TulStat 2.0

Understanding and Solving
Challenging Problems, Defining Success, and
Measuring Progress

CITY OF Tulsa
A New Kind of Energy™

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

	TulStat 1.0	TulStat 2.0
Focus	Focused on presentation from department head	Focused on dialog on solutions to pressing problems and follow-up actions
Meeting Frequency	Every other week, Friday Afternoons	Varied. Some monthly, some every other week.
Participation	Presenting Department leaders and support department leaders	Targeted based on topic, but open to anyone.
Meeting duration	90 minutes	Varies based on topic
Space	10 North	15^{th} Floor Innovation Lab
Overall Feel	Presentation with some dialog	Dialog about possible solutions and action plan

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.

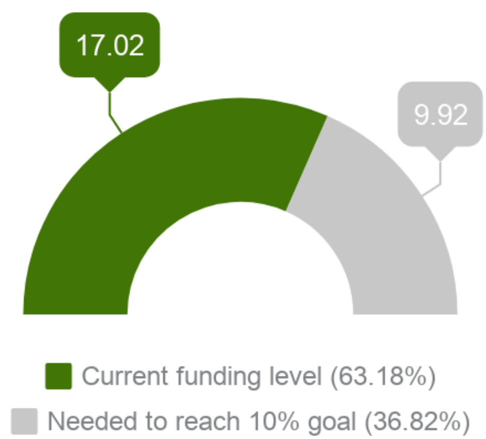
Reserve Funds

Emergency Operating Reserve	Economic Stabilization 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	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

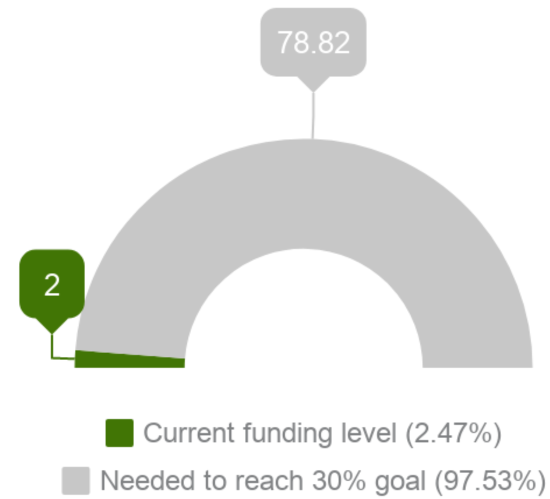
Reserve Funds

Emergency Operating Reserve

Economic Stabilization Reserve



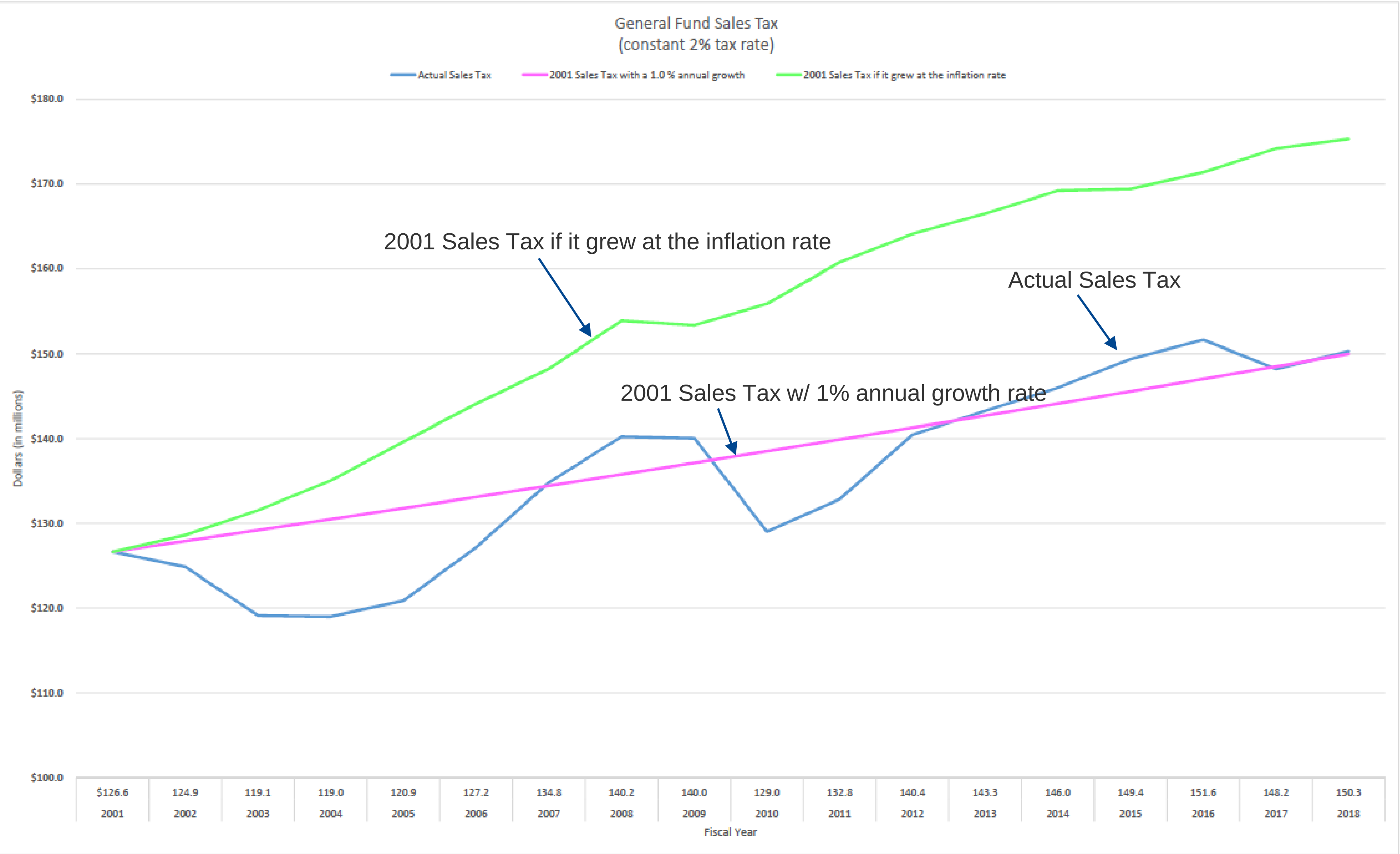
In Millions



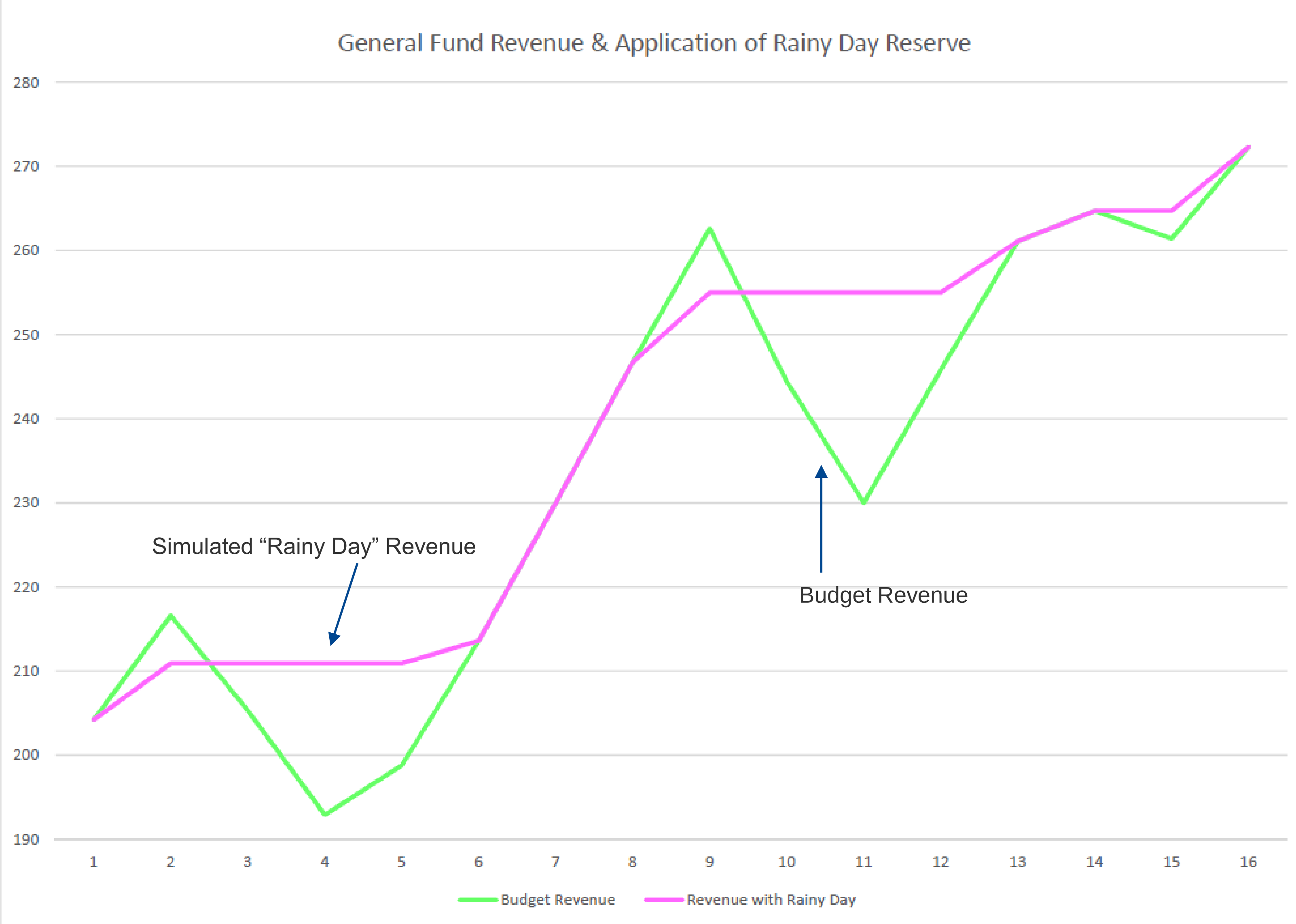
In Millions

General Fund Sales Tax

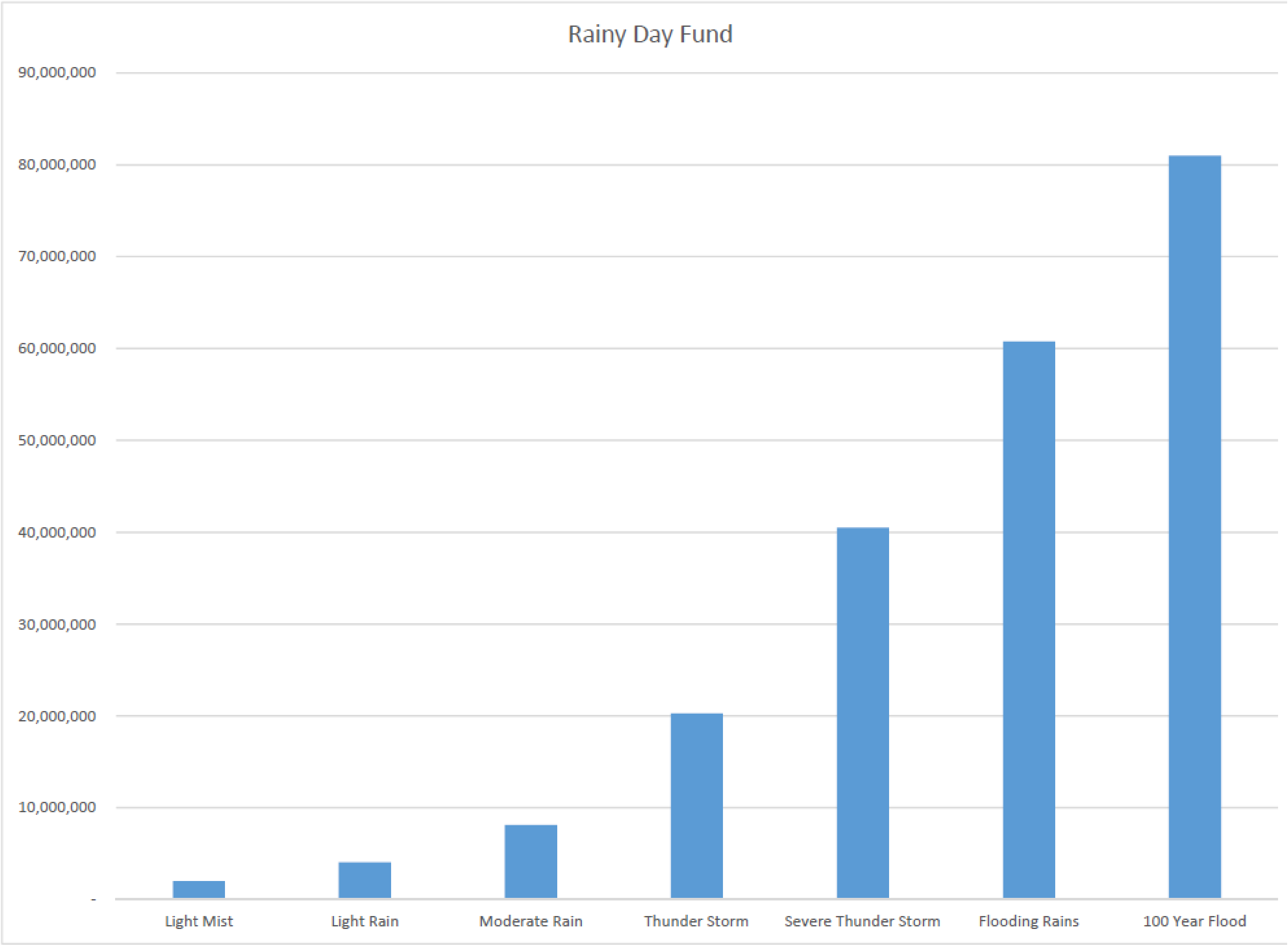
General Fund Sales Tax



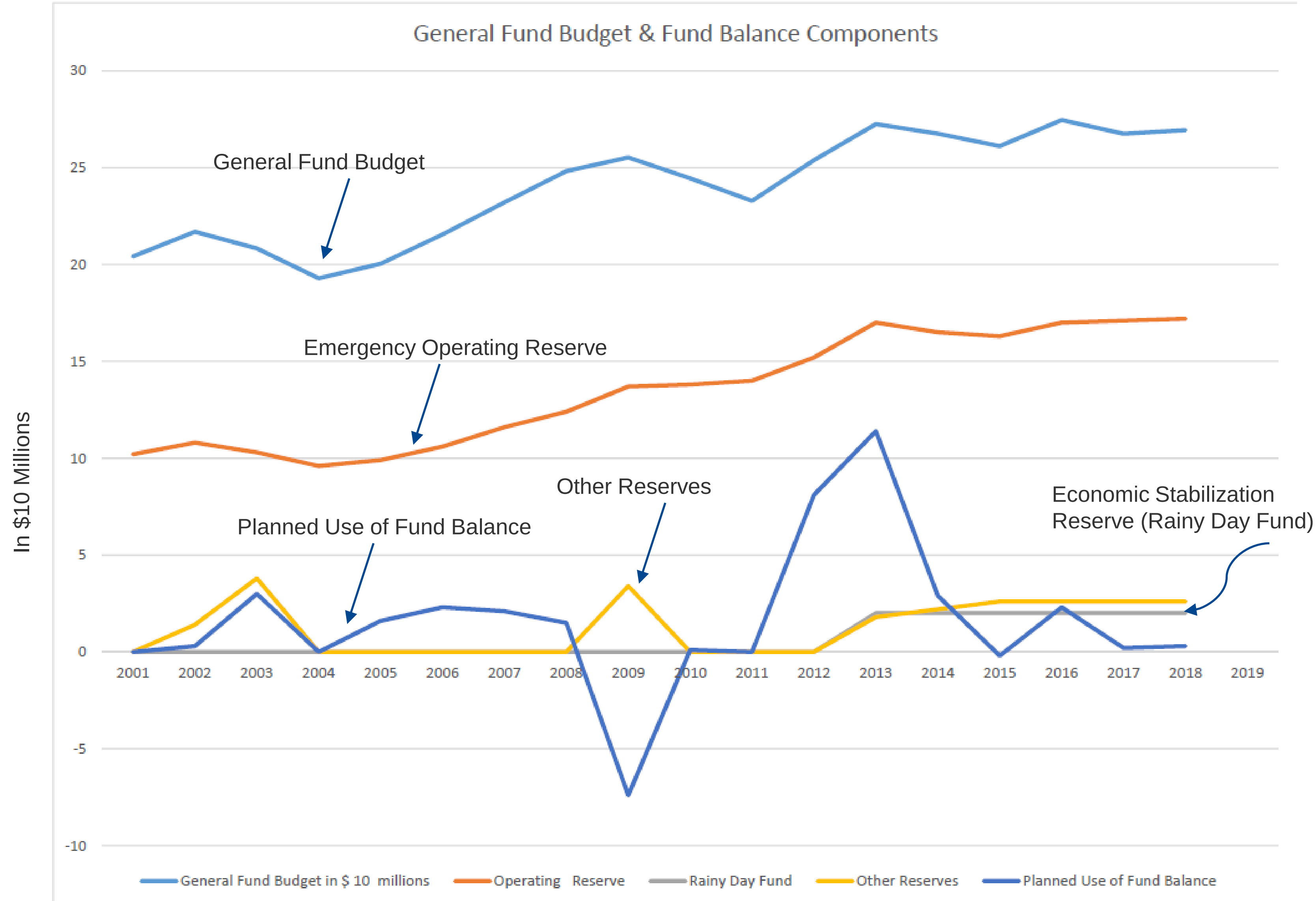
General Fund Revenue & Economic Stabilization Reserve (Rainy Day) Simulation



Economic Stabilization Reserve (Rainy Day Fund)



General Fund Budget & Fund Balance



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…

Task	Responsible Party