

DATE: May 30, 2017

TO: G.T. Bynum, Mayor
Jack Blair, Chief of Staff

FROM: James Wagner

SUBJECT: TulStat – WIN/Planning/Parks/Economic Development

Strategic Goal Areas: **Well-Being, Opportunity and The City Experience**

On May 26, 2017, the Office of Performance Strategy and Innovation hosted a TulStat meeting with the Mayor’s Office of Economic Development, Planning and Development, Working in Neighborhoods, and Parks and Recreation departments to discuss performance metrics. The purpose of this meeting was to share how data informs strategies and to discuss how to move toward desired outcomes. Data was presented by leadership and discussed with the Mayor’s Office, the Office of Performance Strategy and Innovation, and internal-service department leadership.

Presenting Parties

Mayor’s Office of Economic Development: Jim Coles
Planning and Development: Dawn Warrick
Working in Neighborhoods: Dwain Midget
Parks and Recreation: Lucy Dolman

Attendees Present:

<p>G.T. Bynum, Mayor Amy Brown, Deputy Chief of Staff James Wagner, OPSI Penny Macias, OPSI Robyn Undieme, OPSI</p>	<p>David Bryant, Finance Kim MacLeod, Communications Michael Dellinger, IT Nathan Pickard, Audit Mark Hogan, Asset Mgmt Erica Felix-Warwick, HR</p>	<p>Dwain Midget, WIN Lucy Dolman, Parks & Recreation Dawn Warrick, Planning & Development Jim Coles, MOED</p>
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Meeting Agenda

1. Discuss outcomes and purpose (OPSI)
2. Presentations:
 - a. Economic Development
 - b. Planning
 - c. Working in Neighborhoods
 - d. Parks
3. Discussion - Strategies (ALL)
4. Follow-up Plan (OPSI)

Presentations

Mayor's Office of Economic Development, Jim Coles

Two major activities in MOED

1. Tax Abatement
 - a. Currently only target downtown but working to see other areas of Tulsa where funds could be utilized and beneficial
 - b. Success is evaluated by looking at ad valorem increase over years
 - c. Process can require up to 20 meetings to get a project started and it's a long term process
2. Attracting & Retaining above median household incomes
 - a. Need to align with the Chamber. Hopefully the Economic summit will be a good start to achieving the goals
 - b. The team is still working to determine strategies and expanding beyond core services

Planning & Development, Dawn Warrick

Two activities reported on:

1. Process of commercial building permits
 - a. Approximately 25% of building permits are for new construction. Remainder are for modifications to existing structures
 - b. Goal is to process these more quickly
 - c. Strategy is to implement new tracking system & change management. Expect to be implementing in a year or less
2. Increasing population density
 - a. Current focus is around BRT on Peoria corridor
 - b. Goal is to identify tools that can be replicated in other parts of the City of Tulsa
 - c. Population is currently not growing at rates to meet our 2030 targets
 - d. BRT pilots: (1) voluntary re-zoning program; (2) education for re-zoning and the requirements

Working in Neighborhood, Dwain Midget

Two activities reported on:

1. Neighborhood investigations
 - a. Average approximately 14,000-15,000 abatements annually
 - b. Recently realigned work zones & seen major improvements. Getting much shorter list of backlog complaints and looking forward to being proactive instead of reactive
 - c. Unpredictable funding is major hurdle – investigating complaints doesn’t satisfy citizens. To them it’s only complete when a problem is remedied.
 - d. We have really high voluntary compliance rates – that’s so important because we don’t have enough funds to do the work so we rely heavily on voluntary compliance to keep neighborhoods clean




2. Neighborhood liaisons program
 - a. Registration process is cumbersome. Department is working to automate the process
 - b. Dumpster locations are determined by requests from neighborhood associations & Streets & Stormwater Department. Neighborhood cleanups are extremely helpful because it relieves pressure on neighborhood inspections teams and those resources


Parks & Recreation, Lucy Dolman










Issues:



1. Outdate facilities & amenities
 - a. Goal is to increase Level 2 Parks to Level 3 by 10%. Currently 46 parks at Level 2
 - b. Difficult to measure parks usage.
 - c. Strategy – create a volunteer program to help maintain parks & facilities
 - d. Strategy – improve park conditions. Park signage is big

Performance Metrics

Not meeting goal	On track to meet goal but cause for concern	Meeting goals
		

Issue	Goal	Status	Strategies	Citywide Outcome(s)
Economic Development				
Tax Abatement Values	Increase property values by assisting downtown development		Target specific areas and developments for incentive application	Support financial stability for Tulsa’s residents

Issue	Goal	Status	Strategies	Citywide Outcome(s)
Attracting and Retaining Jobs	Attract 200 jobs paying >\$50k and 167 jobs paying <\$50k		Identify assistance needed from the City coordinating with Departments, Trusts and Authorities	Opportunity > Add new jobs to local economy
Planning & Development Services				
Time to Issue Permits	Keep time to process permits to <35 days for cumulative City of Tulsa processing time		Improve tracking of time to process commercial building permits	New jobs, population growth
Tracking Population Growth	Attain 8 Households per acre in Peoria corridor by 2030		Coordinate with implementation of BRT Voluntary rezoning Public information	Population growth
Working in Neighborhoods				
Nuisance Abatement Response Times	Reduce nuisance abatement response times by 25%		Decrease response time for investigations & abatements	Improve overall health, Decrease violent crimes
Voluntary Compliance for Nuisance Abatements	Maintain 85% voluntary compliance		Eliminate case backlog to increase proactive enforcement	Improve overall health, Decrease violent crimes
Neighborhood Registration Processes	Automate process for registration		Work with IT to automate process by 12/2017	Growing Tulsa's Population
Parks & Recreation				
Number of Parks	The goal is to not increase the number of parks right now.		The strategy is to not grow the number of parks we have b/c we can't afford to add more at this time.	Improve overall health, Grow Tulsa's workforce & population, Decrease violent crime, and Facilitate quality entertainment options.
Quality of Parks	Improve 10% of Level 2 parks to Level 3.		Focus on making small but meaningful changes such as signage.	Improve overall health, Grow Tulsa's workforce & population, Decrease violent crime, and Facilitate quality entertainment options.
Rec Center Usage Rates	Increase rec. center usage rates by 10%.		Focus on making improvements to the existing rec centers rather than building new ones.	Improve overall health, Grow Tulsa's workforce & population, Decrease violent crime, and Facilitate quality entertainment options.

Issue	Goal	Status	Strategies	Citywide Outcome(s)
Tracking Park Usage	Increase permits for park usage by 10%.		Focus on improving the quality and cleanliness of the parks.	Improve overall health, Grow Tulsa's workforce & population, Decrease violent crime, and Facilitate quality entertainment options.
Resources Expended for Parks	To expend resources to bring the quality of parks back to the way they were 15 years ago.		Focus on quality of parks, not quantity.	Improve overall health, Grow Tulsa's workforce & population, Decrease violent crime, and Facilitate quality entertainment options.

Support Department Metrics: These metrics were provided by the support department attending TulStat. The purpose of the metrics inclusion is to show a fuller picture of the demands on city-wide resources to fulfill the obligations of the presenting department. In addition to the full time staff within presenting departments, there are a number of work groups that ensure success towards city-wide goals is realistic. If the metrics presented do not add value or there are additional metrics that are requested these can be modified for future meetings to best provide an overall picture of our operational performance.

Follow-Up Items

Item	Responsible Party
Update on status of the Economic Summit and alignment of City goals with Chamber work	Jim Coles
Update on ability to expand tax abatement programs to 61 st & Peoria area	Jim Coles
Determine what data needs to be gathered to measure impact of the SBE program and entrepreneurship programs in the city on economic development	Jim Coles
Research to identify any national standard of excellence for time to issue a permit	Dawn Warrick
Update on status of modifying the IDP process to tailor to IDP developers as customers	Dawn Warrick
Update on status of voluntary rezoning program	Dawn Warrick
Update on review of root causes for 15% that won't participate in voluntary compliance	Dwain Midget
Update on progress to automate neighborhood registration process & consolidation of existing programs into one database	Dwain Midget
Update on ability to export Hanson data into OpenGov	Michael Dellinger James Wagner Dwain Midget

Update on ability to utilize A Better Way program to help parks	Lucy Dolman
Update on potential collaboration with TPD/community policing effort in Parks	Lucy Dolman
Update on volunteers & ability to collaborate with WIN instead of creating different program/coordination efforts	Lucy Dolman Dwain Midget
Update on data for impact of parks to property values and population density	Jim Coles Dawn Warrick Lucy Dolman
Update on strategy to improve increase Level 2 to Level 3 parks & improve signage in Parks	Lucy Dolman