WINNING THE NEXT DECADE

Our Goal: Empower Tulsans to win the next decade by making key investments in our community.

- **Ensure every Tulsan has a safe and affordable home**
  - By increasing affordable housing stock by 6,000 units by 2028
  - By achieving functional zero homelessness by 2030
- **Make Tulsa the safest big city in America**
- **Make it easy, affordable and enjoyable to do business in Tulsa**
- **Put 15,000 more Tulsa children on a pathway to economic mobility**

TULSA HAS BIG GOALS. ACHIEVING THESE GOALS IS GOING TO REQUIRE COMMUNITY-WIDE INVESTMENTS.

- Tulsa's 3.65% sales tax is lower than most Oklahoma metro cities. Tulsa is below Bixby, Owasso (some of the fastest growing cities in the state) and Sand Springs. Tulsa is also below the Oklahoma City rate of 4.13%.
- Tulsa's tax rate has not changed since 1980 when then Mayor Jim Inhofe led a third-penny sales tax increase.
- If an increase of 7/10 of a penny per dollar were to be approved by voters, Tulsa's rate would be 4.35% and would generate an additional $80 million annually, and change our trajectory on the things that matter most to Tulsans.

IF ADDITIONAL DOLLARS WERE AVAILABLE, THE FOLLOWING FUNDING SCENARIOS COULD BE POSSIBLE FOR OUR CITY:

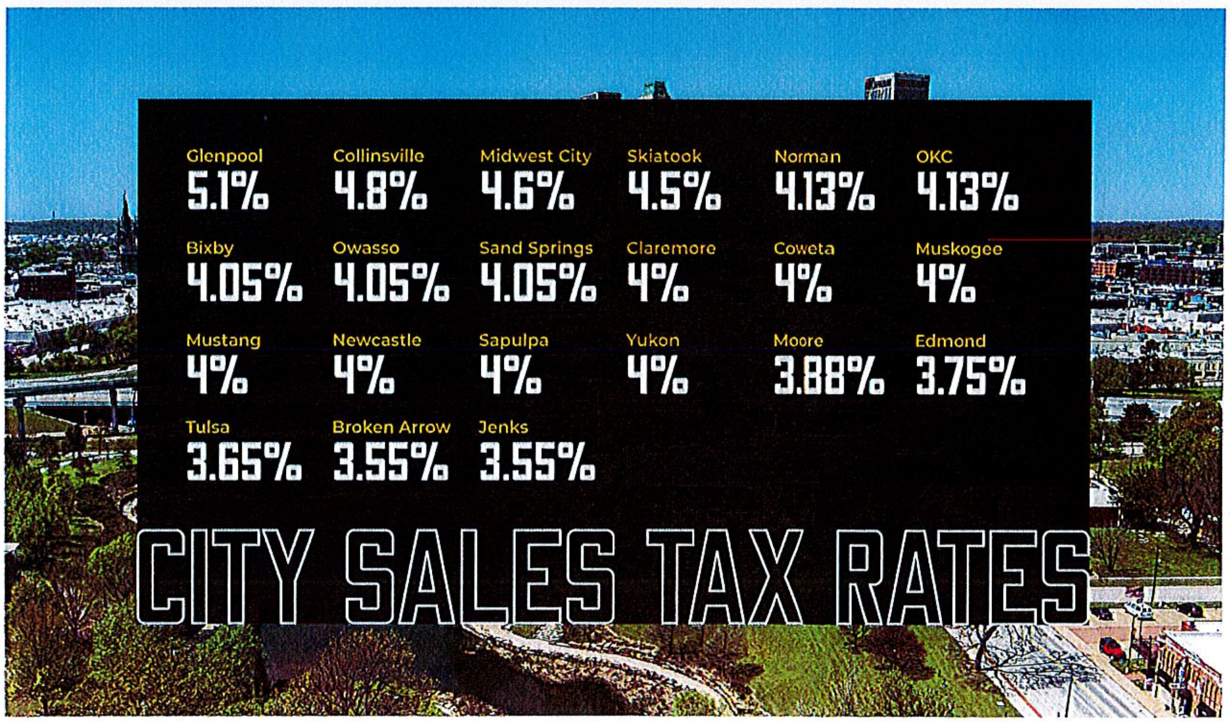
Funding Priorities Through General Fund (Annual funding)

GOAL	REVENUE BREAKDOWN
$27,750,000 Achieve Functional Zero Homelessness Making homelessness rare, brief and non-recurring	$25,000,000 Year 1; (Lower maintenance funding moving forward based on needs) $2,750,000 Shelter operation funding • Fully funds Safe Move Tulsa rehousing effort • Fully funds best practices to end street homelessness and encampment decommissioning efforts • Expands shelter capacity including the operations for a winter weather and low barrier shelter
$18,920,000 Making Tulsa the Safest Big City in America Supporting and strengthening public safety needs for first responders	**TULSA POLICE DEPARTMENT** • $6,750,000 – Places TPD's current authorized force at competitive rate with OKCPD. • $2,000,000 – Begin phased approach to reach full authorized strength. Full commitment to reach authorized strength is $20,000,000 annually. • $1,770,000 – Performance Increases • $1,500,000 – Funds Downtown Safety Plan • $750,000 – Community Violence and Intervention initiatives **TULSA FIRE DEPARTMENT** • $4,500,000 – Places TFD's current authorized strength at competitive rate with OKCFD. • $1,650,000 – Performance Increases

Funding Priorities Through General Fund Continued (Annual funding)	
GOAL	REVENUE BREAKDOWN
$15,000,000 Putting 15,000 more Tulsa Children on a Pathway to Economic Mobility	• Invests in youth workforce and after school summer education programming to help reduce crime and boost student outcomes
$10,830,000 Taking Care of What We Have	**ANIMAL SHELTER** $1,100,000 • $550,000 Year 1; $1,100,000 Year 2 • Hires 18 new animal welfare employees as the new animal shelter opens to address stray animal safety concerns and Tulsa's growing pet population **MUNICIPAL COURTS** $1,600,000 • $861,000 grant-funded Year 1 • $739,000 Courtroom space addition Year 3 • Funds court personnel currently being supported with recovery dollars **PARKS AND FACILITIES** $3,595,000 **EMPLOYEE RETENTION** $4,535,000
$7,500,000 Make it Easy, Affordable and Enjoyable to do Business in Tulsa	• Creates a business retention fund focused on providing access to capital, such as, low interest loans to support 60% of our local economy • Over time, create a better value proposition for the local taxpayer and build a closing fund to diversify Tulsa's incentive portfolio to reduce the over reliance on TIFs

Hotel/Motel Tax (Annual funding)	
GOAL	REVENUE BREAKDOWN
$7,874,310 Investment for Tourism by Updating Rate to 9% from 5%	GENERAL FUND [2%] $158,000 ECONOMIC DEVELOPMENT [4.5%] $353,000 TOURISM FUND [45%] $3,530,000 FACILITY FUND [48.5%] $3,833,310

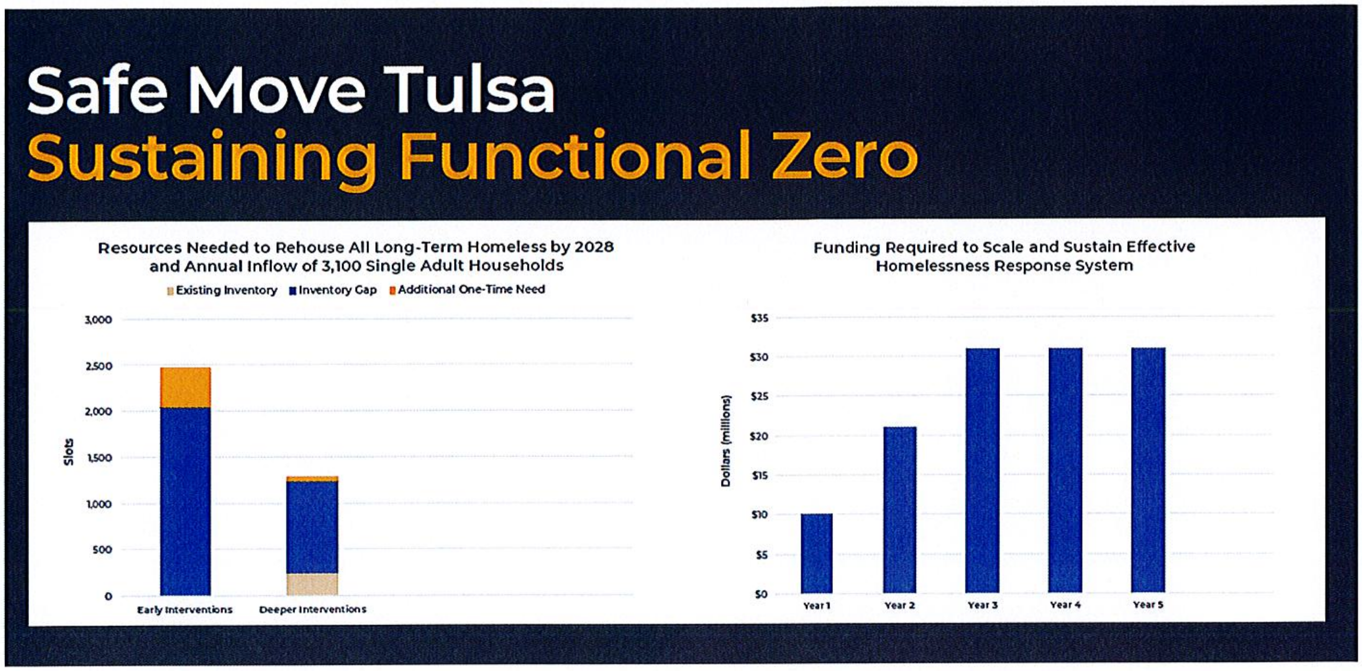

$80M
$27.75M
Achieve Functional Zero Homelessness
$18.92M
Making Tulsa the Safest Big City in America
$15M
Putting 15,000 More Tulsa Children on a Pathway to Economic Mobility
$10.83M
Taking Care of What We Have
$7.5M
Make it Easy, Affordable and Enjoyable to Do Business in Tulsa
FUNDING PROPOSAL


Glenpool
5.1%
Collinsville
4.8%
Midwest City
4.6%
Skiatook
4.5%
Norman
4.13%
OKC
4.13%
Bixby
4.05%
Owasso
4.05%
Sand Springs
4.05%
Claremore
4%
Coweta
4%
Muskogee
4%
Mustang
4%
Newcastle
4%
Sapulpa
4%
Yukon
4%
Moore
3.88%
Edmond
3.75%
Tulsa
3.65%
Broken Arrow
3.55%
Jenks
3.55%
CITY SALES TAX RATES

Estimated Impacts to Particular Situations								
	Income	Income spent on taxable goods (~31.6%)	.003 per year	.003 per month	.005 per year	.005 per month	.007 per year	.007 per month
Family of 4 @ 180% of FPL	$ 57,870.00	$ 18,287.00	$ 54.86	$ 4.57	$ 91.43	$ 7.62	$ 128.01	$ 10.67
Senior @ FPL	$ 15,650.00	$ 4,945.00	$ 14.84	$ 1.24	$ 24.73	$ 2.06	$ 34.62	$ 2.88
Small Business*	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Median Tulsa Household Income	$ 60,930.00	$ 19,254.00	$ 57.76	$ 4.81	$ 96.27	$ 8.02	$ 134.78	$ 11.23

*Businesses do not pay sales tax on items they resell

Impact to Purchases of Varying Amounts			
	0.003	0.005	0.007
$10 Purchase	$ 0.03	$ 0.05	$ 0.07
$100 Purchase	$ 0.30	$ 0.50	$ 0.70
$1,000 Purchase	$ 3.00	$ 5.00	$ 7.00



SAFE MOVE TULSA 3 Year Plan to End Street Homelessness

*******SPECIFIC NUMBERS ARE BASED OF CURRENT DATA and subject to fluctuate***

Phase 1: Eliminate and Prevent Street Sleeping

$10 million - $20 million
Year 1 – Year 2

- Rehouse and support 300 individuals living unsheltered to stabilize and recover in first 9 months.
- Support up to 1,000 individuals new to homelessness to quickly exit shelter and return to housing.
- Work cooperatively with first responders, service providers, public space managers (like Downtown Tulsa Partnership Ambassadors, City security, TPD) and private property owners to resolve complex cases and prevent street sleeping.

Phase 2: Scale Effective Shelter Flow

$20 million - $30 million
Year 2-Year 3

- Help 4,500 + people through early interventions that prevent homelessness or quickly return to stable or enable rapid rehousing – allowing each shelter bed to serve more people for better outcomes.
    - Currently the average stay in a shelter is 67 nights. Limits the number of people that can quickly move into a position of supportive resolution.
- Equip our service providers to offer immediate deep interventions to 1,100 individuals with long histories in our homeless system.

Phase 3: <u>Sustain New Homelessness Response System</u>

$30 million
Beyond Year 3 for sustainability

- Secure sustainable annual revenue to maintain Tulsa's new homelessness response system.
- Maintain effective flow, space management practices (areas closed to street sleeping), and connection to higher levels of care so individuals receive immediate relief and resolution – avoiding the streets and on a more rapid path to recovery.
    - Working in partnership with service providers, shelter operators, first responders, space management partners to maintain clean and safe streets free of sleeping while at the same time ensure service providers are able to quickly, rapidly, and effectively resolve an individual's needs to quickly move them out of a place of homelessness

Safe Move Tulsa: Plan to End Street Homelessness by 2028

Today: Homelessness Response

- 3,100 individuals enter homelessness annually
  - 74% are first-time homeless and just need supports to springboard back to stability
  - 80% of cases *could* be resolved rapidly, but current average is 64 days in shelter with high returns to homeless.
  - Persistent, rolling 500+ long-term individuals (>1 year homeless) drive disproportionate focus on waiting for limited long-term interventions.
  - This lack of focus on early interventions leads to visible encampments, unsafe public spaces, and clogged shelters.

- Current structure "warehouses" individuals, leaving them to self-navigate an uncoordinated and incomplete service system

Solution: Optimized Response System

Flip the Script

1. Eliminate encampments and prevent new street sleeping through space management and enforcement.

2. Focus on immediate intervention and rapid resolution for first-timers entering homelessness.

3. Target long-stayers for urgent, deeper interventions.

4. Complex Case Team (behavior health + hospitals + law enforcement) to compel particular individuals into institutional care and discharge to appropriate long-term environments.

The Accelerated Plan –

Using Public/Private Partnership Now & Dedicated Tax Revenue in 2026

1. Permanently decommission ALL encampments and eliminate street sleeping throughout region
   - Target – 300 individuals in downtown and transportation/commercial corridors in first18-24 months
   - Target - 350 individuals in remaining encampments over next 12 months, encampment by encampment
   - Require coordinated closure maintenance partnerships to enforce and manage permanent closure to sleeping
2. Consolidate and effectively manage Archer Corridor to equip rapid resolution instead of waiting
   - Target - 5,500 individuals over 3 years
   - Reduce senseless migration and enhance tools for effective management and service delivery
3. Target long-stayers for urgent, deeper interventions
   - Target – 1,100 individuals over 3 years across shelters and streets
   - Eliminate long-stayers
4. Activate Complex Case Team (behavior health + hospitals + law enforcement)
   - Target – ≤50 individuals over 3 years
   - Leans on existing institutional beds and accountability for continuity of care and appropriate discharge

Cost

Accelerated 3 Year Ramp Up

$61.5m – Funding Breakdown: $56m Public, $5.5m Private

	Annual Cost*	Private $ for Flex/Mgmt
Year 1	$10m	$4m
Year 2	$21m**	$1m
Year 3	$30.5m	$0.5m

**Budget does not include expanded enforcement capacity.*

***Year 2 costs based on partial year tax revenue.*

Year 4 & Beyond

- Minimum of **$30m in annual sustainable dedicated revenue** to maintain optimized system
- Consider additional dedicated revenue to assist public space management and enforcement

Year 1 Public/Private Budget Details

Activities	Public Funds	Private Funds
Rapid Resolution – 1,000 Individuals (Problem Solving Specialists + One Time Assistance)	$ 1.7m	$ 1.0m
Deeper Interventions for Long-Stayers & Encampments – 355 Individuals (Time-limited subsidies + Recovery & Stabilization Services)	$ 4.3m	$ 1.0m
Expanded Management and Implementation Capacity (Clutch/HS Project Mgmt/Complex Case/Centralized Rent Admin/Flex Fund Admin)	$ 0.0m	$ 2.0m
Total	$ 6.0m	$ 4.0m

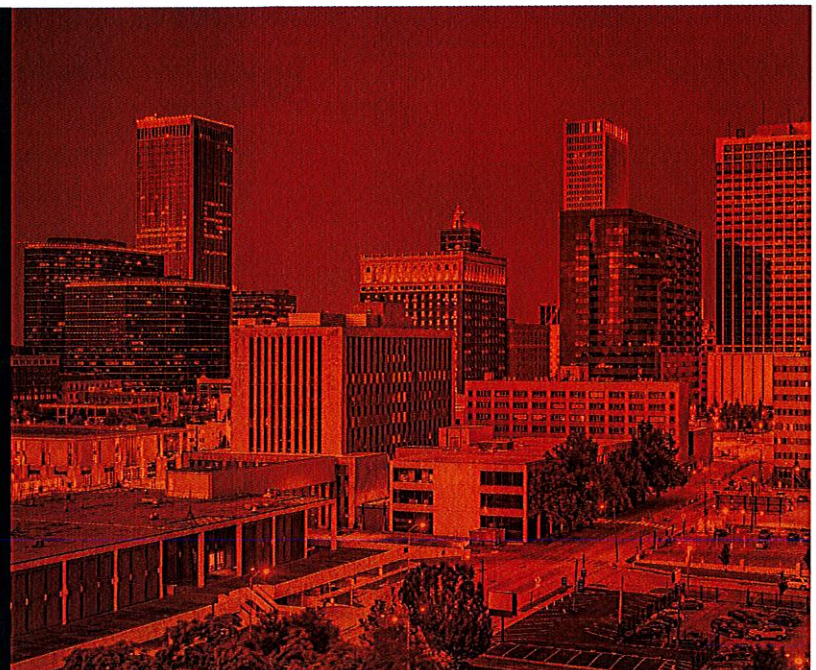
Implementation Details

Maintains flexibility by keeping interventions time-limited and focused on stabilization and transition.

- Reduces System to 3 New Pathways
  1. Rapid Resolution – quick one-time assistance to avoid/leave homelessness
  2. Deeper Time-Limited Subsidy and Wrap-around Services
     - Average 12 months of assistance and services
     - 1:15 caseload
  3. Complex Cases - Acute institutional care and discharge to appropriate long-term care
- Stabilizing Long-Stayers/Chronically Homeless over First 3 Years
  - Use existing long-term care beds whenever it aligns, otherwise use time-limited subsidy pathway
  - We have resources to provide 900 12-month extensions in years 2 &3 to support longer-term stabilization or transfer to a long-term intervention. In year 4 and 5, that reduces to 432.
  - This will require an additional 25-50 Case Managers over this period.
- Blends small amount of private funding to ensure flexibility and management/oversight.
- Equips phased and sustained enforcement.

A Public Private Partnership to End and Prevent Street Sleeping

Supporting Safe Move Tulsa Initiative Planning



Mandy Chapman Semple, Managing Partner

Clutch Consulting Group

Who We Are

Clutch was founded in 2018 to bring the collective impact structure that drove Houston's 60% reduction in homelessness to cities nationwide.

Today, Clutch is **leading communities to comprehensively address street homelessness**—bringing new partners and innovative practices together to rapidly exit individuals from homelessness and manage urban spaces.

We Work As Strategic Implementers to Meet the Moment

From board rooms to encampments, Clutch bridges leadership and field implementation to help communities work differently — and get real results on street homelessness.

Clutch Consulting Group

Clutch Process

- **Invited by private sector** to provide guidance based on our national expertise and experiences transforming homelessness response systems and effectively managing public spaces
- **Connected with local leaders** - CoC Lead Agency (Housing Solutions) and Mayor's Senior Advisor on Homelessness - to offer support to the Safe Move Tulsa Initiative
- **Working in partnership** for next three years to support urgent action, early impact, and initiative success.

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
• **Prepare a system model** to identify gaps in design, performance, and funding	• **Design a ramp up plan** to quickly address gaps, reorganize service delivery, and secure funding	• **Galvanize public and private partnerships** to accelerate action and avoid distractions	• **Go to ground to begin testing** and building new delivery capacities and proof points	• **Secure immediate and long-term funding** to reorganize, scale, and sustain newly revamped system	• **Scale system services and reach an end** to street sleeping and an effective end to homelessness

System Modeling and Planning Results

- **3,100 adult individuals** enter homelessness annually in Tulsa
- **74% are first-time homeless** and can be served with low-cost, one-time interventions to return to housing. Most spend an average of 64 days in shelter and leave without a remedy, creating high rates of returns to homelessness.
- Without early supports, there are a **persistent 500+ individuals stuck** in homelessness for more than a year waiting for limited deep interventions.
- These **system design flaws** causes our shelter beds to fill and overflow and results in encampments, inappropriate use of public spaces, and migration across the city in search of supports.

Ramp Up Plan Framework

Reorganize and Amplify Homeless Services to Quickly and Effectively <u>Serve Everyone</u>

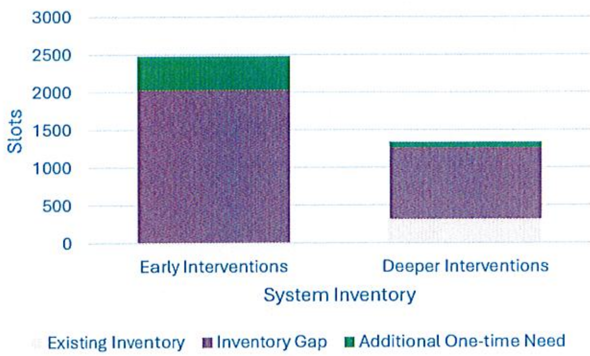
80% New To Homelessness: Focus on immediate interventions and rapid resolution instead of waiting in shelter

20% Long-Stayers in Homelessness: Target for urgent, deeper interventions including institutional care when appropriate

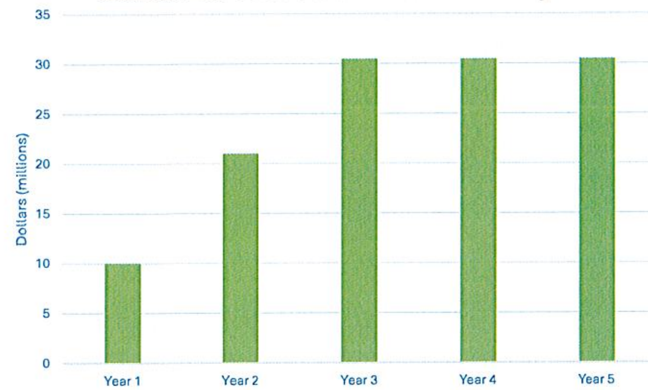
Isolated High Needs/Complex Cases: Activate Complex Case Team drawing from mental health system + hospitals + law enforcement systems to bring individuals experiencing mental health crises on the streets into institutional care and discharge them to appropriate long-term care environments

Ramp Up Plan Capacity and Funding Gaps

Resources Needed to Rehouse All Long-Term Homeless by 2028 & Annual Inflow of 3,100 Single Adult Households



Additional Funding Required to Scale and Sustain Effective Homelessness Response



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SAFE MOVE TULSA: 3-YEAR PLAN

Phase 1: Eliminate and Prevent Street Sleeping

- Rehouse and support **300 individuals living unsheltered** to stabilize and recover in first 9 months.
- Support up to **1,000 individuals new to homelessness** to quickly exit shelter and return to housing.
- Work cooperatively with first responders, public space managers, and private property owners to resolve complex cases and prevent street sleeping.

Phase 2: Scale Effective Shelter Flow

- **Help 4,500+ people** through early interventions that prevent homelessness or quickly return to stable or enable rapid rehousing — allowing each shelter bed to serve more people with better outcomes.
- Equip our community's service providers to offer immediate deep interventions to **1,100 individuals with long histories** in our homeless system.

Phase 3: Sustain New Homelessness Response System

- **Secure sustainable annual revenue** to maintain Tulsa's new homelessness response system.
- **Reorganize remaining federal resources** to fund for eligible services.
- **Maintain effective flow, space management practices, and connection to higher levels of care** so individuals receive immediate relief and resolution - avoiding the streets and on paths to recovery.

SAFE MOVE TULSA INITIATIVE

A Public Private Initiative to End and Prevent Street Homelessness in Tulsa

Questions from LB re revenue enhancement

After school/summer programs in Tulsa

Responses to LB questions re Sales Tax

Previous Funding

- From Summer 2021 through Summer 2024, $10M was invested in expanded learning.
- During the school year, there was ~$2M in afterschool opportunities.
- The final summer with funding reached over 6,000 youth, provided opportunities across 8 weeks, and included a 4-week, full day, five days a week program for K - 8.
- By comparison, summer programming last year was drastically reduced and only reached 1,744 students.
    - Last summer, The Opp raised $380K from philanthropic partners to extend the learning day to 4pm at 6 learning sites. There were 6 other learning sites that only ran from 8:30-1:30pm because there was not enough funding to extend the day.
- Summer programming has been where we have felt the loss most dramatically.
- The primary funding source was ESSER (Elementary and Secondary School Emergency Relief Fund) Covid 19 relief funding.

ROI

- Based on a childcare hourly rate of $16.50/hr, a $7.5 million public investment in expanded learning offsets an estimated $11.98 million in childcare costs that families would otherwise shoulder
- Representing a savings of roughly $1.60 for every public dollar spent.
- If we use a monthly estimate that number skyrockets: https://tootris.com/edu/blog/parents/cost-of-child-care-in-oklahoma-a-breakdown-for-2023/)
- With a 7.5 M investment, we could reach nearly 22,000 youth each year and provide an average of 33 hours of enrichment per participant
- This investment will deliver 724,900 hours of safe, supervised, and enriching activity annually.[1] [2]
- Other estimates of ROI show that for every 1 dollar invested in after school programs yields a 3 dollar return through better academics, workforce readiness, and lower crime rates.

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[1] National Conference of State Legislatures. (2023). *Supporting Student Success Through Afterschool Programs.* Retrieved from https://www.ncsl.org/education

[2] National Conference of State Legislatures. (2023). *Supporting Student Success Through Afterschool Programs.* Retrieved from https://www.ncsl.org/education

Overview of Children's Fund Priority Programs

Draft 11/2/2025

Youth Jobs – Future Ready Youth Initiative

- **Summary** - Funding provided through a dedicated Children's Fund will support the creation of a citywide youth jobs program to help Tulsa youth prepare for employment, establish a talent pipeline, and provide safe spaces for youth, especially in the summer.
- **Need** - Employers in Tulsa report skill gaps among young entrants to the workforce, pointing to the need for earlier intervention and skill-building opportunities. As a result of poor educational outcomes, Oklahoma's workforce rating fell from 42nd in 2021 to 44th in 2022. Oklahoma ranks 50th in STEM and STEM-related degrees or credentials held by working-age adults, 45th in bachelor's degree attainment, and 41st in attainment of high school diploma or equivalent.
- **What it will fund** - Paid internships, summer employment, paid career readiness training programs, and technical training and job placement assistance.
- **Numbers of youth served annually**- Approximately 1,200 Tulsa youth
- **Amount** - $7,500,000.00
- **Eligibility** - The program will be open to all youth and young adults aged 14-24 who live in Tulsa. Specific outreach will be conducted to reach special populations including those who have never had paid work experience, are at risk of not graduating, or are not currently in school or working, or experience other barriers.
- **Impact** –Improved work readiness, expanded professional networks, increased earnings, and decreased likelihood of engaging in violence and delinquent behavior. Increased alignment of youth skills and career aspirations with Tulsa labor market needs by bridging the skills gap by providing a new skilled pipeline of workers.

After school and summer programming

- **Summary** – Funding provided through a dedicated Children's Fund will expand access to afterschool and summer programming for City of Tulsa children and youth.
- **Need** - Many working parents and caregivers work hours that extend beyond school time, creating gaps in care before school, after school, and during the summer. These unsupervised periods leave youth vulnerable, not only lacking support and enrichment but also at increased risk of engaging in risky behaviors.
- **What it will fund** – After school programs at schools and non-profit organizations, and 4-week summer camps.
- **Numbers of youth served annually** – Approximately 22,000 Tulsa children and youth
- **Amount** - $7,500,000.00
- **Eligibility** - The program will be open to all city of Tulsa students from K-12th grade. Program eligibility will vary by age, geography, etc.
  Impact – Improved student outcomes and family economic stability. Youth participating in afterschool programs are less likely to be chronically absent, correlating directly with improved academic performance and graduation rates. Access to reliable afterschool care reduces barriers and stress for working families, increasing productivity and economic stability.[1]

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[1] EDNC - Perspective | The critical role of afterschool and expanded learning for students, schools, and communities

MOCYF Quarterly Update to the City Council Follow-ups

Recap

At the October 8, 2025 City Council UED Committee meeting, Deputy Mayor Reyes and Aubrey Flowers, Director of Cradle to Career Partnerships at ImpactTulsa, presented progress on the Mayor's Office of Children, Youth, and Families, one of the four identified priorities of the Mayor and City Council.

A copy of the slides that were presented can be found here:
https://www.cityoftulsa.org/media/29008/ppt-for-cc-committee-10-08-25-mocyf-update.pdf

Following the meeting, Sarah Davis, Council Administrator, provided a list of questions that City Councilors had during the committee meeting. Those questions and a recap of answers provided during the meeting, as well as additional information are below.

1. Deeper dive on fiscal map
    - During the committee meeting, an overview of the fiscal map was discussed. Please see **slide** 10 of the presentation linked above.
    - The Tulsa Children's Fiscal map provides a year-by-year view of public and private funding for children's services and programs in our city. The Fiscal Map is a tool that will be used by the Tulsa Children's Cabinet and other stakeholders to understand current investments, discuss areas of need, and make decisions of where to invest future funds. The Fiscal Map includes data from 2019 to 2023 and will be updated annually.
    - A presentation on the Fiscal Map along with office hours was provided on Sep 29 to Tulsa Children's Cabinet Members. MOCYF team members are happy to be present in the future.
    - The Mayor's Office will work with the City Council Administrator to schedule a briefing of the fiscal map which takes approximately 1 hour.
2. Understand the logistics and outcomes of the eviction court alert system
    - The eviction alert identifies when a student's household appears in public eviction filings and notifies school districts of potential housing instability. The early notification helps schools connect students and families to support services quickly.
    - ImpactTulsa has worked with community partners to develop a student-centered response and co-location of services. The co-location hubs place housing legal services, mental health support, and social services directly within schools situated in areas with high eviction rates, making critical resources more accessible to students and families experiencing housing instability.

3. What is the mission of the MOCYF and explain the 15,000 breakdown across the milestones
   - Mission and Vision
     - The mission of the Mayor's Office of Children Youth and Families can be found on this linked handout and below: https://www.cityoftulsa.org/media/29007/mocyf_chldrens-cabinet-handout_101025.pdf
     - The vision of MOCYF: A Tulsa where every child and family – no matter their race, background, income, or ZIP code – thrives in safe, healthy neighborhoods, has access to high quality education experiences and career opportunities, and is supported by communities, systems, and institutions that are committed to their flourishing.
     - Mission of MOCYF: To create equitable opportunities for every child and family in Tulsa by addressing systemic barriers, fostering cross-sector collaboration, and aligning resources to improve educational, economic, and social outcomes from birth through career success.
   - Explanation of the Goal of 15,000 youth on a path to economic mobility
     - MOCYF and the Tulsa Children's Cabinet are charged with ensuring that an additional 15,000 Tulsa youth are on a path to economic mobility.
     - This goal is based on cumulative projections across Tulsa's cradle-to-career pipeline — from early childhood through workforce participation — using the seven StriveTogether milestones that define whether a young person is on a path to economic mobility.
     - This methodology has been used by peer cities in 70 cities across 30 states that are implementing children's initiatives and children's cabinets and is supported by the Strive Together network, a national network for organizations and communities working to improve cradle to career systems and build civic infrastructure to put children on a path to economic mobility.
     - These 7 milestones include:
       1. Kindergarten readiness / Pre-K enrollment
       2. 3rd grade reading proficiency
       3. Middle grade math proficiency
       4. High school graduation
       5. Postsecondary enrollment
       6. Postsecondary completion
       7. Employment
   - How the Goal Was Calculated

     - Each year, through the collective work of the Children's Cabinet and its Action Alliances, we aim to incrementally increase the number of youth on track at each milestone.
     - These annual gains—such as more students reading on grade level, completing postsecondary programs, or entering the workforce—accumulate over time.
     - When summed across all seven milestones from 2024 through 2030, those incremental improvements represent approximately 15,000

additional youth placed on a path to economic mobility by the end of the decade.

- This approach, based on research and best-practices, recognizes that:

  1. Economic mobility is achieved through continuous progress, not one-time programs.
  2. Improvements in early literacy, math, graduation, and credentialing compound over time.
  3. A collective 1–2% improvement per milestone per year produces a measurable, sustainable shift for Tulsa's youth population.

- This cumulative growth model—validated by StriveTogether—anchors the Cabinet's 2030 vision and ensures that every investment, from early learning to employment, contributes to a shared, measurable outcomes.
- Please see Appendix A. for a table of the milestones and numbers of additional youth who need to reach those milestones to get to the goal of 15,o00.

4. Understanding of the philanthropic budgeting contributions
   - Currently the operations of the MOCYF are funded through the city general fund in FY 26.
   - Since the launch of MOCYF, both the City of Tulsa and ImpactTulsa have secured resources to support pilot programming, community engagement, and the launch of Action Alliances.
   - Slide 11 of Powerpoint presented at the Oct 8 committee meeting shows the secured resources. Additional details are below for each:
     - Bloomberg Philanthropies – 2-3 staff from Bloomberg Associates (the pro bono consulting division of Bloomberg Philanthropies) are supporting MOCYF by helping to plan, prepare and strategy for the Early Childhood Action Alliance (with a focus on birth to 3)
     - Burns Institute – ImpactTulsa was able to secure a grant from Burns Institute that they will use to support the creation of the Youth Voice & Leadership Action Alliance. The grant covers the Burns Institute staff time, facilitators, as well as stipends that can be used to pay youth to participate in the Action Alliance
     - FUSE Corps – The city is partnering for the first time with FUSE Corps to host an executive fellow who will be tasked with building a youth workforce ecosystem and lead the launch of the Future Ready Youth Action Alliance. FUSE Corps offered the City of Tulsa a subsidy to cover 90% of the cost of the fellow.
     - Ballmer Foundation: – ImpactTulsa has been invited to apply for a grant from the Ballmer Foundation to strengthen and expand housing stability work. The application is forthcoming.
5. Final numbers on Ballmer Foundation grant opportunity
   - The grant amount is up to $75,000 and can be used for operating or programmatic costs to implement housing stability services for youth at of risk of being evicted. It is our understanding that the grant funds can be used for programmatic costs to implement housing stability services for young people at risk of being evicted.

6. Information on alternative programs for youth (related to alternative initiates discussed in curfew discussions) (Note: This might be posted as a separate item)

- There is a need in our city for more 'third spaces' for children and youth. Third spaces can be community centers, programs, gathering places that are outside of home and school that are safe, engaging, and developmentally appropriate for young people to build connection, community, and self-agency.
- The Department of Resilience and Equity has conducted an informal assessment of local nonprofits that are willing to provide after-hours and weekend programming to create safe, supportive third spaces for youth.
- These organizations have space available to accommodate young people but lack the resources needed to expand their capacity, particularly in staffing and essential supplies. Many of the nonprofits are eager to collaborate with the City of Tulsa and contribute to youth engagement and safety. However, they are currently unable to scale their efforts without financial support.
- A list of these organizations is included below for reference.
    - Tulsa Dream Center, A Pocket Full Of Hope, Edurec Youth and Family Fun Center, One Hope Tulsa, Reed's Youth Center, Youth Services of Tulsa, Youth at Heart

7. Roadmap requested. Where are we now, and where are we going? And what is the City's role?
    - A high level workplan or roadmap, showing deliverables and milestones by quarter can be found on **slide 13 of the slides** that were presented at the committee meeting. A copy of this slide can be found in Appendix B.
    - Through this initial city commitment to create an Office of Children Youth and Families, the city will be playing a more direct role in supporting student outcomes which are impacted by factors that are outside of the classroom and school system.
8. What is the ROI on the $275K appropriated in the FY 25-26 budget?
    - There are many ways to calculate a return on investment. Below are some ways that illustrate the impact and benefits that have resulted from the Mayor and the City Council investment in creating civic infrastructure to improve child and youth outcomes in Tulsa via MOCYF and the Tulsa Children's Cabinet.
        - Children's Cabinet human capital investment- The 35 senior leaders of the Tulsa Children's Cabinet have collectively invested 500 hours over 5 months to launching the Cabinet.
        - Additional resources secured - Because of the city's investment and prioritizing of this issue, the city has been able to access or receive at least 500,000 dollars in valuable expertise, grant opportunities, and pro-bono technical assistance from national partners.
            1. On June 4, 2025, at a council committee meeting, an estimate of this value was shared. For the initial $275K invested, between $500,000-$900,000 in in-kind, staff time, and grant opportunities has been brought to the city.
9. Vision question if more funds were identified, what would the proposed use be?
    - Based on our discussions with community partners and a review of how funding is being spent on children's programs across our city, we've learned that the biggest need is for programs that prevent problems from happening in the first place. These include helping young people with stable housing, providing job training and internships, and offering after-school and summer activities. By investing in these areas, we can also improve other important city goals like public safety, reducing homelessness, and improving student success.

- If $15,000,000 were to be allocated for children and youth services through additional revenues, at least 1,200 young people could be employed in a meaningful work opportunity per year, and between 20-30,000 students could access after school programming and summer camps annually.

Appendix A. 15,000 additional youth on a path to economic mobility

It is a city-wide aim to see more young people succeed in life, from early childhood through their careers. The goal of MOCYF and the Tulsa Children's Cabinet is to put 15,000 additional young people on a path to good jobs and financial stability by the year 2030.

This number comes from looking at data from the 2023-2024 school year as a starting point. Researchers studied several important stages in a young person's life, from getting ready for kindergarten to finding a job.

By planning for small, steady yearly increases in the number of youth reaching these key education and job-training goals, they found that by 2030, a total of about 15,000 more young people could be set up for a successful future academically, financially, and socially.

This large goal shows the progress of the entire system, not just what one single program is expected to do in a single year.

2030 KNOW YOUR NUMBER FROM CRADLE TO CAREER	Summary: Estimated Number of Youth on a Pathway to Economic Mobility						
	2024	2025	2026	2027	2028	2029	2030
Kindergarten Readiness	6236	6330	6424	6521	6619	6718	6819
Early Grade Reading	2301	2366	2433	2502	2573	2646	2721
Middle Grade Math	1006	1035	1064	1094	1125	1157	1190
High School Graduation	6980	7014	7048	7082	7116	7150	7185
Postsecondary Enrollment	3149	3202	3255	3309	3365	3421	3478
Postsecondary Completion	28134	28342	28552	28763	28976	29190	29406
Employment	48342	48565	48788	49013	49238	49465	49692
Total Youth on a Pathway to Economic Mobility	96148	96853	97564	98284	99011	99747	100491
Total Youth from Partnership's Place	157132.838	157132.838	157132.838	157132.838	157132.838	157132.838	157132.838
Cumulative Growth Value	15059						

Appendix B. MOCYF Workplan

Year 1 Workplan – progress to date

Q2: March - June 2025

- ✓ Design the structure of the MOCYF based off effective models across the country
- ✓ Launch Mayor's Office of Children, Youth & Families
- ✓ Host 2 Cabinet meetings

Q3: July - Sept. 2025

- ✓ Host 3rd Cabinet meeting
- ✓ Review the fiscal map of public and private investment with cabinet
- ❑ Coordinate with Cabinet members to co-develop the citywide Know Your Number Policy Agenda*
- ❑ Launch Action Alliances aligned to MOCYF priorities*
- ❑ Commence community meetings for community-centered governance*

** Moved to Q4*

Q4: Oct. - Dec. 2025

- ❑ Cabinet and Alliance informed FY26 pilots underway
- ❑ Action Alliances reporting out to Cabinet, Council, community members
- ❑ Tulsa Children's Cabinet and Action Alliances produce the co- developed City of Tulsa Know Your Number Policy Agenda

Spring 2026

- ❑ Engage in year 1 retrospective with Cabinet, Alliances, others
- ❑ Produce 2025 Report on progress to goal towards 2030 aim
- ❑ Kickoff Year 2 priorities in alignment with Mayor's Office, City Council

CITY OF
TULSA

MAYOR'S OFFICE OF
ECONOMIC DEVELOPMENT

DATE:	TO:	FROM:
September 3, 2025	Mayor Monroe Nichols IV	Erran F. Persley

The details below outline my thoughts on proposed incentive programs that would be beneficial to the City of Tulsa in terms of equitable economic development expansion. The overarching programs address: 1) job creation, 2) business retention, 3) small business support 4) residential and commercial development 5) investment in city assets (primary focus on infrastructure). A subset of these programs will support investment in tourism and the reimaging of the downtown district in and around the new Convention Center Hotel.

The metric for success of these programs will be the overall return on investment (ROI), I conservatively project that we can achieve an average 68.18% annual return on investment over a 4-year period. The ROI is only calculated on the 2 larger programs: the Closing Fund and EDIF (Economic Development Fund).

Economic Development Funding-($60 million over X-Years)

City of Tulsa Closing Fund: $30 million

- An Incentive Review Committee would be established which would mirror the City's current "Review committee". It would act as mechanism for confidential discussions during the initial stages of the project. The City would need to ensure that these projects are not subject to open records until the project is ready to go public. The Incentive Review Committee would be responsible for preparing an incentive recommendation memo for the Mayor. If the Mayor approves it would then go to the City Council for vote and approval.

- The Incentive Review Committee will meet as needed to review projects and will make decisions based on project timelines and demands.

- To qualify for consideration, a project must meet the minimum wage thresholds set out by the Oklahoma Quality Jobs Incentive. The company does not have to be enrolled in the Oklahoma Quality Jobs incentive, but they must meet the payroll thresholds which change annually.

- To qualify for consideration, the project must create a minimum of 50 new direct jobs. A lower minimum number of jobs will be considered on a case-by-case basis if the average wages are equal to or exceed $70,000 per year (not including benefits).

- All projects will be analyzed by using a model to be created by a to-be-identified Oklahoma university to show the economic impact of a project.

- Projects will be scored using objective criteria which include new capital investment, number of new jobs, average wages and likelihood of other businesses locating nearby because of the considered opportunity. Scoring will help determine project priority when multiple projects are being reviewed.

- The fund will be restricted to expanding/new companies creating new primary jobs only. Retail or secondary jobs shall not be eligible.

- Incentive funds should mainly be restricted to buildings, land, equipment, fixtures, furniture, infrastructure or other tangible assets. Direct cash transactions and low interest loans will also be considered for limited to specific uses.

- Company will be required to sign a sworn statement that says, "but for this incentive, my company would not have expanded or located in the City of Tulsa".

- Company will be required to submit quarterly Oklahoma Employment Security Commission OES-3 reports detailing the current employment and payroll to the incentive administrator for the duration of the incentive. This is for the administrator to confirm that the company is meeting their agreed upon thresholds of employment to receive the incentive.

- If a company fails to meet their number of jobs, average wages, or capital investment, etc. outlined in their incentive agreement, the City of Tulsa will have the ability to exercise claw back provisions as described in the agreement.

- Developing this incentive will require a complete review and modification of our current incentive processes and procedures. Including adding in a review by the City's Director of Finance.

EDIF (Economic Development Infrastructure Fund)-$20 million

To assist with valid public infrastructure needs related to the retention, expansion, and attraction of quality employment opportunities within the corporate limits of the City of Tulsa. (This fund currently exists but has limited funding—Less than $500,000.00*)

The Tulsa EDIF Program is the City of Tulsa's Economic Development Infrastructure Fund, a program designed to finance public infrastructure improvements for projects that create, retain, or expand businesses in Tulsa. Administered by PartnerTulsa, the fund supports projects by filling infrastructure gaps and aims to create jobs and stimulate economic growth through investments in public services like roads, water, and wastewater. Businesses seeking to qualify must meet requirements related to job creation, average wages, and the offering of basic health benefits, with potential exemptions for projects that create opportunities for Tulsans facing employment barriers.

Program Highlights:

- To provide public infrastructure financing for business retention, expansion, and attraction.

- Projects are evaluated based on their potential for job creation, the average wage of new or retained jobs, and whether businesses offer health insurance and paid time off.

- Funding is for publicly owned and maintained improvements, such as water, wastewater, and transportation.

- The program encourages projects that provide job opportunities for Tulsans with employment barriers and offers access to career advancement from entry-level positions.
- PartnerTulsa manages the program, reviews applications, and guides businesses through the incentive process.
- Expand program to include low interest loans

Business Retention Funding/Revolving Loans: $8 million

In nearly every state, existing businesses represent over 60% of new investments annually, few states or cities offer programs proportional to the investments made by existing businesses. A major challenge to most of these businesses is access to capital. The ability to provide low interest loans for existing businesses is game changer. This program would be run much like our funding programs for developers/housing operated through Partner Tulsa.

Small Business Construction Mitigation Programs (Grants and Low Interest Loans): $2 million

Public construction projects can have an average impact of 40% reduction in sales during their period of construction---that could put most small businesses out of business quickly over a prolonged period.

Non-funding support in this effort could be a Public Works "moratorium" on holiday road construction, making the period from November-January a period when there is no road construction performed in retail areas.
Offering financial aid in the form of grants, low interest or forgivable loans to help businesses cover expenses related to construction disruption could be impactful as well. Specific programs designed to assist businesses during construction, such as helping them with rent or other operating costs.

This funding would flow through an application process that would go through the same the City's Technical Review Committee and Full Review Committee with City Council "notification" for each award.

PROJECTED RETURN ON INVESTMENT CHART (01/2026-01/2030)

Amount Invested*	$50,000,000
Amount Returned	$400,000,000
Investment Gain/Overall CapEx	$350,000,000
ROI	700%
Annualized ROI	68.18%
Investment Length	4 years

*Amount invested only includes the Closing Fund and EDIF funds/Does not include loan paybacks or other programs