



City of Tulsa

Annual Report

175 E. 2nd St.
Tulsa, OK 74103
www.cityoftulsa.org

2020



CITY OF
Tulsa
A New Kind of Energy.

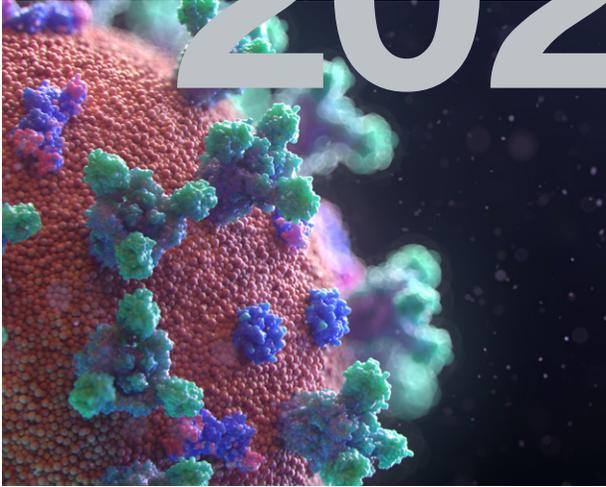
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2020

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2020 HIGHLIGHTS



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COVID-19 Response

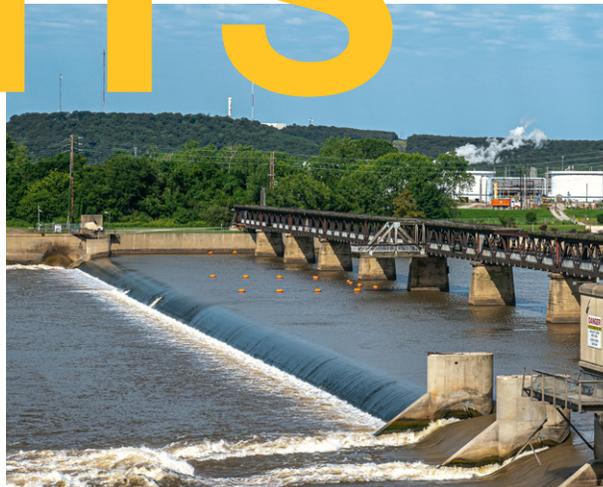
Swiftly responded to the COVID-19 pandemic, being the first municipality in the metro to issue a Safer at Home Order and a mask mandate, holding more than 30 news conferences with multiple translation efforts, balancing the City's budget by instituting a hiring and travel freeze and furloughs, creating the Mayor's Economic Recovery Advisory Committee to help with economic recovery, and using CARES Act funds from the State of Oklahoma to help with virtual learning, sanitation efforts, homelessness and business supports



1921 Graves Investigation

Conducted two test excavations at Oaklawn Cemetery in the City's search for mass graves from the 1921 Tulsa Race Massacre, uncovering what is believed to be a grave shaft consistent with a mass grave containing at least 11 individuals

HIGHLIGHTS



Economic Development

Announced Tulsa's single-largest capital investment in the city's history — American Airlines' planned \$550 million toward improvements and expansion of its Tulsa Maintenance Base



Vision Tulsa Projects

Broke ground and cut the ribbon on the City's largest Vision Tulsa projects to date, namely the \$48 million Zink Dam Modification project, which will soon create vibrant recreational opportunities in the Arkansas River by creating a lake, and cut the ribbon for the \$55 million renovation at the Cox Business Center, which will help the City attract more world-class entertainment to Downtown Tulsa



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Street and Capital Construction

Completed \$320 million in projects on both arterial and non-arterial streets and broke a City record with the number of capital construction projects that went to bid from April through mid-October, with 64 contracts valued at nearly \$240 million

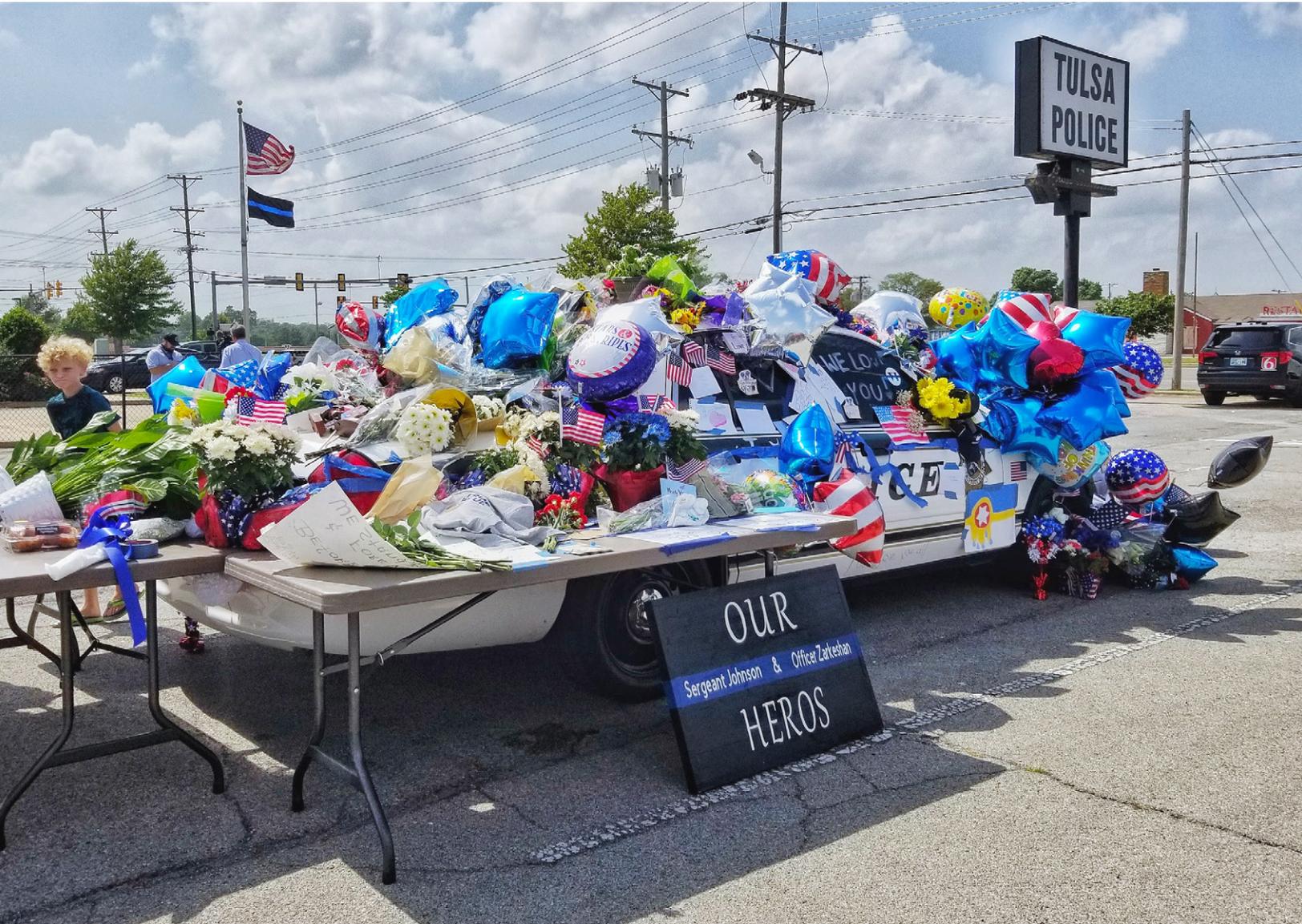


Establishing Leadership

Hired five new department heads (out of 17), including new Police Chief Wendell Franklin and new Fire Chief Michael Baker



Public Safety.





- + Honored the life of Sergeant Craig Johnson who was killed in the line of duty following a traffic stop the morning of June 29, 2020
- + Created Officer Aurash Zarkeshan Day in Tulsa after he was injured alongside Sergeant Craig Johnson in the same traffic stop – Tulsans helped raise more than \$500,000 for his recovery, and he is now back on light duty
- + Managed local protests stemming from the death of George Floyd, who was killed in Minneapolis
- + Received a \$2 million grant from the Oklahoma Attorney General’s Office to help tackle violent crime, nearly \$1 million of which will go toward implementing a community-based crime reduction program

- + Launched a large-scale operation to find two missing children from an east Tulsa apartment complex, successfully recovering their bodies as part of a regional, collaborative effort
- + Broke ground on Fire Station 33 in east Tulsa, a new station that will help shorten response times in an area where the population has greatly increased over the last decade
- + Hired Wendell Franklin, Tulsa’s 40th Police Chief, following the retirement of Chief Chuck Jordan
- + Hired Michael Baker, Tulsa’s 12th Fire Chief, following the retirement of Chief Ray Driskell

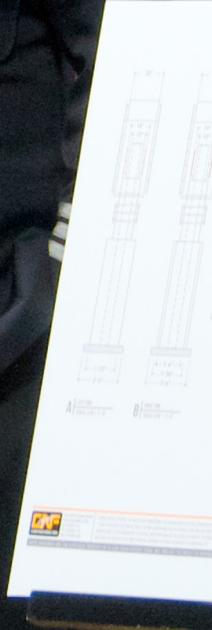


KEEPERS OF THE

MOTHER ROAD 66



89.5



- + Hired Cheri Harvell, Tulsa's new Municipal Courts Administrator
- + Celebrated the lives of Tulsa FOP Chair Jerad Lindsey and longtime 911 Dispatcher Joey Phillips following their passing due to COVID-19
- + Renamed Fire Station 30 to "Station 66: Keepers of the Mother Road" to further highlight Route 66 and serve tourists through increased revitalization along 11th St.
- + Launched the Police One Stop facility inside Family & Children's Services Crises Center in Downtown Tulsa to ensure individuals with mental health needs receive appropriate and timely care
- + Selected CNA as vendor for Community Policing Evaluation and Planning project with TPD Community Engagement Unit, with plans to select co-researchers for community based participatory action research by the year's end
- + Selected a therapeutic (non-law enforcement) vendor to provide mental health transports utilizing Federal Transit Administration Enhanced Mobility Grant funds
- + Expanded First Responder Support Services contract for TFD, TPD, and 911 mental health services
- + Established monthly First Responder Advisory Council performance management meetings for TFD CARES, CRT, Sobering Center, and the Special Services Docket

Economic Development.

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- + Announced American Airlines' planned \$550 million investment in its Tulsa Maintenance Base – the largest single capital investment in Tulsa's history
- + Broke ground on Muncie Power Products' 250,000 square foot manufacturing facility in the Peoria-Mohawk Business Park, which is the first business to move into that park – the business park is now on its way to revitalizing North Tulsa, bringing in jobs and economic growth to the Peoria-Mohawk area
- + Approved policy guidelines for the use of Downtown Tax Increment Financing (TIF) revenues to encourage the proliferation of affordable and workforce housing within the IDL to meet the anticipated demand forecasted in the Downtown Housing Study
- + Created and approved the Peoria-Mohawk TIF, which will leverage the pending development of the Peoria-Mohawk Business Park to benefit both the park and surrounding neighborhood residents by assisting with housing needs
- + Launched the U.S. Highway 169 Transit Route that now connects North Tulsa residents and others to businesses along that corridor – the corridor houses growing businesses like Greenheck Group, Amazon, and others
- + Broke ground on the \$48 million Zink Dam Modification project, one of the largest Vision Tulsa Projects in the city's history, which will soon create vibrant recreational opportunities in the Arkansas River by creating a lake – the project is expected to spur additional economic development opportunities upon completion



\$550 Million

Announced planned investment in American Airlines' Maintenance Base

250,000 Square Feet

Broke ground on Muncie Power Products' manufacturing facility



1,600 Employees

Reached a 20-year agreement with IC Bus, an industry leader in school bus manufacturing



\$48 Million

Broke ground on the Zink Dam modification project



\$110 Million

Created and approved TIF agreements for WPX Headquarters



\$5 Million

Made available through the Downtown Development Redevelopment Fund



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- + Named one of two potential landing spots for Tesla’s new Cybertruck Gigafactory, and tirelessly worked with Tesla’s team to best meet their needs – ultimately Tesla chose Austin, but the City of Tulsa’s work warranted a visit from Elon Musk and garnered worldwide recognition for Tulsa’s economic development efforts in recruiting one of the fastest growing and innovative companies in the world
 - + Opened the Amazon Fulfillment Center in North Tulsa, which now employs more than 1,500 full-time associates
 - + Launched a Third Party Plans Review and Inspection Program to allow developers to use an approved third party provider to review plans and inspections, which speeds up the time it takes to issue building permits and certificates of occupancy
 - + Started work on a Strategic Planning Process to better structure the Authorities, Boards and Commissions to improve coordination and increase fluidity of operations
 - + Reached a 20-year agreement with IC Bus, an industry leader in school bus manufacturing that employs more than 1,600 people, to keep the manufacturing facility at Tulsa International Airport
 - + Broke ground on Quicktrip’s MedWise Urgent Care Clinic, the first of several new clinics in the Tulsa metro, which will provide care to Tulsans in various zip codes
 - + Broke ground on the \$10 million Tulsa Community Health Connection health clinic at Ellen Ochoa Elementary, which expects to see roughly 15,000 patients per year



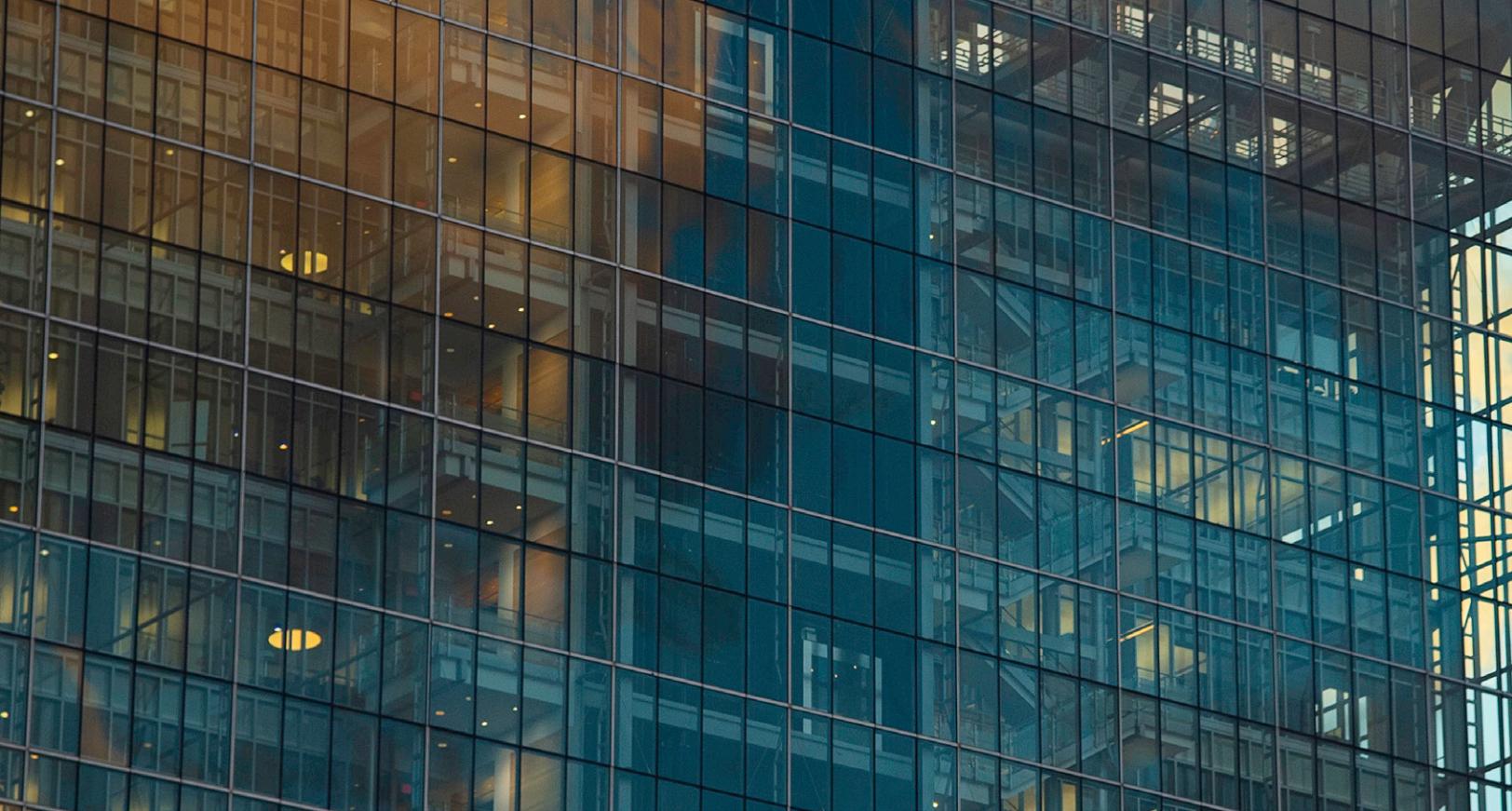
- + Approved policy recommendations for the Economic Development Infrastructure Fund and the Downtown Revolving Loan Funds — the first included additional policies that allow recipients to qualify for incentives to support and encourage quality jobs, and the second, which now sets the guidelines and aligns processes across four funding platforms that determines how the City will distribute millions of dollars in zero interest loans
- + Made \$5 million available through the Downtown Development Redevelopment Fund, which is being used to offer zero interest loans to be awarded to applicants looking to develop or redevelop projects in Downtown Tulsa

- + Created and approved TIF agreements for the \$110 million WPX Headquarters in Downtown Tulsa and the \$38 million ITulsa development at 11th and Lewis. WPX Headquarters will have 240,000 sq. ft. of office space, with 650 structured parking spaces and a ground floor retail space. ITulsa will have 245 apartments, with structured parking and retail, which will support the Route 66 development efforts
- + Celebrated the reopening of the east side of Cox Business Center in Downtown Tulsa, which was revitalized using \$55 million from Vision Tulsa funds to improve the center’s design and functionality to further allow Tulsa to compete for world-class conventions and other events

Inside City Hall.

16

- + Developed fourth consecutive balanced budgets that were unanimously approved by the City Council without amendment
- + After two years of planning and public meetings across the city, presented Improve Our Tulsa II, a \$639 million capital improvement program, which voters approved by historic margins (85%)
- + Hired five new department heads (out of 17), including new Police and Fire Chiefs
- + Negotiated and executed a 25-year agreement with the PACT Trust to manage the Performing Arts Center; increasing and stabilizing operating funding, and leveraging private fundraising opportunities
- + Managed \$1.7 billion in capital appropriations for street, water, sewer, and stormwater infrastructure and public facilities since 2017
- + Made historic investments in water and sewer infrastructure and improved reliability, with no water rate increase in 2020 for the first time in 13 years
- + Issued a Request for Competitive Sealed Proposals for management of Tulsa Animal Welfare (TAW), ultimately selecting the City's TAW staff proposal that developed a clear path moving forward that would overhaul the current structure at the shelter
- + Added 12 TAW staff, increased the hours of operation, established an Animal Welfare Commission and invested \$5 million to expand TAW to add a new adoption center, parking, improved kennel space, and the integration of outdoor amenities
- + Partnered with OCCJ to provide implicit bias training to City employees and supervisors



- + Invested significantly in employee compensation and made significant structural improvements to employee benefits that have stabilized the City employee pension system and resulted in three consecutive years without increases in health insurance costs
- + Completed test excavations of the Sexton Area and Original 18 Site test for the 1921 Race Massacre Graves Investigation, ultimately finding a grave shaft, consistent with a mass grave, inside the Original 18 site, which contains at least 11 individuals



Housing and Homelessness.

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- + Continued the work outlined in the Affordable Housing Strategy, which was created in collaboration with a 70-person advisory board that includes social service providers, developers and community members to better guide policy, process and decision making for housing in Tulsa
- + Released the Downtown and Surrounding Neighborhoods Study in July 2020 that lays out a market analysis of housing needs in Downtown Tulsa and its surrounding neighborhoods, making recommendations to meet areas with the greatest needs
- + Launched Build Tulsa in cooperation with TEDC and TCC, which serves as an inclusive developer academy
- + Launched the Affordable Housing Trust Fund – the first local fund devoted entirely to affordable housing
- + Launched the Abode Initiative as part of the Affordable Housing Strategy, hiring the City of Tulsa’s first Housing Coordinator, conducting 13 landlord/tenant trainings and working collaboratively with Tulsa Apartment Association and GTAR to create meaningful supports and programming for Tulsa landlords and tenants
- + Released the country’s first Affordable Housing Waitlist, a free resource for landlords to list their units and a free place for tenants to search for quality, affordable homes



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Resilient Tulsa and New Tulsans.



30 of 41 Actions

Implemented or progressed from the Resilient Tulsa Strategy



400 Tulsans Naturalized

Hosted 10 naturalization ceremonies including Oklahoma's first outdoor, drive-in naturalization



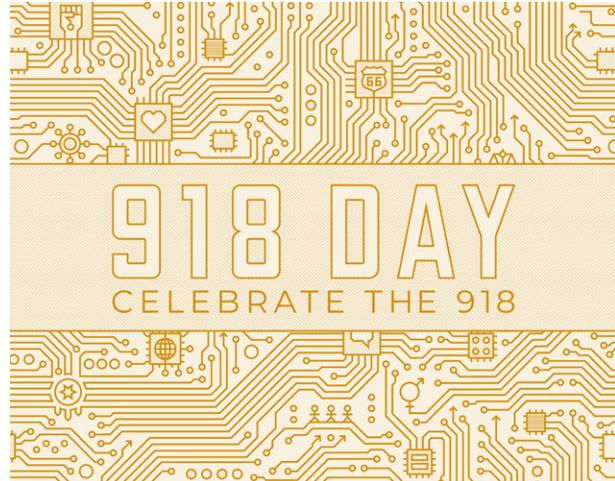
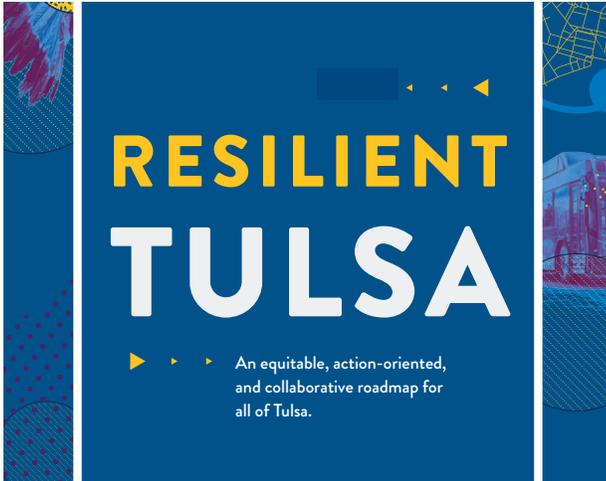
27 Virtual Equity Dialogues

Held as part of the City's goal to build resilience through dialogue



100 Public Safety Forum Participants

Hosted a public safety forum and published an online Spanish video to inform immigrants of their rights if they are victims of a crime



- + Implemented or progressed on 30 of the 41 actions outlined in the Resilient Tulsa Strategy
- + Supported justice-involved Tulsans by removing barriers to employment through the public announcement of the City’s Ban the Box policy, which removes the criminal history question from many of the City’s initial job applications
- + Started an annual Sowing Hope Resource fair, which serves as a one-stop shop for Tulsans to receive information and assistance from local agencies regarding employment, health, legal issues and social supports

- + Partnered with St. Bernard Project to host a series of workshops to prepare renters, homeowners, and small businesses in Tulsa for emergencies and disasters, training five community leaders who conducted workshops that were attended by nearly 80 residents
- + Hosted the City’s third annual 918 Day, which was celebrated virtually through a series of graphics, videos and virtual activities that celebrated Tulsa’s diversity

- + Partnered with OSU Tulsa Center for Public Life to train 32 facilitators who hosted 27 virtual Equity Dialogues, which are a part of the City's goal to build resilience through dialogue - to date, the City has hosted nearly 50 dialogues on racial equity with more 300 Tulsans participating
- + Launched Tulsa's first Financial Empowerment Center in December 2020 that provides free, professional one-on-one financial counseling to any Tulsan, regardless of income
- + Released the third Equality Indicators Report and launched an Equality Indicators Learning Series to provide a more in-depth community conversation and understanding of the disparities that exist in Tulsa
- + Hosted 10 naturalization ceremonies in 2020, with nearly 400 Tulsans having become U.S. citizens since the City started hosting naturalization ceremonies at City Hall in 2019, with more than 50 who naturalized in Oklahoma's first outdoor, drive-in naturalization ceremony at the historic Admiral Twin Drive-In in October 2020
- + Created a pipeline for immigrant leadership and representation on City's Authorities, Boards and Commissions through a partnership with Leadership Tulsa and their New Voices program
- + Hosted a public safety forum with 100 participants and published an online Spanish video to inform immigrants of their rights if they are victims of a crime, which was done in collaboration with the leadership from the Tulsa Hispanic Affairs Commission, Tulsa Police Department, and Tulsa City Courts Administration



Streets and Transportation.

- + Completed \$320 million in projects on both arterial and non-arterial streets
- + Broke a City record with the number of capital construction projects that went to bid from April through mid-October, with 64 contracts valued at nearly \$240 million



Major street projects completed in 2020:

2020



North Harvard Avenue
between Admiral
Place and Pine Street



East Apache Street
between Martin
Luther King Jr.
Boulevard and
Peoria Avenue



South Boulder
Avenue between
West First Street
and West 10th Street,
including conversion
to two-way traffic

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East 15th Street
between South Lewis
Avenue and South
Peoria Avenue



South Lewis Avenue
between East 11th
Street and East
21st Street



East 11th Street
between South
Mingo Road and
South 89th East
Avenue



East 91st Street
between South
Mingo Road and
U.S. Highway 169

Finance and Office of Performance, Strategy and Innovation (OPSI).

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- + Developed and passed the FY21 Budget under the combined challenge of declining revenues and shifting a process reliant on people and paper to virtual and digital
- + Restructured the timing of the Improve Our Tulsa Sales Tax program to prioritize fire apparatus and investment in the Greenwood Cultural Center through an agreeable, balanced program
- + Launched a partnership with ResourceX to transform the City budget process from an accounting-based process to a program/service-based process, which makes it easier to understand what tax dollars are delivering so the City can make adjustments to programs and services as the needs of our residents evolve
- + Hired a Fellow from the Harvard Kennedy School Government Performance Lab who has begun the process of identifying ways to make our purchasing process work better for customers and focus on performance of contractors
- + Achieved a Silver What Works Cities certification with a focus on achievements in engaging residents to analyze data, experimenting with SMS notifications to decrease warrants for failure to pay court fines, and advancements in data governance
- + Developed and implemented Telecommute Best Practice Guidelines, enabling Finance team members who were medically vulnerable, had children doing virtual learning or were in quarantine to work from home without a change in our level of service to our customers



- + Completed the Gallup 2020 Survey, and began the process of tracking trends to compare with the 2018 survey
- + Created Improvement Teams in Key Areas of OQF Weaknesses, and created a draft dashboard to identify more than 80 key performance indicators to include every City department
- + Friday Coffee Chats: Ensuring everyone learns from our investment in continuing education – The Finance Department has a limited training budget focused primarily on fulfilling CPE requirements for CPAs. We were not doing a good job disseminating that information to the rest of the department, so we created time every Friday morning and required anyone who attends a training we pay for to present highlights of what they learned
- + Hired a new Accounts Payable Manager which filled a key position after a retirement of a long-time Accounts Payable manager retired
- + Analyzed, recommended and executed a plan to keep MERP on track for a goal of full funding within 30 years



- + Empowered aspiring leaders in the Finance Department. With retirement in the budget and purchasing division coming in the next year or two, we have intentionally placed members of our management team in leadership roles to give them experience leading teams throughout the Finance Department.
- + Developed a Lease-Purchase Policy, which now serves as an evaluation tool to determine whether leasing or purchasing is better for the City
- + Modified credit terms for utility customers during the peak of the Safer at Home period, which enables citizens to get back on their feet and receive unemployment insurance to avoid water cut-offs
- + Reduced the interest rate to 1% for property owners in the Tulsa Stadium Improvement District to provide as much relief as we were legally able to provide and still meet debt obligations for outstanding bonds
- + Developed an innovative way to reduce labor costs for code enforcement (OPSI). Working with WIN and Streets and Stormwater, we developed a method that takes photos as trash trucks drive the city streets and automatically detect code violations like high grass, cars parked in yards, and junk/debris. Approximately 40% of calls on code enforcement issues result in a trip to a house that results in no actual code violation. This technology could save time, save money and reduce risk for WIN

COVID-19 Actions.

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- + Swiftly responded at the onset of the COVID-19 pandemic, instituting Safer at Home orders to allow hospitals to build capacity, which ultimately helped to flatten the curve by June 2020
- + Provided ongoing crises communications in response to COVID-19 since March, holding more than 30 news conferences, providing more than 100 translated COVID-19 updates in Spanish, Zomi and Burmese, and creating nearly 400 graphic communications that were used on social media and storefronts across Tulsa
- + Formed the Mayor's Economic Recovery Advisory Committee to help restore Tulsa's economy amid its COVID-19 response
- + Became the first city in the Tulsa metro to institute a mask mandate, which the Tulsa City Council approved in July in response to rising case numbers – the mask mandate helped slow the spread in Tulsa, as seen through higher infection rates in municipalities in the Tulsa metro that didn't have a mask mandate in place
- + Created and executed a furlough plan in May to protect jobs and continuity of government, which ultimately worked, as the furloughs were lifted as planned in December 2020
- + Revised personnel policies and procedures for Infectious Disease, Hazardous Conditions, and Telecommuting in light of COVID-19 to allow able employees to work from home



Safer at Home

Instituted Safer at Home orders to allow hospitals to build capacity



Mask Mandate

Became the first city in the Tulsa metro to institute a mask mandate



\$30 Million

Received CARES Act funds from the State of Oklahoma to spur economic development



\$23.4 Million

Allocated CARES Act funds to programming focused on improving personal and financial health of Tulsans



\$2.1 Million

Partnered with TEDC to provide zero interest loans to small businesses and entrepreneurs



400 Households

Provided free internet connectivity to low-income households for up to 14 months



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- + Setup a tracking system to ensure maximum reimbursement of COVID-19 related expenses and ensured the City will receive more than \$500,000 in reimbursement from the County Coronavirus Relief Fund
- + Deployed more than \$10 million in additional CDBG funding from the CARES Act to ensure our housing response reduced the spread of the virus in the homeless community
- + Launched the Financial Navigator program in response to COVID-19's fiscal impacts, which provided free financial triage and referrals to nearly 120 Tulsans, while giving out more than 1,100 service referrals
- + Participated in a national city collaborative supported by the Rockefeller Foundation to increase testing capacity in cities and to test protocols to safely reopen schools, receiving nearly \$1 million from the Rockefeller Foundation for the Tulsa Health Department to support access to rapid tests, community health worker outreach, and public education to help prevent COVID-19 and safely reopen schools
- + Selected as one of 12 recipients from the New American Economy to receive a customized report to help guide Tulsa's efforts toward an immigrant inclusive COVID-19 recovery



- + Launched a new overflow shelter and quarantine hotel to provide a safe place to stay for individuals experiencing homelessness, serving more than 11,000 people at the overflow shelter and providing more than 17,400 meals
- + Launched the Resilience and Recovery Fund in partnership with TEDC, which provided \$2.1 million in zero interest loans for small businesses and entrepreneurs most affected by the COVID-19 pandemic
- + Received \$30 million from the State of Oklahoma in CARES Act Funding, which in part is powering businesses and others to spur economic development across Tulsa

- + Used CARES Act funds to launch the Outdoor Business Capacity Expansion Program, which provided \$400,000 to 42 Tulsa businesses that wanted to expand operations outdoors via a parklet, sidewalk café and/or street dining
- + Used CARES Act funds to seed the Community Development Block Grant, which will be utilized to assist in community development activities in ZIP codes most affected by COVID-19



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- + Allocated \$23.4 million in CARES Act funds to support community programming to focus on supporting the personal and financial health of Tulsans, especially vulnerable populations, and invested in economic measures to safely reopen the economy to build a more resilient city
- + Hired two COVID-19 City personnel through CARES Act funds to assist in the oversight of CARES Act fund usage and in the development and implementation of a comprehensive communications strategy
- + Launched Connect Tulsa through CARES Act funds to provide free internet connectivity to low-income households for up to 14 months, with nearly 400 households having signed up to date
- + Launched School Support Camps in Tulsa Parks community centers, providing support for an average of 70 children per week as they participated in distanced or virtual learning
- + Hired two sanitation ambassadors through CARES Act funds to help sanitize Downtown Tulsa with personnel who are transitioning out of challenging circumstances, while funding portable public restroom facilities for individuals experiencing homelessness in Downtown Tulsa





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