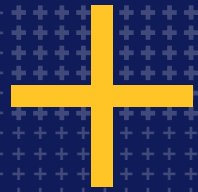


2019



# ANNUAL REPORT

01

Public  
Safety

02

Community  
Development  
and Quality of Life

03

Economic  
Development

04

Inside  
City Hall

05

Resilient Tulsa  
and New Tulsans

06

Streets and  
Transportation

## + Public Safety

- + Three-year commitment of record hiring for the Tulsa Police Department – adding 120 new officers to help make Tulsa safer.
- + Responded and withstood historic flooding in Tulsa, including simultaneous tornados. The City received two awards from the Oklahoma Floodplain Managers Association for the flood response — an award for the City’s superlative stormwater management program and another award for education and communication during the flood event.
- + Implemented 75 community policing recommendations, including implicit bias training for all police officers.
  - Adding to the community policing approach, started work on a multi-pronged addition of the recommendations to increase the community resource officer program to all areas of the community based on Gallup CitiVoice Index data, identify a participatory research partner to assess community policing practices, create an annual report and formalize citizen advisory boards.
- + Partnered with the International Association of Chiefs of Police, University of Cincinnati and University of Texas at San Antonio for a first of its kind study in the country researching use of force and officer decision making in the Tulsa Police Department.
- + Completed the first year of operation of the Tulsa Sobering Center, which serves as a jail diversion program designed to offer an alternative for adults detained for public intoxication. To date, over a thousand people have utilized the facility, giving them an opportunity for treatment rather than punishment. Officer time and municipal courts costs were also saved due to the Tulsa Sobering Center.
- + Expanded the Downtown Impact Team of the Tulsa Police Department due to the increased growth of Downtown Tulsa. The additional squad and supervisor serve as community resource officers and work with residents, business owners and downtown stakeholders for public safety needs.
- + The Tulsa Fire Department received a Class 1 rating by the Insurance Service Office (ISO) due to the Department’s training curriculum, dispatch system, equipment and water supply. ISO ratings are used by most U.S. insurers to determine premiums, and Class 1 ratings serve as the best in class.
- + Supporting efforts to develop a Methamphetamine Prevention and Treatment Plan for Tulsa to alleviate the high prevalence of meth use, which contributes to hundreds of arrests each year.
- + First year of operation for the Tulsa Municipal Lockup, which holds individuals detained by officers for city charges and/or warrants. The City opened a facility similar to surrounding municipalities, eliminating the need to send arrestees for city charges to Tulsa County’s David L. Moss Justice Center.
- + Laid the ground work to begin construction in spring 2020 on a new Tulsa fire station in east Tulsa that will help with response times for residents and alleviate nearby Station 27, the busiest fire station in the state.

**+ Public  
Safety**

**+**



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**Three-year commitment of record hiring for the Tulsa Police Department.**

**+**



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**Implemented 75 community policing recommendations, including implicit bias training for all police officers.**

**+**



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**Completed the first year of operation of the Tulsa Sobering Center, which serves as a jail diversion program.**

## + Community Development and Quality of Life

- + Improve Our Tulsa, the City's capital improvement and basic infrastructure funding program, passed with a historic margin of victory by Tulsa voters that will provide funding to support street maintenance and infrastructure needs across Tulsa. Tulsa voters also approved dedicated funding for a Rainy Day Fund that will help safeguard the City from future economic downturns.
- + Tulsa Performing Arts Center (PAC) created The Orbit Initiative, a new educational endeavor that strives to reach beyond downtown to work with community partners citywide to provide theatrical education to anyone interested, ages 4-84, free of charge, and located within their community.
- + Brought world-class shows and performances to the Tulsa Performing Arts Center, including the hit show Hamilton. Total events held at the PAC in 2019 numbered 320, with attendance reaching 244,750.
- + New partnerships were announced to rehabilitate and reopen mothballed parks community centers that were closed for years.
  - **Ben Hill Community Center:** The City of Tulsa and the Reed Community Foundation are partnering together to revitalize the Ben Hill Community Center, which was once slated for demolition due to disrepair. The Center will be remodeled and accommodate programming by the Reed Community Foundation.
  - **McClure Park Community Center:** Through a public/private partnership, Tulsa Glassblowing School (TGS) opened in the former McClure Park Recreation Center following a seven-month privately funded renovation. The new partnership gives TGS the ability to expand community outreach efforts and VETri, a military veteran-only glassblowing program.
  - **Jane A. Malone Community Center:** Made investments to reopen the newly named Jane A. Malone Community Center in Chamberlain Park, which provides programming for residents.
- + Initiated the 1921 Tulsa Race Massacre Graves Investigation and completed geophysical survey work at Oaklawn Cemetery and Newblock Park through a collective and transparent process to help fill gaps in Tulsa's history and provide healing and justice to the community.
- + Selected for a community grant from the Bloomberg Art Challenge to commemorate the 1921 Tulsa Race Massacre Centennial. The Greenwood Art Project will commission temporary works of art accessible to the public for the Centennial.
- + Hired Becky Gligo, Tulsa's first Housing Policy Director, to work with city and state housing agencies, nonprofit entities, philanthropic organizations and developers to achieve key outcomes of neighborhood revitalization and affordable housing preservation and development through a housing study. Through this role, the City is also serving in an executive role by supporting A Way Home for Tulsa Strategic Plan Update.
- + Created and launched Tulsa's first Affordable Housing Strategic Plan. The strategy aims to create actions to strengthen neighborhoods, preserve and develop affordable quality housing opportunities, reduce evictions and help lower the number of Tulsans facing homelessness.
- + Launched a master planning process for the Kirkpatrick Heights/Greenwood District, which will provide a community-driven and equity-focused roadmap to the redevelopment of 56 acres of City and Tulsa Development Authority-owned property just north of the Inner Dispersal Loop.
- + Transitioned and launched the Tulsa Planning Office, which supports City planning efforts with the strong implementation of a first-year work plan which includes the Destination Districts Program.
- + Celebrated the one-year anniversary of A Better Way program, which provides individuals experiencing homelessness an alternative to panhandling by offering participants a day's wages to beautify the community while connecting them to essential services. A Better Way program has assisted over 1,300 people and one third of the participants enrolled in services and more than 200 have found employment.



**Passed Improve Our Tulsa by a historic margin of victory, which will provide funding to support street maintenance and infrastructure needs across Tulsa.**



**Initiated the 1921 Tulsa Race Massacre graves investigation and completed geophysical survey work at Oaklawn Cemetery and Newblock Park.**



**Hired Tulsa's first Housing Policy Director to achieve key outcomes of neighborhood revitalization and affordable housing preservation.**

## **+ Community Development and Quality of Life**

- + Started construction on Choice Neighborhoods Phase I and II, revitalizing a key area of west Tulsa, which includes a six-year revitalization process and \$200 million investment in affordable housing.**
- + Began full implementation of the City's new chronic nuisance ordinance, requiring strict code compliance and abatement plans for 22 of the most problematic homes, apartment buildings, motels, and businesses in our community.**
- + Created the Housing Opportunity Partnership to address vacant and abandoned houses while partnering with Tulsa's nonprofit community to strengthen Tulsa's neighborhoods and create new opportunities for homeownership. To date, this program has helped address close to 175 blighted properties.**
- + Began the implementation of the Comprehensive Animal Welfare Reform Plan, which helps increase staffing, extend shelter hours, improve conditions and operational efficiency at the shelter, and update the City's animal ordinances and licensing program.**
  - In 2019, the City received a WaterShed Animal Fund grant to hire a Volunteer Manager, Community Outreach Coordinator and a Pet Diversion and Resource Coordinator.
  - Animal Welfare also extended shelter hours and increased field coverage.
- + Through a partnership with Community Service Council (CSC) and Oklahoma Veteran Alliance, recognized 14 Veteran Employer Champions to help expand employment opportunities for veterans within the Tulsa community.**
- + Participated in the Department of Veterans Affairs and the Substance Abuse and Mental Health Services Administration Mayor's Challenge to end suicide among service members, veterans and their families.**
- + Selected a construction management company to lead the Gilcrease Museum's new and improved design that will allow for better engagement with the Tulsa community as well as its national audience through architecture, exhibitions and programming. Architectural team SmithGroup, who has conducted much of the Smithsonian's efforts, and 1Architecture, a local architectural firm were also selected for the project.**

## + Economic Development

- + Launched the Commercial Revitalization Strategy, with a focus on supporting the City's Bus Rapid Transit corridors, increasing tools for infill development and redevelopment and creating programs to support the growth of local commercial and retail businesses.
- + Broke ground on Oklahoma Museum of Popular Culture Museum (OKPOP) in the Arts District. OKPOP is expected to be open in late 2021 and will feature event venues, audio and recording studios, performance stages, retail space and exhibit galleries that will hold collection items of talented Oklahomans throughout history. OKPOP serves as the first state museum to be located in Tulsa.
- + Increased staffing in permitting to make improvements in the development and building process by improving the average response time for initial building plan reviews from five weeks to five days.
- + Passed SB733, paving the way for the implementation of the Third-Party Provider and Inspection Program, which will allow developers and projects to reduce the time to permit projects through use of independent contract plan review and inspection services.
- + Selected as one of nine American cities to participate in a new national initiative to identify, pilot and measure the success of interventions to accelerate economic mobility with partner NextUp, a new program administered by Tulsa Community WorkAdvance (TCW).
- + Unveiled the "Route 66 Rising" sculpture, located at the Avery Traffic Circle – East Admiral Place and Mingo Road to continue the revitalization along Route 66 in Tulsa. Also launched the Route 66 neon sign grant process to increase branding along the route.
- + Held the American Airlines Hangar Ribbon Cutting with the addition of 565 new jobs.
- + Announced and began construction for WPX Headquarters in the Greenwood District, a \$110 million capital investment in Tulsa.
- + Unveiled the Tulsa Arena District Master Plan, which will help set the future direction for the District, which is comprised of the area on the western edge of the central business district, including the BOK Center, Cox Business Center, civic institutions and Central Library. Key implementation work was funded through the approval of Improve Our Tulsa.
- + Muncie Power Products announced plans and began construction to relocate their facilities to the Peoria Mohawk Business Park, a Vision Tulsa-funded project. This project expansion is expected to have a \$50 million impact to the Tulsa economy.
- + The View broke ground in the Greenwood District, a \$30 million capital investment that will include workforce housing through tax increment financing assistance.
- + Vast Bank Headquarters completed construction, wrapping up a \$40 million capital investment in the Greenwood District.
- + The Adams Apartments completed construction in the Cathedral District, adding more housing stock to Downtown Tulsa.
- + Hired Clay Holk, Senior Policy Advisor for Small Business, Entrepreneurship, and Economic Innovation to serve as a liaison between the small business community and the City of Tulsa.
- + Announced plans to begin construction on a Downtown Tulsa grocery store and high-rise apartment complex.
- + Formally broke ground on USA BMX's National Headquarters, stadium, and Hall of Fame Museum at the historic Evans Fintube site. This project will make Tulsa the home of the Olympic sport of USA BMX while redeveloping a long-vacant Brownfield site and helping to revitalize the historic Greenwood District.

**+ Economic  
Development**



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**Held the American Airlines Hangar Ribbon Cutting with the addition of 565 new jobs.**

## **+ Economic Development**

- + Awarded a Cleanup Grant from the Environmental Protection Agency to support asbestos remediation in Air Force Plant 3. Cleanup of the facility will allow expansion of local manufacturing businesses and reuse of the portion of Air Force Plant 3.**
- + Awarded additional funding for cleanup loans, now providing \$1.8 million for private sector pre-construction bridge loans. The first loan being developed with this additional funding would provide asbestos abatement in the Diamond Building in Downtown Tulsa allowing redevelopment of the property.**
- + The Air National Guard Mission Training Center opened, which is a 20,000-square-foot Mission Training Center that houses four state-of-the-art flight simulators to provide realistic combat training for fighter pilots. The 138th Fighter Wing in Tulsa is the first Air National Guard unit in the country to receive this cutting-edge technology. This project was part of the Vision Tulsa program.**
- + The new Student Success and Career Center on the Tulsa Community College Southeast Campus opened in 2019 and is revolutionizing the college onboarding and career process. Designed with the student in mind, the facility allows students to meet with answer center specialists, academic advisors, career specialists and local companies. This project was part of the Vision Tulsa program.**
- + The Tulsa Fairgrounds completed nearly \$30 million in improvements, including a state-of-the-art barn and outdoor stage that will help Tulsa attract and retain some of the city's largest conventions and events.**
- + Partnerships launched with Tulsa, Union, and Jenks Public Schools to provide more than \$1.4 million annually to help each district develop stronger and more effective recruitment and retention strategies for talented teachers.**



## + Inside City Hall

- + Submitted a balanced budget focused on public safety, financial stability and compensation for employees, which was unanimously adopted by the Tulsa City Council. Also completed collective bargaining agreements with the Tulsa Police and Fire Departments and all AFSCME bargaining units.
- + Created a historic partnership that will allow for the future growth of the Tulsa Performing Arts Center (PAC) while creating an enhanced experience for PAC visitors through a 25-year PAC Trust management agreement.
- + Expanded non-discrimination policy to include protection for gender identity and gender expression.
- + Maintained for the second year no increase in employee cost for health insurance.
- + Completed Lucity work order system implementation in the Streets & Stormwater and Water and Sewer Departments, which will facilitate more efficient work order management.
- + Completed GIS mapping of all City mowing areas of responsibility and Lidar digital imaging/inventory of all street lighting, signage, curbs, street furniture and striping, which will enable more efficient and effective repair and replacement schedules.
- + Started working with The Oklahoma Center for Community and Justice (OCCJ) to create implicit bias training for non-sworn employees.
- + Achieved What Works Cities Certification Honor Roll for being an up-and-coming leader in data-driven governance. What Works Cities Certification is a national standard of excellence in city governance that rates how well cities are managed by measuring the extent to which city leaders incorporate data and evidence in their decision-making.
- + Named the winner of the Cities of Service Experience Matters grant competition to work in conjunction with AARP to develop volunteering initiatives that address public problems related to the drivers of poverty with a focus on engaging residents 50 and older.
- + Received the Foundation of Excellence Award from the Oklahoma Quality Foundation for the City's efforts to pursue the Malcom Baldrige National Quality Award, which measures efficiencies and performance across organizations across the country.
- + Developed a Stormwater Utility Enterprise Initiative (UEI), mirroring the Water and Sewer Department UEI, and facilitating a stormwater revenue bond program to build critical flood control infrastructure.

## + Resilient Tulsa and New Tulsans

- + Hired Chief Resilience Officer, Krystal Reyes, to lead the Mayor's Office of Resilience and Equity (MORE), which is responsible for implementing the Resilient Tulsa Strategy, tracking human rights complaints and staffing Title V Commissions while using the Equality Indicators Report to guide Tulsa's progress in addressing racial disparity.
- + Modified the membership of the Human Rights Commission to create a "Big Table" with representation from the African American Affairs Commission, Hispanic Affairs Commission, Indian Affairs Commission, Commission on the Status of Women, disabled community, LGBTQ community and veterans community.
- + Held workshops for renters, tenants and small businesses to be better prepared to survive a disruption or a major disaster by learning to become more resilient. The workshops were designed to prepare homeowners and renters with ways to protect family, home and finances from everyday risks and major disasters.
- + "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.
- + 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.
- + Hosted the annual 918 Day celebration for the second year in a row, where more than 400 Tulsans participated in a free community-wide scavenger hunt. 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. Mayor Bynum also held his 24-hour Tour of Tulsa 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.
- + Released the Equality Indicators Report, a yearly report which uses data to measure equality as it relates to economic opportunity, education, housing, justice, public health and services in Tulsa.
- + Held the first Naturalization Ceremony at City Hall to help immigrant residents complete the final step of their citizenship process. Tulsa as the first municipality in Oklahoma to host naturalization ceremonies. Beginning in 2020, a naturalization ceremony is held every month at City Hall.
- + Created a pipeline for immigrant leadership and representation on City's Authorities, Boards and Commissions through our partnership with Leadership Tulsa and their New Voices program.
- + Worked with 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.



**Hosted the annual 918 Day celebration, where more than 400 Tulsans participated in a free community-wide scavenger hunt.**



**Released the Equality Indicators Report, a yearly report which uses data to measure equality as it relates to economic opportunity, education, housing, justice, public health and services in Tulsa.**



**Held the first Naturalization Ceremony at City Hall to help immigrant residents complete the final step of their citizenship process.**

## + Streets and Transportation

- + Started construction on the Gilcrease Expressway, a project in the making for 60 years, that will create the critical crossing of the Arkansas River and connect two major Interstate highways on the west side of Tulsa to a vital industrial/commercial and residential housing areas.
- + Launched the first Bus Rapid Transit (BRT) line in the state, named Aero BRT, which provides a bus service that connects riders along the Peoria corridor and in Downtown Tulsa to more jobs, educational opportunities and shopping destinations. Tulsa's new Aero BRT will feature modern buses and comfortable stations, with service along Peoria Avenue every 15 minutes on weekdays and every 20-30 minutes on weekends.
- + Improved Tulsa Transit's route network and processes, which allow for faster routes and improved trip times by implementing seven route changes and six timing changes.
- + Completed the first full-length bike lane in Downtown Tulsa, holding a ribbon cutting at 3rd St. and Boston Ave. The bike lane was among one of those recommended in the Downtown Walkability Study, adopted as part of the GO Plan in late 2018.
- + Created a sidewalk fee-in-lieu program that allows the City to capture lost revenue and construct new sidewalks in high-risk pedestrian areas while implementing the Bicycle-Pedestrian Master Plan.
- + Major street projects completed in 2019:
  - S. Lewis Ave., E. 11th St. to E. 21st St.
  - E. 101st St., S. Yale Ave. to S. Harvard Ave.
  - S. Union Ave., W. 41st St. to W. 51st St.
  - E. 51st St., S. Yale Ave. to S. Pittsburg Ave.
  - E. 41st St., S. Garnett Rd. to S. 129th E. Ave.
  - E. 11th St., S. 89th East Ave. to S. Mingo Rd.

**+ Streets and Transportation**



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**Completed the first full-length bike lane in Downtown Tulsa.**

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**Completed numerous major street projects.**

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