



serveokc
public services

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PATIENCE S. LATTING NORTHWEST LIBRARY

At its base, a city is an instrument for providing services that sustain life.
We band together as communities partially because the things we need
as a civilization require common action and organization.



Our Situation

A city government is first and foremost a provider of basic services to its customers – the residents and taxpayers of the community. This responsibility begins with the services that are essential to public health, safety, and commerce: transportation, police, fire, emergency services, water, waste disposal, and storm drainage. Other services, like libraries and parks, while not essential to people's physical survival, are vital investments in other aspects of our wellbeing. Still others, like education, are provided by other agencies, but require support and partnerships with City government.

serveokc, the public services element, addresses public safety, water, sewer, solid waste disposal, libraries, and educational services. Some of these subjects have been raised in the context of other issues, and are strongly related to such questions and policy issues as community growth directions, circulation, land use policy, and neighborhood character and integrity. For example, dispersed and inefficient land use patterns raise the cost of public services and increase the amount of sewer and water lines and streets needed to serve our population. Connected street patterns that provide multiple routes into and out of neighborhoods can save lives during emergencies. Neighborhood design and building conditions have a direct impact on police and fire services. As Oklahoma City evolves and grows, maintaining a level of services that meets citizens' needs and expectations will continue to be a challenge.

This section provides an overview of Oklahoma City's public services and their challenges, followed by a series of initiatives to maintain and improve these services, ensuring that Oklahoma City remains a safe, clean, and culturally rich place to live. Although Oklahoma City's array of services are diverse, there are several common economic challenges.



Revenues. Oklahoma statutes limit tax-based funding of routine city operations to sales taxes, and there are limited additional options for cost recovery. In many cases, the actual amount of service costs recovered is unknown. This strains city's finances and may contribute to diminished service in the long run.

Unused buildings. There are a relatively high number of unused buildings in Oklahoma City which demand an outsized amount of public resources – such as police, fire, and code enforcement – and contribute to neighborhood deterioration.

Development density. Chapter Two explored the relationship between development patterns and cost of services. It showed that continuing Oklahoma City's past history of low density development increases the cost of public services such as police, fire, and waste management. For example, each fire station the Oklahoma City Fire Department operates provides service to about the same amount of area even if that area has relatively few structures. Consequently, even more facilities and personnel are needed to maintain target response times if more areas are developed with relatively few structures, with resulting increases in capital and operating cost.

Similarly, low density development creates a need for more feet of water and sewer lines to serve a specific number of households, greater distances to libraries, more police officers to cover greater distances, and a range of other problems. Maintaining the status quo can be an expensive choice for the city's taxpayers. The other choice, reducing service standards of vital and sometimes life-and-death services to meet budget constraints, is also a very high price to pay for inefficient development.

Public Safety Services

Public safety agencies include the Fire Department, Police Department, and emergency management services.

Fire. The Oklahoma City Fire Department's 1,000 employees provide a wide array of services that include fire prevention, fire suppression, rescue, code enforcement, arson investigation and public education. Increased travel times and call volume are taxing staff and equipment resources. To address these issues, the *Fire Station Location Study* (2006), a planning guide for the future needs for fire service in Oklahoma City, recommended relocating several existing fire

SERVICES IN RURAL AREAS

RIGHT: Fire Station 4 was recently constructed and staffed to support rural neighborhoods and emergencies on the Turner Turnpike. Services in rural areas cost more per household than in urban areas.

stations and redeploying resources to improve response times. The report also proposed five new fire station locations. Covering the fire protection needs of Oklahoma City's large areas requires maximum efficiency. In some cases, the Fire Department is being called on to address issues such as code enforcement, diverting resources from emergencies.

Specific fire protection challenges present themselves in the city's various environments. In urban settings, abandoned structures pose a fire risk, since they can attract vandalism, often use materials that create hazards, and lack maintenance. In suburban areas, development design and building practices, such as shorter block length and residential sprinklers, can increase efficiency and quality of fire protection services. However, some developers do not employ these practices, citing added cost of infrastructure and equipment. Low water pressure at the urban/rural interface makes it more difficult to manage potential wildfires, posing a threat to property and public safety. Very low-density rural areas are extremely difficult to serve.

Police. The Oklahoma City Police Department's force of over a thousand officers operates from a central police station with five substations. In addition to its primary law enforcement operations, the department is also responsible for emergency management and 911 programs. The department faces many of the same challenges as the Fire Department – a requirement to provide good service to a very large area and statutory limitations that limit operational funding to sales taxes. Dispersed development may require redistricting and additional resources.



ANNUAL COST OF SERVING NEW DEVELOPMENT

Chapter Two presents three possible future development pattern scenarios for accommodating projected growth in Oklahoma City: (A) "Past Trends Continued," which continues current patterns into the future; (B) "Trends + Market + Efficiency," which modifies the status quo moderately to increase density in various parts of the city; and (C) "Market + Efficiency + Revitalization," which implements many of the citizen preferences identified by the planokc surveys for more urban housing, transportation alternatives, and effective reuse and reinvestment in existing neighborhoods. The illustration here compares the projected annual cost (including capital and operations) of providing the same number of new people with police, fire, and utility services under each of the three scenarios. The combined cost of all three critical systems is about 1/3 less under the "efficiency" option compared to the "trend" option.

	COST (MILLIONS)		
	A Trend	B Market	C Efficiency
FIRE	\$54.6	\$40.6	\$25
POLICE	\$85.4	\$74.9	\$64.9
UTILITIES	\$103.6	\$82.9	\$74.9
TOTAL	\$243.6	\$198.4	\$164.8

Like the Fire Department, Police also sometimes receives misdirected complaints, like building code enforcement, which can be a distraction from actual duties.

Emergency Management. Oklahoma City provides a variety of protective services for emergency situations, including shelters, sirens and emergency response. Yet, providing these life-saving services can be challenging. Some bridges, especially in rural areas, are not suitable for emergency response vehicles. Consequently, vehicles are forced to take longer routes, increasing response times. Also, in a city where residential construction does not routinely include basements, many citizens do not have immediate access to an emergency shelter in dangerous weather conditions.

Utility Services

Utility services include solid waste and recycling, water distribution, and storm and sanitary sewer and treatment facilities.

Solid Waste and Recycling. Trash pickup and curbside recycling for Oklahoma City are provided by the City's Solid Waste Management Division, but landfills are privately owned and operated. Landfill construction or expansion presents a variety of challenges to operations, costs, environmental justice, and other issues. At the same time, landfill operators generate revenue based on the weight of material disposed at the landfill, giving them no incentive to encourage customers to reduce the waste stream.

Partially as a result of this situation and the need for expanded educational initiatives discussed in greenokc, recycling rates are low throughout the city, both in number of participating households and pounds of recyclables collected. Without incentives or educational programs, recyclables and compostable materials instead find their way into landfills. Contracts and statutes that prohibit the City from providing

solid waste and recycling service to businesses and multi-family housing further increase the amount of potential recyclables that are sent to landfills. Finally, the price of solid waste service is not related to either a customer's usage, or the actual costs to provide the service. Therefore, customers again have no financial incentive to reduce waste.

A lack of data on recycling trends makes it difficult to address this problem and determine priorities for expanding recycling and extending the service life of existing and future landfills.

Water and Sewer. Oklahoma City's drinking water supply uses surface water resources, and serves a per capita consumption of 180 gallons per day. Water and sewer distribution systems face the same challenges of population dispersion as public safety services. During the past thirty years, the area served by both water and sewer utilities has increased by 63% while population has increased by only 40%, increasing the per capita service cost.

Citizens tend to see water as an unlimited resource, but in our climate, it is becoming increasingly valuable. Yet, as with the solid waste stream, our incentives and educational programs to encourage conservation are relatively new. The City recently adopted a rate schedule for water usage based on a tiered rate structure with a higher volumetric rate (dollars/gallon) for water consumed above a certain threshold.

In addition to use issues, the City's water and sewer systems themselves have physical issues. In older parts of the city, aging infrastructure reduces level of service and raises the possibility of both interruptions and expensive repairs. And, as already noted in the discussion of fire protection, the water system is unable to maintain adequate and consistent pressure, especially at the outer reaches of the system. This situation is made worse by demands from neighboring

municipalities and other large users. This increases the need for greater regional cooperation and shared use of resources.

Other issues include changes in regulatory standards and contested water rights. Changing federal and state standards for additional inspection, data collection, and new contaminant categories are raising the cost of treatment.



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WATER AND SEWER TREATMENT PLANTS

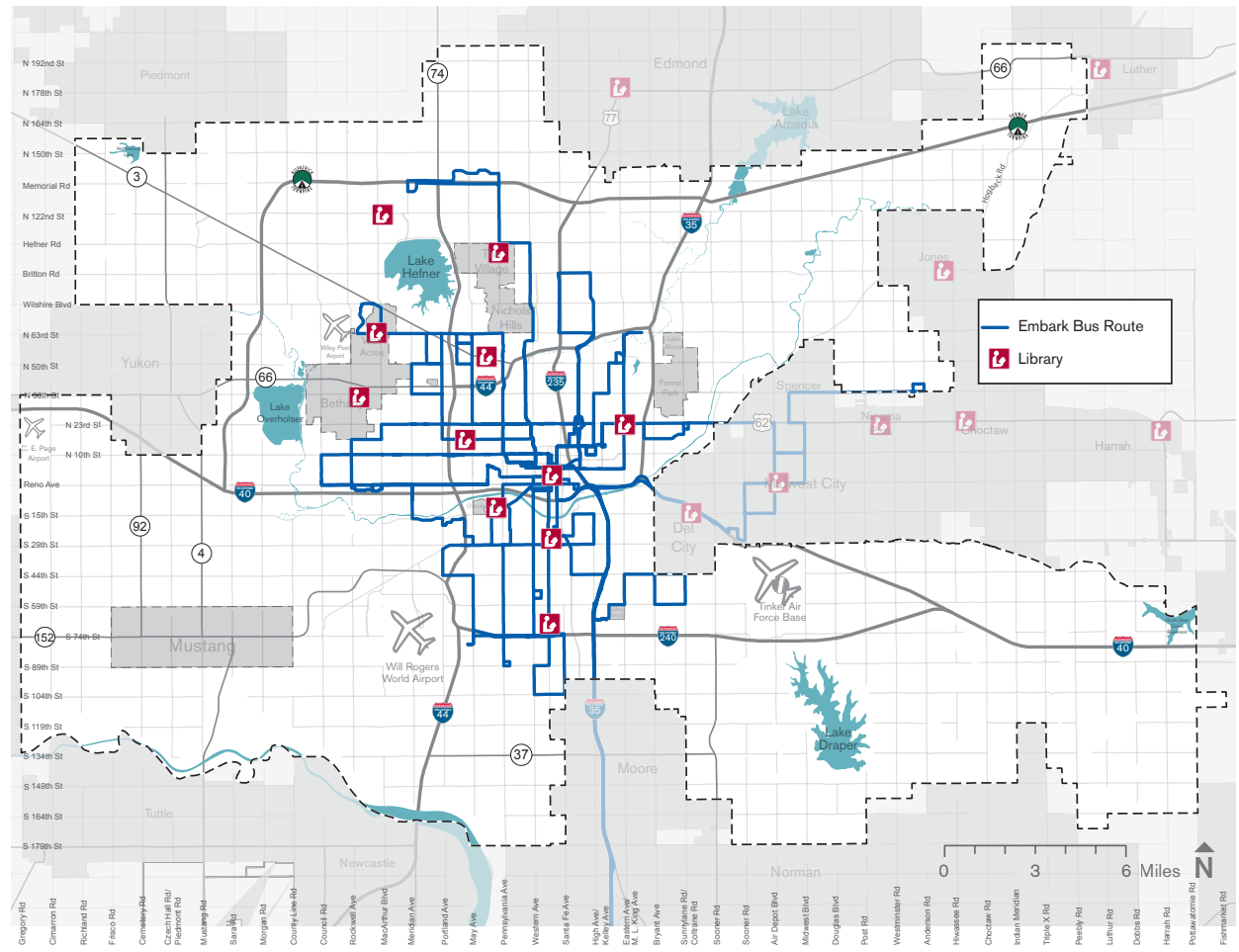
Other Public Services

City agencies and partner organizations offer a variety of individual services, many of which are addressed in other elements of **planokc**. Of specific concern here are library, education, and animal welfare facilities and services. Other key services include solid waste and recycling, water distribution, and storm and sanitary sewer and treatment facilities.

Library Services. The Metropolitan Library System serves approximately 600,000 people in 19 libraries in Oklahoma County. Over 500 library staff help provide materials lending, public education programs, and information access. The system is funded by an ad valorem property tax.

From a facility perspective, many library facilities are relatively isolated, lacking physical and social connections to nearby neighborhoods. With the exception of the Ronald J. Norick Downtown, developed as part of the MAPS program, traveling to most facilities requires an automobile, making the system less accessible to many of its major user groups.

Programmatically, libraries remain as important as ever to their customers and the region as a whole, but their roles continue to change with technology, changing demand for services, and an increase in their status as centers of community life and culture. However, the long planning timeline required for library facilities, sometimes as long as two decades, can make response to changes less nimble.



LIBRARIES IN OKLAHOMA CITY

(Above) a map of existing libraries in the City of Oklahoma City, as compared to the existing EMBARK Bus Routes. (Bottom Left) the Downtown Library. (Bottom Right) the library in Capitol Hill.

Education. Oklahoma City's municipal limits encompass portions of 27 separate public school districts, the largest of which is the Oklahoma City Public School District. OKCPS serves 43,000 students in Central Oklahoma in a 135 square mile area with 55 elementary schools, 17 secondary schools, 4 special centers and 13 charter schools, and more than 4,600 staff members. While the school district's policies and governance are independent of City government, the success of OKCPS and that of the entire community are highly dependent on each other.

The demographics of OKCPS have changed dramatically over the years. As of 2014, the student population is 3% Asian, 5% Native American, 20% Caucasian, 27% African-American, and 45% Hispanic. In addition, 13% of the district's student population have disabilities and special needs, and over 31% do not speak English as their first language.

These changes, as well as overall patterns of achievement in the larger society, create significant educational challenges. Some parts of the city, such as south Oklahoma City, have seen substantial population growth and are experiencing overcrowding in neighborhood schools. A 2014 facility strategy recommended construction of two new elementary schools and one new middle school. On the other hand, some neighborhoods have lost population and may have unused capacity. However, the City has made enormous strides in facility and program development and modernization through the MAPS for Kids program. This effort, completed in 2012, benefited all of the districts in the city by investing \$470 million in construction and rehabilitation of over 70 OKCPS schools, \$52 million in technology projects, \$9 million in bus fleet replacement, and \$153 million in projects in the 22 districts outside of OKCPS.

OKCPS, like many urban school districts around the country, experiences serious disparities in achievement. The district's overall student achievement index received a grade of "F" in the Oklahoma State



OKLAHOMA CITY SCHOOLS

MAPS for Kids built new and rehabilitated existing school facilities in Oklahoma City during the past several years.

Department of Education evaluation. **planokc** surveys and other research underline the importance of school district quality to housing choice and neighborhood location. In a city with multiple school districts, families with the means to do so choose to live in school districts with better performance reputations. Since these districts are largely suburban, this situation further concentrates lower income households, reduces income diversity in the central city, perpetuates income segregation, and exacerbates inefficient development patterns.

These concentrations create a vicious cycle of neighborhood effects. The relationship between household income and educational attainment is clear. Low attainment increases the potential for criminal activity, gang membership, and negative health outcomes. Classroom discipline problems erode the experience, increase homeschooling and online classroom practices, and reduce the social and community benefits of kids going to school together.

Some of the solutions frequently used to encourage higher achievers to stay in central city schools may create their own issues. Specialty schools, such as arts and science academies and magnet schools, pull the best students away from traditional middle and high schools, degrading the performance and other important indicators at those schools. High performing elementary schools that feed into average or low performing middle and high schools waste student potential and reverse advances made at earlier grade levels. Redistribution of students to attempt to equalize enrollment characteristics can lead to long transportation routes that increase costs and contribute to lower student performance.

High quality school districts are essential to many of our goals, including a healthy and productive population; compact, vital, and active neighborhoods and urban districts; and efficient and effective services.

AREA SCHOOL DISTRICTS

This map displays the school districts in the Oklahoma City metropolitan area. The districts are color-coded and labeled: Yukon (light blue), Piedmont (light purple), Deer Creek (pink), Edmond (dark green), Luther (light teal), Jones (red), Oakdale (light green), Millwood (dark purple), OKC (teal), Mid-Del (yellow), Banner (brown), Western Heights (orange), Crooked Oak (blue), Del City (light blue), Choctaw-Nicoma Park (dark blue), Mid-Del (olive green), Mustang (maroon), Union City (green), Moore (dark blue), Robin Hill (pink), Little Axe (yellow), and McCloud (orange). The map also shows major highways (Interstates 40, 44, 49, 74, 77, 35, 235, 240, 66, 92, 152, 37), lakes (Lake Hefner, Lake Overholser, Lake Arcadia, Lake Draper), and airports (Will Rogers World Airport, Tinker Air Force Base). A legend indicates that the white outline represents 'School Districts'. A scale bar at the bottom right shows distances from 0 to 6 miles.

SCHOOL DISTRICTS IN OKLAHOMA CITY

Oklahoma City touches portions of 27 public school districts.

Animal Welfare. The Animal Welfare Division of Oklahoma City provides temporary shelter and humane disposition of unwanted or lost animals. The division processes 33,000 animals per year and provides public education and other support for pet owners. The number of pets in Oklahoma City is expected to increase from around 400,000 in 2010 to over 500,000 in 2025.

Stray animals pose threats to people, property, and other animals, and are at risk from disease and physical harm. A lack of public knowledge about how to deal with strays increases these threats. Easily accessible information is needed to show people how to respond to stray and injured animals, and provide information about the possibilities and rewards of animal adoption and other animal-related situations.

Service Efficiency Analysis

The service cost analysis calculated the difficulty for City services to be provided to each area of the city. This calculation is organized around the six largest departments of the City and relies on the expertise of the department staff and information about what is on the ground today. The analysis compares how a given location might be more or less challenging to serve than another location.

Public Safety. The maps on these facing pages illustrate the results of the service efficiency standards for fire and police services. Both departments must respond to citizen needs and emergencies at different locations from operational bases. While both fire and police have fixed facilities (fire stations and police substations), police add mobile operations through cruiser routes and pedestrian and bicycle-mounted

police in high density urban sectors. Efficiency and effectiveness rely on three specific criteria:

1. Density: the number of homes or business locations that are located in and can be served within a contained area.
2. Contiguity: the proximity of a served area to existing development, to avoid gaps that add distance and travel time without adding service.
3. Connectivity: the ease of travel within and area.

Water and Sewer. Water and sewer efficiency can be evaluated and analyzed in ways analogous to public safety services. This analysis calculates the difficulty of providing utility services to various areas. However, the criteria for analyzing utility service are different from those that apply to police and fire. Water service efficiency analysis is based on two major factors:

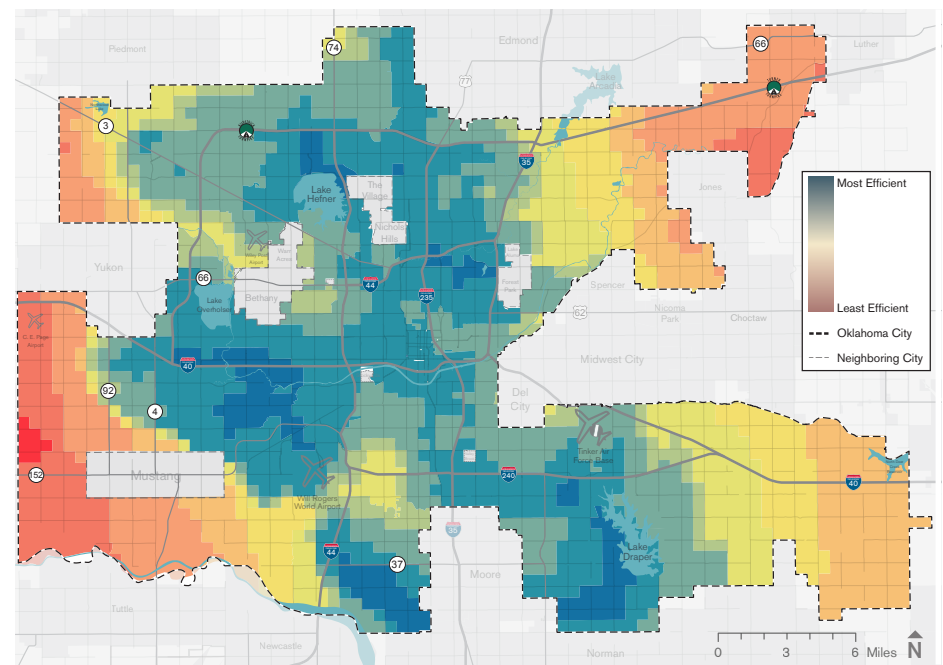
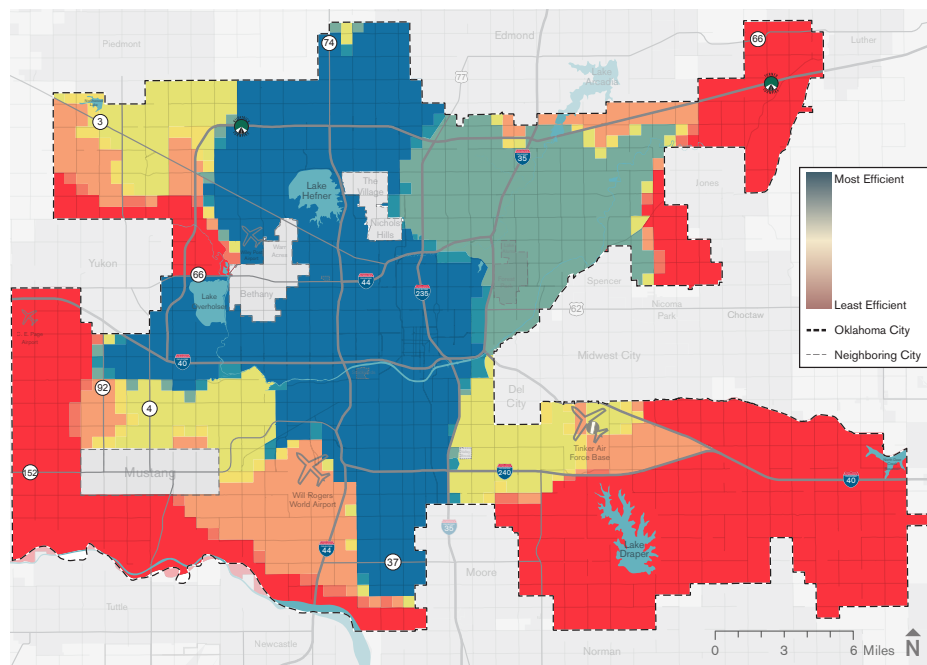
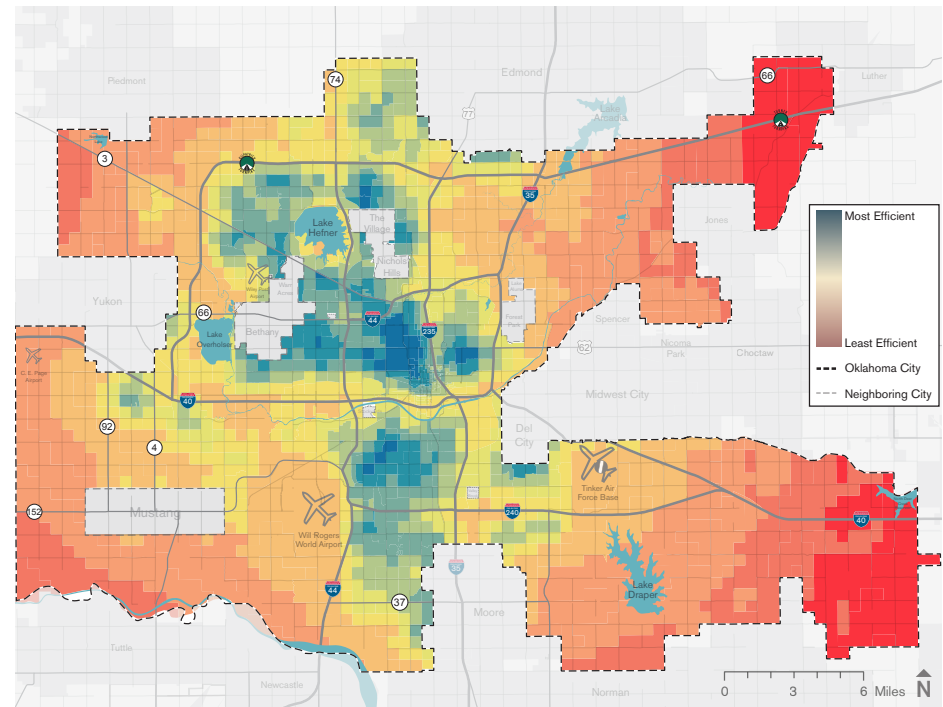
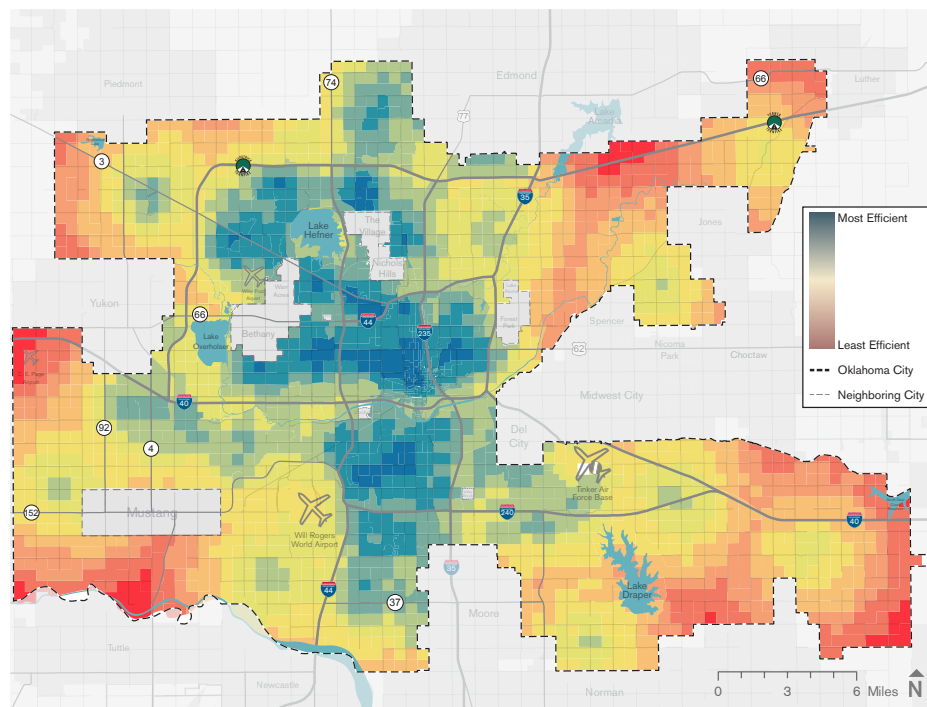
1. The presence of existing water lines or the distances over which new lines would have to be constructed and maintained.
2. Variations in ease of service due to features such elevation or distance to raw water sources.

Sanitary Sewer. Unlike water services, sanitary sewer efficiency is highly related to topography. Thus, the sewer efficiency analysis responds to two principles:

1. Gravity flow is superior to pressurizing, requiring far lower capital and long-term maintenance cost.
2. The capacity of each treatment plant to treat sewage and discharge effluent, influences the development potential and/or cost of all areas upstream from each plant.

The resulting sewer analysis sets priorities for areas that share a common low point for gravity powered flow of sewage, with adjustments for availability and potential for treatment capacity at that low point.





Our Plan

The unifying goal for public services in Oklahoma City is to provide the service quality that citizens need at a cost that we can afford. The implications of larger development policies on costs of services is fundamental – decentralized development patterns increase the per capita cost of services and the status quo leads to a basic and unpleasant choice: either increase budgets or cut services. Developing efficiently adds a third and much better alternative: reducing the unit cost of services and creating the urban environment that citizens want. But within that large issue, there are many directions that also increase effectiveness. Preventing crime through neighborhood partnerships is far more productive and less expensive than pursuing it after it has occurred. Fire prevention saves risk to life and property, which again is far less expensive than responding to emergency situations. We do not control nature, but we can take measures in the human environment that save money, reduce distress, and advance human potential.

Our Goals

PUBLIC SERVICES

1. Public services are provided in a manner that balances cost efficiency and levels of service.

FIRE AND EMERGENCY MEDICAL SERVICES

2. Oklahoma City's land use patterns contribute to the efficient and cost-effective delivery of fire and emergency medical services.

POLICE

3. Oklahoma City's crime prevention and intervention efforts are based on best practices and measurably contribute to low crime rates throughout the city.
4. Oklahoma City's land use patterns contribute to the efficient and cost-effective delivery of police services.

EMERGENCY MANAGEMENT

5. The City and its residents are ready and able to mitigate, respond to, and recover from a variety of disasters.

SOLID WASTE AND RECYCLING

6. Oklahoma City residents and businesses use recycling, composting, and other best practices to conserve limited resources and mitigate landfill needs.

WATER AND SEWER

7. City water and sewer service is efficiently provided to current and future populations in the urbanized area.
8. Drinking water supplies are protected and conserved.

LIBRARIES

9. Libraries in Oklahoma City are easily accessed and widely and frequently used resources valued by the community.

PUBLIC EDUCATION

10. Oklahoma City has superior public schools empowering youth and their families with the tools and life skills they need to achieve their full potential.
11. The quality and reputation of Oklahoma City area schools supports the development of a vibrant community.

ANIMAL WELFARE

12. Stray, neglected, and lost animals are handled humanely and quickly transitioned into safe homes.

Our Initiatives

serveokc Initiatives	serveokc Goals											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Design a safe city.		■	■	■	■							
2. Increase partnerships between police and communities to minimize conditions that encourage crime.			■									
3. Minimize damage and maximize resilience from emergencies.					■							
4. Build or finance municipal facilities strategically to direct growth.	■	■		■			■		■			
5. Manage solid waste efficiently.						■						
6. Reduce per capita water consumption.							■	■				
7. Provide quality, accessible library services.	■								■			
8. Create supportive learning environments.										■	■	
9. Educate to promote animal welfare.												■
10. Maximize service and staffing efficiency.	■											

The physical design of our city has a tremendous impact on public safety and hazard management. A well-designed city with well-designed neighborhoods can improve our ability to promote public safety, help prevent disasters, and allow efficient emergency response.

INITIATIVE 1

DESIGN A SAFE CITY

We will incorporate crime prevention principles into the City's design regulations and guidelines. Previous elements of the plan, including *playokc* and *liveokc*, introduced the concept of Crime Prevention Through Environmental Design principles (CPTED), which use common-sense design features to minimize opportunities for criminal activity. CPTED principles apply on a wide range of scales, from individual site vegetation choices to citywide development patterns.

Oklahoma City should incorporate CPTED principles into its design standards for development and redevelopment of public and private projects. Some cities (including Wichita, Kansas) have established ordinances that officially integrate CPTED principles into their design standards, while others use them as guidelines and adapt for their own use.

The City can encourage the use of CPTED principles through:

- Encouraging land use planning that mixes uses and extends hours of activity and "eyes on the street."
- Establishing neighborhood territoriality by which adjacent residents and businesses can monitor activity in the public realm. a mixture of uses in neighborhoods.
- Lighting and building design guidelines.
- Landscaping guidelines that avoid hidden places.
- Building code enforcement and resolution and elimination of chronic vacancy and structural deterioration.

The City's project review and approval process should include Police Department participation to provide specific public safety recommendations. The department should maintain an officer on staff with a specialty in CPTED and its principles. This staff member should also provide outreach to the development community to provide special training to builders, developers, and design professionals on safe community design.

Policies SE-1, SE-2, SE-3, SE-7, SE-8, SU-1, SU-11, C-5, C-7, C-18, C-28, C-30, C-32, L-3, L-6, L-7, P-22, and P-23 implement this initiative.

INITIATIVE 2

INCREASE PARTNERSHIPS BETWEEN POLICE AND COMMUNITIES TO MINIMIZE CONDITIONS THAT ENCOURAGE CRIME

We will implement cooperative programs with neighborhoods that both build local trust and engage and redirect at-risk youth. Public safety partnerships begin by working with neighborhoods to address and remove signs of neglect and alienation, both in the physical and human environments. It continues with building on the natural allegiances between a police department whose commitment is to protect and serve its citizens and citizens who need the security of safe neighborhoods to live and prosper. Finally, and perhaps most importantly, it involves the creativity and imagination to see young people as potential leaders rather than potential criminals. People often live up or down to expectations. Youth should be engaged in the process of becoming leaders, improving themselves and their neighborhoods. Law enforcement officers, in partnership with other organizations, are in an ideal position to lead that process.

Policies SE-4, SE-5, SE-6, L-1, L-2, L-3, L-4, L-5, L-6, and ST-25 implement this initiative.

INITIATIVE 3

MINIMIZE DAMAGE AND MAXIMIZE RESILIENCY FROM EMERGENCIES

We will implement land use and design policies that reduce the probability of loss of life and property and expedite response and reconstruction. Emergencies are inevitable and can never be fully prevented. But we will pursue a coordinated program to reduce their probability from avoidable causes and respond effectively when they do occur. We can reduce the probability of emergencies by building code revisions that limit threats from fire, weather, and other disasters; manage vegetation to reduce flammable vegetation around buildings and where urban and rural environments meet; and implementing the recommendations of the *Oklahoma City Hazard Mitigation Plan* (2012). Some high priority mitigation measures recommended by the plan include construction of safe-rooms and storm shelters, enhanced warning systems for potential hazards, regulation of development in the floodplain, and better stormwater management.



POLICE ATHLETIC LEAGUE EVENT

Kids celebrate a recent victory at the Fall PALs Soccer Tournament



Public financing is a particularly important instrument for directing growth. In general, public financing should be directed to areas that promote planokc's overriding goal of healthy and sustainable development. For example, extending a strategic interceptor sewer that opens a basin to development may receive front-end public financing through revenue bonds.

When developing new areas, the City should ensure that services can support new development without diminishing service to existing neighborhoods. For example, the need to extend water to new development should not jeopardize the availability of fire suppression flow in existing neighborhoods.

We will use municipal utilities and services as catalysts to leverage neighborhood revitalization and redevelopment. Investments in infrastructure and City facilities support revitalization efforts by both targeting and preparing key areas for redevelopment. Improvements to infrastructure and City services should be correlated with redevelopment efforts, in order to provide accurate information to the private market regarding preferred land use locations, uses, and intensities.

Policies SE-9, SU-14, SU-15, SU-16, SU-17, ST-2, and ST-27 implement this initiative.

Efficient and coordinated management of our City services is critical to providing a quality product. Crime prevention, library service, education, solid waste, water, animal welfare, and overall efficiency can be improved through the following initiatives. Many of these initiatives reinforce each other – for example, better education opportunities can help reduce crime.

Once emergency situations occur, quick response and rapid access become critical. A well connected transportation network promotes efficient emergency response by providing multiple route options and shorter travel distances between emergency sites and service providers. In catastrophic disasters like floods and tornados, an interconnected street network provides alternative ways in and out of affected areas. Just as the development review process must address public safety through CPTED standards, it should also address fire safety and emergency response criteria, using available sources like the National Fire Protection Association's Firewise Communities.

Policies SE-2, SE-3, SE-8, C-12, C-13, C-29, C-35, and ST-28 implement this initiative.

Utilities like water and sewer are preconditions for urban development, and, with transportation, are powerful tools that can direct growth. Utility construction and extension policies will help determine whether Oklahoma City is able to accommodate new growth opportunities in a more efficient and economically sustainable way.

INITIATIVE 4

BUILD OR FINANCE MUNICIPAL SERVICES STRATEGICALLY TO DIRECT EFFICIENT GROWTH.

We will provide City services in areas that create the most benefit for dollar spent and where market demand exists. New services should be provided in areas of the city are the most efficient to serve considering both operating costs and capital investments. In many cases, this will involve incremental infrastructure extensions in contiguous areas, or where a new drainage basin can be opened in areas where market demand and city growth goals coincide. Possible sources to demonstrate market demand include housing demand studies, employment land studies, retail strategies, land supply analyses, and system-wide study for specific services. The findings from these market studies should be incorporated into planokc and used to inform General Obligation bonds, Capital Improvement Projects, and the land use plan.

The area in red is currently served by both the city water and sewer systems.

MANAGE SOLID WASTE EFFICIENTLY

taxpayers. A waste reduction program should also

Policies SE-10 and SE-11 implement this initiative.

REDUCE PER CAPITA WATER CONSUMPTION

The City can also lead the water conservation cause by example, by reducing potable water consumption at City facilities, such as City Hall or recreation facilities. Water conservation can be promoted through a combination of user education and facility modifications, such as installing low flow faucets.

Policies SE-12, SE-13, G-22, G-34, and G-35 implement this initiative.



RECYCLING

An important part of managing solid waste includes recycling discarded items that can be processed into raw materials for new products.

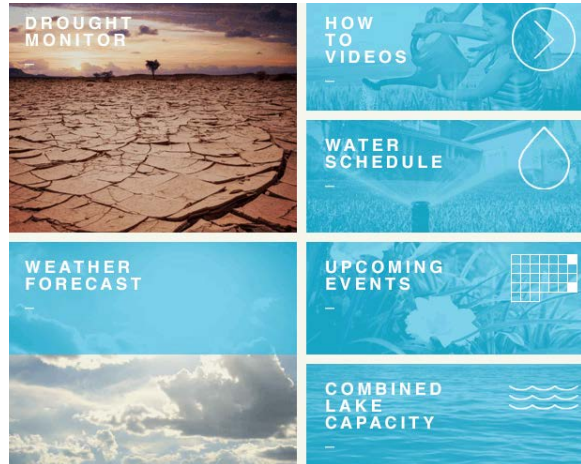
INITIATIVE 7

PROVIDE QUALITY, ACCESSIBLE LIBRARY SERVICES

We will coordinate library service planning with investments in City facilities and neighborhood planning. Oklahoma City should partner with the Metropolitan Library System and the Oklahoma Department of Libraries to coordinate facility expansions, improvements, and new facility locations with other types of civic investments, such as schools, fire stations, and parks. This could allow for efficiencies through facility sharing or co-location.

New and remodeled libraries should support neighborhood planning goals by integrating themselves into their surroundings. The City should adopt design standards for both new and remodeled libraries that focus on integrating the building and site into the surrounding neighborhoods, thus increasing access to the libraries by walking, biking, and transit.

Policies SE-15 and SE-16 implement this initiative.



SQUEEZE EVERY DROP

Oklahoma City provides a variety of resources designed to help people save water.

INITIATIVE 8

CREATE SUPPORTIVE LEARNING ENVIRONMENTS

We will form partnerships and implement efforts that create settings that advance educational achievement. The challenges facing Oklahoma City's public education system are daunting. The stakes of success are great, given the need to capitalize on the potential of our youth and the importance of quality schools in achieving this plan's overall goals. School policy and curriculum are far beyond the scope of **planokc**. But City policy can help provide safe and nurturing environments that remove at least some of the pressures and distractions that keep kids from learning. Both this element and **liveokc** address people's expectation to live in safe neighborhoods.

The City's Strong Neighborhoods Initiative (SNI) program, for example, can establish recreational, fire safety, public safety, and character building programs for schools. This program to create supportive environments includes initiatives discussed in



CONCEPTS IN LIBRARY DEVELOPMENT

Neighborhood library integrated into a parking structure, Central West End in Saint Louis, MO.

previous elements – parks and recreational programs, neighborhood development, stabilizing social fabric, and many others. Direct partnerships with schools can also be extremely effective. The City can initiate strong connections between schools and the business community to improve education, training, and retraining. Finally, a city that includes 27 school districts and has helped fund projects in many of them can help initiate regional cooperation and some sharing of responsibilities.

Policies SE-17, SE-18, L-9, L-42, E-24, and ST-18 implement this initiative.

INITIATIVE 9

EDUCATE TO PROMOTE ANIMAL WELFARE

We will develop and distribute educational programs that increase public understanding of animals in the city. The City can promote animal welfare through public education programs that help the public understand how to deal with stray animals. Continued support of the animal shelter and its related programs can help rescued animals find the permanent homes they need.

Policies SE-19 and SE-20 implement this initiative.

INITIATIVE 10

MAXIMIZE SERVICE AND STAFFING EFFICIENCY

We will establish internal systems and referrals that maximize efficiency in providing public service. In all of its operations, the City should take steps that maximize staff efficiency. Many of these steps are relatively easy to accomplish. For example, providing public information and working with neighborhood organizations can help channel items such as code enforcement complaints to the proper department, rather than Police and Fire Departments, who do not have jurisdiction over this service. Coordination between utility providers as infrastructure is installed can save both time and money, and eliminate misdirection and duplication of efforts. Services that Oklahoma City provides to other jurisdictions by contract should be fully self-supporting to prevent unintended subsidization by City taxpayers. These and other efficiencies can save money, provide better service, and produce more satisfaction on the part of both staff and customers.

Policies SE-9, SE-15, SE-20, SE-21, SE-22, L-8, L-10, L-29, L-30, L-31, L-40, ST-31, and ST-32 implement this initiative.



CITY COUNCIL CHAMBERS

Elected officials face the everyday challenge of needing to provide high levels of service which enhance residents' quality of life while balancing conflicting priorities and fiscal realities.