



100 Resilient Cities Tulsa

Initial Findings Report



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3 Executive Summary

4 Introduction

4 100 Resilient Cities

5 The City Resilience Framework and 100RC Tools

8 Data Collection and Stakeholder Engagement

8 Tulsa’s Resilience Team

8 Stakeholder Identification and Classification

9 Tulsa City Actions Inventory

11 Engagement Activities

11 Community Survey

13 Roundtable Sessions

17 Conclusions

18 Appendices

18 Appendix A: Resilience Think Tank Team

19 Appendix B: Actions Tool Inventories

21 Appendix C: Survey Respondent Affiliations and Sectors

22 Appendix D: Full List of Resilience Priorities

23 Appendix E: Community Resilience Survey

33 Appendix F: Survey Resident and Work Place Zip Codes

35 Appendix G: Survey One-Page Graphic

36 Appendix H: Roundtable Session Attendees

Executive Summary

100 Resilient Cities (100RC) – pioneered by The Rockefeller Foundation, is a two-year grant program to support cities around the world to become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century.

The City of Tulsa, which applied in 2014, was selected as one of the one hundred cities supported by the Foundation to develop a citywide Resilience Strategy. The City, led by the Chief Resilience Officer (CRO) and the core resilience team (RT3), has begun efforts to fully understand the complex challenges and potential approaches to its common shocks and stresses. The research and perception-gathering to date has provided a foundation for future work in 2017. As part of this foundational work, the CRO and RT3 have:

- Compiled and organized current Actions / Plans into the **Actions Inventory Tool**;
- Tabulated a **list of key stakeholders** from across several sectors;
- Developed and conducted a public **Community Survey**; and
- Facilitated a series of **roundtable discussions** with community stakeholders to gather additional key perceptions.

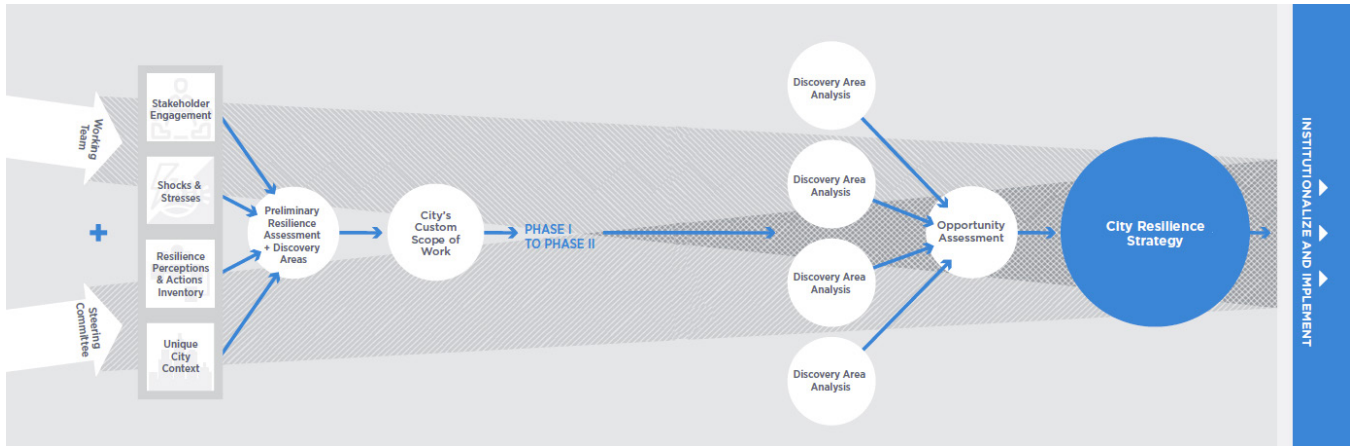
From the findings of these initiatives, the following preliminary priority areas identified are:

- **Mobility and Transit:** Transportation received the highest number of responses for “needs improvement” from respondents in the public survey - over 60% of survey respondents agree that both transport infrastructure and transport networks “need to do better.” Related to this, Tulsa’s rating of resilience priorities in the public survey indicated the top resilience priority was to address was “Aging Infrastructure.” While INCOG is currently implementing the GO Plan, a regional bicycle and pedestrian master planning initiative, organizers of this and similar plans would benefit from coordinating with the City’s resilience team to ensure the promotion of multiple benefits and Actions that truly improve resilience;
- **Social Stability, Security and Justice:** These indicators received the highest number of respondents of any driver in the public survey. Additionally, this driver ranked the lowest in terms of number of programs listed in the City Actions Inventory, and 66% of survey respondents said this area “needs to do better”. These survey responses on social stability and justice reinforce today’s common headlines and the challenges surrounding law enforcement and community relations; it is therefore critical that the City continue to improve these indicators.
- **Public Health:** Over 46% of survey respondents noted that indicators such as access to medical facilities and emergency health care “need to do better.” The Tulsa City Actions Inventory did not note a significant presence of currently existing public health services actions. With the growing role of healthcare as an economic driver in communities around the country, more research and analysis should be undertaken in this area.

With the understanding that developing a meaningful Resilience Strategy is an inclusive community-wide process that no one party can undertake in isolation, this Initial Findings Report documents the approach which stakeholders’ perspectives from across Tulsa were gathered and the preliminary findings from those efforts. This report aims to create a foundation to inform future work undertaken through the new administration in 2017 as part of the effort to develop Tulsa’ Resilience Strategy.

100 Resilient Cities

Figure 1: Resilience Strategy Plan



Source: 100RC

The 100 Resilient Cities (100RC) – pioneered by The Rockefeller Foundation, is a two-year grant program that supports cities around the world become more resilient to the physical, social, and economic challenges facing modern urban centers. This includes not only the shocks that cities must grapple with, but long-term stresses that weaken cities over generations. 100RC acts through four main resources pathways:

- **Financial and logistical guidance:** Establishes, in coordination with city leadership, a Chief Resilience Officer who is charged with leading the city’s resilience efforts;
- **Supervisory expertise:** Provides 100RC and strategy partner staff to assist each city tailor and develop its Resilience Strategy;
- **Access to resources:** Facilitates access to solutions, service providers, and public and private partners who assist in the Resilience Strategy process; and
- **Membership:** Unlocks a global network of member cities who can learn from one another.

All cities participating in the 100RC program develop their Resilience Strategy through an agenda setting workshop and two phases of work that result in a strategy that addresses, in specific measurable action-items, how they can proactively prepare for and react to major challenges affecting the city. The agenda setting workshop and two phases of the Resilience Strategy development are described in more detail below:

- **Agenda Setting Workshop:** On September 25, 2015, the City of Tulsa, 100RC, and HR&A Advisors convened 57 stakeholders from a multitude of public and private institutions, along with 100RC Platform Partner representatives, at The Helmerich Center for American Research at the Gilcrease Museum to engage in a dialogue about Tulsa’s resilience, focused on four goals:
 - Introduce Tulsa to the 100 Resilient Cities initiative;
 - Familiarize participants with the City Resilience Framework and resilience concepts;

- Identify Tulsa's resilience issues; and
- Connect stakeholders.

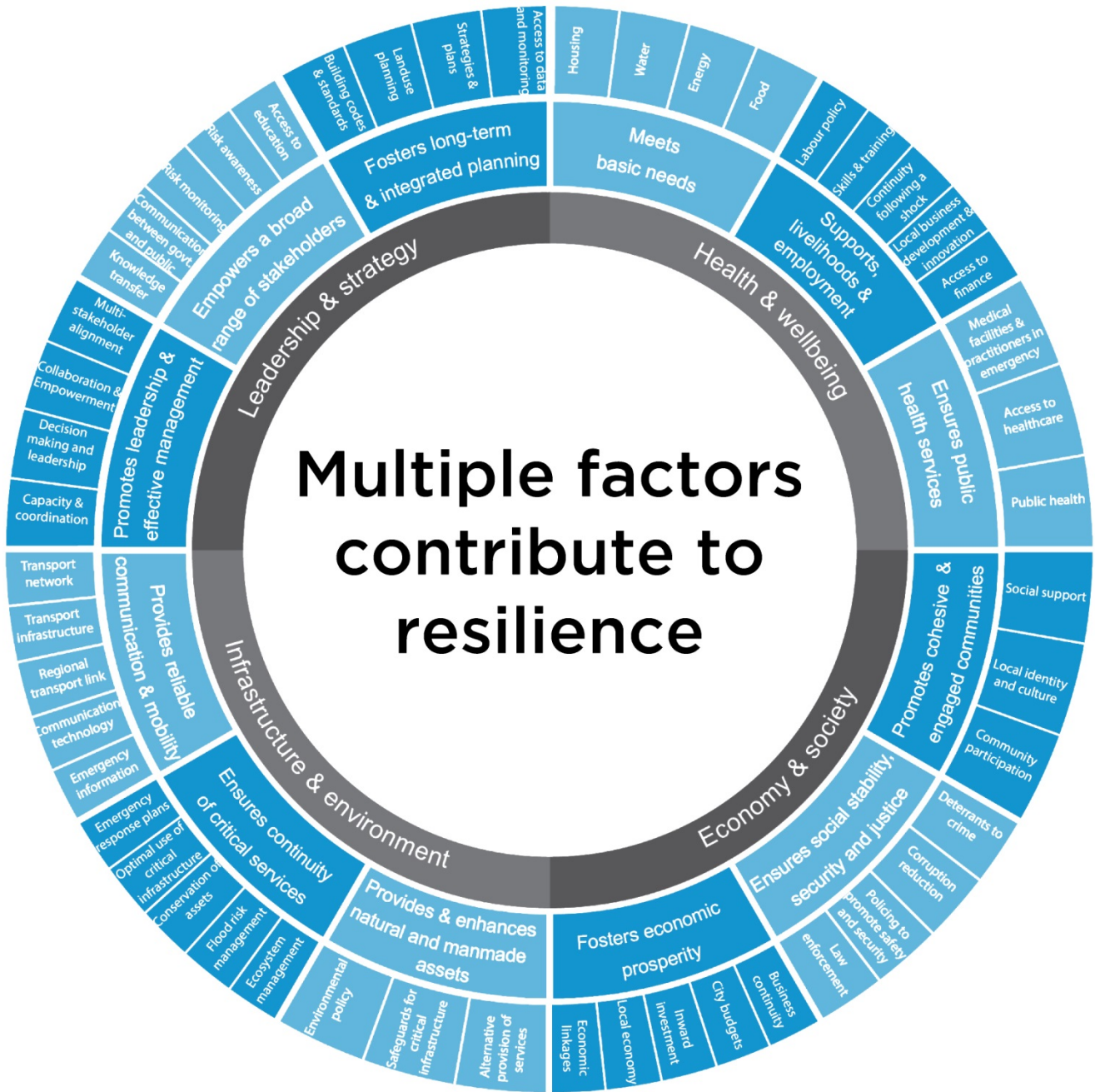
The workshop was successful in achieving these objectives. In particular, it brought together a broad range of stakeholders who will be critical to the success of the 100RC initiative in Tulsa, including representatives from City and regional government, local nonprofits, the private sector, faith-based organizations, academic institutions, and philanthropic groups.

- **Phase I: Establishing the Foundation for Building Resilience:** In this phase, the City and 100RC begin the strategy process and hire the CRO. The CRO mobilizes a team to build a support network comprised of public and private institutions and stakeholders, collect and organize relevant data to diagnose the City's Resilience context, and develop a custom scope of work for Phase I.
- **Phase II: New Analysis, Opportunities, and Partnerships:** Building on the stakeholder engagement and data analysis of Phase I, Phase II involves the exploration of bigger citywide challenges and an expansion of the resilience team and supporters. The end result of Phase II is a citywide Resilience Strategy.

The City Resilience Framework and 100RC Tools

All cities are exposed to a large spectrum of natural and man-made stresses that can potentially cause detrimental systemic problems such as economic decline or physical decay. The City Resilience Framework (CRF) is a unique framework developed by Arup and supported by the Rockefeller Foundation as a means for understanding urban complexities, as well as the drivers that contribute to a city's resilience. In this vein, it serves as the basis for a series of tools used throughout the 100RC process to measure resilience. The Actions tool, which enables the city to capture relevant information about the resilience of the city through the existing and proposed plans and initiatives, uses the CRF to divide actions into overarching dimensions, drivers and indicators. The City of Tulsa's initial Actions Tool inventory can be seen on pages 9-10 and Appendix B. The Perceptions Tool, another resource employing the CRF, enables a city to capture relevant information about the resilience of the city through the perceptions of a broad range of stakeholders, is detailed on pages 14-16.

Figure 2: City Resilience Framework Wheel



Source: 100RC Tulsa

The CRF Wheel is structured on four overarching dimensions, with three drivers defining each dimension, and a number of indicators specific to each driver. The dimensions, drivers and indicators on the following page cover the range of factors contributing to a city’s resilience.

- **Health & Wellbeing:**
 - Meets Basic Needs;
 - Housing
 - Water
 - Energy
 - Food
 - Supports livelihoods and employment;
 - Labor policy
 - Skills and Training
 - Continuity following a shock
 - Local business development and innovation
 - Access to Finance
 - Ensures public health services;
 - Medical Facilities and practitioners in an emergency
 - Access to Healthcare
 - Public Health
- **Economy & Society:**
 - Promotes cohesive and engaged communities;
 - Social Support
 - Local identity and culture
 - Community participation
 - Ensures social stability, security and justice;
 - Deterrents to crime
 - Corruption reduction
 - Policing to promote safety and security
 - Law enforcement
 - Fosters economic prosperity;
 - Business continuity
 - City budgets
 - Inward investment
 - Local Economy
 - Economic linkages
- **Infrastructure & Environment:**
 - Provides and enhances natural & manmade assets;
 - Environmental policy
 - Safeguards for critical infrastructure
 - Alternative provision of services
- Ensures continuity of critical services;
 - Emergency response plans
 - Optimal use of critical infrastructure
 - Conservation of assets
 - Flood risk management
 - Ecosystem management
- Provides reliable communications and mobility;
 - Transport network
 - Transport infrastructure
 - Regional transport link
 - Communications technology
 - Emergency management
- **Leadership & Strategy:**
 - Promotes leadership & effective management;
 - Multi-stakeholder alignment
 - Collaboration and empowerment
 - Decision making and leadership
 - Capacity and coordination
 - Empowers a broad range of stakeholders;
 - Access to education
 - Risk awareness
 - Risk monitoring
 - Communication between government and public
 - Knowledge transfer
 - Fosters long-term & integrated planning.
 - Access to data and monitoring
 - Strategies and plans
 - Landuse planning
 - Building codes and standards

Tulsa's Resilience Team

The Resilience Think Tank Team

In May 2016, the City's CRO, supported by 100RC and HR&A, convened a group of individuals to act as the core team supporting the City's efforts during the 100RC process. This group, collectively known as the Resilient Think Tank Team (RT3) – with members from City government, private practice and the non-profit realm – were assembled to act as a sounding-board and support system for the CRO throughout the program. The members of the team were selected because of their commitment to resilience and the future development of the City of Tulsa and bring a set of diverse perspectives and thoughtful insight to the strategy development process. The RT3 team regularly convenes to collaborate and provide ongoing support and expertise to the City and the CRO. A full listing of the team members may be found in Appendix A.

Stakeholder Identification and Classification

Identification

As part of the development of a Resilience Strategy, the 100RC program strives to garner input from a variety of stakeholders across the government, business, non-profit and community spectrum, incorporating perspectives from sectors of the community often overlooked and underrepresented. As part of the process, a series of stakeholder engagement activities occurs, some of which, including roundtable discussions and a public community survey, have already occurred. To develop a single listing of potential stakeholders, the RT3 used data from the Agenda-Setting Workshop to create a comprehensive stakeholder list of 534 representatives from the following category sectors:

Animal Protection	Neighborhood Organizations
Arts & Culture	Nonprofits
Aviation and Aerospace	Oil & Gas
City of Tulsa Councilors	Philanthropic Foundations
City of Tulsa Department Heads and Staff	Retail
Communications	Real Estate
Construction	Regional Partners
Design professionals	Religious
Economic Development	Social Services
Education	State Government
Environmental Agencies	Tourism
Financial Services	Transportation
Food Securities	Tribes
Healthcare	Utilities
Housing	Volunteers
Insurance	Workforce Training
Media	Youth Organizations

Classification

Using the CRF, the selected stakeholders were then classified into one of the four CRF dimensions, in order to understand if adequate representation on all dimensions existed:

1. Health & Wellbeing;
2. Economy & Society;
3. Infrastructure & Environment; and
4. Leadership & Strategy.

The classification of stakeholders into one of the CRF dimensions helps to ensure that data collected comes from a comprehensive range of influence and expertise. While this is important, it is also essential to ensure our stakeholders come from a range of visibility, including major public and private stakeholders as well as underrepresented populations and organizations. Additional stakeholders may be added to this document as the program progresses.

Tulsa City Actions Inventory

The RT3 collected and tabulated the City's current Actions which are programs, plans, policies and initiatives that the City, the private sector, and the non-profit realm are currently planning or undertaking and coded the findings into the relevant drivers and indicators of the CRF. This exercise, the City Actions Inventory, allowed the RT3 to understand how existing Actions contribute to the current state of Tulsa's resilience. The RT3 gathered and coded 68 individual plans for this tool through a combination of reviewing existing City of Tulsa planning documents and consulting with local agencies and foundations. A full list of these documents, agencies and foundations can be found in Appendix B.

The purpose of the Actions Inventory Tool is to provide insight into what areas the City is currently focusing efforts and where improvement should be made. The output of the tool, shown in Figure 3, indicates that each of the 12 resilience drivers are represented, although there is a wide discrepancy between those plans that represent drivers with a large amount of focus and those with very little focus. Certain areas such as social justice and public health services, are underrepresented in the Actions inventory, potentially indicating a great need to focus on these critical constituencies in the future.

Figure 3: Tulsa City Actions Inventory



Source: 100RC Tulsa

It is important to note that the Tulsa City Actions Inventory, along with all of the 100RC tools, is a living document. While the Tulsa RT3 inventoried the existing actions to date, new and emerging plans should be added in the future, changing the landscape and gaps in the tool.

Engagement Activities

Engaging with a diverse group of stakeholders within the broader Tulsa community is essential to the success of the 100RC program. Throughout the summer of 2016, the RT3 engaged with a variety of public and private stakeholders using two engagement methods: a public community survey and a series of roundtable discussions. The ultimate goal of these, and future engagement activities, is to gather comprehensive and accurate perceptions of the city’s current strengths and weaknesses. Information gathered from these activities was entered into the Perceptions Tool, detailed in Figures 4 and 5, which standardizes and analyzes stakeholder perceptions regarding the resilience of Tulsa.

Community Survey

The City conducted an online community survey from July 19th through August 23rd, 2016, in an attempt to gather a wide range of community perceptions regarding Tulsa’s baseline resilience and future resilience goals. The survey was distributed through a variety of outlets including local TV, print media, the City’s website, and social media. The survey consisted of three key focus areas:

1. Self-identification of respondents;
2. Rating Tulsa’s resilience indicators; and
3. Rating Tulsa’s resilience priorities.

A total of 557 people responded to the survey. As a goal to include a wider area of Tulsa residents and not just those in the City of Tulsa city limits, it was requested in the lead-in statement of the survey that survey responses were desired from residents living and working in Tulsa within a 60 mile radius of downtown Tulsa. Responses received were closer to the 30 -35 mile radius. With very few exceptions, the zip codes represent a largely contiguous area in both categories. Appendix F shows the location and quantity of the 314 home zip code responses received, and the location and quantity of the 219 work zip code responses received.

Part 1: Self-identification by Sector

Survey respondents were asked to classify themselves in the groups/industries they most relate to, which included 28 suggested categories and a write-in category. Each respondent could choose multiple selections. The top six categories of respondent affiliations and sectors were:

SELF-IDENTIFICATION	Percentage of Total Responses
Resident	88.65%
Community Volunteer	19.46%
Non-profit	15.68%
Design (Architect, Engineer, Landscape Architect, Interior Designer, Etc.)	11.89%
Private (A business owner, etc.)	10.99%
Government	10.63%

The full list of sectors and respondent affiliations can be found in Appendix C.

Part 2: Rating Tulsa’s CRF Resilience Indicators

Survey respondents were asked to rate the City’s performance across the 50 indicators within the CRF, as well as a 51st indicator, “health awareness and education”. All indicators with over 50 percent of respondents per dimension are marked in bold and highlighted.

HEALTH & WELLBEING		Total responses, rating 13 indicators, 500 respondents	
Areas of Strength		Needing to Do Better	
Access to clean water	303	Health awareness and education	257
Access to energy and utilities	287	Public health	229
Access to medical facilities in an emergency	217	Access to food (grocery stores, farmer’s markets, community gardens, etc.)	197
Access to financial banking needs	212	Affordable housing	158
Access to healthcare	156	Access to skills and training	154
ECONOMY & SOCIETY		Total responses, rating 12 indicators, 467 respondents	
Areas of Strength		Needing to Do Better	
Local identity and culture	133	Adequate deterrents to crime	310
Community participation	83	City budgets	301
Law enforcement	77	Corruption reduction	223
Business continuity	71	Policing to promote safety and security	205
Social support	62	Local economy	194
INFRASTRUCTURE & ENVIRONMENT		Total responses, rating 13 indicators, 447 respondents	
Areas of Strength		Needing to Do Better	
Flood risk management	198	Transport infrastructure	283
Emergency information	109	Transport network	271
Emergency response plans	88	Regional transport link	261
Communications technology	82	Alternative provision of services (infrastructure)	215
Environmental policy	46	Safeguards for critical infrastructure	215
LEADERSHIP & STRATEGY		Total responses, rating 13 indicators, 429 respondents	
Areas of Strength		Needing to Do Better	
Building codes and standards	66	Communication between government and public	247
Access to education	55	Decision making and leadership	209
Land use planning	41	Access to education	208
Strategies and plans	33	Collaboration and empowerment	195
Collaboration and empowerment	30	Knowledge transfer	176

The range of responses to the 51 indicators was extremely varied, indicating moderate satisfaction in some areas (access to clean water, flood management risk) and other areas where a large majority of respondents see a need for improvement (transportation infrastructure, adequate deterrents to crime).

Part 3: Rating Tulsa’s Resilience Priorities

Respondents were asked to select three out of thirteen resilience priorities for Tulsa to devote more attention to in the next three years. The top five selections were:

RESILIENCE PRIORITIES	Percentage of Total Responses
Aging Infrastructure – address aging utility lines, bridges, roads, fiber redundancies, etc.	54%
Education - access, quality and affordability	48%
Poverty - develop focused efforts to break the cycle of the approximately 20% currently living in poverty in the Tulsa area	34%
Economic Diversity and Prosperity – build on existing efforts to diversify and strengthen the economy, including less reliance on local sales tax	31%
Public Transportation - increasing access, efficiencies and services	29%

A full list of these priorities may be found in Appendix D.

Roundtable Sessions

The 100RC Tulsa team hosted eight roundtable sessions involving 168 participants over the course of 5 weeks during the summer of 2016. These roundtable sessions included an introductory presentation on the 100RC program and a discussion exercise around Tulsa’s current resilience. Roundtable participants were asked to answer the following questions:

What programs, events and or plans / initiatives is your organization currently working on?

- What are your organization’s issues and challenges?
- What helps the city (greater Tulsa area) bounce back from shocks and stresses?
- In terms of what it means to be a thriving community, what could the City be doing better?
- What is the City doing well already?

Answers to these questions were shared amongst the group. All written answers to these questions were gathered at the end of each session and entered into the 100RC Perceptions Inventory Tool, shown in Figure 4.

Perceptions Tool

While it is important to analyze the inventory of actions and interventions the City of Tulsa currently undertakes to improve city resilience, it is equally important to monitor and observe the degrees of success in which the City addresses its major concerns. The 100RC program employs a Perceptions tool that uses stakeholder perceptions as a metric for rating the city's actions towards enhancing resilience. The RT3 used this tool to standardize and analyze stakeholder perceptions regarding city's various strengths, weaknesses, and areas of resilience.

The team gathered data from the roundtables, inputting it into the perceptions tool. Those perceptions were then coded into one of the 50 indicators. Percentage of those classifying the factors and issues as either "Areas of Strength", "Doing well but need to Improve", and "Need to do Better" can be found in Figure 5. To date, there have been 1,127 individually-rated factors and issues from the stakeholders, divided into the following rated categories:

- Areas of Strength;
- Doing well but can improve; and
- Need to do better.

Figure 4: Perceptions Inventory for Tulsa



Source: 100RC Tulsa

Figure 5: Percentage of Respondent Classification of Tulsa’s Strengths and Weaknesses

AREAS OF STRENGTH	
Top 5 of 144 perceived Factors and Issues	
Local Identity and Culture	13%
Multi Stakeholder Alignment	10%
Emergency Capacity and Coordination	9%
Community Participation	8%
Strategies and Plans	7%

DOING WELL, BUT CAN IMPROVE	
Top 5 of 276 perceived Factors and Issues	
Strategies and Plans	12%
Multi Stakeholder Alignment	11%
Inward Investment	7%
Landuse Investment	6%
Communications Between Government and Planning	5%

NEED TO DO BETTER	
Top 5 of 707 perceived Factors and Issues	
Access to Education	10%
Access to Finance	8%
Local Economy	7%
Transport Infrastructure	7%
Social Support	5%

Source: 100RC Tulsa

Conclusions

The City of Tulsa, led by the CRO and the RT3, has begun efforts to fully understand the complex challenges and potential approaches to its common shocks and stresses. The research and perception-gathering to date has provided a foundation for future work in 2017. As part of this foundational work, the CRO and RT3 have:

- Compiled and organized current Actions into the **Actions Inventory Tool**;
- Tabulated a **list of key stakeholders** from across several sectors;
- Developed and conducted a public **Community Survey**; and
- Facilitated a series of **roundtable discussions** with community stakeholders to gather additional key perceptions.

From the findings of these initiatives, the following preliminary priority areas identified are:

- **Mobility and Transit:** Indicators for this driver include transport networks, infrastructure, regional transport links, communications technology, and emergency management. Of all indicators, transportation received the highest number of responses for “needs improvement”. Over 60% of survey respondents agree that both transport infrastructure and transport networks “need to do better.” Related to this, Tulsa’s rating of resilience priorities in the public survey indicated the top resilience priority was to address was “Aging Infrastructure.” While INCOG is currently implementing the GO Plan, a regional bicycle and pedestrian master planning initiative, organizers of this and similar plans would benefit from coordinating with the City’s resilience team to ensure the promotion of multiple benefits and Actions that truly improve resilience;
- **Social Stability, Security and Justice:** Indicators for this driver include deterrents to crime, corruption reduction, policing to promote safety and security, and law enforcement. These indicators received the highest number of respondents of any driver in the public survey. Additionally, this driver ranked the lowest in terms of number of programs listed in the City Actions Inventory, and 66% of survey respondents said this area “needs to do better”. These survey responses on social stability and justice reinforce today’s common headlines and the challenges surrounding law enforcement and community relations; it is therefore critical that the City continue to improve these indicators.
- **Public Health:** Over 46% of survey respondents noted that indicators such as access to medical facilities and emergency health care “need to do better.” The Tulsa City Actions Inventory did not note a significant presence of currently existing public health services actions. With the growing role of healthcare as an economic driver in communities around the country, more research and analysis should be undertaken in this area.

The 100RC program strongly encourages robust engagement and perception gathering at the commencement of Phase I to ensure that a diverse set of opinions from a wide range of stakeholders is heard. This promotes a foundation on which a truly comprehensive Resilience Strategy can be built. As the new administration, the CRO and the RT3 continue efforts in 2017, their work should be informed by the work done to date.

Appendix A: Resilience Think Tank Team Roster

NAME	COMPANY AND TITLE
Jarred Brejcha	City of Tulsa Mayor's Chief of Staff
Jim Twombly	Tulsa City Manager
Mary Kell	City of Tulsa Chief Resilience Officer
Phillip Baguaio	City of Tulsa AmeriCorps VISTA
Grace Martin	City of Tulsa AmeriCorps VISTA
Laura Hendrix	City of Tulsa Floodplain Administrator
Bill Robison	City of Tulsa Lead Engineer & Coordinator
Martha Schultz	City of Tulsa Planner
Kim MacLeod	City of Tulsa Communications Director
Kim Meloy	City of Tulsa Social Media
Molly Jones	Jones Design Studio Architect
Tim Lovell	Tulsa Partners Director
Matt Newman	Covanta
Corey Williams	Sustainable Tulsa
James Wagner	INCOG
Isaiah Persson	Tulsa Health Department
Justin Schultz	HR&A Advisors, Inc.
Alexis Kanter	HR&A Advisors, Inc.

Appendix B: Actions Tool Inventories

RT3 gathered and coded 68 individual plans for the Actions Tool by:

- Reviewing existing City of Tulsa planning documents including:
 - 911 Operations
 - AIA Safety Assessment Program
 - Arkansas River Development Plan
 - The Complete Streets Policy Manual
 - Citywide Master Drainage Plan (Floodplain and Storm water plans)
 - Army Corps and Levees Plan
 - Tulsa Utility Enterprise Initiative (UEI)
 - FEMA NFIP Community Rating System (CRS) Program
 - Program for Public Information (PPI) Program
 - Economic Development Strategic Plan
 - Emergency Actions Plan
 - Fast Forward Long-Range Transportation Plan
 - Fortified Homes Standard
 - IMPACT Tulsa
 - Improve our Tulsa Capital Improvement Plan Implementation
 - Low Water Plan
 - One Voice Process
 - Parks Master Plan
 - Phase II of Lewin Study – Health Implementation Plan
 - Post-Emergency Assessment Plan
 - PlaniTulsa
 - Public Safety Plan
 - Long-Range Neighborhood Plans
 - Small Area Plans (19 Neighborhoods)
 - Super Regional Transportation Plan – Air, Bus, Multi-modal, small business
 - Sustainability Plan
 - Sustainable Tulsa Scorecard
 - Tulsa Public School Strategic Plan
 - Tulsa Fire Department Community Health Initiative
 - Vision 2
 - Workforce Development Plans
 - American with Disabilities Act (ADA) Transition Plan
 - Hazard Mitigation Plan
 - Historical Preservation and Cultural Resources Annex to the Hazard Mitigation Plan
 - Tulsa County Arkansas River Flood Evacuation Plan
 - Emergency Flood Plan for Levee District 12
 - Public Works Emergency Response Plan
 - City of Tulsa Department Specific Emergency Action Plans
 - Tulsa County Emergency Operations Plan
 - City Flood Recognition and Response Plan
 - Keystone Lake Emergency Action Plan
 - AB Jewell and Lake Yahola Emergency Action Plans
 - Baker Plan
 - Tulsa Development Authority Strategic Plan
 - Downtown Housing Study
 - Tulsa International Airport Economic Development Project Plan

- Compassionate Tulsa Initiative
 - Go Plan: Bicycle and Pedestrian Master Plan
 - Tulsa Energy Sector Economic Impact Report
 - Spontaneous Unaffiliated Volunteer (SUV) Management Manual
 - Tulsa Public Schools Safe Schools Plan
 - Tulsa Area Community Schools Initiative
 - Debris Management Plan
 - Tulsa County Community Health Improvement Plan (CHIP)
 - Subdivision Regulations for Tulsa Metropolitan Area Planning Commission (TMAPC)
 - Tulsa Public Schools Hazard Mitigation Plan
 - City of Tulsa HUD Accomplishments Report
 - Arkansas River Corridor Oklahoma Feasibility Study
 - Tulsa Area Emergency Management Agency (TAEMA) Long Term Recovery Plan
 - Jeff Speck Walkability Plan
 - Consolidated Annual Performance and Evaluation Report
 - Citizen Participation Plan
 - Affordable Housing Market Study for Tulsa County and the City of Tulsa
 - Comprehensive Housing Market Analysis
 - Five Year Consolidated Plan
 - First Year Annual Action Plan
 - Second Year Annual Action Plan
- Consulting with agencies and foundations, including:
 - INCOG
 - City County Health Department
 - Tulsa Community Foundation (TCF)
 - George Kaiser Family Foundation (GKFF)
 - The United States Army Corps of Engineers
 - Tulsa Public Schools
 - Tulsa Regional Chamber of Commerce
 - Tulsa Partners
 - AIA (American Institute of Architects)
 - Sustainable Tulsa
 - Volunteer Tulsa
 - Community Service Council
 - US Department of Housing and Urban Development
 - Oklahoma Housing Finance Agency

Appendix C: Survey Respondent Affiliations and Sectors

SELF-IDENTIFICATION	Percentage of Total Responses
Resident	88.65%
Community Volunteer	19.46%
Non-profit	15.68%
Design (Architect, Engineer, Landscape Architect, Interior Designer, Etc.)	11.89%
Private (A business owner, etc.)	10.99%
Government (Federal, State, Country, City, Etc.)	10.63%
Education	9.37%
Faith-Based Organization	7.39%
Neighborhood Organization	7.03%
Arts & Culture	6.67%
Environmental	5.59%
Youth (25 Years or Younger)	5.41%
Other**	5.41%
Healthcare	5.05%
Information Technology	4.68%
Oil & Gas	4.68%
Social Services	4.32%
Real Estate	2.88%
Transportation	2.52%
Construction (Contractor, Builder, Etc.)	2.34%
Aviation/Aerospace	1.98%
Financial (Bank, Credit Union, Etc.)	1.8%
Tourism	1.8%
Tribes	1.8%
First Responder (Police, Fire, EMSA, Etc.)	1.62%
Utilities	1.08%
Developer	.72%

** Other responses include: Service industry, manufacturing, disaster preparedness specialist, CPA, advocate for renewable energy sources, facility planning, mental health and criminal justice reform, researcher, retiree, senior citizen, parent, disabled, health and nutrition, entrepreneur, urban farming permaculture and wildlife, media, wholesale electrical sales, apartment manager, student

Appendix D: Full List of Resilience Priorities

RESILIENCE PRIORITIES	Percentage of Total Responses
Aging Infrastructure – address aging utility lines, bridges, roads, fiber redundancies, etc.	54%
Education - access, quality and affordability	48%
Poverty - develop focused efforts to break the cycle of the approximately 20% currently living in poverty in the Tulsa area	34%
Economic Diversity and Prosperity – build on existing efforts to diversify and strengthen the economy, including less reliance on local sales tax	31%
Public Transportation - increasing access, efficiencies and services	29%
Business Development – provide opportunities and remove obstacles for business to flourish in Tulsa	22%
Homelessness – build on existing efforts to change the cycle of homelessness	18%
Healthy Behaviors – encourage healthy living and improve access and affordable healthy food choices for all residents	18%
Social Cohesion – developing ways to make Tulsa a community of inclusion for all races and ethnicities	17%
Tourism – focus on selling Tulsa as a destination location, building on the existing efforts to promote Route 66, art deco architecture, local music and sports, and other areas	15%
Work force Training – develop programs to educate the community for quality jobs in the Tulsa area	11%
Emergency Preparedness – training for residents, especially the most vulnerable	7%
Flood Mitigation – increasing education and making infrastructure improvements that reduce flooding caused by storms	3%

Appendix E: Community Resilience Survey



100 Resilient Cities Survey

Introduction

The City of Tulsa is one of the 100 cities worldwide selected by 100 Resilient Cities (100RC), as pioneered by the Rockefeller Foundation. 100RC's goal is to help cities prepare for and bounce back from sudden shocks such as a tornado or ice storm, and slower-moving stresses, such as aging infrastructure and inefficient public transportation, in a manner that creates multiple benefits for our community.

As part of the participation in 100RC, the City of Tulsa is gathering input on influences that affect our community's resilience, meaning the ability of our community to proactively prepare for both the known and unknown natural and man-made challenges that can and will affect us. Resiliency affects our greater region and so we encourage you to fill out the survey if you live within a 60 mile radius of downtown Tulsa.

This survey has 3 sections and should take about 15 minutes to complete. Except for a zip code, the survey is anonymous unless you choose to provide additional contact information at the end. The zip code information is particularly helpful to us to better understand what areas of the community have specific needs and interests, and to help to determine where gaps may exist in our research.

We deeply value your input. Please respond to the survey by August 23rd, 2016, 11:59 pm Central Daylight Savings Time. Responses will be used to help inform the City's resilience priorities moving forward. Please forward this survey to other people or organizations that you think are interested in providing feedback.

For more information, please contact Mary Kell, the City of Tulsa's Chief Resilience Officer at mkell@cityoftulsa.org or www.100resilientcities.org. Thank you for your participation and interest in advance!



100 Resilient Cities Survey

Part 1: About You

Please provide some general information about yourself. (The survey is anonymous unless you choose to provide your contact information at the end).

1. Please select which of the following groups you represent (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resident | <input type="checkbox"/> Developer |
| <input type="checkbox"/> Private (a business owner, etc.) | <input type="checkbox"/> Philanthropic foundation |
| <input type="checkbox"/> Non-Profit | <input type="checkbox"/> Community volunteer |
| <input type="checkbox"/> Faith-based organization | <input type="checkbox"/> Tribes |
| <input type="checkbox"/> Education | <input type="checkbox"/> Arts & culture |
| <input type="checkbox"/> Healthcare | <input type="checkbox"/> Aviation / aerospace |
| <input type="checkbox"/> Environmental | <input type="checkbox"/> Economic Development |
| <input type="checkbox"/> Utilities | <input type="checkbox"/> Information Technology |
| <input type="checkbox"/> Financial (Bank, credit union, etc.) | <input type="checkbox"/> Tourism |
| <input type="checkbox"/> Youth (25 years old or younger) | <input type="checkbox"/> Government (federal, state, country, city, etc.) |
| <input type="checkbox"/> First responder (Police, Fire, EMSA, etc.) | <input type="checkbox"/> Neighborhood organizations |
| <input type="checkbox"/> Design (architect, engineer, landscape architect, interior designer, etc.) | <input type="checkbox"/> Social Services |
| <input type="checkbox"/> Construction (contractor, builder, etc.) | <input type="checkbox"/> Oil & Gas |
| <input type="checkbox"/> Real Estate | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Other (please specify) | |



100 Resilient Cities Survey

Part 2: Rate influences that contribute to Tulsa's resilience

In this part of the survey, we ask you to rate influences or factors that contribute to or would contribute to Tulsa's resilience. This is intended to help us get a better sense of what the community views as current strengths and weaknesses.

2. Based on your knowledge of the Tulsa community, please rate the following items below that contribute or would contribute to our community resilience.

a. Health & Wellbeing

	Area of Strength	Doing well but can improve	Need to do better	Performance unknown
1) Affordable housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Access to clean water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Access to energy / utilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Access to food (grocery stores, farmer's markets, community gardens, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Fair labor policies / laws	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6) Access to skills and training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7) Continuity of services following a shock (such as a tornado)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8) Local business development and innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) Access to finance and banking needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10) Access to medical facilities and practitioners in an emergency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11) Access to healthcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12) Public health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13) Health awareness and education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



100 Resilient Cities Survey

Part 2: Rate influences that contribute to Tulsa’s resilience

2. Based on your knowledge of the Tulsa community, please rate the following items below that contribute or would contribute to our community resilience.

b. Economy & Society

	Area of strength	Doing well but can improve	Need to do better	Performance unknown
14) Social support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15) Local identity and culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16) Community participation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17) Adequate deterrents to crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18) Corruption reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19) Policing to promote safety and security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20) Law enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21) Business continuity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22) City budgets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23) Inward investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24) Local economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25) Economic linkages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



100 Resilient Cities Survey

Part 2: Rate influences that contribute to Tulsa’s resilience

2. Based on your knowledge of the Tulsa community, please rate the following items below that contribute or would contribute to our community resilience.

c. Infrastructure & Environment

	Area of strength	Doing well but can improve	Need to do better	Performance unknown
26) Alternative provision of services (infrastructure)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27) Safeguards for critical infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28) Environmental policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29) Ecosystem management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30) Flood risk management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31) Conservation of assets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32) Optimal use of critical infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33) Emergency response plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34) Emergency information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35) Communications technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36) Regional Transport link	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37) Transport infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38) Transport network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



100 Resilient Cities Survey

Part 2: Rate influences that contribute to Tulsa’s resilience

2. Based on your knowledge of the Tulsa community, please rate the following items below that contribute or would contribute to our community resilience.

d. Leadership & Strategy

	Area of strength	Doing well but can improve	Need to do better	Performance unknown
39) Capacity and coordination of services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40) Decision making and leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41) Collaboration and empowerment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42) Multi-stakeholder alignment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43) Knowledge transfer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44) Communications between government and public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45) Risk monitoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46) Risk awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47) Access to education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48) Building codes and standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49) Landuse planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50) Strategies and plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51) Access to data and monitoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



100 Resilient Cities Survey

Part 3: What should Tulsa’s resilience priorities be?

3. If you could decide what three things the City of Tulsa should focus on in the next three years, what would they be? (Please select your top 3 priorities; if your top priorities are not reflected here, please specify up to three in the next question).

- Aging infrastructure – address aging utility lines, bridges, roads, fiber redundancies, etc.
- Education – access, quality and affordability
- Public transportation – increasing access, efficiencies and services
- Economic diversity and prosperity – build on existing efforts to diversify and strengthen the economy, including less reliance on local sales tax
- Tourism - focus on selling Tulsa as a destination location, building on existing efforts to promote Route 66, art deco architecture, local music and sports, and other areas
- Workforce training – develop programs to educate the community for quality jobs in the Tulsa area
- Business Development – provide opportunities and remove obstacles for businesses to flourish in Tulsa
- Social cohesion – developing ways to make Tulsa a community of inclusion for all races and ethnicities
- Healthy behaviors – encourage individual healthy living and improve access and affordability of healthy food choices for all residents
- Emergency preparedness training for residents , especially the most vulnerable
- Flood mitigation – increasing education and making infrastructure improvements that reduce flooding caused by storms
- Homelessness – build on existing efforts to change the cycle of homelessness
- Poverty – develop focused efforts to break the cycle of the approximately 20% currently living in poverty in the Tulsa area

4. Other priorities. Please specify up to three priorities if the question above does not reflect the resilience priorities you would like to see.

Priority 1 (Please specify)

Priority 2 (Please specify)

Priority 3 (Please specify)

5. Please provide any other comments or suggestions on the topic of resilience for Tulsa.



100 Resilient Cities Survey

Thank you & Contact Information

Thank you for your time and participation in this survey! Please forward this survey to other people or organizations that you think may be interested in providing feedback.

Responses will be used to help inform the City's resilience priorities.

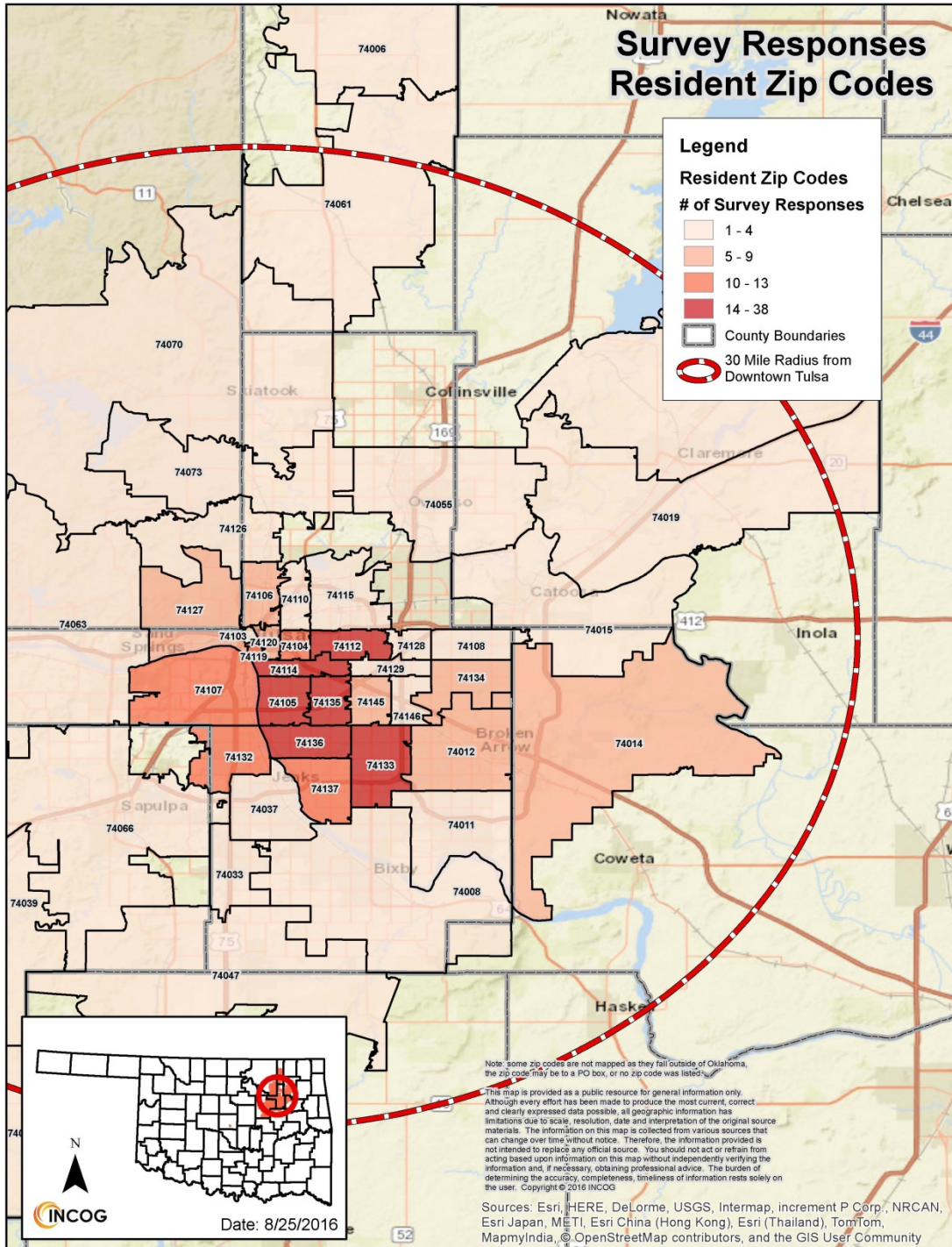
If you would like more information, please contact Mary Kell, the City of Tulsa's Chief Resilience Officer, at mkell@cityoftulsa.org.

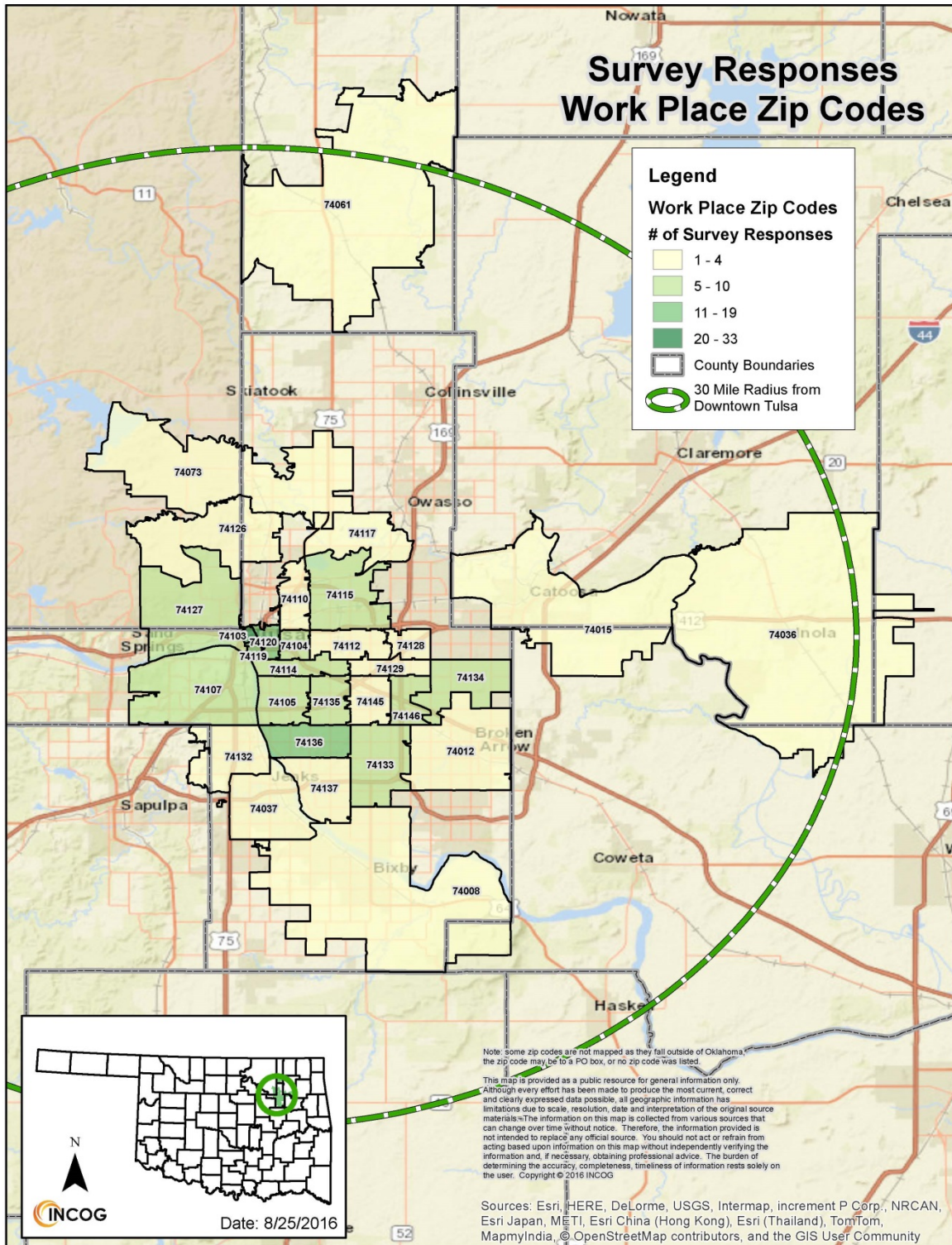
If you are interested in staying up to date on Tulsa's resilience efforts, including the results of this survey, please provide your contact information:

6. Contact Information (optional except for zip code)

Name	<input type="text"/>
Zip code where I live	<input type="text"/>
Zip code where I work (write NA if unemployed, retired or don't work for other reasons)	<input type="text"/>
Affiliation	<input type="text"/>
Email Address	<input type="text"/>

Appendix F: Survey Resident and Work Place Zip Codes





Appendix G: Survey One-Page Graphic

Please fill out our survey
and share with others:

<https://www.surveymonkey.com/r/ResilientTulsa>

The survey closes August 23rd, 2016, 11:59 pm CDT

100 Resilient Cities Survey

This survey is designed to gather resident's input on what makes Tulsa a thriving community.

City resilience is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, and thrive no matter what kinds of shocks (one-time events) and stresses (slow-moving changes) are experienced.

What are the key hazards (shocks and stresses) Tulsa faces?

High priority shocks include:

- Severe weather event (Tornado, wind storm, ice storm)
- Infrastructure or building failure
- Flooding

High priority stresses include:

- Aging infrastructure
- Education Quality & Access
- Public Transportation Availability
- Economic Diversity & Vibrancy

Resiliency affects our greater region and so we encourage you to fill out the survey if live within a 60 mile radius of downtown Tulsa. The survey takes about 15 minutes to complete. We deeply value your input. Responses will be used to help inform the City's resilience priorities moving forward.

For more information, or to get involved in future resilience planning efforts please contact Mary Kell, the City of Tulsa's Chief Resilience Officer at mkell@cityoftulsa.org.

See www.100resilientcities.org for more information about the 100RC initiative.

Please forward this survey information to other people or organizations that you think are interested in providing feedback. Thank you for your participation and interest in advance!



Appendix H: Roundtable Session Attendees

7-21-16 | 9:30 a.m. – Noon

Name	Company / Affiliation	Sector (s) represented
Mark Hogan	City of Tulsa Asset Management	City Government
Chief Chuck Jordan	City of Tulsa Chief of Police	City Government
Gary Percefull	New Solutions	Environmental Agency
Debbie Ruggles	MTTA – Metropolitan Tulsa Transit Authority	Bus Charter Authority
Karen Keith	County Commissioner	County Government
Suzann Stewart	Family Safety Center, Inc.	Social Services
Jennifer Rush	Crime Prevention Network	Non-Profit
Tiffany Egdorf	Transitional Living Centers of OK / Lindsey House	Housing
Matt Moffett	Tulsa Girls Art School	Education
Mark Weston	City of Tulsa Security	City Government
Lori Wood	Tulsa Community Foundation	Philanthropic Foundation
Corey Williams	Sustainable Tulsa	Environmental Agency
Martha Schultz	City of Tulsa Planning	City Government
Bill Robison	City of Tulsa Engineering / Stormwater	City Government
Megan O’Neal	Sustainable Tulsa	Environmental Agency
Lindsey Ellerbach	AIA (American Institute of Architects)	Design professionals

7-21-16 | 2 p.m. – 4:30 p.m.

Name	Company / Affiliation	Sector(s) represented
Michael Dellinger	City of Tulsa IT	City Government
Carlos Moreno	Code For America	Non-Profit
Steve Grantham	Up With Trees	Environmental Agency
Michael Patton	Land Legacy	Non-Profit
Melanie Collins	Assistance in Health Care	Healthcare
Ron Flanagan	Planning Consultant	Design professionals
Kim Shannon	Mead & Hunt Inc., Oxley Nature Center	City Government, Design Professional
Matt Newman	Covanta	Environmental Agency
Chad Burden	THG Energy Solutions	Utility Data Management
James Wagner	INCOG	Regional Government

8-2-16 | 1:30 p.m. – 3 p.m.

Name	Company / Affiliation	Sector(s) represented
Dr. Bruce Dart	Tulsa Health Department	Healthcare
Lucy Dolman	City of Tulsa Parks Department	City Government
Jane Dunbar	ADA (American Diabetes Association)	Healthcare
Kathy Brown	ADA (American Diabetes Association)	Healthcare
Brian Paschal	Foundation for Tulsa Schools	Education
Darrell Weaver	Big Brothers Big Sisters of OK	Non-Profit
Dawn Warrick	City of Tulsa Planning	City Government
Terry Ball	City of Tulsa Streets and Stormwater	City Government
Jim McCarthy	Community Health Connection	Healthcare
Tom McKeon	City Year	Non-Profit
Michael Baker	City of Tulsa Police Department	City Government
Nathan Pritchett	Fab Lab Tulsa	Non-Profit
Leslie Carroll	Tulsa Health Department / Pathways to Health	Healthcare
Holly Raley	Tulsa Community Foundation	Philanthropic Foundation
Cassie Reese	Nabholz Construction	Construction
Bill Cartwright	MTTA (Metropolitan Tulsa Transit Authority)	Bus Charter Authority
Councilor David Patrick	City of Tulsa City Council	City Government
Andrew Haar	Holly Frontier	Oil & Gas
David Williams	Stormwater Hazard Mitigation Advisory Board / US Army Corps of Engineers	Regional Government, Design Professional
Michelle Fourroux	NEATs – Northeast Active Timers	Social Services
Ren Barger	Tulsa Hub	Non-Profit
Ken Busby	Route 66 Alliance	Non-Profit
Susan Coman	Southwest Tulsa Chamber of Commerce	Tourism
Ricky Wilson	Life Senior Services	Non-Profit
Mechelle Brown	Greenwood Cultural Center	Cultural Center / Museum
Nick Lombardi	NAIOP	Real Estate
Adriane Jaynes	INCOG	Regional Government
Karen Kiely	CAP Tulsa	Social Services
Ryan Hanson	Tulsa Hub	Non-Profit
Kim Limbaugh	SGA Director of Sustainability	Design professionals
Isaiah Persson	Tulsa Health Department	Healthcare

8-2-16 | 6 p.m. – 7:30 p.m.

Name	Company / Affiliation	Sector(s) represented
Mike Kier	City of Tulsa Director of Finance	City Government
Jerry Goodwin	Goodwin and Grant, Inc.	Public Relations, Healthcare
Robert Anquoe	Greater Tulsa Indian Affairs Commission, City Title II Commission	Tribes
Kristin Gustafson	Tulsa Partners, Inc.	Non-Profit
Aaron Griffith	Resident	Resident
Jeff Dalton	Resident / Architect	Design professional
Stacey Roerman	Union Public Schools	Education
Luisa Krug	Tulsa Health Department	Healthcare

8-9-16 | 1:30 p.m. – 3 p.m.

Name	Company / Affiliation	Sector (s) represented
Kelly Brader	City of Tulsa Municipal Courts	City Government
Clay Bird	City of Tulsa Economic Development	City Government
Jackson Landrum	City of Tulsa Human Resources	City Government
Bob Roberts	Tulsa Public Schools / Tulsa Partners Inc.	Education
Councilor Jack Henderson	City of Tulsa City Council	City Government
Councilor Jeannie Cue	City of Tulsa City Council	City Government
Graham Brannin	The MET / Tulsa Partners	Environmental Agency
Vicki Adams	Tulsa County	Regional Government
David Hall	Tulsa Partners / Disaster Resistant Business Council	Non-Profit, Insurance
Deidra Kirtley	Resonance Tulsa	Non-Profit
Kelly Doyle	CEO (Center for Employment Opportunities) Works	Employment Center
Melinda Belcher	CCRC (Child Care Resource Center) / CSC (Community Service Council)	Social Services
Christy Southard	Susan G. Komen, Tulsa	Healthcare
Mike Brose	Mental Health Association, Oklahoma	Healthcare
Blaine Young	Tulsa Public Schools	Education
Katie Plohocky	Healthy Community Store Initiative	Food Securities
Melissa Baldwin	Mental Health Association, Oklahoma	Healthcare
Mary Ogle	A New Leaf	Employment Center
Councilor Connie Dodson	City of Tulsa City Council	City Government
Ray Hickman	Tulsa Metropolitan Ministry, Conflict Alternatives	Religious, Non-Profit
Lauren Collins	Arts & Humanities Council of Tulsa	Arts & Culture
Kendall McKittrick	Community Service Council	Non-Profit

APPENDICES

Peyton Lepp	Community Service Council	Non-Profit
Jack Schaefer	Community Service Council	Non-Profit
Nathan Harvill	Community Service Council	Non-Profit
Linda Fitzgerald	Route 66 Commission / Southwest Tulsa Chamber of Commerce / Keller Williams	Tourism, Real Estate
Lori Decter Wright	Kendall Whittier Inc.	Non-Profit
Ann Domin	INCOG	Regional Government
Aliye Shimi	Tulsa Metropolitan Ministry (TMM) & Islamic Society of Tulsa (IST)	Religious
Ellen Averill	Tulsa Zoo Management, Inc.	Tourism
Chase Phillips	INCOG	Regional Government
John Fothergill	City of Tulsa City Council	City Government
Courtney Spohn	Community Service Council	Non-Profit
Holly Becker	Arts & Humanities Council	Arts & Culture
Isaiah Persson	Tulsa Health Department	Healthcare
Penny Macias	City of Tulsa MAAP (Maximizing and a performance	City Government

8-9-16 | 6 p.m. - 7:30 p.m.

Name	Company / Affiliation	Sector(s) represented
Rich Brierre	INCOG	Regional Government
Elizabeth Dian Peacock	Sherwin Miller Museum of Jewish Art	Arts & Culture
Adam Austin	Tulsa Health Department	Healthcare
Steve Elmore	Francis Renewable Energy (FRE)	Renewable Energy
David Shelton	Walter P. Moore / Growing Together	Design Professionals
Eric Tichansky	US Army Corps of Engineers	Regional Government
Kaiti Phillips	Resident	Resident
Craig Immel	Francis Renewable Energy (FRE) / Green Building Park and Rec / USGBC / Smart Growth Tulsa	Renewable Energy
Philip Condley	Dewberry Architects	Design Professionals

APPENDICES

8-23-16 | 1:30 p.m. – 3 p.m.

Name	Company / Affiliation	Sector(s) represented
Dwain Midget	City of Tulsa Working in Neighborhoods	City Government
Mike Neal	Tulsa Chamber of Commerce	Tourism
Justin McLaughlin	Tulsa Chamber of Commerce	Tourism
Michael Radoff	City of Tulsa Customer Care	City Government
Councilor G.T. Bynum	City of Tulsa City Council / Mayor-Elect	City Government
Tony Heaberlin	Tulsa Technology Center (TTC)	Education
Stephanie Cameron	APSCO / OK2Grow / TYPros	Economic Development, Young Professionals
Ricki Wimmer	YMCA of Greater Tulsa	Social Services
Jeff Jaynes	Restore Hope / A Way Home for Tulsa	Nonprofit, Religious
John Smaligo	Tulsa County Commissioner	County Government
Roger Jolliff	Tulsa County TAEMA Director	City Government
Sean Weins	Tulsa Community College (TCC)	Education
Debra Jones	Parkside	Social Services
Moises Echeverria	OK Center for Community and Justice (OCCJ)	Nonprofit
John Schumann	OU - Tulsa	Education
Wendy Thomas	Leadership Tulsa	Non-profit
Shelley Cadamy	Workforce Tulsa	Education
Chelsea Levo	City of Owasso	City Government
Lori Long	The Center for Individuals with Physical Challenges	Healthcare
Christy Moore	Tulsa's Table	Education
Kathy Collins	Tulsa Town Hall	Nonprofit
Lori Wood	Tulsa Community Foundation	Philanthropic Foundation
Josh Kunkel	South Tulsa Community House / AIA / Crafton Tull	Social Services, Design Professionals
John Dowdell	San Miguel school of Tulsa	Education
Peter White	First United Methodist Church	Religious
Nancy Guard	Oasis Adult Day Services	Healthcare
Monica Martin	Tulsa Day Center for the Homeless	Social Services
Jessica Brent	Tulsa Route 66 Main Street	Tourism
Lynn Scofield	Engineer, Stormwater Drainage Hazard Mitigation Board	Design Professionals
Mike Abate	US Army Corps of Engineers	Regional Government
LTC Daniel Young	US Army Corps of Engineers	Regional Government
Paulina Baeza	OU Urban Design Studio	Education
Dominic Spadafore	Architect / Dad / Dewberry Architects	Design Professionals
Michelle Wilkerson	Autism Center of Tulsa	Healthcare
Donna Matthews	DVIS	Non-Profit
Jennifer Sollars Miller	Autism Center of Tulsa / Consultant for HSS AI	Healthcare

APPENDICES

Tracey Lyall	DVIS	Non-Profit
Sandra Lewis	Tulsa Day Center for the Homeless	Social Services
Lee Conley	US Army Corps of Engineers	Regional Government
Betty O' Connor	Tulsa Town Hall	Non-Profit
Susan Neal	University of Tulsa	Education

8-23-16 | 6 p.m. - 7:30 p.m.

Name	Company / Affiliation	Sector(s) represented
Paige Martin	Tulsa Garden Center	Education, Tourism
Crystal Kline	CK Consulting / Tulsa Partners	Design Professionals
Lauren Fleenor	Crosstown Learning Center	Education
Everett Treat	Crosstown Learning Center / Arrow Engine Company	Education, Manufacturing
Jim Pohlman	Crosstown Learning Center	Education
Dr. Debbi Guilfoyle	Crosstown Learning Center	Education
Jared Cable	Crosstown Learning Center	Education
Gretchen Herring	Crosstown Learning Center / City of Tulsa	Education, City Government
Genevieve Schmook	Crosstown Learning Center / QuikTrip	Education, Retail
Nancy Graham	INCOG	Regional Government
Joanne Ferguson	Atkins & Atkins PC / Sustainable Tulsa	Legal, Environmental Agency
Glenda Meinheit	Southern Hills View Neighborhood	Neighborhood Organization
Celia Armstrong	Tulsa World	Media
Ryan Dunkerson	Francis Renewable Energy / St. Paul's UMC / Sustainable Tulsa / TYPros Sustainability Crew	Renewable energy, religious, environmental agency, young professionals
Laura Chalus	Tulsa Garden Center	Education, Tourism
Joel Garza	Sustainable Tulsa	Environmental Agency
Regina Moon	Red Cross	Healthcare
Vanessa Hall-Harper	Tulsa Health Department / Community Advocate	Healthcare
Stacey Bayles	Tulsa HBA (Home Builders Association)	Construction