Oklahoma City

Success in Leading for Results

Oklahoma City Motto: "We Deliver What We Promise"

"*We worked at performance measurement for many years, but it was more about collecting data than measuring results. Managing for Results, which we call "Leading for Results" helped us focus on the results our customer receive. Our focus on results has contributed to increases in citizen satisfaction as reflected in our annual citizen survey. Leading for Results is not just a project it is the way we do business.*"

— J*im Couch, City Manager, Oklahoma City, OK*

Results written by Oklahoma City

Performance Management Case Study:
Finance Department Payment Processing Program

The purpose of the Finance Department's Payment Processing program is, in part, to provide the City's vendors with timely and accurate payments for the goods and services they provide. The program had historically experienced difficulty in achieving the established goal of completing 80% of vendor payments in 30 days. The program manager began to focus on individual tasks in the process to influence improvement for their program's key performance measure.

Identify Tools and Process Changes That Can Impact Your Results

The program manager started by creating tools from existing technology systems that would allow her to better analyze the causes of payment delays and to monitor and review the status of invoices. Using these new tools, it quickly became obvious that there were certain vendors that were continually paid slowly due to a bottleneck in the process and a perceived lack of urgency to get them paid. To correct this problem, the process of assigning invoices was changed to better manage the workflow. With the improved information, it was also determined that invoicing practices of some of the vendors was also contributing to delays in payment. The program manager also worked with utility company vendors to consolidate the number of invoices they sent to the City thereby reducing the number of payments that needed to be made. These changes reduced the payment turnaround time for these particular vendors to a point where they are now being paid as timely as any other invoice.

For those unfamiliar with the accounts payable process, the payment processing program needs three things in order to make a payment to a vendor - the purchase order, confirmation by the department that the goods or services have been received (receiver), and the invoice. When one of these items is missing it can be time consuming to coordinate with the originating department through e-mail and telephone calls to track down these items. Again, using some of the tools created to monitor payables, the program manager is able to generate a report each day that lists invoices they have received that do not have a corresponding receiver generated by the department. This list is electronically published daily on a shared site within the City organization. Purchasing contacts in departments review this list regularly and if the goods or services have been received they know to enter a receiver without a phone call or e-mail from AP to request it. Process improvements such as these have eliminated the need for extended dialogue between departments and AP for routine payment processing. This saves time for both AP and department personnel and ultimately helps get vendors paid in a timely manner.

Admittedly, there are steps in paying a vendor that the payment processing program has very little control over, however, by examining the things they could influence and creating tools and implementing process changes in these areas, the program has consistently experienced improvement in the percent of vendor payments made within 30 days. Specifically, performance has increased from 77% in FY 2008 to 86% in FY 2010 and the efficiencies gained have reduced the number of budgeted positions by 3 during the same time period.

Performance Management Case Study:

Oklahoma City Police Department

In 2006 the Oklahoma City Police Department completed its Leading for Results strategic business plan. The initial plan identified a strategic result of reducing drive-by shootings by 25% by 2010. This result was actually achieved in 2007 and by 2010 drive-by shootings had actually decreased by 63% since the initial development of the strategic business plan.

Use Strategic Results and Performance Measure Goals to Further Refine the Focus of Operations, Demonstrate Progress, and Prevent Mission Drift

At the time the strategic business plan was developed, the department was already taking action to make reducing drive-by shootings a higher priority. Progress in this area would have been made with or without identifying a strategic result related to drive-by shootings; however, by incorporating this priority as a strategic result the department was able to leverage advantages gained through setting a goal in the strategic business planning process and reporting on progress in achieving the goal.

One advantage of identifying a reduction in drive-by shootings as a strategic result was that it helped give the department a specific number of drive-by reductions to focus on operationally; and, since the strategic result was communicated as a department wide initiative, reducing drive-by shootings was not just left up to the gang enforcement unit. Instead, gang enforcement awareness was elevated in other units so officers not normally involved in these types of crimes could help influence the department's desired results. For example, enhanced patrol activity was dedicated to gang enforcement, a new family and community oriented gang prevention program was started, and intelligence led policing was used in addressing gang activity.

The other advantage to setting a measurable strategic result for reducing drive-by shootings is that it provided an opportunity for the department to demonstrate internally and externally the progress it was making. Internally, drive-by shooting numbers are communicated on a regular basis to the Gang Enforcement Unit who interacts regularly with other front-line officers. Drive-by data is also shared weekly with all divisions during intelligence lead policing meetings. Externally, the goal and performance for reducing drive-by shootings is communicated regularly through City-wide performance reporting processes to City leaders and citizens. Regular reporting demonstrates to that addressing these crimes is a high priority for the department and the City.

Setting a measurable goal for drive-by shootings helped prevent "mission drift" during the ensuing years after developing the initial business plan. In a police department for a city the size of Oklahoma City, there could be a new priority almost every day depending on the most recent crimes and media headlines. However, by revisiting the strategic result to reduce drive-by shootings at least twice annually through the performance reporting and budgeting process and tracking the measure monthly at the program level, the department was able to maintain its original focus.

Developing strategies to achieve the strategic results and reporting progress regularly have contributed to the success the Police Department has had in reducing drive-by shootings to the lowest levels the City has seen in at least 8 years.

drive-by shooting per 100,000 residents
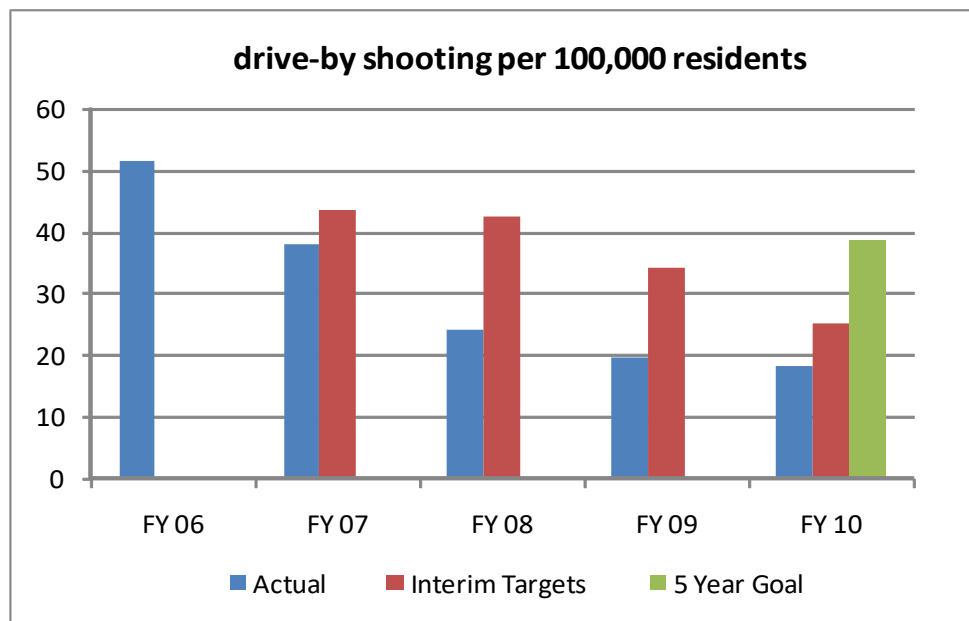
Don't Forget to Re-Assess the Future

The City of Oklahoma City updates department strategic business plans annually. With the success of reducing drive-by shootings, the department removed the strategic result related to drive-by shootings from their FY 2011 strategic business plan but continues to track and report drive-by shootings as a key measure at the program level. In the update process, the Police Department determined that Oklahoma City was experiencing a significant increase in graffiti vandalism which often is an indicator of gang activity and can lead to increases in other criminal activity. The department added a new strategic result to the FY 2011 strategic business plan to increase the percentage of graffiti investigations they present for prosecution.

Project Description
Written by Managing Results, LLC

The City of Oklahoma City began working with Managing Results (MR) in late 2005 to design and implement their *Leading for Results* performance management initiative. Oklahoma City describes the purpose of *Leading for Results* as "promising what we can deliver, and delivering what we promise." The City continues to view the initiative as the way it will conduct its business, not a project with a limited life span. MR's services helped Oklahoma City achieve a sustained system that will deliver valued results to City residents for years to come.

The City chose MR for its practical *Managing for Results* methodology and its commitment to build the City's own internal capacity to sustain and institutionalize *Leading for Results*. To support the City's performance management initiative, MR provided the following services:

- Performance Management Design and Implementation Plans
- Department Strategic Business Plan Facilitations
- Performance Budgeting Assessments and Design Recommendations
- Performance Reporting Design Recommendations
- Performance Data Collection Design Recommendations
- Facilitator and Internal Consultant Training Workshops
- Performance Management Training Workshops

From the beginning of the *Leading for Results* initiative, the City has been committed to building its own internal capacity to sustain and institutionalize performance management. To support that commitment, MR has trained 30+ City facilitators in its *Managing for Results* performance planning methodology. MR consultants and City facilitators worked side by side to complete Strategic Business Plans for 15 City departments.

MR has also delivered its MFR Training for Managers to build the City's performance management skills, so front line managers will know how to use performance information to set performance targets, monitor performance, and improve service delivery. This training was delivered side by side with MR-trained internal consultants, enabling the City to continue its performance management training without having to hire outside experts.

In 2005, five large City departments completed Strategic Business Plans, and integrated those plans into a performance budget. The remaining City departments completed their Plans by the end of 2006. All City departments prepared and presented performance budgets for fiscal year 2007-2008. Beginning in early 2007, all City departments also prepared monthly performance reports, providing executives and managers with the information needed to improve the efficiency and effectiveness of City services. In addition, Strategic Business Plans were integrated with the City's executive and management employee performance evaluations. *Leading for Results* was fully implemented with the City producing its first annual performance report to Oklahoma City citizens in early 2008.

In 2010, the City completed the second update to the Strategic Plan developed in 2007.

All aspects of the MFR system developed by Oklahoma City continue today as part of how the City does business.

In 2014, the City of Oklahoma City partnered with MR to co-host the first annual *MFR Connect* users conference for cities and counties.