TulStat 2.0

Understanding and Solving Challenging Problems, Defining Success, and Measuring Progress
Key Learnings from TulStat 1.0

• Focus was on presentation, not dialog
• Data was show-n-tell
• Rarely concrete action steps at meeting conclusion
• Metrics did not have a refresh “velocity” that was helpful between meetings
• We should be focusing on a handful of problems rather than a comprehensive approach
• Attendance should be opened up
• Meeting space does not inspire dialog
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<thead>
<tr>
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<th>TulStat 1.0</th>
<th>TulStat 2.0</th>
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<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>Focused on presentation from department head</td>
<td>Focused on dialog on solutions to pressing problems and follow-up actions</td>
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<tr>
<td><strong>Meeting Frequency</strong></td>
<td>Every other week, Friday Afternoons</td>
<td>Varied. Some monthly, some every other week.</td>
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<td><strong>Participation</strong></td>
<td>Presenting Department leaders and support department leaders</td>
<td>Targeted based on topic, but open to anyone.</td>
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<td><strong>Meeting duration</strong></td>
<td>90 minutes</td>
<td>Varies based on topic</td>
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<td><strong>Space</strong></td>
<td>10 North</td>
<td>15th Floor Innovation Lab</td>
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<td><strong>Overall Feel</strong></td>
<td>Presentation with some dialog</td>
<td>Dialog about possible solutions and action plan</td>
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Mission & Vision

**TulStat Mission:** Create a forum for city leaders to discuss priority problems, a clear definition of success, innovative solutions, and a method to measure progress.

**Vision - What does success look like?** The OPSI staff creates a collaborative forum where participants leave with a better understanding of the priority problem, a way to measure success, strategies to solve the problem, and action steps before the next TulStat meeting.
Priority Issues for 2018

1. **Cops/Community Policing** *(Monthly)*
   
a) How can we recruit enough police officers to meet the targets set by the Mayor?

2. **Employee Morale, Compensation & Benefits** *(every other week at Dept Head Meeting)*
   
a) How can we ensure great employees are compensated adequately?

3. **Cash Reserves / Municipal Funding** *(Every Other Month)*
   
a) How can we ensure that the city’s financial resiliency is strong?

4. **Commercial and Neighborhood Placemaking** *(Monthly)*
   
a) How can we address the greyfields – declining retail space?
   b) Our neighborhoods and commercial districts lack an “identity of place.”
The Process

1. Problem Definition and Context
2. Measurement Framework
3. Defining Success
4. Possible Solutions
5. Action Plan
Defining the Problem

What is the right-sized problem?

We do not have a systematic way to fill reserve funds to mitigate unexpected expense and revenue fluctuations.
# Reserve Funds

## Emergency Operating Reserve

**Goal:** 10% of General Fund  
$26.9 million

Can be used for:
1. Responding to Disasters

Can *not* be used for:
1. New programs  
2. Wage increases  
3. New personnel costs

## Economic Stabilization Reserve

**Goal:** Cannot exceed 30% of General Fund  
$80.7 million

50% of excess of a 4% increase in general fund automatically goes to Economic Stabilization Reserve

Can be used when:
1. General Fund revenues will be less than current budget year, or  
2. Less than any other previous year’s General Fund Revenues
Reserve Funds

Emergency Operating Reserve

- Current funding level: 17.02 (63.18%)
- Needed to reach 10% goal: 9.92 (36.82%)

Economic Stabilization Reserve

- Current funding level: 2 (2.47%)
- Needed to reach 30% goal: 78.82 (97.53%)

In Millions
General Fund Sales Tax

- 2001 Sales Tax if it grew at the inflation rate
- 2001 Sales Tax w/ 1% annual growth rate
- Actual Sales Tax
Economic Stabilization Reserve (Rainy Day Fund)
General Fund Budget & Fund Balance

Graph showing General Fund Budget, Emergency Operating Reserve, Other Reserves, Planned Use of Fund Balance, and Economic Stabilization Reserve (Rainy Day Fund) over the years from 2001 to 2019.
Measuring Success

How can we measure ultimate success?

1. The Emergency Operations Reserve is funded at 10% of the General Fund Budget. Currently at 6.3%

2. The Economic Stabilization Reserve is funded at 30% of the General Fund. Currently at 2.47%

How can we measure incremental progress?
Action Plan

Before the next meeting on __________ I will…

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<th>Task</th>
<th>Responsible Party</th>
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