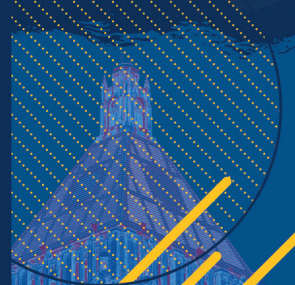


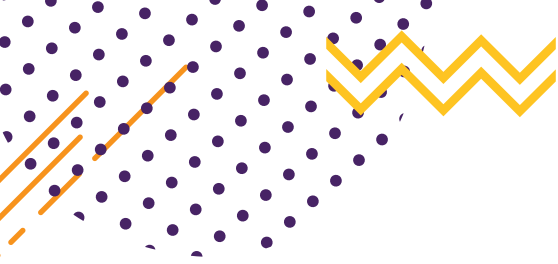


CITY OF
Tulsa
A New Kind of Energy.

RESILIENT TULSA

► ► ► Mayor's Office of Resilience and Equity
Implementation Update
FALL 2019





A MORE RESILIENT TULSA

The launch of Resilient Tulsa in June 2018 has helped bring awareness to what it means to be a resilient city and has created opportunities for many Tulsans to be involved in the work of creating a more equitable city. The actions outlined in the Resilient Tulsa strategy, along with the release of the Equality Indicators report, have spurred open and honest dialogue among all Tulsans about the city we want to create. This update highlights a few of the 41 actions Tulsans discussed and prescribed for building a more equitable and resilient community. The work is underway and will continue for many years.

WHAT IS RESILIENCE?

The City of Tulsa is part of a global network of cities practicing urban resilience. Urban resilience is defined as the capacity of individuals, communities, organizations, businesses and systems to survive, adapt and thrive in the face of chronic stresses or acute shocks. It is what makes cities bounce back and become even stronger after events or shocks like natural or man-made disasters and what makes communities able to tackle challenges or chronic stressors like homelessness and poverty through system-level changes. Tulsa is implementing its resilience strategy with a racial equity lens. Tulsa is one of several cities in the resilience network that is acknowledging history, healing from the trauma it has caused, and advancing social justice.

The development of Resilient Tulsa has been possible because of Tulsans who are passionate and committed to making Tulsa a more equitable place. The City of Tulsa has made a commitment to continuing this work and implementing the resilience strategy in an integrated way across all departments and sectors.

4 VISIONS FOR TULSA

Tulsa has a checkered history filled with both successes and failures. Largely due to the history of systemic racism, many disparate outcomes such as home-ownership, life expectancy, poverty and educational attainment are linked and require a system-level approach to address.

The Resilient Tulsa strategy outlines four visions to make our city a place of equity and opportunity for all Tulsans. The 41 actions outlined in the strategy include programs and events that support residents and organizations in their everyday lives and others include policies or practice changes that address structural issues within systems of government, institutions or departments that contribute to inequities.

VISION 1

CREATE AN INCLUSIVE FUTURE THAT HONORS ALL TULSANS

We envision a city where the past is reconciled to form a future that celebrates cultural heritage and eliminates systemic discrimination. If we are successful in achieving this vision, the city will create stronger bonds and support the diversity that creates the fabric of Tulsa.

VISION 2

EQUIP ALL TULSANS TO OVERCOME BARRIERS AND THRIVE

We envision a city where all residents can flourish, regardless of their race, ethnicity, residence, health, income, gender or criminal history. If we achieve this vision, Tulsans will not be barred from achieving success because of their background or ZIP code.

VISION 3

ADVANCE ECONOMIC OPPORTUNITY FOR ALL TULSANS

We envision a city where all Tulsans are equipped to secure and maintain gainful employment regardless of changes in labor demands. If we achieve this vision, all citizens will have the necessary tools to achieve long-term financial stability and prosperity.

VISION 4

TRANSFORM CITY AND REGIONAL SYSTEMS TO IMPROVE OUTCOMES FOR ALL TULSANS

We envision a city where local and regional systems accurately identify and effectively address community needs. Upon achieving this vision, the City will more efficiently deploy its resources, and all Tulsans will have access to necessary civic services.

TULSA IS PRACTICING RESILIENCE

One year into the strategy's implementation, the City of Tulsa government, private and public sector partners, arts organizations, community organizers, and residents have engaged in a movement to make Tulsa a resilient and equitable city for all. Many of these efforts began before the launch of the strategy and many more are currently happening under a resilience framework to advance initiatives. The actions in the strategy are being led by the Mayor's Office of Resilience and Equity, City departments and offices, and community partners. There are also many efforts that, while not listed as actions in the strategy, are contributing to resilience and racial equity. Of the 41 actions outlined in the Resilient Tulsa strategy, 29 are completed, ongoing or in progress and 13 are still in the planning phase. In the following pages, you will find highlights of the work that has taken place over the last year.





A RESILIENT APPROACH TO SUPPORT TULSANS INVOLVED WITH THE JUSTICE SYSTEM

A resilient city means individuals and organizations can survive, adapt, thrive and grow despite experiencing adverse events or chronic stresses like incarceration. As part of Resilient Tulsa's actions to support justice-involved Tulsans, the Mayor's Office of Resilience and Equity has convened representatives like second chance employers, nonprofit staff, City agency staff and formerly incarcerated Tulsans to diagnose the challenges of maneuvering and finding services to support those involved with the justice system as well as explore the policies and programs that could make a positive difference for individuals and communities impacted by over-incarceration.

THE OVERALL AIM OF RESILIENT TULSA'S ACTIONS TO SUPPORT JUSTICE-INVOLVED TULSANS ARE TO:



- 1 Remove barriers to employment and destigmatize Tulsans involved with the justice system.
.....
- 2 Successfully implement Ban the Box to remove the criminal history question on job applications.
.....
- 3 Support more businesses and employers to implement practices to remove barriers to hire and retain justice-involved Tulsans.

WORK TO DATE:

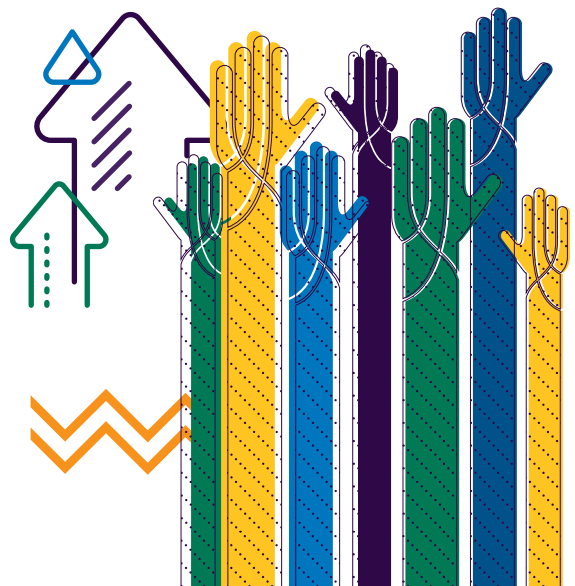
- ▶ ▶ ▶ **"Banned the box"** on most City of Tulsa job applications, which removes questions on criminal history to prevent automatic bias against candidates.
- ▶ ▶ ▶ **Formed a diverse planning group** to create an implementation plan for actions that support justice-involved Tulsans.
- ▶ ▶ ▶ **Supported Dignity Day**, a day that highlights the stories of formerly incarcerated women and supports donations of necessary feminine hygiene products that are not provided for women held in the David L. Moss Justice Center. The 2019 event was streamed live on Resilient Tulsa's Facebook.
- ▶ ▶ ▶ **Met with second chance employers, Native American nations and financial institutions** who support creating employment opportunities for justice-involved Tulsans.
- ▶ ▶ ▶ **Created a webpage** listing employment, mental health and social service resources for justice-involved Tulsans on the Resilient Tulsa webpage.
- ▶ ▶ ▶ **Launched a media campaign** to raise awareness of issues justice-involved Tulsans face to help reduce stigmas and encourage employers and other organizations and institutions to remove barriers to success and ultimately reduce recidivism.
- ▶ ▶ ▶ **Held a Resource Fair**, entitled Sowing Hope, as a one-stop place for individuals to receive information and assistance from local agencies regarding employment, health, legal issues and social support.

A RESILIENT TULSA WELCOMES AND INCLUDES ALL NEW RESIDENTS TO THE CITY OF TULSA

The New Tulsans Initiative is a commitment to becoming a welcoming world-class city through the social inclusion of all immigrants. As part of this initiative, the City has partnered with local organizations to increase access to civic engagement and leadership opportunities for immigrants, expanded educational supports for immigrant youth, provided legal support for naturalization, given translation and interpretation assistance, and provided public safety resources. The City of Tulsa will continue to work on the goals outlined in the New Tulsans Welcoming Plan that promote prosperity.

WORK TO DATE:

- ▶ ▶ ▶ **Hosted three Naturalization ceremonies** at City Hall with Mayor GT Bynum serving as keynote speaker. Hosting naturalization ceremonies at Tulsa City Hall is a significant opportunity as there are close to 100 residents from Tulsa who naturalize each month. Normally immigrant residents must complete this final step of their citizenship process in Oklahoma City. Hosting naturalization ceremonies in Tulsa alleviates the cost of travelling as well as allows newly-sworn U.S. citizens to celebrate with their families and friends.
- ▶ ▶ ▶ **Created a pipeline for immigrant leadership and representation** on the City's Authorities, Boards and Commissions through our partnership with Leadership Tulsa and their New Voices program.
- ▶ ▶ ▶ **Worked with the City of Tulsa communications department** to update the City of Tulsa website to include translations in multiple languages.
- ▶ ▶ ▶ **Hosted a public forum** with 100 participants and published an online Spanish video to inform immigrants of their rights if they are victims of a crime. This was done in collaboration with the leadership from the Tulsa Hispanic Affairs Commission, Tulsa Police Department and Tulsa City Courts Administration.





BUILDING RESILIENCE AND SOCIAL COHESION BY ENGAGING COMMUNITIES TO COME TOGETHER IN CELEBRATION OF TULSA

To celebrate Tulsa's diversity and multiculturalism, and strengthen social cohesion across all communities, the City launched 918 Day in 2018 as an annual citywide event held on Sept. 19. The days leading up to Sept. 19, as well as the week of, are marked by several events and activities hosted by the City and participating sponsors, including a citywide scavenger hunt, community events, discounts by local small businesses, and a 24-hour Tour of Tulsa by the Mayor.

WORK TO DATE:

- ▶ ▶ ▶ Hosted two 918 Day celebrations, one in 2018 and one in 2019, where over 400 Tulsans participated in a free community-wide scavenger hunt.
- ▶ ▶ ▶ In 2019, residents submitted nearly 1,000 photos to the Resilient Tulsa Facebook page showing various scavenger hunt locations in every part of the city and more than 50 local Tulsa businesses offered 918 Day discounts.
- ▶ ▶ ▶ For two consecutive years, Mayor Bynum hit the streets of Tulsa for 24 hours to talk to residents, city workers, nonprofit partners and businesses to highlight the achievements and the resilience of all those who make the city a great place to live.





UNDERSTANDING AND ADDRESSING IMPLICIT BIAS TO STRENGTHEN POLICING AND THE PROVISION OF CITY SERVICES

The policies and practices that govern departments and organizations are important drivers of equity. Resilient cities acknowledge that implicit or unconscious bias is part of every person and system and work to address it to mitigate potential negative outcomes. The Tulsa Police Department and the City of Tulsa Human Resources Department are incorporating implicit bias training and awareness into their work. Currently, all Tulsa police officers receive implicit bias training as part of their mandatory training and sessions continue to be held as part of every Tulsa Police Academy.

WORK TO DATE:

- ▶ ▶ ▶ In January of 2019, the Tulsa Police Department hired KMS Intercultural Consulting, a Tulsa-based, internationally-renowned trainer specialized in global diversity and inclusion, cultural competence, social justice and healing racism, to lead the department's training efforts.
- ▶ ▶ ▶ The consultant developed benchmarking based on comparative police departments, developed a needs assessment for the department, and a train the trainer training.
- ▶ ▶ ▶ A core group of 14 facilitators within the Tulsa Police Department now serve as Diversity and Inclusion Specialists who train officers on implicit bias. Approximately 750 officers have completed implicit bias training and all police officers will complete training by winter of 2019.
- ▶ ▶ ▶ The City of Tulsa Human Resources Department in partnership with the Oklahoma Center for Community and Justice (OCCJ) are designing and implementing implicit bias training for City of Tulsa employees to begin in 2020.



MEMORIALIZING BLACK WALL STREET TO HONOR THE RESILIENCE OF THE GREENWOOD COMMUNITY

In 2021, the City of Tulsa will reach an important date in its history: the 100th anniversary of the race massacre led by white residents that destroyed Greenwood, a vibrant black community. The story of the Greenwood neighborhood is one that continues to be told and carried on through renewed awareness and education efforts by many community organizations, community scholars and local leaders. Because of their efforts, open and honest dialogue about the legacy of disinvestment that Greenwood and other neighborhoods experienced because of the massacre and the racism that caused it is allowing space for community-driven solutions in the areas of economic development, health and education. Memorializing Black Wall Street is one aspect of the necessary work to undo policies and programs that created areas of wealth for some and poverty for others in Tulsa. Through memorializing Black Wall Street, the City of Tulsa is honoring the history that is shared by all Tulsans and is practicing resilience through self-reflection and a desire to learn from the past. The work of ensuring that all communities have economic opportunity, social cohesion and healthy environments to live, work and play in is part of this work. To the right are just a few highlights of the many efforts taking place to memorialize Black Wall Street.



WORK TO DATE:

- ▶ **Funded by a \$1 million grant** from Bloomberg Philanthropies, local artists will create public art that tells the story of Greenwood and the race massacre. Artists working in all mediums will be invited to apply for grants and the installations will be in place by spring 2021.
- ▶ **The City of Tulsa has also committed \$5.3 million** of Improve our Tulsa capital dollars to renovate the Greenwood Cultural Center as well as contribute to the public space around the facility.
- ▶ **The 1921 Tulsa Race Massacre Centennial Commission is offering grants** of up to \$10,000 to support the planning, execution and/or marketing for events taking place in Tulsa leading up to the 100th anniversary.





HOPE

ON



EQUITY DINNERS: BUILDING RESILIENCE THROUGH DIALOGUE

On November 7, 2018, the City of Tulsa hosted 27 dinners at various restaurants throughout Tulsa. The dinners were modeled after efforts that have a long history in the faith community to bring different faith groups together in celebration of diversity and understanding. These dinners were a key part of building resilience by bringing diverse groups together to reflect on the past, learn from it and move forward together. Twenty-seven Tulsans volunteered to facilitate dialogues and more than 200 people participated. Many participants expressed a desire to continue the conversations beyond the dinners.





PREPARING FOR NATURAL DISASTERS

City resilience means there are resources, systems and communication channels in place that are robust and flexible to withstand shocks like natural disasters. In the spring of 2019, the Mayor's Office of Resilience and Equity and the Working in Neighborhoods Department partnered with the St. Bernard Project to host a series of workshops to prepare renters, homeowners, and small businesses in Tulsa for emergencies and disasters. In April, the City trained five community leaders to learn the curriculum for community training sessions. These trainers offered a total of five workshops that were attended by 78 residents.

In May of 2019, Tulsa experienced an earthquake, several tornados and a 100-year flood that tested its emergency preparedness systems and processes. Thankfully during these events, there was no loss of life. Though damage to businesses and residential property in Tulsa city limits was minimal, Tulsa County reported a \$6 million loss of property. These events highlighted the importance of preparing for a disaster and of the role the communication channels, infrastructure and connectedness of a community can play in response and recovery efforts. For example, in the immediate aftermath, community residents throughout Tulsa County helped pick up debris, clean out flooded homes and donated to relief efforts for residents displaced/impacted by the flood.



EMBEDDING RESILIENCE INTO ALL WE DO

Resilient Tulsa has been a catalyst for the City to embed resilience practice and principles in its projects, programs and systems. Since the launch of the strategy, the City of Tulsa has taken several actions to institutionalize resilience. By creating the Mayor's Office of Resilience and Equity, hiring the City's first Housing Policy Director, embedding equity in the comprehensive plan, and creating more linguistically-accessible documents on the City of Tulsa website, the City is laying a foundation to build more equitable policies and programs.

In addition, the Equality Indicators report has helped elevate the importance of looking at disparities in outcome data. The report is a tool the City of Tulsa uses to understand and address racial inequities. By using data and engaging communities about the report, Tulsa is better able to find holistic solutions that can improve the quality of life for all Tulsans.



THE CITY OF TULSA IS EMBEDDING RESILIENCE IN ALL OF ITS WORK BY ASKING HOW PROJECTS, PROGRAMS, POLICIES AND PRACTICES EXHIBIT THESE SEVEN CHARACTERISTICS:



Reflective: Use experience to inform future decisions and be able to modify standards and behaviors accordingly.



Resourceful: Recognize alternative ways to use resources, particularly in times of crisis, to meet needs or achieve goals.



Inclusive: Prioritize broad consultation and "many seats at the table" to create a sense of shared ownership in decision-making and/or a joint vision for building city resilience.



Integrated: Bring together a range of distinct systems and institutions, allowing for the catalysis of additional benefits, as resources are shared and actors are enabled to work together to achieve greater ends.



Robust: Ensure solutions are well-conceived, constructed and managed and include provisions to ensure failure is predictable, safe and not disproportionate to the cause.



Redundant: Spare capacity purposefully created to accommodate disruption, with multiple ways to achieve a given need, including during the extreme pressures or surges in demand experienced in a crisis.



Flexible: Have the willingness and ability to adopt alternative strategies in response to changing circumstances or sudden crises. Systems can be made more flexible by introducing new technologies or knowledge, including recognizing traditional practices.







THE DEVELOPMENT OF RESILIENT TULSA HAS BEEN POSSIBLE BECAUSE OF TULSANS WHO ARE PASSIONATE AND COMMITTED TO MAKING TULSA A MORE EQUITABLE PLACE. THE CITY OF TULSA HAS MADE A COMMITMENT TO CONTINUING THIS WORK AND IMPLEMENTING THE RESILIENCE STRATEGY IN AN INTEGRATED WAY ACROSS ALL DEPARTMENTS AND SECTORS.

More information:

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