

12/27/2023

# INVITATION FOR BID RFP 24-316

## Addendum #1

Please note the following changes which have been made for clarification to this Invitation for Sealed Bid. **This addendum must be listed as Addendum #1 on the ACKNOWLEDGMENT OF RECEIPT OF ADDENDA/AMENDMENTS FORM** of the bid package as verification that you have received and are aware of the information contained herein.

### QUESTIONS/CLARIFICATION/CHANGES:

#### CHANGES:

Was:

EVENT	DATE
RFP Issue Date	12/15/2023
Pre-Proposal Conference	No Pre-Proposal Conference
Deadline for Questions <i>Submit to assigned buyer via email.</i>	01/02/2024 <i>9 Days prior to RFP due date</i>
Proposal Due Date <i>Mail or deliver to City Clerk address. Proposals are open the day after the due date.</i>	01/10/2024

Changed to:

EVENT	DATE
RFP Issue Date	12/15/2023
Pre-Proposal Conference	No Pre-Proposal Conference
Deadline for Questions <i>Submit to assigned buyer via email.</i>	01/08/2024 <i>9 Days prior to RFP due date</i>
Proposal Due Date <i>Mail or deliver to City Clerk address. Proposals are open the day after the due date.</i>	01/17/2024

**Questions:**

1. Is the timeframe for the project flexible?

Yes, we can be flexible, but generally want to be started with a new strategic plan in place and ready to implement no later than July 1, 2024, when the City's new fiscal year begins.

2. Based on the anticipated contract execution date of 1/31/2024 on pg. 3, would the kick-off meeting and corresponding schedule at the top of pg. 4 push out one-month to now be approximately February through May?

The dates on page 4 may be adapted and pushed to adapt to the timing of the contract execution. The overall goal is to have a completed strategic plan within three months of contract execution.

3. Is there a page limit on the proposal?

There is no page limit, but a proposal between 15-20 pages would be about right.

4. Is there a preference for a local firm?

Not specifically, but much of the work will require in-person meetings with staff who have limited virtual options (i.e. code enforcement officers, kennel workers at the animal shelter), so logistics for an out-of-state firm may be challenging.

5. Besides the stakeholder engagement outlined on page 4 of the RFP, do you want there to be any additional public engagement in the planning process?

We don't anticipate any other engagement outside of this list, but if the need arises during the project, we can substitute if needed to stay within the scope.

6. What team building has been/will be undertaken in the new department?

All managers in the department and about 30 non-managers (total of 50 people) are currently participating in a Human-Centered Design course where they are working in multi-division teams. We have bi-monthly All Department meetings where management has done some engagement with employees through a World Café style engagement. Animal Welfare has done some team building in their monthly training meetings. Code Enforcement also has monthly training meetings.

7. Approximately how many total department managers do you anticipate will participate in the "up to 6 meetings" noted in Section 4.2?

There are 20 managers in the department, and all are expected to participate in these sessions, but not all have to participate at the same time. For more information on supervisors and managers, see the org chart in Appendix B.

8. Are there any recent internal employee engagement or satisfaction surveys as well as any recent external stakeholder surveys that could be inputs for the strategic planning process?

Yes. We have a citywide survey with 30 questions that address general questions of employee satisfaction with their job, fairness, work environment, training, etc. We have

these results at the department level (Dept of City Experience), but not at the division level (i.e. Animal Welfare, Code Enforcement). This survey was conducted in Oct. 2023.

9. Do you foresee any meeting as part of this overall effort falling under the Open Meetings Act?

Meetings with Authority, Board and Commission members could be done in public meetings. For example, discussion in an Animal Welfare Commission meeting could occur in a public meeting. It's expected that meetings with City Councilors would be one-on-one and would not be subject to Open Meetings.

10. How does the strategic planning process align with the budget development process/timeline?

The FY25 department budget (which begins July 1, 2024) is due to Finance by Feb. 2, so this will not impact the department's FY25 budget request but may be considered by the Mayor's Office and/or City Council who will consider the budget until June 2024, when the budget is adopted.

11. Is there a budget or budget range for this project that you can share with us?

There is not a specific budget for this project, but including a scope of work that accomplishes what's outlined in the RFP along with hourly rates for further work would enable more flexible implementation.

## REMINDER:

**The schedule provides estimated dates for the RFP and contracting process. The City of Tulsa may adjust this schedule as needed.**

# Request for Proposal

## 24-316

**Professional Services for:** Strategic Planning

**Department:** Department of City Experience

**NIGP Commodity Code(s):** 918-32, 918-83, 918-90

### RFP Schedule

EVENT	DATE
RFP Issue Date	12/15/2023
Pre-Proposal Conference	No Pre-Proposal Conference
Deadline for Questions <i>Submit to assigned buyer via email.</i>	01/08/2024 <i>9 Days prior to RFP due date</i>
Proposal Due Date <i>Mail or deliver to City Clerk address. Proposals are open the day after the due date.</i>	01/17/2024

If You have any questions or need additional information, contact the Assigned Buyer:

Angie Tune | [atune@cityoftulsa.org](mailto:atune@cityoftulsa.org)

*All questions should be emailed with the **RFP 24-316** number in the subject line.*

**Submit proposals (sealed) to:**

Office of the City Clerk  
 City of Tulsa  
 175 E. 2<sup>ND</sup> St.  
 Suite 260  
 Tulsa, OK 74103



**I. OVERVIEW AND GOALS:**

With this Request for Proposal (RFP), the City is soliciting proposals to secure professional services to lead the Department of City Experience (DCE) through a Strategic Planning process. This process will include gaining understanding of key challenges and goals of existing offices and divisions of the department, facilitating in-person and/or virtual sessions with management and staff, drafting strategic goals, creating mission, vision, and values statements, and establishing a performance management framework for tracking progress on goals.

We enthusiastically look forward to receiving Your proposal.

**II. BACKGROUND:**

On July 1, 2023, the City of Tulsa executed a reorganization of the City that included the creation of the Department of City Experience. This department replaced the department known for many years as Working in Neighborhoods. The overarching idea of the department was to create a department focused on creating great places, connecting people to those places, and to one another, and maintaining great places.

The reorganization was informed by data collected in 2019, where the City learned that residents were more than twice as likely to be thriving when they felt that their neighborhood was the perfect place for them (“I belong”) and that City leaders cared about what people like them thought (“I am heard”).

The predecessor department, Working in Neighborhoods, had the following mission statement. “To promote community education, develop and sustain private-public partnerships that enhance public safety, neighborhood revitalization, and the quality of life of all residents within our city.” However, management is not tied to that mission statement, and due to the department’s expansion in scope, it must be updated. There is not an existing vision statement or department values.

The Department of City Experience now has approximately 100 filled staff positions, of which the majority are in the Code Enforcement and Animal Welfare divisions. The remainder of the staff are in the Tulsa Planning Office, City Design Studio, Community Development, Mayor’s Office of Resilience & Equity, Special Events, and the Citizen Advocate.

The table below outlines the department’s offices and divisions showing where the staff came from before the July 2023 reorganization.

<b>Department Office/Division</b>	<b># of FTE</b>	<b>Previous Department</b>
DCE Administration	5	Working in Neighborhoods
Animal Welfare	42	Working in Neighborhoods
Code Enforcement	29	Working in Neighborhoods

Department Office/Division	# of FTE	Previous Department
Tulsa Planning Office	21	INCOG
Community Development	13	Working in Neighborhoods (partial) Tulsa Planning Office (partial)
City Design Studio	10	Engineering Services
Mayor's Office of Resilience & Equity	10	Mayor's Office
Special Events	2	Working in Neighborhoods
Citizen Advocate	1	N/A

**Appendix B** includes several documents that give an overview of the department's organizational structure and additional context.

### III. TIMELINE:

The schedule below provides estimated dates for the RFP and contracting process. The City of Tulsa may adjust this schedule as needed.

The goal is to have a strategic plan completed by April 2024. This includes the phases of gathering input from employees, managers, and other stakeholders, facilitating strategic planning sessions, asking for feedback from front line employees, drafting and delivering a final strategic plan.

EVENT	DATE
RFP Issue Date	12/15/2023
Deadline for Questions	01/08/2024
<b>PROPOSAL DUE DATE</b>	<b>01/17/2024</b>
Proposal Opening	01/18/2024
Begin proposal evaluations	01/19/2024
Interviews with Respondents (as needed)	01/22/2024
Negotiations with apparent successful Respondent begin (anticipated)	01/24/2024
Execute contract (anticipated)	01/31/2024

Kick-off meeting, Data collection, stakeholder engagement	January 2024
Draft Mission, Vision, Values, and 3-5 Year Goals	February – March 2024
Refine goals and adopt final strategic plan	April 2024

#### IV. SCOPE OF WORK:

This is meant to be a broad outline, and not intended to be prescriptive, but instead as a general guide to the process. Respondents should feel free to propose a structure that achieves the key outcomes described below using alternative approaches.

Department management welcomes strategic planning approaches that accomplish the scope of work below with an approach that generally follows this outline.

1. Design an **engaging, collaborative process** to create department mission, vision, and values statements. This could include in-person meetings, virtual meetings, focus groups, surveys, or other means of engagement. This process should include the following stakeholders:
  - a) Department managers, supervisors, and directors
  - b) Front-line DCE employees
  - c) Mayor’s office staff (up to 5)
  - d) City Councilors (up to 5)
  - e) Neighborhood leaders (up to 5)
  - f) Authority, Board, and Commission Members (up to 5)
2. **Facilitate** up to 6 meetings with department managers to create, refine, and agree on goal statements and performance measures for each goal.
3. Collaborating with department management, facilitate a session to **present the draft mission, vision, values, and strategic goals** to the department’s employees, and invite feedback.
4. Incorporate feedback into a **final Strategic Plan**, not to exceed 15 pages.

#### V. DELIVERABLES:

The products, reports, and plans to be delivered to the City will include:

1. A **draft** Strategic Plan, not to exceed 15 pages, that includes:
  - a) Assessment of department strengths, weaknesses, opportunities, and threats (or similar framework for assessing current conditions)
  - b) A department mission statement
  - c) Vision statement
  - d) Values words and statements

- e) 3-5 year strategic goals for the department and divisions/offices within the department (i.e. Animal Welfare, Community Development, etc.)
    - i. Note: The Department uses an Objectives & Key Results framework for goal setting. More information on OKRs can be found here [Objectives and Key Results \(OKRs\)](#)
  - f) Measurement framework that includes **outcome** measures and **output** performance metrics tied to goals
2. A **final** Strategic Plan, up to 15 pages, that includes feedback from department management and the items listed in (1) above.

**VI. PERFORMANCE METRICS AND CONTRACT MANAGEMENT:**

**Performance Metrics**

The following performance metrics highlight key priorities that will be analyzed with the awarded Respondent collaboratively during the life of the contract. This is not an exhaustive list, but rather an indication of significant performance metrics of interest to City of Tulsa. The City looks forward to working with awarded Respondents to define additional important performance metrics during contract negotiations. The final set of performance metrics and frequency of collection will be negotiated by the successful Respondent and the City prior to the finalization of an agreement between parties and may be adjusted over time as needed.

<b>Performance Metric</b>	<b>Data Source</b>	<b>Data Collection Frequency</b>	<b>Data Collection Responsibility</b>
Stakeholder satisfaction that their voice was heard during the strategic planning process	Survey of DCE employees at the conclusion of the process	One time	DCE Management
Management and director feedback on clarity of strategic goals and measurement framework	Survey of DCE Managers and Directors	One time	DCE Management

**Contract Performance Monitoring**

As part of the City of Tulsa’s commitment to becoming more outcomes-oriented, we seek to actively and regularly collaborate with awarded Respondents to enhance contract management, improve results, and adjust service delivery based on learning what works. Reliable and relevant data is necessary to drive service improvements, ensure compliance, inform trends to be monitored, and evaluate results and performance. During the regular meetings that occur throughout the term of the contract, it is anticipated that the following topics will be regularly discussed:

- Current status of performance metrics
- Topics of interest or concern to the Respondent
- Discussion and troubleshooting of challenges
- Review of activities on the horizon
- Review of budget and spending this year-to-date

**VII. INSTRUCTIONS FOR SUBMITTING A PROPOSAL:**

- A.** Proposals must be received by **5:00 p.m. on Wednesday, January 17, 2024, Central Daylight Time**. Please place proposals in a sealed envelope or box clearly labeled **“RFP 24-316, Strategic Planning”**.

**Proposals received late will be returned unopened.**

- B.** Interested Respondents should submit:  
One (1) unbound original and one (1) bound copy of the proposal plus one (1) digital copy (compact disc or USB drive).
- C.** Proposals shall be delivered and sealed to:

Deputy City Clerk  
City of Tulsa  
175 E. 2<sup>nd</sup> St.  
Suite 260  
Tulsa, OK 74103

- D.** All interested Respondents are required to register with the Buyer in order to receive updates, addenda or any additional information required. You can learn more about the registration process on the following website: <https://www.cityoftulsa.org/government/departments/finance/selling-to-the-city/register-as-a-vendor/>.

The City is not responsible for any failure to register.

- E.** Inquiries or questions to the Buyer requesting clarification regarding the Request for Proposal must be made via e-mail and must be received prior to the end of the business day on **Tuesday, January 8, 2024**.

**Angie Tune, Project Buyer**  
[atune@cityoftulsa.org](mailto:atune@cityoftulsa.org)

Any questions regarding this RFP will be handled as promptly and as directly as possible. If a question requires only minor clarification of instructions or specifications, it will be handled via e-mail. If any question results in a substantive change or addition to the RFP, the change or addition will be forwarded to all registered Respondents as quickly as possible by addendum.

- F.** Proposals will be opened on the morning after the due date, at 8:30am, at the:

**Standards, Specifications, and Awards Committee Meeting**  
**175 East 2<sup>nd</sup> Street, 2<sup>nd</sup> Floor**  
**City Council Chamber**

## VIII. RESPONSE QUESTIONS AND PROPOSAL REQUIREMENTS

Respondents must submit a detailed proposal that includes the following:

- A. A project **narrative** that describes the approach to strategic planning that accomplishes the scope of work outlined in Section IV. If this includes an established system of strategic planning, make clear the steps of this system.
- B. Description of the Respondent's **qualifications** to conduct strategic planning.
- C. Description of the Respondent's prior **experience** in strategic planning, including references that may be contacted to learn about the Respondent's work with prior clients.
- D. A breakdown of the **cost** to complete the scope of work.
- E. All required documents in the **Respondent Checklist** included in this packet.

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**IX. EVALUATION OF PROPOSALS:**

The approval of the selected Respondent will be subject to the final determination of the City and will be contingent on the successful completion of a contract between the City and the selected Respondent(s).

All Bids will be evaluated using the following criteria:

Category	Total Points	What Would a Top Score Look Like?
Strategic Planning approach	30	An approach that shows understanding of how to listen and distill what the key issues are and create goals tied to an overall mission and vision statement that are achievable within 3-5 years.
Qualifications	20	Demonstrated qualifications to conduct strategic planning.
Experience in previous strategic planning work	25	Diverse background and experience in strategic planning for mid-sized organizations.
Cost to implement proposed approach	25	Costs that are reasonable and detailed enough to understand and compare with other proposals.
<b>Total Score</b>	<b>100</b>	

The City of Tulsa also reserves the right to evaluate based on the full list of eligible criteria listed in [Title 6, Chapter 4](https://library.municode.com/ok/tulsa/codes/code_of_ordinances) of the Tulsa Revised Ordinances (TRO): [https://library.municode.com/ok/tulsa/codes/code\\_of\\_ordinances](https://library.municode.com/ok/tulsa/codes/code_of_ordinances).

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**X. MISCELLANEOUS**

- A.** The City expects to enter into a written Agreement (the “Agreement”) with the chosen Respondent(s) that shall incorporate this RFP and selected Respondent’s proposal. Further, Respondent(s) will be bound to comply with the provisions set forth in this RFP. In addition to any terms and conditions included in this RFP, the City may include in the Agreement other terms and conditions as deemed necessary. Respondent’s response to this RFP will be considered part of the Agreement if one is awarded to Respondent.
- B.** All data included in this RFP, as well as any attachments, are proprietary to the City.
- C.** The City notifies all possible Respondents that no person shall be excluded from participation in, denied any benefits of, or otherwise discriminated against in connection with the award and performance of any contract on the basis of race, religious creed, color, national origin, ancestry, physical disability, sex, age, ethnicity, or on any other basis prohibited by law.
- D.** All Respondents shall comply with all applicable laws regarding equal employment opportunity and nondiscrimination. They shall also comply with the Americans with Disabilities Act (ADA).
- E.** The use of the City of Tulsa’s name in any way as a potential customer is strictly prohibited except as authorized in writing by the City of Tulsa.
- F.** The City assumes no responsibility or liability for any costs you may incur in responding to this RFP, including attending meetings or contract negotiations.
- G.** The City is bound to comply with Oklahoma's Open Records Act, and information submitted with your proposal, with few exceptions, is a matter of public record.  
  
The City shall not be under any obligation to return any materials submitted in response to this RFP request.
- H.** The City shall not infringe upon any intellectual property right of any Respondent but reserves the right to use any concept or methods contained in the proposal. Any desired restrictions on the use of information contained in the proposal should be clearly stated. Responses containing your proprietary data shall be safeguarded with the same degree of protection as the City’s own proprietary data. All such proprietary data contained in your proposal must be clearly identified.
- I.** The City also notifies all Respondents that the City has the right to modify the RFP and the requirements herein, to request modified proposals from Respondents, and to negotiate with the selected Respondent on price and other contract terms, as necessary to meet the City’s Objectives.
- J.** The selected Respondent “Seller” and its subcontractors must obtain at Seller’s expense and keep in effect so long as City is purchasing Supplies or Services

from Seller pursuant to this Bid, policies of insurance in the minimum amounts set forth below and Workers' Compensation and Employer's Liability insurance in the statutory limits required by law.

General Liability: personal injury and property damage, each occurrence	\$1,000,000.00
Auto Liability, each occurrence	\$1,000,000.00
Workers' Compensation	(Statutory limits)

**K. Seller's insurer must be authorized to transact business in the State of Oklahoma.** Seller will have 10 Days after notification that its Bid was Accepted by the City to provide proof of coverage. **The Certificate of Insurance must be completed with the following information:**

- A. Your name
- B. Insurer's name and address
- C. Policy number
- D. Liability coverage and amounts
- E. Commencement and expiration dates
- F. Signature of authorized agent of insurer
- G. Certificate Holder Information: City of Tulsa, 175 East 2nd St., Suite 260, Tulsa, OK 74103

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## RESPONDENT INFORMATION SHEET

**Respondent's Legal Name:** \_\_\_\_\_  
(Must be Respondent's company name as reflected on its organizational documents, filed with the state in which Respondent is organized)

**State of Organization:** \_\_\_\_\_

**Respondent's Type of Legal Entity: (check one)**

- |                                                    |                                                                |
|----------------------------------------------------|----------------------------------------------------------------|
| <input type="checkbox"/> Sole Proprietorship       | <input type="checkbox"/> Limited Partnership                   |
| <input type="checkbox"/> Partnership               | <input type="checkbox"/> Limited Liability Partnership         |
| <input type="checkbox"/> Corporation               | <input type="checkbox"/> Limited Liability Limited Partnership |
| <input type="checkbox"/> Limited Liability Company | <input type="checkbox"/> Other: _____                          |

**Respondent's Address:** \_\_\_\_\_  
Street City State Zip Code

**Respondent's Website Address:** \_\_\_\_\_

<b>Sales Contact:</b>	<b>Contact for Legal Notice:</b>
Name: _____	Name: _____
Title/Position: _____	Title/Position: _____
Street: _____	Street: _____
City: _____	City: _____
State: _____	State: _____
Phone: _____	Phone: _____
Email: _____	Email: _____

**How did you learn about this business opportunity with the City of Tulsa?**

- Email from Assigned Buyer
- City of Tulsa Website
- Tulsa World posting
- Purchasing search engine
- Industry colleague
- Other: [Click or tap here to enter text.](#)

## Price Sheet Summary

**Respondent's Legal Name:** \_\_\_\_\_  
(Must be Respondent's company name as reflected on its organizational documents, filed with the state in which Respondent is organized)

Please present a Fee Total for Consulting Services as spelled out in the scope of this Request for Proposal:

Proposed Fee Total: \$ \_\_\_\_\_

By signing here, I affirm that these prices are my formal offer and agree to the inclusion of City of Tulsa's general contract terms and conditions as listed in Appendix A in any contract with the City of Tulsa.

Company Name: \_\_\_\_\_ Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Name Printed: \_\_\_\_\_

Title: \_\_\_\_\_

# AFFIDAVIT

## NON-COLLUSION, INTEREST, AND CLAIMANT

STATE OF \_\_\_\_\_ )  
 )ss.  
COUNTY OF \_\_\_\_\_ )

I, \_\_\_\_\_, of lawful age, being first duly sworn, state that:  
**(Seller's Authorized Agent)**

1. I am the Authorized Agent of Seller herein for the purposes of certifying facts pertaining to the existence of collusion between and among Bidders and municipal officials or employees, as well as facts pertaining to the giving or offering of things of value to government personnel in return for special consideration in the letting of any contract pursuant to the proposal to which this statement is attached.
2. I am fully aware of the facts and circumstances surrounding the making of Seller's Bid to which this statement is attached, and I have been personally and directly involved in the proceedings leading to the submission of such Bid; and
3. Neither the Seller nor anyone subject to the Seller's direction or control has been a party:
  - a. to any collusion among Bidders in restraint of freedom of competition by agreement to respond at a fixed price or to refrain from responding,
  - b. to any collusion with any municipal official or employee as to quantity, quality, or price in the prospective contract, or as to any other terms of such prospective contract, nor
  - c. in any discussions between Bidders and any municipal official concerning exchange of money or other thing of value for special consideration in the letting of a contract.
4. No officer or employee of the City of Tulsa either directly or indirectly owns a five percent (5%) interest or more in the Bidders business or such a percentage that constitutes a controlling interest. Affiant further states that the following officers and/or employees of the City of Tulsa own an interest in the Bidders business, which is less than a controlling interest, either direct or indirect.
5. All invoices to be submitted pursuant to this agreement with the City of Tulsa will be true and correct.
6. That the work, services or material furnished will be completed or supplied in accordance with the plans, specifications, orders, requests or contract furnished or executed by the affiant. Affiant further states that (s)he has made no payment directly or indirectly to any elected official, officer or employee of the City of Tulsa, or of any public trust where the City of Tulsa is a beneficiary, of money or any other thing of value to obtain payment of the invoice or procure the contract or purchase order pursuant to which an invoice is submitted. Affiant further certifies that (s)he has complied with all applicable laws regarding equal employment opportunity.

By: \_\_\_\_\_

**Signature**

Title: \_\_\_\_\_

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

\_\_\_\_\_  
Notary Public

My Commission Expires: \_\_\_\_\_

Notary Commission Number: \_\_\_\_\_

**The Affidavit must be signed by an authorized agent and notarized**

## ACKNOWLEDGMENT OF RECEIPT OF ADDENDA/AMENDMENTS

I hereby acknowledge receipt of the following addenda or amendments and understand that such addenda or amendments are incorporated into the Bid Packet and will become a part of any resulting contract.

List Date and Title/Number of all addenda or amendments: (Write "None" if applicable).

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**Sign Here ►**

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

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**APPENDIX A – City of Tulsa General Contract Terms**

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It is anticipated that the City of Tulsa will enter into an Agreement with the selected Respondent (“Seller”) for an initial term ending one (1) year from the date of its execution by the City’s Mayor, with four (4) one-year renewals available at the option of the City. Contracts entered into by the City of Tulsa generally include, but are not limited to, the following terms:

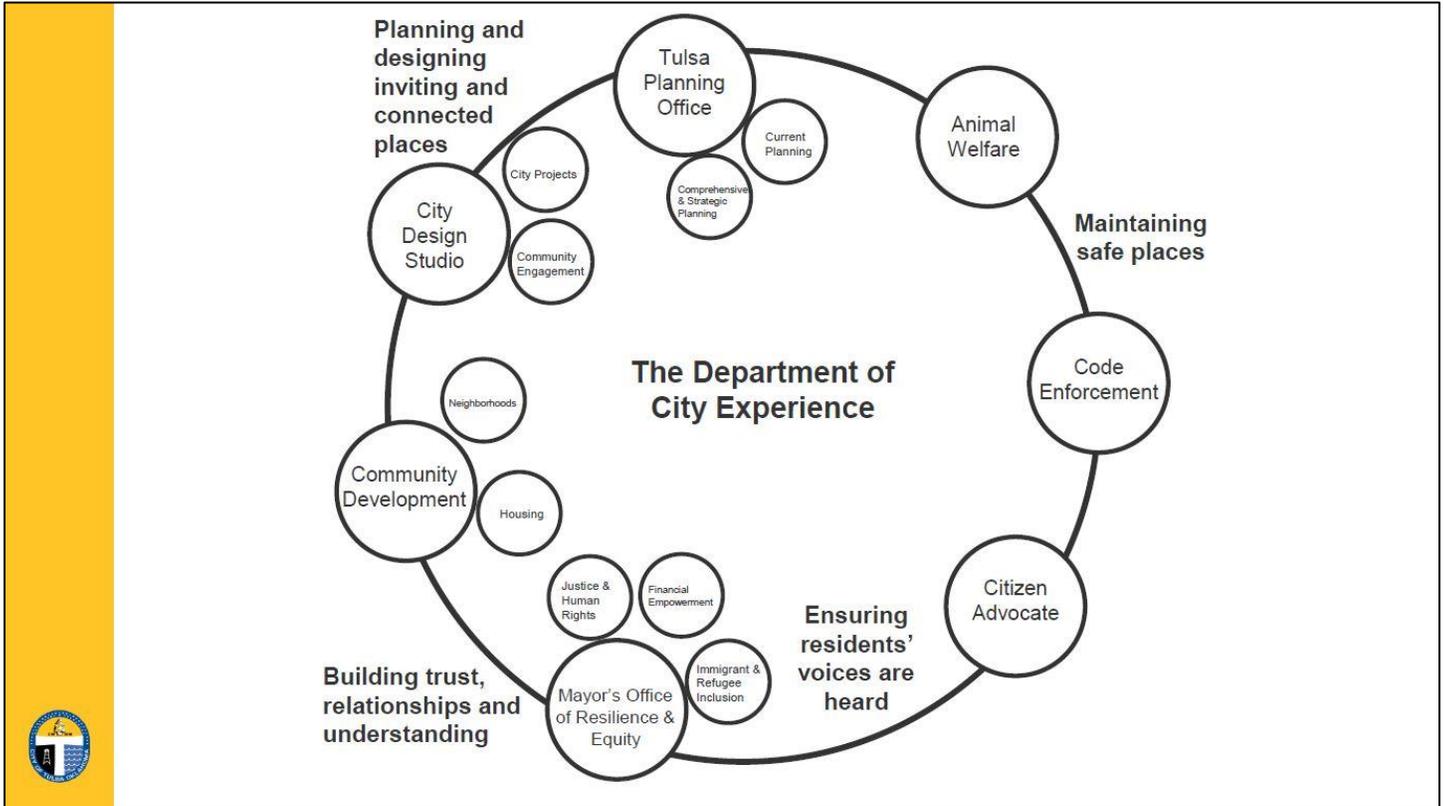
1. **Renewals.** Seller understands and acknowledges that any future contracts or renewals are neither automatic nor implied by this Agreement. The continuing purchase by City of the Services set forth in this Agreement is subject to City’s needs and to City’s annual appropriation of sufficient funds in City’s fiscal year (July 1<sup>st</sup> to June 30<sup>th</sup>) in which such Services are purchased. In the event City does not appropriate or budget sufficient funds to perform this Agreement, this Agreement shall be null and void without further action by City.
2. **No Indemnification or Arbitration by City.** Seller understands and acknowledges that City is a municipal corporation that is funded by its taxpayers to operate for the benefit of its citizens. Accordingly, and pursuant to Oklahoma law, City shall not indemnify nor hold Seller harmless for loss, damage, expense or liability arising from or related to this Agreement, including any attorneys’ fees and costs. In addition, Seller shall not limit its liability to City for actual loss or direct damages for any claim based on a breach of this Agreement and the documents incorporated herein. City reserves the right to pursue all legal and equitable remedies to which it may be entitled. City will not agree to binding arbitration of any disputes.
3. **Intellectual Property Indemnification by Seller.** Seller agrees to indemnify, defend, and save harmless City and its officers, employees and agents from all suits and actions of every nature brought against them due to the use of patented, trademarked or copyright-protected appliances, products, materials or processes provided by Seller hereunder. Seller shall pay all royalties and charges incident to such patents, trademarks or copyrights.
4. **General Liability and Indemnification.** Seller shall hold City harmless from any loss, damage or claims arising from or related to the performance of the Agreement herein. Seller must exercise all reasonable and customary precaution to prevent any harm or loss to all persons and property related to this Agreement. Seller agrees to indemnify and hold the City harmless from all claims, demands, causes of action or suits of whatever nature arising out of the services, labor, and material furnished by Seller or Seller’s subcontractors under the scope of this Agreement.
5. **Liens.** Pursuant to City’s Charter (Art. XII, §5), no lien of any kind shall exist against any property of City.
6. **No Confidentiality.** Seller understands and acknowledges that City is subject to the Oklahoma Open Records Act (51 O.S. §24A.1 *et seq.*) and therefore cannot assure the confidentiality of contract terms or other information provided by Seller pursuant to this Agreement that would be inconsistent with City’s compliance with its statutory requirements there under.
7. **Compliance with Laws.** Seller shall be responsible for complying with all applicable federal, state and local laws. Seller is responsible for any costs of such compliance. Seller shall take the necessary actions to ensure its operations in performance of this contract and employment practices are in compliance with the requirements of the Americans with Disabilities Act. Seller certifies that it and all of its subcontractors to be used in the performance of this agreement are in compliance with 25 O.S. Sec. 1313 and participate in the Status Verification System. The Status Verification System is defined in 25 O.S. Sec. 1313 and includes, but is not limited to, the free Employee Verification Program (E-Verify) available at [www.dhs.gov/E-Verify](http://www.dhs.gov/E-Verify).

8. **Right to Audit.** The parties agree that books, records, documents, accounting procedures, practices, price lists or any other items related to the Services provided hereunder are subject to inspection, examination, and copying by City or its designees. Seller shall retain all records related to this Agreement for the duration of the contract term and a period of three years following completion and/or termination of the contract. If an audit, litigation, or other action involving such records begins before the end of the three year period, the records shall be maintained for three years from the date that all issues arising out of the action are resolved or until the end of the three year retention period, whichever is later.
9. **Governing Law and Venue.** This Agreement is executed in and shall be governed by and construed in accordance with the laws of the State of Oklahoma without regard to its choice of law principles, which shall be the forum for any lawsuits arising under this Agreement or incident thereto. The parties stipulate that venue is proper in a court of competent jurisdiction in Tulsa County, Oklahoma and each party waives any objection to such venue.
10. **No Waiver.** A waiver of any breach of any provision of this Agreement shall not constitute or operate as a waiver of any other provision, nor shall any failure to enforce any provision hereof operate as a waiver of the enforcement of such provision or any other provision.
11. **Entire Agreement/No Assignment.** This Agreement and any documents incorporated herein constitute the entire agreement of the parties and supersede any and all prior agreements, oral or otherwise, relating to the subject matter of this Agreement. This Agreement may only be modified or amended in writing and signed by both parties. Notwithstanding anything to the contrary herein, the City does not agree to the terms of any future agreements, revisions or modifications that may be required under this Agreement unless such terms, revisions or modifications have been reduced to writing and signed by both parties. Seller may not assign this Agreement or use subcontractors to provide the Goods and/or Services without City's prior written consent. Seller shall not be entitled to any claim for extras of any kind or nature.
12. **Equal Employment Opportunity.** Seller shall comply with all applicable laws regarding equal employment opportunity and nondiscrimination.

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**APPENDIX B**

The following appendix includes organizational charts and background information about the Department of City Experience that is intended to provide context for the department's organizational structure and staff.



 <p><b>Dept of City Experience Key Services &amp; Programs</b></p>	<p><b>Tulsa Planning Office</b></p> <ul style="list-style-type: none"> <li>• Current Planning (zoning, subdivision, lot splits/combo)</li> <li>• Strategic / Long Range Planning (PlaniTulsa, neighborhood conditions index)</li> <li>• Historic Preservation</li> <li>• Mapping</li> </ul>	<p><b>Community Development</b></p> <ul style="list-style-type: none"> <li>• Housing Policy &amp; IOT3 Housing Investment</li> <li>• HOME/CDBG Rehab and Emergency Repair Loans</li> <li>• Neighborhood Capacity Building (Neighborhood Academy)</li> <li>• Vibrant Neighborhoods Program</li> <li>• Destination Districts Program (Main St)</li> </ul>		
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# Why Dept of City Experience?



Tulsans who said:

My neighborhood is the perfect **place** for me (*I belong*); and

City leaders in Tulsa **care** about what people like me think (*I am heard*)

Were **2.1x** more likely to be thriving...

...More than any other indicator...

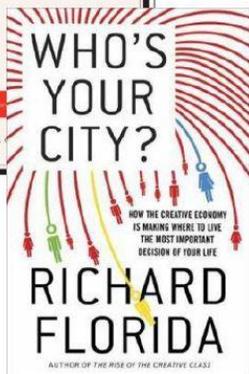
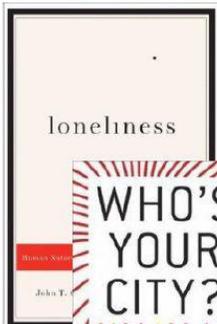
- Feeling of safety (1.6x)
- Access to affordable housing (1.5x)
- Economic growth opportunities (1.4x)
- Access to arts & entertainment (1.3x)
- Access to healthcare (1.2x)

Gallup Tulsa Citivoice Index Final Report, Jan. 2021

2020 Gallup-Tulsa Citivoice Index (data collected Jan. 2020)	North Tulsa (74110)	East Tulsa (74128)	West Tulsa (74107)	Midtown (74105)	South Tulsa (74133)
Would you recommend the neighborhood where you live to a friend?	38%	43%	60%	83%	88%
I have a lot of trust in my neighbors.	20%	17%	32%	42%	31%
Outside of my household, there is someone who lives nearby I could turn to if I was having a personal crisis.	36%	37%	52%	52%	41%

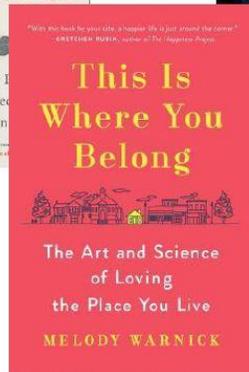
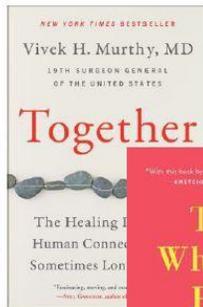


Loneliness: Human Nature and the Need for Social Connection, John Cacioppo, 2008



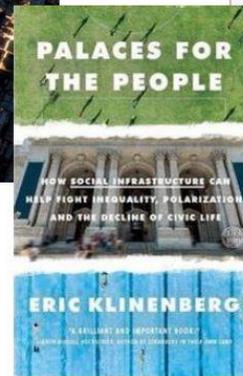
Who's Your City?: How the Creative Economy Is Making Where to Live the Most Important Decision of Your Life, Richard Florida, 2008

Together: The Healing Power of Human Connection in a Sometimes Lonely World, Vivek Murthy, 2020



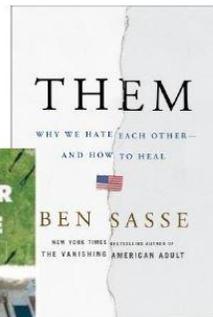
This is Where You Belong: The Art & Science of Loving the Place You Live, Melody Warnick, 2016

Evidence-Based Policing: Translating Research into Practice, Cynthia Lum, 2017



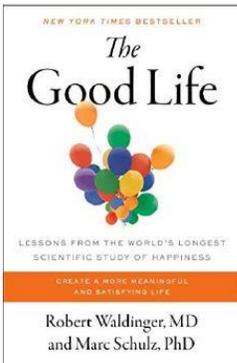
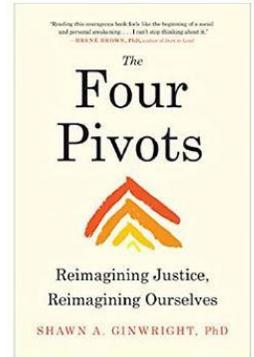
Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life, Eric Klinenberg, 2018

Them: Why We Hate Each Other and How to Heal, Ben Sasse, 2018



Belonging is the capacity to see humanity in those that are not like us and to recognize that the same elements that exist within them also exist within us. It is a way of constructing an *imagined connection*, a kinship, an *identity* that allows us to make sense of the world that is both real and imagined.

Shawn Ginwright, *The Four Pivots*

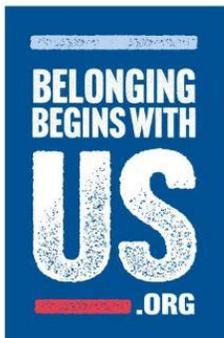


After studying hundreds of lives, we can confirm what all of us already know deep down – that a huge range of factors contribute to a person’s happiness. The delicate balance of economic, social, psychological, and health contributors is complex. Rarely can any single factor be said, with absolute confidence, to *cause* any single result. Among the many predictors of health and happiness, from good diet to exercise, to income level, **a life of good relationships stands out for its power and consistency.**

Waldinger & Schulz, *The Good Life*



## Other Initiatives



Leading Civic Engagement

After the Fact Podcast  
Restoring Community



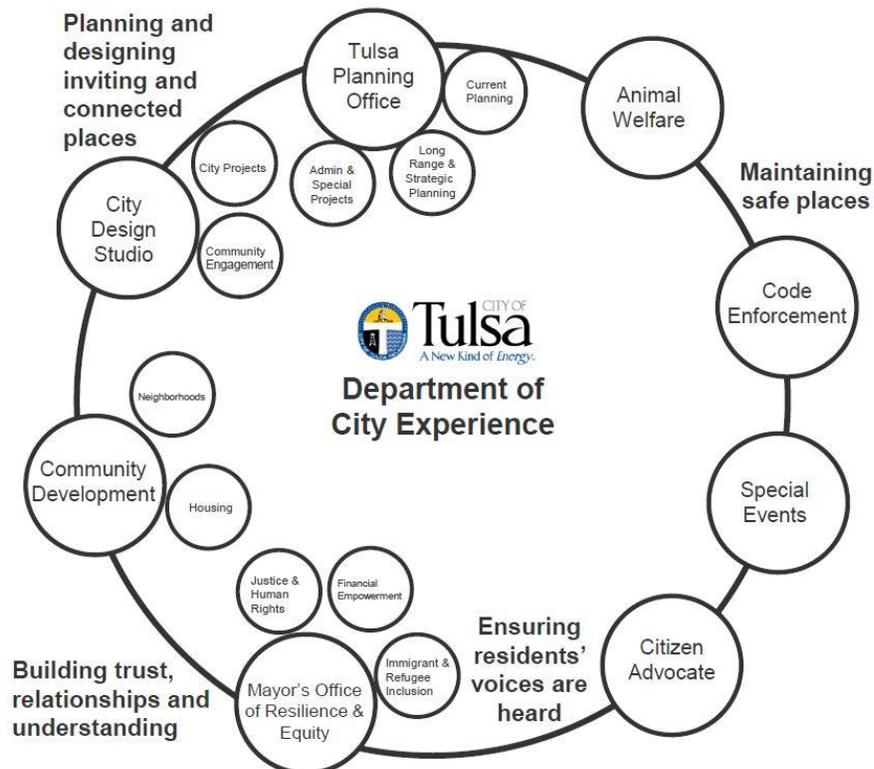
[belongingbeginswithus.org](http://belongingbeginswithus.org)

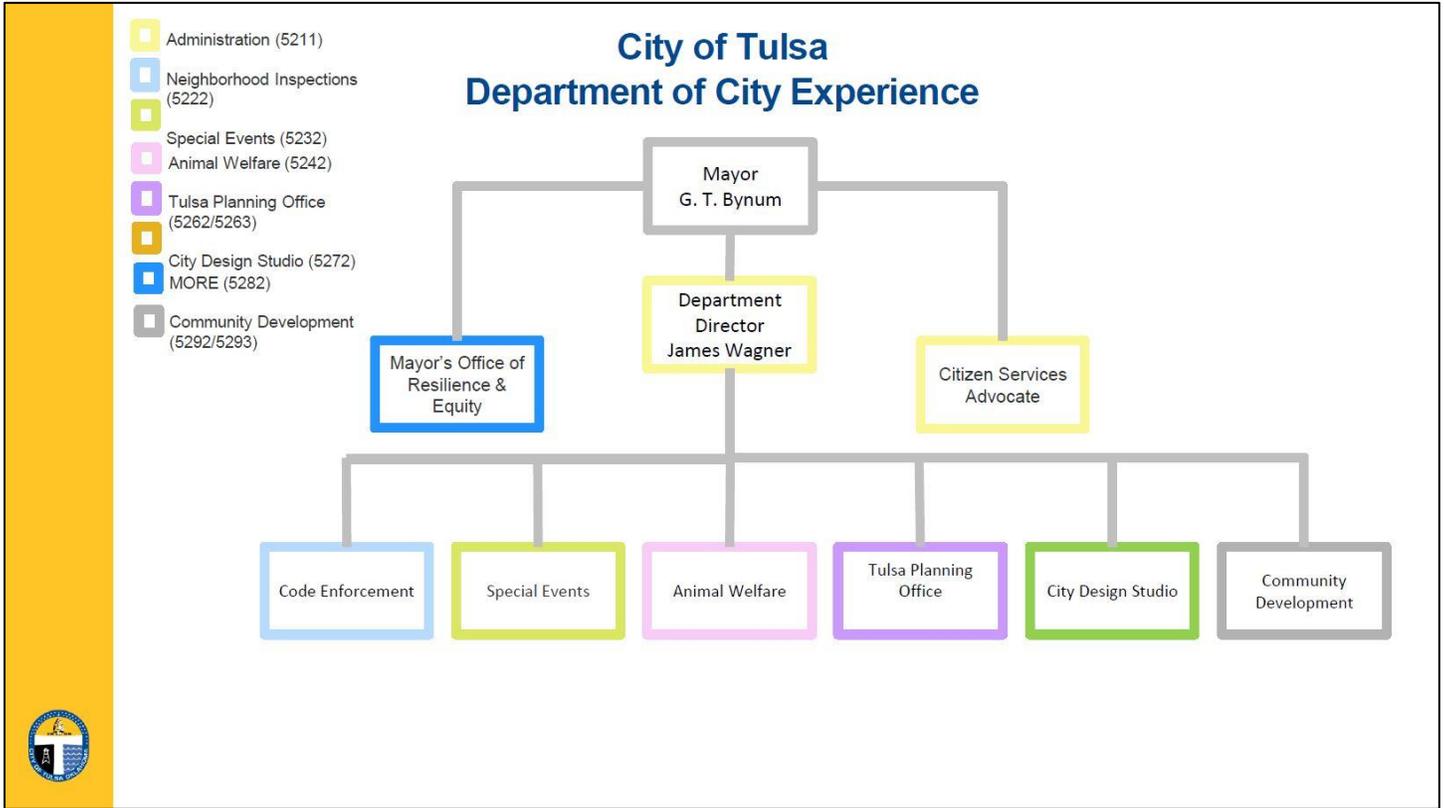
## Where we are... (WIN)

- Reactive
- Code Enforcement
- Animal Welfare
- Dumpsters
- Homeless clean-up

## Where we're going... (DCE)

- Residents who say they feel like they **belong** in their neighborhood and in the City
- Residents who say they feel **heard**
- Neighborhood **leadership capacity**
- Neighborhoods with clear **goals**
- Greater **trust** in the City and neighbors
- Neighborhoods with unique **identities**
- Rootedness leading to **investment** in place
- Neighborhood **maintenance**
- **Crime reduction**
- Human Centered Design (services & places)
- Comprehensive **problem solving** with the community





<b>Dept of City Experience Key Services &amp; Programs</b>	<p><b>Tulsa Planning Office</b></p> <ul style="list-style-type: none"> <li>• Current Planning (zoning, subdivision, lot splits/combo)</li> <li>• Strategic / Long Range Planning (PlaniTulsa, neighborhood conditions index)</li> <li>• Historic Preservation</li> <li>• Mapping</li> </ul>	<p><b>Community Development</b></p> <ul style="list-style-type: none"> <li>• Housing Policy &amp; IOT3 Housing Investment</li> <li>• HOME/CDBG Rehab and Emergency Repair Loans</li> <li>• Neighborhood Capacity Building (Neighborhood Academy)</li> <li>• Vibrant Neighborhoods Program</li> <li>• Destination Districts Program (Main St)</li> </ul>		
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# MAYOR/COUNCIL RETREAT PRIORITIES

JANUARY 2023

**★ HOMELESSNESS**

- Low Barrier Shelter
- Tulsa Housing Challenge
- Complete 3H Task Force and implement recommendations
- Evaluate internal processes for affordable housing development

**★ CUSTOMER SERVICE**

- Create a citizen contact position
- Identify two-way customer communication solutions to reduce language, location and access barriers
- Improve customer feedback loop
- Website Enhancements, short- and long-term goals
- Increase public access to data

**★ CITY EXPERIENCE**

- Establish framework for Department of City Experience
- Strategy with measurable outcomes to improve Quality of Life to include:
  - Animal Welfare
  - Access to Services
  - Improved urban planning
- Emphasized focus on specific corridors:
  - Kirkpatrick Heights, 61st and Peoria, 71st Corridor, and Dawson

**★ HABITABILITY**

- Fund, implement, and establish protocols for proactive code enforcement in multi-family complexes
- Clarify habitability standards by amending existing ordinances

**EMPLOYEE RECRUITMENT, RETENTION & COMPENSATION**

- Understand current state of vacancies
- High vacancy departments develop recruitment strategies with budgetary impacts
- Tulsa Police staffing

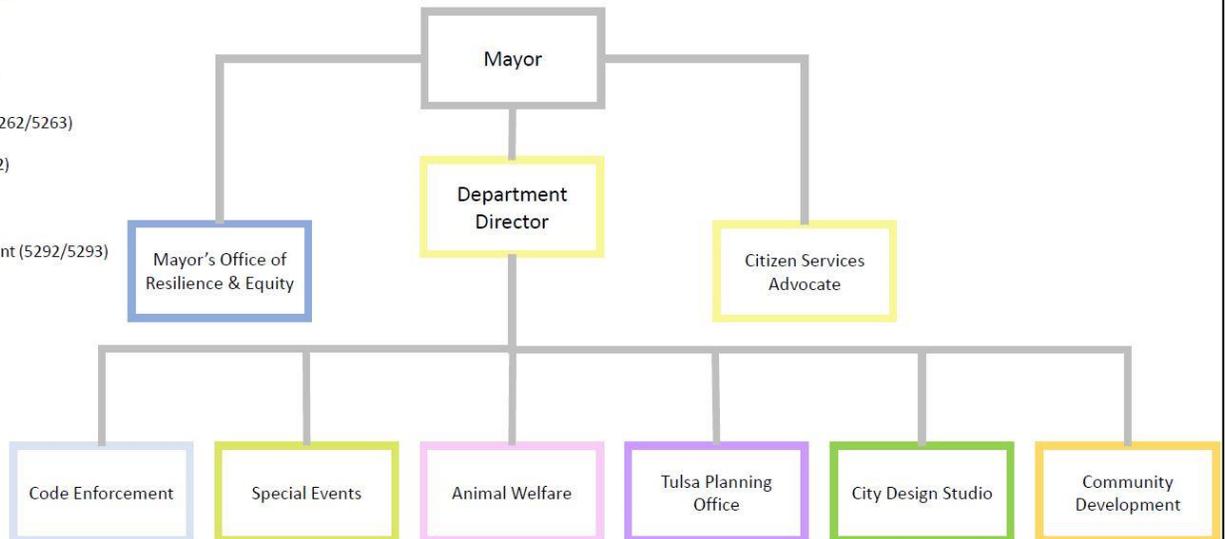
**★ CAPITAL PROGRAMS**

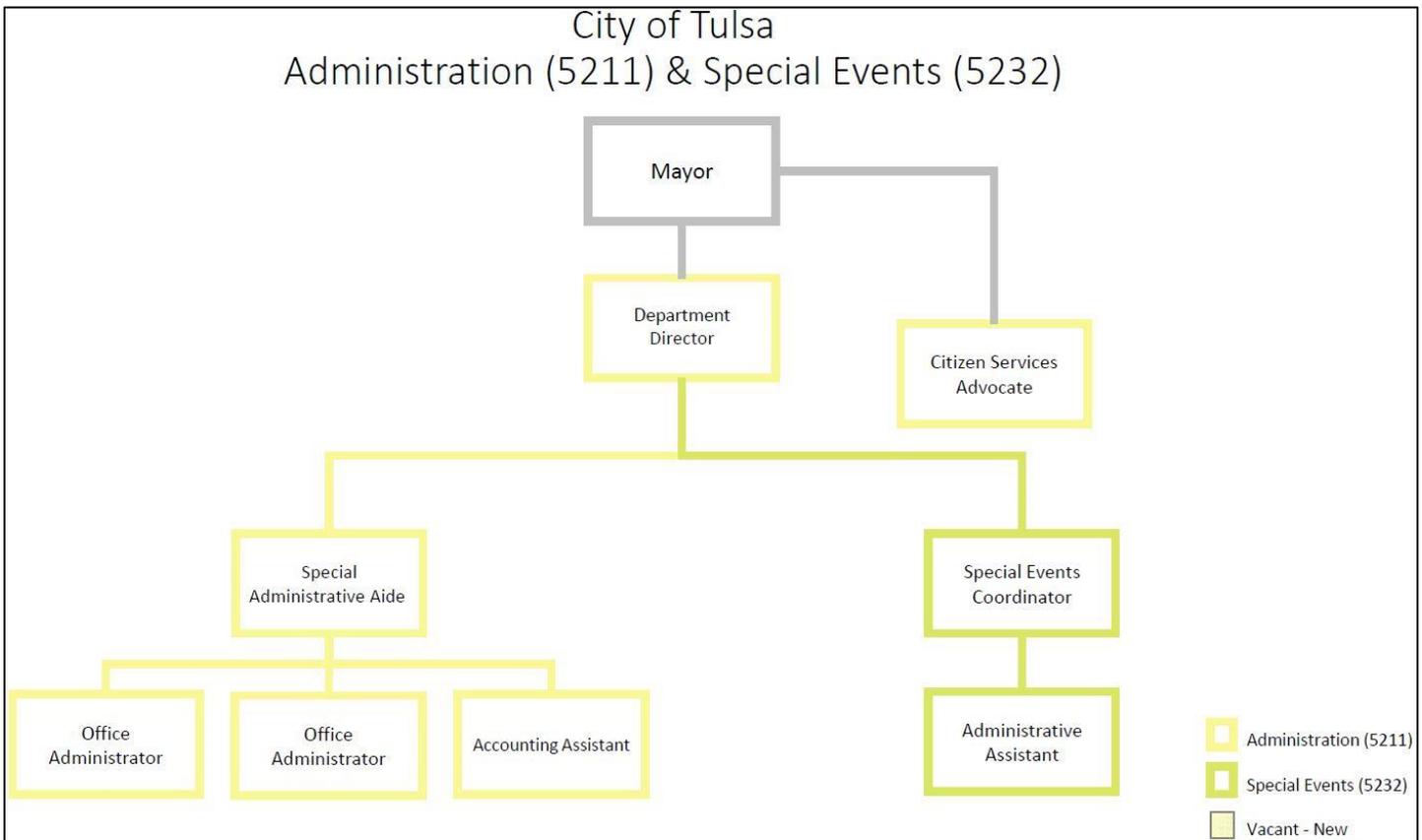
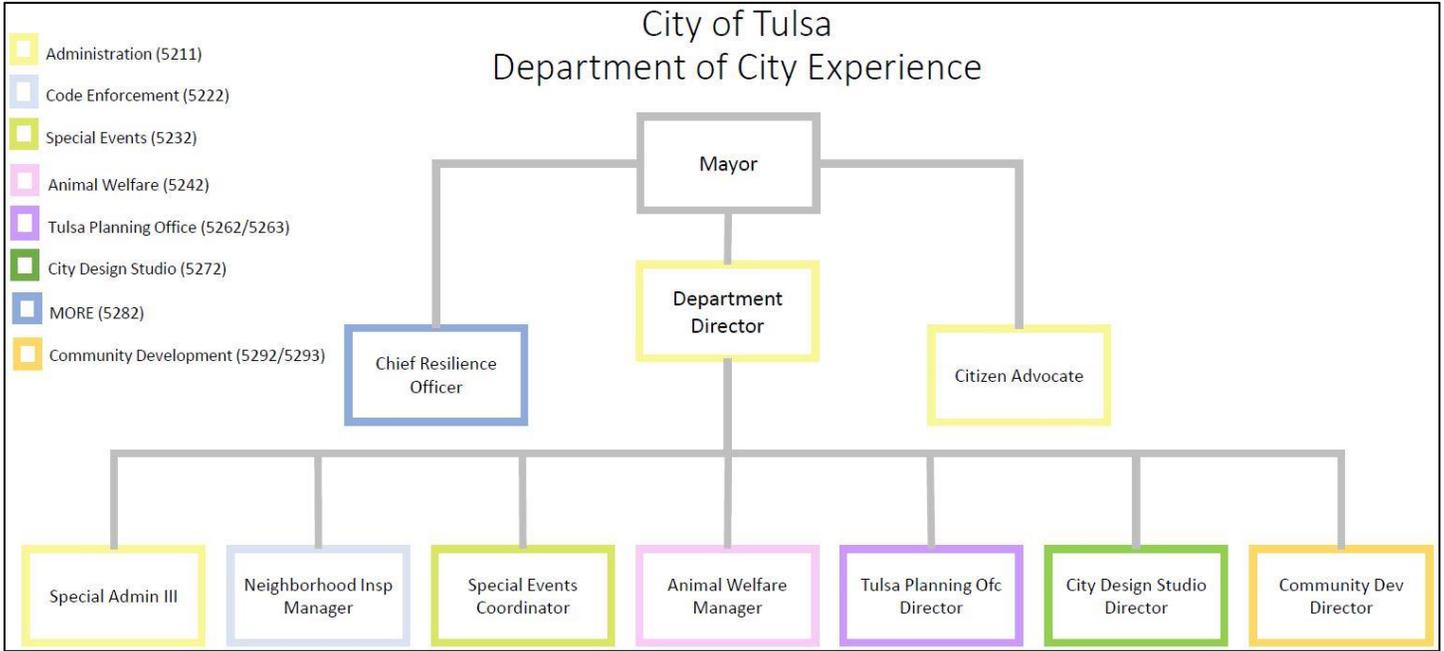
- Inventory capital needs
- Reorganization to maximize efficiencies and competition
- Confirm consulting needs

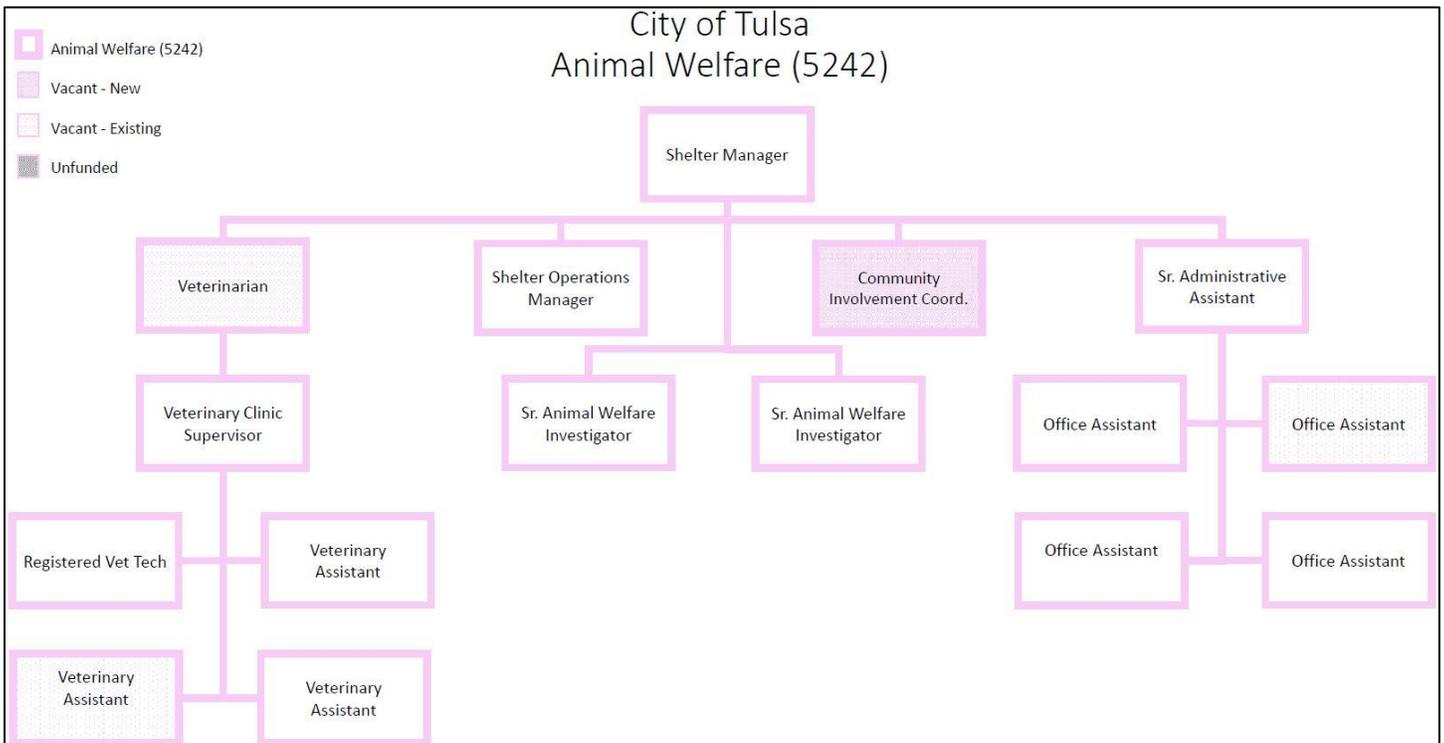
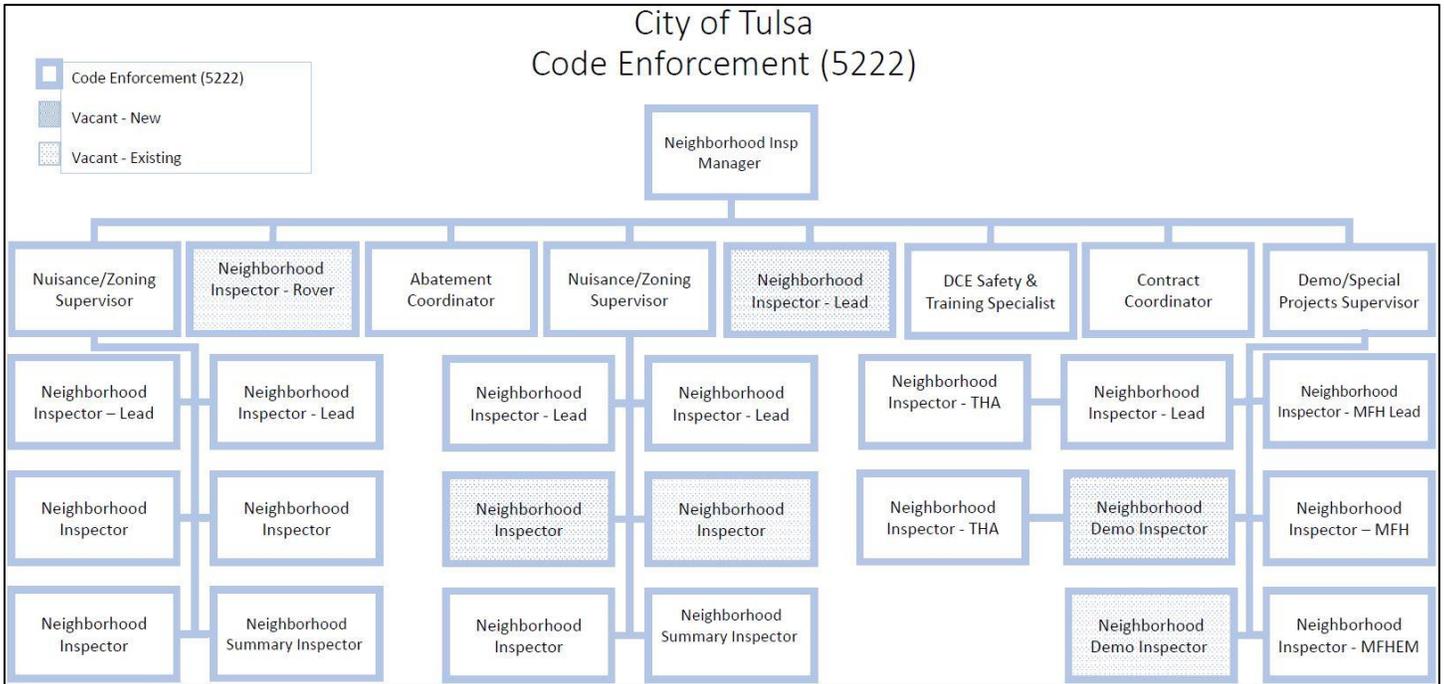


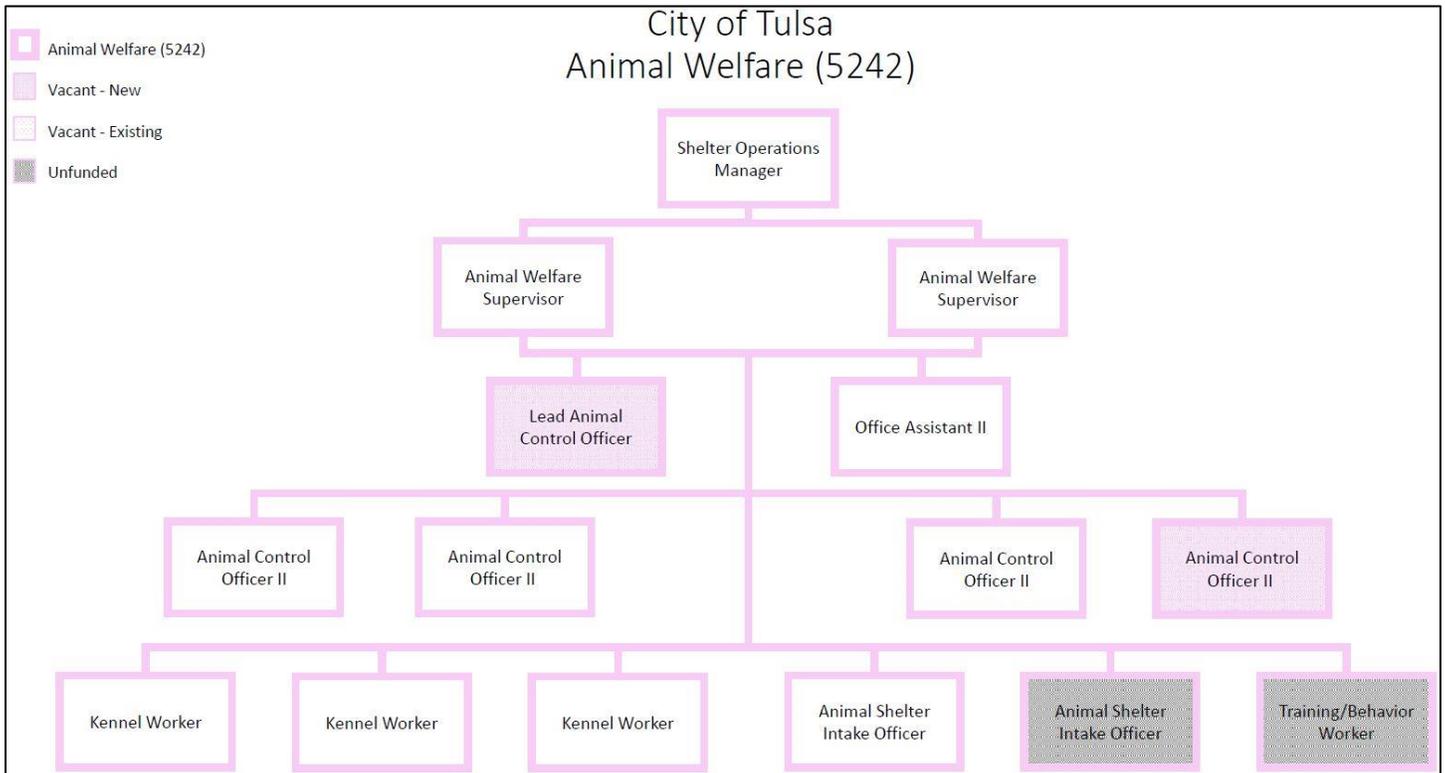
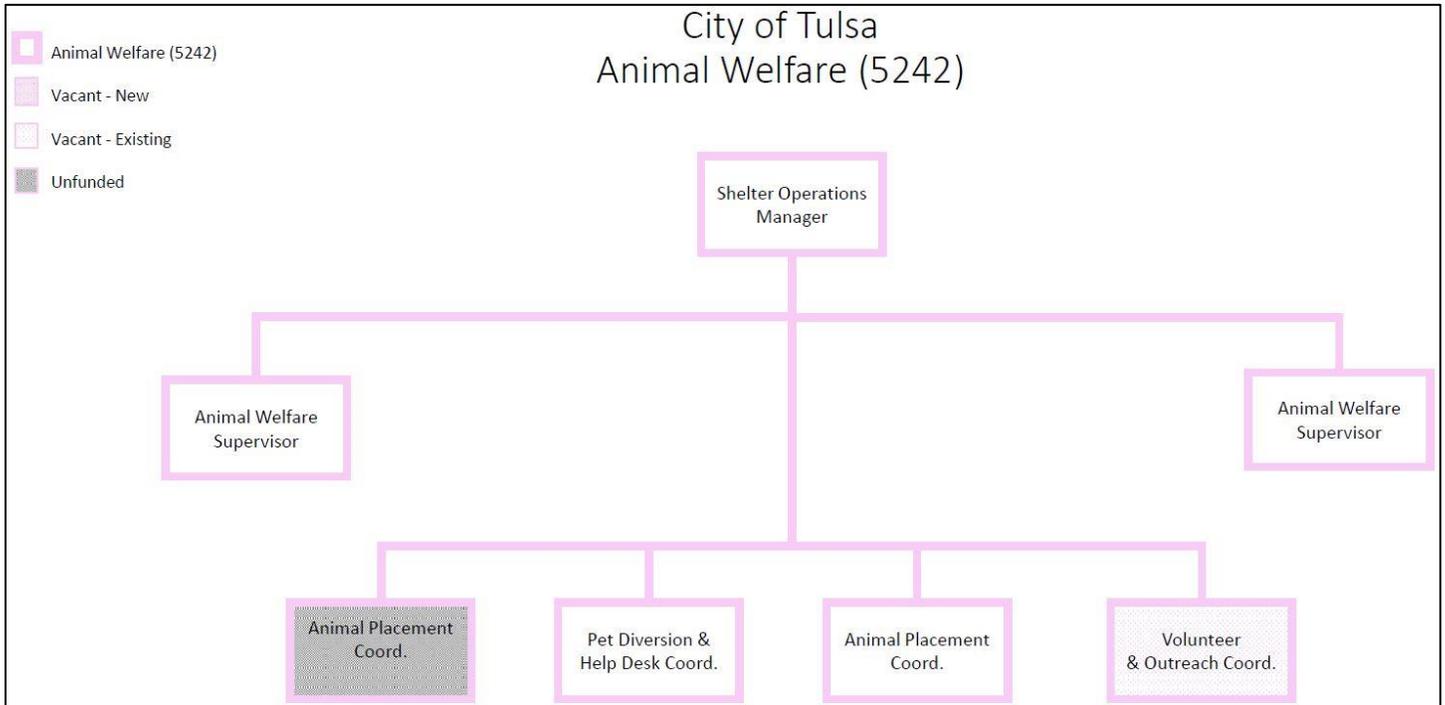
## City of Tulsa Department of City Experience

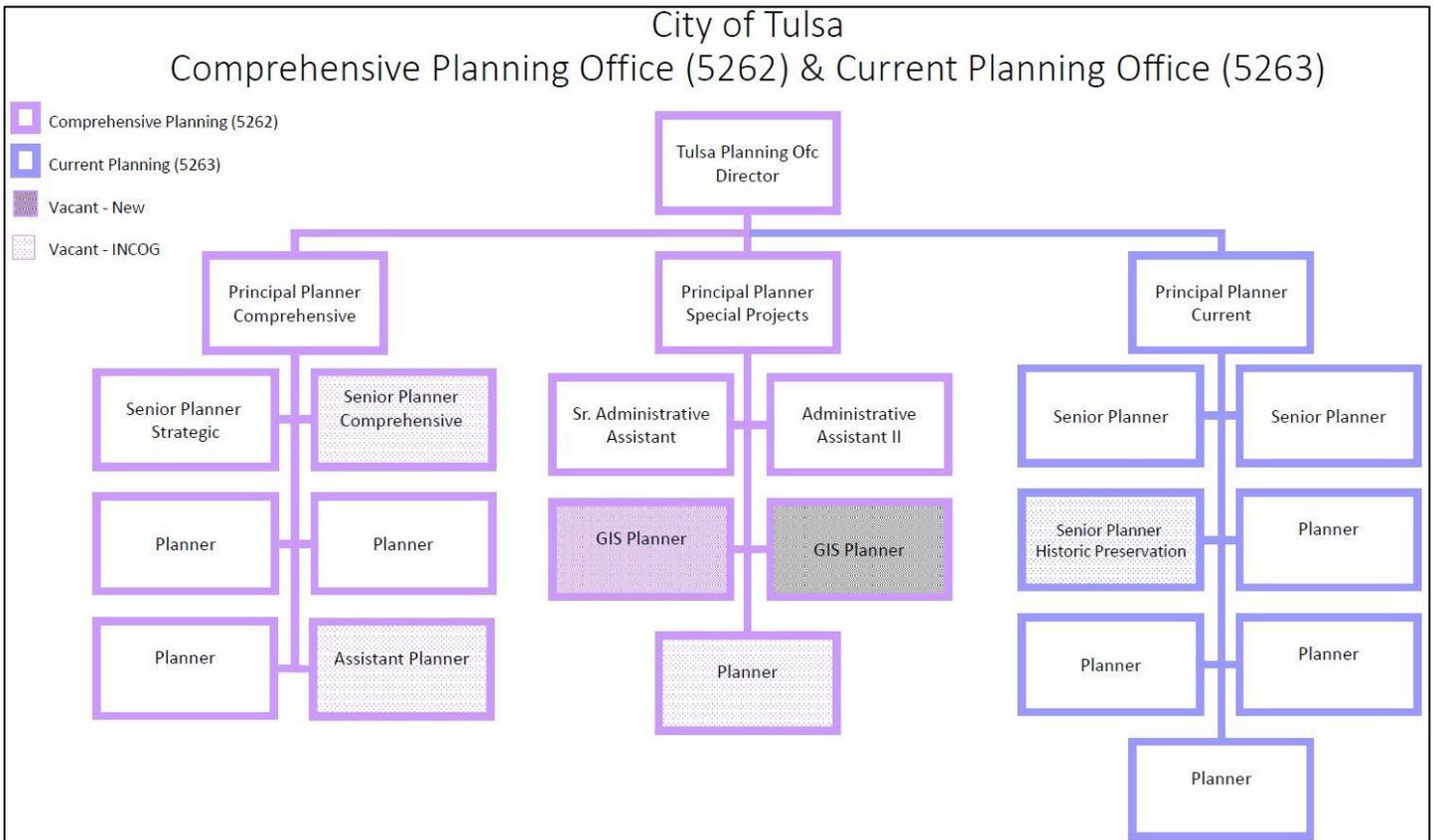
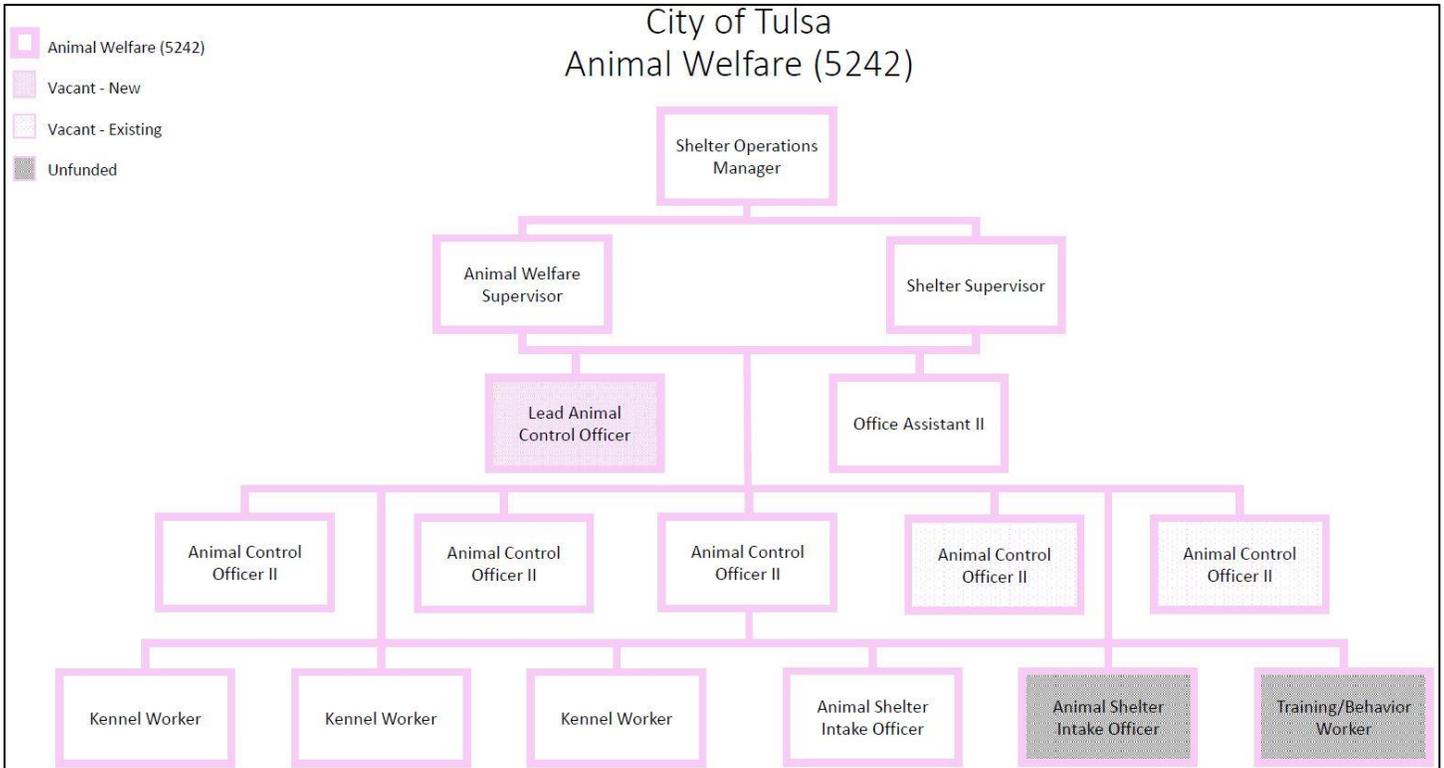
- Administration (5211)
- Code Enforcement (5222)
- Special Events (5232)
- Animal Welfare (5242)
- Tulsa Planning Office (5262/5263)
- City Design Studio (5272)
- MORE (5282)
- Community Development (5292/5293)



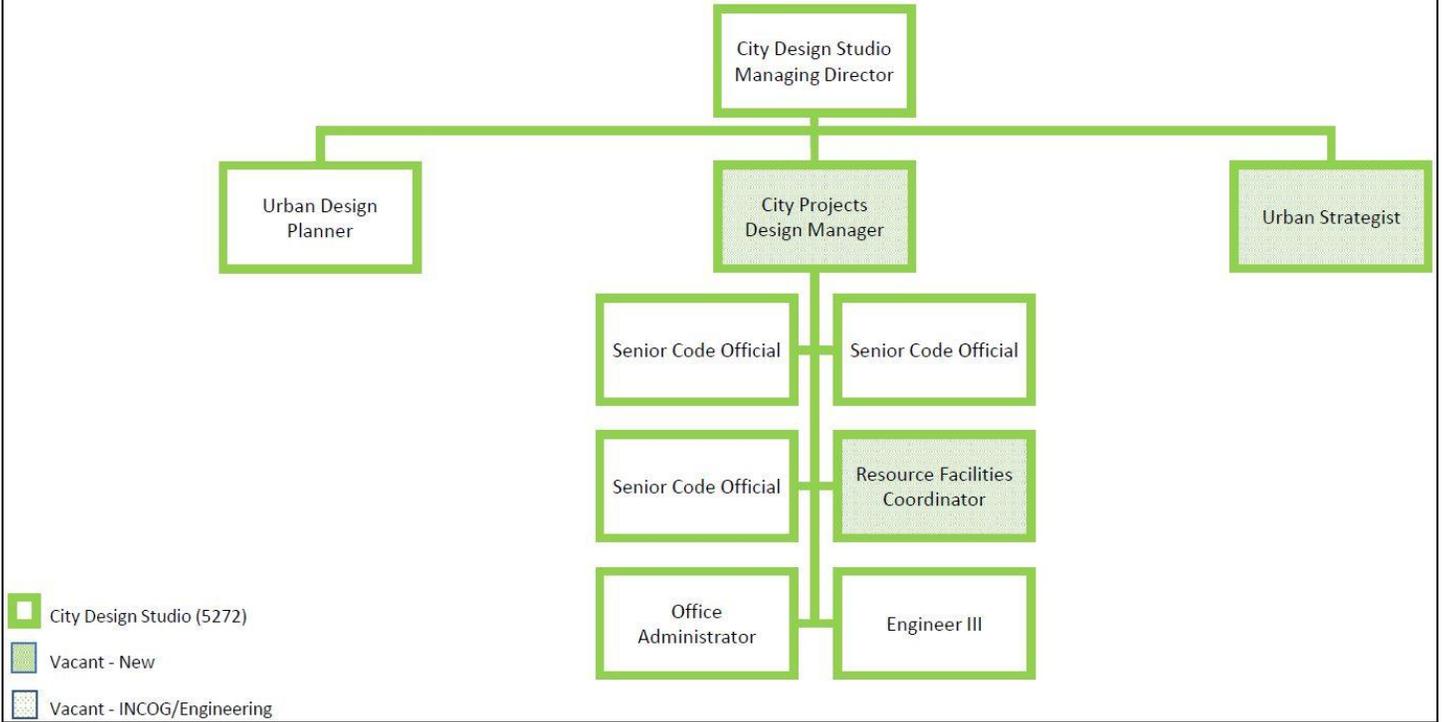




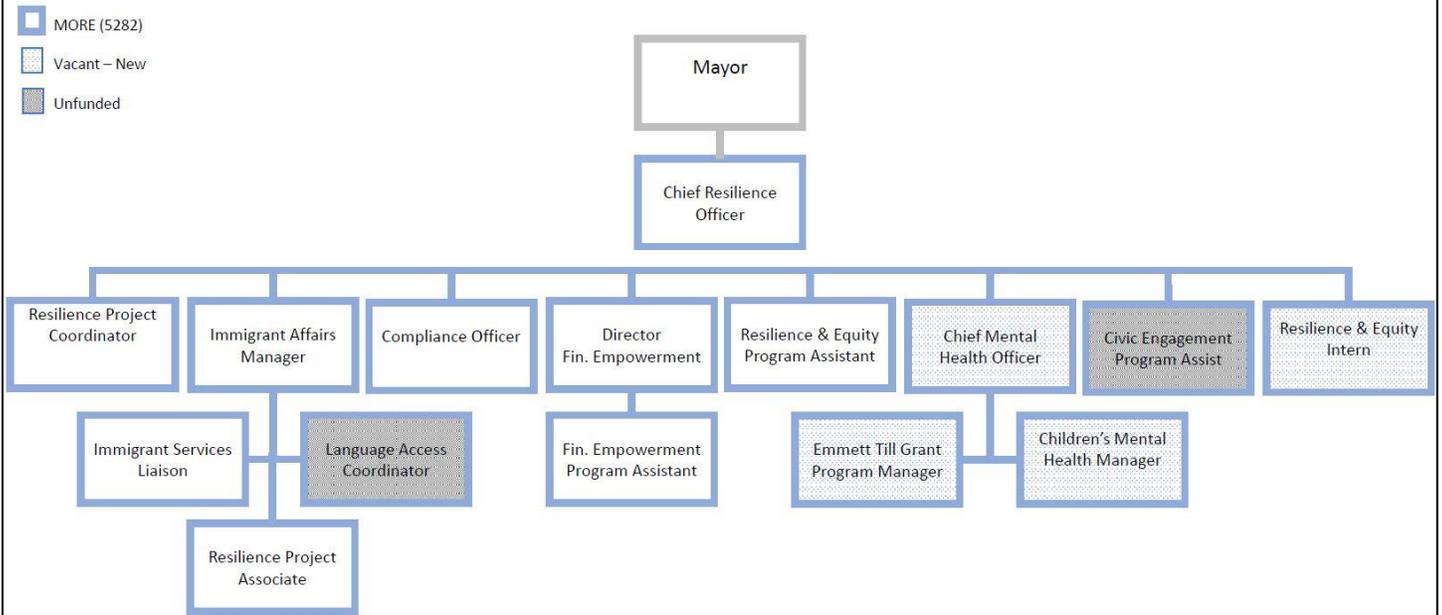




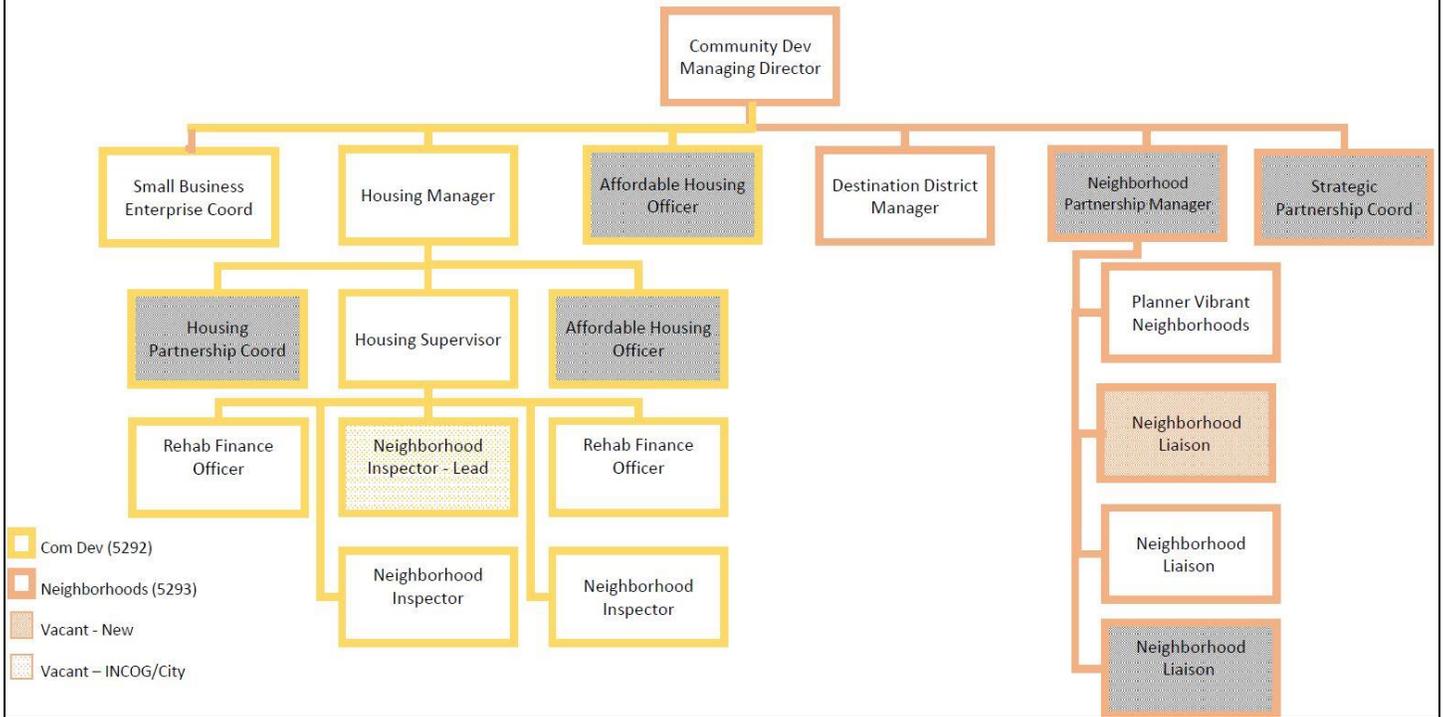
### City of Tulsa City Design Studio (5272)



### City of Tulsa Mayor's Office of Resilience & Equity (5282)



City of Tulsa  
 Community Development Housing (5292) & Neighborhoods (5293)



## RESPONDENT CHECKLIST

Use this checklist to ensure You have properly read and completed all documents listed below. This document (the RFP) contains all the following materials, which must be completed and returned to the City of Tulsa Clerk's Office. We recommend You include this checklist with Your proposal.

Proposer's Name: \_\_\_\_\_

<b>RESPONDENT CHECKLIST</b>	
<b>RESPONDENT DOCUMENTS</b>	<b>INCLUDED?</b>
Cover Letter	
Proposal Narrative (To Include Requirements as listed on page 3-8)	
Respondent Information Sheet <b>(required form)</b>	
Price Sheet Summary <b>(required form)</b>	
Affidavit (Non-Collusion, Interest & Claimant) <b>(required form)</b>	
Acknowledgement of Receipt of Addenda / Amendments <b>(required form)</b>	
Appendix A City of Tulsa General Contract Terms <b>(required form)</b>	
Appendix B	
Additional Information (Optional)	

**Please Return Entire RFP Packet**

**PACKING LABEL**

**FROM:**

**City of Tulsa - City Clerk's Office**  
175 East 2<sup>nd</sup> Street, Suite 260  
Tulsa, OK, 74103

**Respondent Submission For:**

RFP# 24-316

RFP DESCRIPTION: Strategic Planning

This label ensures that Your proposal will be sent to the correct office (City Clerk's) and that it is associated with the correct Solicitation (indicated by the RFP number). Proposals must be sealed and either mailed or delivered to the City Clerk's Office. Proposals must also be received no later than 5:00 PM (CST) on date listed on the first page of the RFP.