



Finance Department

Strategic Business Plan

Effective Date: July 2016

Oklahoma City Vision

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.

Oklahoma City Mission

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.

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.

Table of Contents

Issues, Strategies, and Results	4
Issue 1: Financial Management and Information	4
Issue 2: Sustainable Financial Model	4
Issue 3: Safety	5
Accomplishments	7
Line of Business and Programs	9
Department Organization	9
Administrative Line of Business	10
Executive Leadership Program.....	11
Financial Planning and Management Line of Business	12
Debt Management Program	13
Energy Management Program (New Program Added Fall 2015)	14
Management and Budget Program	15
Performance Management Program	16
Accounting and Financial Reporting Line of Business.....	17
Accounting Systems Program	18
Financial Reporting Program.....	19
Payroll Program.....	20
Purchasing and Payment Processing Line of Business.....	21
Payment Processing Program	22
Purchasing Program	23
Revenue Management Line of Business	24
Revenue Enforcement Program.....	25
Treasury Program.....	26
Risk Management Line of Business.....	27
Insurance Program.....	28

Workplace Safety and Workers' Compensation Program 29

Issues, Strategies, and Results

Issue 1: Financial Management and Information

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.
- Refine and maximize use of technology to streamline processes for staff and customers.
- Focus on staff development and morale through succession planning and internal training.

Strategic Results

- Annually, 93% of customers will report they are satisfied with the financial services received to manage operations.
- Annually, 93% of customers will report they are satisfied with financial information and reports.

Issue 2: Sustainable Financial Model

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

Strategies

- Contributions for the Employee Retirement System will be budgeted at the Actuarial Determined Contribution (ADC) rate.
- Develop a funding plan for maintenance, operating, and capital replacement of MAPS and bond projects.
- Develop a funding plan for public safety and transit fleet replacement.
- Continue funding and cost management to address the long-term liability of retiree health insurance (OPEB).

- Prepare and manage the General Fund budget to maintain appropriate reserve levels and control personnel cost levels.
- Pursue legislative changes to expand the sales tax base, provide revenue diversification and use of property tax for pay-as-you go capital funding.

Strategic Results

- The City will maintain the ratings on G.O. bonds at the highest level.
- Annually, personnel related costs will remain at or below 70% of total operating costs.
- Annually, General Fund unbudgeted reserves will be maintained in the range of 8-15% of General Fund budget.
- By 2020, long-term liabilities will be funded at the following levels:
 - 100% for Employee Retirement System (ERS)
 - 20% for retiree health insurance, also known as Other Post Employment Benefits (OPEB)
- By 2020, property insurance reserves will be funded at two times the deductible.
- By 2020, the percentage of General Fund revenue from sales tax will be below 50% due to greater diversification of revenue sources.

Issue 3: Safety

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

Strategies

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

Strategic Results

- By 2020, a culture of safety will be reflected by:
 - Workers' Compensation claims costs will be less than \$25 per \$1,000 of payroll expense.
 - The City injury rate will be at or below 7 injuries per 100 employees.
 - 100% of employees will receive quarterly safety training.

Accomplishments

Finance Department

- In FY 2016, the overall customer satisfaction with the Finance department was 97%.
- In FY 2016, the Employee Retirement System liability was funded at 105%.
- In FY 2016, results from the second annual Finance Employee Engagement Survey showed improvement in several key areas.

Financial Planning and Management Line of Business

- In FY 2016, the City was one of only 34 cities awarded the Certificate of Excellence by the ICMA Center for Performance Management for the Leading for Results program.
- In FY 2016, the Management and Budget program received the GFOA Distinguished Budget Presentation Award for the 30th time and also received the special Capital Budget recognition.
- The General Fund began FY 2017 with an unbudgeted reserve level of 14.8%.
- In FY 2016, the City maintained AAA Bond Rating with both Moody's and Standard & Poor's.
- In FY 2016, the Performance Management Program completed its first data certification process with the City Clerk's Office.
- In FY 2016, the City Council adopted changes to the eligibility requirements to receive subsidized retiree health insurance. The changes will help reduce the long-term liability in the Oklahoma City Post-Employment Benefits Trust (OPEBT).

Accounting and Financial Reporting Line of Business

- In FY 2015, the Financial Reporting program received the GFOA award for Excellence in Financial Reporting for the 32 year.
- In FY 2015 and 2016 there were no material findings in the Comprehensive Annual Financial Report (CAFR) as a result, the City will become a low-risk auditee for FY 2017, reducing single audit costs.
- In FY 2015, a plan was initiated to improve the capital assets system, reconfigure the system for future efficiencies, and convert infrastructure assets to a composite depreciation method for more accurate accounting.
- In FY 2015 a help desk ticket system was implemented which allowed for tracking requests and ensured completion of submitted tickets timely.
- In FY 2016, the Kronos time-keeping system was upgraded.
- In FY 2016, a full renovation of the 3rd floor of 100 N. Walker was completed.

Revenue Management Line of Business

- In FY 2016, the Revenue Enforcement program collected \$808,000 in delinquent and noncompliant revenues.

- In FY 2016, the Treasury Program achieved the benchmark rate of return on the City's portfolio.
- In FY 2016, the Revenue Enforcement program initiated a hotel tax audit program to review and verify hotel taxes collected.
- In FY 2017, the Revenue Enforcement program, in conjunction with the Information Technology Department, developed a hotel tax online application to provide hotels the ability to remit hotel taxes, file monthly reports, pay correction invoices and amend monthly reports online.
- In FY 2016, the Revenue Enforcement program proposed statewide initiatives to the Oklahoma Tax Commission to enhance audits of sales tax exemptions and tax rate compliance for online purchases.
- In FY 2017, the Treasury program developed a cash handling policy, approved by City Council on September 27, 2016, which included an internal training program for City employees and supervisors.

Risk Management Line of Business

- Workers' Compensation reserves for future liabilities have improved from 60% funded to 75%.
- The City Council adopted a City Safety Policy which also formalized the City Safety Advisory Committee.
- Reduced the workers' compensation cost per \$1,000 of payroll from \$31.96 to \$26.68.

Purchasing and Payment Processing Line of Business

- In FY 2016, the Payment Processing program paid 89% of invoices within 30 calendar days or less from invoice date.
- In FY 2016, the Purchasing program sold \$800,000 in online sales for surplus items to increase revenue from the sale of City property.
- In FY 2016, the Purchasing and Payment Processing program trained 380 employees on purchasing and payment processes.
- In FY 2016, the Purchasing and Payment Processing program increased the purchasing card rebate by \$49,000 from 2015 through improved payment processes.
- In FY 2016, the Purchasing program increased the purchasing card threshold for purchasing card transactions from \$2,500 to \$5,000 to improve efficiency in the purchasing process.

Line of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program

Financial Planning and Management Line of Business

- Debt Management Program
- Energy Management Program
- Management and Budget Program
- Performance Management Program

Accounting and Financial Reporting Line of Business

- Financial Reporting Program
- Accounting Systems Program
- Payroll Program

Purchasing and Payment Processing Line of Business

- Payment Processing Program
- Purchasing Program

Revenue Management Line of Business

- Revenue Enforcement Program
- Treasury Program

Risk Management Line of Business

- Insurance Program
- Workplace Safety and Workers' Compensation Program

Administrative Line of Business

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.

Programs and Key Measures

Executive Leadership Program

 % of key measures achieved

Executive Leadership Program

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


Program Manager: Craig Freeman

Program Budget: \$2,243,050

Program Services:

- Agenda Items/Packets
 - Audit Responses
 - Budget Proposals
 - Citizen Responses
 - Continuity of Operations Plan
 - Contract Compliance Reviews
 - Contracts, Leases, and Agreements
 - Executive Reports
 - Ad Hoc Reports
 - City Manager Reports
 - Performance Reports
 - Special Projects Reports
 - FMLA Authorizations
 - Grant Applications
 - Grant Status Reports
 - Grievance Resolutions
 - Internal Investigation Reports
 - Legislative Recommendations
 - Needs Analysis
 - Open Record Responses
 - Personnel Transactions
 - Plans (i.e. Master, Strategic Business Plans)
 - Policies & Procedures
 - Presentations
 - Project & Financial Impact Analyses
 - Union Negotiations & Recommendations
-

Family of Measures

Results	 % of key measures achieved
	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year
	% of performance evaluations completed by the review date
	% of terminations submitted to Personnel Department within 3 days of the termination date
Outputs	Dollar amount of operating expenditures managed
	# of full-time employees Supported

Financial Planning and Management Line of Business

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.

Programs and Key Measures


Debt Management Program

 General Obligation Bond ratings

Energy Management Program

 Total energy usage for City operations (MMBTU)

Management and Budget Program

 % of customers who report they are satisfied with the budget services and information provided to manage operations

Performance Management Program

 % of citizens satisfied with City services

Debt Management Program


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

Program Manager: Kenton Tsoodle

Program Budget: \$

Program Services:

- Bond Ratings
 - Compliance Reviews
 - Continuing Disclosures
 - Debt Policy & Procedures
 - Financing Analyses, Recommendations, & Implementations
 - Investor Relations
 - Tax & Regulatory Filings
-

Family of Measures	
Results	 General Obligations Bond Ratings
	Debt per capita
Outputs	# of bond issues outstanding
	\$ of debt outstanding
Demands	City budget dollars requested

Energy Management Program (New Program Added Fall 2015)


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

Program Manager:	Richard Kitchen
------------------	-----------------

Program Budget:	\$197,255 (FY16)
-----------------	------------------

Program Services:

<ul style="list-style-type: none"> ▪ Construction Project Management Services ▪ Design and Plan Reviews ▪ Energy Audits ▪ Energy Efficiency Upgrades ▪ Energy and Sustainability Plans 	<ul style="list-style-type: none"> ▪ Ordinance, Code and Policy Recommendations ▪ Training Sessions Utility and Energy Reports ▪ Utility Bill Management Services ▪ Utility Service Consultations
---	---

Family of Measures	
Results	% change in energy consumption from previous fiscal year
Outputs	 Total energy usage for City operations (MMBTU)
	# of energy efficiency projects completed
	# of energy efficiency projects in progress
	# of utility accounts managed
	# of utility bills processed

Management and Budget Program

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


Program Manager: Doug Dowler

Program Budget: \$

Program Services:

- Bond Advisory Committee Services
 - Bond Oversight Committee Services
 - Budget Development Tools
 - Budgets (City and Trusts)
 - Capital Improvement Plans
 - Cost Allocations Plans
 - Council, Trusts, and Committee Agenda Reviews
 - Department Support Services
 - Fee Studies
 - Financial Analysis Reports
 - Revenue and Expenditure Projections
 - Surveys
 - Training Sessions
-

Family of Measures

Results	 % of customers who report they are satisfied with the budget services and information provided to manage operations
Outputs	City budget dollars managed
Demands	City budget dollars requested

Performance Management Program

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


Program Manager: Joanna McSpadden

Program Budget: \$

Program Services:

- Business Plan Coordination Services
 - Consultations
 - Measure Reviews
 - Outreach Sessions
 - Performance Data Certifications
 - Performance Management Reports
 - Strategic Business Plan Reviews
 - Training Courses
-

Family of Measures

Results	 % of citizens satisfied with City services
	% of data entered on time
Outputs	# of performance data certifications performed
	# of measures managed

Accounting and Financial Reporting Line of Business

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.

Programs and Key Measures

Accounting Systems Program

 % of accounting system support requests resolved within 3 working days

Financial Reporting Program

 % of financial reports issued on time


Payroll Program

 % of employee payments processed accurately and on time

Accounting Systems Program

The purpose of the Accounting Systems Program is to provide systems infrastructure to City departments and public trusts so they can accurately record transactions and access reliable information.

Program Manager:	Alex Fedak
Program Budget:	\$
Program Services:	
<ul style="list-style-type: none"> ▪ Accounting System Controls ▪ Accounting System Support Services 	<ul style="list-style-type: none"> ▪ Accounting System Training Programs ▪ Capital Asset Records

Family of Measures	
Results	 % of accounting system support requests resolved within 3 working days
	% of total capital assets that are in balance
Outputs	# of accounting system support requests resolved
Demands	# of accounting system support requests received

Financial Reporting Program

The purpose of the Financial Reporting Program is to provide 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.

Program Manager: Rebecca Rhodes

Program Budget: \$

Program Services:

- Accounting Standards Implementation and Interpretation Services
 - Accounting Training Courses
 - Audit Compliance Services
 - Bank Reconciliations
 - City and Public Trust Annual Reports
 - Audited City and Retirement System Comprehensive Annual Financial Reports (CAFR)
 - Annual Trust Statements
 - Regulatory Reports
 - Financial Consultations
 - Grant Reports and Compliance Reviews
 - Interim Financial Reports and Schedules
 - Tax Returns Preparation and Filings
-

Family of Measures

Results	 % of financial reports issued on time
	% of bank reconciliations completed on time
	% of customers who report they are satisfied with the financial information available to make decisions
Outputs	# of financial reports issued
	# of bank reconciliations completed

Payroll Program


The purpose of the Payroll Program is to provide payroll services to employees, vendors and City departments so they can receive timely and accurate compensation and information.

Program Manager: Dawn Thurman

Program Budget: \$

Program Services:

- Ad Hoc and Reoccurring Reports
- Employee Payments
- Payroll Officer Support & Training Services
- Payroll-related Vendor Payments
- Salary Verifications
- State and Federal Compliance Reports

Family of Measures	
Results	 % of employee payments processed accurately and on time
	% of payroll-related vendor payments processed accurately and on time
Outputs	# of payroll adjustments prepared
	# of employee payments processed
	# of payroll-related vendor payments processed
Demands	Demand reflected in output's target

Purchasing and Payment Processing Line of Business

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

Programs and Key Measures

Payment Processing Program

 % of vendor payments made in 30 calendar days or less from invoice date

Purchasing Program

 % of purchase orders approved within four (4) hours

Payment Processing Program

The purpose of the Payment Processing Program is to provide payments to vendors so they can receive timely and accurate compensation for goods and services in compliance with applicable laws and regulations.


Program Manager: Debbie Berlin

Program Budget: \$

Program Services:

- Aged Invoice Reports
- Claims and Payroll Reports
- Training Sessions
- Vendor Payments

Family of Measures

Results	 % of vendor payments made in 30 calendar days or less from invoice date
Outputs	# of vendor payments processed
Demands	Demand reflected in output's target

Purchasing Program

The purpose of the Purchasing Program is to manage and provide responsive and efficient purchasing, contracting, and surplus 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.



Program Manager: Tiffany Lawson

Program Budget: \$

Program Services:

- Contracts
 - Department Consultations
 - Goods & Services
 - Purchasing Approvals
 - Purchasing Card Audits
 - Purchasing Security Authorizations
 - Surplus Sales & Auctions
 - Tax Reports
 - Training Sessions
 - Vendor Inquiry Responses
 - Vendor Registrations
-

Family of Measures

Results	 % of purchase orders approved within four (4) hours
	 % of purchasing contracts approved on time
	% of purchases under \$5,000 made with the purchasing card
	% of purchase orders encumbered after invoice date
Outputs	# of purchasing contracts approved
	# of employees trained
Demands	Demand reflected in output's target

Revenue Management Line of Business

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

Programs and Key Measures

Revenue Enforcement Program

 \$ of delinquent and noncompliant revenues collected

Treasury Program

 % of portfolio yield compared to the 0-3 year U.S. Treasury Index benchmark

Revenue Enforcement Program

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


Program Manager: Matt Boggs

Program Budget: \$

Program Services:

- Franchise Fee Compliance Reviews
- Hotel Tax Enforcement Activities
 - Exemption Reviews and Communications
 - Field Audits
- Revenue Reports
- Sales and Use Tax Enforcement Activities
 - Tax Data Analysis
 - Independent Audits
 - Taxpayer Compliance Initiatives

Family of Measures

Results	\$ of delinquent revenue collected per revenue enforcement activity completed (12 month rolling average)
	\$ of independent audit revenue per \$ of independent audit expense
Outputs	 \$ of delinquent and noncompliant revenues collected
Demands	Demand reflected in output's target

Treasury Program

The purpose of the Treasury Program is to provide 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.


Program Manager: Jason Martinez

Program Budget: \$

Program Services:

- Assessment Districts
 - Billing
 - Collections
 - Banking Services
 - Account Maintenance
 - Contracts
 - Deposits
 - Online Banking
 - Product Implementations
 - Security of Accounts
 - Cash Handling Services
 - Training
 - Centralized Cash Register Services
 - Revenue Recording
 - System Support/Implementations
 - Credit Card Administration Services
 - Investment Portfolio Management Services
 - Preservation of Capital
 - Liquidity
 - Market Rate of Return
 - Investment Reports
 - OPEB Trust Administration Services
 - Pension Support Services
 - Petty Cash/Change Funds
-

Family of Measures

Results	 % of portfolio yield compared to the 0-3 Year U.S. Treasury Index benchmark
	% of customers who are satisfied with banking services provided by the Treasury division
	% of City and Trust revenue recorded through Treasury within 2 business days
Outputs	\$ of City and Treasury revenue recorded by Treasury
	# of assessment districts invoiced
Demands	Demand reflected in output's target

Risk Management Line of Business

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 workplace injuries and property/casualty losses.

Programs and Key Measures

Insurance Program

 % of property losses per premium paid


Workplace Safety and Workers' Compensation Program

 Estimated cost per claim

Insurance Program

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


Program Manager:	Nick Kelly
Program Budget:	\$
Program Services:	<ul style="list-style-type: none"> ▪ Insurance Consultations ▪ Insurance Claims Management Services ▪ Loss Control Program Services ▪ Property Inspections ▪ Insurance Coverage <ul style="list-style-type: none"> – Property – Liability – Crime – Public Official Bonds – Excess Workers’ Compensation

Family of Measures	
Results	 % of property losses per premium paid
	property insurance reserves as a % of deductible
Outputs	Total value of City property insured (total insured value—TIV)
	\$ amount of property claim losses

Workplace Safety and Workers' Compensation Program

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

Program Manager:	Nick Kelly
Program Budget:	\$
Program Services:	
<ul style="list-style-type: none"> ■ Claims Management: <ul style="list-style-type: none"> – Legal Counsel & Subrogation Coordination – Medical Treatment Coordination Services – Nurse Case Management Services – Payments – Medical & Employee – Prescription Benefit Program Services – Return-to-Work Coordination – Training Courses – Worker's Compensation Commission Filings/Reports – Workers' Compensation Communication ■ Loss Control Reports & Analysis 	<ul style="list-style-type: none"> ■ Safety: <ul style="list-style-type: none"> – Accident/Incident Investigations – Accident & Injury Loss Analyses – Administration of City Safety Advisory Committee – Consultations & Inspections – Ergonomic Assessments – Industrial Hygiene Services – Joint Labor/Management Review Board Administration – Quarterly Safety Campaigns – Safety Branding & Recognition Programs/Services – Safety Program/Policies/Procedures Development Assistance – Training Classes

Family of Measures	
Results	 Estimated cost per claim
	\$ of Workers' Compensation claims per \$1,000 of payroll expense
	# of injuries per 100 employees
Outputs	# of worker days lost due to on-the-job injury (OJI)
	\$ Total for workers' compensation
Demands	# of OJI claims filed
Efficiencies	\$ of administrative expenditure per closed OJI claim