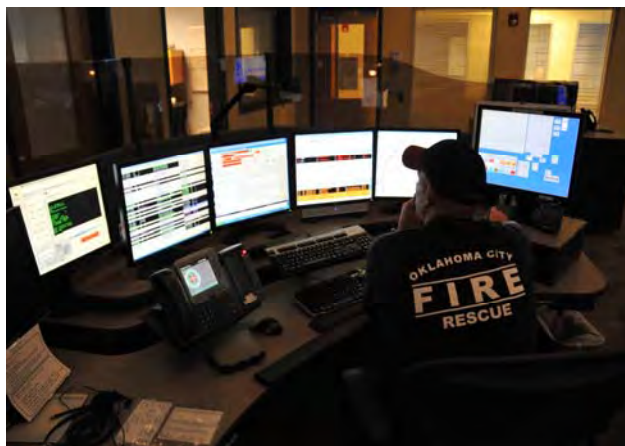
What do these numbers tell us?

FY16 estimates show that 91% of 911 calls are answered within 15 seconds, which is just above the target and the industry standard. Additionally, this measure allows management to evaluate performance and identify areas for improved training or other efficiencies.



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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of Fire Call Taker incidents dispatched in 1 minute	68%	70%	90%	90%
Result	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch	92%	91%	90%	90%
Output	# of incidents dispatched to the Fire Department	72,614	74,014	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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of hours the front line Fire apparatus is available to respond	92%	90%	90%	90%
Result	% of total maintenance hours that are scheduled	53%	77%	60%	60%
Result	% of repairs outsourced	9%	12%	15%	15%
Output	# of Fire Department facility work orders completed	951	1,265	900	900
Output	# of Fire Department fleet work order jobs completed	2,718	2,509	1,500	1,500

Support Services Positions and Budget

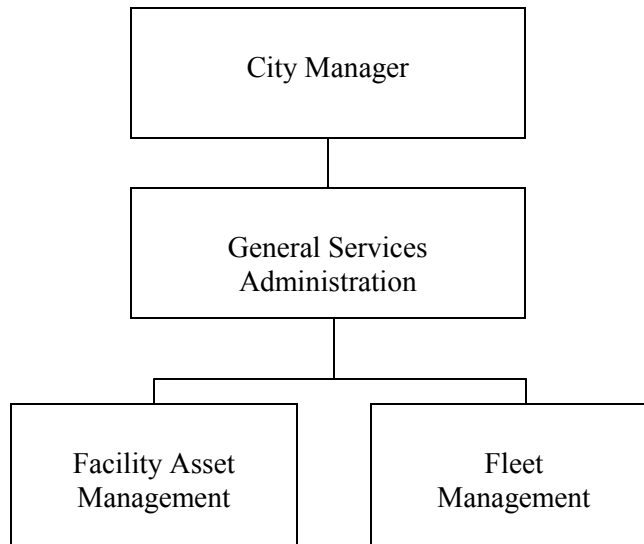
Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Dispatch	19.50	\$2,309,792	19.65	\$2,218,381	10.65	\$1,234,616
Fire Maintenance Services	14.00	5,980,042	17.25	11,929,951	17.25	10,836,793
Line of Business Total	33.50	\$8,289,834	36.90	\$14,148,332	27.90	\$12,071,409



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

To more effectively coordinate maintenance of City assets the department will:

- 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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
55%	50%	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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
99%	99%	88%	82%

ISSUE 2

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

To improve customer outcomes during this time of a shortfall of skilled laborers, the department will:

- 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 Division technician.
- Work with vocational technology and educational institutions to find employees.

Strategic Results

By 2019, Oklahoma City Departments will benefit from a skilled General Services Department workforce, as evidenced by:

- 100% of vehicle mechanics with ASE Master Level Certification

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
94%	94%	100%	100%

- At least 98% of facility repair requests received are non-callbacks

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
99%	99%	98%	98%

- At least 98% of fleet maintenance work orders completed correctly without return for rework

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	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

To help control the cost of electricity, natural gas and vehicle fuel costs, the Department will:

- 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 2019, the City of Oklahoma City will realize energy efficiency and fuel conservation as evidenced by:

- Average energy consumption per thousand square feet of facilities maintained (downtown campus) will be at 4.43 dekatherms or lower

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
4.46	1.87	4.43	4.43

- Average energy consumption per thousand square feet of facilities maintained (downtown campus) will be at 16,689 kilowatt hours or lower

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
15,272	16,613	16,689	16,689

- 95% of general fleet replacement vehicles will be the most cost effective and fuel efficient units available from existing State contracts

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
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

The continued lack of standardization and utilization of centralized repair and maintenance services, if not addressed, will result in:

- Increase 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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
89%	93%	90%	90%

- At least 80% of facility repair work orders completed within the stated completion time

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
61%	61%	80%	70%

- At least 80% of customers surveyed will be satisfied with Building Management services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
69%	69%	80%	65%

- At least 95% of customers surveyed will be satisfied with Fleet Services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
89%	70%	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 of the City
- Poor customer morale
- Increased risk of injury to citizens and employees
- Unscheduled service interruptions

Strategies

To address the need for more effective capital repair and maintenance, the department will:

- 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 Result

By 2019, City decision makers will benefit from having expert advice and information needed to make fleet and facility decisions as evidenced by:

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
16%	15%	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	\$83,203	-
2. Deletes one Painter and one Skilled Trades Worker, eliminating the in-house painting program.	(\$132,505)	(2.0)
3. Deletes one Building Maintenance Mechanic I position, redistributing the workload to the remaining staff.	(\$61,805)	(1.0)
4. Deletes one Custodian position, eliminating custodial services for the downtown campus.	(\$55,487)	(1.0)

Fleet Services Internal Service Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$6,239	-
2. Reduction of mechanic shop hours at the Central Maintenance Facility, deletes two Master Mechanic positions, and one Mechanic position	(\$205,045)	(3.0)



EXPENDITURES

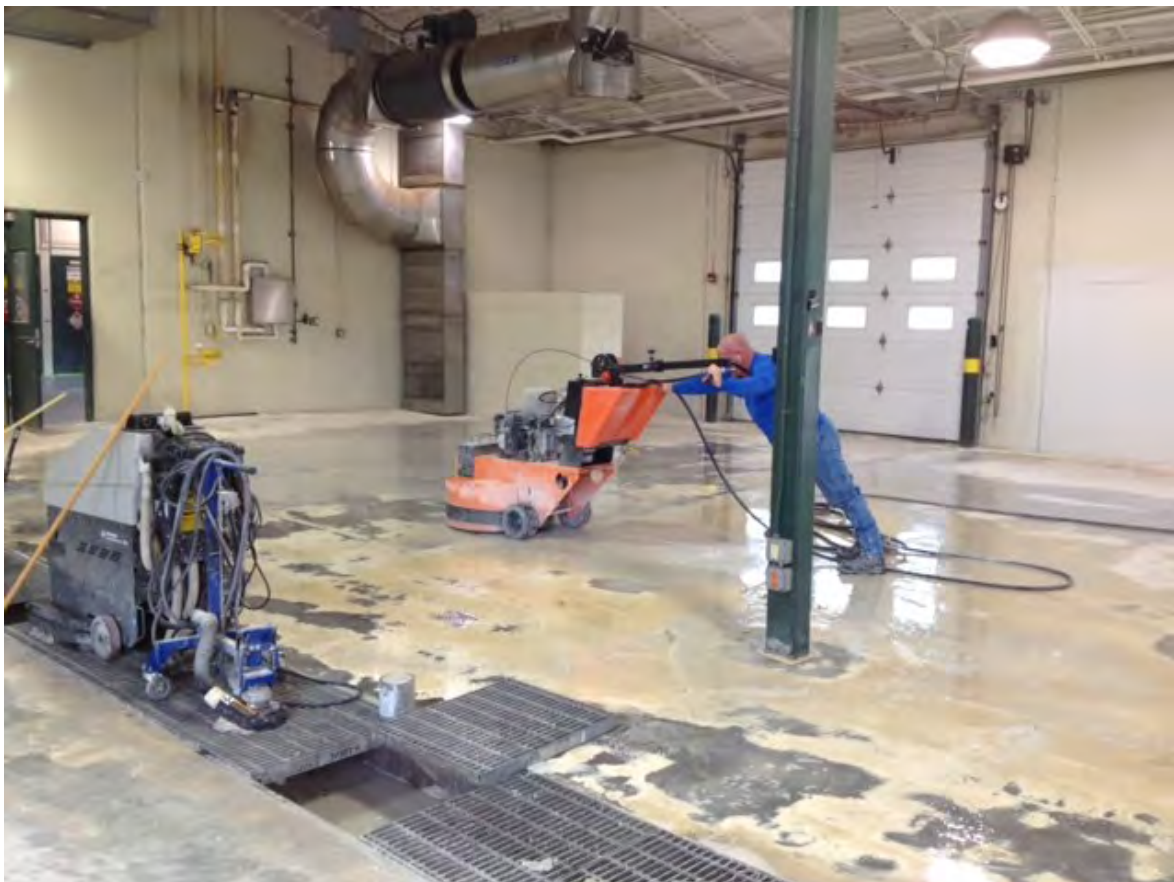
Expenditures by Purpose	Actual	Adopted Budget	Adopted Budget	Change
Operating Expenditures				
Administration	\$1,100,823	\$1,126,779	\$1,119,960	-0.61%
Facility Asset Management	4,333,969	4,239,341	4,072,729	-3.93%
Fleet Management	8,743,741	9,164,737	9,278,598	1.24%
Total Operating Expenditures	\$14,178,533	\$14,530,857	\$14,471,287	-0.41%
Non-Operating Expenditures				
Capital Expenditures	\$2,817,011	\$9,932,972	\$10,462,647	5.33%
Other Non-Operating Expenditures	73,199	73,862	32,862	-55.51%
Total Non-Operating Expenditures	\$2,890,210	\$10,006,834	\$10,495,509	4.88%
Department Total	\$17,068,743	\$24,537,691	\$24,966,796	1.75%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$5,106,196	\$5,008,217	\$4,824,383	-3.67%
Fleet Services Internal Services Fund	9,072,337	9,522,640	9,646,904	1.30%
Capital Improvement Projects Fund	2,817,011	9,932,972	10,462,647	5.33%
Grants Management Fund	73,199	73,862	32,862	-55.51%
Total All Funds	\$17,068,743	\$24,537,691	\$24,966,796	1.75%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	4.90	3.40	3.40	0.00%
Facility Asset Management	36.20	38.40	34.40	-10.42%
Fleet Management	35.90	36.20	33.20	-8.29%
Department Total	77.00	78.00	71.00	-8.97%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	40.00	41.00	37.00	-9.76%
Fleet Services Internal Services Fund	37.00	37.00	34.00	-8.11%
Department Total	77.00	78.00	71.00	-8.97%



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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	63%	74%	75%	75%
Result	% of performance evaluations completed by the review date	94%	91%	95%	95%
Result	% of ADA compliance issues responded to within 5 days	100%	100%	100%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	33%	81%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	98%	98%	95%	96%
Output	Dollar amount of operating expenditures managed	\$13,621,588	\$12,642,155	\$14,526,586	\$14,471,287
Output	# of FTE's supported	74	73	78	71
Output	# of ADA issues responded to within 5 working days	466.00	433.41	576.00	576.00

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	3.60	\$931,536	0.00	\$0	0.00	\$0
Executive Leadership	1.30	169,287	3.40	1,126,779	3.40	1,119,960
Line of Business Total	4.90	\$1,100,823	3.40	\$1,126,779	3.40	\$1,119,960

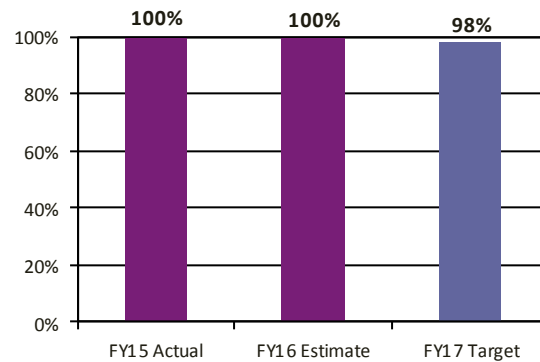
FACILITY ASSET MANAGEMENT

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 numbers 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 24 repairs to aquatic facilities through the first half of the year and regularly performs water quality tests and spray ground inspections.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of operating days aquatic facilities are available for use	100%	100%	98%	98%
Result	% of water quality tests passed	77%	85%	94%	94%
Output	# of aquatic facility installations /repairs completed	31	43	38	38
Output	# of water quality tests performed by General Services	640	1,037	675	675
Output	# of aquatic facilities supported	22	22	25	25
Output	# of spray ground inspections	481	502	350	500

The Building Maintenance, Repair and Enhancement Program provides code compliant facility maintenance and enhancements services to City departments so they can work in well-maintained facilities.

Building Maintenance, Repair and Enhancement		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers surveyed who express overall satisfaction with the cleanliness of facilities	57%	57%	80%	65%
Result	% of work orders that are unscheduled	48%	48%	67%	56%
Result	% of customers surveyed who express overall satisfaction with maintenance of their facilities	86%	86%	75%	60%
Result	% of preventive maintenance work orders completed on schedule	99%	99%	88%	82%
Result	% of customers surveyed who express overall satisfaction with enhancements of their facilities	67%	67%	90%	80%
Result	\$ received from recycling rebates per \$ spent on contract	26%	17%	20%	0%
Output	# of preventive maintenance work orders completed	2,107	2,105	1,649	1,401
Output	# of unscheduled facility work orders completed	1,211	1,195	1,475	1,328
Output	# of enhancements completed	36	33	40	40
Output	# of resource conservation measures completed	25	20	12	12

Facility Asset Management Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatic and Recreational Facility Safety Program	4.97	\$415,327	5.02	\$411,515	4.64	\$409,497
Building Maintenance, Repair and Enhancement	31.23	3,918,643	33.38	3,827,826	29.76	3,663,232
Line of Business Total	36.20	\$4,333,969	38.40	\$4,239,341	34.40	\$4,072,729

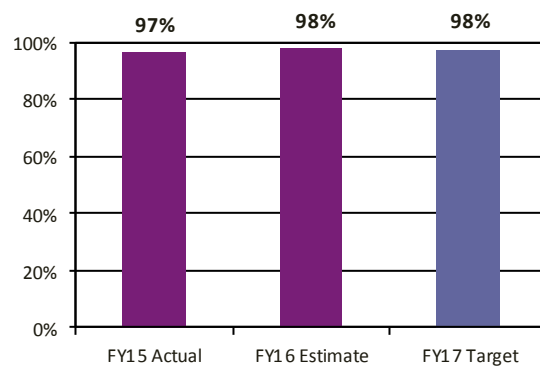
FLEET MANAGEMENT

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 VEHICLE EQUIVALENTS 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. So far in FY16, an average of 98% of vehicles and equipment were available for use indicating few interruptions in services provided to citizens due to a lack of a required vehicle or piece of equipment.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of fueling transactions completed without assistance	100%	100%	100%	100%
Output	# of fueling transactions completed	118,834	122,170	123,000	123,000
Output	# of gallons of fuel purchased	1,585,691	1,612,912	1,611,749	1,611,749

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of vehicle replacement needs met	16%	24%	25%	25%
Result	% of underutilized units in the general fleet	16%	15%	15%	15%
Output	# of new vehicle issuances	45	69	72	72
Output	# of equipment specifications provided	30	28	30	30
Output	# of underutilized units	223	199	209	209

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of budgeted vehicle equivalents available for use	97%	98%	94%	98%
Result	% of vehicle equivalent repairs completed by the stated completion time	89%	93%	90%	90%
Result	% of vehicle equivalent repairs completed correctly without return for rework	100%	100%	98%	98%
Result	# of vehicle equivalents per mechanic*	246.78	N/A	238.89	242.88
Output	# of vehicle equivalent repairs completed	10,667	10,417	13,500	13,500
Output	# of budgeted vehicle equivalents available for use	4,287	4,533	4,026	4,026

*Vehicle Equivalent is an industry standard to measure effort to maintain a vehicle or piece of equipment. Example: One Sedan =1 vehicle equivalent, One Dump Truck = 9 vehicle equivalents.

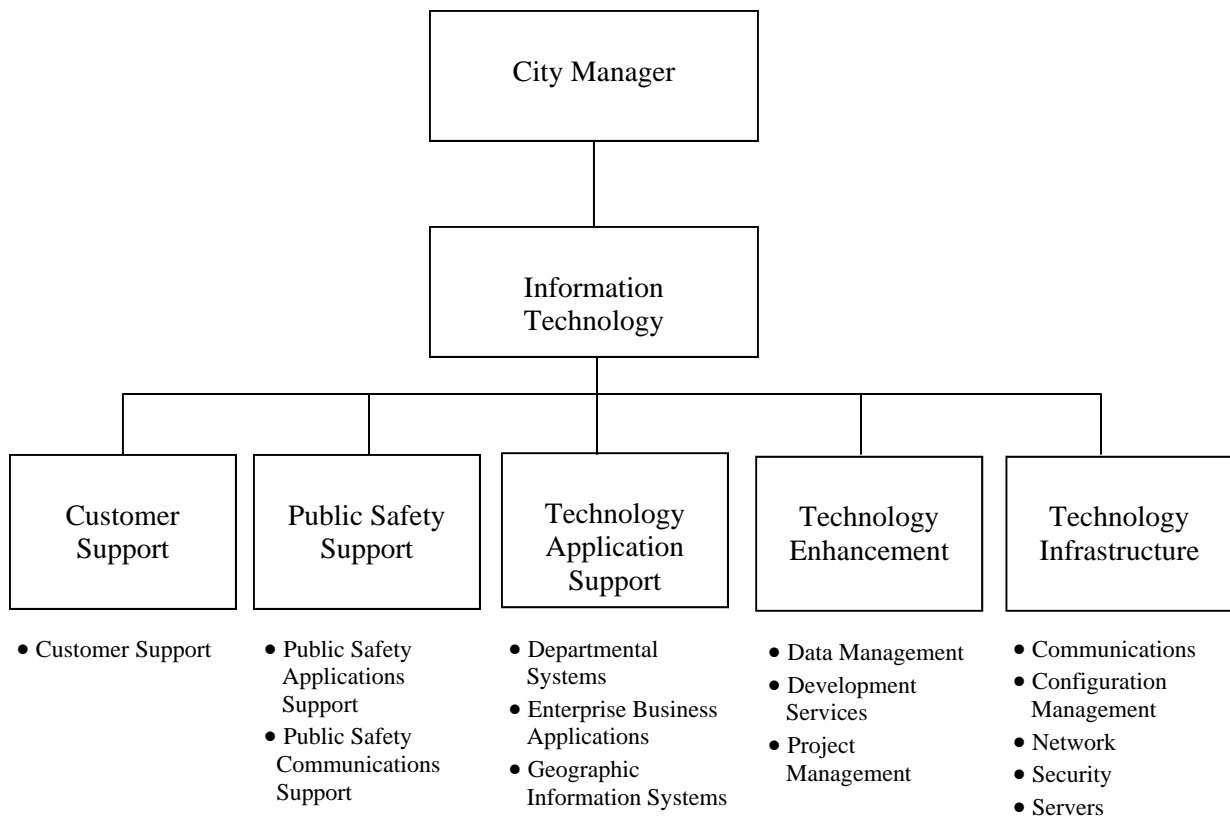
Fleet Management Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Refueling	5.00	4,030,163	4.70	4,395,152	4.70	4,721,002
Fleet Services Support	2.50	\$318,905	2.80	\$407,305	2.80	\$417,259
Vehicle and Equipment Maintenance	28.40	4,394,673	28.70	4,362,280	25.70	4,140,337
Line of Business Total	35.90	\$8,743,741	36.20	\$9,164,737	33.20	\$9,278,598

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. "SETTING THE BENCHMARK!"

ISSUES, STRATEGIES AND RESULTS

ISSUE 1

The increasing number and sophistication of internal and external system security attacks, if not addressed, 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.
- End user security training.

Strategic Results

The Information Technology Department will ensure system security and data integrity, as evidenced by:

- The IT Department will have no detected network intrusions annually through 2019.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
6	3	1	1

- At least 90% of client devices will meet current security standards annually through 2019.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
88%	91%	90%	95%

ISSUE 2

The increasing gap between available resources and the growing demand from both internal and external sources for technology services, if not addressed, could result in:

- Delay in project implementation
- Increased response time
- Inability to provide new services
- Increased security vulnerability
- Customer dissatisfaction
- Decentralization of technology services
- Failure to comply with Federal and legal mandates

Strategies

- The Information Technology 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 provide an increased ability to meet identified business goals and improve the quality of service provided to customers.

Strategic Results

The Information Technology 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 four operational hours annually through 2019.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
77%	80%	71%	75%

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	90%	90%

ISSUE 3

The decreasing availability of information technology resources to analyze business processes in order to identify potential efficiency and service improvements through new and existing technologies, if not addressed, 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 Information Technology Department will seek internal strategies and utilize external resources to provide education and training.
- The Information Technology Department will provide business process assessments as requested.

Strategic Results

The Information Technology Department will maximize business process efficiency and service quality through judicious use of new and existing technologies within customer departments, as evidenced by:

- At least 90% of project sponsors surveyed will report that the business process efficiency or service quality has improved following project implementation annually through 2019.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	90%	90%

- At least 90% of stakeholders/sponsors responding to the internal departmental survey will report that they are satisfied with the timeliness and quality of service delivered by the Information Technology Department annually through 2019.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
95%	96%	95%	95%

ISSUE 4

Continued investment in technology without appropriate operational funding and resources to sustain the investments after initial purchase, if not addressed, could result in:

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

Strategies

- The Information Technology 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 Information Technology 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 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 annually through 2019.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
97%	N/A	95%	90%

ISSUE 5

Increasing demand for advanced technology creates a growing gap between required skills and available skills for both the Information Technology Department and all other departments, if not addressed, could result in:

- Increased security risks, including identity theft and data integrity
- Increased disruption to critical City services
- Wasteful and underutilized technology investments
- Inability to sustain critical City systems
- Inability to recruit qualified staff

Strategies

- The Information Technology Department will continue to maximize training through the use of available resources.

Strategic Results

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

- At least 80% of critical or required external department staff training requests completed annually.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	80%	80%

- At least 90% of critical or required IT staff training requests completed annually.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
74%	81%	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	\$114,050	-
2. Deletes one Programmer Analyst in the Departmental Systems Program which supports the City's fleet and fuel systems. Loss of this position will reduce capacity to support and maintain sufficient backup knowledge on key supported systems.	(\$71,325)	(1.00)
3. Deletes one Application Support Tech I in the Customer Support Program. Loss of this position may result in longer queue times for customers waiting for Service Desk technician assistance.	(\$62,366)	(1.00)
4. Deletes one System Support Specialist I in the Technology Infrastructure's Network Program. Loss of this position will reduce the available resources to work on projects and requests.	(\$84,142)	(1.00)
5. Deletes one vacant Research & Development Manager in the Technology Infrastructure's Servers Program. The loss of this position is perceived to have the least impact to IT system maintenance and service delivery to departments. The Assistant Director is currently responsible for the duties of this position.	(\$103,254)	(1.00)
6. Adds a System Support Specialist II in the Technology Infrastructure's Servers Program funded through a 100% chargeback to Utilities. This position will support the Utilities Department in upgrading their SCADA system and has potential for support of 70 or more new servers.	\$77,244	1.00
7. Adds funding for various capital projects from one-time use of fund balance	\$1,015,000	-

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$3,477,535	\$4,247,158	\$4,007,382	-5.65%
Customer Support	834,648	865,902	841,992	-2.76%
Public Safety Support	6,688,176	7,268,896	7,093,140	-2.42%
Technology Application Support	3,586,676	3,795,054	3,746,483	-1.28%
Technology Enhancement	1,385,180	1,787,367	1,535,280	-14.10%
Technology Infrastructure	6,714,387	7,888,225	7,846,622	-0.53%
Total Operating Expenditures	\$22,686,602	\$25,852,602	\$25,070,899	-3.02%
Non-Operating Expenditures				
Capital Expenditures	\$4,495,517	\$11,359,445	\$14,455,665	27.26%
Total Non-Operating Expenditures	\$4,495,517	\$11,359,445	\$14,455,665	27.26%
Department Total	\$27,182,119	\$37,212,047	\$39,526,564	6.22%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
IT Internal Service Fund	\$22,686,603	\$25,852,602	\$25,070,899	-3.02%
Capital Improvement Projects Fund	1,635,223	6,047,192	7,092,464	17.29%
City/Schools Cap Proj. Use Tax Fund	861,045	2,846,769	3,018,242	6.02%
MAPS 3 Use Tax Fund	1,999,249	2,465,484	4,344,959	76.23%
Department Total	\$27,182,120	\$37,212,047	\$39,526,564	6.22%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	7.00	7.00	7.00	0.00%
Customer Support	7.25	7.25	6.25	-13.79%
Public Safety Support	27.00	27.00	27.00	0.00%
Technology Application Support	20.50	20.50	19.50	-4.88%
Technology Enhancement	14.00	15.00	13.25	-11.67%
Technology Infrastructure	26.25	26.25	27.00	2.86%
Department Total	102.00	103.00	100.00	-2.91%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
IT Internal Service Fund	102.00	103.00	100.00	-2.91%
Department Total	102.00	103.00	100.00	-2.91%



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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of critical or required IT staff training requests completed annually	74%	81%	90%	90%
Result	% of key measures achieved	76%	67%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	99%	94%	97%
Result	% of performance evaluations completed by the review date	55%	47%	95%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	95%	95%
Output	# of full-time employees supported	95	95	103	100
Output	Dollar amount of operating expenditures managed	\$19,724,851	\$21,668,498	\$25,626,225	\$25,070,899

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	5.00	\$3,107,759	0.00	\$0	0.00	\$0
Executive Leadership	2.00	369,777	7.00	4,247,158	7.00	4,007,382
Line of Business Total	7.00	\$3,477,536	7.00	\$4,247,158	7.00	\$4,007,382

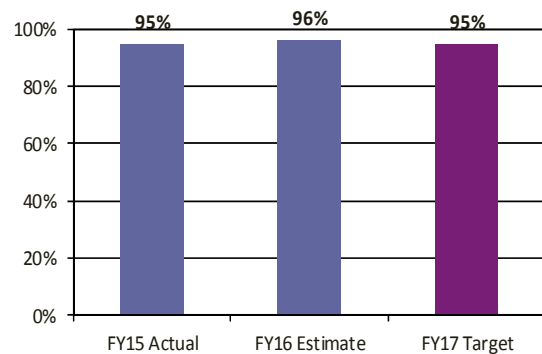
CUSTOMER SUPPORT

The purpose of the Customer Support Line of Business is to provide technical support 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 WITH THE TIMELINESS AND QUALITY OF SERVICES DELIVERED BY THE INFORMATION TECHNOLOGY DEPARTMENT

Why is this measure important?

Measuring customer satisfaction levels helps IT program managers monitor the quality of service being provided by the IT department. Customer satisfaction feedback provides a means to identify customer needs and expectations, provide consistency in service delivery, 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 citizens.



What do these numbers tell us?

Satisfaction rates for the thousands of calls resolved through the first six months of the year have been high. The IT department sets the target for customer service satisfaction at 95% and works diligently to meet it.

The Customer Support Program provides centralized technology support services to City employees so they can have a single point of contact for their service needs and receive rapid restoration of normal services.

Customer Support		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of IT Department customers who are satisfied with the timeliness and quality of services delivered by the IT Department	95%	96%	95%	95%
Result	% of incidents resolved within four operational hours by the IT Department	77%	80%	71%	75%
Output	# of IT Customer Support work requests completed	4,046	4,381	4,800	4,800

Customer Support Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Support	7.25	\$834,648	7.25	\$865,902	6.25	\$841,992
Line of Business Total	7.25	\$834,648	7.25	\$865,902	6.25	\$841,992



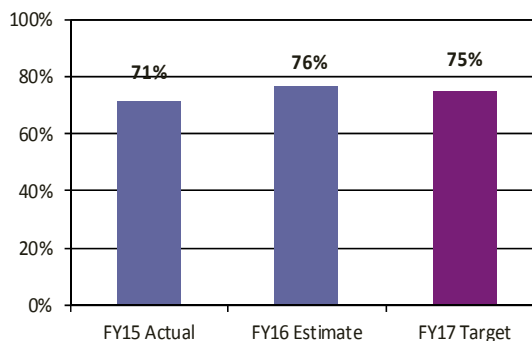
PUBLIC SAFETY SUPPORT

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 since users of these systems are responsible for providing emergency services to the citizens of Oklahoma City 24 hours per day, 365 days per year. High system uptime and user availability allows public safety departments to provide the most effective and efficient emergency services to citizens.



What do these numbers tell us?

Program personnel strive to resolve most system incidents within four operational hours to minimize critical public safety system downtime. Public Safety systems include E911 Computer Aided Dispatch, 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers responding to the internal departmental survey who are satisfied with the timeliness and quality of services delivered by the Public Safety Applications Support program	85%	67%	95%	95%
Result	% of public safety system incidents resolved within four operational hours	71%	76%	75%	75%
Output	# of public safety system work requests completed	385	395	192	375

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers responding to the internal departmental survey who are satisfied with the timeliness and quality of services delivered by the Public Safety Communications Support program	99%	100%	98%	95%
Result	% of customers responding to internal departmental survey who are satisfied with the Public Safety Communications Support Program's response to critical PSCC facility work requests	100%	100%	95%	95%
Result	% of public safety communications incidents resolved within four operational hours	79%	81%	80%	75%
Result	% of public safety communication incidents resolved within 24 operational hours	90%	92%	88%	88%
Output	# of Public Safety Communications work requests completed	2,135	958	1,600	1,600
Output	# of Public Safety communication devices supported	14,161	10,770	9,237	7,500
Output	# of police vehicles outfitted	131	149	225	225
Output	# of non-police vehicles outfitted	119	126	96	96

Public Safety Support Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Public Safety Applications Support	8.25	\$1,770,466	8.25	\$1,776,975	8.25	\$1,898,547
Public Safety Communications Support	18.75	4,917,710	18.75	5,491,921	18.75	5,194,593
Line of Business Total	27.00	\$6,688,176	27.00	\$7,268,896	27.00	\$7,093,140

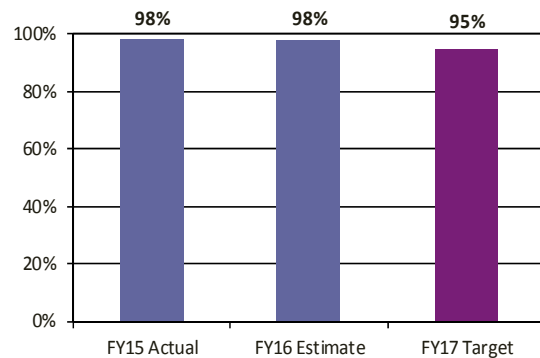
TECHNOLOGY APPLICATION SUPPORT

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 ARE SATISFIED WITH THE TIMELINESS AND QUALITY OF SERVICES DELIVERED BY THE INFORMATION TECHNOLOGY 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. A high level of satisfaction with the Enterprise program is a good indicator of system uptime and the program staff’s ability and expertise to resolve problems that can affect multiple departments.



What do these numbers tell us?

Based on surveys collected, respondents have indicated they are highly satisfied with the Enterprise Applications Program. To achieve these levels, system reliability must be maintained at a high level and program staff must be knowledgeable about complex systems and responsive to requests for service.

The Departmental Systems Program provides application support services to City employees so they have the technology and information required to successfully perform their jobs.

Departmental Systems		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of customers responding to the internal departmental survey who are satisfied with the timeliness and quality of services delivered by the IT Departmental Systems program	98%	98%	95%	95%
Result	% of Departmental Systems incidents resolved within four operational hours	98%	98%	85%	75%
Output	# of Departmental Systems work requests completed	2,557	2,719	2,400	2,400

The Enterprise Business Applications Program provides analysis, support, security, and system maintenance services to financial, personnel, and utility billing application users so they can effectively perform their business activities and receive accurate and timely information.

Enterprise Business Applications		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers responding to the internal departmental survey who are satisfied with the timeliness and quality of services delivered by the IT Enterprise Business Applications program	98%	98%	95%	95%
Result	% of Enterprise Business Applications incidents resolved within four operational hours	92%	96%	75%	75%
Output	# of Enterprise Business Applications work requests completed	2,124	2,192	2,040	2,040

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.

Geographic Information Systems		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers responding to the internal departmental survey who are satisfied with the timeliness and quality of services delivered by the IT Geographic Information Systems program	95%	95%	80%	95%
Result	% of GIS application incidents resolved within four operational hours	87%	83%	80%	75%
Output	# of GIS desktop users supported	549	421	480	400
Output	# of GIS web services supported	54	58	50	50
Output	# of GIS work requests completed	330	326	350	300

Technology Application Support Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Departmental Systems	6.25	\$1,170,523	6.25	\$1,179,402	5.25	\$1,155,454
Enterprise Business Applications	9.25	1,792,373	9.25	1,974,413	9.25	1,966,472
Geographic Information Systems	5.00	623,780	5.00	641,239	5.00	624,557
Line of Business Total	20.50	\$3,586,676	20.50	\$3,795,054	19.50	\$3,746,483



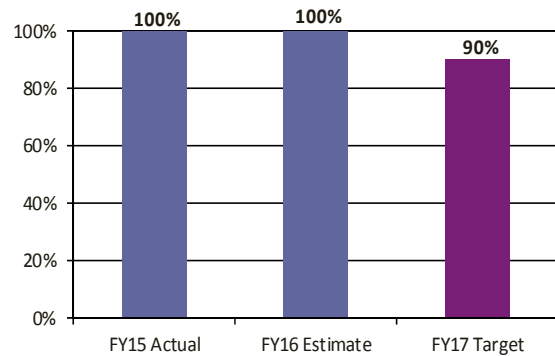
TECHNOLOGY ENHANCEMENT

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 as few as 25% of all technology projects are considered to be successful, Project Management staff are very diligent to work with departments to define business needs, identify functional and technical requirements, thoroughly evaluate proposals/solutions, and provide strict management of implementation to user expectations. Measuring satisfaction levels from project stakeholders (customers) 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?

The department expects to finish a fourth consecutive year with 100% satisfaction. Customer satisfaction at this level indicates that program staff have been successful at assisting departments in selecting the right technology as well as implementing the technology to improve existing business processes.

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.

Data Management		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals (Data Management)	92%	94%	90%	90%
Result	% of Data Management program incidents resolved within four operational hours	32%	46%	78%	75%
Output	# of databases supported	353	355	300	300
Output	# of IT Data Management program work requests completed	245	223	240	240

The Development Services Program provides application integration and custom applications to users so they can have customized software that meets their unique business goals.

Development Services		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals (Development Services)	75%	75%	75%	90%
Result	% of custom IT application incidents resolved within four operational hours	84%	87%	70%	75%
Output	# of custom IT applications supported	45	40	48	35
Output	# of IT Development Services work requests completed	134	112	150	120

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.

Project Management		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals (Project Management)	100%	100%	90%	90%
Result	% of business process analyses that have been completed	N/A	N/A	67%	67%
Result	% of technology project stakeholders rating the quality of technology project management services as good or excellent	100%	100%	90%	90%
Output	# of business process analyses completed	1	0	4	4
Output	# of technology projects completed	11	9	10	10

Technology Enhancement Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Data Management	5.25	\$442,532	5.25	\$570,343	4.00	\$474,903
Development Services	4.25	368,735	5.25	526,730	5.00	503,603
Project Management	4.50	573,913	4.50	690,294	4.25	556,774
Line of Business Total	14.00	\$1,385,180	15.00	\$1,787,367	13.25	\$1,535,280

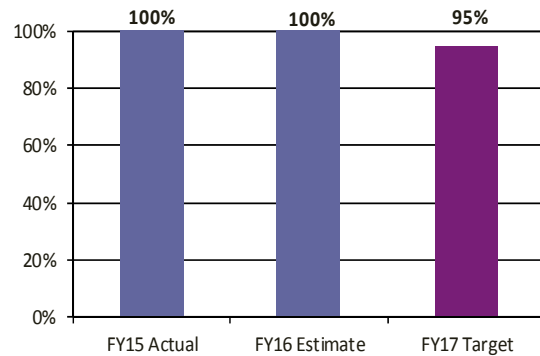
TECHNOLOGY INFRASTRUCTURE

The purpose of the Technology Infrastructure Line of Business is to provide network, telecommunications, server, and client services to City departments so they can have reliable technology infrastructure to communicate, access applications, and obtain information in a safe and secure manner.

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.

Communications Program provides telecommunications and e-mail services to City employees so they can have secure and reliable communication tools to provide services to citizens and other City departments.

Communications		FY15 Actual	FY16 Estimate	FY16 Target	FY17 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	97%	98%	80%	95%
Result	% of Communications program incidents resolved within four operational hours	65%	65%	57%	75%
Output	# of email accounts supported	5,284	5,381	5,500	5,500
Output	# of IT Communication work requests completed	1,287	1,243	750	1,200
Output	# of telephones lines supported	5,875	5,920	5,800	5,800

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 information technology applications and systems.

Configuration Management		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of client devices meeting current security standards	88%	91%	90%	95%
Result	% of Configuration Management incidents resolved within four operational hours	49%	51%	50%	75%
Result	% of devices and software applications that are effectively managed	100%	100%	100%	100%
Output	# of Configuration Management hardware devices managed	4,360	4,284	4,500	4,500
Output	# of Configuration Management work requests completed	99	100	50	50
Output	# of software packages managed	136	117	200	200

The Network Program provides computer connectivity to City employees and users of the City's systems so they can have secure and reliable communications.

Network		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of network devices meeting current security standards	100%	100%	95%	95%
Result	% of network incidents resolved within four operational hours	60%	56%	40%	75%
Output	# of network connections supported	11,968	11,968	10,833	10,833
Output	# of Network program work requests completed	617	683	600	600

The Security Program provides technology risk management and operational security services to City employees and users of City systems so they can conduct their business with confidentiality, integrity, and availability of technology systems.

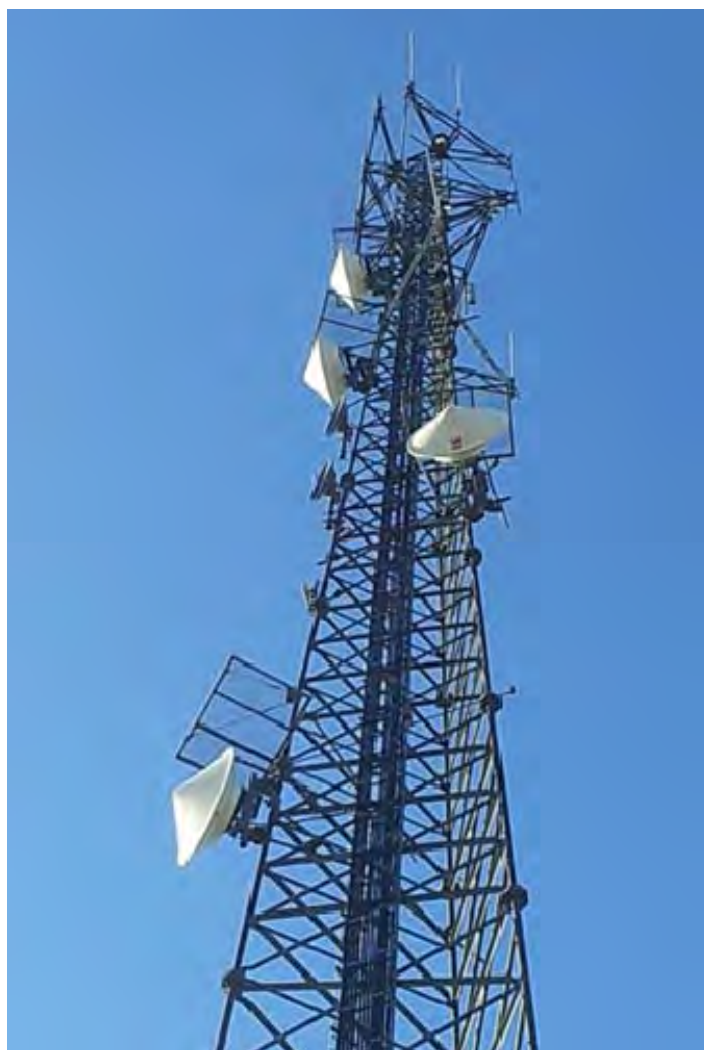
Security		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of CCTV cameras operational	98%	97%	90%	95%
Result	% of Security incidents resolved within four operational hours	58%	61%	80%	75%
Result	% of technology security work requests completed	99%	99%	93%	121%
Output	# of security incidents that could result in compromised data or system integrity	6	3	1	1
Output	# of CCTV cameras managed	461	477	324	324
Output	# of technology security work requests completed	2,832	3,358	2,700	3,500

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of servers meeting current security standards	87%	96%	52%	95%
Result	% of server environment virtualized	93%	73%	65%	60%
Result	% of server incidents resolved within four operational hours	59%	56%	20%	75%
Result	# of servers per technician	199	146	183	150
Output	# of servers supported	597	585	550	600
Output	# of server work requests completed	434	248	300	300
Output	# of total server storage space managed (Terabytes)	1,442	1,533	1,000	1,550

Technology Infrastructure Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Communications	5.30	\$2,484,567	5.30	\$2,414,486	5.30	\$2,427,128
Configuration Management	2.25	1,598,831	2.25	1,201,126	2.25	1,485,746
Network	7.35	1,080,894	7.35	2,008,327	7.35	1,799,348
Security	5.35	1,023,386	5.35	1,223,677	5.35	1,067,742
Servers	6.00	526,710	6.00	1,040,609	6.75	1,066,658
Line of Business Total	26.25	\$6,714,388	26.25	\$7,888,225	27.00	\$7,846,622

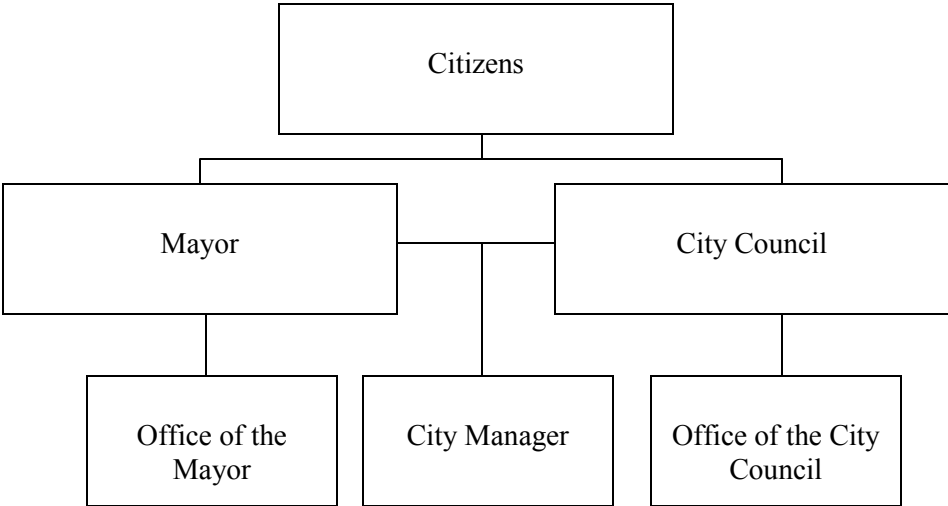




The City of
OKLAHOMA CITY

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 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 PROVIDE GUIDANCE FOR THE ORGANIZATION AS THE BUDGET IS DEVELOPED. EVERY OTHER YEAR THEY MEET TO REVIEW THESE PRIORITIES AND RECENTLY MET IN SEPTEMBER 2014. 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 Safe and Secure Community



Maintain Strong Financial Management



Develop a Transportation System That Works for all Citizens



Promote Thriving Neighborhoods



Support High Quality Public Education



Enhance Recreation Opportunities and Community Wellness

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$18,930	-

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Office of the Mayor	\$279,745	\$281,860	\$294,538	4.50%
Office of the City Council	615,146	687,348	708,486	3.08%
Total Operating Expenditures	\$894,891	\$969,208	\$1,003,024	3.49%
Non-Operating Expenditures				
Capital Expenditures	\$0	\$10,500	\$10,500	0.00%
Total Non-Operating Expenditures	\$0	\$10,500	\$10,500	0.00%
Department Total	\$894,891	\$979,708	\$1,013,524	3.45%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$894,891	\$969,208	\$1,003,024	3.49%
Capital Improvement Projects Fund	\$0	\$10,500	\$10,500	0.00%
Department Total	\$894,891	\$979,708	\$1,013,524	3.45%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 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>	<u>0.00%</u>
Department Total	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00%</u>

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00%</u>
Department Total	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00%</u>

MAYOR AND CITY COUNCIL LINES OF BUSINESS

OFFICE OF THE MAYOR

The purpose of the Office of the Mayor Program 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

		FY15	FY16	FY16	FY17
Office of the Mayor		Actual	Estimate	Target	Target
Result	% of citizens surveyed who are satisfied with City services	66%	67%	75%	75%
Result	% of Citizens surveyed who are satisfied the City is heading in the right direction	78%	80%	85%	85%
Output	# of written information responses provided	37,700	35,801	30,000	30,000

Office of the Mayor Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the Mayor	2.00	\$279,745	2.00	\$281,860	2.00	\$294,538
Line of Business Total	2.00	\$279,745	2.00	\$281,860	2.00	\$294,538



OFFICE OF THE CITY COUNCIL

The purpose of the Office of the City Council Program is to provide accurate and timely information, provide coordination, research, and administrative/constituency services to Council for the adoption of City policies, and to support the development and implementation of Council priorities and community programs that enhance the quality of life for citizens.

Program and Performance Measures

		FY15	FY16	FY16	FY17
Office of the City Council		Actual	Estimate	Target	Target
Result	% of citizens surveyed who are satisfied the City is heading in the right direction	78%	80%	85%	85%
Result	% of City Council who are satisfied with the quality and timeliness of information they are provided to identify and establish policy, priorities and strategic goals	100%	100%	89%	89%
Output	# of events, education sessions and programs facilitated	29	13	20	20

Office of the City Council Positions and Budget

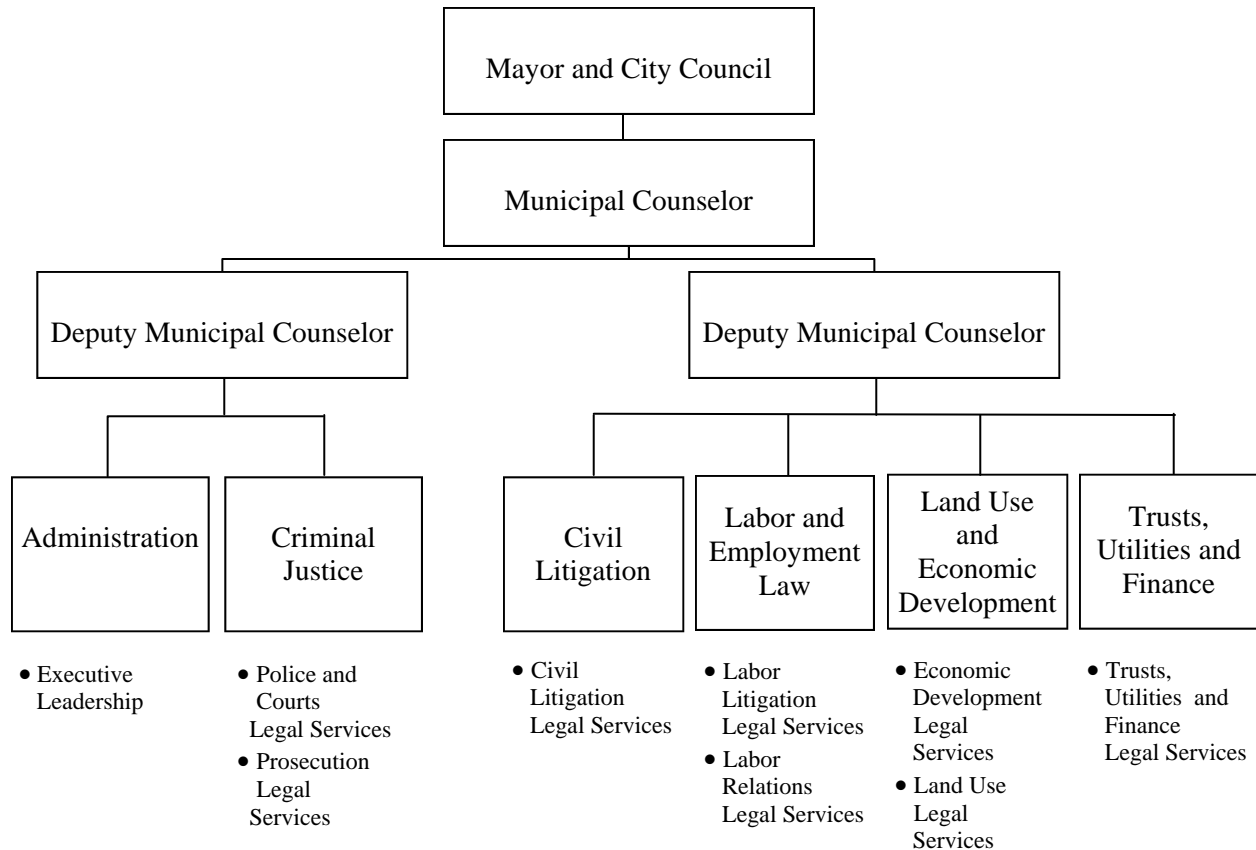
Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the City Council	4.00	\$615,146	4.00	\$687,348	4.00	\$708,486
Line of Business Total	4.00	\$615,146	4.00	\$687,348	4.00	\$708,486



Municipal Counselor

KENNETH JORDAN, MUNICIPAL COUNSELOR

kenneth.jordan@okc.gov



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 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.

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:

- At least 97% of department heads will be provided monthly communications to help identify legal issues relating to their work, annually through 2019.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	100%	100%

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:

- At least 90% of responding clients surveyed will be satisfied with the timeliness, effectiveness, and overall provision of legal services, annually through 2019.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
99%	99%	90%	90%

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$108,961	-
2. Delete one Assistant Municipal Counselor I position from the Civil Litigation Program. Legal work and responsibilities will be reassigned to other attorneys within the office.	(\$97,271)	(1.00)
3. Delete one Assistant Municipal Counselor III position in the Land Use and Economic Development Program. Legal work and responsibilities will be reassigned to other attorneys within the office.	(\$184,499)	(1.00)

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$1,669,481	\$1,663,201	\$2,185,802	31.42%
Civil Litigation	1,303,024	1,308,501	881,022	-32.67%
Criminal Justice	1,496,513	1,592,983	1,840,991	15.57%
Labor and Employment Law	575,925	565,943	447,546	-20.92%
Land Use and Economic Development	1,083,166	1,054,800	852,385	-19.19%
Trusts, Utilities and Finance	905,202	898,398	635,676	-29.24%
Total Operating Expenditures	\$7,033,311	\$7,083,826	\$6,843,422	-3.39%
Non-Operating Expenditures				
Capital Expenditures	\$11,043	\$116,234	\$14,420	-87.59%
Total Non-Operating Expenditures	\$11,043	\$116,234	\$14,420	-87.59%
Department Total	\$7,044,354	\$7,200,060	\$6,857,842	-4.75%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$6,854,721	\$6,889,855	\$6,707,577	-2.65%
Capital Improvement Projects Fund	11,043	116,234	14,420	-87.59%
Court Administration & Training Fund	10,677	15,000	13,000	-13.33%
Juvenile Justice Fund	167,913	178,971	122,845	-31.36%
Total All Funds	\$7,044,354	\$7,200,060	\$6,857,842	-4.75%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	6.73	7.78	15.02	93.06%
Civil Litigation	12.31	11.45	7.00	-38.86%
Criminal Justice	14.04	16.97	16.73	-1.41%
Labor and Employment Law	5.15	4.86	3.45	-29.01%
Land Use and Economic Development	7.49	8.02	6.31	-21.32%
Trusts, Utilities, and Finance	10.28	8.92	7.49	-16.03%
Department Total	56.00	58.00	56.00	-3.45%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	50.55	53.25	51.25	-3.76%
Airports Cash Fund	2.00	2.00	2.00	0.00%
Juvenile Justice Fund	1.45	0.75	0.75	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%
Department Total	56.00	58.00	56.00	-3.45%

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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	100%	80%	75%	75%
Result	% of performance evaluations completed by the review date	89%	86%	95%	95%
Result	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the 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%	95%	98%
Output	Dollar amount of operating expenditures managed	\$6,748,705	\$6,874,613	\$7,069,414	\$6,843,422
Output	# of FTE's supported	55	57	58	56

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	5.08	\$1,347,566	0.00	\$0	0.00	\$0
Executive Leadership	1.65	321,915	7.78	1,663,201	15.02	2,185,802
Line of Business Total	6.73	\$1,669,481	7.78	\$1,663,201	15.02	\$2,185,802

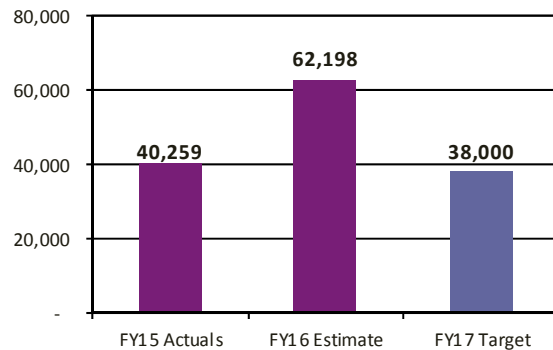
CIVIL LITIGATION

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 is an indicator of workload and counts the number of consultations and representations to the City and its trusts required to help avoid or limit liability. The attorneys in this program defend the City and its employees in all tort cases such as auto accidents and slip and falls on City property. They also defend certain breach of contract cases and lawsuits claiming that the City violated a person’s civil rights; for example, false arrests, excessive use of force by police, and wrongful convictions.



What do these numbers tell us?

Providing over 60,000 legal services annually via e-mail, phone calls, meetings and court appearances, it is evident there is still 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.

Civil Litigation Legal Services		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
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	40,259	62,198	38,000	38,000

Civil Litigation Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Civil Litigation Legal Services	12.31	\$1,303,024	11.45	\$1,308,501	7.00	\$881,022
Line of Business Total	12.31	\$1,303,024	11.45	\$1,308,501	7.00	\$881,022

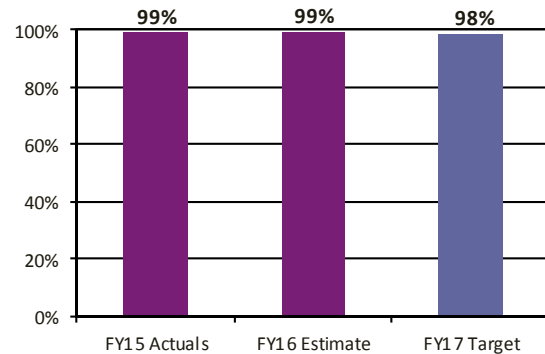
CRIMINAL JUSTICE

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 COURT 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 of making 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 provides for more efficient arraignment dockets.



What do these numbers tell us?

The Criminal Justice program consistently meets the 45 day target, typically reviewing about 18,000 jury division charges each year. Charge reviews typically involve review of Oklahoma City Police Department incident reports, and depending on the type of charge, may involve the review of supplemental reports, accident reports, Department of Public Safety driving records, 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Police and Courts legal services	100%	100%	90%	90%
Output	# of Police and Courts legal services provided	5,627	5,680	5,052	5,152

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of Municipal Court Jury Division charges filed or declined within 45 days of bond posting	99%	99%	98%	98%
Output	# of charges reviewed	156,002	133,855	N/A*	N/A*
Output	# of charges filed	144,313	123,755	N/A*	N/A*
Output	# of prosecutions resolved	145,426	139,531	N/A*	N/A*
Output	# of hours in court for docket appearances	1,259.55	1,254.05	1,400.00	1,400.00
Output	# of cases tried that result in guilty verdict	472	431	N/A*	N/A*
Output	# of cases not tried resolved by guilty or no contest plea	125,063	108,571	N/A*	N/A*

* No target may be set for these measures due to ethical requirements.

Criminal Justice Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Police and Courts Legal Services	1.07	\$147,860	0.35	\$296,802	0.25	\$42,734
Prosecution Legal Services	12.97	1,348,652	16.62	1,296,181	16.48	1,798,257
Line of Business Total	14.04	\$1,496,512	16.97	\$1,592,983	16.73	\$1,840,991



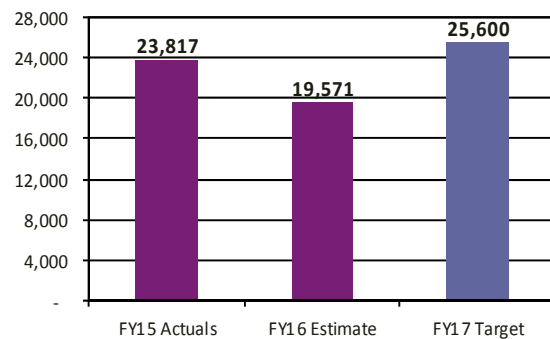
LABOR AND EMPLOYMENT LAW

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. The department is able to monitor the types of requested services to identify which services are in demand. This will vary depending on the imposition of employee discipline in various departments and the number of employees who pursue legal remedies through the courts.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 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	11,797	9,913	12,800	12,800

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 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	12,020	9,658	12,800	12,800

Labor and Employment Law Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Litigation Legal Services	2.45	\$266,537	2.31	\$265,171	1.55	\$200,155
Labor Relations Legal Services	2.70	309,387	2.55	300,772	1.90	247,391
Line of Business Total	5.15	\$575,925	4.86	\$565,943	3.45	\$447,546



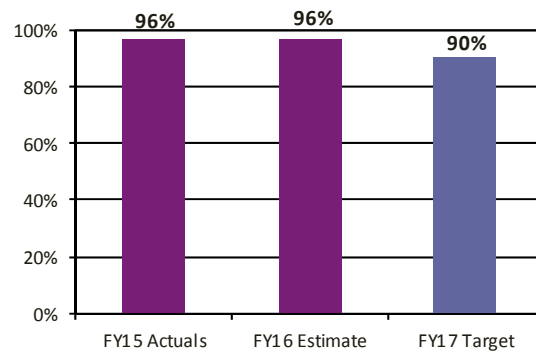
LAND USE AND ECONOMIC DEVELOPMENT

The purpose of the Land Use and Economic Development Line of Business is to provide legal consultations, client representation, document drafting and review, and legal liaison 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 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 Programs 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.



What do these numbers tell us?

This line of business has excellent client satisfaction ratings, as reflected by recent annual 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	93%	93%	90%	90%
Output	# of Economic Development legal services provided	12,575	13,848	11,000	11,000

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 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	22,240	20,903	21,516	21,516

Land Use and Economic Development Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Economic Development Legal Services	3.04	\$403,181	2.87	\$388,149	2.69	\$360,674
Land Use Legal Services	4.45	679,985	5.15	666,651	3.62	491,711
Line of Business Total	7.49	\$1,083,166	8.02	\$1,054,800	6.31	\$852,385

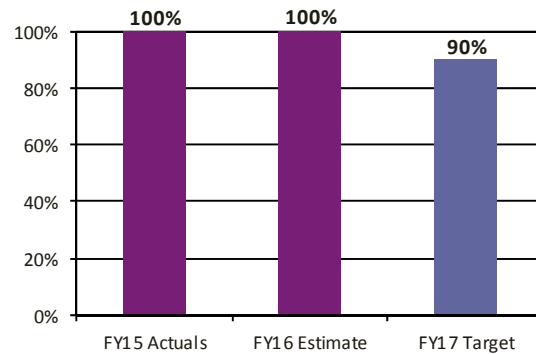
TRUSTS, UTILITIES AND FINANCE

The purpose of the Trusts, Utilities and Finance Legal Services Program is to provide consultations, representations 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.

FOCUS ON PERFORMANCE - % OF RESPONDING CLIENTS SURVEYED WHO ARE SATISFIED WITH THE TIMELINESS, EFFECTIVENESS AND OVERALL PROVISION OF TRUSTS, UTILITIES, AND FINANCE LEGAL SERVICES

Why is this measure important?

Client feedback is important to help 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 annual 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Trusts, Utilities and Finance legal services	100%	100%	90%	90%
Output	# of Trust, Utilities and Finance legal services provided	37,991	41,385	35,983	35,983

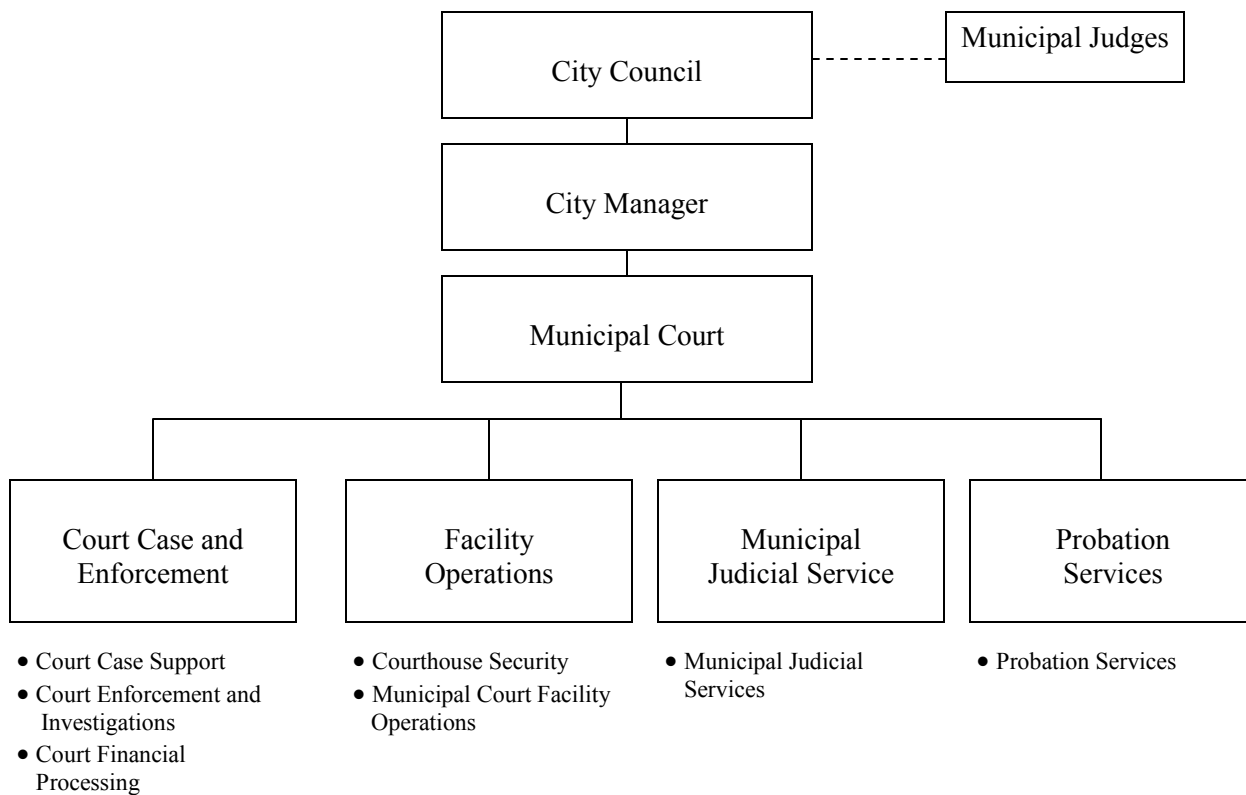
Trust, Utilities and Finance Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities and Finance Legal Services	10.28	\$905,202	8.92	\$898,398	7.49	\$635,676
Line of Business Total	10.28	\$905,202	8.92	\$898,398	7.49	\$635,676

Municipal Court

LASHAWN THOMPSON, DIRECTOR

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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 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

Strategies

- Continue identifying facility inadequacies and retain funding for repair and/or replacements.
- Develop long-term strategic plan regarding court facilities.

Strategic Result

- Annually, 85% of building occupants will rate the facility maintenance and cleanliness as acceptable or above on an annual survey

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
88%	88%	85%	85%

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 lawsuits

Strategies

- Continue to work with the Personnel Department regarding employee recruitment.
- Develop a comprehensive court focused training program.

Strategic Result

- Annually, 98% of court cases audited will reflect that the Municipal Courts record management system was updated accurately

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
99%	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 2020, 60% of all court functions will be available online*

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	N/A	33%

* New measure. Data will be reported in FY17.

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 2018, 95% of the juvenile offenders referred to probation services will successfully complete probation within established period of time

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
92%	95%	94%	94%

ISSUE 5

There is 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 facility security issues to identify necessary security improvements.

Strategic Result

- Annually, 100% of days per year the court facility will be maintained without security breach

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	100%	100%

ISSUE 6

With construction of new facilities and development in the area, the lack of parking if not addressed, will result in:

- Decrease in employee and court patrons' safety accessibility, and convenience
- Increase in court session delays

Strategies

- Develop partnerships with area stakeholders
- Identify available real estate options
- Identify available and secure funding resources
- Increase information on available parking locations

Strategic Result

- By 2020, 100% of employee and court patron parking needs will be met by adequate and accessible parking

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	N/A	57%

* New measure. Data will be reported in FY17.

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	(\$52,077)	-

Juvenile Justice Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$16,281	-

Court Administration and Training Fund	Amount	Positions
1. Adds funding for training room furniture and equipment for the new building	\$150,000	-



EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$1,480,502	\$1,935,719	\$1,982,388	2.41%
Court Case and Enforcement	6,328,195	6,964,891	7,004,596	0.57%
Facility Operations	2,179,960	1,159,444	821,765	-29.12%
Municipal Judicial Services	489,197	538,248	542,160	0.73%
Probation Services	775,585	920,375	892,212	-3.06%
Total Operating Expenditures	\$11,253,439	\$11,518,677	\$11,243,121	-2.39%
Non-Operating Expenditures				
Capital Expenditures	\$8,676	\$3,000,000	\$9,907,191	230.24%
Total Non-Operating Expenditures	\$8,676	\$3,000,000	\$9,907,191	230.24%
Department Total	\$11,262,115	\$14,518,677	\$21,150,312	45.68%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$8,708,988	\$8,732,278	\$8,302,934	-4.92%
Capital Improvement Projects Fund	8,676	3,000,000	4,000,000	33.33%
Court Administration & Training Fund	1,797,697	1,917,875	2,080,475	8.48%
Juvenile Justice Fund	746,756	868,524	859,712	-1.01%
MAPS 3 Use Tax Fund	0	0	5,907,191	N/A
Total All Funding Sources	\$11,262,116	\$14,518,677	\$21,150,312	45.68%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	4.50	4.50	4.50	0.00%
Court Case and Enforcement	55.95	55.95	55.95	0.00%
Facility Operations	5.45	5.45	5.45	0.00%
Municipal Judicial Services	4.00	4.00	4.00	0.00%
Probation Services	11.10	11.10	11.10	0.00%
Department Total	81.00	81.00	81.00	0.00%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	72.00	72.00	72.00	0.00%
Juvenile Justice Fund	9.00	9.00	9.00	0.00%
Total All Funding Sources	81.00	81.00	81.00	0.00%



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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	70%	80%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	97%	98%	100%	100%
Result	% of performance evaluations completed by the review date	55%	64%	95%	95%
Result	% of terminations submitted to the Personnel Department within three days of the termination date	100%	85%	95%	95%
Output	Dollar amount of operating expenditures managed	\$9,189,329	\$9,314,498	\$11,516,890	\$11,243,121
Output	# of FTE's supported	75	75	81	81

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	3.00	1,238,721	0.00	0	0.00	0
Executive Leadership	1.50	241,781	4.50	1,935,719	4.50	1,982,388
Line of Business Total	4.50	\$1,480,502	4.50	\$1,935,719	4.50	\$1,982,388

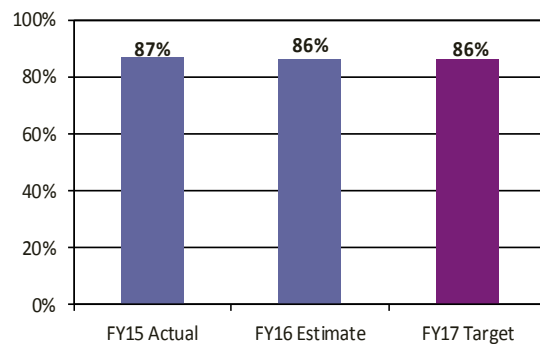
COURT CASE AND ENFORCEMENT

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. This information is essential when reviewing the activity levels and assigning the appropriate staffing levels to process warrants in a timely manner.



What do these numbers tell us?

For the current fiscal year, 86% of the warrants issued were cleared. Year to date, 1,881 more warrants have been received compared to the first six months of the previous fiscal year; likewise, 3,280 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of court cases audited determined to be accurately updated in the Municipal Court's record management system	99%	99%	98%	98%
Output	# of cases disposed	217,941	201,117	190,000	190,000
Output	# of days until disposal on average	131	170	135	135

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of total warrants cleared of total received	87%	86%	86%	86%
Output	# of warrants cleared	61,027	64,483	60,000	60,000
Output	# of warrants cleared by Marshals*	N/A	N/A	N/A	16,000

* New measure. Data reported in FY17

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of payments processed and posted to proper case	100%	100%	100%	100%
Result	% of court payment transactions processed electronically	42%	44%	40%	40%
Output	# of court payment transactions processed electronically	79,106	75,899	75,000	75,000
Output	# of court payment transactions processed in person	110,990	96,260	113,000	113,000

Court Case and Enforcement Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Court Case Support	29.30	\$4,753,115	29.30	\$5,116,423	25.90	\$4,935,965
Court Enforcement and Investigations	10.95	744,165	10.95	865,583	14.45	1,072,236
Court Financial Processing	15.70	830,915	15.70	982,885	15.60	996,395
Line of Business Total	55.95	\$6,328,195	55.95	\$6,964,891	55.95	\$7,004,596

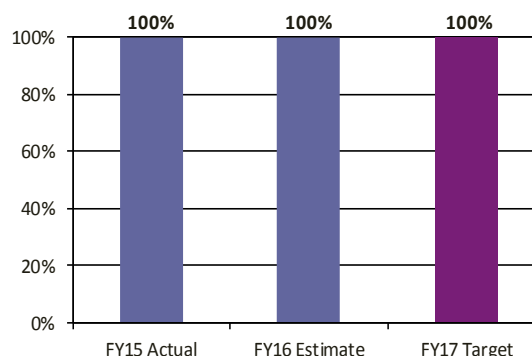
FACILITY OPERATIONS

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.

Courthouse Security		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of days per year the court facility will be maintained without security breach	100%	100%	100%	100%
Output	# of security hours provided	4,047	4,094	4,500	4,500
Output	# of unauthorized items denied entry at security screening point	6,364	5,973	3,500	3,500

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.

Municipal Court Facility Operations		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of building occupants who rate the facility maintenance and cleanliness as acceptable on an annual survey	88%	88%	85%	85%
Output	# of square feet of space maintained	42,863	42,863	42,863	42,863

Facility Operations Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Courthouse Security	3.25	\$257,763	3.25	\$331,775	3.25	\$321,585
Municipal Court Facility Ops	2.20	1,922,197	2.20	827,669	2.20	500,180
Line of Business Total	5.45	\$2,179,960	5.45	\$1,159,444	5.45	\$821,765



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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of court participants (employees, defense attorneys, enforcement personnel and prosecutors) satisfied with judicial services	90%	90%	95%	95%
Output	# of hearings provided	139,900	147,493	135,000	135,000

Municipal Judicial Services Positions and Budget

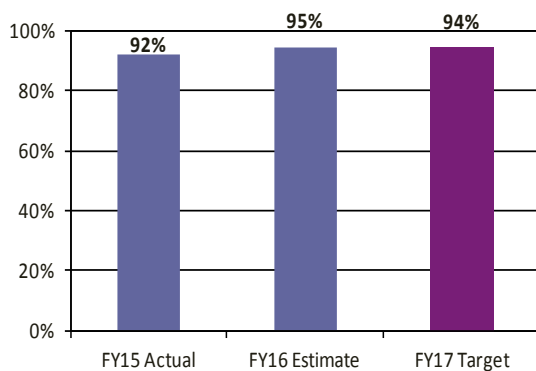
Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Judicial Services	4.00	\$489,197	4.00	\$538,248	4.00	\$542,160
Line of Business Total	4.00	\$489,197	4.00	\$538,248	4.00	\$542,160



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.

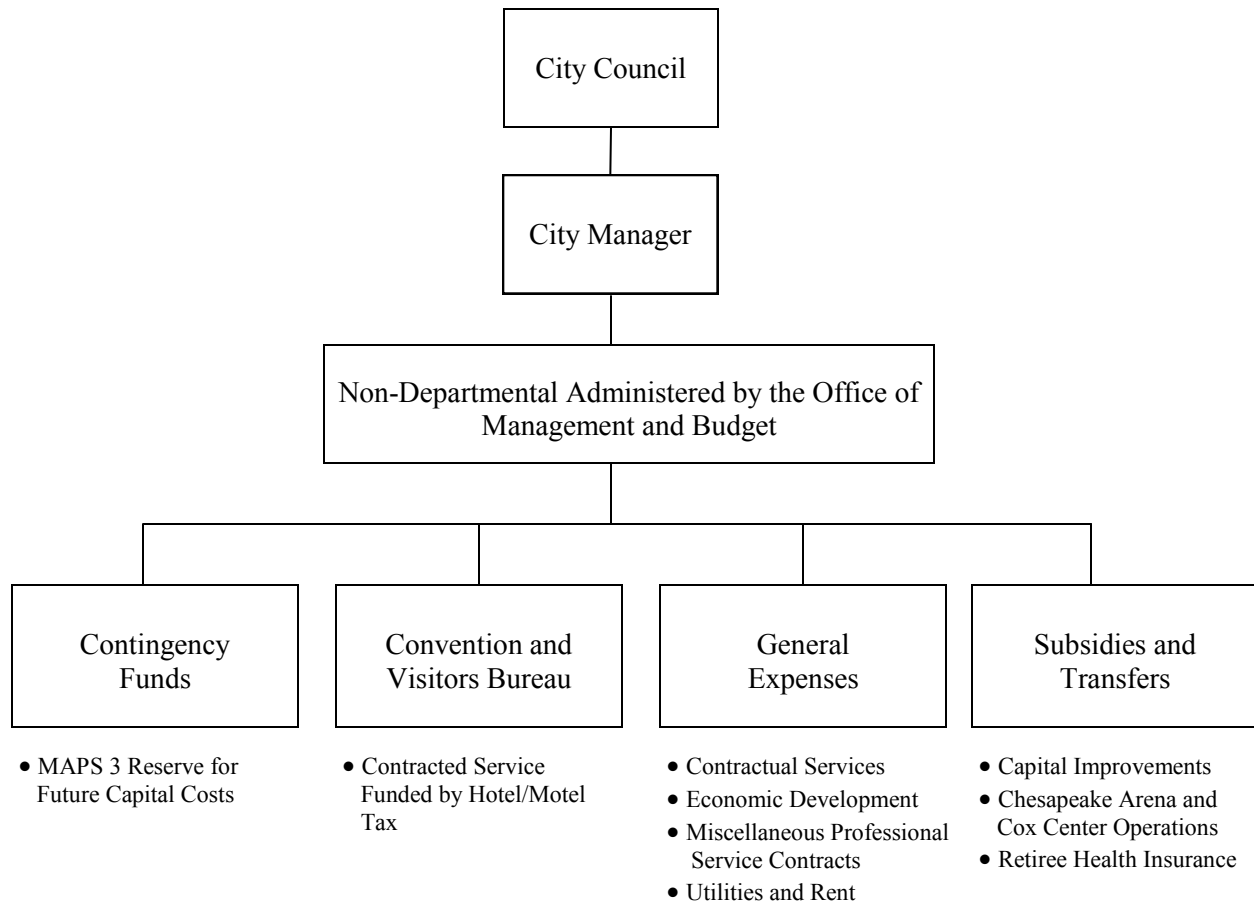
Probation Services		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of juvenile offenders successfully completing probation within established period of time	92%	95%	94%	94%
Result	% of adult offenders successfully completing supervised probation within established period of time	83%	87%	80%	85%
Result	% of adult offenders completing probation without further involvement with the OKC Municipal Court within a two-year period	95%	95%	90%	90%
Output	# of juvenile offenders successfully completing probation within a specified time frame	853	1,014	850	850
Output	# of adult offenders successfully completing supervised probation within a specified time frame	737	858	640	680

Probation Services Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Probation Services	11.10	\$775,585	11.10	\$920,375	11.10	\$892,212
Line of Business Total	11.10	\$775,585	11.10	\$920,375	11.10	\$892,212



Non-Departmental



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. Decrease funding for auditing services which will be moved to The Finance Department Budget	(\$320,825)	-
2. Increases Credit Card fee expense in Non-Departmental which was previously paid for in the Finance Department Budget	\$916,000	-

EXPENDITURES

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$47,780,837	\$64,927,738	\$54,410,545	-16.20%
Hotel/Motel Tax Special Revenue Fund	21,642,960	21,289,589	22,412,486	5.27%
MAPS Operations Fund	340,007	4,127,652	4,650,711	12.67%
Grants Management Fund	60,065	0	0	N/A
Police & Fire Capital Equipment	0	0	0	N/A
Sales Tax Fund				
OKC Improv & Spec Svcs Assess Dist	1,897,991	2,757,000	3,737,140	35.55%
Debt Service Fund	79,597,764	112,127,121	111,654,914	-0.42%
Capital Improvement Projects Fund	312,819	13,121,369	5,461,523	-58.38%
Medical Service Program	5,483,626	6,853,081	6,843,923	-0.13%
Special Purpose Fund	0	1,007,519	1,000,000	-0.75%
Department Total	<u>\$157,116,069</u>	<u>\$226,211,069</u>	<u>\$210,171,242</u>	<u>-7.09%</u>

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:

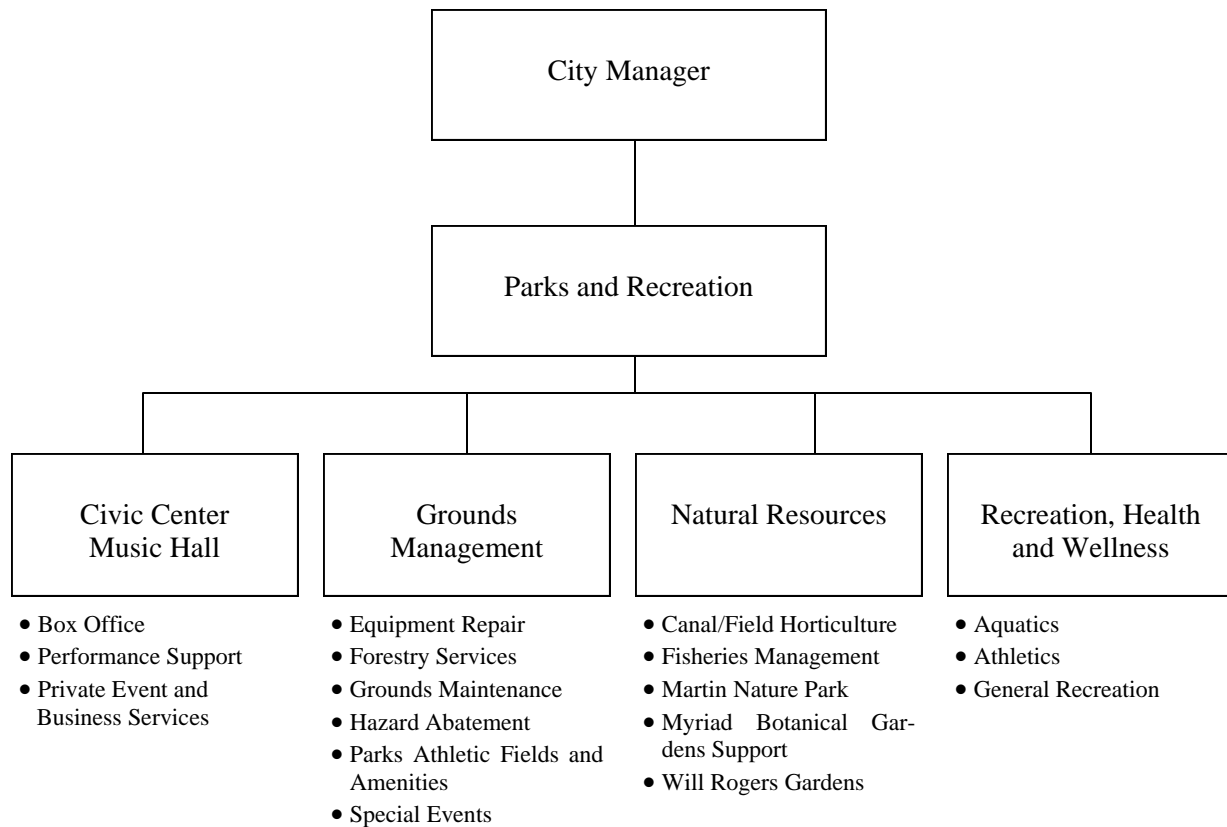
- Utilities
- Economic Development Resources
- Contingency Reserves
- Retiree Health Subsidy

No direct services are provided to citizens and no staff positions are assigned to this department.

Parks and Recreation

DOUGLAS KUPPER, DIRECTOR

douglas.kupper@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 HAVE IMPROVED HEALTH, WELLNESS AND 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, programs, and attractions.

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 Results

By 2019, Parks and Recreation Department will develop new facilities and programs and adapt existing resources as evidenced by:

- % of citizens satisfied with parks and recreation programs and facilities

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
59%	58%	65%	65%

- % of citizens satisfied with their Civic Center Music Hall experience

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	70%	70%	70%

ISSUE 2

Increasing public expectations for quality and diverse programs without a corresponding reallocation or increase of resources will result in a decrease in community participation and support.

Strategy

The Department will provide quality and diversified programing to meet changing public expectations by continuously examining existing 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 programs which are shown to have potential for high participation and/or public benefit.

Strategic Results

By 2019, Parks and Recreation Department will maximize the overall use of parks and participation in park programs as evidenced by:



- 80% of citizens visiting a park and/or participating in a park program

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
72%	72%	80%	80%

- Attendance at Civic Center events will exceed 500,000 people annually

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
445,006	359,038	469,010	481,257

Issue 3

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

The Department will increase maintenance efficiency through effective use of resources such as:

- Review plans and request adequate funding for future capital projects to ensure sustainable maintenance; and
- Partner with neighborhood groups, businesses, and volunteer groups such OKC Beautiful to provide litter pick up, maintenance and beautification projects; and
- Partner with Civic foundations, school districts, universities, and businesses to leverage their expertise, skills, and resources to improve our parkland, facilities, and programs.

Strategic Results

By 2019, citizens observing parkland and public spaces will experience an attractive leisure environment as evidenced by increasing satisfaction with maintenance of:

- Parks and facilities to 75%

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
71%	60%	75%	75%

- Walking and biking trails to 60%

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
56%	53%	60%	60%

- Streetscapes to 60%

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
55%	50%	60%	60%

Issue 4

City Parks, open spaces, and attractions improve our physical and psychological health, strengthen our communities, and make our cities and neighborhoods more attractive places to live and work. A lack of park resources in our growing city, if not addressed will result in low participation, underserved or not served citizens resulting in: Higher crime rates, lower health coefficients, lower quality of life, lower property values and slower economic growth.

Strategies

- The Department will explore funding options to begin implementing recommendations from the 2013 Oklahoma City parks master plan to develop regional, district or metropolitan parks and partnerships with new neighborhoods and housing communities to provide local parks to serve residents of developing parts of the city.
- Development and expansion of private, community and philanthropic agreements such as Civic Center Foundation, Downtown OKC, Inc, and neighborhood associations, to begin implementing recommendations from the 2013 Civic Center Utilization and Design Study.

Strategic Results

By 2024, the Parks and Recreation Department will increase the availability of park resources as evidenced by:



- 65% of citizens within a half mile of a recreation facility, trail or park

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	56%	56%	56%

- \$32,000,000 of annual economic impact to the local economy for Civic Center

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	\$27,450,568	\$30,089,241	\$30,089,241

MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs, such as salaries, merit, retirement, health insurance and other benefits	\$122,101	
2.	Moves Nursery Workers from MAPS Operations to General Fund	\$94,684	1.15
3.	Adds Applications Support Tech and reduces miscellaneous line items to cover the cost	\$0	1.00
4.	Reduces Myriad Gardens Subsidy	(\$110,028)	
5.	Eliminates River Security Patrol	(\$100,000)	
6.	Reduces miscellaneous budget line items	(\$408,668)	
7.	Adds two Customer Service Representative and one Database Technician for new Civic Center Box Office ticketing agreement. Revenues will be in excess of expense increases.	(\$196,641)	3.00
8.	Deletes seven Grounds Maintenance Operators, two Nursery Workers, one Field Operations Supervisor, one Tree Trimmer and one Electrician and adds one Unit Operations Supervisor position	(\$616,918)	(11.00)

MAPS Operations Fund		Amount	Positions
1.	Changes in personnel related costs, such as salaries, merit, retirement, health insurance and other benefits	(\$1,592)	
2.	Moves Nursery Workers from MAPS Operations to General Fund	(\$94,684)	(1.15)



EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$3,672,549	\$3,936,336	\$5,107,571	29.75%
Civic Center Music Hall	2,984,853	3,572,319	4,010,210	12.26%
Grounds Management	7,572,873	8,848,868	8,368,820	-5.42%
Natural Resources	4,961,890	5,903,782	4,977,501	-15.69%
Recreation, Health and Wellness	5,002,912	5,680,209	4,309,005	-24.14%
Total Operating Expenditures	<u>\$24,195,076</u>	<u>\$27,941,514</u>	<u>\$26,773,107</u>	<u>-4.18%</u>
Non-Operating Expenditures				
Capital Expenditures	\$189,922	\$566,591	\$1,153,570	103.60%
Other Non-Operating Expenditures	1,940,015	6,309,869	5,075,689	-19.56%
Total Non-Operating Expenditures	<u>\$2,129,937</u>	<u>\$6,876,460</u>	<u>\$6,229,259</u>	<u>84.04%</u>
Department Total	<u>\$26,325,012</u>	<u>\$34,817,974</u>	<u>\$33,002,366</u>	<u>-5.21%</u>

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$23,398,208	\$26,935,648	\$26,021,239	-3.39%
Capital Improvement Projects Fund	189,922	566,591	1,153,570	103.60%
Grants Management Fund	(72,067)	329,159	0	-100.00%
Special Purpose Fund	2,012,081	5,980,710	5,075,689	-15.13%
MAPS Operations Fund	796,868	1,005,866	751,868	-25.25%
Department Total	<u>\$26,325,012</u>	<u>\$34,817,974</u>	<u>\$33,002,366</u>	<u>-5.21%</u>

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	19.02	16.50	17.50	6.06%
Civic Center Music Hall	25.50	27.50	30.50	10.91%
Grounds Management	97.55	97.95	92.00	-6.07%
Natural Resources	28.00	29.00	26.00	-10.34%
Recreation, Health and Wellness	26.93	28.05	26.00	-7.31%
Department Total	197.00	199.00	192.00	-3.52%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	187.85	192.85	187.00	-3.03%
MAPS Operations Fund	9.15	6.15	5.00	-18.70%
Department Total	197.00	199.00	192.00	-3.52%



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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	50%	38%	78%	78%
Result	% of performance evaluations completed by the review date	54%	72%	95%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	69%	75%	95%	95%
Result	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	88%	92%	98%	98%
Output	Dollar amount of operating expenditures managed	\$22,126,674	\$23,383,157	\$27,362,353	\$26,773,107
Output	# of FTEs supported	181	183	199	192

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	8.66	\$2,374,990	0.00	\$8,713	0.00	\$0
Executive Leadership	10.36	1,297,559	16.50	3,927,623	17.50	5,107,571
Line of Business Total	19.02	\$3,672,549	16.50	\$3,936,336	17.50	\$5,107,571



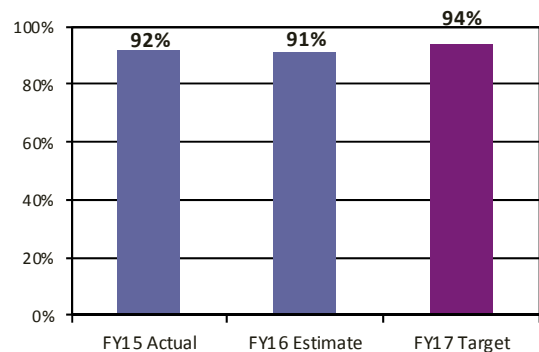
CIVIC CENTER MUSIC HALL

The purpose of the Civic Center Music Hall Line of Business is to provide ticket sales, performances, and private event facility rental services to guests and clients so they can have access to a variety of events and facilities.

FOCUS ON PERFORMANCE - % OF PATRONS SATISFIED WITH CIVIC CENTER FACILITIES AND SERVICES

Why is this measure important?

Measuring citizen 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 conduct regular surveys of customers and report satisfaction ratings quarterly.



What do these numbers tell us?

For the first half of FY16, citizen satisfaction ratings for Civic Center facilities have remained high, keeping pace with prior years. Performances which recently included Diana Krall, Bethel Music Worship Nights, Madea on the Run, Peter Pan and Avenue Q have met patron demand and the facility itself continues to receive upgrades and new amenities.

The Box Office Program provides tickets, parking and performance information to patrons and citizens of Oklahoma City so they can receive timely and convenient ticket transactions.

Box Office		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers surveyed who are satisfied with box office services	93%	93%	94%	94%
Result	% of box office expenses supported by box office revenues	237%	131%	142%	142%
Result	% of tickets sold by the web	42%	23%	50%	31%
Result	% of seats sold at all venues*	N/A	N/A	N/A	70%
Result	% of parking spaces sold for Civic Center events*	N/A	N/A	N/A	75%
Output	# of tickets sold by all points of sale	260,888	216,942	302,000	308,888
Output	# of calls answered	13,670	13,394	13,000	13,670

*New Measure. Data will be reported in FY17.

The Performance Support Program provides facilities, equipment, and staff support services to guests and clients so they can experience quality, diverse, and revenue-supported performances.

Performance Support		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of guest satisfied with the quality of performance facilities and services	92%	91%	94%	94%
Result	% of performance expenses supported by performance revenues	68%	52%	59%	57%
Result	Utilization rate of performance facilities	72%	77%	71%	67%
Output	# of Performance event days rented	894	963	887	1,055
Output	# of guests attending performances	376,962	290,140	378,420	401,453
Output	# of volunteer hours	N/A	33,034.00	35,000.00	32,000.00

The Private Event and Business Services Program provides facilities, event planning and equipment to individuals and private organizations so they can have quality, unique and memorable experiences which fulfill business and private needs.

Private Event and Business Services		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers surveyed who are satisfied with facilities and services	93%	90%	94%	94%
Result	% of private event expenses supported by private event revenues	129%	100%	94%	86%
Result	Utilization rate of Private Event and Business Services facilities	N/A	21%	97%	78%
Output	# of total private event days rented	250	375	1,722	1,376
Output	# of Private event weekend days rented (Friday, Saturday, Sunday)	N/A	318	698	698
Output	# of guests attending Private Events	68,044	68,898	90,590	79,804
Output	Private Event Revenue	\$234,017.96	\$205,939.93	\$199,608.00	\$245,015.00

Civic Center Music Hall Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Box Office	3.00	\$293,905	3.60	\$349,020	6.60	\$828,451
Performance Support	20.80	2,510,173	22.05	2,937,482	22.05	2,891,938
Private Event & Business Services	1.70	180,775	1.85	285,817	1.85	289,821
Line of Business Total	25.50	\$2,984,853	27.50	\$3,572,319	30.50	\$4,010,210

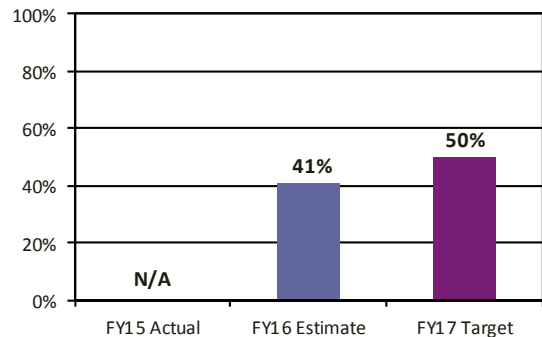
GROUNDS MANAGEMENT

The purpose of the Grounds Management Line of Business is to provide grounds maintenance, emergency and hazard response services to Oklahoma City citizens and visitors so they can enjoy an improved quality of life while having safe and well maintained parks, amenities, trails, and other City properties according to Parks and Recreation best practices.

FOCUS ON PERFORMANCE -% OF RESPONDENTS FROM THE CITIZENS' SURVEY WHO ARE SATISFIED WITH OUTDOOR ATHLETIC FACILITIES

Why is this measure important?

Citizen satisfaction ratings are important for this program because it reaches a large number of residents. This survey measure, among others, reflects whether or not we are meeting expectations for improving the quality of athletic fields.



What do these numbers tell us?

Current ratings indicate a need for on-going improvements. There are a number of significant benefits to improved field maintenance that attract athletes to play on quality fields, This keeps tax dollars within the local economy and assists the OKC Convention and Visitors Bureau in attracting national tournaments .

The Equipment Repair Program provides grounds equipment repair and maintenance services for Parks and Recreation Department personnel so they can have safe and operational equipment to complete their work efficiently.

		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Equipment Repair					
Result	% of equipment in service	99%	99%	96%	98%
Result	% of equipment repairs completed within 7 calendar days	94%	97%	91%	95%
Output	# of equipment repairs completed	956	1,097	800	1,000

The Forestry Services Program maintains a healthy tree population according to arboriculture best practices so citizens and visitors can have safe and attractive parks and City properties.

		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Forestry Services					
Result	% of tree maintenance work orders completed	96%	97%	79%	95%
Output	# of tree maintenance work orders completed	260	201	250	250
Output	# of invasive trees removed	N/A	10,570	2,250	15,000

The Grounds Maintenance Program provides mowed and trimmed parks, center medians and right-of-ways to Oklahoma City citizens and visitors so they can have public properties that are maintained according to grounds management best practices.

Grounds Maintenance		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of citizens satisfied with the maintenance of city parks	71%	60%	75%	75%
Result	% of parks mowed within two weeks	N/A	84%	90%	90%
Result	% of public grounds mowed according to schedule	N/A	88%	90%	90%
Output	# of park acres mowed	N/A	23,389.00	28,855.00	28,855.00
Output	# of public ground acres mowed	N/A	28,508.96	20,678.00	20,678.00

The Hazard Abatement Program provides nuisance abatement, and emergency response support to Oklahoma City citizens and visitors so they can travel safely throughout the City of Oklahoma City.

Hazard Abatement		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of identified traffic hazards abated within 3 working days	82%	79%	80%	80%
Output	# identified traffic hazards abated	131	411	250	250

The Parks Athletic Fields and Amenities Program provides well-maintained diverse use trails, recreational and competitive outdoor sporting areas, tournament level athletic fields, and enhanced and improved park amenities to Oklahoma City citizens and visitors so they can have safe, properly designed and maintained parks, athletic fields and trail areas according to grounds maintenance best practices.

Parks Athletic Fields & Amenities		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of respondents from the Citizens' Survey who are satisfied with outdoor athletic facilities	N/A	41%	50%	50%
Result	% of citizens satisfied with the maintenance of walking and biking trails	56%	53%	60%	60%
Output	# of athletic fields renovated	N/A	4.00	4.00	2.00
Output	# of playground inspections	N/A	2,912.00	2,816.00	2,816.00
Output	# of trail miles inspected and maintained	N/A	1,634.20	1,252.00	1,176.00

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of special event permitted event organizers surveyed who are satisfied with facilities and services	93%	95%	94%	96%
Output	# of special event permits issued	2,710	2,506	2,900	2,900

Grounds Management Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Athletic Fields and Amenities*	0.00	\$0	0.00	\$0	1.68	\$97,214
Equipment Repair	7.28	605,198	7.38	717,379	7.03	650,269
Forestry Services	7.60	594,654	7.70	715,348	6.94	626,048
Grounds Maintenance*	0.00	0	0.00	0	72.28	6,563,768
Hazard Abatement	2.30	183,852	2.30	205,587	2.09	190,419
Parks and Grounds Maintenance*	80.37	6,189,169	80.57	7,210,554	0.00	0
Special Events**	0.00	0	0.00	0	1.98	241,102
Line of Business Total	97.55	\$7,572,873	97.95	\$8,848,868	92.00	\$8,368,820

*In the fall of 2015, the Department updated their strategic business plan and the Parks and Grounds Maintenance program was split into two separate programs, Grounds Maintenance and Athletic Fields and Amenities.

**In FY17, the Special Events program was moved from Recreation to the Grounds Management Line of Business.



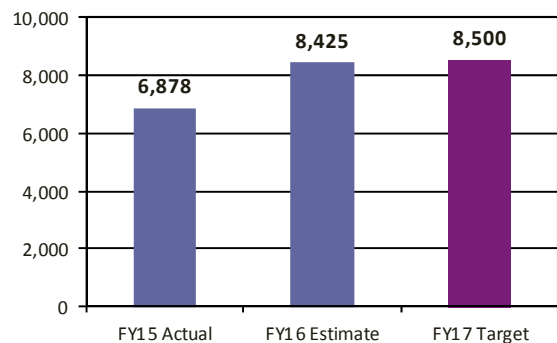
NATURAL RESOURCES

The purpose of the Natural Resources Line of Business is to provide sport fishing, horticulture displays and environmental education programming, using Parks and Recreation best practices, to citizens and visitors so they can increase their use, appreciation and knowledge of Oklahoma’s natural environment.

FOCUS ON PERFORMANCE - # OF RENTAL HOURS AT WILL ROGERS GARDENS

Why is this measure important?

This shows how often facilities are used by the public. The increase in usage has a direct correlation in the amount of revenue generated that can be used to help sustain operations, thus decreasing dependency on other sources of funding.



What do these numbers tell us?

In FY16, Will Rogers Gardens hired a full-time Customer Service Representative to assist the public in reserving available spaces at the Gardens. The position, along with recent improvements made to the Gardens, including the Lycan Conservatory, the Color Garden and the Arboretum, have helped to increase scheduled rental hours, rental revenue, and interest from the public.

The Canal/Field Horticulture Program provides maintenance and enhancements of landscaped areas to citizens and tourists, so they can have decorative landscapes and trees in parks and on medians.

Canal/Field Horticulture		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of citizens satisfied with the condition of landscaping or streetscaping in medians and along City streets	55%	50%	60%	60%
Output	# of square feet of beds maintained	685,923	685,923	685,923	685,923
Output	# of new trees planted	145	895	25	100

The Fisheries Management Program provides recreational sport fishing opportunities and education to anglers so they can fish for well-stocked and healthy fish populations within a major urban area.

Fisheries Management		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of sampled fishing waters with fair or better fishing based on established Oklahoma Department of Wildlife Conservation standards	100%	100%	95%	95%
Result	% of fishing class participants surveyed who are satisfied	99%	99%	100%	100%
Output	# of fish stocked	521,291	603,216	500,000	500,000
Output	# of fishing education programs held	14	10	14	14
Output	# of fishing education program attendees	1,271	956	1,400	1,400
Output	# of fishing permits sold	15,629	13,392	15,000	15,000
Output	# of surface acres of fishing waters managed	N/A	6,770	6,770	6,770

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 nature park within a major urban area.

Martin Nature Park		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers surveyed who are satisfied with the nature park, trail access, and educational opportunities	98%	99%	100%	100%
Result	# of nature park visitors per operating day	N/A	1,056	250	984
Output	# of Martin Nature Park nature programs and hikes conducted	244	405	175	400
Output	# of Martin Nature Park nature programs and hikes participants	5,827	7,890	5,000	7,500
Output	# of nature park visitors	N/A	387,612	91,500	360,000

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.

Myriad Botanical Gardens Support		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of Myriad Garden expenses supported by the General Fund	46%	49%	48%	45%
Output	# of Crystal Bridge visitors	68,121	75,301	90,000	100,000
Output	\$ of Myriad Garden Expenses	\$5,839,201.00	\$3,523,608.67	\$4,102,160.00	\$4,201,048.89
Output	\$ of General Fund Subsidy	\$2,707,600.00	\$1,715,056.32	\$1,985,500.00	\$1,890,472.00

The Will Rogers Gardens Program provides a well maintained and managed urban horticulture education center and private event rental facility to citizens and visitors so they can experience decorative landscapes, specialty gardens, conservatory, arboretum and attend educational programs for an enhanced quality of life.

Will Rogers Gardens		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of Will Rogers Gardens' class program participants surveyed who were satisfied with their education programs	100%	100%	100%	100%
Result	% of Will Rogers Gardens rental survey respondents who are satisfied with their rental experience*	N/A	N/A	100%	100%
Output	# of Will Rogers Gardens' program participants	890	1,667	1,400	1,800
Output	# of rental hours at Will Rogers Gardens	6,878.00	8,424.82	1,457.00	8,500.00
Output	# of Will Rogers Gardens' programs offered	74	136	220	150

* No surveys were taken in FY15 or FY16.

Natural Resources Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Canal/Field Horticulture	19.90	\$1,943,032	19.15	\$2,679,458	16.15	\$2,060,417
Fisheries Management	1.00	158,006	1.75	232,842	1.75	211,642
Martin Nature Park	3.35	302,823	3.35	345,500	3.35	292,107
Myriad Botanical Gardens Support	0.00	2,006,012	0.00	1,985,500	0.00	1,875,472
Will Rogers Gardens	3.75	552,017	4.75	660,482	4.75	537,863
Line of Business Total	28.00	\$4,961,890	29.00	\$5,903,782	26.00	\$4,977,501



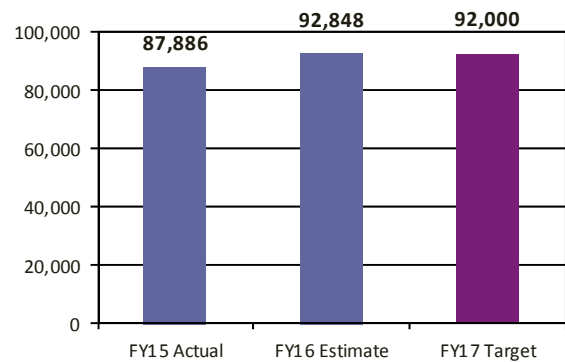
Recreation, Health and Wellness

The purpose of the Recreation, Health and Wellness Line of Business is to provide safe recreational, health and wellness opportunities to citizens and visitors so they can socialize, develop skills, and participate in health affirming activities that reflect community needs and interests.

FOCUS ON PERFORMANCE -# OF VISITS TO FAMILY AQUATIC CENTERS

Why is this measure important?

Summer aquatics programs are an important part of health and wellness in the community and this measure quantifies how many visits occur at Earlywine Family Aquatic Center and Will Rogers Family Aquatic Center. Additionally, City Council has placed emphasis on enhancing recreation opportunities and community wellness and aquatic programs play a role in achieving goals related to this priority.



What do these numbers tell us?

In the 2015 Citizen Survey, 19% of respondents ranked swimming pools, spraygrounds and aquatic programs as most important. Data in the chart indicates an increase in participation confirming programs offered are valuable and desirable.

The Aquatics Program provides wellness and educational aquatic opportunities to citizens and visitors so they can participate in aquatic classes and enjoy safe aquatic facilities.

Aquatics		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	# of swim participants per operating day	N/A	483	1,400	373
Result	# of sprayground participants per operating day	N/A	1,862	360	2,063
Result	% of Citizen Survey respondents satisfied with City aquatic facilities and programs	47%	43%	60%	60%
Result	# of accidents per 1,000 aquatic facility visits	0.00	0.00	0.08	0.10
Result	% of scheduled aquatic classes held	N/A	80%	82%	82%
Output	# of visits to family aquatic centers	87,886	92,848	115,000	92,000
Output	# of visits to swimming pools	20,876	20,917	34,500	21,000
Output	# of visits to spraygrounds	328,555	337,725	322,000	330,000
Output	# of hours at capacity at Family Aquatic Centers*	N/A	N/A	N/A	148.00

*New Measure. Data will be reported in FY17

The Athletics Program provides athletic services, health and wellness education and organized leagues to youth and adults so they can participate in well-organized, safe physical activities.

Athletics		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of sport participants surveyed who rate the organization of the sports activity as favorable	76%	90%	96%	93%
Result	% of Citizen survey respondents satisfied with athletic programs	45%	38%	86%	46%
Output	# of adult league participants	8,709	5,658	4,500	9,000
Output	# of youth league participants	13,290	5,675	11,500	11,500

The General Recreation Program provides a vast array of health, wellness and recreational services to all ages of the Oklahoma City community so they can enjoy a variety of safe and educational recreation opportunities that reflect community needs and interests.

General Recreation		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	# of Recreation Center participants per operating day	395.19	208.56	589.63	326.53
Result	# of senior center participants per operating day	N/A	117	50	110
Result	% of class/activity participants surveyed rating the overall quality of classes/activities as favorable	93%	92%	95%	95%
Result	% of senior participants surveyed who are satisfied with the overall quality of classes and events	100%	98%	96%	96%
Result	% of Citizen Survey respondents satisfied with City recreation centers	47%	41%	65%	65%
Result	% of scheduled classes held	N/A	92%	98%	83%
Output	# of Recreation Center visits	101,109	121,231	220,000	110,000
Output	# of senior visits	34,174	7,975	38,318	38,318
Output	# of recreation center class participants	75,049	36,901	85,000	50,000
Output	# of senior class participants	N/A	28,908	27,000	27,000

Recreation, Health and Wellness Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatics	4.24	\$1,079,591	4.70	\$1,107,335	4.70	\$880,866
Athletics	4.37	1,100,666	4.85	995,270	4.85	926,129
General Recreation	12.38	2,378,238	13.20	2,987,836	16.45	2,502,010
Seniors*	2.47	240,298	2.50	265,375	0.00	0
Special Events**	3.47	204,119	2.80	324,393	0.00	0
Line of Business Total	26.93	\$5,002,912	28.05	\$5,680,209	26.00	\$4,309,005

*In FY17, the Seniors Program was combined with the General Recreation program.

**In FY17, the Special Events program was moved from Recreation to the Grounds Management Line of Business.



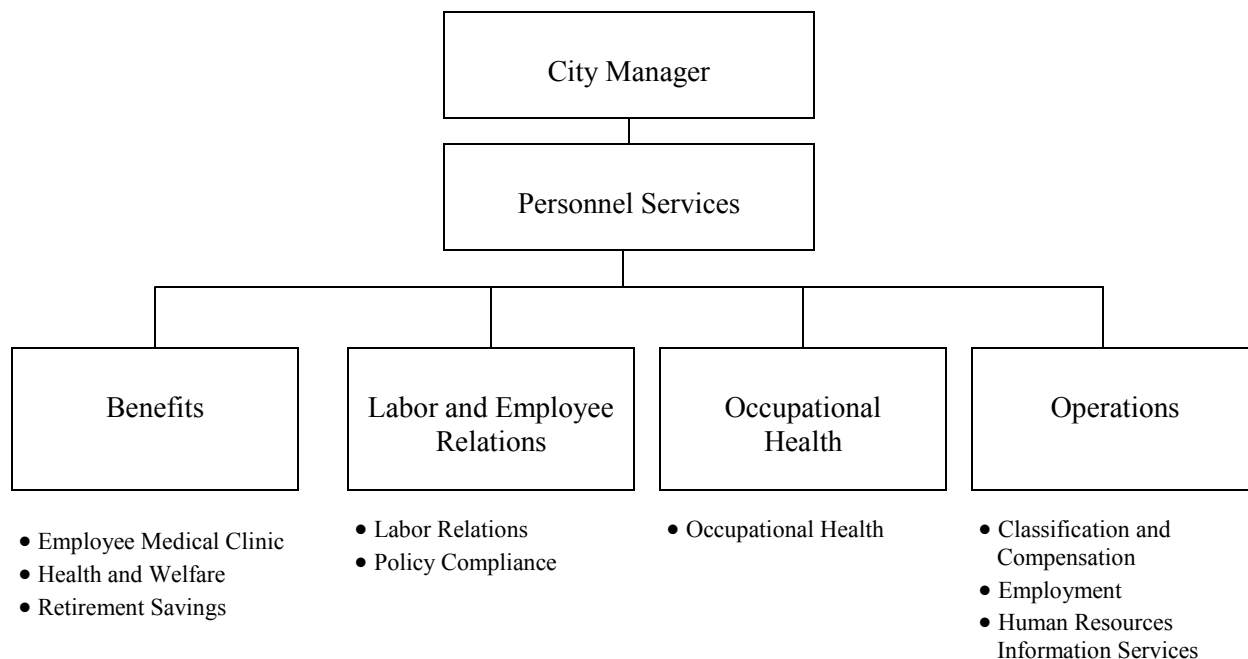


The City of
OKLAHOMA CITY

Personnel

DIANNA BERRY, DIRECTOR

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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 services
- 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 and 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 2021, 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 seven ethnic categories of the available workforce.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
44%	44%	57%	45%

- At least 95% of new full-time, non-uniformed City employees will continue City employment for at least 24 months beyond date of hire.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
61%	64%	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
- Decreased regulatory compliance

Strategies

- Limit onsite open enrollment to years when substantial changes are made to the benefits plan.
- Conduct periodic 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 retirees on the use of the PeopleSoft self-service feature.
- Monitor usage of field application terminals to determine accessibility for field employees as well as external applicants.
- Provide guidance to departments regarding FLSA compliance and other regulatory issues.

Strategic Results

By 2018, internal customers will be satisfied with the availability of technology to conduct HR-related business, as evidenced by:

- At least 75% of employees making changes to their benefits plan during open enrollment will use PeopleSoft self service.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
42%	27%	42%	42%

- 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.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
82%	82%	80%	82%

ISSUE 3

The increasing costs of providing comprehensive health and welfare benefits, if not addressed, will result in:

- Reduced funding for other city services
- Reduced employee and retiree benefits
- Exorbitant Premiums

Strategies

- Establish an on-site employee and retiree health and wellness clinic.
- Continue to provide options of reduced-cost fitness facilities.
- Encourage plan participants diagnosed with one or more of the top 10 chronic medical conditions to participate in disease management programs.
- Continue to identify and implement cost-saving health plan changes for employees and retirees.
- Continue to provide educational programs and information to address overall health and wellness.

Strategic Results

Annually through 2021, the average active employee health and welfare costs for medical premiums will remain at or below the City providers' identified average.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
8.77%	8.86%	9.07%	9.02%

By 2019, 30% of employee medical clinic participants will show improvement in medical conditions identified in their Personal Health Assessments (PHAs).*

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	N/A	25%

*Data will be reported in FY17.

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.
- Coordinate with Classification and Compensation program staff to update physical requirements into applicable job descriptions.

Strategic Results

By 2018, 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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
71%	71%	85%	90%

- 100% of occupational health and regulatory medical needs identified annually by City Departments will result in scheduled evaluations

FY15 Actual	FY16 Estimate	FY16 Target	FY17 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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
92%	92%	100%	100%

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs, such as salaries, merit, retirement, health insurance and other benefits	\$32,649	-
2. Deletes Personnel Assistant I in the Operations program which performs classifications, employment and human resource management	(\$59,903)	(1.00)
3. Deletes Personnel Assistant II in the Benefits program which manages helath and wefare services	(\$61,599)	(1.00)
4. Increases for verification of Commercial Driver's License requirements	\$30,000	-

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$526,126	\$484,560	\$483,323	-0.26%
Benefits	463,355	527,187	440,402	-16.46%
Labor and Employee Relations	569,695	459,220	481,070	4.76%
Occupational Health	453,045	456,187	456,913	0.16%
Operations	971,593	1,054,194	1,024,514	-2.82%
Total Operating Expenditures	\$2,983,814	\$2,981,348	\$2,886,222	-3.19%
Department Total	\$2,983,814	\$2,981,348	\$2,886,222	-3.19%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$2,983,813	\$2,981,348	\$2,886,222	-3.19%
Total All Funding Sources	\$2,983,813	\$2,981,348	\$2,886,222	-3.19%



POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	2.40	2.05	2.05	0.00%
Benefits	5.35	5.95	4.95	-16.81%
Labor and Employee Relations	4.90	4.15	4.25	2.41%
Occupational Health	1.90	1.95	1.95	0.00%
Operations	11.45	11.90	10.80	-9.24%
Department Total	26.00	26.00	24.00	-7.69%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	26.00	26.00	24.00	-7.69%
Department Total	26.00	26.00	24.00	-7.69%



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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	53%	40%	75%	75%
Result	% of performance evaluations completed by the review date	71%	60%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	99%	100%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	67%	95%	95%
Output	Dollar amount of operating expenditures managed	\$2,931,541	\$2,928,047	\$2,981,348	\$2,886,222
Output	# of full-time employees supported	26	25	26	24

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	1.60	\$352,871	0.00	\$0	0.00	\$0
Executive Leadership	0.80	173,255	2.05	484,560	2.05	483,323
Line of Business Total	2.40	\$526,127	2.05	\$484,560	2.05	\$483,323

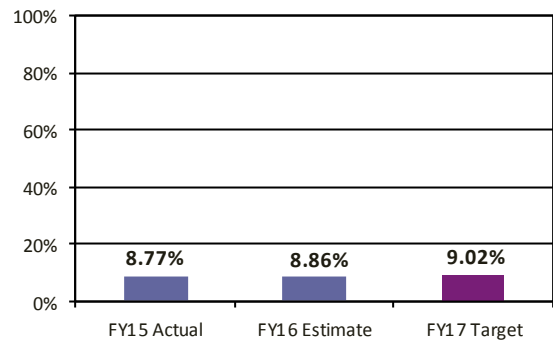
BENEFITS

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 - % CHANGE IN THE ANNUAL MEDICAL PREMIUM COSTS FOR ACTIVE EMPLOYEE PLAN MEMBERS AS COMPARED TO THE CITY PROVIDERS' AVERAGE MEDICAL PREMIUM CHANGE FOR OKLAHOMA CLIENTS

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 Oklahoma market of the City's medical plan providers. The data helps assess the overall cost of the City's healthcare program for active employees and can be used to determine what actions (e.g., plan design changes, modifications to contribution levels, etc.) are needed to ensure a long-term cost effective and sustainable healthcare program. This benchmark was revised for FY 2016 to measure the City's medical plan premium changes against medical premium changes in the Oklahoma market. This will provide an improved benchmark to compare the City plans to the local market of medical insurance.



What do these numbers tell us?

The City's plan year 2016 average premium renewal was 8.86%. The average Oklahoma marketplace renewals offered by UnitedHealthcare (HMO) and Blue Cross and Blue Shield of Oklahoma (Indemnity), the City's medical plans administrators, was 9.07%. The difference of 0.21% indicates the City plans closely follow the general marketplace premiums.

The Employee Medical Clinic Program reduces health plan costs and provides quality health and wellness services to eligible employees, eligible retirees, and their eligible dependents so they can experience overall improved health.

		FY15	FY16	FY16	FY17
Employee Medical Clinic *		Actual	Estimate	Target	Target
Result	% eligible participants utilizing the medical clinic*	N/A	N/A	N/A	20%
Result	% of participants utilizing medical clinic services who showed improvement in their identified medical condition*	N/A	N/A	N/A	25%
Output	# of eligible participants utilizing the medical clinic*	N/A	N/A	N/A	2,023

* New measure for FY16.

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.

		FY15	FY16	FY16	FY17
Health and Welfare Benefits		Actual	Estimate	Target	Target
Result	% change in the annual medical premium costs for active employee plan members as compared to the City providers' average medical premium change for Oklahoma clients	8.77%	8.86%	9.07%	9.02%
Output	# of employees who use online, self-service enrollment for changes in annual benefit elections	767	514	767	767
Output	# of active City and Trust employees enrolled in a medical insurance plan	3,278	3,481	3,287	3,217

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.

		FY15	FY16	FY16	FY17
Retirement Savings		Actual	Estimate	Target	Target
Result	% of eligible employees participating in the 457 Deferred Compensation Plan	61%	62%	61%	63%
Result	% of employees who report that they received the information they needed to plan for post-employment needs most or all the time	N/A	N/A	80%	80%
Output	# of savings plan/investment education sessions provided	8	7	6	6
Output	# of employees participating in the 457 Deferred Compensation Plan	2,831	2,919	2,826	2,968

Benefits Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Employee Medical Clinic *	0.00	\$0	0.00	\$0	0.00	\$0
Health and Welfare Benefits	5.30	\$456,214	5.90	\$519,823	4.90	\$433,023
Retirement Savings	0.05	7,141	0.05	7,364	0.05	7,379
Line of Business Total	5.35	\$463,355	5.95	\$527,187	4.95	\$440,402

* Cost associated with the Employee Medical Clinic is budgeted in Oklahoma City Municipal Facilities Authority.

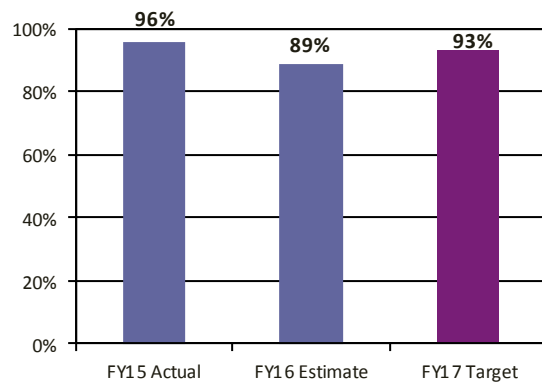
LABOR AND EMPLOYEE RELATIONS

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’s ability to resolve disputes between the City and members of the City’s labor groups internally, without the need for an external arbitrator. Internal resolution of workplace disputes fosters a more harmonious work environment and the department uses this data to determine the effectiveness of the internal grievance resolution process.



What do these numbers tell us?

This information is helpful in identifying potential areas where workplace training may be needed. For example, if there are a number of disciplinary actions issued to employees for a certain policy violation, then Labor and Employee Relations staff can address the issue through training on the specific policy.

The Labor Relations Program provides union contract administration and negotiation services to City departments so they can maintain positive employee relations.

		FY15	FY16	FY16	FY17
Labor Relations		Actual	Estimate	Target	Target
Result	% of grievances resolved without arbitration	96%	89%	93%	93%
Output	# of predetermination meetings attended	140	170	172	173
Output	# of grievances resolved with arbitration	4	5	3	3
Output	# of grievances resolved without arbitration	48	30	42	41

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.

		FY15	FY16	FY16	FY17
Policy Compliance		Actual	Estimate	Target	Target
Result	% of all personnel-related policy violation complaints that are substantiated	33%	42%	12%	19%
Result	% of investigation reports provided within 90 days of initiating the investigation	42%	33%	47%	50%
Output	# of policy compliance investigation reports provided	12	17	17	16

Labor and Employee Relations Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Relations	3.35	\$360,206	2.80	\$288,366	2.90	\$306,407
Policy Compliance	1.55	209,489	1.35	170,854	1.35	174,663
Line of Business Total	4.90	\$569,695	4.15	\$459,220	4.25	\$481,070



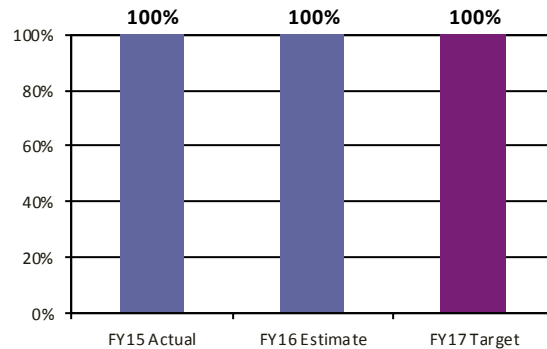
OCCUPATIONAL HEALTH

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. Data on the timeliness of pre-employment medical exams 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, annual federal mandated exams and vaccinations required for compliance with various federal and state regulations. The program is currently meeting its goal for providing physical exams within two days but anticipates an increase in demand in the coming year as additional physical exam requirements are implemented in the Police and Fire Departments and the clinic continues providing services for newly identified needs to all City Departments.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled 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	4,007	3,922	4,600	4,250
Output	# of medical consultations provided	2,578	1,913	2,500	2,500

Occupational Health Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Occupational Health	1.90	\$453,045	1.95	\$456,187	1.95	\$456,913
Line of Business Total	1.90	\$453,045	1.95	\$456,187	1.95	\$456,913

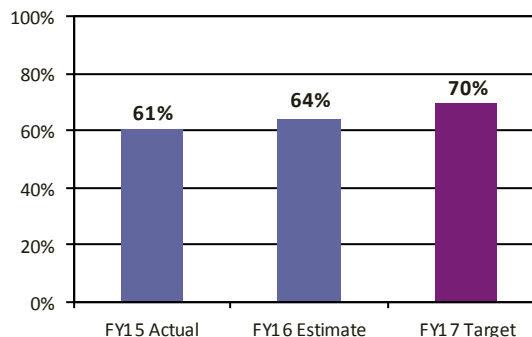
OPERATIONS

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 FULL TIME, NON-UNIFORMED CITY EMPLOYEES WHO CONTINUE CITY EMPLOYMENT FOR AT LEAST 24 MONTHS BEYOND DATE OF HIRE

Why is this measure important?

An accurate classification system and a competitive compensation system are critical for the successful recruitment, selection, and retention of a qualified workforce. Job descriptions are utilized to develop recruitment and selection materials. Job descriptions that do not accurately reflect the requirements and essential job functions of positions can result in the recruitment and selection of candidates who lack the required knowledge, skills, and abilities to successfully perform the duties of the positions for which they were hired. Additionally, if the compensation system is not competitive, City departments may be unable to attract and retain highly qualified employees.



What do these numbers tell us?

City departments rely on skilled and highly qualified employees to deliver services to our citizens. High turnover reduces efficiency in service delivery, as well as increases costs associated with recruiting and training. Additionally, valuable institutional knowledge is lost when employees separate from employment with the City. While there are several factors that impact employee turnover, compensation and initial selection are among them. This measure is an important indicator of compensation competitiveness and accuracy of classification for recruitment and selection of the most qualified candidates for positions.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of classification and compensation reviews completed in 60 days or less from receipt of the completed job content questionnaire	97%	99%	67%	100%
Result	% of full-time, non-uniformed City employees who continue City employment for at least 24 months beyond date of hire	61%	64%	70%	70%
Output	# of classification and compensation reviews completed	30	16	30	28
Output	# of job descriptions developed or updated	47	41	60	297

The Employment Program provides recruitment, assessment, placement, and consulting services to City departments so they can hire qualified employees in a timely manner.

Employment		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of final candidate referrals sent to hiring supervisors within 30 calendar days of the close of the vacancy advertisement	71%	60%	85%	70%
Result	% of newly hired employees (non-uniform) who remain employed with the City past their probationary period	71%	79%	85%	80%
Result	% of City Departments that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data	5%	5%	30%	11%
Result	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data	38%	38%	50%	45%
Output	# of selection procedures conducted	454	354	400	360
Output	# of applications processed	19,615	17,928	18,000	18,000

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.

		FY15	FY16	FY16	FY17
Human Resources Information Services		Actual	Estimate	Target	Target
Result	% of customers surveyed that are satisfied with the accuracy of personnel related information provided	82%	82%	80%	80%
Result	% of customers surveyed that are satisfied with the timeliness of personnel related information provided	77%	77%	75%	80%
Result	% of employee termination transactions processed within 7 calendar days of receipt	93%	99%	90%	98%
Result	% of employees who use online self-service to update personal information that rate the online service as satisfactory	82%	82%	80%	82%
Output	# of personnel transactions completed	37,478	38,155	20,000	25,000
Output	# of employee termination transaction requests processed	480	844	100	450

Operations Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Classification and Compensation	2.60	\$228,338	3.30	\$288,856	3.25	\$321,665
Employment	5.55	432,434	5.40	483,109	4.35	419,761
HR Information Services	3.30	310,821	3.20	282,229	3.20	283,088
Line of Business Total	11.45	\$971,593	11.90	\$1,054,194	10.80	\$1,024,514

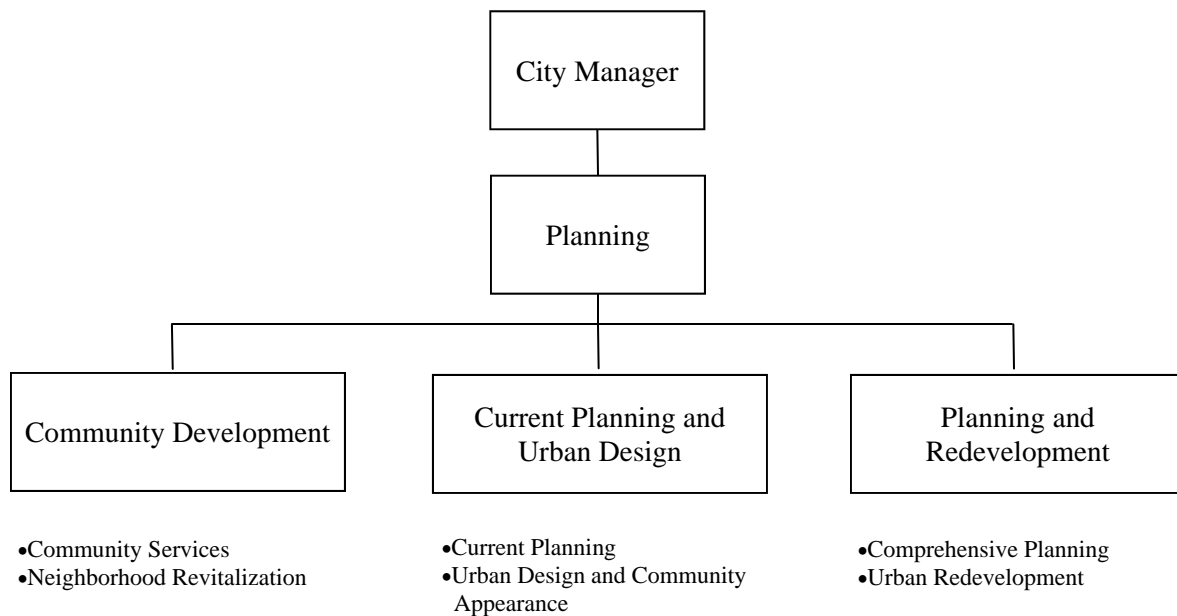




Planning

AUBREY HAMMONTREE, DIRECTOR

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DEPARTMENT MISSION

THE MISSION OF THE PLANNING DEPARTMENT IS TO PROVIDE COMPREHENSIVE COMMUNITY PLANNING AND DEVELOPMENT SERVICES TO CURRENT AND FUTURE OKLAHOMA CITY RESIDENTS AND BUSINESSES SO THEY CAN LIVE AND WORK IN A VIBRANT AND 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.
 - Continue providing permanent supportive housing for homeless families and individuals.

Strategic Results

Annually, through 2018, the Planning Department will address 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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
58%	58%	75%	75%

- 65% of citizens surveyed will be satisfied with each attribute of their neighborhood (safety, appearance, property maintenance, sense of community, amenities, and overall quality)

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
57%	57%	65%	65%

- 85% of homeless in permanent supportive housing will remain housed for more than six months

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
78%	78%	85%	85%

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, affordable central city neighborhoods driving population to outlying areas with better public education
- 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 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, Comprehensive Plan, 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.



The Paseo District, image courtesy
of www.kennbird.com

Strategic Results

The Planning Department will influence revitalization and redevelopment within the urbanized areas of the city as evidenced by:

- By the end of FY20, 100% of participating Commercial District Revitalization Program districts will maintain or increase sales tax revenue

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
55%	55%	58%	58%

- 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.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
18.85%	18.85%	6.18%	6.00%

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.
- Develop, adopt and implement the Sustainability Plan.
- Complete studies and surveys funded through HUD Sustainable Communities Grant.
- Initiate and complete Phase 3: Policy Development of the public input process.
- Develop policies and strategies to increase mixed market housing development.
- 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.
- 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.



Public participation in a Growth Scenario
Workshop for planokc.

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	100%	100%	100%

- 20% of development/redevelopment will be in the inner-loop annually

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
23%	20%	20%	20%

- 100% of rezoning applications approved by Council will be consistent with the Comprehensive Plan

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
98%	96%	80%	100%



BikeWalkOKC is Oklahoma City’s bicycle-pedestrian master plan, which promotes safer, healthier, and more enjoyable active transportation choices for cyclists and pedestrians.

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.
- Establish a methodology to ensure participation in the development and implementation of adopted plans.
- Involve City departments in the development of actions in the Comprehensive Plan, and obtain a commitment to assign a liaison to communication progress toward implementing action items with Planning staff.

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	100%	100%

- 100% of City departments will develop an interdepartmental coordination process for City projects, plans, programs and policies

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
0%	100%	100%	100%



Sustainability group tours OG&E solar farm with OU college students.

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$154,602	0.00
2. Deletes a Program Planner position in the Planning and Redevelopment line of business and assigns workload to remaining staff	(\$115,745)	(1.00)

Grant Funds	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$42,179	0.00
2. Adds newly anticipated funding, most of which will pay for housing rehabilitation and homeless housing and services program delivery work	\$10,289,412	0.00
3. Deletes Administrative Coordinator position and transfers duties related to CDBG Disaster Recovery grants administration to existing staff	(\$84,512)	(1.00)



Two new affordable homes in the SNI neighborhood Classen-Ten-Penn. These homes were funded through a federal grant and built by Positively Paseo, a Community Housing Development Organization.

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$860,033	\$1,254,877	\$1,209,127	-3.65%
Community Development	567,562	566,003	577,746	2.07%
Current Planning & Urban Design	458,706	811,113	872,044	7.51%
Planning & Redevelopment	1,633,529	1,273,792	1,201,220	-5.70%
Total Operating Expenditures	\$3,519,830	\$3,905,785	\$3,860,137	-1.17%
Non-Operating Grants Expenditures				
Administration	\$0	\$13,229	\$8,827	-33.28%
Community Development	16,584,456	27,730,404	40,235,774	45.10%
Planning & Redevelopment	1,065,857	1,060,955	1,569,384	47.92%
Total Grant Expenditures	\$17,650,313	\$28,804,588	\$41,813,985	45.16%
Non-Operating Special Purpose Expenditures				
Arts & Cultural Affairs	\$187,335	\$2,848,699	\$474,522	-83.34%
Mayor's Round Table	51,273	129,574	122,175	-5.71%
Other	0	616	10,215	1558.28%
Total Special Purpose Expenditures	\$238,608	\$2,978,889	\$606,912	-79.63%
Department Total	\$21,408,751	\$35,689,262	\$46,281,034	29.68%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$3,519,830	\$3,905,785	\$3,860,137	-1.17%
Grants Management Fund	17,650,314	28,804,588	41,813,985	45.16%
Special Purpose Fund	238,608	2,978,889	606,912	-79.63%
Total All Funds	\$21,408,752	\$35,689,262	\$46,281,034	29.68%

POSITIONS

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	27.50	29.50	28.25	-4.24%
Grants Management Fund	21.50	20.50	19.75	-3.66%
Department Total	49.00	50.00	48.00	-4.00%

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	10.35	13.85	7.00	-49.46%
Community Development	14.65	14.65	20.75	41.64%
Current Planning & Urban Design	6.00	9.00	9.10	1.11%
Planning & Redevelopment	18.00	12.50	11.15	-10.80%
Department Total	49.00	50.00	48.00	-4.00%



Painting of VIBRATORY MESSAGES GENERATED BY TETHERED BEES by Scott Henderson and Ben Stookey at 5219 N. Western in the Western Avenue District.

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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	14%	21%	78%	78%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	98%	90%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	71%	19%	95%	95%
Result	% of performance evaluations completed by the review date	27%	43%	95%	95%
Output	# of FTEs supported	46	50	49	48
Output	\$ amount of operating expenditures managed	\$3,390,720	\$3,669,034	\$3,903,539	\$3,860,137

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 the Arts program for departments, citizens and artists so that they can generate direct economic benefit, enhanced quality of life, improved health and educational enrichment.

Arts and Cultural Affairs		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% change in public art investment (as evidenced by permits annually)*	N/A	N/A	N/A	5%
Result	% of public art projects reviewed by the Arts Commission that result in final installation within 12 months	50%	0%	20%	20%
Output	# of artists submissions for City arts projects	152	199	300	200
Output	# of attendees at public art meetings	747	1,849	300	500
Output	# of projects installed	12	5	15	15

* Data collection will begin in FY17.

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.

		FY15	FY16	FY16	FY17
Grant and Financial Management		Actual	Estimate	Target	Target
Result	% of grant awards that are in compliance with the terms of their agreement	100%	100%	100%	100%
Output	\$ amount of grants disbursed	\$13,179,050	\$17,240,928	\$14,400,000	\$30,500,000

The Office of Sustainability Program provides sustainability planning, 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.

		FY15	FY16	FY16	FY17
Office of Sustainability		Actual	Estimate	Target	Target
Result	% of residents surveyed that agree Oklahoma City pursues economic prosperity, environmental quality and social equity in a way that protects the ability for future generations to thrive*	N/A	N/A	N/A	65%
Output	# of outreach and education events held	N/A	14	15	20
Output	# of outreach and education event participants	N/A	400	700	700
Output	\$ of residential energy efficiency loans closed	N/A	\$71,789.74	\$55,000.00	\$60,000.00
Output	# of residential energy efficiency loans closed	N/A	6	7	7

* Survey results will be reported in FY17.

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	3.50	\$860,033	5.50	\$1,101,318	3.50	\$882,158
Arts & Cultural Affairs	0.00	0	1.50	153,559	1.50	\$151,992
Grant & Financial Management	6.85	0	6.85	13,229	0.00	8,827
Office of Sustainability	0.00	0	0.00	0	2.00	\$174,977
Line of Business Total	10.35	\$860,033	13.85	\$1,268,106	7.00	\$1,217,954

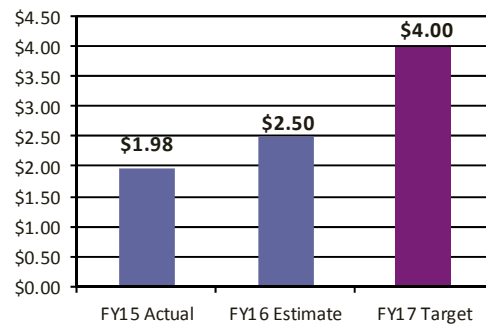
COMMUNITY DEVELOPMENT

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 - \$ VALUE OF NON-CITY INVESTMENT PER \$ VALUE OF CITY INVESTMENT

Why is this measure important?

The Strong Neighborhood Initiative (SNI) funds are being strategically spent in three distressed neighborhoods that have experienced local disinvestment — Classen Ten Penn/Gatewood, Classen’s North Highland Park, and Culbertson’s East Highland. This measure of new private dollars invested in the area reflects increasing market demand and confidence by both investors and financial institutions. This confidence relates to the increasing stability and desirability of the neighborhoods. The ultimate goal is for private dollars invested to consistently outnumber public dollars at a minimum 4 to 1 ratio.



What do these numbers tell us?

The City is investing public (federal) dollars for neighborhood infrastructure, housing, education and beautification in three economically depressed areas. Collaboratively, these projects are designed to catalyze market confidence and investment. Over time, we hope to see private dollars continuing to increase to a point where these neighborhoods are stable and thrive without continued focused public investment.

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.

Community Services		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of homeless in permanent supportive housing that remain housed for more than six months	78%	78%	85%	85%
Output	# of homeless persons housed	612	612	500	500

The Neighborhood Revitalization Program provides needed resources to enable current and prospective residents in distressed areas to live in stable, attractive and well maintained neighborhoods.

Neighborhood Revitalization		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of Community Development resources concentrated in target revitalization areas for economic development, housing activities and public facilities for low and moderate income populations	58%	58%	75%	75%
Result	\$ value of non-City investment per \$ value of City investment	\$1.98	\$2.50	\$2.00	\$4.00
Result	% change in property values in Strong Neighborhood Initiative Areas	-6%	3%	3%	10%
Result	% change in vacant properties in Strong Neighborhood Initiative Areas	0%	0%	-2%	-2%
Output	# of down payment assistances provided	59	50	70	70
Output	# of households assisted in Strong Neighborhood Initiative Areas	565	1,043	100	750
Output	# of housing units assisted or built	212	374	220	350

Community Development Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Services	3.30	\$10,648,019	3.30	\$19,373,628	3.45	\$13,394,839
Neighborhood Revitalization	11.35	6,504,000	11.35	8,922,779	17.30	27,418,681
Line of Business Total	14.65	\$17,152,019	14.65	\$28,296,407	20.75	\$40,813,520



Planning staff with members of the Coalition to End Homelessness celebrating Stand Up for Transportation Day on April 9, 2015.

CURRENT PLANNING AND URBAN DESIGN

The purpose of the Current Planning and Urban Design Line of Business is to provide code related studies and development review studies to decision makers and the community so they can make informed decisions regarding growth and development, and experience a vibrant, attractive community.

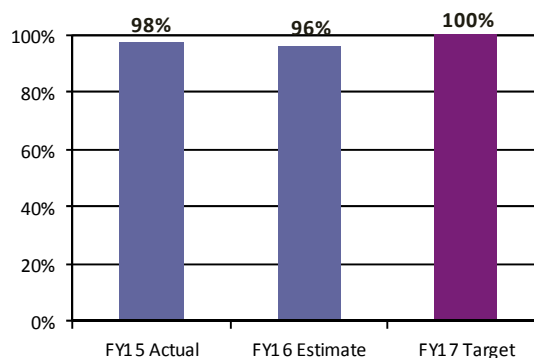
FOCUS ON PERFORMANCE -% OF REZONING APPLICATIONS APPROVED BY CITY COUNCIL THAT ARE CONSISTENT WITH THE COMPREHENSIVE PLAN

Why is this measure important?

This measure indicates how well the goals and policies of the Comprehensive Plan remain relevant to the public and City leadership. The number demonstrates that the guiding principles included in the plan are being fulfilled.

What do these numbers tell us?

Higher performance indicates public goals reflected in the Comprehensive Plan are being met as zoning decisions are being considered by the City Council.



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 implement the Comprehensive Plan.

Current Planning		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of rezoning applications approved by City Council that are consistent with the comprehensive plan	98%	96%	80%	100%
Result	% of Planning Commission decisions on Comprehensive Plan amendments that are consistent with staff recommendations	N/A*	100%	100%	100%
Output	# of rezoning applications reviewed by staff	153	140	60	100

* No amendments considered in FY15.

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.

		FY15	FY16	FY16	FY17
Urban Design and Community Appearance		Actual	Estimate	Target	Target
Result	% of citizens surveyed who say they are satisfied with the appearance of the community	62%	62%	65%	65%
Result	% of change in property values within all design districts	12%	12%	6%	7%
Output	# of buildings in design districts	4,961	4,961	5,000	5,000
Output	# of applications reviewed in design districts	680	661	500	600

Current Planning and Urban Design Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Current Planning	2.10	\$138,024	3.50	\$338,376	2.80	\$274,912
Urb Dsgn & Community Appear	3.90	320,682	5.50	472,737	6.30	597,132
Line of Business Total	6.00	\$458,706	9.00	\$811,113	9.10	\$872,044



Historic Preservation Realtor Workshop. Staff offers training for Real Estate professionals about the advantages of historic homes, as well as the design guidelines.

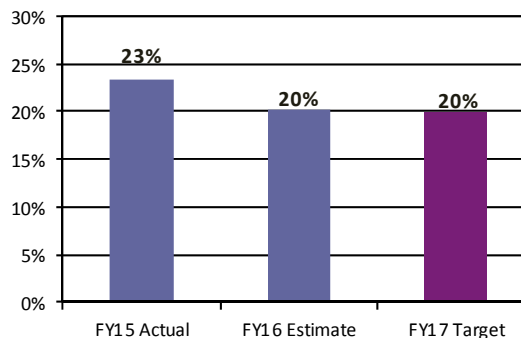
PLANNING AND REDEVELOPMENT

The purpose of the Planning and Redevelopment Line of Business is to develop and implement plans, studies, and design services for 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?

Council priorities related to Thriving Neighborhoods, Strong Financial Management, and Transportation are all supported by revitalization of the “inner loop.” Tracking the amount of development activity in this area helps us understand some of the market forces that impact revitalization. The inner loop is well served by existing public infrastructure, such as roads, utilities, and parks - and by City services, such as police, fire, and public transportation. Revitalizing mature neighborhoods and commercial areas in the inner loop helps us serve more citizens more efficiently.



What do these numbers tell us?

The City focuses planning resources on several special areas within the inner loop, including: Core to Shore, Downtown, the Oklahoma River, Bricktown, Historic Preservation neighborhoods, Urban Design Districts, and Commercial Revitalization corridors, to name a few. Strong development and re-development activity in the inner loop indicates that the Planning Department’s services and planning efforts are effective and valuable.



Construction of a parking garage in the Downtown Business District.

The Comprehensive Planning Program provides plans and studies to policy makers, community groups and the development sector so they can implement the vision of the community as established in the Comprehensive Plan.

		FY15	FY16	FY16	FY17
Comprehensive Planning		Actual	Estimate	Target	Target
Result	% of departments committed to implementing assigned comprehensive plan action items	N/A	100%	100%	100%
Result	% of new development and redevelopment that occurs in the inner-loop	23%	20%	20%	20%
Result	% Comprehensive plan policies implemented or in active use	N/A	33%	5%	38%
Output	# of comprehensive plan policies implemented or in active use	N/A	83.00	4.00	95.00
Output	# of square feet of development citywide	32,322,122	24,539,285	20,000,000	20,000,000

The Urban Redevelopment Program develops and implements initiatives and services for policy makers, property owners and stakeholders so they can create a healthy, sustainable and vibrant urban environment.

		FY15	FY16	FY16	FY17
Urban Redevelopment		Actual	Estimate	Target	Target
Result	% of CDRP districts that have a completed Capital Improvement Plan for consideration in the next General Obligation Bond Authorization	64%	64%	58%	100%
Result	% of CRDP districts that maintain or increase sales tax revenue	55%	55%	58%	58%
Result	% change in property values downtown	6.27%	6.27%	6.00%	3.00%
Result	% change in property values in the Downtown Business Improvement District	18.85%	18.85%	6.18%	6.00%
Output	# of CDRP districts that maintain or increase sales tax revenue	6.00	6.00	7.00	7.00

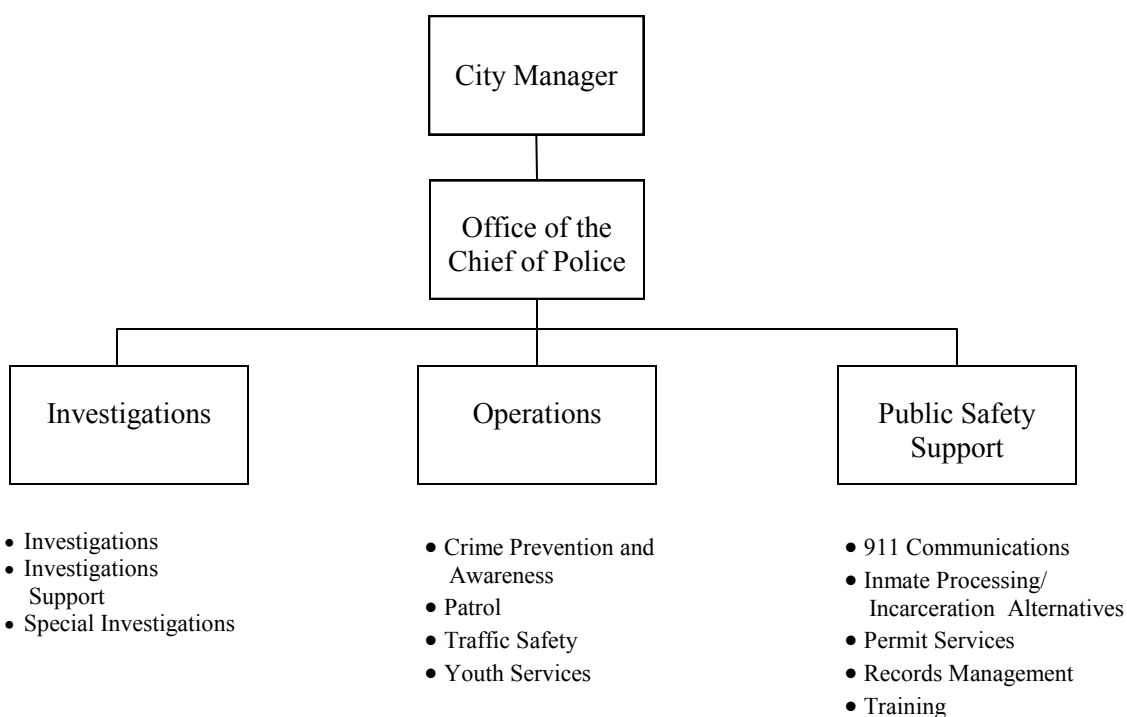
Planning and Redevelopment Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Comprehensive Planning	9.00	\$817,120	4.30	\$577,904	2.95	\$434,084
Urban Redevelopment	9.00	1,882,266	8.20	1,756,843	8.20	2,336,520
Line of Business Total	18.00	\$2,699,386	12.50	\$2,334,747	11.15	\$2,770,604

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 citywide report they feel safe.*



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
51%	51%	55%	55%

- 72% or more of citizens will be satisfied with quality of police services citywide.*

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
69%	69%	72%	72%

- 80% 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.



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
72%	71%	80%	80%

- Violent crime clearance rate will be equal to or above the national average of 46.8%.**

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
69%	67%	68%	68%

- Property crime clearance rate will be equal to or above the national average of 19%.**

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
29%	31%	27%	27%

*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 2013 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.
- Continue to present federal gun charges for prosecution.

Strategic Results

By 2018, the Police Department will address the rise in violent crime and gang violence by:

- 5% reduction in the number of aggravated assaults citywide.



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
13%	13%	5%	5%

- 20% reduction in the number of gang-related deadly weapon assaults.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
25%	25%	20%	20%

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.)
- Maintain 100% of all DNA cases submitted will be analyzed.

Strategic Results

The Police Department will successfully adapt to the challenges posed by the growing availability of advanced technology, as evidenced by:

- By 2018, 100% of all electronic media device forensic examinations will be completed within 30 days.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	75%	100%	90%

- By 2018, 100% of all DNA cases submitted for property and person crimes will be analyzed within 90 days.*

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
58%	50%	100%	100%

*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.

ISSUE 4

Procedural Justice is defined as the idea of fairness in the processes that resolve disputes and allocate resources. It is not a practice but a philosophy and a movement which promotes positive organizational change, upholds police legitimacy in the community, and enhances officer safety.

The need to maintain and increase public trust, if not addressed, will result in:

- Negative public perception
- Decreased ability to recruit candidates
- Decreased citizen satisfaction and cooperation

Strategies

- Continue to review and revise policies and procedures.
- Continue to participate in community outreach through community programs and partnerships.
- Introduce concept of Procedural Justice to employees through recruit and in-service training.
- Continue implementation of body-worn camera program.

Strategic Result

- By 2016, 100 body-worn cameras will be in service.*

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	N/A	N/A

- By 2016, 100% of officers will have received training on the concept of Procedural Justice.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	99%	100%	100%

- By 2018, 72% or more of citizens will be satisfied with quality of police services citywide.**

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
69%	69%	72%	72%

* New measure for FY16.

** Target based on the 2005 Citizen's Survey Results. Measure includes the categories of safe and very safe or satisfied and very satisfied.

MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$1,871,289	-
2.	Adds one civilian investigator position	\$66,148	1.00
3.	Reduces salary reserve by holding 48 Police Officer positions vacant	(\$3,575,009)	
4.	Increase E-911 subsidy	\$503,820	-
5.	Deletes one Police Sergeant serving as the Police Fleet Manager	(\$111,126)	(1.00)
6.	Adds one civilian fleet service administrator to manage the fleet	\$68,530	1.00

Police Sales Tax Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$571,564	-
2.	Reduces contingency budget	(\$1,163,926)	-
3.	Reduces capital projects funding	(\$3,772,527)	-

Emergency Management Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$160,532	-
2.	Adds nine civilian police dispatchers to consolidate Public Safety Communications into non-uniformed positions by deleting nine fire dispatch positions	\$503,820	9.00



EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$21,335,992	\$23,138,791	\$21,502,725	-7.07%
Investigations	36,743,829	35,595,506	35,807,949	0.60%
Operations	96,752,505	103,704,888	101,735,234	-1.90%
Public Safety Support	23,820,288	24,671,284	26,262,596	6.45%
Total Operating Expenditures	\$178,652,614	\$187,110,469	\$185,308,504	-0.96%
Non-Operating Expenditures				
Administration	\$149,860	\$170,684	\$170,000	-0.40%
Investigations	1,347,255	2,647,696	2,011,702	-24.02%
Operations	321,375	2,784,917	3,149,415	13.09%
Public Safety Support	55,940	74,000	74,000	0.00%
Capital Expenditures	6,905,979	27,321,528	22,211,165	-18.70%
Other Non-Operating	4,315,828	327,095	710,178	117.12%
Total Non-Operating Expenditures	\$13,096,237	\$33,325,920	\$28,326,460	-15.00%
Total Department	\$191,748,851	\$220,436,389	\$213,634,964	-3.09%
Less Transfers to City Funds	(\$12,426,679)	(\$12,616,691)	(\$13,183,502)	4.49%
Total All Funds	\$179,322,172	\$207,819,698	\$200,451,462	-3.55%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$132,570,434	\$135,807,056	\$133,934,070	-1.38%
Asset Forfeiture Fund	1,874,430	2,798,428	2,390,873	-14.56%
Capital Improvements Projects Fund	0	235,943	235,943	0.00%
City and Schs Capital Use Tax Fund	374,753	0	40,735	N/A
Court Admin and Training Fund	278,366	340,727	248,700	-27.01%
Emergency Management Fund	7,941,840	8,465,643	9,377,816	10.77%
Grants Management Fund	4,288,241	3,155,394	3,639,140	15.33%
MAPS 3 Use Tax	4,568,493	18,804,753	13,715,970	-27.06%
Police Sales Tax Fund	38,575,394	50,132,268	49,345,587	-1.57%
Police and Fire Equip Sales Tax Fund	1,249,313	645,607	620,848	-3.83%
Special Purpose Fund	27,588	50,570	85,282	68.64%
Total Department	\$191,748,851	\$220,436,389	\$213,634,964	-3.09%
Less Interfund Transfers	(\$12,426,679)	(\$12,616,691)	(\$13,183,502)	4.49%
Total All Funds	\$179,322,172	\$207,819,698	\$200,451,462	-3.55%

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	79.60	81.85	82.05	0.24%
Investigations	292.50	296.50	296.50	0.00%
Operations	862.95	882.95	882.75	-0.02%
Public Safety Support	193.95	193.70	203.70	5.16%
Total Department	1,429.00	1,455.00	1,465.00	0.69%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	1097.14	1121.14	1121.75	0.05%
Emergency Management Fund	82.00	82.00	91.25	11.28%
Grants Management Fund	1.86	1.86	1.00	-46.24%
Police Sales Tax Fund	248.00	250.00	251.00	0.40%
Total Department	1,429.00	1,455.00	1,465.00	0.69%



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

Executive Leadership		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of key measures achieved	68%	62%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	96%	90%	95%
Result	% of underutilized vehicles in the fleet*	N/A	N/A	N/A	N/A
Output	Dollar amount of operating expenditures managed	\$177,654,336	\$181,073,682	\$186,695,241	\$185,308,504
Output	# of FTEs supported	1,314	1,358	1,455	1,465

*New measure for FY16.

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		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of Federal and State required all-hazard emergency or disaster plans reviewed and updated	100%	100%	100%	100%
Result	# of people contacted per presentation or event	N/A	55.67	30.00	100.00
Output	# of exercises conducted	N/A	6	4	4
Output	# of Federal & State all-hazard emergency or disaster plans reviewed or updated	5.00	5.00	5.00	5.00
Output	# of responses to significant events, emergencies or disasters	22	15	12	12
Output	# of citizens contacted through public education and outreach presentations, events or opportunities	N/A	1,002	450	2,400
Output	# of public education and outreach presentations, events or opportunities	N/A	18	15	24
Output	# of external partner exercises participated in and/or assisted with	N/A	4	4	4
Output	# of responder training courses coordinated, sponsored and/or conducted	N/A	20	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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of applications received from minority applicants as a result of recruiting efforts	78%	78%	80%	80%
Result	% of performance evaluations completed by the review date	66%	67%	95%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	49%	75%	95%	95%
Output	# of minority recruits hired as a result of recruiting efforts	17	16	30	10
Output	# of candidates hired through online recruiting efforts	N/A	50	50	12

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of admin investigations completed within six months	78%	62%	67%	67%
Output	# of criminal investigations	7	7	6	6
Output	# of administrative investigations	37	38	30	30

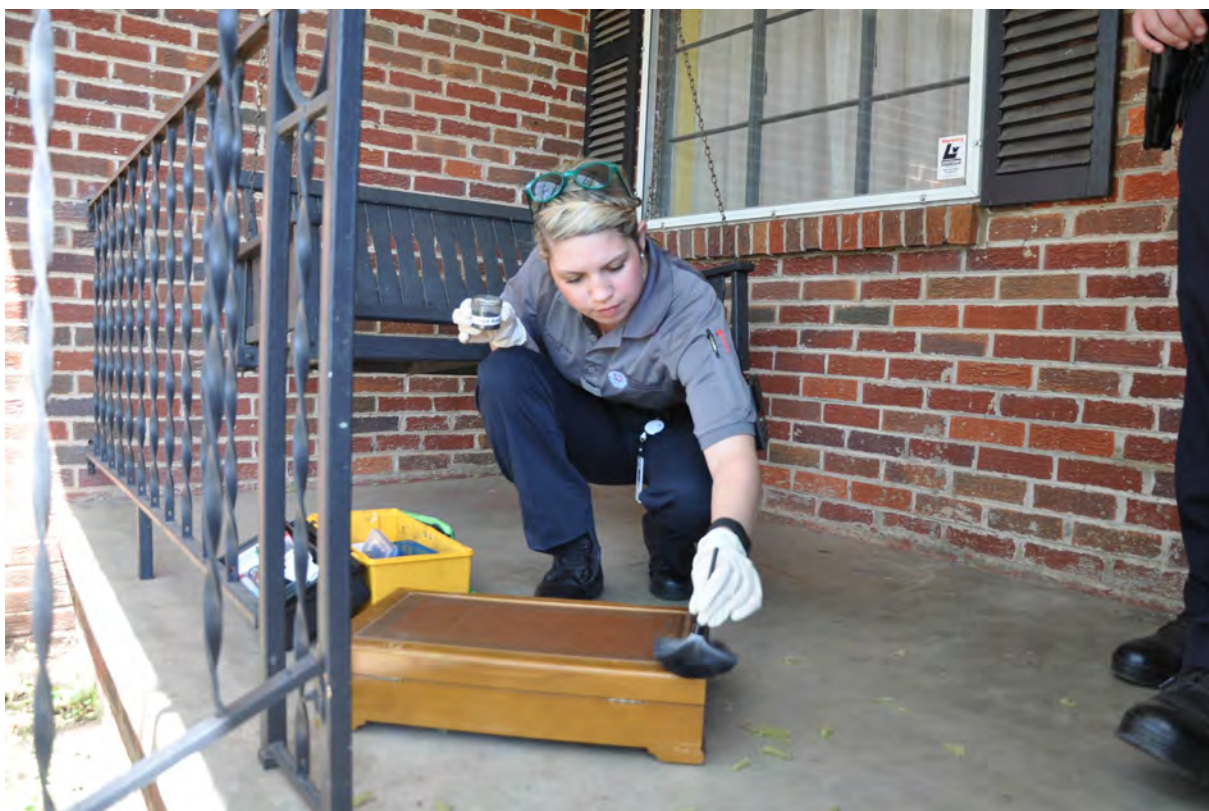
The Public Information Program provides media and open record response services to the public so they can be aware of Police Department programs, activities, and cases being investigated.

Public Information		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	# of views per Facebook post*	N/A	159,580.49	N/A	N/A
Output	# of written news releases produced through the PIO	214	373	175	175
Output	# of media requests responded to	6,149	6,423	6,320	6,320
Output	# of views of Facebook posts*	N/A	101,174,000	N/A	N/A
Output	# of citizen requests responded to	493	3,094	1,680	1,680

*New measure for FY16.

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	24.40	\$13,474,016	0.00	\$2,400	0.00	\$0
Executive Leadership	19.85	3,764,097	46.40	19,267,658	46.60	17,631,280
Emergency Management	3.35	463,197	3.35	418,833	3.10	395,156
Human Resources	14.00	1,422,158	14.00	1,276,333	14.00	1,256,673
Professional Standards	9.90	1,225,087	9.90	1,249,335	9.90	1,315,058
Public Information	8.20	972,414	8.20	924,232	8.20	904,558
Line of Business Total	79.70	\$21,320,968	81.85	\$23,138,791	81.80	\$21,502,725



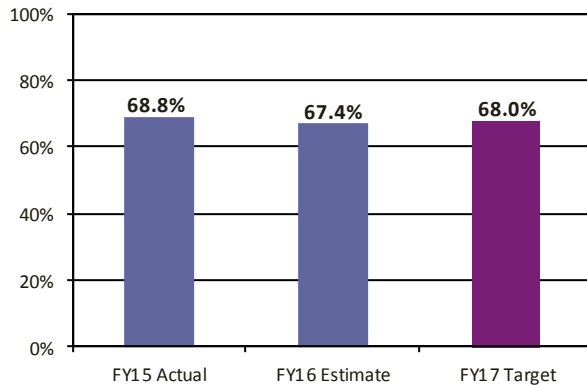
INVESTIGATIONS

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 PERSON 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 numbers tell us?

The clearance rate for person crimes through December is 67.6%, a small decline from FY15. History shows minor fluctuations from year to year like there are changes in the number of cases received. The Investigations Bureau will continue to strive to improve upon the performance in this area.

The Investigations Program provides investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

Investigations		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of person crimes cleared by arrest, prosecution, or other means	69%	67%	68%	68%
Result	% of property crimes cleared by arrest, prosecution, or other means	29%	31%	27%	27%
Output	# of investigations conducted (all investigations including Municipal Court charges as well as State Court charges)	32,252	34,016	32,000	34,000
Output	# of cases filed based on DNA profile where suspect is not identified by name	24	14	100	100

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of peer reviewed validated crime lab results delivered within time standards -fingerprint within 7 business days -controlled substance within 30 days -DNA within 90 days -firearm examinations completed within 30 days	66%	68%	100%	100%
Output	# of body-worn cameras in service*	N/A	N/A	N/A	N/A
Output	# of firearms entered into the National Integrated Ballistic Information Network	1,378	1,123	1,400	1,000
Output	# of crime lab tests conducted	52,338	47,929	55,000	55,000

*New measure for FY16.

The Special Investigations Program provides investigative services to investigators and prosecutors so they can achieve successful prosecution of criminal offenders.

Special Investigations		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	# of drive-by shootings per 100,000 residents	9.83	8.52	17.88	17.88
Result	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	521.12	674.37	483.00	600.00
Result	% of graffiti crimes cleared by arrest, prosecution, or other means	101%	104%	50%	75%
Result	# of gang-related deadly weapon assaults per 100,000 residents	10.15	7.08	14.90	14.90
Output	# of graffiti crimes cleared by arrest, prosecution, or other means	217	261	50	131
Output	# of graffiti investigations conducted by Special Investigations	214	251	100	175
Output	# of computer, digital, electronic and other media device forensic examinations completed	416	494	402	402

Investigations Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Investigations	142.45	\$18,159,897	142.45	\$17,786,898	142.45	\$17,900,184
Investigations Support	74.55	7,908,188	77.55	8,397,139	76.55	8,228,536
Special Investigations	75.50	10,675,743	76.50	9,411,469	77.50	9,679,229
Line of Business Total	292.50	\$36,743,828	296.50	\$35,595,506	296.50	\$35,807,949

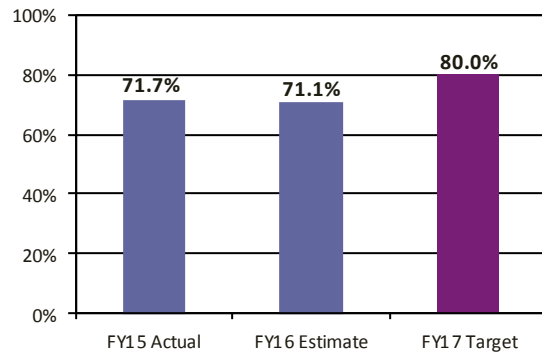
OPERATIONS

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 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 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 71.1% of the 8,791 total Priority 1 calls received within 9 minutes and 30 seconds. This level of response has been achieved despite responding to over 183,661 total calls through the first half of the year. The large geographical area of the City, combined with shifts in density, changing crime patterns and activity, and 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of crime prevention and awareness training participants who report they received important/useful information	100%	100%	96%	96%
Output	# of crime prevention and awareness participants trained	6,680	6,730	6,550	6,550
Output	# of criminal nuisance abatement cases	170	233	185	185

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 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	72%	71%	80%	80%
Result	% decrease in aggravated assaults	13%	13%	5%	5%
Result	% of citizens citywide reporting they feel safe	51%	51%	55%	55%
Result	% of citizens reporting they are satisfied with the quality of police services citywide	69%	69%	72%	72%
Result	% of officers that achieve the minimum performance standards per hour for their patrol shift and division	73%	78%	80%	80%
Output	# of calls for service answered	360,734	367,419	370,000	370,000
Output	# of self-initiated events provided	70,264	66,162	75,000	75,000
Output	# of hours of time on call provided	281,852.00	288,003.95	280,000.00	280,000.00
Output	# of specialized unit responses provided	86	61	86	86
Output	# of helicopter hours flown	1,438.60	1,530.28	1,500.00	1,500.00
Output	# of special event security hours provided	25,099.80	32,274.89	22,000.00	22,000.00

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of citizens that are satisfied with traffic enforcement	58%	58%	58%	58%
Result	# of traffic collisions per 1,000 residents of Oklahoma City metro area	24.57	26.17	25.07	25.07
Result	# of traffic fatalities per 1,000 residents of Oklahoma City metro area	0.13	0.16	0.12	0.12
Result	# of traffic contacts per 1,000 residents of Oklahoma City metro area	168.52	151.87	183.84	183.84
Output	# of traffic contacts made	102,901	92,730	110,000	110,000
Output	# of traffic collision investigations completed	15,001	15,977	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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	# of crimes reported to School Resource Officers in schools per 1,000 students	4.90	5.12	5.09	5.06
Result	% decrease in truancy rate of students served by truancy officers	52%	40%	50%	50%
Output	# of youths served in PCR educational programs	10,933	12,065	10,000	10,000
Output	# of youths processed by all of OCPD through Community Intervention Center.	1,176	1,227	1,200	1,200
Output	# of students served by truancy officers	9,677	7,859	8,000	8,000

Operations Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Crime Prevention and Awareness	10.20	\$1,067,578	10.20	\$1,286,130	10.20	\$1,309,611
Patrol	704.60	77,504,207	724.60	84,710,251	722.00	82,371,077
Traffic Safety	114.30	12,735,660	114.30	12,887,110	116.70	13,249,956
Youth Services	33.85	5,445,060	33.85	4,821,397	33.85	4,804,590
Line of Business Total	862.95	\$96,752,505	882.95	\$103,704,888	882.75	\$101,735,234

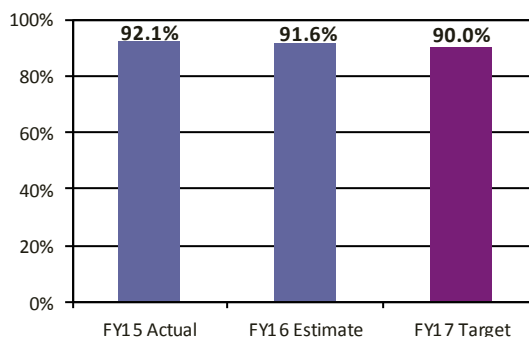
PUBLIC SAFETY SUPPORT

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 FY16, 91.5% of the 363,833 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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	84%	84%	85%	85%
Result	% of 911 calls answered within 10 seconds	92%	92%	90%	90%
Output	# of emergency calls serviced	973,911	1,051,754	1,000,000	1,100,000

The Inmate Processing/Incarceration Alternatives 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 Alternatives		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of arrestees booked in the jail, by any law enforcement agency, who are accurately identified at the time of booking/intake	98%	98%	100%	100%
Output	# of arrestees (OCPD and City Marshal) processed	29,006	28,701	29,000	29,260
Output	# of inmate days utilized	48,045	43,086	52,195	43,800
Output	# of Detox admissions provided	5,798	5,212	6,000	5,300

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of alarm responses with alarm permits	36%	34%	45%	45%
Result	% of total alarm responses that are false alarms	97%	97%	93%	93%
Output	# of all permits and renewals processed	40,825	37,724	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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of priority reports entered within 24 hours	100%	98%	100%	100%
Result	% of non-priority reports entered within 7 days	100%	96%	100%	100%
Output	# of priority reports entered	N/A	120,576	130,000	121,000
Output	# of non-priority reports entered	N/A	42,384	44,750	43,000

The Training Program provides basic and continuing education services to public safety personnel so they can receive and maintain the knowledge and skills needed to provide public safety services.

Training		FY15 Actual	FY16 Estimate	FY16 Target	FY17 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	67%	70%	75%	75%
Result	% of officers who have received training on the concept of Procedural Justice	N/A	99%	100%	100%
Output	# of training hours provided to officers	2,831	3,492	2,000	2,600
Output	# of recruits that graduate from the Police Training Academy	41	41	90	60

Public Safety Support Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications	83.55	\$11,307,196	84.30	\$11,901,468	93.30	\$13,523,956
Incarceration Alternatives	0.00	9,252	0.00	0	0.00	0
Inmate Processing / Incarceration Alternatives	14.45	4,054,269	13.45	3,995,787	13.45	3,942,832
Permit Services	6.15	543,361	5.15	519,736	5.15	513,492
Records Management	77.95	5,743,035	78.95	6,141,356	79.95	6,246,625
Training	11.85	2,163,166	11.85	2,112,937	11.85	2,035,691
Line of Business Total	193.95	\$23,820,280	193.70	\$24,671,284	203.70	\$26,262,596

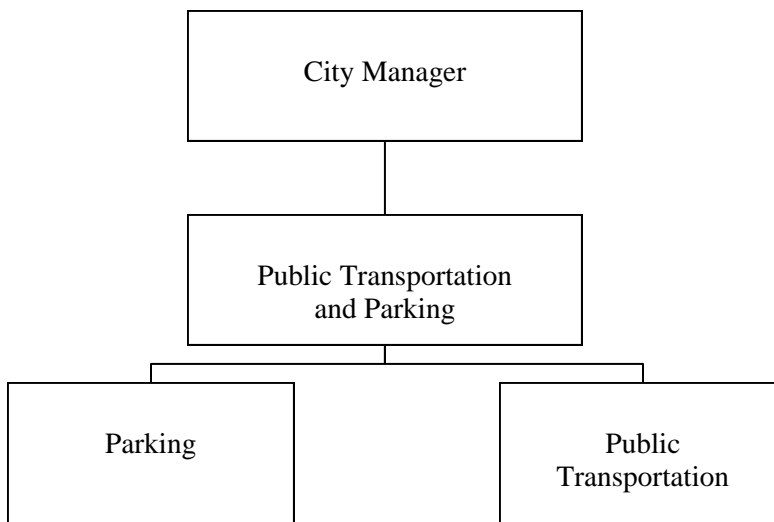




Public Transportation and Parking

JASON FERBRACHE, DIRECTOR

jason.ferbrache@okc.gov



- Municipal Off-Street Parking
- On-Street Parking Meter
- Bus Operations
- EMBARK Plus
- ADA Transportation
- Facilities Management
- Fleet Management
- Oklahoma River Cruises
- Social Services Transportation
- Spokies Bike Share
- Streetcar

DEPARTMENT MISSION

THE MISSION OF THE PUBLIC TRANSPORTATION AND PARKING DEPARTMENT IS TO PROVIDE DEPENDABLE MULTIMODAL PUBLIC TRANSPORTATION AND DOWNTOWN OKLAHOMA CITY PARKING SERVICES TO THE RESIDENTS 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
- Difficulty attracting new customers
- 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 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 schedule adherence of each bus so contingency drivers and equipment can be used to improve on time performance.
- Complete equipment and facility preventative maintenance work on schedule.
- Replace outdated mechanical parking meters and unsupported modems in electronic meters.
- Continue annual capital improvement projects to parking, bus, bike share and ferry assets.
- Develop Transit Asset Management plan as mandated by the Federal Transportation Administration.

Strategic Results

By 2018, 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.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
68%	66%	75%	75%

- No more than 1% of electronically metered parking hours will be lost to meter malfunction.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
0.00%	0.01%	1.00%	1.00%

- 95% of the EMBARK bus fleet will be within lifecycle.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
70%	70%	70%	81%

ISSUE 2

Continual difficulty in recruiting, developing and retaining a skilled and well trained workforce, due to a competitive compensation environment, varying shifts, and governing regulations, 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.
- 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.
- Develop succession plan.
- Develop recruitment plan.
- Provide customer service training for operators.

Strategic Results

By 2019, Public Transportation and Parking customers will benefit from a skilled workforce that provides safe service, as evidenced by:

- Accidents will be at or below 1.5 per 100,000 miles.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
2.40	3.59	2.34	2.40

By 2019, the Public Transportation and Parking Department will retain a well trained workforce, as evidenced by:

- Annual turnover rate of employees will be less than 13%.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
17%	22%	12%	12%

ISSUE 3

Increasing demand for various modes of transportation, inadequate coordination between public and private entities, and lack of dedicated 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 residents to get to work, medical appointments, shopping, school, daycare, recreational activities and access other basic services
- Missed opportunities for effective partnerships and economic development

Strategies

- Demonstrate use of available resources through reports to residents and riders that convey accomplishments using transit system metrics and goals.
- Maximize ridership through additional system enhancements for bus, ferry and bike share.
- Seek funding alternatives for timely replacement of buses that have reached the end of their economic, useful life.
- Develop and implement street car operations plan.

Strategic Results

By 2019, in light of funding challenges, public transportation services will make the best use of available resources, as evidenced by:

- Passengers per weekday bus service hour will be at or above 20.



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
17.80	17.83	18.50	18.50

- Passengers per ferry service hour will be at or above 10.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
11.57	10.26	10.00	11.00


- Average Spokies riders per month will be at or above 500.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
680	705	704	700

- Operating expenses will be at or below \$7.50 per fixed route bus passenger.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
\$5.84	\$6.22	\$7.04	\$7.50

- Average frequency for EMBARK weekday bus service will be less than 30 minutes.



FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	36.75	30.00	30.00

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 addressed, will result in:

- Missed opportunities to attract new customers
- Diminished community support and confidence
- Decreased customer satisfaction

Strategies

- Develop, implement and maintain technology-based customer programs and technology PM program (Ranger, APC's, cameras, Annunciations).
- Improve and increase customer service training.
- Maintain clean and safe parking, bus, bike share 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.
- Construct new transit shelters and transit stop improvements.
- Influence selection of customer amenities for Santa Fe Intermodal Transportation Hub to accommodate transfers between various modes of transportation.
- Serve on the Regional Transit Authority Task Force to develop a regional transit authority.

Strategic Results

By 2019, Public Transportation and Parking customers will experience increased customer satisfaction, as evidenced by:

- 80% of public bus transportation customers surveyed will state they are satisfied with services.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
68%	70%	78%	78%

- 98% of public ferry transportation customers surveyed will state they are satisfied with services.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	100%	100%

- 80% of public bike share transportation customers surveyed will state they are satisfied with services.*

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	80%	80%

- 90% of off-street parking services customers surveyed will state that they are satisfied with services.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
83%	91%	93%	94%

* New measures for FY16.

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	(\$10,863)	-
2. Reduces General Fund subsidy to COTPA	(\$1,359,597)	
3. Charges funding source from General Fund subsidy to Non-Departmental funding	(\$804,249)	

Parking Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	(\$29,943)	-
2. Increases administration chargeback	\$78,328	-
3. Adds a Municipal Accountant II position to assist with financial recording and reporting	\$69,945	1.0
4. Adds a Procurement Coordinator to coordinate purchasing	\$19,684	0.25

Transit Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$8,734	-
2. Increases administration chargeback	\$171,032	-
3. Increases to the Regional Transit Authority Membership	\$287,073	-
4. Adds a Procurement Coordinator to coordinate purchasing	\$59,050	0.75
5. Adds an Unit Operations Supervisor as part of the Operations and Maintenance reorganization to administer special services	\$78,882	1.00

Central Oklahoma Transportation and Parking Authority (COTPA)	Amount	Positions
1. Reflects the addition of four full time bus operators	\$196,672	-
2. Discontinues Metro Link service	(\$421,915)	-
3. Deletes EMBARK Plus driver position due to low demand	(\$50,069)	(1.00)
4. Reorganizes positions in Operations and Maintenance to add a Bus Operations Specialist, Assistant Fleet Manager and Manager of Scheduling position and delete four various positions.	(\$153,721)	(2.00)
5. Reduces operation funding for Oklahoma River Cruises program	(\$76,706)	-
6. Deletes a Purchasing manager position from COTPA with duties covered by a Procurement Coordinator in the cash fund	(\$77,536)	(1.00)
7. Reduces fuel	(\$670,000)	-

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$1,507,999	\$2,317,907	\$3,004,711	29.63%
Parking	502,526	624,317	462,341	-25.94%
Public Transportation	17,564,462	17,191,952	15,699,955	-8.68%
Total Operating Expenditures	\$19,574,987	\$20,134,176	\$19,167,007	-4.80%
Non-Operating Expenditures				
Capital Expenditures	\$0	\$247,850	\$200,500	-19.10%
Total Non-Operating Expenditures	\$0	\$247,850	\$200,500	-19.10%
Department Total	\$19,574,987	\$20,382,026	\$19,367,507	-4.98%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$18,630,592	\$18,624,516	\$16,460,670	-11.62%
Parking Fund	453,303	626,669	812,868	29.71%
Public Transportation Fund	1,624,532	2,599,638	3,117,946	19.94%
Cap. Improvement Projects Fund	0	247,850	200,500	-19.10%
Department Total	\$20,708,427	\$22,098,673	\$20,591,984	-6.82%
<i>Less</i> Interfund Transfers	(\$1,133,440)	(\$1,716,647)	(\$1,224,477)	-28.67%
Total All Funds	\$19,574,986	\$20,382,026	\$19,367,507	-4.98%

These summaries only detail administrative expenditures in the General Fund, Public Transportation Cash Fund and the Parking Cash Fund, which are The City of Oklahoma City funds. The entire operating 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 FY16 was \$38.9 million and the FY17 budget is \$36.8 million.

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	18.20	21.20	22.45	5.90%
Parking	3.80	3.80	4.55	19.74%
Public Transportation	6.00	4.00	5.00	25.00%
Department Total	28.00	29.00	32.00	10.34%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Parking Fund	4.25	4.50	6.00	33.33%
Public Transportation Fund	23.75	24.50	26.00	6.12%
Department Total	28.00	29.00	32.00	10.34%

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 266, which includes 234 positions budgeted in COTPA and 32 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 Executive Leadership Program provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	67%	42%	75%	75%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	96%	99%	95%	95%
Result	% of performance evaluations completed by the review date	24%	17%	95%	95%
Result	Annual Turnover Rate of Employees	17%	22%	12%	12%
Output	# of full-time employees supported	229	228	250	250
Output	Dollar amount of operating expenditures managed	\$28,058,475	\$29,632,013	\$32,630,891	\$34,994,502



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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customer calls answered in 30 seconds	74%	79%	85%	85%
Result	% of customer inquiries, requiring staff research and review, responded to within 5 business days	51%	72%	75%	75%
Output	# of customer calls answered	193,575	166,622	210,000	210,000
Output	# of information technology requests closed*	N/A	N/A	N/A	N/A
Output	# of customer inquiries, requiring staff research and review, responded to	1,838	1,719	1,425	1,425

* New measure for FY16.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of FTE Employees without an on-the-job injury (OJ) in the current fiscal year	86%	87%	94%	94%
Result	# of security incidents per 100,000 passengers	0.3241	0.3700	0.1567	0.1515
Result	Estimated cost per claim	N/A	\$6,436	\$7,500	\$6,500
Output	# of safety training sessions conducted	138	120	120	120
Output	# of employees trained	991	1,232	1,200	1,200
Output	# of employees injured on the job	33	31	15	15
Output	# of claims filed	N/A	30	25	22
Output	# of vehicle accidents	78	119	69	71

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	5.00	529,687	11.20	1,689,657	12.45	2,361,370
Business Services	4.20	394,010	0.00	0	0.00	0
Public Information & Customer Relations	9.00	584,302	10.00	628,250	10.00	643,341
Line of Business Total	18.20	\$1,507,999	21.20	\$2,317,907	22.45	\$3,004,711

PARKING

The purpose of the Parking Line of Business is to provide on-street and off-street parking services to residents, visitors, and businesses so they can have parking options in the downtown area.

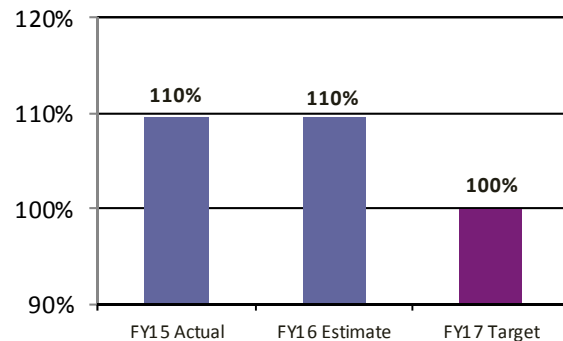
FOCUS ON PERFORMANCE - % OF MONTHLY VEHICLE PARKING SPACES OCCUPIED

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 decreased with the opening of the Art's District Garage, but still reflects a demand that exceeds available spaces.



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.

Municipal Off-Street Parking		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of monthly vehicle spaces occupied	110%	110%	112%	100%
Result	% of off-street parking services customers who are satisfied with services	83%	91%	93%	94%
Result	# of reported security incidents per month	2.58	5.43	1.00	6.00
Output	# of off-street parking maintenance work orders completed	635	595	350	700
Output	# of parking customers served	406,798	351,717	500,000	440,000

The On-Street Parking Meter Program provides parking meter revenue collection, installation, and maintenance services to the City for residents, visitors, and businesses so they can have reliable metered parking.

On-Street Parking Meter		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of electronically metered parking hours lost to malfunction	0.00%	0.01%	1.00%	1.00%
Result	# of faulty meter complaints per metered parking spaces	0.0019	0.0034	0.0100	0.0100
Output	# of parking meter hours provided	261,271.83	261,252.58	261,257.44	261,257.44
Output	# of parking meter repairs provided	27	60	50	50

Parking Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Off-Street Parking	1.00	\$193,500	1.00	\$189,000	1.75	\$132,085
On-Street Parking Meter	2.80	309,026	2.80	435,317	2.80	330,256
Line of Business Total	3.80	\$502,526	3.80	\$624,317	4.55	\$462,341



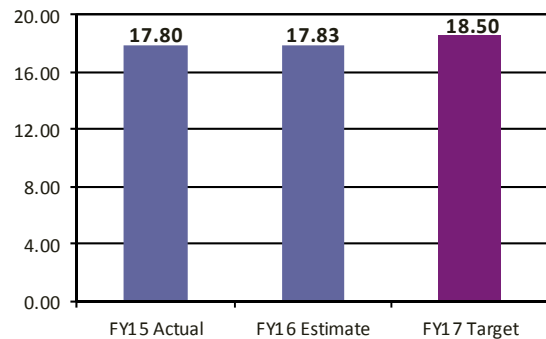
PUBLIC TRANSPORTATION

The purpose of the Public Transportation Line of Business is to provide public transportation services to residents and visitors of the greater Oklahoma City metro area so they can travel in a safe, timely and customer friendly environment.

FOCUS ON PERFORMANCE - # OF BUS PASSENGERS PER WEEKDAY 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 weekday hours that buses are available for passenger pick up or drop off.



What do these numbers tell us?

The Public Transportation and Parking department continues to work to increase ridership through service enhancements such as frequency, longer service hours and public/private partnerships. FY15 experienced increased ridership as a result of service enhancements that began April 28, 2014, even in light of extremely low gasoline prices.

The Bus Operations Program provides bus transportation to residents and visitors in the greater Oklahoma City metropolitan area so they can travel in a convenient, affordable, safe, customer-friendly environment.

Bus Operations		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of on-time bus arrivals	68%	66%	75%	75%
Result	# of passengers per weekday service hour	17.80	17.83	18.50	18.50
Result	# of vehicle accidents per 100,000 miles	2.50	3.87	2.15	2.21
Result	# of customer injury claims per 100,000 service miles	0.93	0.75	0.67	0.66
Result	% of public transportation customers surveyed who are satisfied with services	68%	70%	78%	78%
Result	# of passengers per operating weekday	11,107.67	11,543.06	11,500.00	11,800.00
Result	# of passengers per operating weekend day	3,895.82	4,956.09	4,800.00	5,000.00
Output	# of passenger trips provided	3,085,653	3,221,287	3,191,083	3,300,000
Output	# of service miles driven	2,684,935.21	2,810,320.63	2,839,072.00	2,869,072.00
Output	# of weekday service hours provided	159,128.45	166,680.80	168,256.00	162,011.00
Output	# of weekend service hours provided	15,722.38	15,684.80	15,750.00	15,750.00

The EMBARK Plus 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.

EMBARK Plus ADA Transportation		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of EMBARK Plus trip requests that are fulfilled	98.50%	98.81%	97.00%	97.00%
Result	% of EMBARK Plus trips with on time arrival	92.93%	91.14%	95.00%	95.00%
Result	# of EMBARK Plus transportation accidents per 1,000 service miles	0.02	0.02	0.08	0.08
Result	% of EMBARK Plus calls answered in 30 seconds	70%	62%	79%	79%
Output	# of EMBARK Plus trips provided	43,986	46,723	47,307	47,000
Output	# of EMBARK Plus calls answered	30,403	33,028	33,500	33,500
Output	# of EMBARK Plus reasonable accommodation requests provided*	N/A	N/A	N/A	N/A

* New measure for FY16.

The Facilities Management Program provides facility and grounds maintenance and repair services for residents, visitors, and employees so they can conduct their business in a safe environment that is accessible, clean, and comfortable.

Facilities Management		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of total facility service requests that are unscheduled	68%	56%	96%	50%
Result	% of customers satisfied with cleanliness of Transit Center*	N/A	70%	N/A	N/A
Result	% of customers satisfied with cleanliness of bus shelters*	N/A	N/A	N/A	N/A
Output	# of unscheduled facility service requests completed	406	427	351	351
Output	# of preventative maintenance and scheduled facility service requests completed	191	342	15	350

* New measure for FY16.

The Fleet Management Program provides vehicle maintenance and repair services to customers that utilize the transit system so they can provide bus service in a safe, clean, comfortable and dependable vehicle.

Fleet Management		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	# of miles driven between interruptions in service resulting in lost time	21,712.25	22,239.94	18,000.00	18,000.00
Result	% of fleet available for service*	85%	79%	78%	78%
Result	% of vehicle preventive maintenance procedures completed on time*	36%	101%	95%	95%
Output	# of vehicle preventive maintenance procedures completed	1,493	1,476	1,600	1,600
Output	# of buses in fleet*	27	82	83	83
Output	# of buses available for service*	23	65	65	65
Output	# of vehicle repair work orders completed	5,217	4,701	6,240	6,240

* New measure for FY16.

The Oklahoma River Cruises Program provides river transportation services to residents and visitors in the greater Oklahoma City area so they can travel along the Oklahoma River in a safe, customer-friendly environment.

Oklahoma River Cruises		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	# of passengers per ferry service hour	11.57	10.26	10.00	11.00
Result	% of scheduled ferry service hours lost	13%	8%	3%	3%
Result	% of ferry customers rating service as satisfactory	100%	100%	100%	100%
Output	# of ferry passengers transported	9,303	13,932	10,915	10,545
Output	# of ferry service hours provided	804.23	1,357.42	1,091.27	1,054.37
Output	# of safety drills performed	N/A	174	143	143

The Social Services Transportation Program* provides a variety of contracted, reservation-based transportation to qualified residents, with limited options, of the greater Oklahoma City metro area so they can have access to essential services.

Social Services Transportation		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers rating services as satisfactory	95%	95%	95%	95%
Result	% of social services requests that are satisfied	132%	N/A	100%	100%
Output	# of social services trips provided	63,755	63,586	70,000	70,000

*This service is dependent on funding through social service grants.

The Spokies Bike Share Program provides an alternate transit option for residents and visitors of Oklahoma City so they can use bicycles that provide health benefits and contribute to a cleaner environment.

Spokies Bike Share		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	Average Spokies riders per month	680	705	704	700
Result	# of Bike trips per available bike	29.57	24.31	25.16	14.58
Result	% of Bikes available for use	46.00%	100.00%	56.00%	96.00%
Output	# of Bikes available for use	23	29	28	48
Output	# of Bike trips	8,160	8,459	8,453	8,400

The Streetcar Program establishes a new downtown public streetcar system for Oklahoma City residents and visitors so they can move quickly, efficiently and safely throughout Bricktown and downtown.

Streetcar Program *		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of operational milestones achieved	N/A	N/A	N/A	N/A
Result	% of safety milestones achieved	N/A	N/A	N/A	N/A
Result	% of branding milestones achieved	N/A	N/A	N/A	N/A
Output	# of milestones achieved	N/A	N/A	N/A	N/A

* New measures for FY16.

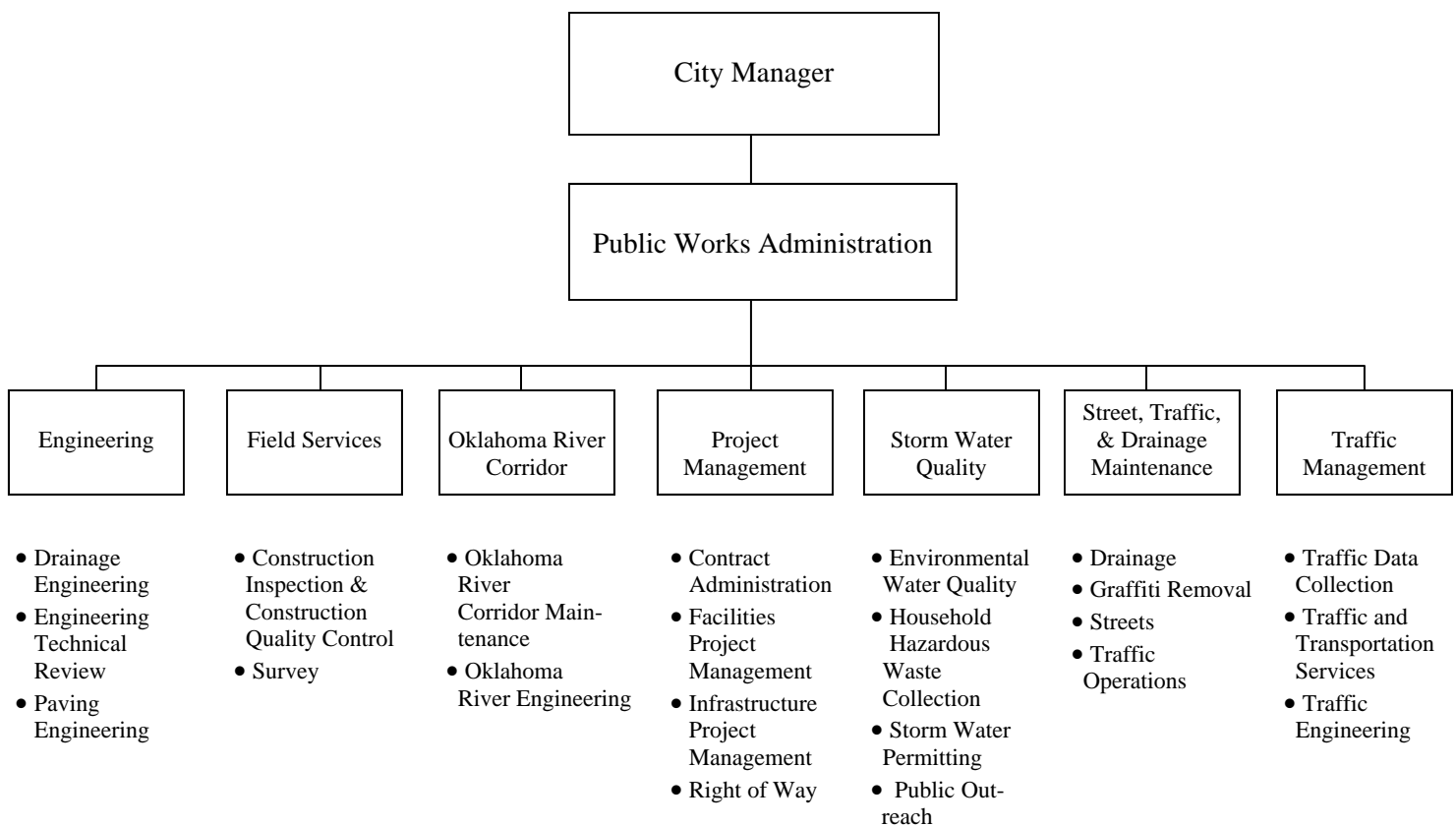
Public Transportation Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bus Operations	3.00	\$16,889,270	2.00	\$16,254,290	2.00	\$14,682,481
EMBARK Plus ADA	1.00	0	0.00	0	0.50	39,442
Facilities Management	1.00	3,124	0.00	0	0.00	0
Oklahoma River Cruises	1.00	672,068	1.00	725,566	0.50	725,566
Social Services Transportation	0.00	0	0.00	0	0.50	39,440
Spokies Bike Share	0.00	0	0.00	120,000	0.50	120,000
Streetcar	0.00	0	1.00	92,096	1.00	93,026
Line of Business Total	6.00	\$17,564,462	4.00	\$17,191,952	5.00	\$15,699,955

Public Works

ERIC J. WENGER, P.E., DIRECTOR

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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 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, street resurfacing, and new construction 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

Annually, the Public Works Department will improve the timeliness of infrastructure repairs, as follows:

- Complete 80% of pothole repairs within 3 working days of request

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
41%	58%	80%	80%

- Complete 80% of permanent utility cut repairs within 30 calendar days of receipt from line maintenance

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
64%	61%	80%	80%

Annually, the Public Works Department will:

- Complete 40 miles of chip seal resurfacing

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
33.50	70.13	40.00	40.00

- Complete 80 miles of resurfacing

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
55.00	97.84	80.00	80.00

- Meet 100% of contract award schedules for street resurfacing, streetscape and street-widening projects

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	100%	100%	100%



- By June 2018, citizen satisfaction with the condition of arterial streets will meet or exceed 40%

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
32%	22%	40%	40%

- By June 2018, citizen satisfaction with the condition of residential streets will meet or exceed 50%

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
39%	34%	50%	50%

- By June 2018, 50% of arterial streets will have a Pavement Condition Index (PCI) rating of 70 or above

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
42%	45%	48%	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 2018, 70% of all listed 2007 bond issue projects will be completed or under construction

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
30%	38%	50%	60%

ISSUE 3

Increasing emphasis on the river as a recreational, entertainment and sporting venue without ongoing proactive maintenance of all river systems and effective debris removal will result in cancelled events.

Strategy

Maintain scheduled preventative maintenance on the locks and dams, and maintain the sedimentation basin. Continue the current preventative maintenance program to regularly repair and replace the hydraulic cylinders on each of the river dams.

Strategic Results

- Annually, less than 3% of scheduled days of operation and events on the Oklahoma River will be cancelled due to adverse, non-weather related river conditions

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
0%	0%	0%	0%

- Annually, 90% of debris removals will be completed within 15 business days following a storm event

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	100%	100%	100%



ISSUE 4

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

Continue employee and contractor certification as required for administration, design and construction of ADA improvements. Pursue contractor pre-qualification and licensing requirements 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 2018, The Public Works Department will improve the City's compliance with the Americans with Disabilities Act (ADA), as evidenced by completing 75% of locations identified in the 2008 Downtown Accessibility Review.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
24%	43%	50%	58%

- By 2018, all prequalified and licensed contractors shall have completed the required ADA training

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	10%	50%	75%

ISSUE 5

Increasing citizen expectations for improved drainage infrastructure and flood control coupled with limited resources to provide new drainage construction and maintenance will result in decreased satisfaction in the condition of flood control infrastructure.

Strategy

Continue to provide efficient management that combines inlet maintenance, rural road drainage maintenance, unimproved channel maintenance, and improved channel maintenance to the overall condition of city drainage infrastructure.

Strategic Result

By June 2018, the Public Works Department will improve the timeliness of infrastructure repairs, as follows:

- Complete 90% of drainage repairs within 30 calendar days

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
85%	78%	90%	90%

MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$328,108	-
2. Adds additional funding for street maintenance materials	\$250,000	-
3. Moves two Oil and Gas Inspector positions to Development Services	(\$204,050)	(2.00)
4. Deletes Civil Engineer I and Construction Project Manager and adds split funded Civil Engineer IV position to align operations with recent structure change	(\$61,604)	(0.50)
5. Deletes two Construction Inspectors, one Construction Project Manager, one Property Analyst, one Office Assistant, one Mapping Specialist, and one Civil Engineer II position. Costs shown are net of charge back revenue adjustments	(\$254,016)	(7.00)
6. Moves Construction Project Manager from Stormwater Drainage Utility Fund	\$71,325	1.00
7. Moves six Project Managers and one Civil Engineer to the MAPS office. Because all costs were charged back to the MAPS 3 trust, there is no effect to the General Fund		(7.00)
8. Deletes 13 positions in the Street and Drainage Maintenance Division and adds \$700,000 in supplemental materials funding for additional in-house contractual street maintenance activities.		(13.00)
9. Reallocate various administrative positions and related expenses from General Fund to Stormwater Drainage Utility Fund due to Department restructure	(\$168,986)	(2.20)

Stormwater Drainage Utility Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$84,550	-
2. Deletes Civil Engineer I and Construction Project Manager and add split funded Civil Engineer IV position to align operations with recent structure change	(\$52,442)	(0.50)
3. Moves Construction Project Manager to General Fund	(\$71,325)	(1.00)
4. Reduces various budget line items from the Storm Water Quality Line of Business	(\$180,682)	-
5. Reallocate various administrative positions and related expenses from General Fund to Stormwater Drainage Utility Fund due to Department restructure	\$168,986	2.20
6. Increases budget for Utility Service Billing Fee	\$120,000	-
7. Discontinues contractual services for channel cleaning and add 15 positions to complete in-house		15.00

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$7,822,765	\$8,623,307	\$8,581,656	-0.48%
Engineering	5,395,740	5,823,781	1,777,666	-69.48%
Field Services	4,305,376	4,273,988	4,223,232	-1.19%
Oklahoma River	1,087,726	1,785,164	1,773,686	-0.64%
Project Management	0	0	2,582,358	N/A
Storm Water Quality	2,692,107	3,329,702	3,103,985	-6.78%
Streets, Traffic & Drainage Maint.	20,840,938	22,766,805	23,552,055	3.45%
Traffic Management	1,681,937	1,509,376	1,408,087	-6.71%
Total Operating Expenditures	<u>\$43,826,589</u>	<u>\$48,112,123</u>	<u>\$47,002,725</u>	<u>-2.31%</u>
Capital Expenditures	\$15,203,153	\$42,811,947	\$31,919,895	-25.44%
Other Non-Operating Expenditures	9,072,338	5,418,680	4,171,936	-23.01%
Department Total	<u>\$68,102,080</u>	<u>\$96,342,750</u>	<u>\$83,094,556</u>	<u>-13.75%</u>
Less Interfund Transfers	(\$500,000)	(\$750,000)	(\$1,700,000)	126.67%
Total All Funds	<u>\$67,602,080</u>	<u>\$95,592,750</u>	<u>\$81,394,556</u>	<u>-14.85%</u>

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	\$30,300,488	\$31,627,607	\$29,890,604	-5.49%
Street & Alley Fund	593,192	452,527	392,929	-13.17%
Storm Water Drainage Utility Fund	15,593,962	22,194,132	21,849,353	-1.55%
Grants Management Fund	7,582,128	119,700	102,500	-14.37%
Capital Improvement Projects Fund	12,542,099	36,649,804	26,789,734	-26.90%
Special Purpose Fund	1,490,210	5,298,980	4,069,436	-23.20%
Total All Funding Sources	<u>\$68,102,079</u>	<u>\$96,342,750</u>	<u>\$83,094,556</u>	<u>-13.75%</u>
Less Interfund Transfers	(\$500,000)	(\$750,000)	(\$1,700,000)	126.67%
Grand Total All Funds	<u>\$67,602,080</u>	<u>\$95,592,750</u>	<u>\$81,394,556</u>	<u>-14.85%</u>

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	22.20	23.20	20.10	-13.36%
Engineering	56.80	57.80	18.70	-67.65%
Field Services	50.00	51.00	50.00	-1.96%
Oklahoma River Corridor	7.00	7.00	7.00	0.00%
Project Management	0.00	0.00	27.20	N/A
Storm Water Quality	28.00	28.00	28.00	0.00%
Streets, Traffic & Drainage Maint.	221.00	224.00	226.00	0.89%
Traffic Management	15.00	15.00	14.00	-6.67%
Department Total	400.00	406.00	391.00	-3.69%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
General Fund	290.05	292.05	261.35	-10.51%
Storm Water Drainage Utility Fund	109.95	113.95	129.65	13.78%
Total All Funding Sources	400.00	406.00	391.00	-3.69%

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

Executive Leadership		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	41%	31%	75%	75%
Result	% of performance evaluations completed by the review date	54%	55%	95%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	79%	69%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	95%	92%	92%
Result	% of underutilized vehicles (excluding heavy equipment) in the Public Works Fleet	18%	13%	17%	10%
Output	# of FTE's supported	371	381	406	391
Output	Dollar amount of operating expenditures managed	\$42,703,800	\$43,707,110	\$47,543,143	\$47,002,725

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	21.00	\$7,571,477	0.00	\$0	0.00	\$0
Executive Leadership	1.20	251,288	23.20	8,623,307	20.10	8,581,656
Line of Business Total	22.20	\$7,822,765	23.20	\$8,623,307	20.10	\$8,581,656

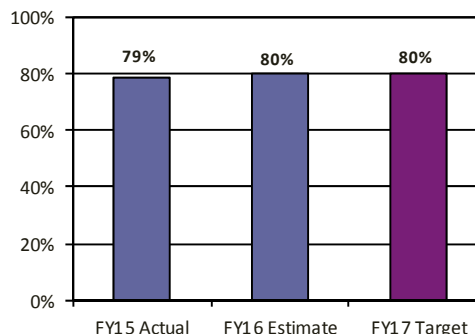
ENGINEERING

The purpose of the Engineering Line of Business is to provide paving, drainage, and technical plan review engineering services to city staff, government agencies and the development community so they can benefit from public and private construction improvements.

FOCUS ON PERFORMANCE - % OF CUSTOMERS THAT RECEIVE FOUR WEEK INITIAL DOCUMENT REVIEW RESPONSE INCLUDING DRAINAGE, PAVING AND ADA COMPLIANCE

Why is this measure important?

This performance measure demonstrates the percentage of time the department is able to provide an initial document review response within four weeks. Although four weeks may seem lengthy, the benefit to the customer is that when the review is complete they have, for the most part, dealt with one point of contact. This is important to developers because the quicker the initial review can be completed, the sooner they can obtain permits and have beneficial use of the land, often saving time and money.



What do these numbers tell us?

FY16 data shows that through the first six months of the year, 80% of customers received four (4) week document review. This is a slight increase from the FY15 year-end actual of 79%. The current target for this measure is 80%. As the local economy begins to slow, in the short-term it is anticipated this will lead to a reduction in the number of plans submitted. Additional staff training and certifications are expected to ensure future performance will keep pace once the economy improves and plan submittals increase.

The Drainage Engineering Program provides federal and local drainage compliance and engineering services to City staff, government agencies, the public and the development community so they can be protected from potential flooding and ensure compliance with all regulations.

Drainage Engineering		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of property owner drainage complaint responses completed within 30 calendar days	N/A	63%	100%	74%
Result	% of bridges that receive an acceptable rating	N/A	90%	90%	90%
Output	# of drainage complaints responses	N/A	416	450	475
Output	# of bridges inspected	N/A	432	400	400

The Engineering Technical Review Program provides plan and document review and approval services to the development and consulting community, government agencies and the public so they can proceed with construction projects in a timely manner.

Engineering Technical Review & Regulation		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of customers that receive four (4) week initial document review response including drainage, paving and ADA compliance	79%	80%	80%	80%
Output	# of plans reviewed	858	1,049	750	400
Output	# of work orders issued for private development	266	193	425	425

The Paving Engineering Program provides street and sidewalk design and construction services to City staff so they can construct safe and comfortable roadways for public travel.

Paving Engineering		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of arterial streets with a Pavement Condition Index (PCI) rating of 70 or above	42%	45%	48%	50%
Result	% of residential streets with a Pavement Condition Index (PCI) rating of 70 or above	N/A	53%	66%	71%
Output	# of miles of residential sidewalk constructed	0.60	3.90	20.00	20.00
Output	# of miles resurfaced	55.00	97.84	80.00	80.00
Output	# of miles reconstructed	N/A	1.60	14.00	6.00

Engineering Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage Engineering*	0.00	\$0	0.00	\$0	5.00	\$475,249
Engineering Support*	9.20	747,058	0.00	0	0.00	0
Engineering Technical Review	21.40	2,126,449	25.50	2,597,152	7.70	755,217
Paving Engineering*	0.00	0	0.00	0	6.00	547,200
Project Management*	26.20	2,522,233	32.30	3,226,629	0.00	0
Line of Business Total	56.80	\$5,395,740	57.80	\$5,823,781	18.70	\$1,777,666

*During the most recent Strategic Business Plan update, the Department restructured the Line of Business to better align with its operations. As a result, the Project Management and Engineering Support Program budgets and positions were moved into other existing or newly created programs. Some of the budget line items were moved to the newly created Drainage and Paving Engineering programs within this line of business and some were moved into the newly created Project Management Line of Business.

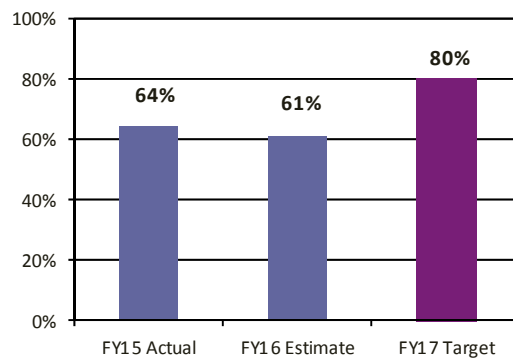
FIELD SERVICES

The purpose of the Field Services Line of Business is to provide inspection, testing, and survey services to City Staff, the public and the development communities 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 cut 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 percentage of permanent utility cut repairs completed within 30 calendar days is below target this year. Field Services recently awarded a third utility cut repair contract to help improve the performance of this measure and insure the goal of 80% can be met in FY17. Field Services is currently averaging 23 days to complete the utility cut repair work orders.



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.

Construction Inspection and Quality Control		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of permanent utility cut repairs completed within 30 calendar days of receipt from Line Maintenance	64%	61%	80%	80%
Result	% of right of way inspections completed within one day of request	N/A	91%	80%	80%
Result	% of plan reviews returned to Engineering within one week	93%	89%	75%	75%
Output	# of inspection reports completed	30,966	27,750	35,000	35,000
Output	# of square miles of residential street rated	168.50	122.90	98.50	98.50
Output	# of utility cut repairs completed	847	746	800	800
Output	Estimated value of work inspected	N/A	\$310,283,094	\$300,000,000	\$300,000,000
Output	# of square yards of street repairs completed	N/A	19,829.90	7,200.00	22,000.00
Output	# of square yards of sidewalks repaired and/or replaced	N/A	2,857.58	2,400.00	2,400.00

The Survey Program provides survey services to City staff, consultants, and other surveyors so they can have the survey data required to identify historic and current field conditions in a timely manner.

Survey		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of surveys delivered by the proposed date of completion	N/A	98%	90%	90%
Result	% of survey proposals provided within 3 business days of survey request	N/A	100%	90%	90%
Output	# of surveys completed	138	135	120	120

Field Services Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspection and Construction Quality Control	44.90	\$3,979,410	45.90	\$3,898,172	45.90	\$3,894,874
Survey	5.10	325,965	5.10	375,816	4.10	328,358
Line of Business Total	50.00	\$4,305,375	51.00	\$4,273,988	50.00	\$4,223,232

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.

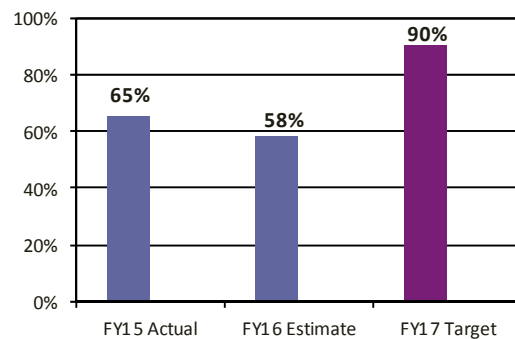
FOCUS ON PERFORMANCE -% OF CITIZENS THAT ARE SATISFIED WITH THE OKLAHOMA RIVER VENUE AS MEASURED BY CITIZEN SURVEY

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 FY16 is based on the latest Citizen Survey which was completed in the summer of 2015. At that time, the satisfaction rate was at 58%, a decrease of 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 Maintenance Program provides maintenance and support services to visitors and patrons of the river so they can experience and enjoy a unique recreational venue and an enhanced quality of life.

		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Oklahoma River Corridor Maintenance					
Result	% of debris removals completed within 15 working days following a storm event	N/A	100%	100%	100%
Output	# of tons of debris removed from the Oklahoma River	258.57	189.39	175.00	175.00
Output	# of square yards of rip rap replaced	N/A	71,625.00	78,747.00	78,747.00

The Oklahoma River Engineering Program provides operation, maintenance and support services to visitors and patrons of the river so they can experience and enjoy a unique recreational venue and an enhanced quality of life.

Oklahoma River Engineering		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of citizens that are satisfied with the Oklahoma River venue	65%	58%	90%	90%
Result	% of time that the river lakes are at planned full impoundment	98%	100%	87%	87%
Output	# of days the river lakes are at full impoundment	356.00	365.00	320.00	320.00

Oklahoma River Corridor Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Oklahoma River Corridor	6.00	\$171,658	6.00	\$923,721	6.00	\$916,949
Oklahoma River Engineering	1.00	916,068	1.00	861,443	1.00	856,737
Line of Business Total	7.00	\$1,087,726	7.00	\$1,785,164	7.00	\$1,773,686

PROJECT MANAGEMENT

The purpose of the Project Management Line of Business is to provide project construction oversight services to City departments and the public so they can have improved public infrastructure and facilities completed on time and within program budget.

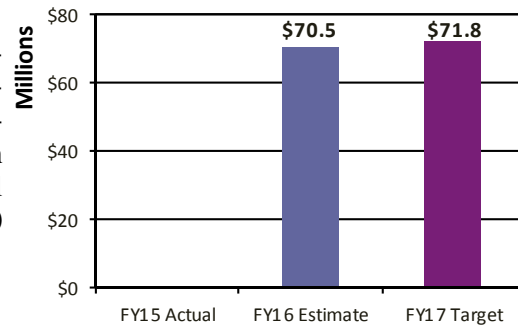
FOCUS ON PERFORMANCE - \$ VALUE OF INFRASTRUCTURE PROJECTS AWARDED

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 approved

What do these numbers tell us?

Through the first half of the year, \$11.5 million in projects have been awarded, with an estimated \$58.9 million expected in the second half of the year. The department anticipates meeting the target of \$70.5 million based on current projections. This data shows annual progress being made towards completion of the \$760 million in G.O. bond projects that were approved.



The Contract Administration Program provides architectural and engineering project design contract services to City departments so they can have completed projects that meet expectations and requirements.

		FY15	FY16	FY16	FY17
Contract Administration Program		Actual	Estimate	Target	Target
Result	% of A/E contracts approved within 150 calendar days from advertising the project	66%	63%	85%	85%
Output	# of A/E contracts approved	157	196	125	185
Output	# of contractor pre-qualifications approved	231	228	250	210

The Facilities Project Management Program provides architectural project design and construction oversight services to City departments and the public so they can have improved public facilities completed on time and within program budget.

Facilities Project Management		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of facilities construction projects not exceeding 7% in cost increases following award of contract	N/A	67%	75%	75%
Result	% of facilities projects achieving final acceptance within 90 calendar days of substantial completion	N/A	60%	75%	75%
Result	% of facilities construction projects completed on time	N/A	60%	75%	75%
Output	Dollar value of facilities construction projects awarded	N/A	\$22,309,618	\$51,000,000	\$52,600,000
Output	# of Facilities Projects awarded	N/A	56	55	66

The Infrastructure Project Management Program provides engineering project design and construction oversight services to City departments and the public so they can have improved public infrastructure projects completed on time and within program budget..

Infrastructure Project Management		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of infrastructure construction projects not exceeding 7% in cost increases following award of contract	N/A	62%	75%	65%
Result	% of infrastructure projects achieving final acceptance within 90 calendar days of final inspection/substantial completion	N/A	61%	75%	58%
Result	% of infrastructure construction projects completed on time	N/A	57%	75%	75%
Output	Dollar value of infrastructure projects awarded	N/A	\$70,501,943	\$70,500,000	\$71,820,000
Output	# of infrastructure projects awarded	N/A	14	46	51
Output	# of street miles widened and reconstructed	12	103	66	4
Output	# of miles of new arterial street sidewalk constructed	3.50	14.20	21.00	9.80

The Right of Way Program provides right-of-way and property management services to City departments so they can have the information and resources they need to complete projects in accordance with requirements.

Right of Way Program		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of right-of-way parcels delivered within established timelines for each project	90%	96%	60%	77%
Output	# of right-of-way parcels acquired	102	129	150	123

Project Management Positions and Budget*

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Contract Administration	0.00	\$0	0.00	\$0	3.20	\$282,575
Facilities Project Management	0.00	0	0.00	0	11.00	1,122,194
Infrastructure Project Management	0.00	0	0.00	0	10.00	944,001
Right of Way	0.00	0	0.00	0	3.00	233,588
Line of Business Total	0.00	\$0	0.00	\$0	27.20	\$2,582,358

*During the most recent Strategic Business Plan update, the Department created this new Line of Business in order to better align with its operations.

STORM WATER QUALITY

The purpose of the Storm Water Quality Line of Business is to provide inspections, enforcement, water quality assessments and technical services, 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.

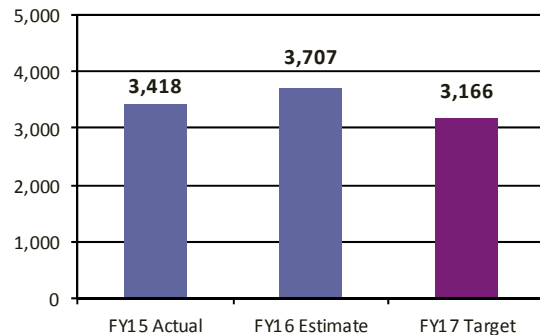
FOCUS ON PERFORMANCE - # OF POUNDS OF HOUSEHOLD HAZARDOUS WASTE COLLECTED PER 1,000 HOUSEHOLDS

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 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.

Environmental Water Quality		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% stormwater pollution tests where pollution is not detected	88%	73%	93%	85%
Output	# of dry weather sites monitored	111	310	223	664
Output	# of water samples collected	N/A	818	820	820

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.

Household Hazardous Waste Collection		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	Pounds of household hazardous waste collected per 1,000 households	3,418.47	3,707.13	3,369.65	3,166.25
Result	% of households that are aware of OKC household hazardous waste collection services	60%	64%	65%	65%
Output	Pounds of household hazardous waste collected	N/A	614,952.00	628,776.00	590,822.00

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 Storm Water quality program.

Public Outreach		FY15	FY16	FY16	FY17
		Actual	Estimate	Target	Target
Result	% of schools contacted that will participate in the Storm Water Quality program	27%	16%	50%	29%
Output	# of schools participating	N/A	0	7	16
Output	# of schools contacted	49	64	56	55
Output	# of students contacted	N/A	854	980	3,000
Output	# of total public outreach contacts	3,752,241	2,311,660	2,500,000	2,500,000

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.

Storm Water Permitting		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of industrial inspections in compliance with stormwater pollution prevention plan requirements	98%	99%	98%	99%
Result	% of construction inspections in compliance with stormwater pollution prevention plan requirements	98%	99%	97%	97%
Output	# of constructions inspections conducted	7,876	8,382	7,000	7,000
Output	# of industrial inspections conducted	1,026	1,228	1,000	1,000
Output	# of construction enforcement actions issued	153	87	200	200
Output	# of industrial enforcement actions issued	18	10	25	15

Storm Water Quality Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Environmental Water Quality	6.10	\$562,410	6.10	\$863,074	6.10	\$769,887
Household Hazardous Waste Collection	7.10	823,354	7.10	1,003,922	7.10	960,544
Public Outreach	1.00	105,718	1.00	126,243	1.00	97,031
Storm Water Permitting	13.80	1,200,625	13.80	1,336,463	13.80	1,276,523
Line of Business Total	28.00	\$2,692,107	28.00	\$3,329,702	28.00	\$3,103,985

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.

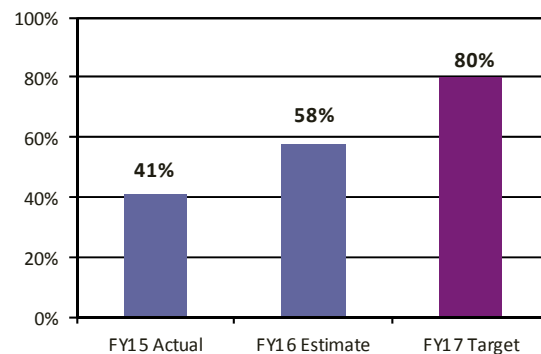
FOCUS ON PERFORMANCE - % OF POTHOLE REPAIRS COMPLETED WITHIN THREE WORKING DAYS OF REQUEST

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?

The Streets Program goal is to provide roadway repair, reconstruction and debris removal services to the public so they can travel safely and comfortably through the City. Since July 2013, there had been a sharp decline in the number of pothole service requests completed within three working days. This decline was due to many factors such as staffing, equipment downtime, weather, increase in the number of requests, and trying to patch potholes on streets that are beyond the scope of routine maintenance. However, current year-end estimates indicate improving performance.



The Drainage Program provides new construction and infrastructure maintenance and installation to the citizens so they can have reliable stormwater runoff control.

Drainage		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of drainage repairs completed within 30 calendar days	85%	78%	90%	90%
Output	# of drainage repairs completed	2,188	2,114	2,000	2,000
Output	# of miles of unimproved channels maintained	N/A	1.26	26.00	28.00

The Graffiti Removal Program removes graffiti from property so the public can experience a clean and safe environment.

Graffiti Removal		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of graffiti work orders completed within 10 days	96%	93%	90%	90%
Output	# of graffiti work orders completed	978	905	2,700	2,700

The Streets Program provides roadway repair and reconstruction services to the public so they can travel safely and comfortably throughout the City.

Streets		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of pothole repairs completed within 3 days of request	41%	58%	80%	80%
Output	# of potholes repaired	106,259	95,324	80,000	80,000
Output	# of miles resurfaced	55.00	97.84	80.00	80.00
Output	# of miles chip sealed	33.50	70.13	40.00	40.00
Output	# of square yards of base repairs completed	N/A	27,835.76	13,514.95	13,514.95
Output	# of feet crack sealed	N/A	384,914.48	315,259.00	315,259.00

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of priority traffic signal calls responded to within 30 minutes	82%	81%	80%	80%
Output	% of traffic work orders completed within a week	83%	76%	80%	80%
Output	# of traffic signal repairs completed	6,843	7,352	5,500	5,500
Output	# of traffic sign installation and repairs completed	4,191	4,339	3,200	3,200

Street, Traffic and Drainage Maintenance Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage	61.75	\$6,057,115	65.75	\$7,116,396	80.75	\$7,521,502
Graffiti Removal	2.30	227,654	2.10	250,179	2.10	256,128
Streets	110.50	10,956,011	110.50	11,260,405	97.50	11,564,519
Traffic Operations	46.45	3,600,159	45.65	4,139,825	45.65	4,209,906
Line of Business Total	221.00	\$20,840,939	224.00	\$22,766,805	226.00	\$23,552,055

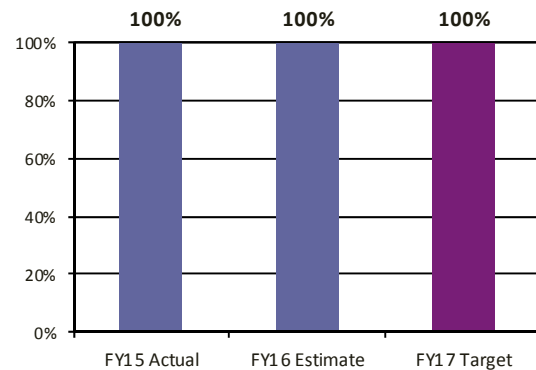
TRAFFIC MANAGEMENT

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 on City Streets.

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 and Transportation 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 few years.

The Traffic Data Collection Program gathers, processes and provides traffic field studies for City staff and agencies so they have the information needed to design, review, and plan transportation infrastructure improvements for City streets.

Traffic Data Collection		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of field studies completed within 21 calendar days	100%	100%	100%	100%
Output	# of field studies completed	998	864	1,000	1,000

The Traffic Engineering Program provides engineering services for the design, review, inspection and planning of traffic infrastructure to City staff and the development community so that the public can travel safely and efficiently on City streets.

Traffic Engineering		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the citizen's survey	45%	42%	50%	50%
Result	% of traffic studies reviewed within 30 days	100%	100%	100%	100%
Output	# of traffic construction design plans reviewed	458	528	625	625
Output	# of traffic modifications that increased safety (monthly avg)	75	123	50	75

The Traffic and Transportation Services Program provides work zone permits, work zone inspections and traffic safety recommendations to the development community and the Traffic and Transportation Commission so they can provide safe street, pedestrian, and bicycle facilities to the public.

Traffic and Transportation Services		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of work zones inspected in compliance	N/A	78%	65%	56%
Result	% of work zone permits issued within one week of request	100%	100%	100%	100%
Output	# of work zone permit requests processed	2,423	2,510	2,200	2,200
Output	# of work zone compliance inspections	1,084	3,348	4,000	4,000

Traffic Management Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Traffic Data Collection	2.20	\$180,290	2.20	\$178,097	2.20	\$159,061
Traffic and Transportation	5.65	850,500	5.65	626,356	5.65	595,119
Traffic Engineering	7.15	651,146	7.15	704,923	6.15	653,907
Line of Business Total	15.00	\$1,681,936	15.00	\$1,509,376	14.00	\$1,408,087

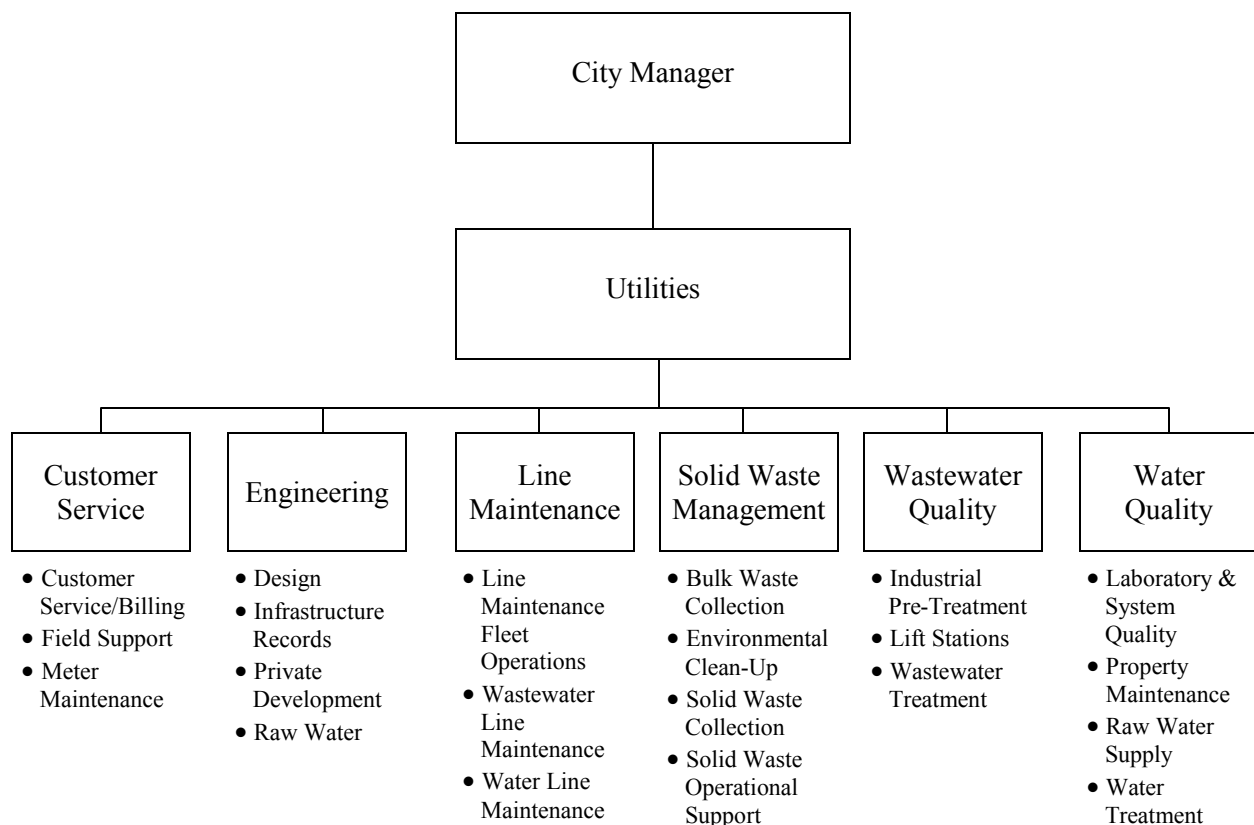


The City of
OKLAHOMA CITY

Utilities

MARSHA SLAUGHTER, P.E., DIRECTOR

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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 system improvements and equipment replacements based on age and maintenance issues.

Strategic Results

By the end of FY19, utility service reliability will be maintained as indicated by:

- 75% of water main breaks will be repaired within 72 hours

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
69%	76%	70%	70%

- 90% of wastewater backup calls will be responded to within 2 hours

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
95%	94%	90%	90%

- 95% of solid waste routes completed by 5:00 p.m.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
88%	94%	95%	95%



Line Maintenance employees repair a water line.

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 system improvements and equipment replacements based on age and maintenance issues.

Strategic Results

According to the Citizen Survey, Utilities will maintain or improve customer satisfaction by FY20 as indicated by:

- 90% of customers surveyed are satisfied with solid waste management services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
89%	90%	89%	89%

- 86% of customers surveyed are satisfied with water services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
83%	83%	86%	86%

- 81% of customers surveyed are satisfied with wastewater services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
80%	80%	81%	81%



A water conservation specialist shows the first water conservation demonstration garden at OKC-OSU.

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

According to the Citizen Survey, Utilities will maintain or improve customer satisfaction by FY20 as indicated by:

- 90% of customers surveyed are satisfied with solid waste management services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
89%	90%	89%	89%

- 86% of customers surveyed are satisfied with water services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
83%	83%	86%	86%

- 81% of customers surveyed are satisfied with wastewater services

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
80%	80%	81%	81%



A safety analyst safely climbs to the top of a water tower.

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.

Strategies

- Continue to pursue training strategies to broaden employee's workplace skills.
- Implement a workforce succession plan to achieve career progression and meet job requirements.

Strategic Results

Ensure a safe and qualified workforce for delivering customer service as indicated by:

- Injury rate¹ of 8 or less by the end of FY20

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
10.16	9.78	9.20	9.20

- By the end of FY18, the Utilities Department will have implemented a workforce succession plan to achieve career progression and meet job training requirements.

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
82%	97%	85%	N/A*

- 20 employees per year will graduate Utilities University **

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
N/A	N/A	N/A	20

*Measure is being removed from the business plan in FY17.

**New measure. Data will be reported in FY17.

^[1] According to the US Bureau of Labor, an incidence rate of injuries and illnesses may be computed from the following formula: (# of injuries and illnesses X 200,000) / Employee hours worked. 200,000 hours in the formula represents the equivalent of 100 employees working 40 hours per week, 50 weeks per year, and provides the standard base for the incidence rates.

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

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
99%	99%	99%	99%

- 99% compliance rate of all water treatment plants

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	100%	100%

ISSUE 6

Growth in customer demand, construction, equipment, and operational costs can be higher than revenue growth 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 Aaa from Moody’s Investors Service

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
AAA / Aa1	AAA / Aaa	AAA / Aa1	AAA / Aaa

- OCEAT will maintain its bond rating of AAA from Standard and Poor’s

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
AAA	AAA	AAA	AAA

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.

Strategies

- Continue to pursue conservation of resources in the best economic interest of our customers.
- Research, develop, and present options to OCEAT for consideration of implementing single-stream recycling.
- In phase two of the Cost of Service study, develop a third block conservation oriented volume fee for consideration.
- Continue developing the potential for potable reuse of treated wastewater which, to date, has not been approved within the State of Oklahoma.

Strategic Results

- Begin development of 30 year solid waste flow and disposal plan

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	100%	N/A*

- Develop an American Water Works Association compliant water conservation plan

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
50%	50%	100%	N/A*

- Open xeriscape demonstration garden

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
100%	100%	100%	N/A*

- Maintain an average daily volume of 8 million gallons of treated wastewater sold for reuse

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
7	10	8	8

- By FY20, 100% of qualified utility vehicles will be converted to CNG or hybrid fuel units

FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
48%	53%	48%	100%

*Measure is being removed from the business plan in FY17.

MAJOR BUDGET CHANGES

Water Utilities Fund		
	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$266,040	-
2. Adds budget for electricity, chemicals, and repair & maintenance expenses for a new residuals facility under construction at the Draper Water Treatment Plant; also adds two Operations & Maintenance Technicians to run this facility	\$334,640	2.00

Wastewater Utilities Fund		
	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$527,179	-

Solid Waste Fund		
	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$143,617	-

EXPENDITURES

Summary of Expenditures by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Operating Expenditures				
Administration	\$19,318,854	\$21,415,871	\$21,413,489	-0.01%
Customer Service	11,829,476	13,164,236	13,142,482	-0.17%
Engineering	2,674,533	2,984,881	2,889,565	-3.19%
Line Maintenance	19,489,145	21,010,029	21,606,121	2.84%
Solid Waste	8,149,800	10,016,580	10,160,197	1.43%
Wastewater Quality	2,564,946	2,847,750	2,881,984	1.20%
Water Quality	24,838,021	28,432,507	28,681,594	0.88%
Total Operating Expenditure	\$88,864,775	\$99,871,854	\$100,775,432	0.90%
Department Total	\$88,864,775	\$99,871,854	\$100,775,432	0.90%

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Wastewater Fund	\$26,156,805	\$28,916,066	\$29,036,082	0.42%
Water Fund	52,802,044	59,194,512	59,908,601	1.21%
Solid Waste Mgmt Fund	9,905,926	11,761,276	11,830,749	0.59%
Total All Funding Sources	\$88,864,775	\$99,871,854	\$100,775,432	0.90%



Contract crews install a new 72-inch water line.

POSITIONS

Summary of Positions by Purpose	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Administration	43.00	43.00	43.00	0.00%
Customer Service	174.00	169.00	169.00	0.00%
Engineering	28.00	30.00	30.00	0.00%
Line Maintenance	244.00	256.00	256.00	0.00%
Solid Waste	111.00	111.00	111.00	0.00%
Wastewater Quality	25.50	25.50	25.50	0.00%
Water Quality	136.50	137.50	139.50	1.45%
Department Total	762.00	772.00	774.00	0.26%

Summary of Positions by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Wastewater Fund	275.30	274.70	276.75	0.75%
Water Fund	375.70	386.30	386.25	-0.01%
Solid Waste Mgmt Fund	111.00	111.00	111.00	0.00%
Total All Funding Sources	762.00	772.00	774.00	0.26%



Water Quality’s Hefner Canal goat herd welcomes its first newborn – Bowie.

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

Administration		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of key measures achieved	81%	81%	75%	75%
Result	Injury Rate	10.16	9.78	9.20	9.20
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	95%	97%	90%	95%
Result	% of performance evaluations completed by the review date	44%	46%	95%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	81%	77%	95%	95%
Output	Dollar amount of operating expenditures managed	82,288,995	75,696,398	99,569,113	100,775,432
Output	# of FTEs supported	721	736	772	774

Administration Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Administration	2.60	\$378,016	43.00	\$21,415,871	43.00	\$21,413,489
Business Services	40.40	18,940,837	0.00	0	0.00	0
Line of Business Total	43.00	\$19,318,854	43.00	\$21,415,871	43.00	\$21,413,489



Tree debris lines city streets after the Thanksgiving ice storm.

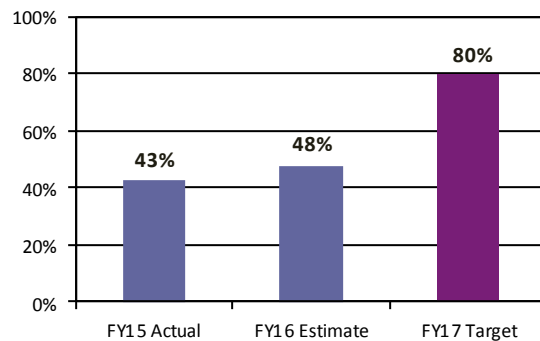
CUSTOMER SERVICE

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 Line of Business implemented new technologies to better utilize the call center workforce and improve efficiency.



What do these numbers tell us?

In FY15, the Customer Service representatives answered 43% of utility calls within 30 seconds. This was due to a rise in call center vacancies and failure of software used to predict call volumes. However, in FY16 the call center is fully staffed and the number has increased to 48%; continued improvement is expected.

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.

Customer Service/Billing		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of billing discrepancies resolved within 5 business days*	N/A	N/A	N/A	85%
Result	% of utility calls resolved on first contact**	81%	81%	94%	N/A
Result	% of utility customer calls answered within 30 seconds of first ring	43%	48%	80%	80%
Output	# of utility bills issued**	2,665,882	2,699,103	2,400,000	N/A
Output	# of utility customer calls answered**	396,833	452,897	450,000	N/A
Output	# of utility customer contacts*	N/A	N/A	N/A	600,000

*New measure. Data will be reported in FY17.

**Measure is being removed from the business plan in FY17.

The Field Support Program provides water service response, inspection, and enforcement services to metro area residents, businesses, other communities, as well as internal customers so they can receive a prompt and accurate resolution of water billing discrepancies and customer requests.

Field Support		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of water service notifications completed within one week*	N/A	N/A	N/A	95%
Output	# of new water service construction inspections completed	3,801	3,987	3,300	3,300
Output	# of water service notifications completed	186,472	263,192	146,800	296,400

*New measure. Data will be reported in FY17.

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of meter readings that are accurate	100%	100%	100%	100%
Result	% of scheduled, aging meters replaced	100%	98%	100%	100%
Output	# of meter readings completed	2,618,605	2,575,533	2,328,884	2,328,884
Output	# of meter replacements completed	16,888	20,348	13,200	13,200

Customer Service Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Service/Billing	68.18	\$4,673,376	68.18	\$5,881,528	68.18	\$5,739,161
Field Support	41.91	3,128,775	33.91	2,650,380	33.91	2,648,275
Meter Maintenance	63.91	4,027,326	66.91	4,632,328	66.91	4,755,046
Line of Business Total	174.00	\$11,829,476	169.00	\$13,164,236	169.00	\$13,142,482

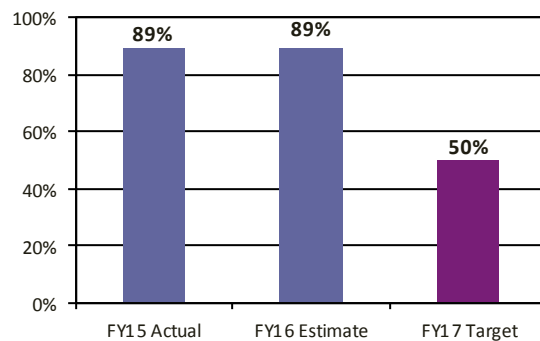
ENGINEERING

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 improvements.

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?

The percentage of water and wastewater infrastructure projects that have been completed on time in FY16 is 89%, representing the same percentage as the previous year. Demand, as measured by construction projects completed, is the same as the previous year, as well.

The Design Program provides water and wastewater improvement design, review and project management services to individuals, businesses, and communities so they can have funded capital improvement projects completed in a timely manner.

Design		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of projects completing construction within the contract time	89%	89%	50%	50%
Result	% of Inter-Departmental projects reviewed within 7 working days	93%	90%	86%	85%
Output	\$ awarded for engineering and construction projects	\$84,211,867	\$77,968,419	\$68,580,000	\$68,580,000
Output	# of construction projects completed	37	34	24	30
Output	# of Inter-Departmental projects reviewed	71	77	84	70

The Infrastructure Records Program provides water and wastewater information and record services to individuals, contractors, developers, consultants, City departments, and other governmental agencies so they can receive the requested information in a timely manner.

Infrastructure Records		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of water and wastewater record requests completed within 30 minutes	95%	92%	85%	85%
Output	# of water and wastewater record requests completed	5,349	4,908	6,060	5,000

The Private Development Program provides water and wastewater plan review services to developers and citizens so they can receive timely information to most effectively implement private improvements to the utility system.

Private Development		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of water and wastewater private development plans reviewed within two weeks of receipt	91%	82%	95%	65%
Output	# of water and wastewater private development plans reviewed	861	801	480	700

The Raw Water Program provides acquisition, impoundment, and delivery of raw water supply to Oklahoma City customers so they can have a reliable water supply.

Raw Water		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of raw water projects completing construction within the contract time*	N/A	N/A	N/A	N/A
Output	# of raw water construction projects completed*	N/A	N/A	N/A	N/A

*New measure; no projects are expected to be completed in FY17. Data will be reported as projects begin.

Engineering Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Design	16.22	\$1,683,502	18.22	\$1,874,631	17.22	\$1,784,959
Infrastructure Records	6.34	396,941	6.34	503,986	4.34	375,508
Private Development	5.44	594,089	5.44	606,264	8.44	729,098
Raw Water*	0.00	0	0.00	0	0	0
Line of Business Total	28.00	\$2,674,533	30.00	\$2,984,881	30.00	\$2,889,565

* New program implemented in FY17. Budget will be added once projects begin.

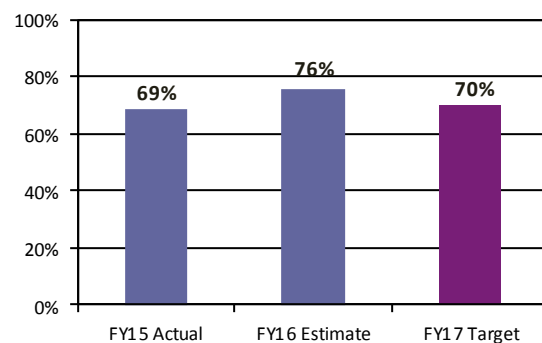
LINE MAINTENANCE

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 maintaining 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. This 72 hour window includes allowing, in some cases, up to 48 hours to locate underground utilities before repairs can begin. The percent of water main breaks repaired within 72 hours in FY16 is 76%. This amount is an improvement from 69% in FY15.

The Line Maintenance Fleet Operations Program provides fleet services for water and wastewater employees so they have safe and reliable vehicles and equipment.

		FY15	FY16	FY16	FY17
Line Maintenance Fleet Operations		Actual	Estimate	Target	Target
Result	% of Utilities vehicles and equipment available for use	98%	97%	95%	95%
Result	% of qualified Utilities vehicles converted to CNG or hybrid fuel units	48%	53%	48%	100%
Result	% of underutilized Utilities fleet vehicles	28%	27%	15%	15%
Output	# of Utilities vehicle and equipment preventative maintenance work orders completed	2,069	2,026	2,000	2,000
Output	# of Utilities vehicle and equipment repairs completed	4,594	4,789	4,500	4,500

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		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of wastewater backup calls responded to within 2 hours	95%	94%	90%	90%
Result	% of preventative maintenance services completed as scheduled*	N/A	N/A	N/A	80%
Result	% of wastewater work orders completed in 72 hours	77%	75%	80%	80%
Output	# of feet of preventative maintenance performed on wastewater pipe*	N/A	N/A	N/A	4,500,000.00
Output	# of feet of wastewater pipe cleaned of roots**	914,676	1,195,664	1,000,000	N/A
Output	# of feet of wastewater pipe replaced*	N/A	N/A	N/A	11,000.00
Output	# of feet of wastewater responsive maintenance performed on wastewater pipe	4,525,799	4,294,697	3,000,000	1,200,000
Output	# of feet of wastewater pipe TV-inspected	77,828	132,984	150,000	150,000
Output	# of wastewater point repairs**	312	328	800	400

*New measure. Data will be reported in FY17.

**Measure is being removed from the business plan in FY17.



Three temporary diesel generators provide power to the Draper water treatment plant via 600 feet of cable.

The Water Line Maintenance Program provides water services, line repairs and preventative maintenance to the distribution system for utility customers so they have water with minimal disruption in service.

Water Line Maintenance		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of water main breaks repaired within 72 hours	69%	76%	70%	70%
Result	% of water emergencies prioritized within one hour from notification by dispatch	85%	87%	95%	95%
Result	% of water line maintenance work orders completed in 72 hours*	70%	72%	70%	N/A
Output	# of hydrant repairs made	479	493	500	500
Output	# of property restorations made**	N/A	N/A	N/A	1,500
Output	# of service line repairs made	1,853	1,943	5,000	5,000
Output	# of valve repairs made	228	252	190	190
Output	# of water main repairs made	1,207	1,099	1,500	1,500

*Measure is being removed from the business plan in FY17.

**New measure. Data will be reported in FY17.

Line Maintenance Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Line Maintenance Fleet Operations	22.00	\$3,191,132	23.00	\$3,293,025	23.00	\$3,329,729
Wastewater Line Maintenance	122.00	8,435,286	122.00	8,990,940	123.50	9,422,303
Water Line Maintenance	100.00	7,862,727	111.00	8,726,064	109.50	8,854,089
Line of Business Total	244.00	\$19,489,145	256.00	\$21,010,029	256.00	\$21,606,121

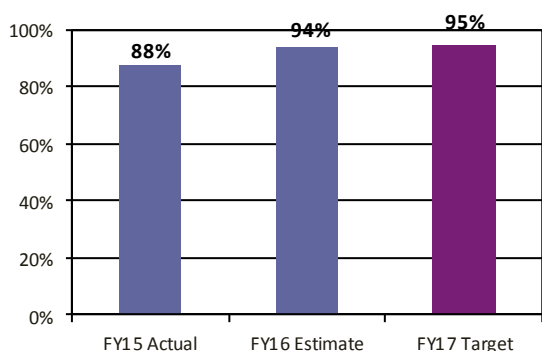


A meter tile marks access to an OKC water line.

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 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?

This measure improved from 88% in FY15 to 94% in FY16 following an infusion of new equipment by the solid waste contract service provider. Work will still be needed to rebalance collection routes in the fastest growing areas of the City over the next two years to help ensure this measure is consistently met. According to the 2015 citizen survey, customer satisfaction with residential trash collection services remains high at 90%.

The Bulk Waste Collection Program provides bulk solid waste removal services to Oklahoma City residents so they can have their bulk waste disposed of in a satisfactory manner.

		FY15	FY16	FY16	FY17
Bulk Waste Collection		Actual	Estimate	Target	Target
Result	% of customers reporting satisfactory bulk waste service	86%	84%	84%	84%
Result	% of Bulk customer requests for missed bulk waste resolved in 3 business days*	N/A	N/A	N/A	85%
Output	# of bulk waste tons collected and disposed	43,536	47,146	40,500	40,500
Output	# of customer service request responses	2,608	2,817	2,500	2,600

*New measure. Data will be reported in FY17.

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.

		FY15	FY16	FY16	FY17
Environmental Clean-Up		Actual	Estimate	Target	Target
Result	% of litter collection routes completed monthly	100%	106%	85%	85%
Output	# of tons of illegal dumping and litter removed	1,418	1,269	850	950
Output	# of lane miles from which litter is collected	3,516	5,099	3,120	3,120
Output	# of tires removed and disposed	3,143	1,806	2,700	2,700

The Solid Waste Collection Program provides solid waste removal, transport, and disposal services to Oklahoma City residents and businesses so they can have their refuse collected and disposed of in a satisfactory and environmentally safe manner on a weekly basis.

		FY15	FY16	FY16	FY17
Solid Waste Collection		Actual	Estimate	Target	Target
Result	% of scheduled solid waste routes collected by 5:00 pm	88%	94%	95%	95%
Result	% of customer requests for missed cart collections resolved in 3 business days*	N/A	N/A	N/A	85%
Result	% of customers surveyed who are satisfied with solid waste services	89%	90%	89%	89%
Result	% of solid waste stream diverted through recycling	3%	3%	4%	4%
Output	# of tons of solid waste collected	244,964	249,068	231,000	231,000

*New measure. Data will be reported in FY17.



Solid Waste Management trucks refuel at the facility's slow-fill CNG fueling stations.

The Solid Waste Operational Support Program provides contract monitoring, code enforcements and customer response services to Oklahoma City residents and businesses so they can receive timely and efficient trash collection and timely resolution of customer requests.

		FY15	FY16	FY16	FY17
Solid Waste Operational Support		Actual	Estimate	Target	Target
Result	% of total Solid Waste customer requests resolved by the prescribed deadline	92%	94%	85%	90%
Result	% of Action Center customer requests resolved in 2 weeks	98%	99%	90%	90%
Result	% of Field Quality Representative service requests resolved in 5 business days	97%	99%	95%	95%
Result	% of solid waste collection carts and recycle bins delivered, repaired or replaced within 3 business days of request	94%	86%	90%	90%
Output	# of customer requests resolved*	15,131	14,705	10,000	N/A
Output	# of customer requests resolved*	N/A	N/A	N/A	31,666

* Based on reorganization of services, data collection methodology will change beginning in FY17.

Solid Waste Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bulk Waste Collection	32.00	\$2,090,600	32.00	\$2,094,541	34.00	\$2,271,006
Environmental Clean-Up	9.00	527,255	9.00	620,978	9.00	601,560
Solid Waste Collection	44.00	3,281,088	44.00	4,101,876	42.00	4,058,854
Solid Waste Operational Support	26.00	2,250,857	26.00	3,199,185	26.00	3,228,777
Line of Business Total	111.00	\$8,149,800	111.00	\$10,016,580	111.00	\$10,160,197

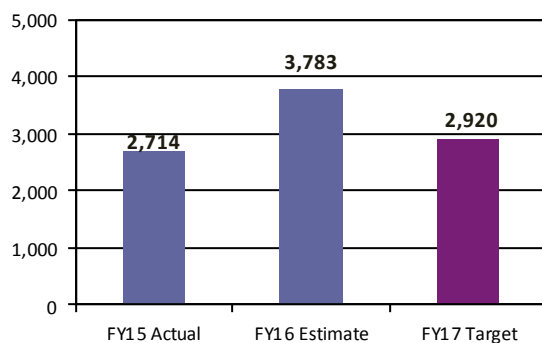


A semi-automated side loader trash truck empties customers' trash carts.

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 MILLION GALLONS OF TREATED WASTEWATER SOLD FOR REUSE



Why is this measure important?

The City has been selling treated wastewater to industrial and commercial customers as a viable and economical water supply option as an alternative to using potable water. These sales not only serve as an additional source of revenue to the City but also decrease the amount of treated wastewater that is discharged back into the rivers and streams from the wastewater treatment plants.

What do these numbers tell us?

In FY16 a total of 3,783 million gallons of treated wastewater will be sold for reuse, an increase of over 1,000 million gallons over the previous year. The treated wastewater sales were used in cooling towers and a golf course. The City will continue to pursue other opportunities to increase sales of treated wastewater.

The Industrial Pre-Treatment Program provides permitting, monitoring, and information services to commercial users so they can discharge their treated industrial waste into the sanitary sewer system in an environmentally safe manner.

		FY15	FY16	FY16	FY17
Industrial Pre-Treatment		Actual	Estimate	Target	Target
Result	% of days wastewater treatment system operated without environmental violations caused by industrial waste disposal	100%	100%	100%	100%
Output	# of discharge notices of violations issued	56	47	50	50
Output	# of industrial waste discharge permits issued	67	85	60	60
Output	# of monitoring actions performed	2,577	2,576	2,600	2,600

The Lift Station Program provides 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.

		FY15	FY16	FY16	FY17
Lift Station		Actual	Estimate	Target	Target
Result	% of lift station maintenance work orders completed on schedule	98%	100%	94%	100%
Result	% of days lift station facilities do not experience an overflow	100%	100%	99%	99%
Output	# of citizen service requests about lift stations resolved (odor, noise, or appearance)	0	0	4	4
Output	# of lift station maintenance work orders completed	1,550	1,399	700	1,583

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.

		FY15	FY16	FY16	FY17
Wastewater Treatment		Actual	Estimate	Target	Target
Result	% of wastewater treatment plant tests in compliance with federal or state discharge permits	99%	99%	99%	99%
Output	# of million gallons of treated wastewater sold for reuse	2,714	3,783	2,920	2,920
Output	# of million gallons of wastewater treated	24,155	25,282	24,000	24,000
Output	# of tests completed	4,674	4,819	4,671	4,674
Output	# of tests in compliance	4,630	4,781	4,606	4,630

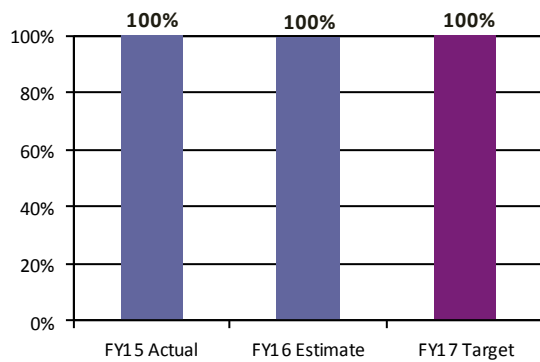
Wastewater Quality Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Industrial Pre-treatment	7.00	\$757,097	7.00	\$812,933	7.00	\$827,054
Lift Station	14.50	1,308,229	14.50	1,477,063	14.50	1,498,393
Wastewater Treatment	4.00	499,620	4.00	557,754	4.00	556,537
Line of Business Total	25.50	\$2,564,946	25.50	\$2,847,750	25.50	\$2,881,984

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 WATER QUALITY TESTS AT WATER TREATMENT PLANTS MEETING FEDERAL OR STATE REGULATORY REQUIREMENTS



Why is this measure important?

This performance measure reports how many water quality tests taken at the water treatment plants meet federal or state regulatory requirements. This is a very meaningful measure since it reports the percentage of tests that comply with drinking water standards set by federal (EPA) and Oklahoma State regulatory agencies.

What do these numbers tell us?

In FY15 100% of the 190,000 quality control tests that were performed met the federal or state regulatory requirements. The number of tests has increased to 220,000 in FY16, with 99.80% meeting federal or state regulatory requirements. All three water treatment plants conduct quality control tests on the water treatment processes to adjust treatment so that the drinking water quality meets federal, state, and Utilities Department drinking water quality requirements. These numbers change seasonally depending upon the amount of water treated.



Water flows into Draper Lake after a 100-mile journey through the 60-inch pipeline from Atoka Lake.

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.

Laboratory & System Quality		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of water and wastewater samples analyzed and reported on time	98%	98%	90%	90%
Result	% of water quality concerns requiring field action responded to within 1 working day	100%	100%	97%	98%
Result	% of water and wastewater samples reported meeting all quality control*	N/A	N/A	N/A	98%
Output	# of water line flushings completed**	5,173	6,886	6,865	N/A
Output	# of water and wastewater samples analyzed and reported	12,857	14,193	5,900	12,500
Output	# of water and wastewater samples reported passing all quality control*	N/A	N/A	N/A	12,200

*New measure. Data will be reported in FY17.

**Measure is being removed from the business plan in FY17.

The Property Maintenance Program provides lake property and facility maintenance services to City treatment plants and property users so they receive timely responses to their maintenance requests.

Property Maintenance		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of property maintenance requests by citizens responded to within 3 working days of receipt	99%	100%	97%	95%
Output	# of acres maintained	4,716	4,860	3,000	3,000
Output	# of property maintenance request responses	132	98	175	95

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.

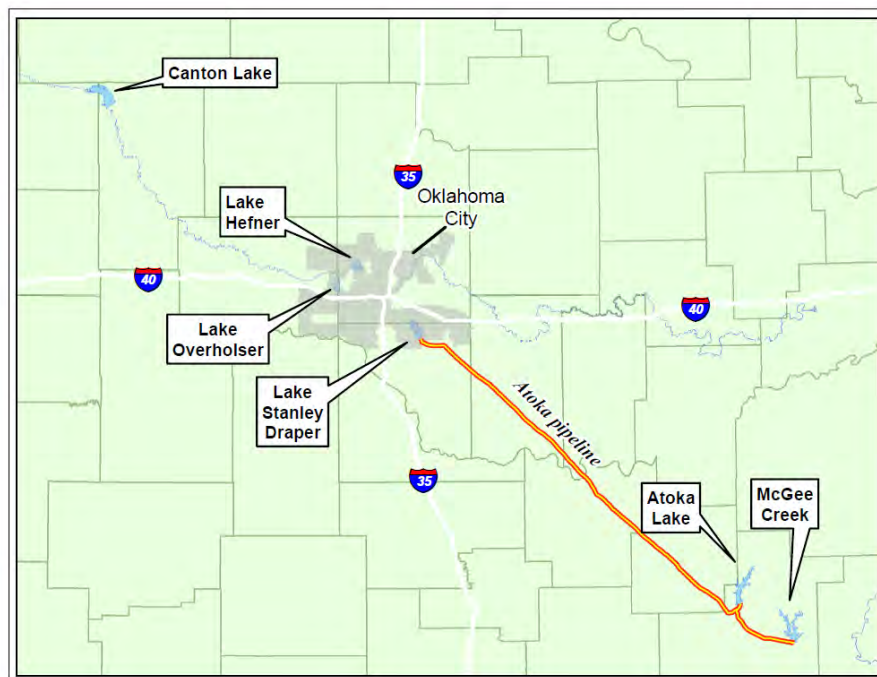
Raw Water Supply		FY15 Actual	FY16 Estimate	FY16 Target	FY17 Target
Result	% of days with uninterrupted raw water supply from Lake Atoka	84%	10%	98%	98%
Output	# of acre feet of raw water diverted to Hefner, Overholser, and Draper lakes	123,824	79,692	124,000	105,000
Output	# of acre feet of raw water pumped from Lake Atoka	61,186	8,454	80,000	80,000

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.

		FY15	FY16	FY16	FY17
Water Treatment		Actual	Estimate	Target	Target
Result	% of water quality tests at water treatment plants meeting federal or state regulatory requirements	100%	100%	100%	100%
Result	% of days that have adequate water treatment process ability to meet the historical daily high water use for the current month	100%	100%	100%	100%
Output	# of billion gallons of treated water pumped	32.86	35.41	35.00	35.00
Output	# of quality control tests conducted	189,745	218,607	172,176	185,000

Water Quality Positions and Budget

Program	FY15		FY16		FY17	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Laboratory and System Quality	14.50	\$1,191,161	14.50	\$1,166,949	14.50	\$1,291,819
Property Maintenance	50.00	3,757,503	51.00	4,112,263	51.00	4,146,614
Raw Water Supply	6.00	6,273,604	6.00	7,797,483	6.00	7,802,589
Water Treatment	66.00	13,615,753	66.00	15,355,812	68.00	15,440,572
Line of Business Total	136.50	\$24,838,021	137.50	\$28,432,507	139.50	\$28,681,594

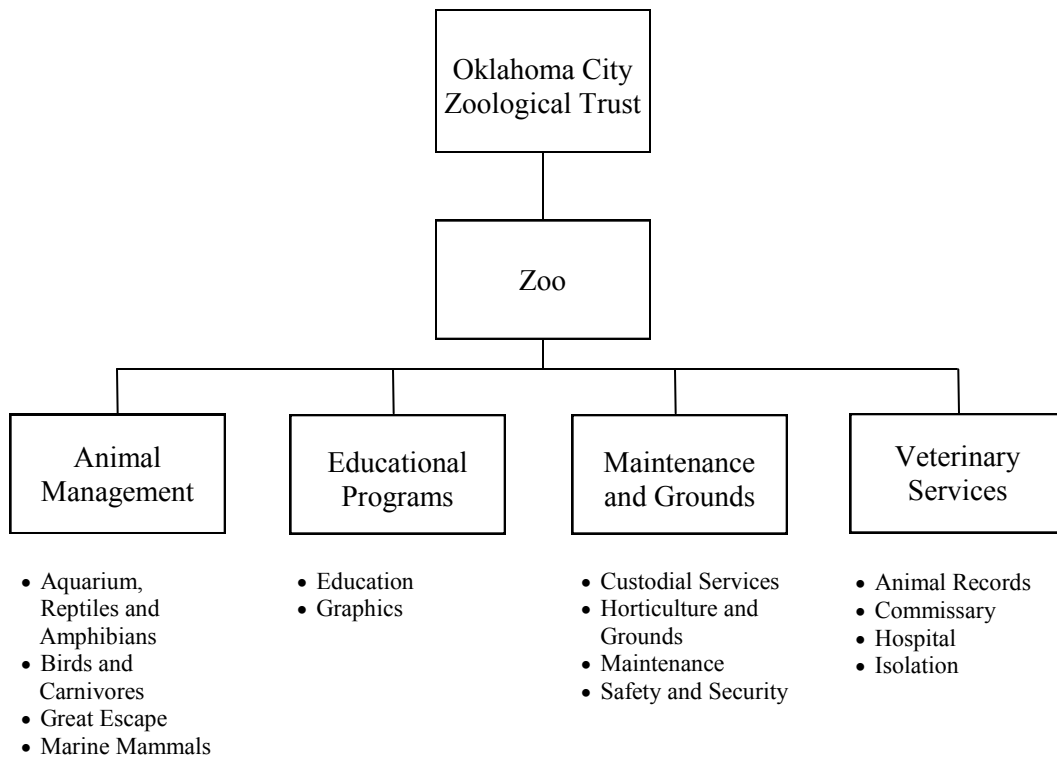


Six reservoirs provide Oklahoma City with a dependable supply of water for drinking, cleaning, fighting fires and economic development.

Zoo

DWIGHT LAWSON, EXECUTIVE DIRECTOR/CEO

dlawson@okczoo.com



DEPARTMENT MISSION

THE MISSION OF THE OKLAHOMA CITY ZOOLOGICAL PARK AND BOTANICAL GARDEN IS TO BE OKLAHOMA'S PREMIER DESTINATION CONNECTING PEOPLE, WILDLIFE, AND WILD PLACES.

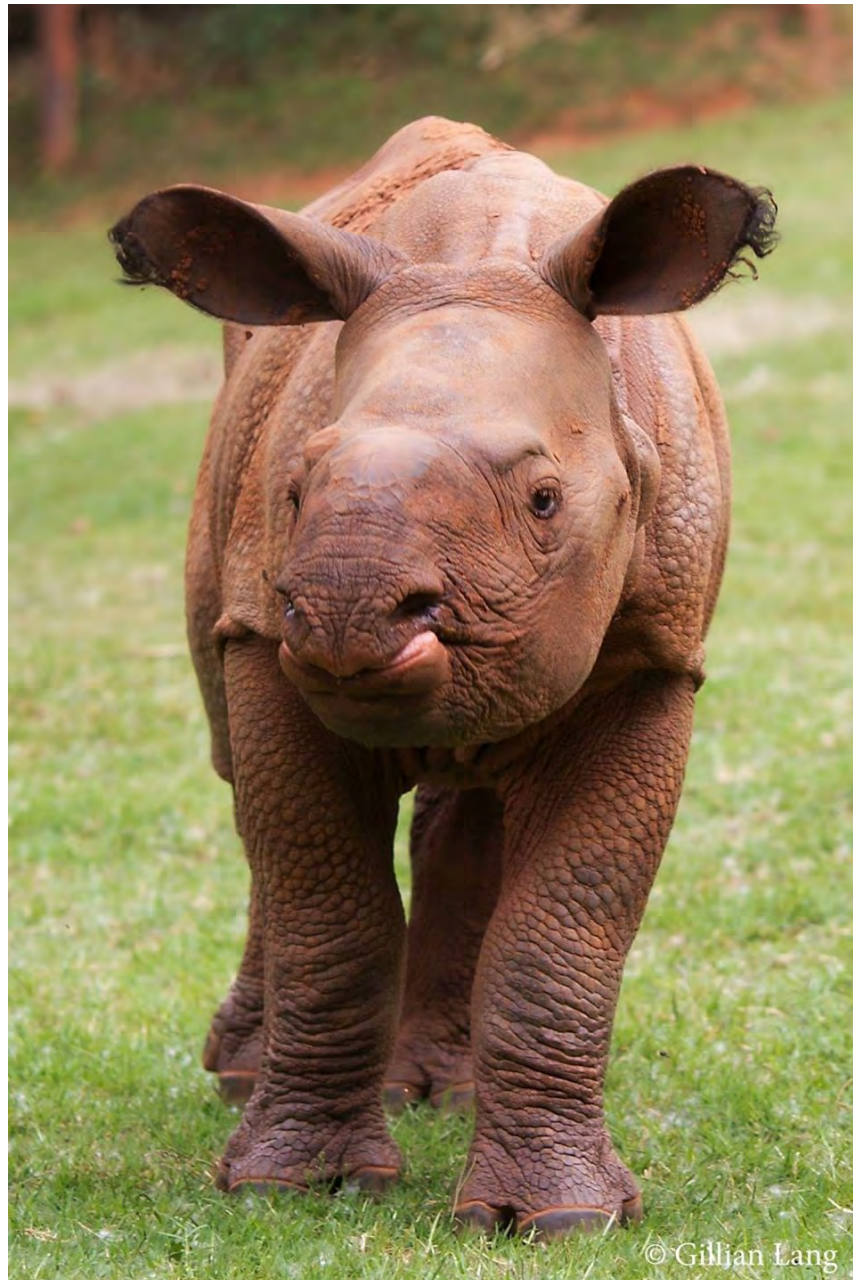
MAJOR BUDGET CHANGES

Zoo Sales Tax Fund	Amount	Positions
1. No major budget changes in this fiscal year	-	-



EXPENDITURES

Summary of Expenditures by Funding Source	FY15 Actual	FY16 Adopted Budget	FY17 Adopted Budget	Percent Change
Zoo Sales Tax Fund	<u>\$13,667,230</u>	<u>\$14,279,300</u>	<u>\$14,188,917</u>	-0.63%
Fund Total	<u>\$13,667,230</u>	<u>\$14,279,300</u>	<u>\$14,188,917</u>	-0.63%





OVERVIEW OF FUND SUMMARIES

THE BUDGET IS COMPRISED OF 31 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.

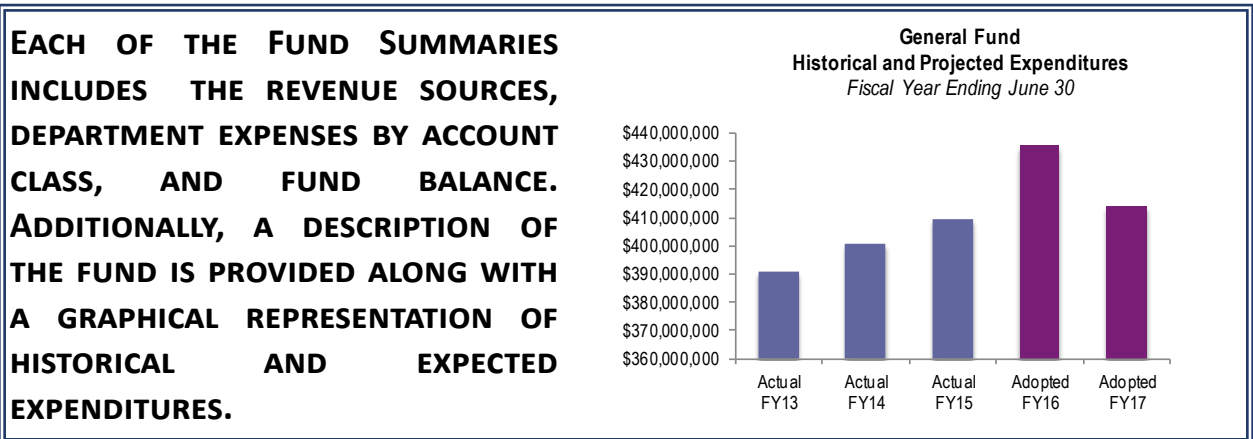
Within the operating funds there are three basic categories of funds – General Operating, Special Revenue and Enterprise. The General Operating Funds include the General Fund, which accounts for all monies received and disbursed for general municipal government purposes, and the Internal Service Fund, 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.

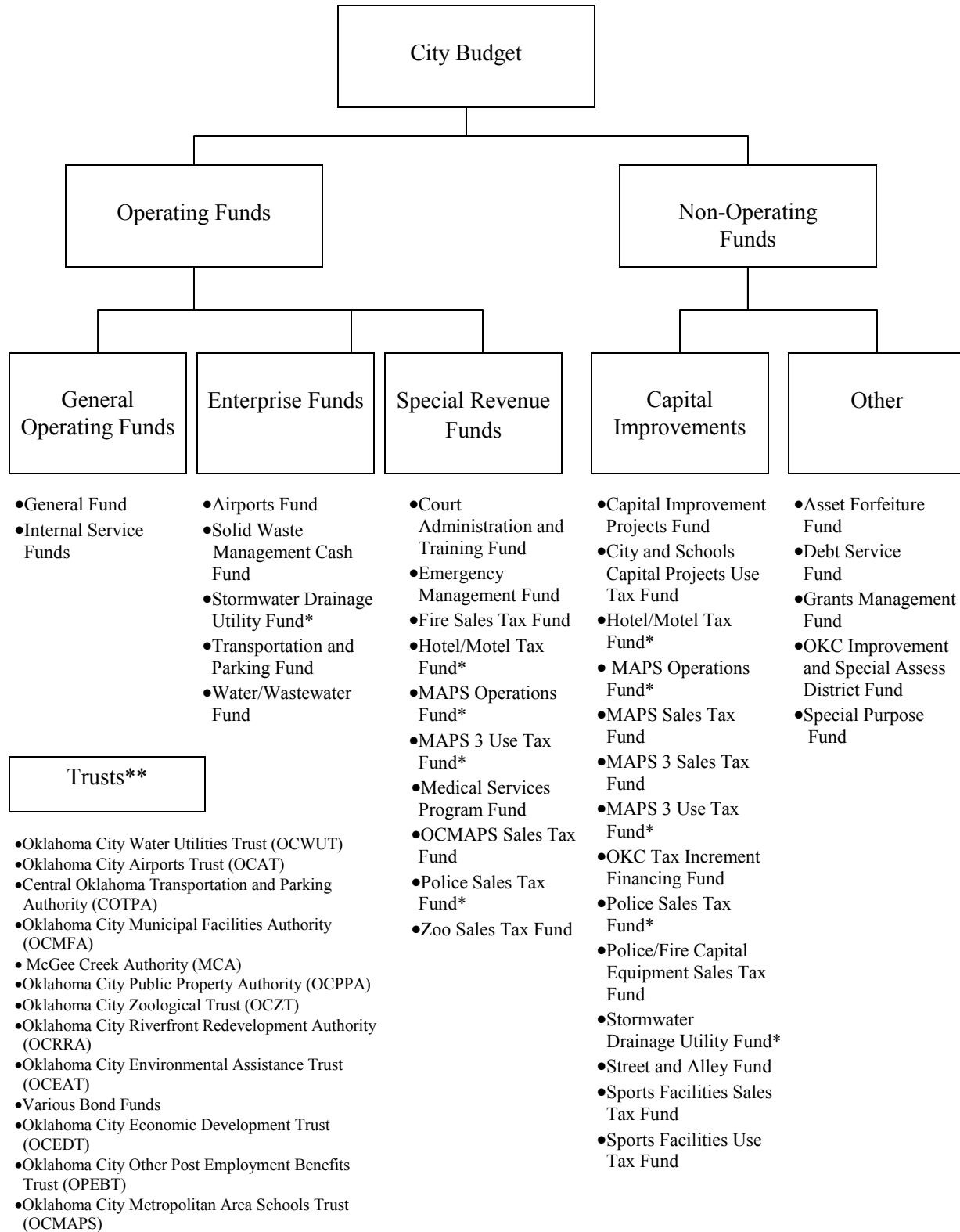
Enterprise Funds account for utility, enterprise, and other services where the costs are financed primarily through user charges or where there is a periodic need to determine revenues earned, expenses incurred or net income for a service or program.

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 subsequent pages 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 TRUST DESCRIPTIONS			
FUND NAME	MAJOR REVENUES	MAJOR EXPENDITURES	ORIGIN
Operating Funds			
Airports	Transfer from OCAT	Airport Expenditures	Administrative
Court Administration and 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	Federal Grants	As Directed by Terms of Grants	Federal Laws
Fire Fighting and 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*	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 3 Use Tax*	Special Use Tax	Administration of MAPS 3 Projects	Local Law/Public Initiative
MAPS Operations*	Fund Balance	Canal Maintenance	Local Law/Public Initiative
Medical Services Program	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	Transfer from OCEAT	Solid Waste Enterprise Expenditures	Administrative
Stormwater Drainage Utility*	Stormwater Drainage Fees	Stormwater Testing and Treatment	State/Local Law
Transportation and Parking	Transfer from COTPA, General Fund Subsidy	Mass Trans. and Parking Administration	Administrative
Water/Wastewater	Transfer from OCWUT	Water/Wastewater Utilities Expenditures	Administrative
Non-Operating Funds			
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*	Earmarked Hotel/Motel Tax	State Fair Capital Improvements	Local Law/Public Initiative
MAPS 3 Sales Tax	Earmarked Sales Tax	MAPS3 Capital Projects	Public Initiative
MAPS 3 Use Tax*	Special Use Tax	Public Safety Capital Project Expenditures	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
OKC Impr. and Special Assessment District	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	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 Services, Facilities or Equipment Tax*	Earmarked Sales Tax	Police Capital Projects	Local Law/Public Initiative
Special Purpose	Donations	Earmarked by Donors	State Law
Stormwater Drainage Utility*	Stormwater Drainage Fees	Multi-year Contracts / Capital Projects	State/Local Law
Street and Alley	Fund Balance	Street Projects	Public Initiative
Trust Funds			
Central Oklahoma Transportation and 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 Fund	\$3,182,213	\$17,602,492	\$17,602,492	\$3,182,213	\$0	0.00% (e)
Asset Forfeiture Fund	1,581,557	1,210,123	2,390,873	400,807	(1,180,750)	-74.66% (b)
Capital Improvement Projects Fund	51,939,673	7,415,000	59,354,673	0	(51,939,673)	-100.00% (b)
City and Sch Cap Proj Use Tax Fund	2,952,487	192,021	3,144,508	0	(2,952,487)	-100.00% (d)
Court Administration and Training Fund	1,025,673	1,845,893	2,342,175	529,391	(496,282)	-48.39% (c)
Debt Service Fund	101,687,473	90,927,057	84,742,431	107,872,099	6,184,626	6.08% (c)
Emergency Management Fund	949,563	8,915,001	9,377,816	486,748	(462,815)	-48.74% (c)
Fire Sales Tax Fund	11,531,037	41,049,189	44,130,155	8,450,071	(3,080,966)	-26.72% (c)
General Fund	54,371,626	411,447,283	414,197,283	51,621,626	(2,750,000)	-5.06% (a)
Grants Management Fund	N/A	45,658,879	45,658,879	N/A	N/A	N/A (g)
Hotel/Motel Tax Fund	7,687,840	20,905,008	22,412,486	6,180,362	(1,507,478)	-19.61% (c)
Internal Service Fund	5,597,987	49,322,802	50,862,831	4,057,958	(1,540,029)	-27.51% (a)
Medical Services Program Fund	3,493,636	6,843,923	6,843,923	3,493,636	0	0.00% (c)
Metropolitan Area Projects Tax Fund	565,137	237	563,846	1,528	(563,609)	-99.73% (d)
MAPS Operations Fund	8,181,692	85,723	5,402,579	2,864,836	(5,316,856)	-64.98% (b)
MAPS 3 Sales Tax Fund	256,684,221	111,821,026	305,645,025	62,860,222	(193,823,999)	-75.51% (d,f)
MAPS 3 Use Tax Fund	44,899,404	14,161,169	46,571,987	12,488,586	(32,410,818)	-72.19% (d,f)
OKC Imprv & Spl Svcs Assess Dist Fund	0	3,737,140	3,737,140	0	0	N/A (c)
OKC Metro Schools Sales Tax Fund	327,210	194,138	439,233	82,115	(245,095)	-74.90% (d)
Oklahoma City TIF Fund	0	850,000	850,000	0	0	N/A (c)
Police and Fire Cap Equip Sales Tax Fund	5,108,278	58,320	5,166,598	0	(5,108,278)	-100.00% (d)
Police Sales Tax Fund	19,345,733	41,235,569	49,345,587	11,235,715	(8,110,018)	-41.92% (c)
Solid Waste Management Fund	1,000,000	10,830,749	11,830,749	0	(1,000,000)	-100.00% (e)
Special Purpose Fund	9,914,031	5,685,408	15,599,439	0	(9,914,031)	-100.00% (c)
Sports Facilities Sales Tax Fund	360,684	1,948	362,632	0	(360,684)	-100.00% (d)
Sports Facilities Use Tax Fund	565,132	4,543	569,675	0	(565,132)	-100.00% (d)
Stormwater Drainage Utility Fund	11,994,197	18,211,275	21,849,353	8,356,119	(3,638,078)	-30.33% (f)
Street and Alley Fund	392,629	300	392,929	0	(392,629)	-100.00% (b)
Transportation and Parking Fund	0	3,930,814	3,930,814	0	0	N/A (e)
Water and Wastewater Fund	800,000	88,144,683	88,944,683	0	(800,000)	-100.00% (e)
Zoo Sales Tax Fund	278,214	13,910,703	14,188,917	0	(278,214)	-100.00%

- (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 Fund																						
Asset Forfeiture Fund																						
Capital Improvement Projects Fund																						
City and 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 and Parking Fund																						
Water and Wastewater Fund																						
Zoo Sales Tax Fund																						

AIRPORTS FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Transfer from Airport Trust	\$16,561,748	\$17,350,675	\$17,574,222
Interest Income	14,053	15,822	28,270
Other Revenue	57,591	0	0
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	0	0
Total Revenues	\$16,633,392	\$17,366,497	\$17,602,492
Expenditures - Airports			
Personal Services	\$9,189,193	\$10,136,184	\$10,324,340
Other Services & Charges	5,690,081	6,028,381	6,076,220
Supplies	489,869	701,932	701,932
Capital Outlay	527,841	500,000	500,000
Transfers	0	0	0
Total Expenditures	\$15,896,984	\$17,366,497	\$17,602,492
Use of Fund Balance			
Beginning Fund Balance	\$1,196,868	\$1,933,276	\$3,182,213
Additions/(Reductions) to Fund Balance	736,408	1,248,937 *	0 **
Ending Fund Balance	\$1,933,276	\$3,182,213 *	\$3,182,213 **

* Estimated.

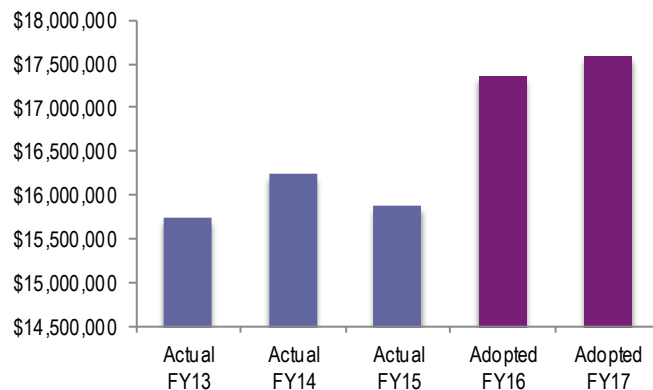
** Assumes budgeted revenues and expenditures.

The Airports Fund was established in the FY89 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 Fund
Historical and Projected Expenditures**



ASSET FORFEITURE FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Asset Seizure Revenues	\$757,568	\$1,102,050	\$1,168,780
Rental Revenues	3,103	3,160	0
Other Revenue	79,942	17,379	16,612
Interest	14,634	25,817	24,731
Fund Balance	0	1,496,286	1,180,750
Reserve for Outstanding Encumbrances	0	153,736	0
Total Revenues	\$855,247	\$2,798,428	\$2,390,873
Expenditures - Police			
Personal Services	\$201,701	\$130,000	\$130,000
Other Services & Charges	381,317	818,803	733,858
Supplies	1,031,046	1,549,625	1,227,015
Capital Outlay	260,366	200,000	200,000
Transfers	0	100,000	100,000
Total Expenditures	\$1,874,430	\$2,798,428	\$2,390,873
Use of Fund Balance			
Beginning Fund Balance	\$2,949,329	\$1,930,147	\$1,581,557
Additions/(Reductions) to Fund Balance	(1,019,183)	(348,590) *	(1,180,750) **
Ending Fund Balance	\$1,930,147	\$1,581,557 *	\$400,807 **

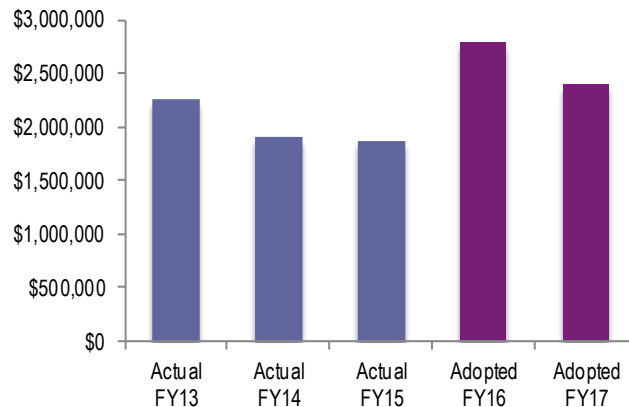
* Estimated.

** Assumes budgeted revenues and expenditures.

The Federal Asset Forfeiture Fund was established in FY85 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 FY94, 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 FY15	Adopted FY16	Adopted FY17
Revenues			
Operating Transfer	\$10,869,487	\$19,964,805	\$6,965,000
Interest	315,573	311,500	450,000
Other Revenue	3,141,563	(1,631,500)	0
Fund Balance	0	39,924,879	51,939,673
Reserve for Outstanding Encumbrances	0	15,266,337	0
Total Revenues	\$14,326,623	\$73,836,021	\$59,354,673
Expenditures			
City Clerk			
Personal Services	0	\$0	\$0
Other Services & Charges	36,127	143,416	22,089
Supplies	196	72,491	9,481
Capital Outlay	0	0	19,065
Transfers	0	0	0
Department Total	\$36,322	\$215,907	\$50,635
City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,282,519	1,432,824	188,355
Supplies	0	260,310	100,380
Capital Outlay	0	498,566	2,550,113
Transfers	9,784	0	0
Department Total	\$1,292,302	\$2,191,700	\$2,838,848
Development Services			
Personal Services	\$0	\$0	\$0
Other Services & Charges	514,274	1,101,889	313,532
Supplies	26,532	17,377	6,587
Capital Outlay	14,557	158,154	91,382
Transfers	0	0	0
Department Total	\$555,363	\$1,277,420	\$411,501
Finance			
Personal Services	\$0	\$0	\$0
Other Services & Charges	15,039	221,463	127,720
Supplies	8,043	1,076	354,668
Capital Outlay	0	0	150,000
Transfers	0	0	0
Department Total	\$23,082	\$222,539	\$632,388

	Actual FY15	Adopted FY16	Adopted FY17
General Services			
Personal Services	\$0	\$0	\$0
Other Services & Charges	355,884	1,391,691	1,347,622
Supplies	171,406	168,196	732,739
Capital Outlay	2,289,721	8,370,935	8,380,136
Transfers	0	2,150	2,150
Department Total	\$2,817,011	\$9,932,972	\$10,462,647
Information Technology			
Personal Services	\$0	\$0	\$0
Other Services & Charges	337,070	664,689	1,118,239
Supplies	687,045	276,206	1,680,034
Capital Outlay	611,108	5,106,297	4,294,191
Transfers	0	0	0
Department Total	\$1,635,223	\$6,047,192	\$7,092,464
Mayor and Council			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	10,500	10,500
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$0	\$10,500	\$10,500
Municipal Court			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	3,000,000	4,000,000
Transfers	8,676	0	0
Department Total	\$8,676	\$3,000,000	\$4,000,000
Municipal Counselor's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	5,646	33,843	525
Capital Outlay	5,397	82,391	13,895
Transfers	0	0	0
Department Total	\$11,043	\$116,234	\$14,420

	Actual FY15	Adopted FY16	Adopted FY17
Non-Departmental			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	10,072,023	619,379
Supplies	0	4,640	840
Capital Outlay	11,645	3,032,206	4,828,804
Transfers	301,174	12,500	12,500
Department Total	\$312,819	\$13,121,369	\$5,461,523
Parks and Recreation			
Personal Services	\$0	\$0	\$0
Other Services & Charges	97,508	18,232	50
Supplies	34,236	11,679	0
Capital Outlay	58,178	536,680	1,153,520
Transfers	0	0	0
Department Total	\$189,922	\$566,591	\$1,153,570
Planning			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$0	\$0	\$0
Police			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	235,943	235,943
Transfers	0	0	0
Department Total	\$0	\$235,943	\$235,943
Public Transportation and Parking			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	500
Supplies	0	47,850	0
Capital Outlay	0	200,000	200,000
Transfers	0	0	0
Department Total	\$0	\$247,850	\$200,500
Public Works			
Personal Services	\$0	\$0	\$0
Other Services & Charges	6,733,384	17,672,850	16,716,663
Supplies	700,747	2,829,570	1,700,107
Capital Outlay	5,107,968	16,147,384	8,372,964
Transfers	0	0	0
Department Total	\$12,542,099	\$36,649,804	\$26,789,734

	Actual FY15	Adopted FY16	Adopted FY17
All Departments			
Personal Services	\$0	\$0	\$0
Other Services & Charges	9,371,804	32,719,077	20,454,149
Supplies	1,633,851	3,733,738	4,595,861
Capital Outlay	8,098,574	37,368,556	34,290,013
Transfers	319,634	14,650	14,650
Total Expenditures	\$19,423,863	\$73,836,021	\$59,354,673
Use of Fund Balance			
Beginning Fund Balance	\$36,701,049	\$31,603,809	\$51,939,673
Additions/(Reductions) to Fund Balance	(5,097,240)	20,335,864 *	(51,939,673) **
Ending Fund Balance	\$31,603,809	\$51,939,673 *	\$0 **

* Estimated.

** Assumes budgeted revenues and expenditures.

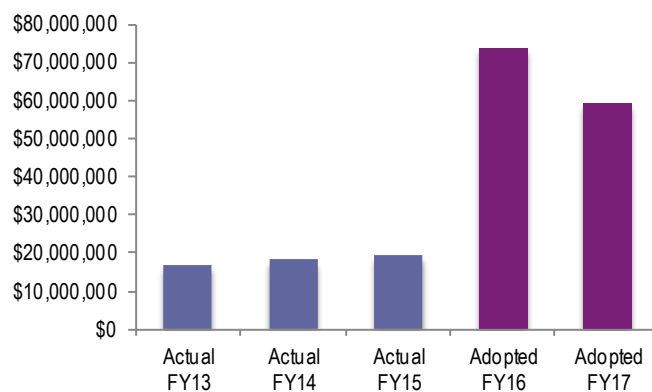
NOTES:

(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 14, 2015 will remain to the end of the fiscal year. 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 FY15	Adopted FY16	Adopted FY17
Revenues			
Use Tax	\$0	\$0	\$0
Interest	13,438	15,689	20,046
Other Revenue	1,111,856	370,000	171,975
Fund Balance	0	2,395,126	2,952,487
Transfers	537,300	0	0
Reserve for Outstanding Encumbrances	0	65,954	0
Total Revenues	\$1,662,595	\$2,846,769	\$3,144,508
Expenditures			
Fire			
Personal Services	\$0	\$0	\$0
Other Services & Charges	\$0	\$0	\$13,345
Supplies	0	0	53,785
Capital Outlay	1,993,680	0	18,401
Department Total	\$1,993,680	\$0	\$85,531
Information Technology			
Other Services & Charges	0	0	0
Supplies	\$861,045	\$2,846,769	\$3,018,242
Capital Outlay	0	0	0
Department Total	\$861,045	\$2,846,769	\$3,018,242
Police			
Other Services & Charges	15,442	0	10,187
Supplies	30,419	0	0
Capital Outlay	328,892	0	30,548
Department Total	\$374,753	\$0	\$40,735

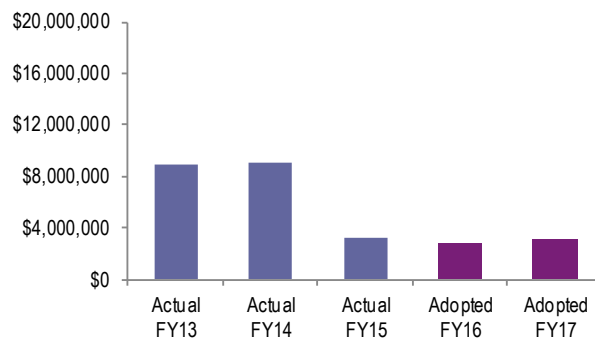
	Actual FY15	Adopted FY16	Adopted FY17
All Departments			
Personal Services	\$0	\$0	\$0
Other Services & Charges	15,442	0	23,532
Supplies	891,464	2,846,769	3,072,027
Capital Outlay	2,322,572	0	48,949
Total Expenditures	\$3,229,477	\$2,846,769	\$3,144,508
Use of Fund Balance			
Beginning Fund Balance	\$3,930,543	\$2,363,660	\$2,952,487
Additions/(Reductions) to Fund Balance	(1,566,883)	588,827 *	(2,952,487) **
Ending Fund Balance	\$2,363,660	\$2,952,487 *	\$0 **

* 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



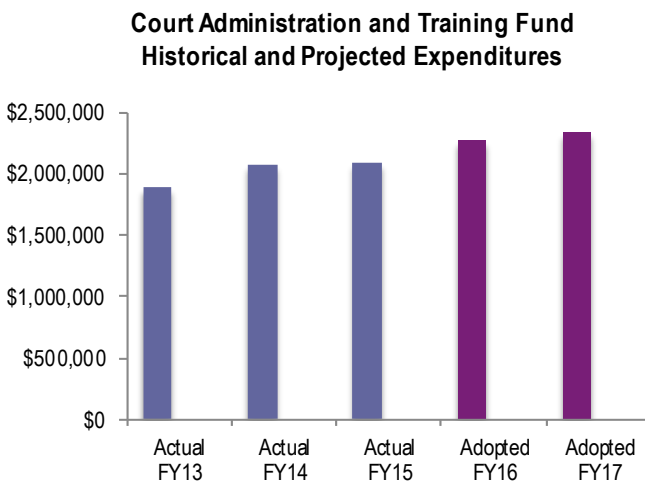
COURT ADMINISTRATION AND TRAINING FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Forensic Fee	\$505,217	\$519,221	\$451,477
CLEET Fund - State	744,486	765,140	666,888
Victim's Compensation Fee	24,329	23,723	23,051
AFIS Fingerprint Fee	523,204	537,749	467,479
Police Training Fee	189,374	193,844	169,997
Court's Training Fee	7,448	7,654	6,654
Counselor's Training Fee	7,447	7,677	6,554
Court's Administration Fee	47,006	48,096	42,125
Other Revenue	1,670	1,391	1,498
Interest Income	5,963	7,542	10,170
Fund Balance	0	106,994	496,282
Reserve for Outstanding Encumbrances	0	54,571	0
Total Revenues	\$2,056,143	\$2,273,602	\$2,342,175
Expenditures			
Municipal Court			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,797,697	1,889,926	1,902,526
Supplies	0	27,949	177,949
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$1,797,697	\$1,917,875	\$2,080,475
Municipal Counselor			
Personal Services	\$0	\$0	\$0
Other Services & Charges	9,388	12,900	10,960
Supplies	1,289	2,100	2,040
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$10,677	\$15,000	\$13,000
Police			
Personal Services	\$0	\$0	\$0
Other Services & Charges	163,111	184,349	167,000
Supplies	115,255	156,378	81,700
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$278,366	\$340,727	\$248,700

	Actual FY15	Adopted FY16	Adopted FY17
All Departments			
Other Services & Charges	\$1,970,196	\$2,087,175	\$2,080,486
Supplies	116,544	186,427	261,689
Total Expenditures	\$2,086,740	\$2,273,602	\$2,342,175
Use of Fund Balance			
Beginning Fund Balance	\$1,030,365	\$999,768	\$1,025,673
Additions/(Reductions) to Fund Balance	(30,597)	25,905 *	(496,282) **
Ending Fund Balance	\$999,768	\$1,025,673 *	\$529,391 **

* 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 administrative fee.

DEBT SERVICE FUND

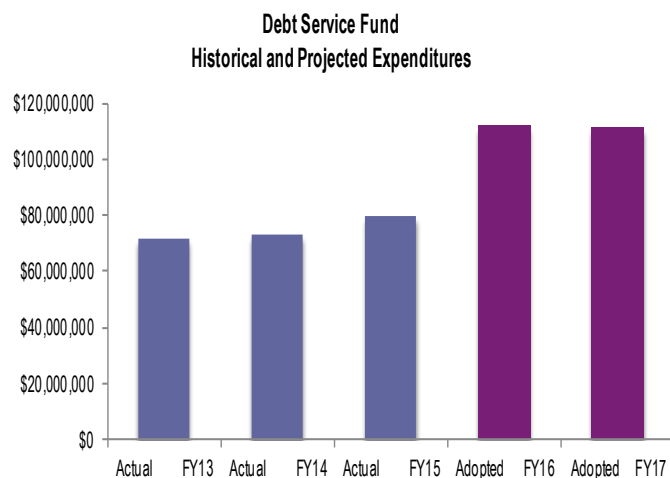
	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Ad Valorem (Property Tax)	\$79,718,644	\$84,407,152	\$84,327,057
Interest	1,061,814	600,000	600,000
Other Revenue	83,509,261	6,000,000	6,000,000
Fund Balance	0	21,119,969	20,727,857
Total Revenues	\$164,289,719	\$112,127,121	\$111,654,914
Expenditures - Non-Departmental			
<i>Debt Service:</i>			
Judgments	\$2,583,405	\$3,337,169	1,896,054
Judgment Interest	132,606	209,915	109,047
Fiscal Agency Fees	1,106,214	1,000,000	1,000,000
Bond Retirement	47,860,000	53,340,000	55,855,000
Interest on Bonds	27,915,539	28,059,712	25,882,330
Reserve For Future Debt Service Payments	0	26,180,325	26,912,483
Transfers	0	0	0
Total Expenditures	\$79,597,764	\$112,127,121	\$111,654,914
Use of Fund Balance			
Beginning Fund Balance	\$11,935,162	\$96,627,117	\$101,687,473
Additions/(Reductions) to Fund Balance	84,691,955	5,060,356 *	6,184,626 **
Ending Fund Balance	\$96,627,117	\$101,687,473 *	\$107,872,099 **

* 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.

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

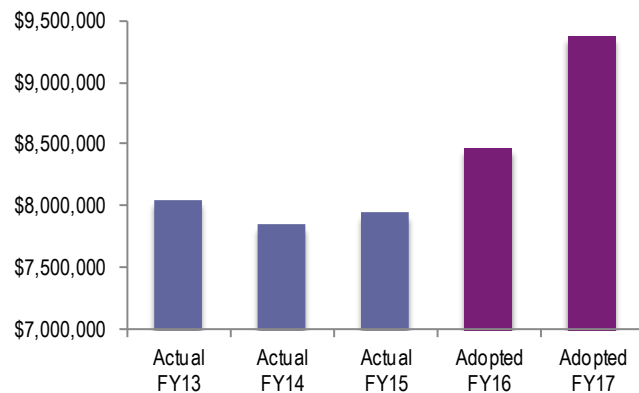
	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Tariffs	\$4,818,455	\$4,830,729	\$4,907,458
Interest	5,717	6,277	9,999
General Fund Subsidy	3,255,062	3,245,454	3,997,544
Fund Balance	0	383,183	462,815
Total Revenues	<u>\$8,079,233</u>	<u>\$8,465,643</u>	<u>\$9,377,816</u>
Expenditures - Police			
Personal Services	\$5,818,651	\$6,096,379	\$6,760,731
Other Services & Charges	2,119,662	2,362,195	2,610,016
Supplies	3,526	7,069	7,069
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	<u>\$7,941,840</u>	<u>\$8,465,643</u>	<u>\$9,377,816</u>
Use of Fund Balance			
Beginning Fund Balance	\$688,360	\$825,754	\$949,563
Additions/(Reductions) to Fund Balance	137,393	123,810 *	(462,815) **
Ending Fund Balance	<u>\$825,754</u>	<u>\$949,563</u> *	<u>\$486,748</u> **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Emergency Management Fund was established in FY90 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 FY15	Adopted FY16	Adopted FY17
Revenues			
Special Sales Tax	\$41,032,000	\$41,997,942	\$40,913,832
Interest	59,020	69,447	121,899
Other	327,684	14,332	13,458
Fund Balance	0	2,554,092	3,080,966
Transfer	0	0	0
Reserve for Outstanding Encumbrances	0	693,780	0
Total Revenues	<u>\$41,418,704</u>	<u>\$45,329,593</u>	<u>\$44,130,155</u>
Expenditures - Fire			
Personal Services	\$34,424,541	\$35,178,831	\$35,123,531
Other Services & Charges	1,343,080	4,376,914	4,086,624
Supplies	1,712,019	2,088,317	1,800,000
Capital Outlay	672,481	3,685,531	3,120,000
Transfers	(10,207)	0	0
Total Expenditures	<u>\$38,141,915</u>	<u>\$45,329,593</u>	<u>\$44,130,155</u>
Use of Fund Balance			
Beginning Fund Balance	\$7,235,807	\$10,512,596	\$11,531,037
Additions/(Reductions) to Fund Balance	3,276,789	1,018,441 *	(3,080,966) **
Ending Fund Balance	<u>\$10,512,596</u>	<u>\$11,531,037</u> *	<u>\$8,450,071</u> **

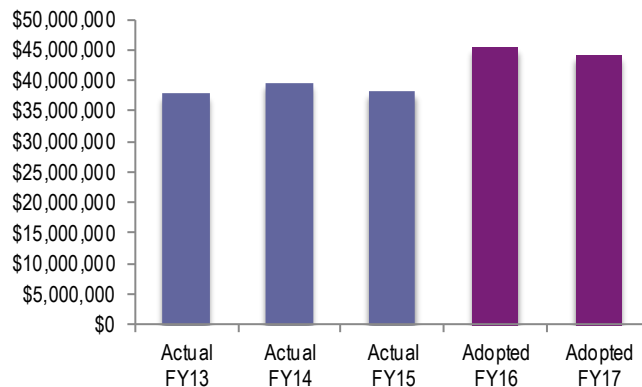
* Estimated.

** Assumes budgeted revenues and expenditures.

The Fire Fighting and Fire Rescue Services, Facilities or Equipment Tax Fund was established in FY90. 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 FY15	Adopted FY16	Adopted FY17
Revenues			
Taxes	\$268,337,256	\$274,134,027	\$268,231,326
Franchise Fees	43,284,203	44,777,676	41,932,247
Licenses & Permits	15,627,452	15,887,506	14,539,370
Service Charges	56,002,505	55,811,165	56,874,381
Fines	26,071,576	27,280,881	22,998,502
Transfers	2,651,804	2,866,652	3,087,404
Other Revenue	3,306,497	14,811,201	6,534,053
Total Revenues	<u>\$415,281,292</u>	<u>\$435,569,108</u>	<u>\$414,197,283</u>
Expenditures			
City Auditor's Office			
Personal Services	\$1,097,123	\$1,113,519	\$1,076,549
Other Services & Charges	68,917	67,080	63,503
Supplies	2,591	9,750	9,750
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	<u>\$1,168,631</u>	<u>\$1,190,349</u>	<u>\$1,149,802</u>
City Clerk			
Personal Services	\$778,203	\$804,517	\$746,441
Other Services & Charges	213,455	219,921	240,947
Supplies	4,067	5,052	5,052
Capital Outlay	0	0	0
Transfers	2,610	0	0
Department Total	<u>\$998,335</u>	<u>\$1,029,490</u>	<u>\$992,440</u>
City Manager's Office			
Personal Services	\$3,000,077	\$2,765,281	\$2,768,158
Other Services & Charges	467,877	420,392	344,826
Supplies	51,061	26,412	23,412
Capital Outlay	27,871	0	0
Transfers	0	0	0
Department Total	<u>\$3,546,886</u>	<u>\$3,212,085</u>	<u>\$3,136,396</u>
Development Services			
Personal Services	\$14,388,694	\$15,057,794	\$14,542,157
Other Services & Charges	2,720,787	2,778,643	2,937,059
Supplies	715,358	827,990	709,014
Capital Outlay	18,201	11,000	0
Transfers	91,681	0	0
Department Total	<u>\$17,934,721</u>	<u>\$18,675,427</u>	<u>\$18,188,230</u>

	Actual FY15	Adopted FY16	Adopted FY17
Finance			
Personal Services	\$6,258,896	\$6,867,111	\$6,734,570
Other Services & Charges	2,199,933	2,054,098	1,601,225
Supplies	73,807	108,741	108,741
Capital Outlay	22,256	0	0
Transfers	95,000	0	0
Department Total	\$8,649,892	\$9,029,950	\$8,444,536
Fire			
Personal Services	\$88,330,417	\$87,408,159	\$85,915,170
Other Services & Charges	6,270,461	6,116,399	5,833,442
Supplies	1,163,217	1,450,498	1,253,305
Capital Outlay	0	0	0
Transfers	132,264	0	0
Department Total	\$95,896,360	\$94,975,056	\$93,001,917
General Services			
Personal Services	\$3,127,916	\$3,287,010	\$3,103,677
Other Services & Charges	1,575,255	1,582,425	1,583,564
Supplies	403,025	138,782	137,142
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$5,106,196	\$5,008,217	\$4,824,383
Juvenile Justice - Municipal Court			
Personal Services	\$634,056	\$689,103	\$684,492
Other Services & Charges	112,700	167,021	162,820
Supplies	0	12,400	12,400
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$746,756	\$868,524	\$859,712
Juvenile Justice - Municipal Counselor			
Personal Services	\$163,328	\$173,794	\$117,668
Other Services & Charges	120	400	400
Supplies	4,465	4,777	4,777
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$167,913	\$178,971	\$122,845

	Actual FY15	Adopted FY16	Adopted FY17
Mayor and Council			
Personal Services	\$800,006	\$814,678	\$843,054
Other Services & Charges	87,123	144,110	149,550
Supplies	7,762	10,420	10,420
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$894,891	\$969,208	\$1,003,024
Municipal Court			
Personal Services	\$4,524,640	\$5,137,436	\$5,085,359
Other Services & Charges	2,426,618	2,938,130	2,919,988
Supplies	100,492	229,987	196,987
Capital Outlay	27,115	0	0
Transfers	1,630,123	426,725	100,600
Department Total	\$8,708,988	\$8,732,278	\$8,302,934
Municipal Counselor's Office			
Personal Services	\$6,145,046	\$6,222,468	\$6,088,640
Other Services & Charges	607,299	522,050	472,200
Supplies	102,376	145,337	146,737
Department Total	\$6,854,721	\$6,889,855	\$6,707,577
Non-Departmental			
Personal Services	\$22,384,385	\$25,705,785	\$22,311,936
Other Services & Charges	8,745,389	17,383,115	18,385,731
Supplies	1,616	7,500	7,500
Debt Service	4,085	10,000	10,000
Transfers	16,645,363	21,821,338	13,695,378
Department Total	\$47,780,837	\$64,927,738	\$54,410,545
Parks and Recreation			
Personal Services	\$13,281,513	\$15,549,035	\$15,070,671
Other Services & Charges	7,441,286	8,495,490	8,202,560
Supplies	1,968,901	2,269,590	2,041,819
Capital Outlay	67,772	89,962	0
Transfers	638,737	531,571	706,189
Department Total	\$23,398,209	\$26,935,648	\$26,021,239

	Actual FY15	Adopted FY16	Adopted FY17
Personnel			
Personal Services	\$2,545,232	\$2,564,676	\$2,446,633
Other Services & Charges	423,075	401,148	424,065
Supplies	15,506	15,524	15,524
Department Total	\$2,983,813	\$2,981,348	\$2,886,222
Planning			
Personal Services	\$2,309,696	\$2,750,690	\$2,738,543
Other Services & Charges	1,188,700	1,140,820	1,106,502
Supplies	21,433	14,275	15,092
Department Total	\$3,519,830	\$3,905,785	\$3,860,137
Police			
Personal Services	\$109,726,614	\$112,848,233	\$111,169,875
Other Services & Charges	18,368,906	18,537,210	17,667,200
Supplies	894,769	976,159	899,451
Transfers	3,580,145	3,445,454	4,197,544
Department Total	\$132,570,434	\$135,807,056	\$133,934,070
Public Transportation and Parking			
Other Services & Charges	\$18,321,566	\$18,283,397	\$16,130,414
Transfers	309,026	341,119	330,256
Department Total	\$18,630,592	\$18,624,516	\$16,460,670
Public Works			
Personal Services	\$20,817,197	\$22,010,682	\$19,703,710
Other Services & Charges	5,950,015	6,102,987	5,672,020
Supplies	3,033,276	2,763,938	2,814,874
Capital Outlay	0	0	0
Transfers	500,000	750,000	1,700,000
Department Total	\$30,300,488	\$31,627,607	\$29,890,604

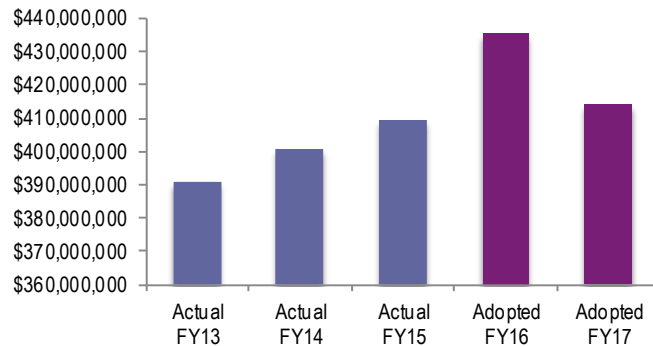
	Actual FY15	Adopted FY16	Adopted FY17
All Departments			
Personal Services	\$300,313,040	\$311,769,971	\$301,147,303
Other Services & Charges	77,189,483	87,354,836	83,898,016
Supplies	8,563,722	9,017,132	8,411,997
Capital Outlay	163,214	100,962	0
Debt Service	4,085	10,000	10,000
Transfers	23,624,948	27,316,207	20,729,967
Total Expenditures	\$409,858,493	\$435,569,108	\$414,197,283
Use of Fund Balance			
Beginning Fund Balance	\$71,120,945	\$76,543,744	\$54,371,626
Additions/(Reductions) to Fund Balance	5,422,799	(22,172,118) *	(2,750,000) **
Ending Fund Balance	\$76,543,744	\$54,371,626 *	\$51,621,626 **

* Estimated.

** Assumes budgeted revenues and expenditures.

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.

General Fund
Historical and Projected Expenditures
Fiscal Year Ending June 30



GRANTS MANAGEMENT FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
DOI - Historic Preservation	\$55,289	\$28,730	\$31,375
DOJ - Justice Assistance	\$791,224	\$1,200,775	\$1,105,140
DOT - ACOG Transportation	\$204,691	\$73,862	\$135,362
DOT - Impaired Driving Enforcement	\$183,340	\$276,525	\$213,000
DOT - Transportation Enhancement	\$325,636	\$0	\$0
EPA - Brownfields Loans, Assessments & Cleanup	\$1,126,011	\$850,325	\$1,561,594
Homeland Security - Domestic Preparedness	\$78,958	\$368,679	\$0
Homeland Security/FEMA - Disaster Relief	\$2,319,879	\$301,480	\$2,999,999
HUD - Community Development Block Grant	\$6,408,856	\$8,173,141	\$25,927,432
HUD - Economic Development Initiative	\$0	\$0	\$750,000
HUD - Housing and Shelter	\$8,333,664	\$19,801,562	\$10,366,085
Other - Misc Grants, Loan Repayments, Etc.	\$7,602,045	\$556,189	\$2,391,392
Other - Animal Welfare	\$44,823	\$2,452	\$0
Other - Medical Business District	\$0	\$0	\$0
State & Local - Second Chance	\$234,854	\$177,500	\$177,500
State & Local - Youth Services	\$961,626	\$1,017,594	\$0
USDOD - Economic Development	\$251,424	\$0	\$0
Total Revenues ^(a)	\$28,922,320	\$32,828,814	\$45,658,879

	Actual FY15	Adopted FY16	Adopted FY17
Expenditures			
City Clerk's Office			
Personal Services	\$2,610	\$178,621	\$70,392
Other Services & Charges	1,234	0	0
Supplies	6,081	6,938	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$9,925	\$185,559	\$70,392
City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	300	0	0
Supplies	17,942	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$18,242	\$0	\$0
Development Services			
Personal Services	\$38,823	\$7,552	\$0
Other Services & Charges	2,949	1,500	0
Supplies	4,063	1,500	0
Capital Outlay	0	150,000	0
Transfers	0	0	0
Department Total	\$45,835	\$160,552	\$0
Finance			
Personal Services	\$0	\$0	\$0
Other Services & Charges	989,273	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$989,273	\$0	\$0
Fire			
Personal Services	\$0	\$0	\$0
Other Services & Charges	8,807	0	0
Supplies	28,505	0	0
Capital Outlay	52,077	0	0
Transfers	0	0	0
Department Total	\$89,389	\$0	\$0

	Actual FY15	Adopted FY16	Adopted FY17
General Services			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	200	0	0
Capital Outlay	72,999	73,862	32,862
Transfers	0	0	0
Department Total	\$73,199	\$73,862	\$32,862
Non-Departmental (b)			
Personal Services	\$50,416	\$0	\$0
Other Services & Charges	(80,533)	0	0
Supplies	90,182	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$60,065	\$0	\$0
Parks			
Personal Services	(\$7,226)	\$8,500	\$0
Other Services & Charges	(65,867)	317,159	\$0
Supplies	1,027	3,500	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	(\$72,067)	\$329,159	\$0
Planning			
Personal Services	\$1,861,781	\$1,824,289	\$1,752,933
Other Services & Charges	15,761,991	26,942,904	\$40,029,182
Supplies	26,542	37,395	31,870
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$17,650,314	\$28,804,588	\$41,813,985
Police			
Personal Services	\$1,407,026	\$1,175,024	\$872,622
Other Services & Charges	2,253,757	1,197,000	1,258,302
Supplies	595,706	269,825	1,218,216
Capital Outlay	31,753	513,545	290,000
Transfers	0	0	0
Department Total	\$4,288,241	\$3,155,394	\$3,639,140

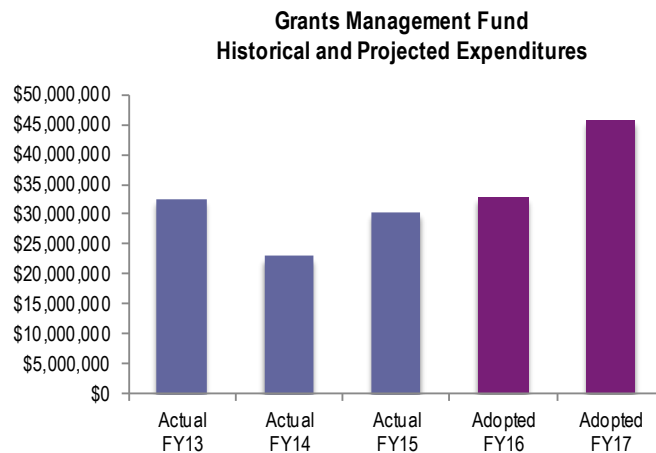
	Actual FY15	Adopted FY16	Adopted FY17
Public Works			
Personal Services	\$122,366	\$119,700	\$102,500
Other Services & Charges	1,351,343	0	0
Supplies	(96,521)	0	0
Capital Outlay	6,204,940	0	0
Transfers	0	0	0
Department Total	\$7,582,128	\$119,700	\$102,500
All Departments			
Personal Services	\$3,475,796	\$3,313,686	\$2,798,447
Other Services & Charges	20,223,253	28,458,563	41,287,484
Supplies	673,727	319,158	1,250,086
Capital Outlay	6,361,769	737,407	322,862
Transfers	0	0	0
Total Expenditures	\$30,734,545	\$32,828,814	\$45,658,879

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.



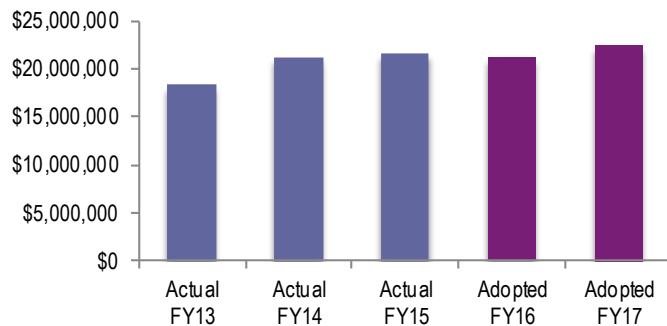
HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Hotel/Motel Tax	\$14,624,621	\$14,177,969	\$14,284,203
Interest	42,459	59,784	74,797
Transfers	6,977,745	6,999,205	6,546,008
Fund Balance	0	52,631	1,507,478
Total Revenues	\$21,644,825	\$21,289,589	\$22,412,486
Expenditures - Non-Departmental			
Personal Services	\$0	\$0	\$0
Other Services & Charges	6,733,619	6,765,481	7,054,192
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	14,909,341	14,524,108	15,358,294
Total Expenditures	\$21,642,960	\$21,289,589	\$22,412,486
Use of Fund Balance			
Beginning Fund Balance	\$6,649,355	\$6,651,219	\$7,687,840
Additions/(Reductions) to Fund Balance	1,865	1,036,621 *	(1,507,478) **
Ending Fund Balance	\$6,651,219	\$7,687,840 *	\$6,180,362 **

* Estimated.

** Assumes budgeted revenues and expenditures.

**Hotel/Motel Special Revenue Fund
Historical and Projected 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 FY05 to account for all monies from the tax. All hotel/motel taxes are deposited in this fund.

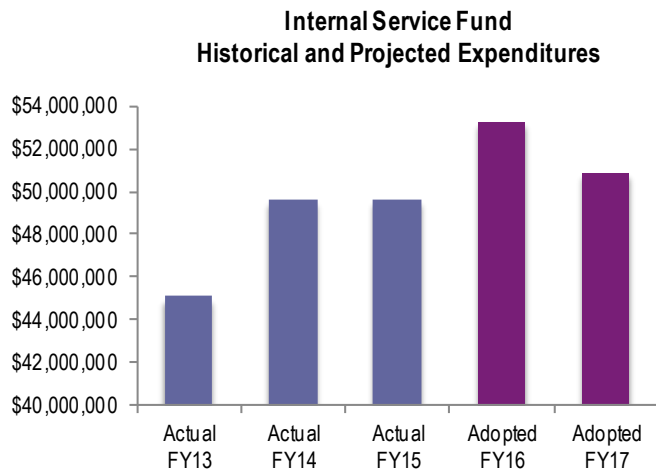
INTERNAL SERVICE FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Information Technology	\$23,183,427	\$23,847,145	\$23,569,899
Risk Management	17,026,643	16,893,938	15,172,712
Print Shop	929,100	952,525	933,287
Fleet Services	9,374,187	9,520,020	9,646,904
Fund Balance	0	1,958,378	1,540,029
Reserve for Outstanding Encumbrances	0	105,728	0
Total Revenues	\$50,513,357	\$53,277,734	\$50,862,831
Expenditures			
City Manager's Office - Print Shop			
Personal Services	\$237,202	\$296,995	\$259,460
Other Services & Charges	492,815	587,330	605,627
Supplies	63,813	68,200	68,200
Capital Outlay	55,350	0	0
Transfers	30,000	0	0
Department Total	\$879,180	\$952,525	\$933,287
Finance - Risk Management			
Personal Services	\$1,069,518	\$1,127,320	\$1,013,546
Other Services & Charges	778,516	907,744	940,832
Supplies	11,571	24,629	24,629
Capital Outlay	0	0	0
Transfers	15,132,813	14,890,274	13,232,734
Department Total	\$16,992,418	\$16,949,967	\$15,211,741
General Services - Fleet Services			
Personal Services	\$2,761,416	\$2,889,257	\$2,716,015
Other Services & Charges	1,102,354	991,150	1,046,839
Supplies	5,208,567	5,642,233	5,884,050
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$9,072,337	\$9,522,640	\$9,646,904
Information Technology			
Personal Services	\$9,740,682	\$10,496,486	\$10,393,053
Other Services & Charges	4,509,068	5,951,425	5,705,920
Supplies	487,530	624,197	455,561
Capital Outlay	0	0	0
Transfers	7,949,323	8,780,494	8,516,365
Department Total	\$22,686,603	\$25,852,602	\$25,070,899

	Actual FY15	Adopted FY16	Adopted FY17
All Departments			
Personal Services	\$13,808,817	\$14,810,058	\$14,382,074
Other Services & Charges	6,882,752	8,437,649	8,299,218
Supplies	5,771,481	6,359,259	6,432,440
Capital Outlay	55,350	0	0
Transfers	23,112,136	23,670,768	21,749,099
Total Expenditures	\$49,630,537	\$53,277,734	\$50,862,831
Use of Fund Balance			
Beginning Fund Balance	\$5,266,108	\$6,148,928	\$5,597,987
Additions/(Reductions) to Fund Balance	882,821	(550,941) *	(1,540,029) **
Ending Fund Balance	\$6,148,928	\$5,597,987 *	\$4,057,958 **

* 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

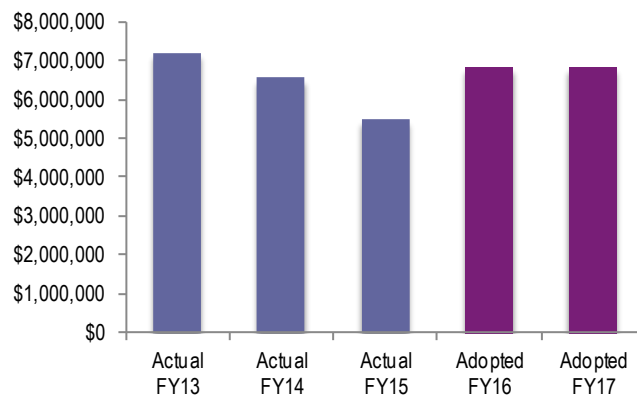
	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Medical Service Program Fee	\$6,871,726	\$6,840,000	\$6,810,896
Interest	11,315	13,081	33,027
Fund Balance	0	0	0
Total Revenues	\$6,883,041	\$6,853,081	\$6,843,923
Expenditures - Non-Departmental			
Personal Services	\$0	\$0	\$0
Other Services & Charges	3,085,739	6,853,081	6,843,923
Supplies	0	0	0
Capital Outlay	2,397,887	0	0
Transfers	0	0	0
Total Expenditures	\$5,483,626	\$6,853,081	\$6,843,923
Use of Fund Balance			
Beginning Fund Balance	\$0	\$1,399,415	\$3,493,636
Additions/(Reductions) to Fund Balance	1,399,415	2,094,221 *	0 **
Ending Fund Balance	\$1,399,415	\$3,493,636 *	\$3,493,636 **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Medical Service Program Fund was created in the FY10 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**



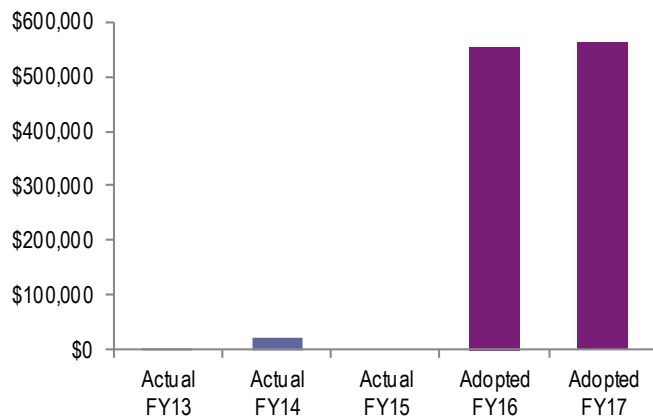
METROPOLITAN AREA PROJECTS (MAPS) SALES TAX

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Interest	\$61	\$1,000	\$237
Other	12,847	0	0
Fund Balance	0	555,154	563,609
Reserve for Outstanding Encumbrances	0	0	0
Total Revenues	\$12,908	\$556,154	\$563,846
Expenditures - City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	556,154	563,846
Transfers	0	0	0
Total Expenditures	\$0	\$556,154	\$563,846
Use of Fund Balance			
Beginning Fund Balance	\$544,585	\$557,493	\$565,137
Additions/(Reductions) to Fund Balance	12,908	7,644 *	(563,609) **
Ending Fund Balance	\$557,493	\$565,137 *	\$1,528 **

* 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.

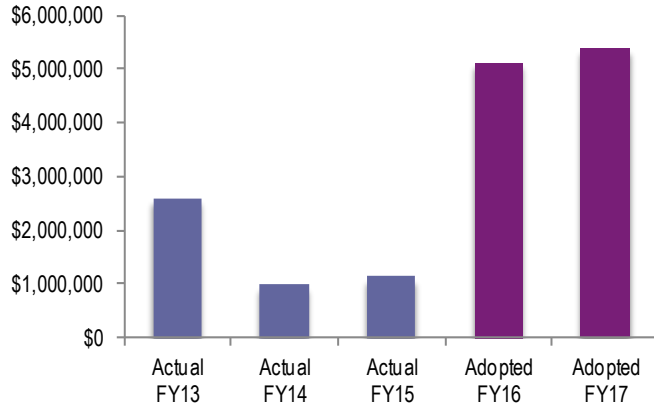
MAPS OPERATIONS FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Use Tax	\$0	\$0	\$0
Interest	53,039	61,284	85,723
Civic Center Naming Rights	0	0	0
Other Revenue	618	0	0
Fund Balance	0	4,899,673	5,316,856
Reserve for Outstanding Encumbrances	0	172,561	0
Total Revenues	\$53,657	\$5,133,518	\$5,402,579
Expenditures			
Parks and Recreation			
Personal Services	\$713,105	\$546,785	\$451,868
Other Services & Charges	1,200	0	0
Supplies	0	0	0
Capital Outlay	82,563	459,081	300,000
Transfers	0	0	0
Department Total	\$796,868	\$1,005,866	\$751,868
Non-Departmental			
Personal Services	\$0	\$0	\$0
Other Services & Charges	245,751	242,873	436,126
Supplies	66,361	683,324	1,597
Capital Outlay	27,895	3,149,571	4,161,103
Transfers	0	51,884	51,885
Department Total	\$340,007	\$4,127,652	\$4,650,711
All Departments			
Personal Services	\$713,105	\$546,785	\$451,868
Other Services & Charges	246,951	242,873	436,126
Supplies	66,361	683,324	1,597
Capital Outlay	110,458	3,608,652	4,461,103
Transfers	0	51,884	51,885
Total Expenditures	\$1,136,875	\$5,133,518	\$5,402,579
Use of Fund Balance			
Beginning Fund Balance	\$9,981,968	\$8,898,750	\$8,181,692
Additions/(Reductions) to Fund Balance	(1,083,218)	(717,058) *	(5,316,856) **
Ending Fund Balance	\$8,898,750	\$8,181,692 *	\$2,864,836 **

* 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.

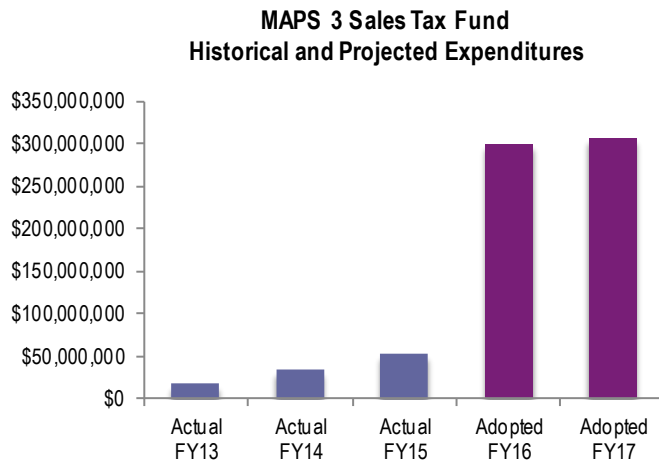
The MAPS Operations Fund budget reflects only the funding for adopted expenditures.

MAPS 3 SALES TAX FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Sales Tax	\$109,316,999	\$112,705,477	\$109,103,551
Interest	2,224,333	1,579,240	2,717,475
Other	39,880	400,000	0
Fund Balance	0	79,331,283	117,282,525
Reserve for Outstanding Encumbrances	0	104,735,906	76,541,474
Total Revenues	\$111,581,212	\$298,751,906	\$305,645,025
Expenditures - City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	41,401,745	298,751,906	305,645,025
Transfers	10,596,148	0	0
Reserve for Future Capital Costs	0	0	0
Total Expenditures	\$51,997,894	\$298,751,906	\$305,645,025
Use of Fund Balance			
Beginning Fund Balance	\$353,776,949	\$413,360,267	\$256,684,221
Additions/(Reductions) to Fund Balance	59,583,319	(156,676,046) *	(193,823,999) **
Ending Fund Balance	\$413,360,267	\$256,684,221 *	\$62,860,222 **

* 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

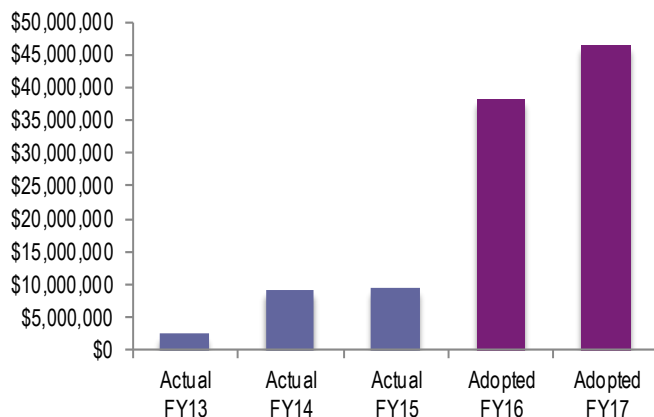
	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Use Tax	\$13,136,625	\$13,346,628	\$13,182,705
Refunds and Reimbursements	410	0	541,821
Transfer	0	0	0
Carryover	0	21,126,223	32,410,818
Interest	223,512	311,690	436,643
Reserve for Outstanding Encumbrances	0	3,437,748	0
Total Revenues	\$13,360,546	\$38,222,289	\$46,571,987
Expenditures			
City Manager's Office			
Personal Services	\$893,961	\$1,443,320	\$2,139,791
Other Services & Charges	753,866	1,112,894	1,366,645
Supplies	11,022	110,200	118,000
Capital Outlay	0	418,742	418,742
Transfers	0	0	0
Department Total	\$1,658,849	\$3,085,156	\$4,043,178
Fire Department			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	2,446
Supplies	(541)	0	95,975
Capital Outlay	1,165,847	13,866,896	18,462,268
Transfers	0	0	0
Department Total	\$1,165,306	\$13,866,896	\$18,560,689
Information Technology			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	1,999,249	2,465,484	4,344,959
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$1,999,249	\$2,465,484	\$4,344,959
Municipal Courts			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	5,907,191
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
Department Total	\$0	\$0	\$5,907,191

	Actual FY15	Adopted FY16	Adopted FY17
Police Department			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	326,479
Supplies	157	0	0
Capital Outlay	4,568,336	18,588,354	13,389,491
Transfers	0	216,399	0
Department Total	\$4,568,493	\$18,804,753	\$13,715,970
All Departments			
Personal Services	\$893,961	\$1,443,320	\$2,139,791
Other Services & Charges	753,866	1,112,894	1,695,570
Supplies	2,009,886	2,575,684	4,558,934
Capital Outlay	5,734,183	32,873,992	38,177,692
Transfers	0	216,399	0
Reserve for Future Capital Costs	0	0	0
Total Expenditures	\$9,391,897	\$38,222,289	\$46,571,987
Use of Fund Balance			
Beginning Fund Balance	\$36,989,531	\$40,958,181	\$44,899,404
Additions/(Reductions) to Fund Balance	3,968,649	3,941,223 *	(32,410,818) **
Ending Fund Balance	\$40,958,181	\$44,899,404 *	\$12,488,586 **

* 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 FY11 budget. In FY13 a non-operating component was included in the MAPS 3 Use Tax Fund

OKLAHOMA CITY IMPROVEMENT AND SPECIAL SERVICES ASSESSMENT DISTRICTS FUND

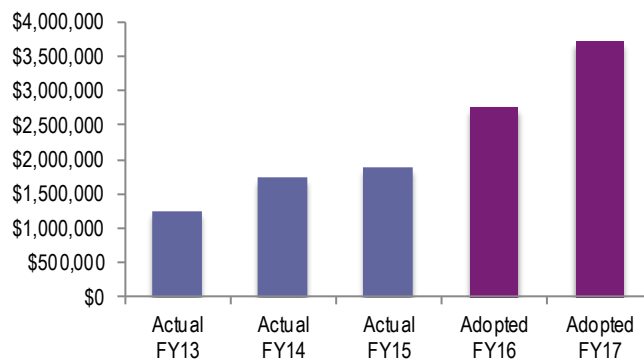
	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Assessments	\$2,109,375	\$2,693,240	\$3,715,900
Interest	6,637	25,900	8,050
Collection Fees	6,663	37,360	13,190
Other	0	500	0
Fund Balance	0	0	0
Total Revenues	\$2,122,675	\$2,757,000	\$3,737,140
Expenditures - Non-Departmental			
Personal Services	\$0	\$0	\$0
Other Services & Charges	12,154	31,860	67,690
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	1,885,838	2,725,140	3,669,450
Total Expenditures	\$1,897,991	\$2,757,000	\$3,737,140
Use of Fund Balance			
Beginning Fund Balance	\$564,796	\$789,479	\$0
Additions/(Reductions) to Fund Balance	224,683	(789,479) *	0 **
Ending Fund Balance	\$789,479	\$0 *	\$0 **

* 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

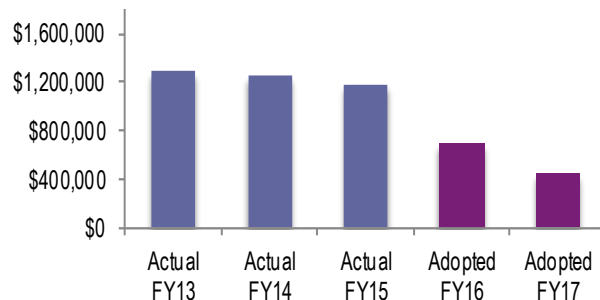
	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Interest	\$7,659	\$13,401	\$6,358
Other	40,881	0	87,780
Fund Balance	0	680,569	245,095
Total Revenues	\$48,540	\$693,970	\$439,233
Expenditures - City Manager's Office			
Personal Services	\$608,228	\$347,358	\$248,227
Other Services & Charges	571,914	342,612	190,006
Supplies	11,621	4,000	1,000
Transfers	0	0	0
Total Expenditures	\$1,191,763	\$693,970	\$439,233
Use of Fund Balance			
Beginning Fund Balance	\$1,920,935	\$777,711	\$327,210
Additions/(Reductions) to Fund Balance	(1,143,223)	(450,501) *	(245,095) **
Ending Fund Balance	\$777,711	\$327,210 *	\$82,115 **

* 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.

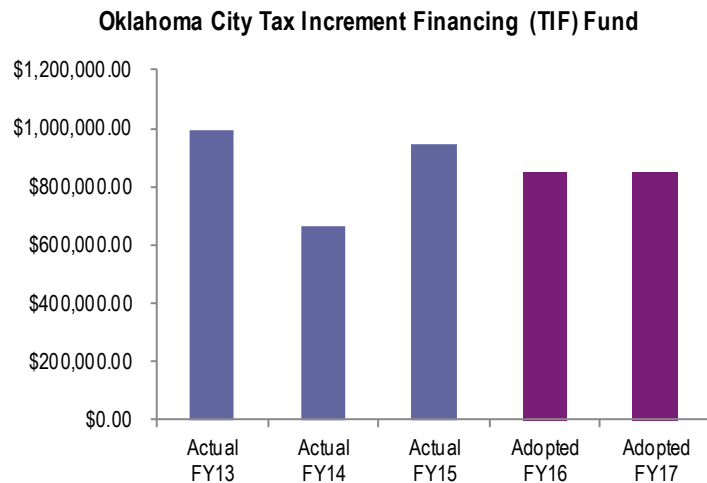
**OKC Metropolitan Area Public Schools Sales Tax Fund
Historical and Projected Expenditures**



OKLAHOMA CITY TAX INCREMENT FINANCING (TIF) FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Tax Increment Financing Match	\$0	\$850,000	\$850,000
Interest	801	0	0
Fund Balance	0	0	0
Total Revenues	\$801	\$850,000	\$850,000
Expenditures - City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	947,964	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
Total Expenditures	\$947,964	\$850,000	\$850,000
Use of Fund Balance			
Beginning Fund Balance	\$947,163	\$0	\$0
Additions/(Reductions) to Fund Balance	(947,163)	0 *	0 **
Ending Fund Balance	\$0	\$0 *	\$0 **

* Estimated.



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).

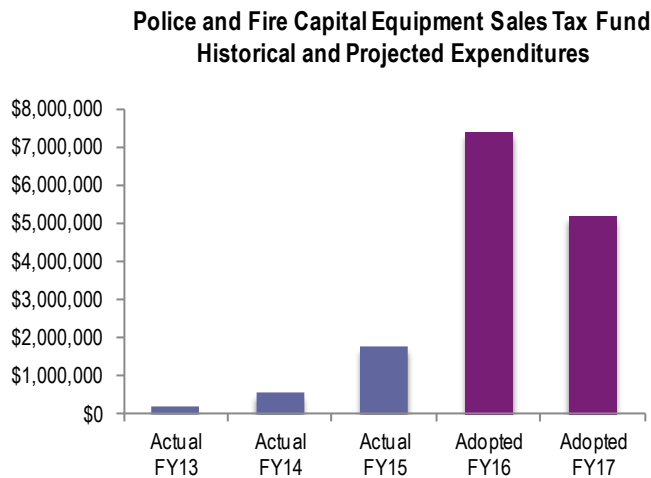
POLICE AND FIRE CAPITAL EQUIPMENT SALES TAX FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Interest	\$41,050	\$35,000	\$58,320
Other	1,099,708	0	0
Fund Balance	0	5,071,427	5,108,278
Reserve for Outstanding Encumbrances	0	2,277,999	0
Total Revenues	\$1,140,757	\$7,384,426	\$5,166,598
Expenditures			
City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	310,071	2,234,609	1,925,548
Supplies	202,924	217,889	95,800
Capital Outlay	0	4,141,689	2,498,658
Transfers	0	0	0
Department Total	\$512,996	\$6,594,187	\$4,520,006
Fire			
Personal Services	\$0	\$0	\$0
Other Services & Charges	182	10,311	2,000
Supplies	0	8,949	0
Capital Outlay	3,116	125,372	23,744
Transfers	0	0	0
Department Total	\$3,298	\$144,632	\$25,744
Police			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	21,517	0	3,483
Capital Outlay	1,227,796	645,607	617,365
Transfers	0	0	0
Department Total	\$1,249,313	\$645,607	\$620,848

	Actual FY15	Adopted FY16	Adopted FY17
All Departments			
Personal Services	\$0	\$0	\$0
Other Services & Charges	310,253	2,244,920	1,927,548
Supplies	224,441	226,838	99,283
Capital Outlay	1,230,912	4,912,668	3,139,767
Transfers	0	0	0
Total Expenditures	\$1,765,606	\$7,384,426	\$5,166,598
Use of Fund Balance			
Beginning Fund Balance	\$7,349,808	\$6,724,959	\$5,108,278
Additions/(Reductions) to Fund Balance	(624,849)	(1,616,681) *	(5,108,278) **
Ending Fund Balance	\$6,724,959	\$5,108,278 *	\$0 **

* Estimated.

** Assumes budgeted revenues and expenditures.



The Police and Fire Capital Equipment Sales Tax Fund was established in FY01. 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 SALES TAX FUND (POLICE SERVICES, FACILITIES OR EQUIPMENT TAX FUND)

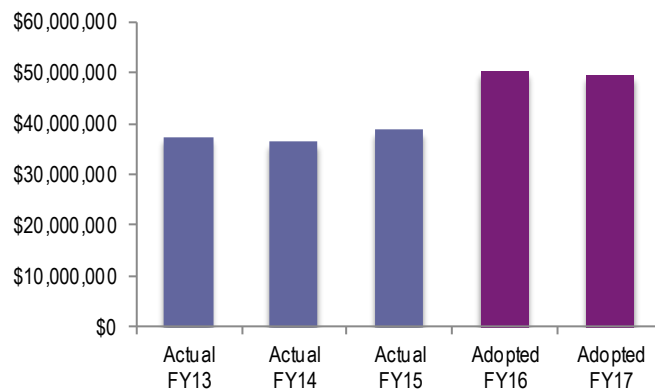
	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Special Sales Tax	\$41,032,000	\$41,997,942	\$40,913,832
Interest	101,579	108,334	197,239
Other	243,566	188,716	124,498
Fund Balance	0	6,607,556	4,049,590
Reserve for Outstanding Encumbrances	0	1,229,720	4,060,428
Total Revenues	\$41,377,145	\$50,132,268	\$49,345,587
Expenditures - Police			
Personal Services	\$34,048,688	\$34,627,738	\$35,230,422
Other Services & Charges	2,989,994	6,149,350	5,355,729
Supplies	1,111,682	5,331,205	3,274,288
Capital Outlay	471,707	4,023,975	5,485,148
Transfers	(46,677)	0	0
Total Expenditures	\$38,575,394	\$50,132,268	\$49,345,587
Use of Fund Balance			
Beginning Fund Balance	\$14,833,372	\$17,635,123	\$19,345,733
Additions/(Reductions) to Fund Balance	2,801,751	1,710,610 *	(8,110,018) **
Ending Fund Balance	\$17,635,123	\$19,345,733 *	\$11,235,715 **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Police Services, Facilities or Equipment Tax Fund was established in FY90. Funding is provided through a dedicated 3/4 cent sales tax approved by City voters in FY89. 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

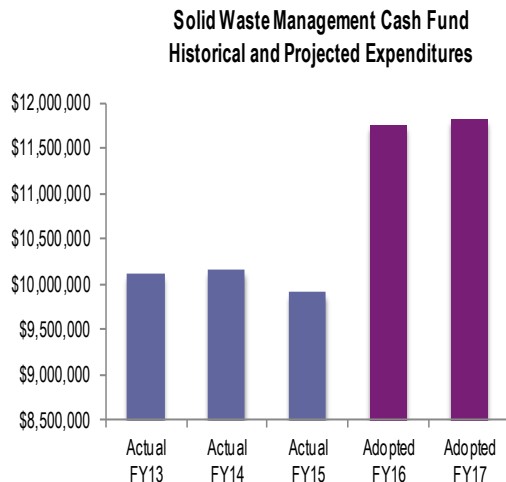


SOLID WASTE MANAGEMENT FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Transfer from OCEAT	\$9,755,000	\$10,745,720	\$10,813,227
Interest Income	12,520	15,556	17,522
Fund Balance	0	1,000,000	1,000,000
Reserve for Outstanding Encumbrances	0	0	0
Total Revenues	<u>\$9,767,520</u>	<u>\$11,761,276</u>	<u>\$11,830,749</u>
Expenditures - Utilities			
Personal Services	\$7,577,854	\$8,534,955	\$8,678,572
Other Services & Charges	1,851,667	2,189,821	2,115,677
Supplies	476,405	1,036,500	1,036,500
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	<u>\$9,905,926</u>	<u>\$11,761,276</u>	<u>\$11,830,749</u>
Use of Fund Balance			
Beginning Fund Balance	\$1,668,890	\$1,530,485	\$1,000,000
Additions/(Reductions) to Fund Balance	(138,406)	(530,485) *	(1,000,000) **
Ending Fund Balance	<u>\$1,530,485</u>	<u>\$1,000,000</u> *	<u>\$0</u> **

* Estimated.

** Assumes budgeted revenues and expenditures.



The Solid Waste Management Fund, formerly the Sanitation 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 FY98 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

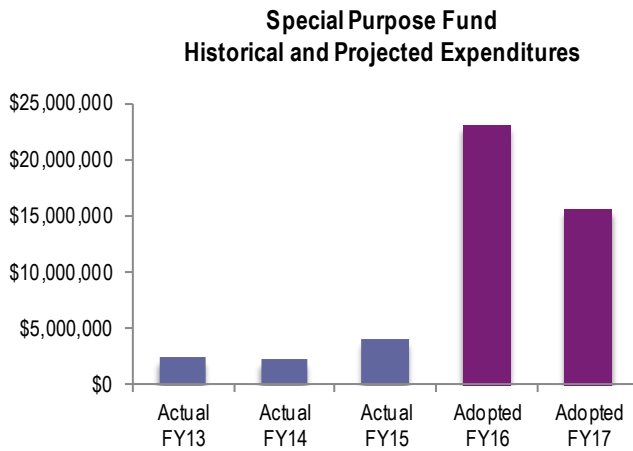
	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Donations	\$2,680,586	\$9,587,575	\$2,244,257
Other Revenue	2,521,125	3,678,024	3,373,054
Interest	142,705	0	68,097
Fund Balance	0	7,989,611	9,914,031
Reserve for Outstanding Encumbrances	0	1,832,193	0
Total Revenues	\$5,344,416	\$23,087,403	\$15,599,439
Expenditures			
City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	835	1,700,000	0
Supplies	0	0	0
Capital Outlay	0	4,626,172	3,182,389
Transfers	0	0	0
Department Total	\$835	\$6,326,172	\$3,182,389
Development Services			
Personal Services	\$8,058	\$16,218	\$8,100
Other Services & Charges	167,283	1,308,456	1,364,911
Supplies	29,067	93,527	173,787
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$204,409	\$1,418,201	\$1,546,798
Fire			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,977	12,018	21,915
Supplies	9,150	11,578	8,182
Capital Outlay	0	2,766	2,836
Transfers	0	0	0
Department Total	\$11,127	\$26,362	\$32,933
Non-Departmental			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	1,007,519	1,000,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	\$0	\$1,007,519	\$1,000,000

	Actual FY15	Adopted FY16	Adopted FY17
Parks and Recreation			
Personal Services	\$0	\$0	\$0
Other Services & Charges	175,849	376,185	247,070
Supplies	79,900	342,553	205,313
Capital Outlay	1,664,159	5,261,972	4,623,306
Transfers	92,174	0	0
Department Total	\$2,012,081	\$5,980,710	\$5,075,689
Planning			
Personal Services	\$14,606	\$0	\$6,879
Other Services & Charges	70,133	228,152	169,206
Supplies	1,899	2,895	1,500
Capital Outlay	151,970	2,347,842	429,327
Transfers	0	400,000	0
Department Total	\$238,608	\$2,978,889	\$606,912
Police			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	6,842	\$36,300
Supplies	0	43,158	\$48,411
Capital Outlay	27,588	570	\$571
Transfers	0	0	\$0
Department Total	\$27,588	\$50,570	\$85,282
Public Works			
Personal Services	\$0	\$0	\$0
Other Services & Charges	51,369	1,070,092	505,462
Supplies	0	370	391
Capital Outlay	1,438,841	4,228,518	3,563,583
Transfers	0	0	0
Department Total	\$1,490,210	\$5,298,980	\$4,069,436

	Actual FY15	Adopted FY16	Adopted FY17
All Departments			
Personal Services	\$22,665	\$16,218	\$14,979
Other Services & Charges	467,447	5,709,264	3,344,864
Supplies	120,016	494,081	437,584
Capital Outlay	3,282,557	16,467,840	11,802,012
Transfers	92,174	400,000	0
Total Expenditures	\$3,984,858	\$23,087,403	\$15,599,439
Use of Fund Balance			
Beginning Fund Balance	\$12,636,897	\$13,996,456	\$9,914,031
Additions/(Reductions) to Fund Balance	1,359,558	(4,082,425) *	(9,914,031)
Ending Fund Balance	\$13,996,456	\$9,914,031 *	\$0

* Estimated.

** Assumes budgeted revenues and expenditures.



The Special Purpose Fund is used primarily for donations to the City of Oklahoma City or for other designated uses. The expenditures are made from specific accounts designated for each special purpose. 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.

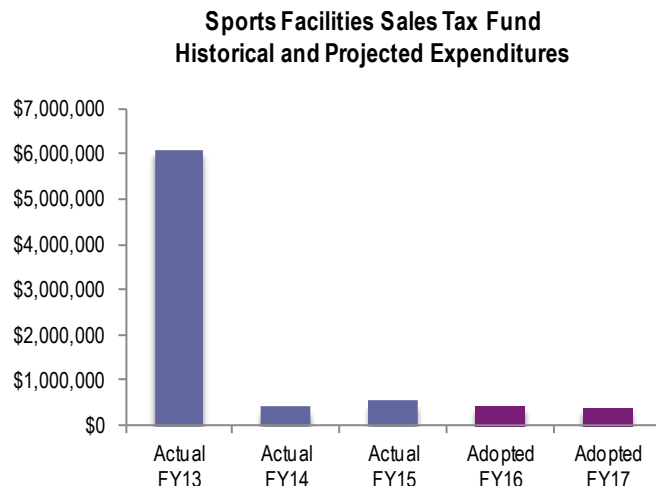
SPORTS FACILITIES SALES TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT SALES TAX FUND)

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Sports Facilities Sales Tax	\$0	\$0	\$0
Interest	3,261	3,182	1,948
Fund Balance	0	421,945	360,684
Other	37,052	0	0
Reserve for Outstanding Encumbrances	0	0	0
Total Revenues	\$40,313	\$425,127	\$362,632
Expenditures - City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	526,903	425,127	362,632
Transfers	0	0	0
Total Expenditures	\$526,903	\$425,127	\$362,632
Use of Fund Balance			
Beginning Fund Balance	\$811,662	\$325,072	\$360,684
Additions/(Reductions) to Fund Balance	(486,590)	35,612 *	(360,684) **
Ending Fund Balance	\$325,072	\$360,684 *	\$0 **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Oklahoma City Sports Facilities Improvement Sales Tax Fund, established in FY08 pursuant to voter approval on March 4, 2008, is 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 temporary sales tax that began on January 1, 2009 and expired on March 31, 2010.

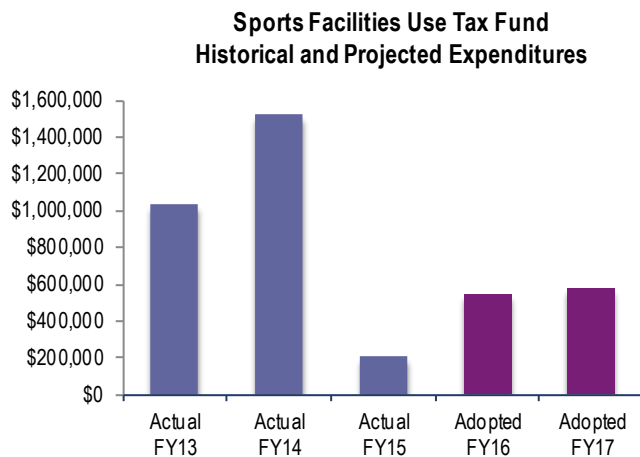


SPORTS FACILITIES USE TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT USE TAX FUND)

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Sports Facilities Use Tax	\$0	\$0	\$0
Interest	3,596	3,000	4,543
Reserve for Prior Year Encumbrances	0	0	0
Other	30,009	0	0
Fund Balance	0	536,010	565,132
Total Revenues	\$33,605	\$539,010	\$569,675
Expenditures - City Manager's Office			
Personal Services	\$0	\$0	\$0
Other Services & Charges	33,652	80,058	92,325
Supplies	112,135	130,881	130,882
Capital Outlay	62,193	328,071	346,468
Transfers	0	0	0
Department Total	\$207,981	\$539,010	\$569,675
Use of Fund Balance			
Beginning Fund Balance	\$721,771	\$547,395	\$565,132
Additions/(Reductions) to Fund Balance	(174,376)	17,737 *	(565,132) **
Ending Fund Balance	\$547,395	\$565,132 *	\$0 **

* Estimated.

** Assumes budgeted revenues and expenditures.



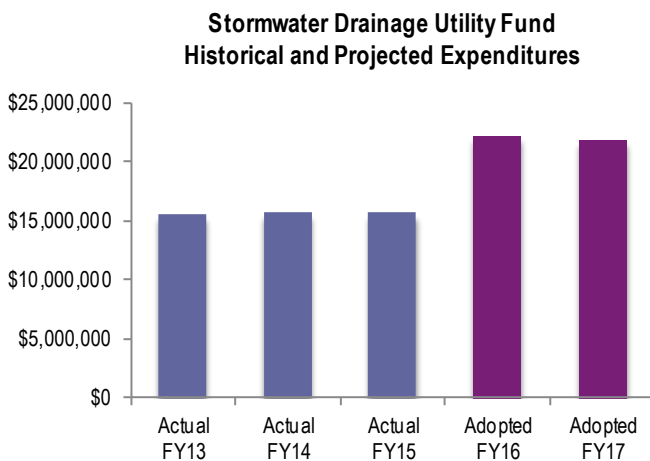
The Oklahoma City Sports Facilities Use Tax is the companion use tax to the one-cent Oklahoma City Sports Facilities Sales Tax. The tax provides a levy of one percent on the sale of tangible personal property not subject to sales tax from January 1, 2009 through March 21, 2010. The City Council has expressed 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.

STORMWATER DRAINAGE UTILITY FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Drainage Fee	\$16,850,160	\$16,820,685	\$17,667,703
Interest	60,197	65,180	128,302
ODOT Reimbursements	255,766	255,766	255,766
Permits	86,665	117,384	106,312
Other Revenue	268,997	659,441	53,192
Fund Balance	0	3,413,746	1,925,115
Reserve for Outstanding Encumbrances	0	861,930	1,712,963
Total Revenues	<u>\$17,521,785</u>	<u>\$22,194,132</u>	<u>\$21,849,353</u>
Expenditures - Public Works			
Personal Services	\$7,881,825	\$8,426,507	\$9,281,920
Other Services & Charges	5,408,528	8,766,597	7,903,403
Supplies	968,234	1,226,627	1,141,076
Capital Outlay	585,375	3,774,401	3,522,954
Transfers	750,000	0	0
Total Expenditures	<u>\$15,593,961</u>	<u>\$22,194,132</u>	<u>\$21,849,353</u>
Use of Fund Balance			
Beginning Fund Balance	\$8,877,421	\$10,805,244	\$11,994,197
Additions/(Reductions) to Fund Balance	1,927,823	1,188,953 *	(3,638,078) **
Ending Fund Balance	<u>\$10,805,244</u>	<u>\$11,994,197</u> *	<u>\$8,356,119</u> **

* Estimated.

** Assumes budgeted revenues and expenditures.



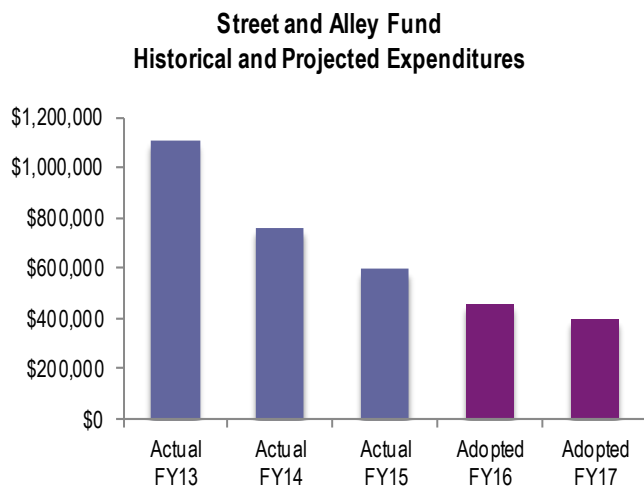
The Stormwater Drainage Utility Fund was established by Council on June 13, 1995 to address federal mandates governing National Pollution Discharge Elimination System (NPDES) programs and is responsible for planning and implementing strategies for improving the quality of storm and other runoff waters. The Storm Water Drainage Utility fund 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 FY15	Adopted FY16	Adopted FY17
Revenues			
Interest Income	\$2,933	\$3,000	\$300
Other	146,891	168,000	0
Fund Balance	0	91,823	392,629
Reserve for Outstanding Encumbrances	0	189,704	0
Total Revenues	\$149,824	\$452,527	\$392,929
Expenditures - Public Works			
Personal Services	\$0	\$0	\$0
Other Services & Charges	298,414	217,784	216,081
Supplies	305,552	147,979	27,322
Capital Outlay	19,226	86,764	149,526
Transfers	(30,000)	0	0
Total Expenditures	\$593,191	\$452,527	\$392,929
Use of Fund Balance			
Beginning Fund Balance	\$761,942	\$318,574	\$392,629
Additions/(Reductions) to Fund Balance	(443,368)	74,055 *	(392,629) **
Ending Fund Balance	\$318,574	\$392,629 *	\$0 **

* 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.

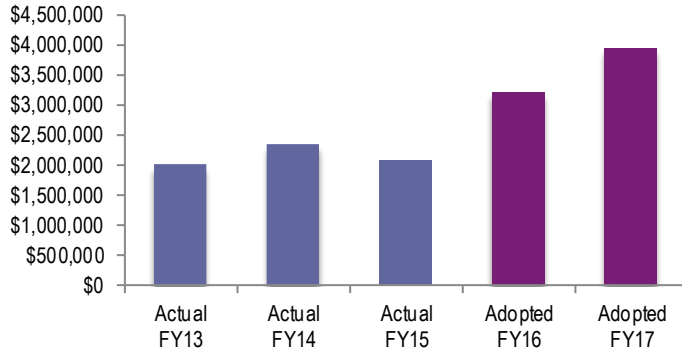
TRANSPORTATION AND PARKING FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Transfer from COTPA	\$1,789,514	\$2,857,823	\$3,595,848
Transfer from General Fund	309,026	341,119	330,252
Interest	1,628	2,225	4,714
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	25,140	0
Total Revenues	<u>\$2,100,168</u>	<u>\$3,226,307</u>	<u>\$3,930,814</u>
Expenditures			
Parking			
Personal Services	\$353,700	\$441,961	\$463,182
Other Services & Charges	89,749	134,783	318,286
Supplies	9,854	49,925	31,400
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	<u>\$453,303</u>	<u>\$626,669</u>	<u>\$812,868</u>
Public Transportation			
Personal Services	\$1,624,532	\$2,234,630	\$2,294,833
Other Services & Charges	0	365,008	823,113
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	<u>\$1,624,532</u>	<u>\$2,599,638</u>	<u>\$3,117,946</u>
All Departments			
Personal Services	\$1,978,231	\$2,676,591	\$2,758,015
Other Services & Charges	89,749	499,791	1,141,399
Supplies	9,854	49,925	31,400
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	<u>\$2,077,835</u>	<u>\$3,226,307</u>	<u>\$3,930,814</u>
Use of Fund Balance			
Beginning Fund Balance	\$32,997	\$55,330	\$0
Additions/(Reductions) to Fund Balance	22,333	(55,330) *	0 **
Ending Fund Balance	<u>\$55,330</u>	<u>\$0</u> *	<u>\$0</u> **

* Estimated.

** Assumes budgeted revenues and expenditures.

**Transportation and Parking Fund
Historical and Projected Expenditures**



The Transportation and Parking 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, in which administrative functions became part of the City organization. The reorganization also separated Public Transportation and Parking Services into two distinct operations identified separately.

The Central Oklahoma Transportation and Parking Authority (COTPA) was created in 1966 as a Public Trust pursuant to Title 60 of the Oklahoma Statutes, Section 176. The purpose of COTPA is to provide a means of financing municipal public transportation services and functions. The trust indenture provides that COTPA 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 COTPA, pay all operating expenses, and finance future improvements. The trust does not have the power to levy taxes.

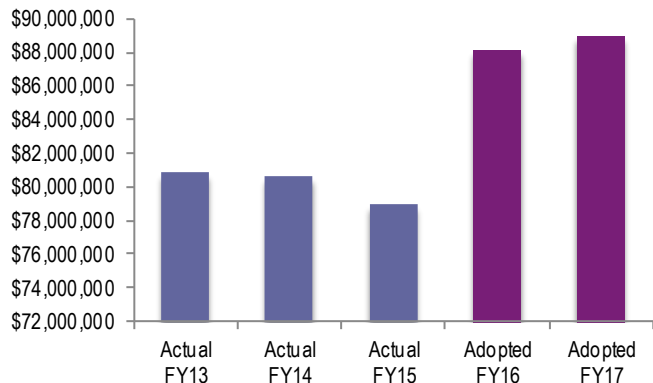
WATER AND WASTEWATER FUND

	Actual FY15	Adopted FY16	Adopted FY17
Revenues			
Transfer from OCWUT	\$78,500,000	\$86,936,856	\$88,001,990
Interest Income	61,851	70,981	142,693
Other	67	0	0
Fund Balance	0	800,000	800,000
Reserve for Outstanding Encumbrances	0	302,741	0
Total Revenues	\$78,561,919	\$88,110,578	\$88,944,683
Expenditures			
Water			
Personal Services	\$24,976,354	\$27,327,999	\$27,709,540
Other Services & Charges	19,099,701	21,308,402	21,758,805
Supplies	8,725,988	10,558,111	10,440,256
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	\$52,802,044	\$59,194,512	\$59,908,601
Wastewater			
Personal Services	\$18,034,590	\$19,603,234	\$20,129,469
Other Services & Charges	6,278,477	7,011,476	6,615,340
Supplies	1,843,738	2,301,356	2,291,273
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	\$26,156,805	\$28,916,066	\$29,036,082
All Departments			
Personal Services	\$43,010,944	\$46,931,233	\$47,839,009
Other Services & Charges	25,378,178	28,319,878	28,374,145
Supplies	10,569,726	12,859,467	12,731,529
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	\$78,958,849	\$88,110,578	\$88,944,683
Use of Fund Balance			
Beginning Fund Balance	\$3,403,096	\$3,006,165	\$800,000
Additions/(Reductions) to Fund Balance	(396,930)	(2,206,165) *	(800,000) **
Ending Fund Balance	\$3,006,165	\$800,000 *	\$0 **

* Estimated.

** Assumes budgeted revenues and expenditures.

**Water and Wastewater Fund
Historical and Projected Expenditures**



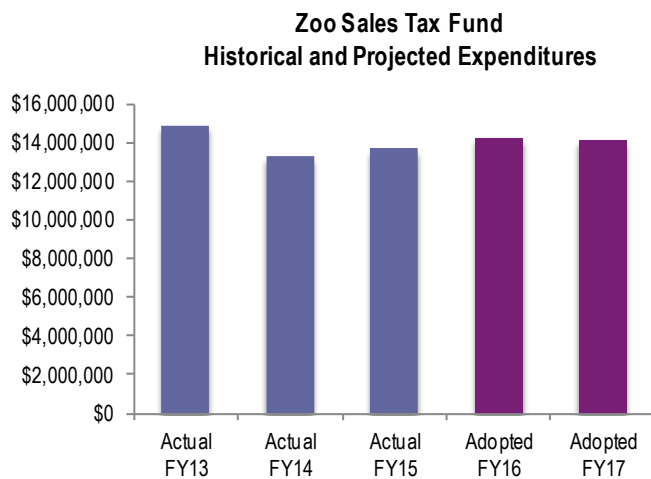
The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Water and Wastewater Utilities Department. Expenditures from these funds are made for the treatment of water; the maintenance and repair of water treatment, pumping, 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 FY15	Adopted FY16	Adopted FY17
Revenues			
Zoo Sales Tax Revenue	\$13,677,333	\$13,999,314	\$13,910,703
Interest Income	519	0	0
Fund Balance	0	279,986	278,214
Total Revenues	\$13,677,852	\$14,279,300	\$14,188,917
Expenditures - Zoo			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	13,667,230	14,279,300	14,188,917
Total Expenditures	\$13,667,230	\$14,279,300	\$14,188,917
Use of Fund Balance			
Beginning Fund Balance	\$6,390	\$17,012	\$278,214
Additions/(Reductions) to Fund Balance	10,622	261,202 *	(278,214) **
Ending Fund Balance	\$17,012	\$278,214 *	\$0 **

* 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.

OVERVIEW OF CAPITAL PROGRAM AND BUDGET

THE CAPITAL IMPROVEMENT PROGRAM (CIP) IS A FIVE YEAR PLAN FOR FUNDING PROJECTS WHICH IMPROVE MUNICIPAL SERVICES, STRENGTHEN INFRASTRUCTURE, ENHANCE CULTURE AND RECREATION, AND PROMOTE THE ECONOMIC DEVELOPMENT AND GROWTH OF THE CITY. THE CIP BUDGET IS SEPARATE FROM THE CITY'S OPERATING BUDGET APPROVED BY THE CITY COUNCIL. THE CAPITAL BUDGET BELOW IS A LISTING OF FY17 AMOUNTS BUDGETED AND FUNDING SOURCES OF EACH PLANNED PROJECT. THE FIVE YEAR CIP PLAN IS PUBLISHED BI-ANNUALLY AND IS AVAILABLE TO THE PUBLIC THROUGH THE OFFICE OF MANAGEMENT AND BUDGET, FINANCE@OKC.GOV OR 297-2257.

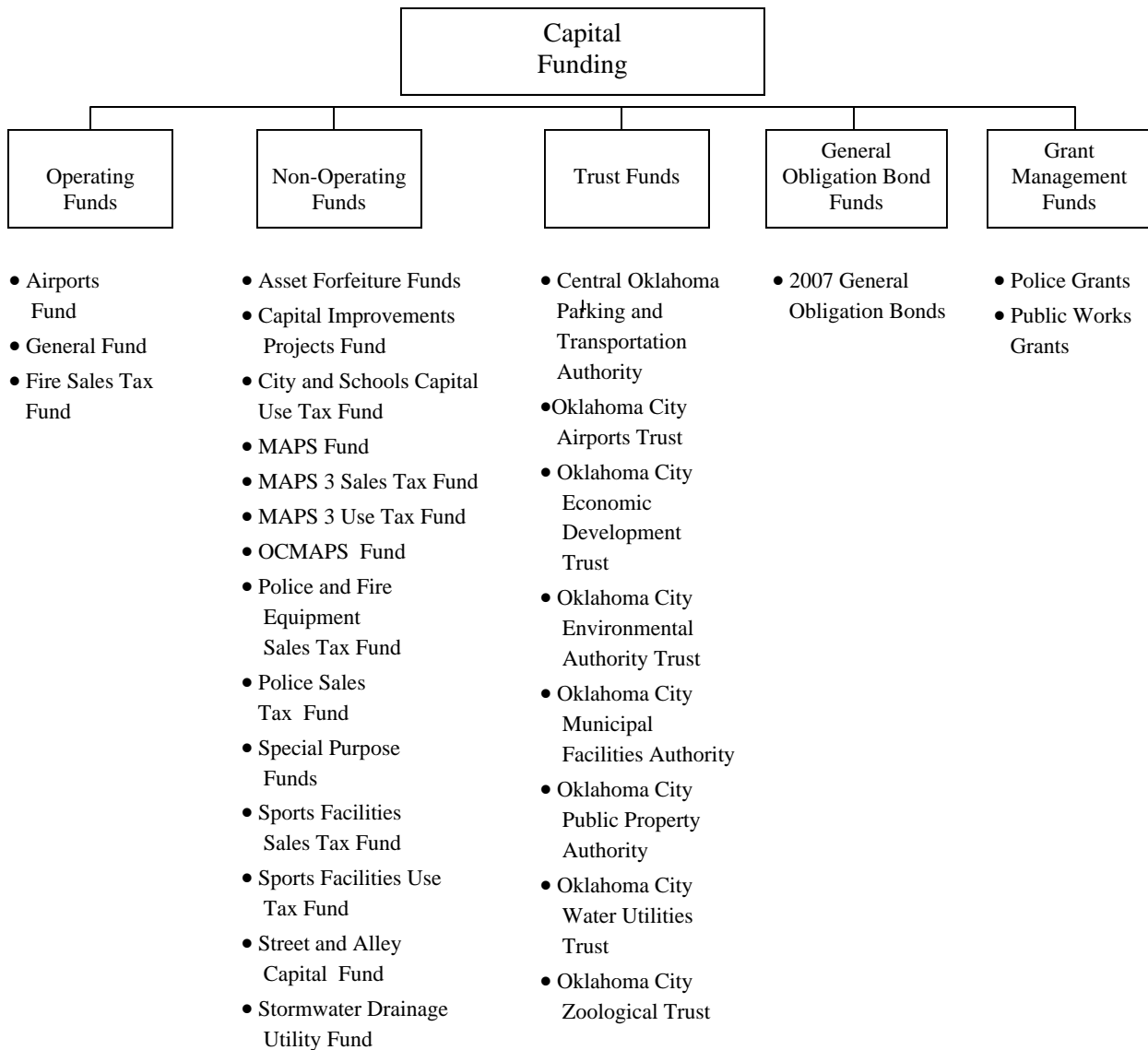


Capital Outlay is an expenditure of at least \$7,500 that results in the acquisition of fixed assets or property durable for longer than one year. Examples, include: streets, bridges, facilities and equipment, such as the fire engine pictured above.

CAPITAL IMPROVEMENT BUDGET

The FY17 Capital Improvement Budget continues improvements to streets, bridges, traffic controls, drainage, libraries and parks authorized by the 2007 General Obligation Bond authorizations.

Capital projects funded by General Obligation Bonds and Public Trusts are included in this section to provide a comprehensive capital budget. Capital budgets for these two sources are not approved through the normal budget process. City voters approve General Obligation Bond propositions providing authorization for bond funded capital projects. Public trusts' capital budgets are approved by the trustees.

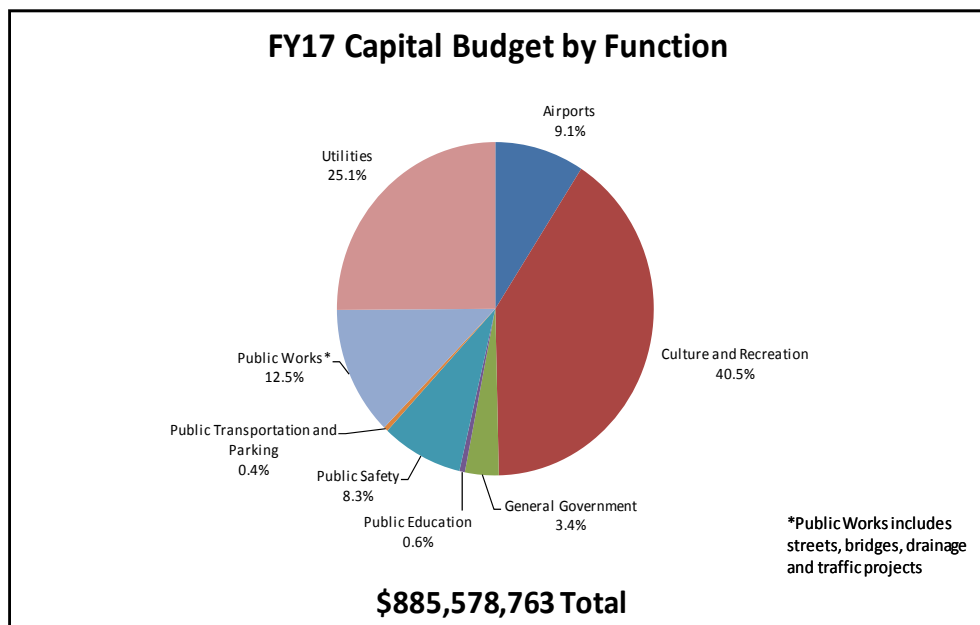


IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

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.

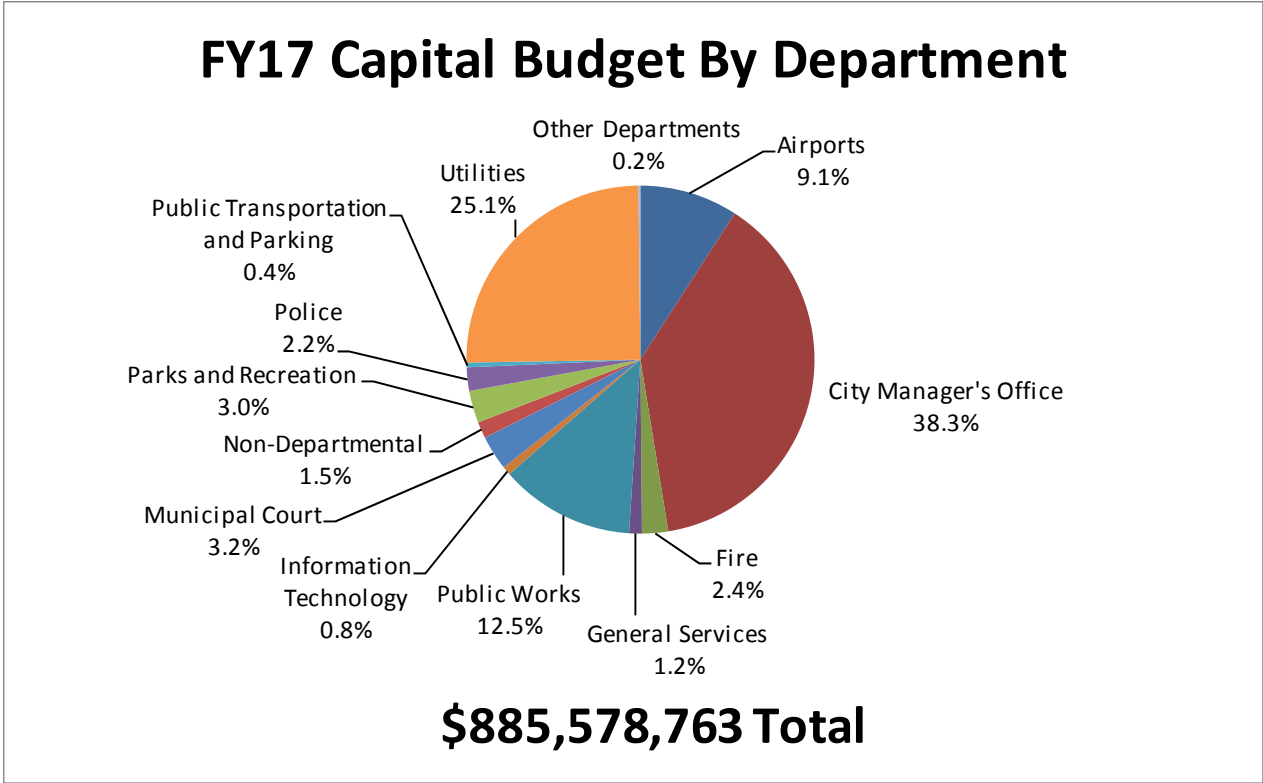


SUMMARY OF CAPITAL EXPENDITURES

	Actual FY15	Adopted FY16	Proposed FY17
Operating Funds			
Airports Cash Fund	\$527,841	\$500,000	\$500,000
General Fund	163,214	0	0
Stormwater Utility Drainage Fund	501,236	494,330	434,021
Total Operating Funds	\$1,192,291	\$994,330	\$934,021
Non-Operating Funds			
Asset Forfeiture Funds	\$260,366	\$200,000	\$200,000
Capital Improvements Projects Fund	8,098,574	57,536,021	59,354,673
Special Purpose Funds	3,282,557	23,904,873	11,802,012
Stormwater Drainage Capital Fund	84,140	7,911,394	3,088,933
Street & Alley Capital Fund	19,226	452,527	149,526
Total Non-Operating Funds	\$11,744,862	\$90,004,815	\$74,595,144
Trust Funds *			
Central OK Transp. & Parking Auth. (COTPA)	\$11,024,893	\$890,460	\$3,611,460
OKC Airport Trust (OCAT)	48,861,398	36,556,111	72,855,995
OKC Environmental Assistance Trust (OCEAT)	1,602,335	5,564,499	4,821,404
OKC Economic Development Trust (OCEDT)	3,901,783	75,000	40,000
OKC Metro Area Projects Trust (OCMAPS)	8,311,186	1,392,000	4,963,000
OKC Municipal Facilities Authority (OCMFA)	318,012	708,983	202,383
OKC Public Property Authority (OCPPA)	7,074,785	8,748,928	22,033,268
OKC Water Utilities Trust (OCWUT)	74,616,304	267,821,385	217,480,000
OKC Zoological Trust (OCZT)	5,022,587	10,260,000	Not yet finalized
Total Trust Funds	\$160,733,284	\$332,017,366	\$326,007,510
Special Tax Funds			
Special Tax Funds	\$52,533,155	\$369,704,004	\$360,786,784
Total Special Tax Funds	\$52,533,155	\$369,704,004	\$360,786,784
General Obligation Bond Funds			
General Obligation Bond Funds	71,143,131	\$104,981,938	\$108,687,577
Total General Obligation Bond Funds	\$71,143,131	\$104,981,938	\$108,687,577
Grant Management Funds			
Grant Management Funds	6,361,769	\$18,502,547	\$14,567,727
Total Grant Management Funds	\$6,361,769	\$18,502,547	\$14,567,727
Total Capital Expenditures	\$303,708,492	\$916,205,000	\$885,578,763

* Not included in the City's adopted budget

SUMMARY OF CAPITAL BUDGET BY DEPARTMENT



**Proposed
FY17**

Airports	\$80,806,645
City Clerk's Office	50,635
City Manager's Office	339,188,172
Development Services	411,501
Finance	632,388
Fire	21,585,104
General Services	10,462,647
Information Technology	7,092,464
Mayor and Council	10,500
Municipal Counselor	14,420
Municipal Court	28,609,705
Non-Departmental	13,466,169
Parks and Recreation	26,501,695
Planning	429,327
Police	19,311,153
Public Transportation and Parking	3,811,960
Public Works	110,892,874
Utilities	222,301,404
Zoo	Not yet finalized
Capital Expenditures	<u>\$885,578,763</u>



Airports Capital Projects

AAR HANGAR 1 AIR HANDLER (Project # A1150009)

Location: Will Rogers World Airport

Description: AAR HANGAR 1 air handler replacement

Justification: The existing air handling unit at Hangar 1 has reached the end of its useful life and requires replacement.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$360,000
Project Total	\$360,000

ACADEMY HQ NORTH PARKING LOT (Project # A7140023)

Location: Mike Monroney Aeronautical Center

Description: Repair asphalt surface to concrete by removing asphalt surface, repairing the pavement subgrade, and paving with PCC concrete, approximately 6,700 square yards.

Justification: Asphalt portion of the parking lot has several linear feet of separation cracking full depth, exposing the subgrade to water. These damaged areas are especially prevalent along utility corridors. The main drive has many areas of subgrade failure, and must be full-depth replaced. Best value to the Airport is to replace the pavement with concrete, matching the south half of the lot.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$200,000
Project Total	\$200,000

AIRPORT IT MASTER PLAN (Project # A1140032)

Location: Will Rogers World Airport

Description: Five Year Master Plan for Airport IT

Justification: Master plan will provide an analysis of current airport IT systems and provide future recommendations for infrastructure planning.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$250,000
Project Total	\$250,000

APRON PAVEMENT REPAIRS (Project # A7130010)

Location: Mike Monroney Aeronautical Center

Description: Joint rehabilitation and areas of full depth to the Apron

Justification: Ramp shows signs of joint deterioration with spalling along the joints. Deterioration is creating FOD on the aircraft apron that is hazardous.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$695,000
Project Total	\$695,000

ARB BOILERS REPLACEMENT (Project # A7150001)

Location: Mike Monroney Aeronautical Center

Description: Replace three aging steam boilers, boiler pumps, steam to hot water converter, and associated piping and valves. Also install and upgrade controls as needed to interface with the campus JCI Metalysis system.

Justification: Boilers are original to the building (early 1960's), and have reached the end of their useful life. FAA has made multiple repairs to refractory brick, burner, and tubes. Spare parts are no longer available. Internal piping has corroded beyond repair.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$200,000
Project Total	\$200,000

ARB TRIPLEX ELEV REPL (Project # A7140014)

Location: Mike Monroney Aeronautical Center

Description: Replace the triplex elevator in the Aviation Records Building

Justification: The elevator has exceeded its useful life and is incurring large maintenance costs.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$900,000
Project Total	\$900,000

AVIATION RECORDS ROOF (Project # A7130008)

Location: Mike Monroney Aeronautical Center

Description: Aviation Records Building roof replacement

Justification: Due to age and condition of roof, a replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$515,000
Project Total	\$515,000

BASE MAINTENANCE RENOVATION (Project # A7140025)**Location:** Mike Monroney Aeronautical Center**Description:** Replacement of the roof and replacement of the HVAC system**Justification:** FAA to repair and renovate the Base Maintenance Building. OCAT expected share includes replacement of the roof and replacement of the HVAC system.**Operating Cost:** \$0 **Operating Cost Description:** No Additional Operating Costs

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$4,000,000
Project Total	\$4,000,000

CEPA HANGAR 4C ROOF REPLACEMENT (Project # A3160001)**Location:** Clarence E. Page Airport**Description:** CEPA Hangar 4C roof replacement**Justification:** Due to age and condition of roof, a replacement is necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$200,000
Project Total	\$200,000

EXTEND PORTLAND UTILITIES (Project # A1160011)**Location:** Will Rogers World Airport**Description:** Extension of existing utilities along Portland Avenue to accommodate potential development sites**Justification:** In order to accommodate and attract potential developers along Portland, utility connections need to be extended to these sites. This is the estimated cost for design and construction.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$1,500,000
Project Total	\$1,500,000

FIDS HARDWARE REPLACEMENT (Project # A1170003)**Location:** Will Rogers World Airport**Description:** Replace FIDS Equipment: 2015 - BCIC's, SBC, Monitors, old PCDVC's (completed); 2016- client hardware and software, terminal servers, remote power devices, and related wiring; 2017- network switches, visual Paging expansion**Justification:** Replace antiquated legacy FIDS equipment with newer, warranted equipment.**Operating Cost:** \$10,000 **Operating Cost Description:** Stocking extra for added redundancy, SLA

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$125,000
Project Total	\$125,000

FIELD MAINTENANCE FIBER (Project # A1150005)

Location: Will Rogers World Airport

Description: Replace Field Maintenance fiber

Justification: A single pair of army surplus fiber that was partially direct buried back in the early 1990's is the only communications link to the Field Maintenance offices. A more current fiber run that is up to code is needed to Field Maintenance that will provide uninterrupted and redundant communications. Fiber will run in current easements.

Operating Cost: \$10,000 **Operating Cost Description:** Possible costs if fiber is cut or special terminations are required.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$800,000
Project Total	\$800,000

FLIGHT STANDARD LIGHTING (Project # A7140004)

Location: Mike Monroney Aeronautical Center

Description: Replace lighting for the Flight Standards Building

Justification: Lighting is antiquated and non-functional in many areas.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$26,700
Project Total	\$26,700

GARAGE EXTERIOR PAINTING STUDY (Project # A1140025)

Location: Will Rogers World Airport

Description: Paint the exteriors of Garage B and C

Justification: Garages need to be painted to improve their overall appearance and give a truly finished look. Type A or study is included in the 400k number for FY16. Overall cost to paint both garages is expected to be in the neighborhood of 1 to 1.2 million.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$150,000
Project Total	\$150,000

HANGAR 2 LOW ROOF (Project # A1140018)

Location: Will Rogers World Airport

Description: Replace the lower roof on Hangar 2

Justification: Due to age and condition of roof, a replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$65,000
Project Total	\$65,000

HANGAR 8 BUILDING ENVELOPE (Project # A7140005)**Location:** Mike Monroney Aeronautical Center**Description:** Hangar 8 requires work to restore the envelope**Justification:** Restore the envelope to protect the structure.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$76,650
Project Total	\$76,650

HANGAR 9 BUILDING ENVELOPE (Project # A7140006)**Location:** Mike Monroney Aeronautical Center**Description:** Hangar 9 requires work to restore the envelope**Justification:** Restore the envelope to protect the structure.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$163,350
Project Total	\$163,350

HEADQUARTERS BUILDING ENVELOPE (Project # A7130012)**Location:** Mike Monroney Aeronautical Center**Description:** Headquarters Building Envelope Repairs**Justification:** Due to age and condition of facility, repairs are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$852,000
Project Total	\$852,000

LED STREET LIGHTING UPGRADE (Project # A7160004)**Location:** Mike Monroney Aeronautical Center**Description:** LED Street Lighting Upgrade**Justification:** Improved efficiency and longer lifespan.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$1,000,000
Project Total	\$1,000,000

MAIN ENTRANCE PAVING (Project # A7160002)

Location: Mike Monroney Aeronautical Center

Description: Main Entrance Paving

Justification: Main entrance pavement is deteriorated and in need of replacement.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$2,050,000
Project Total	\$2,050,000

MEDIUM VOLTAGE CIRCUIT 5521 (Project # A7130014)

Location: Mike Monroney Aeronautical Center

Description: Medium Voltage Circuit 5521 Tie In

Justification: The system is aging and in need of repairs and replacement.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$650,000
Project Total	\$650,000

MEDIUM VOLTAGE EQUIPMENT (Project # A7130011)

Location: Mike Monroney Aeronautical Center

Description: Replacement of aging Medium Voltage Equipment in facilities

Justification: Due to age and condition of equipment replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$808,000
Project Total	\$808,000

MMAC HVAC Replacement (Project # A7000032)

Location: Mike Monroney Aeronautical Center

Description: Annual schedule for MMAC HVAC Replacements

Justification: HVAC System Replacement as required by lease as systems reach the end of their useful life.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$9,220,000
Project Total	\$9,220,000

MULTI-PURPOSE BOILER REPLACE (Project # A7160005)**Location:** Mike Monroney Aeronautical Center**Description:** Replace aging steam boilers, boiler pumps, steam to hot water converter, and associated piping and valves. Also install/upgrade controls as needed to interface with the campus JCI Metalysis system. Multi-Purpose Building**Justification:** Boilers are original to the building, and have reached the end of their useful life. One of the boilers is inoperable. Spare parts are no longer available.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$300,000
Project Total	\$300,000

MULTI-PURPOSE ELEVATOR (Project # A7140009)**Location:** Mike Monroney Aeronautical Center**Description:** Replace the elevator in the Multi-Purpose Building**Justification:** The elevator has exceeded its useful life and is incurring large maintenance costs.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$1,000,000
Project Total	\$1,000,000

NEW SURFACE PARKING LOT (Project # A1160010)**Location:** Will Rogers World Airport**Description:** New surface parking lot at old rental car service center locations**Justification:** As we plan for expansion of the existing parking garages, it is necessary to construct a new surface lot to prepare for closures of existing structures due to construction as well as providing more parking to adjust for demand in general.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$1,000,000
Project Total	\$1,000,000

OLD FIRE STATION RE-ROOF (Project # A1140017)**Location:** Will Rogers World Airport**Description:** Replace the upper and lower roof on the Old Fire Station**Justification:** Due to age and condition of roof, a replacement is necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$300,000
Project Total	\$300,000

PARKING REVENUE CONTROL SYSTEM (Project # A1160017)

Location: Will Rogers World Airport

Description: Parking Revenue Control System

Justification: The existing revenue control is dated and needs to be replaced in order to provide accurate data and adequate revenues from the parking facilities at the airport.

Operating Cost: \$50,000 **Operating Cost Description:** Maintenance

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$3,700,000
Project Total	\$3,700,000

PEDESTRIAN TUNNEL REPAIRS (Project # A7130015)

Location: Mike Monroney Aeronautical Center

Description: Pedestrian tunnel repairs and improvements

Justification: 2014 Annual Inspection identified numerous cracks within the structural concrete of the pedestrian tunnels. Due to age and condition of tunnel, repairs and improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$200,000
Project Total	\$200,000

RADAR TRAINING ELEVATOR (Project # A7140013)

Location: Mike Monroney Aeronautical Center

Description: Replace the elevator in the Radar Training Facility

Justification: The elevator has exceeded its useful life and is incurring large maintenance costs.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$300,000
Project Total	\$300,000

RADAR TRAINING MOTOR CONTROL (Project # A7160003)

Location: Mike Monroney Aeronautical Center

Description: Replace aging Motor Control at the Radar Training Center

Justification: Current equipment is at the end of its useful life.

Operating Cost: \$10,000 **Operating Cost Description:** Maintenance

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$100,000
Project Total	\$100,000

READY RETURN SPACE ALLOCATION (Project # A1170009)**Location:** Will Rogers World Airport**Description:** Plan for space allocation of current ready return spaces**Justification:** Plan for utilizing parking spaces freed up in the parking garage due to the rental cars moving to the consolidated rental car facility.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$100,000
Project Total	\$100,000

REALIGN PORTLAND AVE (Project # A1000026)**Location:** Will Rogers World Airport**Description:** Construction for the north portion of the Portland Realignment project that begins 1/4 mile south of 74th street and extends to just south of 54th street tying into the original alignment**Justification:** Portland Avenue is being rerouted to enlarge the area adjacent to WRWA AOA for future airport aeronautical development with access to the active runways and taxiways. The reroute will also accommodate non-aeronautical development along the relocated Portland Avenue.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$3,350,000
Project Total	\$3,350,000

REFURBISH DIVERTER PITS (Project # A1160015)**Location:** Will Rogers World Airport**Description:** Repair Diverter Pits**Justification:** The current diverter pits on the apron are not functioning correctly. Investigation and work needs to be done to correct.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$425,000
Project Total	\$425,000

REGISTRY BUILDING SITE IMPRV (Project # A7130016)**Location:** Mike Monroney Aeronautical Center**Description:** Registry Building Site Improvements**Justification:** Due to age and condition of facility, improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$250,000
Project Total	\$250,000

REJUVENATE NORTH PARKING LOT 2 (Project # A1140021)

Location: Will Rogers World Airport

Description: Route and seal cracks, repair some areas of base failure, seal coat the parking lot

Justification: Lot is beginning to show signs of aging--cracks ranging from areas of longitudinal and transverse, cracks opening along seams, and some uncontrolled cracking, ranging from 1/4" to 1" or larger. These will become trip hazards, and allow water into subgrade undermining pavement and causing potholes. The lot should be rehabilitated by mill and overlay from Aisle O to the North in the future.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$500,000
Project Total	\$500,000

REPLACE ASPHALT ENDS TWY H (Project # A1140013)

Location: Will Rogers World Airport

Description: Reconstruct ends of taxiway H from asphalt to concrete to match the remainder of taxiway H

Justification: Replace the asphalt on each end of taxiway H to concrete as an AIP project for maintenance of the airfield pavement. The asphalt is beginning to fail and require substantial maintenance.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Other Grants	\$500,000
Oklahoma City Airport Trust	\$50,000
Project Total	\$550,000

REPLACE ESCALATORS & WALKWAYS (Project # A1160005)

Location: Will Rogers World Airport

Description: Replace all moving parts.

Justification: Ensure continuous operation with limited down time for the traveling public.

Operating Cost: \$10,000 **Operating Cost Description:** Items not covered under maintenance agreement

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$400,000
Project Total	\$400,000

SHUTTLE BUS PURCHASE (Project # A1150001)**Location:** Will Rogers World Airport**Description:** Purchase of replacement busses**Justification:** Replace a portion of the shuttle bus fleet yearly to keep an operating and in-service shuttle bus fleet.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$171,000
Project Total	\$171,000

SNOW AND MOWING EQUIPMENT STOR (Project # A1160007)**Location:** Will Rogers World Airport**Description:** Construct building to store snow equipment in the summer and mowing equipment in the winter**Justification:** The equipment is a large investment and needs to be protected from the elements. We are increasing our snow removal equipment fleet and will not have enough covered storage.**Operating Cost:** \$10,000 **Operating Cost Description:** Maintenance

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$220,000
Project Total	\$220,000

SNOW BARN CRANE (Project # A1160003)**Location:** Will Rogers World Airport**Description:** Crane for loading dry de-ice into trucks**Justification:** Using a crane will be safer and more efficient than current method of loading dry deicer into trucks.**Operating Cost:** \$10,000 **Operating Cost Description:** Maintenance

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$45,000
Project Total	\$45,000

SNOW BARN ROOF COATING (Project # A1140020)**Location:** Will Rogers World Airport**Description:** Place a roof coating on the Snow Barn**Justification:** Due to age and condition of roof, a new coating is necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$100,000
Project Total	\$100,000

SORB BUILDING ROOF REPLACEMENT (Project # A1140019)

Location: Will Rogers World Airport

Description: Replace the lower roof on SORB Building

Justification: Due to age and condition of roof, a replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$1,100,000
Project Total	\$1,100,000

SOUTH MAINTENANCE ROOF (Project # A1160008)

Location: Will Rogers World Airport

Description: Roof replacement for South Maintenance Facility

Justification: Due to age and condition of roof, a replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$450,000
Project Total	\$450,000

STATION 2 GARAGE A RENOVATION (Project # A1140037)

Location: Will Rogers World Airport

Description: Remove and replace the existing escalator with a new and wider escalator

Justification: The existing escalator is becoming difficult to maintain and it is a safety concern with its narrow width.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$1,575,000
Project Total	\$1,575,000

STREET AND PARKING RECONSTRUCT (Project # A7130013)

Location: Mike Monroney Aeronautical Center

Description: Streets and parking reconstruction as identified in the FY 12 Annual Inspection

Justification: Due to age and condition of streets and parking lots, reconstruction has become necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$820,000
Project Total	\$820,000

SWITCHGEAR UPGRADE (Project # A7160001)**Location:** Mike Monroney Aeronautical Center**Description:** Replace switchgear at Headquarters Building and Logistics Support Facility. Project will also replace duct at Hangar 8**Justification:** Switchgear and duct are past their useful life and are incurring large maintenance costs.**Operating Cost:** \$10,000 **Operating Cost Description:** Maintenance

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$350,000
Project Total	\$350,000

TERMINAL EXPANSION (Project # A1000029)**Location:** Will Rogers World Airport**Description:** Terminal expansion**Justification:** Expand terminal to East and add 4 new gates and additional terminal space for OPS, Police, TSA, and airlines.**Operating Cost:** \$100,001 **Operating Cost Description:** Janitorial, Insurance, Utilities, Maintenance and Repairs

Capital Funding Source	FY17 Amount
Other Grants	\$1,757,750
Oklahoma City Airport Trust	\$5,918,500
PAX\Customer Facility Charge	\$14,573,750
Project Total	\$22,250,000

TERMINAL EXPANSION EARLY SITE (Project # A1170005)**Location:** Will Rogers World Airport**Description:** Terminal expansion - early site package**Justification:** This project is necessary in order to demolish the existing Cargo Building and relocate existing utilities to prepare the east side of the terminal for the Terminal Expansion project.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Other Grants	\$2,412,900
Oklahoma City Airport Trust	\$268,100
Project Total	\$2,681,000

TERMINAL RAMP ASPHALT REPAIR (Project # A1170007)

Location: Will Rogers World Airport

Description: Replace asphalt portion of terminal ramp in line with Taxiway K, from its entrance to the ramp on the south proceeding north to the concrete, approximate area 4,000 square yards

Justification: Asphalt is deteriorating, with severe cracks and break outs in the surface course. Condition has likely worsened as traffic has increased as a result of the Taxiway C and G project, with traffic more concentrated to this entry. High FOD potential from asphalt break-outs.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
Other Grants	\$855,000
Oklahoma City Airport Trust	\$95,000
Project Total	\$950,000

TPS PARKING RECONSTRUCTION (Project # A7140021)

Location: Mike Monroney Aeronautical Center

Description: Mill and repair then overlay the parking lot at Thomas P. Stafford Building

Justification: The pavement is beginning to show signs of deterioration where it will damage the base if left without repair.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$1,640,000
Project Total	\$1,640,000

TWO STORY GARAGE REPAIR (Project # A1170008)

Location: Will Rogers World Airport

Description: Repair two-story garage

Justification: Concrete is falling and causing damage.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$500,000
Project Total	\$500,000

UPGRADE IRRIGATION WRWA (Project # A1130001)

Location: Will Rogers World Airport

Description: Upgrade of all Irrigation Systems at WRWA.

Justification: The current system is old and needs to be replaced because of increased demand in capacity as a result of more landscaping areas that are being maintained, as well as the anticipated development of approximately 1000 additional acres.

Operating Cost: \$10,000 **Operating Cost Description:** Maintenance

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$200,000
Project Total	\$200,000

UPPER DECK EXPANSION JOINT (Project # A1140050)**Location:** Will Rogers World Airport**Description:** Replace and/or repair the upper passenger drop-off deck expansion joints**Justification:** It has become a safety issue with the water into the roadway structure above the soffit. The roadway expansion joints have deteriorated and need to be replaced. Water is infiltrating into the structure below and causing safety concerns.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$500,000
Project Total	\$500,000

UPPER LEVEL DECK STRUCTURAL (Project # A1170010)**Location:** Will Rogers World Airport**Description:** Phase 1 as one bid--Demolish Soffit on the underside of the deck; Phase 2 -- A-E to determine structural repairs and finished product; Phase 3 as one bid--Repair structure and provide finish for underside of deck**Justification:** In order to prevent failure of the soffit and to open up the area for structural investigation, soffit must be fully removed. The investigation by an A-E will determine the repairs and finished product.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$415,000
Project Total	\$415,000

WEST SIDE DRAINAGE (Project # A1140031)**Location:** Will Rogers World Airport**Description:** Study and implement drainage improvements from the west side of the Terminal area to the airport west drainage outfall to improve storm drainage in the terminal area without an associated dry detention basin**Justification:** Plan for improvement of the west side drainage capacity and removal of the terminal area dry detention basin to eliminate any potential habitat for birds within the airport property.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$2,000,000
Project Total	\$2,000,000

WPA AIRFIELD IMPROVE PHASE II (Project # A2000013)

Location: Wiley Post Airport

Description: WPA Airfield Improvements Phase II

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.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Other Grants	\$575,000
Oklahoma City Airport Trust	\$63,890
Project Total	\$638,890

WPA AIRFIELD IMPROVE PHASE III (Project # A2150015)

Location: Wiley Post Airport

Description: Crack seal, rejuvenate and re-stripe terminal ramp, taxiways A1, A2, A3, A4 East of runway 17L/35R. Rehabilitate the Portland Cement Concrete and taxiway A Pavement and install new lighting and signage runway 13/31

Justification: Terminal ramp and taxiway pavement is showing signs of wear and rejuvenation will extend useful life. Rehabilitate the Portland Cement Concrete Pavement and install new lighting and signage. Runway 13/31 pavement joint sealant requires removal and replacement. Repair spalled areas and cracked panels. The runway lights and circuits require replacement along with upgrading the signage. Repair cracks in pavement on taxiway A and install upgraded lights and signage in order to maintain uniformed illumination.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Other Grants	\$1,350,000
Oklahoma City Airport Trust	\$1,319,055
Project Total	\$2,669,055

WPA HANGAR 6 ROOF (Project # A2000016)

Location: Wiley Post Airport

Description: Replacement of roof at Hangar 6

Justification: Due to age and condition of roof, replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$400,000
Project Total	\$400,000

WPA HGR 11 MIDDLE & HIGH ROOF (Project # A2150002)**Location:** Wiley Post Airport**Description:** WPA Hangar 11 middle and high roof replacement**Justification:** Due to age and condition of roof, a replacement is necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$350,000
Project Total	\$350,000

WRWA SIGNAGE (Project # A1130002)**Location:** Will Rogers World Airport**Description:** WRWA Airport signage replacement and study**Justification:** Current signage is out of date and needs to be updated.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Oklahoma City Airport Trust	\$3,000,000
Project Total	\$3,000,000

Airports Total**\$80,306,645**

City Manager Capital Projects

Centennial Land Run Monument (Project # C50003)

Location: Bricktown near the Canal

Description: A joint project between the City, State, and Federal Government in celebration of the Oklahoma Land Run of 1889. Project includes 45 bronze sculptures.

Justification: To celebrate the historical event and provide for artwork along the Bricktown Canal.

Operating Cost: \$30,000 **Operating Cost Description:** Annual maintenance cost of waxing the sculptures.

Capital Funding Source	FY17 Amount
OKC Public Property Authority	\$380,000
Project Total	\$380,000

Criterion Event Center (Project # ED0252)

Location: Corner of E. Sehridan Ave. and Charlie Christian Ave.

Description: Criterion Event Center project is a 38,000 sq ft event center in East Bricktown with a capacity of 4,000 for concerts and other venues.

Justification: This economic development project is necessary to support and enhance the ongoing development of Oklahoma City Bricktown.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Tax Increment Financing	\$40,000
Project Total	\$40,000

Fairgrounds Repairs (Project # C20054)

Location: Oklahoma State Fairgrounds

Description: Improvements to Fairgrounds' facilities, such as roof repairs and/or replacement, mechanical and utility systems.

Justification: Due to the age and condition of various facilities, improvements are necessary to maintain appearance, functionality and code compliance.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Revenue Bonds	\$8,250,000
Project Total	\$8,250,000

Parking Lots and Resurfacing (Project # C20053)

Location: Oklahoma State Fairgrounds

Description: Improvements to various Fairgrounds' parking areas in support of activities conducted at the facilities.

Justification: Due to the age and condition of the lots, various improvements are necessary to maintain the appearance and functionality to support events at the facilities.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Revenue Bonds	\$6,810,000
Project Total	\$6,810,000

Print Shop Remodel (Project # C80365)

Location: 200 N. Walker

Description: 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.

Justification: 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.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$100,000
Project Total	\$100,000

Replacement Computers (Project # C80354)

Location: 200 N. Walker

Description: Replacement of Macintosh computers, printers, and graphics software for multi-media staff and pc's for other staff. This project is a continuous upgrade.

Justification: 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.

Operating Cost: \$0 **Operating Cost Description:** Supplies and Maintenance Costs.

Capital Funding Source	FY17 Amount
Unfunded	\$6,000
Project Total	\$6,000

City Manager Total

\$15,586,000

City Manager - (MAPS 3) Capital Projects

MAPS 3 Convention Center (Project # M3-C000)

Location: Downtown Oklahoma City

Description: Land acquisition and construction of the new MAPS 3 Downtown Convention Center.

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: \$0 **Operating Cost Description:** Management contract, maintenance, and utilities. How much above current costs is not known at this time.

Capital Funding Source	FY17 Amount
MAPS3 Sales Tax	\$65,000,000
Project Total	\$65,000,000

MAPS 3 Downtown Public Park (Project # M3-P000)

Location: Downtown Oklahoma City

Description: Land acquisition and construction of the new MAPS 3 Downtown Public Park.

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: \$1,200,000 **Operating Cost Description:** Maintenance, landscaping, irrigation, and trash removal.

Capital Funding Source	FY17 Amount
MAPS3 Sales Tax	\$30,000,000
Project Total	\$30,000,000

MAPS 3 OK State Fairgrounds (Project # M3-F000)

Location: Oklahoma State Fairgrounds

Description: Replacement of certain Oklahoma State Fairgrounds buildings.

Justification: 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.

Operating Cost: \$0 **Operating Cost Description:** Fairgrounds will absorb any increases in operating cost.

Capital Funding Source	FY17 Amount
MAPS3 Sales Tax	\$5,000,000
Project Total	\$5,000,000

MAPS 3 Oklahoma River (Project # M3-R000)

Location: Along the Oklahoma River

Description: Improvements at the Oklahoma River including upgrades to the rowing and paddling venue and the construction of a new Whitewater Rapids facility.

Justification: 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.

Operating Cost: \$0 **Operating Cost Description:** Operational expenses will be born by the Boathouse District.

Capital Funding Source	FY17 Amount
MAPS3 Sales Tax	\$500,000
Project Total	\$500,000

MAPS 3 Senior Health/Wellness (Project # M3-H000)

Location: Citywide

Description: Construction of Senior Health / Wellness Centers.

Justification: Will encourage healthy lifestyles and 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 participants and will include an operating partner.

Operating Cost: \$0 **Operating Cost Description:** It is anticipated the operating partners will absorb all Operating Cost.

Capital Funding Source	FY17 Amount
MAPS3 Sales Tax	\$16,000,000
Project Total	\$16,000,000

MAPS 3 Sidewalks (Project # M3-W000)

Location: Citywide

Description: Construction of new MAPS 3 Sidewalk projects.

Justification: 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.

Operating Cost: \$0 **Operating Cost Description:** No increase in cost in the near term, but will require maintenance in the future.

Capital Funding Source	FY17 Amount
MAPS3 Sales Tax	\$9,000,000
Project Total	\$9,000,000

MAPS 3 Streetcar / Transp (Project # M3-S000)

Location: Downtown Oklahoma City

Description: Land acquisition and construction of a MAPS 3 Streetcar/Transportation System.

Justification: 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.

Operating Cost: \$3,000,000 **Operating Cost Description:** Maintenance, Operations, Personnel, and Utilities.

Capital Funding Source	FY17 Amount
MAPS3 Sales Tax	\$42,000,000
Project Total	\$42,000,000

MAPS 3 Trails (Project # M3-T000)

Location: Citywide

Description: Proposed construction of new trails including: the I-44 West Trail, the West River/Lake Overholser Trail, the Lake Draper Trail and the Airport Trail.

Justification: 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.

Operating Cost: \$100,000 **Operating Cost Description:** Trail maintenance is an ongoing expense of the Parks Department. Additional trails will increase costs.

Capital Funding Source	FY17 Amount
MAPS3 Sales Tax	\$20,500,000
Project Total	\$20,500,000

City Manager - (MAPS 3) Total \$188,000,000

City Manager (OCMAPS) Capital Projects

I-89 SCHOOL BUILDINGS (Project # CIP-I89)

Location: Citywide

Description: Construction of new buildings and renovation of facilities as outlined in the I-89 Program Implementation Plan.

Justification: Due to age of facilities and locations of students, renovations are necessary as well as construction of new buildings.

Operating Cost: \$0 **Operating Cost Description:** Operating costs for school buildings will be the responsibility of the Oklahoma City Public Schools.

Capital Funding Source	FY17 Amount
OCMAPS - Schools Sales Tax	\$4,886,000
Project Total	\$4,886,000

SUBURBAN SCHOOL PROJECTS (Project # CIP-SUBSCH)

Location: Citywide

Description: Projects include site purchase, construction, renovations, furniture and fixtures, transportation, equipment, and other improvements for 23 suburban school districts.

Justification: Condition of Facilities, Equipment, Vehicles, etc. require replacement. Other justifications are acceptable as long as they fall within the requirements of the OCMAPS Trust.

Operating Cost: \$0 **Operating Cost Description:** Operating costs will be the responsibility of the various school districts.

Capital Funding Source	FY17 Amount
OCMAPS - Schools Sales Tax	\$77,000
Project Total	\$77,000

City Manager (OCMAPS) Total **\$4,963,000**

Fire Capital Projects

Defibrillators (Project # C80183)

Location: Citywide

Description: Manual defibrillators for use by Fire Department paramedics providing advanced life support (ALS).

Justification: Required for implementation of Advanced Life Support (ALS) program. Replacements are necessary every 5 years.

Operating Cost: \$0 **Operating Cost Description:** No additional cost above current expenses.

Capital Funding Source	FY17 Amount
Fire Sales Tax Fund	\$683,400
Project Total	\$683,400

FIRE APPARATUS REPLACEMENT (Project # F0010)

Location: Citywide

Description: Fire Apparatus replacement plan. Fire apparatus is comprised of all the emergency vehicles responding from fire stations including command vehicles.

Justification: As apparatus reach the end of their useful life, replacements are necessary.

Operating Cost: \$0 **Operating Cost Description:** Replacing aging apparatus should help keep operating costs at current levels.

Capital Funding Source	FY17 Amount
MAPS3 Use Tax Fund	\$5,417,281
Project Total	\$5,417,281

FIRE PASSENGER VEHICLES (Project # F0011)

Location: Citywide

Description: Replacement of Fire support vehicles.

Justification: 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.

Operating Cost: \$0 **Operating Cost Description:** Replacing aging vehicles should help keep operating costs at current levels.

Capital Funding Source	FY17 Amount
MAPS3 Use Tax Fund	\$326,205
Project Total	\$326,205

Fire Unlisted Control Acct. (Project # B0706020001)

Location: Citywide

Description: Repair, renovation, construction, replacement, improvement of fire facilities and appurtenances, A&E, site and ROW acquisition, furnishings and equipment, utility relocation, and other expenses of the bond issue.

Justification: Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.

Operating Cost: \$0 **Operating Cost Description:** No additional costs above current operating expenses.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$630,000
Project Total	\$630,000

Replace Fire Station No. 21 (Project # B0706010004)

Location: Replace Fire Station No 21 in the vicinity of 3240 SW 29th

Description: Design, construct, equip and furnish new fire stations which may include related site acquisition and preparation. (including demolition, infrastructure, drainage, utilities, roadways, parking, landscaping, irrigation, fencing)

Justification: Due to age and condition of facility replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,250,000
Fire Sales Tax Fund	\$1,000,000
Project Total	\$3,250,000

Replace Fire Station No. 23 (Project # B0706010005)

Location: Replace Fire Station No 23 in the vicinity of 2812 S Eastern

Description: Design, construct, equip and furnish new fire stations which may include related site acquisition and preparation. (including demolition, infrastructure, drainage, utilities, roadways, parking, landscaping, irrigation, fencing)

Justification: Due to age and condition of facility replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** No operating cost is expected because it is replacing an existing station.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,500,000
Fire Sales Tax Fund	\$1,000,000
Project Total	\$3,500,000

Fire Total **\$13,806,886**

General Services Capital Projects

420 W Main Elevator Upgrade (Project # C11171)

Location: 420 W Main

Description: Upgrade and modernization of existing elevators.

Justification: Increasing demand for repairs have significantly impacted the reliability of elevators as a source of transportation, especially for individuals with disabilities.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$805,000
Unfunded	\$150,000
Project Total	\$955,000

ABS Struxureware, Energy Mgt (Project # C80506)

Location: Various City facilities

Description: Upgrade energy management systems to ABS Struxureware operating controllers all facilities. Additional energy management systems upgrades to ABS systems.

Justification: Continued upgrades and improvements to all ABS energy management systems to continue to achieve energy savings in city wide locations being controlled by the ABS systems.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$96,082
Project Total	\$96,082

ADA Compliance Program (Project # C20006)

Location: Citywide

Description: ADA program to assist in bringing City facilities into compliance.

Justification: Compliance will provide better disabled citizen and disabled employee access to City facilities.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$149,101
Project Total	\$149,101

ADA Compliant Curb Ramps (Project # C20041)

Location: Citywide

Description: Funding for bringing identified curb ramps into ADA compliance.

Justification: Certain curb ramps in the City need modification to conform to ADA standards.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$25,005
Project Total	\$25,005

City Hall Elevator Upgrades (Project # C11131)

Location: 200 N Walker

Description: Elevator remodel, renovation and upgrades at City Hall to meet ADA compliance.

Justification: Due to age and condition of elevators, parts are unavailable, upgrades are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$300,917
Unfunded	\$150,000
Project Total	\$450,917

Citywide Carpet Repl (Project # C20021)

Location: Downtown campus buildings, selected CMF buildings and SW Oklahoma City Library

Description: This project is to replace approximately 3 departments per year in the listed City buildings as carpet becomes aged, reaches the manufacturer's life cycle and documented wear percentage.

Justification: Replacement of damaged carpet due to wear and tear.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$5,861
Unfunded	\$25,000
Project Total	\$30,861

Citywide Facilities Reserve (Project # C20017)

Location: Citywide

Description: Reserve funding to meet unforeseen facility repairs and projects.

Justification: Reserve account is necessary for unforeseen events that occur throughout City facilities as well as provide funding for new projects as they are identified.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$188,346
Project Total	\$188,346

Citywide Fleet Replacement (Project # C30001)

Location: Citywide

Description: Replacement of highway and non-highway equipment in the general fleet used by Public Works, Animal Welfare, Courts, Transit, Development Services, and Parks.

Justification: As useful life of equipment and vehicles expire, replacement is necessary.

Operating Cost: \$0 **Operating Cost Description:** Maintenance and repair will be necessary on existing fleet. However, new equipment will reduce cost due to warranty work absorbed by manufacturers.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$6,828,848
Project Total	\$6,828,848

Citywide Roofing (Project # C80206)

Location: Citywide

Description: Roof repairs and, or replacement as identified for various facilities citywide.

Justification: Due to age and condition of various roofs throughout the City, repairs and replacements will be necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$143,616
Project Total	\$143,616

CMF Maintenance (Project # C11133)

Location: 3738 SW 15th Street

Description: Reserve funds for Central Maintenance Facility improvement and repair projects.

Justification: To provide funding for capital projects at CMF as identified.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$24,180
Project Total	\$24,180

Downtown Campus ADA (Project # C11143)

Location: 100 N Walker, 420 W Main, 200 N Walker

Description: ADA improvements to be made at the Downtown City Facilities.

Justification: Compliance will provide better citizen access to services and programs.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$72,061
Project Total	\$72,061

Downtown Campus Maintenance (Project # C11144)

Location: 100 N Walker, 200 N Walker, 420 W Main

Description: Maintenance and repairs to be made at the Downtown City Facilities

Justification: HVAC, plumbing, and roofing systems continue to age, increasing the possibility of failure.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$87,187
Project Total	\$87,187

General Services Bldg Repairs (Project # C20059)

Location: 600 SW 12th Street, 115 N Shartel Street, CMF Equipment Service 3738 SW 15th Street

Description: Repairs to General Services Facilities.

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 the Central Garage (115 N. Shartel).

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$82,333
Project Total	\$82,333

General Services Total **\$9,133,537**

Golf Courses Capital Projects

Lake Hefner Equipment (Project # GOLF00018)

Location: 4491 S. Lake Hefner Dr

Description: Equipment Replacement.

Justification: Needed Equipment replacement to maintain the overall appearance and attraction of the course.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Golf Op or Reserve Accts	\$145,000
Project Total	\$145,000

Lake Hefner Erosion Control (Project # GOLF00013)

Location: 4491 S. Lake Hefner Dr

Description: Pond erosion control North Course.

Justification: Control of erosion around ponds and lake shore

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Golf Op or Reserve Accts	\$41,000
Project Total	\$41,000

Lincoln Tree Replacement (Project # GOLF00034)

Location: 4001 NE Grand Blvd

Description: Tree replacement program.

Justification: Tree replacement program to replace old and damaged trees.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
Golf Op or Reserve Accts	\$10,000
Project Total	\$10,000

Golf Courses Total **\$196,000**

Information Technology Capital Projects

Advanced Engineering Support (Project # ITNET0071418)

Location: Citywide

Description: Advanced Network Engineering Support for Network Project Implementations

Justification: Advanced Expertise Support for Network Project Implementations provides funding for required expertise to assist with the design/configuration and implementation of emerging technologies. New technologies and Network Design allow for faster and more reliable network connectivity for all current and future City Users that are utilizing resources provided by Information Technology; in addition, users receive the benefit of faster performance and reliability of the services which they access. Services will be purchased leveraging existing contracts. Utilizing IT Fund Balance; no operational impact.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$25,000
Project Total	\$25,000

Exchange 2016 Upgrade (Project # ITCOM0071369)

Location: Citywide

Description: Exchange email 2016 Upgrade

Justification: We currently provide email services to over 4000 City employees. Funding of this project will result in continued support and reliability of our email environment and enhancements to those services.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$125,000
Project Total	\$125,000

FY17 MDC Replacements (Project # ITPS0070618)

Location: Citywide

Description: FY17 MDC Replacements

Justification: This item represents the annual replacement of a portion of Police and Fire mobile data computers and corresponding mobile data communication equipment. It roughly aligns with annual departmental vehicle and apparatus replacements. This project enables us to keep the MDCs on a 5-7 year replacement cycle. Equipment needs and replacement frequencies fluctuate from year-to-year such that any given year may require more or less funding. Based upon historical use, an average of \$1,000,000 is a good target without the need for annual escalation.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
MAPS3 Use Tax Fund	\$1,000,000
Project Total	\$1,000,000

FY17 Radio Replacements (Project # ITPS0070622)**Location:** Citywide**Description:** FY17 Radio Replacements

Justification: All Police and Fire radios will be capable of operating in both EDACS and P25. This project is for Radio Replacement (funding set aside to be directed toward P25 radio and/or system needs). Continued funding at the current level will provide an accumulation that can be directed at off-setting the cost of replacing non-public safety radios with P25 capable radios, as well as assist in potential system funding needs. Total accumulation will be dependent on timing of system upgrade and replacement.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
MAPS3 Use Tax Fund	\$2,000,000
Project Total	\$2,000,000

Kronos Time Clock replacement (Project # ITENT0059439)**Location:** Citywide**Description:** Kronos Time Clock End of Life Replacement

Justification: Kronos Time Clocks require end-of-life replacement every 5 years to be compatible with the Kronos Timekeeping system. Clocks are to be replaced and funding requested through a phased-in approach over a three year period beginning FY17.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$90,000
Project Total	\$90,000

Remodel 7th fl, 100 N. Walker (Project # ITADM0056423)**Location:** 100 N. Walker

Description: Data Center relocation will allow vacated space to be utilized for staff. Remodel the 7th floor of 100 N. Walker for offices.

Justification: IT Data Center is currently located on the 7th floor of 100 N. Walker. Once the new data center is built and is moved to the new location, the 7th floor will be remodeled for offices. Office space is scarce, and with added staff and future needs, this floor can be utilized for office space.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$400,000
Project Total	\$400,000

Replace CCTV Hardware EOL (Project # ITSEC0070739)

Location: Citywide

Description: Replaces one fifth of the total cameras of non-trust owned CCTV systems that are at End-of-Life

Justification: Due to homeland security funding we were able to replace most of the existing CCTV cameras that are not associated with a trust. The life expectancy is roughly 5 years per device. This project is designed to proactively project costs associated with upkeep for the City of Oklahoma City’s CCTV systems that fall under a non-trust owned status. This plan replaces approximately one fifth of the total cameras of non-trust owned CCTV systems per year.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$150,000
Project Total	\$150,000

Replace Firewall Hardware EOL (Project # ITSEC0070744)

Location: Citywide

Description: Replace Firewall Hardware (EOL). This project will proactively upkeep the City of Oklahoma City's hardware that run Security Firewall Systems.

Justification: CIP - 5 YEAR - Replace Firewall Hardware. The life expectancy of our firewall systems is roughly 5 years per device. This project is designed to proactively project costs associated with upkeep for the City of Oklahoma City's Firewall Systems. This plan replaces 20% of the city's firewalls every year. This plan also allows us to scale devices to meet current and future needs of the City of Oklahoma City IT environment.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$50,000
Project Total	\$50,000

Replacement Van/Network, IT (Project # ITADM0071436)

Location: Citywide

Description: Replacement Van for Network / All of IT Use

Justification: The network team lost a van due to age and repair cost. General Services provided us an aging Honda Civic CNG vehicle. While this works for some of our needs, we can't haul equipment such as ladders, small network racks and other items that have to be moved. There is also a need for other teams to use a vehicle at times. Due to the low use/mileage of the vehicle used by IT, it will never show up on the Equipment Services replacement list as Fleet Service funds are limited and they have to replace the most used equipment. This project is to provide funds to purchase a small utility van.

Operating Cost: \$0 **Operating Cost Description:** N/A

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$25,000
Project Total	\$25,000

Parks And Recreation Capital Projects

Brock (Project # B0705020002)

Location: Brock

Description: Install, upgrade, repair, and/or renovate park walks and path improvements and related design and/or landscaping.

Justification: To provide safe and accessible shaded seating for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$420,000
Project Total	\$420,000

Canal Sidewalk Repair (Project # N0044)

Location: Bricktown Canal

Description: Repair sidewalks around Bricktown Canal to improve ADA access, pedestrian traffic, and Canal Taxi passenger boarding.

Justification:

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
Unfunded	\$20,000
Project Total	\$20,000

CCMH Carpet Replacement (Project # PARK00095)

Location: Civic Center Music Hall

Description: Reoccurring carpet replacement costs. Program began in 2010 w/atrium lobby; phase 2 lobby areas grand tier to balcony; phase 3 theatre and dressing rooms, phase 4 will include offices and meeting rooms. Potential slip and fall conditions.

Justification: Fraying, buckling, and ripples create potential patron slip and fall conditions. Annual foot traffic 250,000+.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
MAPS Res/Op & Cap Replace	\$200,000
Project Total	\$200,000

CCMH SOUND SYSTEM REPLACEMENT (Project # PARK00159)

Location: 201 N. Walker

Description: Replace 15-year-old sound system, which is already past the manufacturers expected life. System failure is inevitable and can occur at any time. Temporary sound system rental quote estimates \$50,000 per month to keep the Civic Center operating.

Justification:

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
Unfunded	\$3,000,000
Project Total	\$3,000,000

CCMH VIDEO/MONITOR SYSTEM REPL (Project # PARK00161)

Location: Civic Center Music Hall-201 N. Walker

Description: Replacement of video/monitor system. Current system is 14-yr analog. Replacement includes HD monitors, cabling, cameras & monitors. Civic Center Foundation will fund 50% of replacement.

Justification: Technology advances and overall equipment upgrade.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
Private Funding	\$300,000
Unfunded	\$300,000
Project Total	\$600,000

Civic Center Fire Alarm (Project # PARK00162)

Location: 201 N. Walker

Description: City maintenance vendor recommends replacement of the Civic Center Music Hall fire alarm system.

Justification: Parts difficult to replace. Safety.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
MAPS Res/Op & Cap Replace	\$280,000
Project Total	\$280,000

Civic Center Lobby Renovation (Project # PARK00154)

Location: 201 N. Walker

Description: Main lobby improvements to the box office, concessions, and enhanced food offerings for easier daytime access for ticket sales and improved traffic flow inside the building during events and improved security for the facility.

Justification: Utilization study approved 7/30/13

Operating Cost: \$15,000 **Operating Cost Description:** Utilities, maintenance and custodial.

Capital Funding Source	FY17 Amount
Other Unspecified	\$3,000,000
Project Total	\$3,000,000

Creston Hills (Project # B0705040005)**Location:** Creston Hills**Description:** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.**Justification:** To provide safe and accessible walks and paths for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$65,000
Project Total	\$65,000

Denniston (Project # B0705040007)**Location:** Denniston**Description:** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.**Justification:** To provide safe and accessible walks and paths for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$120,000
Project Total	\$120,000

Dolphin Wharton Park (Project # B0705050001)**Location:** Dolphin Wharton Park**Description:** Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.**Justification:** To provide safe and accessible parking lots and/or roadways for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$250,000
Project Total	\$250,000

Douglas (Project # B0705040010)**Location:** Douglas**Description:** Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.**Justification:** To provide safe and accessible walks and paths for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$125,000
Project Total	\$125,000

Douglass (Project # B0705030002)

Location: Douglass

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.

Justification: To provide safe and accessible surface to play basketball for park users.

Operating Cost: \$0 **Operating Cost Description:** n

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,080,000
Project Total	\$1,080,000

Earlywine (Project # B0705040012)

Location: Earlywine

Description: Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.

Justification: To provide safe and accessible walks and paths for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$200,000
Project Total	\$200,000

Earlywine Aquatic Center (Project # B0705060003)

Location: MP-0464 3033 SW 119th 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 imprvmnts/docks/landscaping/lighting/etc.

Justification: Necessary improvements are needed to provide for a safe and accessible park for users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$938,000
Project Total	\$938,000

Earlywine Park (Project # B0705090002)

Location: Earlywine Park MP-0475 / MP-0464

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.

Justification: Due to age and condition of facility repairs and/or renovations are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$960,000
Project Total	\$960,000

Earlywine Picnic and Shelters (Project # B0705020006)**Location:** Earlywine**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.**Justification:** To provide safe and accessible shaded seating for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$140,000
Project Total	\$140,000

Geraldine (Project # B0705020007)**Location:** Geraldine**Description:** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.**Justification:** To provide safe and accessible shaded seating for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$235,000
Project Total	\$235,000

Girvin (Project # B0705040017)**Location:** Girvin**Description:** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.**Justification:** To provide safe and accessible walks and paths for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$121,875
Project Total	\$121,875

Harden (Project # B0705010004)**Location:** Harden**Description:** Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping.**Justification:** To provide safe and accessible playgrounds for children.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$170,000
Project Total	\$170,000

Hefner (Project # B0705050011)

Location: Hefner

Description: Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.

Justification: To provide safe and accessible parking lots and/or roadways for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$400,000
Project Total	\$400,000

Hiram (Project # B0705030004)

Location: Hiram

Description: Provide/install and construct new basketball court improvements which may include related design/walkways/equipment/furniture and/or landscaping.

Justification: To provide safe and accessible surface to play basketball for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$20,000
Project Total	\$20,000

JFK (Project # B0705020010)

Location: JFK

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.

Justification: To provide safe and accessible shaded seating for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$60,000
Project Total	\$60,000

Martin Nature (Project # 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.

Justification: Due to age and condition of facility repairs and/or renovations are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operational cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$431,250
Project Total	\$431,250

Martin Nature Center (Project # B0705050015)

Location: Martin Nature Center

Description: Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.

Justification: To provide safe and accessible parking lots and/or roadways for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$290,000
Project Total	\$290,000

McKinley (Project # B0705010009)

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.

Justification: To provide safe and accessible playgrounds for children.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$293,000
Project Total	\$293,000

Melrose (Project # B0705050016)

Location: Melrose

Description: Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.

Justification: To provide safe and accessible parking lots and/or roadways for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$215,000
Project Total	\$215,000

Merrel Medley (Project # B0705040026)

Location: Merrell Medley

Description: Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.

Justification: To provide safe and accessible walks and paths for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$237,500
Project Total	\$237,500

Military (Project # B0705060004)

Location: Military

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 imprvmnts/docks/landscaping/lighting/etc.

Justification: Necessary improvements are needed to provide for a safe and accessible park for users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$863,000
Project Total	\$863,000

North Rotary (Project # B0705050017)

Location: North Rotary

Description: Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.

Justification: To provide safe and accessible parking lots and/or roadways for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$107,813
Project Total	\$107,813

Overholser (Project # B0705020015)

Location: Overholser

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.

Justification: To provide safe and accessible shaded seating for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$201,250
Project Total	\$201,250

Pat Murphy (Project # 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.

Justification: To provide safe and accessible playgrounds for children.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$503,125
Project Total	\$503,125

Pioneers of 1889 Sculpture (Project # SP2016PK002)

Location: Pioneers of 1889 Sculpture

Description: Cooperative effort to fund the restoration, reinstallation and maintenance of the "Pioneers of 1889" sculpture in Kerr Park, at Couch Drive and Robinson Ave

Justification:

Operating Cost: \$0 **Operating Cost Description:** Maintenance

Capital Funding Source	FY17 Amount
Special Purpose Funds	\$50,800
Project Total	\$50,800

Progressive (Project # B0705030007)

Location: 10513 NE 43rd St.

Description: Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.

Justification: To provide safe and accessible surface to play basketball for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$230,000
Project Total	\$230,000

Public Internet at Centers (Project # PARK00103)

Location: Centers

Description: Provide Internet service at each Center for staff use on City network, and use by the general public for after school programs, public access, and to sign up for classes, programs, and facility rentals.

Justification:

Operating Cost: \$0 **Operating Cost Description:** Computer maintenance cost

Capital Funding Source	FY17 Amount
Unfunded	\$175,000
Project Total	\$175,000

Red Andrews (Project # B0705020018)

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.

Justification: To provide safe and accessible shaded seating for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$703,750
Project Total	\$703,750

Redlands (Project # B0705030008)

Location: 1423 NW 141st St. Redlands Park Project MP-0466 consists of 5 Locations: Pat Murphy

Description: Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.

Justification: To provide safe and accessible surface to play basketball for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$258,375
Project Total	\$258,375

Reed (Project # B0705040036)

Location: Reed

Description: Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.

Justification: To provide safe and accessible walks and paths for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$50,000
Project Total	\$50,000

Route 66 Facility Impr (Project # B0705060002)

Location: Route 66

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 imprvmnts/docks/landscaping/lighting/etc.

Justification: Necessary improvements are needed to provide for a safe and accessible park for users. Project will help fulfill OKC Parks Master Plan 2013.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,438,000
Project Total	\$1,438,000

Schilling (Project # B0705020019)

Location: Schilling

Description: Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.

Justification: To provide safe and accessible shaded seating for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$460,000
Project Total	\$460,000

Sellers (Project # B0705090011)

Location: Sellers

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.

Justification: Due to age and condition of facility repairs and/or renovations are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$431,250
Project Total	\$431,250

South Lakes (Project # B0705060001)

Location: South Lakes

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 imprvmnts/docks/landscaping/lighting/etc.

Justification: Necessary improvements are needed to provide for a safe and accessible park for users. Project will help fulfill OKC Parks Master Plan 2013 for regional parks.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$930,000
Project Total	\$930,000

Southern Oaks (Project # B0705040038)

Location: South Rotary Park

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.

Justification: To provide safe and accessible walks and paths for park users.

Operating Cost: \$0 **Operating Cost Description:** n

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$706,000
Project Total	\$706,000

Sparrow (Project # 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.

Justification: To provide safe and accessible shaded seating for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$71,875
Project Total	\$71,875

Stars/Stripes Skate Ct Improve (Project # B0705060013)

Location: Stars and Stripes Park

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 imprvmnts/docks/landscaping/lighting/etc.

Justification: Necessary improvements are needed to provide for a safe and accessible park for users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$719,000
Project Total	\$719,000

Stewart Golf Carts (Project # GOLF00095)

Location: NE 10th and Frederick Douglass Ave.

Description: Golf carts at Jimmy Stewart Golf Course. Demand for carts is significantly higher than the carts available at Stewart.

Justification:

Operating Cost: \$0 **Operating Cost Description:** Maintenance on Golf Carts

Capital Funding Source	FY17 Amount
Unfunded	\$90,000
Project Total	\$90,000

Tinsley (Project # B0705020021)

Location: Tinsley

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.

Justification: To provide safe and accessible shaded seating for park users.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$60,000
Project Total	\$60,000

Top O Town (Project # B0705020022)**Location:** Top O Town**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.**Justification:** To provide safe and accessible shaded seating for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$60,000
Project Total	\$60,000

Trails Master Plan (Project # PARK00081)**Location:** City Trail System**Description:** Review and update plans for the existing trails and proposed additions.**Justification:****Operating Cost:** \$0 **Operating Cost Description:** Trail maintenance costs

Capital Funding Source	FY17 Amount
Unfunded	\$200,000
Project Total	\$200,000

Will Rogers (Project # B0705090017)**Location:** Will Rogers**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.**Justification:** Due to age and condition of facility repairs and/or renovations are necessary.**Operating Cost:** \$0 **Operating Cost Description:** n

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$862,500
Project Total	\$862,500

Woodland (Project # B0705040045)**Location:** Woodland**Description:** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.**Justification:** To provide safe and accessible walks and paths for park users.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$75,000
Project Total	\$75,000

Planning Capital Projects

1% for Arts Projects Account (Project # C79999)

Location: Citywide

Description: Funding for Art projects from various sources including GO Bonds and the Capital Improvement fund.

Justification: As facility and major Park improvement projects are awarded, 1% of the construction budget is allocated for Arts. The funding for art for G.O. Bond and Special Sales Tax Funds remains in those funds. The funds in the Special Purpose Fund holds donations and 1% for Arts funds from other City sources.

Operating Cost: \$0 **Operating Cost Description:** Maintenance and support.

Capital Funding Source	FY17 Amount
Special Purpose Funds	\$500,000
Project Total	\$500,000

Planning Total **\$500,000**

Police Capital Projects

City Jail Project (Project # C20012)

Location: 200 N. Shartel

Description: Demolition or renovation of jail facility pending further Council action.

Justification: Due to age and condition of facility, drastic remodel or demolition is necessary.

Operating Cost: \$0 **Operating Cost Description:** Cost will depend upon if remodel or demolition occurs.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$235,943
Project Total	\$235,943

eCitation Pilot Project (Project # F0025)

Location: Citywide

Description: Pilot program to analyze the validity and efficiencies of an eCitation System.

Justification: To expedite the process of issuing citations.

Operating Cost: \$75,300 **Operating Cost Description:** Annual software maintenance to be funded by court cost.

Capital Funding Source	FY17 Amount
Temp Sales Tax Pub Safety Ca	\$450,000
Project Total	\$450,000

Hefner Station Renovations (Project # HEFNR)

Location: 3924 NW 122nd St.

Description: Facility Repairs to Hefner Patrol Division Building.

Justification: The Hefner Briefing station is one of the oldest stations in the City. The building needs renovations for ADA standards and to provide office space for Police Community Relations Officers, Intelligence Led Policing Officers, and IMPACT Officers.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost is expected with renovations.

Capital Funding Source	FY17 Amount
Police Sales Tax Fund	\$356,062
Project Total	\$356,062

Helicopter Refurbishments (Project # HELIC)

Location: Citywide

Description: Refurbishment of police helicopters.

Justification: This funding is for major overhaul repairs of helicopter engines, transmissions or rotors. Helicopter replacement schedule is based on approximately ten years and three major engine overhauls before replacement.

Operating Cost: \$0 **Operating Cost Description:** No additional Operating Cost is expected as these are necessary maintenance parts.

Capital Funding Source	FY17 Amount
MAPS3 Use Tax Fund	\$28,115
Project Total	\$28,115

HVAC Impr. 616 Colcord Dr. (Project # FAFHVAC)

Location: 616 Colcord Dr.

Description: Remediation of condensation issues for the facility.

Justification: Condensation issues have been a issue throughout the facility and to stay in compliance and maintain certification, project is required.

Operating Cost: \$0 **Operating Cost Description:** No additional cost is expected with project.

Capital Funding Source	FY17 Amount
Police Sales Tax Fund	\$329,295
Project Total	\$329,295

Patrol Vehicles (Project # F0008)

Location: Citywide

Description: Scheduled replacement of Police patrol Sedans and SUVs.

Justification: Vehicle replacement is necessary due to the increased maintenance cost of aged vehicles and the associated amount of time they are out of service for repairs.

Operating Cost: \$0 **Operating Cost Description:** Initially, newer vehicle purchases result in a savings due to less maintenance cost on an aged fleet.

Capital Funding Source	FY17 Amount
MAPS3 Use Tax Fund	\$2,264,391
Project Total	\$2,264,391

Police Building Improvements (Project # XBLDG_IMP)

Location: Citywide

Description: Improvement to existing police facilities including construction, equipment, furnishings, installation or A&E services. This could include enhancements to equipment and infrastructure critical to efficient operations.

Justification: Due to age and condition of facilities, various improvements become necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional Operating Cost is expected with renovations or equipment replacement.

Capital Funding Source	FY17 Amount
Police Sales Tax Fund	\$662,231
Project Total	\$662,231

Special Investigations Vehicle (Project # VEH_SP_INV)

Location: Citywide

Description: Purchase of undercover vehicles for the Special Investigations Division.

Justification: Vehicle replacement is necessary due to the increased maintenance cost of aged vehicles and the associated amount of time they are out of service for repairs.

Operating Cost: \$0 **Operating Cost Description:** Initially, newer vehicle purchases result in a savings due to less maintenance cost on an aged fleet.

Capital Funding Source	FY17 Amount
State Asset Forfeiture Funds	\$200,000
Project Total	\$200,000

Springlake Station Renovation (Project # XSSIM)

Location: 4116 N. Prospect

Description: Facility Repairs to Springlake Patrol Division Building

Justification: The Springlake Briefing station is one of the oldest stations in the City. The building needs renovations for ADA standards and to provide office space for Police Community Relations Officers, Intelligence Led Policing Officers, and IMPACT Officers.

Operating Cost: \$0 **Operating Cost Description:** No additional Operating Cost is expected with renovations.

Capital Funding Source	FY17 Amount
Police Sales Tax Fund	\$343,454
Project Total	\$343,454

Unlisted G.O. Bonds (Project # B0707030000)

Location: Citywide

Description: Repair, renovation, construction, replacement, and/or improvement of police facilities and appurtenances; A&E, site and ROW acquisition, furnishings and equipment, utility relocation; and/or expenses of the bond issue.

Justification: Project is establish as a control account for unlisted funds as approved by the citizens of Oklahoma City. As location of projects are identified they are taken to City Council for approval and allocation of funds.

Operating Cost: \$0 **Operating Cost Description:** Operating cost will depend upon the actual projects that are funded with the Unlisted Bonds.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$215,000
Project Total	\$215,000

Unmarked Vehicles - Police (Project # F0009)

Location: Citywide

Description: Scheduled replacement of unmarked Police vehicles.

Justification: Vehicle replacement is necessary due to the increased maintenance cost of aged vehicles and the associated amount of time they are out of service for repairs.

Operating Cost: \$0 **Operating Cost Description:** Initially, newer vehicle purchases result in a savings due to less maintenance cost on an aged fleet.

Capital Funding Source	FY17 Amount
MAPS3 Use Tax Fund	\$1,098,231
Project Total	\$1,098,231

Police Total **\$6,182,722**

Public Works Capital Projects

Ballpark Maintenance (Project # C10028)

Location: Bricktown Ballpark

Description: Includes funding for capital expenditures for scheduled capital maintenance at ballpark.

Justification: Maintain facility in original condition.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
OKC Public Property Authority	\$1,293,500
Project Total	\$1,293,500

Central Maintenance Facility (Project # B0709000001)

Location: 3738 SW 15th St.

Description: Expansion, renovation, remodeling, repair, and improvement of the City's Central Maintenance Facility.

Justification: In order to consolidate City Maintenance services, an expansion and relocation is necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$4,000,000
Project Total	\$4,000,000

COX Center Projects (Project # C20001)

Location: 1 Myriad Gardens

Description: Various improvements at the Cox Convention Center to improve the visitor experience at the arena and to provide capital maintenance to the facility.

Justification: To provide improvements and capital maintenance to the facility.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
OKC Public Property Authority	\$620,000
Unfunded	\$500,000
Project Total	\$1,120,000

Downtown Arena Improvements (Project # C20026)

Location: 100 W Reno Ave

Description: Various improvements at the Downtown Arena.

Justification: Various improvements at the Chesapeake Arena to improve the customer experience at the arena and to provide capital maintenance to the facility.

Operating Cost: \$0 **Operating Cost Description:** Maintenance of new equipment.

Capital Funding Source	FY17 Amount
OKC Public Property Authority	\$2,395,655
Project Total	\$2,395,655

FY15 Resurfacing Control (Project # C50021)**Location:** Citywide**Description:** Central project to control the FY15 allocation by City Council of \$1 million per Ward for the purpose of resurfacing streets. Funds will be transferred to individual projects as they are awarded.**Justification:** Street resurfacing is a critical element of ensuring safe and efficient transportation throughout the city.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Capital Improvement Fund	\$8,000,000
Project Total	\$8,000,000

NBA Upgrades (Project # C50015)**Location:** 100 W Reno Ave**Description:** To fund upgrades to the Downtown Arena.**Justification:** To enhance fan experience and generate additional revenues.**Operating Cost:** \$10,000 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
OKC Public Property Authority	\$1,220,933
Project Total	\$1,220,933

OK River/Bricktown Canal (Project # 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 imprvmnts/docks/landscaping/lighting/etc.**Justification:** Necessary improvements are needed to provide for a safe and accessible connection between the Oklahoma River and the Bricktown Canal.**Operating Cost:** \$0 **Operating Cost Description:** Utilities and maintenance cost

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$3,000,000
Project Total	\$3,000,000

Public Works Total**\$21,030,088**

Public Works - Bridges Capital Projects

Midwest 0.3 miles S. of NE 59 (Project # B0702010006)

Location: Midwest Boulevard approximately 0.3 miles south of NE 59th Street / Midwest Boulevard

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.

Justification: Due to load rating and overall condition of bridge repairs and improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,500,000
Project Total	\$1,500,000

NW 1 Terrace .9 miles E. May (Project # B0702010008)

Location: NW 1st Terrace approximately 0.9 miles east of May Avenue

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.

Justification: Due to load rating and overall condition of bridge repairs and/or improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$825,000
Project Total	\$825,000

Richland .3 miles S of NW 10 (Project # B0702010011)

Location: Richland Road approximately 0.3 miles south of NW 10th 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.

Justification: Due to load rating and overall condition of bridge repairs and/or improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$620,000
Project Total	\$620,000

Richland .6 miles S of NW 36 (Project # B0702010012)**Location:** Richland Road approximately 0.6 miles south of NW 36th 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.**Justification:** Due to load rating and overall condition of bridge repairs and/or improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$825,000
Project Total	\$825,000

Santa Fe .9 miles S of SW 29 (Project # B0702010014)**Location:** Santa Fe Avenue approximately 0.9 miles south of SW 29th 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.**Justification:** Due to load rating and overall condition of bridge repairs and/or improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,055,000
Project Total	\$2,055,000

SW 15 .6 miles E of Cimarron (Project # B0702010015)**Location:** SW 15th Street approximately 0.6 miles east of Cimarron Road**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.**Justification:** Due to load rating and overall condition of bridge, repairs and/or improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$740,000
Project Total	\$740,000

Public Works - Bridges Total**\$6,565,000**

Public Works - Drainage Capital Projects

Brock Creek & Twin Creek (Project # B0704010007)

Location: S.W. 19th Street and Westwood Boulevard to S.W. 15th Street and Barnes

Description: Drainage improvements/mapping & equipment which may include related ROW/A&E/utility relocation/landscaping/maintenance access ways and/or fencing.

Justification: Project will relieve the flooding of streets and homes in the area.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

N Penn & NW 122nd Phase II (Project # B0704010001)

Location: In the vicinity of N Pennsylvania Avenue and NW 122nd Street (Phase II)

Description: Drainage improvements/mapping & equipment which may include related ROW/A&E/utility relocation/landscaping/maintenance access ways and/or fencing.

Justification: Project will relieve the flooding of streets and homes in the area.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$200,000
Project Total	\$200,000

Oliver Park Det. Pd (Phase II) (Project # B0704010002)

Location: S.W. 29th Street and Santa Fe Ave.

Description: Drainage improvements, mapping and equipment which may include related ROW, A&E, utility relocation, landscaping, maintenance access ways and/or fencing.

Justification: Project will relieve the flooding of streets and homes in the area.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,100,000
Project Total	\$1,100,000

Villa Ave. Pershing. NW 1st &. (Project # B0704010009)

Location: Area bounded by Villa Avenue/ Pershing/ NW 1st and Pennsylvania Avenue

Description: Drainage improvements, mapping and equipment which may include related ROW, A&E, utility relocation, landscaping, maintenance access ways and/or fencing.

Justification: Project will relieve the flooding of streets and homes in the area.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$500,000
Project Total	\$500,000

Public Works - Drainage Total

\$3,800,000

Public Works - Libraries Capital Projects

Belle Isle Library (Project # B0708000002)

Location: 5501 N. Villa Ave.

Description: Expansion, renovation and remodeling of Belle Isle Library which may include related design, engineering, site acquisition and preparation, infrastructure, drainage, utilities, roadways, parking, equipment, furnishings, landscaping & irrigation systems.

Justification: Due to age and condition of facility renovations/expansion/ and improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,865,000
Capital Improvement Fund	\$1,073,500
Special Purpose Funds	\$1,424,000
Project Total	\$4,362,500

Capitol Hill Library (Project # B0708000001)

Location: 334 SW 26th St.

Description: Renovation, remodeling and improvement of Capitol Hill Library. May include design, engineering, site acquisition and preparation, infrastructure, drainage, utilities, roadways, parking, equipment, furnishings, landscaping, irrigation and fencing.

Justification: Due to age and condition of facility renovations/expansion/ and improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,460,000
Capital Improvement Fund	\$580,000
Special Purpose Funds	\$744,000
Project Total	\$3,784,000

Unlisted Control Acct Prop 8 (Project # B0708010001)

Location: Citywide

Description: For the purpose of constructing new libraries and for expanding, renovating, remodeling, repairing, improving, equipping & furnishing libraries which may include appurtenances, A&E, site & ROW acquisition, utility relocation & expenses of the bond issue.

Justification: Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$350,000
Project Total	\$350,000

Public Works - Libraries Total

\$8,496,500

Public Works - Streets Capital Projects

07GOB-1 ULA CONTROL ACCT (Project # B0701040001)

Location: Citywide

Description: To provide funds for the purpose of constructing, reconstructing, improving, and repairing streets.

Justification: Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$3,000,000
Project Total	\$3,000,000

Anderson. SE44th to SE 59th (Project # B0701020002)

Location: Anderson Road/SE44th Street to SE 59th Street

Description: 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, &/or landscaping & irrigation systems.

Justification: Due to age and condition of the street and high traffic volumes improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

Britton. County Line to Morgan (Project # B0701020003)

Location: Britton Road/ County Line Road to Morgan Road.

Description: 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 &/or landscaping & irrigation systems.

Justification: Due to age and condition of the street and high traffic volumes improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$500,000
Project Total	\$500,000

Broadway. NW 6 to Sheridan (Project # B0701030001)

Location: Broadway Avenue/ NW 6th Street to Sheridan Avenue

Description: Reconstruction, construction, repair, resurfacing or improvements of street. May include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv., ROW, utilities, sidewalks, furniture, landscaping and irrigation systems..

Justification: Due to age and condition of street, improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$550,000
Project Total	\$550,000

Bryant Ave. I-240 to SE 89th (Project # B0701020005)

Location: Bryant Avenue/ Interstate 240 to SE 89th Street

Description: 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 &/or landscaping & irrigation systems.

Justification: Due to age and condition of the street and high traffic volumes improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,000,000
Project Total	\$1,000,000

Bryant. Coltrane. Memorial (Project # B0701010024)

Location: Bryant Avenue/ Coltrane Road/ Memorial Road north/ City Limits

Description: Resurfacing, repair, rehabilitation or improvement of the streets located in the areas bounded by the described streets-may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$498,000
Project Total	\$498,000

Bryant. NE 122nd to Memorial (Project # B0701020006)**Location:** Bryant Avenue/NE 122nd Street to Memorial Road**Description:** 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, &/or landscaping & irrigation systems.**Justification:** Due to age and condition of the street and high traffic volumes improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$500,000
Project Total	\$500,000

Choctaw. SE 59th to SE 74th (Project # B0701020008)**Location:** Choctaw Road, SE 59th Street to SE 74th Street**Description:** 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, &/or landscaping & irrigation systems.**Justification:** Due to age and condition of the street and high traffic volumes improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

Choctaw. SE 74th to SE 89th (Project # B0701020009)**Location:** Choctaw Road/ SE 74th Street to SE 89th Street**Description:** 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, &/or landscaping & irrigation systems.**Justification:** Due to age and condition of the street and high traffic volumes improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

Classen Dr. NW 10th-Harvey (Project # B0701030004)

Location: Classen Drive in the vicinity of NW 10th Street to Harvey Avenue and NW 8th Street

Description: Reconstruction, construction, repair, resurfacing or improvements of street. May include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv., ROW, utilities, sidewalks, furniture, landscaping and irrigation systems.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,000,000
Project Total	\$1,000,000

Council Rd. Hwy 152 to I-40 (Project # B0701030006)

Location: Council Road, State Highway 152 to Interstate 40

Description: Reconstruction, construction, repair, resurfacing or improvements of street. May include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv., ROW, utilities, sidewalks, furniture, landscaping and irrigation systems.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$500,000
Project Total	\$500,000

Council Rd. Rockwell. Hefner (Project # B0701010001)

Location: Council Road/ Rockwell Avenue/ Hefner Road to Britton Road

Description: Resurfacing, repair, rehabilitation or improvement of the streets located in the areas bounded by the described streets-may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$300,000
Project Total	\$300,000

Harrison from NE 4th to I-235 (Project # B0701030008)

Location: Harrison Street from NE 4th Street to Interstate 235

Description: Reconstruction, construction, repair, resurfacing or improvements of street. May include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv., ROW, utilities, sidewalks, furniture, landscaping and irrigation systems.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$680,000
Project Total	\$680,000

Kelley - Hefner Rd to NE 122nd (Project # B0701020013)**Location:** Kelley Avenue from Hefner Road to NE 122nd Street**Description:** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, right-of-way acquisition, etc.**Justification:** Due to age and condition of the street and high traffic volumes improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,000,000
Project Total	\$1,000,000

Kelley NE 23rd to NE 50th St (Project # B0701030013)**Location:** Kelley Avenue from NE 23rd Street to NE 50th Street**Description:** Reconstruction, construction, repair, resurfacing or improvements of street. May include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv., ROW, utilities, sidewalks, furniture, landscaping and irrigation systems.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,500,000
Project Total	\$2,500,000

Kelley, MLK, NE 23rd, NE 10th (Project # B0701010026)**Location:** Kelley Avenue/Martin Luther King Boulevard/NE 23rd Street/NE 10th Street**Description:** Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$633,000
Project Total	\$633,000

Kelley-NE 122nd to Memorial (Project # B0701020014)

Location: Kelley Avenue from NE 122nd Street to Memorial Road

Description: 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 &/or landscaping & irrigation systems.

Justification: Due to age and condition of the street and high traffic volumes improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$500,000
Project Total	\$500,000

MacArthur-Meridian-NW23-NW10 (Project # B0701010009)

Location: MacArthur Boulevard/ Meridian Avenue/ NW 23rd Street/ NW 10th Street

Description: Resurfacing, repair, rehabilitation or improvement of the streets located in the areas bounded by the described streets-may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,601,000
Project Total	\$2,601,000

May Ave E. City Limits Britton (Project # B0701010028)

Location: May Avenue East/City Limits/Britton Road/Wilshire Boulevard

Description: Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,000,000
Project Total	\$1,000,000

May Ave. I-44. S Grand Blvd. (Project # B0701010031)**Location:** May Avenue/I-44/South Grand Boulevard/SW 59th Street**Description:** Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

May Ave. Penn Ave. NW 122 (Project # B0701010029)**Location:** May Avenue/ Pennsylvania Avenue/ NW 122nd Street/ Hefner Road**Description:** Resurfacing, repair, rehabilitation or improvement of the streets located in the areas bounded by the described streets-may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

May Ave. Penn. NW 50th. (Project # B0701010006)**Location:** May Avenue/Pennsylvania Avenue/NW 50th Street/NW 36th Street PR-9-14/15 SE**Description:** Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

Meridian Ave. Portland Ave. (Project # B0701010027)**Location:** Meridian Avenue/Portland Avenue/Memorial Road/NW 122nd Street PR-16-14/15 South**Description:** Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,500,000
Project Total	\$2,500,000

MLK. NE 4th St. to NE 10th St. (Project # B0701030016)

Location: Martin Luther King Boulevard/NE 4th Street to NE 10th Street

Description: Reconstruction, construction, repair, resurfacing, &/or improvements of street which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, etc.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$198,000
Project Total	\$198,000

NW 164th. Portland to May (Project # B0701020029)

Location: NW 164th Street/ Portland Avenue to May Avenue

Description: 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, &/or landscaping & irrigation systems.

Justification: Due to age and condition of the street and high traffic volumes improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,000,000
Project Total	\$1,000,000

Penn Ave. Western Ave . SW (Project # B0701010022)

Location: Pennsylvania Avenue/Western Avenue/SW 15th Street/SW 29th Street

Description: Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

Penn. NW 192nd N. to City Lt (Project # B0701020040)**Location:** Pennsylvania Avenue/ NW 192nd Street north to City Limits**Description:** 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, &/or landscaping & irrigation systems.**Justification:** Due to age and condition of the street and high traffic volumes improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,450,000
Project Total	\$1,450,000

Penn-Western-SW 89-SW 104 (Project # B0701010017)**Location:** Pennsylvania Avenue/Western Avenue/SW 89th Street/SW 104th Street**Description:** Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

Reno from Lincoln to MLK (Project # B0701030039)**Location:** Reno Avenue from Lincoln Boulevard to Martin Luther King Boulevard**Description:** Reconstruction, construction, repair, resurfacing or improvements of street. May include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv., ROW, utilities, sidewalks, furniture, landscaping and irrigation systems.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

Reno. Czech Hall to Cemetery (Project # B0701020042)

Location: Reno Avenue/ Czech Hall Road to Cemetery Road

Description: 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, &/or landscaping & irrigation systems.

Justification: Due to age and condition of the street and high traffic volumes improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,500,000
Project Total	\$2,500,000

Robinson from NW 10th to Reno (Project # B0701030041)

Location: Robinson Avenue from NW 10th Street to Reno Avenue

Description: Reconstruction, construction, repair, resurfacing or improvements of street. May include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv., ROW, utilities, sidewalks, furniture, landscaping and irrigation systems.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$200,000
Project Total	\$200,000

Rockwell-MacArthur-NW10-NW23 (Project # B0701010012)

Location: Rockwell Avenue/MacArthur Boulevard/NW 23rd Street/NW 10th Street

Description: Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.

Justification: Due to age and condition of street improvements are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,500,000
Project Total	\$1,500,000

Sheridan. OK River. Western. (Project # B0701030055)**Location:** Within an area bounded by Sheridan Avenue/the Oklahoma River/Western Avenue and**Description:** Reconstruction, construction, repair, resurfacing, &/or improvements of street which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, etc.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,000,000
Project Total	\$1,000,000

Sidewalk Projects (Project # C10100)**Location:** Citywide**Description:** Construction of sidewalks throughout the City.**Justification:****Operating Cost:** \$0 **Operating Cost Description:** Maintenance

Capital Funding Source	FY17 Amount
Unfunded	\$4,100,000
Project Total	\$4,100,000

Sunnylane. I-240 to SE 89th (Project # B0701020043)**Location:** Sunnylane Avenue/Interstate 240 to SE 89th Street**Description:** 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, &/or landscaping & irrigation systems.**Justification:** Due to age and condition of the street and high traffic volumes improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$2,000,000
Project Total	\$2,000,000

Western from NW 18 to NW 23 (Project # B0701030052)**Location:** Western Avenue from NW 18th Street to NW 23rd Street**Description:** Reconstruction, construction, repair, resurfacing or improvements of street. May include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv., ROW, utilities, sidewalks, furniture, landscaping and irrigation systems.**Justification:** Due to age and condition of street improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$1,800,000
Project Total	\$1,800,000

Public Works - Traffic Capital Projects

2007 Unlisted - Traffic (Project # B0703030001)

Location: Citywide

Description: Control project to manage unlisted funds to support traffic project shortfalls and new projects within the scope of the General Obligation Bond proposition approved by voters.

Justification: Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$225,000
Project Total	\$225,000

Ann Arbor Ave & Hefner Rd (Project # B0703020001)

Location: Ann Arbor Avenue and Hefner Road

Description: Installation of new and/or improvement of existing traffic signals, signs, or devices which may include related A&E, ROW, utility relocation, conduit installation, drainage, intersection improvements, and/or lighting.

Justification: Improvements are necessary due to high traffic volumes, condition of signals, and/or citizen complaints.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$500,000
Project Total	\$500,000

Independence Ave & NW 63rd (Project # B0703020005)

Location: Independence Avenue and NW 63rd Street

Description: Installation of new and/or improvement of existing traffic signals, signs, or devices which may include related A&E, ROW, utility relocation, conduit installation, drainage, intersection improvements, and/or lighting.

Justification: Improvements are necessary due to high traffic volumes, condition of signals, and/or citizen complaints.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
2007 G.O. Bonds	\$250,000
Project Total	\$250,000

Solid Waste Management Capital Projects

Mobile Equipment (Project # OCEAT00002)

Location: Citywide

Description: Replacement of pick-up trucks, refuse trucks, side loaders, and other mobile equipment.

Justification: Deterioration of current equipment has resulted in equipment reaching the end of its useful life.

Operating Cost: \$0 **Operating Cost Description:** Maintenance of new equipment.

Capital Funding Source	FY17 Amount
OKC Environmental Asst Trust	\$3,696,074
Project Total	\$3,696,074

Waste Cart Purchases (Project # OCEAT00003)

Location: Citywide

Description: Replacement of recycle bins and Big Blue waste carts and the addition of carts for expanded service.

Justification: Normal wear and tear requires replacement of waste carts and the expanded cart service requires additional cart purchases on a yearly basis.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Environmental Asst Trust	\$1,125,330
Project Total	\$1,125,330

Solid Waste Management Total **\$4,821,404**

Transit Capital Projects

Building Renovation (Project # T00031)

Location: 2000 S May Ave

Description: Renovate S May Ave administration building, bus parking, and maintenance area.

Justification: Due to age and condition of facilities and parking lot, renovations are necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$131,184
Other Grants	\$524,737
Project Total	\$655,921

Bus Replacement (Project # T00002)

Location: Citywide

Description: Replace aging buses utilized beyond their useful lives.

Justification: COTPA's goal is to replace buses when the useful life is expired.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$1,081,476
Other Grants	\$4,457,140
Project Total	\$5,538,616

Bus Shelters (Project # T00033)

Location: Citywide

Description: Bus shelters.

Justification: To provide shelter for patrons as they are waiting for the bus.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$75,000
Project Total	\$75,000

CNG Station (Project # T00051)

Location: 2000 S May Ave

Description: CNG station.

Justification: Improve air quality and transition to a more reliable propulsion technology with less volatile fuel prices.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$400,000
Other Grants	\$1,600,000
Project Total	\$2,000,000

Electronic Parking Meters (Project # P00003)**Location:** Citywide**Description:** Replacement of mechanical parking meters with electronic meters. Includes cost for a programming unit.**Justification:** 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.**Operating Cost:** \$37,000 **Operating Cost Description:** Repair and maintenance.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$160,000
Project Total	\$160,000

Equipment Replacement (Project # T00019)**Location:** 2000 S May Ave**Description:** Purchase of maintenance equipment.**Justification:** Replace equipment which has reached its useful economic life and add equipment necessary to accommodate technological changes in buses.**Operating Cost:** \$10,000 **Operating Cost Description:** Maintenance of new equipment.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$70,000
Project Total	\$70,000

Parking Garage Improvements (Project # P00005)**Location:** Downtown**Description:** Repairs and improvements on all garages.**Justification:** Due to age and condition of facilities, repairs and improvements are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$1,000,000
Project Total	\$1,000,000

Refurbish Union Station (Project # T00007)**Location:** 300 SW 7th St**Description:** Refurbish Union Station.**Justification:** Due to deteriorating condition of Union Station, significant improvements and repairs are necessary.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$116,800
Other Grants	\$467,200
Project Total	\$584,000

Security at COTPA Facilities (Project # T00032)

Location: Citywide

Description: Provide access control, lighting, outside cameras and perimeter fencing at COTPA facilities.

Justification: Increase in security to protect employees and assets.

Operating Cost: \$1,000 **Operating Cost Description:** Utilities and maintenance cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$17,000
Other Grants	\$68,000
Project Total	\$85,000

Service Vehicle Replacement (Project # T00017)

Location: Citywide

Description: Replacement of service vehicles.

Justification: COTPA's goal is to replace service vehicles when the useful life is expired.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$60,000
Project Total	\$60,000

Technology Infrastructure (Project # T00053)

Location: 2000 S May Ave

Description: Technology infrastructure.

Justification: Replace aging technology.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$200,000
Project Total	\$200,000

Transit Center Improvements (Project # T00003)

Location: 420 NW 5th St

Description: Facilities improvements.

Justification: Due to large daily traffic volumes and the age of the building, various rehabilitation projects are needed to preserve the appearance and functionality of the facility.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
Cent OK Transit & Prkng Auth	\$300,000
Project Total	\$300,000

Transit Total **\$10,728,537**

Wastewater Capital Projects

Chisholm Creek WWTP Upgrades (Project # ZCCWWTP)

Location: 22000 N. Western Ave.

Description: Improvement to the Chisholm Creek Wastewater Treatment Plant in order to meet permit and regulatory requirements and maintain reliable operations.

Justification: In order to meet more stringent regulatory requirements with increasing flows, plant upgrades are necessary to improve, replace or expand existing treatment processes.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$770,000
Project Total	\$770,000

Citywide Sanitary Sewer R&R (Project # ZMAIN)

Location: Citywide

Description: To provide for renewal and replacement of deficient sanitary sewer lines.

Justification: Due to age and condition of lines, renewals and or replacements become necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$6,400,000
Project Total	\$6,400,000

Customer Service Division Proj (Project # ZUCSPR)

Location: Citywide

Description: Improvements to Customer Service Division programs.

Justification: Replaces water meters and meter pits.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,650,000
Project Total	\$1,650,000

Emergency Projects (Project # ZEMERG)

Location: Citywide

Description: Wastewater related emergency projects.

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: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$620,000
Project Total	\$620,000

Equipment Replacement (Project # ZEQUIP)

Location: Citywide

Description: Recurring mobile equipment replacement.

Justification: Due to age and condition of equipment, replacements become necessary.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,030,000
Project Total	\$1,030,000

Lift Station R & R (Project # ZLIFTS)

Location: Citywide

Description: Lift station renewals and or replacements.

Justification: To provide renew and or replacement parts for wastewater lift stations.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,500,000
Project Total	\$1,500,000

Line Maint Facility Upgrades (Project # ZLMNTC)

Location: 621 N. Pennsylvania Avenue

Description: Improvements for the Line Maintenance Facility at NW 6th Street and Pennsylvania Avenue.

Justification: The Line Maintenance Division maintains the water distribution and wastewater collection systems for the City and requires facilities that meet regulatory requirements and staff needs and provide sufficient capabilities for storing and maintaining equipment.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$730,000
Project Total	\$730,000

Line Maintenance Division Proj (Project # ZLMDPS)

Location: Citywide

Description: Line Maintenance Division capital projects.

Justification: Funding is needed for capital projects that Line Maintenance encounters during their maintenance of wastewater lines.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$200,000
Project Total	\$200,000

North Canadian Interceptor (Project # ZNCNINT)**Location:** Citywide**Description:** Increase capacity of North Canadian wastewater collection system.**Justification:** To increase capacity within the wastewater collection system and to minimize overflows.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$13,510,000
Project Total	\$13,510,000

Policy B and B-1 Projects (Project # ZPLCYB)**Location:** Citywide**Description:** Policy B or B-1 may be used if a development is located within a sewer shed where the potential for additional growth will require proposed wastewater mains to be upsized to meet future development.**Justification:** The Trust either constructs the oversized wastewater mains using funds provided by the developer under Policy B or purchases the oversized wastewater mains on behalf of the City from the Developer after their construction per the rate established in Policy B-1.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$520,000
Project Total	\$520,000

Public Works Reimbursements (Project # ZPWREM)**Location:** Citywide**Description:** Reimbursements to Public Works for capital projects.**Justification:** Public Works performs inspection services on wastewater projects.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$310,000
Project Total	\$310,000

Relocation For Road Projects (Project # ZROADS)**Location:** Citywide**Description:** Relocations of sewer roadway improvement projects.**Justification:** Wastewater lines must be moved due to road construction projects to prevent collapse of the lines.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$520,000
Project Total	\$520,000

Reuse Improvements (Project # ZRESIMP)

Location: Citywide

Description: Reuse improvements.

Justification: Engineering design and construction for improvements to the WWTP and pipeline improvements to expand the water reuse system and augment water supply.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,030,000
Project Total	\$1,030,000

Technology Upgrades (Project # ZTECHUPGDE)

Location: Citywide

Description: Technology Upgrades.

Justification: Technology upgrades.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,900,000
Project Total	\$1,900,000

Wastewater Total **\$30,690,000**

Water Capital Projects

City of The Village Main Repl (Project # XCVMRR)

Location: City of The Village

Description: The City of The Village Main Replacement. The City of Oklahoma City Water Utilities provides water to the City of The Village.

Justification: The projects in this major category provide for replacement of distribution water lines within the City of The Village.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,580,000
Project Total	\$1,580,000

Citywide Water Main R & R (Project # XMAIN)

Location: Citywide

Description: Water main renewals and replacements.

Justification: To provide for renewal and replacements for water lines.

Operating Cost: \$0 **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$4,630,000
Project Total	\$4,630,000

Customer Service Division Proj (Project # XUCSPR)

Location: Citywide

Description: Improvements to Customer Service Division programs.

Justification: Replaces water meters and meter pits.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,650,000
Project Total	\$1,650,000

Draper 72" Replace From WTP (Project # XDRAPR)

Location: Citywide

Description: Replacement of the existing 72-inch.

Justification: The 72-inch transmission main from the Draper Water Treatment Plant is prestressed concrete cylinder pipe that has had a history of failures and needs to be replaced in order for the City to maintain reliable water service to its customers.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$930,000
Project Total	\$930,000

Draper Plant R & R (Project # XDRPRR)

Location: 13700 S. Douglas Blvd

Description: Draper plant renewal and or replacement.

Justification: The treatment plant consists of many processes, many of which have separate building(s) and or structures. Each building and structure is made up of many stationary and moving parts that need to be renewed and or replaced to provide the best service.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$150,000
Project Total	\$150,000

Draper/Hefner Interconnection (Project # XRWLHD)

Location: Citywide

Description: Transmission and Booster Station Improvements to Interconnect the Draper and Hefner Service Areas.

Justification: Interconnection of the two systems will allow for increased resiliency and system reliability by allowing potable water to be transferred from areas of better water supply to areas experiencing system outages or with less water supply.

Operating Cost: \$0 **Operating Cost Description:** Pumping costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$12,890,000
Project Total	\$12,890,000

Emergency Projects (Project # XEMERG)

Location: Citywide

Description: Water Emergency Projects as identified. The 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.

Justification: To fund all the emergency projects for raw and potable water distribution systems and treatment systems related to emergencies.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,240,000
Project Total	\$1,240,000

Equipment Replacement (Project # XEQUIP)

Location: Citywide

Description: Mobile equipment replacment.

Justification: Replacement of the old equipment is needed in order to provide continued service.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,030,000
Project Total	\$1,030,000

Existing Atoka Pipeline (Project # XATK1)**Location:** Lake Atoka to Lake Stanley Draper**Description:** Maintenance and repair of the existing raw water pipeline.**Justification:** Engineering design and construction for replacement of surge facilities and existing balancing tanks and for rehabilitation of the Atoka spillway.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,550,000
Project Total	\$1,550,000

Hefner Plant R & R (Project # XHEFNRR)**Location:** 3827 W. Hefner Rd.**Description:** Hefner Water Treatment Plant renewal and replacement.**Justification:** The treatment plant consists of many processes, many of which have separate building(s) and or structures. Each building and structure is made up of many stationary and moving parts that need to be renewed and or replaced to provide the best service.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$720,000
Project Total	\$720,000

Hefner WTP Upgrades (Project # XHFNEXP066)**Location:** 3827 W. Hefner Road**Description:** Improvements to the Hefner WTP to meet regulatory requirement and maintain reliable operation.**Justification:** Upgrade treatment processes and pumping systems to allow the treatment plant to meet increasing demands and maintain compliance with regulatory requirements.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$2,060,000
Project Total	\$2,060,000

Line Maint Facility Upgrades (Project # XLNMNTIMP)**Location:** 621 N. Pennsylvania Avenue**Description:** Improvements for the Line Maintenance Facility at SW 6th Street and Pennsylvania Avenue.**Justification:** The Line Maintenance Division maintains the water distribution and wastewater collection systems for the City and requires facilities that meet regulatory requirements and staff needs and provide sufficient capabilities for storing and maintaining equipment.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$730,000
Project Total	\$730,000

Line Maintenance Division Proj (Project # XLMDPS)

Location: Citywide

Description: Line Maintenance Division capital projects.

Justification: Funding is needed for Capital projects that Line Maintenance encounters during their maintenance of water lines.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$200,000
Project Total	\$200,000

Northwest Extension (Project # XNWEXT)

Location: Citywide

Description: North and Northwest extension of large transmission main from Hefner Water Treatment Plant

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: \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$3,090,000
Project Total	\$3,090,000

Policy A and A-1 Projects (Project # XPLCYA)

Location: Citywide

Description: Policy A or A-1 may be used if a development is located within a service area where the potential for additional growth will require proposed water mains to be upsized to meet future development.

Justification: The Trust either constructs the oversized water mains using funds provided by the developer under Policy A or purchases the oversized water mains on behalf of the City from the Developer after their construction, per the rate established in Policy A-1.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$100,000
Project Total	\$100,000

Public Works Reimbursements (Project # XPWDRE)

Location: Citywide

Description: Public Works Reimbursement Projects.

Justification: Public Works performs inspection services on water projects.

Operating Cost: \$0 **Operating Cost Description:** No additional operating costs

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$310,000
Project Total	\$310,000

Raw Water-2nd Atoka Pipeline (Project # XATK2)**Location:** Lake Atoka to Lake Stranley Draper**Description:** Construction of a second raw water pipeline from Lake Atoka to Lake Stanley Draper.**Justification:** Transport water from Lake Atoka to Lake Stanley Draper for distribution to customers.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$151,080,000
Project Total	\$151,080,000

Relocation For Road Projects (Project # XROADS)**Location:** Citywide**Description:** Project provides funding for certain water line relocations, due to construction of road projects.**Justification:** Water lines must be moved due to road construction projects to prevent collapse.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$540,000
Project Total	\$540,000

Reservoir Maintenance (Project # 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.**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:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$410,000
Project Total	\$410,000

Technology Upgrade (Project # XTECHUPGDE)**Location:** Citywide.**Description:** Technology Upgrades.**Justification:** Technology upgrades.**Operating Cost:** \$0 **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY17 Amount
OKC Water Utilities Trust	\$1,900,000
Project Total	\$1,900,000

Water Total**\$186,790,000**

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 will retire approximately \$91.2 million in General Obligation bonded debt and has issued \$122.0 million in FY16, which will leave the total General Obligation Bond indebtedness at the end of FY 2016 at approximately \$738.1 million. This equates to \$1,151 per capita estimated for FY16 compared to \$1,125 per capita at the end of FY15.



Fire Station #26 located at 7025 SW 119th St. was paid for with General Obligation Bond Funds.

Since 2009, Standard & Poor's and Moody's Investor Service have rated Oklahoma City's General Obligation debt at the highest levels, AAA and Aaa respectively for the City's General Obligation Bonds. Oklahoma City's expanding economic base, ongoing downtown redevelopment, conservative financial management, and moderate 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 major capital projects.

AAA

The City of Oklahoma City's General Obligation bonds are rated "AAA" by Standard & Poor's and "Aaa" by Moody's Investor Service, the highest rating available.



*Renovated Lycan Conservatory at Will Rogers Gardens
Paid for by 2007 General Obligation Bond Funds*

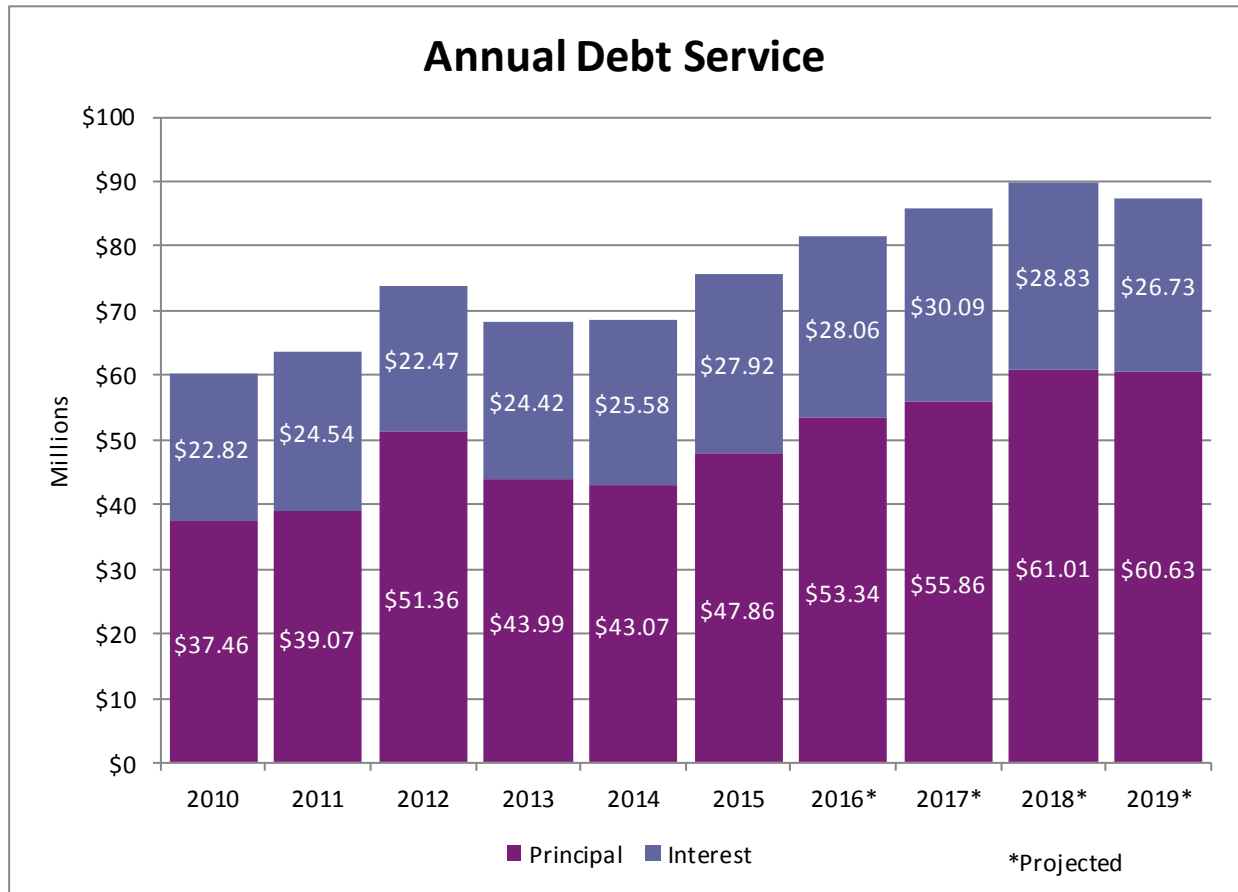
DEBT SERVICE BUDGET

	Actual FY15	Adopted FY16	Proposed FY17
Revenues			
Ad Valorem (Property Tax)	\$79,718,644	\$84,407,152	\$84,327,057
Interest	1,061,814	600,000	600,000
Other Revenue	83,509,261	6,000,000	6,000,000
Fund Balance	0	21,119,969	20,727,857
Total Revenues	<u>\$164,289,719</u>	<u>\$112,127,121</u>	<u>\$111,654,914</u>
Expenditures - Non-Departmental			
<i>Debt Service:</i>			
Judgments	\$2,583,405	\$3,337,169	1,896,054
Judgment Interest	132,606	209,915	109,047
Fiscal Agency Fees	1,106,214	1,000,000	1,000,000
Bond Retirement	47,860,000	53,340,000	55,855,000
Interest on Bonds	27,915,539	28,059,712	25,882,330
Reserve For Future Debt Service Payments	0	26,180,325	26,912,483
Transfers	0	0	0
Total Expenditures	<u>\$79,597,764</u>	<u>\$112,127,121</u>	<u>\$111,654,914</u>
Use of Fund Balance			
Beginning Fund Balance	\$11,935,162	\$96,627,117	\$101,687,473
Additions/(Reductions) to Fund Balance	84,691,955	5,060,356 *	6,184,626 **
Ending Fund Balance	<u>\$96,627,117</u>	<u>\$101,687,473</u> *	<u>\$107,872,099</u> **

* Estimated.

** Assumes budgeted revenues and expenditures.

REMAINING BOND AUTHORIZATION ISSUANCE PLAN



Fiscal Year	Debt Service Total	Principal	Interest
2010	\$60,278,720	\$37,460,000	\$22,818,720
2011	\$63,607,890	\$39,070,000	\$24,537,890
2012	\$73,835,206	\$51,362,333	\$22,472,873
2013	\$68,402,486	\$43,985,000	\$24,417,486
2014	\$68,645,006	\$43,070,000	\$25,575,005
2015	\$75,775,539	\$47,860,000	\$27,915,539
2016*	\$81,399,712	\$53,340,000	\$28,059,712
2017*	\$85,943,445	\$55,855,000	\$30,088,445
2018*	\$89,839,868	\$61,005,000	\$28,834,868
2019*	\$87,361,134	\$60,630,000	\$26,731,134

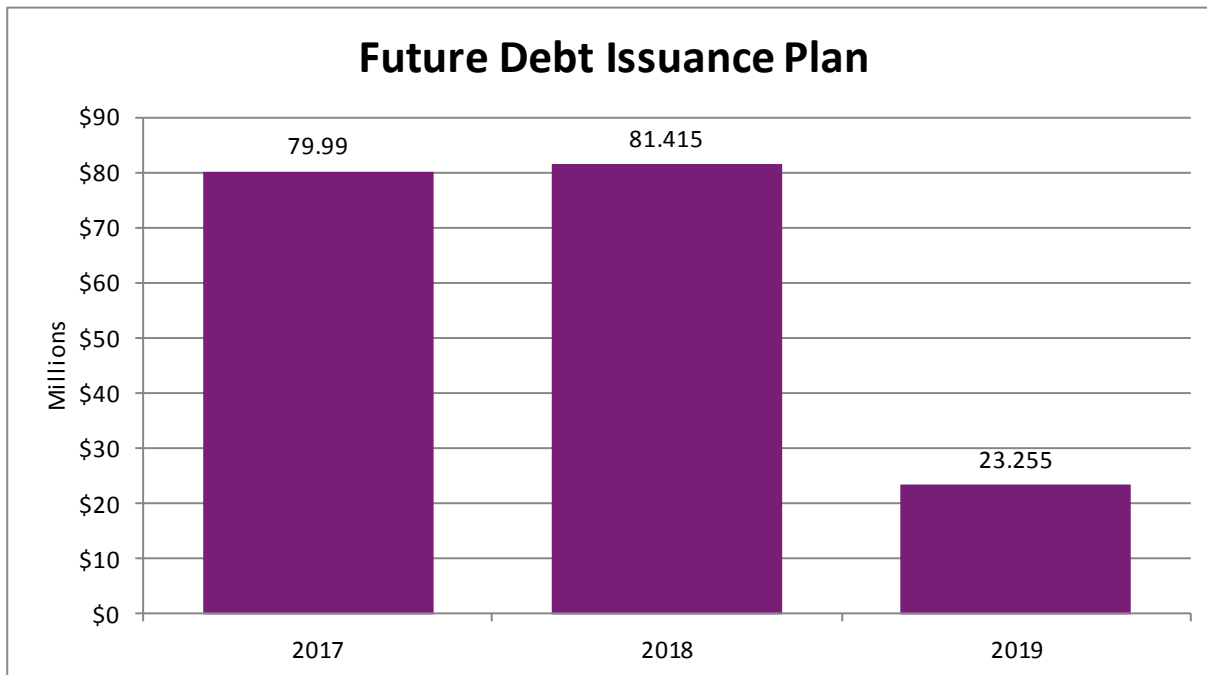
*Projected

NOTE: This information includes debt service for bonds anticipated to be issued.



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.

^aPer \$1,000 of Assessed Value



FY15 MAJOR CAPITAL ACCOMPLISHMENTS

Project Descriptions	Amount Expended
Bridge Projects	
Mattem Drive bridge east of N Pennsylvania	\$113,321
Small bridge replacement or rehab at 4 locations	\$283,683
Bridge Projects Expenditures	\$397,004
Drainage Projects	
Downtown Storm Sewer addition - 5 Locations	\$371,921
NW 5th and Ann Arbor drainage improvement	\$5,498,408
Fairground storm water quality filtration system	\$559,973
Channel repair, 6400 Block of Blue Stem West Rd (Near NW 109th Place)	\$370,022
Drainage repairs at 12 locations	\$882,196
Drainage Projects Expenditures	\$7,682,519
Municipal Building Projects	
HVAC repairs at Fire station No 1, 825 NW 5th street	\$267,582
New Fire Station No. 26, 7025 SW 119th	\$2,353,153
Municipal Building Projects Expenditures	\$2,620,735
Parks and Recreation Projects	
Tinker-Draper Trail	\$3,548,654
Playgrounds, Shelters and sidewalk at 5 locations	\$730,304
Parks and Recreation Projects Expenditures	\$4,278,958
Street Widening, Resurfacing and Intersection Projects	
Residential resurfacing NW quadrant of Penn, Western, SW 44th, SW 59th	\$1,110,500
Widen May Ave, NW 164th to NW 178th	\$3,178,689
Widen Choctaw Road, SE 44th to SE 59th	\$5,466,056
Widen NW 192nd, Portland to May	\$2,555,539
Intersection of N Pennsylvania and NW 164th Street	\$4,495,743
Street Widening , Resurfacing and Intersection Proj. Expenditures	\$16,806,527
Streetscape Projects	
Project 180, Packages 1-4	\$37,933,551
Streetscape Projects Expenditures	\$37,933,551
Parking Lot, Storm Sewer and Sanitary Sewer Projects	
SE 6th from Lincoln Blvd to Phillips Ave	\$1,270,360
Parking Lot, Storm Sewer and Sanitary Sewer Projects Expenditures	\$1,270,360
OVERALL TOTAL	\$70,989,654



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.
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.

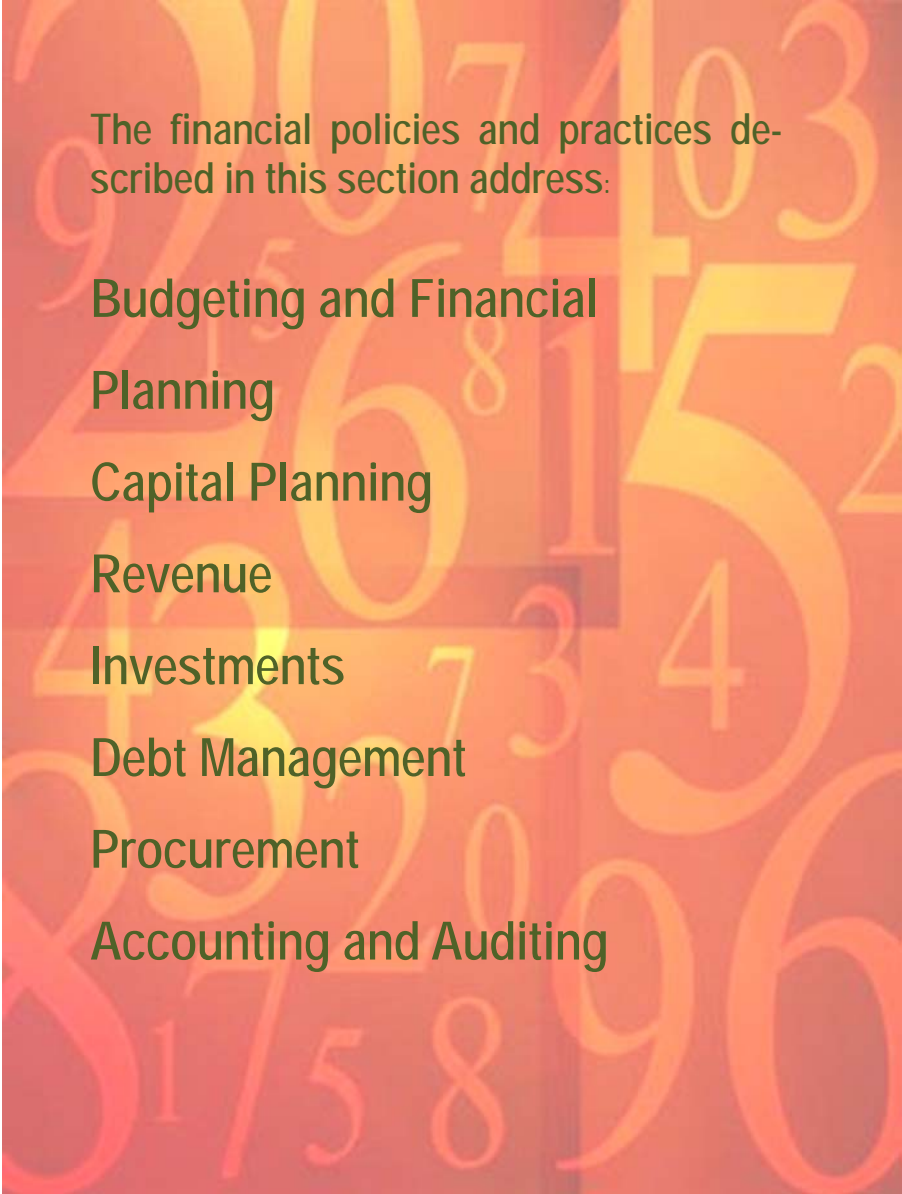
Annual financial reports are prepared under the modified accrual and accrual basis of accounting, as required by Generally Accepted Accounting Principles (GAAP). The annual financial report also compares actual revenues and expenditures on the budgetary basis to the budget so that budget performance 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 F18-F19.

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 expenditures 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.

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.

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.

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 TAKEN DIRECTLY FROM THE MUNICIPAL BUDGET ACT.

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. "Appropriated fund balance" means any fund balance appropriated for a fund for the budget year.
3. "Appropriation" means an authorization to expend or encumber revenues and fund balance of a fund.
4. "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.
5. "Budget summary" means a tabular listing of revenues by source and expenditures by fund and by department within each fund for the budget year.
6. "Budget year" means the fiscal year for which a budget is prepared or being prepared.
7. "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.
8. "Current year" means the year in which the budget is prepared and adopted, or the fiscal year immediately preceding the budget year.
9. "Deficit" means the excess of a fund's current liabilities and encumbrances over its current financial assets as reflected by its books of account.
10. "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.
11. "Estimated revenue" means the amount of revenues estimated to be received during the budget year in each fund for which a budget is prepared.
12. "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.
13. "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.
14. "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.
15. "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.
16. "Immediate prior fiscal year" means the year preceding the current year.
17. "Levy" means to impose ad valorem taxes or the total amount of ad valorem taxes for a purpose or entity.
18. "Operating reserve" means that portion of the fund balance which has not been appropriated in a budget year.
19. "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, authorities 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.
 - 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.

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 City's 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 and/or 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.
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.
 - **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

Operating Only	FY17 Adopted Budget	FY17 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e) General Fund	\$414,197,283	\$7,140,127	1.72%	\$51,621,626	12.46%
(g) Court Admin. and Training Fund	2,342,175	138,341	5.91%	529,391	22.60%
Fire Sales Tax Fund	44,130,155	2,649,420	6.00%	8,450,071	19.15%
(e,g) Hotel/Motel Tax Fund	12,074,933	0	0.00%	7,687,840	63.67%
(e,g) MAPS Operations Fund	751,868	0	0.00%	2,779,397	369.67%
(e,g) MAPS 3 Use Tax	46,571,987	0	0.00%	12,488,586	26.82%
Medical Service Program Fund	6,843,923	1,095,646	16.01%	3,493,636	51.05%
(e) OCMAPS Sales Tax Fund	439,233	592	0.13%	82,115	18.70%
Police Sales Tax Fund	41,747,918	1,460,845	3.50%	11,128,832	26.66%
(e) Stormwater Drainage Fund	17,112,121	504,659	2.95%	10,158,696	59.37%
(e,f) Zoo Sales Tax Fund	14,188,917	0	0.00%	0	0.00%
Funds Supported by the General Fund or Other Entities					
(h) Airports	\$17,602,492	\$336,882	1.91%	\$3,182,213	18.08%
(h) Emergency Management Fund	9,377,816	273,961	2.92%	486,748	5.19%
(h) Internal Service Fund	50,862,831	749,417	1.47%	4,057,958	7.98%
(i) Transportaion and Parking Fund	3,930,814	45,274	1.15%	0	0.00%
(i) Solid Waste Mgmt. Fund	11,830,749	300,000	2.54%	0	0.00%
(i) Water Fund	59,908,601	1,150,000	1.92%	0	0.00%
(i) Wastewater Fund	29,036,082	521,000	1.79%	0	0.00%

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 fully refunded by the end of each fiscal year with no remaining fund balance.

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.

CCTV— Closed Circuit Television. CCTV is a video camera and TV monitoring system primarily used for surveillance and security.

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.

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 charged 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 preparing 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.

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 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 modern 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 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 (ROW) – 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 FY16, 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.

