

# City Manager's Office

FY20 Actual    FY21 Actual    FY22 Projection    FY22 Target    FY23 Target

## Long-Term Issue - Talent, Acquisition, Development, and Engagement

An increasing need for a skilled, engaged, and inclusive workforce, if not addressed, will result in:

- poor customer service
- high turnover
- difficulty recruiting skilled talent
- lack of innovation and collaboration
- decreased productivity and efficiency
- lack of a connected culture
- insufficient succession planning
- increased safety concerns

### Strategies to address the Long-Term Issue

- Partner with the Chief Human Resource Officer and Chief Inclusion Diversity Officer to enhance the talent lifecycle by:
  - Implement comprehensive employee training and mentoring programs
  - Improve diversity outreach by building a culture of inclusiveness and examining the recruiting process
  - Evaluate hiring process and implement recommended changes
  - Complete classification and compensation study
  - Conduct employee engagement surveys
  - Evaluate the size and structure of the Human Resources Department
  - Develop and communicate a new core values message
  - Create a culture where employees feel valued, developed and psychologically safe
  - Establish inclusive leadership accountability and education opportunities

### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, at least 60% of employees will be satisfied with The City of Oklahoma City as a place of work

94	% of employees satisfied with the City of Oklahoma City as a place to work *	N/A	N/A	N/A	60%	N/A
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### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 70% of residents will be satisfied with the quality of customer service from City employees

95	% of residents surveyed who report they are satisfied or very satisfied with City services	64%	67%	69%	75%	75%
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## Long-Term Issue - Innovation and Efficiency

Challenges with taking advantage of new technologies, innovative practices and process efficiencies will result in service delivery that is more costly and fails to meet customer expectations.

### Strategies to address the Long-Term Issue

- Work with Innovation Officer, multidisciplinary innovation team, and City staff to develop an Innovation Plan that:
  - identifies the needs and opportunities for process improvement;
  - identifies tools/technology needed to implement recommendations;
  - outlines priorities, sequencing, and budgeting considerations.
- Establish a culture of innovation by supporting:
  - involvement of all employees to participate in innovation activities and create innovative, people-centered solutions;
  - initiate practices and strategies that managers can use to define and redefine problems, involve people in the research and development of new concepts, reduce the fear of failure when creating, testing and implementing innovative ideas, and continue to improve and refine solutions after implementation;
  - empower employees to share and create innovative ways of delivering services, reduce internal resistance to new ways of working and support incentives to spread innovation to others

### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 76% of residents will feel the City is heading in the right direction

96	% of residents who are satisfied the City is heading in the right direction	76%	73%	73%	85%	85%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 75% of departments participating in active innovation projects

97	% of departments participating in active innovation projects *	N/A	N/A	N/A	75%	N/A
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## Long-Term Issue - Program Management

The increasing number of specialized programs such as specialized sales tax programs, new federal programs, and taskforces, that require varying approaches to their structure, priority, strategy, resources, staffing and training, if not addressed, will result in:

- projects that do not meet expectations
- potential erosion of resident confidence

### Strategies to address the Long-Term Issue

- Maintain strong relationships and communication with City partners
- Provide guidance, strategy, and leverage expertise
- Leverage existing plans and resources
- Maintain effective contract management
- Understand the community's priorities and expectations through engagement strategies

### Strategic Result(s) to measure annual progress on Long-Term Issue

Achieve 100% of defined program benchmarks within project timelines from implementation plans

98	% of defined program benchmarks within project timelines from implementation plans *	N/A	N/A	N/A	100%	100%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, at least 70% of event organizers will be satisfied with the quality of City facilities

99	% of Convention Center and Arena organizers satisfied with the quality of City facilities	N/A	N/A	N/A	0.80	0.80
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### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 70% of residents will be satisfied with the quality of life in Oklahoma City

100	% of residents who are satisfied with the quality of life in the City	68%	70%	70%	80%	80%
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## Long-Term Issue - Communication

A lack of delivering clear, transparent, accurate, accessible and timely information to elected officials, city employees and residents within our diverse community, if not addressed, will result in:

- less engagement
- dissatisfaction
- loss of credibility

### Strategies to address the Long-Term Issue

- Continually seek innovative ways to communicate with residents and staff
- Review the process for responding to resident requests and concerns to improve the timeliness and accuracy of responses
- Expand opportunities for community engagement and leverage partnerships
- Offer customer service and communications training for employees, such as internal and external communication etiquette and communications protocol

### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 70% of residents will be satisfied with the availability of information about City services and programs


101	% of residents who are satisfied with the availability of information about City programs and services	61%	62%	62%	60%	60%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 70% of employees will feel informed about City services and programs





102	% of employees surveyed who say they feel informed about City services and programs	N/A	N/A	N/A	0.56	0.56
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## Administrative - Executive Leadership

103	 % of key measures and strategic results achieved	47%	37%	37%	75%	75%
104	% of defined program benchmarks within project timelines from implementation plans *	N/A	N/A	N/A	100%	100%
105	% of departments participating in active innovation projects *	N/A	N/A	N/A	75%	N/A
106	% of employees satisfied with the City of Oklahoma City as a place to work *	N/A	N/A	N/A	60%	N/A
107	% of performance evaluations completed by the review date	69%	69%	67%	95%	95%












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<b>Communications - Employee Communication</b>						
108	 % of employees surveyed who say they feel informed about City services and programs	N/A	N/A	N/A	0.56	0.56
109	% of employees surveyed who say they feel valued by the organization	N/A	0.53	0.53	0.56	0.56
110	# of "News to Know" newsletters produced	32	45	N/A	42	42
111	# of employee events held	6	21	N/A	4	4
112	# of employee special communication projects managed	31	2	2	13	13
113	# of Facebook posts on City of OKC Employees page	160	274	N/A	100	100
114	# of full and part-time City employees	5,122	5,312	5,477	5,795	5,795
<b>Communications - Print and Mail Services</b>						
115	 % of employees who report being satisfied with print and mail services	98%	96%	96%	98%	98%
116	% of print jobs delivered within the agreed upon deadline	100%	111%	N/A	100%	100%
117	# of impressions produced	5,052,788	3,932,605	N/A	6,100,000	6,100,000
118	# of US mail pieces stamped	377,155	368,232	397,734	385,000	385,000
<b>Communications - Public Information</b>						
119	 % of residents who are satisfied with the availability of information about City programs and services	61%	62%	62%	60%	60%
120	 % of service requests acted upon within 10 working days	94%	96%	93%	96%	96%
121	# of media contacts provided	712	603	N/A	650	650
122	# of new video segments produced	127	37	N/A	85	85
123	# of overdue service requests	N/A	N/A	N/A	4,800	4,800
124	# of social media interactions	2,983	4,025	2,395	2,500	2,500
125	# of special event permits processed	377	337	483	500	500
126	# of web pages updated	2,072	2,119	1,460	2,000	2,000







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<b>Community Enhancement - Event and Tourism Development</b>						
127	 \$ of combined direct spending generated per square foot of privately operated City event facilities	315.37	230.86	N/A	458.56	458.56
128	 % of Convention Center and Arena organizers satisfied with the quality of City facilities	N/A	N/A	N/A	0.80	0.80
129	# of attendees for events hosted in Oklahoma City	N/A	N/A	N/A	100,000	100,000
130	# of events hosted in Oklahoma City	N/A	N/A	N/A	100	100
131	# of hotel room nights generated by Convention and Visitors Bureau	236,862	250,344	N/A	376,250	376,250
<b>Community Enhancement - MAPS</b>						
132	 % of MAPS 3 program completed	0%	0%	0%	63%	63%
133	 % of MAPS 4 program completed *	N/A	N/A	N/A	N/A	N/A
134	 % of residents who are satisfied with the quality of life in the City	68%	70%	70%	80%	80%
135	\$ expended on MAPS 4 projects to date *	N/A	N/A	5,286,508	N/A	N/A
<b>Policy and Executive Leadership - City Manager's Office</b>						
136	  % of residents surveyed who report they are satisfied with City services	64%	67%	69%	75%	75%
137	 % of residents who are satisfied the City is heading in the right direction	76%	73%	73%	85%	85%
138	% of City Auditor audit recommendations (accepted by management) implemented within the specified time	81%	N/A	N/A	75%	75%
139	% of City Council who are satisfied with the quality of information they are provided to establish policies, priorities and strategic goals	80%	80%	80%	89%	89%
140	% of Strategic Results identified in LFR Strategic Business Plans achieved	N/A	N/A	N/A	75%	75%
<b>Policy and Executive Leadership - CM Inclusion and Diversity</b>						
141	 % of engaged employees *	N/A	N/A	N/A	N/A	N/A



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<b>Policy and Executive Leadership - CM Inclusion and Diversity</b>						
142	 % of leaders meeting or exceeding Inclusive Leadership Expectation standard *	N/A	N/A	N/A	N/A	N/A
143	# of biennial reports produced *	N/A	N/A	N/A	N/A	N/A
144	# of employees total *	N/A	N/A	N/A	N/A	N/A
145	# of engaged employees *	N/A	N/A	N/A	N/A	N/A
146	# of I&D events/programs/trainings *	N/A	N/A	N/A	N/A	N/A
147	# of leaders meeting or exceeding Inclusive Leadership Expectation standard *	N/A	N/A	N/A	N/A	N/A
148	# of leaders total *	N/A	N/A	N/A	N/A	N/A
149	# of participants at events/program/trainings *	N/A	N/A	N/A	N/A	N/A
150	# of Talent Lifecycle scorecards completed *	N/A	N/A	N/A	N/A	N/A
<b>Policy and Executive Leadership - Legislative</b>						
151	 % of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	67%	80%	80%	71%	71%
152	% of Council reporting that they are satisfied with the information they receive to make an effective legislative agenda	100%	100%	100%	89%	89%
153	# of legislative contacts	95	46	N/A	125	125
154	# of legislative issues accomplished	4	8	8	5	5
155	# of legislative status reports and briefings provided	20	28	N/A	30	30
<b>Policy and Executive Leadership - Office of City Council</b>						
156	 % 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	0%	0%	0%	89%	89%
157	 % of residents who are satisfied the City is heading in the right direction	76%	73%	73%	85%	85%
158	# of events, education sessions and programs facilitated	34	8	N/A	40	40



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## Policy and Executive Leadership - Mayor's Office

159	 % of residents surveyed who report they are satisfied or very satisfied with City services	64%	67%	69%	75%	75%
160	% of residents satisfied with Oklahoma City as a place to live	85%	84%	84%	85%	85%
161	% of residents who are satisfied the City is heading in the right direction	76%	73%	73%	85%	85%

