

# 2016 | ADOPTED BUDGET

**FOCUSED ON PRIORITIES**

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, 2014**

*Jeffrey R. Emswiler*  
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.

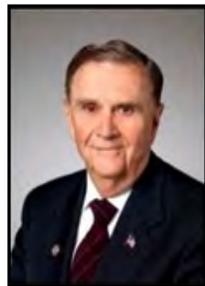
*We are The City of Oklahoma City."*



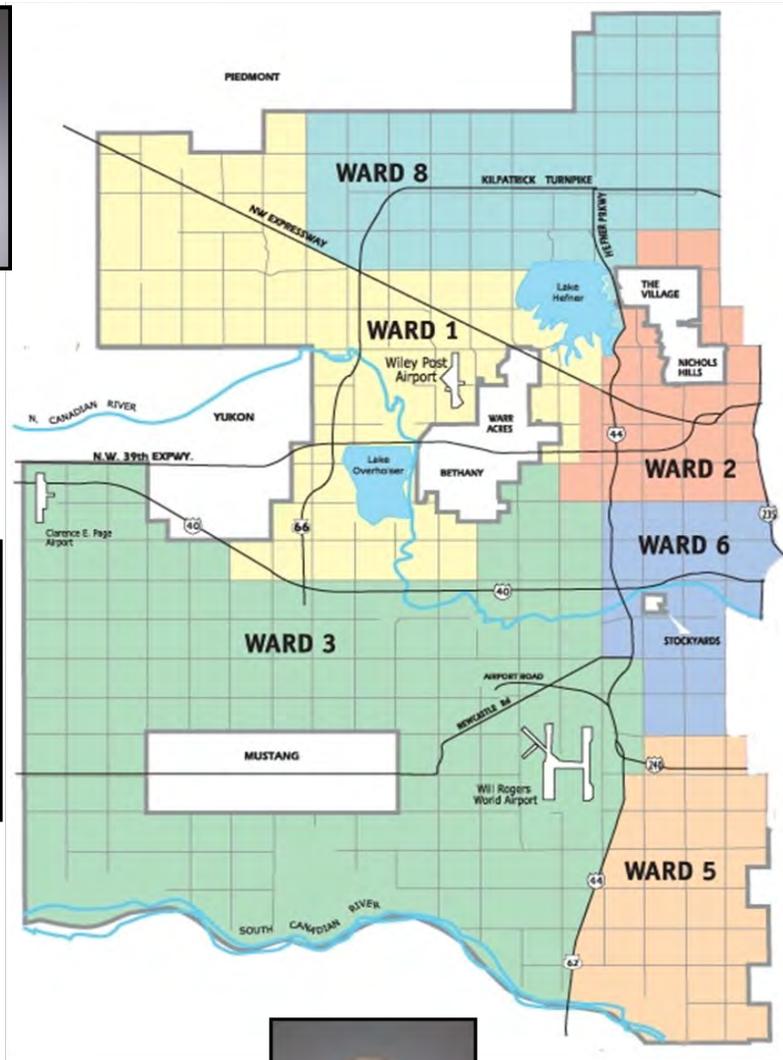
# MAYOR, CITY COUNCIL AND WARD BOUNDARIES



James Griener  
Ward 1



Larry McAtee  
Ward 3



Mark K. Stonecipher  
Ward 8



Ed Shadid  
Ward 2



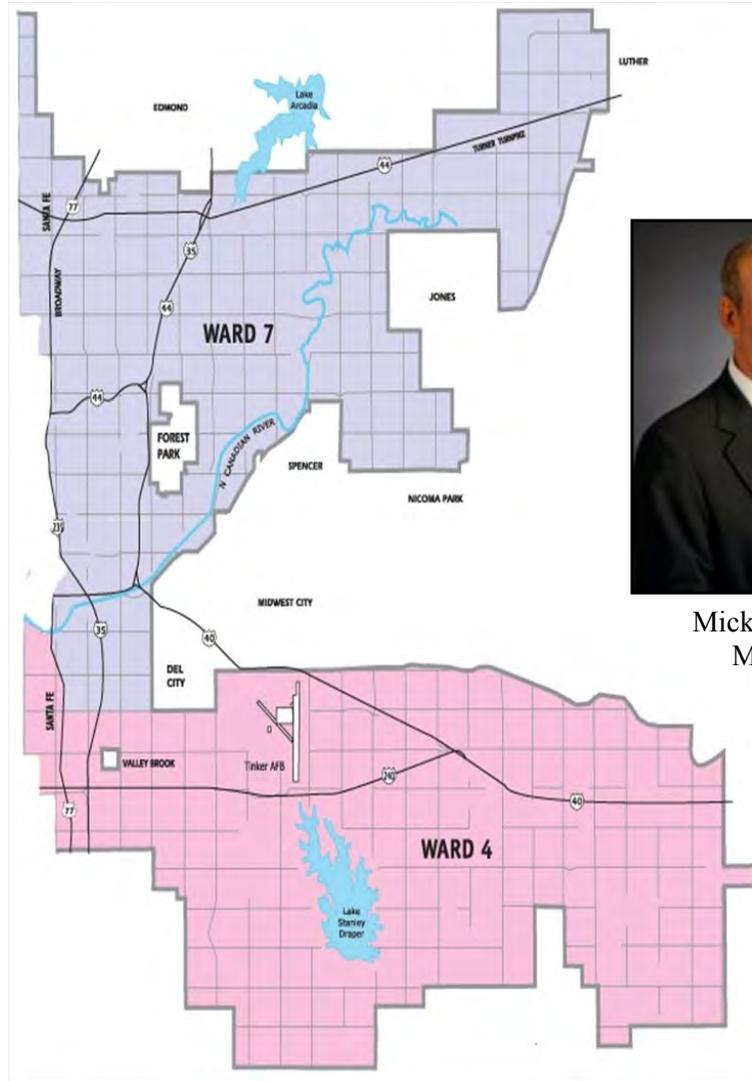
Meg Salyer  
Ward 6



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 FY 2014, the adopted budget including amendments for FY 2015, and the annual budget for FY 2016. The annual budget for FY 2016 governs City programs and finances for the fiscal year beginning July 1, 2015 and ending June 30, 2016.

This document contains six sections, separated by divider pages. Major divider pages denote the content of each section. These sections are further segmented into sub-components. For example, the Departmental Summaries section has a divider page. The departments themselves are then presented in alphabetical order.

The following briefly describes the contents of each section of this year's Annual Budget book:

- The Introduction contains the City Manager's transmittal letter to the Mayor and City Council. This letter summarizes the adopted budget, links the budget process to City goals and objectives and highlights significant functional changes from the prior year. This section also includes information about how the budget document is organized, vital statistics about the City, results of the Citizen Survey, and an organizational chart.
- The Financial Summaries section includes an overview of the City's current and anticipated economic condition and provides revenue and expenditure information by fund and category.
- The Departmental Summaries section contains information about responsibilities, goals, budget, achievements, and performance measures for each of the departments. At the beginning of this section, there is a Reader's Guide to explain the Leading for Results format used in the department budgets. Departments are listed alphabetically.
- The Fund Summaries section contains summaries of the adopted budget for each City fund. State Law requires the City to adopt the annual budget by fund or purpose and the City has chosen to budget by fund. A fund, for budgetary purposes, is an accounting entity used for segregating revenues and expenditures for specific purposes.
- The Capital Budget section highlights information pertaining to the City's Capital Improvement Plan and Debt Service. In general, projects or items are included in this section if they have a usable life of three years or more and cost in excess of \$7,500. Past and future Bond and Debt Service requirements are also described in this section.
- The Appendix contains budget guidelines and controls that describe the legal and policy requirements associated with budget development and implementation. This section also includes the required statement of compliance with the City's financial policies and practices and a glossary of terms utilized in this document.

# MESSAGE FROM THE CITY MANAGER



## The City of OKLAHOMA CITY

### THE HONORABLE MAYOR AND CITY COUNCIL:

I am pleased to present the adopted Fiscal Year 2015-2016 (FY16) budget for the City of Oklahoma City. This year's budget process has been challenging because the effect of low oil prices is just beginning to ripple through our local economy and the full extent of the impact is uncertain. There are a number of positive factors that suggest Oklahoma City will weather this downturn in the energy sector much better than in the past, but how much better remains to be seen. In the General Fund, we are projecting growth of 2.1% over our expected FY15 year end total. This additional revenue, coupled with reductions in several areas provides for enhancements in some key areas.

The adopted budget totals \$1.2 billion with a General Fund budget of \$426.5 million. Across all funds, the number of positions increases by 71 from 4,672 to 4,743. Public Safety sees the largest increase with 47 additions (26 in Police and 21 in Fire). Ten positions are added in Utilities to meet the growing customer base and the engineering needs for the new pipeline from southeast Oklahoma. More details on these and other changes in the budget are discussed later in this transmittal letter, in the summary of major budget changes and in the individual department sections.

Oklahoma City has a very bright future and these are exciting times. There is a tension, however, between the overall optimism about Oklahoma City's future and the short-term impact low oil and natural gas prices may have on the strong momentum the City is currently experiencing. A revitalized downtown will see the addition of two new towers in the near future and there are new retail shopping options opening throughout the City. However, announcements of reduced spending at major energy companies in the area raises concerns that the city's envious position as having one of the lowest unemployment rates of any major metropolitan area is likely in jeopardy. With this budget we have tried to balance the fiscal realities of slower growth in the coming year with the need to increase services to meet growth in our population and higher expectations from residents. We strive to provide excellent service to our residents in every area, but we know there are areas we can improve and we are making additions to the areas where there is significant need. Our annual citizen survey helps us keep in touch with citizen satisfaction and expectations with City services and our performance management process helps track how we are doing at delivering services at a detailed level. We are working everyday to meet the expectations of our 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 last fall 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. Following are some of the activities completed, in progress, or enhanced through the FY16 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 FY16 budget continues that emphasis with several significant additions. Funding is included for a total of 47 additional Police and Fire positions in FY16.

**Increased Police Department Staffing.** The FY16 budget includes the addition of 26 Police positions at a cost of \$1.9 million. This increase in positions represents a 1.8% increase in staffing to a total of 1,453 total Police positions. With these additions, the Police Department now has 145 more authorized uniform positions than it did in FY 2011, with a total of 1,169 uniform positions.

The addition of 20 Police uniform positions in the General Fund continues to demonstrate the high priority given to providing a safe and secure community. Due to the time required to recruit and train a police officer, it takes an extended amount of time to fill the newly authorized positions. The Police Department has been filling positions, but will not be at the fully authorized staffing level before FY18. The Police Chief and I have committed to use the funding provided for new officers for additional overtime funding to put officers on the street targeting high crime areas. As the new positions are filled, the amount of overtime will be decreased and staffing during those peak demand times will shift over primarily to on-duty officers.



The FY16 budget not only continues the City's commitment to increasing the number of uniformed officers, it also continues to add civilian positions in critical areas to increase public safety. Six net civilian positions are being added: four positions will support the body worn camera program, a crime analyst, a DNA Chemist, and an Applications Support Technician in E-911 are being added. A Police Service Technician, based at Lake Hefner, is deleted.

The body worn camera pilot program, initiated in FY15, will provide unbiased documentation of law enforcement activities. The program will require two System Support Specialist I positions in the Data Systems Unit to maintain the cameras, software, hardware and licensing. In addition, two Application Support Technician I positions will work in the Digital Evidence Management Unit to manage the recordings for evidentiary purposes and open records requests.

The Police Sales Tax Fund will add a Crime Analyst to specifically target illegal narcotics distribution and human trafficking. The Police Sales Tax Fund will also add a DNA Chemist to meet the growing demand for DNA analysis and to achieve the target for DNA case turnaround of 90 days, 100% of the time. Finally, in the Emergency Management (E-911) fund, an Applications Support Technician I is added to provide communications records management in support of investigations, material release of evidence, mapping, GPS data management, and criminal prosecution.

**Fire Department Staffing.** A new Fire station is being built in southeast Oklahoma City in the vicinity of SE 149th Street and Douglas. This General Obligation (G.O.) Bond and Fire Sales Tax Fund project is expected to be complete in the first half of FY17. In order to have the staffing in place upon completion, the budget includes funding for 21 additional firefighter positions to begin in the recruit academy in the fourth quarter of next year.



**Fire Department Facilities.** The Fire Sales Tax budget includes \$850,000 to begin addressing needs identified in a facility assessment report expected in the coming months. While this funding will not nearly address the expected level identified, it will begin to address some of the highest priority areas.

**New Police Headquarters and Courts Complex.** The 2007 G.O. Bond Issue contained funding for a new Police Headquarters and Courts Complex. That funding is being supplemented by \$2.0 million in funding from the Police Sales Tax Fund and \$12.0 million from the MAPS 3 Use Tax Fund. Construction on the Police Headquarters began in FY14 and will be completed in the coming months. Construction of the new Courts building is scheduled to begin in FY16. This new construction is sorely needed as the current Police and Courts facilities are outdated and undersized for current needs. It is also anticipated that these new buildings on the west side of downtown may also have a positive impact on development in the area.



#### MAINTAIN STRONG FINANCIAL MANAGEMENT

The City Council established strong financial management as a continuing priority. *Prudent financial leadership 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 to 15 percent. This new reserve standard equates to approximately one to two months of revenue, and is consistent with recommended practices from the Government Finance Officers Association (GFOA). The projections for FY16 indicate that we will begin the year at or slightly above the top end of the range for operating reserves. With the uncertainty of how significant the impact of lower oil prices will be on Oklahoma City, this is the ideal time to be at the upper end of the policy. This will provide City management and the Council maximum flexibility to deal with the ripple effects of low oil prices on the local economy.

In February, the City Council held its annual workshop focused on financial issues. Dr. Russell Evans, economist at Oklahoma City University, presented his economic forecast for the coming year and projected continued growth in the local economy. The question is how great an impact low oil prices have on the economy. His model that gives more weight to the short run impact of low oil prices projected growth of



0.55% next year. His mixed view that gave weight to both the short-run impacts of low oil prices and the long-term positive trends in Oklahoma City resulted in a forecast of 2.15% growth in FY16. The budget includes a projection of 1.95% growth in sales tax, just below Dr. Evans' mixed view. In addition, a change in the withholding rate by the Oklahoma Tax Commission will add 0.5% to sales tax next year resulting in an overall growth rate of 2.45%

Also presented at the workshop was the Financial Trend Monitoring System, which showed only one negative indicator out of the 22 that are tracked. 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.

**Debt Management.** The FY16 budget includes a new position to enhance the City's debt management program. This position will oversee the recently adopted City Debt Policy and ensure compliance with Internal Revenue Service rules, Securities and Exchange Commission regulations and bond indenture covenants.

**Civic Center Revenue.** Added in the FY16 budget is a Quality Control Coordinator at the Civic Center Music Hall. This position will handle reconciliation of daily sales and provide standard accounting for web and phone sales. These functions were previously handled by the ticketing vendor at a higher rate.



#### 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.* The FY16 budget continues City efforts 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. A City Council docket for identifying abandoned buildings was created and City staff began undertaking stepped up enforcement of existing code requirements. Begun in FY15, this abandoned building program will continue in FY16 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.

**Better Neighborhood Streets, Parks and Drainage.** The 2007 G.O. Bond authorization contained over \$140 million in neighborhood street resurfacing projects, nearly \$33 million for improved drainage and almost \$90 million for park improvements. A Construction Project Manager is included in the FY16 budget to provide additional project management oversight to help ensure that bond projects are done timely, properly and at reasonable cost. Currently G.O. Bond project managers each oversee an average of 15 projects. With this addition, that workload will drop to a more manageable 12 projects per manager.

**Comprehensive Plan Update.** Planokc is scheduled for adoption in the coming months. After adoption it will be time to translate the plan's initiatives and policies into the tools that will be used to implement the plan. Rewriting the City's codes, ordinance and subdivision regulations to be consistent with and in

compliance with **plan**o**ke** is a critical first step toward successful implementation. Hiring consultants to help with this process will 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 FY16 budget contains several enhancements to the City's transportation system and funding to begin the process of establishing a regional authority.*

**General Obligation (G.O.) Bond Program.** The City's G.O. Bond program funds infrastructure improvements for streets, traffic control, bridges, and drainage. This emphasis on street improvements is consistent with feedback from the citizen survey and the priorities established by the City Council. This budget continues to fund G.O. Bond project management in the Public Works Department. As noted above, a Construction Project Manager is being added to help provide better management of G.O. Bond projects, which are predominantly road, bridge and traffic control projects. Each year the City sells bonds for the projects authorized by citizens in an amount designed to keep property tax rates at no more than 16 mills. The 2015 sale totaled \$85.6 million.

**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. The FY16 budget includes funding for the software purchase and the hiring of a Pavement Management Manager.

Interest earnings on G.O. Bonds have been used in past years to supplement not only the road improvements contained in the bond issue, but also to provide additional funding for materials for activities such as microsurfacing of streets to extend their life. The low interest rate environment of recent years, however, has resulted in diminished resources for this work. This year the General Fund budget contains an increase in funding for a portion of the cost of street maintenance materials, rising from \$500,000 to \$750,000.

**Public Transportation and Parking.** A number of enhancements for transit programs were initiated in recent years resulting in improved ridership on EMBARK. The FY16 budget continues those improvements and adds additional capabilities. Night service was initiated in FY15 on two routes and the FY16 budget includes \$250,000 to expand that service. COTPA planners will recommend the optimal arrangement to expand the service based on the available funds.

A System Support Specialist is added to help support the expanding technology infrastructure. From integrated automatic vehicle locator systems in buses, Wi-Fi service on fixed route buses, servers,

payment kiosks in garages and other technology, the list of systems to support has grown too large for one Network Administrator position to handle.



**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 is increased by \$20,000 and nearly \$250,000 is 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.

**MAPS 3 Modern Streetcar.** MAPS 3 is a seven year, nine month one-cent sales tax initiative to fund projects to improve the quality of life in Oklahoma City. MAPS 3 will provide capital funding for a modern streetcar in the downtown area and the City’s General Fund will pay for operations. Planning is underway now for streetcar construction and a route framework has been chosen by the City Council. In FY16 requests for proposals are 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 FY16 budget continues those activities. The first MAPS 3 sidewalks were completed in FY14 and additional work will be continuing in FY16, 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 the addition of a sidewalk, and where funding is available, sidewalks are being added on neighborhood street resurfacing projects as well.

**Project 180.** Renovation of more than 180 acres in downtown Oklahoma City started in FY10 and will continue in FY16. 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 of Oklahoma City, the Mayor and City Council have recognized 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 the implementation of the initiative.

The City's MAPS Office continues to provide for the management of the MAPS for Kids projects, as well as the Oklahoma City Public Schools' bond program. The final MAPS for Kids projects are scheduled to be completed in FY16. The MAPS Office will continue to support the Oklahoma City Public Schools in the coming years through project management on additional school bond projects that were not part of the original MAPS for Kids program.

**Joint Task Force on Education.** Starting in August 2011, representatives from the City Council and Oklahoma City Public Schools (OCPS) formed a Joint Task Force to examine ways the City could support public schools in new ways after the MAPS for Kids Sales Tax expired. The Task Force has been meeting monthly and has several initiatives underway and under development. 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 FY16.

**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 coming year will be the opening and operation of the Wendel Whisenhunt Sports Complex located in Woodson Park in southwest Oklahoma City. A General Obligation bond project, the revamped park will include an 18 field soccer complex. This City-managed complex will be a major addition for youth and adult soccer in the City.

Additional funding is included in the FY16 budget for the contract with OKC Public Tennis for operation of the Will Rogers Tennis Center. In FY15, the City Council agreed to increase the City's support of the complete renovation of the Center and will be providing half of the \$4 million cost for capital improvements, including covering courts, constructing smaller "10 and under" tennis courts and various other upgrades.

**MAPS 3 Projects.** Several MAPS 3 projects will help promote community health and wellness. The first two Senior Health and Wellness Centers are well underway with designs completed and term sheets outlining the basic framework for agreements having been signed with the Northcare and Healthy Living, LLC. The centers will provide the public an aquatic element, exercise facilities and other amenities, with the goal of encouraging healthy lifestyles and serving as a gathering place for active seniors. Beyond these requirements, the operating partners will tailor their facilities to the needs of the participants.

Construction on the West River Trail will be completed this month and a route has been approved for the I-44 West Trail, the first two trails being addressed under MAPS 3. Phase 2 of the MAPS 3 sidewalk program is underway. The City Council has approved the Downtown Park Master Plan and site acquisition for the Upper Park is complete with utility relocations planned later this year. Property acquisition for the Lower Park is underway. An environmental assessment is underway and utility investigations are complete.

Construction of the new whitewater kayak and rafting facility along the Oklahoma River is progressing with completion expected in FY16. The center will be a state-of-the-art aquatic adventure facility – one of only a few in the world. Geared for both family fun and elite athlete training, the 11-acre whitewater center will be adjacent to the Oklahoma River providing an even more 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 FY16.

**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 FY16 budget to continue the survey.

Other key tools for citizen feedback include:

- Extensive resident involvement in the new comprehensive plan, **planokc**;
- Citizen involvement in 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, Instagram, YouTube, and NextDoor;
- The City's new website, currently in development
- The City's new customer service app, OKCgov; 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.

Added in the FY16 budget is funding for new tools that will allow staff to promote greater interaction with residents through social media and dedicated citizen engagement applications. The growth of on-line platforms for communication with residents is proliferating and these tools will help the City better keep up with this growing demand for online avenues for interaction.

**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 the plans to provide direction for the development of their budgets. Performance reporting provides the information necessary to make better-informed decisions, ensure services are aligned with citywide and departmental goals, and improve the services provided to our 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 the City Council has been to fulfill the promises that have been made to our citizens. In recent years, voters have approved initiatives to invest in our City and this budget continues the focus on completing all of these projects as promised:

- 2007 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 at its peak period in construction activity; and
- MAPS 3 Program – A temporary one cent sales tax to fund capital improvements for a better quality of life in Oklahoma City.

The MAPS Office continues to manage the MAPS for Kids program and the MAPS 3 program. In FY16, no new positions were added to the MAPS Office; however, the allocation of personnel is more heavily weighted to MAPS 3 as the MAPS for Kids program winds down. In Public Works a Construction Project Manager is added to ensure the 2007 G.O. Bond projects are well managed.

### Other Significant Changes

**Utilities.** The Utilities Department FY16 budget contains a number of targeted changes to better serve customers. One notable change is a significant decrease in the fuel budget in Solid Waste. As more and more trucks are converted to compressed natural gas (CNG), the savings in fuel have been substantial. In FY16, \$0.2 million is reduced due to the savings from switching a portion of the fleet to CNG from diesel. In Water and Wastewater Utilities several new positions are added. In Customer Service a crew of three is added to replace smaller meter vaults that have deteriorated or been damaged. These vaults can pose a safety hazard and there is currently a backlog of 500 that need to be replaced. Another three person crew is being added in Line Maintenance to provide a night shift crew. This crew will provide quicker response, alleviate the need for overtime, and reduce fatigue and fatigue-related injuries in crews called back to work after their shift is completed. In addition this crew can provide an option for after

hours work in commercial areas that cannot afford to have the water turned off during business hours.

Two Civil Engineer positions added in the Engineering Line of Business will work on the project to expand the delivery of raw water from southeast Oklahoma through a second pipeline. In FY16, the Department continues preliminary work on a second pipeline from Lake Atoka to Lake Stanley Draper. This \$500 million project will help ensure the City has adequate water supplies in the coming decades. Other changes include the addition of a Fuel Systems Technician to maintain the department's CNG fueling facilities and an Assistant Water Quality Superintendent.

**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 \$2.0 million in funding for the operations and maintenance of the Gardens, which represents 48.4% 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. Also included in the FY16 budget is a separate allocation of \$50,000 to replace two of the air handlers at the Crystal Bridge that are nearing the end of their expected life.

**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 is expected to be completed in late FY16 or early FY17. The MAPS3 Convention Center Subcommittee is selecting a new site for the downtown convention center. A recommendation on a new site is expected in the coming months.

#### COMPLIANCE WITH BUDGETING AND FINANCIAL PLANNING POLICIES

The City Council has adopted policies to guide financial planning and budget decisions were updated in FY11. A summary of these policies and a table addressing policy compliance are included in the Appendix on pages F-22 through F-24.

#### CONCLUSION

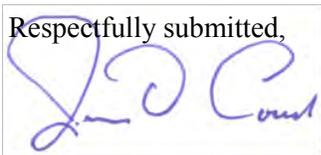
Oklahoma City is a city on the rise, but the excitement is tempered by the uncertainty about what low oil and natural gas prices will mean for the local economy. Our city is very different from the one that experienced the oil bust in the 1980's, however, energy sector companies are still a vital part of the economy. Dr. Russell Evans, economist at Oklahoma City University, posited in his economic forecast presented to the City Council this past February that "While we have come to expect oil busts to follow oil booms, this may be the year of the oil ebb."

We will know better in the coming months how big an impact the cutbacks in the energy sector will have on the FY16 budget. 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 the economy has slowed, we are still growing and I believe the FY16 budget is a prudent and balanced plan that focuses resources in the areas of greatest need. The addition of 46 public safety positions and enhancements in each of the Council's priority areas will allow us to continue our forward progress in FY16.

Our revenue forecasts are measured and with our strong level of reserves we are well positioned to handle worse than expected results should that occur. There are many exciting developments going on throughout our city and I am optimistic that FY16 will be an exciting year as we continue to move forward together.

I appreciate the dedication of our employees who strive to make the best use of available resources to provide the results our residents expect. I look forward to working together to meet the challenges of the coming year.

Respectfully submitted,  


James D. Couch



## COUNCIL PRIORITIES AND KEY RESULTS

In 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
<b>Police</b>	% decrease in aggravated assaults	13%	13%	5%	5%
	% of citizens who report they feel safe	58%	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%	72%	90%	80%
<b>Fire</b>	% of emergency responses within 7 minutes from the time a call is received at fire dispatch to Fire Department arrival	58%	58%	70%	70%
<b>EMSA</b>	% of time EMSA responds to Priority 1 life threatening emergencies within 10 minutes and 59 seconds	80%	88%	85%	85%
	Cardiac arrest survival rate	45%	31%	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
<b>City Manager's Office</b>	% of citizens satisfied with the quality of City services	68%	66%	71%	71%
<b>Finance</b>	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	17.34%	17.85%	8-15%	8-15%
	Median household income	\$45,704	\$45,824	\$45,824	\$47,199
	Per capita income	\$25,629	\$25,640	\$25,640	\$26,409
	Average weekly wage	\$767	\$758	\$758	\$781
	% of General Fund budget from sales tax	52.70%	52.69%	53.00%	52.00%

## 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
<b>Planning</b>	% 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	71%	66%	80%	80%
<b>Development Services</b>	% of code enforcement violations resolved voluntarily	71%	83%	75%	75%
	% of code enforcement actions that are proactive vs. reactive	N/A	57%	60%	60%
	# of active neighborhood associations	N/A	310	310	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
<b>Public Works</b>	% of citizens satisfied with the condition of major City streets	32%	32%	50%	50%
	# of miles of sidewalks constructed	18.00	27.00	35.50	36.20
<b>Parks and Recreation / MAPS Office</b>	# of miles of trails constructed	6.30	7.60	10.00	4.50
<b>Public Transportation and Parking</b>	# of bus passengers per service hour	17.80	18.22	18.00	18.00
	# of EMBARK bus service hours	159,161	173,184	170,400	170,400
	Average EMBARK frequency (minutes) during peak hours	N/A	36.88	30.00	30.00
<b>Planning</b>	Average commute time (minutes) in Oklahoma City	20.20	20.30	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
<b>Parks and Recreation</b>	% of citizens that report regular leisure time physical activity	67%	66%	70%	70%
	% of citizens within ½ mile of a recreation facility, trail or park	45%	45%	58%	58%
	% of citizens satisfied with maintenance of City parks	65%	71%	65%	75%
	% of citizens that report using an Oklahoma City park or attending a park program more than 10 times a year	26%	24%	30%	30%
	City county health department wellness score*	873.50	873.50	875.00	875.00

\*Data provided by OKC County Health Department every three years.

### 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
City Council	% of Oklahoma City Public Schools seniors who graduate	77%	82%	90%	90%
	% of third graders who read at or above grade	67%	51%	85%	85%
	# of students requiring remedial classes in college	62%	52%	60%	50%
	Average ACT score	19	18	21	21

### DEPARTMENTAL ALIGNMENT TO CITY COUNCIL PRIORITIES

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

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

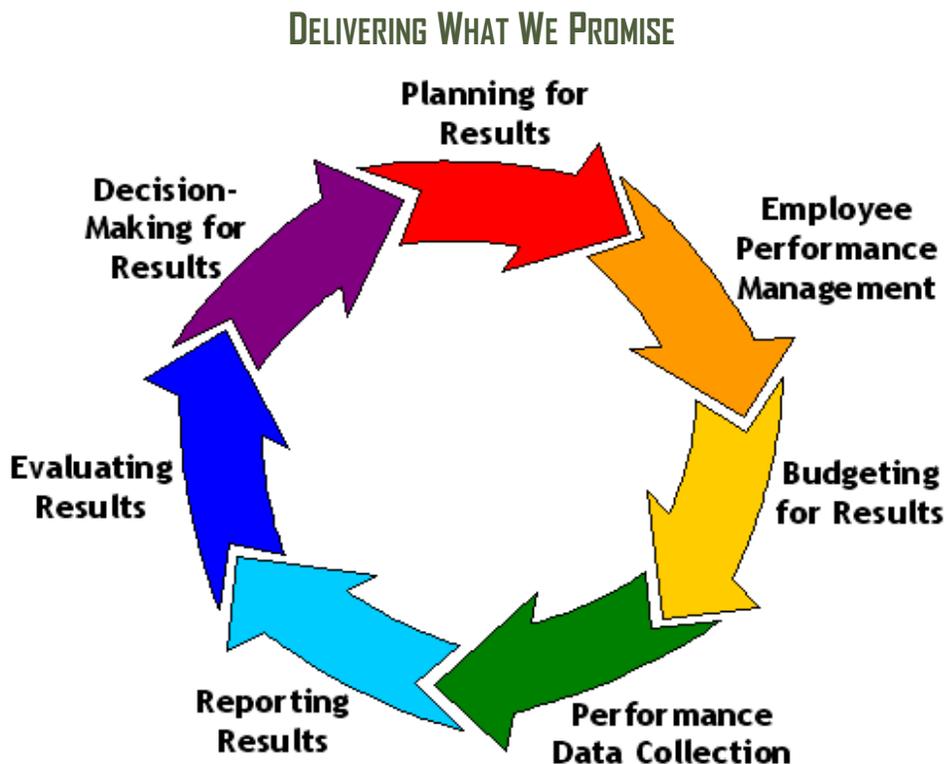


	Safe and Secure Community	Strong Financial Management	Thriving Neighborhoods	Transportation System	High Quality Public Education	Recreation and Community Wellness
City Manager	Pg. C-50	Pg. C-51-52	Pg. C-54	Pg. C-53	Pg. C-55	Pg. C-55-56
Finance		Pg. C-91				
Fire	Pg. C-109					
Parks						Pg. C-207
Police	Pg. C-258-259					
Public Transportation & Parking				Pg. C-280		
Public Works				Pg. C-294		

## 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 that ties department operations to a strategic business plan. The strategic business plan is organized into programs with each program having an established budget and family of performance measures. The performance measures are used to set department goals and measure progress in achieving those goals using the resources allocated to programs. The entire process is focused on the benefit received by the customer (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. The process begins at Planning for Results, but is an ongoing process requiring departments to review their plans each year based on the results from the other six phases.



# THE LFR PERFORMANCE MANAGEMENT SYSTEM

## **PLANNING FOR RESULTS:**

Focuses the department on long-term strategic (2-5 years) goals and operational results by building a Strategic Business Plan.

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

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

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

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

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

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

## **BUDGETING FOR RESULTS:**

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

## **PERFORMANCE DATA COLLECTION:**

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

## **REPORTING RESULTS:**

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

## **EVALUATING RESULTS:**

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

### **DECISION-MAKING FOR RESULTS:**

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

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

The budget addresses step three in the Leading for Results process. Leading for Results organizes City departments into Lines of Business, Programs, and Services to Customers. Lines of Business are defined as a set of Programs that have a common purpose or result while a Program is a set of Services which have a common purpose or result.

In Leading for Results, performance measures are organized so that each program has a full Family of Measures with the primary focus being on the Result measures (or outcomes) that demonstrate the benefit the customer receives from the program. The remainder of the Family of Measures includes Output, Demand, and Efficiency measures. By including a full family of measures, programs can better convey that they “will produce this Result for this customer by producing these services, or Outputs, against this demand for those services, at this cost per Output and per Result.”

Although each department reports performance data for a family of measures, only Result (outcomes) and Output measures are included in this document.

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

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

# FY 2016 BUDGET DEVELOPMENT PROCESS

## HOW THIS BUDGET WAS PREPARED

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

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

## DEPARTMENTAL BUDGET SUBMISSIONS

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

## CITY MANAGER'S REVIEW

During February and March, the Office of Management and Budget analyzed the proposed budgets submitted by the departments. Recommendations were discussed with the departments and the City Manager's Office made decisions regarding proposed changes to the budgets. Proposals for additions to the budget included restoration of reductions made in past and current fiscal years, revenue producing services, new programs to enhance existing services, and programs necessary to maintain and operate new technologies and facilities. After the budget review process, revenue projections were revisited using the nine months of actual data that was then available. As revenue and expenditure projections were fine-tuned, final decisions were made regarding the City Manager's recommended budget. The result was the submission of the proposed budget to the City Council.

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Administrative Coordinator

### **BUDGET CALENDAR FOR FISCAL YEAR 2016**

<b>Sep –Nov 2014</b>	Departments update strategic business plans for FY16 in the Leading for Results process
<b>November 2014</b>	OMB begins process of estimating FY16 revenues.
<b>November 2014</b>	OMB prepares personnel cost worksheets and budget preparation reports.
<b>December 2014</b>	City Manager establishes budget targets.
<b>January 2015</b>	OMB conducts budget training classes and distributes operating budget instructions.
<b>February 2015</b>	OMB hosts the City Council Budget Workshop. The Five Year Forecast is presented to Council.  Departments submit operating budget and capital requests to OMB. OMB begins review of departmental budget requests.
<b>March 2015</b>	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
<b>April 2015</b>	City Manager reviews budget submissions. OMB prepares proposed budget document.
<b>May-Jun 2015</b>	Annual budget formally introduced on May 5.  City Council holds public hearings and the City Council Finance Committee meets to consider the proposed budget on May 12, May 26 and June 9.  City Council adopts the budget on June 16.  OMB files adopted Annual Budget with State Auditor and Inspector by June 23.
<b>July 2015</b>	FY 2016 Adopted Annual Budget becomes effective July 1. City Council receives Trust budgets.

## MAJOR BUDGET CHANGES

### AIRPORTS

The FY16 budget adds a Senior Project Manager to help oversee the \$73 million terminal expansion project at Will Rogers World Airport. The Airports Architectural and Engineering Planning Program adds a Federal Program Manager to manage the complex application and reporting process for state and federal grants.

### CITY CLERK'S OFFICE

The City Clerk's Office received a \$95,000 grant from the National Archives and Records Administration for the "Let the Sunshine In" program to preserve official Oklahoma City historical records.

### CITY MANAGER'S OFFICE

The functions of the Office of Sustainability are split and moved in the FY16 budget. Two positions are moved to Planning and will continue supporting sustainability programs. The two Energy Management related positions are moved to the Finance Department and will coordinate energy activities from the Office of Management and Budget.

### DEVELOPMENT SERVICES

The Development Services Department budget deletes a vacant Senior Customer Service Representative position. The position was originally added as part of the abandoned buildings program. With the change in state law that shifted program revenue away from registration fees this position was no longer required.

### FINANCE DEPARTMENT

The Finance Department adds a Debt Manager position to oversee the recently adopted City Debt Policy and to ensure compliance with Internal Revenue Service rules, Securities and Exchange Commission regulations and bond indenture covenants.

### FIRE DEPARTMENT

The Fire Department adds 21 uniformed positions for the last quarter of FY16. These positions will be used to staff a new station being constructed in southeast Oklahoma City. The station is expected to open in the first half of FY17. The Fire Sales Tax Fund also contains \$2.0 million to supplement G.O. Bond funds in constructing and outfitting the new station. In addition \$850,000 is included to fund repairs at fire stations citywide.

### GENERAL SERVICES

The General Services Building Management Line of Business adds a Building Maintenance Mechanic I to focus on maintaining Fire department facilities. Lower fuel prices resulted in a reduction in the fuel budget of \$1.0 million.

### INFORMATION TECHNOLOGY

The Information Technology Department adds a System Analyst I position in the Development Services Program. The position will work with the existing group on developing and supporting custom applications and interfaces for City departments.

## **MUNICIPAL COUNSELOR'S OFFICE**

The FY16 budget includes the addition of an Assistant Municipal Counselor II and a Paralegal I to support the Police Department's implementation of body worn cameras. The addition of video from body worn cameras will create a significant workload for the Municipal Counselor's Office including providing legal advisory services on questions related to videos and reviewing videos during the charge review process for prosecution.

## **PARKS AND RECREATION**

The Parks and Recreation Department adds a Customer Service representative at Will Rogers Gardens to help meet the growing demand for inquiries and rental requests for the Garden Exhibition Center, the Lycan Conservatory and the gardens themselves. The FY16 budget also includes a Quality Control Coordinator at the Civic Center to provide reconciliation and other accounting for web and phone sales due to a new box office ticketing arrangement that will fund this addition. A \$100,000 increase in funding for OKC Public Tennis operations at the Will Rogers Tennis Center is also included in the FY16 budget.

## **POLICE**

The Police Department adds 20 uniformed positions in the Operations Line of Business for a total of 1,169 uniform positions in the department. Four civilian positions are added to support implementation of the body worn cameras program. The Police Sales Tax Fund adds a Crime Analyst to target illegal narcotics distribution and human trafficking as well as a DNA Chemist to meet the growing demand for DNA analysis. The Emergency Management (E-911) Fund adds an Applications Support Technician I to provide communications records management in support of investigations, material release of evidence, mapping, GPS data management, and criminal prosecution.

## **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 in 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 adds a Pavement Management Manager as well as funding for new pavement management software. A Construction Project Manager is added to allow for better project management on General Obligation bond projects. Funds for street resurfacing materials are increased by \$250,000. The Stormwater Drainage Utility has a net increase of four positions to meet the increased workload due to increases in Utility assets and aging infrastructure.

## **UTILITIES**

The Utilities Department FY16 budget contains a number of targeted changes to better serve customers. In Water and Wastewater Utilities several new positions are added. In Customer Service a crew of three is added to replace smaller meter vaults that have deteriorated or been damaged. These vaults can pose a safety hazard and there is currently a backlog of 500 that need to be replaced. Another three person crew is being added in Line Maintenance to provide a night shift crew. This crew will provide quicker

response, alleviate the need for overtime, and reduce fatigue and fatigue-related injuries in crews called back to work after their shift is completed. In addition this crew can provide an option for after hours work in commercial areas that cannot easily be shut down temporarily for preventive maintenance work during the day. Two Civil Engineer positions are added in Engineering will work on the project to expand the delivery of raw water from southeast Oklahoma through a second pipeline. Other changes include the addition of a Fuel Systems Technician to maintain the department's CNG fueling facilities and an Assistant Water Quality Superintendent.

## OKLAHOMA CITY, OKLAHOMA MAP



The City of Oklahoma City is the capital of the State of Oklahoma and is the eighth largest city in land area in the United States with a total area of 621.2 square miles. Based on the 2010 census, the City's population was 579,999 and the metro-area population was estimated at 1.25 million. The Greater Oklahoma City Partnership estimates that the City will continue 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. Stretching across four counties and 621 square miles, Oklahoma City is the state capital and the region's commercial center.

Incorporated in 1890, the City of Oklahoma City has had a Council-Manager form of government since 1927. Mayor Mick Cornett heads a Council of eight members, each elected by ward. In addition to ongoing efforts to improve the quality of life in Oklahoma City, recent initiatives have focused a commitment to public safety, education, recreational services, and citywide beautification.

Historically, Oklahoma City's economic base has been closely tied to the energy and agricultural markets. Today, the City's economic base is more diversified and seeing growth in the health and technology industries. The largest employers in the metropolitan area include the State of Oklahoma, The City of Oklahoma City, Tinker Air Force Base, and the University of Oklahoma. Companies with headquarters here include American Fidelity Assurance Company, BancFirst, Chesapeake Energy, Continental Resources, Devon Energy, Express Personnel, Hobby Lobby Stores, Love's Travel Stops & Country Stores, OG&E Energy, MidFirst Bank, 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 State Fairgrounds add to the entertainment options in Oklahoma City and the Bricktown Canal continues to draw a number of new restaurants, retail, entertainment establishments and hotels downtown. Renovations to the Civic Center Music Hall and the Chesapeake Energy Arena have drawn major sports, music, and theater events.

Our NBA team, the Oklahoma City Thunder, has brought new spirit into the community. The Thunder played in their first NBA Finals in 2012 against the Miami Heat. In April 2014, the Thunder became the Northwest Division Champions for the fourth year in a row. Several players were selected for the 2015 All-Stars ballot for the Western Conference All-Star team.

The Oklahoma City Barons have brought a new face to professional hockey in Oklahoma City the last five years. 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 second season this year. Energy FC is the affiliate of the Major League Soccer Sporting KC.

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

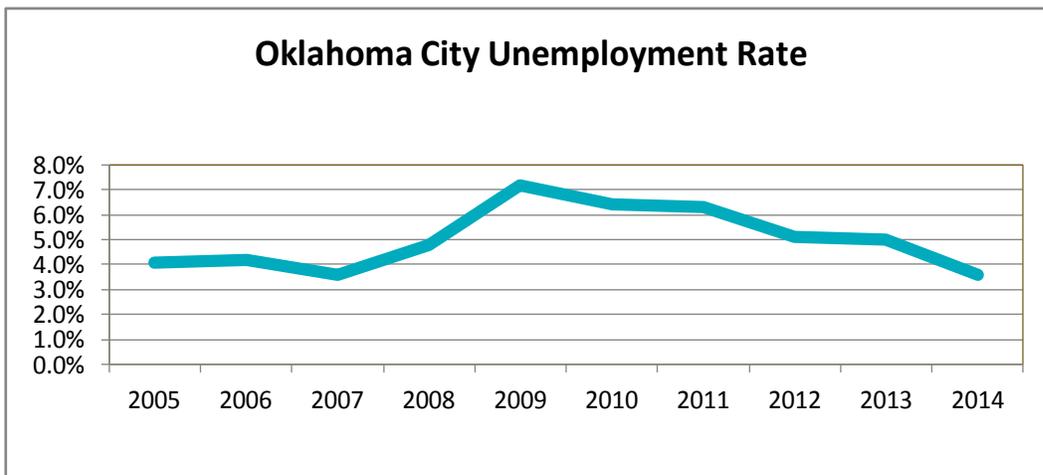
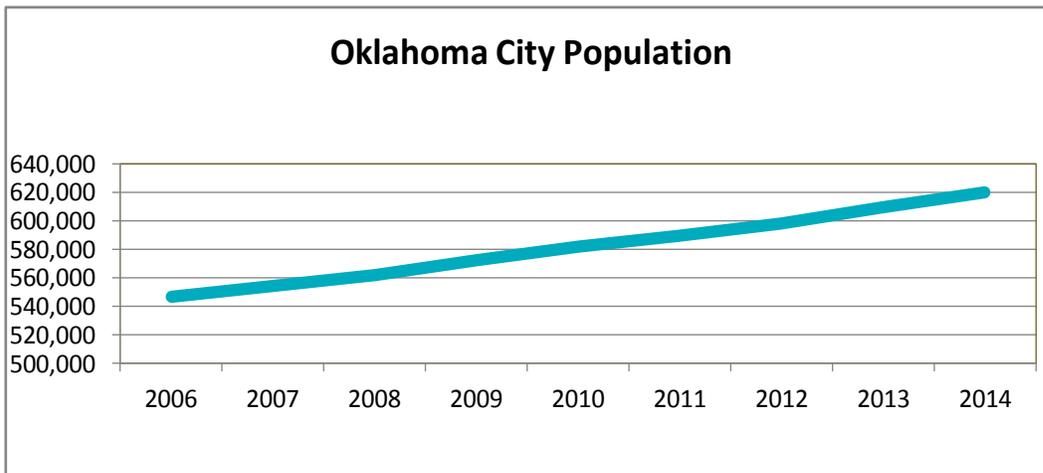
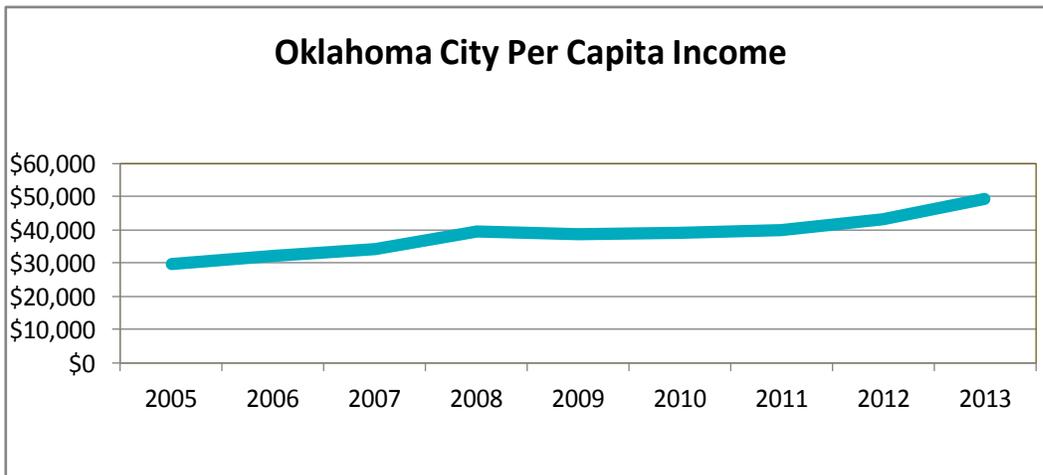
In December 2009, the citizens approved MAPS 3, a seven year, nine month tax to fund eight new projects in the metro area. These include a 70-acre central park, a new rail-based streetcar system, a new downtown convention center, sidewalks throughout the City, 57 miles of new bicycle and walking trails, improvements along the Oklahoma River, health and wellness aquatic centers for seniors, and improvements to the fairgrounds. The estimated cost for all of these projects is \$777 million.



## OKLAHOMA CITY IN THE NEWS

- 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 13, 2014 – For the fourth year in a row, Oklahoma City earned the highest bond ratings possible from two of the nation’s most respected financial rating services. The City received AAA rating from Standard & Poor’s and Aaa rating from Moody’s Investor Service.
- March 11, 2014 - Forbes Magazine ranks Oklahoma City #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 is 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’”.
- November 2, 2012 – Careerbuilder.com ranked Oklahoma City in the top 10 for job growth.

# METRO AREA DEMOGRAPHIC AND ECONOMIC DATA



## MAJOR METROPOLITAN AREA EMPLOYERS

	<u>Enterprise</u>	<u>Business/Product</u>	<u>Total Employment</u>
1	State of Oklahoma	Government	42,400
2	Tinker Air Force Base	Military	27,000
3	OU-Norman Campus	Higher Education	11,900
4	FAA Mike Monroney Aeronautical Center	Aerospace	7,500
5	INTEGRIS Health	Health Care	6,000
6	The City of Oklahoma City	Government	4,500
7	OU Health Science Center	Higher Education	4,200
8	Hobby Lobby Stores	Wholesale & Retail	4,000
9	Mercy Health System of OK	Health Care	3,500
10	Chesapeake Energy Corp.	Oil & Gas	3,500
11	OG&E Energy Group	Utility	3,400
12	Devon Energy Group	Oil & Gas	3,100
13	AT&T	Telecommunication	3,000
14	SSM Health Care Oklahoma, Inc.	Health Care	2,900
15	OU Medical Center	Health Care	2,600
16	LSB Industries, Inc.	Manufacturing	1,880
17	Dell, Inc.	Sales & Business	1,700
18	Hertz Reservation Center	Rental Sales	1,700
19	Farmer's Insurance Group	Insurance	1,500
20	UPS	Transportation	1,550
21	Great Plain Coca-Cola Bottling Comp.	Beverage Distributor	1,500
22	Cox Communications	Telecommunication	1,400
23	The Boeing Company	Manufacturing	1,400
24	Deaconess Hospital	Health Care	1,300
25	Johnson Controls	Manufacturing	1,200
26	Midfirst Bank	Finance	1,150
27	Rose State College	Higher Education	1,100
28	American Fidelity	Finance/Insurance	1,100
29	Continental Resources	Oil & Gas	1,000

Source: Greater Oklahoma City Chamber—July 2014.

## 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.



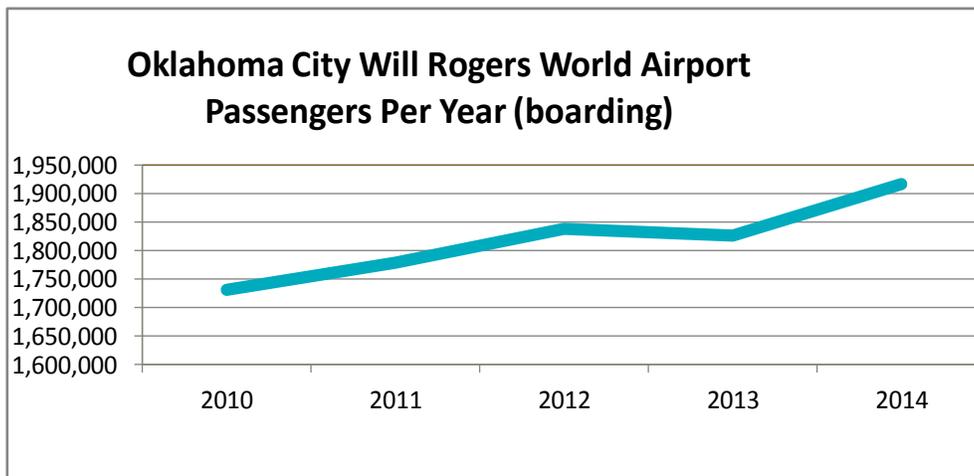
# TRANSPORTATION

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.



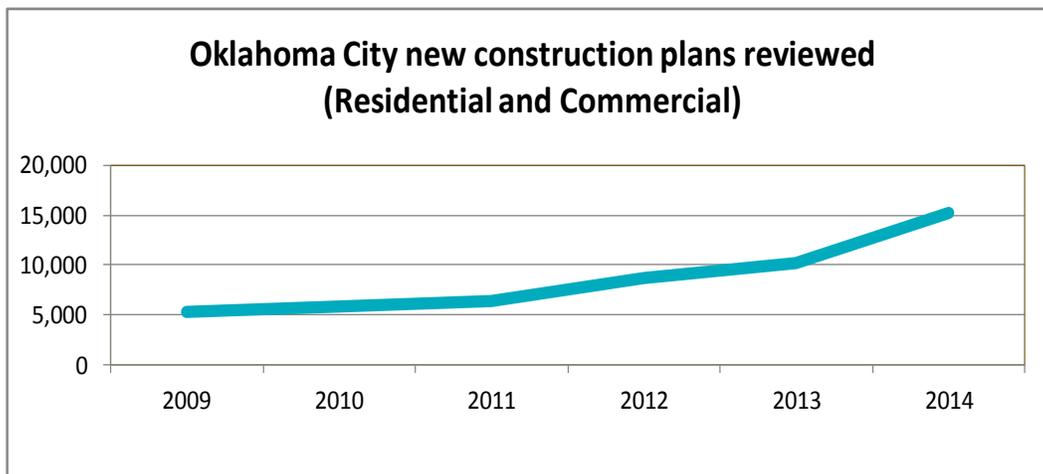
GE Global Research Oil & Gas Technology Center - Oklahoma City

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.

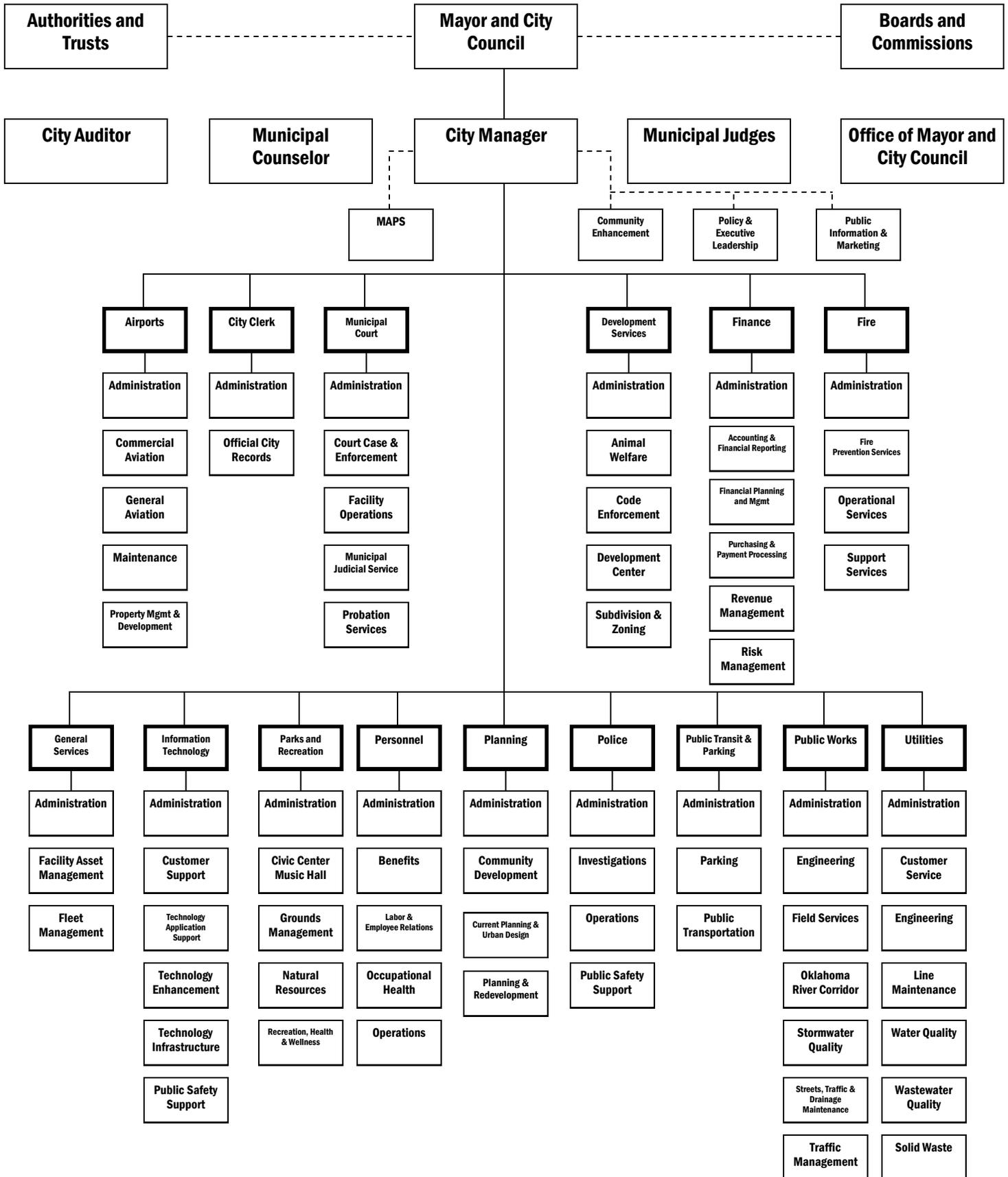
*The new GE Global Research Center focused on Oil and Natural Gas Technology*

Residential construction continues to be strong throughout the City. In FY14

building permit revenue rose nearly 6% and is up over 21% through the first three quarters of FY15. Engineering fees paid to the City for review of infrastructure designs for future developments are often a leading indicator of building activity. In FY14, these fees were up 41% and through the first three quarters of FY15 revenues are up 50%.



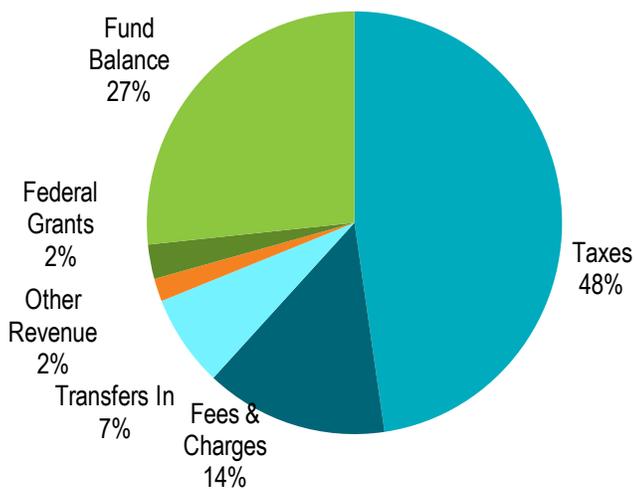
# ORGANIZATION CHART



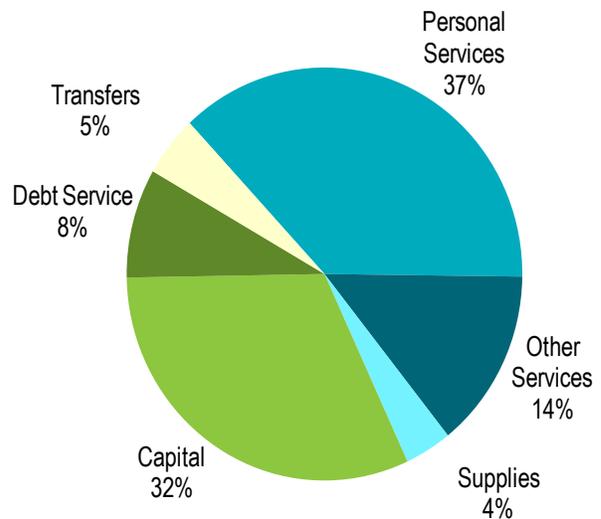
# CONSOLIDATED BUDGET OVERVIEW

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenue Overview</b>			
Taxes	\$568,024,176	\$584,548,850	\$595,176,598
Fees & Charges	169,149,887	170,665,797	177,268,468
Transfers In	78,967,804	86,188,604	88,328,091
Other Revenue	31,751,116	21,627,358	21,918,652
Federal Grants	26,540,154	26,438,942	32,828,814
Fund Balance	508,937	246,125,873	332,621,034
<b>Total Revenue</b>	<b>\$874,942,074</b>	<b>\$1,135,595,424</b>	<b>\$1,248,141,657</b>
<b>Expenditure Overview</b>			
Personal Services	\$425,494,826	\$449,175,691	\$463,625,204
Other Services	109,872,740	174,664,060	175,774,387
Supplies	43,171,528	49,300,727	47,768,443
Capital	63,213,284	310,643,184	394,572,959
Debt Service	73,090,669	105,104,234	106,903,456
Transfers	50,571,018	46,707,528	59,497,208
<b>Total Expenditures</b>	<b>\$765,414,064</b>	<b>\$1,135,595,424</b>	<b>\$1,248,141,657</b>

FY16 REVENUE



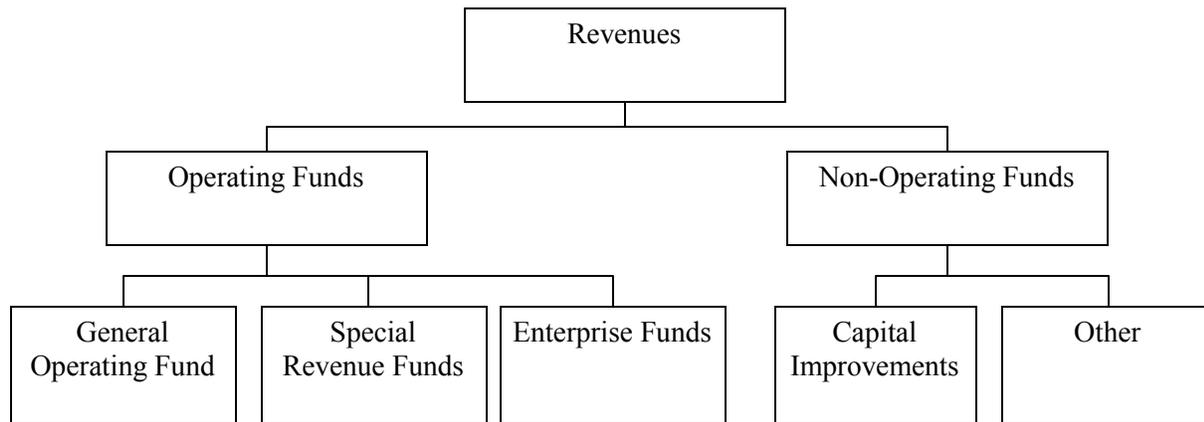
FY16 EXPENDITURES



# REVENUE SUMMARY

**WHEN REVENUE IS DEDICATED TO A PARTICULAR PURPOSE, THE CITY HAS GENERALLY CHOSEN TO ESTABLISH A SEPARATE FUND TO ENSURE THAT ALL OF THE DEDICATED REVENUE IS SPENT FOR ITS INTENDED PURPOSE.**

The City derives revenue from a myriad of sources. Some revenues are dedicated to specific purposes, such as the MAPS 3 Sales Tax or the tariff on phone service dedicated to the E-911 service. Other revenues are not dedicated to a particular program or service and are deposited in the City’s General Fund. A fund is an accounting method for segregating revenues and expenditures for a specific purpose.



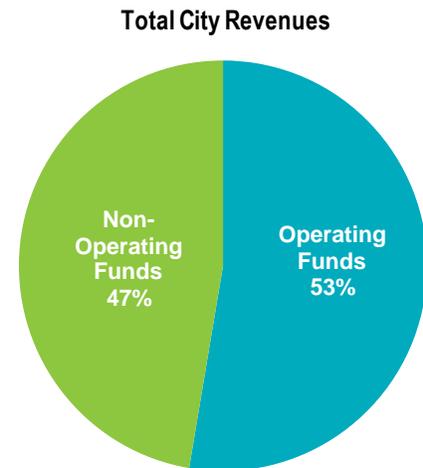
- |  |   |   |  |   |
|--|---|---|--|---|
| <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Internal Service Funds</li> </ul> | <ul style="list-style-type: none"> <li>• Court Administration &amp; Training Fund</li> <li>• Emergency Management Fund</li> <li>• Fire Sales Tax Fund</li> 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

# OPERATING FUNDS

Before beginning the discussion of revenues, it should be noted that all projected growth rates for FY16 were based on estimated year end totals for FY15.

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.

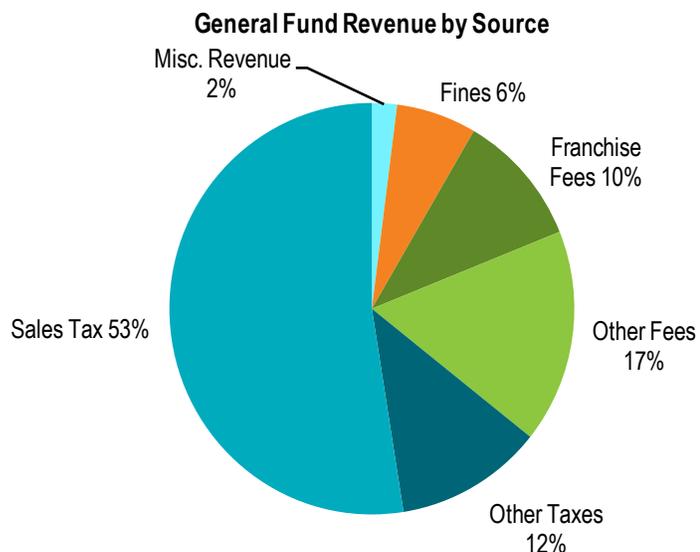


The Operating Funds category includes three major types of funds: General Operating Funds, Special Revenue Funds and Enterprise Funds, all of which will be discussed further; however, the bulk of the discussion focuses on the General Fund, the City's largest fund.

## 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.

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.



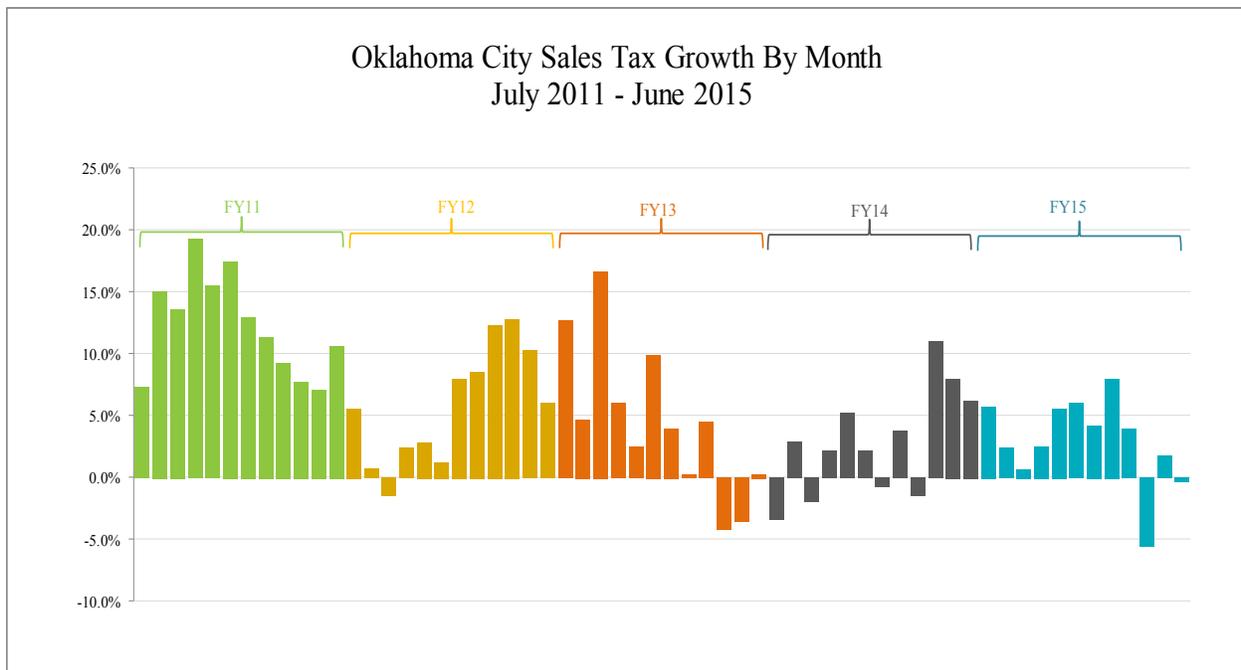
**GENERAL FUND - TAXES**

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. Overall, the City receives 3.875% on taxable sales with 2% authorized for general operations. Over the years, voters have authorized a number of dedicated sales taxes that account for the remaining 1.875% and they are described in the Other Funds section of this chapter.

Projecting sales tax has always proved challenging since it is complicated by many local and national factors. As reflected in the chart below, the City has seen substantial fluctuation in sales tax growth over the last five years. As the recession came to an end in 2010, FY11 showed significant increases. Subsequently, FY12 saw strong growth which continued 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 and is expected to remain modest in FY16. Sales Tax ended the year 2.89% over FY14.



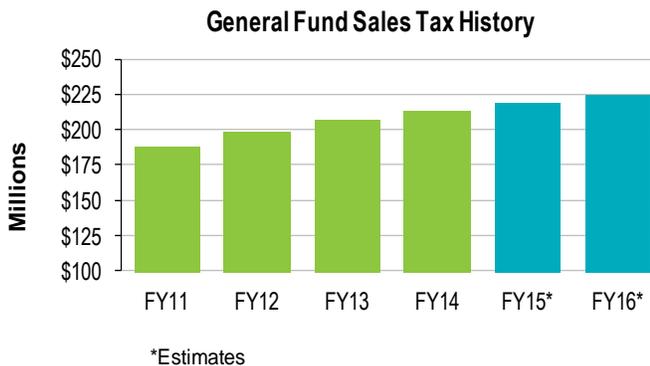
Again this year, the City contracted with Oklahoma City University (OCU) to provide input into the projection of Sales Tax for FY16 in addition to analysis of trends and general economic conditions. Dr. Russell Evans, Director and Research Economist at the Steven C. Agee Economic Research and Policy Institute at OCU, presented the economic outlook to the City Council at the February 10, 2015 workshop. The outlook projected sales tax growth slowing in FY16 with subdued growth in the first and second quarter, before picking up in the third quarter and showing strength in the fourth quarter. Private sector employment in the metro area is projected to expand at approximately half the four-year average established from 2011-2014; unemployment is expected tick up slightly but remain relatively low with gains in consumer services industries; and Oklahoma City per capital personal income is expected to rise slightly. The City used this guidance to develop its baseline projection of 1.85% growth

in Sales Tax in FY16. An additional 0.5% increase in sales tax collections will be gained in FY16 from the State Tax Commission reducing their withholding fee for administration and enforcement of sales tax collections from 1% to 0.5%. With growth and fees combined, Sales Tax is projected to grow at 2.35%.

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. 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. As oil prices improve, employment in the mining and manufacturing sections is expected to return to 2014 levels. While many experts believe Oklahoma has diversified its economy and is better prepared to handle a downturn in the energy sector, there is a consensus that the local economy will not go unaffected in 2015, thus minimal growth is projected in FY16.

The City continues to attract companies that offer well paying jobs that positively influence the local economy by driving sales tax revenue. General Electric is constructing and outfitting a 95,000 square foot oil and gas research laboratory that will employ at least 128. New retail contributed to sales tax collections in FY15 with the opening of Von Maur, the chain’s first department store in the Oklahoma City market. TopGolf, an entertainment center offering competitive golfing games and Cabelas, an outfitter of hunting, fishing, and outdoor gear, are due to open in FY16.

In FY16, Sales Tax is projected to total \$224 million, or 53% of the General Fund budget. As reflected in the chart, 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 2.89%. In FY16 growth is projected to slow even further to 2.35%. Since FY14, Sales Tax has not been to the level the City would have expected, based on historical average growth of 4.0%.



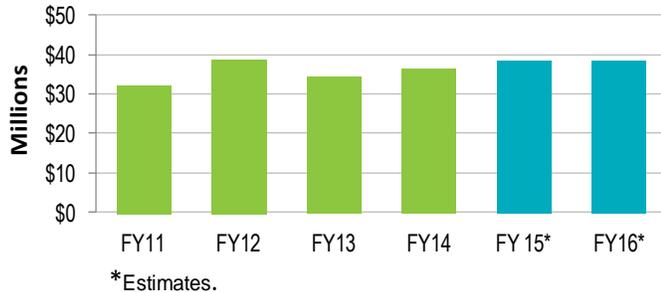
It should be noted the Sales Tax projection does not include any potential changes in state law. If the State Legislature enacts a significant change in Sales Tax, a budget amendment may become necessary during the fiscal year to reflect the changes.

**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. Revenue declined in FY13 when compared to the dramatic growth of FY12. The year-end estimate for FY15 is growth of 4.23%. The projection for Use Tax in FY16 is for growth of 1.30%.

**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 FY16, the excise tax on tobacco products is expected to make up 1.2% of the General Fund revenue budget and generate \$4.9 million. This represents flat growth after two years of declines attributed to a decrease in smokers and people substituting e-cigarettes for cigarettes.

**Commercial Vehicle Tax and Motor Fuels Tax**

Commercial Vehicle Tax and Motor Fuels Tax are expected to generate \$5.9 million in FY16 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 FY16 is \$11.3 million meaning the Commercial Vehicle Tax and Motor Fuels Tax cover approximately 52% of the cost of street maintenance.

**Alcoholic Beverage Tax**

This is a smaller source of tax revenue in the general fund expected to generate \$0.9 million in FY16 representing growth of 3% over projected FY15 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 10.5% of the General Fund Budget in FY16.

**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 FY16 are for revenue of \$21.8 million, which represents a 1% increase over expected revenue in FY15. 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 \$6.4 million.

#### **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 FY16, franchise revenue from cable television operations is expected to total \$6.9 million which represents 1.5% growth over FY15 estimated collections. Cox Communications revenue from telephone service is expected to decline by 5% to \$0.3 million.

#### **City Water/Wastewater and Solid Waste Fee in lieu of franchise fee**

Utilities providing water, wastewater, and solid waste services are operated by trusts that are separate legal entities from the City. These enterprises pay a 2% fee to the City for use of the public right of ways. Revenue from all three utilities is expected to total \$4.9 million in FY16 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 \$4.3 million in FY16.

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

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

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

This revenue comes from a variety of sources such as business licenses, fishing permits, building permits, and fees for becoming a pre-qualified contractor. Growth in FY16 is driven primarily by building permits for two new office towers (approximately 26 floors each) that are anticipated to begin construction in FY16. With the decline in oil prices, Oil and Gas permits for drilling within the City limits is expected to decline 20% or \$0.1 million. Overall, the category is expected to total \$15.9 million in revenue, an increase of 3.7% over FY15 expected amounts.

#### **Administrative Charges**

Administrative Charges are assessed to other City funds and entities for the administrative services provided by the General Fund, such as accounting, personnel, payroll, audit, and other functions provided by General Fund departments. The payments made by entities such as the Airports, Water/Wastewater Utilities, the Golf System, and the Zoo are expected to total \$18.2 million or 4.3% of the General Fund Budget.

### **Service Charges**

Service Charges are based on the specific services provided and are generally paid on a per use basis. A significant change was made in 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 \$21.3 million in total for both Police and Fire in FY16.

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 FY16, these charges are expected to generate \$5.9 million, an increase of 5.7% from FY15.

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 \$1.2 million in FY16, an increase of 23% over FY15, due to proposed rate increases.

Overall, Service Charges are expected to generate \$37.6 million in FY16, which is an increase of \$0.5 million or 1.2%.

### **Fines**

Primarily consisting of Court Costs and Traffic Fines, this revenue category makes up 6.4% of the General Fund budget in FY16 at \$27.2 million. This is an increase of 2.2% from estimated FY15 totals.

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

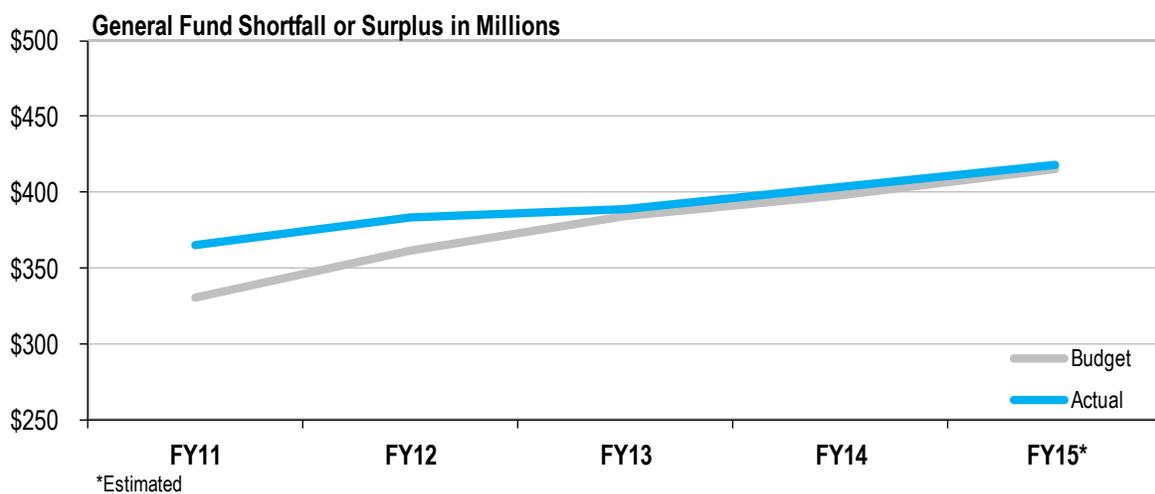
Miscellaneous revenue includes the smaller categories of Transfers, Other Sources, and Fund Balance. Transfers from other City Funds represent 0.7% of the General Fund budget or \$2.9 million. In FY16, the transfer from the OCPPA for Civic Center revenue is expected to total \$2.1 million, an increase of 2.75%, due to rentals and rate increases.

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 0.7% of the FY16 General Fund budget or \$2.9 million.

Fund Balance is budgeted at \$2.75 million in the FY16 General Fund budget. This represents only a portion of the projected carryover left at the end of FY15. 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 FY16, the \$2.75 million is budgeted to partially support the \$5.25 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 FY11 actual revenue was 10% more than projected and in FY12 actual revenue was 6% more than projections. The large variances were due to the Oklahoma City economy rebounding stronger from the recession than projected with revenue growth exceeding target in nearly every category. In FY13, FY14, and FY15 revenue was, or is projected to be, within 1.0% of revenue projections. The average variance over the past five years is 4% which is above 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 2.35%. 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 (\$3.1 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 \$38.2 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 \$3.2 million in FY16.

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 FY15 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 FY16.

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 FY16.

The **Police and Fire Capital Equipment Use Tax Fund** was a companion to the Police and Fire Equipment Sales Tax and was dedicated to support the implementation of the major capital projects funded by the Sales Tax. Information Technology assumed ongoing management responsibility for the public safety information systems that have been implemented through the Police and Fire Capital Equipment Sales Tax. The remaining balance was transferred to the Police and Fire Capital Equipment Sales Tax Fund in FY15 to aid in funding the capital projects still in progress.

### **Enterprise Funds**

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

The one Enterprise Fund that is not supported by a trust is the **Storm Water Drainage Utility**. All revenue for Storm Water Drainage activities comes from a fee on all water utility bills based on the size of the water line. Revenues are expected to show growth of 1.0% over expected FY15 totals and are based on an increase in the number of utility customers. The Storm Water Drainage Utility Fund is the only Enterprise Fund to also have a capital component in the non-operating funds section.

## NON-OPERATING FUNDS

Many of the Non-Operating Funds receive most of their revenue from other funds, such as the General Fund. The **Capital Improvement Projects Fund** and the **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.

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 FY16 for each of these funds are based primarily on the level of projected Fund Balance remaining at the end of FY15.

Some of the Non-Operating Funds also have a stream of revenue from an outside source or another fund in addition to a significant Fund Balance. In these cases, the Non-Operating Fund is serving to accumulate revenue for a specific purpose. Funds that fall into this category include the **Asset Forfeiture Fund**, the **Oklahoma City Tax Increment Financing (TIF) Fund**, and the **Special Purpose Fund**.

There are four Non-Operating Funds that are supported directly by taxes that will be in effect during FY16: the **Debt Service Fund**, the **MAPS 3 Sales Tax Fund**, the **MAPS 3 Use Tax Fund** and the **Hotel/Motel Tax Fund**.

The **Debt Service Fund** is supported by property taxes. The tax rate or mill levy is based on assessed property values, projected debt service requirements and anticipated judgments. By State law, municipalities may only use property tax for General Obligation bond debt service and judgments. Property taxes cannot be used for operations. There is no legal limit on the level of debt service since voters must approve all debt. The City Council has adopted an informal policy that the City will attempt to keep the mill levy for property tax at 16 mills. Although the mill levy has varied over the years based on the timing of new bond issues and growth in assessed values, the City has not exceeded the 16 mill rate since the policy originated. The Debt Service Fund is projected to collect \$81.2 million in property taxes in FY16, an increase of 20% over FY15.

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 FY16 for the Non-Operating portion of the Hotel/Motel Tax matches the projection for the Operating portion, a 3% decline from projected FY15 Hotel/Motel Tax revenues, and totals \$8.6 million.

The **MAPS 3 Sales Tax Fund** was created after voters passed the MAPS 3 initiative on December 8, 2009. The one percent sales tax went into effect on April 1, 2010 and will last through December 31, 2017. The tax will fund eight distinct capital projects. The forecast for MAPS 3 Sales Tax growth is the same as the other sales tax supported funds at 2.35% (1.85% growth and 0.5% increase from State Tax Commission withholding) and total sales tax collections are expected to total \$112.7 million.

The **MAPS 3 Use Tax Fund** budget for FY16 includes both Use Tax revenue of \$13.3 million and \$21.1 million in carryover. The fund is used for public safety fleet replacement and is being used to help fund the new Police Headquarters building.

Although not technically supported by a tax, the **Oklahoma City Improvement and Special District Fund** operates much like a tax. This fund is comprised of four Business Improvement Districts (BID) (Downtown, Stockyards, Western Avenue, and Capitol Hill) 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 assessment that are reviewed each year and may be subject to amendment based on new assessment rates.

**Grant Funds** are included in the budget book to provide a more accurate picture of the City's financial situation and to comply with the requirements of the Municipal Budget Act. The amounts shown as revenue in these funds are estimates of grant awards based on the best judgment of the departments that utilize grants funding. 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 FY14	Adopted FY15	Adopted FY16
<b>General Operating Funds</b>			
<b>General Fund</b>			
<i>Taxes</i>			
Sales Tax	\$212,698,181	\$218,675,735	\$223,989,022
Use Tax	36,343,310	39,608,700	38,371,556
Excise Tax	4,887,110	4,613,808	4,927,377
Commercial Vehicle Tax	4,601,236	4,742,154	4,760,981
Motor Fuels Tax	1,085,812	1,087,501	1,135,530
Alcoholic Beverage Tax	913,303	919,635	949,561
<b>Total Taxes</b>	<b>\$260,528,952</b>	<b>\$269,647,533</b>	<b>\$274,134,027</b>
<i>Franchise/Utility Fees</i>			
Oklahoma Natural Gas	\$6,114,149	\$5,850,055	\$6,536,708
Oklahoma Gas & Electric	20,561,070	20,871,378	21,791,309
Caddo Electric Coop.	148,687	141,482	179,284
Oklahoma Electric Coop.	1,278,709	1,284,345	1,439,148
Tri-Gen	452,100	453,683	484,768
AT&T	444,521	374,298	364,352
AT&T Video	1,331,857	1,370,932	1,740,471
Cox Cable	6,611,343	6,768,963	6,936,831
Cox Fibernet	316,331	267,912	291,618
Other Telephone	107,387	120,123	138,187
Utility Fees - Water	2,063,547	2,199,720	2,300,000
Utility Fees - Wastewater	1,488,975	1,555,487	1,650,000
Utility Fee - Solid Waste	848,247	887,773	925,000
<b>Total Franchise Fees</b>	<b>\$41,766,924</b>	<b>\$42,146,151</b>	<b>\$44,777,676</b>
<i>Licenses, Permits, and Fees</i>			
Abandoned Building Registration	\$0	\$564,300	\$20,001
Fire Prevention Permits	202,169	179,160	317,899
Alarm Permits	1,377,818	1,426,870	1,267,693
Oil & Gas Well Inspections	279,620	269,048	212,674
General Licenses	747,455	749,401	766,449
Building Permits	5,679,627	6,057,097	7,041,776
Electrical Wiring Permits	1,479,266	1,588,726	1,483,684
Plumbing Permits	1,649,633	1,756,770	1,749,888
Boiler & Elevator Permits	268,651	237,791	246,382
Offsite Wagering Fee	45,809	43,904	58,909
Pre-Qualification Application Fee	50,215	49,605	46,920
Refrig. & Forced Air Permits	1,032,773	1,029,708	1,063,471
Sidewalk & Paving Fees	410,305	484,803	462,147
Work Zone Permits	30,481	25,293	41,632
Other Fees	129,943	52,533	56,920
Hunting and Fishing Permits	150,895	146,726	144,504
Mixed Bev./Bottle Club License	508,515	528,242	534,382
Vending Stamps	167,997	152,564	192,850
Garage Sale Permits	96,733	89,926	155,787
<b>Total Licenses, Permits, &amp; Fees</b>	<b>\$14,307,904</b>	<b>\$15,432,467</b>	<b>\$15,863,968</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b><i>Administrative Charges</i></b>			
Airport Administrative Payments	\$922,240	\$920,205	\$889,564
Airport Police Payments	2,864,898	2,968,220	3,036,441
Water/Wastewater Admin Payments	6,918,829	6,720,001	6,711,539
Drainage Utility Administrative Payment	1,074,716	1,056,017	1,115,348
Solid Waste Mgmt. Admin Payments	993,331	914,964	921,931
Convention & Tourism Admin Payments	259,587	267,869	279,471
Zoo Administrative Payments	200,000	200,000	250,000
Golf Administrative Payments	0	94,762	78,023
Other Administrative Payments	77,046	63,578	87,867
MAPS3 Administrative Payments	431,038	567,819	623,086
Risk Management Administrative Payments	670,699	742,760	816,475
Public Transportation Administrative Pmts.	644,889	845,606	782,439
Parking Administrative Payments	535,469	509,741	404,506
IT Administrative Payments	1,440,360	1,476,555	1,485,158
Print Shop Administrative Payments	112,645	114,047	112,848
Fleet Services Admin Payments	75,250	71,398	69,607
Banking Fee Payments	434,761	401,004	575,872
<b><i>Total Administrative Charges</i></b>	<b>\$17,655,758</b>	<b>\$17,934,546</b>	<b>\$18,240,175</b>
<b><i>Other Service Charges</i></b>			
Bond Fund Engineering, Legal, Other Services	\$5,763,848	\$5,555,602	\$5,889,336
Econ Dev, TIF Engineering, Legal, Other Svcs	695,030	359,438	378,862
Animal Shelter Fees	302,282	290,126	330,415
Engineering Fees	2,395,901	2,296,981	3,327,390
Planning Fees	918,850	994,261	925,175
Fire Service Recovery	35,000	28,000	28,000
Fire Wage Adjustment Reimbursement	11,735,572	11,923,341	12,067,656
Police Wage Adjustment Reimbursement	9,010,666	9,154,837	9,265,643
Police Fees	2,143,525	2,323,470	2,409,622
Parking Meters	1,065,065	1,040,843	1,201,512
General Parking Revenue	53,568	0	0
Reimbursement - Grants	212,707	183,622	164,372
Medicare Part D Reimbursement	803,489	0	0
Refunds and Reimbursements - Operating	834,752	507,176	236,044
Mowing Services - OCRRA	35,393	35,393	35,393
Damage to City Property	39,484	23,010	75,557
Bike Share Program	85,388	112,500	23,538
Recreation Fees	989,618	1,063,180	1,236,013
<b><i>Total Other Service Charges</i></b>	<b>\$37,120,137</b>	<b>\$35,891,780</b>	<b>\$37,594,528</b>

REVENUES

	Actual FY14	Adopted FY15	Adopted FY16
<b><i>Fines</i></b>			
Traffic Fines	\$9,225,319	\$9,218,299	\$9,483,862
Parking Fines	2,569,585	2,608,141	2,569,741
Court Fees	11,266,006	11,354,138	11,675,869
Court of Record, Jury Division	1,973,295	1,994,089	1,889,644
Criminal Court	251,458	254,676	785,636
Jail Cost Recovery Program	378,988	402,098	361,199
Other Fines	303,753	308,134	279,012
Juvenile Fines	250,308	260,847	235,918
<b>Total Fines</b>	<b>\$26,218,712</b>	<b>\$26,400,422</b>	<b>\$27,280,881</b>
<b><i>Other Revenue</i></b>			
Leases	\$1,783,642	\$1,872,867	\$1,874,875
Sale of City Property	3,659	5,000	10,010
Check Service Charge	1,925	1,390	0
Royalties	121,498	128,868	72,509
Miscellaneous	408,646	140,000	335,629
Wrecker Service Payments	52,020	53,522	51,218
Operating Interest	375,312	375,000	651,540
<b>Total Other Revenue</b>	<b>\$2,746,703</b>	<b>\$2,576,647</b>	<b>\$2,995,781</b>
<b><i>Transfers</i></b>			
Transfers from Police Sales Tax Fund	\$0	\$0	\$0
Transfers from Fire Sales Tax Fund	0	0	0
Transfers from Civic Center and Stage Center	2,216,809	2,083,678	2,119,576
Transfers from Development Svcs. OCMFA	439,099	135,000	571,576
Transfers from Parks - OCMFA	0	0	0
Transfers - Miscellaneous	95,517	50,000	175,500
<b>Total Transfers</b>	<b>\$2,751,425</b>	<b>\$2,268,678</b>	<b>\$2,866,652</b>
<b>Fund Balance</b>	<b>\$0</b>	<b>\$2,750,000</b>	<b>\$2,750,000</b>
<b>Reserve for Outstanding Encumbrances</b>	<b>\$0</b>	<b>\$1,564,631</b>	<b>\$0</b>
<b>Total General Fund</b>	<b>\$403,096,515</b>	<b>\$416,612,855</b>	<b>\$426,503,688</b>
<b>Internal Service Funds</b>			
Information Technology	\$21,868,438	\$23,140,906	\$23,847,145
Risk Management	16,473,723	17,031,092	16,893,938
Print Shop	841,301	976,821	952,525
Fleet Services	10,068,284	10,524,676	9,520,020
Fund Balance	0	1,815,029	1,835,109
Reserve for Outstanding Encumbrances	0	162,082	0
<b>Total Internal Service Funds</b>	<b>\$49,251,746</b>	<b>\$53,650,606</b>	<b>\$53,048,737</b>
<b>Total General Operating Funds</b>	<b>\$452,348,262</b>	<b>\$470,263,461</b>	<b>\$479,552,425</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Special Revenue Funds</b>			
<b>Court Administration &amp; Training Fund</b>			
Forensic Fee	\$504,344	\$519,782	\$519,221
CLEET Fund - State	743,201	765,967	765,140
Victim's Compensation Fee	25,271	27,172	23,723
AFIS Fingerprint Fee	522,334	538,363	537,749
Police Training Fee	189,094	196,153	193,844
Other	80,854	64,120	64,818
Interest	5,104	5,194	7,542
Fund Balance	0	184,838	101,994
Reserve for Outstanding Encumbrances	0	24,272	0
<b>Total Court Administration &amp; Training Fund</b>	<b>\$2,070,202</b>	<b>\$2,325,861</b>	<b>\$2,214,031</b>
<b>Emergency Management Fund</b>			
Tariff Revenue	\$4,822,733	\$4,740,852	\$4,830,729
Interest	4,776	5,549	6,277
Fund Balance	0	75,954	382,734
Subsidy Transfer from General Fund	2,800,000	3,255,062	3,245,454
<b>Total Emergency Management Fund</b>	<b>\$7,627,510</b>	<b>\$8,077,417</b>	<b>\$8,465,194</b>
<b>Fire Sales Tax Fund</b>			
Sales Tax	\$39,880,909	\$41,001,690	\$41,997,942
Interest	51,712	48,629	69,447
Other	66,329	11,979	14,332
Fund Balance	0	277,207	2,554,092
Reserve for Outstanding Encumbrances	0	276,142	0
<b>Total Fire Sales Tax Fund</b>	<b>\$39,998,950</b>	<b>\$41,615,647</b>	<b>\$44,635,813</b>
<b>Hotel/Motel Tax Fund**</b>			
Hotel/Motel Tax	\$6,407,770	\$6,754,901	\$6,444,531
Transfers	5,066,452	5,403,920	5,155,625
Interest	17,818	16,864	28,060
Fund Balance	0	91,505	52,631
<b>Total Hotel/Motel Tax Fund</b>	<b>\$11,492,040</b>	<b>\$12,267,190</b>	<b>\$11,680,847</b>
<b>MAPS Operations Fund**</b>			
Interest	\$36,314	\$48,022	\$46,284
Civic Center Naming Rights	0	0	0
Other*	(629,041)	(651,249)	(670,786)
Fund Balance	0	1,646,253	1,471,287
Reserve for Outstanding Encumbrances	0	2,160	0
<b>Total MAPS Operations Fund</b>	<b>(\$592,727)</b>	<b>\$1,045,186</b>	<b>\$846,785</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>MAPS 3 Use Tax Fund **</b>			
Use Tax	\$12,591,596	\$13,731,819	\$13,346,628
Other*	0	(21,075,440)	(12,225,196)
Interest	96,242	122,523	187,890
Fund Balance	0	9,875,308	1,775,834
Reserve for Outstanding Encumbrances	0	0	0
<b>Total MAPS 3 Use Tax Fund</b>	<b>\$12,687,838</b>	<b>\$2,654,210</b>	<b>\$3,085,156</b>
<b>Medical Service Program Fund</b>			
Medical Service Program Fee	\$6,877,070	\$6,865,353	\$6,840,000
Interest	3,370	0	13,081
Carryover	0	0	0
<b>Total Medical Service Program Fund</b>	<b>\$6,880,440</b>	<b>\$6,865,353</b>	<b>\$6,853,081</b>
<b>OCMAPS Sales Tax Fund</b>			
Interest	\$12,110	\$13,599	\$13,401
Other	42,956	0	0
Fund Balance	0	1,450,777	680,569
<b>Total OCMAPS Sales Tax Fund</b>	<b>\$55,067</b>	<b>\$1,464,376</b>	<b>\$693,970</b>
<b>Police Sales Tax Fund **</b>			
Sales Tax	\$39,880,909	\$41,001,690	\$41,997,942
Interest	56,791	47,773	73,334
Other*	(1,792,281)	(4,059,637)	(217,043)
Fund Balance	0	3,533,426	526,748
Reserve for Outstanding Encumbrances	0	44,820	0
<b>Total Police Sales Tax Fund</b>	<b>\$38,145,419</b>	<b>\$40,568,072</b>	<b>\$42,380,981</b>
<b>Police/Fire Capital Equipment Use Tax Fund</b>			
Interest	\$5	\$7	\$0
Other	272	0	0
Fund Balance	0	368	0
<b>Total Police/Fire Cap. Equip. Use Tax Fund</b>	<b>\$278</b>	<b>\$375</b>	<b>\$0</b>
<b>Zoo Sales Tax Fund</b>			
Sales Tax	\$13,293,636	\$13,667,230	\$13,999,314
Fund Balance	\$0	\$0	\$279,986
Interest	977	0	0
<b>Total Zoo Sales Tax Fund</b>	<b>\$13,294,614</b>	<b>\$13,667,230</b>	<b>\$14,279,300</b>
<b>Total Special Revenue Funds</b>	<b>\$131,659,630</b>	<b>\$130,550,917</b>	<b>\$135,135,158</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Enterprise Funds</b>			
<b>Airports Cash Fund</b>			
Transfer from Airport Trust (OCAT)	\$16,613,976	\$16,898,064	\$17,350,675
Interest	11,084	11,237	15,822
Other	46,965	0	0
Reserve for Outstanding Encumbrances	0	30,935	0
<b>Total Airports Cash Fund</b>	<b>\$16,672,025</b>	<b>\$16,940,236</b>	<b>\$17,366,497</b>
<b>Solid Waste Management Cash Fund</b>			
Transfer from OCEAT (Flow Fee)	\$10,300,000	\$10,759,778	\$10,745,720
Interest	9,816	10,397	15,556
Fund Balance	0	1,000,000	1,000,000
Reserve for Outstanding Encumbrances	0	729	0
<b>Total Solid Waste Management Cash Fund</b>	<b>\$10,309,816</b>	<b>\$11,770,904</b>	<b>\$11,761,276</b>
<b>Storm Water Drainage Utility Fund**</b>			
Drainage Fee	\$15,982,836	\$16,384,342	\$16,820,685
Interest	32,707	39,189	53,180
Other*	(1,061,551)	(656,622)	(2,956,059)
Fund Balance	0	824,312	2,032,514
Reserve for Outstanding Encumbrances	0	430,022	0
<b>Total Storm Water Drainage Utility Fund</b>	<b>\$14,953,992</b>	<b>\$17,021,243</b>	<b>\$15,950,320</b>
<b>Transportation and Parking Enterprise Fund</b>			
Transfer from COTPA Trust	\$1,922,800	\$2,242,079	\$2,719,707
Transfer from General Fund	355,252	309,026	341,119
Interest	1,700	1,864	2,225
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Transportation and Parking Cash Fund</b>	<b>\$2,279,752</b>	<b>\$2,552,969</b>	<b>\$3,063,051</b>
<b>Water/Wastewater Cash Fund</b>			
Transfer from OCWUT	\$81,100,000	\$85,129,303	\$86,936,856
Interest	32,647	41,086	70,981
Fund Balance	0	800,000	800,000
Other	1	0	0
Reserve for Outstanding Encumbrances	0	527,423	0
<b>Total Water/Wastewater Cash Fund</b>	<b>\$81,132,649</b>	<b>\$86,497,812</b>	<b>\$87,807,837</b>
<b>Total Enterprise Funds</b>	<b>\$125,348,234</b>	<b>\$134,783,164</b>	<b>\$135,948,981</b>
<b>Subtotal Operating Funds</b>	<b>\$709,356,125</b>	<b>\$735,597,542</b>	<b>\$750,636,564</b>
Less Operating Interfund Transfers (1)	(89,976,104)	(93,286,224)	(93,406,894)
<b>Total Operating Funds</b>	<b>\$619,380,022</b>	<b>\$642,311,318</b>	<b>\$657,229,670</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Non-Operating Funds</b>			
<b>Non-Operating Capital Improvements</b>			
<b>Capital Improvement Projects Fund</b>			
Operating Transfers	\$21,519,161	\$7,465,725	\$8,364,805
Interest	251,955	175,000	311,500
Other	6,374,061	300,000	168,500
Fund Balance	0	36,891,775	36,424,879
Reserve for Outstanding Encumbrances	0	14,601,857	15,266,337
<b>Total Capital Improvement Projects Fund</b>	<b>\$28,145,177</b>	<b>\$59,434,357</b>	<b>\$60,536,021</b>
<b>City and Schools Capital Projects Use Tax Fund</b>			
Use Tax	\$0	\$0	\$0
Interest	41,401	38,109	15,689
Other	280,300	370,000	370,000
Transfers	182,892	69,725	0
Fund Balance	0	3,375,058	2,395,126
Reserve for Outstanding Encumbrances	0	2,923,249	65,954
<b>Total City and Schools Cap. Projects Use Tax</b>	<b>\$504,594</b>	<b>\$6,776,141</b>	<b>\$2,846,769</b>
<b>Hotel/Motel Tax Fund **</b>			
Hotel/Motel Tax	\$7,689,324	\$8,105,881	\$7,733,438
Transfers	1,310,250	1,924,614	897,470
Interest	21,690	22,875	31,724
Fund Balance	0	1,024,148	0
<b>Total Hotel/Motel Tax Fund</b>	<b>\$9,021,264</b>	<b>\$11,077,518</b>	<b>\$8,662,632</b>
<b>MAPS Operations Fund **</b>			
Interest	\$14,309	\$8,000	\$15,000
Refunds and Reimbursements	0	0	0
Other*	632,280	651,249	670,786
Fund Balance	0	3,230,370	3,428,386
Reserve for Outstanding Encumbrances	0	11,365	13,480
<b>Total MAPS Operations Fund</b>	<b>\$646,589</b>	<b>\$3,900,984</b>	<b>\$4,127,652</b>
<b>MAPS Sales Tax Fund</b>			
Interest	\$60	\$50	\$1,000
Other	53,986	0	0
Fund Balance	0	538,056	555,154
Reserve for Outstanding Encumbrances	0	2,175	0
<b>Total MAPS Sales Tax Fund</b>	<b>\$54,046</b>	<b>\$540,281</b>	<b>\$556,154</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>MAPS 3 Sales Tax Fund</b>			
Sales Tax	\$106,246,195	\$109,718,301	\$112,705,477
Interest	1,568,228	1,229,308	1,579,240
Other	43,865	0	0
Fund Balance	0	77,626,811	79,331,283
Reserve for Outstanding Encumbrances	0	18,084,987	104,735,906
<b>Total MAPS 3 Sales Tax Fund</b>	<b>\$107,858,288</b>	<b>\$206,659,407</b>	<b>\$298,351,906</b>
<b>MAPS 3 Use Tax Fund**</b>			
Interest	\$85,641	\$60,000	\$123,800
Other*	0	21,075,440	12,225,196
Fund Balance	0	5,330,869	19,350,389
Reserve for Outstanding Encumbrances	0	7,299,079	3,437,748
<b>Total MAPS 3 Sales Tax Fund</b>	<b>\$85,641</b>	<b>\$33,765,388</b>	<b>\$35,137,133</b>
<b>Oklahoma City Sports Facilities Sales Tax Fund</b>			
Sales Tax	\$0	\$0	\$0
Interest	6,206	2,818	3,182
Other	687,165	0	0
Fund Balance	0	784,077	421,945
Reserve for Outstanding Encumbrances	0	112,807	0
<b>Total OKC Sports Facilities Sales Tax Fund</b>	<b>\$693,371</b>	<b>\$899,702</b>	<b>\$425,127</b>
<b>Oklahoma City Sports Facilities Use Tax Fund</b>			
Use Tax	\$0	\$0	\$0
Interest	5,430	2,276	3,000
Other	39,630	0	0
Reserve for Outstanding Encumbrances	0	74,030	0
Fund Balance	0	709,433	536,010
<b>Total OKC Sports Facilities Use Tax Fund</b>	<b>\$45,059</b>	<b>\$785,739</b>	<b>\$539,010</b>
<b>Oklahoma City Tax Increment Financing Fund</b>			
Tax Increment Financing Match	\$2,609,317	\$1,597,964	\$850,000
<b>Total Oklahoma City TIF Fund</b>	<b>\$2,609,317</b>	<b>\$1,597,964</b>	<b>\$850,000</b>
<b>Police Sales Tax Fund**</b>			
Other*	\$2,000,000	\$4,259,637	\$405,759
Interest	17,419	12,000	35,000
Fund Balance	0	2,255,598	6,080,808
Reserve for Outstanding Encumbrances	0	1,043,295	1,113,658
<b>Total Police Special Tax</b>	<b>\$2,017,419</b>	<b>\$7,570,530</b>	<b>\$7,635,225</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Police/Fire Capital Equipment Sales Tax Fund</b>			
Interest	\$36,314	\$39,412	\$35,000
Other	209,158	0	0
Fund Balance	0	5,564,358	5,071,427
Reserve for Outstanding Encumbrances	0	1,830,900	2,277,999
<b>Total Police/Fire Equipment Sales Tax Fund</b>	<b>\$245,472</b>	<b>\$7,434,670</b>	<b>\$7,384,426</b>
<b>Storm Water Drainage Fund**</b>			
Interest	\$13,360	\$9,000	\$12,000
Other*	1,744,860	1,070,771	3,388,650
Fund Balance	0	2,323,360	1,310,232
Reserve for Outstanding Encumbrances	0	1,200,124	398,734
<b>Total Storm Water Drainage Fund</b>	<b>\$1,758,220</b>	<b>\$4,603,255</b>	<b>\$5,109,616</b>
<b>Street &amp; Alley Capital</b>			
Interest	\$5,612	\$4,000	\$3,000
Other	14,078	0	168,000
Fund Balance	0	541,893	91,823
Reserve for Outstanding Encumbrances	0	480,454	189,704
<b>Total Street &amp; Alley Capital</b>	<b>\$19,690</b>	<b>\$1,026,347</b>	<b>\$452,527</b>
<b>Total Capital Improvements</b>	<b>\$153,704,146</b>	<b>\$346,072,283</b>	<b>\$432,614,198</b>
<b>Other Non-Operating Funds</b>			
<b>Asset Forfeiture</b>			
Asset Seizure Revenues	\$997,068	\$1,056,537	\$1,102,050
Rental Revenues	3,052	3,052	3,160
Other	14,447	9,103	17,379
Interest	18,084	15,963	25,817
Fund Balance	0	2,170,345	1,496,286
Reserve for Outstanding Encumbrances	0	513,559	0
<b>Total Asset Forfeiture</b>	<b>\$1,032,651</b>	<b>\$3,768,559</b>	<b>\$2,644,692</b>
<b>Debt Service Fund</b>			
Ad Valorem (Property)	\$78,895,569	\$79,321,841	\$81,967,299
Interest	1,080,010	300,000	300,000
Other	8,099,647	5,000,000	5,000,000
Fund Balance	0	20,472,393	19,626,157
<b>Total Debt Service Fund</b>	<b>\$88,075,225</b>	<b>\$105,094,234</b>	<b>\$106,893,456</b>
<b>Grants Management Fund</b>			
Grant Awards	\$26,540,154	\$26,438,942	\$32,828,814
<b>Total Grants Management Fund</b>	<b>\$26,540,154</b>	<b>\$26,438,942</b>	<b>\$32,828,814</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>OKC Improvement &amp; Special Assessment Dist.</b>			
Assessments	\$1,941,373	\$2,378,738	\$2,501,740
Interest	3,887	26,900	25,900
Collection Fees	5,880	9,511	27,360
Other	0	0	0
<b>Total OKC Improvement Districts Fund</b>	<b>\$1,951,140</b>	<b>\$2,415,149</b>	<b>\$2,555,000</b>
<b>Special Purpose Fund</b>			
Donations	\$3,017,128	\$5,060,016	\$5,290,575
Other	5,408,608	3,818,839	3,678,024
Interest	63,047	39,393	0
Fund Balance	0	7,704,876	10,677,761
Reserve for Outstanding Encumbrances	0	796,456	1,832,193
<b>Total Special Purpose Funds</b>	<b>\$8,488,783</b>	<b>\$17,419,580</b>	<b>\$21,478,553</b>
<b>Total Other Non-Operating Funds</b>	<b>\$126,087,954</b>	<b>\$155,136,464</b>	<b>\$166,400,515</b>
<b>Total Non-Operating Funds</b>	<b>\$279,792,100</b>	<b>\$501,208,747</b>	<b>\$599,014,713</b>
<b>Subtotal All Funds</b>	<b>\$899,172,122</b>	<b>\$1,143,520,065</b>	<b>\$1,256,244,383</b>
Less Interfund Transfers (2)	(24,230,047)	(7,924,641)	(8,102,726)
<b>Total All Funds</b>	<b>\$874,942,074</b>	<b>\$1,135,595,424</b>	<b>\$1,248,141,657</b>

\*Includes transfers between the operating and non-operating portions of a fund.

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

	Actual FY14	Adopted FY15	Adopted FY16
<i>(1) Transfers between Operating Funds</i>			
Gen Fund Transfer to Emerg Mgmt	\$2,800,000	\$3,255,062	\$3,245,454
Gen Fund Transfer to MAPS Oper	100,000	0	0
Gen Fund to Transit Fund via COTPA	2,206,076	2,375,743	2,871,699
Gen Fund to City and Schools Use Tax Fund	150,000	69,725	0
Various Funds to Internal Service Fund	49,251,746	51,673,495	51,213,628
Fire Sales Tax to General Fund	11,735,572	11,923,341	12,067,656
Police Sales Tax to General Fund	9,010,666	9,154,838	9,154,838
Various Funds Admin Prmts to Gen Fund	14,722,043	14,834,020	14,853,619
<b>Total</b>	<b>\$89,976,104</b>	<b>\$93,286,224</b>	<b>\$93,406,894</b>
<i>(2) Transfers to Non-Operating Funds</i>			
Various to CIP Fund	\$21,325,560	\$7,488,869	\$7,719,805
Grant Fund to Various Funds	212,707	383,622	164,372
Special Purpose to Various Funds	17,008	0	0
Various Funds to Special Purpose	2,450,498	0	216,399
Various Funds to Grant Fund	224,275	52,150	2,150
<b>Total</b>	<b>\$24,230,047</b>	<b>\$7,924,641</b>	<b>\$8,102,726</b>

# EXPENDITURE SUMMARY

## THE OKLAHOMA MUNICIPAL BUDGET ACT GUIDES MUNICIPALITIES IN THE PREPARATION OF THEIR BUDGETS AND MANDATES CERTAIN REQUIREMENTS IN PRESENTING THE BUDGET.

The City of Oklahoma City diligently follows these requirements. Some of the requirements seem commonplace because we have been following these guidelines for years. For example, the budget contains actual revenues and expenses for the prior fiscal year, the revenue and expenditure budget for the current year, and estimated revenue and expenditures for the coming year. Another requirement is that all expenditures be “departmentalized” within each fund.

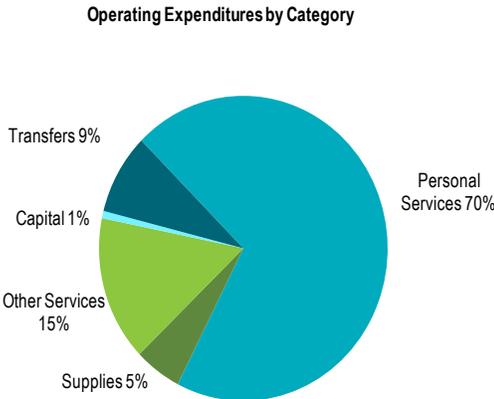
The budget is also divided between Operating and Non-Operating expenditures. This division helps take out the significant fluctuations in capital and non-operating expenses that occur as a result of projects such as the MAPS 3 and MAPS for Kids programs. Most of the discussions about the budget focus on the operating portion of the budget because it allows for better year-to-year comparisons. The Operating Budget totals \$657,229,670.

### 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 9% 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**

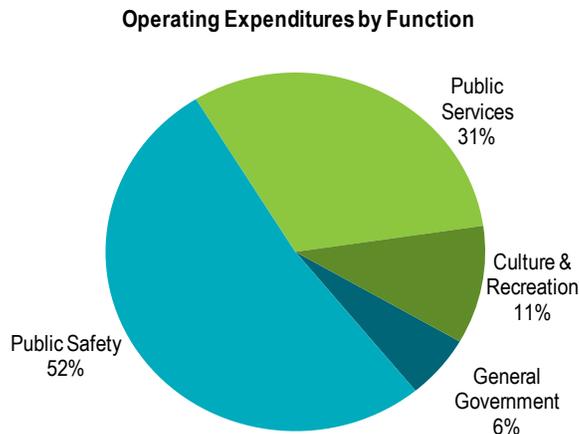
Another way of looking at the City’s budget is to consider the service or function being provided. There are four broad areas of service provided by the City. The first are the General Government functions. These include the City Manager’s Office, the Office of Mayor and Council, the Municipal Counselor’s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

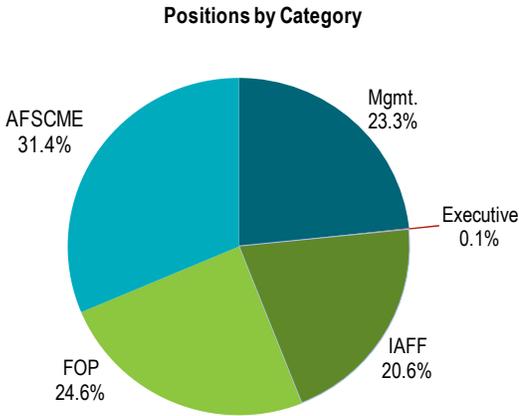
The General Fund contains the Non-Departmental function, which organizes various citywide expenses and certain transfers that do not fit with another City department. These expenses were included in each of the four categories where the expense could easily be categorized. For example, the funding for 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 \$657,229,670 is allocated to specific functions.



**BUDGETED POSITIONS**

The FY16 Adopted Budget contains authorization for 4,743 positions throughout the City. This is an increase of 71 positions from the FY15 adopted budget. The table on the following page shows the changes on a department-by-department basis.

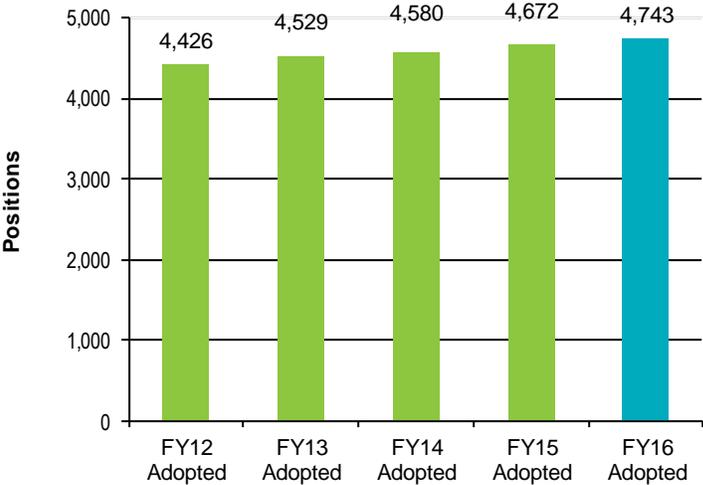
The City’s workforce is comprised of five basic groups. The American Federation of State, County, and Municipal Employees (AFSCME) represent the general pay plan or non-management employees of the City. This is the largest group at 1,487 positions. The Fraternal Order of Police (FOP) represents all sworn positions within the Police Department. The adopted budget includes 1,169 FOP positions.



The International Association of Firefighters (IAFF) represents all of the uniformed positions within the Fire Department. The adopted budget contains 977 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 1,103 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**

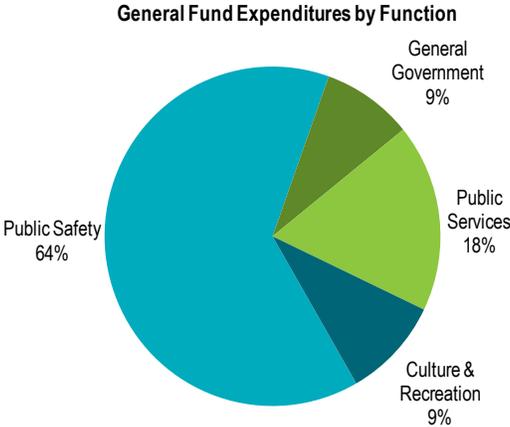
	FY14	FY15	FY16		
Department	Adopted	Adopted	Adopted	Change	%
Airports	118.00	118.00	120.00	2	1.7%
City Auditor	9.00	9.00	9.00	0	0.0%
City Clerk	9.00	9.00	9.00	0	0.0%
City Manager	45.00	47.00	43.00	-4	-8.5%
Development Services	190.00	202.00	201.00	-1	-0.5%
Finance	87.00	87.00	90.00	3	3.4%
Fire	980.00	987.00	1008.00	21	2.1%
General Services	76.00	77.00	78.00	1	1.3%
Information Technology	99.00	102.00	103.00	1	1.0%
Mayor and Council	6.00	6.00	6.00	0	0.0%
Municipal Counselor	56.00	56.00	58.00	2	3.6%
Municipal Court	81.00	81.00	81.00	0	0.0%
Parks and Recreation	188.00	197.00	199.00	2	1.0%
Personnel	26.00	26.00	26.00	0	0.0%
Planning	26.5	27.50	29.50	2	7.3%
Planning Grants	20.5	21.50	20.50	-1	-4.7%
Police	1,386.00	1,427.14	1,453.14	26	1.8%
Police Grants	3	1.86	1.86	0	0.0%
Public Transportation and Parking	27.00	28.00	29.00	1	3.6%
Public Works	395.00	400.00	406.00	6	1.5%
Utilities	752.00	762.00	772.00	10	1.3%
<b>Total</b>	<b>4,580</b>	<b>4,672</b>	<b>4,743</b>	<b>71</b>	<b>1.5%</b>

**THE GENERAL FUND**

The General Fund is the largest fund within the City budget and makes up \$426,503,688 of the City’s total operating budget. The General Fund serves as the mechanism from which many of the core services of the City are primarily funded. The General Fund also has the most flexibility on how funds can be spent. The special revenue and enterprise funds, also mostly operating funds, have specific purposes required for the expenditure of those funds. Within the General Fund, however, there is more latitude to direct the spending priorities of the City. Using the same functions that were defined before, the focus on Public Safety is even more pronounced in the General Fund as approximately 64% of the total budget is expended in this area.

Public Services is the second largest area of spending at 18%. However, its share of the General Fund is significantly smaller than in the operating budget because a large portion of Public Service funding comes from Enterprise Funds (such as Airports and Utilities).

General Government makes up 9% of the General Fund because general government functions, such as Finance and Personnel, do not have a funding source outside the General Fund.



Culture and Recreation at 9% is a smaller portion of the General Fund than of the operating budget, as a whole, because major revenue sources for Culture and Recreation, such as MAPS 3, the Zoo Sales Tax and the Hotel/Motel Tax, are outside the General Fund.

A comparison of the General Fund Budget at the department level provides a useful comparison of how priorities are allocated and how the costs for providing services are changing relative to the other departments. The next page provides a breakdown of the General Fund budget by department.

## EXPENDITURES

	Actual FY14	Adopted FY15	Adopted FY16	Percentage Change
<b>General Fund Expenses</b>				
City Auditor	\$1,121,738	\$1,158,858	\$1,190,349	2.72%
City Clerk	916,330	969,506	1,029,490	6.19%
City Manager	3,293,049	3,631,356	3,168,417	-12.75%
Development Services	16,931,882	18,131,006	18,651,978	2.87%
Finance	7,995,899	8,715,745	9,024,459	3.54%
Fire	90,775,340	93,187,111	94,841,826	1.78%
General Services	4,915,068	4,894,098	5,006,566	2.30%
Mayor & Council	883,902	931,899	969,208	4.00%
Municipal Counselor	6,670,064	6,736,479	7,059,414	4.79%
Municipal Court	9,318,317	9,025,320	9,599,015	6.36%
Non-Departmental Operating	50,787,472	56,352,857	56,782,262	0.76%
Parks & Recreation	22,670,556	26,351,226	26,515,568	0.62%
Personnel	2,789,215	2,885,595	2,981,348	3.32%
Planning	3,606,818	3,633,584	3,903,539	7.43%
Police	126,448,713	131,176,483	135,562,910	3.34%
Public Transportation and Parking	15,256,107	17,727,092	18,624,516	5.06%
Public Works	36,712,018	31,104,640	31,592,823	1.57%
<b>Total Expenses</b>	<b>\$401,092,489</b>	<b>\$416,612,855</b>	<b>\$426,503,688</b>	<b>2.37%</b>

The significant difference shown in the City Manager's Office is due to a reallocation of the Office of Sustainability Program to the Finance and Planning Departments.

## EXPENDITURE SUMMARY TABLE

	Actual FY14	Adopted FY15	Adopted FY16	Percentage Change
<b>Operating Funds</b>				
<b>General Operating Funds</b>				
General Fund	\$401,092,489	\$416,612,855	\$426,503,688	2.37%
Internal Service Fund	49,599,132	53,650,606	53,048,737	-1.12%
<b>Total General Operating Funds</b>	<b>\$450,691,621</b>	<b>\$470,263,461</b>	<b>\$479,552,425</b>	<b>1.98%</b>
<b>Special Revenue Funds</b>				
Court Admin. and Training Fund	\$2,068,951	\$2,325,861	\$2,214,031	-4.81%
Emergency Management Fund	7,847,433	8,077,417	8,465,194	4.80%
Fire Sales Tax Fund	39,650,545	41,615,647	44,635,813	7.26%
Hotel/Motel Tax Fund*	11,378,481	12,267,190	11,680,847	-4.78%
MAPS Operations Fund*	797,997	1,045,186	846,785	-18.98%
MAPS 3 Use Tax Fund	1,494,284	2,654,210	3,085,156	16.24%
Medical Service Program Fund	6,535,129	6,865,353	6,853,081	-0.18%
OCMAPS Sales Tax Fund*	1,264,102	1,464,376	693,970	-52.61%
Police Sales Tax Fund*	36,610,687	40,568,072	42,380,981	4.47%
Police/Fire Cap. Equip. Use Tax Fund	0	375	0	-100.00%
Zoo Sales Tax Fund	13,293,622	13,667,230	14,279,300	4.48%
<b>Total Special Revenue Funds</b>	<b>\$120,941,231</b>	<b>\$130,550,917</b>	<b>\$135,135,158</b>	<b>3.51%</b>
<b>Enterprise Funds</b>				
Airports Cash Fund	\$16,249,347	\$16,940,236	\$17,366,497	2.52%
Solid Waste Management Cash Fund	10,156,495	11,770,904	11,761,276	-0.08%
Storm Water Drainage Utility Fund*	13,993,706	17,021,243	15,950,320	-6.29%
Public Transp. & Parking Cash Fund	2,338,692	2,552,969	3,063,051	19.98%
Water/Wastewater Cash Fund	80,624,107	86,497,812	87,807,837	1.51%
<b>Total Enterprise Funds</b>	<b>\$123,362,348</b>	<b>\$134,783,164</b>	<b>\$135,948,981</b>	<b>0.86%</b>
<b>Subtotal Operating Funds</b>	<b>\$694,995,200</b>	<b>\$735,597,542</b>	<b>\$750,636,564</b>	<b>2.04%</b>
Less Interfund Transfers (1)	(89,976,104)	(93,286,224)	(93,406,894)	0.13%
<b>Total Operating Funds</b>	<b>\$605,019,096</b>	<b>\$642,311,318</b>	<b>\$657,229,670</b>	<b>2.32%</b>

## EXPENDITURES

	Actual FY14	Adopted FY15	Adopted FY16	Percentage Change
<b>Non-Operating Funds</b>				
<b>Capital Improvements</b>				
Capital Improvement Projects Fund	\$18,060,993	\$59,434,357	\$60,536,021	1.85%
City & Sch Cap Proj Use Tax Fund	9,041,195	6,776,141	2,846,769	-57.99%
Hotel/Motel Tax Fund*	9,838,980	11,077,518	8,662,632	-21.80%
MAPS Operations Fund*	186,691	3,900,984	4,127,652	5.81%
MAPS Sales Tax Fund*	22,734	540,281	556,154	2.94%
MAPS 3 Sales Tax Fund	33,063,549	206,659,407	298,351,906	44.37%
MAPS 3 Use Tax Fund	7,438,745	33,765,388	35,137,133	4.06%
OKC Sports Facilities Sales Tax Fund	401,647	899,702	425,127	-52.75%
OKC Sports Facilities Use Tax Fund	1,519,737	785,739	539,010	-31.40%
OKC Tax Increment Financing Fund	666,273	1,597,964	850,000	-46.81%
Police Sales Tax Fund*	(373,235)	7,570,530	7,635,225	0.85%
Police/Fire Cap Equip Sales Tax Fund	562,994	7,434,670	7,384,426	-0.68%
Storm Water Drainage Utility Fund*	1,634,055	4,603,255	5,109,616	11.00%
Street & Alley Fund	757,943	1,026,347	452,527	-55.91%
<b>Total Capital Improvements</b>	<b>\$82,822,303</b>	<b>\$346,072,283</b>	<b>\$432,614,198</b>	<b>25.01%</b>
<b>Other</b>				
Asset Forfeiture Fund	1,909,463	3,768,559	2,644,692	-29.82%
Debt Service Fund	73,086,601	105,094,234	106,893,456	1.71%
Grants Management Fund	22,891,249	26,438,942	32,828,814	24.17%
OKC Improv. & Special Assess Dist.	1,745,872	2,415,149	2,555,000	5.79%
Special Purpose Fund	2,169,527	17,419,580	21,478,553	23.30%
<b>Total Other</b>	<b>\$101,802,712</b>	<b>\$155,136,464</b>	<b>\$166,400,515</b>	<b>7.26%</b>
<b>Total Non-Operating</b>	<b>\$184,625,015</b>	<b>\$501,208,747</b>	<b>\$599,014,713</b>	<b>19.51%</b>
<b>Subtotal All Funds</b>	<b>\$789,644,111</b>	<b>\$1,143,520,065</b>	<b>\$1,256,244,383</b>	<b>9.86%</b>
<i>Less Interfund Transfers (2)</i>	<u>(24,230,047)</u>	<u>(7,924,641)</u>	<u>(8,102,726)</u>	2.25%
<b>Grand Total All Funds</b>	<b>\$765,414,064</b>	<b>\$1,135,595,424</b>	<b>\$1,248,141,657</b>	<b>9.91%</b>

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

	Actual FY14	Adopted FY15	Adopted FY16
<b>(1) Transfers between Operating Funds</b>			
Gen Fund Transfer to Emerg Mgmt	\$2,800,000	\$3,255,062	\$3,245,454
Gen Fund Transfer to MAPS Oper	100,000	0	0
Gen Fund to Transit Fund via COTPA	2,206,076	2,375,743	2,871,699
Gen Fund to City & Schools Use Tax Fund	150,000	69,725	0
Various Funds to Internal Service Fund	49,251,746	51,673,495	51,213,628
Fire Sales Tax to General Fund	11,735,572	11,923,341	12,067,656
Police Sales Tax to General Fund	9,010,666	9,154,838	9,154,838
Various Funds Admin Pmts to Gen Fund	14,722,043	14,834,020	14,853,619
<b>Total</b>	<b>\$89,976,104</b>	<b>\$93,286,224</b>	<b>\$93,406,894</b>
<b>(2) Transfers to Non-Operating Funds</b>			
Various to CIP Fund	\$21,325,560	\$7,488,869	\$7,719,805
Grant Fund to Various Funds	212,707	383,622	164,372
Special Purpose to Various Funds	17,008	0	0
Various Funds to Special Purpose	2,450,498	0	216,399
Various Funds to Grant Funds	224,275	52,150	2,150
<b>Total</b>	<b>\$24,230,047</b>	<b>\$7,924,641</b>	<b>\$8,102,726</b>

# LONG RANGE FINANCIAL SUMMARY

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

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

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

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

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

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

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

## Structure of the Forecast

The Five Year Forecast is comprised of eight sections:

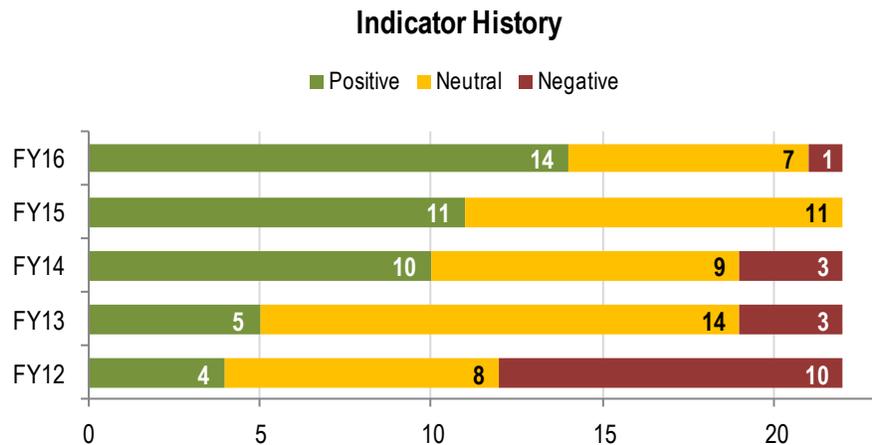
1. Executive Summary
2. Introduction
3. Economic Forecast

## LONG RANGE FINANCIAL SUMMARY

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

Dr. Russell Evans, Executive Director of the Steven C. Agee Economic Research and Policy Institute at Oklahoma City University (OCU), developed Section Three, Economic Forecast. The City has contracted with OCU to provide this forecast in order to provide the most rigorous forecast available. The information from the economic forecast informed the estimation of Sales Tax revenues in the preliminary budget for FY16.

Following the Economic Forecast is Section Four, Financial Trend Monitoring System. This system is designed to give City leaders and citizens a simple method for evaluating the City's financial condition on a year-to-year basis. Adapted from *Evaluating Financial Condition: A Handbook for Local Government*, published by the International City/County Managers Association, this method identifies the trends in various financial and environmental areas and rates them as positive, neutral or negative. A final "score" can then be developed showing how many of the trends fall in each category. This system provides the City with a more comprehensive evaluation of financial condition rather than focusing on individual indicators, such as fund balance. The FTMS includes 22 indicators. As shown in the graph at right, the results of the analysis for FY16 are 14 indicators trending positive, 7 indicators trending neutral and 1 indicator trending negative.



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

- ◆ Funding of Street Improvements
- ◆ Implementation of Comprehensive Plan
- ◆ Long-term Water Capital
- ◆ MAPS 3 Operating Costs
- ◆ Public Safety Communication System
- ◆ Public Safety Service Level Improvements

# LONG RANGE FINANCIAL SUMMARY

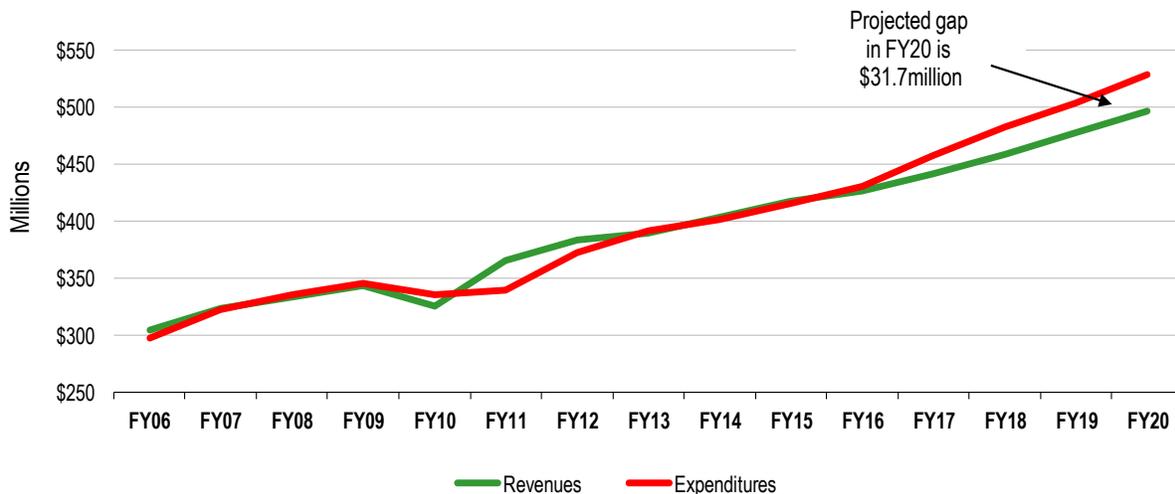
- ◆ Public Transportation System Improvements
- ◆ Retiree Health Costs—OPEB

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

## Forecast Summary

Historically, the City’s financial forecasts have projected a revenue/expenditure gap. A financial gap appears when projected General Fund expenses exceed anticipated revenue collections. This gap poses a real, but manageable, threat to the City’s continued financial stability. The national recession had a significant impact on revenues in 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 slow even further in FY16. Current operating and capital issues facing the City will require careful planning to ensure a sound financial future.

**FY15 Five-Year Projection for General Fund Revenues and Expenditures**



Through FY20, revenues are expected to average 3.7% 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 5% annually. The projected gap, if no adjustments to revenue or expenses are made, grows to \$ 31.7 million in FY20.

State law mandates a balanced budget so every year the City must close the gap. For FY16, 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

## LONG RANGE FINANCIAL SUMMARY

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.

From the revenue side of the equation, the options are more limited as citizen approval is required for new or increased taxes. It is, however, important for the City to explore alternate sources of funding to provide revenue for new or expanded programs and to generally reduce dependence on the Sales Tax. Sometimes, legislative changes can also affect revenue. For example, in FY16, the City is benefiting from House Bill 1875 that reduces the retainage of tax revenue by the Oklahoma Tax Commission for administration and enforcement of sales tax collections from 1% to 0.5%. This single change is estimated to provide an additional \$1 million in sales tax remittances annually.

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



## 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](http://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.

**1 Development Services**  
BOB TENER, DIRECTOR  
bob.tener@cityofpdx.gov  
City Manager  
Development Services  
Animal Welfare, Code Enforcement, Development Center, Subdivision & Planning  
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 vibrant city.

**4 What 5**  
The primary obstacle for animal control services, if not addressed, will result in fewer employees, increased employee stress and lower citizen satisfaction.  
Strategy  
The Animal Welfare Line of Business is using contracted Computer Aided Dispatch (CAD) to track response times. Development Services has requested a report from Information Technology to allow to capture and compare this data. In addition to report the data is being collected and stored. Officer track logs and GPS data are being entered to management to track measurable response volumes.  
Strategic Result  
By 2017 we will be providing quality services to our customers.  
Animal Welfare will provide an initial response to service requests within 2 hours for Priority 1 calls 90% of the time.  
FY 14 Actual: 206, FY 15 Estimate: 206, FY 16 Target: 206, FY 17 Expect: 206  
\*Department continues to track and substantiate and provide to request the information.

**5 MAJOR BUDGET CHANGES**  
1. Changes to general fund costs such as vehicle lease: \$105,700  
2. Changes to general fund revenue and other benefits: (\$48,250) (\$57,450)  
3. Changes to State Customer Service Program that was added for the Affordable Housing Program, for residential for the program: (\$48,250) (\$57,450)  
Total: \$57,450

### 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 budget by Program for each department's Line of Business section.

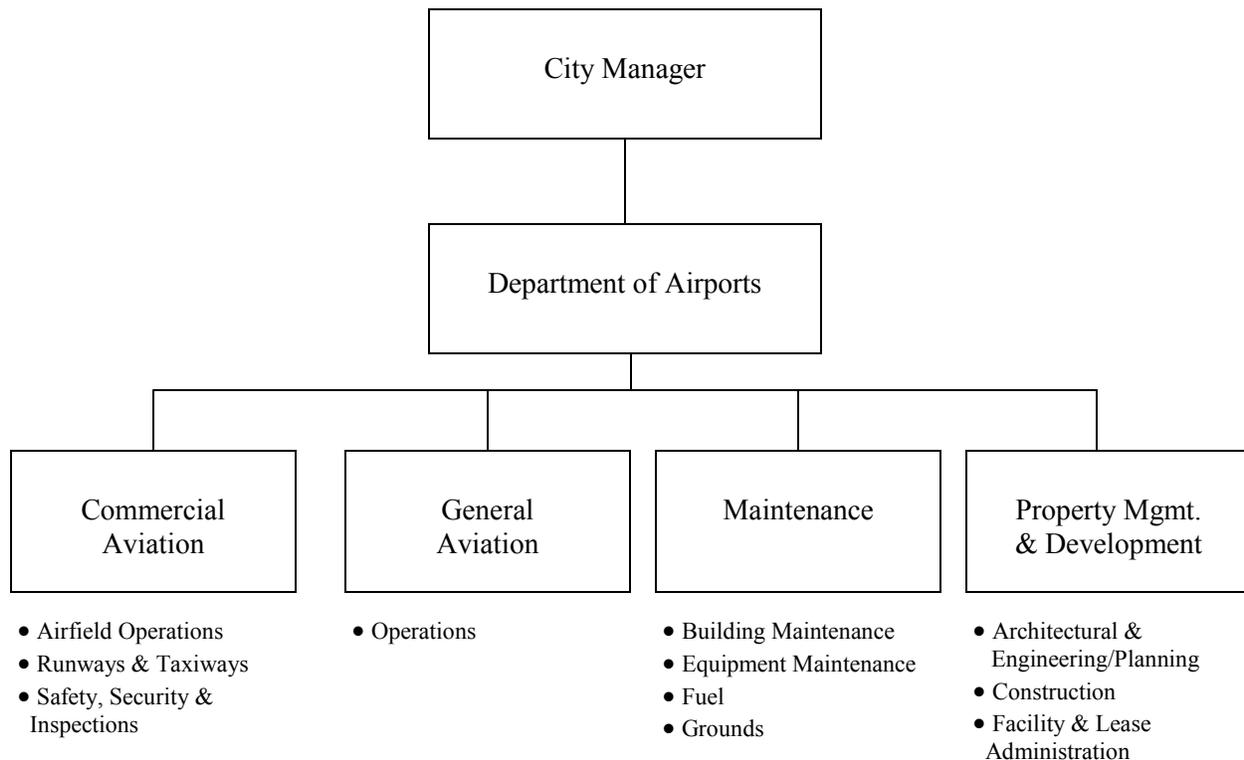
The collage displays several pages from a budget document. Page 6 shows 'EXPENDITURES' with a table of budget items and their funding sources. Page 7 shows 'POSITIONS' with a table of budget items and their funding sources. Page 8 is for 'ANIMAL WELFARE' and includes a performance narrative, a bar chart titled 'FOCUS ON PERFORMANCE - % OF LIVE EXITS', and a table of program positions and budgets. Page 9 is for 'ANIMAL WELFARE' and includes a performance narrative and a bar chart titled 'FOCUS ON PERFORMANCE - % OF LIVE EXITS'. Page 10 is for 'VETERINARY SERVICES' and includes a performance narrative, a bar chart titled 'FOCUS ON PERFORMANCE - % OF LIVE EXITS', and a table of program positions and budgets. Page 11 is for 'ANIMAL WELFARE' and includes a performance narrative and a bar chart titled 'FOCUS ON PERFORMANCE - % OF LIVE EXITS'.



# Airports

**MARK KRANENBURG, DIRECTOR**

mark.kranenburg@okc.gov



## DEPARTMENT MISSION

**THE MISSION OF THE AIRPORTS DEPARTMENT IS TO PROVIDE MANAGEMENT, OPERATIONS, AND DEVELOPMENT OF THE CITY'S THREE AIRPORTS TO TENANTS, USERS, AND THE GENERAL PUBLIC SO THEY CAN HAVE A SAFE AND EFFICIENT AIR 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:**

By 2016, all new/renewed leases will be at market rate \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
100%	100%	100%	N/A

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
100%	100%	100%	100%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	100%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
7%	7%	2%	2%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	2%

\*Measure is being removed from the business plan in FY16.

\*\* New measure. Data will be reported in FY16.

## 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 \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	25%

By 2017, implement the updated airport signage and wayfinding plan \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	50%

\* New measure. Data will be reported in FY16.

### 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
0%	0%	5%	5%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
9	8	3	10

Achieve a 2% increase in boarding passengers each year

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
0%	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.
- Using inspection reports, airport staff will identify aging infrastructure to be repaired or replaced, identify funding sources, and add items identified to the Capital Improvement Plan.

## 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 \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	50%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	5%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	5%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	50%

\* New measure. Data will be reported in FY16.

## MAJOR BUDGET CHANGES

Airports Cash Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$429,199	-
2.	Adds a Senior Project Manager in the Property Management & Development line of business to oversee the \$73 million terminal expansion project	\$79,882	1.00
3.	Adds a Federal Program Manager in the Property Management & Development line of business to manage the application and reporting process for state and federal grants	\$79,882	1.00

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$4,067,386	\$4,943,246	\$5,075,289	2.67%
Commercial Aviation	4,742,581	4,951,628	5,085,612	2.71%
General Aviation	661,403	717,034	758,454	5.78%
Maintenance	4,976,638	4,383,090	4,414,007	0.71%
Property Mgmt. and Development	1,801,339	1,945,238	2,033,135	4.52%
<b>Total Operating Expenditures</b>	<b>\$16,249,347</b>	<b>\$16,940,236</b>	<b>\$17,366,497</b>	<b>2.52%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Airport Cash Fund	\$16,249,347	\$16,940,236	\$17,366,497	2.52%
<b>Total All Funds</b>	<b>\$16,249,347</b>	<b>\$16,940,236</b>	<b>\$17,366,497</b>	<b>2.52%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	18.00	18.00	21.00	16.67%
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	22.00	21.00	-4.55%
<b>Department Total</b>	<b>118.00</b>	<b>118.00</b>	<b>120.00</b>	<b>1.69%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Airport Cash Fund	118.00	118.00	120.00	1.69%
<b>Department Total</b>	<b>118.00</b>	<b>118.00</b>	<b>120.00</b>	<b>1.69%</b>

# AIRPORTS LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	79%	68%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	100%	100%	88%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	69%	71%	95%	95%
Result	% of performance evaluations completed by the review date	78%	78%	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	0%	0%	5%	5%
Result	% of IT network services functioning *	N/A	N/A	N/A	0%
Output	Dollar amount of operating expenditures managed	\$16,249,347	\$15,809,306	\$16,909,301	\$17,366,497
Output	# of FTE's supported	113	110	118	120

\* New measure. Data will be reported in FY16.

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

Public Information and Marketing		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of airlines that have increased or improved air service	40%	20%	40%	30%
Result	% of citizen complaints responded to within 24 hours	93%	91%	100%	95%
Output	# of marketing presentations to air carriers each year	9	8	3	10
Output	# of citizen complaints	30	39	50	40
Output	# of airports served by non-stop flights from Will Rogers World Airport	20	21	21	21
Output	# of customer surveys conducted	0	0	1	1

**Administration Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	10.00	\$3,034,051	10.00	\$3,457,080	0.00	\$0
Executive Leadership	5.95	908,955	5.95	1,302,299	18.95	4,862,504
Public Information and Marketing	2.05	124,381	2.05	183,867	2.05	212,785
<b>Line of Business Total</b>	<b>18.00</b>	<b>\$4,067,387</b>	<b>18.00</b>	<b>\$4,943,246</b>	<b>21.00</b>	<b>\$5,075,289</b>



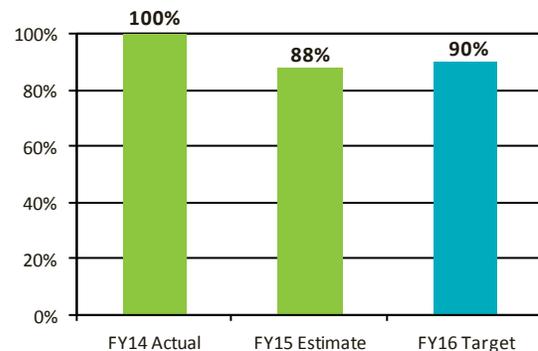
## COMMERCIAL AVIATION

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 airports 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. FY15 data shows an estimated decline caused by a delay in material delivery. However past performance indicates this is an anomaly and performance is expected to improve by the end of the fiscal year.



**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of daily inspection items resolved within 30 days	83%	75%	90%	90%
Result	% of airport certification categories requiring no corrective actions *	92%	92%	100%	N/A
Output	# of routine airfield inspections conducted *	1,095	1,101	1,095	N/A
Output	# of corrective actions addressed within the specified time frame on the FAA annual inspection *	1	1	1	N/A
Output	# of runway and taxiway access violations *	0	0	6	N/A
Output	# of special airfield inspections conducted	577	1,648	1,500	1,600
Output	# of deficiencies identified in airport's annual Part 139 inspection by FAA **	N/A	N/A	N/A	0
Output	# of aircraft diversions per month **	N/A	N/A	N/A	10

\*Measure is being removed from the business plan in FY16.

\*\* New measure. Data will be reported in FY16.

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of days per month that the airport has a runway closed (WRWA)	24%	36%	17%	10%
Result	% of airport certification work orders completed within 3 business days of identifying deficiency	100%	88%	91%	90%
Output	# of airport certification work orders completed	1,552	1,458	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of days with zero security incidents	92%	88%	96%	99%
Result	% of recurrent training completed on time	86%	96%	90%	95%
Result	% of airport identification badges renewed on time	79%	86%	90%	90%
Output	# of security badges issued *	2,269	2,504	2,500	N/A
Output	# of training courses administered *	2,163	2,290	2,300	N/A
Output	# of security badges renewed **	N/A	N/A	N/A	950

\*Measure is being removed from the business plan in FY16.

\*\* New measure. Data will be reported in FY16.

### Commercial Aviation Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Airfield Operations	8.00	\$509,679	8.00	\$643,564	8.00	\$664,542
Runways and Taxiways	13.00	1,145,292	13.00	1,185,483	13.00	1,224,563
Safety, Security, and Inspections	2.00	3,087,610	2.00	3,122,581	2.00	3,196,507
<b>Line of Business Total</b>	<b>23.00</b>	<b>\$4,742,582</b>	<b>23.00</b>	<b>\$4,951,628</b>	<b>23.00</b>	<b>\$5,085,612</b>

## 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 is a new measure for FY16 and will 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 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of itinerant takeoffs and landings at Wiley Post Airport**	N/A	N/A	N/A	70%
Result	% OK Aeronautics Commission inspection items with zero findings at both general aviation airports *	81%	81%	90%	N/A
Result	% of days the airport has a general aviation runway closed	6%	34%	8%	8%
Output	# of airfield safety inspections performed (WPA)	271	267	300	251
Output	# of special inspections and after hours responses provided (WPA) *	24	28	30	N/A
Output	# of runway and taxiway access violations (WPA)	0	0	1	2
Output	# of total takeoffs and landings at Wiley Post Airport	67,613	71,041	75,000	70,000
Output	# of itinerant takeoffs and landings at Wiley Post Airport **	N/A	N/A	N/A	49,000
Output	# of after hours responses provided **	N/A	N/A	N/A	12

\*Measure is being removed from the business plan in FY16.

\*\* New measure. Data will be reported in FY16.

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

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Grounds	3.00	\$168,131	3.00	\$207,031	0.00	\$0
Operations	6.00	493,272	6.00	510,003	9.00	758,454
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$661,403</b>	<b>9.00</b>	<b>\$717,034</b>	<b>9.00</b>	<b>\$758,454</b>

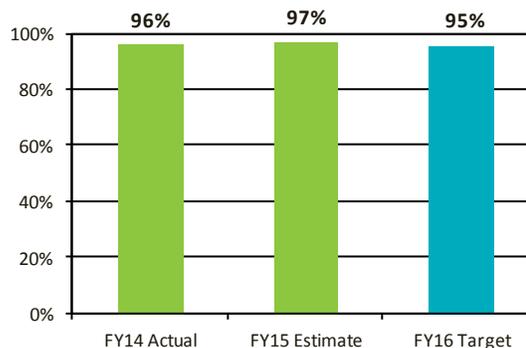
## MAINTENANCE

The purpose of the Maintenance Line of Business is to provide equipment and facility maintenance services to airport operators and users so they can have a safe, clean, comfortable, and operational environment.

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

#### Why is this measure important?

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



#### What do these numbers tell us?

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

**The Building Maintenance Program** provides maintenance on airport buildings and facility maintenance on leased facilities to airport tenants and users so they can experience a clean, safe, comfortable, and operational work and travel environment.

Building Maintenance		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of airport operating hours where major mechanical systems (e.g., air conditioning and heating) are functioning (WRWA)	96%	97%	95%	95%
Result	Utility cost of Will Roger's terminal; ONG is reported a month behind *	\$1,098,850.36	\$1,035,608.63	\$1,109,245.00	N/A
Result	% of moving walkways, elevators, and escalators that are functioning	N/A	98%	90%	90%
Output	# of dekatherms of natural gas used; ONG is reported a month behind (WRWA) *	24,181.00	12,848.81	24,412.00	N/A
Output	# of kilowatts of electricity used (WRWA) *	11,784,861.00	12,950,834.67	12,765,104.00	N/A
Output	# of square feet of buildings maintained (WRWA) *	537,600	537,600	537,600	N/A
Output	# of critical building maintenance calls resolved (WRWA)	623	555	600	575
Output	# of moving walkways, elevators, and escalators	N/A	39	39	39

\*Measure is being removed from the business plan in FY16.

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of vehicles and equipment available for use	99%	100%	97%	95%
Output	# of equipment maintenance work orders completed (WRWA)	1,197	1,097	1,200	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of fuel dispensed that complies with Federal quality assurance guidelines *	100%	100%	100%	N/A
Result	% of tenant aircraft refueling vehicles with no deficiencies found **	N/A	N/A	N/A	95%
Output	# of gallons of fuel received (WRWA) *	30,173,749	32,183,219	31,200,000	N/A
Output	# of gallons of fuel dispensed (WRWA) *	29,772,174	31,262,045	31,200,000	N/A
Output	# of tenant aircraft refueling vehicles inspected **	N/A	N/A	N/A	20

\*Measure is being removed from the business plan in FY16.

\*\* New measure. Data will be reported in FY16.

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of non-critical grounds work orders completed within 5 days *	98%	98%	95%	N/A
Result	% of critical grounds work orders completed within 3 days *	93%	99%	100%	N/A
Result	% of work orders completed within 5 days **	N/A	N/A	N/A	95%
Output	# of non-critical grounds work orders completed within 5 days *	1,288	1,268	1,282	N/A
Output	# of critical grounds Work Order's completed within 3 days *	227	133	150	N/A
Output	# of work orders completed **	N/A	N/A	N/A	1,440

\*Measure is being removed from the business plan in FY16.

\*\* New measure. Data will be reported in FY16.

### Maintenance Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Building Maintenance	18.00	\$2,324,119	18.00	\$1,551,863	18.00	\$1,551,846
Equipment Maintenance	8.00	1,233,756	8.00	1,331,041	8.00	1,323,195
Fuel	7.00	678,684	7.00	666,358	7.00	650,593
Grounds	13.00	740,078	13.00	833,828	13.00	888,373
<b>Line of Business Total</b>	<b>46.00</b>	<b>\$4,976,637</b>	<b>46.00</b>	<b>\$4,383,090</b>	<b>46.00</b>	<b>\$4,414,007</b>

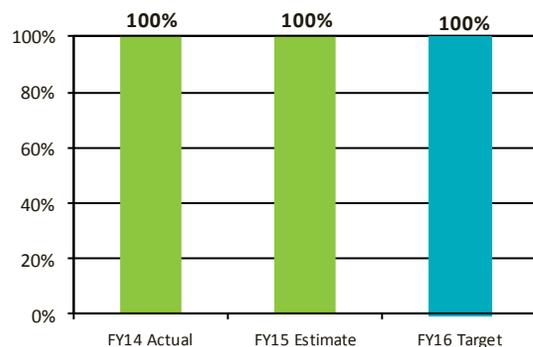
## PROPERTY MANAGEMENT AND DEVELOPMENT

The purpose of the Property Management and Development Line of Business is to provide property development and leasing services to tenants and other airport users so they can have the facilities and infrastructure necessary to meet their needs

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

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

**The Architectural and Engineering/Planning Program** provides grant procurement, technical analysis, space planning, long-term capital planning, 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of consultant contracts completed within established timelines	50%	77%	67%	75%
Result	% of total project consultant cost as a result of amendments	9%	7%	10%	10%
Output	# of Architectural and Engineering contracts executed	10	5	3	4
Output	\$ of Architectural and Engineering contract cash disbursements *	\$3,084,247.45	\$2,423,650.69	\$2,800,000.00	N/A

\*Measure is being removed from the business plan in FY16.

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of construction projects completed within contract days	87%	97%	50%	70%
Result	% of total project construction cost as a result of change orders and amendments	5%	3%	5%	5%
Result	% of construction projects that do not exceed original contract amount plus 5%	87%	79%	75%	75%
Output	# of construction projects completed	15	10	20	20
Output	\$ of construction projects cash disbursements *	\$21,488,487.43	\$30,125,176.52	\$49,316,500.00	N/A

\*Measure is being removed from the business plan in FY16.



**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of new/renewed leases that include cost recovery rates sufficient to fund airport provided infrastructure	100%	100%	100%	100%
Result	% of days garage public parking exceeds 85% of capacity	68%	76%	30%	35%
Result	% of identified acres leased **	N/A	N/A	N/A	5%
Result	% of new/renewed leases at market rate *	100%	100%	100%	N/A
Result	% of food, beverage and retail concession revenue growth	7%	7%	2%	2%
Result	% change in parking revenue per transaction per year **	N/A	N/A	N/A	2%
Output	# of parking spaces occupied	6,012	6,178	6,000	6,100
Output	# of new agreements executed *	299	266	275	N/A
Output	# of agreements managed	467	471	450	450
Output	# of leasable acres identified **	N/A	N/A	N/A	271

\*Measure is being removed from the business plan in FY16.

\*\* New measure. Data will be reported in FY16.

### **Property Management and Development Positions and Budget**

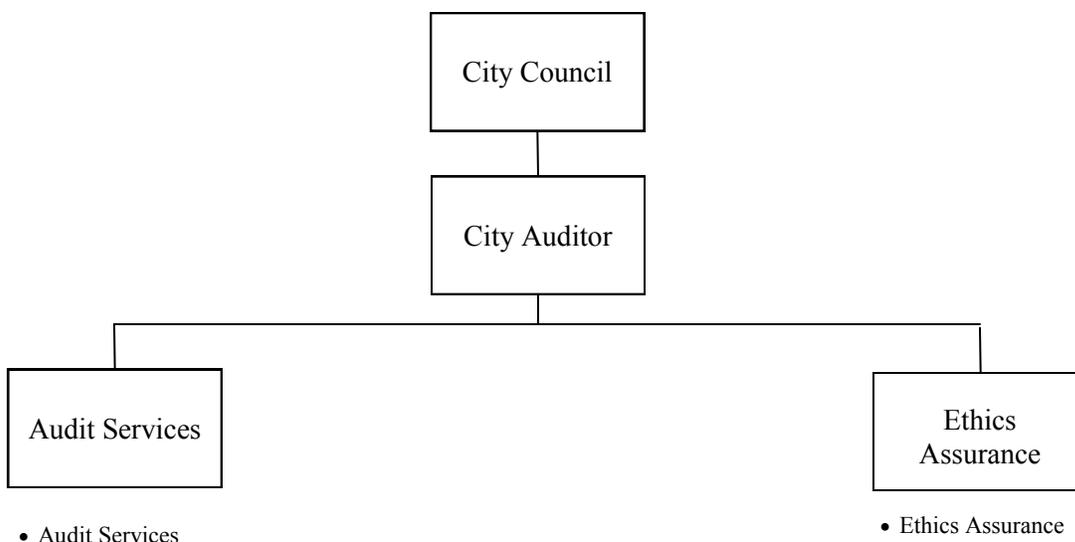
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Architectural and Engineering/Planning	7.00	\$587,613	7.00	\$672,571	8.00	\$771,714
Construction	6.00	550,727	6.00	592,954	7.00	721,970
Facility and Lease Administration	9.00	662,998	9.00	679,713	6.00	539,451
<b>Line of Business Total</b>	<b>22.00</b>	<b>\$1,801,338</b>	<b>22.00</b>	<b>\$1,945,238</b>	<b>21.00</b>	<b>\$2,033,135</b>



# City Auditor

**JIM WILLIAMSON, CITY AUDITOR**

jim.williamson@okc.gov



## DEPARTMENT MISSION

THE MISSION OF THE OFFICE OF THE CITY AUDITOR IS TO PROVIDE INDEPENDENT AUDIT, INVESTIGATIVE AND ADVISORY SERVICES TO CITY COUNCIL, APPOINTED OFFICIALS AND EXECUTIVE MANAGERS SO THEY CAN MAKE BETTER-INFORMED POLICY AND OPERATIONAL DECISIONS.

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

The increasing expectations for government accountability as evidenced by more extensive accounting and auditing regulations, Council Strategic Priorities and 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
95%	100%	90%	90%

At least 80% of audit services completed within deadlines

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
80%	64%	80%	80%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
85%	85%	100%	100%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
91%	85%	95%	95%

## 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	\$43,779	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$203,420	\$208,479	\$143,367	-31.23%
Audit Services	872,924	904,760	990,915	9.52%
Ethics Assurance	45,394	45,619	56,067	22.90%
<b>Total Operating Expenditures</b>	<b><u>\$1,121,738</u></b>	<b><u>\$1,158,858</u></b>	<b><u>\$1,190,349</u></b>	<b><u>2.72%</u></b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$1,121,738	\$1,158,858	\$1,190,349	2.72%
<b>Total All Funds</b>	<b><u>\$1,121,738</u></b>	<b><u>\$1,158,858</u></b>	<b><u>\$1,190,349</u></b>	<b><u>2.72%</u></b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	1.50	1.50	1.05	-30.00%
Audit Services	7.10	7.10	7.50	5.63%
Ethics Assurance	<u>0.40</u>	<u>0.40</u>	<u>0.45</u>	12.50%
<b>Department Total</b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	0.00%
<b>Department Total</b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b>0.00%</b>

# CITY AUDITOR LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	80%	40%	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	N/A	N/A	95%	95%
Result	% of performance evaluations completed by the review date	78%	67%	95%	95%
Output	# of FTEs supported	9	9	9	9
Output	Dollar amount of operating expenditures managed	\$1,121,738	\$1,142,394	\$1,158,858	\$1,190,349

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.40	\$52,570	0.40	\$50,151	1.05	\$143,367
Business Services	1.10	150,850	1.10	158,328	0.00	0
<b>Line of Business Total</b>	<b>1.50</b>	<b>\$203,420</b>	<b>1.50</b>	<b>\$208,479</b>	<b>1.05</b>	<b>\$143,367</b>

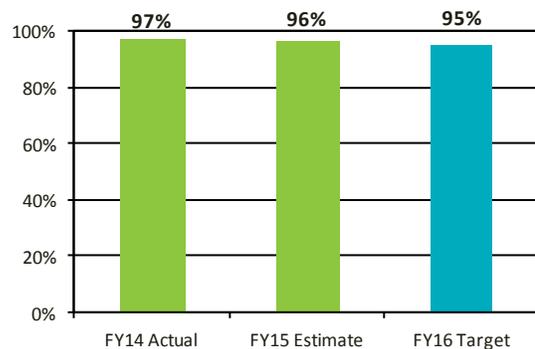
## AUDIT SERVICES

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 49 of the 51 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 88% as published by the Association of Local Government Auditors. These 49 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of City Council and other City decision makers rating audit services as good or excellent	95%	100%	90%	90%
Result	% of audit recommendations accepted by management	97%	96%	95%	95%
Result	% of direct time on unscheduled services	35%	34%	24%	24%
Result	% of audit services completed within deadlines	80%	64%	80%	80%
Output	# of scheduled direct service hours provided	7,839	7,524	8,566	8,566
Output	# of unscheduled direct service hours provided	4,272	3,950	2,766	2,766

**Audit Services Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Audit Services	7.10	\$872,924	7.10	\$904,760	7.50	\$990,915
<b>Line of Business Total</b>	<b>7.10</b>	<b>\$872,924</b>	<b>7.10</b>	<b>\$904,760</b>	<b>7.50</b>	<b>\$990,915</b>

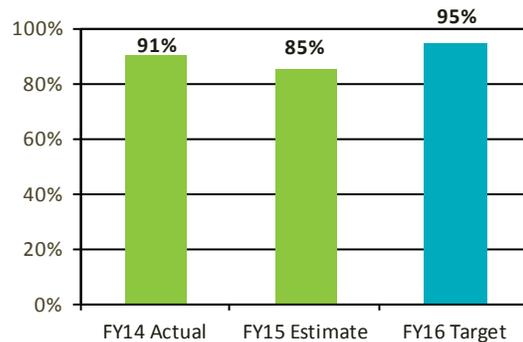
## ETHICS ASSURANCE

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

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

#### Why is this measure important?

The OKC 4Ethics Hotline provides employees with an anonymous, secure avenue for reporting suspected fraud, waste and abuse. The word ‘appropriate’ in this measure signifies allegations relating to fraud, waste, abuse, significant policy violations, and/or meaningful operational deficiencies. Performance in this area demonstrates the City Auditor’s ability to help management detect and address these allegations and is an indicator of whether employees have been adequately educated regarding use of the OKC 4Ethics Hotline.



#### What do these numbers tell us?

Appropriate use of the hotline is influenced by the department through professional, sensitive responses to calls and by presentations to new employees and mid-level managers. In FY14 a total of 43 allegations were reported and 39 were deemed to have been appropriately directed to the Hotline. To date in FY15, 14 of 17 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of employees aware of the Hotline	85%	85%	100%	100%
Result	% of total allegations appropriately directed to the Hotline	91%	85%	95%	95%
Result	% of actionable allegations assessed and assigned for investigation within 7 days of reporting	90%	86%	90%	90%
Output	# of allegation dispositions provided	68	59	57	60

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

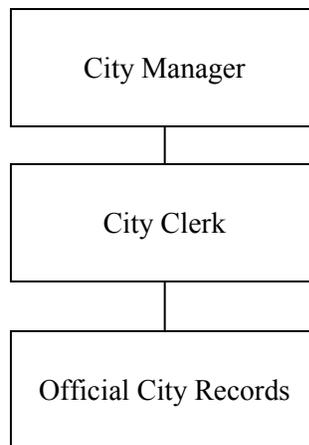
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Ethics Assurance	0.40	\$45,394	0.40	\$45,619	0.45	\$56,067
<b>Line of Business Total</b>	<b>0.40</b>	<b>\$45,394</b>	<b>0.40</b>	<b>\$45,619</b>	<b>0.45</b>	<b>\$56,067</b>



# City Clerk

**FRANCES KERSEY, CITY CLERK**

frances.kersey@okc.gov



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

## **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

### Strategy

- Receive open records requests online, place additional records online for departmental and public access and 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 through 2018

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
94%	96%	95%	100%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
90%	90%	90%	100%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	81%	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 50% of ordinances will be available online annually

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
25%	48%	50%	50%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
37%	46%	35%	60%

At least 75% of trust, board, commission and committee meeting records will be available online, annually by 2018

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
40%	59%	52%	64%

### ISSUE 3

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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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	2%	100%	100%

100% of departments surveyed to determine centralized records management needs

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	0%	50%	50%

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$30,955	-
2. Receives grant funding for the "Let the Sunshine In" program to preserve official Oklahoma City historical records	\$185,559	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$155,230	\$175,989	\$224,467	27.55%
Official City Records	761,100	793,517	805,023	1.45%
<b>Total Operating Expenditures</b>	<b>\$916,330</b>	<b>\$969,506</b>	<b>\$1,029,490</b>	<b>6.19%</b>
Non-Operating Expenditures	\$2,610	\$181,142	\$401,466	121.63%
<b>Department Total</b>	<b>\$918,940</b>	<b>\$1,150,648</b>	<b>\$1,430,956</b>	<b>24.36%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$916,331	\$969,506	\$1,029,490	6.19%
Grant Fund	2,610	0	185,559	N/A
Capital Improvement Projects	0	181,142	215,907	19.19%
<b>Total All Funding Sources</b>	<b>\$918,941</b>	<b>\$1,150,648</b>	<b>\$1,430,956</b>	<b>24.36%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	0.78	0.78	0.93	19.23%
Official Records	8.22	8.22	8.07	-1.82%
<b>Department Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	9.00	9.00	9.00	0.00%
Grant Fund	0.00	0.00	0.00	N/A
<b>Department Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00%</b>



# CITY CLERK LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	63%	55%	75%	75%
Result	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	97%	100%	100%	89%
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	75%	93%	95%	95%
Output	Dollar amount of operating expenditures managed	\$916,330	\$843,446	\$969,506	\$1,029,490
Output	# of FTEs supported	9	9	9	9

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.04	\$5,403	0.04	\$21,364	0.93	\$224,467
Business Services	0.74	149,827	0.74	154,625	0.00	0
<b>Line of Business Total</b>	<b>0.78</b>	<b>\$155,230</b>	<b>0.78</b>	<b>\$175,989</b>	<b>0.93</b>	<b>\$224,467</b>

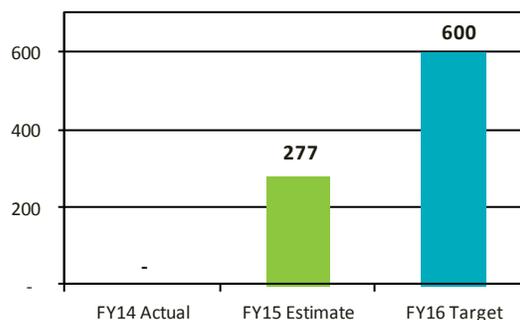
## OFFICIAL RECORDS

The purpose of the Official Records Line of Business is to provide records, 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 BOXES OF HISTORIC RECORDS PRESERVED IN COMPLIANCE WITH ARCHIVAL BEST PRACTICES

#### Why is this measure important?

The City Clerk's Office received a grant from the National Archives and Records Administration. This measure tracks progress toward the objectives of the grant; the historic preservation of official City records; and promotion of educational and cultural use of these records to benefit the community. Preserving records requires organization and creation of inventories of historic documents.



#### What do these numbers tell us?

This project began in December 2014. Since then, 277 boxes have been processed. The grant will provide funding for needed supplies along with additional staff to help complete the project. The Department will continue to work through identified historic records in order to utilize the grant to preserve a total of 1,200 boxes of records by July 31, 2016.



**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.

<b>Bid Management</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of construction bids received that are qualified bids	95%	96%	99%	99%
Output	# of construction bid receipts processed	N/A	506	500	500
Output	# of goods and services bid receipts processed	N/A	234	200	240
Output	# of bidding documents reviewed and released	N/A	214	250	300
Output	# of bidding document viewings by suppliers	5,302	10,350	10,000	10,000

**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.

<b>City Clerk's Information</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of requests for records and information maintained in other City departments completed within 7 working days	94%	96%	95%	100%
Result	% of City Clerk records requests completed within 8 hours of request	87%	88%	91%	100%
Result	% of meeting notices and agendas posted in accordance with State law	97%	98%	95%	96%
Output	# of external record and information request responses provided	1,956	2,371	1,650	1,900
Output	# of internal record and information request responses provided	550	480	570	600
Output	# of City Clerk on-line ordinance postings	3,092	2,764	3,074	3,074
Output	# of meeting notices & agendas posted in accordance with State Law	1,069	1,139	1,125	1,200

**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.

<b>Council Agenda Management</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of trust, board, commission, and committee meeting records online	40%	59%	52%	64%
Result	% of agenda items submitted correctly	77%	75%	80%	80%
Output	# of agenda items reviewed	3,974	4,248	4,150	4,300
Output	# of agenda items corrected	933	1,054	830	850
Output	# of SIRE users trained	N/A	58	40	40

**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.

		FY14	FY15	FY15	FY16
<b>Records Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of departments surveyed to determine centralized records management needs	25%	0%	50%	50%
Result	% of boxes of historic records preserved in compliance with archival best practices	N/A	2%	100%	100%
Result	% of digitized records indexed	N/A	44%	50%	50%
Output	# of records maintained in the City Clerk's record storage	412,367	412,367	422,000	422,000
Output	# of records added to the City Clerk's record storage	3,482	4,025	5,000	5,000
Output	# of microfilm rolls digitized	N/A	0	63	0

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

		FY14	FY15	FY15	FY16
<b>Election*</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of conflict of interest forms filed in a timely manner	N/A	N/A	N/A	85%
Output	# of proclamations and election results issued	N/A	N/A	N/A	0
Output	# of gift disclosure forms filed	N/A	N/A	N/A	9
Output	# of conflict of interest forms filed	N/A	N/A	N/A	200

\*New program implemented in FY15.

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

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Bid Management	1.59	\$115,103	1.59	\$118,511	1.34	\$102,406
City Clerk's Information	3.05	319,979	3.05	332,731	1.98	254,171
Council Agenda Management	1.40	138,174	1.40	147,049	1.70	187,586
Records Management	2.18	187,845	2.18	195,226	2.85	237,928
Election*	0.00	0	0.00	0	0.20	22,932
<b>Line of Business Total</b>	<b>8.22</b>	<b>\$761,101</b>	<b>8.22</b>	<b>\$793,517</b>	<b>8.07</b>	<b>\$805,023</b>

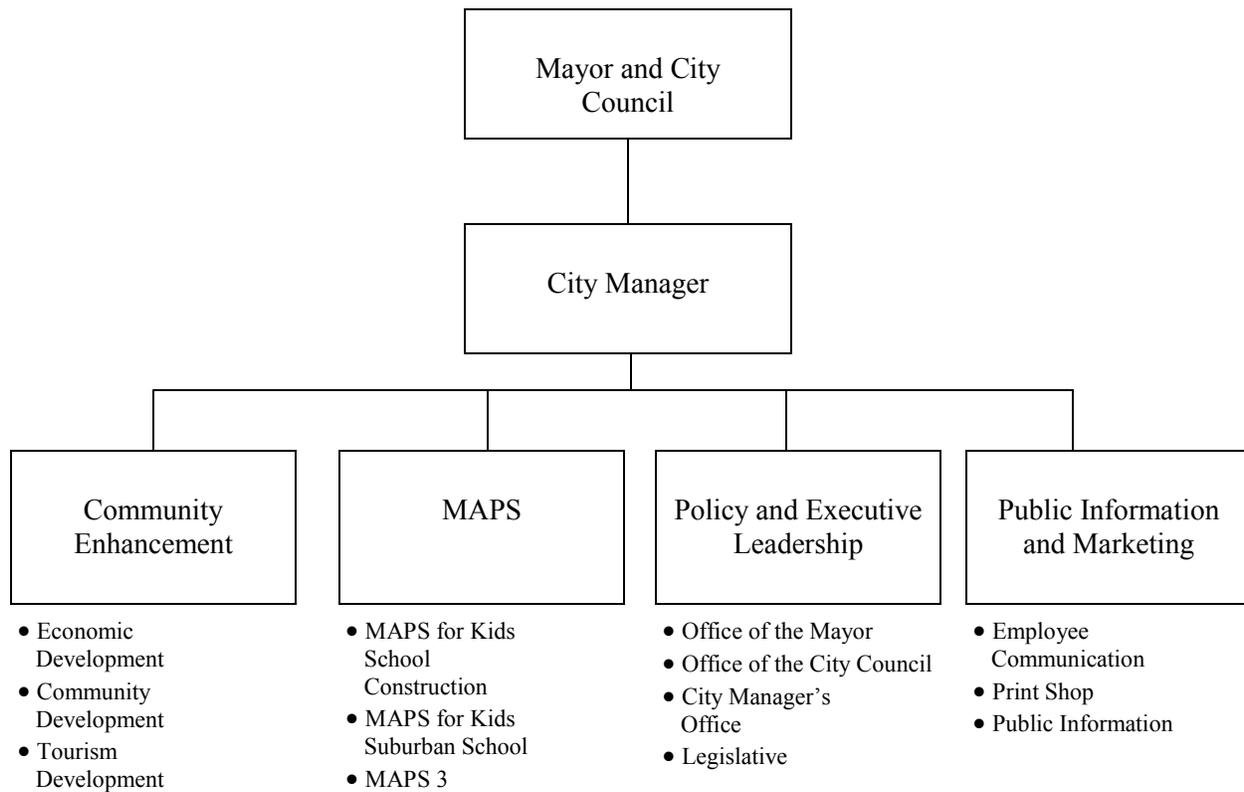
\* New program implemented in FY15.



# 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

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



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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
58%	51%	55%	55%



90% or more of Police life threatening calls (Priority 1) will be responded to within 9 minutes 30 seconds from the time a 911 call is answered to officer arrival

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
72%	72%	90%	80%



5% reduction in aggravated assaults citywide

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
58%	58%	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

Through 2019,



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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
68.00%	66.00%	67.00%	67.00%



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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
17.34%	17.85%	15.00%	15.00%

### Strategic Results *(continued)*

**By 2016, 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
81%	78%	85%	85%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
73%	73%	80%	80%



75% of citizens will be satisfied with City services

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
68%	66%	71%	75%

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

35% of new jobs created will pay above the Oklahoma City MSA Average wage

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
54%	38%	20%	20%

### ISSUE 3

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

50% of citizens will be satisfied with the condition of major city streets

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
32%	32%	50%	50%

40% of citizens will be satisfied with the City's public transportation system

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
29%	29%	40%	40%



Bus passengers per service hour will be at or above 20.5

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
17.80	18.22	18.00	18.50



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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
24.30	34.60	45.50	40.70

## 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
158	269	373	373

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
68,069	117,638	20,000	20,000



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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	66%	80%	80%

90% of inner city area properties will be proactively inspected at least once per month

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
76%	76%	87%	80%

A new comprehensive plan will be adopted

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
95%	99%	100%	80%

90% of service request received through the Action Center acted upon within 10 working days.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	100%	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 % of Oklahoma City Public Schools seniors that will graduate

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
77%	82%	90%	90%



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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
67%	51%	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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
45%	45%	58%	58%



50% of citizens will report regular leisure time physical activity

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
67%	66%	70%	70%



75% of citizens satisfied with the maintenance of City parks

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
65%	71%	65%	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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
26%	24%	30%	30%



Improvement in the City County Health Department Wellness Score, indicated by 1.5% change

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
0.00%	N/A	1.50%	1.50%

**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,**

60% of citizens will be satisfied with the availability of information about City services and programs

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
46%	46%	50%	50%

## ISSUE 8

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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

### Strategies

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 will be 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	\$109,156	-
2.	Reorganization to align resources with program purpose which moves the Office of Sustainability Program to the Planning Department and moves the Energy Management Program to the Finance department	(\$577,582)	(4.00)

MAPS 3 Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$39,323	-
2.	Changes in personnel allocation between MAPS3 AND OCMAPS	\$317,833	3.15

OCMAPS Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$22,383	-
2.	Changes in personnel allocation between MAPS3 AND OCMAPS	(\$317,833)	(3.15)

Print Shop Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$9,668	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administrative	\$204,243	\$224,626	\$195,589	-12.93%
Community Enhancement	481,936	520,108	542,066	4.22%
MAPS	2,758,386	4,118,586	3,779,126	-8.24%
Policy and Executive Leadership	1,565,184	1,778,525	1,184,548	-33.40%
Public Information and Marketing	1,960,610	2,240,268	2,198,739	-1.85%
Public Safety Capital Office	0	375	0	-100.00%
<b>Total Operating Expenditures</b>	<b>\$6,970,359</b>	<b>\$8,882,488</b>	<b>\$7,900,068</b>	<b>-11.06%</b>
<b>Non-Operating Expenditures</b>				
Policy and Executive Leadership - Grants	\$48,918	\$0	\$0	N/A
Capital Expenditures	37,155,441	217,306,199	315,834,256	45.34%
<b>Total Non-Operating Expenditures</b>	<b>\$37,204,359</b>	<b>\$217,306,199</b>	<b>\$315,834,256</b>	<b>45.34%</b>
<b>Department Total</b>	<b>\$44,174,718</b>	<b>\$226,188,687</b>	<b>\$323,734,324</b>	<b>43.13%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$3,293,049	\$3,631,356	\$3,168,417	-12.75%
Capital Improvement Projects Fund	999,064	2,617,097	2,191,700	-16.25%
Grant Fund	48,918	0	0	N/A
MAPS 3 Sales Tax Fund	33,063,549	206,659,407	298,351,906	44.37%
MAPS 3 Use Tax Fund	1,494,284	2,654,210	3,085,156	16.24%
MAPS Sales Tax Fund	22,734	540,281	556,154	2.94%
OCMAPS Sales Tax Fund - Operating	1,264,102	1,464,376	693,970	-52.61%
OKC Tax Increment Financing Fund	666,273	1,597,964	850,000	-46.81%
Police & Fire Capital Equip Use Tax Fund	0	375	0	-100.00%
Police & Fire Capital Sales Tax Fund	482,437	4,206,009	6,594,187	56.78%
Print Shop Internal Service Fund	918,923	1,132,171	952,525	-15.87%
Special Purpose Fund	0	0	6,326,172	N/A
Sports Facilities Sales Tax Fund	401,647	899,702	425,127	-52.75%
Sports Facilities Use Tax Fund	1,519,737	785,739	539,010	-31.40%
<b>Department Total</b>	<b>\$44,174,718</b>	<b>\$226,188,687</b>	<b>\$323,734,324</b>	<b>43.13%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 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	16.00	0.00%
Policy and Executive Leadership	9.90	10.90	6.90	-36.70%
Public Information and Marketing	15.00	16.00	16.00	0.00%
Public Safety Capital Office	0.00	0.00	0.00	N/A
<b>Department Total</b>	<b>45.00</b>	<b>47.00</b>	<b>43.00</b>	<b>-8.51%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	24.55	26.55	22.55	-15.07%
Print Shop Internal Service Fund	4.45	4.45	4.45	0.00%
OCMAPS Sales Tax Fund - Operating	6.95	6.15	3.00	-51.22%
MAPS 3 Use Tax Fund	9.05	9.85	13.00	31.98%
<b>Department Total</b>	<b>45.00</b>	<b>47.00</b>	<b>43.00</b>	<b>-8.51%</b>

# CITY MANAGER LINES OF BUSINESS

## ADMINISTRATION

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

The 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.

<b>Executive Leadership *</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of key measures achieved	59%	29%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	96%	89%	96%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	76%	95%	95%
Result	% of performance evaluations completed by the review date	29%	30%	95%	95%
Output	# of full-time employees supported	47	51	53	49
Output	Dollar amount of operating expenditures managed	\$7,854,261	\$8,189,771	\$9,555,723	\$8,869,651

\* 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

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Business Services	0.40	\$204,243	0.40	\$224,626	0.00	\$0
Executive Leadership	0.00	0	0.00	0	0.40	195,589
<b>Line of Business Total</b>	<b>0.40</b>	<b>\$204,243</b>	<b>0.40</b>	<b>\$224,626</b>	<b>0.40</b>	<b>\$195,589</b>

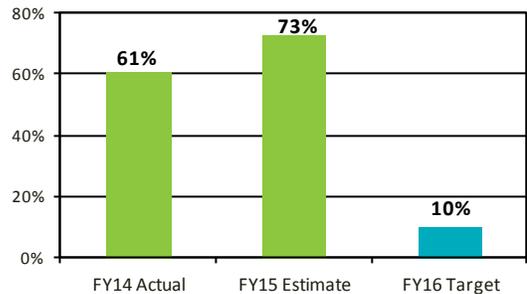
## COMMUNITY ENHANCEMENT

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

### FOCUS ON PERFORMANCE - % ABOVE THE 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. For FY15, new jobs created using economic development incentives are expected to pay 70% above the average wage in Oklahoma City. This is much higher than what was expected and much higher than the prior year. Many of the jobs announced are a result of the \$23.5 million investment at Tinker Air Force Base, the further expansion of Boeing and the addition of Sutherland Global for a cumulative total of 2,344 proposed new jobs.

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.

		FY14	FY15	FY15	FY16
<b>Community Development</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	\$ value of private investment per \$ value of TIF allocated	7	8	5	5
Output	\$ of TIF investments	\$28,400,000	\$41,820,000	\$11,500,000	\$11,500,000
Output	# of TIF investments	4	9	5	5
Output	# of new residential units built and occupied in downtown	158	269	373	373
Output	# of new square feet of retail space built and occupied in downtown	68,069	117,638	20,000	20,000

**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.

<b>Economic Development</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% above the Oklahoma City MSA average wage for new jobs created through incentives	61%	73%	10%	10%
Result	% of new jobs paying above the Oklahoma City MSA average wage	54%	38%	20%	20%
Output	# of jobs created	3,882	4,728	2,500	2,500
Output	# of jobs created through incentives	2,384	1,023	1,500	1,500
Output	# of companies receiving incentives	5	2	5	5
Output	\$ of private investment	\$537,575,000	\$231,055,000	\$150,000,000	\$150,000,000

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

<b>Tourism Development</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	\$ combined direct spending generated per square foot of privately operated City event facilities	493	521	444	444
Output	# of tourism contracts negotiated/administered	11	11	11	11
Output	# of hotel room nights generated by Convention and Visitors Bureau*	N/A	N/A	N/A	376,250

\* New measure. Data will be reported in FY16.

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

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Community Development	1.30	\$139,090	1.30	\$148,294	1.30	\$157,301
Economic Development	1.60	224,374	1.60	257,172	1.60	267,210
Tourism Development	0.80	118,472	0.80	114,642	0.80	117,555
<b>Line of Business Total</b>	<b>3.70</b>	<b>\$481,936</b>	<b>3.70</b>	<b>\$520,108</b>	<b>3.70</b>	<b>\$542,066</b>

# 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.

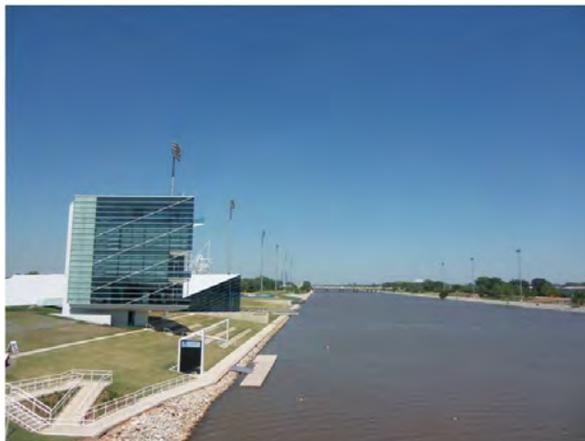


### What do these numbers tell us?

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. During the first half of FY15, one project milestone has been completed. In FY16, staff is planning for major milestones associated with the Convention Center, the Downtown Public Park, Fairgrounds, River Rapids, 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		FY14	FY15	FY15	FY16
		Actual	Estimate	Target	Target
Result	% of MAPS 3 project milestones met within Implementation Plan timeline	50%	79%	100%	100%
Result	% of residents who are satisfied with the Quality of Life in the City	73%	73%	80%	80%
Output	# of MAPS 3 project milestones completed	9	3	7	7
Output	\$ expended on MAPS 3 projects	\$32,493,571	\$32,888,175	\$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.

		FY14	FY15	FY15	FY16
<b>MAPS for Kids School Construction</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of school projects completed by the time agreed with the Oklahoma City Public School District	100%	100%	100%	100%
Result	% of school projects completed within budget	100%	100%	100%	100%
Output	# of school projects completed	15	7	11	11
Output	# of school projects administered	9	4	18	18
Output	\$ expended on school projects	\$31,377,187	\$15,062,881	\$21,760,000	\$21,760,000
Output	# of classrooms receiving improved network access	238	0	286	286

**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.

		FY14	FY15	FY15	FY16
<b>MAPS for Kids Suburban School</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of project applications recommended and scheduled for Trust consideration within 60 days of receipt	100%	100%	100%	100%
Output	# of project applications processed	6	9	12	12
Output	\$ disbursed to suburban school districts	\$804,274	\$4,059,451	\$2,000,000	\$2,000,000

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

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
MAPS 3	9.05	\$1,494,131	9.85	\$2,654,210	13.00	\$3,085,156
MAPS for Kids School Construction	6.75	1,083,730	5.95	1,387,547	2.95	650,246
MAPS for Kids Suburban School District	0.20	79,740	0.20	76,829	0.05	43,724
OCMAPS Trust Support	0.00	100,785	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>16.00</b>	<b>\$2,758,385</b>	<b>16.00</b>	<b>\$4,118,586</b>	<b>16.00</b>	<b>\$3,779,126</b>



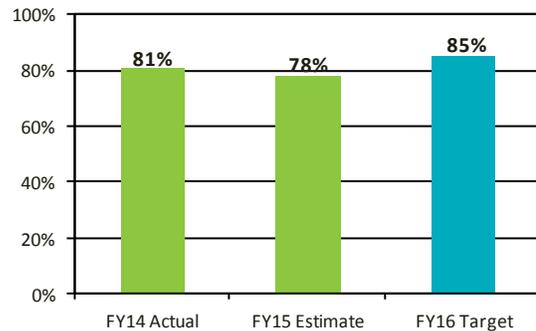
## POLICY AND EXECUTIVE LEADERSHIP

The purpose of the Policy and Executive Leadership Line of Business is to provide leadership for policy development and implementation to the community so they can experience a high degree of satisfaction with City services; to the policy makers so they can establish policies, priorities and strategic goals; and to the City organization so it can provide quality services.

### FOCUS ON PERFORMANCE - % OF CITIZENS WHO FEEL THE CITY IS HEADING IN THE RIGHT DIRECTION

**Why is this measure important?**

Obtaining direct feedback from citizens is important in preserving a high level of satisfaction with City projects and services. To determine satisfaction ratings, the City conducts 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 decreased in the last year with results from the last citizen survey indicating a 78% satisfaction rating for this measure. Although this measure experienced a decline of 3%, it is still substantially higher than peer cities. City leaders monitor this change from year to year and work to address the issues that citizens identify as their priorities for the City.

**The City Manager’s Office Program** provides leadership, management, and information services to the community so they can experience a high degree of satisfaction with City services, to the Mayor and Council so they can make informed decisions, and to City staff so they can achieve strategic results.

		FY14	FY15	FY15	FY16
City Manager's Office		Actual	Estimate	Target	Target
Result	% of citizens surveyed who are satisfied with City services	68%	66%	71%	75%
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	62%	50%	75%	75%
Result	% of Citizens surveyed who are satisfied the City is heading in the right direction	81%	78%	85%	85%
Result	% of management accepted City Auditor audit recommendations implemented within the specified time*	N/A	N/A	N/A	75%
Output	# of City Manager reports provided	93	63	112	112
Output	# of Council agenda items approved	3,098	2,739	3,751	3,751

\* Annual measure. Data will be reported FY16.

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of Council reporting that they are satisfied with the information they receive to make an effective legislative agenda	83%	83%	89%	89%
Result	% of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	67%	67%	71%	71%
Output	# of legislative issues accomplished	4	4	5	5
Output	# of legislative status reports and briefings provided	28	28	30	30
Output	# of legislative contacts	N/A	125	125	125

### **The Policy and Executive Leadership Position and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
City Manager's Office	6.30	\$1,078,717	6.30	\$1,062,855	6.30	\$1,085,322
Legislative	0.60	100,144	0.60	96,927	0.60	99,226
Office of Sustainability	3.00	435,241	4.00	618,743	0.00	0
<b>Line of Business Total</b>	<b>9.90</b>	<b>\$1,614,102</b>	<b>10.90</b>	<b>\$1,778,525</b>	<b>6.90</b>	<b>\$1,184,548</b>

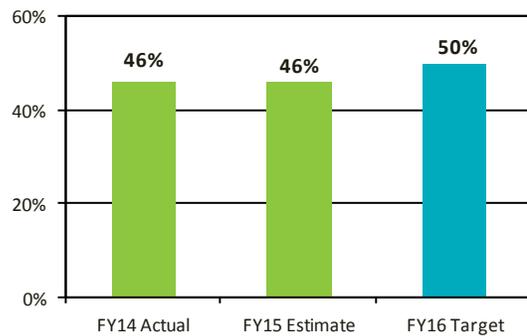
## PUBLIC INFORMATION AND MARKETING

The purpose of the Public Information and Marketing Line of Business is to provide communication services to the public and City employees so they can access, understand, and use City services and programs and be informed about City issues.

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

**Why is this measure important?**

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



**What do these numbers tell us?**

The latest citizen survey results show that the City’s communication with the public rated 15% above the national average. However, the results still indicate a clear need for more information through communication channels citizens prefer. The division has a goal to provide timely news and information through okc.gov, social media, water bill newsletters, City Channel 20, the City’s new mobile application, the Action Center, Nextdoor, and the new e-newsletter.

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

Employee Communication		FY14 Actual	FY15 Estimate	FY15 Target	FY16 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	515	655	400	400
Output	# of employee events or programs coordinated	17	15	20	20

**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.

<b>Print Shop</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of print jobs delivered within the agreed upon deadline	100%	100%	96%	96%
Result	% of employees who report being satisfied with print shop services	92%	92%	95%	95%
Output	# of impressions produced	6,166,208	2,579,810	6,000,000	6,000,000
Output	# of US mail pieces stamped	422,699	388,422	400,000	400,000

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

<b>Public Information</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of citizens who are satisfied with the availability of information about City services and programs	46%	46%	50%	50%
Result	% of service requests received through the Action Center acted upon within 10 working days	N/A	100%	95%	95%
Output	# of new video segments produced	N/A	190	84	84
Output	# of media contacts provided	875	711	600	600
Output	# of special event permits processed	411	236	250	250
Output	# of Web pages updated	334	329	500	500
Output	# of social media interactions	N/A	834	1,800	2,100

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

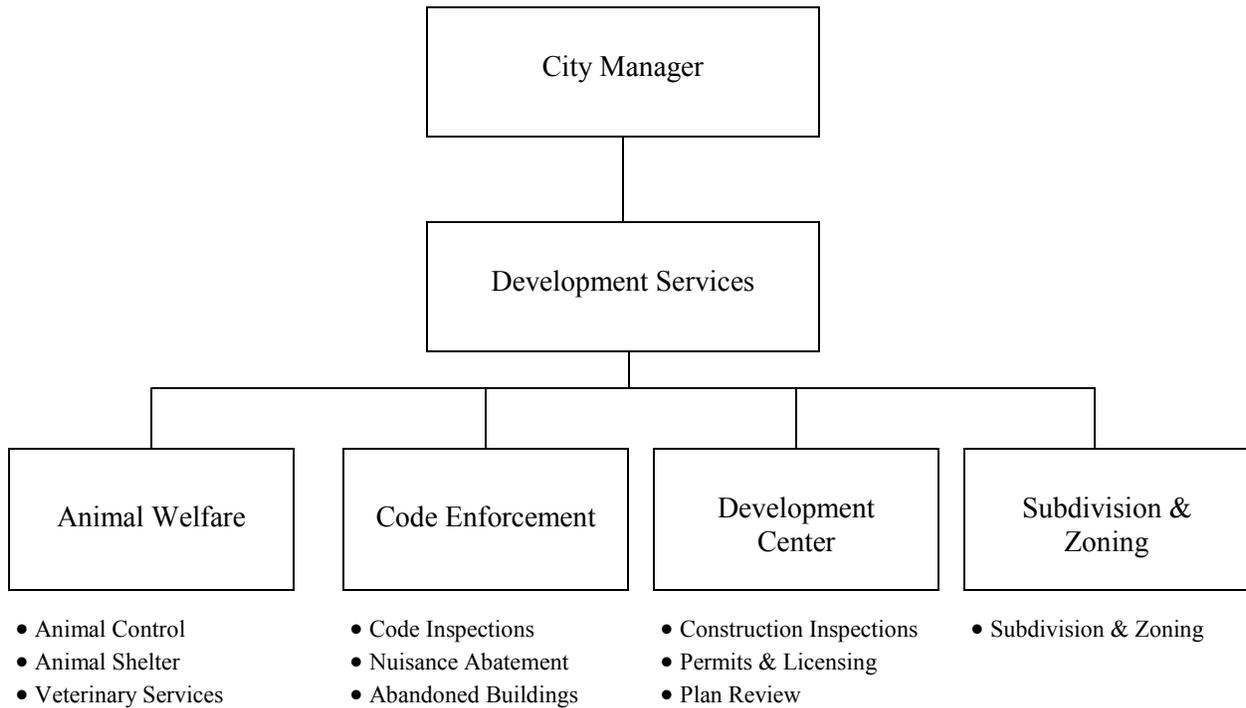
<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Employee Communication	1.05	\$122,387	1.05	\$115,459	1.05	\$120,796
Print Shop	4.45	918,923	4.45	1,132,171	4.45	952,525
Public Information	9.50	919,299	10.50	992,638	10.50	1,125,418
<b>Line of Business Total</b>	<b>15.00</b>	<b>\$1,960,609</b>	<b>16.00</b>	<b>\$2,240,268</b>	<b>16.00</b>	<b>\$2,198,739</b>



# Development Services

**BOB TENER, DIRECTOR**

bob.tener@okc.gov



## DEPARTMENT MISSION

**THE MISSION OF THE DEVELOPMENT SERVICES DEPARTMENT IS TO PROVIDE ANIMAL WELFARE, CODE ENFORCEMENT, CONSTRUCTION PERMITTING AND INSPECTIONS, LICENSING, AND DEVELOPMENT APPLICATION REVIEW SERVICES TO THE DEVELOPMENT COMMUNITY AND GENERAL PUBLIC SO THEY CAN RECEIVE TIMELY DEVELOPMENT DECISIONS AND LIVE IN A CLEAN, SAFE AND STABLE CITY.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

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

### Strategy

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

### Strategic Result

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

At least 50% citizen satisfaction with code enforcement

FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
46%	46%	50%	50%

## ISSUE 2

The demand for an improved animal live exit rate without an increased commitment of community resources and community participation, will result in higher euthanasia rates and lower citizen satisfaction.

### Strategy

The Animal Welfare Line of Business will coordinate with community partners to promote programs that improve live exit rates of shelter pets and to increase pet adoptions and placements. Animal Welfare will continue to promote the City's spay/neuter program for community pets.

### Strategic Result

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

Achieving a 75% live exit rate at the shelter

FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
59%	68%	65%	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 2017, Development Services customers will experience a more timely and efficient development review process as evidenced by:**

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

FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
66%	70%	65%	70%

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

FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
79%	87%	85%	85%



## ISSUE 4

Lack of inter and intradepartmental coordination in the development process impacted by the inability to implement new technology in a timely manner will continue to cause delays in processing development applications and issuance of building permits and certificates of occupancy.

### Strategy

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

### Strategic Results

**By 2017, the Development Services department will improve the timeliness of reviews and inspections, as follows:**

Complete 100% of initial review of commercial new construction plans within 15 working days of submission

FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
100%	99%	100%	100%

Complete 100% of initial review of commercial remodel plans within 10 working days of submission

FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
95%	97%	100%	100%

Complete 90% of construction inspections within 1 working day of request

FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
82%	88%	90%	90%

## ISSUE 5

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

### Strategy

The Animal Welfare Line of Business is using centralized Computer Aided Dispatch (CAD) to track response times. Development Services has requested a report from Information Technology in order to extract and interpret this data. In absence of a report, the data is being collected and stored. Officer truck logs and GPS data are being reviewed by management to verify reasonable response volumes.

### Strategic Result

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

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

FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
N/A	N/A	75%	75%

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



# MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$439,700	-
2. Deletes one Senior Customer Service Representative that was added for the Abandoned Buildings Program; the workload for the position never materialized	(\$46,311)	(1.00)



## EXPENDITURES

Summary of Expenditures by Purpose	FY 14 Actual	FY 15 Adopted Budget	FY 16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,064,179	\$2,361,077	\$2,414,653	2.27%
Animal Welfare	4,064,956	4,032,678	4,291,849	6.43%
Code Enforcement	3,203,998	4,166,921	4,158,316	-0.21%
Development Center	6,680,164	6,651,874	6,859,830	3.13%
Subdivision and Zoning	918,586	918,456	927,330	0.97%
<b>Total Operating Expenditures</b>	<b>\$16,931,883</b>	<b>\$18,131,006</b>	<b>\$18,651,978</b>	<b>2.87%</b>
Capital Expenditures	\$181,213	\$1,277,126	\$1,277,420	0.02%
Other Non-Operating Expenditures	307,576	354,538	1,578,753	345.30%
<b>Department Total</b>	<b>\$17,420,672</b>	<b>\$19,762,670</b>	<b>\$21,508,151</b>	<b>8.83%</b>

Summary of Expenditures by Funding Source	FY 14 Actual	FY 15 Adopted Budget	FY 16 Adopted Budget	Percent Change
General Fund	\$16,931,882	\$18,131,006	\$18,651,978	2.87%
Capital Improvement Projects Fund	181,214	1,277,126	1,277,420	0.02%
Grants Management Fund	122,531	158,100	160,552	1.55%
Special Purpose Fund	185,045	196,438	1,418,201	621.96%
<b>Total All Funding Sources</b>	<b>\$17,420,672</b>	<b>\$19,762,670</b>	<b>\$21,508,151</b>	<b>8.83%</b>

# POSITIONS

Summary of Positions by Purpose	FY 14 Actual	FY 15 Adopted Budget	FY 16 Adopted Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	51.00	52.00	52.00	0.00%
Code Enforcement	42.00	52.00	52.00	0.00%
Development Center	84.00	85.00	84.00	-1.18%
Subdivision and Zoning	9.00	9.00	9.00	0.00%
<b>Department Total</b>	<b>190.00</b>	<b>202.00</b>	<b>201.00</b>	<b>-0.50%</b>

Summary of Positions by Funding Source	FY 14 Actual	FY 15 Adopted Budget	FY 16 Adopted Budget	Percent Change
General Fund	190.00	202.00	201.00	-0.50%
<b>Total All Funding Sources</b>	<b>190.00</b>	<b>202.00</b>	<b>201.00</b>	<b>-0.50%</b>



# DEVELOPMENT SERVICES LINES OF BUSINESS

## ADMINISTRATION

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

The 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 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
Result	% of key measures achieved	33%	75%	75%	75%
Result	% of full-time equivalent (FTE) employees without an on the job (OJI) in the current fiscal year	95%	97%	91%	92%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination	75%	82%	95%	95%
Result	% of performance evaluations completed by the review date	57%	54%	95%	95%
Output	# of FTEs supported	178	180	202	201
Output	Dollar amount of operating expenditures managed	\$16,931,883	\$18,036,114	\$18,094,308	\$18,651,978

### Administration Positions and Budget

Program	FY 14		FY 15		FY 16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	2.00	\$377,120	2.00	\$1,931,109	4.00	\$2,414,653
Business Services	2.00	1,687,059	2.00	429,968	0.00	0
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$2,064,179</b>	<b>4.00</b>	<b>\$2,361,077</b>	<b>4.00</b>	<b>\$2,414,653</b>

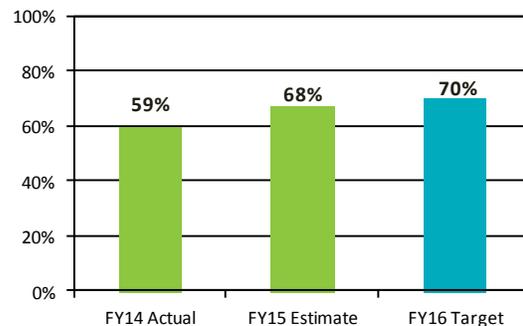
## ANIMAL WELFARE

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

### FOCUS ON PERFORMANCE - % OF LIVE EXITS

#### Why is this measure important?

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



#### What do these numbers tell us?

This measure monitors trends in the shelter's live exit rate and identifies animal intake and disposition trends. The data is a reflection of successes or gaps in the shelter program and service areas such as adoptions, special events, pet fosterage, volunteerism, pet sterilizations, pet reclaims, marketing, and information sharing. The current estimate of 68% for the live exit rate indicates significant improvement over FY14 and is above the FY15 target of 65%. As the chart reflects, the FY16 target has been increased to 70% with the ultimate goal of a 75% live exit within the next two years.

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

		FY 14	FY 15	FY 15	FY 16
Animal Control		Actual	Estimate	Target	Target
Result	% of Animal Welfare Priority 3 calls responded to within 24 hours*	N/A	N/A	40%	40%
Result	% of Animal Welfare Priority 2 calls responded to within 12 hours*	N/A	N/A	85%	85%
Result	% of Animal Welfare Priority 1 calls responded to within 2 hours*	N/A	N/A	75%	75%
Output	# of Animal Welfare Priority 3 call responses provided	6,467	6,620	6,000	6,300
Output	# of Animal Welfare Priority 2 call responses provided	11,065	11,143	8,500	11,000
Output	# of Animal Welfare Priority 1 call responses provided	8,617	8,238	8,000	8,000
Output	# of animal impoundments made	8,268	8,180	6,500	8,000

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

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

<b>Animal Shelter</b>		<b>FY 14 Actual</b>	<b>FY 15 Estimate</b>	<b>FY 15 Target</b>	<b>FY 16 Target</b>
Result	% of live exits	59%	68%	65%	70%
Output	# of live animals sheltered	26,713	27,576	29,000	27,000
Output	# of live exits	15,883	18,654	18,900	18,900

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

<b>Veterinary Services</b>		<b>FY 14 Actual</b>	<b>FY 15 Estimate</b>	<b>FY 15 Target</b>	<b>FY 16 Target</b>
Result	% of animals sterilized	37%	47%	34%	44%
Result	% of live animals logged treated for illness or injury	10%	13%	8%	10%
Result	% of animals euthanized	30%	25%	32%	28%
Output	# of animals treated for illness or injury	2,722	3,574	2,320	2,700
Output	# of euthanasias performed	10,400	8,646	10,150	8,100

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

<b>Program</b>	<b>FY 14</b>		<b>FY 15</b>		<b>FY 16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Animal Control	19.66	\$1,459,808	19.99	\$1,475,917	19.99	\$1,499,780
Animal Shelter	24.66	1,817,360	24.99	1,718,125	24.99	1,912,818
Veterinary Services	6.68	787,788	7.02	838,636	7.02	879,251
<b>Line of Business Total</b>	<b>51.00</b>	<b>\$4,064,956</b>	<b>52.00</b>	<b>\$4,032,678</b>	<b>52.00</b>	<b>\$4,291,849</b>

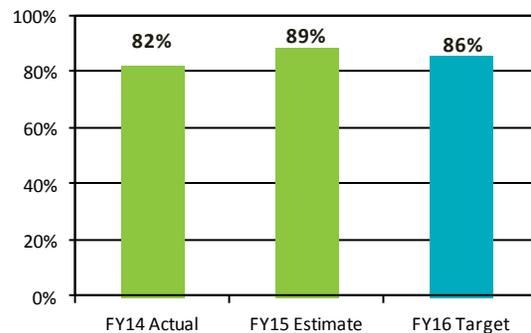
## CODE ENFORCEMENT

The purpose of the Code Enforcement Line of Business is to provide code inspections and abatement services to community residents and property owners so they can realize cleaner and safer neighborhoods.

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

**Why is this measure important?**

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



**What do these numbers tell us?**

Through the first half of this fiscal year Code Enforcement responded to 26,232, which reflects a 21% decline from the same time period the previous year. With this decrease in workload, the department has improved performance and is estimated to end the year with 89% receiving an initial inspection within four days.

**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 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
Result	% of total complaint based inspections completed within 4 days	82%	89%	85%	86%
Result	% of inner city proactive area properties inspected at least once per month	76%	76%	87%	80%
Output	# of complaint-based inspections completed within 4 days	50,142	46,541	44,200	48,000
Output	# of proactive properties inspected monthly	41,861	41,674	48,000	44,000

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

Nuisance Abatement		FY 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
Result	% of citizens satisfied with code enforcement	46%	46%	50%	50%
Result	% of code violations resolved voluntarily	71%	83%	75%	75%
Result	% of total properties with abatement action	0.61%	0.49%	0.63%	0.53%
Output	# of abatement notices and citations issued	19,621	15,691	20,000	20,000
Output	# of abatement actions completed	18,442	14,664	19,000	16,000

### Code Enforcement Positions and Budget

Program	FY 14		FY 15		FY 16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Code Inspections	32.50	\$2,479,352	32.50	\$2,649,866	32.50	\$2,594,173
Abandoned Buildings*	0.00	7,361	10.00	684,933	10.00	724,016
Nuisance Abatement	9.50	717,285	9.50	832,122	9.50	840,127
<b>Line of Business Total</b>	<b>42.00</b>	<b>\$3,203,998</b>	<b>52.00</b>	<b>\$4,166,921</b>	<b>52.00</b>	<b>\$4,158,316</b>

\*New program will develop performance measures at a later date.



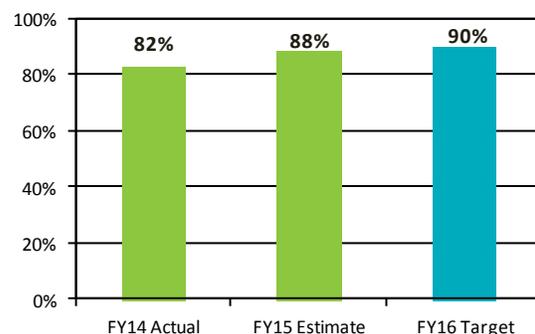
## DEVELOPMENT CENTER

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 1 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 Department uses this data to adjust staff assignments and identify when other strategies are needed to improve service levels.



**What do these numbers tell us?**

Currently, inspections are completed as expected 88% of the time suggesting the Development Center will finish the year with improvement for the seventh consecutive year. Due to this continued success, this measure represents a new goal for the timeliness of inspections, targeting completion within 1 day 90% of the time. This is a change from the prior target for completion within 2 days 80% of the time. Achievement of this level, is due to improved scheduling and process efficiency. Staff also monitors the total number of inspection requests, which this year is expected to remain relatively unchanged near 109,000.

**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 14 Actual	FY 15 Estimate	FY 15 Target	FY 16 Target
Result	% of construction related inspections completed within 1 working day of request	82%	88%	90%	90%
Result	% of quality control reviews that do not require correction	76%	71%	90%	70%
Output	# of construction related inspections completed	109,740	108,317	95,000	109,000
Output	# of quality control reviews completed	331	389	800	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.

<b>Permits and Licensing</b>		<b>FY 14 Actual</b>	<b>FY 15 Estimate</b>	<b>FY 15 Target</b>	<b>FY 16 Target</b>
Result	% of construction related permits issued within 1 working day of request	91%	93%	100%	100%
Result	% of construction related inspections entered within 4 hours of the request.	95%	95%	90%	95%
Output	# construction related inspection requests entered	126,295	127,783	90,000	128,000
Output	# of construction permits issued	65,681	58,344	48,000	60,000
Output	# of licenses and residential sale permits issued	26,540	26,649	25,000	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.

<b>Plan Review</b>		<b>FY 14 Actual</b>	<b>FY 15 Estimate</b>	<b>FY 15 Target</b>	<b>FY 16 Target</b>
Result	Average # of working days in permit process for City permit review	7.22	7.73	9.00	8.00
Result	Average # of working days in permit process for developer response	37.45	41.50	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 3 months	71%	69%	75%	75%
Output	# of commercial remodel construction plans reviewed	914	916	900	950
Output	# of 1-2 family residential new construction plans reviewed	3,479	3,343	3,500	3,500
Output	# of commercial new construction plans reviewed	1,471	1,372	1,000	1,500
Result	% of commercial new construction plans initial code review completed within 15 working days	100%	99%	100%	100%
Result	% of commercial remodel construction plans initial code review completed within 10 working days	95%	97%	100%	100%
Result	% of single family residential new construction plans reviewed within 1 working day of submission	100%	100%	74%	100%

**Development Center Positions and Budget**

Program	FY 14		FY 15		FY 16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspections	44.90	\$3,683,456	45.60	\$3,582,832	45.60	\$3,743,210
Permits and Licensing	18.90	1,206,506	19.60	1,311,455	18.60	1,314,246
Plan Review	20.20	1,790,202	19.80	1,757,587	19.80	1,802,374
<b>Line of Business Total</b>	<b>84.00</b>	<b>\$6,680,164</b>	<b>85.00</b>	<b>\$6,651,874</b>	<b>84.00</b>	<b>\$6,859,830</b>

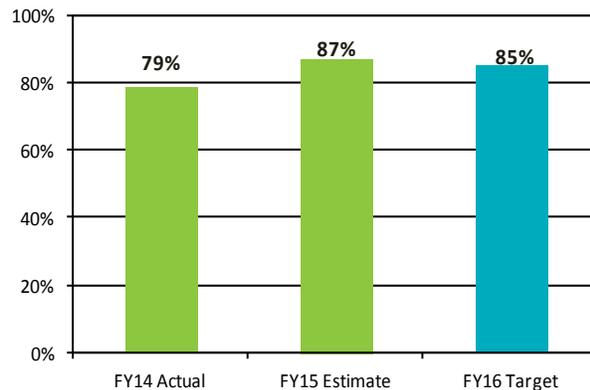
**SUBDIVISION AND ZONING**

The purpose of the Subdivision and Zoning Line of Business is to provide development and policy formulation, and code administration services to policy makers, residents, development interests, and community groups so they can make informed decisions to manage growth and development and receive timely development code decisions and enforcement.

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

**Why is this measure important?**

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



**What do these numbers tell us?**

Typically, a rezoning decision is considered timely if it is received by the applicant within 120 days of the initial request. For the first half of the current fiscal year, applicants receiving a rezoning decision within the stated time frame has 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.

		FY 14	FY 15	FY 15	FY 16
<b>Subdivision and Zoning</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	66%	70%	65%	70%
Result	% of applicants that receive a rezoning development application decision within 120 days of application submission	79%	87%	85%	85%
Output	# of zoning and subdivision applications processed	649	538	600	600
Result	Average # of days for applicants proposing a new subdivision to receive a development application decision	45	45	80	60

**Subdivision and Zoning Positions and Budget**

<b>Program</b>	FY 14		FY 15		FY 16	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Subdivision and Zoning	9.00	\$918,586	9.00	\$918,456	9.00	\$927,330
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$918,586</b>	<b>9.00</b>	<b>\$918,456</b>	<b>9.00</b>	<b>\$927,330</b>

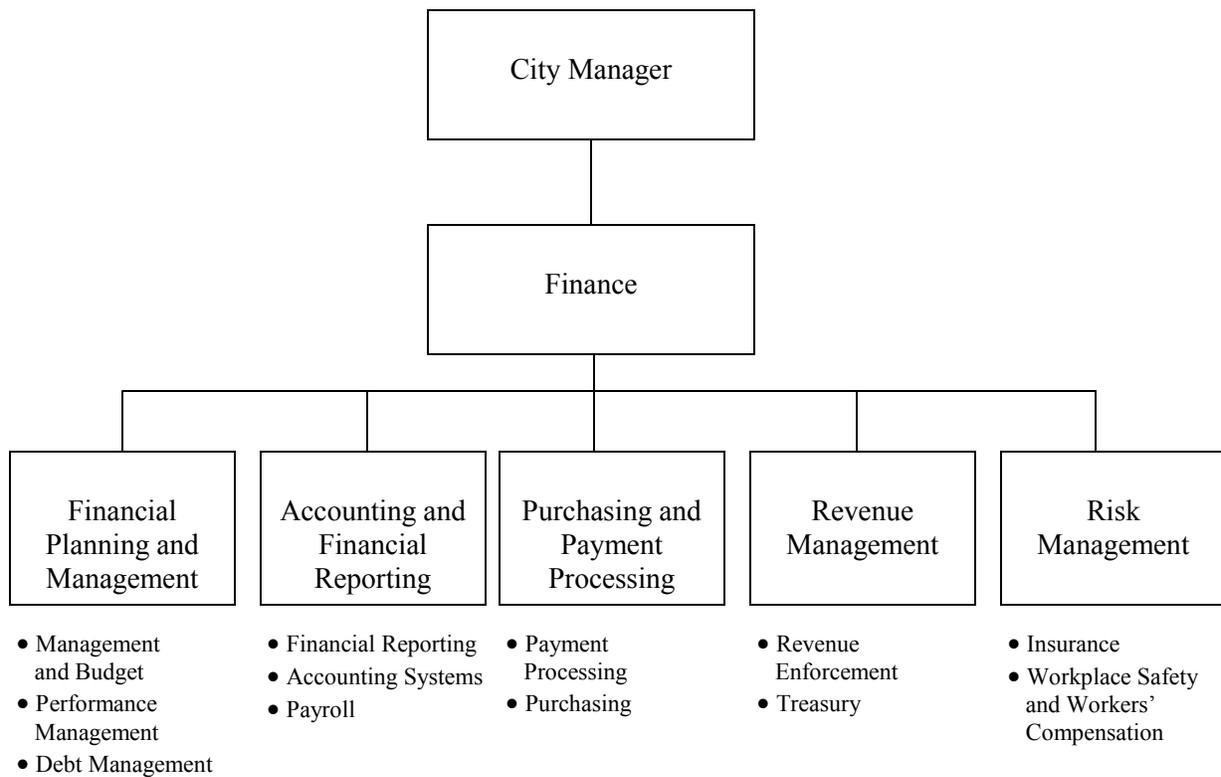




# Finance

**CRAIG FREEMAN, DIRECTOR**

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## DEPARTMENT MISSION

**THE MISSION OF THE FINANCE DEPARTMENT IS TO PROVIDE FINANCIAL PLANNING, MANAGEMENT, AND INFORMATION SERVICES TO CITY DEPARTMENTS, ELECTED OFFICIALS, AND THE PUBLIC SO THEY CAN MAKE INFORMED DECISIONS AND HAVE CONFIDENCE IN THE CITY'S FINANCIAL STEWARDSHIP.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

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

### Strategies

- Provide more proactive communication, such as newsletters and training.
- Work with 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
83%	83%	90%	90%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
85%	85%	90%	90%

## ISSUE 2

Increasing costs, including future liabilities, and higher demands for City services that are outpacing growth in existing revenue sources will result in increasingly unsustainable levels of service and a continuing focus on immediate needs at the expense of long-term goals.

### Strategies

- Budget contributions for the Employee Retirement System 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.
- Develop and implement a debt management policy to maintain appropriate debt levels.

### Strategic Results



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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
66.32%	67.43%	67.00%	67.00%

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



FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
17.34%	17.85%	15.00%	15.00%

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

100% for the Employee Retirement System

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
101%	101%	100%	100%

20% for retiree health insurance, also known as Other Post Employment Benefits

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
5.83%	5.83%	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.
- Conduct a Safety Program Management Assessment and develop a written Injury and Illness Prevention Plan.
- 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	\$31.38	\$31.38	\$31.38

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
10	9	6	6

## MAJOR BUDGET CHANGES

<b>General Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$205,789	-
2.	Adds one Debt Manager position to ensure compliance with debt regulations and manage debt service activities	\$86,785	1.00
3.	Reorganization - Moves Energy Management Program from the City Manager's Office to the Finance Department to better align resources with program purpose	\$195,335	2.00

<b>Risk Management</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$52,475	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,021,015	\$2,243,596	\$1,976,265	-11.92%
Financial Planning & Management	1,026,948	1,100,210	1,469,853	33.60%
Accounting & Financial Reporting	1,969,352	2,109,064	2,611,201	23.81%
Purchasing & Payment Processing	1,678,227	1,856,104	1,457,495	-21.48%
Revenue Management	2,009,783	2,184,531	2,323,468	6.36%
Risk Management	15,615,140	16,309,661	16,136,144	-1.06%
<b>Total Operating Expenditures</b>	<b>\$24,320,466</b>	<b>\$25,803,166</b>	<b>\$25,974,426</b>	<b>0.66%</b>
Capital Expenditures	167,305	127,353	222,539	74.74%
<b>Department Total</b>	<b>\$24,487,771</b>	<b>\$25,930,519</b>	<b>\$26,196,965</b>	<b>1.03%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$7,995,899	\$8,715,745	\$9,024,459	3.54%
Risk Mgmt. Internal Service Fund	16,324,567	17,087,421	16,949,967	-0.80%
Capital Improvement Projects Fund	167,305	127,353	222,539	74.74%
<b>Total All Funds</b>	<b>\$24,487,771</b>	<b>\$25,930,519</b>	<b>\$26,196,965</b>	<b>1.03%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	4.40	4.50	2.50	-44.44%
Financial Planning & Management	12.30	12.20	15.50	27.05%
Accounting & Financial Reporting	24.00	24.30	30.00	23.46%
Purchasing and Payment Processing	24.15	23.85	18.00	-24.53%
Revenue Management	10.50	10.50	12.00	14.29%
Risk Management	11.65	11.65	12.00	3.00%
<b>Department Total</b>	<b>87.00</b>	<b>87.00</b>	<b>90.00</b>	<b>3.45%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	75.00	75.00	78.00	4.00%
Risk Mgmt. Internal Service Fund	12.00	12.00	12.00	0.00%
<b>Total All Funds</b>	<b>87.00</b>	<b>87.00</b>	<b>90.00</b>	<b>3.45%</b>

## FINANCE LINES OF BUSINESS

### ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	97%	100%	100%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	83%	20%	95%	95%
Result	% of performance evaluations completed by the review date	39%	48%	95%	95%
Result	% of key measures achieved	50%	37%	75%	75%
Output	Dollar amount of operating expenditures managed	\$24,320,466	\$22,567,890	\$25,717,824	\$25,974,426
Output	# of FTEs Supported	81	80	87	90

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	2.70	\$1,632,808	2.80	\$1,806,400	0.00	\$0
Executive Leadership	1.70	388,207	1.70	437,196	2.50	1,976,265
<b>Line of Business Total</b>	<b>4.40</b>	<b>\$2,021,015</b>	<b>4.50</b>	<b>\$2,243,596</b>	<b>2.50</b>	<b>\$1,976,265</b>

## 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

Rating Agency	FY14 Actual	FY15 Estimate	FY16 Target
Standard and Poor's	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa

#### Why is this measure important?

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

#### What do these numbers tell us?

The City's bond ratings of AAA and Aaa were affirmed in FY15 by Standard and Poor's (S&P) and Moody's respectively and represent the highest ratings available from these agencies. Maintaining these high ratings reduces the City's financing costs for capital projects and allows more capital projects to be completed without an increase in property taxes to citizens. A history of strong fund balances, conservative financial management, and a moderate debt burden are the reasons for the excellent rating.

**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.

Management and Budget		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of customers who report they are satisfied with the budget services and information provided to manage operations	82%	83%	90%	90%
Result	% of general fund budget maintained in unbudgeted reserve	17.34%	17.85%	15.00%	15.00%
Output	City budget dollars managed	N/A	\$1,104,035,125	\$1,104,035,125	\$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.

Performance Management		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of data entered on time	N/A	78%	95%	95%
Result	% of citizens satisfied with City services	N/A	66%	71%	71%
Output	# of measures managed	N/A	2,757	2,700	2,700
Output	# of department data certifications performed	N/A	0	6	6

**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.

		FY14	FY15	FY15	FY16
<b>Debt Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	General Obligation Bond Ratings*	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
Result	Debt per capita	N/A	\$2,321	\$2,340	\$2,406
Output	# of bond issues outstanding	N/A	44	46	49
Output	\$ of debt outstanding	N/A	\$1,417,113,979	\$1,400,000,000	\$1,492,000,000

\*Standard and Poor's/Moody's

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

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Management and Budget	12.30	\$1,026,948	12.20	\$1,100,210	7.70	\$719,326
Performance Management	0.00	0	0.00	0	3.80	346,932
Debt Management	0.00	0	0.00	0	2.00	206,340
Energy Management	0.00	0	0.00	0	2.00	197,255
<b>Line of Business Total</b>	<b>12.30</b>	<b>\$1,026,948</b>	<b>12.20</b>	<b>\$1,100,210</b>	<b>15.50</b>	<b>\$1,469,853</b>

## 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.

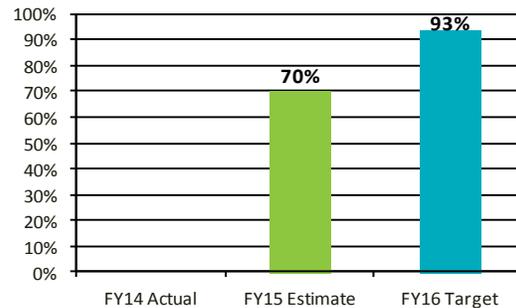
### FOCUS ON PERFORMANCE - % OF FINANCIAL REPORTS ISSUED ON TIME

**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. In addition to the timeliness of these reports is the need to be reader friendly as well as visually appealing. Staff works to achieve these goals by communicating with the users of various financial reports.

**What do these numbers tell us?**

This is the first year measuring this data and during the first half of FY15 the department has issued 70% of required financial reports on time. This measure also helps to identify when timeliness becomes difficult so that solutions can be developed to manage those challenges.



**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.

		FY14	FY15	FY15	FY16
<b>Financial Reporting</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers who report they are satisfied with the financial information available to make decisions	78%	78%	90%	90%
Result	% of financial reports issued on time	N/A	69.88%	93.28%	93.28%
Result	% of bank reconciliations completed on time	N/A	99.32%	100.00%	100.00%
Output	# of financial reports issued	N/A	116	250	250
Output	# of bank reconciliations completed	N/A	2,046	2,075	2,076

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

		FY14	FY15	FY15	FY16
<b>Accounting Systems</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of total capital assets that are in balance	N/A	83.80%	100.00%	100.00%
Result	% of accounting system support requests resolved within 3 working days*	N/A	N/A	N/A	N/A
Output	# of accounting system support requests resolved*	N/A	N/A	N/A	N/A

\*New measure. Data will be reported in FY16. The department is developing data collection procedures for this measure.

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

		FY14	FY15	FY15	FY16
<b>Payroll</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of employee payments processed accurately and on time	100%	100%	100%	100%
Result	% of payroll-related vendor payments processed accurately and on time	N/A	100%	100%	100%
Output	# of employee payments processed	149,107	147,493	147,670	147,670
Output	# of payroll-related vendor payments processed	N/A	4,378	4,094	4,094

### **Accounting and Financial Reporting Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Financial Reporting	24.00	\$1,969,352	24.30	\$2,109,064	18.75	\$1,718,067
Accounting Systems	0.00	0	0.00	0	5.25	435,715
Payroll	0.00	0	0.00	0	6.00	457,419
<b>Line of Business Total</b>	<b>24.00</b>	<b>\$1,969,352</b>	<b>24.30</b>	<b>\$2,109,064</b>	<b>30.00</b>	<b>\$2,611,201</b>

## PURCHASING AND PAYMENT PROCESSING

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

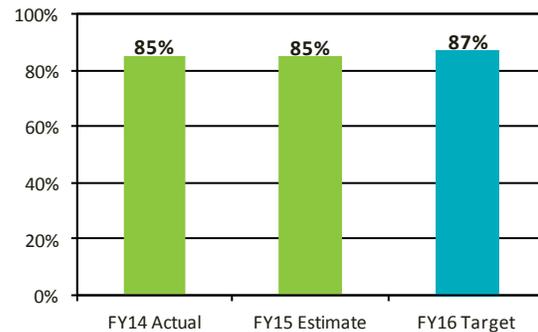
### FOCUS ON PERFORMANCE - % OF VENDOR PAYMENTS MADE IN 30 CALENDAR DAYS OR LESS FROM INVOICE DATE

**Why is this measure important?**

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

**What do these numbers tell us?**

The Payment Processing program continues to consistently provide timely payment to vendors, reaching at least 85% performance over the last six years. In FY15, staff is on track to make approximately 4% more vendor payments than the previous year. Finance department staff continues to implement proactive business processes, such as 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.

		FY14	FY15	FY15	FY16
<b>Payment Processing</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of vendor payments made in 30 calendar days or less from invoice date	85%	85%	87%	87%
Output	# of vendor payments processed	102,820	107,081	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.

		FY14	FY15	FY15	FY16
<b>Purchasing</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of purchase orders encumbered after invoice date	23%	22%	10%	10%
Result	% of purchase orders approved within four (4) hours	74%	67%	98%	98%
Result	% of purchasing contracts approved on time	91%	91%	90%	90%
Result	% of purchases under \$2,500 made with the purchasing card	84%	84%	95%	95%
Output	# of purchasing contracts approved	634	713	750	750
Output	# of employees trained	611	335	300	300

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

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Payment Processing	14.60	\$976,850	14.80	\$1,076,626	9.40	\$725,972
Purchasing	9.55	701,377	9.05	779,478	8.60	731,523
<b>Line of Business Total</b>	<b>24.15</b>	<b>\$1,678,227</b>	<b>23.85</b>	<b>\$1,856,104</b>	<b>18.00</b>	<b>\$1,457,495</b>

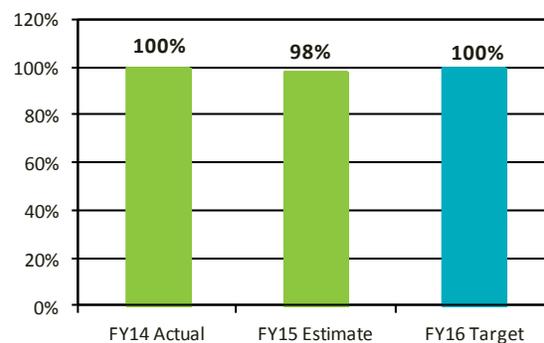
## REVENUE MANAGEMENT

The purpose of the Revenue Management Line of Business is to provide collection, enforcement, 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 that the City's portfolio yield as compared to a benchmark that most closely matches our portfolio. The City's investment policy establishes safety of principal as the foremost objective, with liquidity and rate of return on the investment being secondary. Meeting the 0-3 year U.S. Treasury Index indicates Treasury is achieving an appropriate level of return in comparison to the level of risk allowed by City policy.



#### What do these numbers tell us?

The data indicates that through the first half of FY15, the City has maintained yields just below the benchmark. This is a reflection of a continued trend over the last several years of a very low interest rate environment. 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	\$ of delinquent revenue collected per revenue enhancement activity completed (12 month rolling average)	\$3,085	\$2,844	\$2,500	\$2,500
Result	\$ of independent audit revenue per \$ of independent audit expense	N/A	\$8	\$6	\$4
Output	\$ of delinquent and noncompliant revenues collected	\$1,800,194	\$1,287,223	\$2,200,000	\$2,200,000

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of portfolio yield compared to the 0-3 year US Treasury Index Benchmark	100%	98%	100%	100%
Result	% of customers who are satisfied with banking services provided by the Treasury division	85%	85%	80%	80%
Result	% of City and Trust revenue recorded through Treasury within 2 business days	N/A	79.00%	80.00%	80.51%
Output	\$ of City and Trust revenue recorded by Treasury	N/A	\$1,008,233,958	\$1,096,127,584	\$1,160,899,678
Output	# of assessment district invoices issued	N/A	5,486	2,883	3,210

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

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Revenue Enforcement	7.25	\$621,126	7.25	\$639,487	7.45	\$703,625
Treasury	3.25	1,388,656	3.25	1,545,044	4.55	1,619,843
<b>Line of Business Total</b>	<b>10.50</b>	<b>\$2,009,782</b>	<b>10.50</b>	<b>\$2,184,531</b>	<b>12.00</b>	<b>\$2,323,468</b>

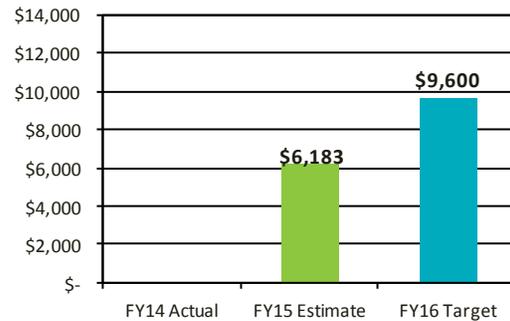
## RISK MANAGEMENT

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?**

For FY15, the estimated cost per claim is approximately \$6,000. A new calculation method was implemented this year which uses reserves set by claims adjusters based on initial injury assessments amended by actual incurred amounts throughout the claims process. Increases in the cost per claim can be the result of medical cost inflation, prescription cost increases and a higher number of severe injury claims being managed by the Workers' Compensation and Workplace Safety program.

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

		FY14	FY15	FY15	FY16
<b>Insurance</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of property losses per premium paid	N/A	0.00%	0.00%	0.00%
Result	% of insured locations (over \$2mil) with a current appraisal	N/A	15.38%	15.38%	15.38%
Output	# of insured locations (over \$2mil) with a current appraisal	N/A	10	10	10
Output	Total value of City property insured (total insured value-TIV)	2,251,501,664	2,360,079,429	2,863,565,366	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.

		FY14	FY15	FY15	FY16
<b>Workers' Compensation and Workplace Safety</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	# of injuries per 100 employees	\$10	\$9	\$6	\$6
Result	\$ per \$1,000 of payroll expense for Workers Compensation claim costs	N/A	\$31.38	\$31.38	\$31.38
Result	Estimated Cost per Claim	N/A	6,183.24	10,438.10	9,600.00
Output	# of work days lost due to OJI	9,475	9,475	9,300	9,500
Output	\$ of expense for workers' compensation	N/A	\$7,282,739.89	\$6,576,000.00	\$6,576,000.00

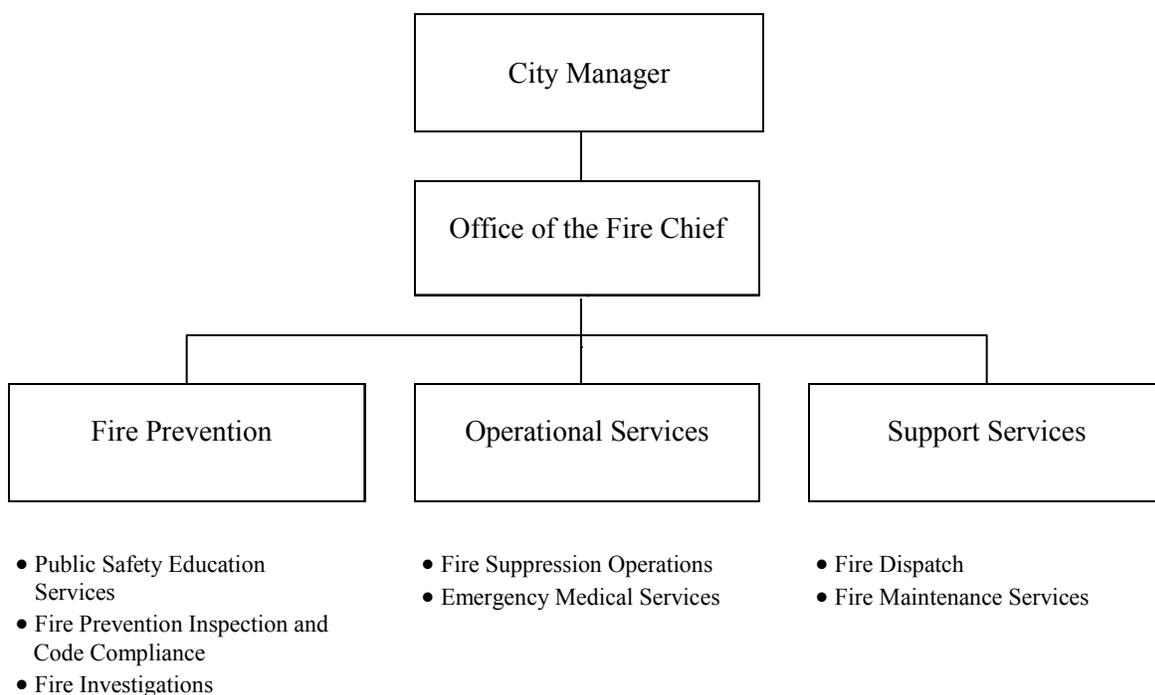
### **Risk Management Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Insurance	0.70	\$2,190,307	0.70	\$2,704,548	0.40	\$2,739,969
Workplace Safety and Workers' Compensation	10.95	13,424,834	10.95	13,605,113	11.60	13,396,175
<b>Line of Business Total</b>	<b>11.65</b>	<b>\$15,615,140</b>	<b>11.65</b>	<b>\$16,309,661</b>	<b>12.00</b>	<b>\$16,136,144</b>

# Fire

**G. KEITH BRYANT, FIRE CHIEF**

keith.bryant@okc.gov



## DEPARTMENT MISSION

**THE MISSION OF THE FIRE DEPARTMENT IS TO PROVIDE EMERGENCY RESPONSE, FIRE PREVENTION, AND PUBLIC EDUCATION SERVICES TO THE OKLAHOMA CITY COMMUNITY SO THEY CAN HAVE THEIR LIVES AND PROPERTY PROTECTED.**

**“RESPOND QUICKLY, SAFELY, COURTEOUSLY - MEET THE NEED!”**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

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

### Strategies

- Make non-emergency community contacts where a safety inspection, home smoke alarm, or safety education are provided.
- Increase improved life safety knowledge through safety education sessions.
- Distribute ten-year lithium smoke alarms in targeted high fire risk areas.
- Each fire station will make at least 30 non-emergency public safety contacts per month.
- Provide online pre-inspection checklists.
- 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 (1.03 per 100,000 residents based on the latest available data from NFPA).**

Structure fire fatality rate per 100,000 residents

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
0.67	0.87	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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
100%	100%	100%	100%

31% of Oklahoma City citizens reached through non-emergency public contacts

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
6%	6%	30%	29%

## ISSUE 2

Population growth, development and changing demographics, coupled with an increasing role in EMS delivery, will lead to a growing demand on fire department services and resources, which, if not addressed, could result in:

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

### Strategies

- Implement Council directives resulting from the Fire Station Relocation Study, including allocation of Advanced Life Support (ALS) resources.
- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Continue the implementation and training for enhanced communications and data systems.
- Continue to work with local, state and federal organizations to assist and provide monitoring and detection for our citizens and responders at large venues and National security events.
- Work with the OKC Planning department on comprehensive plans that are conducive for emergency responses to include faster routes and areas free of permanent obstructions.
- Continue to increase the level of cooperation and integration with EMSA.
- Train and hire additional paramedics.
- Continue the goal of upgrading all companies to paramedic engine.
- Continue improvement on Medical Priority Dispatch System to provide a seamless emergency medical response to calls based on significance of injury or illness.

### Strategic Result

**By 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
58%	58%	70%	70%



### ISSUE 3

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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

- Maintain 98% of facilities operating without pending high priority work orders.
- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Complete facility repairs authorized as General Obligation Bond projects.
- Work with City leadership to identify a funding source for Fleet replacement.

#### Strategic Result

By 2016, the Fire Department will develop a plan to renovate facilities and identify a fleet funding source.



## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$1,731,468	-
2. Adds Fire Suppression positions for new SE OKC Fire Station. Positions funded beginning in March 2016	\$587,448	21.0

Fire Sales Tax Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirements, health insurance and other benefits	\$297,402	-
2. Adds funding for Fire Station projects	\$2,000,000	-
3. Adds funding for facility repairs	\$850,000	-
4. Adds funding for training and records management software	\$140,000	-

MAPS3 Use Tax Fund	Amount	Positions
1. Increases budget for fleet replacement	\$5,177,109	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$11,494,641	\$10,885,810	\$10,619,947	-2.44%
Fire Prevention Services	5,117,810	5,102,708	5,300,008	3.87%
Operational Services	103,492,503	107,996,382	110,137,067	1.98%
Support Services	10,320,931	10,817,858	13,420,617	24.06%
<b>Total Operating Expenditures</b>	<b>\$130,425,885</b>	<b>\$134,802,758</b>	<b>\$139,477,639</b>	<b>3.47%</b>
Capital Expenditures	\$2,780,044	\$11,507,489	\$14,011,528	21.76%
Grant Expenditures	132,298	0	0	N/A
Other Non-Operating Expenditures	6,389	42,918	26,362	-38.58%
<b>Total Non-Operating Expenditures</b>	<b>\$2,918,731</b>	<b>\$11,550,407</b>	<b>\$14,037,890</b>	<b>-17%</b>
<b>Department Total</b>	<b>\$133,344,616</b>	<b>\$146,353,165</b>	<b>\$153,515,529</b>	<b>4.89%</b>
<i>Less</i> Interfund Transfers	(11,759,695)	(11,923,341)	(12,067,656)	1.21%
<b>Total All Funds</b>	<b>\$121,584,921</b>	<b>\$134,429,824</b>	<b>\$141,447,873</b>	<b>5.22%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$90,775,340	\$93,187,111	\$94,841,826	1.78%
Fire Sales Tax Fund	39,650,545	41,615,647	44,635,813	7.26%
MAPS 3 Use Tax Fund	1,280,100	8,689,787	13,866,896	59.58%
Grants Management Fund	132,298	0	0	N/A
Police & Fire Cap. Equip. Sales Tax Fund	711	147,032	144,632	-1.63%
City/Schools Capital Projects Use Tax Fund	1,499,233	2,670,670	0	-100.00%
Special Purpose Fund	6,389	42,918	26,362	-38.58%
<b>Total All Funding Sources</b>	<b>\$133,344,616</b>	<b>\$146,353,165</b>	<b>\$153,515,529</b>	<b>4.89%</b>
<i>Less</i> Interfund Transfers	(11,759,695)	(11,923,341)	(12,067,656)	1.21%
<b>Grand Total All Funds</b>	<b>\$121,584,921</b>	<b>\$134,429,824</b>	<b>\$141,447,873</b>	<b>5.22%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	36.90	37.05	36.00	-2.83%
Fire Prevention Services	37.05	39.05	41.20	5.51%
Operational Services	872.55	877.40	893.90	1.88%
Support Services	33.50	33.50	36.90	10.15%
<b>Department Total</b>	<b>980.00</b>	<b>987.00</b>	<b>1,008.00</b>	<b>2.13%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	772.00	779.00	800.00	2.70%
Grants Management Fund	0.00	0.00	0.00	N/A
Fire Sales Tax Fund	208.00	208.00	208.00	0.00%
MAPS3 Use Tax Fund	0.00	0.00	0.00	N/A
<b>Department Total</b>	<b>980.00</b>	<b>987.00</b>	<b>1,008.00</b>	<b>2.13%</b>



## FIRE LINES OF BUSINESS

### ADMINISTRATION

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

The 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.

<b>Executive Leadership</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of key measures achieved	47%	20%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	97%	94%	92%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	71%	91%	95%	95%
Result	% of performance evaluations completed by the review date	55%	67%	100%	100%
Result	% of Fire Department applicants that are female and/or minority	24%	27%	45%	45%
Output	# of FTEs supported	971	972	987	1,008
Output	# of public information requests responded to	5,092	4,174	8,184	8,184
Output	Dollar amount of operating expenditures managed	\$130,425,885	\$123,648,607	\$134,502,986	\$139,477,639

### Administration Positions and Budget

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Position</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Business Services	20.90	\$8,690,051	21.05	\$8,137,929	0.00	\$0
Executive Leadership	16.00	2,804,590	16.00	2,747,881	36.00	10,619,947
<b>Line of Business Total</b>	<b>36.90</b>	<b>\$11,494,641</b>	<b>37.05</b>	<b>\$10,885,810</b>	<b>36.00</b>	<b>\$10,619,947</b>

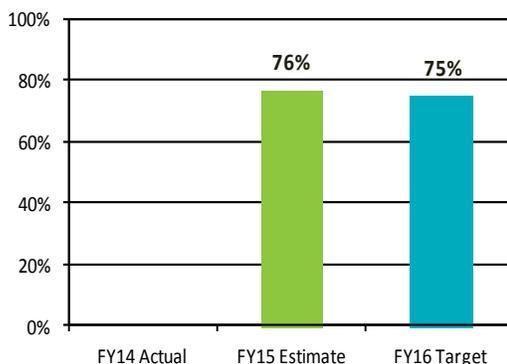
## FIRE PREVENTION SERVICES

The purpose of the Fire Prevention Services Line of Business is to provide education, enforcement, and investigation services to the residents, business community and visitors of Oklahoma City so they can benefit from a reduced risk of loss from fire and other hazards.

### FOCUS ON PERFORMANCE - % OF INITIAL NEW CONSTRUCTION INSPECTIONS COMPLETED WITHIN 3 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 and such the measure was changed this year from a 10 day response to 3 days.



**What do these numbers tell us?**

During the first half of FY15, inspections have been completed within 3 days 76% of the time. 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of arson cases referred to the district attorney for prosecution	25%	28%	12%	21%
Result	% of fire investigations resulting in arson or accidental cause determinations	74%	91%	61%	78%
Output	# of accidental or undetermined fire investigations conducted	107	118	80	80
Output	# of juveniles referred by Operation Fire Safe Program	24	12	20	50
Output	# of arson investigations conducted	101	106	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.

<b>Fire Prevention Inspection and Code Compliance</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of initial new construction inspections completed within 3 business days of request	N/A	76%	75%	75%
Result	% of fire protection system plan reviews completed within 10 business days of receipt	46%	60%	75%	75%
Result	Average # of inspections per new construction permit	N/A	1	2	3
Output	# of requests for services completed (re-inspections, surveys, monthly permits, etc.)	27,818	32,989	26,045	26,045

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

<b>Public Safety Education Services</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of elementary public schools in Oklahoma City limits receiving second grade fire safety presentations per year	100%	100%	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	63,837	26,508	70,000	70,000
Output	# of second grade students in the Oklahoma City limits educated in the fire safety trailer presentations	5,240	5,819	6,824	6,824
Output	# of smoke alarms distributed to citizens	1,410	1,367	2,500	2,500
Output	# of hours spent on Fire Department Public Safety requests for service	2,704	5,312	3,500	3,500

### Fire Prevention Services Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Position	Adopted Budget	Adopted Positions	Adopted Budget
Fire Investigations	13.45	\$2,033,524	13.45	\$1,984,391	13.60	\$1,833,136
Fire Prevention Inspection and Code Compliance	14.60	1,937,274	16.60	1,960,702	17.60	2,238,275
Public Safety Education Services	9.00	1,147,012	9.00	1,157,615	10.00	1,228,597
<b>Line of Business Total</b>	<b>37.05</b>	<b>\$5,117,810</b>	<b>39.05</b>	<b>\$5,102,708</b>	<b>41.20</b>	<b>\$5,300,008</b>



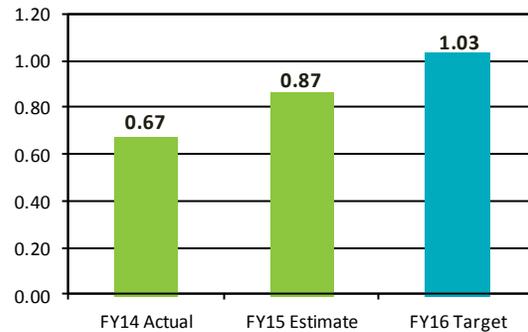
## OPERATIONAL SERVICES

The purpose of the Operational Services Line of Business is to provide emergency and non-emergency responses to all residents and visitors in our community so they can have their lives and property protected from fires, medical emergencies, and other hazards.

### FOCUS ON PERFORMANCE - STRUCTURE FIRE FATALITIES PER 100,000 RESIDENTS

**Why is this measure important?**

Fire fatalities is ultimately the most important measure for the Fire Department. Setting a target for this measure is difficult because the goal is for no loss of life, therefore the target is set as the national benchmark for comparison purposes. With continued focus on training, proper fire tactics, timely incident response, smoke detector program and fire safety education, fire fatalities and structure fires can be reduced.



**What do these numbers tell us?**

Through the first six months of FY15, the Fire Department has responded to a total of 474 structure fires with three lost lives. This equates to a ratio of 0.87 fatalities per 100,000 residents, which is below the national average.



**The Emergency Medical Services Program** provides response to life threatening emergencies and medical assistance services to all citizens and visitors of Oklahoma City so they can receive immediate treatment or care that will improve, resolve, or stabilize their condition.

<b>Emergency Medical Services</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of Fire Department Emergency Medical responses provided within 5 minutes or less from being dispatched to arrival	61%	60%	70%	70%
Result	% of Fire Department Emergency Medical responses where treatment or care is indicated and condition is improved/stabilized	100%	100%	95%	95%
Result	% of Fire Department emergency responses provided with Advanced Life Support (ALS) staff and equipment	89%	89%	85%	85%
Output	# of Fire Department Emergency Medical responses where treatment is provided	42,291	42,327	60,000	60,000
Output	# of Fire Department Emergency Medical responses	43,039	47,603	62,000	62,000

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

<b>Fire Suppression Operations</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	Structure fire fatalities per 100,000 residents	0.67	0.87	1.03	1.03
Result	% of fire incident responses within 5 minutes or less from being dispatched to arrival	57%	56%	70%	70%
Result	% of structure fires contained to the room of origin	72%	70%	65%	65%
Output	# of Fire Department non-emergency public safety contacts	34,493	36,120	179,505	179,505
Output	# of fire incident responses provided	2,823	2,630	3,100	3,100
Output	# of people assisted by the Fire Department Community Service Liaison	619	451	700	700
Output	# of special operations responses provided by the Fire Department	842	696	540	540
Output	# of Fire Department total training hours per Operations position	318	308	96	120

**Operational Services Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Position	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Medical Services	590.95	\$69,728,901	594.45	\$72,750,532	736.37	\$90,471,320
Fire Suppression Operations	94.70	11,282,542	95.20	12,251,767	157.53	19,665,747
Operations Training	186.90	22,481,060	187.75	22,994,083	0.00	0
<b>Line of Business Total</b>	<b>872.55</b>	<b>\$103,492,503</b>	<b>877.40</b>	<b>\$107,996,382</b>	<b>893.90</b>	<b>\$110,137,067</b>



## SUPPORT SERVICES

The purpose of the Support Services Line of Business is to provide Dispatch, Fleet, Equipment, and Facility Management Services to the Fire Department so they can receive timely dispatches and properly maintained fleet, equipment, and facilities.

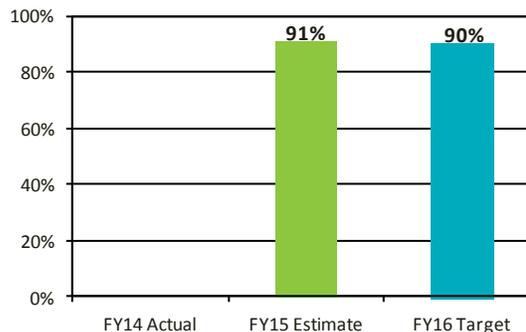
### FOCUS ON PERFORMANCE - % OF 911 TELEPHONE CALLS ANSWERED WITHIN 15 SECONDS OR LESS FROM TRANSFER TO FIRE DISPATCH

**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?**

FY15 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of Fire Call Taker incidents dispatched in 1 minute	63%	68%	90%	90%
Result	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch	N/A	91%	90%	90%
Output	# of incidents dispatched to the Fire Department	67,708	69,683	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of hours the front line Fire apparatus fleet is available	89%	91%	70%	90%
Result	% of total maintenance hours that are unscheduled	3%	33%	40%	40%
Result	% of repairs outsourced	7%	6%	15%	15%
Result	% of fire equipment tested per NFPA standards	N/A	99%	100%	100%
Output	# of Fire Department facility work orders completed	826	940	900	900
Output	# of Fire Department fleet work order jobs completed	N/A	3,088	1,500	1,500

**Support Services Positions and Budget**

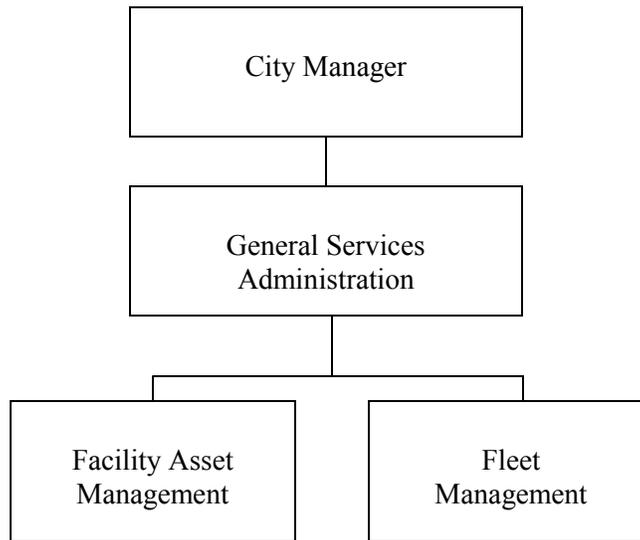
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Position	Adopted Budget	Adopted Positions	Adopted Budget
Fire Dispatch	19.50	\$2,237,959	19.50	\$2,133,133	19.65	\$2,218,381
Fire Maintenance Services	14.00	8,082,973	14.00	8,684,725	17.25	11,202,236
<b>Line of Business Total</b>	<b>33.50</b>	<b>\$10,320,931</b>	<b>33.50</b>	<b>\$10,817,858</b>	<b>36.90</b>	<b>\$13,420,617</b>



# General Services

**PAULA FALKENSTEIN, DIRECTOR**

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

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

## DEPARTMENT MISSION

**THE MISSION OF THE GENERAL SERVICES DEPARTMENT IS TO PROVIDE FLEET AND FACILITY ASSET MANAGEMENT SERVICES TO ALL CITY DEPARTMENTS SO THEY CAN SUCCESSFULLY ACCOMPLISH THEIR MISSIONS.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

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

- Increased capital and operating cost
- Delays in response times to maintenance requests
- Unsafe facilities, leading to increased risk of injury or illness to citizens and City employees
- Continued duplication of efforts
- Missed opportunities to identify conservation initiatives

### Strategies

- Schedule elective repairs found during preventive maintenance inspections based on customer's priority of need.
- Assign staff to preventive maintenance work orders in a timely manner to promote completions by due date.

### Strategic Results

**By 2019, General Services' customer departments will benefit from having a coordinated building and equipment assets maintenance, repair and service plan, as evidenced by:**

At least 60% of all fleet repairs (not due to abuse, accident, or other non-target repairs) will be scheduled repairs

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
53%	52%	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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
89%	98%	88%	88%

## ISSUE 2

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

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

### Strategies

- Follow up on all reported comebacks with mechanics and customers.
- Assign staff to facility work orders in a timely manner and work closely with requesting agencies regarding material acquisition to complete services within designated completion times.
- Provide staff training and support to improve skills needed to complete facility repair requests.
- Follow up on all work requests entered into SharePoint identified as a callback, with the customer, the trade supervisor, and the BMD technician.

### Strategic Results

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

100% of vehicle mechanics with ASE Master Level Certification

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
94%	94%	100%	100%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
99%	99%	98%	98%

At least 95% of fleet maintenance work orders completed correctly without return for rework

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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

- Pursue funding and completion of energy saving measures, manage existing Energy Management System and work on energy usage awareness to reduce consumption.
- Establish an authorized replacement vehicle selector list and distribute to customer departments.

### Strategic Results

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

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
4.90	3.21	4.43	4.43

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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

- Increased shop priority on equipment approaching promised return date.
- Assign staff to facility work orders in a timely manner and work closely with requesting agencies regarding material acquisition to complete services within designated completion time.
- Strive to provide exceptional customer service through SharePoint notification communication with customers as work requests/work orders are completed.
- Strive to provide exceptional customer service through frequent informational contacts and superior product quality.
- Meet frequently with Fleet Services' customer groups to discuss their issues and concerns.

### Strategic Results

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

At least 90% of vehicle repairs completed within the stated completion time

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
90%	87%	90%	90%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
52%	62%	80%	80%

At least 80% of customers surveyed will rate their overall satisfaction with Building Management as satisfied

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
52%	52%	80%	80%

At least 95% of customers will rate their overall satisfaction with Fleet Services as satisfied

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
89%	89%	95%	95%

## ISSUE 5

The continued inadequate capital repair and replacement of the City’s facilities and equipment assets, if not addressed, will result in:

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

### Strategies

- Meet frequently with department and division heads to determine their current informational needs.
- Provide project development and estimating services, building assessments and reports and provide advice on facility issues.

### Strategic Result

**By 2017, 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
19%	16%	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	\$99,979	-
2. Adds a Building Mechanic I position focused on supporting Fire facilities	\$52,908	1.0
3. Reduces custodial services for discretionary items such as window washing	(\$49,745)	

Fleet Services Internal Service Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$71,534	-
2. Reduces vehicle and equipment maintenance expenses for outsourced repairs	(\$37,618)	
3. Reduces fuel budget due to lower prices	(\$1,036,781)	



## EXPENDITURES

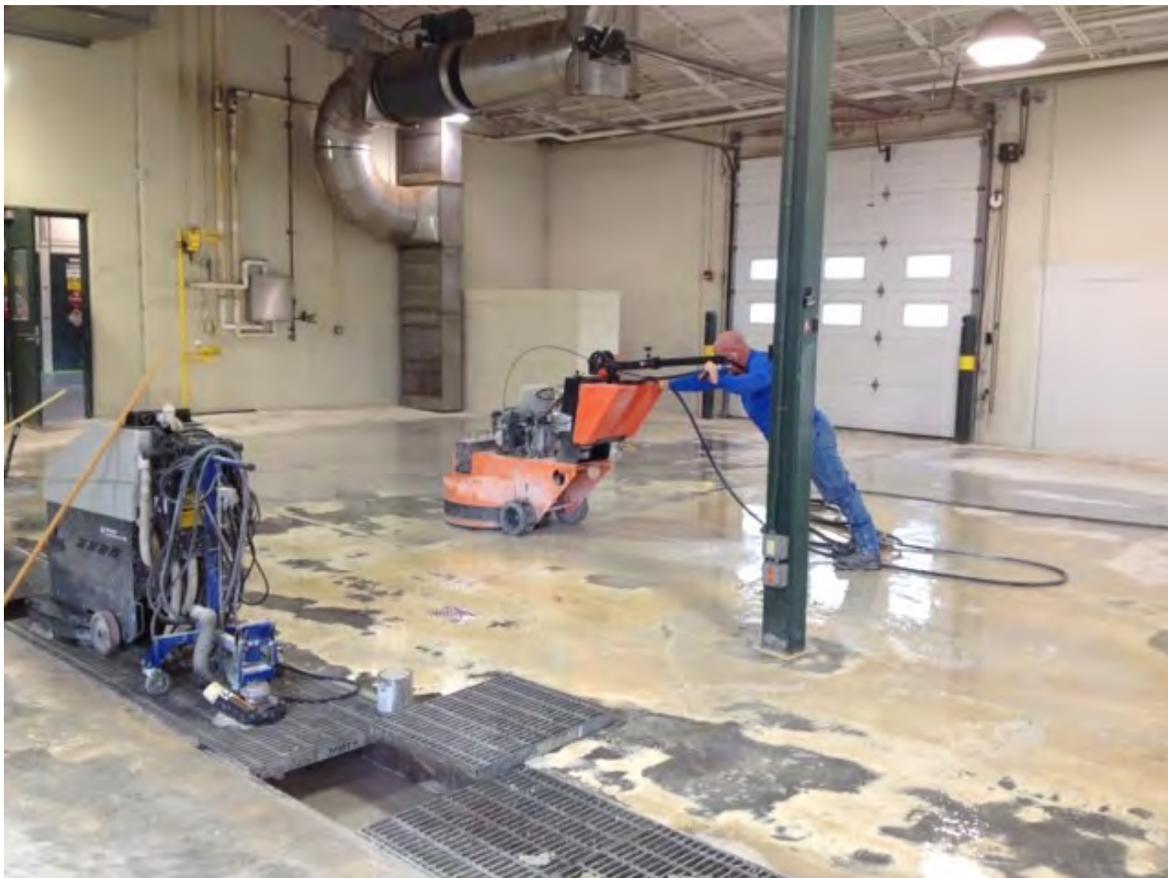
Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,132,504	\$1,308,079	\$1,126,779	-13.86%
Facility Asset Management	4,147,041	4,126,810	4,237,690	2.69%
Fleet Management	10,032,815	9,983,885	9,162,117	-8.23%
<b>Total Operating Expenditures</b>	<b>\$15,312,360</b>	<b>\$15,418,774</b>	<b>\$14,526,586</b>	<b>-5.79%</b>
Capital Expenditures	\$3,099,538	\$11,118,024	\$9,932,972	-10.66%
Other Non-Operating Expenditures	291,939	153,366	73,862	-51.84%
<b>Department Total</b>	<b>\$18,703,837</b>	<b>\$26,690,164</b>	<b>\$24,533,420</b>	<b>-8.08%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$4,915,068	\$4,894,098	\$5,006,566	2.30%
Fleet Services Internal Services Fund	10,397,292	10,524,676	9,520,020	-9.55%
Capital Improvement Projects Fund	3,099,538	11,118,024	9,932,972	-10.66%
Grants Management Fund	291,939	153,366	73,862	-51.84%
<b>Total All Funds</b>	<b>\$18,703,837</b>	<b>\$26,690,164</b>	<b>\$24,533,420</b>	<b>-8.08%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	4.90	4.90	3.40	-30.61%
Facility Asset Management	35.20	36.20	38.40	6.08%
Fleet Management	35.90	35.90	36.20	0.84%
<b>Department Total</b>	<b>76.00</b>	<b>77.00</b>	<b>78.00</b>	<b>1.30%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	39.00	40.00	41.00	2.50%
Fleet Services Internal Services Fund	37.00	37.00	37.00	0.00%
<b>Department Total</b>	<b>76.00</b>	<b>77.00</b>	<b>78.00</b>	<b>1.30%</b>



# GENERAL SERVICES LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	83%	72%	75%	75%
Result	% of performance evaluations completed by the review date	94%	94%	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	78%	100%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	96%	96%	95%
Output	# of ADA compliance issues referred to other departments	11	15	10	10
Output	Dollar amount of operating expenditures managed	\$15,312,360	\$12,843,135	\$15,399,092	\$14,526,586
Output	# of FTE's supported	74	74	77	78

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	3.60	\$943,550	3.60	\$1,131,229	0.00	\$0
Executive Leadership	1.30	188,954	1.30	176,850	3.40	1,126,779
<b>Line of Business Total</b>	<b>4.90</b>	<b>\$1,132,504</b>	<b>4.90</b>	<b>\$1,308,079</b>	<b>3.40</b>	<b>\$1,126,779</b>

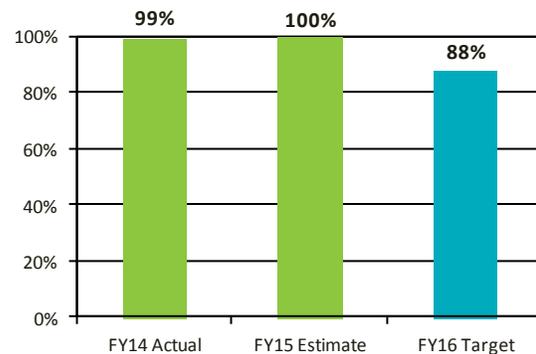
## FACILITY ASSET MANAGEMENT

The purpose of the Facility Asset Management Line of Business is to provide facility maintenance, repair and enhancement services to City departments so they can provide safe, well maintained, and efficient places to work and play.

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

#### Why is this measure important?

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



#### What do these 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 performs over 500 water quality tests and over 400 spray ground inspections annually.

**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.

<b>Building Maintenance, Repair and Enhancement</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of Department customers surveyed who express overall satisfaction with the cleanliness of facilities	41%	41%	80%	80%
Result	% of work orders that are unscheduled	53%	49%	67%	67%
Result	% of customers surveyed who express overall satisfaction with enhancements of their facilities	72%	72%	75%	75%
Result	% of preventive maintenance work orders completed on schedule	89%	98%	88%	88%
Result	% of Department customers surveyed who express overall satisfaction with the cleanliness of facilities	41%	41%	80%	80%
Output	\$ received from recycling	\$2,870	\$2,436	\$2,284	\$2,284
Output	# of preventive maintenance work orders completed	1,647	2,045	1,649	1,649
Output	# of unscheduled facility work orders completed	970	1,258	1,475	1,475
Output	# of enhancements completed	36	48	40	40
Output	# of resource conservation measures completed	25	30	12	12

**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.

<b>Aquatic Facility Safety and Maintenance</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of operating days aquatic facilities are available for use	99%	100%	88%	88%
Result	% of water quality tests passed	66%	72%	94%	94%
Output	# of aquatic facility installations /repairs completed	36	43	38	38
Output	# of water quality tests performed by General Services	829	742	675	675
Output	# of aquatic facilities supported	25	25	25	25
Output	# of spray ground inspections	448	508	350	350

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

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Aquatic and Recreational Facility Safety Program	4.97	\$396,286	4.97	\$407,516	5.02	\$411,515
Building Maintenance, Repair and Enhancement	30.23	3,750,755	31.23	3,719,294	33.38	3,826,175
<b>Line of Business Total</b>	<b>35.20</b>	<b>\$4,147,041</b>	<b>36.20</b>	<b>\$4,126,810</b>	<b>38.40</b>	<b>\$4,237,690</b>

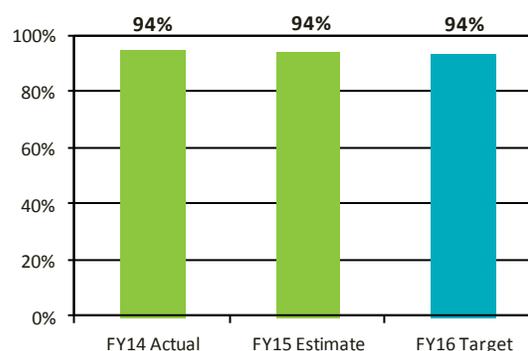
## FLEET MANAGEMENT

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

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

**Why is this measure important?**

The General Services Department provides preventative maintenance and repair services to many of the City’s vehicles and equipment. The data collected in this performance measure indicates the percentage of the City’s general fleet available to City departments to use in providing services to citizens. Measuring availability or uptime is a good indicator of the general condition of the fleet and allows Fleet Services to better manage its shop operations to meet customer demand.



**What do these numbers tell us?**

The data indicates that Fleet Services has consistently provided a high level of uptime to City departments needing vehicles and equipment. So far in FY15, an average of 94% of vehicles and equipment were available for use suggesting relatively few interruptions in services provided to citizens due to a lack of a required vehicle or piece of equipment.

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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of budgeted vehicles and equipment available for use	94%	94%	94%	94%
Result	% of vehicle/equipment repairs completed by the stated completion time	90%	87%	90%	90%
Result	% of fleet maintenance work orders completed correctly without return for rework	100%	100%	98%	98%
Output	# of vehicle and equipment repairs completed	11,015	10,758	13,500	13,500
Output	# of budgeted vehicles available for use	4,028	4,017	4,063	4,026

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

<b>Fleet Services Support</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of vehicle replacement needs met	16%	19%	25%	25%
Result	% of underutilized units in the general fleet	19%	16%	15%	15%
Output	# of new vehicle issuances	47	55	72	72
Output	# of equipment specifications provided	24	37	30	30
Output	# of underutilized units (monthly avg)	253	217	209	209

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

<b>Fleet Refueling Program</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of fueling transactions completed without assistance	100%	100%	100%	100%
Output	# of gallons of fuel purchased	1,596,977	1,636,725	1,611,749	1,611,749
Output	# of fueling transactions completed	120,015	123,819	123,000	123,000

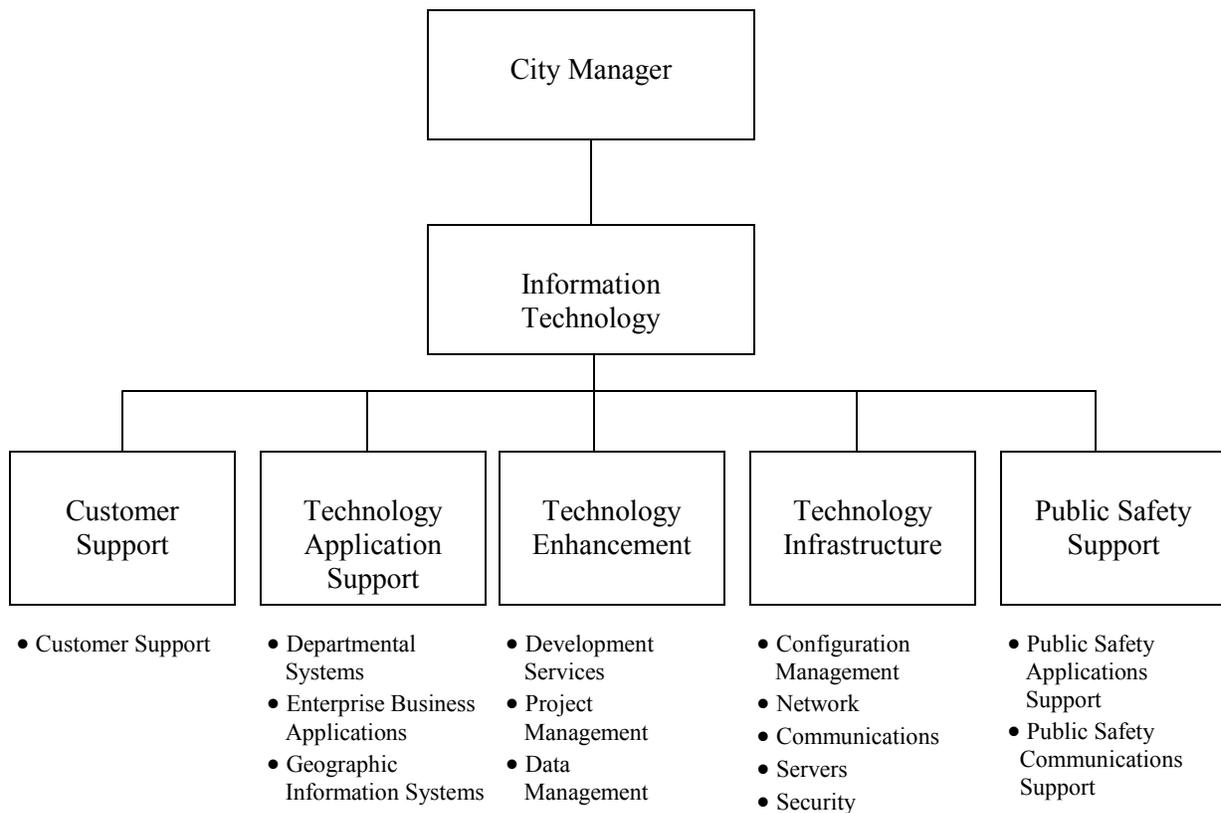
### **Fleet Management Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Fleet Services Support	2.50	\$434,753	2.50	\$391,313	2.80	\$407,305
Fleet Refueling	5.00	5,209,400	5.00	5,431,783	4.70	4,395,152
Vehicle and Equipment Maintenance	28.40	4,388,662	28.40	4,160,789	28.70	4,359,660
<b>Line of Business Total</b>	<b>35.90</b>	<b>\$10,032,815</b>	<b>35.90</b>	<b>\$9,983,885</b>	<b>36.20</b>	<b>\$9,162,117</b>

# Information Technology

**SCHAD MELDRUM, DIRECTOR**

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## DEPARTMENT MISSION

**THE MISSION OF THE INFORMATION TECHNOLOGY (IT) DEPARTMENT IS TO PROVIDE BUSINESS SOLUTIONS AND TECHNOLOGICAL SERVICES TO CITY DEPARTMENTS SO THEY CAN BETTER SERVE THE OKLAHOMA CITY COMMUNITY. THE DEPARTMENT IS COMMITTED TO IMPROVING THE LIVES OF THE CITIZENS OF OKLAHOMA CITY.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
1	0	1	1

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
71%	84%	90%	90%

## 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.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
54%	70%	71%	71%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	100%	90%	90%

At least 90% of stakeholders/sponsors responding to 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.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
93%	94%	95%	95%

## ISSUE 4

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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.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	97%	95%	95%

## 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 Result

**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. \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	80%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	74%	90%	90%

\* New annual measure. Data will be reported in FY16.



## MAJOR BUDGET CHANGES

Information Technology Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$399,001	-
2. Adds a Systems Analyst I position to the Development Services Program to develop custom applications and interfaces	\$76,677	1.00
3. Adds funding for various capital projects from one-time use of fund balance	\$1,293,080	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,281,798	\$4,106,884	\$4,247,158	3.42%
Customer Support	568,287	710,614	865,902	21.85%
Technology Application Support	3,272,814	3,710,352	3,794,854	2.28%
Technology Enhancement	1,346,903	1,525,435	1,664,098	9.09%
Technology Infrastructure	7,912,003	7,661,569	7,816,835	2.03%
Public Safety Support	6,576,545	7,191,484	7,237,378	0.64%
<b>Total Operating Expenditures</b>	<b>\$21,958,350</b>	<b>\$24,906,338</b>	<b>\$25,626,225</b>	<b>2.89%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$4,906,219	\$10,015,608	\$11,359,445	13.42%
<b>Total Non-Operating Expenditures</b>	<b>\$4,906,219</b>	<b>\$10,015,608</b>	<b>\$11,359,445</b>	<b>13.42%</b>
<b>Department Total</b>	<b>\$26,864,569</b>	<b>\$34,921,946</b>	<b>\$36,985,670</b>	<b>5.91%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
IT Internal Service Fund	\$21,958,350	\$24,906,338	\$25,626,225	2.89%
Capital Improvement Projects Fund	1,730,087	5,420,653	6,047,192	11.56%
City/Schools Cap Proj. Use Tax Fund	3,176,132	2,594,955	2,846,769	9.70%
MAPS 3	0	2,000,000	2,465,484	23.27%
<b>Department Total</b>	<b>\$26,864,569</b>	<b>\$34,921,946</b>	<b>\$36,985,670</b>	<b>5.91%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	6.00	7.00	7.00	0.00%
Customer Support	7.25	7.25	7.25	0.00%
Technology Application Support	19.50	20.50	20.50	0.00%
Technology Enhancement	14.00	14.00	15.00	7.14%
Technology Infrastructure	26.25	26.25	26.25	0.00%
Public Safety Support	26.00	27.00	27.00	0.00%
<b>Department Total</b>	<b>99.00</b>	<b>102.00</b>	<b>103.00</b>	<b>0.98%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
IT Internal Service Fund	99.00	102.00	103.00	0.98%
<b>Department Total</b>	<b>99.00</b>	<b>102.00</b>	<b>103.00</b>	<b>0.98%</b>



# INFORMATION TECHNOLOGY LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	82%	36%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	99%	95%	94%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination	100%	100%	95%	95%
Result	% of performance evaluations completed by the review date	56%	47%	95%	95%
Result	% of critical or required IT staff training requests completed annually	N/A	74%	90%	90%
Output	Dollar amount of operating expenditures managed	\$21,958,350	\$22,315,767	\$24,799,906	\$25,626,225
Output	# of full-time employees supported	93	96	102	103

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	4.00	\$1,867,848	5.00	\$3,756,586	0.00	\$0
Executive Leadership	2.00	413,949	2.00	350,298	7.00	4,247,158
<b>Line of Business Total</b>	<b>6.00</b>	<b>\$2,281,797</b>	<b>7.00</b>	<b>\$4,106,884</b>	<b>7.00</b>	<b>\$4,247,158</b>

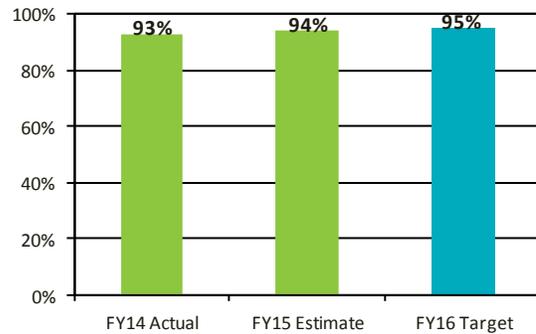
## CUSTOMER SUPPORT

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 the 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of IT Department customers who are satisfied with the timeliness and quality of services delivered by the IT Department	93%	94%	95%	95%
Result	% of incidents resolved within four operational hours by the IT Department	54%	70%	71%	71%
Output	# of IT Customer Support work requests completed	5,347	4,407	4,800	4,800

**Customer Support Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Support	7.25	\$568,287	7.25	\$707,268	7.25	\$865,902
Technology Training*	0.00	0	0.00	3,346	0.00	0
<b>Line of Business Total</b>	<b>7.25</b>	<b>\$568,287</b>	<b>7.25</b>	<b>\$710,614</b>	<b>7.25</b>	<b>\$865,902</b>

\*Technology Training program was removed for FY16



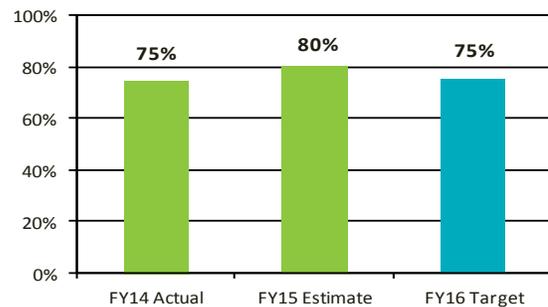
## PUBLIC SAFETY SUPPORT

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		FY14	FY15	FY15	FY16
		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 Public Safety Applications Support program	100%	75%	95%	95%
Result	% of public safety system incidents resolved within four operational hours	75%	80%	75%	75%
Output	# of public safety system work requests completed	340	408	192	192

**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.

		FY14	FY15	FY15	FY16
<b>Public Safety Communications Support</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
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	97%	97%	98%	98%
Result	% of public safety communications incidents resolved within four operational hours	73%	80%	80%	80%
Result	% of public safety communication incidents resolved within 24 operational hours	88%	90%	88%	88%
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%
Output	# of Public Safety Communications work requests completed	3,126	2,112	1,600	1,600
Output	# of Public Safety communication devices supported	13,166	14,071	9,237	9,237
Output	# of police vehicles outfitted	108	154	225	225
Output	# of non-police vehicles outfitted	121	126	96	96

**Public Safety Support Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Public Safety Applications Support	8.25	\$1,507,393	8.25	\$1,762,248	8.25	\$1,776,975
Public Safety Communications Support	17.75	5,069,152	18.75	5,429,236	18.75	5,460,403
<b>Line of Business Total</b>	<b>26.00</b>	<b>\$6,576,545</b>	<b>27.00</b>	<b>\$7,191,484</b>	<b>27.00</b>	<b>\$7,237,378</b>

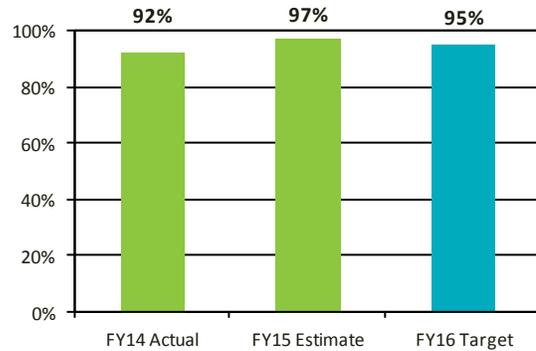
## TECHNOLOGY APPLICATION SUPPORT

The purpose of the Technology Application Support Line of Business is to provide application support services to City users so they can utilize technology to effectively perform their job functions.

### FOCUS ON PERFORMANCE - % OF CUSTOMERS WHO 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		FY14	FY15	FY15	FY16
		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	97%	98%	95%	95%
Result	% of Departmental Systems incidents resolved within four operational hours	94%	99%	85%	85%
Output	# of Departmental Systems work requests completed	2,505	2,392	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.

<b>Enterprise Business Applications</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
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	92%	97%	95%	95%
Result	% of Enterprise Business Applications incidents resolved within four operational hours	73%	88%	75%	75%
Output	# of Enterprise Business Applications work requests completed	2,179	2,237	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.

<b>Geographic Information Systems</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
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%	80%
Result	% of GIS application incidents resolved within four operational hours	71%	90%	80%	80%
Output	# of GIS work requests completed	351	329	350	350
Output	# of GIS desktop users supported	500	525	480	480
Output	# of GIS web services supported	N/A	50	50	50

**Technology Application Support Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Departmental Systems	5.25	\$959,662	6.25	\$1,161,273	6.25	\$1,179,402
Enterprise Business Applications	9.25	1,682,678	9.25	1,931,993	9.25	1,974,213
Geographic Information Systems	5.00	630,475	5.00	617,086	5.00	641,239
<b>Line of Business Total</b>	<b>19.50</b>	<b>\$3,272,815</b>	<b>20.50</b>	<b>\$3,710,352</b>	<b>20.50</b>	<b>\$3,794,854</b>



## TECHNOLOGY ENHANCEMENT

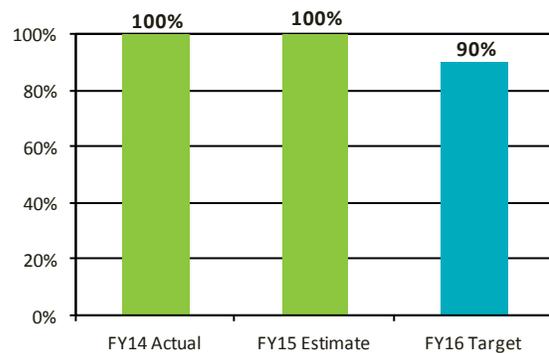
The purpose of the Technology Enhancement Line of Business is to provide new technology identification and implementation services to City departments so they can strategically align appropriate technology with their business goals.

### 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 to select the right technology as well as implement the technology to improve existing business processes.

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

		FY14	FY15	FY15	FY16
Development Services		Actual	Estimate	Target	Target
Result	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals (Development Services)*	N/A	N/A	N/A	N/A
Result	% of custom IT application incidents resolved within four operational hours	62%	80%	70%	70%
Output	# of custom IT applications supported	46	45	48	48
Output	# of IT Development Services work requests completed	112	147	150	150

\* New annual measure. Data will be reported in FY16.

**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.

<b>Project Management</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of surveyed project stakeholders reporting that implemented technology meets identified business goals (Project Management)	100%	100%	90%	90%
Result	% of technology project stakeholders rating the quality of technology project management services as good or excellent	100%	100%	90%	90%
Result	% of business process analyses that have been completed	100%	100%	67%	67%
Output	# of technology projects completed	5	9	10	10
Output	# of business process analyses completed	2	2	4	4

**The Data Management Program** provides data storage, analysis, access, reporting, training, and support to City departments and citizens so they can conveniently access the information they need to make informed and timely decisions.

<b>Data Management</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals (Data Management)*	N/A	N/A	N/A	N/A
Result	% of Data Management program incidents resolved within four operational hours	44%	39%	70%	70%
Output	# of databases supported	323	329	300	300
Output	# of IT Data Management program work requests completed	624	358	240	240

\* New annual measure. Data will be reported in FY16.

### **Technology Enhancement Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Development Services	4.25	\$706,458	4.25	\$429,938	5.25	\$526,730
Project Management	4.50	451,663	4.50	550,912	4.50	567,025
Data Management	5.25	188,782	5.25	544,585	5.25	570,343
<b>Line of Business Total</b>	<b>14.00</b>	<b>\$1,346,903</b>	<b>14.00</b>	<b>\$1,525,435</b>	<b>15.00</b>	<b>\$1,664,098</b>

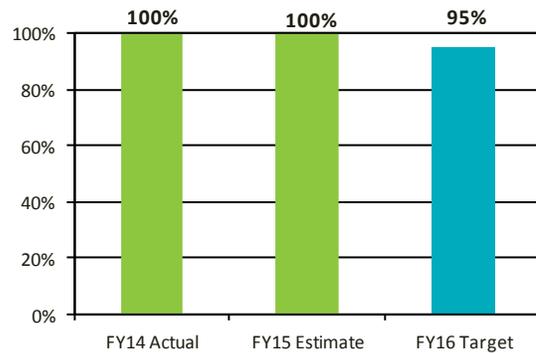
## TECHNOLOGY INFRASTRUCTURE

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.

**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.

		FY14	FY15	FY15	FY16
<b>Configuration Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of client devices meeting current security standards	71%	84%	90%	90%
Result	% of Configuration Management incidents resolved within four operational hours	29%	47%	50%	50%
Result	% of devices and software applications that are effectively managed	100%	100%	74%	73%
Output	# of software packages managed	136	126	121	75
Output	# of Configuration Management hardware devices managed	3,318	4,596	3,000	3,000
Output	# of Configuration Management work requests completed	177	108	50	50

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

<b>Network</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of network devices meeting current security standards	100%	100%	95%	95%
Result	% of network incidents resolved within four operational hours	37%	60%	40%	40%
Output	# of network connections supported	11,920	11,968	10,833	10,833
Output	# of Network program work requests completed	521	480	600	600

**The 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

<b>Communications</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers responding to the internal departmental survey who report that they are satisfied with the timeliness and quality of services delivered by the IT Communications program	97%	94%	80%	80%
Result	% of Communications program incidents resolved within four operational hours	55%	66%	57%	57%
Output	# of telephones lines supported	5,830	5,850	6,500	6,500
Output	# of email accounts supported	5,102	5,177	5,500	5,500
Output	# of IT Communications program work requests completed	873	1,197	750	750

**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.

<b>Servers</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of servers meeting current security standards	91%	98%	52%	89%
Result	% of server incidents resolved within four operational hours	30%	62%	10%	10%
Result	% of server environment virtualized	62%	66%	65%	65%
Result	# of servers per technician	199.33	198.33	183.33	106.67
Output	# of servers supported	598	595	550	320
Output	# of server work requests completed	260	556	500	500
Output	# of total server storage space managed (Terabytes)	1,351	1,442	950	950

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

<b>Security</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Output	# of technology security work requests completed	2,793	3,088	2,700	2,700
Result	% of CCTV cameras operational	95%	96%	90%	90%
Result	% of Security incidents resolved within four operational hours	36%	49%	80%	80%
Output	# of security incidents that could result in compromised data or system integrity	1	0	1	1
Result	% of technology security work requests completed	97%	99%	93%	93%
Output	# of CCTV cameras managed	360	347	324	324

**Technology Infrastructure Positions and Budget**

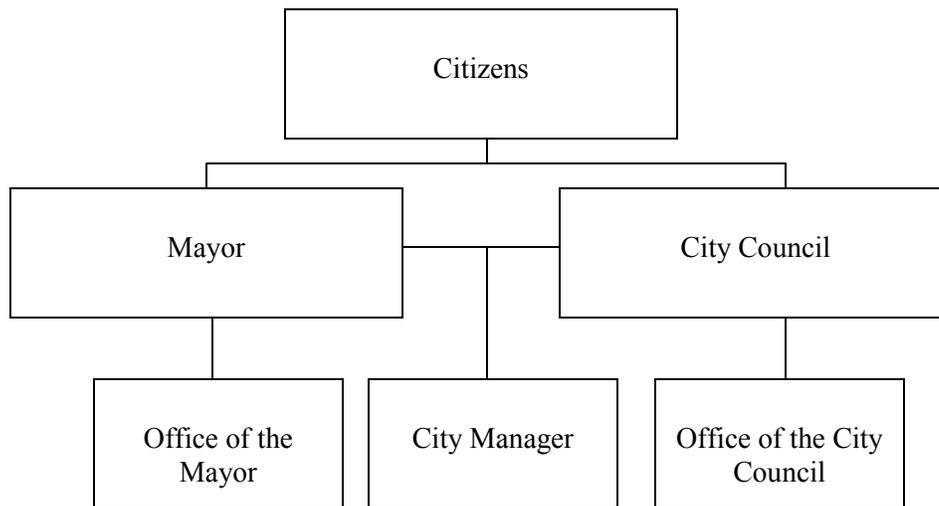
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Configuration Management	2.25	1,024,584	2.25	1,184,046	2.25	1,201,126
Network	7.35	1,484,730	7.35	2,051,395	7.35	1,981,463
Communications	5.30	2,140,722	5.30	2,268,798	5.30	2,402,267
Servers	6.00	2,187,077	6.00	1,020,272	6.00	1,039,373
Security	5.35	1,074,889	5.35	1,137,058	5.35	1,192,606
<b>Line of Business Total</b>	<b>26.25</b>	<b>\$7,912,002</b>	<b>26.25</b>	<b>\$7,661,569</b>	<b>26.25</b>	<b>\$7,816,835</b>





# 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	\$19,233	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Office of the Mayor	\$261,053	\$268,306	\$281,860	5.05%
Office of the City Council	622,849	663,593	687,348	3.58%
<b>Total Operating Expenditures</b>	<b>\$883,902</b>	<b>\$931,899</b>	<b>\$969,208</b>	<b>4.00%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$0	\$10,500	\$10,500	0.00%
<b>Total Non-Operating Expenditures</b>	<b>\$0</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>0.00%</b>
<b>Department Total</b>	<b>\$883,902</b>	<b>\$942,399</b>	<b>\$979,708</b>	<b>3.96%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$883,902	\$931,899	\$969,208	4.00%
Capital Improvement Projects Fund	\$0	\$10,500	\$10,500	0.00%
<b>Department Total</b>	<b>\$883,902</b>	<b>\$942,399</b>	<b>\$979,708</b>	<b>3.96%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Office of the Mayor	2.00	2.00	2.00	0.00%
Office of the City Council	4.00	4.00	4.00	0.00%
<b>Department Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	6.00	6.00	6.00	0.00%
<b>Department Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00%</b>

# 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

		FY14	FY15	FY15	FY16
<b>Office of the Mayor</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of citizens surveyed who are satisfied with City services	68%	66%	71%	75%
Result	% of Citizens surveyed who are satisfied the City is heading in the right direction	81%	78%	85%	85%
Output	# of written information responses provided	34,800	34,800	30,000	30,000

### Office of the Mayor Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the Mayor	2.00	\$261,053	2.00	\$268,306	2.00	\$281,860
<b>Line of Business Total</b>	<b>2.00</b>	<b>\$261,053</b>	<b>2.00</b>	<b>\$268,306</b>	<b>2.00</b>	<b>\$281,860</b>



## 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

		FY14	FY15	FY15	FY16
<b>Office of the City Council</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of citizens surveyed who are satisfied the City is heading in the right direction	81%	78%	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	19	48	20	20

### Office of the City Council Positions and Budget

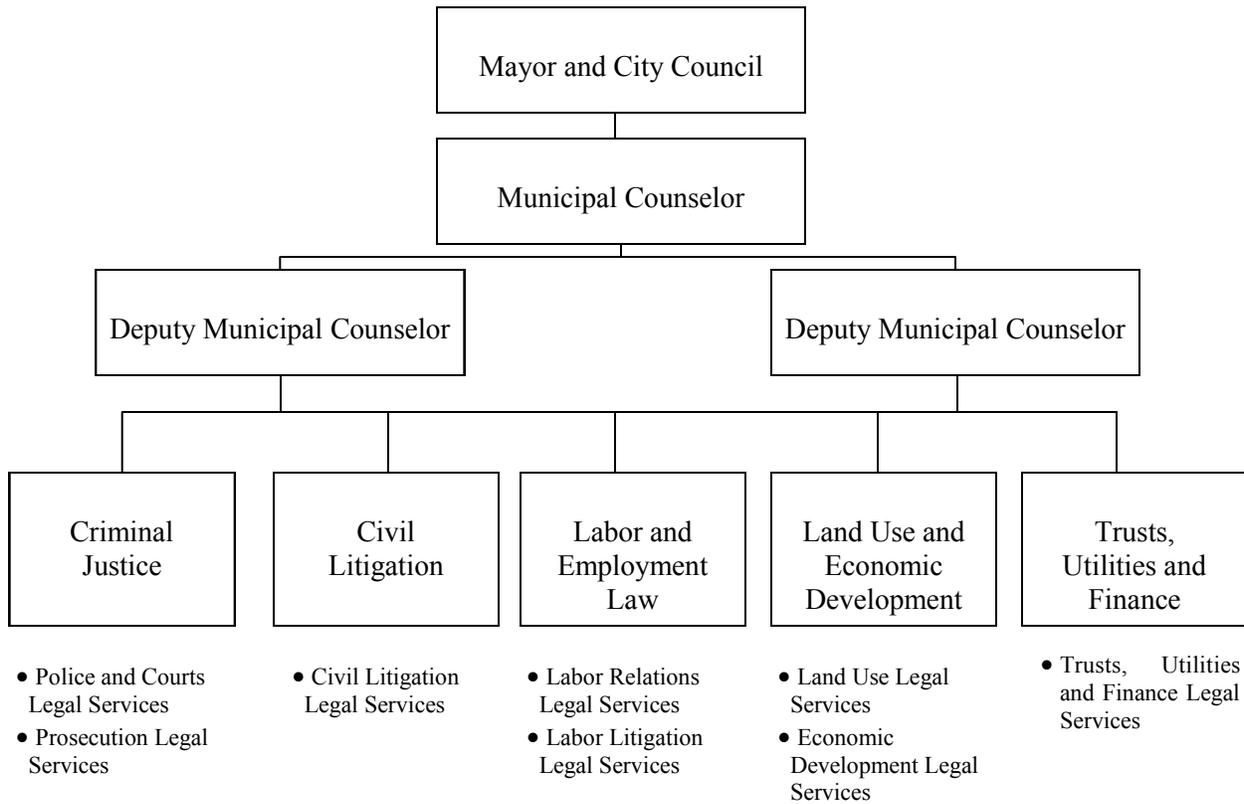
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the City Council	4.00	\$622,849	4.00	\$663,593	4.00	\$687,348
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$622,849</b>	<b>4.00</b>	<b>\$663,593</b>	<b>4.00</b>	<b>\$687,348</b>



# 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’s Office concerning some City projects, if not adequately addressed, may result in:

- Delays in client projects and policy implementation
- Lack of direction and clarity for the client
- Duplication of efforts by legal staff causing delays on other client projects
- Increased liability exposure
- Diminished client satisfaction

### Strategy

The Municipal Counselor’s Office will endeavor to contact clients on a monthly basis or more often as necessary in addition to the regular attorney-client communications.

### 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
100%	100%	100%	100%

## ISSUE 2

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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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	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	\$230,844	-
2. Adds an Assistant Municipal Counselor II position to comply with case review procedures related to the OCPD Body Worn Camera pilot program	\$93,639	1.00
3. Adds a Paralegal I position to comply with case review procedures related to the OCPD Body Worn Camera pilot program	\$67,327	1.00

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,381,518	\$1,650,453	\$1,653,789	0.20%
Civil Litigation	1,252,707	1,238,454	1,308,501	5.66%
Criminal Justice	1,493,477	1,480,943	1,587,983	7.23%
Labor and Employment Law	620,236	528,256	565,943	7.13%
Land Use and Economic Development	1,150,505	1,011,283	1,054,800	4.30%
Trusts, Utilities and Finance	780,590	850,404	898,398	5.64%
<b>Total Operating Expenditures</b>	<b>\$6,679,033</b>	<b>\$6,759,793</b>	<b>\$7,069,414</b>	<b>4.58%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$43,420	\$93,517	\$116,234	24.29%
<b>Total Non-Operating Expenditures</b>	<b>\$43,420</b>	<b>\$93,517</b>	<b>\$116,234</b>	<b>24.29%</b>
<b>Department Total</b>	<b>\$6,722,453</b>	<b>\$6,853,310</b>	<b>\$7,185,648</b>	<b>4.85%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$6,471,546	\$6,548,361	\$6,880,443	5.07%
Capital Improvement Projects Fund	43,420	93,517	116,234	24.29%
Court Administration & Training Fund	8,969	23,314	10,000	-57.11%
Juvenile Justice Fund	198,518	188,118	178,971	-4.86%
<b>Total All Funds</b>	<b>\$6,722,453</b>	<b>\$6,853,310</b>	<b>\$7,185,648</b>	<b>4.85%</b>

## POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	6.73	6.73	6.73	0.00%
Civil Litigation	12.31	12.31	12.31	0.00%
Criminal Justice	14.04	14.04	16.04	14.25%
Labor and Employment Law	5.15	5.15	5.15	0.00%
Land Use and Economic Development	7.73	7.49	7.49	0.00%
Trusts, Utilities, and Finance	10.04	10.28	10.28	0.00%
<b>Department Total</b>	<b>56.00</b>	<b>56.00</b>	<b>58.00</b>	<b>3.57%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	50.55	50.55	52.55	3.96%
Airports Cash Fund	2.00	2.00	2.00	0.00%
Juvenile Justice Fund	1.45	1.45	1.45	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%
<b>Department Total</b>	<b>56.00</b>	<b>56.00</b>	<b>58.00</b>	<b>3.57%</b>

# MUNICIPAL COUNSELOR LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	78%	89%	75%	75%
Result	% of performance evaluations completed by the review date	86%	94%	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	100%	100%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	100%	100%	95%
Output	Dollar amount of operating expenditures managed	\$6,679,033	\$6,690,593	\$6,704,793	\$7,069,414
Output	# of FTEs supported	56	55	56	58

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	5.08	\$1,182,013	5.08	\$1,343,603	0.00	\$0
Executive Leadership	1.65	199,505	1.65	306,850	6.73	1,653,789
<b>Line of Business Total</b>	<b>6.73</b>	<b>\$1,381,518</b>	<b>6.73</b>	<b>\$1,650,453</b>	<b>6.73</b>	<b>\$1,653,789</b>

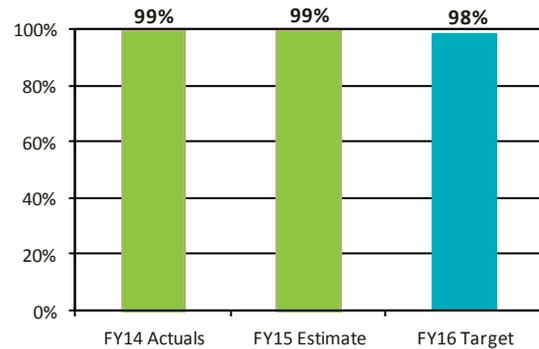
## CRIMINAL JUSTICE

The purpose of the Criminal Justice Line of Business is to provide, consultations, representations and document services to the City, Police and Court Administration so they can receive prompt and effective legal guidance and resolve criminal complaints.

### FOCUS ON PERFORMANCE - % OF MUNICIPAL 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 being prompt filing decisions to avoid a “no-file” status whenever possible. Processing charges within 45 days of bond posting allows defendants to know before their arraignment date whether charges have been filed or declined. Timely charge review also 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 8,000 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Police & Courts legal services	97%	100%	90%	90%
Output	# of Police and Courts legal services provided	5,144	5,500	5,052	5,052

**The Prosecution Legal Services Program** provides municipal ordinance prosecution services to The City of Oklahoma City so it can have a just and efficient resolution of criminal complaints.

Prosecution Legal Services		FY14 Actual	FY15 Estimate	FY15 Target	FY16 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	154,059	162,077	129,000	129,000
Output	# of charges filed	145,134	149,025	N/A*	N/A*
Output	# of prosecutions resolved	144,940	146,715	N/A*	N/A*
Output	# of hours in Court for docket appearances	1,305.03	1,207.94	1,400.00	1,400.00
Output	# of cases tried that result in guilty verdict	511	483	N/A*	N/A*
Output	# of cases not tried resolved by guilty or no contest plea	123,897	125,588	N/A*	N/A*

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

**Criminal Justice Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Police & Courts Legal Services	1.07	\$141,498	1.07	\$143,959	3.07	\$296,802
Prosecution Legal Services	12.97	1,351,978	12.97	1,336,984	12.97	1,291,181
<b>Line of Business Total</b>	<b>14.04</b>	<b>\$1,493,476</b>	<b>14.04</b>	<b>\$1,480,943</b>	<b>16.04</b>	<b>\$1,587,983</b>



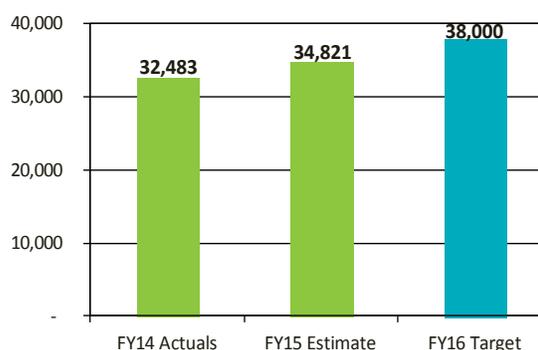
## CIVIL LITIGATION

The purpose of the Civil Litigation Line of Business is to provide advice, consultations and legal representation services to the City, its public trusts, and their officials and employees so they can avoid or limit liability.

### FOCUS ON PERFORMANCE - # OF LEGAL SERVICES PROVIDED BY CIVIL LITIGATION ATTORNEYS

**Why is this measure important?**

This measure 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 30,000 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 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	32,483	34,821	30,000	38,000

**Civil Litigation Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Civil Litigation Legal Services	12.31	\$1,252,707	12.31	\$1,238,454	12.31	\$1,308,501
<b>Line of Business Total</b>	<b>12.31</b>	<b>\$1,252,707</b>	<b>12.31</b>	<b>\$1,238,454</b>	<b>12.31</b>	<b>\$1,308,501</b>

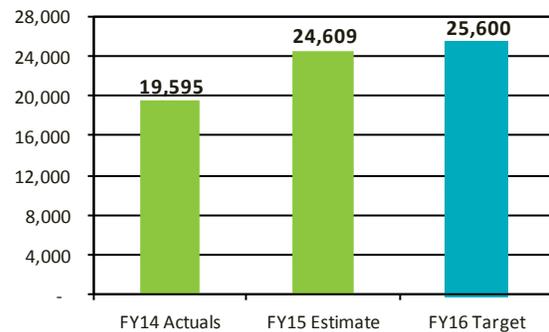
## LABOR AND EMPLOYMENT LAW

The purpose of the Labor and Employment Law Line of Business is to provide labor advice, trainings, representations and document services to City Council and City management so they can manage their employees without undue delay and reduce legal liability associated with labor management issues.

### FOCUS ON PERFORMANCE - # OF LABOR RELATIONS AND LABOR LITIGATION LEGAL SERVICES PROVIDED

**Why is this measure important?**

This measure demonstrates the workload of the Labor Relations and Labor Litigation program and includes a total for all legal services provided to the City. Legal services include legal advice and counseling to the Mayor, City Council, and City management on matters such as collective bargaining, family leave, pensions, wages, hours, and employment discrimination before local, state, federal and agency tribunals whenever the City is a named defendant.



**What do these numbers tell us?**

This measure captures each legal service provided in Labor Relations and Labor Litigation and indicates an estimated 26% increase in workload, as measured by legal services, from the previous year. 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.

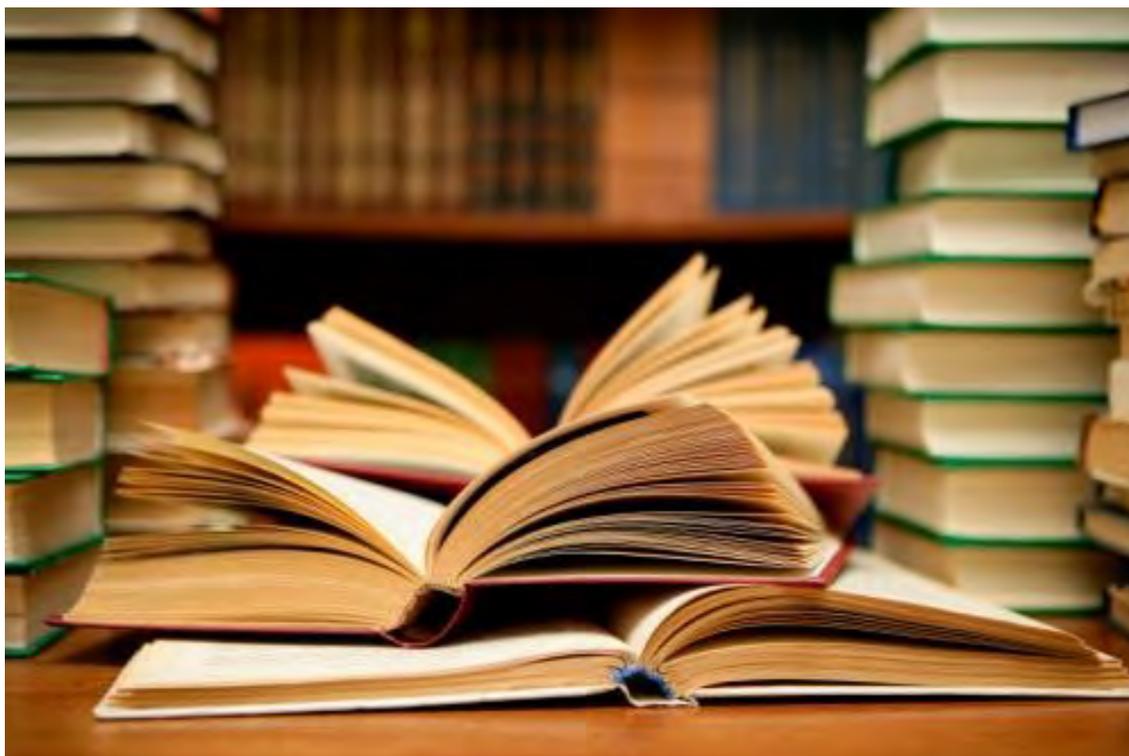
Labor Litigation Legal Services		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Litigation legal services	100%	100%	90%	90%
Output	# of Labor Litigation legal services provided	8,254	11,752	11,156	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.

<b>Labor Relations Legal Services</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
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	11,341	12,857	11,330	12,800

**Labor and Employment Law Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Labor Litigation Legal Services	2.45	\$244,392	2.45	\$245,645	2.45	\$265,171
Labor Relations Legal Services	2.70	375,844	2.70	282,611	2.70	300,772
<b>Line of Business Total</b>	<b>5.15</b>	<b>\$620,236</b>	<b>5.15</b>	<b>\$528,256</b>	<b>5.15</b>	<b>\$565,943</b>



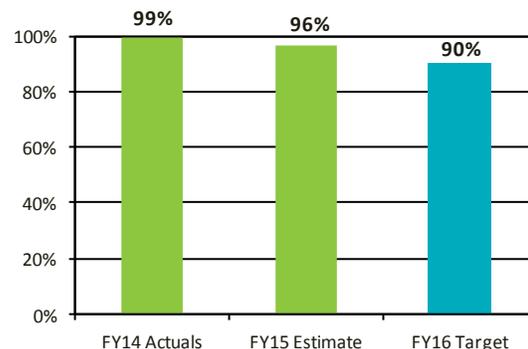
## LAND USE AND ECONOMIC DEVELOPMENT

The purpose of the Land Use and Economic Development Line of Business is to provide legal consultations, client representation, 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 SURVEYED WHO ARE SATISFIED WITH THE TIMELINESS, EFFECTIVENESS AND OVERALL PROVISION OF LAND USE AND ECONOMIC DEVELOPMENT LEGAL SERVICES.

#### Why is this measure important?

Internal feedback is crucial in helping determine the effectiveness of attorneys in providing timely consultations, document review and drafting, and client representations. Other City departments such as Development Services, Planning, and Public Works as well as the Economic Development Line of Business in the City Manager's Office receive legal assistance for projects through out the year. Additionally, attorneys in this line of business provide guidance about land use issues presented to the Planning Commission and other oversight boards.



#### 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	100%	93%	90%	90%
Output	# of Economic Development legal services provided	12,176	11,238	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.

<b>Land Use Legal Services</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Land Use legal services	99%	100%	90%	90%
Output	# of Land Use legal services provided	20,041	22,801	22,815	13,860

**Land Use and Economic Development Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Economic Development Legal Services	3.48	\$459,265	3.04	\$364,922	3.04	\$388,149
Land Use Legal Services	4.25	691,240	4.45	646,361	4.45	666,651
<b>Line of Business Total</b>	<b>7.73</b>	<b>\$1,150,505</b>	<b>7.49</b>	<b>\$1,011,283</b>	<b>7.49</b>	<b>\$1,054,800</b>

## TRUSTS, UTILITIES AND FINANCE

The purpose of the Trusts, Utilities and Finance Line of Business is to provide consultations, representations and document review and drafting services to the clients so they can make legally informed, timely decisions.

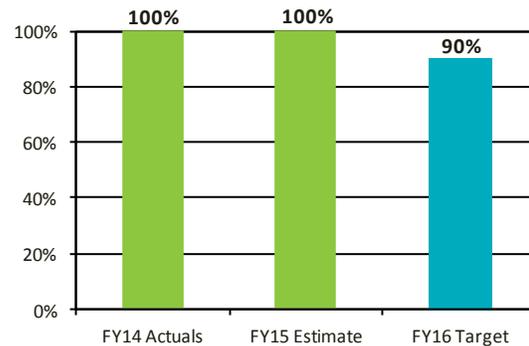
### FOCUS ON PERFORMANCE - % OF CLIENTS SURVEYED WHO ARE SATISFIED WITH THE TIMELINESS, EFFECTIVENESS AND OVERALL PROVISION OF LEGAL SERVICES

#### Why is this measure important?

Client feedback is important to help to identify the effectiveness of attorneys in this line of business in providing timely consultations, document review and drafting, and client representations in support of the various trusts and the Utilities and Finance Departments.

#### What do these numbers tell us?

The high satisfaction ratings achieved in recent years on the 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 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	33,277	40,288	36,000	35,983

### Trust, Utilities and Finance Positions and Budget

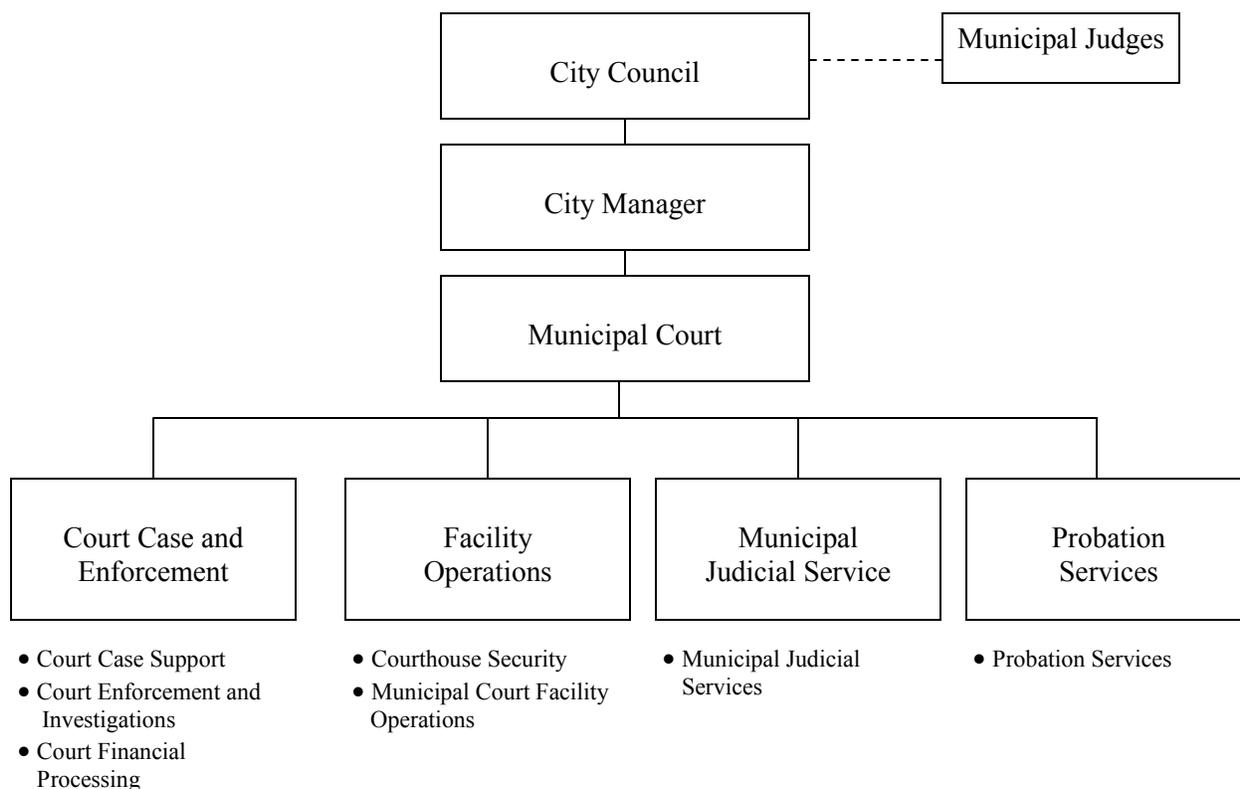
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities and Finance Legal Services	10.04	\$780,590	10.28	\$850,404	10.28	\$898,398
<b>Line of Business Total</b>	<b>10.04</b>	<b>\$780,590</b>	<b>10.28</b>	<b>\$850,404</b>	<b>10.28</b>	<b>\$898,398</b>



# Municipal Court

**JANE ABRAHAM, INTERIM 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
- Loss of public and employee parking

### Strategies

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

### Strategic Result

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
84%	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

### Strategy

- Continue to work with the Personnel Department regarding employee recruitment.

### Strategic Result

By 2016, 98% of court cases audited will reflect that the Municipal Court record management system was updated accurately

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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 2018, 45% of available online transactions will be conducted online.\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	45%	45%

\* Annual measure. Data will be reported in FY15 year end.

### ISSUE 4

The increasing complexity of juvenile referrals combined with limited resources for juvenile services, if not adequately addressed, will result in:

- Increase in juvenile crime rates
- Increase in school drop-out rates
- Increase substance abuse among juveniles
- Increase in probation workloads

#### Strategies

- Continue to identify juvenile referral sources.
- Explore additional funding resources to employ additional juvenile probation officers and/or case managers.

#### Strategic Result

By 2017, 95% of the juvenile offenders referred to probation services will successfully complete probation within established period of time.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
89%	91%	95%	94%

## ISSUE 5

A heightened public expectation for secured court facilities, if not adequately addressed, will result in:

- Diminished customer perception of courts as a safe place to conduct business
- Increased fear for personal safety
- Increased risk of incidents resulting in personal injury to customers or employees

### Strategies

- Continue monitoring and assessing the security needs of the Municipal Court to ensure the safety of customers and employees.
- Monitor court facility security issues to identify necessary security improvements.

### Strategic Result

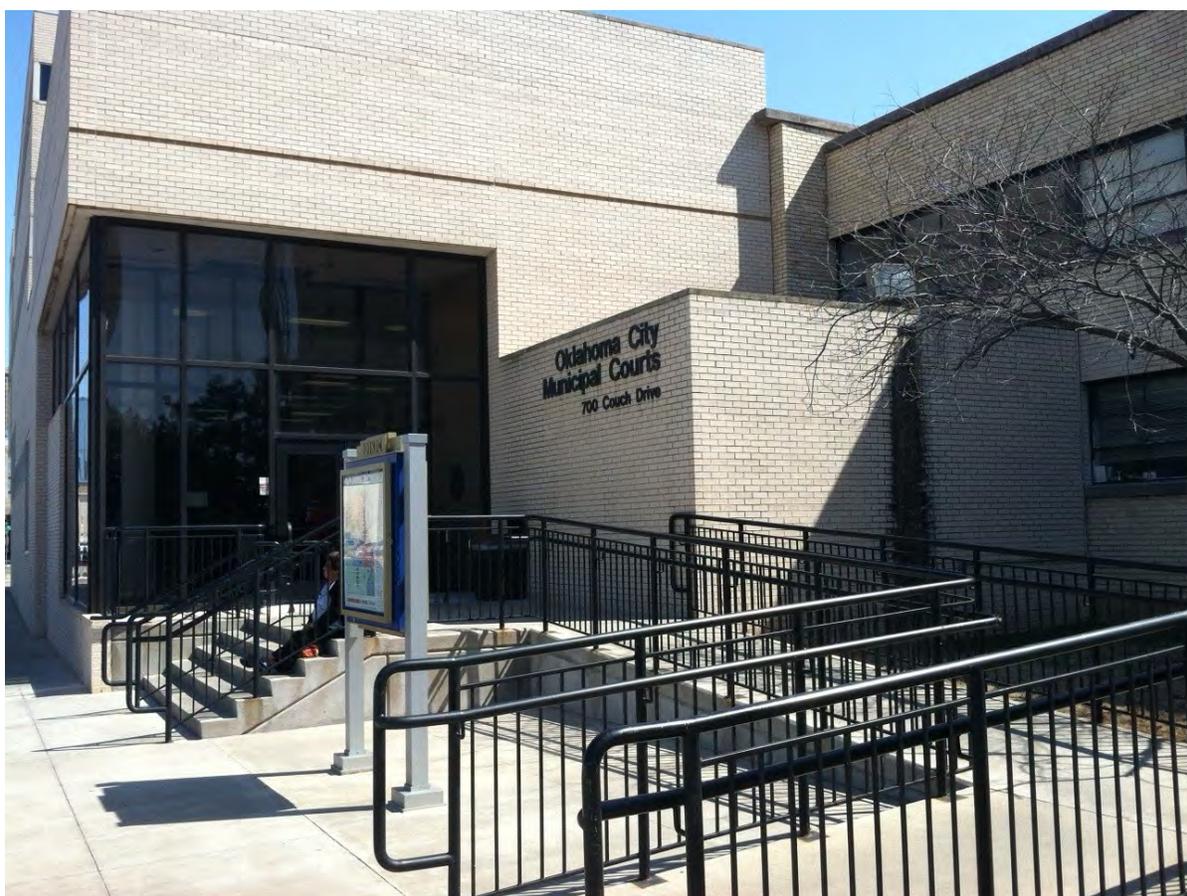
Annually, 85% of building occupants will rate the facility maintenance and cleanliness as acceptable or above on an annual survey

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
84%	88%	85%	85%

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$207,556	-
2. Increases internal service chargeback for Information Technology	\$396,528	-

Juvenile Justice Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$26,392	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,115,950	\$1,524,468	\$1,935,719	26.98%
Court Case and Enforcement	6,346,733	6,840,313	6,964,891	1.82%
Facility Operations	2,493,172	1,152,562	1,157,657	0.44%
Municipal Judicial Services	475,037	544,144	538,248	-1.08%
Probation Services	695,642	881,708	920,375	4.39%
<b>Total Operating Expenditures</b>	<b>\$11,126,534</b>	<b>\$10,943,195</b>	<b>\$11,516,890</b>	<b>5.24%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$0	\$3,000,000	\$3,000,000	0.00%
<b>Total Non-Operating Expenditures</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>0.00%</b>
<b>Department Total</b>	<b>\$11,126,534</b>	<b>\$13,943,195</b>	<b>\$14,516,890</b>	<b>4.11%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$8,686,881	\$8,182,298	\$8,730,491	6.70%
Capital Improvement Projects Fund	0	3,000,000	3,000,000	0.00%
Court Administration & Training Fund	1,808,217	1,917,875	1,917,875	0.00%
Juvenile Justice Fund	631,436	843,022	868,524	3.03%
<b>Total All Funding Sources</b>	<b>\$11,126,534</b>	<b>\$13,943,195</b>	<b>\$14,516,890</b>	<b>4.11%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	3.40	4.50	4.50	0.00%
Court Case and Enforcement	57.15	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	11.00	11.10	11.10	0.00%
<b>Department Total</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	81.00	81.00	81.00	0.00%
<b>Total All Funding Sources</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>0.00%</b>

# MUNICIPAL COURT LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	89%	90%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	100%	100%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	77%	95%	95%	95%
Result	% of performance evaluations completed by the review date	57%	55%	95%	95%
Output	# of FTEs supported	77	74	81	81
Output	Dollar amount of operating expenditures managed	\$11,126,534	\$9,475,091	\$10,933,670	\$11,516,890

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business	1.90	876,801	3.00	1,252,455	0.00	0
Executive Leadership	1.50	239,149	1.50	272,013	4.50	1,935,719
<b>Line of Business Total</b>	<b>3.40</b>	<b>\$1,115,950</b>	<b>4.50</b>	<b>\$1,524,468</b>	<b>4.50</b>	<b>\$1,935,719</b>

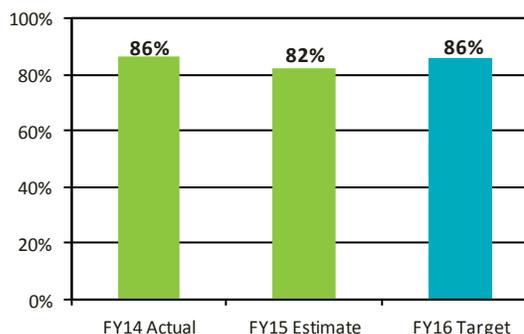
## COURT CASE AND ENFORCEMENT

The purpose of the Court Case and Enforcement Line of Business is to provide case processing and warrant enforcement to officers of the court and court patrons so they can experience accurate and timely adjudication of court cases.

### FOCUS ON PERFORMANCE - % OF TOTAL WARRANTS CLEARED COMPARED TO TOTAL RECEIVED

**Why is this measure important?**

When a warrant is cleared, an offender previously not complying with the justice system has been brought into compliance or the case has been disposed. Tracking the number of warrants generated by the Court system compared to the number of warrants cleared demonstrates the number of offenders who have been “brought to justice”, contributing to citizen safety.



**What do these numbers tell us?**

For the current fiscal year, 84% of the warrants issued were cleared. This represents a decline from the previous year. Activity levels in terms of total warrants received is 4,912 more compared to the first six months of the previous fiscal year, likewise 2,214 more warrants have been cleared during the same time frame. Clearance rates typically improve in the second half of the year and if this trend continues year-end warrant clearance rates could finish at a higher rate.

**The Court Case Support Program** provides scheduling, case processing, and information services to enforcement agencies, court officers, and patrons so they can experience accurate and timely adjudication of cases.

Court Case Support		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of court cases audited determined to be accurately updated in the Municipal Court record management system	99%	99%	98%	98%
Result	% of cases updated by close of business day in which transaction occurred	100%	100%	100%	100%
Output	# of cases disposed	217,627	221,574	190,000	190,000
Output	# of days until disposal on average	134	125	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.

		FY14	FY15	FY15	FY16
<b>Court Enforcement and Investigations</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of total warrants cleared of total received	86%	82%	83%	86%
Output	# of warrants cleared	53,675	58,075	45,000	60,000

**The Court Financial Processing Program** provides bond and fine payment processing and daily deposit services to court patrons so they can receive an accurate financial disposition on their court case.

		FY14	FY15	FY15	FY16
<b>Court Financial Processing</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of payments processed and posted to proper case	100%	100%	100%	100%
Result	% of court payment transactions processed electronically	40%	41%	40%	40%
Output	# of court payment transactions processed electronically	74,800	78,754	75,000	75,000
Output	# of court payment transactions processed in person	113,499	111,592	113,000	113,000

### **Court Case and Enforcement Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Court Case Support	25.70	\$4,489,403	29.30	\$5,037,840	29.30	\$5,116,423
Court Enforcement and Investigations	15.85	1,020,273	10.95	844,958	10.95	865,583
Court Financial Processing	15.60	837,057	15.70	957,515	15.70	982,885
<b>Line of Business Total</b>	<b>57.15</b>	<b>\$6,346,733</b>	<b>55.95</b>	<b>\$6,840,313</b>	<b>55.95</b>	<b>\$6,964,891</b>

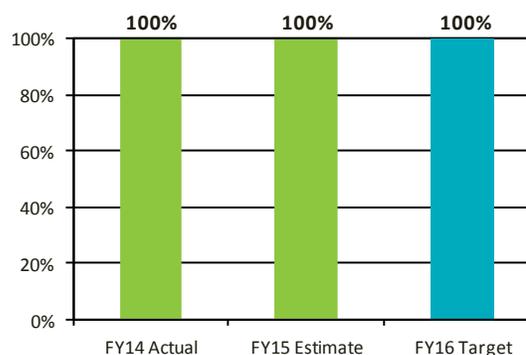
## FACILITY OPERATIONS

The purpose of the Facility Operations Line of Business is to provide security and facility management services to building occupants and visitors so they can conduct business in an environment that is conducive to court operations.

### FOCUS ON PERFORMANCE - % DAYS PER YEAR WITHOUT SECURITY BREACH

#### Why is this measure important?

This measure reflects the safety of the court facilities by indicating how many days out of the year the Municipal Court operated without a security incident. Security incidents include such things as secure doors being left open or a dangerous item making it past security screening. This measure demonstrates the importance the department places on providing a safe environment conducive to court operations.



#### What do these numbers tell us?

Consistently, the department has maintained a high level of security and safety with 100% of the current year operating days being incident free. To maintain this level of security, courthouse security staff use complex electronic security systems and an entry-point screening process designed to prevent unauthorized individuals and weapons from being brought into the Municipal Court Facility. In addition, the Marshal's Office provides security patrols throughout the facility.

**The Courthouse Security Program** provides screening, protection, and security services to court staff and all individuals conducting business with the court so they can experience a safe and secure environment without incident.

		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
<b>Courthouse Security</b>					
Result	% of days per year without security breach	100%	100%	100%	100%
Output	# of unauthorized items denied entry at security screening point	6,782	6,030	3,500	3,500
Output	# of security hours provided	4,064	3,925	4,500	4,500

**The Municipal Court Facility Operations Program** provides facility preparation, maintenance, repairs and cleaning services to building occupants and visitors so they can conduct business in an environment that is conducive to court operations.

		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
<b>Municipal Court Facility Operations</b>					
Result	% of building occupants who rate the facility maintenance and cleanliness as acceptable on an annual survey	84%	88%	85%	85%
Output	# of square feet of space maintained	42,863	42,863	42,863	42,863

**Facility Operations Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Courthouse Security	3.25	\$258,650	3.25	\$324,511	3.25	\$331,775
Municipal Court Facility Ops	2.20	2,234,523	2.20	828,051	2.20	825,882
<b>Line of Business Total</b>	<b>5.45</b>	<b>\$2,493,173</b>	<b>5.45</b>	<b>\$1,152,562</b>	<b>5.45</b>	<b>\$1,157,657</b>

## MUNICIPAL JUDICIAL SERVICES

The purpose of the Municipal Judicial Services Line of Business is to provide Judicial Decisions and court procedure guidance to citizens of Oklahoma City and court patrons so they can receive a fair and just hearing or experience in accordance with the Oklahoma City Municipal Code, State and Federal Laws.

The Municipal Judicial Services Program provides Judicial Decisions and court procedure guidance to citizens of Oklahoma City and court patrons so they can receive a fair and just hearing or experience in accordance with the Oklahoma City Municipal Code, State and Federal Laws.

Municipal Judicial Services		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of court participants (employees, defense attorneys, enforcement personnel and prosecutors) satisfied with judicial services	94%	94%	95%	95%
Output	# of hearings provided	137,168	137,492	121,244	135,000

### Municipal Judicial Services Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Judicial Services	4.00	\$475,037	4.00	\$544,144	4.00	\$538,248
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$475,037</b>	<b>4.00</b>	<b>\$544,144</b>	<b>4.00</b>	<b>\$538,248</b>

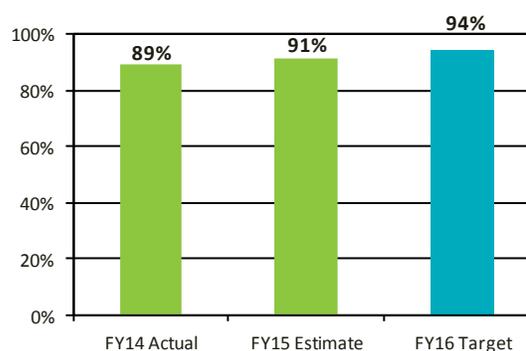
## PROBATION SERVICES

The purpose of the Probation Services Line of Business is to provide referral and supervision services to offenders so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

### FOCUS ON PERFORMANCE - % OF JUVENILE OFFENDERS SUCCESSFULLY COMPLETING PROBATION WITHIN ESTABLISHED PERIOD OF TIME

#### Why is this measure important?

This measure helps illustrate the impact that the Probation Services Program is having on the City's youth offenders by monitoring the percent of juveniles who successfully complete probation within an established period of time. Performance in this area is important as it measures an offender's successful completion in a court ordered probation/intervention plan. Helping youth complete probation is the primary goal of the Municipal Court's Probation Services program because intervention teaches the City's youth to be accountable for their behavior and encourages them to cease their criminal activity.



#### What do these numbers tell us?

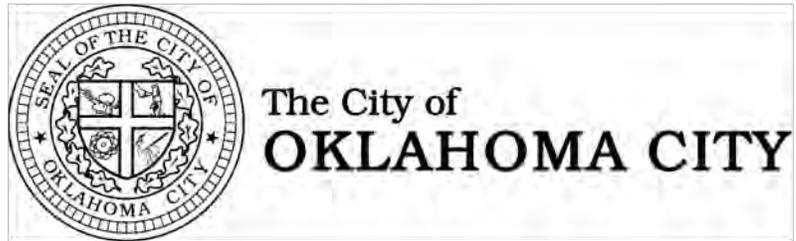
Performance has increased during the last two years. The performance data suggests that the additional school attendance monitoring and corrective actions taken by the Truancy Prevention Program's Probation Officer have had a positive effect on the school attendance of juvenile probationers.

**The Probation Services Program** provides referral and case management services to offenders so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

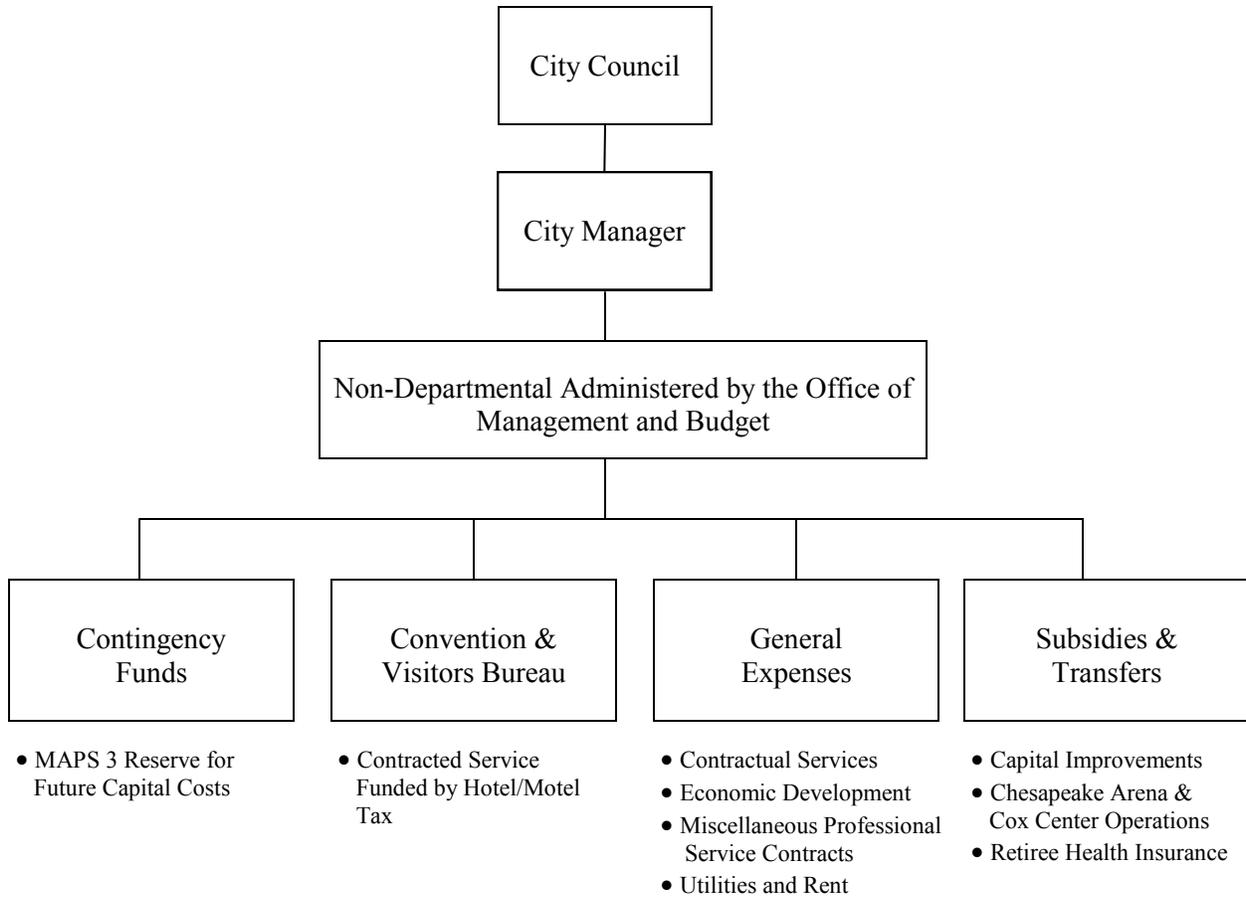
Probation Services		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of juvenile cases successfully completing probation within established period of time	89%	91%	95%	94%
Result	% of adult cases successfully completing supervised probation within established period of time	76%	83%	80%	80%
Result	% of adult cases completing probation without further involvement with the OKC Municipal Court within a two-year period	93%	94%	90%	90%
Output	# of juvenile cases successfully completing probation within a specified time frame	870	823	1,140	850
Output	# of adult cases successfully completing supervised probation within a specified time frame	685	727	640	640

### **Probation Services Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Probation Services	11.00	\$695,642	11.10	\$881,708	11.10	\$920,375
<b>Line of Business Total</b>	<b>11.00</b>	<b>\$695,642</b>	<b>11.10</b>	<b>\$881,708</b>	<b>11.10</b>	<b>\$920,375</b>



# Non-Departmental Allocations



## DEPARTMENT MISSION

**THE MISSION OF NON-DEPARTMENTAL IS TO AGGREGATE CITYWIDE FUNDING NEEDS THAT ARE NOT IDENTIFIED WITH ANY ONE DEPARTMENT.**

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Increases amount for operation of the Chesapeake Energy Arena and Cox Convention Center	\$746,199	-
2. Increases Risk Management Chargeback for Property and Loss insurance expenditure increases	\$245,320	-

## EXPENDITURES

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$50,787,472	\$56,352,857	\$56,782,262	0.76%
Hotel/Motel Tax Special Revenue Fund	21,217,461	23,344,708	20,343,479	-12.86%
MAPS Operations Fund	186,691	3,900,984	4,127,652	5.81%
Grants Management Fund	384,689 *	0	0	N/A
Police & Fire Capital Equipment Sales Tax Fund	0	1,806,100	0	-100.00%
OKC Improv & Spec Svcs Assess Dist	1,745,872	2,415,149	2,555,000	5.79%
Debt Service Fund	73,086,601	105,094,234	106,893,456	1.71%
Capital Improvement Projects Fund	0	5,109,676	10,321,369	102.00%
Medical Service Program	6,535,129	6,865,353	6,853,081	-0.18%
Special Purpose Fund	0	1,007,501	1,007,519	0.00%
<b>Department Total</b>	<b><u>\$153,943,915</u></b>	<b><u>\$205,896,562</u></b>	<b><u>\$208,883,818</u></b>	<b><u>1.45%</u></b>

\* For Budget Purposes small grants for Finance were included in this figure

# RESPONSIBILITIES

## SUMMARY OF DEPARTMENTAL RESPONSIBILITIES

Non-Departmental is a budgeting mechanism for identifying and funding programs that are City-wide in nature. Non-Departmental also funds miscellaneous projects that reflect Council Policy. Included under this mechanism are such expenses as:

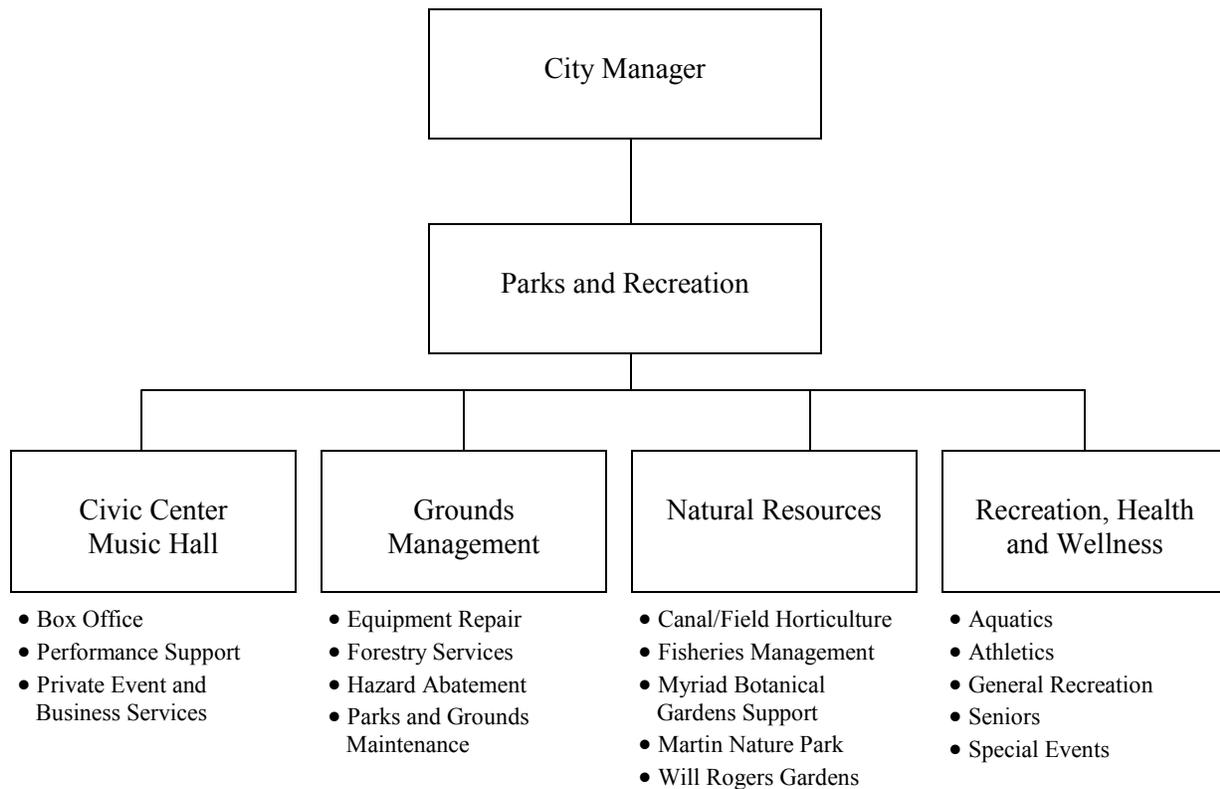
- Utilities
- Economic Development Resources
- Contingency Reserves
- Retiree Health Subsidy

No direct services are provided to citizens and no staff positions are assigned to this department.

# Parks and Recreation

**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 ENJOY AN ENHANCED QUALITY OF LIFE.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

Significant changes in demographics and community growth patterns combined with increased leisure alternatives and changes in recreational preferences will continue to cause requests for new and different facilities and programs.

### Strategy

The department will identify new and different facilities and programs desired by citizens through user surveys, citizen surveys and public comment at meetings and forums. The department will also consult with industry experts and parks and recreation departments in peer cities regarding trends in parks and recreation facilities and programs.

### Strategic Result

**By 2017, Parks and Recreation Department will develop new facilities and programs and adapt existing resources as evidenced by 65% or more of citizens reporting they are satisfied with the quality of parks and recreation programs and facilities.**

% of citizens satisfied with Parks and Recreation Department

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
59%	59%	65%	65%

## ISSUE 2

Increasing public expectations for improved facilities and quality programs without a corresponding reallocation or increase of resources will result in a decrease in community participation and support.

### Strategy

The Department will provide improved facilities and quality programs to meet changing public expectations by continuously examining existing facilities and programs to determine if any should be eliminated or modified due to lack of participation, and by focusing departmental resources on improving the quality of facilities and programs which are shown to have potential for high participation and/or public benefit.

### Strategic Result

**By 2017, Parks and Recreation Department will maximize the overall use of parks and participation in park programs as evidenced by 80% or more of citizens reporting they have visited an OKC park or participated in an OKC park program.**

% of citizens visiting a park and/or participating in a park program

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
72%	72%	80%	80%

### Issue 3

The labor- and energy-intensive service delivery model and associated increase in costs will reduce the quality and quantity of parks and recreation services available to the community, resulting in fewer recreational opportunities and deterioration of park grounds, facilities, and other public properties.

#### Strategy

The Department will reduce the labor-intensive services delivery model by providing facilities and services that are cost effective (e.g. maintain minimum size park standards to increase maintenance efficiency, request funding for multi-purpose/multi-generation community centers that are more cost-effective than small limited-purpose recreation centers, etc.). The Department will request additional full-time staff in order to eliminate over reliance on part-time labor where applicable.

#### Strategic Result

**By 2017, citizens observing parkland and public spaces will experience an attractive leisure environment as evidenced by increasing satisfaction with maintenance of City parks to 75%.**



% of citizens satisfied with the maintenance of city parks

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
65%	71%	65%	75%



## ISSUE 4

The addition of new or upgraded parks, facilities, streetscapes and beautification projects without a corresponding reallocation or increase of resources will result in reduced citizen confidence in the City to successfully implement and maintain such capital improvements.

### Strategies

- Increase maintenance efficiency through effective use of resources
- Review plans for future capital projects to ensure sustainable maintenance costs
- Partner with volunteer groups such as OKC Beautiful to provide litter pick up and maintenance of beautification projects on certain medians and parks
- Request adequate funding for ongoing maintenance of future capital projects

### Strategic Results

**By 2017, citizens observing or using new or upgraded parks, facilities, streetscapes and beautification projects will experience attractive, well-maintained areas as evidenced by increasing satisfaction with maintenance of:**

Parks and facilities to 75%

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
70%	70%	65%	75%

Walking and Biking Trails to 60%

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
54%	56%	60%	60%

Streetscapes to 60%

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
57%	55%	60%	60%

## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs, such as salaries, merit, retirement, health insurance and other benefits	\$92,678	-
2.	Moves Nursery Workers from MAPS Operations to General Fund	\$194,301	3.0
3.	Increases funding for OKC Public Tennis Center contract	\$100,000	
4.	Adds Customer Service Representative at Will Rogers Gardens to help meet the growing demand for inquiries and rental requests	\$33,722	1.0
5.	Adds Quality Control Coordinator at Civic Center to provide reconciliation and other accounting for web and phone sales	\$58,149	1.0
6.	Reduces line items for target budget cuts	(\$221,961)	-
7.	Reduces fuel costs due to lower prices	(\$112,067)	-

MAPS Operations Fund		Amount	Positions
1.	Changes in personnel related costs, such as salaries, merit, retirement, health insurance and other benefits	\$12,407	-
2.	Moves Nursery Workers from MAPS Operations to General Fund	(\$194,301)	(3.0)



# EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$3,928,821	\$3,938,631	\$3,927,298	-0.29%
Civic Center Music Hall	2,664,793	3,248,215	3,547,376	9.21%
Grounds Management	7,142,520	9,078,566	8,779,008	-3.30%
Natural Resources	4,923,842	5,622,675	5,588,105	-0.61%
Recreation, Health and Wellness	4,808,577	5,508,325	5,520,566	0.22%
<b>Total Operating Expenditures</b>	<b>\$23,468,553</b>	<b>\$27,396,412</b>	<b>\$27,362,353</b>	<b>-0.12%</b>
Capital Expenditures	\$243,126	\$670,902	\$566,591	-15.55%
Other Non-Operating Expenditures	942,080	9,956,925	6,309,869	-36.63%
<b>Department Total</b>	<b>\$24,653,760</b>	<b>\$38,024,239</b>	<b>\$34,238,813</b>	<b>-9.96%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$22,670,556	\$26,351,226	\$26,515,568	0.62%
Capital Improvement Projects Fund	243,126	670,902	566,591	-15.55%
Grants Management Fund	(11,329)	0	329,159	N/A
Special Purpose Fund	953,410	9,956,925	5,980,710	-39.93%
MAPS Operations Fund	797,997	1,045,186	846,785	-18.98%
<b>Department Total</b>	<b>\$24,653,760</b>	<b>\$38,024,239</b>	<b>\$34,238,813</b>	<b>-9.96%</b>



# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	20.67	19.02	16.50	-13.25%
Civic Center Music Hall	21.75	25.50	27.50	7.84%
Grounds Management	94.66	97.55	97.95	0.41%
Natural Resources	26.00	28.00	29.00	3.57%
Recreation, Health and Wellness	24.92	26.93	28.05	4.16%
<b>Department Total</b>	<b>188.00</b>	<b>197.00</b>	<b>199.00</b>	<b>1.02%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	178.85	187.85	192.85	2.66%
MAPS Operations Fund	9.15	9.15	6.15	-32.79%
<b>Department Total</b>	<b>188.00</b>	<b>197.00</b>	<b>199.00</b>	<b>1.02%</b>



# PARKS LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	55%	35%	78%	78%
Result	% of performance evaluations completed by the review date	61%	48%	95%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	82%	72%	95%	95%
Result	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	90%	87%	99%	98%
Output	Dollar amount of operating expenditures managed	\$23,468,553	\$24,432,356	\$27,046,048	\$27,362,353
Output	# of FTE's supported	164	177	197	199

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	11.11	\$2,588,633	8.66	\$2,613,287	0.00	\$0
Executive Leadership	9.56	1,340,188	10.36	1,325,344	16.50	3,927,298
<b>Line of Business Total</b>	<b>20.67</b>	<b>\$3,928,821</b>	<b>19.02</b>	<b>\$3,938,631</b>	<b>16.50</b>	<b>\$3,927,298</b>



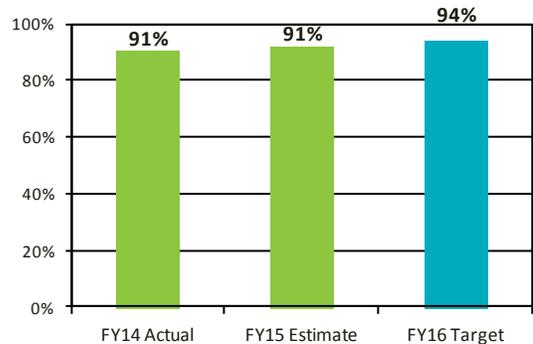
## CIVIC CENTER MUSIC HALL

The purpose of the Civic Center Music Hall Line of Business is to provide ticket sales, performances, and private event facility rental services to patrons, customers, and guests so they can have convenient access to a variety of performances and facilities for private use.

### FOCUS ON PERFORMANCE - % OF PATRONS SATISFIED WITH CIVIC CENTER FACILITIES AND SERVICES

**Why is this measure important?**

Measuring citizen’s satisfaction with Civic Center facilities and amenities ensures the City is meeting the demand of citizens for cultural and entertainment choices in state-of-the-art, well appointed surroundings. High citizen satisfaction indicates the City is meeting or exceeding the expectations of facility patrons. Additionally, survey data is used for long range planning of facility upgrades and to identify areas of improvement in service, coordination, and amenities. Civic Center staff conducts regular surveys of customers and reports satisfaction ratings quarterly.



**What do these numbers tell us?**

For the first half of FY15, citizen satisfaction ratings for Civic Center facilities have remained high, keeping pace with prior year’s 91% satisfaction. Performances which recently included The Book of Mormon, Santana - The Corazon Tour, Alton Brown Live, Bob Dylan & His Band and Oklahoma’s State of Creativity Forum have met patron demand and the facility itself continues to receive upgrades and new amenities.

The Box Office Program provides tickets and performance information to patrons and citizens of Oklahoma City so they can receive timely and convenient ticket transactions.

Box Office		FY14 Actual	FY15 Estimate	FY15 Target	FY16 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	157%	240%	120%	142%
Result	% of tickets sold by the web	32%	49%	18%	50%
Result	% of special offer emails that result in ticket sales	0%	1%	1%	1%
Output	# of Facebook likes	5,146	6,076	6,400	6,400
Output	# of informational calls received	13,679	15,995	13,000	13,000
Output	# of tickets sold by all locations	249,308	285,042	302,000	302,000
Output	# of event postings to social media sites	51	384	228	228

**The Performance Support Program** provides facilities, equipment, and staff support services to performing arts patrons so they can experience quality, diverse, and revenue-supported performances.

<b>Performance Support</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of patrons satisfied with the quality of Civic Center facilities and services	91%	91%	94%	94%
Result	% of performance expenses supported by performance revenues	70%	73%	67%	59%
Result	Utilization rate of performance facilities	76%	64%	64%	71%
Output	# of Performance event days scheduled	944	803	798	887
Output	# of patrons attending performances	366,660	345,889	317,874	378,420

**The Private Event and Business Services Program** provides space and equipment to individuals and private organizations so they can have facilities to meet business and private needs.

<b>Private Event and Business Services</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of customers surveyed who are satisfied with the private event facility	90%	96%	94%	94%
Result	% of private event expenses supported by private event revenues	207%	121%	90%	94%
Result	Utilization rate of Private Event and Business Services facilities	116%	107%	83%	91%
Output	# of private event days rented	223	205	160	174
Output	Private Event Revenue	\$199,608.36	\$185,079.61	\$182,640.00	\$199,608.00

**Civic Center Music Hall Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Box Office	2.80	\$303,441	3.00	\$320,696	3.60	\$349,020
Performance Support	18.25	2,266,064	20.80	2,724,154	22.05	2,932,539
Private Event & Business Services	0.70	95,289	1.70	203,365	1.85	265,817
<b>Line of Business Total</b>	<b>21.75</b>	<b>\$2,664,794</b>	<b>25.50</b>	<b>\$3,248,215</b>	<b>27.50</b>	<b>\$3,547,376</b>

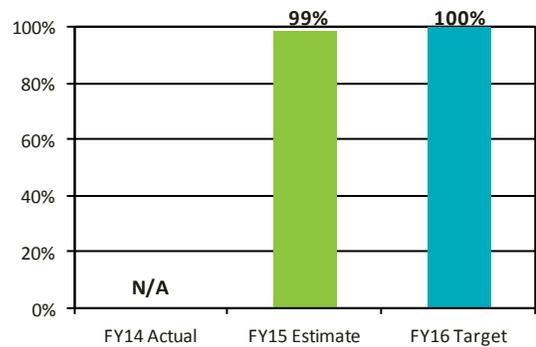
## GROUNDS MANAGEMENT

The purpose of the Grounds Management Line of Business is to provide landscape maintenance and hazard response services to Oklahoma City residents and visitors so they can have safe parks, center medians, trails, and City properties maintained according to schedule.

### FOCUS ON PERFORMANCE -% OF PARKS AND PUBLIC GROUNDS MOWED ACCORDING TO SCHEDULE

**Why is this measure important?**

New methodology was implemented in FY15 to calculate this measure and it is used to monitor the effectiveness of the Parks and Grounds Maintenance Program. This program is tasked with maintaining parks, center medians, trails and city properties in a way that meets or exceeds public expectations. By mowing these areas according to the established schedule, Oklahoma City residents and visitors can enjoy attractive, well-maintained public green spaces.



**What do these numbers tell us?**

Staff maintain approximately 5,113 acres of park land, center medians, trails and city properties. The crews have met their maintenance goals 99% of the time through the first half of FY15.

**The Equipment Repair Program** provides grounds equipment repair and maintenance services to Parks Department maintenance crews so they can have the equipment to complete their work in a timely manner.

		FY14	FY15	FY15	FY16
<b>Equipment Repair</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of equipment in service	99%	99%	96%	96%
Result	% of equipment repairs completed on time	90%	93%	91%	91%
Output	# of equipment repairs completed	1,030	1,084	800	800

**The Forestry Services Program** trims and removes trees so citizens can have safe and attractive parks and city properties.

		FY14	FY15	FY15	FY16
<b>Forestry Services</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of tree maintenance work orders completed	97%	94%	79%	79%
Output	# of tree maintenance work orders completed	215	178	250	250

**The Hazard Abatement Program** provides right-of-way vegetation abatement and City-owned walkway snow and ice removal services to Oklahoma City residents and visitors so they can receive a timely resolution of view obstructions at intersections and abatement of snow and ice from walkways.

<b>Hazard Abatement</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of identified traffic hazards abated within 3 working days	76%	81%	100%	125%
Result	% of identified public nuisances abated within 30 days *	100%	98%	100%	N/A
Output	# identified traffic hazards abated	147	195	200	200
Output	# of identified public nuisances *	102	73	150	N/A
Output	# of potential hazards inspected	371	383	400	400

\*Measure is being removed from the business plan in FY16.

**The Parks and Grounds Maintenance Program** provides mowing, litter removal, park amenity and trail maintenance services to Oklahoma City residents and visitors so they can have parks, center medians, trails, and city properties that are maintained according to schedule.

<b>Parks and Grounds Maintenance</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of citizens satisfied with the maintenance of city parks	65%	71%	65%	75%
Result	% of citizens satisfied with the maintenance of walking and biking trails	54%	56%	60%	60%
Result	% of parks and public grounds mowed according to schedule	N/A	99%	100%	100%
Output	# of acres maintained	4,590.00	5,113.00	5,113.00	5,113.00

**Grounds Management Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Equipment Repair	6.92	\$611,033	7.28	\$686,902	7.38	\$706,125
Forestry Services	8.76	636,064	7.60	657,264	7.70	715,348
Hazard Abatement	2.50	201,984	2.30	199,622	2.30	205,587
Parks and Grounds Maintenance	76.48	5,693,439	80.37	7,534,778	80.57	7,151,948
<b>Line of Business Total</b>	<b>94.66</b>	<b>\$7,142,520</b>	<b>97.55</b>	<b>\$9,078,566</b>	<b>97.95</b>	<b>\$8,779,008</b>

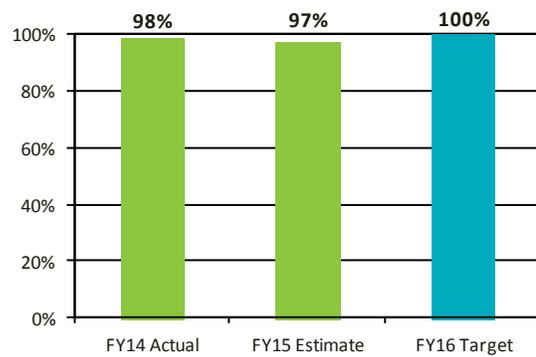
## NATURAL RESOURCES

The purpose of the Natural Resources Line of Business is to provide horticulture displays and environmental education programming to citizens and visitors so they can increase their appreciation and knowledge of Oklahoma’s natural environment.

### FOCUS ON PERFORMANCE - % OF CUSTOMERS SURVEYED THAT RATE NATURE PARK, TRAIL ACCESS, AND EDUCATIONAL OPPORTUNITIES AS FAVORABLE

**Why is this measure important?**

This is a survey of Martin Nature Center visitors about their satisfaction with the nature preserve, trail access and educational opportunities. Feedback received from surveys can be very valuable in determining new programming needs, prioritizing improvements and understanding customer expectations.



**What do these numbers tell us?**

Consistently high satisfaction ratings indicate that the expectations of visitors to the Martin Nature Center are being met. Though ratings are high, the department continues to seek opportunities to improve the facilities and surrounding nature preserve.

The Canal/Field Horticulture Program provides landscaped areas to citizens and tourists so they can have decorative landscapes and trees in parks and on medians.

Canal/Field Horticulture		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of citizens satisfied with the condition of landscaping or streetscaping in medians and along City streets	57%	55%	60%	60%
Output	# of square feet of beds maintained	685,923	685,923	685,923	685,923
Output	# of new trees planted	76	18	25	25



**The Fisheries Management Program** provides recreational sport fishing opportunities and education to anglers so they can fish for well-stocked and catchable fish populations within a major urban area.

Fisheries Management		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of sampled fishing waters with fair or better fishing based on established Oklahoma Department of Wildlife Conservation standards	0%	100%	95%	95%
Result	% of fishing class participants surveyed who are satisfied	N/A	N/A	N/A	100%
Output	# of fish stocked	245,770	504,521	700,000	500,000
Output	# of fishing classes held	16	14	12	14
Output	# of fishing class attendees	1,417	1,400	1,000	1,400
Output	# of fishing permits sold	13,868	11,455	15,000	15,000

\*New Measure. Data will be reported in FY16.

**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.

Martin Nature Park		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	# of nature park visitors per operating day	239	266	212	250
Result	% of customers surveyed that rate nature park, trail access, and educational opportunities as favorable	98%	97%	100%	100%
Output	# of Martin Nature Park nature classes and tours conducted	184	165	150	175
Output	# of Martin Nature Park nature class and tour participants	5,025	4,056	7,829	5,000
Output	# of nature park visitors	60,347	67,620	87,753	87,753

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of Myriad Garden expenses supported by the General Fund	49%	47%	50%	48%
Output	# of Crystal Bridge visitors *	75,301	75,301	90,000	90,000
Output	\$ of Myriad Garden Expenses	\$3,139,788.00	\$3,288,191.62	\$3,973,900.00	\$4,102,160.00
Output	\$ of General Fund Subsidy	\$1,545,021.00	\$1,546,871.42	\$2,006,000.00	\$1,985,500.00

\*FY15 Estimate based on prior year, data will be updated at year end.

**The Will Rogers Gardens Program** provides landscaped areas and educational services to citizens, amateur and professional horticulturists, students and tourists so they can experience decorative landscapes, trees, and specialty gardens, and attend gardening classes.

Will Rogers Gardens		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of Will Rogers Gardens' class participants surveyed who were satisfied with Will Rogers Gardens education programs **	100%	N/A	100%	100%
Result	% of Will Rogers Gardens rental survey respondents who rate their rental experience as favorable **	N/A	N/A	100%	100%
Output	# of Will Rogers Gardens class participants	408	161	700	1,400
Output	# of Will Rogers Gardens Exhibition Building rental hours	2,650.25	6,056.00	1,457.00	1,457.00
Output	# of Will Rogers classes offered *	N/A	N/A	40	220

\*New Measure. Data will be reported in FY16.

\*\*No surveys conducted.

**Horticulture and Gardens Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Botanical Operations Support*	0.00	\$1,317	0.00	\$0	0.00	\$0
Canal/Field Horticulture	18.90	2,111,232	19.90	2,634,953	19.15	2,480,856
Events & Programming Support*	0.00	2,407	0.00	0	0.00	0
Fisheries Management**	0.00	0	1.00	202,473	1.75	229,305
Martin Nature Park	3.35	209,514	3.35	303,052	3.35	311,140
Myriad Botanical Gardens Support	0.00	2,168,488	0.00	2,010,303	0.00	1,985,500
Will Rogers Gardens	3.75	430,885	3.75	471,894	4.75	581,304
<b>Line of Business Total</b>	<b>26.00</b>	<b>\$4,923,843</b>	<b>28.00</b>	<b>\$5,622,675</b>	<b>29.00</b>	<b>\$5,588,105</b>

\* The services provided by these programs are now handled by the Myriad Gardens Foundation.

\*\*Fisheries Management moved to Natural Resources Line of Business in FY15.



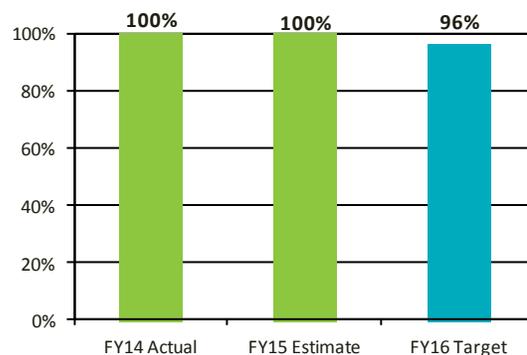
## RECREATION, HEALTH AND WELLNESS

The purpose of the Recreation, Health and Wellness Line of Business is to provide 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 SENIOR PARTICIPANTS WHO ARE SATISFIED WITH THE OVERALL QUALITY OF CLASSES AND EVENTS

**Why is this measure important?**

Senior citizen programs are operated at Woodson and Will Rogers Park and offer a variety of activities. It is important to ask seniors to rate the quality of classes offered so Parks and Recreation staff can identify programs that are working well and those where improvement is needed. Participants of two classes per month are asked to complete surveys and the resulting data is averaged throughout the year to determine the satisfaction rate.



**What do these numbers tell us?**

The Seniors Program, which is estimated to serve over 38,000 seniors in FY15, continues to maintain high satisfaction ratings with survey respondents. Overall senior participation is expected to increase in FY16 due to the “Step Into Wellness” grant received from the Oklahoma City Community Foundation, which provides free community-based activities and educational sessions to promote healthy lifestyles.

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.

		FY14	FY15	FY15	FY16
<b>Aquatics</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	# of swim participants per operating day *	N/A	N/A	N/A	1,400
Result	# of sprayground participants per operating day *	N/A	N/A	N/A	360
Result	% of aquatic class participants completing classes **	96%	95%	96%	N/A
Result	% of Citizen Survey respondents satisfied with City aquatic facilities and programs	48%	47%	60%	60%
Result	# of accidents per 1,000 aquatic facility visits	0	0	0	0
Result	% of scheduled aquatic classes held *	N/A	N/A	N/A	82%
Output	# of visits to family aquatic centers	85,480	96,437	115,000	115,000
Output	# of visits to swimming pools	18,440	22,480	36,650	34,500
Output	# of visits to spraygrounds	386,503	399,168	322,000	322,000
Output	# of aquatics classes held *	N/A	N/A	N/A	200
Output	# of aquatics classes scheduled *	N/A	N/A	N/A	245

\*New Measure. Data will be reported in FY16.

\*\*Measure is being removed from the business plan in FY16.

**The Athletics Program** provides athletic services to youth and adults so they can participate in well-organized athletic activities and youth can develop basic athletic skills.

Athletics		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of sport participants surveyed who rate the organization of the sports activity as favorable *	100%	N/A	96%	96%
Result	% of Citizen survey respondents satisfied with athletic programs	45%	45%	86%	86%
Output	# of adult league participants	3,475	7,248	4,500	4,500
Output	# of youth league participants	15,644	11,178	11,500	11,500

\*No surveys conducted in FY15.

**The General Recreation Program** provides a vast array of health, wellness and recreational services to the Oklahoma City community so they can enjoy a variety of structured and unstructured opportunities that reflect community needs and interests.

General Recreation		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	# of Recreation Center participants per operating day	565	482	585	590
Result	% of class/activity participants surveyed rating the overall quality of classes/activities as favorable	97%	93%	95%	95%
Result	% of Citizen Survey respondents satisfied with City recreation centers	43%	47%	65%	65%
Result	% of scheduled structured classes held **	N/A	N/A	N/A	98%
Output	# of visits	307,308	150,092	220,000	220,000
Output	# of structured class participants	94,501	85,209	85,000	85,000
Output	# of structured classes offered *	1,645	1,305	1,400	N/A
Output	# of structured classes scheduled **	N/A	N/A	N/A	200
Output	# of structured classes held **	N/A	N/A	N/A	196

\* Measure is being removed from the business plan in FY16.

\*\*New Measure. Data will be reported in FY16.



**The Seniors Program** provides health, wellness and recreational services to the Oklahoma City active adults so they can enjoy a variety of structured and unstructured opportunities that reflect community needs and interests.

<b>Seniors</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	# of senior center participations per operating day *	154	146	154	N/A
Result	# of senior center participants per operating day **	N/A	N/A	N/A	50
Result	% of senior participants surveyed who are satisfied with the overall quality of classes and events	100%	100%	96%	96%
Result	% of scheduled senior classes held **	N/A	N/A	N/A	98%
Output	# of senior visits	37,166	35,720	38,318	38,318
Output	# of senior classes and events *	683	709	720	N/A
Output	# of senior classes held **	N/A	N/A	N/A	196
Output	# of senior classes scheduled **	N/A	N/A	N/A	200

\* Measure is being removed from the business plan in FY16.

\*\*New Measure. Data will be reported in FY16.

**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.

<b>Special Events</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of special event permitted event organizers surveyed who are satisfied with facilities and services	97%	95%	94%	94%
Output	# of special event permits issued	2,064	2,372	2,400	2,400

**Recreation, Health and Wellness Positions and Budget**

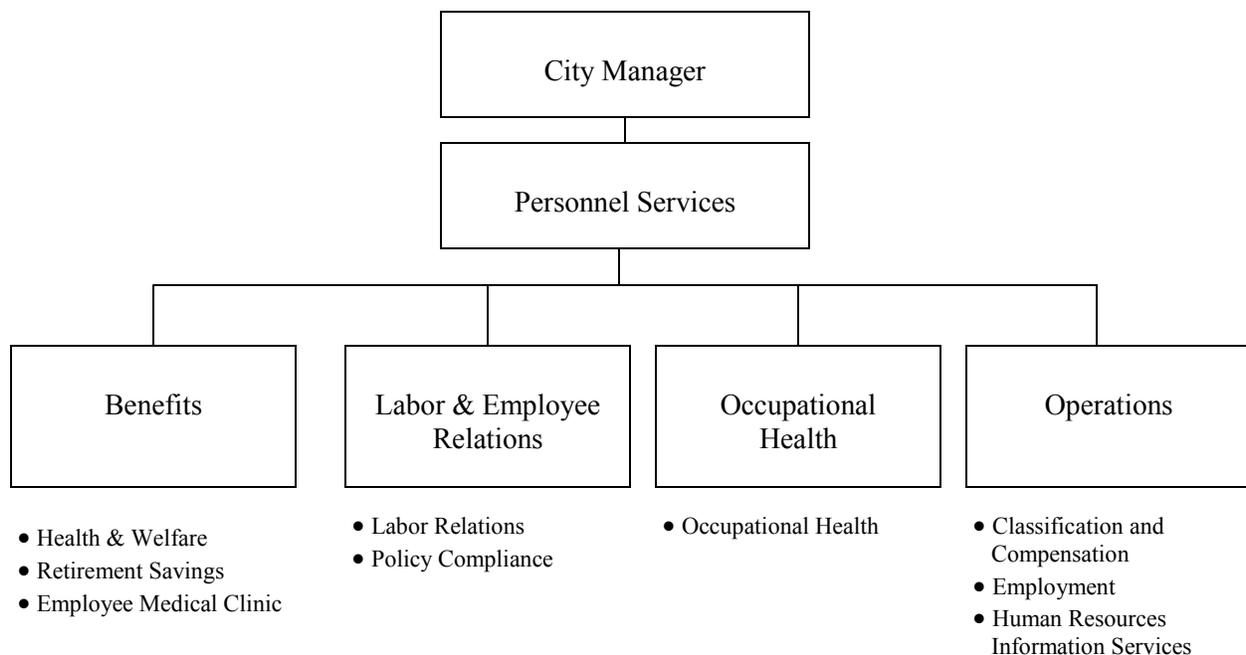
<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Aquatics	2.24	\$1,080,070	4.24	\$1,022,916	4.70	\$1,061,791
Athletics	3.37	732,834	4.37	994,955	4.85	977,503
Fisheries Management*	1.10	133,136	0.00	0	0.00	0
General Recreation	12.28	2,427,903	12.38	2,871,650	13.20	2,891,504
Seniors	2.47	227,798	2.47	258,659	2.50	265,375
Special Events	3.46	206,835	3.47	360,145	2.80	324,393
<b>Line of Business Total</b>	<b>24.92</b>	<b>\$4,808,576</b>	<b>26.93</b>	<b>\$5,508,325</b>	<b>28.05</b>	<b>\$5,520,566</b>

\*Fisheries Management moved to Natural Resources Line of Business in FY15.

# 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 7 ethnic categories of the available workforce

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
45%	44%	57%	57%

At least 95% of new full-time, non-uniformed City employees will continue City employment for at least 24 months beyond date of hire

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
88%	68%	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 enrolled in the City's healthcare program will use online self-service enrollment for annual benefit selections\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	42%

\*New measure. Data will be reported in FY16.

### 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	9%	10%	9%

By 2019, 30% of employee medical clinic participants will show improvement in medical conditions identified in their Personal Health Assessments (PHAs).\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	25%

\*New measure. Data will be reported in FY16.

## 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
76%	71%	85%	85%

100% of occupational health and regulatory medical needs identified annually by City Departments will result in a scheduled evaluations

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
94%	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	\$116,640	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$499,138	\$538,445	\$484,560	-10.01%
Benefits	446,005	430,452	527,187	22.47%
Labor and Employee Relations	516,924	514,448	459,220	-10.74%
Occupational Health	446,786	443,764	456,187	2.80%
Operations	880,362	958,486	1,054,194	9.99%
<b>Total Operating Expenditures</b>	<b>\$2,789,215</b>	<b>\$2,885,595</b>	<b>\$2,981,348</b>	<b>3.32%</b>
<b>Department Total</b>	<b>\$2,789,215</b>	<b>\$2,885,595</b>	<b>\$2,981,348</b>	<b>3.32%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$2,789,215	\$2,885,595	\$2,981,348	3.32%
<b>Total All Funding Sources</b>	<b>\$2,789,215</b>	<b>\$2,885,595</b>	<b>\$2,981,348</b>	<b>3.32%</b>



# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	2.40	2.40	2.05	-14.58%
Benefits	5.35	5.35	5.95	11.21%
Labor and Employee Relations	4.90	4.90	4.15	-15.31%
Occupational Health	1.90	1.90	1.95	2.63%
Operations	11.45	11.45	11.90	3.93%
<b>Department Total</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	26.00	26.00	26.00	0.00%
<b>Department Total</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>0.00%</b>



# PERSONNEL LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	62%	63%	75%	75%
Result	% of performance evaluations completed by the review date	81%	57%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	97%	98%	100%	100%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	95%	95%
Output	Dollar amount of operating expenditures managed	\$2,789,215	\$2,873,469	\$2,885,595	\$2,981,348
Output	# of FTE's supported	26	26	26	26

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	1.60	\$332,735	1.60	\$368,000	0.00	\$0
Executive Leadership	0.80	166,404	0.80	170,445	2.05	484,560
<b>Line of Business Total</b>	<b>2.40</b>	<b>\$499,140</b>	<b>2.40</b>	<b>\$538,445</b>	<b>2.05</b>	<b>\$484,560</b>

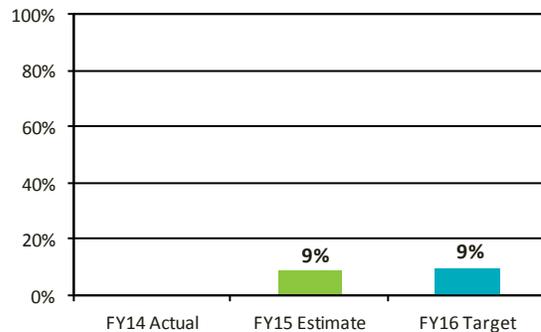
## BENEFITS

The purpose of the Benefits Line of Business is to provide health and welfare-related services and retirement savings plan services to active and retired City employees so they can have a cost effective health and welfare benefit and plan for a more secure, financial future beyond employment.

### FOCUS ON PERFORMANCE - % 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 is a new performance measure for FY16 and it compares the cost of benefits offered to City employees to the Oklahoma market of the City's medical plan providers, UnitedHealthcare and BlueCross BlueShield. The data helps assess the overall cost of the City's healthcare program for active employees and can be used to determine what actions (i.e., plan design changes, modifications to contribution levels, etc.) are needed to ensure a long-term cost effective and sustainable healthcare program.



**What do these numbers tell us?**

In FY15, the City's premium renewal represented an 8.78% increase over the prior year, which was 1.71% lower than the average renewal increase in the Oklahoma marketplace of 10.49%. This difference indicates the City plan premiums are less costly than the general Oklahoma marketplace premiums.

**The Health and Welfare Benefits Program** provides insurance- and benefit-related services to employees and retirees so they can have access to cost-effective and comprehensive medical services.

Health and Welfare Benefits		FY14 Actual	FY15 Estimate	FY15 Target	FY16 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	N/A	9%	10%	9%
Output	# of employees who use online, self-service enrollment for changes in annual benefit elections	478	767	475	767
Output	# of active City and Trust employees enrolled in a medical insurance plan	3,267	3,268	3,217	3,287

**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.

		FY14	FY15	FY15	FY16
<b>Retirement Savings</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of eligible employees participating in the 457 Deferred Compensation Plan	60%	61%	60%	61%
Output	# of savings plan/investment education sessions provided	5	6	5	6
Output	# of employees participating in the 457 Deferred Compensation Plan	2,725	2,794	2,615	2,826

**The Employee Medical Clinic Program** has a stated purpose to reduce health plan costs and to provide quality health and wellness services to eligible employees, eligible retirees, and their eligible dependents so they can experience overall improved health.

		FY14	FY15	FY15	FY16
<b>Employee Medical Clinic</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% eligible participants utilizing the medical clinic*	N/A	N/A	N/A	20%
Result	% of participants who showed improvement in their identified medical condition*	N/A	N/A	N/A	25%

\*New measure. Data will be reported in FY16.

### **Benefits Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Position</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Health and Welfare Benefits	5.30	\$438,981	5.30	\$423,320	5.90	\$519,823
Retirement Savings	0.05	7,024	0.05	7,132	0.05	7,364
<b>Line of Business Total</b>	<b>5.35</b>	<b>\$446,005</b>	<b>5.35</b>	<b>\$430,452</b>	<b>5.95</b>	<b>\$527,187</b>

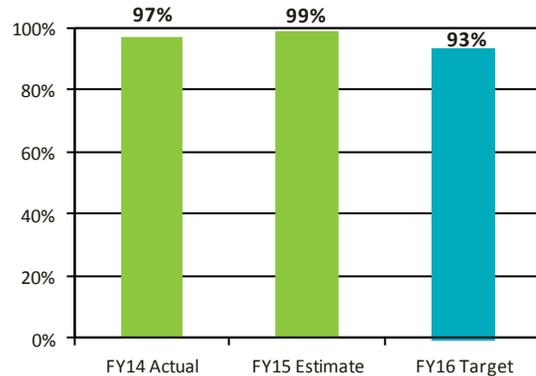
## LABOR AND EMPLOYEE RELATIONS

The purpose of the Labor and Employee Relations Line of Business is to provide union contract administration, policy development and compliance services to City departments so they can conduct business in an ethical and consistent manner and promote positive employee relations.

### FOCUS ON PERFORMANCE - % OF GRIEVANCES RESOLVED WITHOUT ARBITRATION

**Why is this measure important?**

This performance measure indicates the Personnel Department’s ability to resolve disputes between the City and members of the City’s labor groups internally, thereby, avoiding costly arbitration proceedings. Internal resolution of workplace disputes also fosters a more harmonious work environment. The department uses this data to determine the effectiveness of the internal grievance resolution process.



**What do these numbers tell us?**

Through the first half of FY15, grievances resolved without arbitration has improved slightly over the previous year. This improved performance has been achieved despite an estimated 33% increase in the number of grievances managed. The City and its employees have worked together to resolve all 23 grievances internally so far this year.

**The Labor Relations Program** provides union contract administration and negotiation services to City departments so they can maintain positive employee relations.

		FY14	FY15	FY15	FY16
Labor Relations		Actual	Estimate	Target	Target
Result	% of grievances resolved without arbitration	97%	99%	92%	93%
Output	# of predetermination meetings attended	158	138	184	172
Output	# of grievances resolved with arbitration	1	0	4	3
Output	# of grievances resolved without arbitration	32	44	45	42

**The Policy Compliance Program** provides policy development, interpretation and compliance services to City departments so they can receive timely notification that business is being conducted in an ethical manner and within the scope of established City policies.

Policy Compliance		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of all personnel-related policy violation complaints that are substantiated	25%	32%	14%	12%
Result	% of investigation reports provided within 90 days of initiating the investigation	50%	37%	57%	47%
Result	# of substantiated policy violation complaints per 1,000 employees*	0.44	0.85	0.66	N/A
Output	# of policy compliance investigation reports provided	8	12	21	17

\*Measure is being removed from the business plan in FY16.

**Labor and Employee Relations Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Relations	3.35	\$358,017	3.35	\$337,751	2.80	\$288,366
Policy Compliance	1.55	158,907	1.55	176,697	1.35	170,854
<b>Line of Business Total</b>	<b>4.90</b>	<b>\$516,924</b>	<b>4.90</b>	<b>\$514,448</b>	<b>4.15</b>	<b>\$459,220</b>



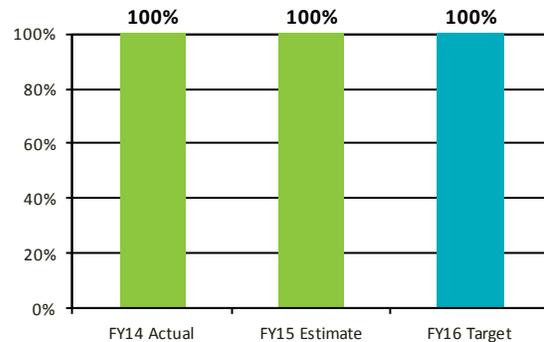
## OCCUPATIONAL HEALTH

The purpose of the Occupational Health Line of Business is to provide post job-offer and incumbent medical evaluations for City departments so they can employ and maintain a safe and healthy workforce.

### FOCUS ON PERFORMANCE -% EMPLOYMENT CANDIDATE (NON-UNIFORM) REFERRALS WHO ARE EXAMINED WITHIN 2 BUSINESS DAYS OF THE EXAM REQUEST DATE

**Why is this measure important?**

This measure indicates the percentage of employees examined within two days from the time the clinic is contacted by the requesting party. Data on the timeliness of pre-employment medical exams is also included and is important to City departments trying to fill vacant positions since exams are required before individuals can begin employment. The measure is also used to evaluate the efficiency of the clinic and the adequacy of resources based on service demand levels.



**What do these numbers tell us?**

The clinic performs many vital services for the organization including pre-employment exams, Police and Fire health assessments, and vaccinations required for compliance with various federal and state regulations. The program is currently meeting its goal of providing physical exams within two days. In the coming year, demand is expected to continue to increase as physical exam requirements are implemented in the Police and Fire Departments, in addition to new employee exams throughout the City.

**The Occupational Health Program** provides post job-offer and incumbent medical evaluations for City departments so they can employ and maintain a safe and healthy workforce.

Occupational Health		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of occupational health and regulatory medical needs identified annually by City Departments that result in a schedule of evaluations	100%	100%	100%	100%
Result	% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date	100%	100%	100%	100%
Output	# of physical examinations provided	4,029	4,802	4,500	4,600
Output	# of medical consultations provided	2,279	2,081	2,500	2,500

**Occupational Health Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Occupational Health	1.90	\$446,786	1.90	\$443,764	1.95	\$456,187
<b>Line of Business Total</b>	<b>1.90</b>	<b>\$446,786</b>	<b>1.90</b>	<b>\$443,764</b>	<b>1.95</b>	<b>\$456,187</b>

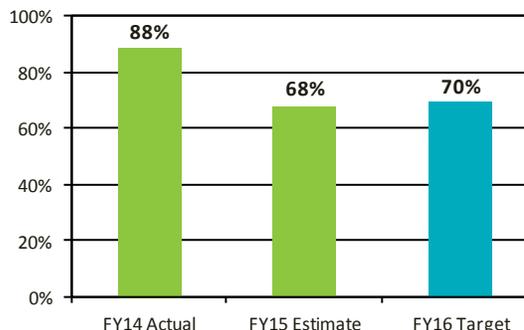
**OPERATIONS**

The purpose of the Operations Program Line of Business is to provide human resources information management, employment, and classification/compensation services to City departments so they can recruit, hire, and retain a qualified, productive workforce.

**FOCUS ON PERFORMANCE -% OF 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 placement of job candidates. The Employment staff utilizes job descriptions to develop recruitment and selection material. If job descriptions don't accurately reflect the requirements and responsibilities of the position, that could result in the recruitment and placement of candidates who lack the required knowledge, skills and abilities to successfully perform the duties of the position. Additionally, if the compensation system is not competitive, City departments will be unable to 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. This measure shows whether the City's wages are competitive and whether the classification documents provide accurate information for the Employment staff to recruit and hire the appropriate candidate for the position. The 70% target reflects the City's normal attrition rate and the goal is to monitor deviations from this norm so that staff can quickly respond with adjustments to classifications or compensation structures.

**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.

<b>Classification and Compensation</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of classification and compensation reviews completed in 60 days or less from receipt of the completed job content questionnaire	77%	100%	80%	67%
Result	% of full time, non-uniformed City employees who continue City employment for at least 24 months beyond date of hire	88%	68%	70%	70%
Output	# of classification and compensation reviews completed	22	26	25	30
Output	# of job descriptions developed or updated	45	35	40	60

**The Employment Program** provides recruitment, assessment, placement, and consulting services to City departments so they can hire qualified employees in a timely manner.

<b>Employment</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of final candidate referrals sent to hiring supervisors within 30 calendar days of the close of the vacancy advertisement	75%	77%	85%	85%
Result	% of newly hired employees (non-uniform) who remain employed with the City past their probationary period	74%	71%	85%	85%
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%	30%
Result	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data	45%	45%	50%	50%
Output	# of selection procedures conducted	417	449	300	400
Output	# of applications processed	17,299	19,531	17,000	18,000
Output	# of full-time, non-uniformed positions filled*	456	565	400	N/A

\*Measure is being removed from the business plan in FY16.

**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.

		FY14	FY15	FY15	FY16
<b>Human Resources Information Services</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers surveyed that are satisfied with the accuracy of personnel related information provided	82%	82%	80%	80%
Result	% of job record updates completed within 7 business days of receipt**	89%	86%	72%	N/A
Result	% of customers surveyed that are satisfied with the timeliness of personnel related information provided	77%	77%	75%	75%
Result	% of employee termination transactions processed within 7 calendar days of receipt*	N/A	N/A	N/A	90%
Output	# of personnel transactions completed	24,858	25,750	17,000	20,000
Output	# of employee termination transaction requests processed*	N/A	N/A	N/A	100

\*New measure. Data will be reported in FY16.

\*\*Measure is being removed from the business plan in FY16.

### **Operations Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Position</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Classification and Compensation	2.60	\$197,542	2.60	\$229,145	3.30	\$288,856
Employment	5.55	419,725	5.55	455,188	5.40	483,109
HR Information Services	3.30	263,095	3.30	274,153	3.20	282,229
<b>Line of Business Total</b>	<b>11.45</b>	<b>\$880,362</b>	<b>11.45</b>	<b>\$958,486</b>	<b>11.90</b>	<b>\$1,054,194</b>

CRIMINAL BACKGROUND CHECK

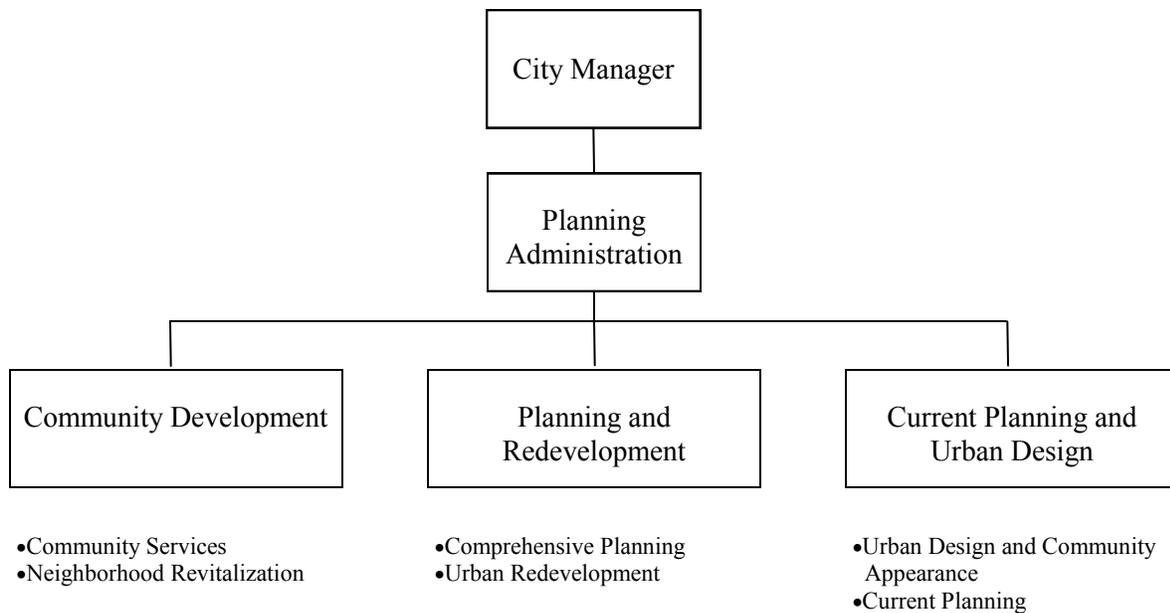
Name



# Planning

**AUBREY HAMMONTREE, DIRECTOR**

aubrey.hammontree@okc.gov



## 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 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.
- Expand tools and funding for the creation of affordable housing.
- Strengthen existing programs that contribute to the enhancement of our community's appearance as follows:
  - Continue providing professional development workshops to increase the design review capacity of Board and Commission members.
  - Provide permanent supportive housing for homeless families and individuals.

### Strategic Results

**Annually, through 2018, the Planning Department will address 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\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	N/A

65% of citizens surveyed will be satisfied with each attribute of their neighborhood (safety, appearance, property maintenance, sense of community, amenities, and overall quality)

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	60%	65%	65%

85% of homeless in permanent supportive housing will remain housed for more than six months

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
30%	30%	85%	85%

\*Data will be reported in FY16. The department is developing data collection procedures.

## 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 Development Framework, Bricktown Parking, Bricktown Strategic Plan and Downtown Housing Study. Additional strategies include:

- Target Brownfields' resources to assist with implementation of MAPS 3, Core to Shore and other major public initiatives.
- Strengthen capacity of commercial districts to deliver more meaningful social, economic, and aesthetic results through Commercial District Revitalization Program.
- Strategically concentrate neighborhood revitalization efforts in the Strong Neighborhoods Initiative to reverse decline early and leverage private investment and support.
- Target downtown planning and implementation projects to deliver maximum economic and community benefits.
- 100% of participating Commercial District Revitalization Program districts will have a completed Capital Improvements Plan to be considered for inclusion in the next General Obligation Bond Authorization.

### Strategic Results

**The Planning Department will influence revitalization and redevelopment within the urbanized areas of the city as evidenced by:**

By the end of FY 2020, 100% of participating Commercial District Revitalization Program districts will maintain or increase sales tax revenue \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	55%	58%

\*Data will be reported in FY16. The department is developing data collection procedures.

### Strategic Results *(continued)*

Annually through 2020, 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.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
17%	17%	6%	6%

### 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

- Implement Comprehensive Plan.
- Adopt and implement impact fees.
- Develop policies and strategies to increase mixed market housing development.

- Promote inner-city development and redevelopment through the use of incentives, design review consultations and coordination with other City agencies and the development community.
- Modify codes, regulations and policies to further sustainable growth.
- Establish a program to put vacant and abandoned buildings back into productive use.

**Strategic Results**

**By 2018, the Planning Department will help to ensure that OKC’s future development will achieve a balance among economic growth, environmental health, socio-economic and financial considerations as evidenced by:**

100% of departments will commit to implement assigned comprehensive plan action items\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	100%

20% of development/redevelopment will be in the inner-loop annually

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
15%	23%	20%	20%

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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
95%	99%	100%	80%

Improved Wellness Score (as measured & updated every 3 years jointly by the Oklahoma City-County Health Dept and the City of Oklahoma City) in the 20% of zip codes with the lowest scores\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	N/A

\*Data will be reported in FY16. The department is developing data collection procedures.

## 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.
- Establishing a methodology to ensure participation in the development and implementation of adopted plans.

### Strategic Results

**By 2017 the Planning Department will help facilitate better participation and support from other City departments, school system and other agencies by:**

100% of affected departments will participate in planning initiatives where cross-departmental issues have been identified\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	100%

100% of City departments will develop an interdepartmental coordination process for City projects, plans, programs and policies\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	N/A	100%

\*Data will be reported in FY16. The department is developing data collection procedures.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$81,431	-
2. Reorganization - Moves portion of Office of Sustainability Program from the City Manager's Office to the Planning Department to better align resources with program purpose	\$220,098	2.00

Grant Funds	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$109,229	-
2. Deletes Community Transformation Grant Assistant Planner Position because the grant purpose of doing the Health Impact Assessment for the new comprehensive plan planokc growth scenarios has been fulfilled	(\$63,853)	(1.00)



Lincoln Park Golf Course Clubhouse 1% for Art Project

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$895,162	\$824,771	\$1,254,877	52.15%
Community Development	501,199	582,059	566,003	-2.76%
Planning & Redevelopment	1,726,561	1,731,889	1,271,546	-26.58%
Current Planning & Urban Design	483,895	494,865	811,113	63.91%
<b>Total Operating Expenditures</b>	<b>\$3,606,817</b>	<b>\$3,633,584</b>	<b>\$3,903,539</b>	<b>7.43%</b>
<b>Non-Operating Grants Expenditures</b>				
Administration	\$492,501	\$15,668	\$13,229	-15.57%
Community Development	13,008,435	20,735,344	27,730,404	33.73%
Planning & Redevelopment	1,684,341	1,241,530	1,060,955	-14.54%
Current Planning & Urban Design	189,897	33,775	0	-100.00%
<b>Total Grant Expenditures</b>	<b>\$15,375,174</b>	<b>\$22,026,317</b>	<b>\$28,804,588</b>	<b>30.77%</b>
<b>Capital Expenditures</b>				
Administration	\$2,533	\$5,467	\$0	-100.00%
<b>Total Capital Expenditures</b>	<b>\$2,533</b>	<b>\$5,467</b>	<b>\$0</b>	<b>-100.00%</b>
<b>Non-Operating Special Purpose Expenditures</b>				
Mayor's Round Table	\$57,681	\$69,833	\$129,574	85.55%
Arts & Cultural Affairs	31,850	704,073	2,448,699	247.79%
Other	37,383	609	616	1.15%
<b>Total Special Purpose Expenditures</b>	<b>\$126,913</b>	<b>\$774,515</b>	<b>\$2,578,889</b>	<b>232.97%</b>
<b>Department Total</b>	<b>\$19,111,437</b>	<b>\$26,439,883</b>	<b>\$35,287,016</b>	<b>33.46%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$3,606,818	\$3,633,584	\$3,903,539	7.43%
Grants Management Fund	15,375,172	22,026,317	28,804,588	30.77%
Capital Improvement Fund	2,533	5,467	0	-100.00%
Special Purpose Fund	126,913	774,515	2,578,889	232.97%
<b>Total All Funds</b>	<b>\$19,111,436</b>	<b>\$26,439,883</b>	<b>\$35,287,016</b>	<b>33.46%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	10.35	10.35	13.85	33.82%
Community Development	14.65	14.65	14.65	0.00%
Planning & Redevelopment	15.00	17.00	12.50	-26.47%
Current Planning & Urban Design	7.00	7.00	9.00	28.57%
<b>Department Total</b>	<b>47.00</b>	<b>49.00</b>	<b>50.00</b>	<b>2.04%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	26.50	27.50	29.50	7.27%
Grants Management Fund	20.50	21.50	20.50	-4.65%
<b>Department Total</b>	<b>47.00</b>	<b>49.00</b>	<b>50.00</b>	<b>2.04%</b>



# PLANNING LINES OF BUSINESS

## ADMINISTRATION

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

The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	67%	83%	78%	78%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	100%	88%	90%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination	100%	66%	95%	95%
Result	% of performance evaluations completed by the review date	26%	22%	95%	95%
Output	# of FTEs supported	43	43	50	49
Output	Dollar amount of operating expenditures managed	\$3,578,845	\$3,363,895	\$3,579,875	\$3,903,539

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.

Grant and Financial Management		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of grant awards that are in compliance with the terms of their agreement	100%	100%	100%	100%
Output	\$ of grants disbursed	\$14,079,764	\$11,107,229	\$14,400,000	\$14,400,000



Planokc Public Engagement

**The Arts and Cultural Affairs Program** provides liaison services for public art initiatives, advances arts and cultural awareness and coordination in the community, and administers the City’s 1% for Arts program for departments, citizens and artists so that they can generate direct economic benefit, enhanced quality of life, improved health and educational enrichment.

		FY14	FY15	FY15	FY16
<b>Arts and Cultural Affairs</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of public art projects reviewed by the Art Commission that result in final installation within 12 months*	N/A	N/A	20%	20%
Result	% change in public art investment (as evidenced by permits annually)*	N/A	N/A	N/A	75%
Output	# of projects installed	N/A	5	10	15
Output	# of artists submissions for City arts projects*	N/A	N/A	200.00	300.00
Output	# of attendees at public art meetings*	N/A	N/A	200	300

\*Data will be reported in FY16. The department is developing data collection procedures.

**Administration Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Arts & Cultural Affairs	0.00	\$0	0.00	\$0	1.50	\$153,559
Executive Leadership	3.50	895,162	3.50	824,771	5.50	1,101,318
Grant & Financial Management	6.85	492,501	6.85	15,668	6.85	13,229
<b>Line of Business Total</b>	<b>10.35</b>	<b>\$1,387,663</b>	<b>10.35</b>	<b>\$840,439</b>	<b>13.85</b>	<b>\$1,268,106</b>



Afterschool Program – funded with Community Development Block Grant

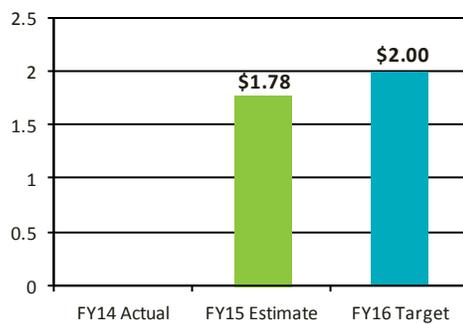
## COMMUNITY DEVELOPMENT

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. 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 measures tell us?**

The department uses this information to assess how direct investment increases value in the SNI and how that funding is leveraged with other public or private dollars to attract additional investment. The data also informs the department of priorities for programming and budgets included in the Consolidated Plan and Annual Action Plans.

**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		FY14	FY15	FY15	FY16
		Actual	Estimate	Target	Target
Result	% of homeless in permanent supportive housing that remain housed for more than six	30%	30%	85%	85%
Output	# of homeless persons housed	520	520	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.

<b>Neighborhood Revitalization</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Community Development resources concentrated in target revitalization areas for economic development, housing activities and public facilities for low and moderate income populations*	N/A	N/A	N/A	N/A
Result	% change in vacant properties in Strong Neighborhood Initiative Areas*	N/A	N/A	N/A	-2%
Result	% change in property values in the Strong Neighborhood Initiative Areas*	N/A	N/A	N/A	3%
Result	\$ value of non-City investment per \$ value of City investment	N/A	\$1.78	\$2.00	\$2.00
Output	# of households assisted in Strong Neighborhood Initiative Areas	294	248	100	100
Output	# of housing units assisted or built	207	135	220	220
Output	# of down payment assistances provided	67	72	120	120

\*Data will be reported in FY16. The department is developing data collection procedures.

### **Community Development Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Community Services	3.30	\$6,414,064	3.30	\$14,231,682	3.30	\$19,373,628
Neighborhood Revitalization	11.35	7,095,568	11.35	7,085,721	11.35	8,922,779
<b>Line of Business Total</b>	<b>14.65</b>	<b>\$13,509,632</b>	<b>14.65</b>	<b>\$21,317,403</b>	<b>14.65</b>	<b>\$28,296,407</b>

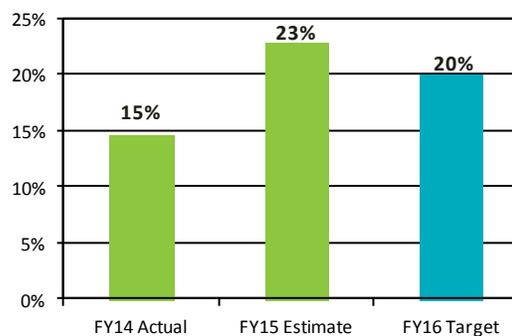
## PLANNING AND REDEVELOPMENT

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?

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 measures tell us?

The City focuses planning resources on several special areas within the inner loop, including but not limited to Core to Shore, Downtown, the Oklahoma River, Bricktown, Historic Preservation neighborhoods, Urban Design Districts, and Commercial Revitalization corridors. Strong development and re-development activity in the inner loop indicates that the Planning Department’s services and planning efforts are effective and valuable. The estimate for FY15 shows notable improvement over the prior year. Additionally, the total amount of development continues to increase citywide, with an estimated 30% increase expected this year. This measure helps the department gauge effectiveness of related programs and long-term tracking will assist in future policy decisions about development.

**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 Comprehensive Plan.

		FY14	FY15	FY15	FY16
<b>Comprehensive Planning</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of new development and redevelopment that occurs in the inner-loop	15%	23%	20%	20%
Result	% of departments committed to implementing comprehensive plan action items*	N/A	N/A	N/A	100%
Output	# of square feet of development city wide	25,364,543	32,867,905	20,000,000	20,000,000
Result	% Comprehensive plan policies implemented*	N/A	N/A	N/A	5%
Output	# of Comprehensive plan policies implemented each year*	N/A	N/A	N/A	4.00

\*Data will be reported in FY16. The department is developing data collection procedures.

**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.

Urban Redevelopment		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of CDRP districts that have a completed Capital Improvement Plan for consideration in the next General Obligation Bond	N/A	N/A	55%	58%
Result	% increase in property values downtown	17%	17%	6%	6%
Result	% of CRDP districts that maintain or increase sales tax revenue*	N/A	N/A	55%	58%
Output	# of urban redevelopment initiatives delivered	63	34	110	96
Result	% change in property values in the Downtown Business Improvement District	17%	17%	6%	6%

\*New measure. Data will be reported in FY16.

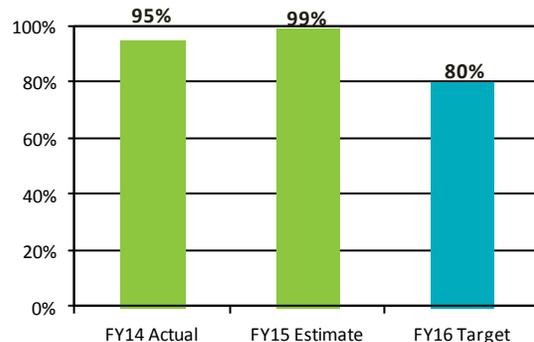
**Planning and Redevelopment Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Comprehensive Planning	8.00	\$1,345,034	9.00	\$832,023	4.30	\$575,658
Urban Redevelopment	8.00	2,065,868	9.00	2,141,396	8.20	1,756,843
<b>Line of Business Total</b>	<b>16.00</b>	<b>\$3,410,902</b>	<b>18.00</b>	<b>\$2,973,419</b>	<b>12.50</b>	<b>\$2,332,501</b>

**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 demonstrates how well the goals and policies of the comprehensive plan remain relevant to the public and City leadership. The new plan adopted in FY15 includes a more in depth review of zoning applications, which will increase the information City Council receives as they consider changes.

**What do these measures tell us?**

Performance for this measure is monitored because deficiencies could be an indication that the plan is inconsistent with City Council decisions. The data currently shows that the guiding principles included in the plan are being fulfilled.

**The Current Planning Program** recommends policies and regulations and provides reviews and studies to the City Council and Planning Commission so they can make informed decisions regarding growth and development that implements the Comprehensive Plan.

<b>Current Planning</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Planning Commission decisions on Comprehensive Plan amendments that agree with staff recommendations	N/A	N/A*	100%	100%
Result	% of rezoning applications approved by City Council that are consistent with the comprehensive plan	95%	99%	100%	80%
Output	# of rezoning applications reviewed by staff	116	144	60	60

\*No amendments considered this year.

**The Urban Design and Community Appearance Program** provides design ordinance implementation, evaluation, and advice services to residents, property owners, developers, and visitors, so they can experience a vibrant, attractive community and realize improved property values.

<b>Urban Design and Community Appearance</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community	65%	62%	65%	65%
Result	% of change in property values within all design districts	60%	60%	11%	6%
Output	# of applications reviewed in design districts	581	587	500	500
Output	# of buildings in design districts	4,988	4,988	4,990	5,000

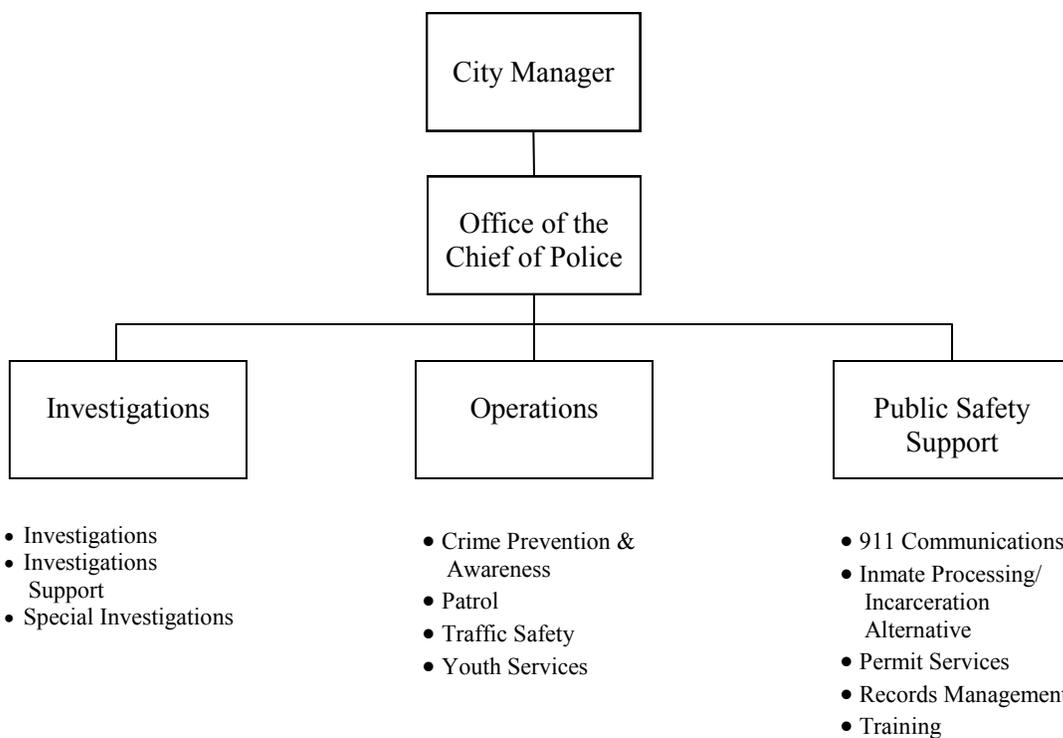
**Current Planning and Urban Design Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Current Planning	2.10	\$344,371	2.10	\$174,333	3.50	\$338,376
Urb Dsgn & Community Appear	3.90	329,421	3.90	354,307	5.50	472,737
<b>Line of Business Total</b>	<b>6.00</b>	<b>\$673,792</b>	<b>6.00</b>	<b>\$528,640</b>	<b>9.00</b>	<b>\$811,113</b>

# Police

**WILLIAM CITY, CHIEF**

william.city@okc.gov



## DEPARTMENT MISSION

**THE MISSION OF THE POLICE DEPARTMENT IS TO PROVIDE PUBLIC SAFETY SERVICES THAT PROMOTE A SAFE ENVIRONMENT AND LESSEN THE FEAR OF CRIME TO THE OKLAHOMA CITY COMMUNITY SO THEY CAN EXPERIENCE AN ENHANCED QUALITY OF LIFE.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

The growing demand for police presence and services coupled with the increasing scope and complexity of police investigations, if not adequately addressed, will result in:

- Slower police response times
- Increasing crime rate and reduced percentage of crimes solved
- Decreased citizen satisfaction with police services and feelings of community safety
- Decreased traffic enforcement

### Strategies

- Continue the use of overtime programs to address high crime areas
- Increase traffic enforcement citywide
- Increase personnel in Investigations, Operations and Community based programs

### Strategic Results

**By 2018, police presence and services will adequately increase while maintaining the level of core services citywide as evidenced by:**

55% or more of citizens citywide report they feel safe\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
58%	51%	55%	55%

72% or more of citizens will be satisfied with quality of police services citywide\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
70%	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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
72%	72%	90%	80%

Violent crime clearance rate will be equal to or above the national average of 46.8% \*\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
70%	70%	68%	68%

Property crime clearance rate will be equal to or above the national average of 19.0 \*\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
28%	27%	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

### Strategic Results

By 2016, the Police Department will address the rise in violent crime and gang violence by:



5% reduction in the number of aggravated assaults citywide

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
13%	13%	5%	5%

25% reduction in the number of drive-by shootings

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
70%	35%	25%	25%

20% reduction in the number of gang-related deadly weapon assaults

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	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.)
- Analyze 100% of all DNA cases submitted

#### Strategic Results

**The Police Department will successfully adapt to the challenges posed by the growing availability of advanced technology, as evidenced by the following:**

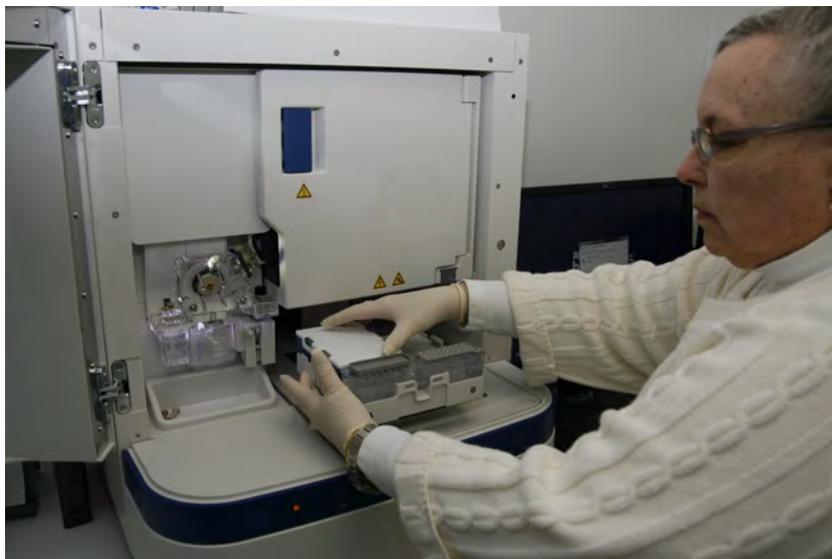
By 2017, increase the number of digital and other electronic media device forensic examinations by 100% (over FY11 totals) to 428 annually

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
352	335	375	402

By 2016, 100% of all DNA cases submitted for property and person crimes will be analyzed within 90 days\*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
25%	54%	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

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A continuing trend of metal theft, if not adequately addressed, will result in:

- Increased number of citizens victimized by metal theft
- Increased perception of crime
- Increased demand for City services
- Decreased feeling of public safety

### Strategies

- Continue use of the Metal Theft Unit to improve tracking and investigations of metal theft crimes
- Proactively increase the quantity of metal theft investigations presented for prosecution
- Increase coordination with metal recyclers to improve compliance with applicable laws

### Strategic Result

By 2017, increase the number of metal theft investigations presented for prosecution by 64% to 160 cases.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
116	151	130	130

## MAJOR BUDGET CHANGES

<b>General Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$3,339,943	-
2.	Adds 17 Police Officers and 2 Lieutenants	\$1,437,911	19.00
3.	Reallocates one Police Sergeant to Patrol from Emergency Management Fund	\$72,709	1.00
4.	Adds two System Support Specialist I, two Applications Support Technician I and management contract to support Body Worn Cameras Pilot Program	\$333,962	4.00
5.	Adds Police Sergeant assigned Special Duty to conduct Fraternal Order of Police Business	\$80,246	1.00
6.	Deletes Police Service Technician position at Lake Hefner funded by the Oklahoma City Water Utilities Trust	(\$77,777)	(1.00)
7.	Reductions in miscellaneous service contracts	(\$480,907)	-

<b>Police Sales Tax Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$372,414	-
2.	Adds one Crime Analyst	\$65,283	1.00
3.	Adds one DNA Chemist	\$73,659	1.00
4.	Increases funding for equipment for Police Officers	\$1,766,732	-

<b>Emergency Management Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$484,850	-
2.	Reallocates one Police Sergeant to Patrol to the General Fund and adds one Applications Support Tech I	(\$50,843)	0.00

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$20,282,830	\$22,589,289	\$23,098,470	2.25%
Investigations	34,592,400	33,743,778	35,560,403	5.38%
Operations	93,146,315	99,310,043	103,524,986	4.24%
Public Safety Support	23,137,054	24,563,534	24,511,382	-0.21%
<b>Total Operating Expenditures</b>	<b>\$171,158,599</b>	<b>\$180,206,644</b>	<b>\$186,695,241</b>	<b>3.60%</b>
<b>Non-Operating Expenditures</b>				
Administration	\$298,264	\$376,558	\$170,000	-54.85%
Investigations	1,316,897	3,469,311	2,498,692	-27.98%
Operations	258,678	3,401,226	2,780,869	-18.24%
Public Safety Support	35,626	178,885	74,000	-58.63%
Capital Expenditures	10,371,113	33,669,807	27,321,528	-18.85%
Other Non-Operating	1,833,647	352,196	327,095	-7.13%
<b>Total Non-Operating Expenditures</b>	<b>\$14,114,225</b>	<b>\$41,447,983</b>	<b>\$33,172,184</b>	<b>-19.97%</b>
<b>Total Department</b>	<b>\$185,272,823</b>	<b>\$221,654,627</b>	<b>\$219,867,425</b>	<b>-0.81%</b>
Less Transfers to City Funds	(11,962,476)	(\$12,459,900)	(\$12,616,691)	1.26%
<b>Total All Funds</b>	<b>\$173,310,346</b>	<b>\$209,194,727</b>	<b>\$207,250,734</b>	<b>-0.93%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$126,448,713	\$131,176,483	\$135,562,910	3.34%
Emergency Management Fund	7,847,433	8,077,417	8,465,194	4.80%
MAPS 3 Use Tax	6,263,778	23,075,601	18,804,753	-18.51%
Police Sales Tax Fund	36,237,452	48,138,602	50,016,206	3.90%
Court Administration & Training Fund	251,765	384,672	286,156	-25.61%
Asset Forfeiture Fund	1,909,463	3,768,559	2,644,692	-29.82%
Police & Fire Cap Equip Sales Tax Fund	79,846	1,275,529	645,607	-49.39%
Grants Management Fund	1,833,648	3,981,459	3,155,394	-20.75%
Capital Improvements Projects Fund	34,894	237,631	235,943	-0.71%
City and Schools Capital Use Tax Fund	4,365,830	1,510,516	0	-100.00%
Special Purpose Fund	0	28,158	50,570	79.59%
<b>Total All Funding Sources</b>	<b>\$185,272,822</b>	<b>\$221,654,627</b>	<b>\$219,867,425</b>	<b>-0.81%</b>
Less Interfund Transfers	(\$11,962,476)	(\$12,459,900)	(\$12,616,691)	1.26%
<b>Grand Total All Funds</b>	<b>\$173,310,346</b>	<b>\$209,194,727</b>	<b>\$207,250,734</b>	<b>-0.93%</b>

# POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	79.70	79.60	81.85	2.83%
Investigations	284.50	292.50	296.50	1.37%
Operations	830.95	862.95	882.95	2.32%
Public Safety Support	193.85	193.95	193.70	-0.13%
<b>Total Department</b>	<b><u>1,389.00</u></b>	<b><u>1,429.00</u></b>	<b><u>1,455.00</u></b>	<b><u>1.82%</u></b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	1061.00	1097.14	1121.14	2.19%
Emergency Management Fund	82.00	82.00	82.00	0.00%
Police Sales Tax Fund	243.00	248.00	250.00	0.81%
Grants Management Fund	3.00	1.86	1.86	0.00%
<b>Total All Funding Sources</b>	<b><u>1,389.00</u></b>	<b><u>1,429.00</u></b>	<b><u>1,455.00</u></b>	<b><u>1.82%</u></b>

# POLICE LINES OF BUSINESS

## ADMINISTRATION

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

**The 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	81%	64%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	95%	96%	92%	90%
Output	# of FTEs supported	1,332	1,314	1,429	1,455
Output	Dollar amount of operating expenditures managed	\$171,158,599	\$176,599,434	\$179,921,791	\$186,695,241

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of Federal and State required all-hazard emergency or disaster plans reviewed and updated*	N/A	N/A	100%	100%
Output	# of functional or hazard specific plans or checklists developed or reviewed and updated during the fiscal year	5	2	2	2
Output	# of responder training courses coordinated and disaster/emergency exercises conducted, planned or assisted	50	27	20	20
Output	# of responses to significant events, emergencies or disasters	19	13	12	12

\*Data will be reported in FY16. The department is developing data collection procedures.

**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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of performance evaluations completed by the review date	73%	62%	95%	95%
Result	% of applications received from minority applicants as a result of recruiting efforts	85%	76%	80%	80%
Output	# of hours spent at recruitment events and job/career fairs	133	96	200	100
Output	# of minority recruits hired as a result of recruiting efforts	32	32*	24	30

\*Data reported at year-end.

**The Professional Standards Program** provides internal criminal and administrative investigative services to the Chief of Police and Command Staff so they can make informed decisions regarding employee conduct.

Professional Standards		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of admin investigations completed within six months	71%	76%	67%	67%
Output	# of criminal investigations	9	6	6	6
Output	# of administrative investigations	38	37	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of citizen/media requests for information responded to within the specified time frame of one hour	100%	100%	100%	100%
Output	# of written news releases produced through the PIO	156	195	290	175
Output	# of media requests responded to	7,067	6,537	6,320	6,320

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	24.40	\$12,959,803	24.40	\$13,427,579	0.00	\$0
Emergency Management	3.35	423,788	3.35	434,011	3.35	413,080
Executive Leadership	19.85	3,621,116	19.75	5,667,121	46.40	19,344,100
Human Resources	14.00	1,408,267	14.00	1,316,550	14.00	1,339,248
Professional Standards	9.90	1,199,638	9.90	1,218,637	9.90	1,249,335
Public Information	8.20	968,481	8.20	901,949	8.20	922,707
<b>Line of Business Total</b>	<b>79.70</b>	<b>\$20,581,093</b>	<b>79.60</b>	<b>\$22,965,847</b>	<b>81.85</b>	<b>\$23,268,470</b>



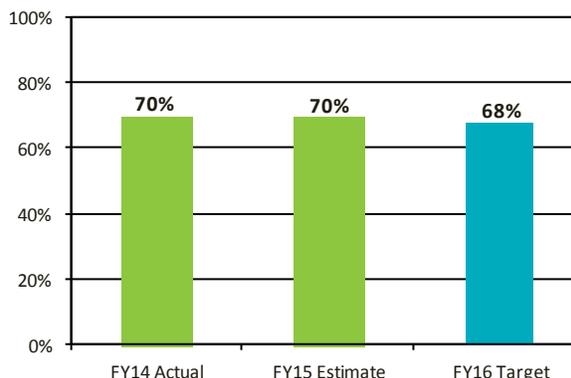
## INVESTIGATIONS

The purpose of the Investigations Line of Business is to provide criminal investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

### FOCUS ON PERFORMANCE - % OF PERSONS CRIMES CLEARED BY ARREST, PROSECUTION, OR OTHER MEANS

**Why is this measure important?**

Person crimes consist of domestic violence, homicide, robbery, sex crimes, assault, child abuse, and kidnapping. This measure evaluates the level of service provided to victims of these crimes by the Police Department and demonstrates the Police Department’s ability to eradicate criminals from the community. The data shows how often person crimes cases are cleared by arrest, prosecution, or other means which includes cases where the victim refuses to prosecute or the District Attorney declines to prosecute.



**What do these numbers tell us?**

The clearance rate for person crimes through December is 70%. In addition to improved performance, through the first half of the year the total number of person crimes investigated is relatively steady with only a 1% increase over the same time period in FY14.

**The Investigations Program** provides investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

Investigations		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of person crimes cleared by arrest, prosecution, or other means	70%	70%	68%	68%
Result	% of property crimes cleared by arrest, prosecution, or other means	28%	27%	27%	27%
Result	# of metal thefts per 100,000 population	150.41	109.84	284.11	120.94
Output	# of investigations conducted (all investigations including Municipal Court charges as well as State Court charges)	29,947	31,854	32,000	32,000
Output	# of cases filed based on DNA profile where suspect is not identified by name	65	26	100	100
Output	# of metal theft investigations presented for prosecution	116	151	130	130

**The Investigations Support Program** provides investigative and technical support services to investigators so they can receive accurate and timely information to resolve criminal investigations.

Investigations Support		FY14 Actual	FY15 Estimate	FY15 Target	FY16 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	54%	62%	100%	100%
Output	# of computer, digital, electronic and other media device forensic examinations completed	352	335	375	402
Output	# of firearms entered into the National Integrated Ballistic Information Network	1,421	1,377	1,400	1,400
Output	# of crime lab tests conducted	48,787	55,626	55,000	55,000

**The Special Investigations Program** provides investigative services to investigators and prosecutors so they can achieve successful prosecution of criminal offenders.

Special Investigations		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	475	489	575	483
Result	# of drive-by shootings per 100,000 residents	10	9	19	18
Result	% of graffiti crimes cleared by arrest, prosecution, or other means	4%	100%	50%	50%
Result	# of gang-related deadly weapon assaults per 100,000 residents	7	13	16	15
Output	# of graffiti crimes cleared by arrest, prosecution, or other means	11	228	50	50
Output	# of graffiti investigations conducted by Special Investigations	247	229	100	100
Output	# of investigations conducted by Special Investigations	6,139	4,664	5,950	5,000

### **Investigations Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Investigations	143.45	\$17,872,985	142.45	\$17,359,768	142.45	\$17,815,205
Investigations Support	66.55	7,369,725	74.55	7,868,419	77.55	8,491,241
Special Investigations	74.50	10,666,587	75.50	11,984,902	76.50	11,752,649
<b>Line of Business Total</b>	<b>284.50</b>	<b>\$35,909,297</b>	<b>292.50</b>	<b>\$37,213,089</b>	<b>296.50</b>	<b>\$38,059,095</b>

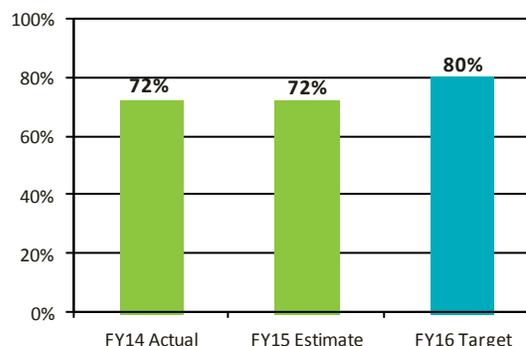
## OPERATIONS

The purpose of the Operations Line of Business is to provide law enforcement and public safety education services to the Oklahoma City community so they can feel safe and secure.

### FOCUS ON PERFORMANCE - % OF LIFE THREATENING CALLS (PRIORITY 1) RESPONDED TO WITHIN 9 MINUTES 30 SECONDS FROM THE TIME A 911 CALL IS ANSWERED UNTIL OFFICER ARRIVAL

**Why is this measure important?**

One of the most important services provided by the Oklahoma City Police Department is responding to calls for service from the community. In order to utilize resources in the most efficient manner, calls for service are categorized into one of six priorities. Priority 1 calls are defined as calls in which there is an immediate danger to a person’s life or safety, crime related or not. Evaluating response times and maintaining high levels of service in responding to Priority 1 calls directly impacts citizen safety. This measure demonstrates the percentage of 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 72% of the 9,231 total Priority 1 calls received within 9 minutes and 30 seconds. This represents a 13% increase in the number of calls compared to the same time period in FY14. The large geographical area of the City, combined with population growth and shifts in density, changing crime patterns and activity, and staffing limitations 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of crime prevention and awareness training participants who report they received important/useful information	100%	100%	100%	96%
Output	# of crime prevention and awareness participants trained	6,522	6,631	6,300	6,550
Output	# of criminal nuisance abatement cases	175	141	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 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%	72%	90%	80%
Result	% of officers that achieve the minimum performance standards per hour for their patrol shift and division	79%	73%	85%	80%
Result	% of citizens citywide reporting they feel safe	58%	51%	55%	55%
Result	% of life threatening calls (Priority 1) responded to within 7 minutes from dispatch to arrival	70%	70%	84%	80%
Result	% of citizens reporting they are satisfied with the quality of police services citywide	70%	69%	72%	72%
Result	% decrease in aggravated assaults	13%	13%	5%	5%
Output	# of calls for service answered	356,906	363,665	370,000	370,000
Output	# of self-initiated events provided	79,213	73,481	75,000	75,000
Output	# of hours of time on call provided	272,950.00	283,817.96	280,000.00	280,000.00
Output	# of specialized unit responses provided	98	93	104	104
Output	# of helicopter hours flown	1,247.70	1,094.24	1,600.00	1,400.00
Output	# of special event security hours provided	22,114.20	24,884.30	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of citizens that are satisfied with traffic enforcement	57%	58%	58%	58%
Result	# of traffic contacts per 1,000 residents of Oklahoma City metro area	183.18	176.26	183.84	183.84
Result	# of traffic fatalities per 1,000 residents of Oklahoma City metro area	0.09	0.12	0.12	0.12
Result	# of traffic collisions per 1,000 residents of Oklahoma City metro area	24.41	24.46	26.74	25.07
Output	# of traffic contacts made	109,604	107,625	110,000	110,000
Output	# of traffic collision investigations completed	14,608	14,938	16,000	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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	# of crimes committed in OKCPS secondary schools per each 1,000 students.	4.70	4.32	4.73	5.45
Result	% decrease in truancy rate of students contacted by truancy officers	47%	50%	50%	50%
Output	# of youths served in PCR educational programs	11,818	10,774	11,000	10,000
Output	# of youths processed by all of OCPD through Community Intervention Center.	1,239	1,033	1,000	1,200
Output	# of OKCPS truants contacted by Truancy Officers	3,659	5,973	5,000	6,000

**Operations Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Crime Prevention and Awareness	10.20	\$1,148,706	10.20	\$1,260,347	10.20	\$1,285,640
Patrol	675.80	74,723,804	704.60	82,340,919	724.60	86,012,325
Specialized Operations	0.00	11,705	0.00	0	0.00	0
Traffic Safety	111.10	12,567,470	114.30	12,628,537	114.30	12,871,914
Youth Services	33.85	4,953,306	33.85	6,481,466	33.85	6,135,976
<b>Line of Business Total</b>	<b>830.95</b>	<b>\$93,404,991</b>	<b>862.95</b>	<b>\$102,711,269</b>	<b>882.95</b>	<b>\$106,305,855</b>



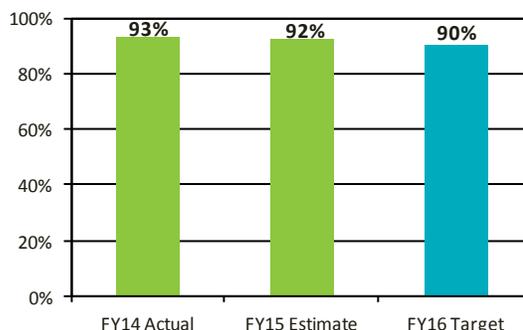
## PUBLIC SAFETY SUPPORT

The purpose of the Public Safety Support Line of Business is to provide public safety support and training services to law enforcement and other government agencies so they can efficiently respond to public safety incidents.

### FOCUS ON PERFORMANCE -% OF 911 CALLS ANSWERED WITHIN 10 SECONDS

**Why is this measure important?**

A critical component in responding to calls for service is how quickly a Police Department employee answers the telephone in the 911 Center. Since the Police Department cannot predict which calls from citizens are emergencies and which are not, the 911 Communications program has established a goal to answer 90% of all 911 calls in 10 seconds or less. Ensuring a high percentage of 911 calls are answered within this time frame contributes to keeping overall response times to a minimum. With all 911 calls going into a queue until answered by a dispatcher, this data helps the program evaluate how soon dispatchers are retrieving the calls which is the point at which citizens actually begin receiving emergency assistance.



**What do these numbers tell us?**

Through the first six months of FY15, 92% of the 345,412 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	85%	84%	90%	85%
Result	% of 911 calls answered within 10 seconds	93%	92%	90%	90%
Output	# of emergency calls serviced	943,443	978,149	1,000,000	1,000,000

**The Inmate Processing/Incarceration Alternative Program** provides arrestee intake, detention, alternative sentencing, and release services to criminal justice agencies so they can have accurate management of inmate processing.

<b>Inmate Processing/Incarceration Alternative</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of arrestees who are accurately identified at the time of intake	98%	98%	100%	100%
Output	# of arrestees processed	28,367	28,962	25,000	29,000
Output	# of inmate days utilized	52,013	51,314	61,685	52,195
Output	# of Detox admissions provided	5,944	5,832	6,000	6,000

**The Permit Services Program** provides identification and permit management services to City employees and individuals required to obtain permits so they can be in compliance with City policy or ordinance.

<b>Permit Services</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of total alarm responses that are false alarms	97%	97%	93%	93%
Result	% of alarm responses with alarm permits	38%	37%	45%	45%
Output	# of all permits and renewals processed	43,023	34,993	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.

<b>Records Management Services</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of priority reports entered within 24 hours	99%	100%	100%	100%
Result	% of non-priority reports entered within 7 days	100%	100%	100%	100%
Output	# of non-priority reports entered within 7 days	42,943	44,710	37,500	44,750
Output	# of priority reports entered within 24 hours	123,582	123,676	130,000	130,000

**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.

<b>Training</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of officers who rate advanced training as high or very high in supporting the knowledge and skills needed to provide public safety services	73%	62%	75%	75%
Output	# of training hours provided to officers	2,338.00	2,095.88	2,000.00	2,000.00
Output	# of recruits that graduate from the Police Training Academy	87	82	90	90

### Public Safety Support Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications	83.45	\$10,743,319	83.55	\$11,445,517	84.30	\$11,901,012
Incarceration Alternatives	0.00	177	0.00	0	0.00	0
Inmate Processing / Incarceration Alternative	14.45	4,520,429	14.45	4,546,208	13.45	3,952,504
Permit Services	6.15	573,705	6.15	576,157	5.15	505,770
Records Management	77.95	5,504,570	77.95	5,967,574	78.95	6,157,276
Training	11.85	1,830,479	11.85	2,206,963	11.85	2,068,820
<b>Line of Business Total</b>	<b>193.85</b>	<b>\$23,172,679</b>	<b>193.95</b>	<b>\$24,742,419</b>	<b>193.70</b>	<b>\$24,585,382</b>

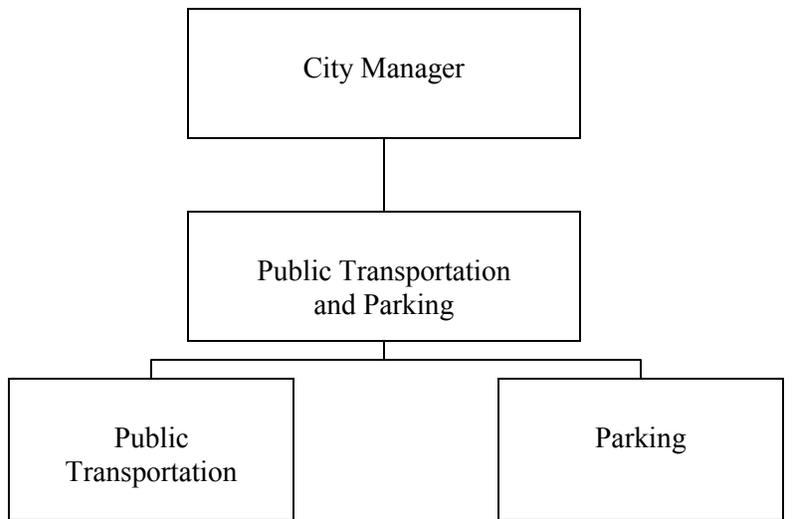




# Public Transportation and Parking

**JASON FERBRACHE, DIRECTOR**

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- Bus Operations
- Facilities Maintenance
- Fleet Management
- Oklahoma River Cruises
- Social Services Transportation
- EMBARK Plus
- ADA Transportation
- Spokies
- Municipal Off-Street Parking
- On Street Parking Meter

## DEPARTMENT MISSION

**THE MISSION OF THE PUBLIC TRANSPORTATION AND PARKING DEPARTMENT IS TO PROVIDE DEPENDABLE MULTI-MODAL PUBLIC TRANSPORTATION AND DOWNTOWN OKLAHOMA CITY PARKING SERVICES TO THE CITIZENS AND VISITORS OF THE GREATER OKLAHOMA CITY METROPOLITAN AREA SO THEY CAN EXPERIENCE FRIENDLY, CONVENIENT, SAFE AND AFFORDABLE TRANSIT AND PARKING SERVICES.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

The need to replace buses and modernize and upgrade business systems, equipment, and technology, coupled with the increasing cost of those improvements, if not adequately addressed, will result in:

- Loss of revenue
- Decreased customer satisfaction
- Decreased customer safety
- Lost efficiencies
- Increased operating and maintenance costs
- Non-compliance with local, state, and federal requirements

### Strategies

- Seek funding alternatives for replacement buses to ensure buses are replaced at the end of their useful economic life
- Expand skill set of supervisors to leverage new technology to monitor the on time status of each bus so contingency drivers and equipment can be used to improve on time performance
- Train bus operators to better utilize the capabilities of the Automatic Vehicle Location (AVL) system to maintain schedules
- Complete equipment and facility preventative maintenance work on schedule
- Replace outdated parking meters
- Continue annual capital improvement projects to parking, bus and ferry facilities

### Strategic Results

**By 2017, Public Transportation and Parking customers will benefit from more reliable service as evidenced by:**

At least 80% of the time public transportation vehicles will be on schedule

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	66%	75%	75%

No more than 1% of metered parking hours will be lost to meter malfunction

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
0.01%	0.00%	1.00%	1.00%

## ISSUE 2

Increasing difficulty to recruit, develop and retain a skilled and well trained workforce, due to a very competitive compensation environment and other factors, if not adequately addressed, will jeopardize the ability to provide safe and customer-friendly services.

### Strategies

- Continue required quarterly safety and security training classes for operations and maintenance staff
- Initiate targeted safety and security campaigns
- Monitor safety and security training of contract operators
- Install access control system and upgrade emergency alarms
- Continue retention team meetings to evaluate and meet with new bus operators at 45, 65 and 80 day increments and expand retention team concept to the other operational areas

### Strategic Results

**By 2017, Public Transportation and Parking customers will benefit from a skilled workforce that provides safe service as evidenced by:**

Accidents will be at or below 1.8 per 100,000 miles

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
1.71	2.24	3.23	2.44

**By 2017, Public Transportation and Parking Department will retain a well trained workforce as evidenced by:**

Annual turnover rate of employees will be less than 10%

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
13%	17%	12%	12%

### ISSUE 3

Increasing demand for multi-modal services, inadequate coordination between public and private entities, and unreliable funding sources if not addressed, will result in:

- An increased gap between the modes of transportation services provided and those demanded by a diverse and growing public transportation customer base
- A reduction of public transportation services and diminished ability for citizens to get to work, keep medical appointments, go shopping, attend school or daycare, participate in recreational activities and access other basic services
- Missed opportunities for effective partnerships and economic development

#### Strategies

- Demonstrate use of available resources through an annual report to citizens and riders that conveys accomplishments and challenges using transit system metrics and goals.
- Maximize ridership through additional system enhancements
- Seek funding alternatives for timely replacement of buses that have reached the end of their economic, useful life

#### Strategic Results

**By 2017, in light of funding challenges, public transportation services will make the best use of available resources, as evidenced by:**



Passengers per bus service hour will be at or above 21

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
17.8	18.2	18.0	18.5

Operating expenses will be at or below \$7.50 per passenger

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
\$9.15	\$7.95	\$7.57	\$7.04

## ISSUE 4

Increased community expectations such as later evening and weekend public transit services, environmental stewardship, convenient parking facilities, demand for new/modern amenities and services, along with a persistent lack of awareness of public transportation and parking services, if not adequately addressed, will result in:

- Missed opportunities for customer growth
- Declining community support and confidence
- Decreased customer satisfaction

### Strategies

- Improve customer satisfaction with the continued implementation of rider amenities such as wi-fi on buses, real time arrival information, and a mobile trip planner
- Improve and increase customer service training
- Maintain clean and safe parking, bus and ferry vehicles and facilities
- Conduct surveys of rider, non-rider and parking customers
- Partner with community organizations and teach how-to-ride classes
- Develop and implement ongoing service awareness campaigns

### Strategic Results

**By 2017, Public Transportation and Parking customers will experience increased customer satisfaction as shown by:**

At least 80% of public transportation customers surveyed will state they are satisfied with services \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
68%	68%	78%	78%

At least 90% of off-street parking services customers surveyed will state that they are satisfied with services

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
95%	95%	88%	90%

\* Data based on survey conducted in FY11.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$479,357	-
2. Increases in cost for Public Transportation Services and enhancements identified in the sections below	\$229,067	-
3. Adds Membership to Regional Transit Authority	\$328,176	-
4. Adds funds for the parking lot lease for OKC Thunder games	\$189,000	-

Parking Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$9,958	-
2. Adds a System Support Specialist to Executive Leadership to assist the Network Administrator in supporting the bus transportation and parking technology systems	\$17,975	0.25

Transit Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$84,314	-
2. Adds a System Support Specialist to Executive Leadership to assist the Network Administrator in supporting the bus transportation and parking technology systems	\$53,925	0.75

Central Oklahoma Transportation and Parking Authority (COTPA)	Amount	Positions
1. Adds funds for expanded night bus service	\$250,000	-
2. Transfers Spokies Bike Share program from Office of Sustainability	\$222,155	-
3. Reduces Fuel budget due to decline in fuel prices	(\$490,800)	-
4. Increases Parking Future Capital Reserves	\$714,853	-
5. Adds funds for Ferry operating expenses	\$48,000	-
6. Reduces line items for target budget cuts	(\$179,186)	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,573,528	\$1,631,041	\$2,248,849	37.88%
Public Transportation	14,410,537	16,999,870	17,191,952	1.13%
Parking	498,552	401,778	626,178	55.85%
<b>Total Operating Expenditures</b>	<b>\$16,482,617</b>	<b>\$19,032,689</b>	<b>\$20,066,979</b>	<b>5.43%</b>
Capital Expenditures	\$0	\$0	\$247,850	N/A
<b>Department Total</b>	<b>\$16,482,617</b>	<b>\$19,032,689</b>	<b>\$20,314,829</b>	<b>6.74%</b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$15,256,107	\$17,727,092	\$18,624,516	5.06%
Public Transp. Cash Fund	1,850,824	2,066,717	2,530,580	22.44%
Parking Cash Fund	487,868	486,252	532,471	9.51%
Cap. Improvement Projects Fund	0	0	247,850	N/A
<b>Subtotal</b>	<b>\$17,594,799</b>	<b>\$20,280,061</b>	<b>\$21,935,417</b>	<b>8.16%</b>
<i>Less</i> Interfund Transfers	(\$1,112,182)	(\$1,247,372)	(\$1,620,588)	29.92%
<b>Department Total</b>	<b>\$16,482,617</b>	<b>\$19,032,689</b>	<b>\$20,314,829</b>	<b>6.74%</b>

These summaries only detail expenditures in the General Fund, Public Transportation Cash Fund and the Parking Cash Fund, which are The City of Oklahoma City funds. The entire budget for Public Transportation and Parking is contained in the Central Oklahoma Transportation and Parking Authority (COTPA) budget and is presented separately to its Board of Trustees. COTPA's adopted budget for FY14-15 budget was \$37 million and the proposed FY15-16 budget is \$38.9 million.

## POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	18.20	18.20	21.20	16.48%
Public Transportation	5.00	6.00	4.00	-33.33%
Parking	3.80	3.80	3.80	0.00%
<b>Department Total</b>	<b>27.00</b>	<b>28.00</b>	<b>29.00</b>	<b>3.57%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Public Transportation Cash Fund	22.75	23.75	24.50	3.16%
Parking Cash Fund	4.25	4.25	4.50	5.88%
<b>Department Total</b>	<b>27.00</b>	<b>28.00</b>	<b>29.00</b>	<b>3.57%</b>

These summaries only detail positions in the General Fund, Public Transportation Cash Fund and the Parking Cash Fund, which are The City of Oklahoma City funds. The total position count for Public Transportation and Parking includes Central Oklahoma Transportation and Parking Authority (COTPA) employees whose wages and benefits cost are supported directly by the trust. Total positions for Public Transportation and Parking are 250, which includes 221 positions budgeted in COTPA and 29 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	71%	44%	75%	75%
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	24%	12%	95%	95%
Output	# of FTE's supported	216	225	235	250
Output	Dollar amount of operating expenditures managed	\$31,291,185	\$26,393,580	\$31,621,591	\$32,630,891



**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.

<b>Public Information &amp; Customer Relations</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of customer calls answered in 30 seconds	59%	71%	85%	85%
Result	% of customers who are satisfied with the ease of getting schedule information	85%	85%	85%	85%
Result	% of customer inquiries, requiring staff research and review, responded to within 5 business days	100%	57%	75%	75%
Output	# of customer inquiries, requiring staff research and review, responded to	682	1,876	1,950	1,425
Output	# of customer calls answered	212,458	198,281	210,000	210,000

**The Safety and Risk Management Program** provides risk assessments, training and reporting services to the department so it can have a safe workforce and control costs.

<b>Safety and Risk Management Program</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	81%	87%	88%	94%
Result	Total OJI cost per injured worker closed claim	14,438.65	55,599.20	14,285.71	14,285.71
Result	# of security incidents per 100,000 passengers	0	0.24	0.07	0.16
Output	# of safety training sessions conducted	151	111	120	120
Output	# of employees trained	921	777	1,200	1,200
Output	# of employees injured on the job	41	28	28	15

### **Administration Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Business Services	5.20	\$463,519	4.20	\$406,861	0.00	\$0
Executive Leadership	4.00	581,245	5.00	673,258	11.20	1,620,599
Public Information & Customer Relations	9.00	528,763	9.00	550,922	10.00	628,250
<b>Line of Business Total</b>	<b>18.20</b>	<b>\$1,573,527</b>	<b>18.20</b>	<b>\$1,631,041</b>	<b>21.20</b>	<b>\$2,248,849</b>

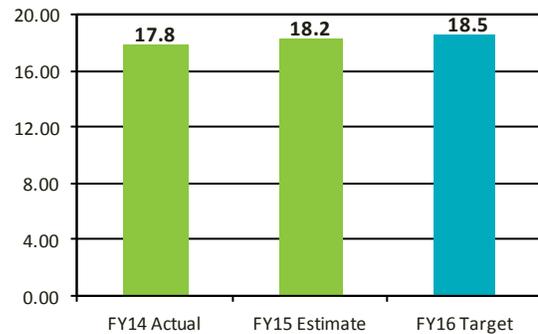
## PUBLIC TRANSPORTATION

The purpose of the Public Transportation Line of Business is to provide public transportation services to citizens and visitors of the greater Oklahoma City metro area so they can travel in a safe and customer friendly environment.

### FOCUS ON PERFORMANCE - # OF BUS PASSENGERS PER 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 citizens and visitors in the greater Oklahoma City metropolitan area so they can travel in a convenient, affordable, safe, customer-friendly environment.

Bus Operations		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of on-time bus arrivals	N/A	66%	75%	75%
Result	# of vehicle accidents per 100,000 miles	1.82	2.42	2.61	2.24
Result	# of customer injury claims per 100,000 service miles	0.65	0.75	1.36	0.70
Result	% of public transportation customers surveyed who say they are satisfied with services	68%	68%	78%	78%
Result	# of passengers per operating weekday	N/A	11,098.81	11,011.76	11,500.00
Result	# of passengers per weekday service hour	17.81	18.22	18.00	18.50
Output	# of service miles driven	2,476,716.00	2,640,399.83	2,679,168.00	2,718,489.00
Output	# of weekday service hours provided	N/A	157,136.00	156,000.00	160,626.00
Output	# of passenger trips provided	2,833,909	3,062,044	3,050,478	3,215,000

**The Facilities Management Program** provides building maintenance and repair services to citizens, visitors, and employees so they can conduct their business in a safe environment that is accessible, clean, and comfortable.

Facilities Management		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of total facility service requests that are unscheduled	98%	83%	97%	96%
Output	# of unscheduled facility service requests completed	488	435	400	351
Output	# of preventative maintenance (scheduled) inspections completed	12	87	15	15

**The Fleet Management Program** provides vehicle maintenance and repair services to bus operations personnel so they can provide bus service in a safe and dependable vehicle.

Fleet Management		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	# of miles driven between road calls	18,609.50	21,992.09	15,500.00	18,000.00
Output	# of vehicle preventive maintenance procedures completed	1,755	1,657	1,700	1,600
Output	# of vehicle repair work orders completed	4,720	4,899	4,700	6,240

**The Oklahoma River Cruises Program** provides river transportation services to citizens and visitors in the greater Oklahoma City metropolitan area so they can travel along the Oklahoma River in a safe and customer-friendly environment.

Oklahoma River Cruises		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	# of passengers per ferry service hour	7.86	10.95	9.99	10.00
Result	% of scheduled service hours lost	10%	4%	5%	0%
Result	% of customers rating service as satisfactory	100%	100%	100%	100%
Output	# of passengers transported	8,740	12,247	8,925	9,150
Output	# of service hours provided	1,113.60	1,118.25	848.00	914.60

**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.

<b>EMBARK Plus ADA Transportation</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of EMBARK Plus service requests that are fulfilled	N/A	98.28%	96.25%	97.00%
Result	% of EMBARK Plus trips on time	N/A	92.89%	93.23%	95.00%
Result	# of EMBARK Plus transportation accidents per 1,000 service miles	0.01	0.01	0.19	0.08
Result	% of EMBARK Plus calls answered in 30 seconds	45%	71%	80%	79%
Output	# of EMBARK Plus trips provided	44,819	43,754	45,000	46,000
Output	# of EMBARK Plus calls answered	31,467	30,268	33,000	33,500

**The Social Services Transportation Program** provides a variety of contracted, reservation-based transportation options to qualified residents with limited options of the greater Oklahoma City metropolitan area so they can have access to essential services.

<b>Social Services Transportation</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of social services requests that are satisfied	100%	100%	79%	100%
Result	% of customers rating services as satisfactory	95%	95%	95%	95%
Output	# of social services trips provided	65,410	64,970	55,000	70,000

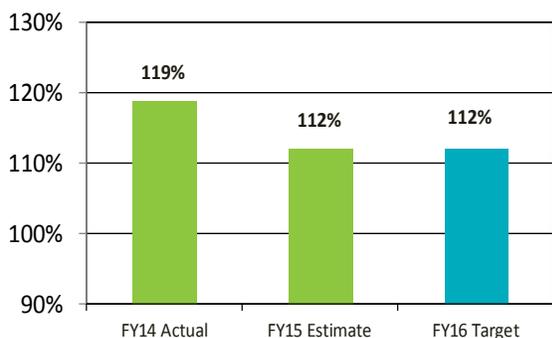
### **Public Transportation Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Bus Operations	2.00	\$13,618,629	3.00	\$16,179,270	2.00	\$16,254,290
Facilities Management	1.00	44,177	1.00	84,241	0.00	0
EMBARK Plus ADA	1.00	77,731	1.00	64,291	0.00	0
Oklahoma River Cruises	1.00	670,000	1.00	672,068	1.00	725,566
Spokies	0.00	0	0.00	0	0.00	120,000
Streetcar	0.00	0	0.00	0	1.00	92,096
<b>Line of Business Total</b>	<b>5.00</b>	<b>\$14,410,537</b>	<b>6.00</b>	<b>\$16,999,870</b>	<b>4.00</b>	<b>\$17,191,952</b>

## PARKING

The purpose of the Parking Line of Business is to provide on and off street parking services to citizens, visitors, and businesses so they can have parking options in the downtown area.

### FOCUS ON PERFORMANCE - % OF MONTHLY VEHICLE PARKING SPACES OCCUPIED



**Why is this measure important?**

This measure tracks the current capacity of the publicly-owned parking garages to ensure the facilities are being fully utilized. Monitoring parking trends indicates whether or not more facilities are needed, if parking facilities should be sold, or if marketing plans should be developed to increase customers.

**What do these numbers tell us?**

The data in the chart indicates more parking space is needed. Occupancy rates have 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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of parking customers surveyed who report they are satisfied with services	95%	95%	88%	90%
Result	% of monthly vehicle spaces occupied	119%	112%	112%	112%
Result	# of reported security incidents per month	4.58	3.53	1.00	1.00
Output	# of off-street parking maintenance work orders completed	412	256	350	350
Output	# of parking customers served	423,702	365,132	600,000	500,000

**The On-Street Parking Meter Program** provides parking meter revenue collection, installation, and maintenance services to the City for citizens, visitors, and businesses so they can have reliable metered parking.

<b>On Street Parking Meter</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of meter hours lost to malfunction	0.01%	0.00%	1.00%	1.00%
Result	# of faulty meter complaints per metered parking spaces	0.00	0.00	0.01	0.01
Output	# of parking meter hours provided	260,671.92	261,257.44	260,000.00	261,257.44
Output	# of parking meter repairs provided	67	33	60	50

### **Parking Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Municipal Off-Street Parking	1.00	\$183,300	1.00	\$92,752	1.00	\$285,059
On Street Parking Meter	2.80	315,252	2.80	309,026	2.80	341,119
<b>Line of Business Total</b>	<b>3.80</b>	<b>\$498,552</b>	<b>3.80</b>	<b>\$401,778</b>	<b>3.80</b>	<b>\$626,178</b>

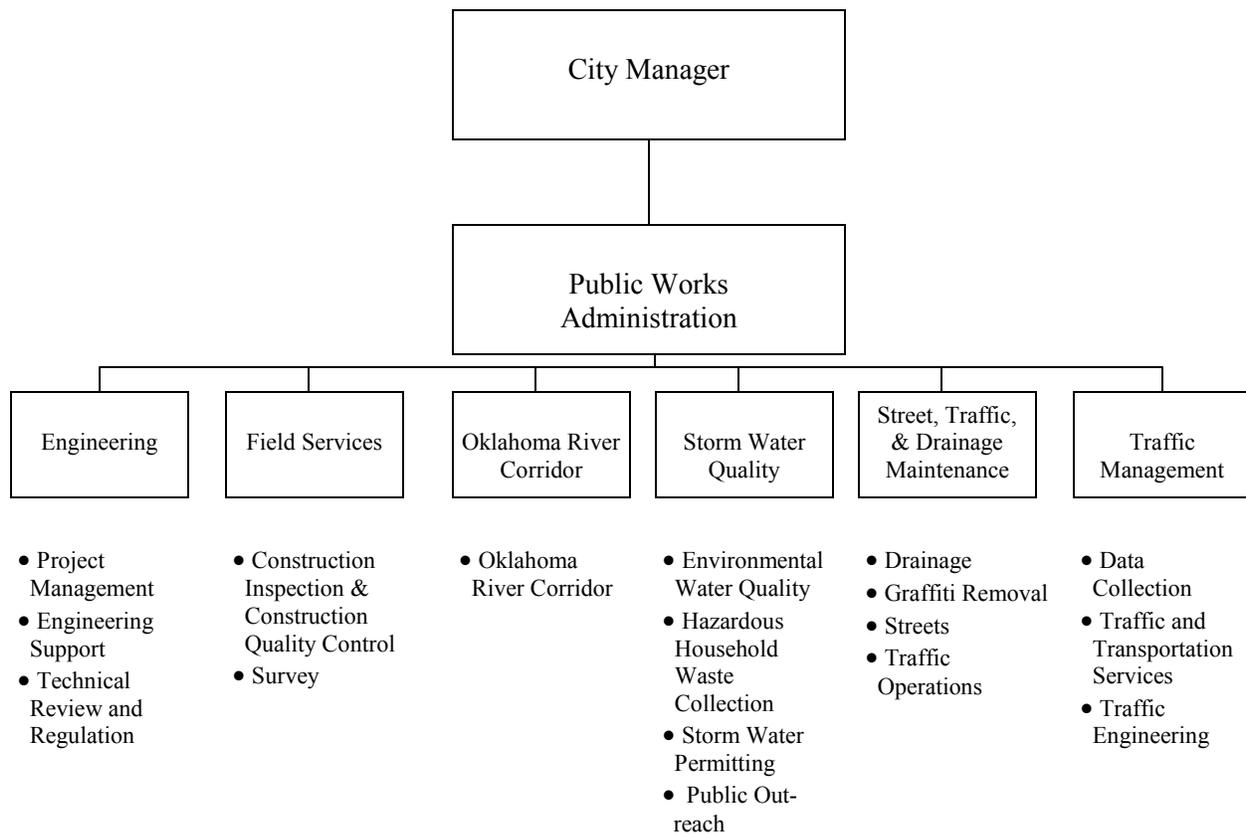




# Public Works

**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 AND FUNCTIONAL ENVIRONMENT.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

Increasing citizen expectations for quality streets coupled with limited resources to provide new street construction and maintenance will result in decreased satisfaction in the condition of city streets.

### Strategy

Continue to provide efficient management that combines routine maintenance, rural road resurfacing, micro resurfacing, overlay resurfacing, and new construction (widening) to improve overall condition of city streets. Maintain a minimum of two active utility cut repair contracts in order to meet repair completion targets.

### Strategic Results

**By June 2017 the Public Works Department will improve the timeliness of infrastructure repairs, as follows:**

Complete 80% of pothole repairs within 3 working days of request

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
56%	34%	80%	80%

Complete 80% of requested drainage repairs within 30 days

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
81%	80%	90%	90%



By June 2017, citizen satisfaction with the condition of City streets will surpass 50% based on the results of the citizen survey

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
35%	35%	50%	50%



## ISSUE 2

The continuing priority to expedite bond project construction will require resources to be focused on the bond program.

### Strategy

Ensure consistent delivery and construction of all listed projects. Manage future Bond Sales to maximize the number of projects delivered for construction in each projected bond year. Limit construction cost increases through improved plan reviews, successful management of change orders and amendments, and expediting final acceptance of completed projects.

### Strategic Result

By June 2017, 50% of all listed 2007 bond issue projects will be completed or under construction

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
30%	35%	44%	50%

## ISSUE 3

Increasing requests for information and a lack of a centralized, coordinated response will result in a decreased citizen satisfaction and reduced staff efficiency.

### Strategy

Implement a centralized database to track citizen inquiries. Proactive use of social media for distribution of information. Update and improve website for community outreach.

### Strategic Results

**By June 2017, citizen inquires to Public Works issues will receive:**

Initial response within 2 days 95% of the time \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	95%	95%

Final response within 30 days 95% of the time \*

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	N/A	95%	95%

\* Department recently established data collection methodology through Public Works Response Manager System. Data will be reported at FY15 year-end.

## ISSUE 4

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Increasing emphasis on the river as a recreational, entertainment and sporting venue without ongoing proactive maintenance of all river systems will result in cancelled events.

### Strategy

Maintain scheduled preventative maintenance on the locks and dams, and maintain the sedimentation basin. Continue the three year program to upgrade SCADA system including stilling wells and communication system. Maintain the preventive maintenance program to regularly rebuild and repair the hydraulic cylinders.

### Strategic Result

By June 2017, less than 5% of scheduled days of operation and events on the Oklahoma River will be cancelled due to adverse, non-weather related river conditions

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
4%	1%	0%	0%

## ISSUE 5

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Increasing demands to comply with ADA requirements without continued training and resources will result in limited mobility for citizens and increased exposure to potential liabilities.

### Strategy

Complete employee and contractor certification as required for administration, design and construction of ADA improvements. Pursue contractor pre-qualification requirement for ADA training. Prioritize all locations included in the listing of non-compliant locations. Correct non-compliant locations when encountered in existing programmed work.

### Strategic Result

By June 2017, The Public Works Department will improve the City's compliance with the Americans with Disabilities Act (ADA), as evidenced by completing 75% of locations identified in the 2008 Downtown Accessibility Review.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
24%	32%	50%	50%

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$592,068	-
2. Adds additional funding for street maintenance materials	\$250,000	-
3. Deletes a vacant Unit Operations Leader position	(\$65,283)	(1.00)
4. Adds a Construction Project Manager to better distribute workload managing GO Bond projects	\$70,713	1.00
5. Adds a Pavement Management Manager position to provide planning, coordination, and monitoring of the pavement network	\$90,505	1.00
6. Reduces fuel costs due to lower purchase price	(\$205,294)	-

Stormwater Drainage Utility Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$200,085	-
2. Adds funding for Oklahoma River Capital Projects	\$1,750,000	-
3. Deletes a Light Truck Driver position from the program	(\$62,780)	(1.00)
4. Adds 2 Heavy Truck Driver positions to meet increased workload due to increases in Utility assets and aging infrastructure	\$95,848	2.00
5. Adds 3 Crew Worker II positions to meet the increased workload due to increases in Utility assets and aging infrastructure	\$130,578	3.00
6. Reduces fuel costs due to lower purchase price	(\$145,221)	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$7,640,665	\$8,420,760	\$8,552,307	1.56%
Engineering	5,497,340	5,533,461	5,823,781	5.25%
Field Services	4,168,496	4,152,015	4,264,761	2.72%
Oklahoma River	1,475,447	2,546,212	1,776,897	-30.21%
Storm Water Quality	2,729,056	3,298,585	3,256,505	-1.28%
Streets, Traffic & Drainage Maint.	27,774,620	22,649,041	22,374,708	-1.21%
Traffic Management	1,420,099	1,525,809	1,494,184	-2.07%
<b>Total Operating Expenditures</b>	<b><u>\$50,705,723</u></b>	<b><u>\$48,125,883</u></b>	<b><u>\$47,543,143</u></b>	<b><u>-1.21%</u></b>
Capital Expenditures	\$13,951,812	\$35,194,871	\$31,711,947	-9.90%
Other Non-Operating Expenditures	6,168,206	5,532,825	4,209,830	-23.91%
<b>Department Total</b>	<b><u>\$70,825,741</u></b>	<b><u>\$88,853,579</u></b>	<b><u>\$83,464,920</u></b>	<b><u>-6.06%</u></b>
Less Interfund Transfers	(\$8,131,718)	(\$500,000)	(\$750,000)	50.00%
<b>Total All Funds</b>	<b><u>\$62,694,023</u></b>	<b><u>\$88,353,579</u></b>	<b><u>\$82,714,920</u></b>	<b><u>-6.38%</u></b>

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	\$36,712,017	\$31,104,640	\$31,592,823	1.57%
Street & Alley Fund	757,943	1,026,347	452,527	-55.91%
Storm Water Drainage Utility Fund	15,627,761	21,624,498	21,059,936	-2.61%
Grants Management Fund	5,270,436	119,700	119,700	0.00%
Capital Improvement Projects Fund	11,559,813	29,565,269	26,149,804	-11.55%
Special Purpose Fund	897,770	5,413,125	4,090,130	-24.44%
<b>Total All Funding Sources</b>	<b><u>\$70,825,740</u></b>	<b><u>\$88,853,579</u></b>	<b><u>\$83,464,920</u></b>	<b><u>-6.06%</u></b>
Less Interfund Transfers	(\$8,131,718)	(\$500,000)	(\$750,000)	50.00%
<b>Grand Total All Funds</b>	<b><u>\$62,694,023</u></b>	<b><u>\$88,353,579</u></b>	<b><u>\$82,714,920</u></b>	<b><u>-6.38%</u></b>

## POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	23.20	22.20	23.20	4.50%
Engineering	54.80	56.80	57.80	1.76%
Field Services	49.00	50.00	51.00	2.00%
Oklahoma River Corridor	5.00	7.00	7.00	0.00%
Storm Water Quality	27.00	28.00	28.00	0.00%
Streets, Traffic & Drainage Maint.	222.00	221.00	224.00	1.36%
Traffic Management	14.00	15.00	15.00	0.00%
<b>Department Total</b>	<b>395.00</b>	<b>400.00</b>	<b>406.00</b>	<b>1.50%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
General Fund	287.70	290.05	292.05	0.69%
Storm Water Drainage Utility Fund	107.30	109.95	113.95	3.64%
<b>Total All Funding Sources</b>	<b>395.00</b>	<b>400.00</b>	<b>406.00</b>	<b>1.50%</b>

## PUBLIC WORKS LINES OF BUSINESS

### ADMINISTRATION

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

The 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.

<b>Executive Leadership</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of key measures achieved	47%	33%	75%	75%
Result	% of performance evaluations completed by the review date	54%	46%	95%	95%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination	88%	86%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	96%	93%	92%
Result	% of underutilized vehicles (excluding heavy equipment) in the Public Works Fleet	N/A	21%	20%	17%
Output	# of FTEs supported	376	400	401	406
Output	Dollar amount of operating expenditures managed	\$50,705,723	\$43,102,259	\$46,751,260	\$47,543,143

#### Administration Positions and Budget

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Business Services	22.00	\$7,398,831	21.00	\$8,138,684	0.00	\$0
Executive Leadership	1.20	241,834	1.20	282,076	23.20	8,552,307
<b>Line of Business Total</b>	<b>23.20</b>	<b>\$7,640,665</b>	<b>22.20</b>	<b>\$8,420,760</b>	<b>23.20</b>	<b>\$8,552,307</b>

## ENGINEERING

The purpose of the Engineering Line of Business is to provide project management, support, design, and review services to city staff, government agencies, development community, and the public so they can benefit from private and public construction improvements.

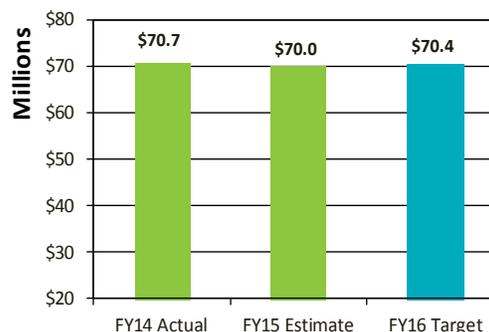
### FOCUS ON PERFORMANCE - \$ VALUE OF G.O. BOND CAPITAL PROJECTS AWARDED

#### Why is this measure important?

Projects funded through General Obligation (G.O.) bond authorizations are approved by voters; therefore, these projects are important enough to citizens that they are willing to pay for them through their property taxes. Tracking, reporting, and setting goals for bond projects awarded shows citizens the annual progress being made toward completing the \$760 million in G.O. bond projects they approved.

#### What do these numbers tell us?

For the first half of the fiscal year, \$24 million in G.O. Bond projects have been awarded. The bids for two projects came in over budget and were rejected. These projects will be re-advertised and re-bid this spring. The Public Works Department continues to closely monitor this measure. An estimated \$49 million of projects are to be awarded in the 3rd and 4th quarter. The department anticipates meeting the target of \$70 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 Engineering Project Management Program** provides capital project construction oversight services to the public so they can have improved public facilities completed on time and within program budget.

Project Management		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of construction contracts awarded on time	95%	80%	100%	100%
Result	% of construction contracts not exceeding 7% in cost increases following award of contract	61%	47%	75%	75%
Result	% of projects achieving final acceptance within 90 calendar days of final inspection/substantial completion	42%	46%	75%	75%
Result	% of construction projects completed on time	50%	48%	75%	75%
Output	Dollar value of G.O. Bond projects awarded	\$70,712,058	\$70,000,000	\$74,711,226	\$70,373,000
Output	Dollar value of non-bond Capital Improvement Projects (CIP) awarded	\$17,110,603	\$22,902,117	\$50,497,554	\$50,497,554
Output	# of street lane miles constructed	19	21	26	35

**The Engineering Support Program** provides contract, right-of-way, and property management services to City staff so they can have the information and resources they need to complete the project design within established budgets and timelines.

<b>Engineering Support</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of A/E contracts approved within five months from advertising the project	60%	73%	85%	85%
Result	% of right-of-way parcels delivered within established timelines for each project	74%	83%	60%	60%
Output	# of right-of-way parcels acquired	193	103	150	150
Output	# of A/E contracts approved	128	156	125	125
Output	# of contractor pre-qualifications approved	258	193	192	250

**The Engineering Technical Review and Regulation Program** provides pavement management, plan and document review, and approval services to the development community, government agencies and the public so they can proceed with construction projects in a timely manner.

<b>Engineering Technical Review &amp; Regulation</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of customers that receive four (4) week initial document review response including drainage, paving and ADA compliance	65%	74%	80%	80%
Output	# of infrastructure plans reviewed	856	810	750	750
Output	# of work orders issued for Private Development	148	283	425	425

### **Engineering Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Project Management	24.20	\$2,435,110	26.20	\$2,587,751	32.30	\$3,226,629
Engineering Support*	9.20	813,333	9.20	836,410	0.00	0
Technical Review and Regulation	21.40	2,248,897	21.40	2,109,300	25.50	2,597,152
<b>Line of Business Total</b>	<b>54.80</b>	<b>\$5,497,340</b>	<b>56.80</b>	<b>\$5,533,461</b>	<b>57.80</b>	<b>\$5,823,781</b>

\*While budget is not included for this program in FY16, the corresponding performance measures remain. The Department plans to restructure their Strategic Business Plan later this year and the services and performance measures in the Engineering Support Program will be considered during this process.

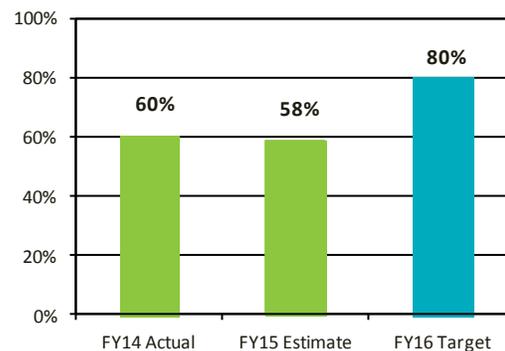
## FIELD SERVICES

The purpose of the Field Services Line of Business is to provide inspection, testing, and survey services to the development community, City staff, and the public so they can design, construct and maintain reliable and safe infrastructure in a timely manner.

### FOCUS ON PERFORMANCE - % OF PERMANENT UTILITY CUT REPAIRS COMPLETED WITHIN 30 CALENDAR DAYS OF RECEIPT FROM LINE MAINTENANCE

#### Why is this measure important?

This measure is an indicator of how fast City streets, roads, and citizen driveways are permanently repaired after having been 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 due to a 20% increase in the average size of the repairs from previous years. The contractors are completing a larger dollar amount of repairs as in previous years, but due to workload increase the amount of repairs completed within 30 days has declined. Additionally, due to extremely cold weather in December and January contractors were unable to complete the normal amount of repairs expected. Field Services is currently in the process of advertising a third Utility Cut Repair Contract to help improve this fiscal year's percentages and insure the goal of 80% can be met in FY 15-16.



**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.

<b>Construction Inspection and Quality Control</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of permanent utility cut repairs completed within 30 calendar days of receipt from Line Maintenance	60%	58%	80%	80%
Result	Average PCI rating for City Streets	64.00	64.00	70.00	70.00
Result	% of plan reviews returned to Engineering within one week	98%	91%	75%	75%
Output	# of utility cut repairs completed	855	886	800	800
Output	# of inspection reports completed	31,712	30,715	35,000	35,000
Output	# of square miles of residential street rated	117.50	199.14	197.00	98.50

**The Survey Program** provides survey services to City staff, consultants, and other surveyors so they can have the information they need to identify field conditions in a timely manner.

<b>Survey</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% surveys completed within 15 days of request	100%	100%	85%	85%
Output	# of surveys completed	114	151	120	120

### **Field Services Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Construction Inspection and Construction Quality Control	44.90	\$3,868,171	44.90	\$3,789,284	45.90	\$3,888,945
Survey	4.10	300,325	5.10	362,731	5.10	375,816
<b>Line of Business Total</b>	<b>49.00</b>	<b>\$4,168,496</b>	<b>50.00</b>	<b>\$4,152,015</b>	<b>51.00</b>	<b>\$4,264,761</b>

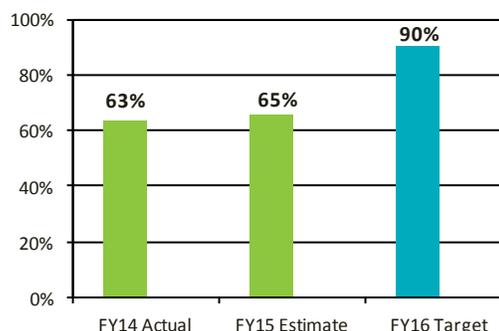
## OKLAHOMA RIVER CORRIDOR

The purpose of the Oklahoma River Corridor Line of Business is to provide operation, maintenance and support services to citizens, and patrons of the river so they can experience and enjoy a unique recreational venue and an enhanced quality of life.

### FOCUS ON PERFORMANCE -% OF CITIZENS THAT ARE SATISFIED WITH THE OKLAHOMA RIVER VENUE AS MEASURED BY CITIZEN SURVEY

#### Why is this measure important?

With recent improvements to the Oklahoma River that include trails and rowing courses along with river cruises; determining citizen satisfaction with the use of resources in this area is a good indicator of how well the projects have been received by the people using them. The City includes satisfaction with the river venue as part of the annual Citizen Survey.



#### What do these numbers tell us?

The data reported for FY15 is based on the latest Citizen Survey which was completed in the summer of 2014. At that time, the satisfaction rate was at 65%, up 2% from the previous year. As development continues along the river, including the white water rafting facility that is part of MAPS 3, the department expects satisfaction to increase in future years eventually reaching the 90% goal.

**The Oklahoma River Corridor Program** provides operation, maintenance, and support services to citizens and patrons of the Oklahoma River so they can experience and enjoy a unique recreational venue and an enhanced quality of life.

Oklahoma River Corridor		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of citizens that are satisfied with the Oklahoma River venue	63%	65%	75%	90%
Result	% of time that the river lakes are at planned full impoundment	79%	93%	88%	88%
Output	# of tons of debris removed from the Oklahoma River	313.00	192.66	175.00	175.00
Output	# of days the river lakes are at full impoundment	287.00	339.78	320.00	320.00

**Oklahoma River Corridor Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Oklahoma River Corridor	5.00	\$1,472,342	6.00	\$998,001	6.00	\$923,132
Oklahoma River Engineering	0.00	3,105	1.00	1,548,211	1.00	853,765
<b>Line of Business Total</b>	<b>5.00</b>	<b>\$1,475,447</b>	<b>7.00</b>	<b>\$2,546,212</b>	<b>7.00</b>	<b>\$1,776,897</b>

\*The Oklahoma River Engineering Program was implemented in FY14 and will be added to the Strategic Business Plan in FY16.

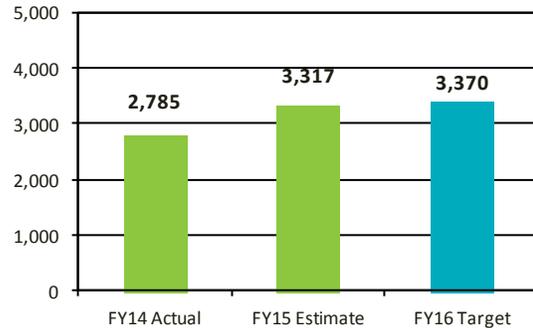
**STORM WATER QUALITY**

The purpose of the Storm Water Quality Line of Business is to provide inspections, enforcement, water quality assessments, public outreach, household hazardous waste services and emergency response for citizens, businesses and government agencies so they can comply with the Clean Water Act and enjoy a safe and clean environment.

**FOCUS ON PERFORMANCE - # OF POUNDS OF HOUSEHOLD HAZARDOUS WASTE COLLECTED PER 1,000 HOUSEHOLDS**

**Why is this measure important?**

The Household Hazardous Waste Facility provides an environmentally safe means for citizens to dispose of hazardous waste. This measure represents the volume of waste materials brought to the Household Hazardous Waste Facility annually that otherwise might have ended up in landfills. Performance in this area illustrates the success of marketing campaigns to inform citizens about this service and how important it is to the environment to properly dispose of household hazardous waste.



**What do these numbers tell us?**

With over 200,000 households in Oklahoma City, the data provided in the chart indicates that well over 500,000 pounds of household hazardous waste will be collected this year. Household hazardous waste includes such items as paint, batteries, electronic devices, petroleum products, and cleaning agents found in many residences.

**The Environmental Water Quality Program** provides environmental water quality health assessments and technical assistance services to citizens, businesses, and government agencies so they can realize a reduction of pollution in community waterways and comply with the Clean Water Act.

Environmental Water Quality		FY14	FY15	FY15	FY16
		Actual	Estimate	Target	Target
Result	% stormwater pollution tests where pollution is not detected	59%	91%	93%	93%
Output	# of dry weather sites monitored	340	232	188	223

**The Stormwater Quality Public Outreach Program** provides public education and training services to increase environmental awareness through workshops, school programs, and public events so the public is informed about the City's stormwater quality program.

		FY14	FY15	FY15	FY16
<b>Stormwater Public Outreach</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of schools contacted that will participate in the stormwater quality program	0%	0%	43%	50%
Output	# of schools participating	1	0	25	28
Output	# of public outreach contacts	1,743,485	3,332,059	2,500,000	2,500,000

**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.

		FY14	FY15	FY15	FY16
<b>Household Hazardous Waste Collection</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	Pounds of household hazardous waste collected per 1,000 households	2,784.79	3,317.21	3,354.38	3,369.65
Result	% of households that are aware of OKC household hazardous waste collection services	59%	60%	65%	65%
Output	# of pounds of household hazardous waste collected	511,672.00	506,824.76	495,363.00	503,987.00
Output	# of pounds of household hazardous waste collected via special collections	129,471.00	112,168.09	125,197.00	124,789.00

**The Storm Water Permitting Program** provides training, inspections, and enforcement to developers, contractors, facility owner/operators, and the public so they can prevent pollution of community waterways.

		FY14	FY15	FY15	FY16
<b>Storm Water Permitting</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of industrial inspections in compliance with stormwater pollution prevention plan requirements	98%	98%	98%	98%
Result	% of construction inspections in compliance with stormwater pollution prevention plan requirements	97%	98%	97%	97%
Output	# of constructions inspections conducted	5,597	7,482	6,000	7,000
Output	# of industrial inspections conducted	966	1,075	1,000	1,000
Output	# of construction enforcement actions issued	187	155	200	200
Output	# of industrial enforcement actions issued	23	24	25	25

**Storm Water Quality Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Environmental Water Quality	5.10	\$591,784	6.10	\$844,846	6.10	\$814,974
Household Hazardous Waste Collection	7.10	882,381	7.10	955,270	7.10	978,825
*Public Outreach	0.00	0	1.00	130,433	1.00	126,243
Storm Water Permitting	14.80	1,254,890	13.80	1,368,036	13.80	1,336,463
<b>Line of Business Total</b>	<b>27.00</b>	<b>\$2,729,055</b>	<b>28.00</b>	<b>\$3,298,585</b>	<b>28.00</b>	<b>\$3,256,505</b>

\* The Public Outreach Program was added to the Strategic Business Plan in FY14 and implemented in FY15.

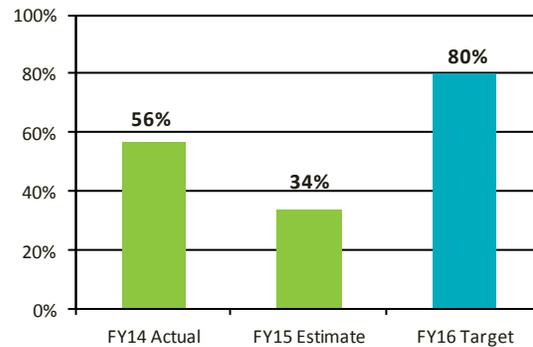
**STREETS, TRAFFIC AND DRAINAGE MAINTENANCE**

The purpose of the Streets, Traffic, and Drainage Maintenance Line of Business is to provide infrastructure installation, repair and maintenance, graffiti removal and emergency response services to citizens and the traveling public so they can have transportation and drainage systems that meet their expectations.

**FOCUS ON PERFORMANCE - % OF POTHOLE REPAIRS COMPLETED WITHIN 3 WORKING DAYS OF REQUEST**

**Why is this measure important?**

This performance measure shows how well the City responds when a citizen reports a pothole needing repair. Setting performance goals for these types of repairs reflects the City’s commitment to providing timely responses to citizen requests and also addresses findings in the most recent Citizen Survey which indicated low citizen satisfaction with the maintenance of city streets.



**What do these numbers tell us?**

The Street 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 February 2013, there has been a sharp decline in the number pothole services request completed within three working days. This decline is 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.

**The Drainage Program** provides new construction and infrastructure maintenance and installation so they can have reliable stormwater runoff control.

<b>Drainage</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of requested drainage repairs completed within 30 days	81%	80%	90%	90%
Output	# of drainage repairs completed	1,862	2,126	2,000	2,000

**The Graffiti Removal Program** removes graffiti from property so the public can experience a clean and safe environment.

<b>Graffiti Removal</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of graffiti work orders completed within 10 days	97%	97%	90%	90%
Output	# of graffiti work orders completed	946	985	2,700	2,700
Output	# of square feet of graffiti abated	188,954	163,668	450,000	450,000

**The Streets Program** provides roadway repair, reconstruction, and debris removal services to the public so they can travel safely and comfortably throughout the City.

<b>Streets</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of pothole repairs completed within 3 days of request	56%	34%	80%	80%
Result	% of citizens satisfied with the condition of streets	35%	35%	50%	50%
Output	# of potholes repaired	75,107	85,696	80,000	80,000

**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.

<b>Traffic Operations</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of priority traffic signal calls responded to within 30 minutes	83%	86%	80%	80%
Output	% of traffic work orders completed within a week	N/A	85%	80%	80%
Output	# of traffic signal installation and repairs completed	7,197	6,675	5,500	5,500
Output	# of traffic sign installation and repairs completed	3,919	4,026	3,200	3,200

**Street, Traffic and Drainage Maintenance Positions and Budget**

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage	62.10	\$6,036,598	61.75	\$6,987,056	65.75	\$6,734,664
Graffiti Removal	2.30	271,413	2.30	268,015	2.10	250,179
Streets	111.00	17,804,279	110.50	11,223,271	110.50	11,256,176
Traffic Operations	46.60	3,662,330	46.45	4,170,699	45.65	4,133,689
<b>Line of Business Total</b>	<b>222.00</b>	<b>\$27,774,620</b>	<b>221.00</b>	<b>\$22,649,041</b>	<b>224.00</b>	<b>\$22,374,708</b>

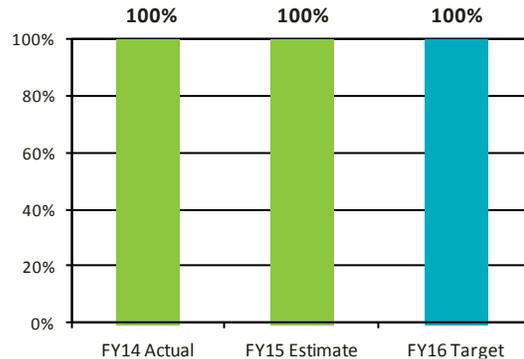
**TRAFFIC MANAGEMENT**

The purpose of the Traffic Management line of business is to support the Traffic and Transportation Commission, produce meaningful traffic data, and provide traffic engineering services to the public, City staff, and other agencies, so all roadway users can travel safely and efficiently.

**FOCUS ON PERFORMANCE - % OF TRAFFIC STUDIES COMPLETED WITHIN ONE MONTH OF REQUEST**

**Why is this measure important?**

Evaluating the Traffic Data Collection program’s ability to complete traffic studies in a timely manner is important because these studies convey vital transportation information to public policy decision makers needed to determine the placement of traffic control devices and plan for the improvement of roadways.



**What do these numbers tell us?**

All traffic studies have been completed within 30 days, helping to address findings from the most recent Citizen Survey where citizens indicated the flow of traffic should receive emphasis the next few years.

**The Traffic and Transportation Services Program** provides staff support to the Traffic Transportation Commission so they can act on requests for traffic safety and infrastructure improvements; process and issue work zone permits, inspect work zones for compliance, and enforce permit requirements, so the public may safely use the right of way.

Traffic and Transportation Services		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% Traffic Commissioners stating they have the information necessary to make educated decisions.	100%	100%	100%	100%
Result	% of work zone permits issued within one week of request	100%	100%	100%	100%
Output	# of work zone permit requests processed	2,001	2,512	2,200	2,200
Output	# of work zone compliance inspections	N/A	1,172	3,600	1,400

**The Traffic Data Collection Program** provides data collection and processing for City staff and agencies so they have the information needed to design, review, and plan transportation infrastructure improvements.

<b>Traffic Data Collection</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of field studies completed within 21 days	100%	100%	100%	100%
Output	# of field studies completed	1,040	883	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.

<b>Traffic Engineering</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the citizen's survey	45%	45%	50%	50%
Result	% of traffic impact studies reviewed within 30 days	N/A	100%	100%	100%
Result	% of total implementation of ITS (Intelligent Transportation System) program	N/A	100%	60%	100%
Output	# of traffic construction design plans reviewed	427	452	625	625
Output	# of traffic modifications that increased safety (monthly avg)	86	76	50	50

### **Traffic Management Positions and Budget**

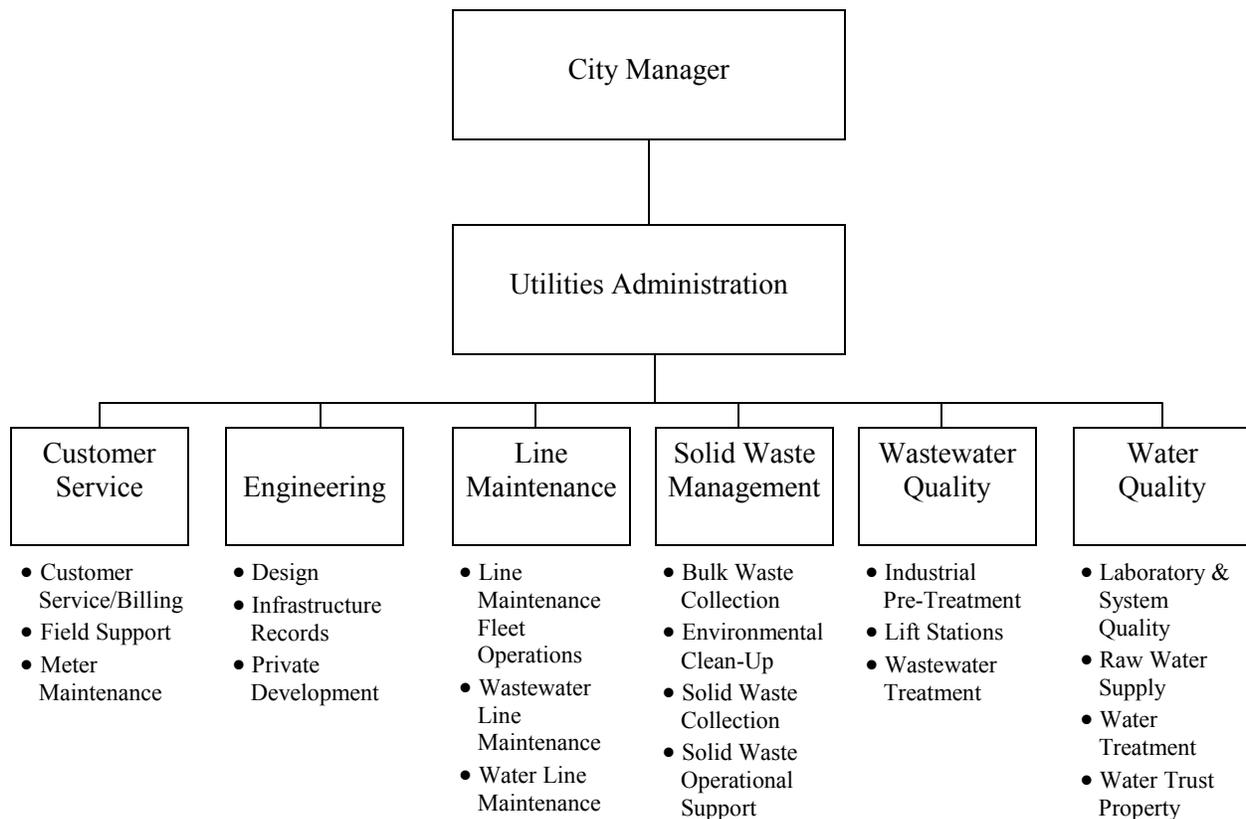
<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Traffic and Transportation	5.15	\$564,082	5.65	\$630,861	5.65	\$611,164
Traffic Data Collection	2.20	170,344	2.20	176,572	2.20	178,097
Traffic Engineering	6.65	685,674	7.15	718,376	7.15	704,923
<b>Line of Business Total</b>	<b>14.00</b>	<b>\$1,420,100</b>	<b>15.00</b>	<b>\$1,525,809</b>	<b>15.00</b>	<b>\$1,494,184</b>



# 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 facility improvement and equipment replacement based on age and maintenance issues.

### Strategic Results

**By the end of FY17, utility service reliability will be maintained as indicated by:**

75% of water main breaks will be repaired within 72 hours

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
71%	70%	70%	70%

90% of wastewater backup calls will be responded to within 2 hours

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
93%	96%	90%	90%

95% of solid waste routes completed by 5:00 p.m.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
78%	85%	95%	95%



## ISSUE 2

The continuous growth and expansion of Oklahoma City and other communities, without additional system improvements, maintenance and personnel will result in water, wastewater and refuse services that are unacceptable to our customers.

### Strategy

Continue facility improvement and equipment replacement based on age and maintenance issues.

### Strategic Results

**According to the Citizen Survey, Utilities will maintain or improve customer satisfaction by FY16 as indicated by:**

89% of customers surveyed are satisfied with solid waste management services

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
87%	89%	89%	89%

86% of customers surveyed are satisfied with water services

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
83%	83%	86%	86%

81% of customers surveyed are satisfied with wastewater services

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
80%	80%	81%	81%



### 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 FY16 as indicated by:**

89% of customers surveyed are satisfied with solid waste management services

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
87%	89%	89%	89%

86% of customers surveyed are satisfied with water services

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
83%	83%	86%	86%

81% of customers surveyed are satisfied with wastewater services

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
80%	80%	81%	81%



## ISSUE 4

The increasing number of retirements and difficulty in recruiting and retaining qualified employees, if not addressed, will impair the Utilities Department's ability to maintain and improve service reliability.

### Strategy

Continue to pursue training strategies to broaden employee's workplace skills.

### Strategic Results

**Ensure a safe and qualified workforce for delivering customer service as indicated**  
8% or less injury rate by the end of FY20

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
9%	9%	10%	9%

By the end of FY18, the Utilities Department will have implemented a workforce succession plan to achieve career progression and meet job training requirements.

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
75%	80%	60%	85%

## 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

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
99%	99%	99%	99%

99% compliance rate of all water treatment plants

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
100%	100%	100%	100%

## ISSUE 6

Construction, equipment, and operational costs are increasing at a higher rate than the revenues to support programs, which if not addressed, will result in a decrease in services and customer satisfaction.

### Strategy

Continue to update the Utilities Financial Plan and Cost-of-Service analysis to maintain the Utilities Department’s strong financial position.

### Strategic Results

**Protect the customers' investment in the utility by maintaining strong financial management as demonstrated by:**

OCWUT will maintain bond ratings of AAA from Standard and Poor’s and Aa1 from Moody’s Investor’s Service

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
AAA / Aa1	AAA / Aa1	AAA / Aa1	AAA / Aa1

OCEAT will maintain its bond rating of AAA from Standard and Poor’s

FY14 Actual	FY15 Estimate	FY15 Target	FY16 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.

### Strategy

Continue to pursue feasible alternative operational and procurement strategies that minimize the use of limited natural resources and commodities as opportunities arise.

### Strategic Results

**Utilities will maintain and improve its environmental stewardship as evidenced by:**

During FY15, begin development of 30 year solid waste flow and disposal plan

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	100%	100%	100%

By FY15, Develop an American Water Works Association compliant water conservation plan

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
N/A	50%	100%	100%

By FY15, Open xeriscape demonstration garden

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
100%	100%	100%	100%

By FY15, an average daily volume of 8 million gallons of treated wastewater will be sold for reuse

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
6	7	8	8

By FY20, 100% of qualified utility vehicles converted to CNG or hybrid fuel units where determined beneficial

FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
48%	48%	48%	48%

## MAJOR BUDGET CHANGES

Water Utilities Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$736,194	-
2. Adds one split-funded Crew Chief and two split-funded Water Service Representatives for meter vault replacements	\$125,056	1.50
3. Adds one split-funded Civil Engineer II and one split-funded Civil Engineer III to meet work load of the raw water expansion project	\$86,902	1.00
4. Adds one split-funded Fuel Systems Technician to maintain and repair compressed natural gas fueling stations	\$24,746	0.50
5. Adds night shift crew with one Pipeline Mechanic and two Utility Worker I's in the Water Line Maintenance program to improve response times to emergencies	\$145,530	3.00
6. Adds one Assistant Water Quality Superintendent to oversee plant operations and upgrades	\$90,505	1.00
7. Reassigns staff from Customer Service to Line Maintenance to more effectively handle service orders and emergency calls	\$234,096	3.60
8. Increases funding for electricity and chemicals due to growth and expansion	\$295,000	-
9. Increases funding for the operation and expansion of the Goat Program	\$30,000	-

## MAJOR BUDGET CHANGES (CONTINUED)

Wastewater Utilities Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$529,876	-
2. Adds one split-funded Crew Chief and two split-funded Water Service Representatives for meter vault/pit replacements	\$125,056	1.50
3. Adds one split-funded Civil Engineer II and one split-funded Civil Engineer III to meet work load of the raw water expansion project	\$86,902	1.00
4. Adds one split-funded Fuel Systems Technician to maintain and repair compressed natural gas fueling stations	\$24,746	0.50
5. Reassigns staff from Customer Service to Line Maintenance to more effectively handle service orders and emergency calls	(\$234,096)	(3.60)

Solid Waste Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$281,788	-
2. Decreases funding for fuel due to savings provided by the use of CNG vehicles	(\$198,181)	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$18,538,089	\$21,749,829	\$21,415,871	-1.54%
Customer Service	12,083,707	13,203,127	13,164,236	-0.29%
Engineering	2,280,662	2,695,298	2,984,881	10.74%
Line Maintenance	19,016,063	19,914,878	21,007,379	5.49%
Solid Waste	8,294,707	9,956,672	10,016,580	0.60%
Wastewater Quality	2,517,965	2,765,428	2,847,326	2.96%
Water Quality	28,049,409	27,983,484	28,132,840	0.53%
<b>Total Operating Expenditure</b>	<b>\$90,780,602</b>	<b>\$98,268,716</b>	<b>\$99,569,113</b>	<b>1.32%</b>
Grants*	(\$271,669)	\$0	\$0	N/A
<b>Department Total</b>	<b>\$90,508,933</b>	<b>\$98,268,716</b>	<b>\$99,569,113</b>	<b>1.32%</b>

\*Negative entries are related to accounting adjustments in prior fiscal year

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Wastewater Cash Fund	\$25,006,933	\$28,264,943	\$28,914,317	2.30%
Water Cash Fund	55,617,174	58,232,869	58,893,520	1.13%
Solid Waste Mgmt Cash Fund	10,156,495	11,770,904	11,761,276	-0.08%
Grants*	(\$271,669)	\$0	\$0	N/A
<b>Total All Funding Sources</b>	<b>\$90,508,933</b>	<b>\$98,268,716</b>	<b>\$99,569,113</b>	<b>1.32%</b>

\*Negative entries are related to accounting adjustments in prior fiscal year



## POSITIONS

Summary of Positions by Purpose	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Administration	40.00	43.00	43.00	0.00%
Customer Service	169.00	174.00	169.00	-2.87%
Engineering	27.00	28.00	30.00	7.14%
Line Maintenance	244.00	244.00	256.00	4.92%
Solid Waste	111.00	111.00	111.00	0.00%
Wastewater Quality	25.50	25.50	25.50	0.00%
Water Quality	135.50	136.50	137.50	0.73%
<b>Department Total</b>	<b>752.00</b>	<b>762.00</b>	<b>772.00</b>	<b>1.31%</b>

Summary of Positions by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Wastewater Cash Fund	270.85	275.30	274.70	-0.22%
Water Cash Fund	370.15	375.70	386.30	2.82%
Solid Waste Cash Fund	111.00	111.00	111.00	0.00%
<b>Total All Funding Sources</b>	<b>752.00</b>	<b>762.00</b>	<b>772.00</b>	<b>1.31%</b>



## UTILITIES LINES OF BUSINESS

### ADMINISTRATION

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

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

Administration		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of key measures achieved	77%	50%	75%	75%
Result	% of terminations submitted to the Personnel Department within 3 days of the termination	78%	73%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	97%	96%	91%	90%
Result	% of performance evaluations completed by the review date	52%	45%	95%	95%
Output	# of FTEs supported	703	707	762	772
Output	Dollar amount of operating expenditures managed	90,780,602	85,362,954	97,740,564	99,569,113

### Administration Positions and Budget

Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	36.40	\$18,179,306	40.40	\$21,392,573	0.00	\$0
Administration	3.60	358,783	2.60	357,256	43.00	21,415,871
<b>Line of Business Total</b>	<b>40.00</b>	<b>\$18,538,089</b>	<b>43.00</b>	<b>\$21,749,829</b>	<b>43.00</b>	<b>\$21,415,871</b>

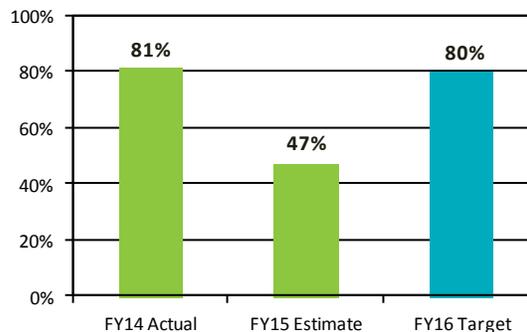
## CUSTOMER SERVICE

The purpose of the Customer Service Line of Business is to provide meters, field support, billing, and customer service to metro area residents, businesses, and other communities so they can have professional, timely, and accurate utility billing and prompt resolution of water emergencies.

### FOCUS ON PERFORMANCE - % OF UTILITY CALLS ANSWERED WITHIN 30 SECONDS OF FIRST RING

**Why is this measure important?**

In some cases, the only personal contact citizens have with the City is with Utilities Department Customer Service representatives who answer billing questions and provide general assistance to citizens. Answering customer calls quickly contributes to increased customer satisfaction with the Utilities Department. When a call is handled in a professional and timely manner, it can lead to a positive perception of the City as a whole. In March 2013, the Customer Service Division implemented new technologies to better utilize the call center workforce and improve efficiency.



**What do these numbers tell us?**

Of the 418,781 calls answered in FY14, the Customer Service representatives answered 81% of utility calls within 30 seconds. However, in 2015 following a rise in call center vacancies and failure of software used to predict call volumes, this number has dropped to 47%. Corrective measures have been taken to recover and improved performance is expected in the future.

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		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of utility calls resolved on first contact	81%	81%	94%	94%
Result	% of utility customer calls answered within 30 seconds of first ring	81%	47%	80%	80%
Output	# of utility bills issued	2,597,363	2,610,782	2,400,000	2,400,000
Output	# of utility customer calls answered	418,781	411,433	450,000	450,000

**The Field Support Program** provides water service response, inspection, and enforcement services to metro area residents, businesses, and other communities so they can receive a prompt and accurate resolution of water emergencies and customer requests.

<b>Field Support</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of water emergencies prioritized or resolved within one hour from notification by dispatch	93%	87%	95%	95%
Output	# of new water service construction inspections completed	4,387	4,166	3,300	3,300
Output	# of water service notifications completed	164,753	163,585	146,800	146,800

**The Meter Maintenance Program** provides water meter maintenance and reading services to metro area residents, businesses, and other communities so they can receive safely maintained meter boxes and timely, accurate measurements of their water use.

<b>Meter Maintenance</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of meter readings that are accurate	100%	100%	100%	100%
Result	% of scheduled, aging meters replaced	98%	101%	100%	100%
Output	# of meter replacements completed	13,281	17,459	13,200	13,200
Output	# of meter readings completed	2,562,173	2,601,183	2,328,884	2,328,884

**Customer Service Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Customer Service/Billing	67.18	\$4,975,230	68.18	\$5,853,359	68.18	\$5,881,528
Field Support	39.91	3,072,727	41.91	3,056,538	33.91	2,650,380
Meter Maintenance	61.91	4,035,750	63.91	4,293,230	66.91	4,632,328
<b>Line of Business Total</b>	<b>169.00</b>	<b>\$12,083,707</b>	<b>174.00</b>	<b>\$13,203,127</b>	<b>169.00</b>	<b>\$13,164,236</b>

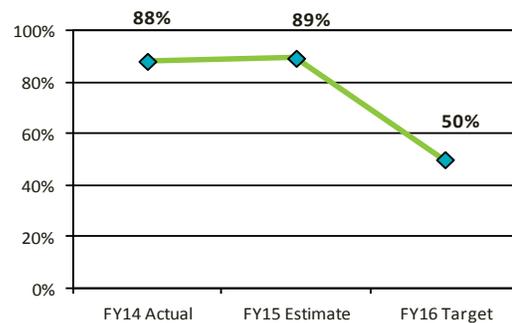
## ENGINEERING

The purpose of the Engineering Line of Business is to provide design, plan review, records retrieval, and capital planning services to citizens, consultants, developers, and City departments so they can receive timely responses, reviews and completion of planned capital improvement.

### FOCUS ON PERFORMANCE - % OF PROJECTS COMPLETING CONSTRUCTION WITHIN THE CONTRACT TIME

#### Why is this measure important?

Since the projects captured in this measure are construction projects that provide water and wastewater infrastructure, completing these projects on time ensures citizens and businesses can reliably depend upon receiving the essential services provided to all citizens. The data for this measure reflects the total projects managed by the Utilities Design Program.



#### What Do These Numbers Tell Us?

To date for FY15, the percentage of water and wastewater infrastructure projects that have been completed on time is 89%, representing an increase of 1% from the previous year. Demand as measured by construction projects completed is the same as the previous year.

**The Design Program** provides water and wastewater improvement design and project management services to individuals, businesses, and communities so they can have funded capital improvement projects completed in a timely manner.

Design		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of projects completing construction within the contract time	88%	89%	50%	50%
Result	% of GO Bond project documents reviewed within 7 working days	88%	91%	86%	86%
Output	# of GO Bond project documents reviewed	72	65	84	84
Output	# of construction projects completed	34	36	24	24
Output	\$ awarded for engineering and construction projects	\$78,446,296	\$58,723,598	\$68,580,000	\$68,580,000

**The Infrastructure Records Program** provides water and wastewater information and record services to individuals, contractors, developers, consultants, and other City departments so they can receive the requested information in a timely manner.

Infrastructure Records		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of water and sewer main locate requests completed within 30 minutes	97%	96%	85%	85%
Output	# of water and sewer main locate requests completed	7,664	6,374	6,060	6,060

**The Private Development Program** provides water and sanitary sewer plan review services to developers and citizens so they can receive timely information about the plans to most effectively implement private improvements to the utility system.

Private Development		FY14 Actual	FY15 Estimate	FY15 Target	FY16 Target
Result	% of water and wastewater private development plans reviewed within two weeks of receipt	72%	85%	95%	95%
Output	# of water and wastewater private development plans reviewed	910	952	480	480

**Engineering Positions and Budget**

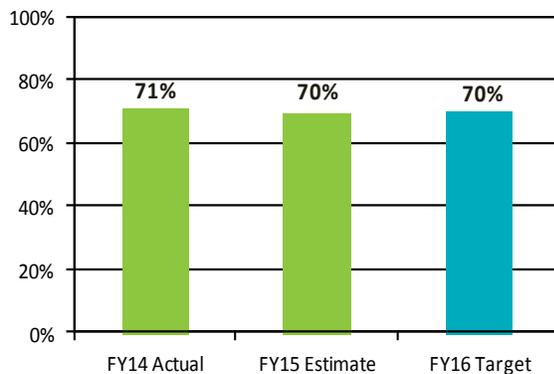
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Design	16.22	\$1,314,497	16.22	\$1,633,850	18.22	\$1,874,631
Infrastructure Records	6.34	453,516	6.34	483,455	6.34	503,986
Private Development	4.44	512,649	5.44	577,993	5.44	606,264
<b>Line of Business Total</b>	<b>27.00</b>	<b>\$2,280,662</b>	<b>28.00</b>	<b>\$2,695,298</b>	<b>30.00</b>	<b>\$2,984,881</b>



## LINE MAINTENANCE

The purpose of the Line Maintenance Line of Business is to provide water and wastewater maintenance and construction, fleet maintenance, operational support and 24-hour emergency call center services to Utility customers so they can have uninterrupted water and wastewater services.

### FOCUS ON PERFORMANCE - % OF WATER MAIN BREAKS REPAIRED WITHIN 72 HOURS



**Why is this measure important?**

Water main breaks can affect water service to large numbers of customers all at once. Tracking how promptly these breaks are repaired allows the Utilities department to accurately determine how long it is taking crews to return water service to normal. Timely repair of water main breaks is important in maintaining citizen satisfaction with City services and building citizen confidence.

**What do these numbers tell us?**

The turnaround time illustrated by this measure is calculated from the time a call is received until the repair is completed. The department is requesting an additional crew to improve performance and implementing use of routing software to improve scheduling efficiencies for less time-sensitive work. This 72 hour window includes allowing, in some cases, up to 48 hours to locate underground utilities before repairs can begin.

**The Line Maintenance Fleet Operations Program** provides vehicle and equipment maintenance services to departmental employees so they have safe and reliable vehicles and equipment.

		FY14	FY15	FY15	FY16
<b>Line Maintenance Fleet Operations</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of vehicles and equipment available for use	98%	98%	95%	95%
Result	% of qualified utility vehicles converted to CNG or hybrid fuel units	48%	48%	48%	48%
Result	% of underutilized fleet vehicles	24%	26%	15%	15%
Output	# of vehicle and equipment work orders completed	4,683	4,526	4,500	4,500
Output	# of vehicle and equipment preventative maintenance work orders completed	2,029	2,076	2,000	2,000

**The Wastewater Line Maintenance Program** provides sanitary sewer line construction and maintenance services to Utility customers so they can have uninterrupted sanitary sewer disposal.

<b>Wastewater Line Maintenance</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of wastewater backup calls responded to within 2 hours	93%	96%	90%	90%
Result	% of sewer work orders completed in 72 hours	78%	77%	80%	80%
Output	# of feet wastewater pipe cleaned of roots	522,476	841,222	1,000,000	1,000,000
Output	# of wastewater point repairs	364	316	800	800
Output	# of feet of wastewater pipe TV-inspected	113,461	94,515	150,000	150,000
Output	# of feet of wastewater pipe flushed or cleaned	4,571,129	4,693,277	3,000,000	3,000,000

**The Water Line Maintenance Program** provides water line repair and replacement services to Utility customers so they can have water with a minimal disruption in service.

<b>Water Line Maintenance</b>		<b>FY14 Actual</b>	<b>FY15 Estimate</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
Result	% of water main breaks repaired within 72 hours	71%	70%	70%	70%
Result	% of water line maintenance work orders completed in 72 hours	71%	69%	70%	70%
Output	# of hydrant repairs made	496	451	500	500
Output	# of service line repairs made	2,261	1,986	5,000	5,000
Output	# of valve repairs made	207	193	190	190
Output	# of water main repairs made	1,446	1,433	1,500	1,500

**Line Maintenance Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Line Maintenance Fleet Operations	22.00	\$3,394,317	22.00	\$3,194,654	23.00	\$3,293,025
Wastewater Line Maintenance	122.00	7,899,186	122.00	8,773,821	122.00	8,989,615
Water Line Maintenance	100.00	7,722,560	100.00	7,946,403	111.00	8,724,739
<b>Line of Business Total</b>	<b>244.00</b>	<b>\$19,016,063</b>	<b>244.00</b>	<b>\$19,914,878</b>	<b>256.00</b>	<b>\$21,007,379</b>

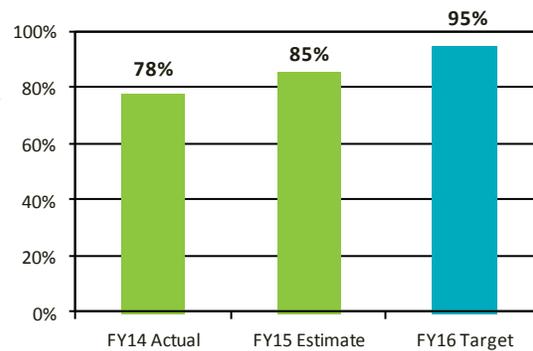
## SOLID WASTE

The purpose of the Solid Waste Line of Business is to provide solid waste removal, disposal, and environmental cleanup services to Oklahoma City residents and businesses so they have their refuse collected and disposed of in a satisfactory manner.

### FOCUS ON PERFORMANCE - % OF SCHEDULED SOLID WASTE ROUTES COLLECTED BY 5:00 P.M.

**Why is this measure important?**

Most citizens expect their trash to be picked up by the time they arrive home in the evenings. This performance measure demonstrates the efficiency of refuse collection activity, specifically, the percentage of collection routes that are completed by 5 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 78% in FY14 to 85% in FY15 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 2014 citizen survey, customer satisfaction with residential trash collection services remains high at 89%.

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.

		FY14	FY15	FY15	FY16
<b>Bulk Waste Collection</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers reporting satisfactory bulk waste service	73%	86%	84%	84%
Output	# of bulk waste tons collected and disposed	44,321	41,231	40,500	40,500
Output	# of customer service request responses	2,639	2,385	2,500	2,500

**The Environmental Clean-Up Program** provides litter removal, illegal dumping removal, and environmental clean-up services to City residents and visitors so they can enjoy a clean, healthy environment.

<b>Environmental Clean-Up</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of litter collection routes completed monthly	63%	86%	85%	85%
Output	# of lane miles from which litter is collected	2,272	3,158	3,120	3,120
Output	# of tires removed and disposed	2,646	2,773	2,700	2,700
Output	# of tons of illegal dumping and litter removed	1,378	1,481	850	850

**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 manner on a weekly basis.

<b>Solid Waste Collection</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of solid waste stream diverted through recycling	4%	4%	4%	4%
Result	% of scheduled solid waste routes collected by 5:00 pm	78%	85%	95%	95%
Result	% of solid waste collection carts and recycle bins delivered, repaired or replaced within 3 business days	91%	94%	90%	90%
Result	% of customers surveyed who are satisfied with solid waste services	87%	89%	89%	89%
Output	# of tons of solid waste collected	244,325	242,573	231,000	231,000

**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 sanitation problems.

<b>Solid Waste Operational Support</b>		<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Cart/Bulk customer complaints resolved in 3 business days	93%	94%	85%	85%
Result	% of Field Quality Representative service orders complaint resolved in 5 business days	95%	96%	95%	95%
Result	% of Action Center customer complaints resolved in 2 weeks	98%	98%	90%	90%
Result	% of total Solid Waste customer complaints resolved by the prescribed deadline	92%	95%	85%	85%
Output	# of customer complaints resolved	15,521	15,222	10,000	10,000

**Solid Waste Positions and Budget**

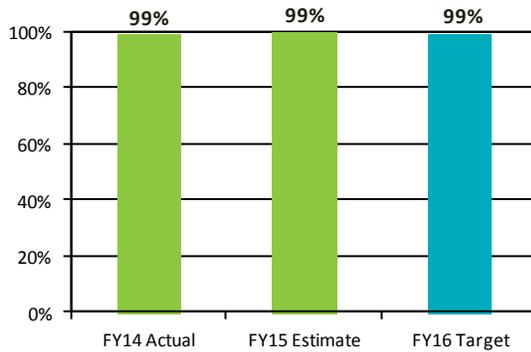
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bulk Waste Collection	32.00	\$1,997,993	32.00	\$2,020,694	32.00	\$2,094,541
Environmental Clean-Up	9.00	526,303	9.00	606,734	9.00	620,978
Solid Waste Collection	44.00	3,522,310	44.00	4,404,684	44.00	4,101,876
Solid Waste Operational Support	26.00	2,248,101	26.00	2,924,560	26.00	3,199,185
<b>Line of Business Total</b>	<b>111.00</b>	<b>\$8,294,707</b>	<b>111.00</b>	<b>\$9,956,672</b>	<b>111.00</b>	<b>\$10,016,580</b>



## WASTEWATER QUALITY

The purpose of the Wastewater Quality Line of Business is to provide sanitary sewer pumping, treatment and industrial pre-treatment services to City residents, businesses and other communities so they can receive environmentally safe disposal of wastewater.

### FOCUS ON PERFORMANCE - % OF WASTEWATER TREATMENT PLANT TESTS IN COMPLIANCE WITH FEDERAL OR STATE DISCHARGE PERMITS



**Why is this measure important?**

This data measures how well the City’s wastewater treatment plants comply with federal and state discharge permit requirements. Violations in the permit limits and deficiencies in the wastewater treatment process can cause environmental damage and/or fines by the Oklahoma Department of Environmental Quality (ODEQ) or the United States Environmental Protection Agency (EPA).

**What do these numbers tell us?**

As in the prior year, performance data for FY15 indicates that over 99% of tests performed confirmed the City’s wastewater plants were in compliance with discharge permits. Over 4,600 laboratory tests are conducted annually to ensure permit limits are met.

**The Wastewater Treatment Program** provides treatment plant operations and biosolids disposal services to City residents, businesses, and other communities so they can have environmentally safe wastewater disposal.

Wastewater Treatment		FY14	FY15	FY15	FY16
		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	2,205	2,517	2,920	2,920
Output	# of million gallons of wastewater treated	22,639	20,977	22,500	24,000

**The Industrial Pre-Treatment Program** provides permitting, monitoring, and information services to industrial users so they can discharge their treated industrial waste into the sanitary sewer system in an environmentally safe manner.

		FY14	FY15	FY15	FY16
<b>Industrial Pre-Treatment</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of days wastewater treatment system operated without environmental violations caused by industrial waste disposal	100%	100%	100%	100%
Output	# of discharge monitoring actions performed	2,433	2,543	2,600	2,600
Output	# of industrial waste discharge permits issued	52	63	60	60
Output	# of discharge notices of violations issued	40	65	50	50

**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.

		FY14	FY15	FY15	FY16
<b>Lift Station</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of lift station maintenance work orders completed on schedule	97%	97%	98%	94%
Result	% of days lift station facilities do not experience an overflow	100%	100%	99%	99%
Output	# of lift station citizen complaint events resolved (odor, noise, or appearance)	0	0	4	4
Output	# of lift station maintenance work orders completed	1,173	1,633	1,700	700

### **Wastewater Quality Positions and Budget**

<b>Program</b>	<b>FY14</b>		<b>FY15</b>		<b>FY16</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Industrial Pre-treatment	7.00	\$687,642	7.00	\$789,722	7.00	\$812,550
Lift Station	14.50	1,311,170	14.50	1,415,689	14.50	1,477,022
Wastewater Treatment	4.00	519,154	4.00	560,017	4.00	557,754
<b>Line of Business Total</b>	<b>25.50</b>	<b>\$2,517,966</b>	<b>25.50</b>	<b>\$2,765,428</b>	<b>25.50</b>	<b>\$2,847,326</b>

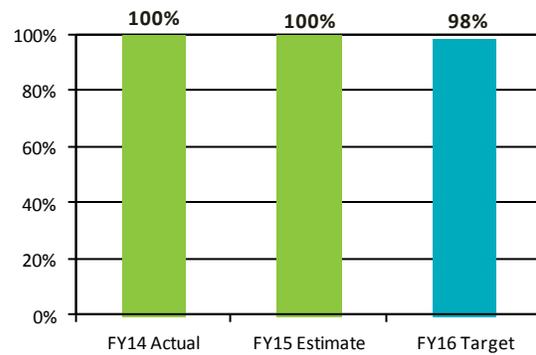
## WATER QUALITY

The purpose of the Water Quality Line of Business is to provide raw water, lake property maintenance, treatment, storage, and quality assurance to metro area residents, businesses, industries, and other communities so they can receive a safe and adequate supply of drinking water.

### FOCUS ON PERFORMANCE - % OF DAYS WITH UNINTERRUPTED RAW WATER SUPPLY FROM LAKE ATOKA

**Why is this measure important?**

This performance measure reports how many days per year the pipeline that transports raw water from Lake Atoka to Oklahoma City is functioning. This is a very meaningful measure since Lake Atoka provides over 50% of the City’s raw water supply.



**What do these numbers tell us?**

In FY15 as in FY14, the water supply from Lake Atoka was uninterrupted 100% of the time, suggesting repairs and maintenance made to the pipeline over the last three years have helped improve reliability.

**The Raw Water Supply Program** provides raw water delivery and lake storage services to City treatment plants, businesses, and other communities so they can receive an adequate supply of water to meet their customers’ needs.

Raw Water Supply		FY14	FY15	FY15	FY16
		Actual	Estimate	Target	Target
Result	% of days with uninterrupted raw water supply from Lake Atoka	100%	100%	98%	98%
Output	# of acre feet of raw water diverted to Hefner, Overholser, and Draper lakes	111,382	90,867	124,000	124,000
Output	# of acre feet of raw water pumped from Lake Atoka	79,281	65,414	80,000	80,000

**The Laboratory and System Quality Program** provides environmental compliance testing and reporting services to water and wastewater program managers so they can have the timely information they need to produce safe drinking water and wastewater for Oklahoma City citizens, businesses, and other communities.

		FY14	FY15	FY15	FY16
<b>Laboratory &amp; System Quality</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of water and wastewater samples analyzed and reported on time	87%	97%	90%	90%
Result	% of water quality concerns requiring field action responded to within 1 working day*	N/A	90%	97%	97%
Output	# of water line flushings completed	4,587	5,286	6,865	6,865
Output	# of water and wastewater samples analyzed and reported	13,554	13,399	5,900	5,900

\*New measure started in FY15.

**The Water Treatment Program** provides potable water services to Oklahoma City residents, businesses, industries, and other communities so they can receive a safe, continuous supply of water.

		FY14	FY15	FY15	FY16
<b>Water Treatment</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of days that have adequate water treatment process capacity to meet the historical daily high water use for the current month*	N/A	85%	100%	100%
Result	% of water quality tests at water treatment plants meeting federal or state regulatory requirements	100%	100%	100%	100%
Output	# of quality control tests conducted	201,350	202,236	172,176	172,176
Output	# of billion gallons of treated water pumped	34.11	35.80	35.00	35.00

\*New measure started in FY15.

**The Water Trust Property Maintenance Program** provides trust lake property and facility maintenance services to City treatment plants and trusts property users so they receive timely responses to their maintenance requests.

		FY14	FY15	FY15	FY16
<b>Water Trust Property Maintenance</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of water trust maintenance requests by citizens responded to within 3 working days of receipt	94%	100%	97%	97%
Output	# of water trust property maintenance request responses provided	88	139	175	175
Output	# of water trust acres maintained	2,314	6,019	3,000	3,000

**Water Quality Positions and Budget**

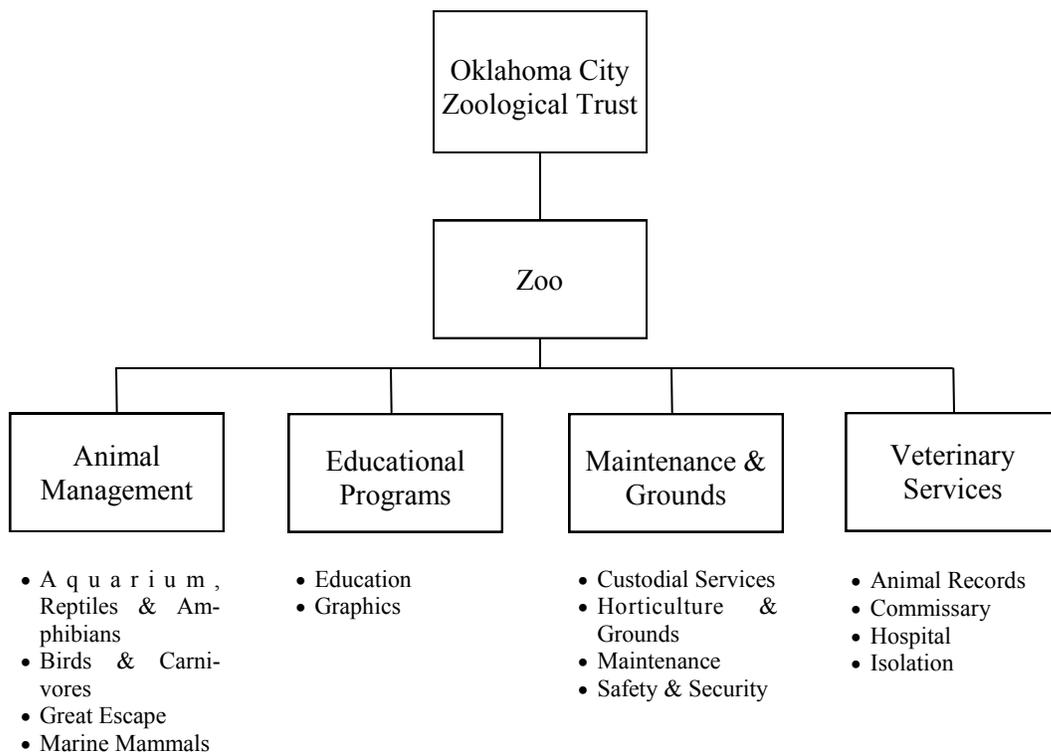
Program	FY14		FY15		FY16	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Laboratory and System Quality	15.50	\$1,223,285	14.50	\$1,216,113	14.50	\$1,165,880
Raw Water Supply	6.00	8,273,303	6.00	7,775,165	6.00	7,790,107
Water Treatment	65.00	15,010,665	66.00	15,169,007	66.00	15,066,305
Water Trust Property Maint.	49.00	3,542,156	50.00	3,823,199	51.00	4,110,548
<b>Line of Business Total</b>	<b>135.50</b>	<b>\$28,049,409</b>	<b>136.50</b>	<b>\$27,983,484</b>	<b>137.50</b>	<b>\$28,132,840</b>



# Zoo

**DWIGHT LAWSON, EXECUTIVE DIRECTOR/CEO**

dlawson@okczoo.com



## DEPARTMENT MISSION

**THE MISSION OF THE OKLAHOMA CITY ZOOLOGICAL PARK AND BOTANICAL GARDEN IS TO PROVIDE RECREATION AND CONSERVATION EDUCATION TO THE PUBLIC SO THEY CAN ENJOY A SAFE, AFFORDABLE, EDUCATIONAL EXPERIENCE THAT INSPIRES AN AWARENESS AND APPRECIATION FOR WILDLIFE AND WILD PLACES WHILE CONTRIBUTING TO CONSERVATION AND RESEARCH**

# MAJOR BUDGET CHANGES

Zoo Sales Tax Fund	Amount	Positions
1. No major budget changes in this fiscal year	-	-



## EXPENDITURES

Summary of Expenditures by Funding Source	FY14 Actual	FY15 Adopted Budget	FY16 Adopted Budget	Percent Change
Zoo Sales Tax Fund	\$13,293,622	\$13,667,230	\$14,279,300	4.48%
<b>Fund Total</b>	<b>\$13,293,622</b>	<b>\$13,667,230</b>	<b>\$14,279,300</b>	<b>4.48%</b>





## OVERVIEW OF FUND SUMMARIES

**THE BUDGET IS COMPRISED OF 32 DIFFERENT FUNDS THAT SEGREGATE FINANCES FOR THE PURPOSE OF CARRYING ON SPECIFIC ACTIVITIES OR ATTAINING CERTAIN OBJECTIVES. THE FUND SUMMARIES ARE THE OFFICIAL BUDGET THAT IS ADOPTED BY COUNCIL AND FILED WITH THE OFFICE OF THE STATE AUDITOR AND INSPECTOR.**

In accordance with the Oklahoma Municipal Budget Act, The City of Oklahoma City has established different funds to meet legal and operating requirements. The City classifies its funds as either operating or non-operating. The distinction is between those funds, and in some cases portions of funds, that directly support operations and those funds that provide for capital improvements or are so limited in their purpose that they cannot be said to support daily operations. This allows decision-makers to segregate operating costs from the total cost for the organization so that significant changes in capital funding are not misinterpreted as a significant change in operational costs.

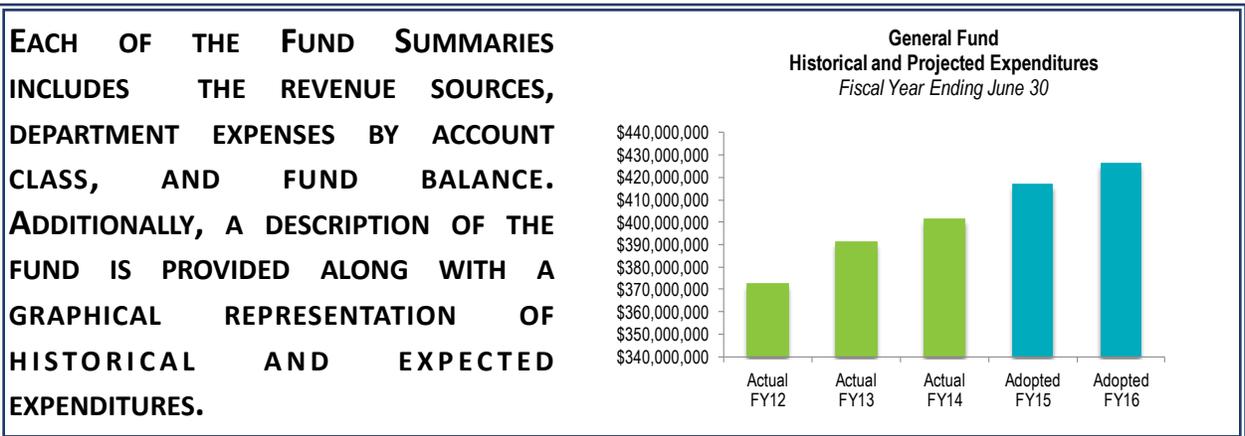
Within the operating funds there are three basic categories of funds – General Operating, Special Revenue and Enterprise. The General Operating Funds include the General Fund, which accounts for all monies received and disbursed for general municipal government purposes, and the Internal Service Fund, which accounts for the financing of goods or services provided by one City department to another department on a cost reimbursement basis.

Special Revenue Funds account for proceeds of specific revenue sources that are restricted by law to expenditures for specified purposes.

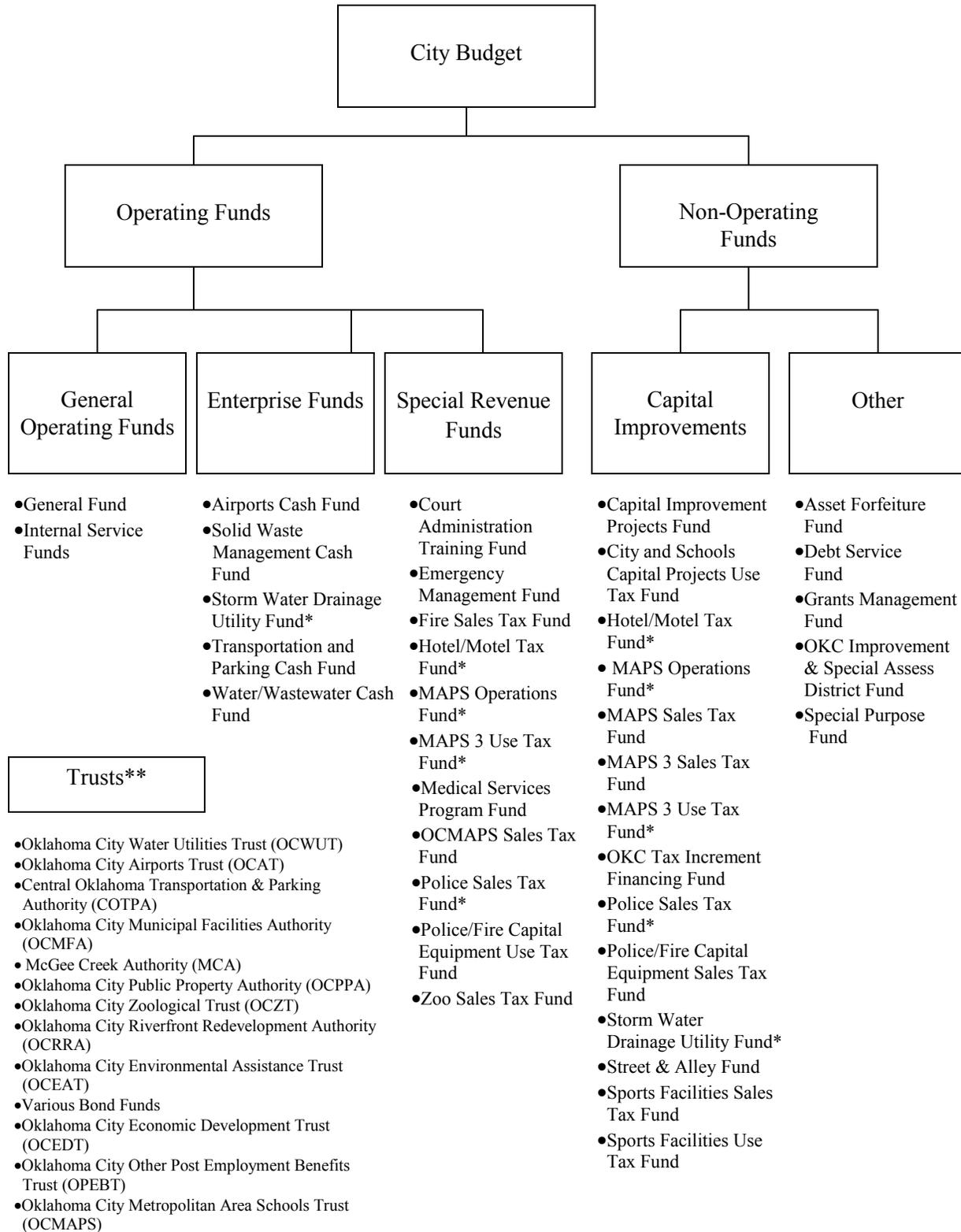
Enterprise Funds account for utility, enterprise, and other services where the costs are financed primarily through user charges or where there is a periodic need to determine revenues earned, expenses incurred or net income for a service or program.

In the Non-Operating Funds we have developed only two categories: Capital and Other. The Capital Funds are almost all special revenue funds dedicated to specific capital projects. The Other Funds category includes several funds with rather unique characteristics.

The diagram on the following page categorizes each of the City’s funds. The fund summaries on the following pages, however, are listed in alphabetical order for ease of reference.



# BUDGET AND FUND STRUCTURE



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

\*\*Trusts develop their budgets independently and are not part of this document. However, they have been listed for informational purposes. Boxes represent fund categories used to organize fund type.

# FUND AND RELATED TRUST DESCRIPTIONS

FUND & RELATED TRUST DESCRIPTIONS			
FUND NAME	MAJOR REVENUES	MAJOR EXPENDITURES	ORIGIN
<b>Operating Funds</b>			
Airports Cash	Transfer from OCAT	Airport Expenditures	Administrative
Court Administration & Training	Surcharge on Fines	Law Enforcement Training	State Law
Emergency Management	Telephone Tariff, General Fund Subsidy	Support of E-911 System	State/Local Law
Federal Grants Management Fund	Federal Grants	As Directed by Terms of Grants	Federal Laws
Fire Fighting & Rescue Svcs, Facilities or Equipment	Earmarked Sales Tax	Fire Expenditures	Local Law/Public Initiative
General	All General Revenues	All Departments	State/Local Law
Hotel/Motel Tax Special Revenue Fund*	Earmarked Hotel/Motel Tax	Convention and Tourism Development	Local Law/Public Initiative
Internal Service	User Fees from Other Funds	Operations of Internal Service Departments	Administrative
MAPS Operations*	Fund Balance	Canal Maintenance	Local Law/Public Initiative
MAPS 3 Use Tax Fund*	Special Use Tax	Administration of MAPS 3 Projects	Local Law/Public Initiative
Medical Services Program Fund	User Fees	Ambulance Service	Administrative
OKC Metro Area Public School Sales Tax	Fund Balance	Administration of OCMAPS Projects	Local Law/Public Initiative
Oklahoma City Zoo Tax	Earmarked Sales Tax	Zoo Expenditures	Local Law/Public Initiative
Police Services, Facilities or Equipment Tax*	Earmarked Sales Tax	Police Expenditures	Local Law/Public Initiative
Solid Waste Management Cash	Transfer from OCEAT	Solid Waste Enterprise Expenditures	Administrative
Storm Water Drainage Utility*	Stormwater Drainage Fees	Stormwater Testing & Treatment	State/Local Law
Transportation and Parking Cash	Transfer from COTPA, General Fund Subsidy	Mass Trans. and Parking Administration	Administrative
Water/Wastewater Utility Cash	Transfer from OCWUT	Water/Wastewater Utilities Expenditures	Administrative
<b>Non-Operating Funds</b>			
Asset Forfeiture	Property/Money Seized in Drug Cases	Police Functions as Dictated by Federal Law	Admin./Fed. Guidelines
Capital Improvement Projects	Transfer from Other Funds/Interest	Capital Projects	State Law
City and Schools Capital Projects Use Tax	Fund Balance	Capital Projects	Local Law/Public Initiative
Debt Service	Property Taxes	Debt Service	State Law
Hotel/Motel Tax Special Revenue Fund*	Earmarked Hotel/Motel Tax	State Fair Capital Improvements	Local Law/Public Initiative
MAPS Operations*	Fund Balance	Maint. and Replacement for MAPS Projects	Local Law/Public Initiative
MAPS Sales Tax	Fund Balance	MAPS Capital Projects	Local Law/Public Initiative
MAPS 3 Sales Tax	Earmarked Sales Tax	MAPS3 Capital Projects	Public Initiative
MAPS 3 Use Tax Fund*	Special Use Tax	Public Safety Capital Project Expenditures	Local Law/Public Initiative
OKC Impr. and Special Services Assessment Districts	Assessment of Property Owners in District	Payment to Districts for Improvements	State Law/Local Law
OKC Sports Facilities Improvement Sales Tax	Fund Balance	Capital Improvements to Sports Facilities	Local Law/Public Initiative
OKC Sports Facilities Improvement Use Tax	Fund Balance	Capital Improvements to Sports Facilities	Local Law/Public Initiative
OKC Tax Increment Financing Fund	State Match - Sales and Use Tax	Infrastructure Improvements in Downtown area	Admin./Public Initiative
Police and Fire Capital Equipment Sales Tax	Fund Balance	Public Safety Capital Equipment	Local Law/Public Initiative
Police and Fire Capital Equipment Use Tax	Fund Balance	Public Safety Capital Equipment	Local Law/Public Initiative
Police Services, Facilities or Equipment Tax*	Earmarked Sales Tax	Police Capital Projects	Local Law/Public Initiative
Special Purpose	Donations	Earmarked by Donors	State Law
Storm Water Drainage Utility*	Stormwater Drainage Fees	Multi-year Contracts / Capital Projects	State/Local Law
Street and Alley Fund	Fund Balance	Street Projects	Public Initiative
<b>Trust Funds</b>			
Central Oklahoma Transportation & Parking Authority	City Subsidy/Grants/Parking Fees/Bus Fares	Transportation/Parking Expenditures	State Law/Trust Indenture
McGee Creek Authority	Transfer from OCWUT	Debt Service	State Law/Trust Indenture
Oklahoma City Airports Trust	Landing Fees/Rentals/Parking	Transfer to Enterprise & Capital Projects	State Law/Trust Indenture
Oklahoma City Economic Development Trust	GOLT bonds, Gen Fund, TIF Revenue	Economic Development activities	State Law/Trust Indenture
Oklahoma City Environmental Assistance Trust	Solid Waste Fees	Transfers to Solid Waste and Contracts	State Law/Trust Indenture
Oklahoma City Metropolitan Area Public Schools Trust	Fund Balance	School Related Capital Projects	State Law/Referendum
Oklahoma City Municipal Facilities Authority	Transfers from Other Funds	Primarily Long Term Insurance Contracts	State Law/Trust Indenture
Oklahoma City Public Property Authority	Golf Fees and Transfers from Other Funds	Golf Expenditures, Facility Improvements	State Law/Trust Indenture
Oklahoma City Riverfront Redevelopment Authority	Sand Mining/Royalties	River Park Plan	State Law/Trust Indenture
Oklahoma City Water Utilities Trust	Water/Sewer Fees	Transfer to Enterprise & Capital Projects	State Law/Trust Indenture
Oklahoma City Zoological Trust	Zoo Admissions, Zoo Sales Tax	Zoo Expenditures & Capital Projects	State Law/Trust Indenture
Other Post Employee Benefits Trust	City and Retiree Health Ins Contributions	Retiree Health Insurance	State Law/Trust Indenture
Various Bond Funds	Bond Sales	Capital Projects	State Law/Referendum

\* Has an operating and non-operating component

## CHANGES IN FUND BALANCE

Fund	Estimated Beginning Balance	Budgeted Revenues*	Budgeted Expenditures	Estimated Ending Balance	\$ Change	% Change
Airports Cash Fund	\$1,316,089	\$17,366,497	\$17,366,497	\$1,316,089	\$0	0.00% (e)
Asset Forfeiture Fund	1,774,878	1,148,406	2,644,692	278,592	(1,496,286)	-84.30% (b)
Capital Improvement Projects Fund	66,498,203	8,844,805	60,536,021	14,806,987	(51,691,216)	-77.73% (b)
City & Sch Cap Proj Use Tax Fund	2,461,080	385,689	2,846,769	0	(2,461,080)	-100.00% (d)
Court Administration and Training Fund	1,004,977	2,112,037	2,214,031	902,983	(101,994)	-10.15% (c)
Debt Service Fund	93,708,846	87,267,299	85,454,820	95,521,325	1,812,479	1.93% (c)
Emergency Management Fund	594,598	8,082,460	8,465,194	211,864	(382,734)	-64.37% (c)
Fire Sales Tax Fund	10,444,717	42,081,721	44,635,813	7,890,625	(2,554,092)	-24.45% (c)
General Fund	72,654,360	423,753,688	426,503,688	69,904,360	(2,750,000)	-3.79% (a)
Grants Management Fund	N/A	32,828,814	32,828,814	N/A	N/A	N/A (g)
Hotel/Motel Tax Fund	7,920,693	20,290,848	20,343,479	7,868,062	(52,631)	-0.66% (c)
Internal Service Fund	3,796,841	51,213,628	53,048,737	1,961,732	(1,835,109)	-48.33% (a)
Medical Services Program Fund	2,390,348	6,853,081	6,853,081	2,390,348	0	0.00% (c)
Metropolitan Area Projects Tax Fund	560,694	1,000	556,154	5,540	(555,154)	-99.01% (d)
MAPS Operations Fund	8,911,451	61,284	4,974,437	3,998,298	(4,913,153)	-55.13% (b)
MAPS 3 Sales Tax Fund	373,017,203	114,284,717	298,351,906	188,950,014	(184,067,189)	-49.35% (d,f)
MAPS 3 Use Tax Fund	27,244,125	13,658,318	38,222,289	2,680,154	(24,563,971)	-90.16% (d,f)
OKC Improvement and Special Svcs Fund	0	2,555,000	2,555,000	0	0	N/A (c)
OKC Metro Schools Sales Tax Fund	769,390	13,401	693,970	88,821	(680,569)	-88.46% (d)
Oklahoma City TIF Fund	0	850,000	850,000	0	0	N/A (c)
Police and Fire Cap Equip Sales Tax Fund	9,640,371	35,000	7,384,426	2,290,945	(7,349,426)	-76.24% (d)
Police and Fire Cap Equip Use Tax Fund	0	0	0	0	0	N/A (d)
Police Sales Tax Fund	20,348,428	42,294,992	50,016,206	12,627,214	(7,721,214)	-37.95% (c)
Solid Waste Management Cash Fund	1,000,000	11,761,276	11,761,276	1,000,000	0	0.00% (e)
Special Purpose Fund	12,509,954	8,968,599	21,478,553	0	(12,509,954)	-100.00% (c)
Sports Facilities Sales Tax Fund	421,945	3,182	425,127	0	(421,945)	-100.00% (d)
Sports Facilities Use Tax Fund	536,010	3,000	539,010	0	(536,010)	-100.00% (d)
Stormwater Drainage Utility Fund	8,875,699	17,318,456	21,059,936	5,134,219	(3,741,480)	-42.15% (f)
Street and Alley Fund	771,670	171,000	452,527	490,143	(281,527)	-36.48% (b)
Transportation & Parking Enterprise Fund	0	3,063,051	3,063,051	0	0	N/A (e)
Water and Wastewater Utility Cash Fund	800,000	87,007,837	87,807,837	0	(800,000)	-100.00% (e)
Zoo Sales Tax Fund	279,986	13,999,314	14,279,300	0	(279,986)	-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 Cash Fund																					
Asset Forfeiture Fund																					
Capital Improvement Projects Fund																					
City & Seh Cap Proj Use Tax Fund																					
Court Administration and Training Fund																					
Debt Service Fund																					
Emergency Management Fund																					
Fire Sales Tax Fund																					
General Fund																					
Grants Management Fund																					
Hotel/Motel Tax Fund																					
Internal Service Fund																					
MAPS 3 Sales Tax Fund																					
MAPS 3 Use Tax Fund																					
MAPS Operations Fund																					
Medical Services Program Fund																					
Metropolitan Area Projects Tax Fund																					
OKC Improvement and Special Svcs Fund																					
OKC Schools MAPS Sales Tax Fund																					
Oklahoma City TIF Fund																					
Police and Fire Cap Equip Sales Tax Fund																					
Police Sales Tax Fund																					
Solid Waste Management Cash Fund																					
Special Purpose Fund																					
Sports Facilities Sales Tax Fund																					
Sports Facilities Use Tax Fund																					
Stormwater Drainage Utility Fund																					
Street and Alley Fund																					
Transportation & Parking Enterprise Fund																					
Water and Wastewater Utility Cash Fund																					
Zoo Sales Tax Fund																					

# AIRPORTS ENTERPRISE CASH FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Transfer from Airport Trust	\$16,613,976	\$16,898,064	\$17,350,675
Interest Income	11,084	11,237	15,822
Other Revenue	46,965	0	0
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	30,935	0
<b>Total Revenues</b>	<b>\$16,672,025</b>	<b>\$16,940,236</b>	<b>\$17,366,497</b>
<b>Expenditures - Airports</b>			
Personal Services	\$8,830,936	\$9,549,114	\$10,136,184
Other Services & Charges	6,353,199	6,117,255	6,028,381
Supplies	542,833	743,342	701,932
Capital Outlay	522,379	530,525	500,000
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$16,249,347</b>	<b>\$16,940,236</b>	<b>\$17,366,497</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$774,191	\$1,196,868	\$1,316,089
Additions/(Reductions) to Fund Balance	422,677	119,221 *	0 **
<b>Ending Fund Balance</b>	<b>\$1,196,868</b>	<b>\$1,316,089 *</b>	<b>\$1,316,089 **</b>

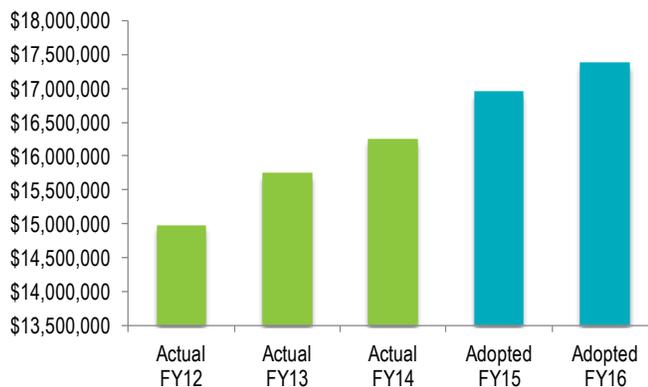
\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Airports Enterprise Cash 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 Cash Fund  
Historical and Projected Expenditures**



# ASSET FORFEITURE FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Asset Seizure Revenues	\$997,068	\$1,056,537	\$1,102,050
Rental Revenues	3,052	3,052	3,160
Other Revenue	14,447	9,103	17,379
Interest	18,084	15,963	25,817
Fund Balance	0	2,170,345	1,496,286
Reserve for Outstanding Encumbrances	0	513,559	0
<b>Total Revenues</b>	<b>\$1,032,651</b>	<b>\$3,768,559</b>	<b>\$2,644,692</b>
<b>Expenditures - Police</b>			
Personal Services	\$333,758	\$180,000	\$130,000
Other Services & Charges	411,134	1,052,483	808,858
Supplies	985,462	2,136,076	1,405,834
Capital Outlay	179,109	200,000	200,000
Transfers	0	200,000	100,000
<b>Total Expenditures</b>	<b>\$1,909,463</b>	<b>\$3,768,559</b>	<b>\$2,644,692</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$3,826,141	\$2,949,329	\$1,774,878
Additions/(Reductions) to Fund Balance	(876,811)	(1,174,451) *	(1,496,286) **
<b>Ending Fund Balance</b>	<b>\$2,949,329</b>	<b>\$1,774,878 *</b>	<b>\$278,592 **</b>

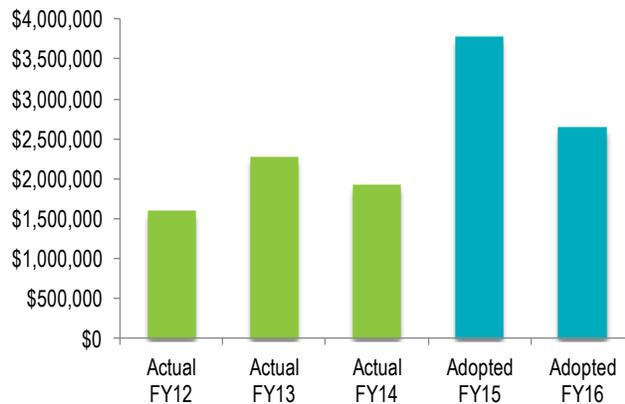
\* Estimated.

\*\* 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 FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Operating Transfer	\$21,519,161	\$7,465,725	\$8,364,805
Interest	251,955	175,000	311,500
Other Revenue	6,374,061	300,000	168,500
Fund Balance	0	36,891,775	36,424,879
Reserve for Outstanding Encumbrances	0	14,601,857	15,266,337
<b>Total Revenues</b>	<b>\$28,145,177</b>	<b>\$59,434,357</b>	<b>\$60,536,021</b>
<b>Expenditures</b>			
<b>City Clerk</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	2,416	143,416
Supplies	0	2,112	72,491
Capital Outlay	0	176,614	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$181,142</b>	<b>\$215,907</b>
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	635,043	1,785,708	1,432,824
Supplies	0	260,309	260,310
Capital Outlay	364,021	571,080	498,566
Transfers	0	0	0
<b>Department Total</b>	<b>\$999,064</b>	<b>\$2,617,097</b>	<b>\$2,191,700</b>
<b>Development Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	33,357	994,569	1,101,889
Supplies	895	26,539	17,377
Capital Outlay	146,963	256,018	158,154
Transfers	0	0	0
<b>Department Total</b>	<b>\$181,214</b>	<b>\$1,277,126</b>	<b>\$1,277,420</b>
<b>Finance</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	144,596	114,121	221,463
Supplies	22,709	1,839	1,076
Capital Outlay	0	11,393	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$167,305</b>	<b>\$127,353</b>	<b>\$222,539</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>General Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	753,037	688,739	1,391,691
Supplies	191,368	234,555	168,196
Capital Outlay	1,983,490	10,192,580	8,370,935
Transfers	171,643	2,150	2,150
<b>Department Total</b>	<b>\$3,099,538</b>	<b>\$11,118,024</b>	<b>\$9,932,972</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	364,259	209,714	664,689
Supplies	738,304	461,827	276,206
Capital Outlay	627,523	4,749,112	5,106,297
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,730,087</b>	<b>\$5,420,653</b>	<b>\$6,047,192</b>
<b>Mayor and Council</b>			
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
<b>Department Total</b>	<b>\$0</b>	<b>\$10,500</b>	<b>\$10,500</b>
<b>Municipal Court</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	3,000,000	3,000,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>
<b>Municipal Counselor's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	14,943	37	33,843
Capital Outlay	28,477	93,480	82,391
Transfers	0	0	0
<b>Department Total</b>	<b>\$43,420</b>	<b>\$93,517</b>	<b>\$116,234</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	2,175	10,072,023
Supplies	0	4,640	4,640
Capital Outlay	0	5,090,361	232,206
Transfers	0	12,500	12,500
<b>Department Total</b>	<b>\$0</b>	<b>\$5,109,676</b>	<b>\$10,321,369</b>
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	51,685	114,000	18,232
Supplies	162,493	34,774	11,679
Capital Outlay	28,948	522,128	536,680
Transfers	0	0	0
<b>Department Total</b>	<b>\$243,126</b>	<b>\$670,902</b>	<b>\$566,591</b>
<b>Planning</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	2,533	5,467	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$2,533</b>	<b>\$5,467</b>	<b>\$0</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	34,894	237,631	235,943
Transfers	0	0	0
<b>Department Total</b>	<b>\$34,894</b>	<b>\$237,631</b>	<b>\$235,943</b>
<b>Public Transportation and Parking</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	47,850
Capital Outlay	0	0	200,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$247,850</b>
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	7,337,852	17,599,867	17,672,850
Supplies	450,495	1,901,549	329,570
Capital Outlay	3,771,466	10,063,853	8,147,384
Transfers	0	0	0
<b>Department Total</b>	<b>\$11,559,814</b>	<b>\$29,565,269</b>	<b>\$26,149,804</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Total Capital Fund</b>			
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	9,322,362	21,516,776	32,719,077
Supplies	1,581,206	2,938,681	1,233,738
Capital Outlay	6,985,783	34,964,250	26,568,556
Transfers	171,643	14,650	14,650
<b>Total Capital Fund</b>	<b>\$18,060,993</b>	<b>\$59,434,357</b>	<b>\$60,536,021</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$25,352,202	\$35,436,385	\$66,498,203
Additions/(Reductions) to Fund Balance	10,084,183	31,061,818 *	(51,691,216) **
<b>Ending Fund Balance</b>	<b>\$35,436,385</b>	<b>\$66,498,203 *</b>	<b>\$14,806,987 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

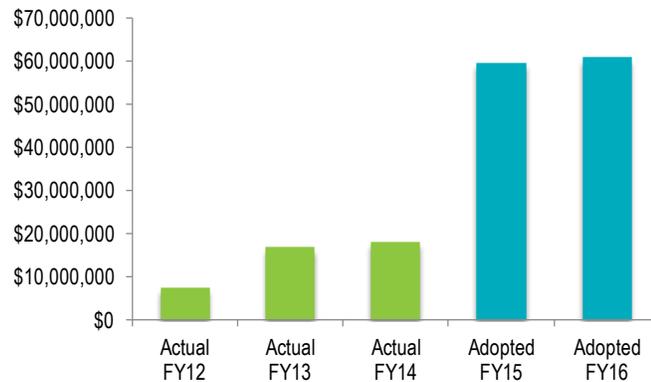
NOTES:

(a) Capital projects are lengthy in nature and difficult to predict completion. For this reason, the budget is based on the assumption that the outstanding encumbrances used as of March 14, 2015 will remain to the end of the FY. If encumbrances are actually expended by the end of the year, the budget will be overstated. Purchases and encumbrances in the budget year are made on a cash basis.

(b) Fund Balance is revenue from a previous year that has not been allocated to a project.

In 1975, the State of Oklahoma passed legislation noted in Title 11 § 17-109.11 authorizing cities to create a fund to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). The revenue sources of the Capital Improvement Projects Fund may be the proceeds of the sale of assets, interest income, grants from agencies or other governmental units and transfers from other funds. The Fund’s major financial resources are interest earnings and a transfer from the General Fund.

**Capital Improvement Projects Fund  
Historical and Projected Expenditures**



## CITY AND SCHOOLS CAPITAL PROJECT USE TAX FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Use Tax	\$0	\$0	\$0
Interest	41,401	38,109	15,689
Other Revenue	280,300	370,000	370,000
Fund Balance	0	3,375,058	2,395,126
Transfers	182,892	69,725	0
Reserve for Outstanding Encumbrances	0	2,923,249	65,954
<b>Total Revenues</b>	<b><u>\$504,594</u></b>	<b><u>\$6,776,141</u></b>	<b><u>\$2,846,769</u></b>
<b>Expenditures</b>			
<b>Fire</b>			
Other Services & Charges	\$16,655	\$13,345	\$0
Supplies	100,620	53,784	0
Capital Outlay	1,381,958	2,603,541	0
<b>Total Expenditures</b>	<b><u>\$1,499,233</u></b>	<b><u>\$2,670,670</u></b>	<b><u>\$0</u></b>
<b>Information Technology</b>			
Other Services & Charges	0	0	0
Supplies	\$3,176,132	\$1,510,109	\$2,846,769
Capital Outlay	0	1,084,846	0
<b>Total Expenditures</b>	<b><u>\$3,176,132</u></b>	<b><u>\$2,594,955</u></b>	<b><u>\$2,846,769</u></b>
<b>Police</b>			
Other Services & Charges	0	25,628	0
Supplies	(2,810)	64,729	0
Capital Outlay	4,368,640	1,420,159	0
<b>Total Expenditures</b>	<b><u>\$4,365,830</u></b>	<b><u>\$1,510,516</u></b>	<b><u>\$0</u></b>

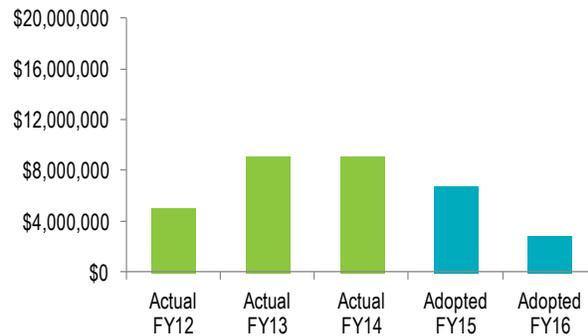
	Actual FY14	Adopted FY15	Adopted FY16
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	16,655	38,973	0
Supplies	3,273,942	1,628,622	2,846,769
Capital Outlay	5,750,597	5,108,546	0
<b>Total Expenditures</b>	<b>\$9,041,195</b>	<b>\$6,776,141</b>	<b>\$2,846,769</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$12,467,144	\$3,930,543	\$2,461,080
Additions/(Reductions) to Fund Balance	(8,536,601)	(1,469,463) *	(2,461,080) **
<b>Ending Fund Balance</b>	<b>\$3,930,543</b>	<b>\$2,461,080 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

On November 13, 2001, the voters approved a limited purpose temporary sales tax for public school capital projects. Based on state statutes, the City Council approved an ordinance amending the City’s use tax rate to mirror the sales tax rate’s effective dates and amount. The rate of the tax was one-half percent (1/2%) from January 1, 2002 until April 1, 2003, when the rate changed to one percent (1%). The tax expired on January 1, 2009.

**City and Schools Capital Projects Use Tax Fund  
Historical and Projected Expenditures**



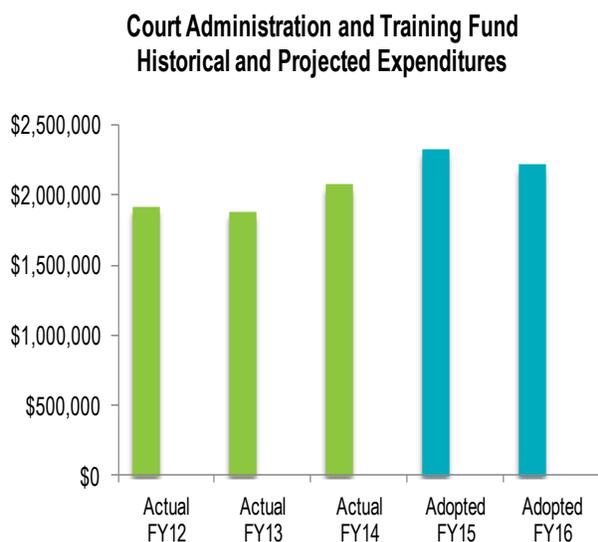
## COURT ADMINISTRATION AND TRAINING FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Forensic Fee	\$504,344	\$519,782	\$519,221
CLEET Fund - State	743,201	765,967	765,140
Victim's Compensation Fee	25,271	27,172	23,723
AFIS Fingerprint Fee	522,334	538,363	537,749
Police Training Fee	189,094	196,153	193,844
Court's Training Fee	7,437	7,666	7,654
Counselor's Training Fee	7,436	7,714	7,677
Court's Administration Fee	47,146	48,740	48,096
Other Revenue	18,835	0	1,391
Interest Income	5,104	5,194	7,542
Fund Balance	0	184,838	101,994
Reserve for Outstanding Encumbrances	0	24,272	0
<b>Total Revenues</b>	<b>\$2,070,202</b>	<b>\$2,325,861</b>	<b>\$2,214,031</b>
<b>Expenditures</b>			
<b>Municipal Court</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,808,217	1,889,926	1,889,926
Supplies	0	27,949	27,949
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,808,217</b>	<b>\$1,917,875</b>	<b>\$1,917,875</b>
<b>Municipal Counselor</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	5,433	15,377	7,900
Supplies	3,537	7,937	2,100
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$8,969</b>	<b>\$23,314</b>	<b>\$10,000</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	160,468	166,800	166,800
Supplies	91,297	217,872	119,356
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$251,765</b>	<b>\$384,672</b>	<b>\$286,156</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>All Departments</b>			
Other Services & Charges	\$1,974,117	\$2,072,103	\$2,064,626
Supplies	94,834	253,758	149,405
<b>Total Expenditures</b>	<b>\$2,068,951</b>	<b>\$2,325,861</b>	<b>\$2,214,031</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,029,114	\$1,030,365	\$1,004,977
Additions/(Reductions) to Fund Balance	1,251	(25,388) *	(101,994) **
<b>Ending Fund Balance</b>	<b>\$1,030,365</b>	<b>\$1,004,977 *</b>	<b>\$902,983 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



The Court Administration and Training Fund was created in 1986 to fund law enforcement training through state mandated fees collected by the Oklahoma City Municipal Court. Currently State law requires that a \$19 fee be collected on each case that is not a parking, stopping or standing violation and which is punishable by a fine of \$10 or greater. This fee is in addition to any fines, costs or fees already associated with the case. The \$19 fee consists of \$9 for the Council on Law Enforcement Education and Training (CLEET), \$5 for the statewide Automated Fingerprint Identification System (AFIS) and \$5 for the statewide Forensic Improvement Program. Oklahoma City, because it operates its own law enforcement academy, retains \$2 of each CLEET fee collected in addition to a small administrative fee.

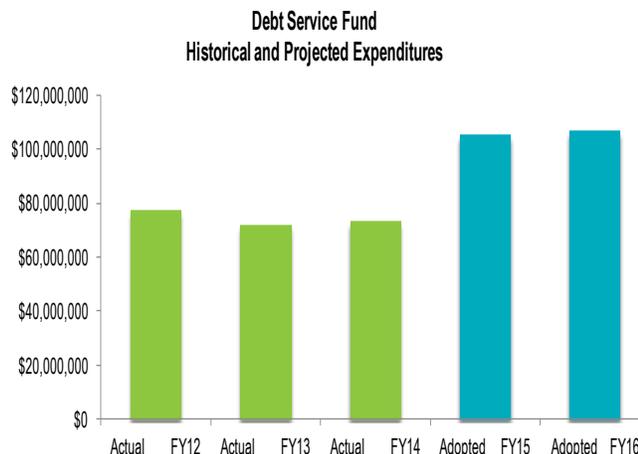
# DEBT SERVICE FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Ad Valorem (Property Tax)	\$78,895,569	\$79,321,841	\$81,967,299
Interest	1,080,010	300,000	300,000
Other Revenue	8,099,647	5,000,000	5,000,000
Fund Balance	0	20,472,393	19,626,157
<b>Total Revenues</b>	<b>\$88,075,225</b>	<b>\$105,094,234</b>	<b>\$106,893,456</b>
<b>Expenditures - Non-Departmental</b>			
<i>Debt Service:</i>			
Judgments	\$3,729,746	\$2,583,405	3,528,625
Judgment Interest	200,614	167,046	226,487
Fiscal Agency Fees	511,236	300,000	300,000
Bond Retirement	43,070,000	47,860,000	53,340,000
Interest on Bonds	25,575,005	27,713,245	28,059,708
Reserve For Future Debt Service Payments	0	26,470,538	21,438,636
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$73,086,601</b>	<b>\$105,094,234</b>	<b>\$106,893,456</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$72,722,077	\$87,710,701	\$93,708,846
Additions/(Reductions) to Fund Balance	14,988,624	5,998,145 *	1,812,479 **
<b>Ending Fund Balance</b>	<b>\$87,710,701</b>	<b>\$93,708,846 *</b>	<b>\$95,521,325 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

Under Section 26, Article 10 of the State Constitution, the City of Oklahoma City is authorized to establish a Debt Service Fund. The General Obligation Debt Services Fund accounts for all expenditures for principal, interest and agency fees on all of the City's general obligation debt and judgments. Revenues in the General Obligation Debt Service Fund include ad valorem taxes and interest on reserves. By law, appropriations in the Debt Service Fund may not be reduced below the minimums required to make debt service payments.



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

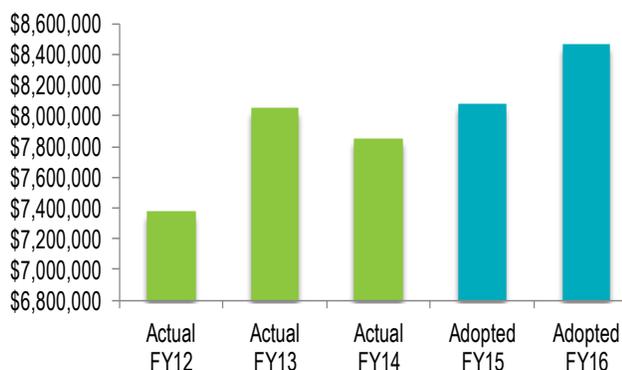
	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Tariffs	\$4,822,733	\$4,740,852	\$4,830,729
Interest	4,776	5,549	6,277
General Fund Subsidy	2,800,000	3,255,062	3,245,454
Fund Balance	0	75,954	382,734
<b>Total Revenues</b>	<b>\$7,627,510</b>	<b>\$8,077,417</b>	<b>\$8,465,194</b>
<b>Expenditures - Police</b>			
Personal Services	\$5,528,618	\$5,680,494	\$6,096,379
Other Services & Charges	2,314,738	2,389,854	2,361,746
Supplies	4,076	7,069	7,069
<b>Total Expenditures</b>	<b>\$7,847,433</b>	<b>\$8,077,417</b>	<b>\$8,465,194</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$908,283	\$688,360	\$594,598
Additions/(Reductions) to Fund Balance	(219,923)	(93,762) *	(382,734) **
<b>Ending Fund Balance</b>	<b>\$688,360</b>	<b>\$594,598</b> *	<b>\$211,864</b> **

\* 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 FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Special Sales Tax	\$39,880,909	\$41,001,690	\$41,997,942
Interest	51,712	48,629	69,447
Other	66,329	11,979	14,332
Fund Balance	0	277,207	2,554,092
Reserve for Outstanding Encumbrances	0	276,142	0
<b>Total Revenues</b>	<b><u>\$39,998,950</u></b>	<b><u>\$41,615,647</u></b>	<b><u>\$44,635,813</u></b>
<b>Expenditures - Fire</b>			
Personal Services	\$33,521,760	\$34,849,014	\$35,178,831
Other Services & Charges	1,264,047	4,063,331	4,311,982
Supplies	4,809,965	1,607,028	1,800,000
Capital Outlay	1,530,330	1,096,274	3,345,000
Transfers	(1,475,558)	0	0
<b>Total Expenditures</b>	<b><u>\$39,650,545</u></b>	<b><u>\$41,615,647</u></b>	<b><u>\$44,635,813</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$6,887,402	\$7,235,807	\$10,444,717
Additions/(Reductions) to Fund Balance	348,405	3,208,910 *	(2,554,092) **
<b>Ending Fund Balance</b>	<b><u>\$7,235,807</u></b>	<b><u>\$10,444,717</u></b> *	<b><u>\$7,890,625</u></b> **

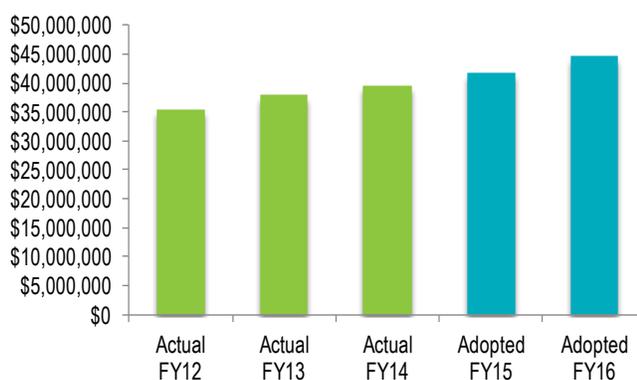
\* Estimated.

\*\* 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 FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Taxes	\$260,528,952	\$269,647,533	\$274,134,027
Franchise Fees	41,766,924	42,146,151	44,777,676
Licenses & Permits	14,307,904	15,432,467	15,863,968
Service Charges	54,775,895	53,826,326	55,834,703
Fines	26,218,712	26,400,422	27,280,881
Transfers	2,751,425	2,268,678	2,866,652
Other Revenue	2,746,703	6,891,278	5,745,781
<b>Total Revenues</b>	<b>\$403,096,515</b>	<b>\$416,612,855</b>	<b>\$426,503,688</b>
<b>Expenditures</b>			
<b>City Auditor's Office</b>			
Personal Services	\$1,056,901	\$1,075,815	\$1,113,519
Other Services & Charges	58,309	73,293	67,080
Supplies	6,528	9,750	9,750
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,121,738</b>	<b>\$1,158,858</b>	<b>\$1,190,349</b>
<b>City Clerk</b>			
Personal Services	\$725,106	\$767,410	\$804,517
Other Services & Charges	184,647	197,044	219,921
Supplies	6,577	5,052	5,052
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$916,330</b>	<b>\$969,506</b>	<b>\$1,029,490</b>
<b>City Manager's Office</b>			
Personal Services	\$2,855,076	\$3,066,822	\$2,765,281
Other Services & Charges	402,242	528,575	376,724
Supplies	35,732	35,959	26,412
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$3,293,049</b>	<b>\$3,631,356</b>	<b>\$3,168,417</b>
<b>Development Services</b>			
Personal Services	\$13,639,423	\$14,545,868	\$15,057,794
Other Services & Charges	2,677,276	2,860,063	2,773,224
Supplies	615,183	714,075	809,960
Capital Outlay	0	11,000	11,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$16,931,882</b>	<b>\$18,131,006</b>	<b>\$18,651,978</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Finance</b>			
Personal Services	\$5,983,470	\$6,418,880	\$6,867,111
Other Services & Charges	1,892,110	2,152,116	2,048,607
Supplies	55,319	133,621	108,741
Capital Outlay	0	11,128	0
Transfers	65,000	0	0
<b>Department Total</b>	<b>\$7,995,899</b>	<b>\$8,715,745</b>	<b>\$9,024,459</b>
<b>Fire</b>			
Personal Services	\$82,768,800	\$85,162,341	\$87,408,159
Other Services & Charges	6,450,645	6,356,540	6,072,094
Supplies	1,446,895	1,668,230	1,361,573
Capital Outlay	0	0	0
Transfers	109,000	0	0
<b>Department Total</b>	<b>\$90,775,340</b>	<b>\$93,187,111</b>	<b>\$94,841,826</b>
<b>General Services</b>			
Personal Services	\$3,010,431	\$3,130,823	\$3,287,010
Other Services & Charges	1,519,885	1,610,322	1,582,414
Supplies	384,753	152,953	137,142
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$4,915,068</b>	<b>\$4,894,098</b>	<b>\$5,006,566</b>
<b>Juvenile Justice - Municipal Court</b>			
Personal Services	\$520,570	\$662,711	\$689,103
Other Services & Charges	104,866	167,911	167,021
Supplies	6,000	12,400	12,400
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$631,436</b>	<b>\$843,022</b>	<b>\$868,524</b>
<b>Juvenile Justice - Municipal Counselor</b>			
Personal Services	\$193,482	\$182,941	\$173,794
Other Services & Charges	274	400	400
Supplies	4,762	4,777	4,777
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$198,518</b>	<b>\$188,118</b>	<b>\$178,971</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Mayor and Council</b>			
Personal Services	\$809,195	\$790,538	\$814,678
Other Services & Charges	70,038	130,941	144,110
Supplies	4,669	10,420	10,420
<b>Department Total</b>	<b>\$883,902</b>	<b>\$931,899</b>	<b>\$969,208</b>
<b>Municipal Court</b>			
Personal Services	\$4,521,353	\$4,970,055	\$5,137,436
Other Services & Charges	2,133,703	2,546,896	2,936,343
Supplies	157,462	238,622	229,987
Transfers	1,874,362	426,725	426,725
<b>Department Total</b>	<b>\$8,686,881</b>	<b>\$8,182,298</b>	<b>\$8,730,491</b>
<b>Municipal Counselor's Office</b>			
Personal Services	\$5,879,927	\$5,912,946	\$6,222,468
Other Services & Charges	501,157	532,282	512,638
Supplies	90,462	103,133	145,337
<b>Department Total</b>	<b>\$6,471,546</b>	<b>\$6,548,361</b>	<b>\$6,880,443</b>
<b>Non-Departmental</b>			
Personal Services	\$22,686,353	\$25,513,396	\$25,705,785
Other Services & Charges	8,780,643	17,909,920	17,237,639
Supplies	9,767	7,500	7,500
Debt Service	4,068	10,000	10,000
Transfers	19,306,641	12,912,041	13,821,338
<b>Department Total</b>	<b>\$50,787,472</b>	<b>\$56,352,857</b>	<b>\$56,782,262</b>
<b>Parks and Recreation</b>			
Personal Services	\$13,551,152	\$15,138,758	\$15,549,035
Other Services & Charges	7,043,841	8,366,310	8,345,209
Supplies	1,619,868	2,439,587	2,089,753
Capital Outlay	41,923	0	0
Transfers	413,771	406,571	531,571
<b>Department Total</b>	<b>\$22,670,556</b>	<b>\$26,351,226</b>	<b>\$26,515,568</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Personnel</b>			
Personal Services	\$2,414,115	\$2,443,202	\$2,564,676
Other Services & Charges	363,047	426,869	401,148
Supplies	12,054	15,524	15,524
<b>Department Total</b>	<b>\$2,789,215</b>	<b>\$2,885,595</b>	<b>\$2,981,348</b>
<b>Planning</b>			
Personal Services	\$2,265,274	\$2,466,794	\$2,750,690
Other Services & Charges	1,320,496	1,139,955	1,138,574
Supplies	21,048	26,835	14,275
<b>Department Total</b>	<b>\$3,606,818</b>	<b>\$3,633,584</b>	<b>\$3,903,539</b>
<b>Police</b>			
Personal Services	\$103,844,858	\$107,720,752	\$112,848,233
Other Services & Charges	18,651,559	19,015,184	18,369,772
Supplies	952,296	935,485	899,451
Transfers	3,000,000	3,505,062	3,445,454
<b>Department Total</b>	<b>\$126,448,713</b>	<b>\$131,176,483</b>	<b>\$135,562,910</b>
<b>Public Transportation and Parking</b>			
Other Services & Charges	\$14,900,855	\$17,418,066	\$18,283,397
Transfers	355,252	309,026	341,119
<b>Department Total</b>	<b>\$15,256,107</b>	<b>\$17,727,092</b>	<b>\$18,624,516</b>
<b>Public Works</b>			
Personal Services	\$20,523,779	\$21,359,718	\$22,010,682
Other Services & Charges	5,385,281	6,239,671	6,082,340
Supplies	2,671,239	3,005,251	2,749,801
Capital Outlay	0	0	0
Transfers	8,131,718	500,000	750,000
<b>Department Total</b>	<b>\$36,712,018</b>	<b>\$31,104,640</b>	<b>\$31,592,823</b>
<b>Total General Fund</b>	<b>\$401,092,489</b>	<b>\$416,612,855</b>	<b>\$426,503,688</b>

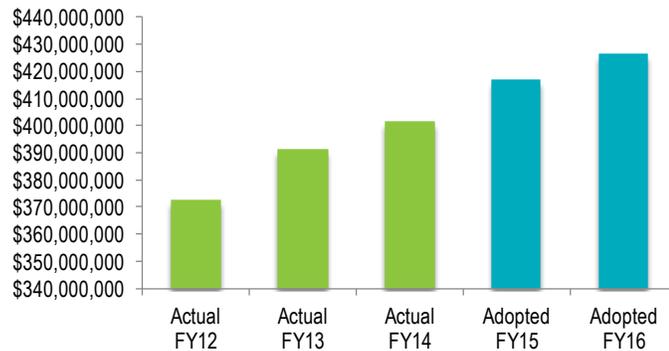
	Actual FY14	Adopted FY15	Adopted FY16
<b>All Departments</b>			
Personal Services	\$287,249,265	\$301,329,770	\$311,769,971
Other Services & Charges	72,440,874	87,672,358	86,758,655
Supplies	8,100,614	9,519,174	8,637,855
Capital Outlay	41,923	22,128	11,000
Debt Service	4,068	10,000	10,000
Transfers	33,255,745	18,059,425	19,316,207
<b>Total Expenditures</b>	<b>\$401,092,489</b>	<b>\$416,612,855</b>	<b>\$426,503,688</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$69,088,131	\$71,092,158	\$72,654,360
Additions/(Reductions) to Fund Balance	2,004,026	1,562,203 *	(2,750,000) **
<b>Ending Fund Balance</b>	<b>\$71,092,158</b>	<b>\$72,654,360 *</b>	<b>\$69,904,360 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**General Fund**  
**Historical and Projected Expenditures**  
*Fiscal Year Ending June 30*

The General Fund is used to account for all funds received and disbursed for general municipal government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures that are not accounted for in any other fund.



## GRANTS MANAGEMENT FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
DOI - Historic Preservation	\$43,813	\$29,375	\$28,730
DOJ - Justice Assistance	\$84,952	\$1,538,626	\$1,200,775
DOT - ACOG Transportation	\$384,548	\$273,066	\$73,862
DOT - Impaired Driving Enforcement	\$116,932	\$252,500	\$276,525
DOT - Transportation Enhancement	\$303,064	\$0	\$0
EPA - Brownfields Loans, Assessments & Cleanup	\$1,483,405	\$1,198,300	\$850,325
Homeland Security - Domestic Preparedness	\$956,174	\$165,300	\$368,679
Homeland Security/FEMA - Disaster Relief	\$9,656,889	\$466,140	\$301,480
HUD - Community Development Block Grant	\$6,711,533	\$3,474,012	\$8,173,141
HUD - Economic Development Initiative	\$2,254	\$487,500	\$0
HUD - Housing and Shelter	\$5,388,809	\$16,608,500	\$19,801,562
Other - Misc Grants, Loan Repayments, Etc.	\$752,788	\$51,130	\$556,189
Other - Animal Welfare	\$27,278	\$158,100	\$2,452
Other - Medical Business District	(\$3)	\$0	\$0
State & Local - Second Chance	\$179,027	\$177,500	\$177,500
State & Local - Youth Services	\$404,798	\$1,558,893	\$1,017,594
USDOC - Economic Development	\$43,894	\$0	\$0
<b>Total Revenues <sup>(a)</sup></b>	<b>\$26,540,154</b>	<b>\$26,438,942</b>	<b>\$32,828,814</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Expenditures</b>			
<b>City Clerk's Office</b>			
Personal Services	\$0	\$0	\$178,621
Other Services & Charges	0	0	0
Supplies	2,610	0	6,938
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$2,610</b>	<b>\$0</b>	<b>\$185,559</b>
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	48,918	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$48,918</b>	<b>\$0</b>	<b>\$0</b>
<b>Development Services</b>			
Personal Services	\$95,876	\$143,000	\$7,552
Other Services & Charges	23,782	5,000	1,500
Supplies	2,873	10,100	1,500
Capital Outlay	0	0	150,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$122,531</b>	<b>\$158,100</b>	<b>\$160,552</b>
<b>Fire</b>			
Personal Services	(\$2,664)	\$0	\$0
Other Services & Charges	(4,156)	0	0
Supplies	63,294	0	0
Capital Outlay	75,824	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$132,298</b>	<b>\$0</b>	<b>\$0</b>
<b>General Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	291,939	153,366	73,862
Transfers	0	0	0
<b>Department Total</b>	<b>\$291,939</b>	<b>\$153,366</b>	<b>\$73,862</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>Non-Departmental (b)</b>			
Personal Services	\$29,390	\$0	\$0
Other Services & Charges	63,496	0	0
Supplies	3,810	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$96,695</b>	<b>\$0</b>	<b>\$0</b>
<b>Parks</b>			
Personal Services	\$4,941	\$0	\$8,500
Other Services & Charges	(27,929)	0	\$317,159
Supplies	11,659	0	3,500
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>(\$11,329)</b>	<b>\$0</b>	<b>\$329,159</b>
<b>Planning</b>			
Personal Services	\$1,833,023	\$1,555,301	\$1,824,289
Other Services & Charges	13,501,762	20,436,946	\$26,942,904
Supplies	40,387	34,070	37,395
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$15,375,172</b>	<b>\$22,026,317</b>	<b>\$28,804,588</b>
<b>Police</b>			
Personal Services	\$532,203	\$2,015,269	\$1,175,024
Other Services & Charges	811,931	352,352	1,197,000
Supplies	287,167	86,674	269,825
Capital Outlay	202,348	1,527,164	513,545
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,833,648</b>	<b>\$3,981,459</b>	<b>\$3,155,394</b>
<b>Public Works</b>			
Personal Services	\$375,305	\$119,700	\$119,700
Other Services & Charges	3,450,579	0	0
Supplies	142,303	0	0
Capital Outlay	1,302,249	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$5,270,436</b>	<b>\$119,700</b>	<b>\$119,700</b>

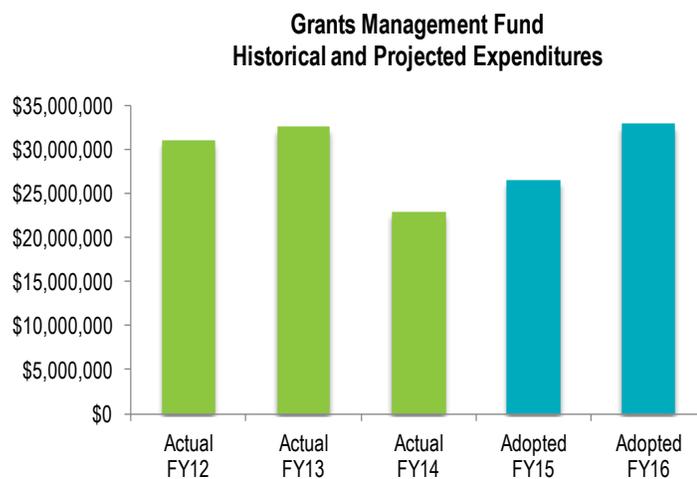
	Actual FY14	Adopted FY15	Adopted FY16
<b>Utilities</b>			
Personal Services	(\$27,844)	\$0	\$0
Other Services & Charges	(243,826)	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>(\$271,669)</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Fund</b>			
Personal Services	\$2,840,229	\$3,833,270	\$3,313,686
Other Services & Charges	17,575,639	20,794,298	28,458,563
Supplies	603,021	130,844	319,158
Capital Outlay	1,872,360	1,680,530	737,407
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$22,891,249</b>	<b>\$26,438,942</b>	<b>\$32,828,814</b>

NOTES: Use of Fund Balance

Due to the nature of grant funds, fund balance projections do not provide an adequate picture of financial health and are not included.

- (a) Budgeted revenue include balances from prior year grant awards and anticipated new grant awards.
- (b) For budget purposes, small grants are listed under Non-Departmental.

The Grants Management Fund was established in order to provide the City with a means of budgeting and accounting for grant awards. Although shown in the same manner as other City funds, the Grants Management Fund generally follows federal, rather than state or local, law for budgeting and spending. The information presented in this budget is an estimate of federal grant activity and does not restrict actual grant expenditures. Grant expenditures are governed by individual grant requirements.

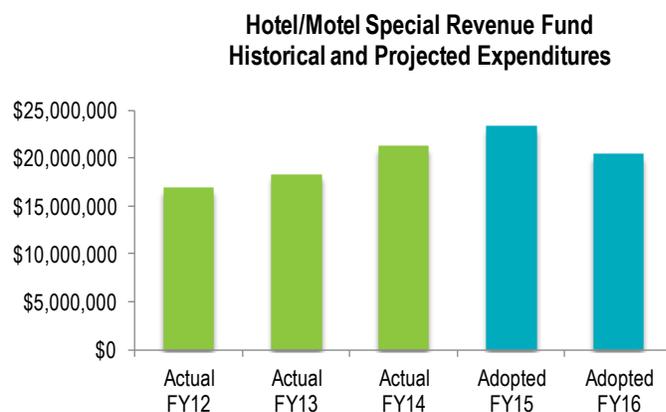


# HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Hotel/Motel Tax	\$14,097,094	\$14,017,841	\$14,177,969
Interest	39,508	39,739	59,784
Transfers	6,376,702	8,171,475	6,053,095
Fund Balance	0	1,115,653	52,631
<b>Total Revenues</b>	<b>\$20,513,303</b>	<b>\$23,344,708</b>	<b>\$20,343,479</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	6,394,087	7,009,379	6,679,471
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	14,823,374	16,335,329	13,664,008
<b>Total Expenditures</b>	<b>\$21,217,461</b>	<b>\$23,344,708</b>	<b>\$20,343,479</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,352,795	\$6,648,637	\$7,920,693
Additions/(Reductions) to Fund Balance	(704,158)	1,272,056 *	(52,631) **
<b>Ending Fund Balance</b>	<b>\$6,648,637</b>	<b>\$7,920,693 *</b>	<b>\$7,868,062 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



In December 14, 2004, Oklahoma City voters approved a 5.5% hotel occupancy tax. The new tax rate went into effect on January 1, 2005 and Ordinance No. 22,538 provides for three specific uses for the tax. Four-elevenths, or 2%, is dedicated to encouraging, promoting, and/or fostering the convention and/or tourism development of the City. Six elevenths, or 3%, is dedicated to funding improvements to the Oklahoma City Fairgrounds. The final one-eleventh or 0.5% is dedicated to sponsoring or promoting events recommended by the Oklahoma City Convention and Visitors Commission. The Hotel/Motel Tax Special Revenue Fund was established by Budget Amendment in FY05 to account for all monies from the tax. All hotel/motel taxes are deposited in this fund.

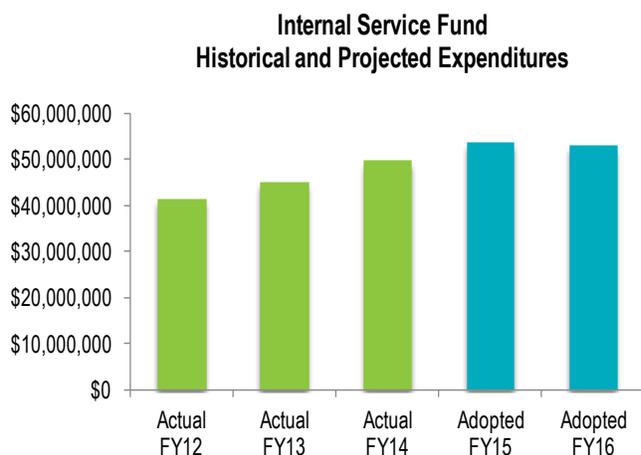
# INTERNAL SERVICE FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Information Technology	\$21,868,438	\$23,140,906	\$23,847,145
Risk Management	16,473,723	17,031,092	16,893,938
Print Shop	841,301	976,821	952,525
Fleet Services	10,068,284	10,524,676	9,520,020
Fund Balance	0	1,815,029	1,835,109
Reserve for Outstanding Encumbrances	0	162,082	0
<b>Total Revenues</b>	<b>\$49,251,746</b>	<b>\$53,650,606</b>	<b>\$53,048,737</b>
<b>Expenditures</b>			
<b>City Manager's Office - Print Shop</b>			
Personal Services	\$252,734	\$291,310	\$296,995
Other Services & Charges	457,926	592,796	587,330
Supplies	81,268	69,571	68,200
Capital Outlay	46,996	55,350	0
Transfers	80,000	123,144	0
<b>Department Total</b>	<b>\$918,923</b>	<b>\$1,132,171</b>	<b>\$952,525</b>
<b>Finance - Risk Management</b>			
Personal Services	\$968,422	\$1,109,320	\$1,127,320
Other Services & Charges	689,000	820,659	907,744
Supplies	19,435	24,629	24,629
Capital Outlay	0	0	0
Transfers	14,647,709	15,132,813	14,890,274
<b>Department Total</b>	<b>\$16,324,567</b>	<b>\$17,087,421</b>	<b>\$16,949,967</b>
<b>General Services - Fleet Services</b>			
Personal Services	\$2,862,733	\$2,825,900	\$2,889,257
Other Services & Charges	852,046	1,027,939	988,530
Supplies	6,682,514	6,670,837	5,642,233
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$10,397,292</b>	<b>\$10,524,676</b>	<b>\$9,520,020</b>
<b>Information Technology</b>			
Personal Services	\$9,308,305	\$10,046,680	\$10,496,486
Other Services & Charges	5,908,989	7,827,487	5,883,034
Supplies	487,255	619,864	589,480
Capital Outlay	0	0	0
Transfers	6,253,801	6,412,307	8,657,225
<b>Department Total</b>	<b>\$21,958,350</b>	<b>\$24,906,338</b>	<b>\$25,626,225</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>All Departments</b>			
Personal Services	\$13,392,194	\$14,273,210	\$14,810,058
Other Services & Charges	7,907,961	10,268,881	8,366,638
Supplies	7,270,471	7,384,901	6,324,542
Capital Outlay	46,996	55,350	0
Transfers	20,981,510	21,668,264	23,547,499
<b>Total Expenditures</b>	<b>\$49,599,132</b>	<b>\$53,650,606</b>	<b>\$53,048,737</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$5,598,746	\$5,251,360	\$3,796,841
Additions/(Reductions) to Fund Balance	(347,386)	(1,454,519) *	(1,835,109) **
<b>Ending Fund Balance</b>	<b>\$5,251,360</b>	<b>\$3,796,841 *</b>	<b>\$1,961,732 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



The Internal Service Fund was established to finance and account for services and commodities furnished by one City department to other City departments on a cost reimbursement basis. Since the services and commodities are supplied exclusively within the City government, they are separate from those services that are rendered to the public in general and/or accounted for in other City Funds. Details of the services provided may be found under the following department headings presented in this budget: Information Technology, City Manager's Office - Public Information & Marketing (Print Shop), Finance (Risk Management), and General Services (Fleet Services).

## MEDICAL SERVICE PROGRAM FUND

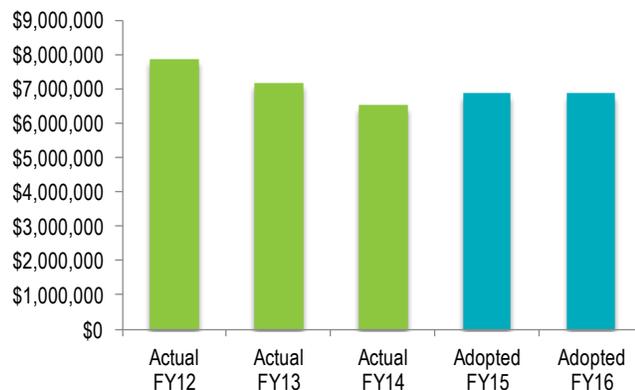
	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Medical Service Program Fee	\$6,877,070	\$6,865,353	\$6,840,000
Interest	3,370	0	13,081
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$6,880,440</b>	<b>\$6,865,353</b>	<b>\$6,853,081</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	4,816,453	6,865,353	6,853,081
Supplies	0	0	0
Capital Outlay	1,718,676	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$6,535,129</b>	<b>\$6,865,353</b>	<b>\$6,853,081</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$0	\$345,312	\$2,390,348
Additions/(Reductions) to Fund Balance	345,312	2,045,036 *	0 **
<b>Ending Fund Balance</b>	<b>\$345,312</b>	<b>\$2,390,348 *</b>	<b>\$2,390,348 **</b>

\* 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**



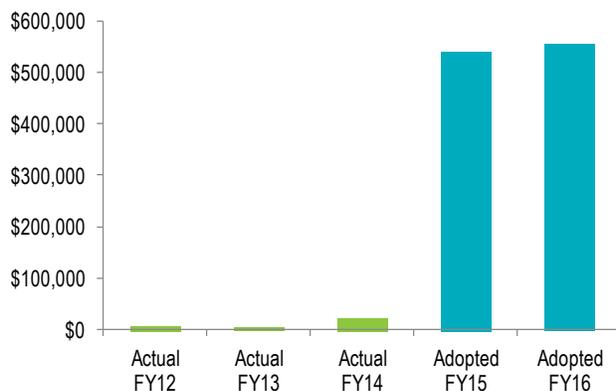
## METROPOLITAN AREA PROJECTS (MAPS) SALES TAX FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Interest	\$60	\$50	\$1,000
Other	53,986	0	0
Fund Balance	0	538,056	555,154
Reserve for Outstanding Encumbrances	0	2,175	0
<b>Total Revenues</b>	<b>\$54,046</b>	<b>\$540,281</b>	<b>\$556,154</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	3,159	843	0
Supplies	0	0	0
Capital Outlay	19,575	539,438	556,154
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$22,734</b>	<b>\$540,281</b>	<b>\$556,154</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$513,273	\$544,585	\$560,694
Additions/(Reductions) to Fund Balance	31,312	16,109 *	(555,154) **
<b>Ending Fund Balance</b>	<b>\$544,585</b>	<b>\$560,694 *</b>	<b>\$5,540 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**MAPS Sales Tax Fund  
Historical and Projected Expenditures**



City voters approved an ordinance amending the City sales tax code on December 14, 1993. This ordinance levied an additional limited term sales tax of 1% for the term of five years, beginning January 1, 1994 and ending January 1, 1999. City voters extended this tax on December 8, 1998, adding six months to the life of the tax, which expired June 30, 1999.

The ordinance established a limited purpose tax fund to be expended only for specified projects, including improvements to the North Canadian River; a metropolitan learning center; a baseball park; improvement of the Myriad Convention Center; improvement of the Civic Center Music Hall; improvement of the Oklahoma City

Fairgrounds; an indoor sports/convention facility; all or part of a transportation system between Interstate 40 and Meridian Avenue and downtown Oklahoma City; site acquisition, site preparation, site improvements, infrastructure, parking facilities, personal property, engineering fees, architectural fees, and legal fees related to the main projects; payment of principal and interest on and the costs of issuance of notes or obligations in support of the main projects; payment of senior citizens tax refunds; and related administrative costs.

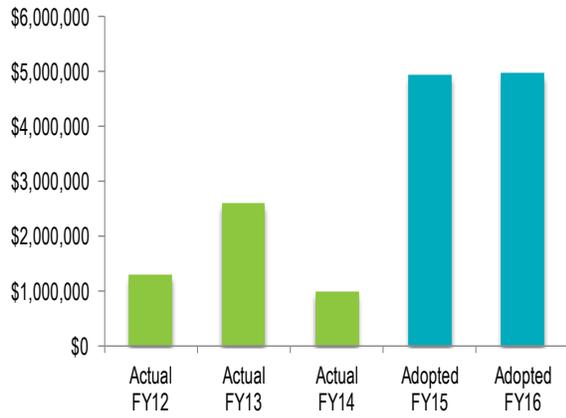
# MAPS OPERATIONS FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Use Tax	\$0	\$0	\$0
Interest	50,623	56,022	61,284
Civic Center Naming Rights	0	0	0
Other Revenue	3,239	0	0
Fund Balance	0	4,876,623	4,899,673
Reserve for Outstanding Encumbrances	0	13,525	13,480
<b>Total Revenues</b>	<b>\$53,862</b>	<b>\$4,946,170</b>	<b>\$4,974,437</b>
<b>Expenditures</b>			
<b>Parks and Recreation</b>			
Personal Services	\$685,387	\$737,147	\$546,785
Other Services & Charges	107,891	5,879	0
Supplies	0	0	0
Capital Outlay	4,720	302,160	300,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$797,997</b>	<b>\$1,045,186</b>	<b>\$846,785</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	160,234	189,583	242,873
Supplies	4,549	257,353	683,324
Capital Outlay	12,866	3,402,010	3,149,571
Transfers	9,042	52,038	51,884
<b>Department Total</b>	<b>\$186,691</b>	<b>\$3,900,984</b>	<b>\$4,127,652</b>
<b>All Departments</b>			
Personal Services	\$685,387	\$737,147	\$546,785
Other Services & Charges	268,125	195,462	242,873
Supplies	4,549	257,353	683,324
Capital Outlay	17,586	3,704,170	3,449,571
Transfers	9,042	52,038	51,884
<b>Total Expenditures</b>	<b>\$984,689</b>	<b>\$4,946,170</b>	<b>\$4,974,437</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$10,912,794	\$9,981,968	\$8,911,451
Additions/(Reductions) to Fund Balance	(930,827)	(1,070,517) *	(4,913,153) **
<b>Ending Fund Balance</b>	<b>\$9,981,968</b>	<b>\$8,911,451</b> *	<b>\$3,998,298</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**MAPS Operations Fund  
Historical and Projected Expenditures**



The MAPS Operations Fund was originally funded by the MAPS Use Tax, which was separate from the MAPS Sales Tax. The MAPS Use Tax was enacted by the City Council and was in effect for 5½ years, while the MAPS Sales Tax was in effect. The tax provided for a levy of 1.0% on the sale of tangible personal property not subject to sales tax from January 1, 1994 through June 30, 1999.

Funds collected from the additional levy were accounted for separately and are to be used for operating, maintaining, and replacing capital as needed on any or all of the nine major MAPS projects.

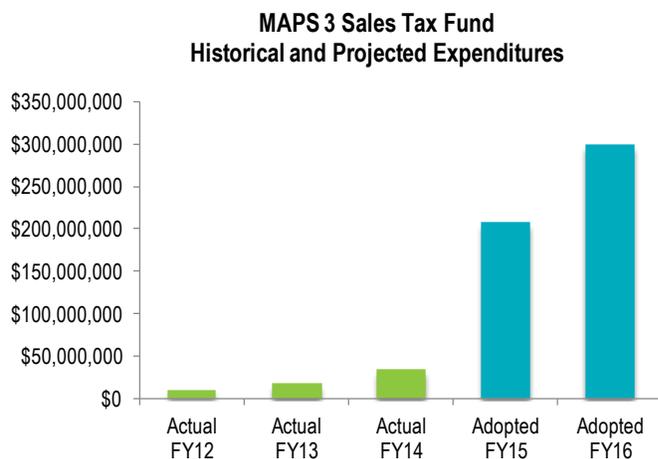
The MAPS Operations Fund budget reflects only the funding for adopted expenditures.

# MAPS 3 SALES TAX FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Sales Tax	\$106,246,195	\$109,718,301	\$112,705,477
Interest	1,568,228	1,229,308	1,579,240
Other	43,865	0	0
Fund Balance	0	77,626,811	79,331,283
Reserve for Outstanding Encumbrances	0	18,084,987	104,735,906
<b>Total Revenues</b>	<b>\$107,858,288</b>	<b>\$206,659,407</b>	<b>\$298,351,906</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	32,229,302	206,659,407	298,351,906
Transfers	834,247	0	0
Reserve for Future Capital Costs	0	0	0
<b>Total Expenditures</b>	<b>\$33,063,549</b>	<b>\$206,659,407</b>	<b>\$298,351,906</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$278,982,210	\$353,776,949	\$373,017,203
Additions/(Reductions) to Fund Balance	74,794,739	19,240,254 *	(184,067,189) **
<b>Ending Fund Balance</b>	<b>\$353,776,949</b>	<b>\$373,017,203 *</b>	<b>\$188,950,014 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



City voters approved a one-cent sales tax for MAPS 3 on December 8, 2009. The tax began April 1, 2010 and will last for seven years and nine months. The initiative contains and will fund a diverse list of eight projects including a new 70-acre central park linking the core of downtown with the Oklahoma River, a new rail-based streetcar system, a new downtown convention center, sidewalks for major streets and near facilities used by the public throughout the City, 57 miles of new public bicycling and walking trails throughout the City, improvements to the Oklahoma River, including a public whitewater kayaking facility and upgrades intended to achieve the finest rowing race course in the world, state-of-the-art health and wellness aquatic centers City-wide designed for senior citizens, and improvements to the Oklahoma State Fairgrounds.

# MAPS 3 USE TAX FUND

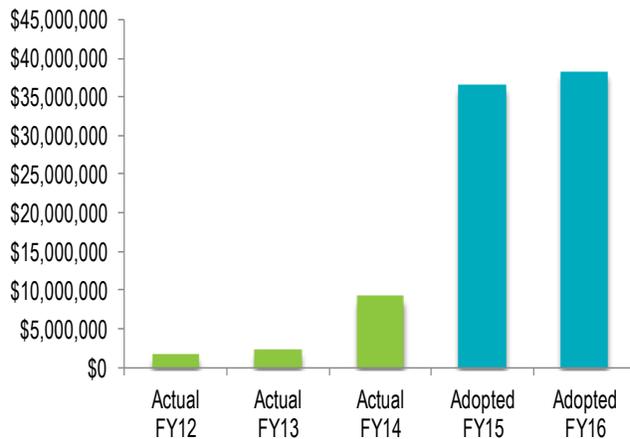
	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Use Tax	\$12,591,596	\$13,731,819	\$13,346,628
Refunds and Reimbursements	0	0	0
Transfer	0	0	0
Carryover	0	15,206,177	21,126,223
Interest	181,884	182,523	311,690
Reserve for Outstanding Encumbrances	0	7,299,079	3,437,748
<b>Total Revenues</b>	<b>\$12,773,479</b>	<b>\$36,419,598</b>	<b>\$38,222,289</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$782,240	\$962,134	\$1,443,320
Other Services & Charges	707,169	912,926	1,112,894
Supplies	4,875	45,200	110,200
Capital Outlay	0	733,950	418,742
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,494,284</b>	<b>\$2,654,210</b>	<b>\$3,085,156</b>
<b>Fire Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	1,280,100	8,689,787	13,866,896
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,280,100</b>	<b>\$8,689,787</b>	<b>\$13,866,896</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	2,465,484
Capital Outlay	0	2,000,000	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$2,465,484</b>
<b>Police Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	6,158,645	23,075,601	18,588,354
Transfers	105,133	0	216,399
<b>Department Total</b>	<b>\$6,263,778</b>	<b>\$23,075,601</b>	<b>\$18,804,753</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>All Departments</b>			
Personal Services	\$782,240	\$962,134	\$1,443,320
Other Services & Charges	707,169	912,926	1,112,894
Supplies	4,875	45,200	2,575,684
Capital Outlay	7,438,745	34,499,338	32,873,992
Transfers	105,133	0	216,399
Reserve for Future Capital Costs	0	0	0
<b>Total Expenditures</b>	<b>\$9,038,163</b>	<b>\$36,419,598</b>	<b>\$38,222,289</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$33,254,215	\$36,989,531	\$27,244,125
Additions/(Reductions) to Fund Balance	3,735,317	(9,745,407) *	(24,563,971) **
<b>Ending Fund Balance</b>	<b>\$36,989,531</b>	<b>\$27,244,125 *</b>	<b>\$2,680,154 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**MAPS 3 Use Tax Fund  
Historical and Projected Expenditures**



Following the approval of the one-cent MAPS 3 Sales Tax by City voters on December 8, 2009 the City Council approved an ordinance based on state statute that amended the City’s use tax rate to be equal to the sales tax rate. The MAPS 3 Use Tax will be in effect for the same seven years and nine months as the MAPS 3 Sales Tax. The Use Tax will pay for the cost of the management and oversight of the MAPS 3 construction projects. In addition, the Use Tax was used to support enhanced public safety by providing funding for Police and Fire uniform positions that would otherwise have been cut from the General Fund in the FY11 budget. In FY13 a non-operating component was included in the MAPS 3 Use Tax Fund providing a reserve for future capital funding.

# OKLAHOMA CITY IMPROVEMENT AND SPECIAL SERVICES ASSESSMENT DISTRICTS FUND

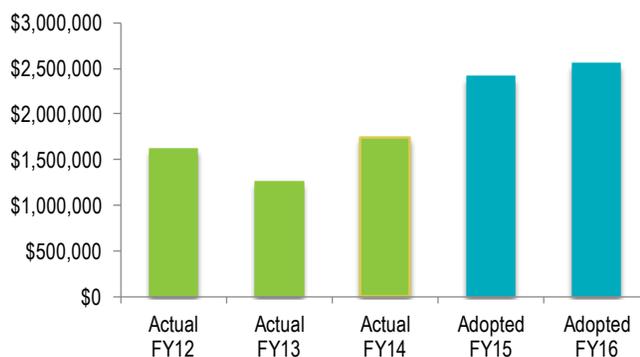
	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Assessments	\$1,941,373	\$2,378,738	\$2,501,740
Interest	3,887	26,900	25,900
Collection Fees	5,880	9,511	27,360
Other	0	0	0
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$1,951,140</b>	<b>\$2,415,149</b>	<b>\$2,555,000</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,804	12,156	27,860
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	1,744,068	2,402,993	2,527,140
<b>Total Expenditures</b>	<b>\$1,745,872</b>	<b>\$2,415,149</b>	<b>\$2,555,000</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$503,109	\$708,376	\$0
Additions/(Reductions) to Fund Balance	205,268	(708,376) *	0 **
<b>Ending Fund Balance</b>	<b>\$708,376</b>	<b>\$0 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Oklahoma City Improvement and Special Services Assessment Districts Fund was created in 2001 for the Downtown Oklahoma City Business Improvement District (BID) and the Stockyards BID. Since then, the Western Avenue BID, the Underground Special Improvement District (SID) and the Capital Hill BID have been added. The Downtown Oklahoma City BID and the Stockyards BID have both been renewed for a second ten-year term. Benefit assessment districts improve and convey special benefits to properties located within the boundaries of the districts. The districts also finance new improvements and services, including street beautification, maintenance and image enhancement programs above and beyond those currently provided by the City. Assessments are calculated annually and collected by the City of Oklahoma City in this fund. The districts provide claims to the City to cover services or debt service as detailed in the respective contracts. The assessment rates and contract for the upcoming fiscal year are not yet finalized. When the assessments and contracts are finalized an amendment to the budget will be presented to Council for consideration.

**OKC Improvement and Special Services Assessment  
Districts Fund  
Historical and Projected Expenditures**



# OKLAHOMA CITY METROPOLITAN AREA PUBLIC SCHOOLS SALES TAX FUND

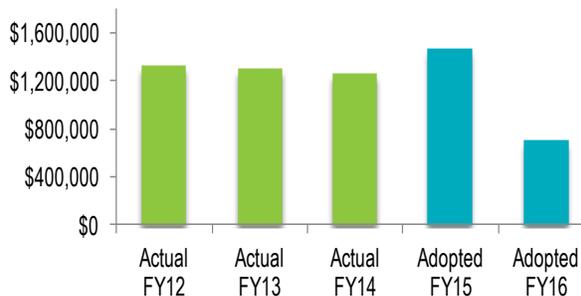
	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Interest	\$12,110	\$13,599	\$13,401
Other	42,956	0	0
Fund Balance	0	1,450,777	680,569
<b>Total Revenues</b>	<b>\$55,067</b>	<b>\$1,464,376</b>	<b>\$693,970</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$679,631	\$668,295	\$347,358
Other Services & Charges	574,668	633,281	342,612
Supplies	9,804	62,800	4,000
Transfers	0	100,000	0
<b>Total Expenditures</b>	<b>\$1,264,102</b>	<b>\$1,464,376</b>	<b>\$693,970</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$3,129,970	\$1,920,935	\$769,390
Additions/(Reductions) to Fund Balance	(1,209,035)	(1,151,545) *	(680,569) **
<b>Ending Fund Balance</b>	<b>\$1,920,935</b>	<b>\$769,390</b> *	<b>\$88,821</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

On November 13, 2001, the voters approved a limited term, limited purpose sales tax to be earmarked for certain public school capital projects. The rate of the tax was one-half percent (1/2%) from January 1, 2002 until April 1, 2003 when the rate changed to one percent (1%). The tax expired on January 1, 2009.

**OKC Metropolitan Area Public Schools Sales Tax Fund  
Historical and Projected Expenditures**

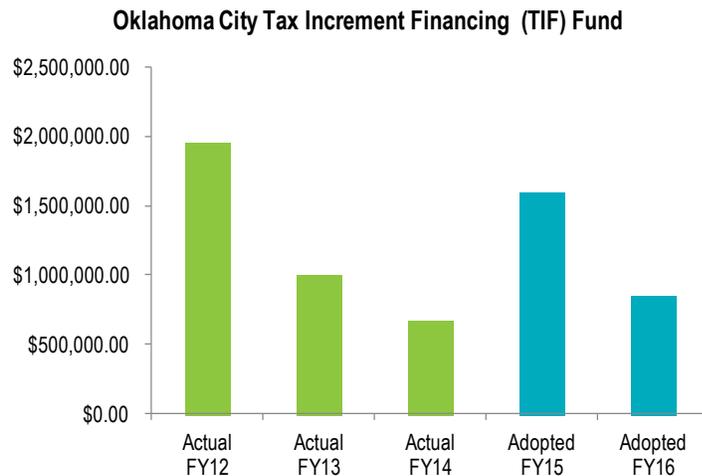


# OKLAHOMA CITY TAX INCREMENT FINANCING (TIF) FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Tax Increment Financing Match	\$2,609,317	\$1,597,964	\$850,000
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$2,609,317</b>	<b>\$1,597,964</b>	<b>\$850,000</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	666,273	1,597,964	850,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
<b>Total Expenditures</b>	<b>\$666,273</b>	<b>\$1,597,964</b>	<b>\$850,000</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	(\$994,063)	\$948,981	\$0
Additions/(Reductions) to Fund Balance	1,943,044	(948,981) *	0 **
<b>Ending Fund Balance</b>	<b>\$948,981</b>	<b>\$0 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



As part of the creation of some TIF districts, the State of Oklahoma committed to match sales and use tax derived from improvement efforts in the respective areas. This dedicated fund is restricted for economic development purposes associated with these TIF districts and is currently used to fund tax anticipation debt repayment in the Oklahoma City Economic Development Trust (OCEDT).

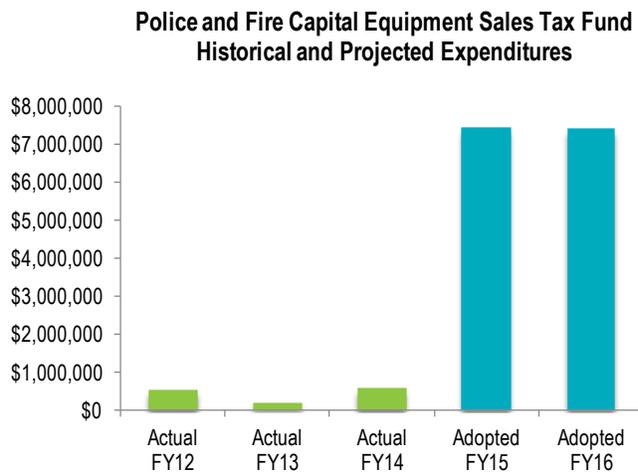
# POLICE AND FIRE CAPITAL EQUIPMENT SALES TAX FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Interest	\$36,314	\$39,412	\$35,000
Other	209,158	0	0
Fund Balance	0	5,564,358	5,071,427
Reserve for Outstanding Encumbrances	0	1,830,900	2,277,999
<b>Total Revenues</b>	<b>\$245,472</b>	<b>\$7,434,670</b>	<b>\$7,384,426</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$0	\$26	\$0
Other Services & Charges	469,552	2,147,197	2,234,609
Supplies	12,884	56,567	217,889
Capital Outlay	0	2,002,219	4,141,689
Transfers	0	0	0
<b>Department Total</b>	<b>\$482,437</b>	<b>\$4,206,009</b>	<b>\$6,594,187</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	711	10,598	10,311
Supplies	0	9,435	8,949
Capital Outlay	0	126,999	125,372
Transfers	0	0	0
<b>Department Total</b>	<b>\$711</b>	<b>\$147,032</b>	<b>\$144,632</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	6,100	0
Supplies	0	0	0
Capital Outlay	0	1,800,000	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$1,806,100</b>	<b>\$0</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	1	0
Supplies	0	0	0
Capital Outlay	79,846	1,275,528	645,607
Transfers	0	0	0
<b>Department Total</b>	<b>\$79,846</b>	<b>\$1,275,529</b>	<b>\$645,607</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>All Departments</b>			
Personal Services	\$0	\$26	\$0
Other Services & Charges	470,264	2,163,896	2,244,920
Supplies	12,884	66,002	226,838
Capital Outlay	79,846	5,204,746	4,912,668
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$562,994</b>	<b>\$7,434,670</b>	<b>\$7,384,426</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,667,330	\$7,349,808	\$9,640,371
Additions/(Reductions) to Fund Balance	(317,522)	2,290,563 *	(7,349,426) **
<b>Ending Fund Balance</b>	<b>\$7,349,808</b>	<b>\$9,640,371 *</b>	<b>\$2,290,945 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



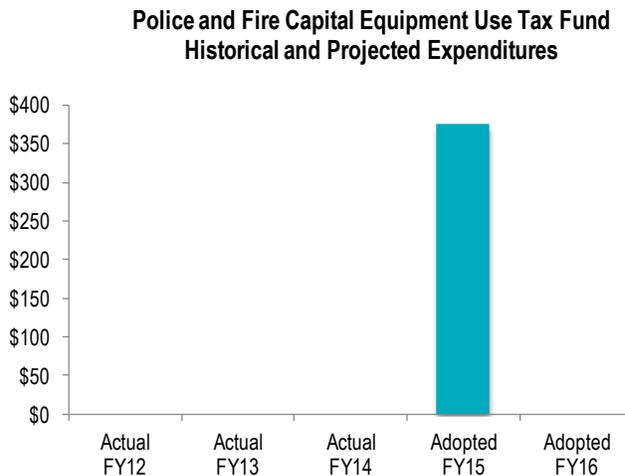
The Police and Fire Capital Equipment Sales Tax Fund was established in FY01. Funding was provided through a 32-month 1/2 cent sales tax approved by City voters on March 14, 2000 for police and fire capital equipment projects beginning July 1, 2000 and ending March 1, 2003. Among the capital improvements 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 AND FIRE CAPITAL EQUIPMENT USE TAX FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Interest	\$5	\$7	\$0
Other	272	0	0
Fund Balance	0	368	0
<b>Total Revenues</b>	<b>\$278</b>	<b>\$375</b>	<b>\$0</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	375	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$375</b>	<b>\$0</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$364	\$642	\$0
Additions/(Reductions) to Fund Balance	278	(642) *	0 **
<b>Ending Fund Balance</b>	<b>\$642</b>	<b>\$0 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



The Police and Fire Capital Equipment Use Tax Fund was established in FY01 as a companion tax to the Police and Fire Capital Equipment Sales Tax Fund. Funding was provided through a 32-month 1/2 cent use tax beginning July 1, 2000 and ending March 1, 2003.

Funds collected from the additional levy were accounted for separately and were used for managing the police and fire capital equipment projects. This provides a reserve for additional costs associated with projects specified in the sales tax ordinance and provides funding for other related projects.

# POLICE SALES TAX FUND (POLICE SERVICES, FACILITIES OR EQUIPMENT TAX FUND)

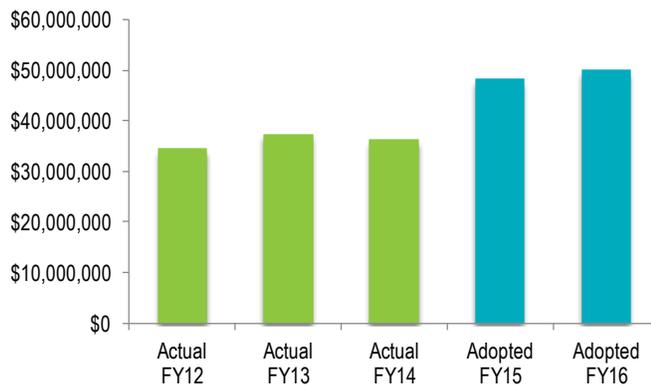
	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Special Sales Tax	\$39,880,909	\$41,001,690	\$41,997,942
Interest	74,210	59,773	108,334
Other	207,719	200,000	188,716
Fund Balance	0	5,789,024	6,607,556
Reserve for Outstanding Encumbrances	0	1,088,115	1,113,658
<b>Total Revenues</b>	<b>\$40,162,838</b>	<b>\$48,138,602</b>	<b>\$50,016,206</b>
<b>Expenditures - Police</b>			
Personal Services	\$32,973,076	\$34,171,853	\$34,627,738
Other Services & Charges	3,072,361	6,153,827	6,114,299
Supplies	638,254	3,657,955	5,250,194
Capital Outlay	1,007,084	2,654,967	4,023,975
Transfers	(1,453,323)	1,500,000	0
<b>Total Expenditures</b>	<b>\$36,237,452</b>	<b>\$48,138,602</b>	<b>\$50,016,206</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$10,907,986	\$14,833,372	\$20,348,428
Additions/(Reductions) to Fund Balance	3,925,386	5,515,056 *	(7,721,214) **
<b>Ending Fund Balance</b>	<b>\$14,833,372</b>	<b>\$20,348,428 *</b>	<b>\$12,627,214 **</b>

\* 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

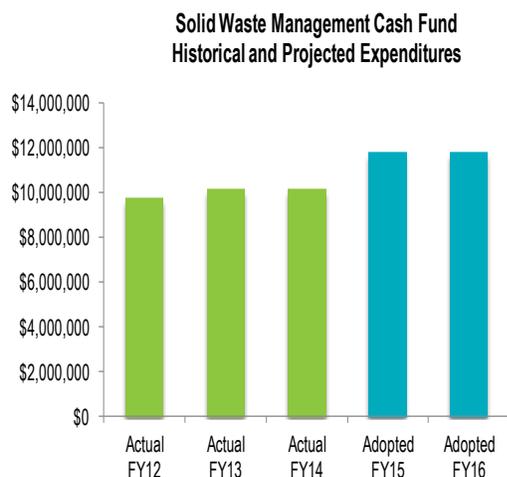


## SOLID WASTE MANAGEMENT CASH FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Transfer from OCEAT	\$10,300,000	\$10,759,778	\$10,745,720
Interest Income	9,816	10,397	15,556
Fund Balance	0	1,000,000	1,000,000
Reserve for Outstanding Encumbrances	0	729	0
<b>Total Revenues</b>	<b>\$10,309,816</b>	<b>\$11,770,904</b>	<b>\$11,761,276</b>
<b>Expenditures - Utilities</b>			
Personal Services	\$7,264,407	\$8,276,137	\$8,534,955
Other Services & Charges	1,956,133	2,152,746	2,189,821
Supplies	935,956	1,342,021	1,036,500
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$10,156,495</b>	<b>\$11,770,904</b>	<b>\$11,761,276</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,515,569	\$1,668,890	\$1,000,000
Additions/(Reductions) to Fund Balance	153,321	(668,890) *	(1,000,000) **
<b>Ending Fund Balance</b>	<b>\$1,668,890</b>	<b>\$1,000,000 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



The Solid Waste Management Cash Fund, formerly the Sanitation Cash Fund, was established to track the revenues and expenditures of refuse collection activities. Revenues are first collected by the Oklahoma City Environmental Assistance Trust (OCEAT) and then transferred monthly to the Solid Waste Management Cash Fund for operations.

The Solid Waste Management Division was moved from the Public Works Department to the Water and Wastewater Utilities Department as part of the 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 FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Donations	\$3,017,128	\$5,060,016	\$5,290,575
Other Revenue	5,408,608	3,818,839	3,678,024
Interest	63,047	39,393	0
Fund Balance	0	7,704,876	10,677,761
Reserve for Outstanding Encumbrances	0	796,456	1,832,193
<b>Total Revenues</b>	<b>\$8,488,783</b>	<b>\$17,419,580</b>	<b>\$21,478,553</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	1,700,000
Supplies	0	0	0
Capital Outlay	0	0	4,626,172
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,326,172</b>
<b>Development Services</b>			
Personal Services	\$8,384	\$7,768	\$16,218
Other Services & Charges	132,870	155,800	1,308,456
Supplies	43,791	32,870	93,527
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$185,045</b>	<b>\$196,438</b>	<b>\$1,418,201</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	6,389	11,014	12,018
Supplies	0	31,904	11,578
Capital Outlay	0	0	2,766
Transfers	0	0	0
<b>Department Total</b>	<b>\$6,389</b>	<b>\$42,918</b>	<b>\$26,362</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	1,007,501	1,007,519
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$1,007,501</b>	<b>\$1,007,519</b>

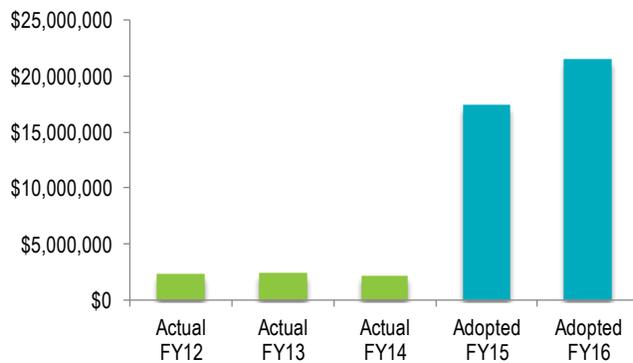
	Actual FY14	Adopted FY15	Adopted FY16
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	60,707	2,135,162	376,185
Supplies	247,661	2,299,559	342,553
Capital Outlay	645,041	5,522,204	5,261,972
Transfers	0	0	0
<b>Department Total</b>	<b>\$953,410</b>	<b>\$9,956,925</b>	<b>\$5,980,710</b>
<b>Planning</b>			
Personal Services	\$3,500	\$0	\$0
Other Services & Charges	95,726	74,515	228,152
Supplies	187	0	2,895
Capital Outlay	27,500	700,000	2,347,842
Transfers	0	0	0
<b>Department Total</b>	<b>\$126,913</b>	<b>\$774,515</b>	<b>\$2,578,889</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	5,000	6,842
Supplies	0	23,158	43,158
Capital Outlay	0	0	570
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$28,158</b>	<b>\$50,570</b>
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	(154,899)	748,106	928,092
Supplies	1,700	371	370
Capital Outlay	1,033,961	4,664,648	3,161,668
Transfers	17,008	0	0
<b>Department Total</b>	<b>\$897,770</b>	<b>\$5,413,125</b>	<b>\$4,090,130</b>

	Actual FY14	Adopted FY15	Adopted FY16
<b>All Departments</b>			
Personal Services	\$11,884	\$7,768	\$16,218
Other Services & Charges	140,794	4,137,098	5,567,264
Supplies	293,339	2,387,862	494,081
Capital Outlay	1,706,503	10,886,852	15,400,990
Transfers	17,008	0	0
<b>Total Expenditures</b>	<b>\$2,169,527</b>	<b>\$17,419,580</b>	<b>\$21,478,553</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$5,942,496	\$12,261,752	\$12,509,954
Additions/(Reductions) to Fund Balance	6,319,256	248,202 *	(12,509,954) **
<b>Ending Fund Balance</b>	<b>\$12,261,752</b>	<b>\$12,509,954 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Special Purpose Fund  
Historical and Projected 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)

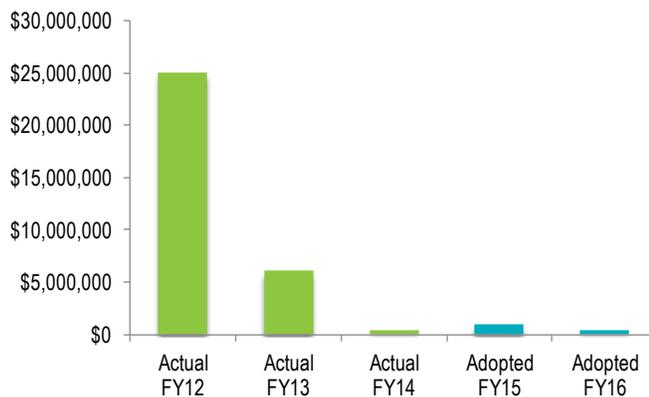
	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Sports Facilities Sales Tax	\$0	\$0	\$0
Interest	6,206	2,818	3,182
Fund Balance	0	784,077	421,945
Other	687,165	0	0
Reserve for Outstanding Encumbrances	0	112,807	0
<b>Total Revenues</b>	<b>\$693,371</b>	<b>\$899,702</b>	<b>\$425,127</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	867	877	0
Supplies	0	0	0
Capital Outlay	376,530	898,825	425,127
Transfers	24,251	0	0
<b>Total Expenditures</b>	<b>\$401,647</b>	<b>\$899,702</b>	<b>\$425,127</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$519,938	\$811,662	\$421,945
Additions/(Reductions) to Fund Balance	291,723	(389,717) *	(421,945) **
<b>Ending Fund Balance</b>	<b>\$811,662</b>	<b>\$421,945</b> *	<b>\$0</b> **

\* 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, was a limited term, limited purpose sales tax earmarked for certain capital improvements relating the City's sports arena and the construction of the professional basketball team practice facility. Funding was provided through a one percent (1%) temporary sales tax that began on January 1, 2009 and expired on March 31, 2010.

**Sports Facilities Sales Tax Fund  
Historical and Projected Expenditures**

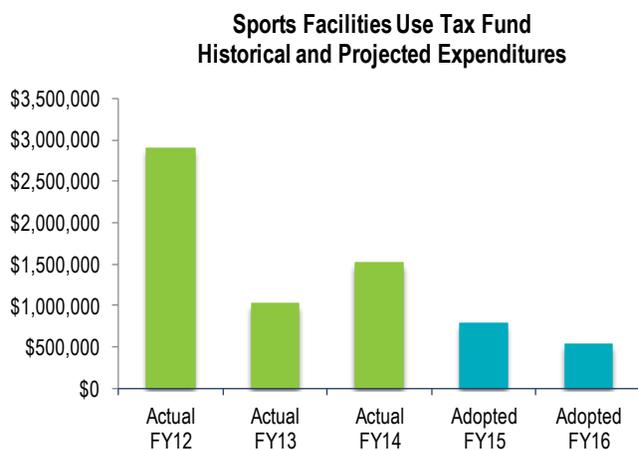


## SPORTS FACILITIES USE TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT USE TAX FUND)

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Sports Facilities Use Tax	\$0	\$0	\$0
Interest	5,430	2,276	3,000
Reserve for Prior Year Encumbrances	0	74,030	0
Other	39,630	0	0
Fund Balance	0	709,433	536,010
<b>Total Revenues</b>	<b>\$45,059</b>	<b>\$785,739</b>	<b>\$539,010</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	7,963	106,992	80,058
Supplies	0	0	130,881
Capital Outlay	1,511,774	678,747	328,071
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,519,737</b>	<b>\$785,739</b>	<b>\$539,010</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$2,196,450	\$721,771	\$536,010
Additions/(Reductions) to Fund Balance	(1,474,678)	(185,761) *	(536,010) **
<b>Ending Fund Balance</b>	<b>\$721,771</b>	<b>\$536,010</b> *	<b>\$0</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



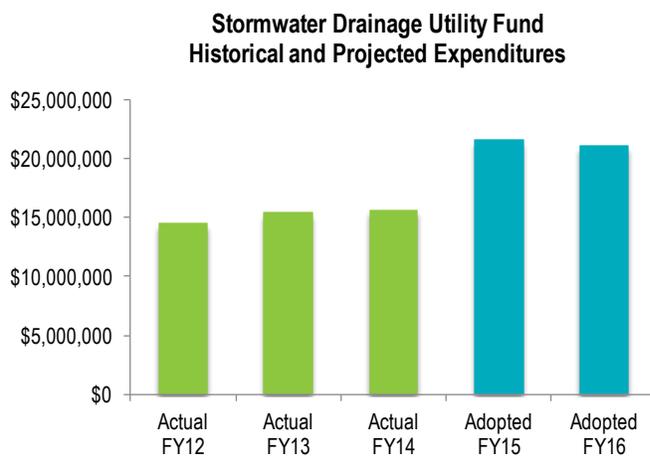
The Oklahoma City Sports Facilities Use Tax is the companion use tax to the one-cent Oklahoma City Sports Facilities Sales Tax. The tax provides a levy of 1% on the sale of tangible personal property not subject to sales tax from January 1, 2009 through March 21, 2010. The City Council has expressed its intent to use this fund for expenses related to the Oklahoma City Sports Facilities Sales Tax Fund or for funding other City capital projects as specified by a resolution of the City Council.

## STORM WATER DRAINAGE UTILITY FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Drainage Fee	\$15,982,836	\$16,384,342	\$16,820,685
Interest	46,067	48,189	65,180
ODOT Reimbursements	255,766	255,766	255,766
Permits	115,825	114,312	117,384
Other Revenue	311,718	44,071	59,441
Fund Balance	0	3,147,672	3,342,746
Reserve for Outstanding Encumbrances	0	1,630,146	398,734
<b>Total Revenues</b>	<b><u>\$16,712,212</u></b>	<b><u>\$21,624,498</u></b>	<b><u>\$21,059,936</u></b>
<b>Expenditures - Public Works</b>			
Personal Services	\$7,850,854	\$8,154,221	\$8,426,507
Other Services & Charges	6,299,100	10,830,534	8,646,620
Supplies	1,290,959	1,711,672	1,185,031
Capital Outlay	165,934	928,071	2,801,778
Transfers	20,914	0	0
<b>Total Expenditures</b>	<b><u>\$15,627,761</u></b>	<b><u>\$21,624,498</u></b>	<b><u>\$21,059,936</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,792,969	\$8,877,421	\$8,875,699
Additions/(Reductions) to Fund Balance	1,084,451	(1,722) *	(3,741,480) **
<b>Ending Fund Balance</b>	<b><u>\$8,877,421</u></b>	<b><u>\$8,875,699</u></b> *	<b><u>\$5,134,219</u></b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



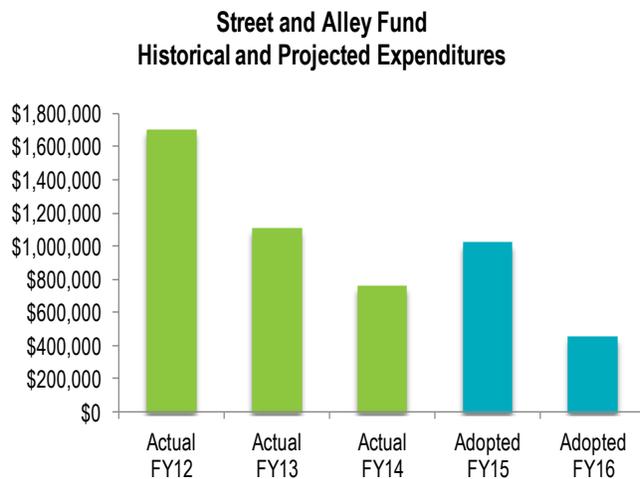
The Storm Water Drainage Utility Fund was established by Council on June 13, 1995 to address federal mandates governing National Pollution Discharge Elimination System (NPDES) programs and is responsible for planning and implementing strategies for improving the quality of storm and other runoff waters. The Utility is an enterprise fund with operating revenues generated from a drainage fee. Fees are billed monthly along with water, wastewater, and solid waste fees.

# STREET AND ALLEY FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Interest Income	\$5,612	\$4,000	\$3,000
Other	14,078	0	168,000
Fund Balance	0	541,893	91,823
Reserve for Outstanding Encumbrances	0	480,454	189,704
<b>Total Revenues</b>	<b>\$19,690</b>	<b>\$1,026,347</b>	<b>\$452,527</b>
<b>Expenditures - Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	241,447	174,659	217,784
Supplies	504,244	520,668	147,979
Capital Outlay	12,252	331,020	86,764
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$757,943</b>	<b>\$1,026,347</b>	<b>\$452,527</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,500,195	\$761,942	\$771,670
Additions/(Reductions) to Fund Balance	(738,253)	9,728 *	(281,527) **
<b>Ending Fund Balance</b>	<b>\$761,942</b>	<b>\$771,670 *</b>	<b>\$490,143 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



The Street and Alley Fund provides for street resurfacing and major repairs on City streets that are in addition to those projects funded through General Obligation Bonds. Fund Balance provides the funding for these projects.

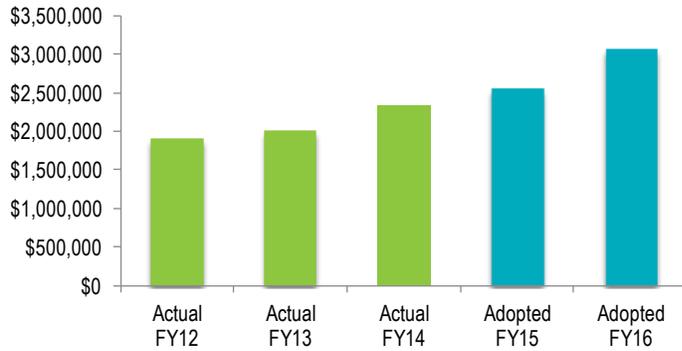
# TRANSPORTATION AND PARKING ENTERPRISE FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Transfer from COTPA	\$1,922,800	\$2,242,079	\$2,719,707
Transfer from General Fund	355,252	309,026	341,119
Interest	1,700	1,864	2,225
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Revenues</b>	<b><u>\$2,279,752</u></b>	<b><u>\$2,552,969</u></b>	<b><u>\$3,063,051</u></b>
<b>Expenditures</b>			
<b>Parking</b>			
Personal Services	\$368,064	\$345,909	\$372,903
Other Services & Charges	102,551	103,943	128,168
Supplies	17,254	36,400	31,400
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b><u>\$487,868</u></b>	<b><u>\$486,252</u></b>	<b><u>\$532,471</u></b>
<b>Public Transportation</b>			
Personal Services	\$1,850,356	\$2,029,885	\$2,165,572
Other Services & Charges	468	36,832	365,008
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b><u>\$1,850,824</u></b>	<b><u>\$2,066,717</u></b>	<b><u>\$2,530,580</u></b>
<b>All Departments</b>			
Personal Services	\$2,218,420	\$2,375,794	\$2,538,475
Other Services & Charges	103,019	140,775	493,176
Supplies	17,254	36,400	31,400
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b><u>\$2,338,692</u></b>	<b><u>\$2,552,969</u></b>	<b><u>\$3,063,051</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$91,938	\$32,997	\$0
Additions/(Reductions) to Fund Balance	(58,941)	(32,997) *	0 **
<b>Ending Fund Balance</b>	<b><u>\$32,997</u></b>	<b><u>\$0</u></b> *	<b><u>\$0</u></b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Transportation and Parking Enterprise Fund  
Historical and Projected Expenditures**



The Transportation and Parking Enterprise Fund was established by Council action in September 1989. The Fund was established as a direct result of the reorganization of the Central Oklahoma Transportation and Parking Authority (COTPA), in which administrative functions of the Authority became part of the City organization. The reorganization also separated Public Transportation and Parking Services into two distinct operations identified separately in the cash fund.

COTPA was created in 1966 as a Public Trust pursuant to Title 60 of the Oklahoma Statutes, Section 176. The purpose of the Authority is to provide a means of financing municipal public transportation services and functions. The trust indenture provides that the Authority will acquire and operate transportation service and equipment, receive all revenue generated from these services, pay the debt service requirements on the revenue bonds issued by the Authority, pay all operating expenses, and finance future improvements. The Authority does not have the power to levy taxes.

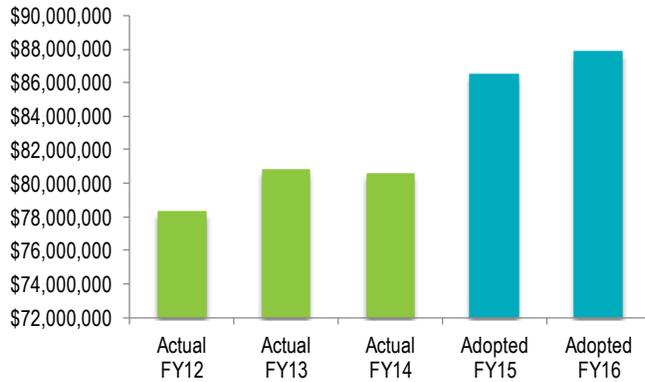
# WATER AND WASTEWATER FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Transfer from OCWUT	\$81,100,000	\$85,129,303	\$86,936,856
Interest Income	32,647	41,086	70,981
Other	1	0	0
Fund Balance	0	800,000	800,000
Reserve for Outstanding Encumbrances	0	527,423	0
<b>Total Revenues</b>	<b>\$81,132,649</b>	<b>\$86,497,812</b>	<b>\$87,807,837</b>
<b>Expenditures</b>			
<b>Water</b>			
Personal Services	\$24,867,003	\$26,068,480	\$27,327,999
Other Services & Charges	20,641,067	21,570,368	21,290,265
Supplies	10,109,104	10,594,021	10,275,256
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$55,617,174</b>	<b>\$58,232,869</b>	<b>\$58,893,520</b>
<b>Wastewater</b>			
Personal Services	\$17,211,401	\$19,137,143	\$19,603,234
Other Services & Charges	5,711,652	6,858,522	7,010,110
Supplies	2,083,881	2,269,278	2,300,973
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$25,006,933</b>	<b>\$28,264,943</b>	<b>\$28,914,317</b>
<b>All Departments</b>			
Personal Services	\$42,078,404	\$45,205,623	\$46,931,233
Other Services & Charges	26,352,719	28,428,890	28,300,375
Supplies	12,192,985	12,863,299	12,576,229
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$80,624,107</b>	<b>\$86,497,812</b>	<b>\$87,807,837</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$2,894,554	\$3,403,096	\$800,000
Additions/(Reductions) to Fund Balance	508,542	(2,603,096) *	(800,000) **
<b>Ending Fund Balance</b>	<b>\$3,403,096</b>	<b>\$800,000 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Water and Wastewater Fund  
Historical and Projected Expenditures**



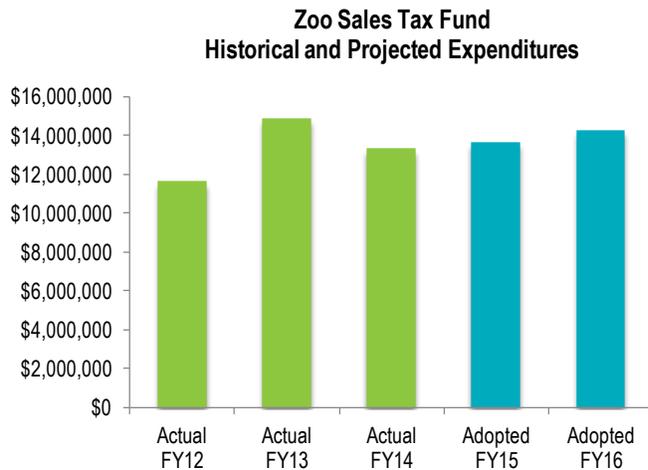
The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Water and Wastewater Utilities Department. Expenditures from these funds are made for the treatment of water; the maintenance and repair of water treatment, pumping, transmission and distribution; wastewater lift station, interceptor and collection systems; and the utility billing for water and wastewater functions. These expenditures are funded by monthly cash transfers from the Oklahoma City Water Utilities Trust.

# ZOO SALES TAX FUND

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Zoo Sales Tax Revenue	\$13,293,636	\$13,667,230	\$13,999,314
Interest Income	977	0	0
Fund Balance	0	0	279,986
<b>Total Revenues</b>	<b>\$13,294,614</b>	<b>\$13,667,230</b>	<b>\$14,279,300</b>
<b>Expenditures - Zoo</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	2,189,401	13,667,230	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	11,104,221	0	14,279,300
<b>Total Expenditures</b>	<b>\$13,293,622</b>	<b>\$13,667,230</b>	<b>\$14,279,300</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$5,398	\$6,390	\$279,986
Additions/(Reductions) to Fund Balance	992	273,596 *	(279,986) **
<b>Ending Fund Balance</b>	<b>\$6,390</b>	<b>\$279,986 *</b>	<b>\$0 **</b>

\* Estimated

\*\* Assumes budgeted revenues and expenditures



On July 17, 1990, City voters approved a 1/8-cent sales tax levy for the limited purpose of funding the Oklahoma City Zoo. The Oklahoma City Zoo Sales Tax Fund was created to collect all revenues pursuant to the Zoo tax levy. The ordinance provides that Zoo Sales Tax funds will only be used for the establishment, maintenance, replacement, and expansion of zoological parks, gardens, and entertainment facilities; the acquisition, maintenance, and replacement of real property, personal property, and buildings; the operational expenses, education research and program expenses, conservation program expenses, and all other expenses deemed necessary or advisable by the Oklahoma City Zoological Trust in connection with the operation of the Oklahoma City Zoo. The Oklahoma City Zoological Trust is a public trust of which the City of Oklahoma City is the sole beneficiary. The Trust operates the Oklahoma City Zoo under a lease and operating agreement with the City.



## 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 FY16 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.**

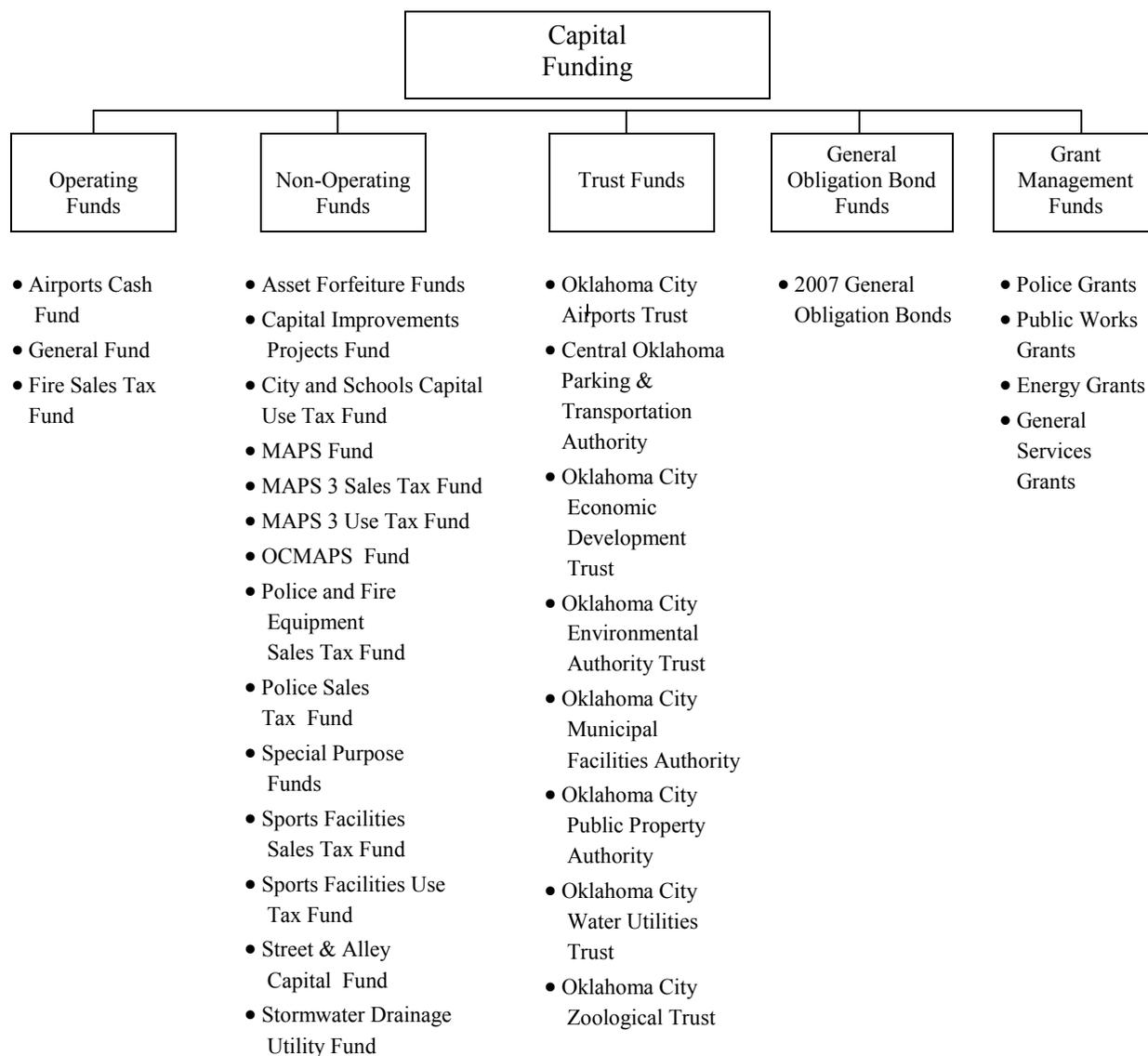


*Capital Outlay is an expenditure of at least \$7,500 that results in the acquisition of fixed assets or property durable for longer than one year. Examples include: streets, bridges, facilities and equipment such as the fire engine pictured above.*

# CAPITAL IMPROVEMENT BUDGET

The FY16 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.



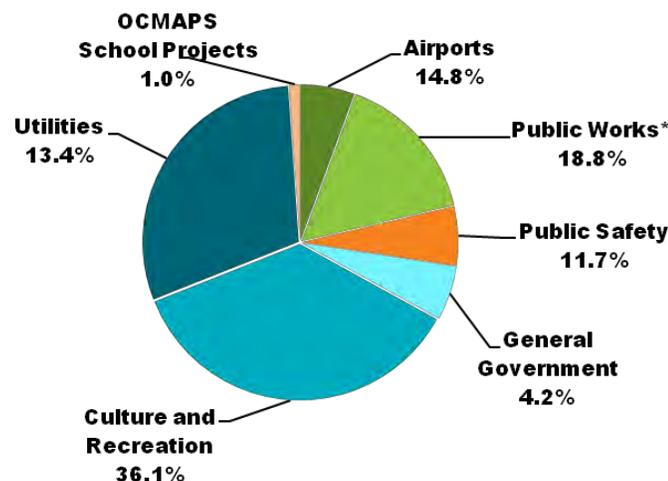
## IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

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.

### Fiscal Year 2015-16 Capital Budget by Function



**\$905,870,000**

\*Public Works includes Streets, Bridges, Drainage, and Traffic Projects

## SUMMARY OF REVENUES AND EXPENDITURES

	FY14 Actual	FY15 Adopted Budget	FY 16 Adopted Budget
<b>Revenues</b>			
Operating Funds	1,449,625	\$513,998	\$994,330
Non-Operating Funds	70,912,647	52,348,108	90,004,815
Internal Service Funds	82,752	245,000	0
Trust Funds	213,807,412	273,896,587	321,682,366
Special Tax Funds	36,958,756	226,066,333	369,704,004
General Obligation Bond Funds	44,794,591	108,849,805	104,981,938
Grant Management Funds	3,827,205	19,226,293	18,502,547
<b>Total Revenues</b>	<b>\$371,832,988</b>	<b>\$681,146,124</b>	<b>\$905,870,000</b>
<i>Less</i> Interfund Transfers	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$371,832,988</b>	<b>\$681,146,124</b>	<b>\$905,870,000</b>
<b>Expenditures</b>			
Operating Funds	\$1,449,625	\$513,998	\$994,330
Non-Operating Funds	22,066,648	52,348,108	90,004,815
Internal Service Funds	82,752	245,000	0
Trust Funds	213,807,412	273,896,587	321,682,366
Special Tax Funds	36,958,756	226,066,333	369,704,004
General Obligation Bond Funds	44,794,591	108,849,805	104,981,938
Grant Management Funds	3,827,205	19,226,293	18,502,547
<b>Total Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$905,870,000</b>
<i>Less</i> Interfund Transfers	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$905,870,000</b>

This summary of revenues and expenditures for capital funds is not formally adopted by City Council. The table combines the capital portion of the operating and non-operating budget approved by City Council, General Obligation Bond capital budget approved by voters, and Public trust budgets approved by the trustees.

## SUMMARY OF REVENUE AND EXPENDITURE BY FUND

	FY14 Actual	FY15 Adopted Budget	FY 16 Adopted Budget
<b>Operating Funds</b>			
<b>Revenues</b>			
Airports Cash Fund	\$489,296	\$500,000	\$500,000
General Fund	450,672	13,998	0
Stormwater Utility Drainage Fund	509,657	0	494,330
<b>Total Revenues</b>	<b>\$1,449,625</b>	<b>\$513,998</b>	<b>\$994,330</b>
<b>Expenditures</b>			
Airports Cash Fund	\$489,296	\$500,000	\$500,000
General Fund	\$450,672	13,998	\$0
Stormwater Utility Drainage Fund	509,657	0	\$494,330
<b>Total Expenditures</b>	<b>\$1,449,625</b>	<b>\$513,998</b>	<b>\$994,330</b>
<b>Non-Operating Funds</b>			
<b>Revenues</b>			
Asset Forfeiture Funds	\$566,724	\$160,000	\$200,000
Capital Improvements Projects Fund	61,941,673	39,556,784	57,536,021
Special Purpose Funds	1,559,058	6,685,332	23,904,873
Stormwater Drainage Capital Fund	4,241,433	4,310,457	7,911,394
Street & Alley Capital Fund	2,603,759	1,635,535	452,527
<b>Total Revenues</b>	<b>\$70,912,647</b>	<b>\$52,348,108</b>	<b>\$90,004,815</b>
<b>Expenditures</b>			
Asset Forfeiture Funds	\$566,724	\$160,000	\$200,000
Capital Improvements Projects Fund	16,766,361	39,556,784	\$57,536,021
Special Purpose Funds	1,559,058	6,685,332	\$23,904,873
Stormwater Drainage Capital Fund	2,070,941	4,310,457	\$7,911,394
Street & Alley Capital Fund	1,103,564	1,635,535	\$452,527
<b>Total Expenditures</b>	<b>\$22,066,648</b>	<b>\$52,348,108</b>	<b>\$90,004,815</b>
<b>Internal Service Funds</b>			
<b>Revenues</b>			
Print Shop Internal Service Fund	82,752	245,000	0
<b>Total Revenues</b>	<b>\$82,752</b>	<b>\$245,000</b>	<b>\$0</b>
<b>Expenditures</b>			
Print Shop Internal Service Fund	82,752	245,000	0
<b>Total Expenditures</b>	<b>\$82,752</b>	<b>\$245,000</b>	<b>\$0</b>

# SUMMARY OF REVENUE AND EXPENDITURE BY SOURCE

	FY14 Actual	FY15 Adopted Budget	FY 16 Adopted Budget
<b>Trust Funds *</b>			
<b>Revenues</b>			
Oklahoma City Airport Trust (OCAT)	\$25,144,201	\$48,607,760	\$36,556,111
Central Oklahoma Transp. & Parking Authority (COTPA)	13,984,383	26,039,300	890,460
Oklahoma City Environmental Assistance Trust (OCEAT)	6,412,564	3,797,409	5,564,499
Oklahoma City Economic Development Trust (OCEDT)	9,355,085	14,031,801	0
Oklahoma City Metro Area Projects Trust (OCMAPS)	53,192,993	72,724,094	1,392,000
Oklahoma City Municipal Facilities Authority (OCMFA)	71,975	595,729	708,983
Oklahoma City Public Property Authority (OCPPA)	4,827,172	4,195,494	8,748,928
Oklahoma City Water Utilities Trust (OCWUT)	98,137,504	94,325,000	267,821,385
Oklahoma City Zoological Trust (OCZT)	2,681,535	9,580,000	0
<b>Total Revenues</b>	<b>\$213,807,412</b>	<b>\$273,896,587</b>	<b>\$321,682,366</b>
<b>Expenditures</b>			
Oklahoma City Airport Trust (OCAT)	25,144,201	\$48,607,760	\$36,556,111
Central Oklahoma Transp. & Parking Authority (COTPA)	13,984,383	26,039,300	890,460
Oklahoma City Environmental Assistance Trust (OCEAT)	6,412,564	3,797,409	5,564,499
Oklahoma City Economic Development Trust (OCEDT)	9,355,085	14,031,801	0
Oklahoma City Metro Area Projects Trust (OCMAPS)	53,192,993	72,724,094	1,392,000
Oklahoma City Municipal Facilities Authority (OCMFA)	71,975	595,729	708,983
Oklahoma City Public Property Authority (OCPPA)	4,827,172	4,195,494	8,748,928
Oklahoma City Water Utilities Trust (OCWUT)	98,137,504	94,325,000	267,821,385
Oklahoma City Zoological Trust (OCZT)	2,681,535	9,580,000	0
<b>Total Expenditures</b>	<b>\$213,807,412</b>	<b>\$273,896,587</b>	<b>\$321,682,366</b>
<b>Special Tax Funds</b>			
<b>Revenues</b>			
Special Tax Funds	\$36,958,756	\$226,066,333	\$369,704,004
<b>Total Revenues</b>	<b>\$36,958,756</b>	<b>\$226,066,333</b>	<b>\$369,704,004</b>
<b>Expenditures</b>			
Special Tax Funds	\$36,958,756	\$226,066,333	\$369,704,004
<b>Total Expenditures</b>	<b>\$36,958,756</b>	<b>\$226,066,333</b>	<b>\$369,704,004</b>
<b>General Obligation Bond Funds</b>			
<b>Revenues</b>			
General Obligation Bond Funds	\$44,794,591	\$108,849,805	\$104,981,938
<b>Total Revenues</b>	<b>\$44,794,591</b>	<b>\$108,849,805</b>	<b>\$104,981,938</b>
<b>Expenditures</b>			
General Obligation Bond Funds	\$44,794,591	\$108,849,805	\$104,981,938
<b>Total Expenditures</b>	<b>\$44,794,591</b>	<b>\$108,849,805</b>	<b>\$104,981,938</b>
<b>Grant Management Funds</b>			
<b>Revenues</b>			
Grant Management Funds	\$3,827,205	\$19,226,293	\$18,502,547
<b>Total Revenues</b>	<b>\$3,827,205</b>	<b>\$19,226,293</b>	<b>\$18,502,547</b>
<b>Expenditures</b>			
Grant Management Funds	\$3,827,205	\$19,226,293	\$18,502,547
<b>Total Expenditures</b>	<b>\$3,827,205</b>	<b>\$19,226,293</b>	<b>\$18,502,547</b>
<b>Total Capital Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$905,870,000</b>
Less Interfund Transfers	\$0	\$0	\$0
<b>Capital Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$905,870,000</b>

\* Not included in the City's adopted budget

## SUMMARY OF CAPITAL EXPENDITURES BY DEPARTMENT

Department	FY14 Actual	FY15 Adopted Budget	FY 16 Adopted Budget
Airports	\$25,633,497	\$64,982,560	\$50,416,311
City Clerk's Office	3,720	161,528	215,907
City Manager's Office	95,905,658	246,484,233	316,243,559
Development Services	191,078	742,871	1,277,420
Finance	85,475	92,660	222,539
Fire	5,430,191	12,421,865	22,982,574
General Services	3,542,588	10,762,032	10,032,972
Information Technology	4,128,658	10,811,107	13,547,918
Mayor and Council	0	0	10,500
Municipal Counselor	9,093	150,844	116,234
Non-Departmental	2,077,360	8,317,365	15,113,829
Parks and Recreation	8,019,846	16,378,356	21,902,687
Planning	12,560	0	2,847,842
Police	5,719,265	48,360,287	32,506,680
Public Transportation and Parking	14,144,938	26,976,500	5,543,250
Public Works	50,851,459	126,801,507	142,003,894
Utilities	104,550,068	98,122,409	270,885,884
Zoo	2,681,535	9,580,000	0
<b>Capital Expenditures</b>	<b><u>\$322,986,989</u></b>	<b><u>\$681,146,124</u></b>	<b><u>\$905,870,000</u></b>



# Airports Capital Projects

## **AHQ NORTH PARKING LOT (Project # A7140023)**

**Location:** Mike Monroney Aeronautical Center

**Description:** Repair AHQ North parking lot

**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. Crack repairs were performed on 1/2 of the asphalt portion of the lot, but repairs are not expected to extend the life of the pavement. 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 1/2 of the lot.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$623,000
<b>Project Total</b>	<b>\$623,000</b>

## **APRON PAVEMENT MAINT REPAIRS (Project # A7130010)**

**Location:** Mike Monroney Aeronautical Center

**Description:** Apron Pavement Repairs

**Justification:** Due to age and condition of pavement, replacement and repairs are necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$3,997,800
<b>Project Total</b>	<b>\$3,997,800</b>

## **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/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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$275,000
<b>Project Total</b>	<b>\$275,000</b>

**ATB, RTF, AND HQ ROOF REPL (Project # A7130002)**

**Location:** Mike Monroney Aeronautical Center

**Description:** Air Traffic Building roof replacement; RTF roof/slab/envelope replacement; Academy HQ roof replacement

**Justification:** Due to age and condition of roof, a replacement is necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$1,414,200
<b>Project Total</b>	<b>\$1,414,200</b>

**AVIATION RECORDS ROOF REPLACE (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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$785,000
<b>Project Total</b>	<b>\$785,000</b>

**CEPA HGR 4B ROOF REPLACEMENT (Project # A3160001)**

**Location:** Clarence E. Page Airport

**Description:** CEPA Hangar 4B roof replacement

**Justification:** Roof has exceeded useful life.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$175,000
<b>Project Total</b>	<b>\$175,000</b>

**CEPA MASTER PLAN (Project # A3000010)**

**Location:** CE Page Airport

**Description:** Update of CEPA Master Plan.

**Justification:** Update of master plan is needed to provide for direction of the airport.

**Operating Cost:** \$0    **Operating Cost Description:** No Additional Operating Costs

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$15,000
<b>Project Total</b>	<b>\$15,000</b>

**CHECKED BAG INSPECTION SYS (Project # A1000021)****Location:** Will Rogers World Airport**Description:** Purchase and installation of a checked baggage inspection system (TSA OTA Grant)**Justification:** Existing bag system is inefficient and has no flexibility. New system will provide for redundancy which is recommended by Transportation Security Administration and providing grant funding.**Operating Cost:** \$1,000,000    **Operating Cost Description:** Operations and maintenance of belt system.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Other Grants	\$800,000
PAX\Customer Facility Charge	\$500,000
<b>Project Total</b>	<b>\$1,300,000</b>

**EXTEND THRESHOLD RW 17L 200' (Project # A1140014)****Location:** Will Rogers World Airport**Description:** Extend the RW-17 threshold 200 feet to the north to provide a 10,000 foot runway for take-off from either end.**Justification:** Potential tenants on the east side have indicated they need a 10,000 foot runway.**Operating Cost:** \$0    **Operating Cost Description:** No Additional Operating Costs

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$400,000
<b>Project Total</b>	<b>\$400,000</b>

**FLIGHT STD BLDG 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$239,300
<b>Project Total</b>	<b>\$239,300</b>

**FY 16 SHUTTLE BUS PURCHASES (Project # A1160001)****Location:** Will Rogers World Airport**Description:** Purchase new shuttle buses in FY 16**Justification:** Old buses reached end of useful life, purchase new ones for replacement.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$225,000
<b>Project Total</b>	<b>\$225,000</b>

**HANGAR 6 ROOF REPLACEMENT (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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$400,000
<b>Project Total</b>	<b>\$400,000</b>

**HANGAR 8 BLDG 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

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$434,350
<b>Project Total</b>	<b>\$434,350</b>

**HANGAR 9 BLDG 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$925,650
<b>Project Total</b>	<b>\$925,650</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$140,000
<b>Project Total</b>	<b>\$140,000</b>

**MED VOLT EQUIP REPL (Project # A7130011)****Location:** Mike Monroney Aeronautical Center**Description:** Replacement of Medium Voltage Equipment in facilities - 2015**Justification:** Due to age and condition of equipment replacement is necessary.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**MMAC HVAC FY 11 - FY 15 PROJEC (Project # A7000032)****Location:** Mike Monroney Aeronautical Center**Description:** MMAC HVAC Replacements FY 11 thru FY 15.**Justification:** HVAC System Replacement as required by lease as systems reach the end of their useful life.**Operating Cost:** \$0   **Operating Cost Description:** Replacement and upgrade will result in reduced maintenance and operating costs related to age and inefficiencies of older systems.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$8,620,000
<b>Project Total</b>	<b>\$8,620,000</b>

**Mobile Equipment Replacement (Project # 5100001)****Location:** City Airports**Description:** Mobile equipment replacement for airport equipment maintenance.**Justification:** As vehicles reach the end of their useful life, they must be replaced in order to reduce maintenance costs and down time.**Operating Cost:** \$0   **Operating Cost Description:** Routine maintenance that is required for vehicles.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Airport Cash Fund	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**MPB BOILERS REPLACEMENT (Project # A7160005)**

**Location:** Mike Monroney Aeronautical Center

**Description:** MPB Boilers Replacement

**Justification:** Current boilers are at the end of their useful life.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$400,000
<b>Project Total</b>	<b>\$400,000</b>

**MPB CHILLERS REPLACEMENT (Project # A7150002)**

**Location:** Mike Monroney Aeronautical Center

**Description:** Replace three 270 ton chillers at the Multi Purpose Building (MPB).

**Justification:** One of the three chillers has failed due to compressor, and cannot be repaired. Due to age, certain replacement parts are no longer available for the two remaining chillers.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$148,000
<b>Project Total</b>	<b>\$148,000</b>

**PAVEMENT MANAGEMENT IMPL (Project # A1140034)**

**Location:** Will Rogers World Airport

**Description:** Implement a pavement management system to identify the pavement condition and provide budget and prioritization data for maintenance of all Trust owned or maintained pavements.

**Justification:** The pavements under the control of the Trust are annually in need of maintenance and replacement. A formalized pavement management system will aid in the prioritizing and scheduling of the pavement inventory for maintenance and rehabilitation.

**Operating Cost:** \$5,000   **Operating Cost Description:** Maintenance

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**REALIGN PORTLAND AVE (Project # A1000026)**

**Location:** Will Rogers World Airport

**Description:** Realignment of Portland Avenue

**Justification:** To create more useable areas for the East side growth and development.

**Operating Cost:** \$0   **Operating Cost Description:** None

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$6,150,000
<b>Project Total</b>	<b>\$6,150,000</b>

**RECONSTRUCT ENDS OF TW-H (Project # A1140013)****Location:** Will Rogers World Airport**Description:** Reconstruct ends of TW-H from asphalt to concrete to match the remainder of TW-H**Justification:** Replace the asphalt on each end of TW-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:** None

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Other Grants	\$5,568,800
Oklahoma City Airport Trust	\$618,800
<b>Project Total</b>	<b>\$6,187,600</b>

**REPLACE FIDS HARDWARE (Project # A1130016)****Location:** Will Rogers World Airport**Description:** Replace old out-of-warranty and end of life FIDS equipment including monitors, DVCs, video extenders, servers, network switches, etc.**Justification:** Due to age and condition of hardware, replacement is necessary.**Operating Cost:** \$0    **Operating Cost Description:** Maintenance

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

**REPLACE MOTOR CONTROL EQUIP (Project # A7160001)****Location:** Mike Monroney Aeronautical Center**Description:** Replace Motor Control Equipment**Justification:** Current motor control equipment is at the end of its useful life.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$375,000
<b>Project Total</b>	<b>\$375,000</b>

**RTF MOTOR CONTROL CENTER (Project # A7160003)****Location:** Mike Monroney Aeronautical Center**Description:** RTF Motor Control Center**Justification:** Current equipment is at the end of its useful life.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**SORB BUILDING RE-ROOF (Project # A1140019)**

**Location:** Will Rogers World Airport

**Description:** Replace the lower roof on SORB Building

**Justification:** The roof has exceeded its useful life.

**Operating Cost:** \$0    **Operating Cost Description:** None

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$1,300,000
<b>Project Total</b>	<b>\$1,300,000</b>

**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:** None

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$250,000
<b>Project Total</b>	<b>\$250,000</b>

**STREETS AND PARKING RECONSTRUC (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:** None

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**TERMINAL EXPANSION (Project # A1000029)**

**Location:** Will Rogers World Airport

**Description:** Terminal Expansion

**Justification:** Terminal Expansion to include the design and construction of a 3 bay expansion and 3 gate concourse to the east, and design only for future 6 gate expansion to be constructed as required by future demand.

**Operating Cost:** \$20,000    **Operating Cost Description:** Janitorial, Insurance, Utilities, Maintenance and Repairs

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Other Grants	\$1,069,300
Oklahoma City Airport Trust	\$118,800
PAX\Customer Facility Charge	\$2,772,100
<b>Project Total</b>	<b>\$3,960,200</b>

**TPS PARKING RECONSTRUCTION (Project # A7140021)****Location:** Mike Monroney Aeronautical Center**Description:** Mill and repair then overlay the parking lot at TPS**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$160,000
<b>Project Total</b>	<b>\$160,000</b>

**WPA AIRFIELD IMPROV PHASEIII (Project # A2150015)****Location:** Wiley Post Airport**Description:** WPA Airfield Improvements Phase III**Justification:****Operating Cost:** \$0    **Operating Cost Description:** None

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Other Grants	\$150,000
Oklahoma City Airport Trust	\$230,300
<b>Project Total</b>	<b>\$380,300</b>

**WPA AIRFIELD IMPROVEMENTS PH I (Project # A2140001)****Location:** Wiley Post Airport**Description:** WPA Airfield Improvements Phase I**Justification:** Present circuit conditions are indicating imminent failure. A report is needed to determine the true conditions of the circuits on the airfield and included with the report will be funds for the design and repairs required for RWY 17L/35R**Operating Cost:** \$0    **Operating Cost Description:** NONE

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$658,900
<b>Project Total</b>	<b>\$658,900</b>

**WPA AIRFIELD IMRPV 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:** Electricity

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Other Grants	\$2,500,000
Oklahoma City Airport Trust	\$2,237,011
<b>Project Total</b>	<b>\$4,737,011</b>

**WPA HGR 11 MIDDLE & HIGH ROOF (Project # A2150002)**

**Location:** Wiley Post Airport

**Description:** WPA Hangar 11 middle and high roof replacement

**Justification:** Roof is approaching the end of its useful life.

**Operating Cost:** \$0    **Operating Cost Description:** None

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$350,000
<b>Project Total</b>	<b>\$350,000</b>

**WPA MAINT FACILITY STUDY (Project # A2130002)**

**Location:** Wiley Post Airport

**Description:** Maintenance Facility location study

**Justification:** To provide a professional recommendation of maintenance facility location at WPA.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**WPA MASTER PLAN UPDATE (Project # A2000015)**

**Location:** Wiley Post Airport

**Description:** Update of WPA Master Plan

**Justification:** Master plan update needed to provide for direction of airport

**Operating Cost:** \$0    **Operating Cost Description:** None

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$15,000
<b>Project Total</b>	<b>\$15,000</b>

**WRWA CCTV CAMERA EXPANSION (Project # A1140040)**

**Location:** Will Rogers World Airport

**Description:** Install additional cameras around parking lots and airport and LPR systems around airport. Upgrade Genetec.

**Justification:** Additional security needed for parking lots.

**Operating Cost:** \$10,000    **Operating Cost Description:** Maintenance to be recovered in rates and charges

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$200,000
<b>Project Total</b>	<b>\$200,000</b>

**WRWA MAINT FAC - MULTI BAY (Project # A1140030)****Location:** Will Rogers World Airport**Description:** Design and construct a new 2 or 3 bay maintenance facility at the south maintenance yard large enough to accommodate the new CNG 35 foot CONRAC busses, ARFF vehicles, and snow removal equipment.**Justification:** The existing facilities are not large enough to accommodate the new 35 foot CNG busses, ARFF vehicles, and snow removal equipment. This would be a back-up facility for maintenance on the CONRAC busses.**Operating Cost:** \$15,000    **Operating Cost Description:** Maintenance - Costs will be recovered in rates and charges

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Oklahoma City Airport Trust	\$1,800,000
<b>Project Total</b>	<b>\$1,800,000</b>

**Airports Total****\$50,416,311**

## City Clerk Capital Projects

### **City Hall Basement Remodel (Project # C20062)**

**Location:** 200 N. Walker Ave.

**Description:** Remodel of three rooms in the basement of City Hall for use by the City Clerk's Office as a secure record storage area.

**Justification:** In order to store records of permanent value to the history and operation of the City, the Clerk's Office requires a secure records storage area that meets the minimum standards for paper and cartographic materials.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$160,614
<b>Project Total</b>	<b>\$160,614</b>

### **Exhibit Cases (Project # C20131)**

**Location:** 200 N. Walker

**Description:** Exhibit cases which meet current museum industry standards are needed for the public display and preservation of historical records.

**Justification:** The exhibit cases will allow for museum quality display of historical records at City Hall.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$34,765
<b>Project Total</b>	<b>\$34,765</b>

### **Office Furniture (Project # C80112)**

**Location:** 200 N. Walker Ave.

**Description:** This project will provide funding for the purchase of office furniture for the City Clerk's Office.

**Justification:** Due to age and condition of furniture, replacements are necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$367
<b>Project Total</b>	<b>\$367</b>



# City Manager Capital Projects

## **800 MHz Rebanding (Project # F0016)**

**Location:** Citywide

**Description:** Re-banding or reconfiguration of the 800 MHz public safety communication frequency.

**Justification:** To provide temporary funding for the rebanding of the City's 800MHz system. Expenditures will be reimbursed.

**Operating Cost:** \$0    **Operating Cost Description:** Routine maintenance and operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$210,360
<b>Project Total</b>	<b>\$210,360</b>

## **800 MHZ TRUNKED RADIO (Project # F0001)**

**Location:** Citywide

**Description:** Ongoing radio replacement for the the 800 MhZ radio system.

**Justification:** Approved on March 14, 2000 temporary sales tax for public safety programs.

**Operating Cost:** \$0    **Operating Cost Description:** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$512,324
<b>Project Total</b>	<b>\$512,324</b>

## **911 Switching Sys. Replacement (Project # F0019)**

**Location:** NE Corner of Robert S Kerr and Shartel

**Description:** Replacement of E911 Switching system and 911 Workstations.

**Justification:** Oklahoma City's current E911 system (911 Switching and Call Processing System) is based on technology that is over 10-years old. It must be replaced because of two significant factors. First, AT&T has notified us that the system will not be supported under a maintenance contract beyond next year. Second, there is a strong national push toward what is termed Next Generation E9-1-1 (includes added capabilities to accept digital information like emergency text messages, photos, video, etc.).

**Operating Cost:** \$0    **Operating Cost Description:** Routine operating and maintenance costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$1,198,104
<b>Project Total</b>	<b>\$1,198,104</b>

**Bombing Memorial Improvements (Project # C11151)**

**Location:** 620 N. Harvey

**Description:** Various improvements to the Bombing Memorial.

**Justification:** Various improvements to carry on the message..... "We come here to remember those who were killed, those who survived and those changed forever. May all who leave here know the impact of violence. May this memorial offer comfort, strength, peace, hope and serenity.®"

**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$1,050,253
<b>Project Total</b>	<b>\$1,050,253</b>

**Channel 20 Playback System (Project # C20143)**

**Location:** 200 N. Walker

**Description:** Channel 20 playback system to deliver video content through cable television and the internet.

**Justification:** The system is required to schedule, broadcast and stream city council meetings, trust meetings, and other municipal activities.

**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$67,500
<b>Project Total</b>	<b>\$67,500</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Tax Increment Financing	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

**Digital Cameras (Project # C80366)**

**Location:** Citywide

**Description:** This capital improvement request funds new video and still photography cameras. Changes in technology and broken equipment severely limited our video production as well as other creative services projects.

**Justification:** New studio and field cameras will allow us to improve the production quality of our videos and Channel 20 programs; allow for multiple production shoots and enhance our use of video in social media.

**Operating Cost:** \$0 **Operating Cost Description:** Materials, supplies, and maintenance.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$35,000
<b>Project Total</b>	<b>\$35,000</b>

**Emerg. Communication Logging (Project # F0020)**

**Location:** NE Corner of Robert S Kerr and Shartel

**Description:** Replacement of Emergency Communication Logging System.

**Justification:** Position the City for support of emerging capabilities required to respond to requests for emergency services beyond traditional telephone calls.

**Operating Cost:** \$0   **Operating Cost Description:** Routine operating and maintenance costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$400,000
<b>Project Total</b>	<b>\$400,000</b>

**EMERGENCY COMMUNICATIONS CENTR (Project # F0002)**

**Location:** NE Corner of Robert S Kerr and Shartel

**Description:** Construction of facility to house E-911 services, Fire and Police Dispatch, and critical communications/data equipment for the City is complete. Remaining funds are for repairs and capital maintenance.

**Justification:** Approved on March 19, 2002 as an appropriate project to be supported by the limited purpose City Capital Improvement Excise Tax.

**Operating Cost:** \$0   **Operating Cost Description:** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$173,067
<b>Project Total</b>	<b>\$173,067</b>

**Energy Efficiency Programs (Project # C80501)**

**Location:** Citywide

**Description:** Project provides funding for energy efficiency programs throughout the City as identified.

**Justification:** Will facilitate potential electrical energy savings by replacing in-efficient City-owned equipment throughout the City.

**Operating Cost:** \$0   **Operating Cost Description:** Future replacement of energy saving devices.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$467,001
<b>Project Total</b>	<b>\$467,001</b>

**MAPS 3 Office Remodel (Project # C80398)**

**Location:** 420 W Main, 4th Floor

**Description:** Remodel of the MAPS3 Office to provide for the most efficient use of space.

**Justification:** To provide office space for the additional employees that are needed to manage the MAPS3 program.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$358,851
<b>Project Total</b>	<b>\$358,851</b>

**MAPS COMPLETION/RESERVE (Project # CIP-PROGRAM)**

**Location:** Various Locations

**Description:** Project represents funding remaining for capital maintenance on the original projects.

**Justification:** To provide funding for capital maintenance of approved MAPS projects.

**Operating Cost:** \$0 **Operating Cost Description:** Capital maintenance on MAPS projects is expected to maintain or reduce operating costs on MAPS projects

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Fund MAP	\$556,154
<b>Project Total</b>	<b>\$556,154</b>

**Municipal Court Info. System (Project # F0015)**

**Location:** 700 Couch Drive

**Description:** Council approved a Municipal Court component within the Public Safety information system projects, as an appropriate project to be supported by the limited purpose City Capital Improvement Excise Tax.

**Justification:** Approved on September 14, 2004 as an appropriate project to be supported by the limited purpose City capital improvement excise tax.

**Operating Cost:** \$0 **Operating Cost Description:** Routine Maintenance and Repair

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$992,474
<b>Project Total</b>	<b>\$992,474</b>

**POLICE RECORDS MGMT SYSTEM (Project # F0006)**

**Location:** Various Police Facilities

**Description:** This program will replace the existing Police Department Information System with one that incorporates current data storage technology and has the ability to allow application deployment techniques for the future.

**Justification:** Approved on March 14, 2000 temporary sales tax for public safety programs.

**Operating Cost:** \$0 **Operating Cost Description:** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$1,141,650
<b>Project Total</b>	<b>\$1,141,650</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Printshop Equipment (Project # C10002)**

**Location:** 200 N. Walker

**Description:** Escrow of funds to replace printing or copying equipment as needed.

**Justification:** As current equipment reaches the end of its useful life it will need replacement.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$4,310
<b>Project Total</b>	<b>\$4,310</b>

**Project Management Cost (Project # F0017)**

**Location:** Citywide

**Description:** Project Management Costs associated with remaining Public Safety Capital Projects.

**Justification:** Project Management Costs associated with approved Public Safety Capital Projects are eligible to be charged to the Sales Tax Fund.

**Operating Cost:** \$0    **Operating Cost Description:** Routine operating and maintenance costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$44,205
<b>Project Total</b>	<b>\$44,205</b>

**Replace Flooring at PSCC (Project # F0024)**

**Location:** 715 Robert S. Kerr

**Description:** Replace Flooring at PSCC.

**Justification:** Due to age and condition of flooring, replacement is necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$87,000
<b>Project Total</b>	<b>\$87,000</b>

**Replace Siren Radios/Interface (Project # F0022)**

**Location:** Citywide

**Description:** Replace siren radios/interface boards.

**Justification:** Upgrades are necessary in order to provide the best service.

**Operating Cost:** \$0    **Operating Cost Description:** Routine operating and maintenance costs

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$159,530
<b>Project Total</b>	<b>\$159,530</b>



## City Manager - (MAPS3) Capital Projects

### MAPS 3 Convention Center (Project # M3-C000)

**Location:** To be determined.

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$39,999,139
<b>Project Total</b>	<b>\$39,999,139</b>

### MAPS 3 Downtown Public Park (Project # M3-P000)

**Location:** An area bounded by Hudson Ave. on the west, OKC Blvd. on the north, Robinson Ave. on the

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$23,337,432
<b>Project Total</b>	<b>\$23,337,432</b>

### MAPS 3 General Program (Project # M3-G000)

**Location:** Citywide

**Description:** MAPS 3 General Program Public Works Charges and Capital Expenses

**Justification:** Funding for overall MAPS 3 Projects consultant.

**Operating Cost:** \$0 **Operating Cost Description:** No ongoing operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$10,039
<b>Project Total</b>	<b>\$10,039</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$46,722,757
<b>Project Total</b>	<b>\$46,722,757</b>

**MAPS 3 Oklahoma River (Project # M3-R000)**

**Location:** Along the Oklahoma River

**Description:** Improvement at the Oklahoma River including upgrades to the rowing and paddling venue and the construction of a new Whitewater 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$31,788,895
<b>Project Total</b>	<b>\$31,788,895</b>

**MAPS 3 Senior Health/Wellness (Project # M3-H000)**

**Location:** Citywide

**Description:** Construction of Senior Health / Wellness Centers.

**Justification:** Will encourage healthy lifestyles & serve as a gathering place for active seniors. The centers will be placed in different areas of the city to serve as many residents as possible. Each facility is to reflect the needs of the participants & will include an operating partner.

**Operating Cost:** \$0 **Operating Cost Description:** It is anticipated the operating partners will absorb all Operating Cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$23,000,999
<b>Project Total</b>	<b>\$23,000,999</b>

**MAPS 3 Sidewalks (Project # M3-W000)**

**Location:** Citywide

**Description:** Construction of new MAPS 3 Walks (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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$13,126,556
<b>Project Total</b>	<b>\$13,126,556</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$99,525,820
<b>Project Total</b>	<b>\$99,525,820</b>

**MAPS 3 Trails (Project # M3-T000)**

**Location:** Lake Hefner to the N. Canadian River, connections from Lake Overholser to the N. Canadian

**Description:** Proposed construction of new trails including: the I-44 West Trail, the West River/Lake Overholser Trail, the Lake Draper Trail & 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Sales Tax	\$20,840,269
<b>Project Total</b>	<b>\$20,840,269</b>

**City Manager - (MAPS3) Total                      \$298,351,906**

# City Manager (OCMAPS) Capital Projects

## 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OCMAPS - Schools Sales Tax	\$1,392,000
<b>Project Total</b>	<b>\$1,392,000</b>

**City Manager (OCMAPS) Total** **\$1,392,000**



## Development Services Capital Projects

### **Adoption Room Lighting (Project # C20134)**

**Location:** 2811 S.E. 29th

**Description:** Replace lighting in the animal shelter adoption room.

**Justification:** Replace outdated lighting system.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$30,000
<b>Project Total</b>	<b>\$30,000</b>

### **Animal Shelter Floor & Kennels (Project # C83305)**

**Location:** 2811 SE 29 St.

**Description:** Floor improvements and kennel replacements at Animal Welfare facility.

**Justification:** The current flooring in the shelter is made of concrete floor, which is a porous surface that requires constant sealer. Concrete harbors diseases and can't be sanitized appropriately. The new flooring material will be epoxy which is easier to clean and sanitize and should reduce illness in shelter. The existing kennels are at the end of life expectancy and are rusting. They are made of galvanized metal which is more difficult to clean. The replacement kennels will be made of newer long last stainless steel and durable FRP sidings.

**Operating Cost:** \$0    **Operating Cost Description:** Variable maintenance cost as needed.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$773,000
<b>Project Total</b>	<b>\$773,000</b>

### **Animal Welfare Surgical Suite (Project # C10150)**

**Location:** 2811 SE 29th St.

**Description:** Improvements to the existing heating, cooling and ventilation system in the Surgical Suite.

**Justification:** Improvements are necessary due to certain inefficiencies within the Surgical Suite.

**Operating Cost:** \$0    **Operating Cost Description:** Variable maintenance cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$43,025
<b>Project Total</b>	<b>\$43,025</b>

**Ballistic Vests (Project # C00093)**

**Location:** 2811 SE 29th St.

**Description:** This request is to replace the current ballistic vests for the Animal Welfare Control Officers.

**Justification:** The Animal Welfare Officers are issued ballistic vests for their protection while working in potentially dangerous situations and dealing with citizens during the course of their work. The vests are worn daily as a part of their uniform. Each vest is specifically sized for each officer and has a lifespan of five years per the manufacturer’s specifications.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$3,472
<b>Project Total</b>	<b>\$3,472</b>

**Elevator Inspector Vehicles (Project # C20132)**

**Location:** 420 W. Main

**Description:** Develop Services purchase of four vehicles for elevator inspectors.

**Justification:** City vehicles for elevator inspectors would improve accountability and productivity due to the GPS tracking embedded in the vehicle.

**Operating Cost:** \$5,104    **Operating Cost Description:** Maintenance cost will increase by \$5,104.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$66,772
<b>Project Total</b>	<b>\$66,772</b>

**Emergency Response Generator (Project # C20133)**

**Location:** 420 W. Main

**Description:** Generator for emergency response trailer.

**Justification:** Generator for emergency response trailer deployed during emergency situations to temporarily house animals and provide animal care.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$12,500
<b>Project Total</b>	<b>\$12,500</b>

**Extend Anim Welfare parkinglot (Project # C00089)**

**Location:** 2811 S.E. 29th St.

**Description:** Extend the parking lot at Animal Welfare approximately 85 ft toward Grand Ave. and 20 ft toward S.E. 29th Street, with 5" concrete.

**Justification:** The shelter has between 250-300 visitors each weekday and between 400-500 visitors each weekend day and is open 7 days a week. With this traffic volume the current parking lot is often extremely full and difficult to park.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$158,116
<b>Project Total</b>	<b>\$158,116</b>

**In Field Computerization (Project # C80300)****Location:** Citywide**Description:** Technical enhancement for code enforcement in the field. Notebooks will reduce the time required to transcribe field notes and print warnings and citations, effectively increasing the field time available to the code inspectors.**Justification:** Reducing in-office time required to report, and the enhanced ability to schedule inspection routes will increase the field time.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$22,872
<b>Project Total</b>	<b>\$22,872</b>

**Oil Separator (Project # C00095)****Location:** 2811 SE 29th St.**Description:** This request replaces the oil separator at the Animal Shelter. The Animal Shelter has a receiving bay where Officer's use a water hose or power washer wash/rinse out the Animal Control trucks.**Justification:** The oil separator for the Animal Welfare receiving bay was removed by General Services, Building Management due to rusting and clogging the drains. It is necessary to install a new oil separator to be in Code compliance.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$12,985
<b>Project Total</b>	<b>\$12,985</b>

**Remodel 10th Floor Devlp. Svc (Project # C00091)****Location:** 420 W. Main**Description:** Remodel 10th Floor Development Services.**Justification:** The Construction inspectors are very short on office space. This renovation, which includes closing the doorway leading to the kitchen and removing two walls, will provide the additional office space that is needed.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$16,046
<b>Project Total</b>	<b>\$16,046</b>



# Fairgrounds Capital Projects

## Fairgrounds Misc. Repairs (Project # C20054)

**Location:** Oklahoma State Fairgrounds

**Description:** Improvements to Fairgrounds including electrical, HVAC, lighting and other needed capital maintenance.

**Justification:** Due to the age and condition of the facility, various improvements are necessary to maintain the appearance and provide the amenities that the users request.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Revenue Bonds	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

## Norick Arena Improvements (Project # C20052)

**Location:** Oklahoma State Fair

**Description:** Various improvements to the arena including lobby, roof, HVAC, and exterior lighting.

**Justification:** Due to the age and condition of the facility, various improvements are necessary to maintain the appearance and provide the amenities that the users request.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Revenue Bonds	\$2,000,000
<b>Project Total</b>	<b>\$2,000,000</b>

**Fairgrounds Total** **\$2,500,000**

## Finance Capital Projects

### **100 N Walker 3rd Floor Remodel (Project # MB-1236)**

**Location:** 100 N. Walker

**Description:** 100 N Walker 3rd Floor Remodel

**Justification:** The Accounting Services Division space is in need of updating and remodeling to better utilize the space.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$132,350
<b>Project Total</b>	<b>\$132,350</b>

### **Finance Office Improvements (Project # C20003)**

**Location:** 100 N. Walker and 420 W. Main Buildings

**Description:** This will provide for the replacement of office equipment and other improvements in the Finance Department.

**Justification:** Office equipment replacement needed as equipment reaches the end of its useful life.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$79,994
<b>Project Total</b>	<b>\$79,994</b>

### **Treasury Remodel (Project # C20061)**

**Location:** 420 W. Main

**Description:** Remodel of the Treasury Division.

**Justification:** To improve efficiency within the office and provide sufficient space for current staff.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$10,195
<b>Project Total</b>	<b>\$10,195</b>

**Finance Total** **\$222,539**

## Fire Capital Projects

### Defibrillators (Project # C80183)

**Location:** Citywide

**Description:** Manual defibrillators with "15 lead" monitoring capability 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 7 years.

**Operating Cost:** \$0    **Operating Cost Description:** No additional cost above current expenses.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Fire Sales Tax Fund	\$620,000
<b>Project Total</b>	<b>\$620,000</b>

### 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Use Tax Fund	\$13,361,056
<b>Project Total</b>	<b>\$13,361,056</b>

### 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 apparatus should help keep operating costs at current levels.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Use Tax Fund	\$505,840
<b>Project Total</b>	<b>\$505,840</b>

### Fire Station #7 Renovation/Exp (Project # F0018)

**Location:** 218 SW 23rd Street

**Description:** Renovation and Expansion of Fire Station

**Justification:** Due to age and condition of station, renovations and repairs are necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional costs expected above current station expenses.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$144,632
<b>Project Total</b>	<b>\$144,632</b>

**Fire Unlisted Control Acct. (Project # B0706020001)**

**Location:** Citywide

**Description:** Repair, renovation, construction, replacement, and/or improvement of fire facilities and appurtenances; A&E/site and ROW acquisition, furnishings and equipment, utility relocation, and/or expenses of the bond issue.

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$300,000
Fire Sales Tax Fund	\$725,000
<b>Project Total</b>	<b>\$1,025,000</b>

**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 relate site acquisition & preparation/demolition/infrastructure/drainage/utilities/roadways/parking/landscaping/irrigation &/or fencing.

**Justification:** Due to age and condition of facility replacement is necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$2,500,000
Fire Sales Tax Fund	\$1,000,000
<b>Project Total</b>	<b>\$3,500,000</b>

**SE 149th St & Douglas (Project # B0706010001)**

**Location:** New Fire Station to serve an area in the vicinity of SE 149th Street and Douglas

**Description:** Design/construct/equip and furnish new fire stations which may include relate site acquisition & preparation/demolition/infrastructure/drainage/utilities/roadways/parking/landscaping/irrigation &/or fencing.

**Justification:** As a result of a fire station locations study and new fire station is needed in this area.

**Operating Cost:** \$1,000,000    **Operating Cost Description:** Personnel, supplies, utilities and maintenance to operate the station.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$2,600,000
Fire Sales Tax Fund	\$1,000,000
<b>Project Total</b>	<b>\$3,600,000</b>

**Fire Total** **\$22,756,528**

# General Services Capital Projects

## 100 N. Walker Remodel (Project # C00460)

**Location:** 100 N. Walker Building

**Description:** Involved remodeling the first & second floors of the 100 N. Walker Building to provide one additional office, a meeting room & storage space for the Finance Dept.

**Justification:** Access Control, security and customer service issues have prompted the Finance Department to consider relocating Payroll Division.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$12,396
<b>Project Total</b>	<b>\$12,396</b>

## 100 N. Walker Windows Replace (Project # C11124)

**Location:** 100 N. Walker

**Description:** This project is to replace windows in the building

**Justification:** Due to age and condition of windows, replacements are necessary. Work on this project has begun, but additional funding will be needed to complete due to the conditions of the windows.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$100,303
<b>Project Total</b>	<b>\$100,303</b>

## 420 W. Main Fire Alarm Strobe (Project # C80213)

**Location:** 420 W. Main

**Description:** This project will synchronize the Fire Alarm strobes.

**Justification:** Improved fire alarm system.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$100,001
<b>Project Total</b>	<b>\$100,001</b>

## 420 W. Main Remodel (Project # C20029)

**Location:** 420 W. Main

**Description:** After a comprehensive facility study is complete, remodeling of various floors and offices will take place to best utilize the space throughout the building.

**Justification:** Due to a ever growing workforce and the need for storage space a remodeling of various floors and offices is needed.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$55,295
<b>Project Total</b>	<b>\$55,295</b>

**420 W. Main Restroom Repair (Project # C10055)**

**Location:** 420 W. Main Ave.

**Description:** Restroom repairs at 420 W. Main Building.

**Justification:** Due to age and condition of facilities, certain repairs are necessary including increasing compliance with the Americans with Disabilities Act.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$206,030
<b>Project Total</b>	<b>\$206,030</b>

**ABS Struxuralware/Hardware (Project # C80506)**

**Location:** Various City facilities.

**Description:** ABS Struxuralware/Hardware

**Justification:**

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$442,736
<b>Project Total</b>	<b>\$442,736</b>

**ADA Citywide Buildings (Project # C20105)**

**Location:** Citywide

**Description:** Accomplish barrier removal in facilities, enhance ADA compliance in facilities and address existing non-compliant issues in facilities at various locations around the city.

**Justification:** Compliance will provide better citizen access to services and programs.

**Operating Cost:** \$0    **Operating Cost Description:**

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Public Property Authority	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**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 access to City facilities.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$136,601
<b>Project Total</b>	<b>\$136,601</b>

**ADA Compliant Curb Ramps (Project # C20041)**

**Location:** Citywide

**Description:** Funding for bringing identified curb Ramps into compliance.

**Justification:** Certain curb ramps in the City need modified to conform to ADA standards.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$25,005
<b>Project Total</b>	<b>\$25,005</b>

**ADA Fairgrounds Program (Project # C20050)**

**Location:** Fairgrounds

**Description:** Fund ADA improvements at the Fairgrounds.

**Justification:** Project is needed to provide necessary improvements to the Fairgrounds in order to be in compliance with the ADA.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$25,154
<b>Project Total</b>	<b>\$25,154</b>

**Asphalt Repairs (Project # C20139)**

**Location:** 3738 S.W. 15th

**Description:** Repair paving surfaces at the CMF which are failing due to age, salting and heavy traffic.

**Justification:** Deterioration in pavement needs to be repaired.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Automatic Vehicle Recognition (Project # C11113)**

**Location:** Citywide

**Description:** This program would provide funding to fit General Services vehicles with radio transmitters that send mileage and other information to the M5 Fleet Maintenance system.

**Justification:** Incorrect odometer and hour meter information has presented a major data integrity issue within the M5 system. Correction of errors requires manual data research and input.

**Operating Cost:** \$0    **Operating Cost Description:** Variable maintenance as needed.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$8,000
<b>Project Total</b>	<b>\$8,000</b>

**City Hall Elevator Upgrades (Project # C11131)**

**Location:** 200 N. Walker

**Description:** Elevator upgrades at City Hall to meet ADA compliance.

**Justification:** Due to age and condition of elevators, upgrades are necessary.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$300,917
<b>Project Total</b>	<b>\$300,917</b>

**Citywide Facility Repairs/Cont (Project # C20017)**

**Location:** Citywide

**Description:** Reserve funding to meet unforeseen facility repairs and projects as needs are identified.

**Justification:** Contingency 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$259,064
<b>Project Total</b>	<b>\$259,064</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$6,776,867
<b>Project Total</b>	<b>\$6,776,867</b>

**Citywide Roofing (Project # C80206)**

**Location:** Citywide

**Description:** Roof Repairs/Replacement as identified for various facilities.

**Justification:** Due to age and condition of various roof throughout the City, repairs and replacements will be necessary.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$342,119
<b>Project Total</b>	<b>\$342,119</b>

**CMF Maintenance (Project # C11133)**

**Location:** 3738 SW 15th St.

**Description:** Reserve funds for Central Maintenance Facility improvement projects.

**Justification:** To provide funding for capital projects at CMF as identified.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$71,252
<b>Project Total</b>	<b>\$71,252</b>

**CMF Painting (Project # C20141)**

**Location:** 3738 S.W. 15th

**Description:** Paint interior of the Household Hazardous Waste Facility and the Fleet Services Facility.

**Justification:** Paint interior of the Household Hazardous Waste Facility (HHW) and the Fleet Services Facility at the CMF. The HHW facility enjoys heavy customer traffic. This project will improve the facility's appeal and customer confidence

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$80,000
<b>Project Total</b>	<b>\$80,000</b>

**Courts HVAC & Roof Repairs (Project # C20036)**

**Location:** 700 Couch Drive

**Description:** Repairs or replacement of roof depending upon engineering study and includes funding for HVAC repairs as needed.

**Justification:** Due to age and condition of roof, repair is necessary.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$6,455
<b>Project Total</b>	<b>\$6,455</b>

**Downtown Campus Carpet Repl. (Project # C20021)**

**Location:** Downtown buildings

**Description:** This project is to replace approximately 3 departments per year in the downtown campus buildings as carpet becomes aged, reaches the manufacturer's life cycle and documented wear percentage.

**Justification:** Replacement of carpet due to wear and tear.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$16,056
<b>Project Total</b>	<b>\$16,056</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$56,894
<b>Project Total</b>	<b>\$56,894</b>

**Earlywine Aquatic Center HVAC (Project # C11160)**

**Location:** 3033 SW 119TH

**Description:** Earlywine Aquatic Center HVAC improvements.

**Justification:** Due to age and condition of equipment, improvements are necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$5,356
<b>Project Total</b>	<b>\$5,356</b>

**Electronic Security Gates CMF (Project # C11134)**

**Location:** 3738 SW 15th St.

**Description:** Installation of Electronic Security Gates at Central Maintenance Facility.

**Justification:** To provide for increased security at the facility.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$26,636
<b>Project Total</b>	<b>\$26,636</b>

**Energy Efficiency Programs (Project # C80501-PW)**

**Location:** Citywide

**Description:** Project provides funding for energy efficiency programs throughout the City as identified.

**Justification:** Will facilitate potential electrical energy savings by replacing in-efficient City-owned equipment throughout the City.

**Operating Cost:** \$0    **Operating Cost Description:** Future replacement of energy saving devices.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$67,778
<b>Project Total</b>	<b>\$67,778</b>

**Fire Code Improvements (Project # C20136)**

**Location:** 100 N. Walker

**Description:** Replace doors, provide additional security to stairwells and correct deficiencies identified by the City's Fire Marshall.

**Justification:** Ensure a safe and secure means of egress during emergencies at 100 N. Walker.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

**FS#31 - Roof Replacement (Project # C20109)**

**Location:** Fire Station #31 - 618 North Rockwell

**Description:** Roof replacement at Fire Station #31.

**Justification:** Due to age and condition of roof, replacement is necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

**General Services Bldg Repairs (Project # C20059)**

**Location:** 600 SW 12th 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$98,801
<b>Project Total</b>	<b>\$98,801</b>

**Gutter Repairs (Project # C20138)**

**Location:** 420 W. Main

**Description:** Install water diversion (gutter) system.

**Justification:** Install a water diversion (gutter) system on the west side of the building to prevent water intrusion.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**IT Remodel (Project # C00461)**

**Location:** 100 N. Walker 5th Floor

**Description:** Involves remodeling the fifth floor of the 100 N. Walker Building.

**Justification:** To provide for the relocation of the GIS work section from the 420 W. Main building.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$515
<b>Project Total</b>	<b>\$515</b>

**Lighting Updrade (Project # C20137)**

**Location:** 3738 S.W. 15th

**Description:** Central Maintenance Facililty energy efficiency upgrade of building lighting.

**Justification:** Upgrade existing 400 watt metal halide high bay fixtures with 300 watt induction high bay fixtures in the Fleet Services shop bay area's (\$38,000) and replace existing 400 watt metal halide high bay fixtures with 300 watt induction high bay fixtures in the Fuel/Wash bay area (\$14,000) at the Central Maintenance Facility. The new fixtures will have motion sensors and will save approximately ½ amp of power per fixture.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$52,000
<b>Project Total</b>	<b>\$52,000</b>

**Maximus Software Upgrade (Project # C10200)**

**Location:** 115 N. Shartel Ave.

**Description:** Fleet Services Software Upgrade

**Justification:** To upgrade software to a newer version to be in alignment with software maintenance requirements.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$5,102
<b>Project Total</b>	<b>\$5,102</b>

**Shop Equipment (Project # C80030)**

**Location:** 15th and Portland

**Description:** Replacement of shop equipment at the Fleet Serives Building at the Central Maintenance Facility.

**Justification:** Due to age and condition of lifts, replacements are necessary.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$6,111
<b>Project Total</b>	<b>\$6,111</b>



## 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	FY16 Amount
Golf Op or Reserve Accts	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

### 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	FY16 Amount
Golf Op or Reserve Accts	\$41,000
<b>Project Total</b>	<b>\$41,000</b>

### Lake Hefner Tree Planting (Project # GOLF00012)

**Location:** 4491 S. Lake Hefner Dr

**Description:** Tree Replacement.

**Justification:** A long lead time is needed for tree replacement because of the amount of time for tree growth

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY16 Amount
Golf Op or Reserve Accts	\$12,000
<b>Project Total</b>	<b>\$12,000</b>

### Lincoln Equipment (Project # GOLF00016)

**Location:** 4001 NE Grand Blvd

**Description:** Equipment Purchases. 72" Rotary mower, Greens mower, Turf Gator, Trap rake, Utility vehicle, Trim mower, Fairway unit, Front end loader, used Airifying units, and a Spray unit.

**Justification:** Replacement of lincoln maintenance equipment that is aging.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY16 Amount
Golf Op or Reserve Accts	\$70,000
<b>Project Total</b>	<b>\$70,000</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Golf Op or Reserve Accts	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

**Trosper Tree Replacement (Project # GOLF00009)**

**Location:** 2301 SE 29th

**Description:** Tree Replacement program.

**Justification:** The length of tree growth requires a long lead time for tree replacement.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Golf Op or Reserve Accts	\$5,000
<b>Project Total</b>	<b>\$5,000</b>

**Golf Courses Total** **\$238,000**

## Information Technology Capital Projects

### **A / V Enhancement 420 W Main (Project # ITCOM0070331)**

**Location:** 420 W Main St.

**Description:** Enhance the Audio Visual System in the 10th floor Conference Room of 420 W. Main

**Justification:** Will result in improved use of the facility for public and departmental meetings.

**Operating Cost:** \$0   **Operating Cost Description:** Maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$19,108
<b>Project Total</b>	<b>\$19,108</b>

### **Advanced Network Prj Implemnt (Project # ITNET0070995)**

**Location:** Citywide

**Description:** Advanced network project implementation. Approximately 24 weeks of engineering support for the implementation of network redesign and troubleshooting of problems. Up to and including: Core,ISE, Edge, DMZ, Data Center, Prime, ACS, Wireless Controller

**Justification:**

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$30,000
<b>Project Total</b>	<b>\$30,000</b>

### **Agenda Mgmt Syst Conversion (Project # ITDEP0070970)**

**Location:** Citywide

**Description:** Agenda Management System Conversion

**Justification:** The purpose of the project is to fund the cost of services, additional licensing, and training that may be needed to migrate the Agenda Management System from its current platform, Sire, to Hyland's OnBase platform.

**Operating Cost:** \$27,000   **Operating Cost Description:** Maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

### **AMAG locks@100NWalker (Project # ITSEC0056375)**

**Location:** 100 N. Walker

**Description:** Pilot project for Enhanced Access Control System

**Justification:** To provide an increase in access security at the 100 N. Walker facility. Pilot project for Enhanced Access Control System

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$55,000
<b>Project Total</b>	<b>\$55,000</b>

**ArcGIS Server Virtual Host (Project # ITGIS0070969)**

**Location:** Citywide

**Description:** ArcGIS Server Virtual Host

**Justification:** Information Technology maintains the City's Geographic Information System. A big component of the system is the online map services. To improve performance and recoverability, IT will migrate the current servers to a dedicated virtual host with directly connected solid state drives.

**Operating Cost:** \$2,000    **Operating Cost Description:** Maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$12,500
<b>Project Total</b>	<b>\$12,500</b>

**Asset Management Module (Project # ITCS00070730)**

**Location:** Citywide

**Description:** Establish & document Asset Management processes within Service Manager Application

**Justification:** The Information Technology Department has implemented Microsoft System Center Service Manager work management and tracking system to replace the obsolete Infra work management system that is no longer supported. Service Manager currently has limited asset lifecycle tracking functionality. In order to track and manage assets purchased by the IT Department from the purchase date through surplus date (plus records retention timeline), an Asset Management add-on that provides this functionality is needed.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$8,845
<b>Project Total</b>	<b>\$8,845</b>

**CCTV Mapping Interface (Project # ITSEC0070983)**

**Location:** Citywide

**Description:** CCTV Mapping Interface

**Justification:** Genetec License for enhanced mapping capabilities. This will allow the production of an interactive map with cameras and other objects. Selecting the object activates displaying and/or controlling the object. For use with 911 services and other customers.

**Operating Cost:** \$0    **Operating Cost Description:** N/A

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

**Cisco Prime Network Mgmt Tool (Project # ITNET0070403)**

**Location:** Citywide

**Description:** Purchase of new Network Management tool.

**Justification:** The proposed implementation of Prime will provide enhanced monitoring through 'assurance' licensing as well as be able to push configuration changes to groups of switches, this will speed the process of upgrades and the NAC implementation. The proposed implementation also includes sending a staff member to training on the product as well as 80hrs of installation assistance.

**Operating Cost:** \$0    **Operating Cost Description:** Maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$24,842
<b>Project Total</b>	<b>\$24,842</b>

**Cisco Server to House ACS (Project # ITNET0070999)**

**Location:** Citywide

**Description:** Cisco Server to Houes ACS Primary

**Justification:** ACS provides secure access to all of the network equipment. The current ACS server is several versions old and on Server 2003. Windows is no longer a supported platform for this service. We are recommending one new hardware appliance and one virtual as a secondary server.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$15,000
<b>Project Total</b>	<b>\$15,000</b>

**CMF 6880 Distribution Pair (Project # ITNET0071000)**

**Location:** Pair of 6880 Network Switches to allow for 40Gb connectivity to CMF -- this connectivity

**Description:** CMF 6880 Distribution Pair

**Justification:** Pair of 6880 Network Switches to allow for 40Gb connectivity to CMF -- this connectivity allows for minimum of 10Gb connectivity during maximum failover situation. Switches will act as a data distribution providing connectivity to the Western campus including 20gb connectivity to Will Rogers Airport. This will also be the main connection from the new data center to the city network. Once the data center construction is complete this switch will be relocated to the data center.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$120,000
<b>Project Total</b>	<b>\$120,000</b>

**CMF Network Upgrades (Project # ITNET0061999)**

**Location:** 3738 SW 15th St.

**Description:** Upgrade distribution and access layer switches at the Central Maintenance Facility capable of supporting VoIP.

**Justification:** The access layer switches are at end of life and do not support power over ethernet (PoE) technology. The update will allow Communications Team Project 61998 to upgrade the phones to VoIP.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$61,000
<b>Project Total</b>	<b>\$61,000</b>

**Computing Device Replacement (Project # C10004)**

**Location:** Citywide

**Description:** Computing Device Replacement, fy 16

**Justification:** Computing Device replacement on a five year cycle for desktops and laptops. Does not include pc's in Fire, Police, Airports and Water.

**Operating Cost:** \$0    **Operating Cost Description:** N/A

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$216,677
<b>Project Total</b>	<b>\$216,677</b>

**CONTINGENCY (Project # F0012)**

**Location:** Citywide

**Description:** Budgeted reserve and contingencies for Police and Fire Capital projects.

**Justification:** Project is necessary to provide for additional budget that might be necessary during the year for increased project cost or for newly identified projects.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
City and Schools Use Tax	\$1,208,874
Temp Sales Tax Pub Safety Ca	\$1,675,473
<b>Project Total</b>	<b>\$2,884,347</b>

**Copier Replacement (Project # ITADM0070949)**

**Location:** 100 N. Walker and 200 N. Walker

**Description:** This project will replace/purchase two copiers that have previously been leased.

**Justification:** I.T.'s and City Council's main copiers is due for replacement. IT compared copiers from the City's two contracted vendors, and chose the most economical copier in terms of leasing and purchasing. Buying and extending the years of use will save the cost of a new machine every 3-year lease cycle.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$20,000
<b>Project Total</b>	<b>\$20,000</b>

**Development Serv. Imaging (Project # ITADM0057776)**

**Location:** 420 W. Main St.

**Description:** Award of service contract to allow the scanning Development Services documents and files.

**Justification:** This is Phase II for the originating project #ITADM0048203 to scan the remaining Commerical Building Permits for Development Services. The records will be stored electronically, thereby allowing staff to search more easily. It will retain required documents indefinitely, and free up storage/office space from boxes of paper documents.

**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$1,422
<b>Project Total</b>	<b>\$1,422</b>

**EMV/Smart Card Readers (Project # ITENT0070953)**

**Location:** Citywide

**Description:** EMV/Smart Card Readers

**Justification:** The deadline to accept EMV/Smart Chip credit card payments is October 2015. iNovah Cashiering System accepts credit card payments for utility bills, permits, garage sales, and trash bags. New credit card readers are required to process payments with the EMV/Smart Chip credit cards.

**Operating Cost:** \$1,500 **Operating Cost Description:** Maintenance/Support

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$7,500
<b>Project Total</b>	<b>\$7,500</b>

**Equipment/Move New Data Center (Project # ITSVR0056422)**

**Location:** SW 15th and Portland

**Description:** Purchase equipment for the new data center.

**Justification:** In FY 2013, the Information Technology Department received funding to construct a new data center on the Central Maintenance Facility campus. The data center is designed to be disaster resistant and energy efficient and will house the City’s main servers and data storage. The funding requested will outfit the new building with storage racks, power distribution, air-handling systems, security, and system monitoring equipment. The department has worked closely with the Office of Sustainability and Public Works to ensure that the building and equipment utilize green technology to reduce heating and cooling costs. In addition, the geographic distance of the new data center from the downtown campus will provide redundancy in systems in the event of a natural disaster or significant loss of power.

**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$1,325,011
<b>Project Total</b>	<b>\$1,325,011</b>

**Failover Wireless Controller (Project # ITNET0071001)**

**Location:** Citywide

**Description:** We provide fully redundant networks to most facilities but have a single point of failure for the wireless network. This project will add a second wireless controller allowing the wireless environment to stay up if one fails.

**Justification:** Provide needed redundancy for the wireless network.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

**INovah Upgrade 3.X (Project # ITENT0070280)**

**Location:** Citywide

**Description:** INovah Upgrade 3.X

**Justification:** To comply with vendor support requirements, the City's Cashiering System must be upgraded every 3-4 years. Timing of upgrades is dependant on major software releases provided by the vendor.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**iPads/Prtrs for Dev Center (Project # ITCUS0070968)**

**Location:** They want to replace all of their XFRs and printers with iPads and new printers. iPad Air 2,

**Description:** iPad/Printer purchase for Development Center to replace XFR's

**Justification:** Provide better functionality and efficiency to Development Center field employees.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**IPS/IDS for New Perimeter Tech (Project # ITSEC0070795)**

**Location:** Citywide

**Description:** IPS/IDS for new perimeter technology

**Justification:** Replace existing ingress IPS/IDS with new system that integrates with the technology being deployed by the Network Program later this fiscal year.

**Operating Cost:** \$20,000    **Operating Cost Description:** Annual maintenance, support and licensing.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**IT - OKC.GOV Migration (Project # ITADM0044477)**

**Location:** 100 N. Walker Ave.

**Description:** Contract Services to Support OKC.GOV Migration to SharePoint

**Justification:** This project will provide funds to obtain external web designers to migrate content to new site based on SharePoint.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$231,882
<b>Project Total</b>	<b>\$231,882</b>

**IT - Server Replacements (Project # ITSVR0045706)**

**Location:** 100 N. Walker

**Description:** CIP FY 2013-14 Server Replacements, infra # 45707, \$280,000.

**Justification:** Servers and storage that are at end of life must be replaced. It should be noted that without significant server virtualization that has been executed by Information Technology, these replacement costs could be as much as three times higher on an annual basis.

**Operating Cost:** \$0   **Operating Cost Description:** Extended maintenance warranties

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$24,277
OKC Municipal Fac Authority	\$250,000
<b>Project Total</b>	<b>\$274,277</b>

**IT Multi-Project Control Acct. (Project # C20103)**

**Location:** Citywide

**Description:** Projects include Security, Network , Administrative, Server, Process Management, GIS, Database, Telecom and others.

**Justification:** Project provides a control account until individual projects are identified for funding.

**Operating Cost:** \$0   **Operating Cost Description:** Operating cost vary per project.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$392,513
<b>Project Total</b>	<b>\$392,513</b>

**IT NET Network Core Device Rep (Project # ITNET0045976)**

**Location:** Citywide

**Description:** Replacement of the IT Network core devices.

**Justification:** This project is a required network infrastructure upgrade in FY16 to replace outdated network core equipment. We have suspended the five year upgrade of the router and access layer projects so that this project can be completed.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$27,423
<b>Project Total</b>	<b>\$27,423</b>

**IT Office Remodel (Project # ITADM0064069)****Location:** 100 North Walker**Description:** IT Office Remodel and Furniture Replacement.

**Justification:** Phase 2: During this phase, staff currently in the north end of the 5th floor will be relocated to areas vacated as of result of the Phase 1 – 1st floor move while the area is being remodeled. In addition, the Communications Program staff will move into the space from their current location at 420 West Main. Costs will include the remodeling as well as the costs to move the current furnishings from the 420 West Main offices. Phase 3: Following completion of the new data center and relocation of the servers, the 7th floor of 100 North Walker will be remodeled for use as office space. (8/18/14) See Project # 56423 - as of 1/23/12 per David Grothe) Phase 4: This phase replaces office furniture on the 6th floor of 100 North Walker with the exception of the reception area. The department plans to implement this phase simultaneously during the other three phases. OMB recommends this change as hi

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$36,453
<b>Project Total</b>	<b>\$36,453</b>

**ITNETWORK-NAC (Project # ITNET0012665)****Location:** 100 N. Walker**Description:** IT Network Access Control Security Improvements.

**Justification:** Project will provide network with security that prevents intrusion by requiring PC devices to first be scanned for compliance and authorizing user access prior to granting network accessibility.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$26,880
<b>Project Total</b>	<b>\$26,880</b>

**IT-RADIO - Radio Replacement (Project # ITRAD0045634)****Location:** Citywide**Description:** This project is required to replace public safety end of life radio equipment.

**Justification:** Portable radios have life expectancies of approximately 5-7 years, while mobiles may last from 7-10 years. Additionally, the entire public safety radio community has been undergoing changes that have led toward the nationwide adoption of a standard for digital radio systems commonly known as “P25”.

**Operating Cost:** \$0    **Operating Cost Description:** No additional Operating Cost

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Use Tax Fund	\$2,000,751
<b>Project Total</b>	<b>\$2,000,751</b>

**IT-Toughbooks/Prtr Replacement (Project # ITPRJ0056338)**

**Location:** Citywide

**Description:** Replacement of Toughbooks and new printers for Elevator Inspectors in Development Services.

**Justification:** The Development Center Toughbooks are at end of life and this project will replace them.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

**Kronos Time Clocks/ADA Compl. (Project # ITENT0070993)**

**Location:** Kronos Time Clocks - ADA Compliance

**Description:** Kronos Time Clocks - ADA Compliance

**Justification:** American Disablilites Act (ADA) publishes compliance considerations for installing time clocks. This will ensure time clocks at all locations are installed according to the ADA compliance publication for 2015 calendar year.

**Operating Cost:** \$0   **Operating Cost Description:** N/A

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

**Map Service Replacment (Project # ITGIS0070484)**

**Location:** Citywide

**Description:** CIP 2014-2015 - Map Service Replacment.

**Justification:** Online map services are used by most departments to view and interact with mapped based data. The information provided is then used to make informed business decisions. Our current Map Service product is end-of-life. Furthermore, it is preventing us from upgrading other aspects of our Geographic Information System. Other associated software products, such as Cityworks and Accela, will require this upgrade in the near future. This project is to purchase a replacement map service client that is compatible with the latest version of our back-end Geographic Information System.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**MOBILE DATA COMPUTERS (Project # F0005)**

**Location:** Citywide

**Description:** This program will replace the current Mobile Data Terminals with Mobile Data Computers (MDCs). In addition to the current applications, MDCs will add the capabilities necessary to provide access to GIS-based systems.

**Justification:** As MDC's reach the end of their useful life, they need replaced.

**Operating Cost:** \$0 **Operating Cost Description:** These are replacement computers. No additional operating costs are anticipated.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
City and Schools Use Tax	\$1,587,895
MAPS3 Use Tax Fund	\$464,733
<b>Project Total</b>	<b>\$2,052,628</b>

**Network Access Layer (Project # ITNET0051054)**

**Location:** Citywide

**Description:** Replacement of the Network Access Layer.

**Justification:** This replaces end of life network equipment that is no longer supported by manufacturer.

**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$6,292
<b>Project Total</b>	<b>\$6,292</b>

**Network Device Ref & Expansion (Project # ITNET0070614)**

**Location:** Citywide

**Description:** Network Device Refresh & Expansion

**Justification:** This proposal for funding will replace End of Life networking devices. Funding will replace approximately 30 devices - a combination of routers and distribution level switches. It is important to have routing and distribution equipment which is currently supportable by the vendor as such equipment makes up the backbone of our data network.

**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Municipal Fac Authority	\$258,000
<b>Project Total</b>	<b>\$258,000</b>

**Network Router Replacement (Project # ITNET0051055)**

**Location:** Citywide

**Description:** Replacement of Network Routers as needed.

**Justification:** Replaces end of life equipment no longer supported by manufacturer.

**Operating Cost:** \$0 **Operating Cost Description:** Maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$4,930
<b>Project Total</b>	<b>\$4,930</b>

**New Data Center (Project # ITADM0056295)**

**Location:** SE 15th and Portland Ave.

**Description:** Construction of new data center managed by Public Works.

**Justification:** This would provide a new building to contain the City's Primary Data Center and make it geographically separate from the backup data center at Public Safety Communication Center.

**Operating Cost:** \$0   **Operating Cost Description:** Utilities, maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$476,000
<b>Project Total</b>	<b>\$476,000</b>

**New Data Center Equipment (Project # ITSVR0062894)**

**Location:** 3738 SW 15th St.

**Description:** New Data Center Equipment

**Justification:** Once the data center construction is completed and outfitted, the department will undertake the delicate task of relocating all City servers while maintaining all functionality. The funding requested will move network, server, and storage systems to the new data center and provide for cloud storage rental to allow server functions to continue during the move.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$800,000
<b>Project Total</b>	<b>\$800,000</b>

**New Network Core-Design Phase (Project # ITNET0054497)**

**Location:** 100 N. Walker Ave.

**Description:** New Core Design & Supporting Racking/Cabling.

**Justification:** This Project will work with vendors and teams to design the new network core including racking/wiring for sustainability to be placed in the south side of 100 Walker.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$255,736
<b>Project Total</b>	<b>\$255,736</b>

**New Police Headquarters Networ (Project # ITNET0070671)**

**Location:** Design and implement network for the new police headquarters.

**Description:** New Police Headquarters Network installation.

**Justification:** Design and implement network infrastructure for the new police headquarters.

**Operating Cost:** \$0   **Operating Cost Description:** n/a

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$350,000
<b>Project Total</b>	<b>\$350,000</b>

**Paint ECC Interior Walls & Rep (Project # ITPS00070988)**

**Location:** 715 Robert S. Kerr

**Description:** Paint ECC Interior Walls & Rep

**Justification:** The appearance of interior walls of the Emergency Communications Center has deteriorated after nine years. The floor covering will be repaired and replaced through a FY15 funded CIP project; now the walls and damaged blinds need to be replaced to maintain the facility.

**Operating Cost:** \$0    **Operating Cost Description:** N/A

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$55,000
<b>Project Total</b>	<b>\$55,000</b>

**PCI Compliance Audit (Project # ITSEC0050517)**

**Location:** Citywide

**Description:** Hiring of a vendor to perform a external system audit for PCI compliance.

**Justification:** In order to process certain credit card transactionsthe City must comply with PCI regulations. A completed PCI Audit will strengthen compliance and allow the City to accept additional Credit Card transactions.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

**Point to Multi-Point (Project # ITNET0070996)**

**Location:** Citywide

**Description:** Point to Multi-Point Radio System Upgrade

**Justification:** Update to the system will allow for greater bandwidth at a lower implementation cost per location.

**Operating Cost:** \$0    **Operating Cost Description:** n/a

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$350,000
<b>Project Total</b>	<b>\$350,000</b>

**Privileged Identity Management (Project # ITSEC0070976)**

**Location:** 100 N. Walker

**Description:** Implement a system that can centrally manage the passwords of all client local administration machines, server administrators, service accounts, administration accounts, and user administration accounts.

**Justification:** This weakness was identified during the 2012 Utilities Vulnerability Assessment. The VA assessment team recommends the purchase and implementation of a privileged identity management system to protect system, service, and administrative accounts from misuse. The Information Security Program recommends a system that can centrally manage the passwords of all client local admin machines, server admins, service accounts, admin accounts, and user admin accounts. The system will also need to be able to create a workflow and record approval for use of certain accounts such as a non-user account with domain admin.

**Operating Cost:** \$0    **Operating Cost Description:** N/A

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Repl Cisco router, 911 facilit (Project # ITCOM0070990)**

**Location:** Replace Cisco 2801 router at 911 facility

**Description:** Replace Cisco 2801 router at 911 facility

**Justification:** This router is at end of life. It is used for overhead paging and to service seven emergency lines (Vesta) for the Fire Department to respond to 911 calls.

**Operating Cost:** \$0    **Operating Cost Description:** N/A

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$15,000
<b>Project Total</b>	<b>\$15,000</b>

**Replace ArcSDE Server (Project # ITGIS0047223)**

**Location:** Citywide

**Description:** Replacement ArcSDE Server funded by Public Works and OCWUT for Ortho storage.

**Justification:** Servers used for GIS applications for Public Works and the (Water) Utilities Department are at end of life and require replacement.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$35,125
<b>Project Total</b>	<b>\$35,125</b>

**Replace Firewall Hardware (Project # ITSEC0059324)**

**Location:** 100 N. Walker

**Description:** Replace firewall hardware (End-of-life).

**Justification:** 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:** Increase maintenance costs

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Replace Log/Event/Security S/W (Project # ITSEC0065874)**

**Location:** Citywide

**Description:** Replace Log/Event/Security Management Software.

**Justification:** This proposed software is a "log management solution" that will collect and correlate historical event logs from all City network, server, desktop, wireless and firewall devices connected to the City of Oklahoma City network. This will help detect new (zero-day) and all device (multi-vector) attacks, and provide auditing trails for these network attacks, breaches, and abuses. The solution will replace an existing product that is obsolete and inefficient for today's technology. This software is the industry standard and will provide extensive security for the City's network. There is no additional operational impact, the existing budgeted maintenance for the old obsolete software will cover the new software maintenance. Current solution (budgeted) operational impact is \$25,000.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$11,698
<b>Project Total</b>	<b>\$11,698</b>

**Service Mgr add-on, Cireson (Project # ITCUS0070961)**

**Location:** Citywide

**Description:** Service Manager Add-on Suite from Cireson

**Justification:** The IT department is using Microsoft Service Manager as their work tracking and asset tracking system. There are some shortcomings of the system and there are options available that would allow us to make more efficient use of the system. These include options for seeing all work in one view, Outlook plug-ins, Web interface, new customer portal options, drag and drop file attachments, true team support, asset management (both hardware and software) and others. This project will provide additional functionality and create efficiency in business processes for the IT work management system.

**Operating Cost:** \$6,367    **Operating Cost Description:** Maintenance/Support

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$18,967
<b>Project Total</b>	<b>\$18,967</b>

**SSL Decryption (Project # ITSEC0070982)**

**Location:** Citywide

**Description:** SSL decryption systems.

**Justification:** The following services are needed to strengthen the City security posture. Load Balancing is needed to help direct traffic flows and mitigate against Layer 7 DDoS attacks which are small in volume but able to bring down systems fairly quickly if unchecked. SSL Decrypt is very important as relying on the firewall for this service reduces firewall performance by roughly 50%. WAF (web application firewall) is a special firewall technique recommended by PCI Council and replaces third party code reviews. Lastly, SSO in the DMZ could be used as a method to enact AD FS into the DMZ.

**Operating Cost:** \$40,000    **Operating Cost Description:** Annual maintenance, licensing and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$210,000
<b>Project Total</b>	<b>\$210,000</b>

**STaR-1 Connectivity (Project # ITRAD0070914)**

**Location:** Citywide

**Description:** STaR-1 connectivity to EDACS and VIDA

**Justification:** TaR-1 is a communications Site On Wheels that was funded by federal grants to provide RF Communications to disaster sites when no other radio system is operational. Current systems on STaR-1 operate in a “stand alone” mode and do not have any connection with primary systems. This project will connect the EDACS and P25 radio systems on board STaR-1 back to the primary systems for Oklahoma City. This will allow units operating on the STaR-1 systems at a disaster site to communicate to units outside the disaster site who are operating on the primary system. This will better implement communications between the disaster site, PD HQ, Fire HQ, the 911 Center, and the RMACC.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$6,000
<b>Project Total</b>	<b>\$6,000</b>

**STaR-1 Satellite Connectivity (Project # ITRAD0070915)**

**Location:** Citywide

**Description:** STaR-1 connectivity via Satellite.

**Justification:** STaR-1 is a communications Site On-Wheels that was funded by federal grants to provide RF Communications to disaster sites when no other radio system is operational. Currently, STaR-1 is connected to the OKC LAN via Verizon LTE as a primary connection and OKC Point-to-Multipoint (PTM) microwave (Canopy) which is now obsolete. This project will establish an alternate path for STaR-1 connectivity with an annual cost significantly lower than the annual maintenance of Canopy and improve connectivity.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$40,000
<b>Project Total</b>	<b>\$40,000</b>

**Transitter Site Repairs (Project # ITRAD0070417)****Location:** Multiple locations.**Description:** Mold remediation at transmitter sites.**Justification:** Mold has been found growing under wall coverings at several transmitter sites. The mold remediation contractor determined that this is not a construction defect nor covered under the warranty. An assessment project is currently being managed by Public Works. Following assessment and the development of a remediation plan, repairs will commence. This project is to fund the repairs.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$60,000
<b>Project Total</b>	<b>\$60,000</b>

**Upgrade eCopy Machines (Project # ITCUS0053103)****Location:** Citywide**Description:** Upgrade ECopy Machines for Exchange 2010.**Justification:** All PCs hosting ECopy will be upgraded to the latest version that is compatible with Exchange 2010. This will allow the IT Communications Team to focus on the Exchange upgrade for additional functionality.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$5,985
<b>Project Total</b>	<b>\$5,985</b>

**Voice Firewall/CDR Solution (Project # ITCOM0070962)****Location:** Citywide**Description:** Solution to block calls from specific phone numbers.**Justification:** Provide ability to block calls from specific phone number.**Operating Cost:** \$15,000    **Operating Cost Description:** Maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

**VoIP at RMACC (Project # ITCOM0061997)****Location:** Citywide**Description:** This request is to replace the router and Voice Gateway (VG248) at the RMAC facility.**Justification:** This facility is to be the backup system for the Emergency Communications Center. Currently, the equipment is at end of life; the current router only supports two T1 lines and is a bottleneck. If the facility is to be activated properly upgrades are required.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$25,126
<b>Project Total</b>	<b>\$25,126</b>



# Municipal Counselor Capital Projects

## Conf Rm Furniture Replacement (Project # C80271)

**Location:** 200 N. Walker

**Description:** Replacement of conference room furniture in the Municipal Counselor's Office on the 4th floor of City Hall.

**Justification:** Due to the age and condition of the furniture, replacement is necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$7,103
<b>Project Total</b>	<b>\$7,103</b>

## Copiers for Mun. Counselors (Project # C80252)

**Location:** 200 N. Walker

**Description:** Replacement of copiers for the Municipal Counselors Office.

**Justification:** As copiers reach the end of their useful life, replacements are necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$288
<b>Project Total</b>	<b>\$288</b>

## Furniture and Fixtures (Project # C20142)

**Location:** 200 N. Walker

**Description:** Conference room furniture on the 5th floor of City Hall.

**Justification:** Conference room furniture on the 5th floor of City Hall. Current furniture is aging and beyond it's useful life.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$8,000
<b>Project Total</b>	<b>\$8,000</b>

## Municipal Counselor Office Eq (Project # C10003)

**Location:** 200 N. Walker Ave.

**Description:** Desktop Scanners, printers, and other equipment for the Municipal Counselor's Office.

**Justification:** Due to age and condition of equipment, replacement is necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$25,843
<b>Project Total</b>	<b>\$25,843</b>





# Parks And Recreation Capital Projects

## 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:** None.

Capital Funding Source	FY16 Amount
MAPS Res/Op & Cap Replace	\$250,000
<b>Project Total</b>	<b>\$250,000</b>

## Civic Center Lobby Renovation (Project # PARK00154)

**Location:** 201 N. Walker

**Description:** Main lobby improvements to the box office, concessions, and enhanced food offerings.

**Justification:** Utilization study approved 7/30/13

**Operating Cost:** \$15,000 **Operating Cost Description:** Utilities, maintenance and custodial.

Capital Funding Source	FY16 Amount
Other Unspecified	\$1,059,750
Private Funding	\$1,059,375
<b>Project Total</b>	<b>\$2,119,125</b>

## 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	FY16 Amount
2007 G.O. Bonds	\$250,434
<b>Project Total</b>	<b>\$250,434</b>

## Earlywine (Project # B0705090002)

**Location:** Earlywine 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:** 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	FY16 Amount
2007 G.O. Bonds	\$960,000
<b>Project Total</b>	<b>\$960,000</b>

**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 costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$938,000
<b>Project Total</b>	<b>\$938,000</b>

**Edwards (Project # B0705020005)**

**Location:** Edwards

**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:** n

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$142,250
<b>Project Total</b>	<b>\$142,250</b>

**Geraldine (Project # B0705020007)**

**Location:** Geraldine Park

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$57,500
<b>Project Total</b>	<b>\$57,500</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$57,500
<b>Project Total</b>	<b>\$57,500</b>

**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:**

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$287,500
<b>Project Total</b>	<b>\$287,500</b>

**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:** n

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$863,000
<b>Project Total</b>	<b>\$863,000</b>

**Myriad Gardens Capital Fund (Project # C80325)**

**Location:** Myriad Bontanical Gardens

**Description:** Capital Funding Projects at Myriad Gardens facilities.

**Justification:** Project is required as stipulated in the Lease and Management Agreement with the Myriad Gardens Foundation.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$68,673
<b>Project Total</b>	<b>\$68,673</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$107,813
<b>Project Total</b>	<b>\$107,813</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$201,250
<b>Project Total</b>	<b>\$201,250</b>

**Pat Murphy (Project # B0705020016)**

**Location:** Pat Murphy

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$215,625
<b>Project Total</b>	<b>\$215,625</b>

**Softball Hall of Fame Imp. (Project # PARK00077)**

**Location:** 2801 NE 50th St.

**Description:** Install improvements to Softball Hall of Fame facilities such as parking, field improvement, new facilities, restrooms, concessions, walks, seating, lighting, irrigation, etc. and design.

**Justification:** The Softball Hall of Fame supports several major sporting events, supporting economic and recreational development of the city and state. Provides safe and accessible facilities for softball players, spectators, and support staff.

**Operating Cost:** \$0 **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Special Purpose Funds	\$2,520,947
<b>Project Total</b>	<b>\$2,520,947</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$928,000
<b>Project Total</b>	<b>\$928,000</b>

**Stewart Equipment - Mowers (Project # GOLF00090)**

**Location:** NE 10th St. and Frederick Dougals Ave.

**Description:** Replacement of a Fairway and a Rough mower for the golf course.

**Justification:** Due to age and the inability to maintain the current mowers, replacement is necessary.

**Operating Cost:** \$0    **Operating Cost Description:** Variable maintenance and fuel cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$10,846
<b>Project Total</b>	<b>\$10,846</b>

**Stewart Maintenance Facility (Project # GOLF00068)**

**Location:** NE 10th St. and Frederick Dougals Ave.

**Description:** New course maintenance and cart storage facility.

**Justification:** Improved energy use, work areas, and protection for course equipment.

**Operating Cost:** \$0    **Operating Cost Description:** Variable maintenance and support cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$295,250
<b>Project Total</b>	<b>\$295,250</b>

**Trails Signage Study (Project # PARK00130)**

**Location:** Citywide

**Description:** MP-0451, Trails Master Plan Signage Study

**Justification:** Study of trails to determine master plan for signage and way-finding

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$18,232
<b>Project Total</b>	<b>\$18,232</b>

**Will Rogers Park Tennis Center (Project # PARK00153)**

**Location:** 3400 N. Portland Ave.

**Description:** Install all-weather canopy at tennis center for three existing courts. Construct 3 additional full-sized, covered tennis courts, and 5 youth ten and under courts. OKC Tennis to provide 50% of funding

**Justification:** To enhance tennis opportunities for youth and adult tennis activities in OKC. Also allows for year-round use of courts and options for tennis events.

**Operating Cost:** \$75,000    **Operating Cost Description:** Maintenance and Utilities.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Private Funding	\$2,000,000
Special Purpose Funds	\$2,000,000
<b>Project Total</b>	<b>\$4,000,000</b>



# Planning Capital Projects

## 1% for Arts Projects Account (Project # C79999)

**Location:** Citywide

**Description:** Funding for Art projects from various sources including; G.O. 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.

**Operating Cost:** \$0    **Operating Cost Description:** Maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Special Purpose Funds	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**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:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$235,943
<b>Project Total</b>	<b>\$235,943</b>

### 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:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Temp Sales Tax Pub Safety Ca	\$450,000
<b>Project Total</b>	<b>\$450,000</b>

### Headquarters/Courts Complex (Project # B0707010001)

**Location:** Police Headquarters/Courts Complex

**Description:** Renovate and build new Police Headquarters and Courts Complex which may include A and E services, site preparation, demolition, drainage, utilities, parking, landscaping, furnishings, equipment or fencing.

**Justification:** Due to age and condition of facilities; renovations, expansion and improvements are necessary.

**Operating Cost:** \$0   **Operating Cost Description:** New building will provide cost efficiencies.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Use Tax Fund	\$8,508,207
Police Sales Tax Fund	\$3,432,447
<b>Project Total</b>	<b>\$11,940,654</b>

### 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$375,000
<b>Project Total</b>	<b>\$375,000</b>

**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 that are not included in the general operating budget. 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

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$23,000
<b>Project Total</b>	<b>\$23,000</b>

**Investigation Lab Equipment (Project # FRLAB)**

**Location:** 616 Colcord Dr.

**Description:** The cost of a new total station is estimated to be \$100,000. A new computerized laboratory information management system costing approximately \$250,000 will improve the efficiency of all investigation support services.

**Justification:** The present laser measuring device for crime scenes is a Sokkia total station purchased in 2003. New technology has been developed to record the points of interest and document the scenes of a crime more efficiently. A computerized laboratory information management system costing approximately \$250,000 will improve the efficiency of all investigation support services.

**Operating Cost:** \$0    **Operating Cost Description:** Potential savings due to reduced liabilities.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$280,893
<b>Project Total</b>	<b>\$280,893</b>

**Patrol Vehicles (Project # F0008)**

**Location:** Citywide

**Description:** Replace police patrol vehicles utilized beyond their useful life.

**Justification:** Vehicle maintenance is costly because of the age of the vehicles and the amount of time they are out of service due to repairs.

**Operating Cost:** \$0    **Operating Cost Description:** Initially, newer vehicle purchases result in a savings due to less maintenance cost on an aged fleet.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Use Tax Fund	\$6,993,909
<b>Project Total</b>	<b>\$6,993,909</b>

**Police Briefing Station (Project # B0707020002)****Location:** 6200 S. Portland**Description:** Design/construct/equip & furnish new Police facility which may include A&E/site acquisition & preparation/infrastructure/drainage/utilities/roadways/parking/landscaping/irrigation &/or fencing.**Justification:** As a result of a Police location study, a new police station is needed in this area.**Operating Cost:** \$0    **Operating Cost Description:** No additional Operating Cost

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$244,272
<b>Project Total</b>	<b>\$244,272</b>

**Police Building Improvements (Project # XBLDG\_IMP)****Location:** Citywide**Description:** Improvement to existing police facilities including equipment, furnishings and installation or building maintenance services**Justification:** Improvement to existing police facilities including equipment, furnishings and installation or building maintenance services not included in the general operating budget. This could include enhancements to equipment and infrastructure critical to efficient operations.**Operating Cost:** \$0    **Operating Cost Description:** No additional Operating Cost

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$1,118,418
<b>Project Total</b>	<b>\$1,118,418</b>

**Police Helicopter (Project # F0007)****Location:** Citywide**Description:** Replacement of police helicopters.**Justification:** As helicopters reach the end of their useful life, replacements are necessary.**Operating Cost:** \$100,000    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Use Tax Fund	\$94,852
Temp Sales Tax Pub Safety Ca	\$195,607
<b>Project Total</b>	<b>\$290,459</b>

**Police Property Mngt Unit Impr (Project # B0000004322)****Location:** 701 W. Main Street**Description:** Police Property Management Unit Facility Improvements including office area for Sex Offender Registry**Justification:** Due to age and condition of facility, improvements are necessary.**Operating Cost:** \$0    **Operating Cost Description:** No additional Operating Cost

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$73,965
<b>Project Total</b>	<b>\$73,965</b>

**Police Training Center (Project # XRPTC)**

**Location:** 800 N. Portland.

**Description:** An additional HVAC system is needed for the fitness training areas.

**Justification:** The high temperatures and humidity during the summer months create potential heat related issues for police and fire personnel involved in physical training in the gymnasium. With the increasing frequency of police academies, controlling temperature and humidity in the gymnasium while recruits are undergoing physical fitness or custody and defensive tactics training will reduce the likelihood of heat related injuries or illnesses.

**Operating Cost:** \$0    **Operating Cost Description:** No additional Operating Cost

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$212,230
<b>Project Total</b>	<b>\$212,230</b>

**Radio System Improvements (Project # ITRAD0045638)**

**Location:** Citywide

**Description:** Radio system replacement and improvements.

**Justification:** The nationwide adoption of a standard for digital radio systems commonly known as “P25” for radio interoperability required the city to upgrade in order to be compliant.

**Operating Cost:** \$0    **Operating Cost Description:** No additional Operating Cost

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$1,500,000
<b>Project Total</b>	<b>\$1,500,000</b>

**Special Investigations Vehicle (Project # VEH\_SP\_INV)**

**Location:** Citywide

**Description:** Purchase of undercover vehicles.

**Justification:** To provide unmarked vehicles for the Special investigations Division (undercover vehicles).

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
State Asset Forfeiture Funds	\$200,000
<b>Project Total</b>	<b>\$200,000</b>

**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

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Police Sales Tax Fund	\$375,000
<b>Project Total</b>	<b>\$375,000</b>

**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 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$315,000
<b>Project Total</b>	<b>\$315,000</b>

**Unmarked Vehicles - Police (Project # F0009)**

**Location:** Citywide

**Description:** Replacement of unmarked vehicles utilized beyond their useful life.

**Justification:** Vehicle maintenance is costly because of the age of the vehicles and the amount of time they are out of service due to repairs.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
MAPS3 Use Tax Fund	\$3,207,785
<b>Project Total</b>	<b>\$3,207,785</b>

**Police Total** **\$27,836,528**

## Public Works Capital Projects

### **2012 Street Resurf Pkg 6 (Project # PM-0246)**

**Location:** Citywide

**Description:** Citywide Street Repair FY 14/15

**Justification:** Due to age and condition of streets resurfacing is necessary to maintain serviceability.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$858,502
<b>Project Total</b>	<b>\$858,502</b>

### **ADA Fairgrounds Program (Project # C20050-PW)**

**Location:** Fairgrounds

**Description:** Fund an ADA program to bring the Fairgrounds.

**Justification:** Project is needed to provide necessary improvements to the Fairgrounds in order to be in compliance with the ADA.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

### **Ballpark Additional Improvem (Project # C800461)**

**Location:** Bricktown Ballpark

**Description:** Various repairs and improvements that are needed at Ballpark.

**Justification:** Due to age and condition of facility, various repairs and improvements are necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$17,030
<b>Project Total</b>	<b>\$17,030</b>

### **Ballpark Maintenance (Project # C10028)**

**Location:** 2 South Mickey Mantle Drive

**Description:** Includes funding for capital expenditures for scheduled capital maintenance at ballpark.

**Justification:** To maintain facility in original condition.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Public Property Authority	\$400,000
<b>Project Total</b>	<b>\$400,000</b>

**Bricktown Ballpk Expansion jnt (Project # MB-1198B)****Location:** 2 S. Mickey Mantle Drive**Description:** Bricktown Ballpark expansion joint repair.**Justification:** Repairs are needed to ensure safety and security.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$82,270
<b>Project Total</b>	<b>\$82,270</b>

**Bricktown Ballpk ADA Trans Plan (Project # MB-1069)****Location:** 2 S. Mickey Mantle Drive**Description:** Bricktown Ballpark ADA Transition Plan.**Justification:** Improvements are needed to ensure compliance with ADA standards.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$5,848
<b>Project Total</b>	<b>\$5,848</b>

**Brk Ballpk Left Fld Seat Renov (Project # MB-1138A)****Location:** 2 S. Mickey Mantle Drive**Description:** Bricktown Ballpark Left Field Seating Renovation.**Justification:** Seating improvements are necessary to improve the public appeal of ballpark facilities.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$606,330
<b>Project Total</b>	<b>\$606,330</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$6,500,000
<b>Project Total</b>	<b>\$6,500,000</b>

**Chesapeake Arena Improvements (Project # C20026)**

**Location:** 100 W. Reno Ave.

**Description:** Various improvements at the Chesapeake Arena to improve experience of the arena and provide capital maintenance.

**Justification:** To provide improvements and capital maintenance of the facility.

**Operating Cost:** \$0   **Operating Cost Description:** Maintenance of new equipment.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$1,000,000
OKC Public Property Authority	\$954,383
Other Unspecified	\$50,000
<b>Project Total</b>	<b>\$2,004,383</b>

**Chesapeake Arena Ste Upgrades (Project # MB-1207)**

**Location:** 100 W. Reno

**Description:** Chesapeake Arena suite upgrades.

**Justification:** Project will improve the appeal of arena facilities.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$135,560
<b>Project Total</b>	<b>\$135,560</b>

**City Hall Office Space Remodel (Project # MB-1225)**

**Location:** 200 N. Walker

**Description:** Remodel vacant space in the basement of City Hall to provide additional offices.

**Justification:** Remodel currently vacant space in the basement of City Hall so the space can be used for offices.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$144,000
<b>Project Total</b>	<b>\$144,000</b>

**COX Center Projects (Project # C20001)**

**Location:** 1 Myriad Gardens

**Description:** Various improvements at the Cox Convention Center to improve upon experience of 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Public Property Authority	\$454,383
Other Unspecified	\$50,000
<b>Project Total</b>	<b>\$504,383</b>

**Economic Development (Project # C50013)****Location:** Citywide**Description:** Project includes funding of various infrastructure improvements including streets, traffic, medians, drainage, and other improvements to provide for Economic Development.**Justification:** Provide economic development.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$760,164
<b>Project Total</b>	<b>\$760,164</b>

**MacArthur-Rockwell Lighting (Project # TC-0445)****Location:** SW 3rd, MacArthur Blvd to Rockwell Ave and Greenfield Center Dr SW 3rd to W Reno Ave**Description:** New Street Lighting at SW 3rd, MacArthur Blvd to Rockwell Ave**Justification:** Improve traffic flow efficiency and safety.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$94,989
<b>Project Total</b>	<b>\$94,989</b>

**NBA Upgrades (Project # C50015)****Location:** 100 W. Reno Ave.**Description:** Improvement plans include a grand entrance, multi-story atrium, new restaurants, clubs, concession areas, bunker suites, sky boxes, roof top gardens, locker rooms, a warm-up basketball court, team offices and a Kid Fun Zone.**Justification:** To fund major upgrades to the Chesapeake Arena and build an off-site practice facility for an NBA franchise. The renovations are hoped to give the arena competitive advantages over other event facilities in the region.**Operating Cost:** \$0   **Operating Cost Description:** Increase in Maintenance and Operating cost of facility.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Public Property Authority	\$50,000
Sports Facilities Sales Tax	\$425,127
Sports Facilities Use Tax	\$539,010
<b>Project Total</b>	<b>\$1,014,137</b>

**New Data Center (Project # ITADM0056295-PW)****Location:** SE 15th and Portland Ave.**Description:** Construction of new data center managed by Public Works.**Justification:** This would provide a new building to contain the City's Primary Data Center and make it geographically separate from the backup data center at Public Safety Communication Center.**Operating Cost:** \$0   **Operating Cost Description:** Utilities, maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$715,639
<b>Project Total</b>	<b>\$715,639</b>

**Pol/Jail Plaster Removal (Project # MB-1223)**

**Location:** 171 N. Shartel Ave.

**Description:** Remove sections of loose plaster from the exterior of the sixth floor.

**Justification:** Plaster on the building has loosened creating a hazard to pedestrians.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$13,930
<b>Project Total</b>	<b>\$13,930</b>

**PW Space Reallocation (Project # C11150)**

**Location:** 420 W. Main 7th Floor

**Description:** Space reallocation of the 7th floor which houses the Administration and Engineering Divisions of Public Works.

**Justification:** Phased plan that systematically reorganizes the entire floor, consolidates work sections, and makes unused, currently unproductive space viable.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$260,345
<b>Project Total</b>	<b>\$260,345</b>

**Salt Conveyor Belt Replacement (Project # C33003)**

**Location:** SW 15th and Portland

**Description:** Replace the PVC 120 belt with a PVC 200 belt, which is the maximum size the pulleys on the current conveyor system uses. The belt will be vulcanized at the seams to eliminate separating and tearing.

**Justification:** The belt currently used on our conveyor system is a PVC 120 which is not large enough to carry the 75lbs per Square feet that the rock salt averages. The current belt has been repaired or replaced at least 4 times since 2010 because the splice comes apart due to the weight.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$15,000
<b>Project Total</b>	<b>\$15,000</b>

**Softball Hall of Fame (Project # B0705060010)****Location:** 2801 NE 50th St.**Description:** Various improvements to the facility including extension of the dugouts, new tunnels with a handicap plaza, an elevator at the dugout level, a new concession & sales plaza. The stadium will be rebuilt along with other improvements.**Justification:** The success of the NCAA Women's College World Series and other softball events held in Oklahoma City has grown to a point where the complex can no longer accommodate existing demand for patrons and the projected growth that is forecasted.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$1,992,835
Other Unspecified	\$1,443,980
<b>Project Total</b>	<b>\$3,436,815</b>

**ST - Thermoplastic Equipment (Project # PWST1)****Location:** SW 15th and Portland Ave.**Description:** Purchase of equipment required to do thermoplastic pavement markings through machine thermoplastic application.**Justification:** Machine applied thermoplastic material is approximately 50% less that the currently used pre-formed thermoplastic.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$365,300
<b>Project Total</b>	<b>\$365,300</b>

**Survey Equipment (Project # PWFS1)****Location:** Field Services 3738 SW 15th Street, Building 2 Oklahoma City, Oklahoma 73108 Estimates**Description:** This project is for the addition of a survey grade laser scanner, replacement of the survey plotter, and will replace one Trimble Brand Survey Rover and Data Collector which was originally purchased in 2007.**Justification:** This project will replace one Trimble Brand Survey Rover and Data Collector which was originally purchased in 2007. The Survey Section currently operates two rovers and two data collectors. The other Rover and Data Collector are being replaced in the current fiscal year FY13-14. Field Services would like to continue the replacement of one Rover and one Data Collector every 3 years to assure the equipment is up to date and in good working condition.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$175,000
<b>Project Total</b>	<b>\$175,000</b>

**Union Station Space Study (Project # C20121)**

**Location:** 300 S.W. 7th Street

**Description:** Study of Union Station for possible relocation of the Arts Council.

**Justification:** Determine feasibility of Union Station as a possible space for offices of the Arts Council.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$6,448
<b>Project Total</b>	<b>\$6,448</b>

**Public Works Total** **\$18,141,073**

## Public Works - Bridges Capital Projects

### (EM) May to OK River Brige Rep (Project # B0702020003)

**Location:** May Avenue over Oklahoma River

**Description:** Bridge repair at the location listed below.

**Justification:** Repair is necessary on roller bearings and expansion joints on the west side of the bridge.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY16 Amount
Capital Improvement Fund	\$2,723
<b>Project Total</b>	<b>\$2,723</b>

### Frisco Rd .8m S of NW 164 St (Project # B0702010003)

**Location:** Frisco Road approximately 0.8 miles south of NW 164th 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 costs.

Capital Funding Source	FY16 Amount
2007 G.O. Bonds	\$1,030,000
<b>Project Total</b>	<b>\$1,030,000</b>

### FY14 Bridge Databse Maint Prgrm (Project # B0000001368)

**Location:** FY13-14 Citywide Bridge Database Maintenance Program.

**Description:** Ongoing program to maintain bridge database data for all City bridges.

**Justification:** Provide maintenance plan for citywide bridges, analyze critical repairs needed and provide prioritized listing with cost estimates, and provide technical assistance to staff on project implementation.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY16 Amount
Capital Improvement Fund	\$30,000
<b>Project Total</b>	<b>\$30,000</b>

**Midwest 0.3 miles S. of NE 59 (Project # B0702010006)**

**Location:** Midwest Boulevard approximately 0.3 miles south of NE 59th Street

**Description:** Replacement/construction/reconstruction/rehabilitation/repair &/or improvement of bridges which may include related appurtenances/A&E/ROW/utility relocation/drainage/lighting &/or approach improvements.

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$1,620,000
<b>Project Total</b>	<b>\$1,620,000</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$825,000
<b>Project Total</b>	<b>\$825,000</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$740,000
<b>Project Total</b>	<b>\$740,000</b>



## 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$1,500,000
<b>Project Total</b>	<b>\$1,500,000</b>

### **Chislm Crk Drainag Basin Study (Project # B0000009935)**

**Location:** Chisolm Creek

**Description:** Chisolm Creek Drainage Basin Study

**Justification:** Funding is being provided for a drainage study of this basin.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Stormwater Drainage Utility	\$27,813
<b>Project Total</b>	<b>\$27,813</b>

### **Dam Inundation Studies (Project # B0000009937)**

**Location:** 1) Dry Creek Detention Pond; 2)Lightning Creek Holding Pond A; 3) Lightning Creek

**Description:** Studies on flood effects from dam breach/failure multiple locations that Public Works is responsible for.

**Justification:** Required by the Oklahoma Water Resources Board.

**Operating Cost:** \$0    **Operating Cost Description:** No additional Operating Cost

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Stormwater Drainage Utility	\$12,105
<b>Project Total</b>	<b>\$12,105</b>

### **Deep Fork Creek Basin (Project # C005001)**

**Location:** Citywide DC-0289 / B4618 NW 63rd & Drexel, Jamestown Drainage Improvement DC-0238

**Description:** Storm Drainage construction, improvements, studies and purchase of equipment and materials.

**Justification:** Project is necessary to improve and maintain the City's drainage systems.

**Operating Cost:** \$0    **Operating Cost Description:** Variable channel maintenance cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$133,580
<b>Project Total</b>	<b>\$133,580</b>

**Drainage Capital Control Acct. (Project # B0000009956)****Location:** Citywide**Description:** Drainage Capital Control Account in Stormwater Drainage Utility Fund.**Justification:** To provide an account to hold funds unto projects are identified.**Operating Cost:** \$0   **Operating Cost Description:** Will depend upon type of project.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Stormwater Drainage Utility	\$1,367,777
<b>Project Total</b>	<b>\$1,367,777</b>

**Drainage Cleaning Equipment (Project # B0704010006)****Location:** Purchase drainage facility cleaning equipment**Description:** Drainage improvements/mapping & equipment which may include related ROW/A&E/utility relocation/landscaping/maintenance access ways and/or fencing.**Justification:** To maintain good condition of drainage channels so that flow is not impeded.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**FY16 Channel Cleaning Projects (Project # B0000009946)****Location:** Citywide**Description:** FY16 Projects to remove debris, obstructions, and weeds.**Justification:** Project is necessary in order to enhance community appearance and help reduce flooding.**Operating Cost:** \$0   **Operating Cost Description:** No additional Operating Cost

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Stormwater Drainage Utility	\$1,831,405
<b>Project Total</b>	<b>\$1,831,405</b>

**FY16 Citywide Fence Contract (Project # B0000009947)****Location:** Citywide**Description:** To repair and replace downed or damaged existing fences or install new fences around City storm drainage channels, detention ponds, parks, parking lots, demolition sites, etc.**Justification:** Due to flooding, storm winds, traffic accidents and vandalism, fencing around various City properties occasionally become damaged and needs to be repaired or replaced.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Stormwater Drainage Utility	\$78,793
<b>Project Total</b>	<b>\$78,793</b>

**Mapping Data Systems (Project # B0704010008)**

**Location:** Citywide

**Description:** Drainage improvements/aerial mapping & equipment which may include related ROW/A&E/utility relocation/landscaping/maintenance access ways and/or fencing.

**Justification:** To maintain data information systems and provide funding for upgrades and improvements.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$1,900,000
<b>Project Total</b>	<b>\$1,900,000</b>

**N. Canadian River Basin (Project # C005003)**

**Location:** Citywide DC-0290 / B4619 3100 SE 44th St Drainage Improvement DC-0238

**Description:** Storm Drainage construction, improvements, studies and purchase of equipment and materials.

**Justification:** Project is necessary to improve and maintain the City's drainage systems.

**Operating Cost:** \$0    **Operating Cost Description:** Variable channel maintenance cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$122,215
<b>Project Total</b>	<b>\$122,215</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$3,000,000
<b>Project Total</b>	<b>\$3,000,000</b>

**PWD River Maint Facility (Project # B0000009928)**

**Location:** 1513 Exchange Ave.

**Description:** Construction of a Public Works Department River Maintenance Facility on the Oklahoma River.

**Justification:** A new facility is necessary to provide proper maintenance on the Oklahoma River.

**Operating Cost:** \$0    **Operating Cost Description:** Utilities, Maintenance, Supplies.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Stormwater Drainage Utility	\$1,811,529
<b>Project Total</b>	<b>\$1,811,529</b>



## Public Works - Libraries Capital Projects

### Capitol Hill Library (Project # B0000004481)

**Location:** 334 SW 26th St.

**Description:** Renovation, remodeling, and improvement of Capitol Hill Library which may include related site acquisition and preparation, infrastructure, drainage, utilities, roadways, parking, landscaping, and/or fencing.

**Justification:** Due to age and condition of facility, renovations are necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY16 Amount
2007 G.O. Bonds	\$3,900,000
Capital Improvement Fund	\$87,849
Special Purpose Funds	\$2,598,000
<b>Project Total</b>	<b>\$6,585,849</b>

### Norick Library Project (Project # C10089)

**Location:** 300 Park Avenue

**Description:** Due to water leak issues at the Norick Library we have proposed a curtain wall expert (Wiss, Janney, Elstner Associates, Inc.) to assist in discussion with the contractor, his lawyer and bonding company regarding the water leaks.

**Justification:** Water leaks are creating environmental and structural concerns so repairs are necessary.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

Capital Funding Source	FY16 Amount
Capital Improvement Fund	\$23,515
<b>Project Total</b>	<b>\$23,515</b>

### 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	FY16 Amount
2007 G.O. Bonds	\$350,000
<b>Project Total</b>	<b>\$350,000</b>

**Public Works - Libraries Total**

**\$6,959,364**

# Public Works - Streets Capital Projects

## **FY16 STREET RECONSTRUCTION PROJECTS**

Classen Dr. NW 10th-Harvey.  
 Council Rd. Hwy 152 to I-40  
 Harvey. Park to Sheridan Ave.  
 Lottie.NE 4th St. to NE 8th St.  
 NE 13,Lincoln Blvd-Lottie Ave  
 NW 10th. MacArthur to Rockwell  
 NW 10th. Meridian to MacArthur  
 NW 10th. Portland to Meridian  
 NW 10th. Rockwell to Council  
 NW 10th. Walker to Western  
 NW 11th. Shartel to Walker  
 NW 8th. Shartel to Walker Ave  
 Western. NW 18th to NW 23  
 Western. NW 36th to NW 63

**Description:** Reconstruction and repair of streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture and/or landscaping and irrigation systems.

**Justification:** Reconstruction is necessary due to the age and condition of streets.

**Operating Cost:** \$0      **Operating Cost Description** No additional operating costs.

<b>Capital Funding</b>	<b>FY 15-16</b>
Capital Improvement Fund	\$1,785,851
2007 G.O. Bonds	\$3,100,000
<b>Project Total</b>	<b>\$16,761,687</b>

## **FY16 STREET RESURFACING PROJECTS**

S. Lake Hefner Dr, W. of Grand Blvd to E. of Meridian Ave.  
 County Line Rd, NW 10th St. to 3/4 mile South to Dead End  
 Hudson and Harvey between NW 63rd and Wilshire Blvd.  
 Council Road/ Rockwell Avenue/ Hefner Road to Britton Road  
 Meridian Avenue/Portland Avenue/NW 50th Street/NW 36th Street  
 Meridian Avenue/Portland Avenue/NW 36th Street/NW 23rd Street  
 May Avenue/Pennsylvania Avenue/NW 50th Street/NW 36th Street  
 Meridian Avenue/Portland Avenue/SW 15th Street/SW 29th Street  
 Douglas Blvd/ Post Road/ SE 29th Street/ SE 44th Street  
 Anderson Road/ Hiwassee Road/ SE 74th Street/ SE 89th Street  
 Eastern Avenue/ Bryant Avenue/ SE 89th Street/ SE 104th Street  
 Pennsylvania Avenue/Western Avenue/SW 89th Street/SW 104th Street  
 Western Avenue / Santa Fe Avenue/ SW 134th Street/ SW 149th Street  
 Pennsylvania Avenue/Western Avenue/SW 15th Street/SW 29th Street  
 Eastern Avenue/Bryant Avenue/SE 29th Street/SE 44th Street  
 Bryant Avenue/ Coltrane Road/ Memorial Road north/ City Limits  
 Kelley Avenue/Martin Luther King Boulevard/NE 23rd Street/NE 10th Street  
 Meridian Avenue/Portland Avenue/Memorial Road/NW 122nd Street

NW 164th and Sara Rd to County Line Rd.  
 SE 149th and Post Rd to Choctaw Rd  
 SE 89th St., Eastern Ave. to Bryant Ave.  
 SE 149th St., Dobbs Rd. to Harrah Rd.  
 SE 149th St. , Midwest Blvd. to Post Rd.  
 SE 149th St , Choctaw Rd to Indian Meridian  
 NW 63rd Street, Meridian Ave. to City Limits  
 Meridian Ave., NW 36t St. to NW 50th St.  
 County Line Rd., SW 59th St. to SW 44th St.  
 SW 59th , Czech Hall Rd to Cemetery Rd.  
 SW 59th St., Mustang Rd. to Czech Hall Rd.  
 Wilshire Ave. to Britton Rd to County Line Rd to Council Rd  
 Reno to I-40, Piedmont Rd. to Mustang Rd  
 NW 122nd St. and Rockwell Ave. to Summit Place  
 Western Ave., SW 89th St. to SW 104th St.  
 Classen Blvd., NW 16th St. to NW 23rd St.  
 NW 13th St. to NW 16th St.; Grand Blvd. and Byers Ave.  
 Council Rd, Wilshire to Hefner  
 Chisholm Creek subdivision  
 Chadbrooke North  
 SW 59th, Sara Rd to Mustang Rd  
 SW 29th, Council Rd to County Line Rd  
 N I-240 Frontage Rd, May to Penn;  
 S I-240 Frontage Rd, May to Penn;  
 NW 10th, Portland to May

**Description:** Resurfacing of streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture and/or landscaping and irrigation systems.

**Justification:** Resurfacing is necessary due to the age and condition of streets.

**Operating Cost** \$0      **Operating Cost Description:** No additional operating costs.

<b>Capital Funding</b>	<b>FY 15-16</b>
Capital Improvement Fund	\$5,380,523
2007 G.O. Bonds	\$31,364,000
<b>Project Total</b>	<b>\$37,014,523</b>

**FY16 STREET WIDENING PROJECTS**

Anderson. SE44th to SE 59th  
 Bryant Ave. I-240 to SE 89th  
 Choctaw. SE 59th to SE 74th  
 Choctaw. SE 74th to SE 89th  
 NW 122. Council to City Line  
 NW 164th. Portland to May  
 NW 178th. Penn. to May Ave.  
 Penn. NW 192nd N. to City Limits  
 Sunnyside. I-240 to SE 89th

**Description:** Widening of streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture and/or landscaping and irrigation systems.

**Justification:** Widening is necessary due to increasing traffic volume.

**Operating Cost:** \$0      **Operating Cost Description:** No additional operating costs.

<b>Capital Funding</b>	<b>FY 15-16</b>
2007 G.O. Bonds	\$19,550,000
<b>Project Total</b>	<b>\$19,550,000</b>

**Public Works - Streets Total      \$73,326,210**

## 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
2007 G.O. Bonds	\$225,000
<b>Project Total</b>	<b>\$225,000</b>

### 2-way Dean A. McGee to NW 6th (Project # C200189)

**Location:** Dean A. McGee to NW 6th

**Description:** The development of two way streets from Reno to NW 10th. Project 180 is funding the conversion to a 2 way street from Reno to Dean A. McGee. Funding is needed to continue from Dean A. McGee to NW 6th.

**Justification:** To improve the flow of traffic in the area.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$109,511
<b>Project Total</b>	<b>\$109,511</b>

### Traffic Improvements (Project # C200188)

**Location:** Sooner Rd. and SE 82nd; OCU Driveway/Princeton Lane and NE 136th St.

**Description:** 2007 General Obligation Bond Traffic Improvements.

**Justification:** Improvements are necessary to make locations safe for the traveling public.

**Operating Cost:** \$0    **Operating Cost Description:** Maintenance and support.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$47,357
<b>Project Total</b>	<b>\$47,357</b>

**Public Works - Traffic Total** **\$381,868**

# Riverfront Capital Projects

## River Park Reserves (Project # C20016)

**Location:** Oklahoma River

**Description:** Reserve project to hold funding for projects identified in the future and emergency repairs.

**Justification:** Project account is necessary for tracking of reserves until projects can be identified.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$72,599
<b>Project Total</b>	<b>\$72,599</b>

**Riverfront Total** **\$72,599**

# 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Environmental Asst Trust	\$3,273,064
<b>Project Total</b>	<b>\$3,273,064</b>

## **Solid Waste Paving (Project # OCEAT00004)**

**Location:** Paving at Solid Waste facility at 11501 N. Portland Avenue.

**Description:** Paving at Solid Waste facility at 11501 N. Portland Avenue.

**Justification:** Normal wear and tear due to heavy equipment and heat requires that paving be repaired as well as new paving areas be created.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Environmental Asst Trust	\$80,000
<b>Project Total</b>	<b>\$80,000</b>

## **Solid Waste Shop Improvements (Project # OCEAT00005)**

**Location:** 11501 N. Portland Ave.

**Description:** Solid Waste fleet shop improvements.

**Justification:** To provide updates to existing fleet shop facility to improve lighting, overhead doors, etc. due to deterioration over time.

**Operating Cost:** \$0    **Operating Cost Description:** Electricity

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Environmental Asst Trust	\$1,070,000
<b>Project Total</b>	<b>\$1,070,000</b>

## **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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Environmental Asst Trust	\$1,141,435
<b>Project Total</b>	<b>\$1,141,435</b>

**Solid Waste Management Total                      \$5,564,499**

## Transit Capital Projects

### **Bike Share Fleet (Project # C81000)**

**Location:** Downtown

**Description:** Purchasing 30 new, more durable bikes to maintain the target ratio, decrease perpetual maintenance costs associated with the bike share program, and meet bike share related LFR targets.

**Justification:** Upgrading the fleet benefits the City by increasing the program's capacity for increased ridership and expansion, decreasing required repairs and replacements, and contributing to the long-term viability of the program.

**Operating Cost:** \$0    **Operating Cost Description:** Variable maintenance cost as needed.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$47,850
<b>Project Total</b>	<b>\$47,850</b>

### **Bike Share Improvements (Project # C20145)**

**Location:** Downtown

**Description:** Infrastructure improvements to the City Bike Share Program (Spokies).

**Justification:** This project upgrades the current bike share system to utilize "smart bikes" with GPS tracking which will reduce theft and allow users to rent bikes without visiting a centralized station. Current bike inventory, software systems and infrastructure are outdated, beyond warranty, and troublesome to maintain.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Capital Improvement Fund	\$200,000
<b>Project Total</b>	<b>\$200,000</b>

### **Building Renovation (Project # T00031)**

**Location:** 1100 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 costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$223,900
Other Grants	\$895,600
<b>Project Total</b>	<b>\$1,119,500</b>

**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. As of July 2014, 18 Fixed Route buses are past their useful life.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$475,860
Other Grants	\$2,696,540
<b>Project Total</b>	<b>\$3,172,400</b>

**Bus Technology Equipment (Project # T00026)**

**Location:** Citywide

**Description:** Updated computer aided dispatch for paratransit vehicles and automatic vehicle location system for all vehicles and wayside signs for fixed route.

**Justification:** Updated LED signs and audio equipment are necessary to meet ADA requirements. Driver console units will reduce paperwork and accompanying errors in data input and reduce radio usage by providing text messages to vehicles. Automated vehicle location systems will continue to require replacement and updating. Wayside signs are being installed along fixed routes to display real time bus arrival.

**Operating Cost:** \$0    **Operating Cost Description:** Maintenance of new equipment.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$4,400
Other Grants	\$17,600
<b>Project Total</b>	<b>\$22,000</b>

**Computers/Software Upgrades (Project # T00016)**

**Location:** 300 SW 7th St.

**Description:** Upgrade computers and purchase operational software to improve reporting and customer service.

**Justification:** Replacement is necessary every three years as technology enhancements offer improved efficiencies and improved management of information.

**Operating Cost:** \$10,000    **Operating Cost Description:** Maintenance and software licensing.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$13,300
Other Grants	\$53,200
<b>Project Total</b>	<b>\$66,500</b>

**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:** \$0   **Operating Cost Description:** Maintenance of new equipment.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$14,000
Other Grants	\$56,000
<b>Project Total</b>	<b>\$70,000</b>

**Fare Collection Equip/Systems (Project # T00029)****Location:** Citywide**Description:** Upgrade of fare collection equipment & software.**Justification:** As current fareboxes reach their useful life, updated equipment is essential for secure fare collection and timely ridership information.**Operating Cost:** \$0   **Operating Cost Description:** Maintenance and software licensing.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$60,000
Other Grants	\$240,000
<b>Project Total</b>	<b>\$300,000</b>

**Refurbish Union Station (Project # T00007)****Location:** 300 SW 7th St.**Description:** Refurbish of 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 costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$50,000
Other Grants	\$250,000
<b>Project Total</b>	<b>\$300,000</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$17,000
Other Grants	\$68,000
<b>Project Total</b>	<b>\$85,000</b>

**Service Vehicle Replacement (Project # T00017)**

**Location:** Citywide

**Description:** Replacement of service vehicles.

**Justification:** Deterioration of current vehicles has resulted in equipment reaching the end of its useful life.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$12,000
Other Grants	\$48,000
<b>Project Total</b>	<b>\$60,000</b>

**Transit Center Improvements (Project # T00003)**

**Location:** 425 N. Hudson

**Description:** Facilities Improvements.

**Justification:** Certain design deficiencies require correction or improvement.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
Cent OK Transit & Prkng Auth	\$20,000
Other Grants	\$80,000
<b>Project Total</b>	<b>\$100,000</b>

**Transit Total** **\$5,543,250**

# Wastewater Capital Projects

## Chisholm Creek WWTP Expansion (Project # ZCCWWTP)

**Location:** 22000 N. Western Ave.

**Description:** Expansion of the Chisholm Creek Wastewater Treatment Plant to 11.5 million gallons per day.

**Justification:** The City is exploring an option with the City of Edmond to expand the Chisholm Creek Wastewater Treatment Plant to 11.5 MGD in order to meet the increasing sewer flows produced with the Chisholm Creek sewershed.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$1,063,373
<b>Project Total</b>	<b>\$1,063,373</b>

## Customer Service Improvements (Project # ZUCSPR)

**Location:** Citywide

**Description:** Improvements to utility customer services programs.

**Justification:** Replaces water meters and meter pits.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$547,500
<b>Project Total</b>	<b>\$547,500</b>

## Deer Creek Plant Improvements (Project # ZDCWWT)

**Location:** 20600 N. Portland Ave.

**Description:** Deer Creek wastewater treatmentp Plant improvements.

**Justification:** The funds in this category of projects provide for renewal and/or replacement of component parts within wastewater treatment plants. These parts have to be replaced in order for the plant to function efficiently.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$531,687
<b>Project Total</b>	<b>\$531,687</b>

## Deer Creek WWTP Expansion (Project # ZDCWWX)

**Location:** 20600 N. Portland Ave.

**Description:** Deer Creek WWTP expansion.

**Justification:** Expansion is necessary to provide for projected growth in wastewater flow.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$212,675
<b>Project Total</b>	<b>\$212,675</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$638,024
<b>Project Total</b>	<b>\$638,024</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$531,687
<b>Project Total</b>	<b>\$531,687</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$212,675
<b>Project Total</b>	<b>\$212,675</b>

**Line Maintenance Improvements (Project # ZLNMNTIMP)****Location:** 1501 N. Portland Ave.**Description:** Line Maintenance facility improvements.**Justification:** Engineering and construction for upgrades at the Line Maintenance facility.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$840,000
<b>Project Total</b>	<b>\$840,000</b>

**Main relocation (Project # ZRELOC)****Location:** Citywide**Description:** To provide for relocations of utilities within street right-of-way for street widening projects undertaken by Public Works department.**Justification:** Some mains require relocation as part of street widening/reconstruction projects.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$531,687
<b>Project Total</b>	<b>\$531,687</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$5,742,217
<b>Project Total</b>	<b>\$5,742,217</b>

**POLICY "B" PROJECTS (Project # ZPLCYB)****Location:** Citywide**Description:** Policy "B" can be used If a development is located at a distance more than one hundred feet from an existing wastewater main and there is potential for growth in the area.**Justification:** The department receives money from the developer for the construction of the wastewater main required for a development and then adds money to upsize the wastewater main to accommodate future growth.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$531,687
<b>Project Total</b>	<b>\$531,687</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$319,012
<b>Project Total</b>	<b>\$319,012</b>

**Sanitary Sewer Improvements (Project # ZMAIN)**

**Location:** Citywide

**Description:** To provide for renewal and replacements 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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$7,443,614
<b>Project Total</b>	<b>\$7,443,614</b>

**South Canadian Expansion (Project # ZSCEXP)**

**Location:** 15924 S May Ave.

**Description:** South Canadian wastewater treatment plant expansion.

**Justification:** As growth and development continues within the South Canadian sewershed, the treatment plant will need to be upgraded and expanded.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$10,633,734
<b>Project Total</b>	<b>\$10,633,734</b>

**Technology Upgrades (Project # ZTECHUPGDE)**

**Location:** Citywide

**Description:** Technology Upgrades.

**Justification:** Technology upgrades.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$2,307,500
<b>Project Total</b>	<b>\$2,307,500</b>

**Wastewater Total** **\$33,087,072**

## Water Capital Projects

### 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	FY16 Amount
OKC Water Utility Trust	\$4,625,674
<b>Project Total</b>	<b>\$4,625,674</b>

### 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 R&R'd to provide the best service.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY16 Amount
OKC Water Utility Trust	\$1,276,048
<b>Project Total</b>	<b>\$1,276,048</b>

### Draper WTP Expansion (Project # XDRPEXP)

**Location:** 13700 S Douglas Blvd.

**Description:** Expansion of Draper Water Treatment Plant

**Justification:** As Oklahoma City continues to grow, expansion of the Draper Water Treatment Plant is necessary in order to meet the increasing demand. Raw water from southeast Oklahoma is pumped to Lake Stanley Draper, so upgrading this treatment plant is vital.

**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

Capital Funding Source	FY16 Amount
OKC Water Utility Trust	\$39,344,817
<b>Project Total</b>	<b>\$39,344,817</b>

### Draper/Hefner Interconnection (Project # XRWLHD)

**Location:** Hefner Road

**Description:** Treated Water Transmission - Draper to Hefner Water Line.

**Justification:** Additional supply projected to be needed in north service area by 2016.

**Operating Cost:** \$0   **Operating Cost Description:** Pumping costs.

Capital Funding Source	FY16 Amount
OKC Water Utility Trust	\$29,801,041
<b>Project Total</b>	<b>\$29,801,041</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$1,276,048
<b>Project Total</b>	<b>\$1,276,048</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$1,700,000
<b>Project Total</b>	<b>\$1,700,000</b>

**EXISTING ATOKA PIPELINE (Project # XATK1)**

**Location:** Lake Atoka to Lake Stanley Draper

**Description:** Maintenance and repair of the existing fresh water pipeline.

**Justification:** Engineering design and construction for replacement of the existing surge facilities on the existing Atoka pipeline.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$9,995,710
<b>Project Total</b>	<b>\$9,995,710</b>

**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 R&R'd to provide the best service.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$1,435,554
<b>Project Total</b>	<b>\$1,435,554</b>

**Hefner Water Treatment Expan. (Project # XHFNEX)****Location:** 3827 W. Hefner Road**Description:** Expansion projects at the Hefner Water Treatment Plant.**Justification:** More treated water to meet current and future customer needs, including rehabilitation of existing clearwells, lime handling, and improvements.**Operating Cost:** \$350,000    **Operating Cost Description:** Maintenance, materials, and repairs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$54,232,045
<b>Project Total</b>	<b>\$54,232,045</b>

**Line Maintenance Div. Projects (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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$79,753
<b>Project Total</b>	<b>\$79,753</b>

**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 & provide more reliable water service in the event of pipe failures.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$7,443,614
<b>Project Total</b>	<b>\$7,443,614</b>

**Overholser plant R & R (Project # XOVRRR)****Location:** 601 N. Pennsylvania**Description:** Overholser plant renewals 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 or replaced to provide the best functionality.**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$6,752,421
<b>Project Total</b>	<b>\$6,752,421</b>

**Policy "A" Projects (Project # XPLCYA)**

**Location:** Citywide

**Description:** If a development is located at a distance more than 100' from an existing water main & there is a potential for growth in the area, Policy "A" can be used.

**Justification:** The department receives money from the developer for the construction of the water main required for a development and then adds money to upsize the water main to accommodate future growth.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$106,337
<b>Project Total</b>	<b>\$106,337</b>

**Public Works Reimbursements (Project # XPWDRE)**

**Location:** Citywide

**Description:** Public Works Reimbursement Projects.

**Justification:** Public Works performs inspection services water projects..

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$319,012
<b>Project Total</b>	<b>\$319,012</b>

**Raw Water-2nd Atoka Pipeline (Project # XATK2)**

**Location:** Lake Atoka to Lake Stranley Draper

**Description:** Construction, maintenance and repair of a second fresh water pipeline from Lake Atoka to Lake Stranley Draper.

**Justification:** Transport water reserves from Lake Atoka to Lake Stanley Draper for distribution to customers.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$55,082,744
<b>Project Total</b>	<b>\$55,082,744</b>

**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

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$552,954
<b>Project Total</b>	<b>\$552,954</b>

**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.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$4,678,843
<b>Project Total</b>	<b>\$4,678,843</b>

**SAP Application Upgrade (Project # ITENT0050355)****Location:** 1 N. Walker**Description:** Systems upgrade of utilities billing and financial monitoring system (SAP).**Justification:** SAP application vendor warranty and support for current version expires 2015.**Operating Cost:** \$0   **Operating Cost Description:** Maintenance and software licensing.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**Technology Upgrade (Project # XTECHUPGDE)****Location:** Citywide.**Description:** Technology Upgrades.**Justification:** Technology upgrades.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$2,307,500
<b>Project Total</b>	<b>\$2,307,500</b>

**The City of Village Main Repl. (Project # XCVMRR)****Location:** The City of Village**Description:** The City of Village Main Replacement. The City of Oklahoma City Water Utilities provides water to the City of Village.**Justification:** The projects in this major category provide for replacment of distribution water lines within the City of Village.**Operating Cost:** \$0   **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$106,337
<b>Project Total</b>	<b>\$106,337</b>

**Utility Customer Serv. Proj. (Project # XUCSPR)**

**Location:** 420 W. Main

**Description:** Utility customer services projects.

**Justification:** Funding for Capital projects to improve the Customer Service area to provide the best customer service to the citizens.

**Operating Cost:** \$0    **Operating Cost Description:** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$547,500
<b>Project Total</b>	<b>\$547,500</b>

**Westward extension (Project # XEXTEN)**

**Location:** Southwest Oklahoma City

**Description:** Extension of large diameter line.

**Justification:** As Oklahoma City continues to grow and expand in the south and west, extension of water lines are necessary to provide citizens with water.

**Operating Cost:** \$0    **Operating Cost Description:** Maintenance of new lines.

<b>Capital Funding Source</b>	<b>FY16 Amount</b>
OKC Water Utility Trust	\$9,570,361
<b>Project Total</b>	<b>\$9,570,361</b>

**Water Total** **\$232,234,313**

## 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 \$47.9 million in General Obligation bonded debt and has issued \$85.6 million in FY 2015, which will leave the total General Obligation Bond indebtedness at the end of FY 2014 at approximately \$701.3 million. This equates to \$1,149 per capita estimated for FY 2015 compared to \$1,086 per capita at the end of FY 2014.



*New Fire Station #26 located at 7025 SW 119th St.  
Paid for with General Obligation Bond Funds.*

On March 30, 2009, Standard & Poor's rating service announced that Oklahoma City's General Obligation debt rating had been raised from AA+ to AAA, putting Oklahoma City in an elite group of the best municipal credits in the marketplace. Similarly, Moody's Investor Service upgraded its rating to Aaa for the City's General Obligation Bonds. Oklahoma City's expanding economic base, ongoing downtown redevelopment, conservative financial management, and 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. Each year since, the two rating agencies have reaffirmed those top ratings for Oklahoma City's General Obligation Bond debt.

AAA

City of Oklahoma City's "AAA" Bond Rating by Standard & Poor's reaffirmed in 2015.



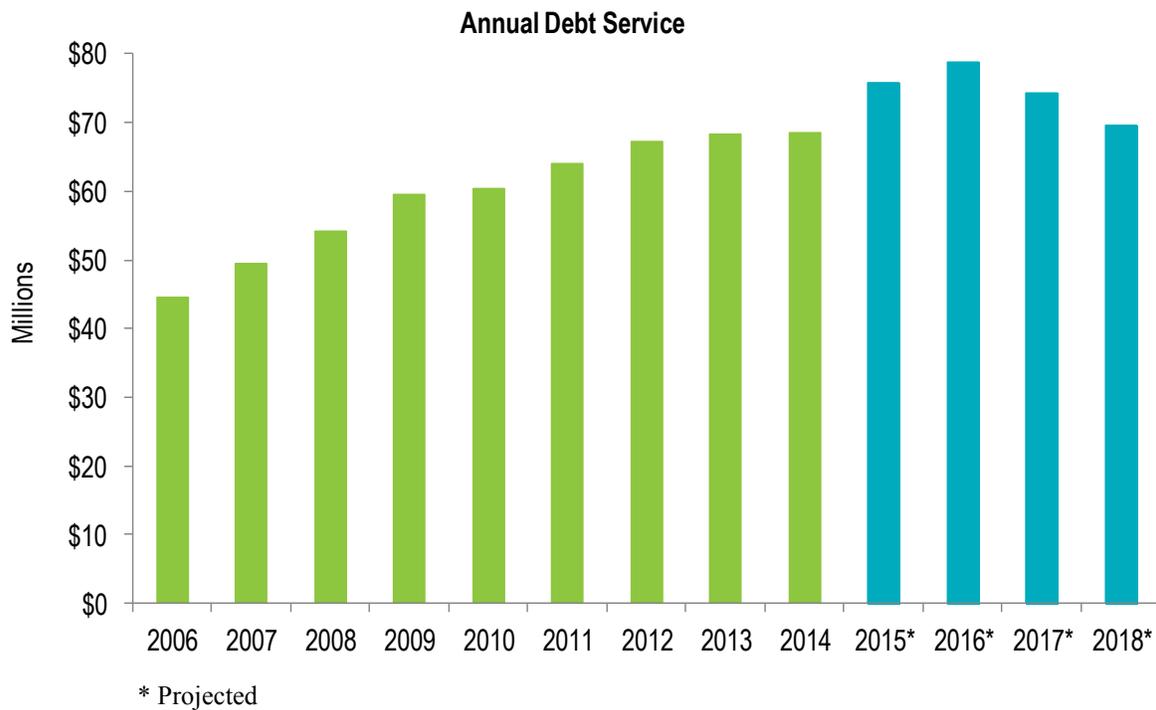
*Renovated Lycan Conservatory at Will Rogers Gardens  
Paid for by 2007 General Obligation Bond Funds*

## DEBT SERVICE

	Actual FY14	Adopted FY15	Adopted FY16
<b>Revenues</b>			
Ad Valorem (Property Tax)	\$78,895,569	\$79,321,841	\$81,967,299
Interest	1,080,010	300,000	300,000
Other Revenue	8,099,647	5,000,000	5,000,000
Fund Balance	0	20,472,393	19,626,157
<b>Total Revenues</b>	<b>\$88,075,225</b>	<b>\$105,094,234</b>	<b>\$106,893,456</b>
<b>Expenditures - Non-Departmental</b>			
<i>Debt Service:</i>			
Judgments	\$3,729,746	\$2,583,405	3,528,625
Judgment Interest	200,614	167,046	226,487
Fiscal Agency Fees	511,236	300,000	300,000
Bond Retirement	43,070,000	47,860,000	53,340,000
Interest on Bonds	25,575,005	27,713,245	28,059,708
Reserve For Future Debt Service Payments	0	26,470,538	21,438,636
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$73,086,601</b>	<b>\$105,094,234</b>	<b>\$106,893,456</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$72,722,077	\$87,710,701	\$93,708,846
Additions/(Reductions) to Fund Balance	14,988,624	5,998,145 *	1,812,479 **
<b>Ending Fund Balance</b>	<b>\$87,710,701</b>	<b>\$93,708,846 *</b>	<b>\$95,521,325 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



Fiscal Year	Debt Service
2006	\$44,536,995
2007	\$49,527,484
2008	\$54,119,073
2009	\$59,469,157
2010	\$60,278,720
2011	\$64,003,378
2012	\$67,171,045
2013	\$68,402,486
2014	\$68,645,006
2015	\$75,573,245
2016	\$78,897,996
2017	\$74,269,946
2018	\$69,560,162

NOTE: This information includes debt service for bonds anticipated to be issued.



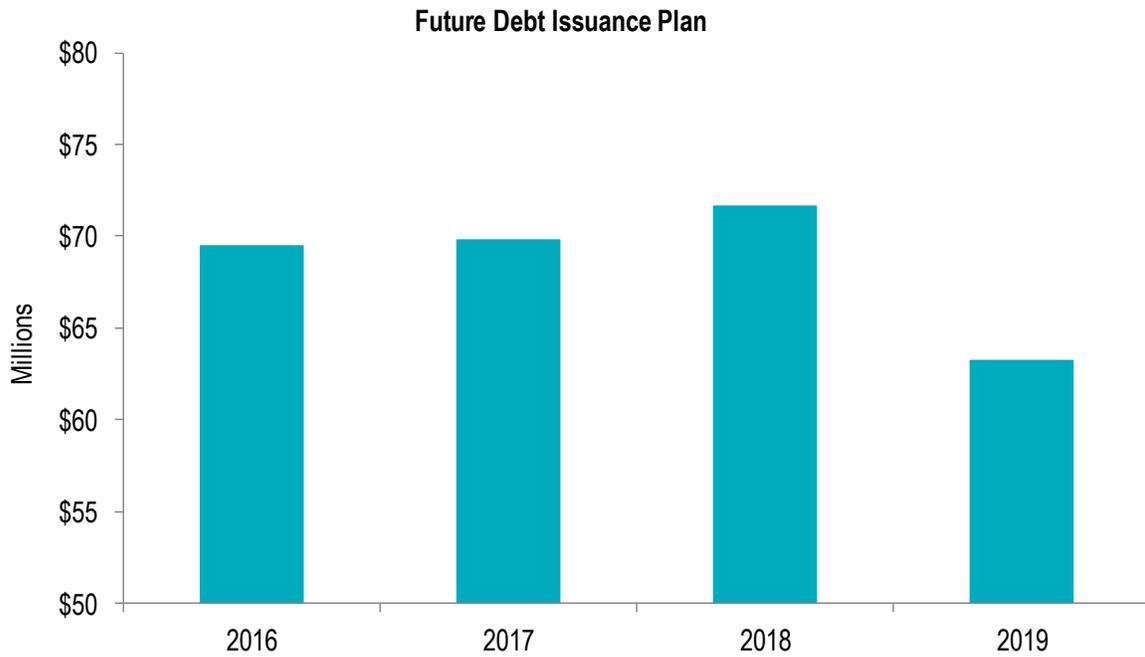
\* Projected

Fiscal Year	Tax Rate**
2006	\$14.73
2007	\$12.53
2008	\$15.95
2009	\$14.97
2010	\$14.77
2011	\$15.91
2012	\$15.98
2013	\$16.00
2014	\$15.99
2015	\$15.45
2016	\$15.99
2017	\$15.99
2018	\$15.99

NOTE: This information includes tax rates for anticipated bond issues. Although there is no limit in Oklahoma State Law, the Mayor and City Council follow an informal policy of keeping the mill levy/tax rate at or below \$16.00 per thousand dollars of net assessed value.

\*\*Per \$1,000 of Assessed Value

# REMAINING BOND AUTHORIZATION ISSUANCE PLAN



## 2007 Bond Authorization Remaining

	GO Bonds	GOLT Bonds	Total
2016	72,390,000	0	72,390,000
2017	68,970,000	0	68,970,000
2018	70,585,000	0	70,585,000
2019	<u>50,215,000</u>	<u>12,000,000</u>	<u>62,215,000</u>
Total Remaining	\$262,160,000	\$12,000,000	\$274,160,000

\*Capacity in 2019 exceeds the 2007 G.O. Bond Authorization by approximately \$31.7 million.

# MAJOR ACCOMPLISHMENTS

Project Descriptions	Amount Expended
<b>Bridge Projects</b>	
- Deck and Structural Repair - Four Locations	\$353,163
<b>Total Bridge Projects</b>	<b>\$353,163</b>
<b>Drainage Projects</b>	
- NW 25th Street & Peniel Avenue, PH 2	\$1,079,932
- Unit Price Drainage Repair - Citywide	\$1,363,566
- Straight section of channel between 6505 and 6535 NW 109th	\$370,022
<b>Total Expenditures</b>	<b>\$2,813,520</b>
<b>Parks Projects</b>	
- Trails - Lake Stanley Draper, North along Midwest Blvd	\$3,233,124
- Will Rogers Park - Lycan Conservatory	\$2,114,753
- Park Improvements - Draper, Capital Hill, Martin Nature, Pilot, Andrews, S&S, Lightning Creek, Oversholder,	\$1,147,779
- Oklahoma River, Bricktown Canal connection and transition improvements	\$3,840,361
- Playground Improvements 5 locations	\$213,469
- Kitchen Lake Park Development	\$718,262
<b>Total Expenditures</b>	<b>\$11,267,748</b>
<b>Street Widening Projects</b>	
- Intersection NW 164th & Pennsylvania.	\$4,495,743
- Western Avenue, SW 164th Street to SW 179th Street, PH 2	\$6,139,183
- May Avenue, NW 164th Street to NW 178th Street	\$3,178,689
- Street Widening, Rockwell, Memorial Rd to 1/2 mile North	\$630,865
- Pennsylvania Avenue, NW 164th Street to NW 178th Street	\$2,743,719
- SE 6th from Lincoln Blvd to Phillips Ave.	\$1,020,650
- Choctaw Road, SE 44th Street to SE 59th Street	\$5,466,056
<b>Total Expenditures</b>	<b>\$23,674,905</b>
<b>Street Resurfacing Projects</b>	
- Western Avenue , I-235, NW 23rd Street, NW 10th Street Mid to 1/3 mile West of Walker	\$2,900,000
- Western Avenue , I-235, NW 23rd Street, NW 10th Street Mid 1/3 E of Walker	\$2,400,000
<b>Total Expenditures</b>	<b>\$52,649,810</b>
<b>TOTAL</b>	<b>\$90,759,146</b>



## 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.

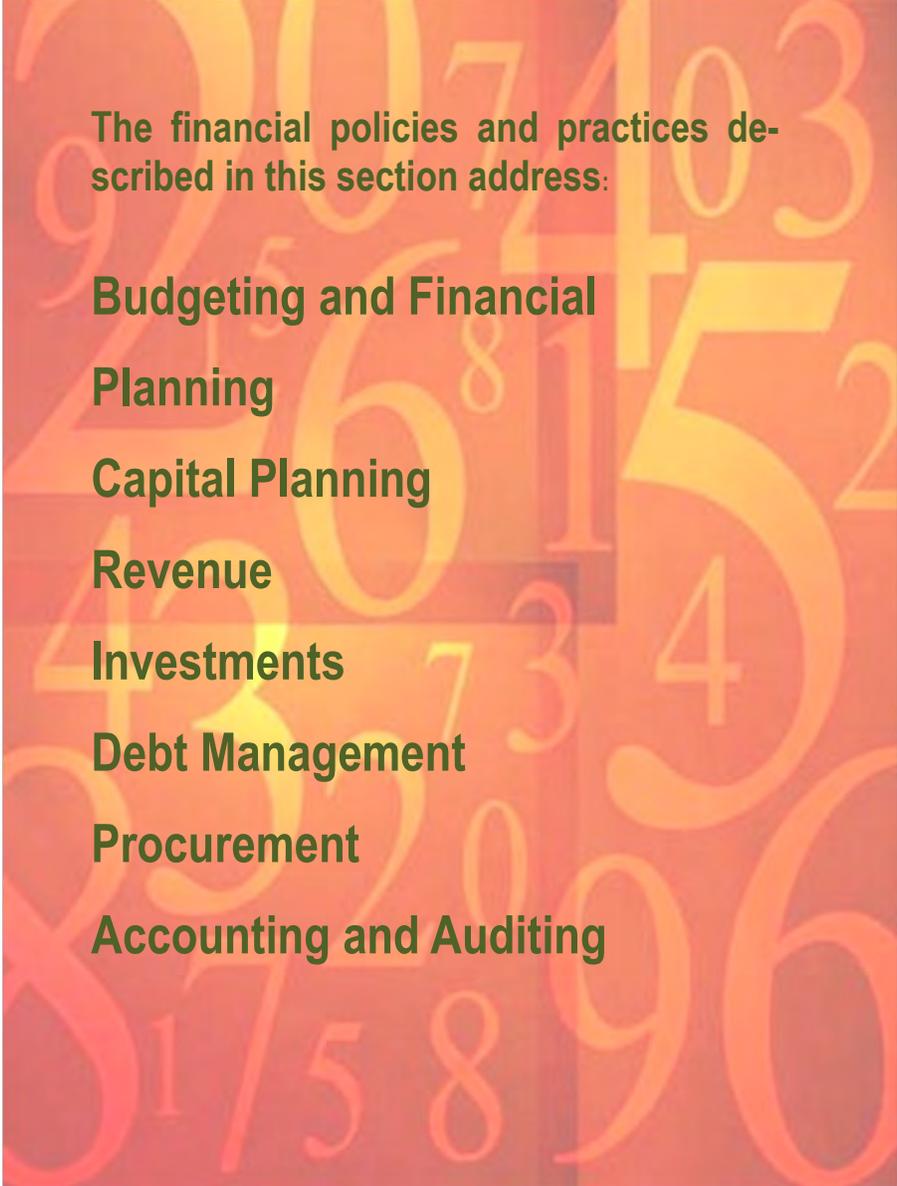
Annual financial reports are prepared under the modified accrual and accrual basis of accounting, as required by Generally Accepted Accounting Principles (GAAP). The annual financial report also compares actual revenues and expenditures on the budgetary basis to the budget so that budget performance 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 635-637.**

1. **Balanced Budget.** Under Title 11, Oklahoma statutes, Section 17-206, the budget of expenditures for a fund may not exceed the estimated revenues, including budgeted fund balance, for the fund. Fund Balance should not be budgeted as revenue to support ongoing operations in the annual budget. Fund Balance may be budgeted to fund one-time expenses such as capital projects. Fund balance may be drawn upon for cash flow needs, and may be used as revenue without amending the budget if other revenue sources in total fall short of the estimate used in the adopted budget.

2. **Municipal Budget Act.** The City of Oklahoma City originally chose to begin using and complying with the Municipal Budget Act (Title 11 Sections 17-201 through 17-218) on December 18, 1979 (Item VIII. B.) for its budget process. The City will continue to follow the provisions and requirements of the Municipal Budget Act in its annual budgeting process.

3. **Borrowing for Operations.** The City will not borrow from any external source to fund ongoing operations.

4. **Reserves.** To meet unexpected needs and to minimize the disruption caused by decreases in revenues and/or increases in expenditures from year to year, most City funds should maintain two types of reserves: contingency and operating reserve.

a. **Contingency.** Each City fund should include an appropriation adequate to fund a contingency account of a targeted amount of two percent of the fund's budgeted expenditures. As needs arise, appropriations may be transferred from the contingency account within legal and procedural limitations on transfers. The Municipal Budget Act specifies that no more than ten percent of the total budget may be budgeted for miscellaneous purposes. This account would count as a miscellaneous expense for purposes of the Municipal Budget Act because what it will be used for cannot be known.

b. **Operating Reserve.** Operating reserve is the fund balance carried forward into the next fiscal year that is not budgeted. Each city fund will maintain an operating reserve, although the requirements for operating reserve differ depending on the type of fund.

i. **General Fund:** The General Fund shall maintain operating reserves at the beginning of each fiscal year in the amount of no less than eight percent and no more than fifteen percent of the total General Fund budget for that fiscal year. This equates to maintaining approximately one to two months of expenditures in operating reserves. General Fund operating reserves should be counter cyclical; reserve requirements are higher when the financial condition of the City is better so that operating reserves may be drawn down should the financial condition worsen. If the operating reserve falls outside of the eight to fifteen percent range, the City Manager will recommend appropriate action to address the situation.

ii. **Other Funds:** Any fund that supports personnel or other ongoing operating expenditures shall maintain operating reserves at a target level of five to ten percent of the total budgeted expen-

ditures of the fund for the ensuing fiscal year. For the purposes of this section, “budgeted expenditures” means total budgeted expenditures and budgeted transfers to other funds for the ensuing fiscal year for a fund. City enterprise funds that are fully supported by a trust of the City, such as the Oklahoma City Water Utilities Trust, Oklahoma City Airports Trust or the Oklahoma City Environmental Assistance Trust, are excepted from this operating reserve requirement. Funds that are fully supported by a trust will follow the trust policy for operating reserve requirements.

c. **Reporting Requirements.** The City Manager shall notify the Mayor and Council of reserve and contingency levels for all funds in the proposed budget.

5. **Performance-based Budget.** The City Manager shall develop and present a budget that includes meaningful measures of the performance of City government in meeting its various service demands. Such measures should be tied to individual programs, address specific services or functions and should measure the effectiveness and efficiency of services delivered rather than only the workload generated. Historical performance measures data and performance targets for the coming fiscal year shall be transmitted to the Mayor and City Council along with the proposed budget. The same information should be published in the Annual Budget Book. The City Manager shall take into account the validity of the measures and the ability of departments to meet the expected level of performance in allocating funds in the proposed budget.

6. **Scope of Budget.** The annual budget shall estimate revenues and make appropriations for spending on all city, state, and federal funds estimated to be available to the City during the fiscal year, regardless from what source derived.

a. Several funds within the budget have differing controls over them than the adopted budget. These are Grant Funds, the Debt Service Fund and the Bond Funds. While appropriations for these funds are contained in the annual budget, they are controlled by different sources than the annual budget.

i. The annual budget will contain an estimate of revenue and expenses in the federal, state and private grant funds, however, the control on those funds is at the individual grant level, not at the broader fund level.

ii. The Debt Service (Sinking) Fund will be included in the annual budget; however, it is the County Excise Board which approves the final Debt Service budget. The Finance Department will amend the annual budget to bring it in line with the final budget approved by the County Excise Boards for the counties in which Oklahoma City is located; however, it is that budget and state law which governs the Debt Service (Sinking) Fund budget.

iii. An estimate of Bond Fund expenditures will be included in the annual budget for information purposes. Spending in the Bond Funds is controlled by the requirements contained in the various ballots approved by voters and the legal restrictions placed on bond funds.

7. **Annual Budget Book.** In addition to the Annual Budget adopted by the City Council, the City shall make available an Annual Budget Book. This book shall include such additional information as may be useful to citizens, including information on programs, performance and staffing levels.

8. **Appropriations for Fiscal Year.**

a. **Level of Control.** The Annual Budget shall be filed with the State Auditor and Inspector as required by Title 11 Oklahoma Statutes, Section 17-209, to the level of specificity required by

Title 11 Oklahoma Statutes, Section 17-213. The annual Budget shall make appropriations specific to the fund, department and general character of expenditure. Funds may be encumbered in accordance with Title 62 Oklahoma Statutes, Section 310.2 and the City Charter and Code, provided that the unencumbered unexpended balance of the appropriation as a whole is not exceeded.

b. **Transfers.** The Oklahoma Municipal Budget Act (Oklahoma Statutes Title 11, section 17-201 et. seq) provides for certain transfers of unexpended and unencumbered appropriations by the chief executive officer or designee as authorized by the governing body. In order to streamline the process and decrease delays in processing, the following policy is put in place:

i. The City Manager may authorize transfers of any unexpended and unencumbered appropriation or any portion thereof from one account to another within the same department or from one department to another within the same fund (Except that no appropriation for debt service or other appropriation required by law or ordinance may be reduced below the minimum required).

ii. The City Manager may designate the Assistant City Managers to authorize transfers.

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 FOR FY16

Operating Only		FY16 Adopted Budget	FY16 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e)	General Fund	\$426,503,688	\$7,140,127	1.67%	\$69,904,360	16.39%
(g)	Court Admin. and Training Fund	2,214,031	125,481	5.67%	902,983	40.78%
	Fire Sales Tax Fund	44,635,813	2,545,638	5.70%	7,890,625	17.68%
(e,g)	Hotel/Motel Tax Fund	11,680,847	0	0.00%	7,893,047	67.57%
(e,g)	MAPS Operations Fund	846,785	0	0.00%	3,981,766	470.22%
(e,g)	MAPS 3 Use Tax	38,222,289	0	0.00%	4,219,886	11.04%
	Medical Service Program Fund	6,853,081	813,432	11.87%	2,390,348	34.88%
(e)	OCMAPS Sales Tax Fund	693,970	12,500	1.80%	88,821	12.80%
(e)	Police & Fire Cap. Equip. Use Tax	0	0	0.00%	0	N/A
	Police Sales Tax Fund	42,380,981	2,655,891	6.27%	9,877,114	23.31%
(e)	Storm Water Drainage Utility Fund	15,950,320	315,003	1.97%	4,581,852	28.73%
(e,f)	Zoo Sales Tax Fund	14,279,300	0	0.00%	0	0.00%
<b>Funds Supported by the General Fund or Other Entities</b>						
(h)	Airports	\$17,366,497	\$336,882	1.94%	\$1,316,089	7.58%
(h)	Emergency Management Fund	8,465,194	273,961	3.24%	211,864	2.50%
(h)	Internal Service Fund	53,048,737	749,417	1.41%	1,961,732	3.70%
(i)	Trans. and Parking Ent. Fund	3,063,051	45,274	1.48%	0	0.00%
(i)	Solid Waste Mgmt. Cash Fund	11,761,276	300,000	2.55%	0	0.00%
(i)	Wastewater Utility	28,914,317	576,000	1.99%	0	0.00%
(i)	Water Utility	58,893,520	1,150,000	1.95%	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.

**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** – 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.

