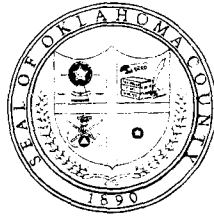


STRATEGIC PLAN
FOR
OKLAHOMA COUNTY
Revised March 2005



Prepared for
**The Board of Oklahoma
County Commissioners**
by **ROSE STATE COLLEGE**



JIM ROTH
COUNTY COMMISSIONER
OKLAHOMA COUNTY DISTRICT ONE

March 18, 2005

Citizens of Oklahoma County:

This body of work is the result of a third year of Strategic Planning for Oklahoma County government. The work represents input from the entire organization as we have attempted to strategically identify priorities for your public dollar investment.

Each year our planning efforts have improved. I am proud of this work product and look forward to expansion of our Strategic Planning efforts in 2005-06 to incorporate formal input from you...our owners and customers.

I would like to thank the eight elected officials in Oklahoma County government, as well as the Oklahoma County Strategic Planning Steering Committee, for their continuing efforts to improve and expand our planning process.

Please do not hesitate to contact any of us if you have any questions or comments. It is indeed an honor to serve each of you.

Respectfully submitted,

Jim Roth
Chairman

Mission Statement

As stewards of the public trust, our mission is to provide friendly, professional services to citizens and colleagues of Oklahoma County.

Vision Statement

Our vision is to set the standard in providing friendly, progressive, and effective service to improve the safety and quality of life for the citizens we serve.

Core Values and Behaviors

Customer Service

The customer is the driving force of Oklahoma County Government. Our commitment is to our customer first, and to always provide quality and timely services.

Honesty and Integrity

We will always behave in a manner that is above reproach.

Teamwork

We pull together while maximizing individual strengths and abilities to reach a common goal.

Trust

Trust is earned and proven through honesty, integrity, and fulfilled commitments.

BOARD OF OKLAHOMA COUNTY COMMISSIONERS

STRATEGIC GOALS

Six strategic goals have been developed during the Strategic Planning Process. These goals are:

1. Increased citizen involvement and understanding.
2. County employee development.
3. Review funding sources and requirements to maximize the returns to the citizens of Oklahoma County.
4. Provide and improve the general welfare of our citizens.
5. Be the economic development leader for Central Oklahoma.
6. Achieve infrastructure excellence.

A description of the goals' objectives with action plans is included. The action plans include tasks and, when available, a time line for implementation and the responsible personnel for insuring completion of the tasks. Because strategic planning is an ongoing process, periodic reviews for each of the goals' action plans will be conducted.

GOAL 1: Increased citizen involvement and understanding.

OBJECTIVE 1: Implement a Public Information System.

Action Plan:

- A. Hold quarterly Town Hall meetings with all eight elected officials throughout the County starting April 2005, and hold an Annual County Convention (issue specific) at the Convention Center. Ongoing. (*Commissioner, District No. 1*)
- B. Funding to be provided for countywide dissemination of the County newsletter. Request production and distribution funds from Budget Board for upcoming fiscal year. Ongoing. (*County Assessor and MIS Director*)
- C. Involve constituents in strategic planning efforts through June 2006 by incorporating input from surveys, polls, and constituent focus groups. Place survey on County's website with questions generated from each elected official on a rotating basis. Ongoing. (*Elected Officials and Strategic Planning Steering Committee*)

OBJECTIVE 2: Improve information in public areas in County Annex and other buildings as appropriate.

Action Plan:

- A. Revamp signage with uniform format by December 31, 2005 and commit funding for signage project. (*Property Manager*)

OBJECTIVE 3: Expand use of technology as a communication tool both internally and externally.

Action Plan:

- A. Streaming video of meetings, announcements, training for internal information as well as external communication via website during FY 05-06. Ongoing. (*MIS Director*)
- B. Video record public meetings to be streamed over Internet or televised as appropriate during FY 05-06. Ongoing. (*MIS Director*)

Goal 1, cont.

- C. Place a computerized kiosk station at each front door to enhance staffed information booth by December 31, 2005. Ongoing. (*MIS Director*)
- D. Improve web site as information source for constituents to include interactive features such as surveys, video streaming, on line account inquiry and payments for all departments. Begin improvements immediately and ongoing. (*MIS and Elected Officials*)
- E. Revise and implement countywide Disaster Recovery and Business Continuity Plan during FY 05/06. Ongoing. (*MIS and Emergency Management*)
- F. Evaluate appropriateness of network infrastructure to include wireless networking during FY 05/06. Ongoing. (*MIS Director*)
- G. Add InfoZone Access to Court Clerk's Office. (*MIS Director*)

GOAL 2: County employee development.

OBJECTIVE 1: Continue to make available County Human Resources Department for use by all eight elected County officials.

Action Plan:

- A. Continue to evaluate appropriate funding needs on an annual basis to accommodate the expanding role of the HR Department. (*HR Director*)
- B. Secure permanent office space for the HR Department based on results of the space utilization study and provide necessary equipment. Ongoing. (*HR Director*)
- C. Continue communications with elected officials regarding their HR needs and gain support from all eight. Ongoing. (*HR Director*)

OBJECTIVE 2: By September 1, 2005, implement a Classification and Compensation System for all County Departments.

Action Plan:

- A. Job descriptions for all full-time positions will be reviewed and/or revised during the Classification/Compensation Study. Ongoing. (*HR Director*)
- B. Categorize and group similar positions within the County. To be completed by September 1, 2005. Ongoing. (*HR Director*)
- C. Compare salaries (by position) with local and state, private and governmental entities. To be completed by September 1, 2005. Ongoing. (*HR Director*)
- D. Develop a compensation range for each position. To be completed by September 1, 2005. Ongoing. (*HR Director*)

OBJECTIVE 3: All County employees will receive an updated County Employee Handbook annually.

Action Plan:

- A. Reconstitute Handbook Committee as a standing committee, with HR Department to recommend committee make-up to the BOCC. Handbook Committee will be responsible for annual review of the County Employee Handbook for possible changes identified for BOCC approval. Ongoing.

Goal 2, cont.

- B. When modifications are approved for inclusion in the county employee handbook, post the changes to the handbook on Info zone. Ongoing. (*HR Director*)
- C. At the beginning of each calendar year, each office or department is responsible for ensuring employees acknowledge review of their handbook. Ongoing. (*Elected Officials*)
- D. New employees will be given a “hard copy” of the handbook during orientation, and policies will be explained and questions answered at that time. Ongoing. (*HR Director and Benefits Department*)

OBJECTIVE 4: County Officers will approve standardized Human Resources policies and procedures, as developed.

Action Plan:

- A. Officers and department heads will develop standardized employee policies for the County that meets statutory, regulatory and administrative (i.e. rules) requirements (e.g. EEOC, Sexual Harassment, ADA, etc.) on an as-needed basis. Ongoing. (*HR Director*)
- B. By majority vote, all eight (8) elected officials will approve the final work product each year, as needed. Ongoing. (*HR Director*)
- C. The human resources representatives from each office or department will receive training on the Human Resources policies and procedures on a regular basis. Ongoing. (*HR Director*)

OBJECTIVE 5: Receive quality improvement feedback from 100% of all County employees on various topics on an on-going basis.

Action Plan:

- A. HR Department will develop an employee survey, after input from all eight elected officials, designed to allow objective, easily quantifiable feedback. Ongoing. (*HR Director and Strategic Planning Steering Committee*)

OBJECTIVE 6: Expand a Countywide HR Training and Development program.

Action Plan:

Goal 2, cont.

- A. Review training available through outside sources, (i.e. CLGT, ACCO, etc.) for Human Resource related issues. Ongoing. *(HR Director)*
- B. Identify areas not sufficiently covered by the outside training where a potential liability for the county exists. Ongoing. *(HR Director)*
- C. Develop “in house” training opportunities for employees to reduce potential liability (i.e. Sexual Harassment, EEOC, etc.) Ongoing. *(HR Director)*
- D. Have mandatory training in critical areas for officers, managers and departmental human resource personnel. Ongoing. *(HR Director)*
- E. Have training available for all employees. Ongoing. *(HR Director)*

OBJECTIVE 7: **Implement a Human Resources Information System.**

Action Plan:

- A. Consider a change to the current “Benefits” link to “Human Resources”. Ongoing. *(HR Director and MIS Director)*
- B. Update HR website. Ongoing. *(HR Director and MIS Director)*
- C. Post training information on web site. Ongoing. *(HR Director and MIS Director)*
- D. Post a “feedback” link under the Human Resources page for suggestion and information. Ongoing. *(HR Director and MIS Director)*

OBJECTIVE 8: **Develop a Performance Management process for County Departments by September 1, 2005.**

Action Plan:

- A. Create a consistent process and forms for completing the annual Employee Performance Review process. Ongoing. *(HR Director)*
- B. Working with the Department directors and elected officials, develop a Succession Planning list using the completed annual review and input from supervisors and managers for FY 06/07. *(HR Director and Elected Officials)*
- C. Develop a consistent process to address job performance problems and misconduct issues. Ongoing. *(HR Director)*

Goal 3: Review funding sources and requirements to maximize the returns to the citizens of Oklahoma County.

OBJECTIVE 1: Identify sources of additional revenue.

Action Plan:

- A. Pursue conclusion of the Jail Funding Task Force involved in developing recommendations for a County Jail plan that the BOCC can take to the people. Include the work of the Jail Population Management Committee to identify ways to reduce the costs of operating the County Jail. Ongoing. (*Sheriff's Office and District 3*)

OBJECTIVE 2: Maximize use of special funds thus freeing up general fund monies.

Action Plan:

- A. During each budgeting cycle, each county official and department will be requested to identify all general fund expenses that might be funded from their internal special fund balances and income. Ongoing. (*Elected Officials*)

OBJECTIVE 3: Maximize cost savings by implementing Best Practices in the budgeting process.

Action Plan:

- A. Follow timeframe established by the Budget Board for Performance-Based Budgeting process to be phased in and completed by June 30, 2007. Ongoing. (*Budget Evaluation Team*)

Goal 4: Provide and improve the general welfare of our citizens.

OBJECTIVE 1: Provide superior law enforcement services to all citizens of Oklahoma County in response to the public safety needs by continuing to reduce crime.

Action Plan:

- A. Maintain or increase level of neighborhood patrols as needed. Ongoing. *(Sheriff's Office)*
- B. Maintain or increase crime-prevention programs, including those specifically targeting senior citizens, as needed. Ongoing. *(Sheriff's Office)*
- C. Improve crime offense clearances. Ongoing. *(Sheriff's Office)*
- D. Maintain or increase warrants service as needed. Ongoing. *(Sheriff's Office)*

OBJECTIVE 2: Provide general and specific law enforcement needs during a countywide emergency.

Action Plan:

- A. The Sheriff's Office will coordinate the county law enforcement response in emergency situations while working with local law enforcement agencies. Ongoing. *(Sheriff's Office)*

OBJECTIVE 3: Tailor delivery of Workforce Services to meet changing needs of the local economy, employers, and job seekers.

Action Plan:

- A. T&GA will review Workforce Investment Act options and develop new Workforce Development opportunities for Oklahoma County, with the possible collaboration with other jurisdictions (cities and/or counties). Ongoing. *(T&GA Director)*

OBJECTIVE 4: Use the information gained from the Senior Summits to assist in planning social service programs and determining appropriate funding levels for future fiscal years.

Action Plan:

Goal 4, cont.

- A. Update Senior Summit Report and present to BOCC by June 30, 2005, listing current issues facing providers and senior citizens. *(T&GA Director)*
- B. Develop and distribute data to service providers for public purposes. Ongoing. *(T&GA Director)*
- C. Continue to develop strategies to implement Senior Summit's Priority List, including legislative priorities for upcoming sessions and increase Community Support Funding. Ongoing. *(T&GA Director)*

OBJECTIVE 5: **By the end of each calendar year, increase the number of first time homeowners in Oklahoma County through programs offered by the Oklahoma County Home Finance Authority.**

Action Plan:

- A. Provide increased down-payment assistance to first time homebuyers. Ongoing. *(BOCC)*
- B. Increase awareness of county housing programs through presentations to realtors, neighborhood associations and CDHO. Ongoing. *(BOCC)*
- C. Partner with other cities or governmental entities in order to create more incentives for rehabilitation and second-mortgage programs. Ongoing. *(BOCC)*

OBJECTIVE 6: **Partner with local schools to provide assistance.**

Action Plan:

- A. County Commissioner Districts will continue to provide capital assistance to local districts, such as parking lot improvements and other improvements as needed. Ongoing. *(BOCC)*

Goal 5: Be the economic development leader for Central Oklahoma

OBJECTIVE 1: Reconstitute the Oklahoma County Economic Development Advisory Committee per Statutes by September 1, 2005 to fully utilize Economic Development funds annually. The Advisory Committee will identify and encourage businesses to locate in central Oklahoma by initiating public/private business partnerships.

Action Plan:

- A. The Advisory Committee will meet on an as needed basis with cities, towns, surrounding counties and chambers of commerce to coordinate and compliment economic development efforts. (*Commissioner, District 3*)
- B. Designate staff and/or Advisory Committee members to evaluate accessibility of economic development funds by December 31, 2005. (*Commissioner, District 3*)
- C. The Advisory Committee will research grants available for economic development and report on those grants and their requirements by June 30, 2006 to the BOCC. (*Commissioner, District 3*)
- D. Oklahoma County will apply for grants and report on progress being made for grant funds. Ongoing. (*Commissioner, District 3*)

OBJECTIVE 2: Appropriate annually an amount up to that allowed by O.S. 19 Section 1101 for the economic development fund beginning with fiscal year 05-06.

Action Plan:

- A. Request annual funding through the Budget Board. (*District 1*)

OBJECTIVE 3: Provide funding incentives to attract new businesses and industries to central Oklahoma and encourage expansion of existing businesses and industrial projects.

Action Plan:

- A. Pending funding, the EDAC will identify incentives and funding costs for each eligible project. (*EDAC*)

Goal 5, cont.

- B. The EDAC will contact potential companies and businesses that would be interested in locating in central Oklahoma. *(EDAC)*
- C. The EDAC will report to the BOCC for approval of incentive offers to companies/businesses. *(EDAC)*

OBJECTIVE 4: Oklahoma County will coordinate with city, state and federal groups to build and maintain the transportation and infrastructure needs to promote and encourage economic development. *(Commissioners and Engineering Dept.)*

Action Plan:

- A. Five-year plan will be maintained to include:
 - a. State 5-Year Bridge Plan
 - b. 5-Year Road Plan
 - c. Eastern Oklahoma Turnpike Gate
- B. Funding sources to be utilized include:
 - d. ODOT
 - e. Turnpike Authority
 - f. ACOG
 - g. ACCO
 - h. BIA
 - i. Cities/Towns
- C. The Chief Deputies from each District will meet with the County Engineer on a regular basis to review plans and progress.

GOAL 6: Achieve infrastructure excellence.

OBJECTIVE 1: Reduce potential for monetary losses of building and contents.

Action Plan:

- A. Review and update insurance coverage in January of each year, bidding coverage out every 3-5 years. Ongoing. (*HR Director*)

OBJECTIVE 2: Continue managing facilities through the Capital Improvement Plan.
(*Property Manager*)

Action Plan:

- A. Repair or replace one roof per fiscal year by a qualified contractor on all county buildings until all are complete, to be completed by no later than August 2006, following Capital Improvement Plan.
- B. Maintain condition of facilities at acceptable levels.
- C. Identify and prioritize by need all Capitol Improvement Projects.
- E. Plan to be approved by the BOCC
- F. Identify costs.
- G. Obtain funding.
- H. Implement in conjunction with Space Utilization Study.
- I. Address document storage.

OBJECTIVE 3: Improve the overall appearance of the Investors Capital Building to be completed by 2008. (*Engineering Department and Property Manager*)

Action Plan:

- A. Review and prioritize recommendations from County Engineer to improve aesthetics of the exterior of the building and submit to Budget Board for funding.

Goal 6, cont.

- B. Work with District Attorney's office to write a "Tenant Rules and Regulations" outlining what the tenant may and may not do to the interior/exterior of the building. This Exhibit will become part of all tenant leases for fiscal year 05/06.

OBJECTIVE 4: **Enhance the security and safety of buildings.** *(Sheriff's Office, Court Clerk's Office, Engineering Dept., and Property Manager)*

Action Plan:

- A. Obtain funding. Ongoing.
- B. Contract annually (whether outsourced or achieved in-house).
- E. Implementation under the direction of the Board of County Commissioners.

OBJECTIVE 5: **Establish a preventative maintenance program in county buildings by October 31, 2005.** *(Property Manager)*

Action Plan:

- A. Identify "software" programs to assist in tracking maintenance and writing procedures. Ongoing.
- B. Track compliance with the preventative maintenance program. Ongoing.
- C. Obtain funding to support preventative maintenance program. Ongoing.

OBJECTIVE 6: **Have adequate staffing in the Properties Management Department by October 1, 2005.** *(Property Manager)*

Action Plan:

- A. Appropriate necessary funds by October 1, 2005. Ongoing.
- B. Begin search for qualified employees and be fully staffed by December 31, 2005. Ongoing.
- C. Conduct a cost analysis of custodial operations and employee staffing reviews by May 1, 2005.

Goal 6, cont.

OBJECTIVE 7: Improve Property Management functions for County-owned Properties. (BOCC)

Action Plan:

- A. Establish and implement Enterprise Fund structure for County-owned properties under the purview of the Public Buildings Authority by July 1, 2005.

OBJECTIVE 8: Develop and implement a comprehensive County Master Plan by June 30, 2007. (Engineer and Planning Departments and BOCC)

Action Plan:

- A. Coordinate with municipal jurisdictions to conduct needs assessment addressing:
 - a. Community History and Profile
 - b. Demographic Information
 - c. Land Usage
 - d. Housing
 - e. Economic Development
 - f. Transportation
 - g. Community Facilities
 - h. Issues and Opportunities
- B. Prioritize projects.
- C. Identify costs.
- D. Obtain funding.
- E. Implement.

OBJECTIVE 9: Effectively implement technologies to improve efficiencies.

Action Plan:

- A. Develop IT User Group by December 31, 2005. (*MIS Director*)
- B. Expand InfoZone and make it available to all county offices and departments. Ongoing. (*MIS Director*)

Goal 6, cont.

- C. Evaluate feasibility of browser-based Help Desk application. Ongoing. (*MIS Director*)
- D. Post leave information each month in the Oracle System so employees can track that information. Ongoing. (*MIS Director*)
- E. Continue imaging efforts. (*IT User Group*)