

# City Manager's Office

FY21 Actual    FY22 Actual    FY23 Projection    FY23 Target    FY24 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

79	% of employees satisfied with the City of Oklahoma City as a place to work	N/A	N/A	N/A	N/A	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

80	% of residents surveyed who report they are satisfied or very satisfied with City services	67%	69%	66%	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

81	% of residents who are satisfied the City is heading in the right direction	73%	75%	69%	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

82	% of departments participating in active innovation projects	N/A	N/A	N/A	N/A	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

83	% 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

84	% of Convention Center and Arena organizers satisfied with the quality of City facilities	N/A	93%	N/A	80%	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

85	% of residents who are satisfied with the quality of life in the City	70%	70%	66%	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


86	% of residents who are satisfied with the availability of information about City programs and services	62%	62%	55%	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





87	% 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

88	 % of key measures and strategic results achieved	37%	35%	34%	75%	75%
89	% of defined program benchmarks within project timelines from implementation plans	N/A	N/A	N/A	100%	100%
90	% of departments participating in active innovation projects	N/A	N/A	N/A	N/A	N/A
91	% of employees satisfied with the City of Oklahoma City as a place to work	N/A	N/A	N/A	N/A	N/A
92	% of performance evaluations completed by the review date	69%	58%	58%	95%	95%



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<b>Communications - Employee Communication</b>						
93	 % of employees surveyed who say they feel informed about City services and programs	N/A	N/A	N/A	0.56	0.56
94	% of employees surveyed who say they feel valued by the organization	0.53	0.53	0.53	0.56	0.56
95	# of "News to Know" newsletters produced	45	45	N/A	42	42
96	# of employee events held	21	19	N/A	4	4
97	# of employee special communication projects managed	2	2	2	13	13
98	# of Facebook posts on City of OKC Employees page	274	62	N/A	100	100
99	# of full and part-time City employees	5,312	5,477	5,600	5,795	5,795
<b>Communications - Print and Mail Services</b>						
100	 % of employees who report being satisfied with print and mail services	96%	99%	45%	98%	98%
101	% of print jobs delivered within the agreed upon deadline	111%	100%	100%	100%	100%
102	# of impressions produced	3,932,605	4,637,741	N/A	6,100,000	6,100,000
103	# of US mail pieces stamped	368,232	744,982	745,151	385,000	385,000
<b>Communications - Public Information</b>						
104	 % of residents who are satisfied with the availability of information about City programs and services	62%	62%	55%	60%	60%
105	 % of service requests acted upon within 10 working days	96%	94%	94%	96%	96%
106	# of media contacts provided	603	475	478	650	650
107	# of new video segments produced	37	102	89	85	85
108	# of overdue service requests	N/A	2,759	N/A	4,800	4,800
109	# of social media interactions	4,025	1,729	1,250	2,500	2,500
110	# of special event permits processed	337	490	519	500	500
111	# of web pages updated	2,119	1,084	N/A	2,000	2,000








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<b>Community Enhancement - Event and Tourism Development</b>						
112	🔑 \$ of combined direct spending generated per square foot of privately operated City event facilities	230.86	461.23	N/A	458.56	458.56
113	🔑 % of Convention Center and Arena organizers satisfied with the quality of City facilities	N/A	93%	N/A	80%	80%
114	# of attendees for events hosted in Oklahoma City	N/A	459,753	419,200	100,000	100,000
115	# of events hosted in Oklahoma City	N/A	197	213	100	100
116	# of hotel room nights generated by Convention and Visitors Bureau	250,344	306,801	N/A	376,250	376,250
<b>Community Enhancement - MAPS</b>						
117	🔑 % of MAPS 3 program completed	0%	0%	50%	50%	63%
118	🔑 % of MAPS 4 program completed	N/A	N/A	N/A	0%	0%
119	🔑 % of residents who are satisfied with the quality of life in the City	70%	70%	66%	80%	80%
120	\$ expended on MAPS 4 projects to date	N/A	1,555,254	102,192,788	75,614,683	N/A
<b>Policy and Executive Leadership - City Manager's Office</b>						
121	🏠🔑 % of residents surveyed who report they are satisfied with City services	67%	69%	66%	75%	75%
122	🔑 % of residents who are satisfied the City is heading in the right direction	73%	75%	69%	85%	85%
123	% of City Auditor audit recommendations (accepted by management) implemented within the specified time	N/A	N/A	N/A	75%	75%
124	% 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%
125	% 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>						
126	🔑 % 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>						
127	 % of leaders meeting or exceeding Inclusive Leadership Expectation standard *	N/A	N/A	N/A	N/A	N/A
128	# of biennial reports produced *	N/A	N/A	N/A	N/A	N/A
129	# of I&D events/programs/trainings *	N/A	N/A	N/A	50	50
130	# of participants at events/program/trainings *	N/A	N/A	N/A	8,000	8,000
131	# of Talent Lifecycle scorecards completed *	N/A	N/A	N/A	N/A	N/A
<b>Policy and Executive Leadership - Legislative</b>						
132	 % of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	80%	82%	82%	71%	71%
133	% of Council reporting that they are satisfied with the information they receive to make an effective legislative agenda	100%	100%	100%	89%	89%
134	# of legislative contacts	46	125	N/A	125	125
135	# of legislative issues accomplished	8	9	9	5	5
136	# of legislative status reports and briefings provided	28	27	N/A	30	30
<b>Policy and Executive Leadership - Office of City Council</b>						
137	 % 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%
138	 % of residents who are satisfied the City is heading in the right direction	73%	75%	69%	85%	85%
139	# of events, education sessions and programs facilitated	8	18	N/A	40	40
<b>Policy and Executive Leadership - Mayor's Office</b>						
140	 % of residents surveyed who report they are satisfied or very satisfied with City services	67%	69%	66%	75%	75%
141	% of residents satisfied with Oklahoma City as a place to live	84%	85%	84%	85%	85%
142	% of residents who are satisfied the City is heading in the right direction	73%	75%	69%	85%	85%

