




JUNE 2018

# RESILIENT TULSA

▶ ▶ ▶ An equitable, action-oriented,  
and collaborative roadmap for  
all of Tulsa.



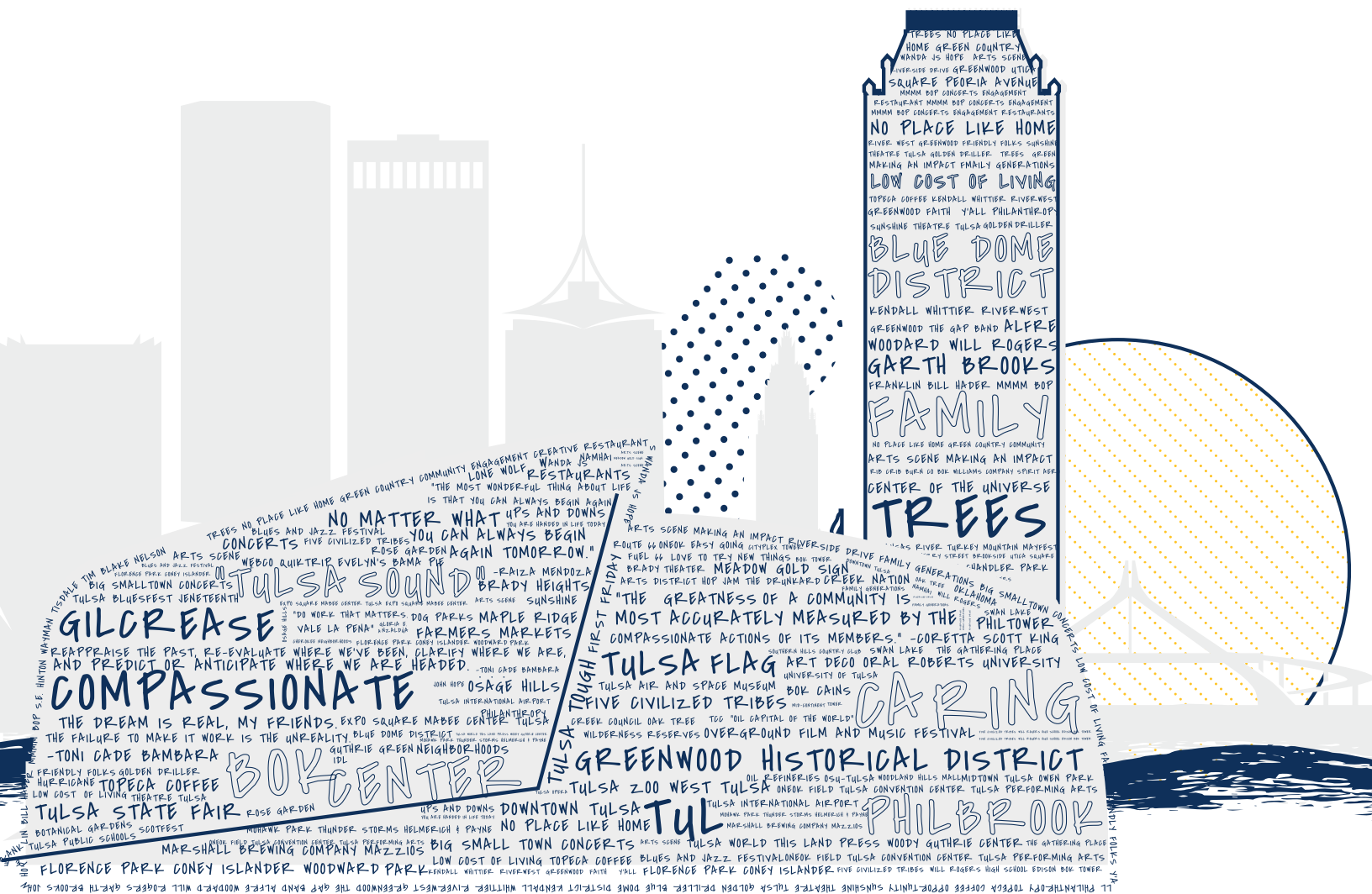


# OUR STRATEGY IS IN THE CITY

TULSA, OKLAHOMA









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## VISION 01: CREATE AN INCLUSIVE FUTURE THAT HONORS ALL TULSANS

### GOAL 1.1

Strengthen community cohesion by 2021 by amplifying the voice of historically marginalized communities and creating physical spaces that promote constructive dialogue

### GOAL 1.2

Partner with Tulsa's increasingly diverse communities to shape our shared identity through new planning efforts, cultural assets, and neighborhood events by 2020



62-83

## VISION 02: EQUIP ALL TULSANS TO OVERCOME BARRIERS AND THRIVE

### GOAL 2.1

Break the cycle of incarceration and ensure fair access to opportunity for previously incarcerated Tulsans

### GOAL 2.2

Decrease the racial life expectancy gap by 2024 by improving mental and physical health outcomes for all Tulsans

### GOAL 2.3

Prepare all Tulsans, particularly socially and economically vulnerable populations, to weather adverse events



84-97

## VISION 03: ADVANCE ECONOMIC OPPORTUNITY FOR ALL TULSANS

### GOAL 3.1

Prepare Tulsans for post-secondary education, workforce opportunities, and fiscal health in order to shrink the racial wealth gap by 2028

### GOAL 3.2

Develop local-talent capacity for jobs of the future

### GOAL 3.3

Attract and retain high-growth industries in which all Tulsans have access to world-class jobs



98-119

## VISION 04: TRANSFORM CITY AND REGIONAL SYSTEMS TO IMPROVE OUTCOMES FOR ALL TULSANS

### GOAL 4.1

Design more responsive and transparent internal processes that promote proactive decision making through the increased use of data and community feedback by 2022

### GOAL 4.2

Engage six neighborhoods a year to design more coordinated and responsive processes that effectively reflect and serve their needs

### GOAL 4.3

Champion improved policies across the region that advance Tulsans' wellbeing, starting in 2019





G.T. BYNUM,  
MAYOR OF  
TULSA



## FELLOW TULSANS:

Throughout our history, our city has been built by pioneers. Tulsa was founded by Muscogee Creek Indians who did not allow the Trail of Tears to extinguish their spirit. It was grown by wildcatters and aviators of all races and backgrounds who came here with nothing, made fortunes, and built the city of their dreams. And today, a new generation of diverse entrepreneurs are building a globally-competitive 21st Century city. At each stage of our history, Tulsans have recognized the contributions of those who came before us and the obligation we have to leave things better than we found them.

For this generation of Tulsans, the great moral issue we face is in resolving the racial disparities that have been allowed to persist in our city for far too long. In 1921, Tulsa was the site of the largest race massacre in United States history. Hundreds of Black Tulsans were killed and businesses were destroyed in Tulsa's Greenwood District – a place known around America at that time as Black Wall Street.

Today, a child born in the most predominantly Black part of our city has a life expectancy that is 11 years shorter than a child born elsewhere in Tulsa. We have an obligation to address this inequity: every child, every family, and every individual in Tulsa should have equal and equitable opportunities. Their ZIP code should not determine their life's path. This is the charge of *Resilient Tulsa*.

While racial equity is the city's core underlying resilience challenge, this document also addresses other critical resilience challenges, ranging from economic inequality to disaster preparedness to access to quality education.

Over the course of several months, Chief Resilience Officer DeVon Douglass and her team have crafted *Resilient Tulsa* – a document with meaningful, measurable actions for our community. I am thankful for DeVon's work, and to The Rockefeller Foundation and 100 Resilient Cities for their continued guidance and partnership during this process. *Resilient Tulsa* is a guide for the community – including the public, private, philanthropic, and nonprofit sectors. It brings together a variety of partners, drawing on previously existing and new partnerships to make impactful change in our city.

When I took office I immediately began working with Tulsans across the city, regardless of political affiliation, to promote unity and create a world-class Tulsa for all. The development of a world-class Tulsa is not possible if all Tulsans cannot participate in, or do not receive, the benefits of living here. *Resilient Tulsa* helps address underlying issues by working to create equity in an actionable, measurable manner. I have said before that data can drive creative problem solving, and I am pleased that this document addresses equity while measuring the impact of its actions. Through *Resilient Tulsa*, we will be able to break down silos within government and the city; the process of developing this strategy has already begun to bring all sectors together to improve our community.

As a fifth-generation Tulsan, I am proud to live and raise my kids here. I grew up in a family that values service, and that believes serving as your Mayor is the greatest honor one can have in elected public service. I am thankful my fellow Tulsans have entrusted me with this office, and I will use my time in office to address the greatest challenges our city faces. You will find that *Resilient Tulsa* provides actions to build more equity for all Tulsans, for there is no better way to serve Tulsa than to put forth actions that benefit everyone in our city.

***Please join us as we unite behind these solutions that will build a world-class city for all.***

Best regards,

G.T. Bynum  
Mayor of Tulsa





**DEVON A.  
DOUGLASS,  
CHIEF  
RESILIENCE  
OFFICER**



## WELCOME!

I am proud to present *Resilient Tulsa*, an equitable, action-oriented, and collaborative strategy developed over the course of the last year, in conjunction with community partners, for the community of Tulsa. This strategy is not a plan for the City of Tulsa government, but rather a roadmap for all of Tulsa -- so our city can become a center of opportunity for all, regardless of race, gender, ability, education, or past.

Tulsans are no strangers to community shocks and stresses. From extreme weather events, to significant racial, economic, and health inequities, Tulsans have experienced it all. *Resilient Tulsa* aims to address the root causes of underlying inequities and better position Tulsa for a thriving and diverse future, regardless of future challenges that the city may face.

The Visions, Goals, and Actions outlined in *Resilient Tulsa* highlight opportunities to channel Tulsa's historic assets and current growth towards a more equitable and resilient future. The Goals and Actions build on one another, supporting all Tulsans to meet their basic needs, provide a sense of belonging, and create an environment where they can achieve their personal aspirations.

*Resilient Tulsa* is an expansive document. It includes not just good ideas, but actions that are both new and already developed. To ensure we are meeting needs and making progress, my office will provide annual updates and make necessary amendments every two years.

I am thankful for the privilege of working with many different members of the Tulsa community to develop *Resilient Tulsa* over the past year.

During our conversations I heard something in your voices: hope. There is a hope in Tulsa, and it is catching. It is because of this hope that we can mobilize individuals from our community, nonprofits, businesses, philanthropies, and local government. This hope pushes us to build on work that our ancestors have done before. It is because of this hope that we were able to create such a comprehensive strategy. It is because of this hope that we will leverage collaboration and partnerships to successfully implement *Resilient Tulsa*.

I look forward to being a part of the progress *Resilient Tulsa* aims to make within the city. This Strategy reflects the issues that you have raised, and I want to hear from you and partner with you as we work to address them and build a more resilient city. Your input and voices matter to me and to the future of Tulsa!

**To get involved in making *Resilient Tulsa* a reality, please feel free to contact me at**

**[resilient@cityoftulsa.org](mailto:resilient@cityoftulsa.org)**

**and visit us at**

**[facebook.com/ResilientTulsa/](https://facebook.com/ResilientTulsa/)**

**[twitter.com/tulsacro](https://twitter.com/tulsacro)**

**With great thanks,**

**DeVon A. Douglass  
Chief Resilience Officer**





MICHAEL  
BERKOWITZ,  
PRESIDENT,  
100 RESILIENT CITIES



## CONGRATULATIONS,

on behalf of the entire 100 Resilient Cities team, to Mayor Bynum and the City of Tulsa on the release of *Resilient Tulsa*. This Strategy is a major milestone for the City and for our partnership, offering a bold vision of urban resilience that rests upon racial equity.

Once a hub for the American oil industry, in recent years Tulsa has, with support from urban revitalization planning and a generous philanthropic community, evolved into a diverse and vibrant city. In *Resilient Tulsa* we see not only a celebration of that diversity, but more importantly the blueprint for overcoming long-standing racial and ethnic disparities. Indicators show that Tulsa's growth has not equally benefited all citizens, and I commend this Strategy's attention to those Tulsans most vulnerable to shocks and stresses that are economic, social, environmental, and political in nature.

*Resilient Tulsa* is about the people who call Tulsa home: ensuring their future is full of potential and that their local government serves them well. The 41 actionable initiatives contained within this document are focused on building cohesive communities. Disaster preparedness is of course critical for a city located in "Tornado Alley" – yet you will see in the following pages that developing local Resilience Hubs and mobilizing small business owners are as important as creating a citywide emergency mobility plan. And while Tulsa manages its floodplains well, approximately 20 percent of Tulsans live in distinctly arid environments known as food deserts. In transforming these areas characterized

by both low fresh food access and low incomes, a healthy food environment taskforce and incentives for grocery store expansion represent a clear path forward for improving health outcomes and economic activity in North Tulsa and beyond. Perhaps most impressive, however, are the numerous actions in this Strategy that address systemic racial inequalities. *Resilient Tulsa* is determined to disrupt the school-to-prison pipeline, improve policing and criminal justice practices, and substantially grow and elevate opportunities for adjudicated Tulsans.

Such innovative ideas would not be possible without Mayor Bynum's appointment of Tulsa's Chief Resilience Officer, DeVon Douglass. CRO Douglass led the strategy process and her tireless work was guided by engagement with over 1,400 stakeholders across the city, representing city and regional government, the private sector, faith-based organizations, philanthropy, and local nonprofits, among others. She furthermore took great initiative in convening a Racial Equity Advisory Group to more thoroughly respond to the nuanced needs of diverse communities in Tulsa. In parallel with the Strategy development, CRO Douglass advanced a partnership with the CUNY Institute for State & Local Governance and the Community Service Council to design an equality indicator framework for measuring Tulsa's progress towards achieving greater equality over time. Through this work, and under the vision of Mayor Bynum, the city is well poised to confront some of its most intractable resilience challenges.

This Strategy is an extraordinary achievement but, in many ways, the hard work is just beginning. Transformative in spirit, the Actions within this Strategy require great commitment to bring them to life. We are thrilled to be a resource and partner as Tulsa continues on its resilience journey through implementation of *Resilient Tulsa*.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Berkowitz". The signature is stylized with a long horizontal stroke extending to the right.

Michael Berkowitz  
President, 100 Resilient Cities







# EXECUTIVE SUMMARY

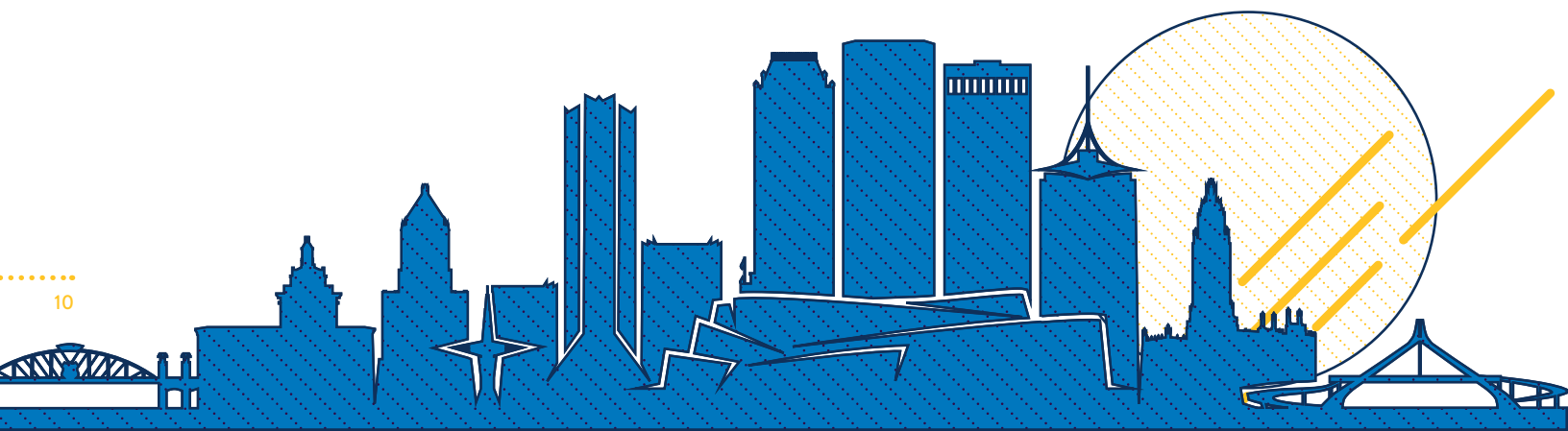


**The City of Tulsa was founded on hope and an entrepreneurial spirit.**

Once deemed the “Oil Capital of the World,” families flocked to the city in the early 20th century in search of economic prosperity and the quality of life that it brought. Now, the city is home to more than 400,000 Tulsans of all backgrounds who have contributed to its tremendous economic growth over the past century. These strong social connections and economic opportunities serve as the cornerstones for Tulsa today.

**We are dedicated to further shaping Tulsa into a world-class city.** In recent years, the local government has launched numerous campaigns to achieve this aspiration, including: the City’s largest economic development capital improvements program, Vision Tulsa; the first immigrant community inclusion plan, the New Tulsans Initiative; and the Office of Performance Strategy and Innovation, a City Department that aims to deliver better services and drive transparent decision-making. In addition to an innovative local government, Tulsa boasts a robust and energized philanthropic community that is devoted to the city and its residents. This demonstrated financial investment and social commitment reflects the overall sentiments of the city’s residents. Yet, while Tulsa’s growth has benefitted many citizens, not all Tulsans have experienced this elevated prosperity.

**Building a more resilient Tulsa begins by confronting historic discrimination and inequality.** As the site of the largest race-based massacre in American history, Tulsa has been shaped by its complicated history of racial tension. Other vulnerable populations, such as immigrants and Tulsans who have been involved with the criminal justice system, also face similar barriers today. Toward this end, *Resilient Tulsa* is the result of the work of over 2,000 individuals of all backgrounds, providing a robust image of the city’s diversity of experiences. These collaborations and proactive partnerships, including, for example, Tulsa’s Racial Equity Advisory Committee, were vital in creating equitable goals and actions that are both aspirational and achievable.





*Our Strategy is guided by four long-term Visions for Tulsa that reflect residents' and stakeholders' holistic plan for the city, each of which can be realized by the set of 11 Goals and 41 Actions throughout the Strategy:*

- ▶ **VISION 01:**
  - ▶ **CREATE AN INCLUSIVE FUTURE THAT HONORS ALL TULSANS**

Confronting the past is the only way to foster stronger social bonds for the future of Tulsa. The city must celebrate cultural diversity and reverse the negative outcomes that have resulted from systemic discrimination.
- ▶ **VISION 02:**
  - ▶ **EQUIP ALL TULSANS TO OVERCOME BARRIERS AND THRIVE**

All Tulsans should have the ability to flourish, regardless of their race, ethnicity, neighborhood, health, income, gender, or criminal history. The city must ensure equal access to opportunities for residents of all backgrounds.
- ▶ **VISION 03:**
  - ▶ **ADVANCE ECONOMIC OPPORTUNITY FOR ALL TULSANS**

Not all Tulsans have the necessary tools to secure and maintain gainful employment irrespective of changes in labor demands. The city must work to eliminate the economic barriers that hinder some residents' ability to achieve long-term financial stability and prosperity.
- ▶ **VISION 04:**
  - ▶ **TRANSFORM CITY AND REGIONAL SYSTEMS TO IMPROVE OUTCOMES FOR ALL TULSANS**

As the city grows and changes, so do its residents' needs. The city must model and advocate for local and regional systems that accurately identify and effectively address community needs on a day-to-day basis.

**Every Tulsan plays a critical role in realizing our city's more resilient future.**

*Resilient Tulsa* will serve as the guidebook and cohesive vision to unite Tulsans. Through collaboration and a shared commitment, Tulsa can take its rightful place as a world-class city for all people. Please visit <https://www.facebook.com/ResilientTulsa/> and <https://twitter.com/tulsacro> for the latest on updates, events, and opportunities to get involved.



PIONEERED BY THE  
ROCKEFELLER FOUNDATION

# 100 RESILIENT CITIES

100 Resilient Cities—Pioneered by The Rockefeller Foundation (100RC) helps cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC provides this assistance through: funding for a Chief Resilience Officer (CRO) in each member city who will lead the resilience efforts; resources for drafting a resilience strategy; access to private sector, public sector, academic, and NGO resilience tools; and membership in a global network of peer cities to share best practices and challenges.

Tulsa joined the 100RC network as part of the second wave of cities selected in 2014, and through its participation, is committed to demonstrating global leadership in resilience and taking advantage of membership resources and opportunities.

100RC supports the adoption and incorporation of a view of resilience that includes not just shocks — such as floods, infrastructure failure, and other acute events — but also stresses that weaken the fabric of a city on a day-to-day or cyclical basis, such as economic hardship or social inequality. By addressing both **shocks** and **stresses** in a holistic manner, a city becomes more able to respond to adverse events and is better able to deliver basic functions in both good times and bad.

## WHAT IS URBAN RESILIENCE?

Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and thrive no matter what kinds of chronic stresses and acute shocks they experience.

### RESILIENT CITIES DEMONSTRATE SEVEN QUALITIES:



Reflectiveness and resourcefulness are about the ability to learn from the past and act in times of crisis. Individuals and institutions that are **reflective** use past experience to inform future decisions, and will modify standards and behaviors accordingly.



**Resourceful** people and institutions are able to recognize alternative ways to use resources at times of crisis in order to meet their needs or achieve their goals.



Robustness, redundancy, and flexibility are qualities that help to conceive systems and assets that can withstand shocks and stresses as well as the willingness to use alternative strategies to facilitate rapid recovery. **Robust** design is well-conceived, constructed, and managed and includes making provisions to ensure failure is predictable, safe, and not disproportionate to the cause. For example, protective infrastructure that is robust will not fail catastrophically when design thresholds are exceeded.





**Redundancy** refers to spare capacity purposively created to accommodate disruption due to extreme pressures, surges in demand, or an external event. It includes diversity where there are multiple ways to achieve a given need. For example, energy systems that incorporate redundancy provide multiple delivery pathways that can accommodate surges in demand or disruption to supply networks.



**Flexibility** refers to the willingness and ability to adopt alternative strategies in response to changing circumstances or sudden crises. Systems can be made more flexible through introducing new technologies or knowledge, including recognizing traditional practices.



Inclusive and integrated relate to the processes of good governance and effective leadership that ensure investments and actions are appropriate, address the needs of the most vulnerable, and collectively create a resilient city – for everyone. **Inclusive** processes emphasize the need for broad consultation and ‘many seats at the table’ to create a sense of shared ownership or a joint vision to build city resilience.



**Integrated** processes bring together systems and institutions and can also catalyze additional benefits as resources are shared and actors are enabled to work together to achieve greater ends. For example, integrated city plans enable a city to deal with multidisciplinary issues like climate change, disaster risk reduction, and emergency response through coordination.

## THE RESILIENCE DIVIDEND

By investing in resilience-building actions and initiatives, cities stand to reduce the impact of acute shocks and chronic stresses – including those which cannot easily be predicted today. As cities continue to invest in resilience and implement integrated resilience-building actions, they will improve outcomes for individuals, the physical environment, and the economy for future residents to enjoy.

*Building resilience starts by **identifying our most important problems first** and figuring out the best ways to tackle them together. For example, solutions that make **healthcare** more accessible can also keep our communities safer from **crime** and better prepared to handle **emergencies**. By considering how one policy can benefit the most people, resilience **helps everyone in the city, not just the wealthy and powerful**, and ensures our city **grows stronger, not just bigger**.*





# RESILIENT TULSA: THE OPPORTUNITY

The City of Tulsa has experienced tremendous economic growth over the past century. For many years, Tulsa was known as an oil capital, and through this industry many residents accumulated wealth that now funds many of the philanthropies and nonprofit organizations that have brought Tulsa renown as one of the most giving communities in the nation. Yet, while Tulsa's growth has benefitted many citizens, not all Tulsans have experienced this increased prosperity.

This is due, in part, to Tulsa's checkered history, one filled with both successes and failures, as well as prosperity and inequity. With the oil boom, Tulsa became a cosmopolitan town and a musical hub, complete with iconic art deco architecture and the most comprehensive art and artifact collection in the American West. But Tulsa was also shaped by a brutal race-based massacre of Black Tulsans in 1921. Over the decades, these historical wounds have festered, breeding persistent inequality—which can be measured in disparate outcomes across health, education, economic opportunity, and other metrics—that has become Tulsa's existential resilience challenge. One stark manifestation of this legacy today is the 11-year gap in life expectancy that separates predominantly White South Tulsa from predominantly Black North Tulsa. In order to move forward as a vibrant city that can weather current and future shocks and stresses, Tulsa must confront this complex past through specific, measurable actions that promote equity, so all residents can benefit from Tulsa's continued growth.

Largely due to this history, racial equality and our other core resilience challenges are inextricably linked. Moreover, to be effective, we cannot tackle these issues in isolation: we must advance integrated solutions that address multiple related challenges. For example, we cannot adequately address education inadequacies without first addressing the school-to-prison pipeline. We cannot successfully tackle housing affordability without first addressing historic redlining and

the divisive placement of highways. We cannot prepare Tulsans to weather natural disasters such as tornadoes and storms without confronting how vulnerable communities with fewer resources are disproportionately affected by these events. And we cannot close the life expectancy gap between North and South Tulsans without simultaneously addressing access to transportation, equal pay, and access to preventative care for Tulsans of color.

While confronting and discussing historic racism is difficult, we believe that the Actions outlined in this Strategy will spur a much-needed open and honest dialogue among all Tulsans. Through an explicit focus on advancing racial equity, we aspire to create a city where race no longer determines Tulsans' life outcomes. Moreover, by directly addressing racial inequity, we aim to improve life outcomes for all Tulsans, regardless of their race.<sup>1</sup>

*Resilient Tulsa* provides an actionable roadmap to achieve this vision for a more equitable and resilient city. Inclusivity is the core of this Strategy, and actions presented in *Resilient Tulsa* are meaningful and measurable. The Strategy includes specific actions that the City and partners will implement, in collaboration with the community, to reduce inequity and thereby make Tulsa more resilient.

*Resilient Tulsa* is not just a Strategy for the City of Tulsa's government: it was created for and by all Tulsans. To achieve the Visions outlined in this Strategy, we will rely upon collaborative partnerships among the local government, community members, businesses, nonprofits, philanthropy, the faith community, and national and international partners. These partnerships will be critical as we all work together to develop and implement innovative programs and policies that will complete Tulsa's transformation into a truly world-class city: a city where all Tulsans experience the benefits of equity and resilience.





## PLEASE JOIN US IN THIS EFFORT TO MAKE THIS STRATEGY A REALITY.

### HERE ARE SOME WAYS TO GET INVOLVED:

1. Sign up your business, nonprofit, or neighborhood to participate in **918 Day**: a celebration to enjoy all Tulsa has to offer!
2. Follow *Resilient Tulsa* on our Facebook and Twitter pages to keep up to date on opportunities to engage with your Resilience Office.
3. Lift as you climb: as you learn more about Tulsa, help someone else. One resilient city is made up of 100 resilient neighborhoods and thousands of resilient neighbors. We need each other to make this a truly world-class city.



# DEVELOPING RESILIENT TULSA

Tulsa's CRO, DeVon Douglass, has worked with community stakeholders across government, philanthropy, non-profit organizations, and the private sector since December 2016 to develop *Resilient Tulsa*.

The CRO partnered with several advisory groups that played a critical role in the creation of the Strategy. A Steering Committee, which included 14 community leaders from a variety of backgrounds, met regularly to shape the initiatives in the Strategy, provide feedback, and facilitate community partnerships that will drive implementation. In addition, a Racial Equity Advisory Committee that included more than 23 community leaders from a diverse array of backgrounds met regularly to collaborate in Strategy development and advance its overarching goal of promoting racial equity.

Development of *Resilient Tulsa* kicked off with an Agenda Setting Workshop at the Helmerich Center for American Research at the Gilcrease Museum in September 2015. This workshop engaged 57 Tulsans from various backgrounds and began the process of connecting stakeholders and identifying priority resilience challenges, including education quality, social cohesion and inequity, and shifting macroeconomic trends.

The City then conducted extensive quantitative and qualitative analysis of Tulsa's city context, collected community perceptions of resilience, and researched existing efforts in Tulsa that already contribute to the city's resilience. Tulsa's CRO worked with more than 1,400 stakeholders, including representatives from City and regional government, local nonprofits, the private sector, faith-based organizations, academic institutions, philanthropic groups, and residents to identify priority areas that Tulsans agreed need to be addressed in order to build the city's resilience. These engagements took place in a variety of settings, which included interviews, small focus groups, public forums such as "Not Your Uncle's Forum: An Interactive Conversation about Resilience." Regardless of the

context, Tulsans of diverse economic, social, and geographic backgrounds shared strikingly similar perspectives about our city, identifying common themes. This work resulted in Tulsa's Preliminary Resilience Assessment (PRA), which leveraged the collective feedback to designate the city's baseline resilience strengths to build upon — which include a strong philanthropic community, universal pre-Kindergarten, and a comprehensive flood plan — as well as areas for improvement — which include health disparities, challenges related to the criminal justice system, education funding, and natural disasters.

Building upon this work, the CRO led four interdisciplinary working groups to build upon the city's strengths and further explore priority areas identified in the PRA. These working groups, led by future implementation partners, included Healthy Communities, Responsive and Effective Governance, World Class Tulsa, and Racial Equity and Opportunity. The working groups, which included 123 experts and stakeholders from across a wide variety of backgrounds, researched opportunities and best practices through surveys and focus groups that reached more than 800 Tulsans. Each group then developed clear, actionable initiatives that best articulate Tulsans' aspirations for their city, forming the backbone of the Visions, Goals, and Actions that make up *Resilient Tulsa*.

To achieve the Goals outlined in this Strategy, responsibility for implementation must be shared by all Tulsans, including City government, community partners, and individual residents. Many key implementation partners were involved in the working groups to ensure a smooth transition in executing *Resilient Tulsa*. Furthermore, to ensure our Strategy adapts as our city evolves, we will continue to update the Strategy as needed to align priorities. To that end, the Mayor's Office of Resilience and Equity has committed to providing annual updates on progress, along with necessary amendments every two years.



*Tulsa's CRO worked with more than 1,400 stakeholders, including representatives from City and regional government, local nonprofits, the private sector, faith-based organizations, academic institutions, philanthropic groups, and residents to identify priority areas that Tulsans agreed need to be addressed in order to build the city's resilience.*

**RESILIENT  
TULSA**

HOPE



# TULSA'S RESILIENCE CHALLENGES

In December 2016, Mayor Bynum and the City Council adopted a new vision statement for Tulsa: to build a globally competitive, world-class city.<sup>2</sup> Since then, the City has launched numerous initiatives to achieve this aspiration, including: the City's largest economic development capital improvements program, Vision Tulsa; the first immigrant community inclusion plan, the New Tulsans Initiative; and the Office of Performance Strategy and Innovation, a City Department that aims to deliver better services and drive transparent decision-making.<sup>3</sup>

In addition to an innovative local government, Tulsa boasts a robust and energized philanthropic community. Tulsa is consistently ranked among the top ten most generous cities in the country and is home to the highest per capita giving ZIP code in the nation. Tulsa Community Foundation is the second largest in the nation, with more than 4.1 billion dollars in assets. This community provides critical support to vulnerable communities, particularly in areas such as health and education, and also works to promote inclusive long-term prosperity. In 2014, for example, the George Kaiser Family Foundation broke ground on A Gathering Place for Tulsa, nearly 100 acres of waterfront park space along the Arkansas River. The \$400 million park was funded by nearly 70 corporate and philanthropic donors, constituting the largest private gift to a public park in US history.<sup>4</sup> Philanthropic initiatives such as these demonstrate the strong commitment of local organizations to Tulsa's future.

**While this is an exciting moment, Tulsa is at a crossroads: to achieve its full potential on the national and international stage, Tulsa must first address several critical challenges.** A history of discrimination and racial tension persists, along with dramatic disparities along racial lines in economic and health indicators. Tulsa remains dependent on traditional industries, such as oil, gas, and manufacturing, as economic anchors, hindering the city's ability to weather economic downturns and remain competitive with other cities. The city's central location presents significant transportation and distribution opportunities, but also leaves the city vulnerable to natural disasters, notably tornados. Furthermore, the city is limited in its ability to prepare for these imminent challenges and disasters because of restrictive State policies. To become a world-class city, we must address Tulsa's resilience challenges to position ourselves for a vibrant and inclusive future.



TULSA MUST ADDRESS SEVERAL  
CHALLENGES AS IT ENTERS THE NATIONAL  
SPOTLIGHT AS A WORLD-CLASS CITY.





# SYSTEMIC RACIAL INEQUITY

## A CITY ROOTED IN RACIAL TENSION

Tulsa has deep roots of social conflict and racial tension. Through the Louisiana Purchase in 1803, the U.S. government began relocating all the Native American tribes from their traditional land in the previously French-occupied region to one area, now within Oklahoma. At the time, this area was occupied by the Osage tribe. In 1826, after more than two decades of violent battles, the Osage tribes surrendered their land to the U.S. government. By 1839, nearly 63,000 Native Americans were displaced and relocated.<sup>5</sup> The settlement of Tulsa, dominated by the Creek Nation, officially came into existence in 1875 and was incorporated as the City of Tulsa in 1898.<sup>6</sup>

Oil was discovered near Tulsa in 1901, which, with the promise of economic prosperity, brought further discrimination and racial tension. Companies built their headquarters in Tulsa, bringing a plethora of non-native workers and families. In 1906, the U.S. Congress merged Indian Territory with Oklahoma Territory, removing all protections granted in Indian Territory, and granted Oklahoma statehood.<sup>7</sup> The population of Tulsa exploded from approximately 1,400 residents at the turn of the century to 72,000 in 1920.<sup>8</sup>

As Tulsa gained prominence as 'the Oil Capital of the World,' Tulsans became increasingly wealthy. In particular, the Greenwood District in North Tulsa thrived, becoming the most affluent of the State's Black communities. Many well-known Black doctors, lawyers, and business owners lived and worked in the area, giving it the colloquial name "Black Wall Street." In the early 1900s, Black Tulsans were victimized by the newly formed state, which imposed voter registration rules now commonly referred to as Jim Crow Laws, and City-mandated residential segregation. Tensions overflowed on May 31, 1921, when the Greenwood District burned to the ground at the hands of a White mob. Angry mobs of White people stormed the predominantly Black neighborhood in response to the alleged assault of a White 17-year old elevator operator, Sarah Page, by a Black shoe-shiner, 19-year old Dick Rowland. The National Guard, brought in to control the situation, instead targeted Black victims. During the two-day massacre, hundreds in the Black community were wounded and murdered and 35 city blocks were destroyed along with 1,256 homes. This horrific event left an estimated 10,000 Black Tulsans homeless, caused \$1.5 million worth of damage to real estate, and an additional \$750,000 worth of damage to private property.<sup>9</sup> In recent decades civic leaders have sought to heal these wounds. The city began to officially mark the anniversary of the massacre in 1996. Former Mayor Susan Savage offered a public apology in 2000 at a commemoration service as did the Chief of Police in 2013. Still, representing one of the nation's worst acts of racial violence, the Tulsa Race Massacre of 1921 left an emotional and political scar that lingers today.



► ► ► THE TULSA RACE  
MASSACRE OF 1921  
LEFT AN EMOTIONAL  
AND POLITICAL SCAR  
THAT LINGERS TODAY



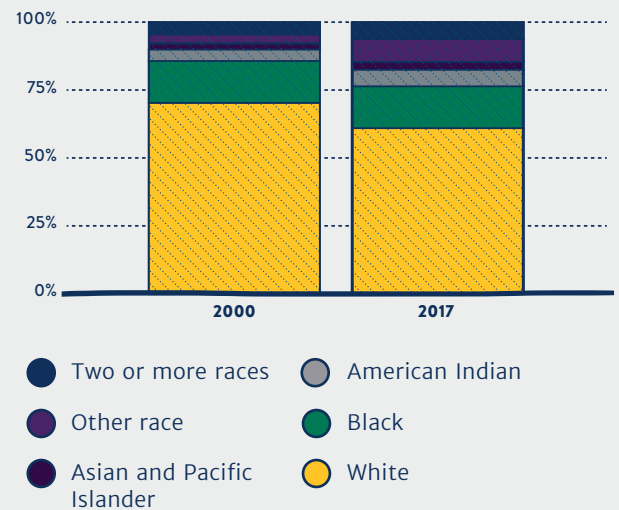
## RECENT DIVERSIFICATION

From 2010 to 2017, state- and national-level population growth have outpaced that of the City of Tulsa, calculated at 4.6 percent, 4.7 percent, and 2.8 percent, respectively. Tulsa's population growth, comparatively low, has been driven by the city's growing immigrant community. The foreign-born population, predominately from Latin America (60.3 percent) and Asia (26.8 percent), now represents nearly 10 percent of Tulsa's population. The Latinx community in Tulsa has increased by 130 percent since 2000 and is expected to continue growing into the next decade. Although immigrants have emerged as the main driver of population and economic growth, several State and local policies have inhibited immigrants from feeling welcome and safe. To compound matters, there are few local support systems that help immigrants overcome cultural and language barriers. To combat this problem, the City is working with the New American Economy to develop immigrant integration policies so that new, foreign-born Tulsans feel welcome and can fully contribute economically and socially to their communities.

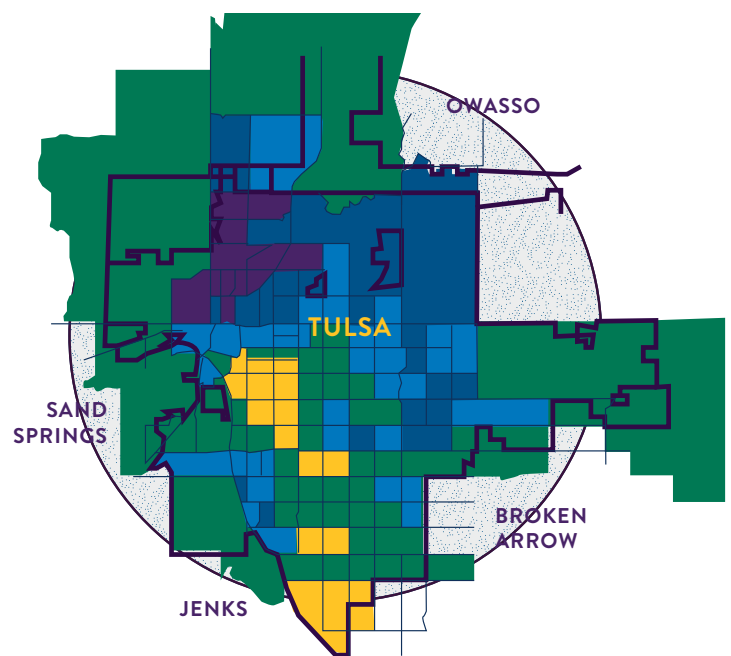
## LINGERING RACIAL SEGREGATION AND ISOLATION

Despite increasing population diversity, neighborhoods largely remain segregated along racial lines. The Black population is predominantly concentrated in North Tulsa and the growing Latinx population is moving to Northeast Tulsa near the City limits. South Tulsa is occupied primarily by more affluent, educated White residents and continues to outperform other areas of Tulsa in all socioeconomic factors – including health, educational attainment, and income. Because of the long standing history of Black Tulsans concentrated in the northern part of the city, “North Tulsans” is often used as a euphemism for “Black Tulsans.” This, however, could change in a few years. With lower cost of housing stock in North Tulsa, the growing Hispanic population is moving north. The changing demographics of Tulsa could prove to be a pressure point in the near future, and the need for affordable housing stock could be on the front lines of that stress.

## CITY OF TULSA DEMOGRAPHICS

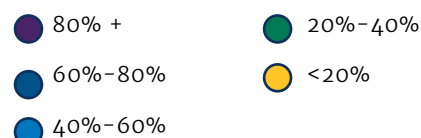


Source: Tulsa Regional Chamber

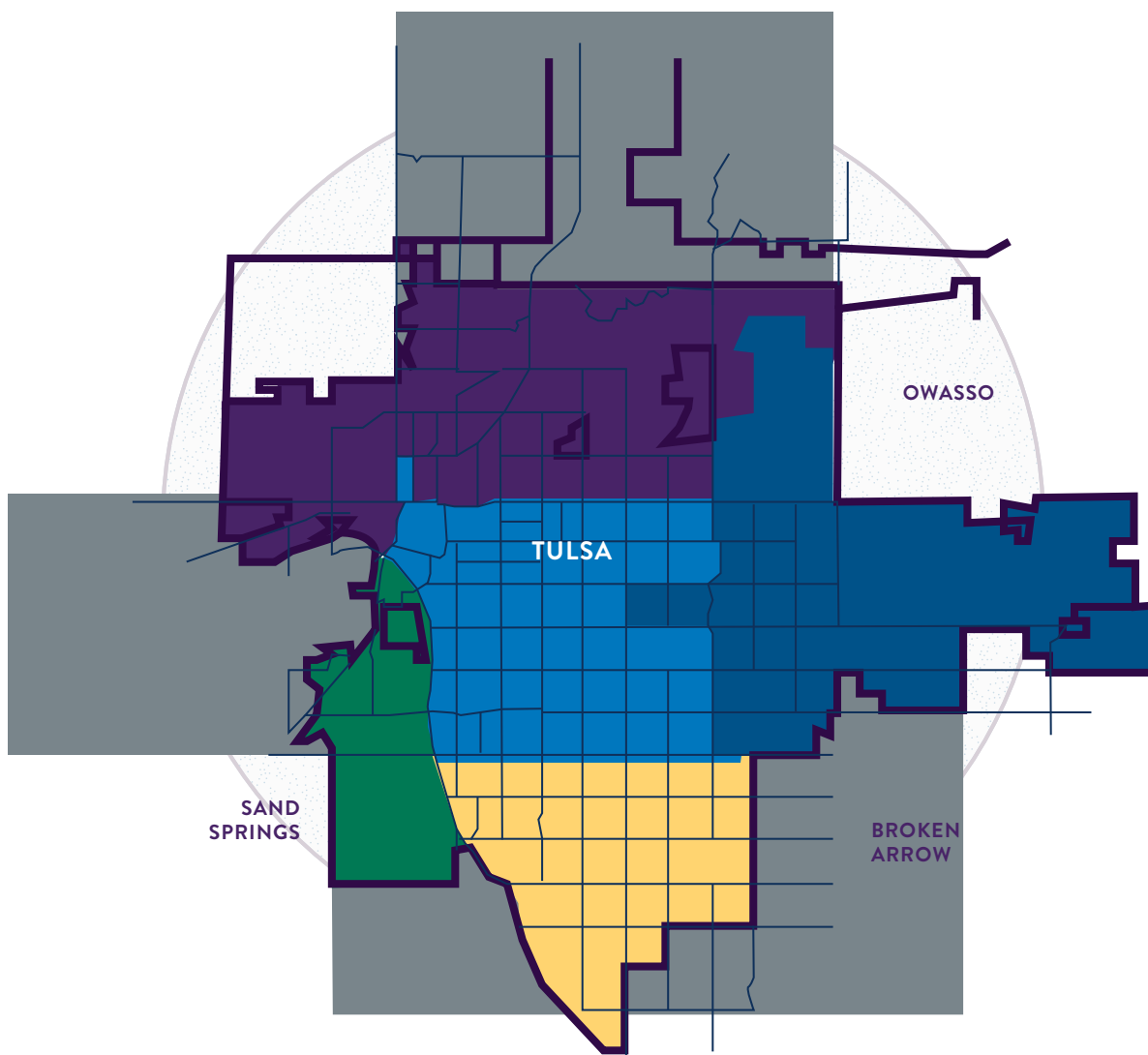


## 2017 NON-WHITE POPULATION (% BY CENSUS TRACT)

% by Census Tract / Source: Esri Business Analyst







CITY OF TULSA REGIONS

REGION	ZIP CODES	POPULATION	AVG MEDIAN HOUSEHOLD INCOME
● East Tulsa	74108, 74116, 74128, 74129, 74134, 74146	73,886	\$41,093
● South Tulsa	74108, 74116, 74128, 74133, 74136, 74137	103,561	\$59,908
● North Tulsa	74106, 74110, 74115, 74117, 74126, 74127, 74130	85,374	\$28,867
● West Tulsa	74107, 74132	28,295	\$44,222
● Downtown/ Midtown	74103, 74104, 74105, 74112, 74114, 74119, 74120, 74135, 74145	125,160	\$47,084

Source: Tulsa Equality Indicators 2018

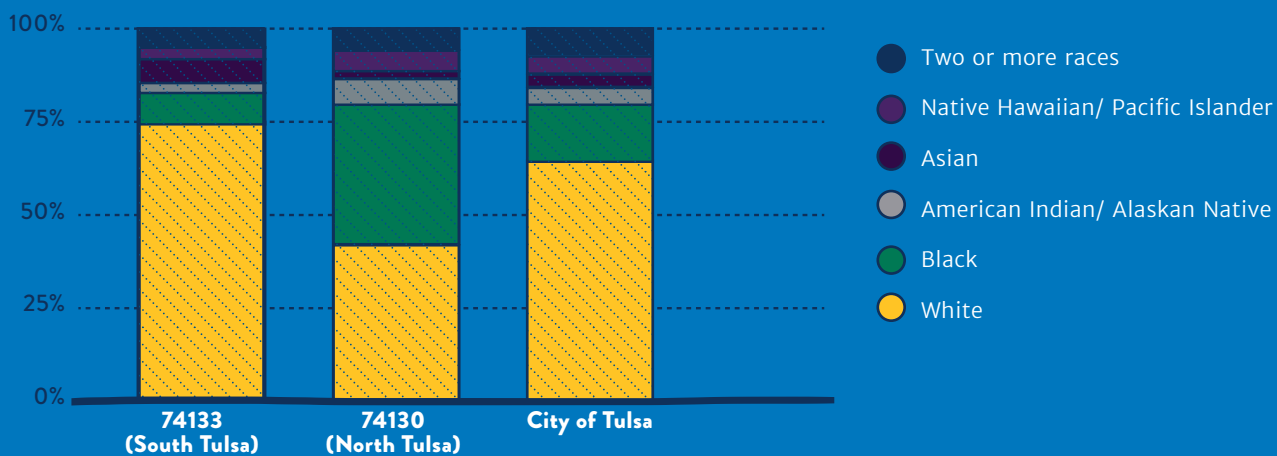


## HEALTH DISPARITIES

According to the Tulsa County Health Department, while the life expectancy gap has continued to decrease, there is still a gap of almost 11 years between some ZIP codes in South Tulsa versus North Tulsa.<sup>13</sup>

As shown in the figures below, one illustrative ZIP code in South Tulsa outperforms another in North Tulsa in all socioeconomic factors, including per capita income, life expectancy, and educational attainment. North Tulsa is home mostly to people of color, compared to South Tulsa, which is more than two-thirds White.

### CITY OF TULSA DEMOGRAPHICS



Source: US Census Bureau, Esri Business Analyst

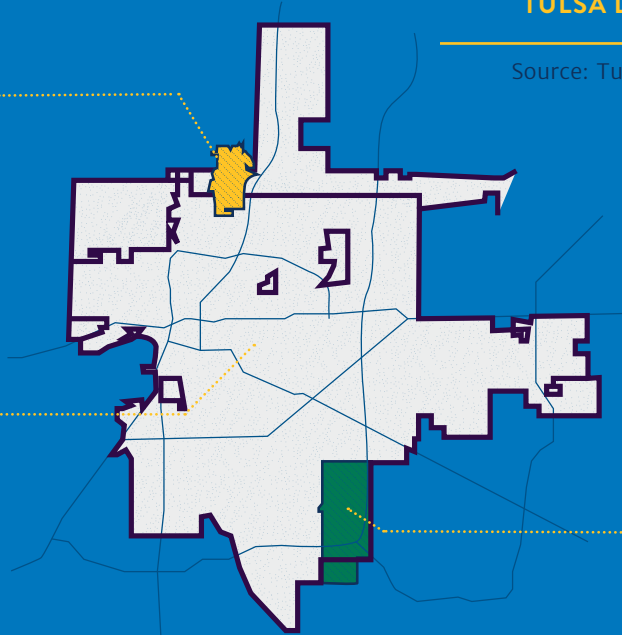
**65.4**  
YEARS OLD  
North Tulsa (74130)

## TULSA LIFE EXPECTANCY

Source: Tulsa Health Department.

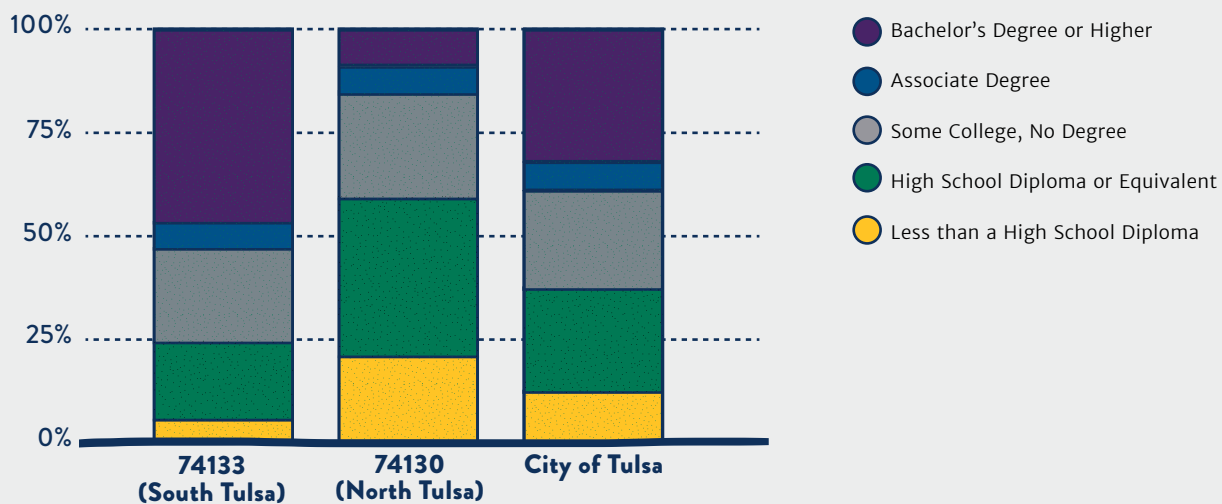
**75.5**  
YEARS OLD  
City of Tulsa

**81.9**  
YEARS OLD  
South Tulsa (74133)



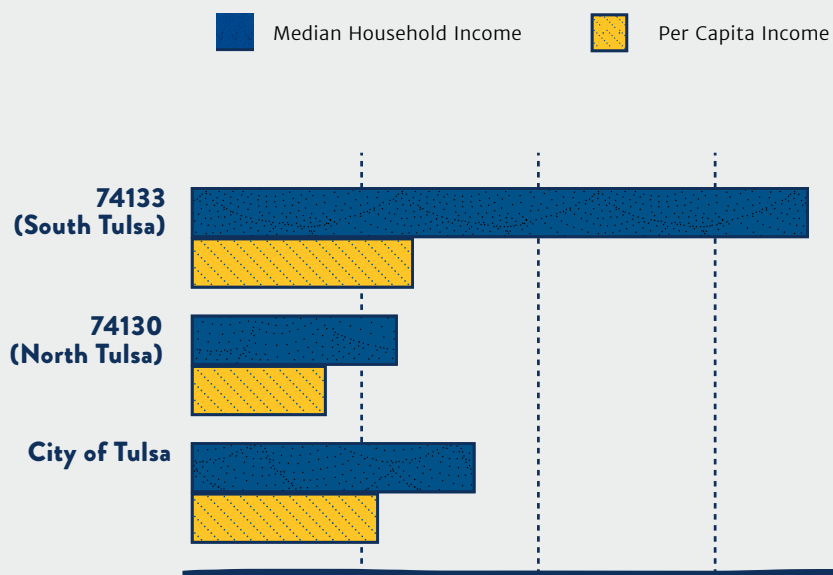


## EDUCATIONAL ATTAINMENT



Source: Esri Business Analyst. Center for Health Information, Oklahoma State Department of Health.

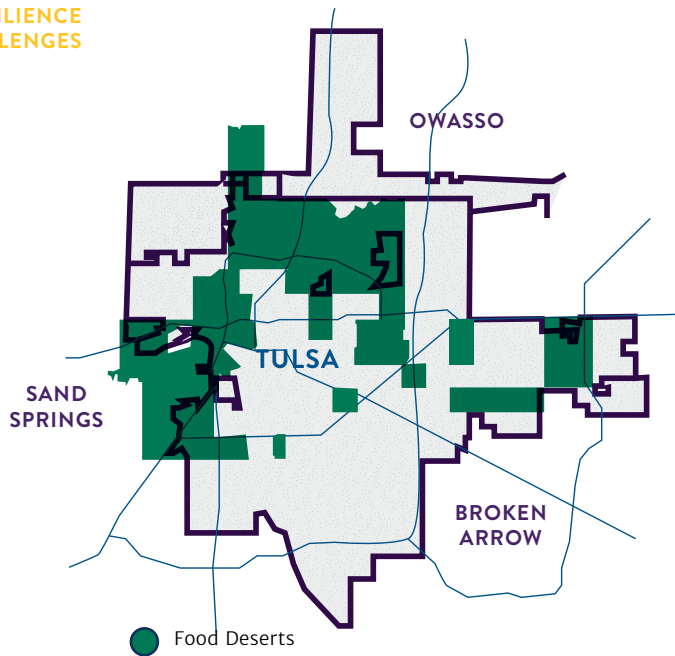
## INCOME LEVELS IN TULSA



Source: Esri Business Analyst



TULSA'S  
RESILIENCE  
CHALLENGES



### TULSA FOOD DESERTS

Access to healthy foods is one critical health indicator. However, 42.5 percent of Tulsans currently live in low food access areas – meaning they live more than one mile from the nearest supermarket, super-center, or large grocery store.<sup>14</sup> Furthermore, nearly 20 percent of Tulsans live in a food desert – characterized by both low food access and low income. All of these food deserts are located in North Tulsa.<sup>15</sup>

### CITY OF TULSA FOOD DESERTS

Source: USDA Economic Research Service

SOUTH TULSANS ARE  
EXPECTED TO LIVE  
**11  
YEARS**  
LONGER THAN NORTH TULSANS

THERE ARE NEARLY  
**50%**  
MORE BACHELORS DEGREES OR HIGHER  
IN SOUTH TULSA (ZIP CODE 74133)  
THAN NORTH TULSA (ZIP CODE 74130)

SOUTH TULSA'S MEDIAN HOUSEHOLD INCOME IS  
**>2X**  
THAT OF NORTH TULSA'S MEDIAN HOUSEHOLD INCOME





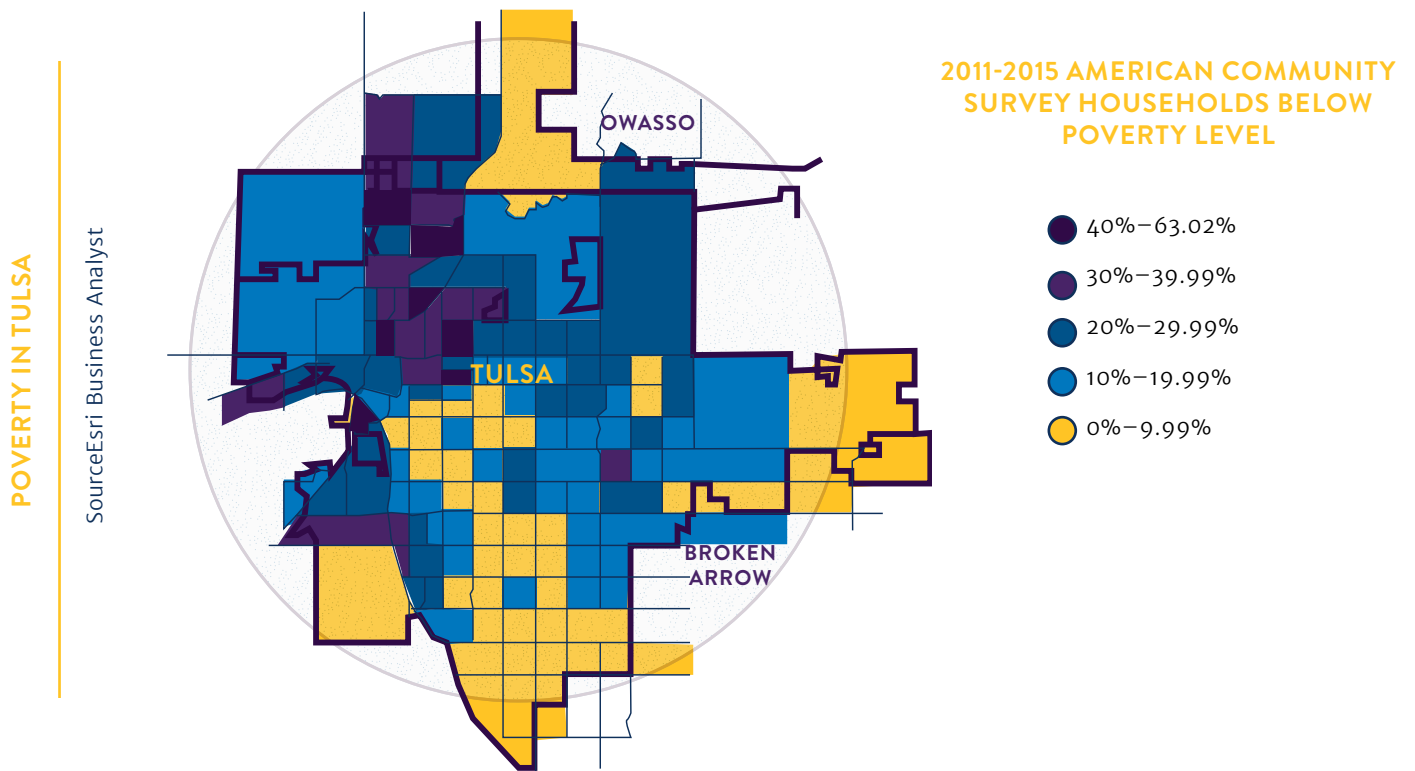
WITH THE CHANGING RACIAL AND ETHNIC MAKEUP OF TULSA, THE CITY HAS THE OPPORTUNITY TO ADDRESS ITS COMPLICATED PAST OF DISCRIMINATION AND RACIAL CONFLICT. NOW MORE THAN EVER, THE CITY NEEDS TO RECONCILE ITS DIFFICULT PAST TO CREATE AN INCLUSIVE FUTURE THAT PROVIDES OPPORTUNITIES FOR ALL TULSANS, REGARDLESS OF THEIR BACKGROUND OR ZIP CODE.



## OPPORTUNITY DISPARITY

### INCOME GAPS

Geographic segregation is also directly linked to economic prosperity. As the figure below illustrates, areas in South Tulsa outperform North Tulsa in every socioeconomic factor. Poverty in Tulsa aligns with the communities of color.



### CITY, STATE AND NATIONAL INCOME STATISTICS (AS OF DECEMBER 2016)

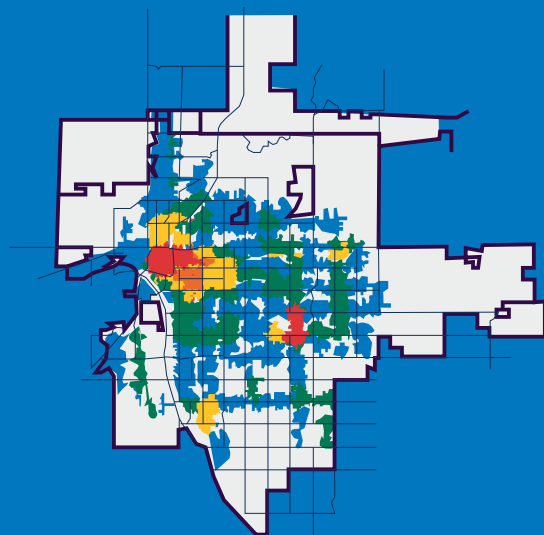
	TULSA	OKLAHOMA	UNITED STATES
Median Household Income	\$43,045	\$48,038	\$55,322
Persons in Poverty	20.3%	16.3%	12.7%
Unemployment Rate	4.8%	4.8%	4.7%

Source: US Census Bureau, US Bureau of Labor and Statistics



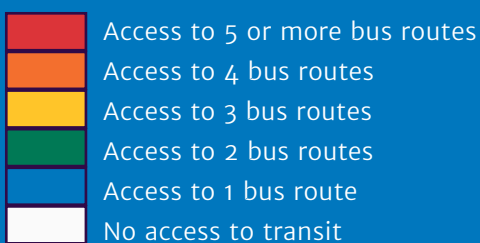
## ACCESSIBILITY

A product of 1950's city planning, the Tulsa metro area is car-oriented. While the city's highway design leads to short commute times for drivers, sprawl has led to increased difficulty in providing access to employment opportunities and basic services to residents without cars. In 2016, the City's budget for transportation and public works—which includes the City's bus system, street maintenance, water and sewer, stormwater management, and trash—was \$316 million, representing 41 percent of the City's total budget. This includes operations and maintenance costs of City roads, which currently covers 4,400 lane miles. This leads to increases in fuel and resource consumption, higher living costs for car-dependent households, and higher air pollution/carbon footprint.



Source: MTTA, INCOG

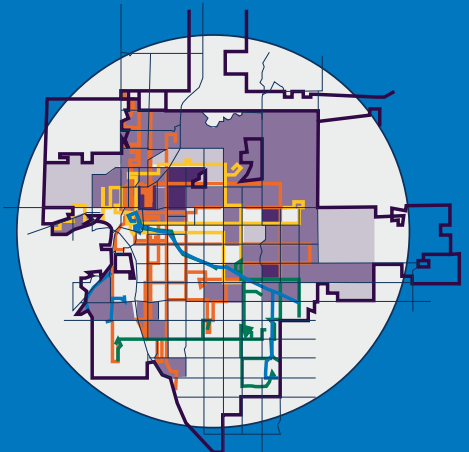
### PROXIMITY TO TRANSIT (HALF MILE WALK TO A STOP)



In 2013, the City began the Peoria Bus Rapid Transit project, an effort to modernize and streamline public transit along the key corridor of Peoria. Once complete, this system will increase access to numerous major destinations, including the Pearl District, BOK Center, Tulsa Tech Peoria Campus, Cityplex Towers, and Denver Avenue Station. This project will both increase efficiency and connectivity and also serve as a pilot program that could be expanded across the city.

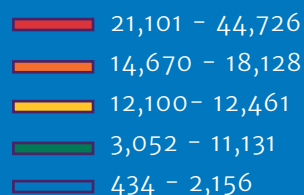
Still, there are several key destinations across the Tulsa region that are not accessible through public transit, including major anchor employment centers, main parks and recreation areas, educational institutions, and hospitals. Low-income Tulsans unable to afford cars have limited access to healthcare as well as economic, cultural, and recreational opportunities due to limited public transit access.

### Socially Sensitive Area Factors



Source: MTTA, INCOG

### TULSA TRANSIT ROUTES - RIDERSHIP, SEPTEMBER 2017\*\*



\*\* Cumulative ridership for the month of September, 2017

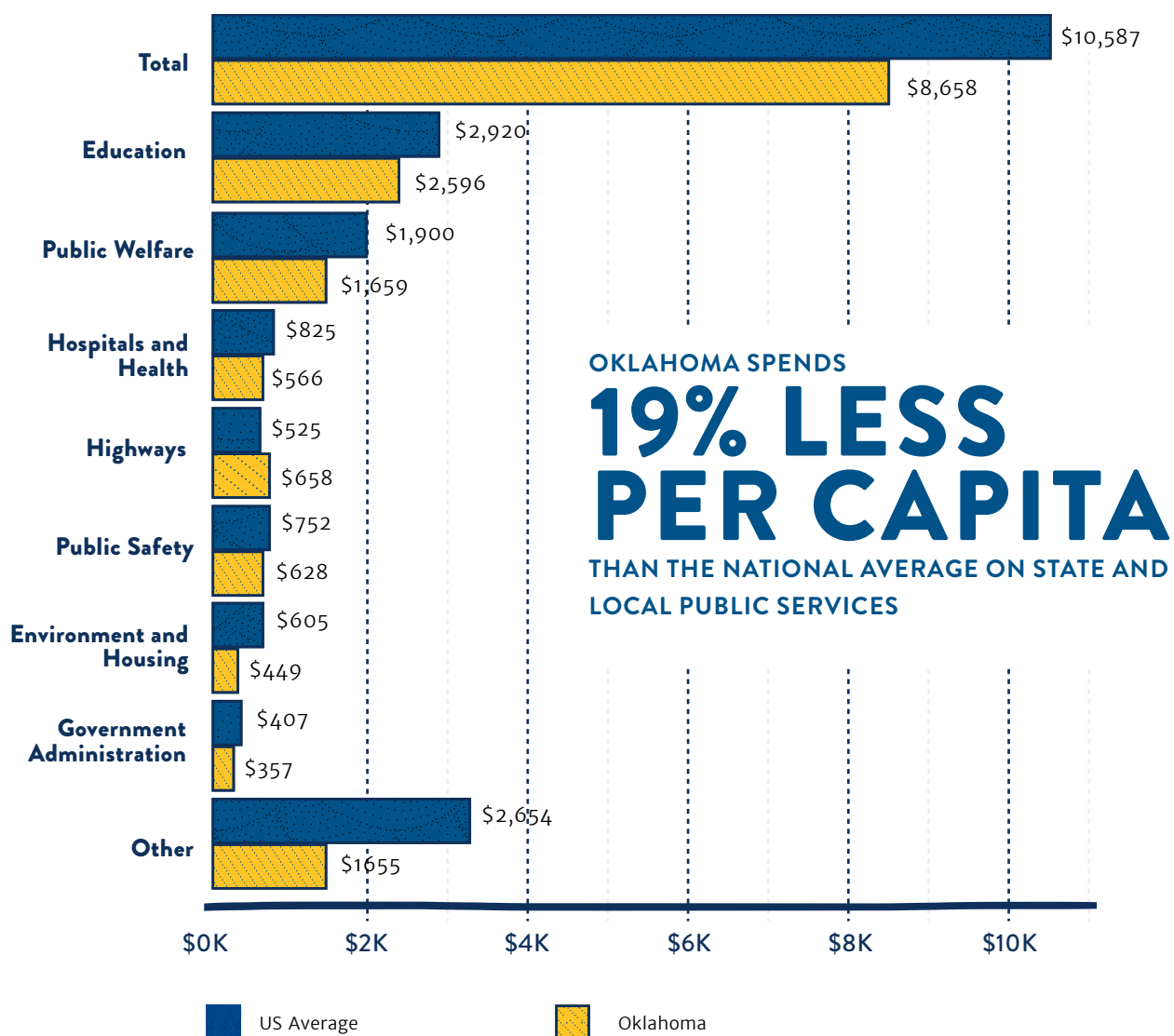
Furthermore, the existing public transit schedule does not accommodate workers with non-traditional schedules. For example, the manufacturing industry requires a second shift of workers, who typically work from 4:00 p.m. to midnight, to meet customer demand, yet public transit services end after the peak rush hour time, around 7:00 p.m.



## RESTRICTIVE STATE POLICIES

Oklahoma spends approximately 19 percent less per capita than the national average on State and local civic services. Since 2009, the State's annual budget has decreased by 15.6 percent (\$1.26 billion, adjusted for inflation).<sup>16</sup> The limited State budget, coupled with the extensive State statutes, continue to plague municipalities and threaten short- and long-term success.

### OKLAHOMA STATE BUDGET COMPARED TO NATIONAL AVERAGE



Source: OK Policy Institute



## MUNICIPAL FUNDING CONSTRAINTS

The City provides important civil services, spread across a vast geographic area. But, sources of funding available to pay for these critical services are limited by State law. Oklahoma is the only state in the U.S. that prohibits cities from using property tax income on general fund operations. Instead, per the State's constitution, property taxes are only available to cover general obligation bond debt or judgements entered against a given city. Due to these restrictive laws, municipalities rely on sales and related use taxes to support ongoing operations, which in Tulsa comprise 65 percent of Tulsa's General Fund revenue (\$170 million)<sup>17</sup>. The primary funding source – the sales tax – is uniquely susceptible to economic shifts, yet demands for City services often rise as revenues fall. Beyond the inherent difficulty of relying heavily on a single, volatile source of revenue to operate a complex municipality, the City is losing millions in sales tax revenue each year to State-imposed exemptions, internet sales, and suburban retail development.





## SHRINKING EDUCATION FUNDING

State funding per student in Oklahoma has decreased more than any other state in the last decade – 28.2 percent since the FY 2008 budget.<sup>18</sup> As a result of the tremendous budget cuts, Oklahoma public schools have faced significant challenges impacting education quality, including growing class sizes, elimination of programs and electives, and use of outdated textbooks and equipment. Now, over 20 percent of Oklahoma schools can only afford to have classes four days a week.<sup>19</sup>

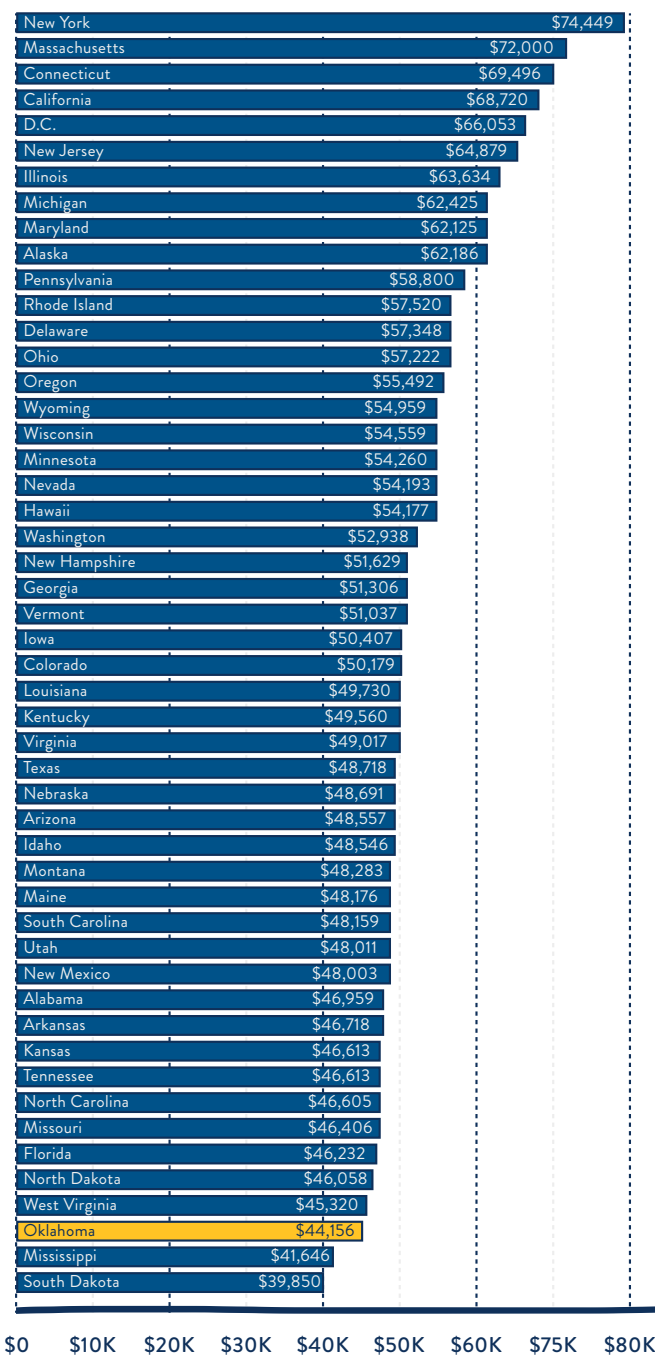
Tulsa Public Schools (TPS) have been dramatically affected by these statewide policies. TPS has attempted to mitigate the effects of the teacher shortage through a partnership starting in 2009 with Teach for America, which hires graduating college students and professionals to teach for two years in low-income or underserved schools. Tulsa's Teach for America alumni, who have completed the two-year commitment, remain as teachers in TPS between 65–70 percent of the time, compared to Teach for America's national average of 55–61 percent.<sup>20</sup>

However, the issue is far from being solved. Oklahoma continues to lose teachers and other school staff members due to low salaries and challenging school circumstances. Oklahoma began the 2015–2016 school year with approximately 1,000 teacher vacancies, after eliminating 600 positions at the end of the previous year.<sup>21</sup> The state's number of emergency teaching certificates has skyrocketed from 32 before the 2011–2012 school year, to 1,674 for the 2017–2018 school year. The state's minimum teacher salary has only minimally increased since 2008, making Oklahoma's average annual teacher salary for 2018 among the lowest in the nation, offering teachers just more than \$44,000 including benefits.<sup>22</sup>

## STATE EDUCATION FUNDING FORMULA

*In Oklahoma, the State Aid Formula -- the funds appropriated by the legislature for education distributed from the State Department of Education -- are based on the number of children in a district and student characteristics. Additional points are provided to school districts for gifted and talented students, economically disadvantaged students, and rural areas needing additional transportation. Funding is calculated based on the higher number of the previous two years total student population. Adjustments are made for the amount of local taxes collected, like ad valorem property taxes, to equalize the amount of funding going to wealthier and poorer areas of the state.*<sup>23</sup>

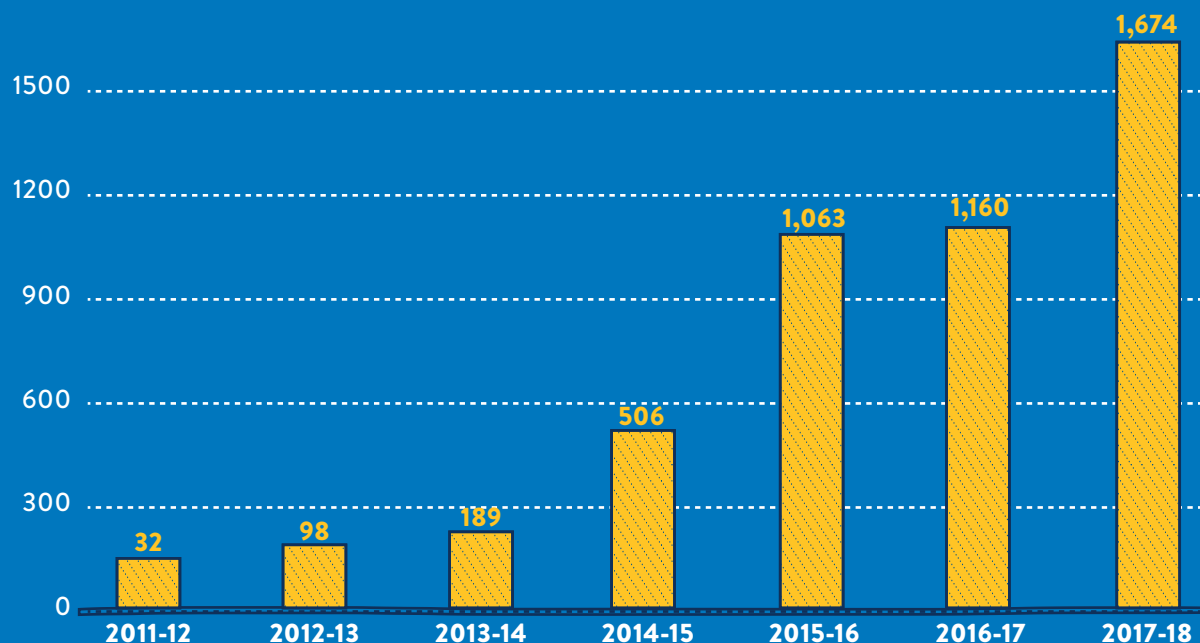
## EST. AVG. ANNUAL SALARY IN SCHOOL YEAR 2011-2012



Source: National Center for Education Statistics



## EMERGENCY TEACHER CERTIFICATES IN OKLAHOMA



Source: Oklahoma State Department

## LARGE STATE PENAL CODE AND LICENSING RESTRICTIONS

Oklahoma has the second highest incarceration rate in the United States, and the highest among Black citizens. Approximately one in 80 Oklahomans is currently incarcerated or under supervision (1.25 percent).<sup>23</sup>

The State has criminalized more acts than any neighboring state, making it significantly more difficult to avoid a “tough on crime” justice system, particularly for low-income and marginalized populations that are historically overrepresented in the justice system. Oklahoma’s penal code contains 1,232 sections, which is 300 more sections than Arkansas, and four times larger than that of either Kansas or Texas.<sup>24</sup> The State has made significant strides in reducing the penal code by downgrading some non-violent felonies to misdemeanors in SQ780, which reclassified drug possession as a misdemeanor and resulted in a decrease of related felony cases across the state by 26 percent from 2016 to 2017, and SQ781, which

reclassified certain property offenses and drug possession violations as misdemeanors.<sup>25</sup>

Furthermore, restrictive State licensing policies severely hinder adjudicated individuals in reentry. Currently, over 900 statutes in Oklahoma State law bar or remove individuals from employment.<sup>26</sup> Even as the State has pursued criminal justice reform, the Legislature has created a slew of new criminal penalties – an average of 26 new crimes per year between 2010 and 2015.<sup>27</sup> These limitations on the growing population of Oklahomans with a criminal record contribute to growing unmet workforce demand.

**TULSA PUBLIC SCHOOLS LOST 35% OF ITS TEACHERS SINCE 2016.**

Source: Tulsa World

**OKLAHOMA IS 46<sup>TH</sup> IN THE NATION IN QUALITY OF EDUCATION (D+)**

Source: Education Week, Quality Counts 2018

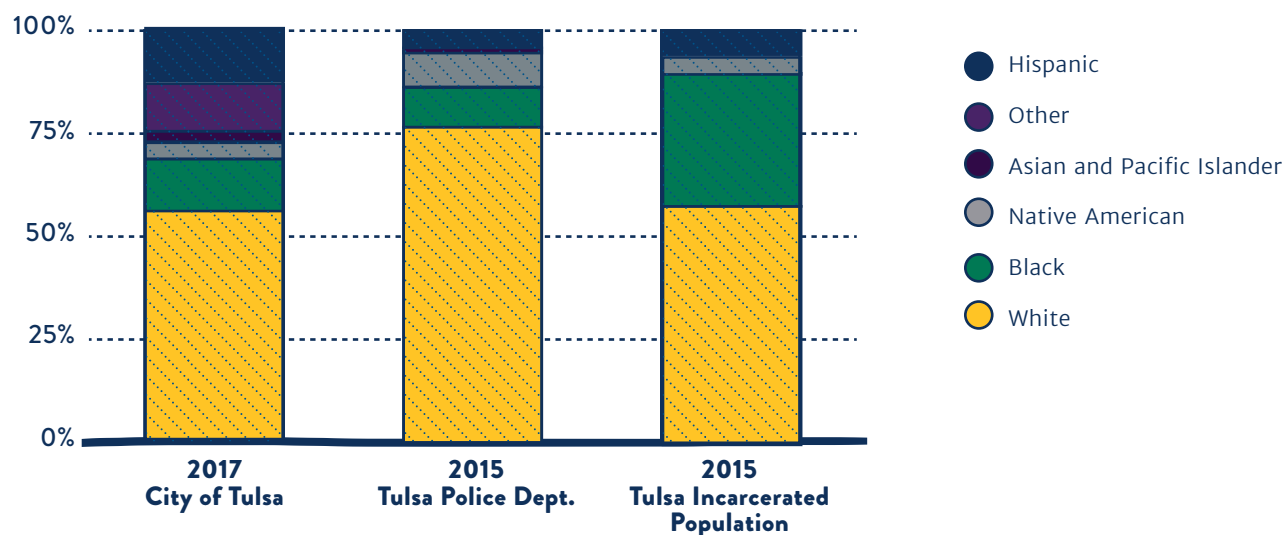


# IMPLICIT BIAS AND THE CRIMINAL JUSTICE SYSTEM

## LAW ENFORCEMENT INFRASTRUCTURE

Implicit bias refers to the stereotypes, favorable or unfavorable, that unconsciously affect our actions. Everyone has these unconscious perceptions from direct and indirect environmental and social influences.<sup>28</sup> Given the racial context and history of social tension in Tulsa, many residents fall victim to unintentional discrimination. With Oklahoma having the highest overall Black incarceration rate in the U.S. (one in 29 Black persons has a criminal history) and the underrepresentation of the Black population in the police department, it is clear that implicit biases play a chronic role in affecting incarcerated populations in Tulsa. Unsurprisingly, this is the inverse of the White population – which is overrepresented in the police department and underrepresented in the incarcerated population.<sup>29</sup>

## DEMOGRAPHIC COMPOSITION OF POLICE FORCE AND INCARCERATED POPULATIONS



Source: Tulsa Regional Chamber. Tulsa Police Department Internal Affairs. Tulsa County Vera Report.



## USE OF FORCE

Tulsa, like other cities, is confronting a wave of social unrest in recent years. This lack of social cohesion is particularly evident when examining use of force and recent incidents of police shootings. Tulsa's challenges in use of force and deadly outcomes are imperative to address when examining public safety and social cohesion.

The Tulsa Police Department follows a use-of-force continuum. Outlining acceptable levels of force to use in different situations, the continuum moves upwards from low force to intermediate force and deadly force. However, the department lacks a publicly accessible de-escalation statement within the use of force policy to educate the public on the tactics police are trained in for avoiding excessive force. In recent history, every instance of a police officer's use of deadly force was deemed within policy except one.

### DEADLY FORCE CASES IN THE CITY OF TULSA

Year	Number of Cases involving Deadly Force	Injuries only in Cases involving Deadly Force	Fatalities in Cases involving Deadly Force	Deadly Force Cases Deemed Justified and Within Policy
2012	8	2	6	8
2013	8	5	1	8
2014	11	4	5	11
2015	2	1	1	2
2016	13	1	7	12

Source: Internal Affairs Annual Report 2016. Tulsa Police Department

## REENTRY DISCRIMINATION

Barriers to reentry employment exist across the United States. A 2012 national survey revealed that 69 percent of employers conduct criminal background checks on all job candidates, though it is not required by law.<sup>30</sup> In addition to State licensing and certification restrictions, employers are more hesitant to hire people who were involved with the justice system. Discrimination (implicit or explicit) hinders formerly incarcerated individuals from securing or even pursuing gainful employment upon release. This is a particularly acute challenge in Tulsa given the higher proportion of the population with a criminal record, compared to other cities or states.



## MISALIGNED WORKFORCE HINDERS TRADITIONAL LEGACY INDUSTRIES

Tulsa has historically been reliant on oil and gas, aerospace, and related manufacturing operations for economic growth. The largest private sector employers in the region include American Airlines, Williams Corporation, NORDAM, Spirit Aerosystems, Aon, Baker Hughes, St. Francis Health System, and St. John Health System – all employing between 1,000 and 5,000 people. Currently, approximately 10 percent of the city's workforce is employed in manufacturing.

Though the economy has diversified since the 1980s, dips in oil and gas prices still take a significant toll on the city's economy and overall prosperity. The region experienced considerable shocks with the dip in oil prices in 2016 alone, impacting the energy sector directly but also related manufacturing. As noted by the Tulsa Regional Chamber of Commerce, the cyclical nature of oil and gas and related industries has deterred other industries from locating in the city, thereby hindering broader diversification. Additionally, workforce attraction remains a challenge for existing industries, with employers across all industries indicating a skills gap and lack of available talent. Overall, there is still a substantial need for industry diversification and workforce development to meet the ongoing challenges posed by technological shifts across multiple industries and to support new industries.





## SHIFTING INDUSTRY DEMANDS

Accelerating technological change has prompted major shifts in business, industry, and consumer habits. Many of Tulsa's target industries have been and will continue to be impacted by major shifts and shocks:

- The growing presence of unmanned aircraft systems (UAS) and drone technology indicates shifts in the aviation and aerospace industry as traditional modes of transportation and delivery become outdated;
- Advanced manufacturing is seeing increasing automation that reduces the need for human labor and changes skill requirements for remaining positions;
- The growing viability and consumer adoption of alternative energy sources, electric vehicle technology, and autonomous vehicles suggests that the need for traditional energy sources, on which the City of Tulsa was founded, is declining, threatening a critical anchor industry for the region;
- Across the country, the highly skilled workforce is moving towards larger cities and metros to participate in their growing corporate and professional services and technology sectors, leaving smaller cities like Tulsa without the critical workforce to develop these emerging industries; and
- As consumer buying habits trend towards online sales, the transportation, distribution, and logistics sector will require significant shifts and technological advances to be competitive.

These shifts are not short-lived; technological advancements, market demands, the allocation and availability of resources, and consumer habits have fundamentally changed what it means to be competitive in these key sectors. Industries and the Tulsa community will need to anticipate, prepare for, and respond to the changes more effectively to ensure economic security for all Tulsans.





### WORKFORCE SKILLS GAP

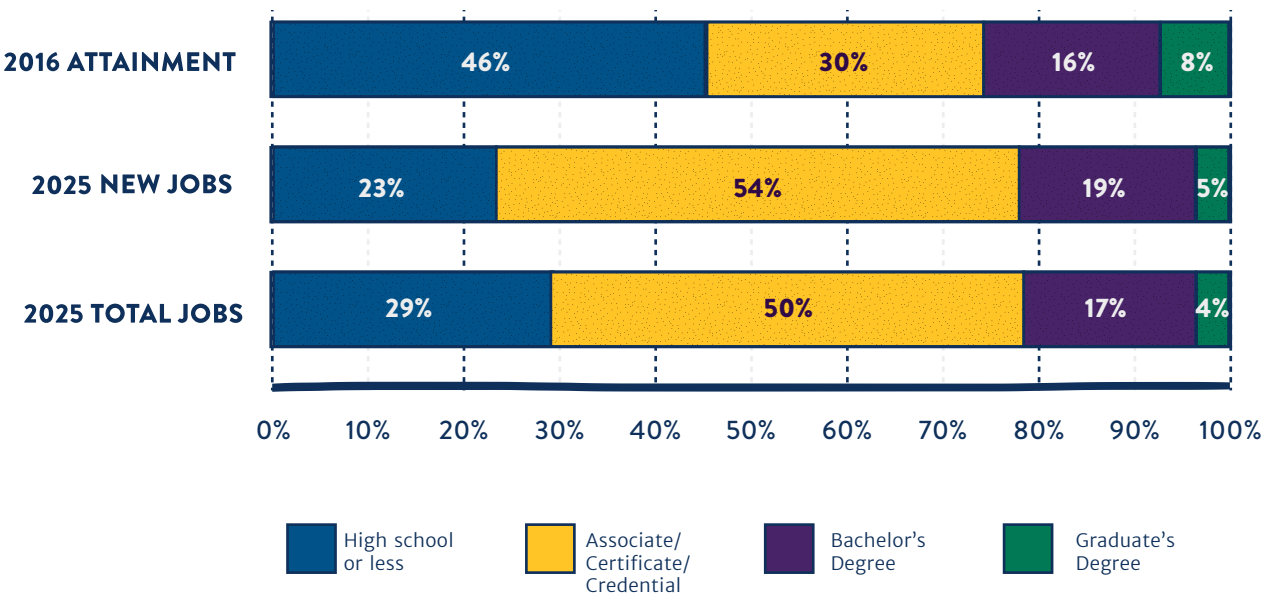
Tulsa also lacks middle-skilled workers, especially in critical industries. Statewide, there are more than 60,000 unfilled jobs, of which nearly 18,000 (30 percent) are in target industries, including aviation and aerospace, energy, and transportation and logistics. Currently unemployed Oklahomans do not possess the appropriate skills for the available positions.<sup>31</sup>

In Oklahoma, 57 percent of jobs require an education beyond high school, the majority of which (55 percent) require only a post-secondary education but not a four-year degree.<sup>32</sup>

However, only 47 percent of the workforce is trained beyond a high school diploma.<sup>33</sup> Current statewide estimates show a 23-percentage point gap between the current workforce and the skilled workforce needed by 2025.<sup>34</sup> While these are limited-scope projections, it is evident that the region will face significant economic repercussions given the probable needs of new jobs. With lack of employment opportunities as a significant driver for current residents to leave Tulsa, addressing the skills gap is critical in retaining Tulsa's labor pool and leading the region.

### OKLAHOMA WORKFORCE SKILLS GAP

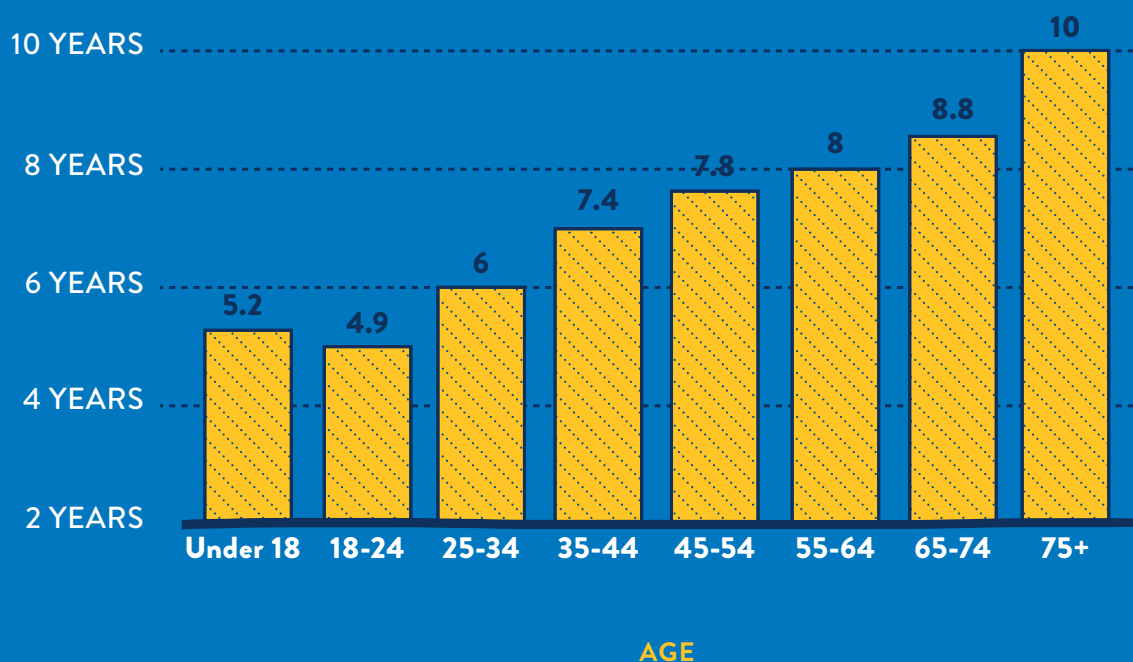
Source: Oklahoma Works





## EXPECTED LENGTH OF STAY IN TULSA BY AGE GROUP

Source: Becoming Tulsan Survey



## FACTORS FOR LEAVING TULSA

Source: Becoming Tulsan survey, Resilient Tulsa.





## THREAT OF NATURAL AND MAN-MADE DISASTERS

Since 1953, FEMA has declared over 167 disasters in the State of Oklahoma, making it the fifth most disaster-stricken state. Tulsa has experienced 32 of the State's federally declared disasters. These include winter storms, wildfires, floods, and tornadoes.<sup>35</sup> Tulsa's location within "Tornado Alley" makes the city vulnerable to a variety of these disasters. In August of 2017, Tulsa experienced an EF-2 tornado that injured 25 people and damaged dozens of homes and businesses. Additionally, earthquakes of a 3.0 magnitude or higher have spiked in the state, from a few dozen in 2012 to more than 900 in 2015. The dramatic spike is linked to the increasing prevalence of oil fracking. In September 2016, the Tulsa region felt one of the largest earthquakes in the State's history, a 5.6 magnitude quake.<sup>36</sup>

The Hazard Vulnerability Analysis model, which ranks a city's hazards based on occurrence, vulnerability, mitigation activities, and available resources, demonstrates that Tulsa is very susceptible to a wide array of hazards and disasters – namely, extreme heat, tornadoes, and winter/ice storms. As the most population-dense county in the state, even localized earthquakes within Tulsa could have large scale impacts.

### CITY OF TULSA HAZARD VULNERABILITY MATRIX (AS SEEN ON THE RIGHT)

Source: City of Tulsa 2014 Multi-Hazard Mitigation Plan

This Hazard Vulnerability Analysis model involves a ranking of the community's hazards by occurrence, vulnerability, mitigation activities and available resources. Using a scale of 0 to 5 with 5 being the highest, the probability of occurrence and the impact potential are measured against mitigation activities and the resources available to respond to the hazard. The total is based on a formula that weighs risk heavily but provides credit for mitigation and response and recovery resources. The highest score possible is 7.8, with 6.0 and higher considered "Extreme Risk."



	Occurrence		Vulnerability					Resources		
TYPE OF HAZARD	HISTORY	PROBABILITY	HUMAN	PROPERTY	INFRASTRUCTURE	BUSINESS	MIGRATION ACTIVITIES	INTERNAL	EXTERNAL	TOTAL
Extreme Heat	5	5	5	3	4	3	3	4	4	5.4
Tornadoes	5	5	3	4	3	3	2	3	3	5.3
Winter Storm/Ice Storm	5	5	1	3	2	5	2	2	3	5.0
Lightning	5	5	3	2	2	2	1	2	1	4.9
Flooding	5	5	3	4	3	2	3	4	4	4.8
Dam Failure	3	3	4	4	4	3	2	2	2	4.7
Hail	5	5	1	4	2	1	2	2	1	4.6
High Wind Events	5	5	1	4	2	1	2	2	1	4.6
Levee Failure	3	3	3	3	3	3	2	2	2	4.0
Expansive Soils	5	4	1	3	3	1	3	4	4	3.4
Urban (Structure) Fire	5	5	1	2	1	1	4	4	4	3.1
HazMat Incidents, Fixed Site	3	3	4	2	1	2	1	2	3	3.3
Drought	3	3	2	1	2	2	2	2	3	2.8
Transportation Incidents	3	4	4	1	1	1	2	3	4	2.8
Wildfires	2	3	1	2	1	1	2	3	3	1.6
Earthquake	1	1	1	1	1	1	3	4	4	0.3



# LEVERAGING TULSA'S EXISTING PLANS

Fortunately, a wealth of existing and planned efforts already contribute to Tulsa's resilience, and this Strategy aims to both build upon and shape current and future City plans. *Resilient Tulsa* has been developed in conjunction with the City's New Tulsans plan, the City employee AIM plan, and the City's TulStat and Gallup Poll data collection. Further, with the release of *Resilient Tulsa*, the City of Tulsa's Planning Department will incorporate resilience principles into current Small Area Plans and future city planning

## AIM

The AIM Plan is a measurable strategy illustrating the City of Tulsa's priorities. The mission of the AIM Plan is to "build the foundation for economic prosperity, improved health and enhanced quality of life for our community" with a vision of making Tulsa "a globally competitive, world-class city." The AIM Plan seeks to address and increase Tulsans' access to opportunity, well-being, the city living experience, and interactions with City Hall. Similarly to *Resilient Tulsa*, the AIM Plan intends to improve the educational, financial, physical, and mental health of Tulsans, the physical landscape of the City and City services and safety, and the accessibility and customer experience of navigating City systems.

## GO PLAN

The GO Plan is the Tulsa Regional bicycle and pedestrian master plan. The GO Plan provides a strategy for creating a more walkable and bicycle-friendly Tulsa that, through these activities, helps increase the health and well-being of residents as well as creating necessary, additional transportation options. The GO Plan seeks to improve overall health and transportation options to all Tulsans.

documents to ensure long-term resilience is included in all City development. The integration of Goals and Actions from this Strategy into the City of Tulsa's strategic and planning documents demonstrates the City's commitment to resilience and creating equity for all citizens.

*Resilient Tulsa* builds on the following efforts by applying a resilience lens to decades of planning and reports that have established a vision for the future of the city.

## CONNECTIONS 2035: REGIONAL TRANSIT PLAN

Connections 2035 examines and makes recommendations for improvements and future projects regarding Tulsa's roadways and transit systems. Connections 2035 contains a variety of performance measures and actions the City could take regarding multi-modal transportation. It also identifies areas in need of further transportation access and options. Like *Resilient Tulsa*, Connections 2035 seeks to better City (transportation) systems to improve all Tulsans outcomes.

## FINDINGS AND RECOMMENDATIONS OF THE TULSA COMMISSION ON COMMUNITY POLICING

In January 2017 Mayor G.T. Bynum established a task force to determine best practices for implementing community policing. The task force included Tulsa Police Department leadership, the City Council, City employees, and community members chosen by the Mayor. The recommendations are guided by the President's Task Force on 21st Century Policing, a product of the Barack Obama administration. The Commission on Community Policing recommended 77 strategies across six pillars.



## TULSA PARKS AND RECREATION MASTER PLAN

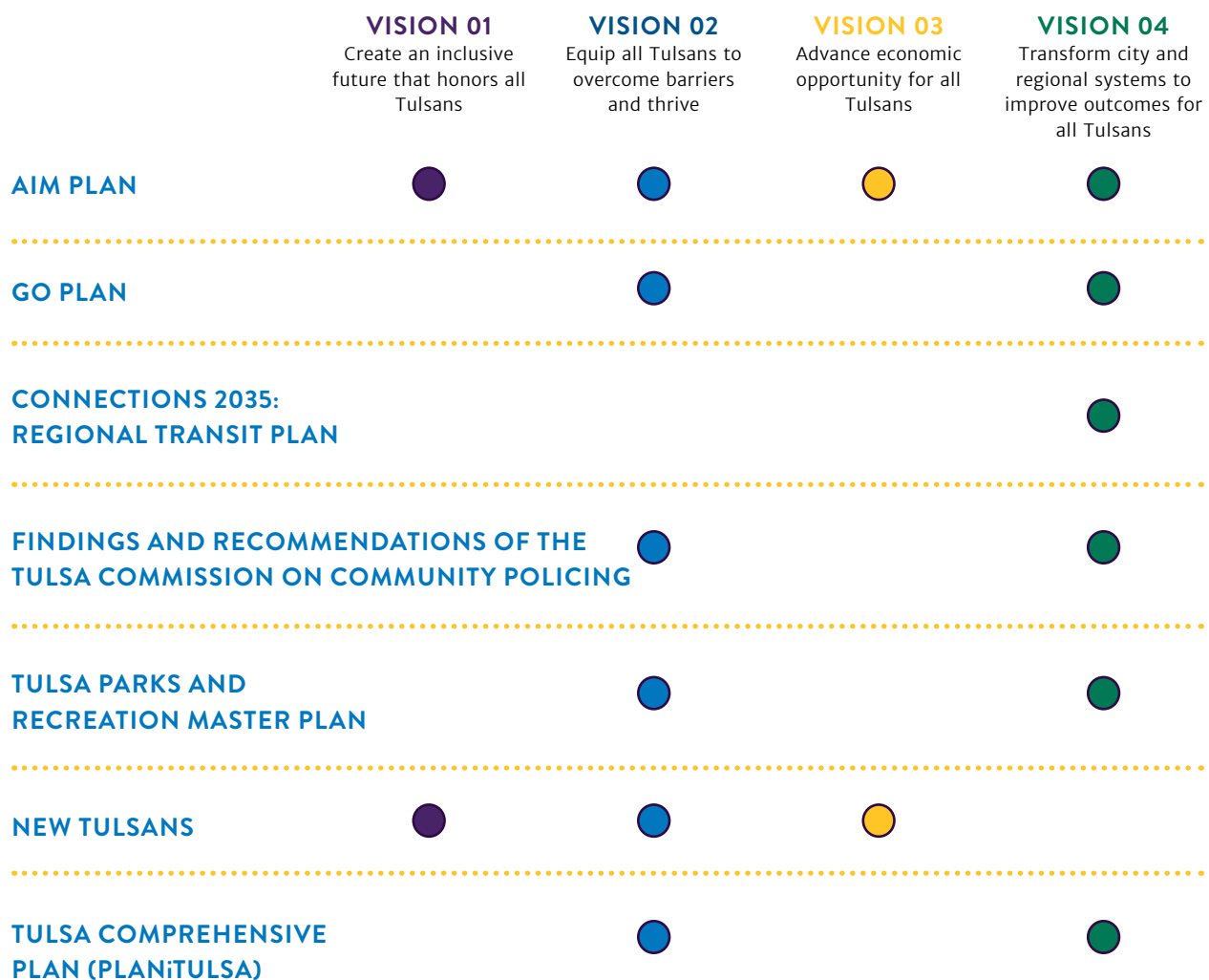
The Tulsa Parks and Recreation Master Plan was designed to meet the needs of all Tulsa residents by strategically sustaining and improving the City's parks and recreation spaces. The plan was designed with citizen input to ensure the strategy reflected the recreational and facility needs of the community. Tulsa Parks and Recreation Master Plan and *Resilient Tulsa* both aim to meet community needs.

## NEW TULSANS

A strategy for welcoming immigrants to Tulsa and helping them integrate into the community. *New Tulsans* is a measurable strategy, meant to address the needs of foreign-born Tulsans and aid in social cohesion. Similarly to *Resilient Tulsa*, the *New Tulsans* strategy seeks to address issues of social cohesion, and honor and welcome Tulsans to the community.

## TULSA COMPREHENSIVE PLAN (PLANiTULSA)

PLANiTULSA is Tulsa's Comprehensive plan, which is updated every ten years. The City of Tulsa views PLANiTULSA as a guiding document, envisioning and describing the places, economy, housing, parks, open spaces, and transportation City policies should be designed to create. PLANiTULSA aims to develop Tulsa in a way that continues to attract and retain young talent, new businesses, and a strong economy. Like *Resilient Tulsa*, PLANiTULSA is designed to address economic development and opportunity, and help address racial inequity by addressing accessibility barriers.





# SHARED INSPIRATION

## GOAL 3.2

**El Paso** is working with local educational and economic development partners to ensure that workforce training and skills are aligned to the needs of the changing local economy. Partners will track objectives and skills growth to ensure programs are successful over time.

## GOAL 1.1

**Boston** is creating a dialogue on the city's history of racism and inequity, including launching #IAmBoston across social media platforms to celebrate the rich diversity and shared hopes of Bostonians.

## GOAL 4.1

**Berkeley** developed a Racial Equity Action Plan which prioritizes advancing workforce diversity through equitable hiring and promotion practices, as well as improving City outreach and community engagement processes to enable all residents to participate in decision-making.

## GOAL 3.1

**Atlanta** is revitalizing the Mayor's Youth Scholarship Program to include an eight-week summer program that will provide employment opportunities to 5,000 high school students each summer, providing valuable career and economic opportunities for Atlanta's youth.

## GOAL 2.2

**New Orleans** has a Fresh Food Retailer Initiative which aims to increase access to fresh foods in traditionally underserved neighborhoods by providing forgivable and/or low-interest loans to supermarkets, grocery stores, and other fresh food retailers.

## GOAL 2.1

**Los Angeles** is working with partners to build upon its existing program to reduce barriers to successful reentry to the workforce by expanding resources and job opportunities for formerly incarcerated individuals.

## GOAL 2.2

**Santiago de Chile** has created a treatment center for vulnerable adolescents who have not breached the law and are suffering from alcohol and/or drug abuse, as well as education programs for prevention.

## GOAL 4.1

**Quito** has identified the need to insert resilience as a strategic planning principle in the Metropolitan Development and Territorial Management Plan and to put in place a system of indicators to monitor its implementation and impact.



# FROM THE 100RC NETWORK

## GOAL 4.2

**Thessaloniki** is working to empower citizens through collaboration with institutions and initiatives specialized in civic education. A series of workshops and seminars will train citizens to help them sustain their groups, coordinate their actions, and reach a broader audience.

## GOAL 3.3

**Toyama** has identified an innovative opportunity to develop its waste-to-energy industry, including an Eco-Town recycling industrial park, several private waste-to-energy plants, and the use of waste energy to cultivate agricultural crops.

## GOAL 1.2

**Athens** is incorporating Migration Integration Centres and after-school community activities and learning opportunities as key ways to welcome and integrate immigrants, building upon a 100RC Network Exchange that the city hosted in 2016.

## GOAL 1.2

**Dakar** is working with the private sector to rehabilitate green spaces across the city to reverse the loss of green areas since the country's independence and to create a greener, well-kept, and people-friendly city.

## GOAL 2.3

**Wellington** is working to improve business continuity planning of small-to-medium enterprises by leveraging the Chambers of Commerce and other local partners to promote existing resources and opportunities to local small businesses.



# A GUIDE TO RESILIENT TULSA

RESILIENT TULSA  
IS DIVIDED INTO  
VISIONS, GOALS  
AND ACTIONS

## 4 VISIONS

Aspirational view  
of the future that  
will lead to a  
Resilient Tulsa

## 11 GOALS

Measured goals for  
tracking progress  
toward achieving  
the Visions

## 41 ACTIONS

Policies, programs, or  
practices that the  
City and partners will  
implement to reach the  
goals

### HOW TO READ AN ACTION

**Vision and Goal Location** — VISION 01  
GOAL 12

**Action Number** — ACTION 06

**Action Title** — INVEST IN NEIGHBORHOODS THROUGH NEIGHBORHOOD ACTION PLANS

**Action Timeline** — SHORT-TERM, 2018 Q3 LAUNCH

**Action Summary** — A description of the initiative in detail, including key partners and impact.  
Expand Neighborhood Action Plans to address community needs and requests more effectively. The Planning Department conducts Neighborhood Action Plans to address requests for and placement of trees, sidewalks, and other amenities. Currently, the City of Tulsa Planning Department creates Small Area plans, taking into consideration human-centered placemaking, economic development opportunities, and community desires. Small Area Plans take several years to develop and implement, and the Planning Department can only complete two to three plans at a given time. The Planning Department will expand its Neighborhood Action Plan program and complete eight assessments over the next two years to meet and address immediate needs and requests within communities awaiting the implementation of Small Area Plans.

**Resilience Value to Tulsans:** the resilience values are represented by the 12 drivers of the City Resilience Framework (described on the right).

**BENEFITS** — Benefits to Tulsans  
• Increase community placemaking  
• Support development of Destination Districts  
• Foster a sense of collective identity

**PARTNERS** — Lead Partners: list of the key implementation partners spearheading the actions. See page 15 to learn more about how you can get involved.  
• City of Tulsa Planning Department  
• Neighborhood Associations

**SUCCESS METRICS** — Potential Measures of Success: quantitative ways to measure progress toward the goal, which can be measured on an annual basis.  
• # of neighborhood assessments completed  
• # of residents engaged in neighborhood assessment process  
• Increase in neighborhoods reporting neighborhood assessments

**FULLY FUNDED** — Funding Status.

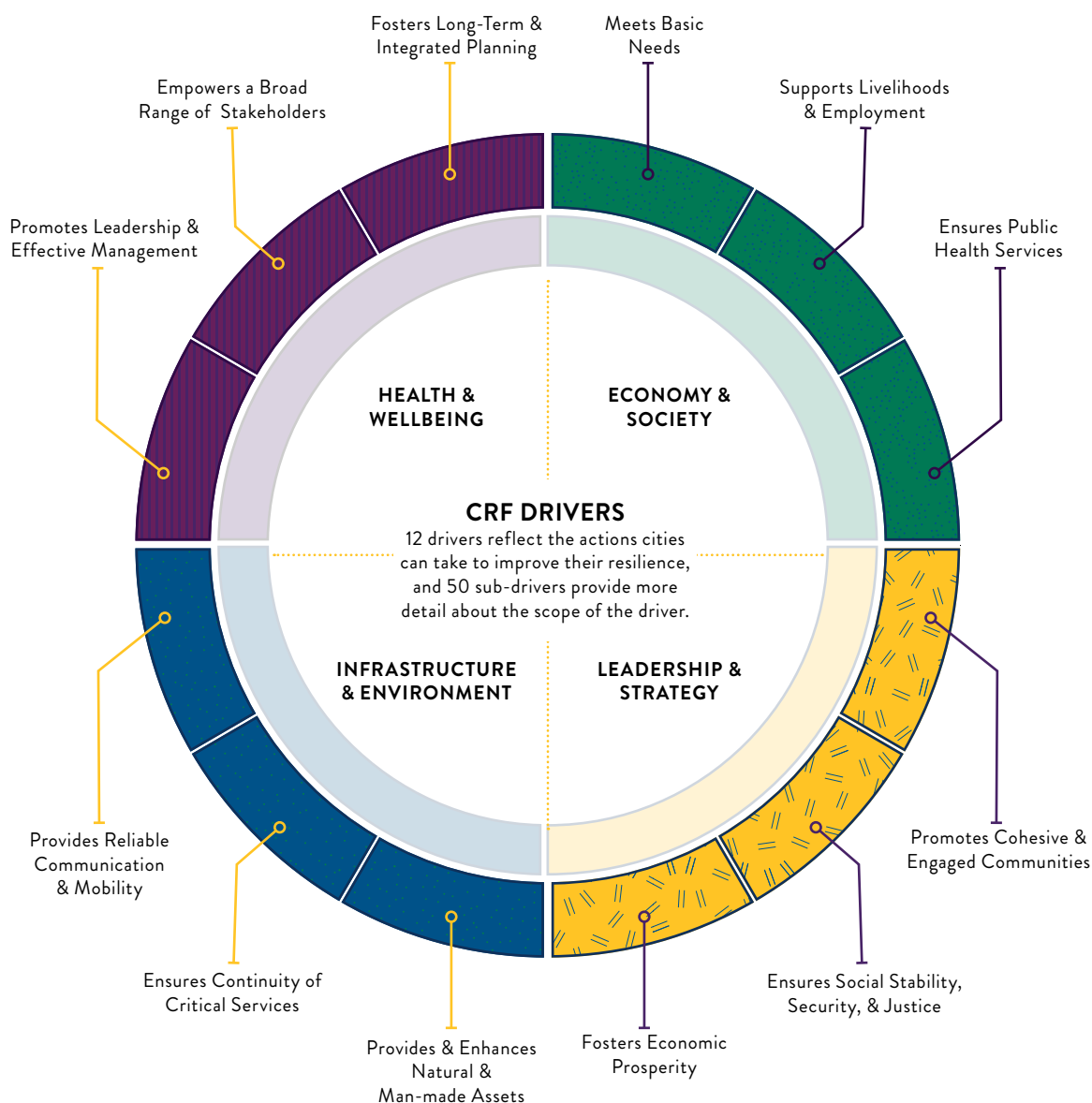


# CITY RESILIENCE FRAMEWORK (CRF)

The City Resilience Framework (CRF) provides a lens to understand the complexity of cities and the drivers that contribute to their resilience, and a common language that enables cities to share knowledge and experiences. The CRF is built on four essential dimensions of urban resilience:

For more information, visit  
<https://www.100resilientcities.org/resources/>.

- 1. Health & Wellbeing:** of everyone living and working in the city
- 2. Economy & Society:** the social and financial systems that enable urban populations to live peacefully and act collectively
- 3. Infrastructure & Environment:** the way in which man-made and natural infrastructure provide critical services and protects urban citizens
- 4. Leadership & Strategy:** effective leadership, empowered stakeholders, and integrated planning






## VISION 01

# CREATE AN INCLUSIVE FUTURE THAT HONORS ALL TULSANS







*“It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.”*

— Audre Lorde



## VISION 01

# CREATE AN INCLUSIVE FUTURE THAT HONORS ALL TULSANS

*We envision a city where the past is reconciled to form a future that celebrates cultural heritage and eliminates systemic discrimination. With these Actions, the city will create stronger bonds and support the diversity that creates the fabric of Tulsa.*

Tulsa's history of racial tension has led to inherent bias. To grow as a unified, strong community, the city must acknowledge the past to correct systemic discrimination. By facing these difficult realities head on, Tulsa can lead the nation in righting persistent wrongs and celebrating its diverse and dynamic city.



# GOAL 1.1

STRENGTHEN COMMUNITY COHESION BY 2021 BY  
AMPLIFYING THE VOICE OF HISTORICALLY MARGINALIZED  
COMMUNITIES AND CREATING PHYSICAL SPACES THAT  
PROMOTE CONSTRUCTIVE DIALOGUE



Every community in Tulsa shaped the city's shared history – good and bad. Yet persistent discrimination has left many historically marginalized residents feeling unwelcome in their own city, dating as far back as the Trail of Tears in the early 19th century where native people were displaced to accommodate White settlement. This expulsion laid the groundwork for the founding of Tulsa. With the 100th commemoration of the infamous Tulsa Race Massacre that resulted in the deaths of hundreds of Black Tulsans and an entire neighborhood burned to the ground, the city is forced to examine the systemic issues that linger into the 21st century. Acknowledging the contribution of Black Tulsans to the city's development is critical in creating an inclusive future for all Tulsans. Through the Actions under this Goal, the City will honor historically-marginalized communities by recognizing their significant contribution to Tulsa's history and their continuing presence in Tulsa today.

## ACTION 01:

*Memorialize Black Wall Street*

## ACTION 02:

*Launch race reconciliation conversations in  
partnership with the faith community*

## ACTION 03:

*Increase city-wide participation and recognition  
of Native American Day*



► ► ► ACTION 01

## MEMORIALIZE BLACK WALL STREET

🕒 MID-TERM;  
2021 Q2 LAUNCH

Install lighted signage and other physical tributes to highlight Black Wall Street visibly from the 244 highway, Oklahoma State University-Tulsa campus, and surrounding areas of town.

The City of Tulsa will use capital funds to provide signs, monuments, and other physical markers to help foster placemaking and community pride. Black Wall Street historically was a place of community wealth for Tulsa's Black community, but it was destroyed during the Race Massacre of 1921. These efforts will amplify the work of the Race Riot Commission, the businesses currently in the area, and Oklahoma public schools' educational curriculum that discusses the Race Massacre. Not only will these placemaking actions create physical tributes, they will also strengthen social cohesion by drawing attention to the work being done in and the stories of a historically marginalized community.

### PARTNER SPOTLIGHT

#### BLACK WALL STREET

*The morning of May 31, 1921, the Greenwood area of Tulsa, also known as Black Wall Street, was a thriving neighborhood of Black wealth and contained Black businesses, stores, a hospital, theater, and schools. This area's success was brought to an end when Black Wall Street was looted, damaged, and several buildings were burned to the ground by White Tulsans during a two-day, race-based massacre the evening of May 31, 1921, and all day on June 1, 1921. The National Guard, brought in to control the situation, instead targeted Black victims. Soon after Black Wall Street's destruction, the City of Tulsa's commissioners created an ordinance prohibiting fire service to the Greenwood area and, through other policies, made rebuilding Black Wall Street impossible. For years Black Wall Street remained empty, but in the more recent years local business-men and -women have been working to rebuild it. These efforts have been further helped by the Greater Tulsa Area African American Affairs Commission and their focus on economic opportunity and business development in the Greenwood area.*



### RESILIENCE VALUE

- Promotes cohesive and engaged communities
- Empowers a broad range of stakeholders



### BENEFITS

- Increase knowledge of Black Wall Street
- Strengthen North Tulsa economy
- Build community wealth



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- City of Tulsa Finance Department
- Tulsa 1921 Race Riot Commission



### SUCCESS METRICS

- # of Signs installed
- # of points in the city in which the signs are visible
- Increase in property value and foot traffic in area
- Increase in the public's understanding of Black Wall Street and its significance (through surveys and outreach)



### FULLY FUNDED



## ▶ ▶ ▶ ACTION 02

# LAUNCH RACE RECONCILIATION CONVERSATIONS IN PARTNERSHIP WITH THE FAITH COMMUNITY



**SHORT-TERM;  
2018 Q3 LAUNCH**

Expand interfaith racial reconciliation dinners. Dinners will encourage constructive, meaningful conversations to bring about understanding and unity among Tulsans of differing backgrounds. Faith communities, of all varieties, have historically played an important role in shaping culture and promoting dialogue in Tulsa.

With the Mayor's Office of Resilience and Equity as the facilitator, Tulsa's faith communities will participate in discussions on topics ranging from structural racism and interfaith relations to education and economic opportunities. Groups of 8–12 people will meet at a place of worship to break bread and share discussion on a quarterly basis, beginning in September of 2018. These discussions will provide a place at the table for all and will be designed to create a snowball effect, fostering new relationships among diverse groups of Tulsans and encouraging those participating to continue the conversation after dinner has concluded.

## PARTNER SPOTLIGHT

### HUSTLE

*Through a partnership with 100 Resilient Cities, the Mayor's Office of Resilience and Equity will use Hustle, a scalable, peer to peer text messaging platform, to effectively communicate with Tulsans about race reconciliation conversations and other city-wide events. Employees at the Mayor's Office will use Hustle to send reminder texts about the location and time to increase attendance and participation, send pre- and post-event surveys to measure attendee thoughts and understanding of race relations in Tulsa, and measure the success of the event. Hustle is a tool that will empower the Mayor's Office to engage the community in an easy, accessible manner, which is vital to creating racial equity in Tulsa.*



## RESILIENCE VALUE

- Promotes cohesive and engaged communities
- Empowers a broad range of stakeholders



## BENEFITS

- Build cross-cultural communication and awareness
- Generate trust among Tulsans of all backgrounds
- Transform community relationships and individual understanding



## PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- Tulsa Metropolitan Ministry
- Numerous places of worship across Tulsa
- Oklahoma Center for Community and Justice
- John Hope Franklin Center for Racial Reconciliation
- Senator James Lankford



## SUCCESS METRICS

- # of meal locations
- # of people attending meals
- # of repeat attendees
- Change in listening, understanding, and awareness of biases



## UNFUNDED



► ► ► ACTION 03

## INCREASE CITY-WIDE PARTICIPATION AND RECOGNITION OF NATIVE AMERICAN DAY

🕒 **SHORT-TERM;  
2018 Q3 LAUNCH**

Collaborate with local businesses, schools, and media to increase awareness and knowledge of Native American Day, Native American History, and local celebratory activities and events.

The City honors Native American people every October during Native American Day to recognize the vital role tribes have played and continue to play in shaping our community. To amplify Native American Day and the contributions tribes have made to our culture in both Tulsa and Oklahoma, the Greater Tulsa Area Indian Affairs Commission will provide resources to local public schools, local businesses, and the media to better educate and engage the public.



### RESILIENCE VALUE

- Empowers a broad range of stakeholders
- Promotes cohesive and engaged communities



### BENEFITS

- Build cross-cultural communication and awareness
- Instill a better understanding of Tulsa and Oklahoma's history
- Honor the many contributions tribes have made to the area and state



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- Greater Tulsa Area Indian Affairs Commission



### SUCCESS METRICS

- # of schools celebrating Native American Day
- # of people participating in Native American Day events
- # of participants in social media campaigns



### UNFUNDED



# GOAL 1.2

PARTNER WITH TULSA'S INCREASINGLY DIVERSE COMMUNITIES TO SHAPE OUR SHARED IDENTITY THROUGH NEW PLANNING EFFORTS, CULTURAL ASSETS, AND NEIGHBORHOOD EVENTS BY 2020



In recent years, Tulsa has experienced a substantial increase in diversity. In particular, the immigrant community has doubled in size in the last 15 years. Tulsa's increasingly diverse neighborhoods can be a source of new cultural vibrancy in a city with limited cultural offerings. Residents responding to a Resilient Tulsa survey indicated that the desire for a livelier cultural environment is one of the primary reasons why people would leave Tulsa. For these reasons, building a unifying cultural identity is more important than ever – to promote cohesion, improved neighborhoods, and economic development. Through the Actions under this Goal, Tulsa will pilot a resilience district and establish programs and policies to become a more inclusive and committed community.

## ACTION 04:

*Pilot “Healthy Places” place-based initiative*

## ACTION 05:

*Establish 918 Day*

## ACTION 06:

*Invest in neighborhoods through Neighborhood Action Plans*

## ACTION 07:

*Welcome immigrants into Tulsa's communities*



► ► ► ACTION 04

## PILOT “HEALTHY PLACES” PLACE-BASED INITIATIVE

🕒 MID-TERM;  
2020 Q3 LAUNCH

Accelerate coordinated investments to address housing affordability, placemaking, walkability, transit access, food access, crime, and economic and workforce development in high-needs neighborhoods through the Healthy Places pilot program. The City of Tulsa will identify neighborhoods with strong community involvement but significant challenges related to the built environment and health outcomes to participate in the pilot, starting with Comanche Park and River West, formerly known as Eugene Field. In collaboration with neighborhood communities, the City will create and implement a plan over the coming year and then will work interdepartmentally to launch additional after school programming, opportunities for owners to rehabilitate their homes, appropriately incentivized development, and funding specific to the area to meet community needs. Additional Healthy Places will be selected in partnership with the Tulsa City-County Health Department. Outcomes of additional resources and development will be measured through surveys and tracking of health improvements every 6 months to establish the impact on the community.

### PARTNER SPOTLIGHT

#### WIN LOVE YOUR BLOCK

*Love Your Block is a mini-grant program housed in the Working in Neighborhoods Department at the City of Tulsa. Grants of \$1,000 are awarded to volunteers within neighborhood associations that are registered with the Working in Neighborhoods Department for revitalization projects. Revitalization projects are specific to the needs of each neighborhood, and the opportunity to apply for a ‘Love Your Block’ grant is available to neighborhood associations throughout Tulsa.*



### RESILIENCE VALUE

- Fosters long-term and integrated planning
- Promotes cohesive and engaged communities



### BENEFITS

- Increase community health
- Increase social cohesion
- Create a sense of place within neighborhoods
- Increase in quality of life and social determinants of health
- Decrease in life expectancy gap



### PARTNERS

- City of Tulsa Working In Neighborhoods
- City of Tulsa Planning Department
- Tulsa City-County Health Department
- Opportunity Project



### SUCCESS METRICS

- Decreased number of vacant lots
- Decreased crime rates
- Increased property value
- # of participants in neighborhood associations
- Increased rates of homeownership



### PARTIALLY FUNDED



► ► ► ACTION 05

## LAUNCH 918 DAY

 **SHORT-TERM;  
2018 Q3 LAUNCH**

Implement a city-wide annual event celebrating Tulsa's diversity, growth, and multiculturalism, while strengthening social cohesion across all communities. The goal of 918 Day is to engage all Tulsans, regardless of neighborhood affiliation or background, in an accessible, fun, and convenient manner, while connecting them to their city and to each other. Tulsa experienced success with its First Friday Art Crawl, Mayfest, Blue Dome Festival, and other art and cultural festivals and events. 918 Day will build upon the success of these events and develop a unique opportunity to unify the community, increase hope, foster economic prosperity, and support youth development. 918 Day will be celebrated at a selected location in North, West, or East Tulsa on September 18th each year. The week leading up to September 18th will begin by celebrating "Welcome Week," a special week in which Tulsa will bring together immigrants, refugees, and native-born residents to raise awareness of the benefits of welcoming everyone. Welcome Week activities leading up to 918 Day will include local culturally representative art and diverse culinary flavors. 918 Day events will include a city-wide scavenger hunt, special 918 Day deals, and other community building activities to bring together all Tulsans.

### PARTNER SPOTLIGHT

#### THE ORBIT INITIATIVE

*The ORBIT Initiative is a collaborative endeavor of the Tulsa Performing Arts Center, Tulsa Performing Arts Center Trust, and community partners that aims to make Tulsans creators, not just spectators. ORBIT invites members of diverse communities to participate in workshops, classes, attend performances at the Tulsa Performing Arts Center, and join in on the creation of participatory theater. ORBIT intends to restore and build community through the connecting of people through the experience and performance of theater.*



### RESILIENCE VALUE

- Promotes cohesive and engaged communities
- Empowers a broad range of stakeholders



### BENEFITS

- Increase social cohesion
- Increase intergenerational involvement
- Increase in family-friendly activities in the city



### PARTNERS

- City of Tulsa Mayor's Office of Community Development and Policy
- City of Tulsa Mayor's Youth Council
- Tulsa Regional Chamber's Mosaic Division
- Tulsa area public schools



### SUCCESS METRICS

- # of participants
- # of ZIP codes represented
- Increased economic development in North and West Tulsa
- Increased positive perceptions of neighborhoods



### UNFUNDED





► ► ► ACTION 06

## INVEST IN NEIGHBORHOODS THROUGH NEIGHBORHOOD ACTION PLANS

🕒 **SHORT-TERM;  
2018 Q3 LAUNCH**

Expand Neighborhood Action Plans to address community needs and requests more effectively. The Planning Department conducts Neighborhood Action Plans to address requests for and placement of trees, sidewalks, and other amenities. Currently, the City of Tulsa Planning Department creates Small Area plans, taking into consideration human-centered placemaking, economic development opportunities, and community desires. Small Area Plans take several years to develop and implement, and the Planning Department can only complete two to three plans at a given time. The Planning Department will expand its Neighborhood Action Plan program and complete eight assessments over the next two years to meet and address immediate needs and requests within communities awaiting the implementation of Small Area Plans.



### RESILIENCE VALUE

- Fosters long-term and integrated planning
- Promotes cohesive and engaged communities



### BENEFITS

- Increase community placemaking
- Support development of Destination Districts
- Foster a sense of collective identity



### PARTNERS

- City of Tulsa Planning Department
- Neighborhood Associations



### SUCCESS METRICS

- # of neighborhood assessments completed
- # of residents engaged in neighborhood assessment process
- Increase in neighborhoods requesting neighborhood assessments



### FULLY FUNDED





## ▶ ▶ ▶ ACTION 07

# WELCOME IMMIGRANTS INTO TULSA'S COMMUNITIES

 **SHORT-TERM;  
2018 Q3 LAUNCH**

Build a system that fosters relationship building between Tulsa's growing immigrant community and native Tulsans. Informed by the New Tulsans Initiative, the City of Tulsa will promote a welcoming culture that eliminates fear amongst new immigrant Tulsans while strengthening ties to their new communities. To aid in the welcoming process, the Mayor's Office of Resilience and Equity will create a "Welcome Portal." The Welcome Portal will serve as an initial connecting point for both immigrant Tulsans and native Tulsans. As part of the Resilient Tulsa website, the Welcome Portal will provide a platform for immigrants to access resources that support their basic needs as well as opportunities to become more civically engaged and connected to the Tulsa community. Additionally, the Welcome Portal will provide resources and information for native Tulsans, including educators, service providers, and administrators, on how they can be more welcoming for Tulsa's immigrant community. Through the Welcome Portal and New Tulsans Initiative, the City will ensure justice while fostering economic development, security, and social stability for all Tulsans. Welcoming and promoting meaningful immigrant integration will help Tulsa become a world-class City, thriving with diversity and growing in resilience.



## RESILIENCE VALUE

- Promotes cohesive and engaged communities
- Fosters economic prosperity



## BENEFITS

- Increase social connectivity and cohesion in the community
- Strengthen Tulsa's economy
- Increase social cohesion in schools



## PARTNERS

- City of Tulsa Mayor's Office of Community Development and Policy
- New American Economy



## SUCCESS METRICS

- # of new businesses
- Changes in income by race and ethnicity
- Increase in connectivity across neighborhoods



## FULLY FUNDED





# IMMIGRATION PROGRAMS IN TULSA



To welcome new Tulsans, Catholic Charities, the YWCA of Tulsa, a board member of Tulsa Metropolitan Ministries, and the University of Tulsa College of Law Boesche Legal Clinic are available to provide services to clients. Catholic Charities and the YWCA of Tulsa both provide a myriad of services to the community at large, and also have extensive immigration and refugee services available. Refugee services at Catholic Charities and YWCA are comprehensive in their approach, providing legal services and as well as education, language classes, workforce and HR education, and financial classes. Catholic Charities' and the YWCA's intent is to provide refugees with all the skills needed to settle into and build a life in the Tulsa area. Similarly, Catholic Charities provides affordable, accessible immigration law services in English, Spanish, Burmese, Russian, and Arabic. The YWCA provides equitable legal services and also offers those services in Zomi. At the University of Tulsa College of Law, the Boesche Legal Clinic provides legal services through its Community Advocacy Clinic, Immigrant Rights Project, and Tulsa Immigrant Resource Network. Catholic Charities, the YWCA, and the Boesche Legal Clinic have been, and will continue to, working on immigration matters for year. They have become reliable, trustworthy entities for assistance on immigration or refugee matters.

There are also many well-known advocacy groups supporting immigrants in the Tulsa area. To assist with immigration advocacy Tulsa's Dream Act Oklahoma, Hmong American Association, Zomi USA-Tulsa, Coalition of Hispanic organizations, Indo-American Chamber of Commerce, and Raindrop Turkish House not only help with advocacy, but also create a sense of belonging. Dream Act Oklahoma provides immigration education and informs immigrants of their rights. The Coalition of Hispanic Organizations has highly-attended health fairs to help immigrants navigate the U.S. healthcare system, and are open to immigrants and native-born Tulsans alike. The Hmong American Association and Zomi-USA Tulsa provide community, while Indo-American Chamber of Commerce uses legislative advocacy to encourage improved immigration and business relations. Raindrop Turkish Center not only has educational programming about Turkish culture, but has intercultural programming that promotes and aids in social cohesion. Together all of these programs provide a very necessary and welcoming support system to Tulsa's immigrant residents.











VISION 02

**EQUIP ALL  
TULSANS TO  
OVERCOME  
BARRIERS  
AND THRIVE**





*“The secret of our success is that we  
never, never give up.”*

— Wilma Mankiller



## VISION 02

# EQUIP ALL TULSANS TO OVERCOME BARRIERS AND THRIVE

*We envision a city where all residents can flourish, regardless of their race, ethnicity, residence, health, income, gender, or criminal history. With these Actions, Tulsans will not be barred from achieving success because of their background or ZIP code.*

Historically, discrimination – implicit and explicit – has hindered vulnerable populations' ability to flourish. As a result, not all Tulsans have the same potential to have a fulfilling life built on a foundation of social stability, health and security. By eliminating existing disparities, the City can build a more equitable foundation to increase access to economic opportunity and health services while also increasing the capacity for social resilience.



# GOAL 2.1

## BREAK THE CYCLE OF INCARCERATION AND ENSURE FAIR ACCESS TO OPPORTUNITY FOR PREVIOUSLY INCARCERATED TULSANS



Adjudicated individuals are plagued by their criminal records, regardless of the crime committed, the length of time passed, or any rehabilitation efforts undergone. In fact, approximately two-thirds of employers conduct criminal background checks on all of their job candidates, regardless of the position. Tulsa is no exception. On average, annual income is reduced by 40 percent for those who have been incarcerated. Gainful employment is cited as one of the most important factors for successful reentry and decreased recidivism. Despite the numerous organizations that are supporting adjudicated Tulsans and local employers that utilize fair-hiring practices, Tulsa's incarceration rate outpaces that of the United States. Additionally in Tulsa, 20 percent of individuals booked into the County jail are readmitted again within the same year. By reducing the stigma around justice-involvement, the Actions under this Goal seek to not only broaden opportunity for these individuals, including to secure and retain gainful employment, but also reduce the increasing overcrowding and budgetary pressures on the justice system.

### ACTION 08:

*Launch a public campaign to demystify and  
humanize adjudicated Tulsans*

### ACTION 09:

*Ensure successful execution of the 2016  
“Ban-the-Box” Executive Order*

### ACTION 10:

*Strengthen relationships among police and  
communities through community  
policing improvements*

### ACTION 11:

*Expand de-escalation language in the use-of-  
force policy to reduce use-of-force incidents*





► ► ► ACTION 08

## LAUNCH A PUBLIC CAMPAIGN TO DEMYSTIFY AND HUMANIZE ADJUDICATED TULSANS

 **SHORT-TERM;  
2019 Q1 LAUNCH**

Develop and launch a communications campaign highlighting the careers and accomplishments of Tulsans who have been involved with the justice system. Oklahoma has the second highest rate of incarceration per capita of all states in the nation, along with the highest female incarceration rate. Adjudicated individuals remain a widely untapped resource within the local labor force, as they face numerous barriers to employment. Yet, across Tulsa's economy, positions requiring varying degrees of skill and experience go unfilled each day. Meanwhile, access to stable employment is the main way of preventing recidivism. Through a demystification campaign, the City will collaborate with second-chance and non-profit employers to feature their employees and clients through the City's website and social media. Through these personal accounts, the City of Tulsa will ensure that the adjudicated population is aware of the resources available to support them in successful reentry -- promoting economic vitality for all Tulsans -- while breaking down stereotypes and misperceptions. This campaign will facilitate a broader conversation, led by the City, around the challenges faced by adjudicated individuals to reduce the discrimination, implicit or explicit, faced by these people. By humanizing this population, feelings and acts of discrimination can be challenged at the citywide level.



### RESILIENCE VALUE

- Promotes cohesive and engaged communities
- Empowers a broad range of stakeholders



### BENEFITS

- Educate the public on how people can easily enter the criminal justice system
- Remove barriers to jobs for those who were adjudicated through increased awareness of issues and understanding
- Strengthen Tulsa through demystification of a large segment of the community
- Increase Tulsa employers' knowledge, specifically those that are currently not second-chance employers, of the successes stories



### PARTNERS

- City of Tulsa Communications Department
- Workforce Tulsa
- Tulsa Regional Chamber



### SUCCESS METRICS

- # of participants in campaign
- Increase in # of adjudicated Tulsans that are hired
- Increase in # of second-chance employers



### PARTIALLY FUNDED



## ▶ ▶ ▶ ACTION 09

## ENSURE SUCCESSFUL EXECUTION OF THE 2016 “BAN-THE-BOX” EXECUTIVE ORDER

 **SHORT-TERM;  
2019 Q1 RELAUNCH**

Publicize the City of Tulsa’s implementation of the 2016 “Ban-the-Box” Executive Order to help Tulsa lead the way in second-chance hiring practices. In 2016, then Mayor Dewey Bartlett signed Executive Order (EO) 2016-4: “City of Tulsa and Restricting the City of Tulsa’s Inquiry Into an Applicant’s Criminal History for Certain Positions by Removing the Question From the Employment Application.” The EO prevents the City from requesting information about a City job applicant’s criminal history at the onset of the hiring process. A publicly available assessment of the results from the EO will solidify the City’s position as a leader within the community on job creation and workforce development. The City of Tulsa’s Human Resource Department classified job positions according to job duties and approximately two-thirds of the City’s positions have “Banned-the-Box.”



### RESILIENCE VALUE

- Supports livelihoods and employment
- Fosters economic prosperity



### BENEFITS

- Decrease unemployment numbers
- Increase jobs availability and workforce development
- Break cycle of incarceration and reduce recidivism



### PARTNERS

- City of Tulsa Mayor’s Office of City of Tulsa Communications
- City of Tulsa Human Resources Departments



### SUCCESS METRICS

- Increase in # of job applicants
- Decrease in workforce gaps
- Increase in # of second-chance employers



### FULLY FUNDED



► ► ► ACTION 10

## STRENGTHEN RELATIONSHIPS AMONG POLICE AND COMMUNITIES THROUGH COMMUNITY POLICING IMPROVEMENTS

 MID-TERM;  
2020 Q2 LAUNCH

Build upon existing community policing efforts in the Tulsa Police Department (TPD) to encourage and empower patrol officers to develop solutions based on community needs to further community policing improvements and community relationships. TPD will work with division Community Actions Groups to develop division-specific decision-making policies to reflect the needs within each division. The City, along with TPD, will highlight continued strides in community relationship building, community issue identification, neighborhood crime prevention, and relation-based officer problem-solving.

### PARTNER SPOTLIGHT

#### CRISIS CARE TO NON-VIOLENT OFFENDERS

*In partnership with the nonprofit, 12&12, Inc., the City of Tulsa will open the Tulsa Sobering Center in summer of 2018. The Tulsa Sobering Center will act as a diversion program, for those who are intoxicated but have not committed any other crime. Tulsa Sobering Center participants will be taken in for 10 hours at a time. While at the Tulsa Sobering Center, participants will be provided with resources for drug and alcohol addiction programs, including supervised detoxification, and released without criminal charges or a record of the arrest. The Tulsa Sobering Center will save the City money, provide care to those who need it, and help prevent more Tulsans from developing a criminal record due to public intoxication.*



### RESILIENCE VALUE

- Ensures social stability, security, and justice
- Promotes leadership and effective management



### BENEFITS

- Improve relationships between communities and police department, especially improved trust and understanding between communities of color and police
- Reduce crime through improved community relations



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- Tulsa Police Department



### SUCCESS METRICS

- Increase in community awareness of community policing efforts (through surveys)
- Decrease in crime rates
- Decrease in # of arrests
- Decrease in use of force incidents
- Reduction in # of filed complaints



### PARTIALLY FUNDED



► ► ► ACTION 11

## EXPAND DE-ESCALATION LANGUAGE IN THE USE-OF-FORCE POLICY TO REDUCE USE-OF-FORCE INCIDENTS

 **SHORT-TERM;  
2019 Q2 LAUNCH**

Develop publicly accessible de-escalation language to reduce use-of-force incidents. Building upon and enhancing the pre-existing use-of-force continuum, the Tulsa Police Department will create a comprehensive de-escalation policy that will train officers to defuse situations without using weapons whenever it is safe and reasonable to do so. The existing use-of-force continuum informs officers when to use low, intermediate, or great—including deadly—force when responding to an incident. While Tulsa Police Department currently trains officers in de-escalation, the publicly available use-of-force policy does not include overt de-escalation language. Utilizing explicit de-escalation language in conjunction with the use of force continuum should decrease the number of use-of-force complaints and increase trust of the police among community members.



### RESILIENCE VALUE

- Ensures social stability, security, and justice
- Ensures public health services



### BENEFITS

- Increase healthier, more beneficial interactions between Tulsans and TPD
- Increase trust between citizens and TPD
- Modernize police force policies



### PARTNERS

- Tulsa Police Department



### SUCCESS METRICS

- # of related changes in TPD policy manual and training
- Decrease in # of use-of-force complaints
- Decrease in highest level of use-of-force continuum
- Decrease in overall use-of-force incidents



### FULLY FUNDED





# PROGRAMS AND EFFORTS RELATED TO CRIMINAL JUSTICE AND REDUCING RECIDIVISM



Oklahoma has the second highest incarceration rate in the nation. While the State has made some recent progress passing criminal justice reforms, without continued significant reforms Oklahoma's incarceration rate will continue climbing. To combat the growing incarceration rate and the negative impact incarceration is having on the local economy and families, several organizations in the Tulsa area are providing diversion and reentry programs.

**Resonance Center for Women** offers three types of programming to address substance abuse and reentry, and has a DUI school. Women combating substance abuse can access Resonance's outpatient counseling services through a referral as part of diversion program, probation and parole, Temporary Assistance for Needy Families, or Child Welfare. Within the reentry program, called Choosing to Change, at Turley Residential Center, incarcerated women improve their workforce skills, including interpersonal relationships, communication, interview preparation, educational classes, and career-specific training. Participants can apply to Resonance's programming at any point of their incarceration and, once accepted, go through the 12 week course concluding with a celebratory graduation. Graduates of Choosing to Change have the opportunity to apply to, live, and work at Resonance's Take 2 Café. The Take 2 Café provides employees with sober housing, helps them save money, builds up their work experience and history, and decreases the likelihood of recidivism. To ensure women who have received a DUI or DWI can have their driver's license reinstated, Resonance offers a DUI/DWI course and substance use assessment for a nominal cost.

**Women in Recovery** diverts eligible women from incarceration who would otherwise face long prison sentences for drug-related offenses. As part of their outpatient services, Women in Recovery offers family reunification services, substance abuse services, mental health treatment, education, and workforce training and development. Women in Recovery partners with several second chance employers in the Tulsa area to place program participants in jobs. Some of these employers include: Webco Industries, Bama Co., Foam Rubber LLC, Sigma Stretch, HiCorp, SNG Compression, Hyatt Regency, DoubleTree, and the Wild Fork.

**Center for Employment Opportunities Tulsa (CEO)** works with those who were involved in the justice system to provide employment. CEO does this through the process of providing work training and education, a transitional temporary job before moving participants into full time job placements, and follow-up, post-job attainment support. CEO works with men and women in all places in life, but specifically focuses on providing employment services to those ages 18-25.



**Tulsa Reentry One-Stop** is housed within the Community Services Council and provides workforce training and support services to young adults ages 18–24. Interested participants receive soft skills training, industry-specific job training, and computer education. To further assist participants, Tulsa Reentry One-Stop also provides help with housing, healthcare, and mental health services.

**Workforce Tulsa** fuels economic development by connecting businesses in our region with job-ready talent through public/private partnerships. Workforce Tulsa works with companies to determine their workforce needs, then prepares clients to be ready to meet those needs, via education and training. Clients are then placed into careers at family supporting wages.

criminal justice system. Still She Rises intervenes on the behalf of mothers, helping families stay together, and providing support by connecting families to needed social services. To help preserve employment and move mothers out of the fines and fee debt trap, Still She Rises works with the court systems to negotiate and establish payment plans. Additionally, Still She Rises educates Tulsa-area advocates, attorneys, and judges on the harmful effects overcriminalization has on mothers and families.

**The Criminal Justice Collaborative** is a group of various Tulsa County criminal justice representatives who provide different perspectives but are working toward the common goal of implementing strategies to reduce incarceration and involvement in the criminal justice system. In February of 2018, the Criminal Justice Collaborative appointed Stephanie Horten as the Collaborative's Director. Horten will ensure the implementation of the Vera Institute of Justice's Tulsa County report recommendations, as well as identify and implement additional recommendations.







# GOAL 2.2

DECREASE THE RACIAL LIFE EXPECTANCY GAP BY  
2024 BY IMPROVING MENTAL AND PHYSICAL HEALTH  
OUTCOMES FOR ALL TULSANS



The life expectancy gap between Black and White Tulsans is one of the most unambiguous examples of inequality in our city. In Tulsa, affluent White communities can live more than a decade longer than low-income communities dominated by people-of-color located less than 10 miles away. This life expectancy gap is the result of disparate health services and inadequate social determinants of health. Through the Actions under this Goal, the City will enhance the overall well being of all Tulsans and address these disparities by increasing equitable access to health services and nutritious food.

## ACTION 12:

*Incentivize grocery store development in underserved communities*

## ACTION 13:

*Develop a healthy food environment coalition*

## ACTION 14:

*Implement a community health worker model*

## ACTION 15:

*Increase the impact of the Educare Family Health Project*

## ACTION 16:

*Invest in children's mental health*

## ACTION 17:

*Champion mental health diversion programs*





► ► ► ACTION 12

# INCENTIVIZE GROCERY STORE DEVELOPMENT IN UNDERSERVED COMMUNITIES

 **LONG-TERM;  
2018 Q4 LAUNCH**

Incentivize the development of new grocery stores in underserved communities through zoning, tax, and financial incentives, as well as policy changes. The City of Tulsa's Economic Development Department, Economic Development Corporation, Planning Department, and City Council will collaborate to create incentive packages for grocery store development in Tulsa neighborhoods that are currently food deserts. The City will complete a retail market study and examine cash flow to identify areas that have demand for grocery stores, but are currently underserved. To meet the goal of the City of Tulsa's Food and Hunger Task Force, the City plans to recruit at least two new grocery stores over the next eight years to help address food deserts. These efforts will promote improved health outcomes, create new jobs, support local entrepreneurs, and expand Tulsans' access to affordable, nutritious, fresh foods.



## RESILIENCE VALUE

- Meets basic needs
- Fosters economic prosperity



## BENEFITS

- Increase access to fresh foods
- Decrease life expectancy gap
- Provide job opportunities



## PARTNERS

- City of Tulsa Mayor's Office of Economic Development
- Tulsa Economic Development Corporation
- City of Tulsa Planning Department
- City of Tulsa City Council



## SUCCESS METRICS

- Decrease in # of food deserts in Tulsa
- Increase in # of grocery stores
- Decrease in life expectancy gap
- Increase in # of businesses in area around grocery stores



## PARTIALLY FUNDED



► ► ► ACTION 13

## DEVELOP A HEALTHY FOOD ENVIRONMENT COALITION

🕒 MID-TERM;  
2019 Q4 LAUNCH

Create a coalition of food insecurity groups, anti-hunger groups, and local produce growers responsible for the city-wide development of a Healthy Food Strategy. The Healthy Food Strategy will include equitable food policies, land-use policies, and rezoning to drive urban agriculture, increase access to and placement of Farmer's markets, and maximize the impact of Supplemental Nutrition Assistance Program and Women, Infants, and Children program. The coalition will examine food needs and issues, focusing specifically on underserved areas, and work with local food security groups, neighborhood associations, and environmental, food, and hunger nonprofits to implement area-specific programming over the course of two years. In conjunction with the development of the coalition, the City of Tulsa's Parks and Recreation Department will create food forests at select local parks in areas classified as food deserts. During the next two years, when planting trees in parks, Parks and Recreation will ensure seven percent of those trees are fruit trees to increase access to seasonal fresh fruits.



### RESILIENCE VALUE

- Meets basic needs
- Ensures public health services



### BENEFITS

- Improve access to nutritious foods
- Improve health due to access to fresh fruits and vegetables



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- City of Tulsa Parks and Recreation Department
- Tulsa Health Department
- Up with Trees



### SUCCESS METRICS

- Increase in # of Farmers' Markets
- Increase in # of Food Forests and fruit trees
- Increase in use of the WIC program



### NO FUNDING REQUIRED



► ► ► ACTION 14

## IMPLEMENT A COMMUNITY HEALTH WORKER MODEL

 **LONG-TERM;  
2020 Q1 LAUNCH**

Expand the Community Health Worker model currently used by the Tulsa Health Department to meet the needs of vulnerable populations and the LGBTQ+ community in Tulsa. In collaboration with local providers, medical schools, Federally Qualified Health Care Clinics (FQHC), free clinics, social service organizations, and school systems, identify individuals or groups in need of a Community Health Care Worker. Community Health Care Workers will receive annual cultural competency trainings developed in collaboration with the American Psychology Association, Tulsa Health Department, and Oxley School of Community Medicine with the option of taking part in a train-the-trainer course. The train-the-trainer cultural competency course enables Community Health Workers to complete additional cultural competency trainings for local providers, free clinics, FQHCs, social service organizations, school systems, and partner with academic institutions and local medical schools to provide trainings to future doctors and nurses. Implementing cultural competency trainings and expanding the community health care worker model will improve Tulsans' health as it will make the health care experience more welcoming and informative. It will also increase the access to and frequency with which vulnerable populations and LGBTQ+ Tulsans seek medical care.



### RESILIENCE VALUE

- Ensures public health services
- Promotes cohesive and engaged communities



### BENEFITS

- Increase understanding and awareness during medical visits
- Increase health access and healthy habits
- Increase regular medical visits and preventative care visits



### PARTNERS

- Tulsa City-County Health Department
- The University of Oklahoma-Tulsa
- Oklahoma State University
- Morton Health Clinic
- The University of Tulsa
- MyHealth Access Network



### SUCCESS METRICS

- Decrease in # of preventable diseases
- Increase in # of preventative visits to a medical facility
- Increase in # of medical providers going through cultural competency training



### PARTIALLY FUNDED





► ► ► ACTION 15

## INCREASE THE IMPACT OF THE EDUCARE FAMILY HEALTH PROJECT

🕒 **SHORT-TERM;  
2019 Q4 LAUNCH**

Expand the Educare Family Health Project (EFHP) to other Tulsa-area Pre-K facilities. In order to provide health education and improve health outcomes, the EFHP currently ensures that households whose children attend Educare early childhood schools are connected to a medical facility, can access healthcare coverage, are provided with a comprehensive preventative health program, and have chronic disease management services, if needed. As part of participation in the EFHP, families go through a one-on-one Healthcare Coverage Eligibility Screening and participate in the Educare Preventative Health Program. Families are connected to affordable medical care and coverage as well as nutrition and health literacy education, membership to the YMCA, access to community gardens, and nutritional guides. Educare and its partners, George Kaiser Family Foundation and the University of Oklahoma-Tulsa Community School of Medicine, will work with willing Pre-K facilities in North, West, and East Tulsa to expand the EFHP so healthcare coverage and use, and preventative and chronic disease care, are provided to additional Tulsans to improve health outcomes.



### RESILIENCE VALUE

- Ensures public health services
- Fosters economic prosperity



### BENEFITS

- Improved health outcomes for families
- Increase in the number of insured Tulsans



### PARTNERS

- George Kaiser Family Foundation
- Tulsa Educare
- University of Oklahoma-Tulsa Community School of Medicine
- University of Tulsa Oxley College of Health Sciences
- Oklahoma State University College of Osteopathic Medicine
- Tulsa City-County Health Department
- George Kaiser Family Foundation Birth through Eight Strategy for Tulsa



### SUCCESS METRICS

- Decrease in the life expectancy gap
- Decrease in # of emergency room visits



### PARTIALLY FUNDED





► ► ► ACTION 16

## INVEST IN CHILDREN'S MENTAL HEALTH

🕒 **LONG-TERM;  
2020 Q1 LAUNCH**

Collaborate with key local partners to improve the mental health of young Tulsans. The City will elevate and magnify the collaborative efforts of local nonprofits, philanthropies, local schools, state agencies, and hospitals and healthcare providers as they address the need for comprehensive and preventative mental health services. Together, in order to address childhood trauma and other mental health needs, these partners will create and scale mental health services as recommended in the Urban Institute's 2018 Mental Health and Wellness 10-Year Plan . Collaborative partners will seek to address recommendations by expanding city-wide child psychiatric services, bolstering teen drug and alcohol treatment programs, improving in-school mental health and counseling services, broadening the use of technology to expand mental health expertise in schools, implementing suicide prevention models, and increasing the number of mental health workers. Over the next 10 years, partners involved in this work will aim to close the 26 year life expectancy gap between those with mental illness and those without.



### RESILIENCE VALUE

- Ensures public health services
- Promotes cohesive and engaged communities



### BENEFITS

- Increase in mental health services for children
- Reduction in youth incarceration
- Reduction in youth suicide



### PARTNERS

- City of Tulsa Mayor's Office of Community Development and Policy
- Mental Health Association of Oklahoma
- The Anne and Henry Zarrow Foundation
- Tulsa area schools



### SUCCESS METRICS

- Decrease in mental health life expectancy gap
- Increase in mental health funding
- Increase in # of mental health services



### PARTIALLY FUNDED



► ► ► ACTION 17

## CHAMPION MENTAL HEALTH DIVERSION PROGRAMS

🕒 **LONG-TERM;  
2020 Q1 LAUNCH**

Collaborate with family foundations, nonprofits, local leaders, and county officials to implement a mental health diversion program. Currently, a state-of-the-art mental health treatment pod exists in the Tulsa County Jail and offers comprehensive mental health services to incarcerated men. In conjunction with local partners, the City will support policies and initiatives to help expand mental health diversion programs so those needing treatment do not have to become incarcerated to receive services. Making mental health services more accessible will help promote healthier communities across Tulsa.



### RESILIENCE VALUE

- Ensures public health services
- 2nd: Promotes cohesive and engaged communities



### BENEFITS

- Increase in community health
- Increase in mental health
- Increase in public safety



### PARTNERS

- City of Tulsa Mayor's Office of Community Development and Policy
- Mental Health Association of Oklahoma
- The Anne and Henry Zarrow Foundation
- The George Kaiser Family Foundation



### SUCCESS METRICS

- Change in mental health life expectancy gap
- Increase in mental health funding
- Increase in # of mental health services



### PARTIALLY FUNDED



# HEALTH PROGRAMS ADDRESSING THE LIFE EXPECTANCY GAP



In the City of Tulsa there is an 11 year life expectancy gap between residents in the 74126 and 74137 zip codes. This current life expectancy gap is actually an improvement as the baseline measurement taken from 2000–2002 showed a 14 year life expectancy gap. During that time span there were several health initiatives developed to narrow the life expectancy gap, including the construction of the Tulsa Health Department's North Regional Health and Wellness Center, the OU Wayman Tisdale Specialty Health Care facility, and the Morton Comprehensive Health Services clinic, as well as stabilizing the OSU teaching hospital in downtown Tulsa. The expansion and addition of these programs have contributed to increasing access to health care for vulnerable populations.

One of the most successful initiatives in narrowing the life expectancy gap was the Heart Intervention Program, sponsored by the George Kaiser Family Foundation. Through this program, high-risk Tulsans in North Tulsa had increased access to free of charge aspirin, blood pressure medication, and cholesterol-reducing medication. Local public health statistics showed that this program helped reduce the chance of death by 75 percent.

The Tulsa City–County Health Department has continued building and expanding programming to address access to care issues and social determinants of health. The Health Department has developed a Community Health Improvement Plan (CHIP), which addresses health access and education. The CHIP covers issues of housing and transportation, educational attainment, healthcare, health systems literacy, access to nutritious food, and

nutrition education. The Health Department has and is continuing to develop programming in many of these areas. From community gardens on its North Tulsa campus, to cooking classes, to examining school health, to housing inspections and property maintenance, the Health Department is actively working to close the life expectancy gap.

It takes more than one entity to close an 11 year life expectancy gap. There are several excellent and accessible clinics and agencies in Tulsa working on this matter, and an agency called MyHealth Access Network will further help with data collection and collaboration amongst those working on improving Tulsans' health. MyHealth Access Network's Oklahoma's Route 66 AHC program will screen more than 75,000 Oklahomans each year for social needs in five key areas that can lead to poor health outcomes: housing insecurity, food insecurity, utility assistance, interpersonal violence, and transportation. Patients seeking medical care will be asked questions related to these five core human needs and, if necessary, connected with community social service "navigators," a new role in the Health Department funded by the AHC grant. The navigators will work with the patients and their families to evaluate their needs and help them select the best organizations to improve their situation. MyHealth Access Network serves as the project's bridging organization, connecting and coordinating all of the moving parts of the program. In addition, MyHealth Access Network is providing the technology to connect and securely exchange data and enable electronic referrals to social service agencies and other providers when needed.





# GOAL 2.3

PREPARE ALL TULSANS, PARTICULARLY SOCIALLY  
AND ECONOMICALLY VULNERABLE POPULATIONS, TO  
WEATHER ADVERSE EVENTS



Over the past 50 years, Tulsa has experienced over 1,900 emergencies, ranging from drought and tornadoes to severe winter storms and pollution. The array of natural disasters creates an additional challenge for emergency preparation. These adverse events disproportionately affect socially- and economically-vulnerable populations. Through the Actions under this Goal, comprehensive planning efforts and accessible, community-based capacity building will equip Tulsans to endure natural and man-made disasters.

## ACTION 18:

*Develop Resilience Hubs in Comanche Park  
and River West neighborhoods while ensuring  
proper hazard response information is  
disseminated to the public*

## ACTION 19:

*Prepare small businesses to reduce disruption  
in operations*

## ACTION 20:

*Utilize Emergency Mobility Plan technology*



► ► ► ACTION 18

## DEVELOP RESILIENCE HUBS IN COMANCHE PARK AND RIVER WEST NEIGHBORHOODS WHILE ENSURING PROPER HAZARD RESPONSE INFORMATION IS DISSEMINATED TO THE PUBLIC

 **SHORT-TERM;  
2019 Q2 LAUNCH**

Prepare Tulsans for disasters through the development of Resilience Hubs in two neighborhoods. The City of Tulsa will develop Resilience Hubs in the Comanche Park and River West, formerly known as Eugene Field, neighborhoods through the implementation of the “Map Your Neighborhood” program. Map Your Neighborhood helps neighbors develop disaster preparedness through a step-by-step process. Through a series of meetings and trainings, neighborhood residents will be made aware of nearby risks, who their neighbors are, and nearby resources. Neighbors will not only be prepared to respond during emergencies and disasters, but they will also reconnect during the preparation process.

### PARTNER SPOTLIGHT

#### UP WITH TREES PROGRAMMING

*Up With Trees’ mission is beautifying Tulsa by planting trees to create urban forestry awareness through education. As part of this mission, Up With Trees is helping enhance the Osage Prairie Trail and is providing its youth education program, Tree School, to all Tulsa Public Schools.*

*The Osage Prairie Trail project involves 151 days of clean up and the planting of 850 trees. This includes the planting of food forests, as well as planting trees for stormwater mitigation and to shade the trail.*

*While the Osage Trail project will likely be complete by fall of 2018, over the next 3 years, Up With Trees will implement Tree School at 65 schools within the Tulsa Public School system. Tree School will allow students to engage in environmental science lessons and be involved in planting trees at their school to achieve a minimum of 10 percent tree canopy on each campus.*



### RESILIENCE VALUE

- Ensures continuity of critical services
- Promotes cohesive and engaged communities



### BENEFITS

- Prepare individuals and neighborhoods for emergencies and disasters
- Create community cohesion and reconnects neighbors
- Respond better to disasters and emergencies



### PARTNERS

- Tulsa Area Emergency Management Agency
- City of Tulsa Working in Neighborhoods Department



### SUCCESS METRICS

- # of neighborhoods mapped
- # of people participating in mapping process
- Reduction in # of emergency room visits



### UNFUNDED



► ► ► ACTION 19

## PREPARE SMALL BUSINESSES TO REDUCE DISRUPTIONS IN OPERATIONS

🕒 **SHORT-TERM;  
2019 Q1 LAUNCH**

Prepare renters and small businesses in Tulsa for emergencies and disasters. 100 Resilient Cities Platform Partner SBP will train renters and small businesses in North, West, and East Tulsa by providing education on preventative measures to mitigate the effects of disasters. Small businesses will receive training enabling the development of a business continuity plan, while renters will be able to identify risks, create a household emergency plan, protect important documents, and make informed decisions on proper insurance coverage. SBP will also provide training in a train-the-trainer model to equip renters and small business representatives to prepare their peers for emergencies and disasters. SBP will help expand small business emergency and disaster training in Tulsa, better enabling renters and small businesses to bounce back quickly from any event, minimizing economic and social disruption.



### RESILIENCE VALUE

- Ensures continuity of critical services
- Fosters economic prosperity



### BENEFITS

- Support small businesses in disaster preparedness
- Strengthen Tulsa's economy



### PARTNERS

- 100 Resilient Cities
- SBP
- Tulsa Regional Chamber



### SUCCESS METRICS

- # of renters trained
- # of businesses trained
- Decrease in business sales disruption during an event



### FULLY FUNDED





# ▶ ▶ ▶ ACTION 20

## UTILIZE EMERGENCY MOBILITY PLAN TECHNOLOGY

 **SHORT-TERM;  
2019 Q2 LAUNCH**

Adopt an Emergency Mobility communication technology that will notify residents in the event of city-wide emergencies and natural disasters. The Emergency Mobility communication technology will prepare mobility systems and provide: alternative transportation routes; safe locations; key destinations; and actions to face emergencies related to natural disaster, impacts of climate change, or unexpected events involving crime, violence, disease outbreaks, and other disasters. The City of Tulsa currently has a “Tulsa Ready” app that pushes weather notifications to subscribers’ mobile phones but has limited usership. With the adoption of an Emergency Mobility communication technology, and in collaboration with the City of Tulsa, the Tulsa Area Emergency Management Agency can expand its capability to push a wealth of emergency and disaster information in real-time to an increased subscribership.



### **RESILIENCE VALUE**

- Provides reliable communication and mobility
- Ensures continuity of critical services



### **BENEFITS**

- Alert Tulsans of emergencies and disasters
- Alert Tulsans of any road closures, alternative routes, etc.,



### **PARTNERS**

- Tulsa Area Emergency Management Agency



### **SUCCESS METRICS**

- # of people subscribed to Emergency warning app
- # of people reached in emergency/disaster
- # of people able to avoid personal injury due to emergency/disaster



### **UNFUNDED**





VISION 03

# ADVANCE ECONOMIC OPPORTUNITY FOR ALL TULSANS





*“As we are pursuing economic growth and economic development, we have to make sure it happens with and by and for everyone. That everyone gets opportunity.”*

— Betsy Hodges





## VISION 03 **ADVANCE ECONOMIC OPPORTUNITY FOR ALL TULSANS**

*We envision a city where all Tulsans are equipped to secure and maintain gainful employment irrespective of changes in labor demands. With these Actions, all citizens will have the necessary tools to achieve long-term financial stability and prosperity.*

Faced with disruptive technologies, the longevity of traditional industries – particularly energy, aviation, manufacturing, and transportation and distribution – is at risk, as is the economic stability of the region. As these anchor industries undergo significant shifts, so too does traditional workforce demand; disproportionate impact can be expected for Tulsa's socially and economically vulnerable populations. In this new era, the region must turn to evolving industries to diversify its economic base and prepare the local workforce to fill emerging employment gaps.



# GOAL 3.1

PREPARE TULSANS FOR POST-SECONDARY  
EDUCATION, WORKFORCE OPPORTUNITIES, AND  
FISCAL HEALTH IN ORDER TO SHRINK THE RACIAL  
WEALTH GAP BY 2028



Tulsans are not receiving the best education possible, which is a critical determinant of a person's future financial wellbeing. A student's experience with quality teachers leads to better outcomes, yet funding for education has been progressively cut at the state level. As a result of declining quality education outcomes and unpreparedness for post-secondary education, the long-term fiscal health of Tulsa's workforce is threatened. Through the Actions under this Goal, students will receive quality education at every stage of their development – common education, post-secondary education, and workforce training – as a means to achieve economic mobility and fiscal independence.

## ACTION 21:

*Launch a citywide Teacher Appreciation Initiative*

## ACTION 22:

*Develop a Mayor's summer job program for students*

## ACTION 23:

*Empower Bank\$afe Oklahoma in Tulsa*





► ► ► ACTION 21

## LAUNCH A CITYWIDE TEACHER APPRECIATION INITIATIVE

 **SHORT-TERM;  
2018 Q3 LAUNCH**

Start a citywide Teacher Appreciation Initiative that encourages local businesses to offer discounts to teachers. The City of Tulsa will work with the Tulsa Community Foundation's Partners in Education, and local businesses to provide year-round access to a variety of discounts, ranging from home repair to restaurant discounts. By helping to provide Tulsa educators with additional resources, this initiative aims to make educators feel appreciated and ensure that the City can attract and retain talented teachers.



### RESILIENCE VALUE

- Supports Livelihood and Employment
- Promotes Cohesive and Engaged Communities



### BENEFITS

- Generate greater appreciation of educators in city
- Increase recruitment of educators to city



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- Tulsa area public schools
- Tulsa Community Foundation's Partners in Education
- Local restaurants, gyms, contractors, and car repair shops.



### SUCCESS METRICS

- # of participating businesses
- # of participating educators
- Decreased cost of living



### PARTIALLY FUNDED





► ► ► ACTION 22

# DEVELOP A MAYOR'S SUMMER JOB PROGRAM FOR STUDENTS

 **SHORT-TERM;  
2021 Q2 LAUNCH**

To address the lack of gender and racial diversity in fields related to Science, Technology, Engineering, and Math (STEM), the City of Tulsa will create and fund a youth summer employment program. This program will help equip Tulsans from all backgrounds to succeed in promising careers and cultivate local talent for critical career pathways. During the course of the program, high school students will complete internships as well as STEM-related and business-related coursework across multiple sectors, and will also be able to access a financial literacy course geared towards youth. Students will participate in jobs with the City or a local business from June to August. This program may also be positioned to support vulnerable and at-risk youths, such as adjudicated teens or individuals in the foster care system.



## RESILIENCE VALUE

- Supports Livelihoods and Employment
- Empowers a Broad Range of Stakeholders



## BENEFITS

- Equip students for the global market
- Increase job-ready, locally-grown talent



## PARTNERS

- City of Tulsa Mayor's Office of Community Development and Policy
- Tulsa area public schools
- Local financial institutions
- Tulsa Regional Chamber



## SUCCESS METRICS

- # participating schools
- # of participating students, including an increase in people of color participating
- # of students participating in financial literacy courses
- # of students participating in STEM courses



## UNFUNDED



► ► ► ACTION 23

## EMPOWER BANK\$AFE OKLAHOMA IN TULSA

🕒 MID-TERM;  
2019 Q1 LAUNCH

Support and empower Bank\$afe Oklahoma to reach unbanked and underbanked Tulsans, eliminate the racial wealth gap, and ensure that all Tulsans can reach self-sufficiency. The Alliance for Economic Inclusion launched Bank\$afe Oklahoma in 2017 to bolster access to safe transaction accounts. Coupled with the Bank-On Coalition, this effort will promote financial literacy for adults through accessible financial literacy education and by connecting Tulsans to affordable banking options. The City of Tulsa will support expansion of these efforts by helping connect local partners with Bank\$afe Oklahoma to promote financial literacy, as well as educate Tulsans about safe and appropriate banking products that can help them build their assets and foster economic mobility for low-income Tulsans. This effort will also help educate Tulsans about the dangers of alternative financial products, such as payday lenders, that can hinder efforts to build savings. The Mayor's Office of Resilience and Equity will work with local organizations to provide accessible education opportunities and local interpreters so information is conveyed in numerous languages, such as Hindi, Hmong, Korean, Russian, Spanish, and Vietnamese, to meet the needs of the growing immigrant community.



### RESILIENCE VALUE

- Supports Livelihoods and Employment
- Promotes Cohesive and Engaged Communities



### BENEFITS

- Increase per capita income
- Reduce the racial wealth gap



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- Bank\$afe Oklahoma
- Tulsa City-County Library
- Oklahoma Alliance for Economic Inclusion



### SUCCESS METRICS

- # of participants
- Increased wealth of participants in the form of savings accounts
- Decrease in predatory loans
- # of creditors
- # of new savings accounts opened
- Increase in financial knowledge



### UNFUNDED



# GOAL 3.2

## DEVELOP LOCAL-TALENT CAPACITY FOR JOBS OF THE FUTURE



As industry demands shift, the region's labor pool and their skillset must adapt to ensure there is adequate supply. The emerging industries in Tulsa generally require technology training and higher education. The city is currently facing a gap in middle-skilled employees, generally jobs requiring an associate degree or two-year technical training. In Tulsa, these jobs pay on average \$7 more per hour than those requiring a high school diploma or its equivalent and \$14 more per hour than those without any formal education certificate. The wage gap is exacerbated among historically marginalized groups. For example, the median wealth for White Tulsans is 18 times more than that of Black Tulsans. For all Tulsans to achieve fiscal wellbeing, they must have access to high-quality educational and workforce opportunities. Through the Actions under this Goal, the City will engage the available workforce, employers, and key economic development partners to identify specific labor gaps and address them directly.

### ACTION 24:

*Partner with local institutions to address  
industry-specific skills gaps*

### ACTION 25:

*Provide business support services to promote  
employment among adjudicated individuals*



► ► ► ACTION 24

## PARTNER WITH LOCAL INSTITUTIONS TO ADDRESS INDUSTRY-SPECIFIC SKILLS GAPS

 **SHORT-TERM;  
2019 Q2 LAUNCH**

Engage Tulsa's primary industries, such as energy, healthcare, and aerospace employers, to strategically address and close industry-specific skills gaps. The City of Tulsa will amplify and facilitate focused conversations about discrete skill needs with local industry leaders. Emphasis will be on skills that employees must have in order to succeed, rather than on baseline credentials. As a result of their recommendations, the Tulsa Regional Chamber, Tulsa technical schools, and Workforce Tulsa will be able to better match skilled jobseekers with available positions. Academic institutions will adopt recommendations by better tailoring their programs to necessary and in-demand skills.

### PARTNER SPOTLIGHT

#### **TULSA CITY-COUNTY LIBRARY PROGRAMS**

*The Tulsa City-County Library (TCCL) system has a vast array of programs specific to the needs of the neighborhoods in which a library branch is located. To meet the needs of all Tulsans, TCCL provides job assistance, adult literacy programming, resources and guidance about the Affordable Care Act, and business resources. The staff at TCCL are trained to provide guidance on these and other topics, helping meet the needs of thousands of Tulsans each year. TCCL is not only a place for the community to experience the enjoyment of books, but a vital resource for the community.*



### RESILIENCE VALUE

- Supports Livelihoods and Employment
- Fosters Economic Prosperity



### BENEFITS

- Address mismatch skills
- Provide life-long skills training
- Increase local talent for employers



### PARTNERS

- City of Tulsa Office of Economic Development
- Tulsa technical schools
- Tulsa Regional Chamber
- Workforce Tulsa



### SUCCESS METRICS

- # of recommendations adopted
- Increase in educational attainment of Tulsans
- Decrease in job vacancies
- Increase in employment across the city



### PARTIALLY FUNDED



► ► ► ACTION 25

# PROVIDE BUSINESS SUPPORT SERVICES TO PROMOTE EMPLOYMENT AMONG ADJUDICATED INDIVIDUALS

 **SHORT-TERM;  
2019 Q1 LAUNCH**

Join with strategic partners and amplify their existing efforts to develop a strategy for second-chance hiring. While many local employers are amenable to becoming second-chance employers and hiring people who were involved in the justice system, many businesses (particularly small businesses) lack the human resource and legal departments needed to assess and create second chance hiring processes. A task force composed of representatives from industry leaders, non-profits, and City agencies will lead the process of diagnosing the challenges and developing recommendations. While a 'deep-dive' assessment of a specific industry will, by definition, be most useful to the industry in question, employers from within other related industries can look to this tool as a framework for initiatives that they too can take to improve their hiring practices.



## RESILIENCE VALUE

- Supports Livelihood and Employment
- Fosters Economic Prosperity



## BENEFITS

- Increase in second chance hiring
- Reintegrate formerly incarcerated individuals into society better



## PARTNERS

- Tulsa Regional Chamber Tulsa Small Business Connection
- Workforce Tulsa



## SUCCESS METRICS

- # of people hired
- # of businesses engaged
- A completed plan for supporting businesses



## UNFUNDED





# GOAL 3.3

ATTRACT AND RETAIN HIGH-GROWTH INDUSTRIES IN  
WHICH ALL TULSANS HAVE ACCESS TO WORLD-CLASS  
JOBS



Currently, Tulsa's economy is dominated by traditional industries, such as energy, aviation, manufacturing, and transportation and distribution. Continued shifts in market demands and technology threaten the region's economy. The region is forced to anticipate, prepare for, and respond to these changes. Tulsa has the opportunity to lean into the market shifts and become a leader in technology innovation within anchor industries. Through the Actions under this Goal the City will leverage key partners and existing industry-strengths to attract innovative high-growth industries.

ACTION 26:

*Establish an Innovation District and  
Prototyping Zone*

ACTION 27:

*Market Tulsa for energy innovation*



► ► ► ACTION 26

## ESTABLISH AN INNOVATION DISTRICT AND PROTOTYPING ZONE

 **LONG-TERM;  
2022 Q4 LAUNCH**

Authorize an Innovation District and prototyping zone. The City will establish an innovation district to leverage the expertise of Tulsa's major employers, entrepreneurs, and academic community to enhance and further research and development in Tulsa. Tulsa has an entrepreneurial spirit and is a manufacturing, aerospace, and transportation hub. To maximize this and strengthen its place in the regional economy, the City will permanently dedicate space to innovation. This specialized district will encourage local innovation in distribution technologies, and the City will formally dedicate a section of the city as a "prototyping zone" in which restrictions on driving and flying equipment are relaxed while ensuring public safety.



### RESILIENCE VALUE

- Fosters economic prosperity
- Supports livelihoods and employment



### BENEFITS

- Diversify the economy
- Designate an area for creating and testing technological advances
- Increase cross-sectoral collaboration, innovation, and problem-solving



### PARTNERS

- Mayor's Office of Economic Development



### SUCCESS METRICS

- # of entities participating in the innovation district
- # of employees in the innovation district
- # of innovations created in the innovation district
- # of new businesses drawn to Tulsa because of the innovation district



### UNFUNDED



► ► ► ACTION 27

## MARKET TULSA FOR ENERGY INNOVATION

 **LONG-TERM;  
2024 Q1 LAUNCH**

Develop a marketing strategy to brand Tulsa as a venue for the development and production of innovative energy solutions. To differentiate Tulsa from its regional energy competitors, Tulsa's energy innovation strategy will commit to expanding energy research and development, providing a space within Tulsa's Innovation district specifically for energy innovation. To incentivize and spur energy research and development, the City will partner with local colleges and universities and have a designated building and warehouse available to those developing energy innovations and conducting research.



### RESILIENCE VALUE

- Fosters economic prosperity
- Supports livelihoods and employment



### BENEFITS

- Increase in new technologies
- Attract new talent and retain current talent
- Make Tulsa a regional leader and build a world-class Tulsa



### PARTNERS

- Mayor's Office of Economic Development
- Tulsa Regional Chamber
- University of Tulsa
- University of Oklahoma-Tulsa
- Langston University
- Tulsa Community College
- Oklahoma State University-Tulsa
- Tulsa Tech



### SUCCESS METRICS

- # of entities participating in energy innovation
- # of innovations created
- # of new businesses drawn to Tulsa because of energy innovation opportunities
- # of students participating in energy innovation
- # of students electing to stay in Tulsa because of energy innovation projects



### UNFUNDED





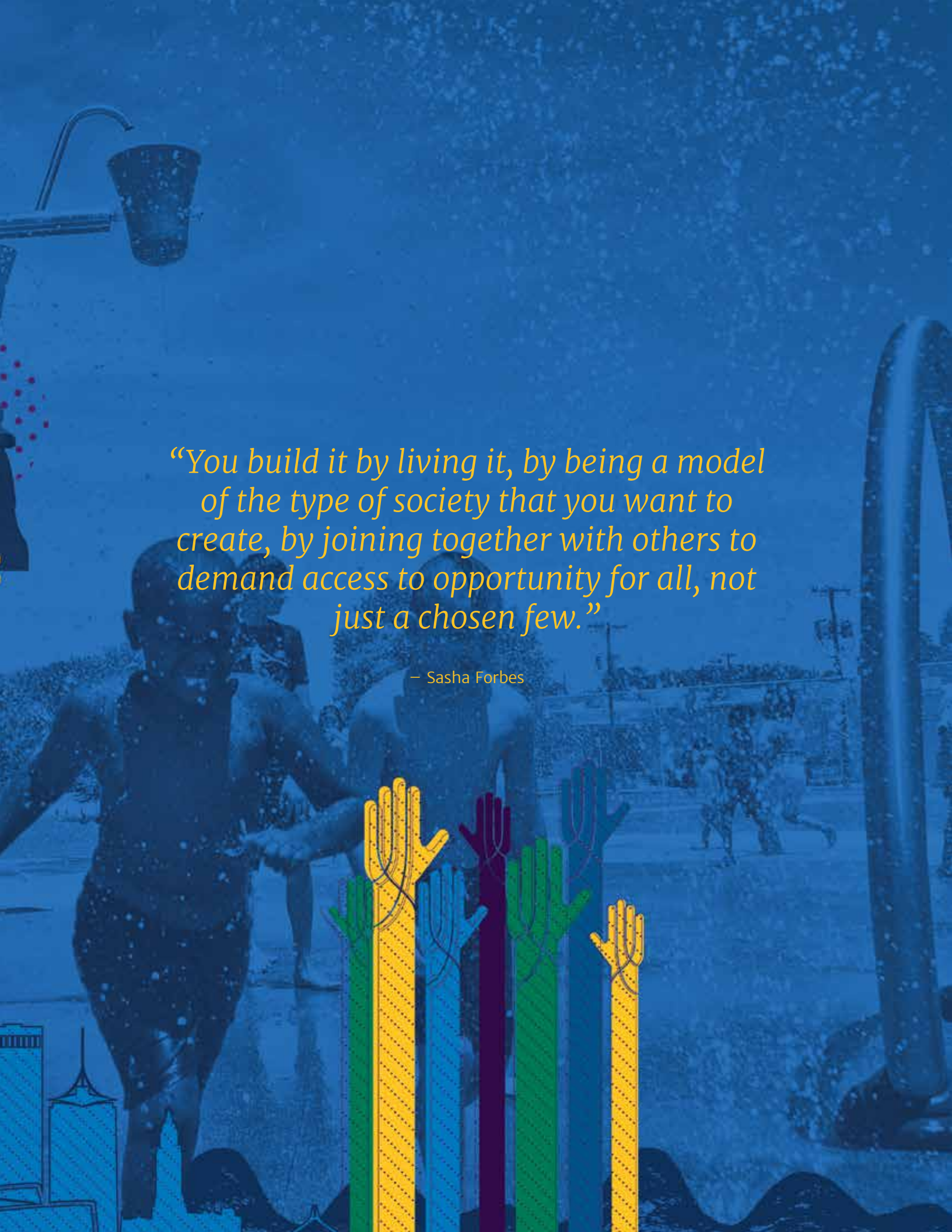




VISION 04

# TRANSFORM CITY AND REGIONAL SYSTEMS TO IMPROVE OUTCOMES FOR ALL TULSANS





*“You build it by living it, by being a model  
of the type of society that you want to  
create, by joining together with others to  
demand access to opportunity for all, not  
just a chosen few.”*

— Sasha Forbes



## VISION 04

# TRANSFORM CITY AND REGIONAL SYSTEMS TO IMPROVE OUTCOMES FOR ALL TULSANS

*We envision a city where local and regional systems accurately identify and effectively address community needs. With these Actions, the City will more efficiently deploy its resources, and all Tulsans will have access to necessary civic services.*

Tulsa has a wide-range of public, private, and non-profit service providers, and communities rely on their large presence for basic needs. Partnerships and streamlined communication between groups can diagnose and tackle the needs of constituents, particularly as they vary across the city's numerous neighborhoods, but also inform where the City should spend its limited general funds.





# GOAL 4.1

DESIGN MORE RESPONSIVE AND TRANSPARENT  
INTERNAL PROCESSES THAT PROMOTE PROACTIVE  
DECISION MAKING THROUGH THE INCREASED USE OF  
DATA AND COMMUNITY FEEDBACK BY 2022



The city's history of racial prejudice produced inequitable City investments throughout the years. As a result, majority people of color communities are often deemed "low opportunity areas" given the historic neglect of City assets and public amenities. With the State's budgetary restrictions, the City of Tulsa has increasingly limited discretionary funds to deploy. Through the Actions under this Goal, the City will ensure data-driven oversight, accountability, and evidence-based policymaking to combat implicit biases and ensure high-quality opportunities for all Tulsans.

## ACTION 28:

*Institutionalize the City of Tulsa's Mayor's  
Office of Resilience and Equity*

## ACTION 29:

*Embed Resilience in the Comprehensive Plan*

## ACTION 30:

*Conduct implicit bias trainings for Tulsa's  
Police Department and all City employees*

## ACTION 31:

*Diversify City recruiting and retention  
practices*

## ACTION 32:

*Implement a Health in All Policies Task Force*

## ACTION 33:

*Use Equality Indicators to support policy  
development*



► ► ► ACTION 28

## INSTITUTIONALIZE THE CITY OF TULSA'S MAYOR'S OFFICE OF RESILIENCE AND EQUITY

🕒 **SHORT-TERM;  
2018 Q3 LAUNCH**

Institutionalize the Mayor's Office of Resilience and Equity. The City of Tulsa is committed to advancing racial equity and to completing all actions within Resilient Tulsa. Institutionalizing the Mayor's Office of Resilience and Equity under the leadership of the Chief Resilience Officer, beginning in July 2018, shows the City's commitment to making Tulsa a more equitable and resilient place for all. The Mayor's Office of Resilience and Equity will conduct frequent community engagement and work in collaboration with departments across the City of Tulsa, along with local nonprofits, philanthropies, and faith-based organizations, to advance solutions to Tulsa's complex challenges related to equity and resilience. The ultimate goal of the Mayor's Office of Resilience and Equity is to ensure that Tulsans' race, gender, religion, ethnicity, and geography do not determine their outcomes.



### RESILIENCE VALUE

- Promotes cohesive and engaged communities
- Fosters long-term and integrated planning



### BENEFITS

- Institutionalize and create a place for racial equity work and concerns
- Enable the City to build resilience



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity



### SUCCESS METRICS

- Creation of the office
- # of Resilient Tulsa actions implemented
- Increase in City funding for resilience related-initiatives



### FULLY FUNDED



► ► ► ACTION 29

## EMBED RESILIENCE IN THE COMPREHENSIVE PLAN

 **SHORT-TERM;  
2020 Q1 LAUNCH**

Incorporate urban resilience into the City's upcoming Comprehensive Plan. The City of Tulsa's Planning Department will update its Comprehensive Plan at the beginning of 2019 and will use 100 Resilient Cities' urban resilience framework to inform the development of the updated Comprehensive Plan. The Planning Department will lead a working team through an assessment of the Comprehensive Plan and Resilient Tulsa to recommend a framework for integrating resilience concepts into the update and identify areas for policy alignment of new and potential initiatives.



### RESILIENCE VALUE

- Fosters long-term and integrated planning
- Empowers a broad range of stakeholders



### BENEFITS

- Bolster the comprehensive plan to accounts for shocks and stresses
- Adapt plans to account for the needs of all Tulsans



### PARTNERS

- City of Tulsa Planning Department



### SUCCESS METRICS

- Increase in # of planning efforts that accounts for shocks and stresses
- Increase in # of planning efforts that utilize a racial equity lens



### FULLY FUNDED



► ► ► ACTION 30

## CONDUCT IMPLICIT BIAS TRAININGS FOR TULSA'S POLICE DEPARTMENT AND ALL CITY EMPLOYEES

🕒 **SHORT-TERM;  
2019 Q1 LAUNCH**

Increase implicit bias trainings for Tulsa Police Department and all City employees. The Tulsa Police Department recognizes the importance of implicit bias training and, as part of community policing initiatives, is working with a nationally renowned implicit bias curriculum instructor to implement a “train-the-trainer” program. All officers will be required to complete long-term implicit bias training. To show its commitment to understanding and addressing biases, the City of Tulsa will update its new employee training to include implicit bias training and ensure all employees complete it annually.



### RESILIENCE VALUE

- Ensures social stability, security, and justice
- Promotes cohesive and engaged communities



### BENEFITS

- Increase awareness of biases
- Improve interactions between police and city employees and the public
- Increased community cohesion



### PARTNERS

- City of Tulsa Human Resources Department
- Tulsa Police Department



### SUCCESS METRICS

- # of people completing bias training
- Change in work environment for City employees (through surveys)
- Change in police and community relationship (through surveys)
- Change in police and community levels of trust (through surveys)



### FULLY FUNDED



► ► ► ACTION 31

## DIVERSIFY CITY RECRUITING AND RETENTION PRACTICES

🕒 **SHORT-TERM;  
2019 Q1 LAUNCH**

Expand diversity in the City of Tulsa's recruitment practices, policies, and retention programs. The City of Tulsa will select and attend eight new, diverse recruitment locations during the next two years. To accomplish this, Tulsa Human Resources Department officials will attend various hiring and job fairs in East, West, and North Tulsa and develop a strategy to measure the success of broader outreach efforts. To enhance the employee experience for City of Tulsa employees of color, the City will improve internal leadership development programs so employees of color are considered more frequently for leadership roles and promotions.



### RESILIENCE VALUE

- Supports livelihoods and employment
- Fosters economic prosperity



### BENEFITS

- Improve City employees reflection of the City's demographics
- Increase City innovation
- Increase growth in the City's talent pool



### PARTNERS

- City of Tulsa Human Resources Department



### SUCCESS METRICS

- Increase in # and location of recruitment events
- Increase in diversity of applicants
- Development of internal leadership program
- # of people participating in internal leadership program



### FULLY FUNDED



► ► ► ACTION 32

## IMPLEMENT A HEALTH IN ALL POLICIES LENS

 **SHORT-TERM;  
2019 Q3 LAUNCH**

Create a Health in All Policies Lens to evaluate proposed neighborhood and City-wide policies. The Health in All Policies Lens will evaluate the potential health impact of policies on Tulsans and ensure health equity is considered in all City policies, programs, and projects. The Health in All Policies Lens will also lead to development of a Health Strategy document, including recommendations on State-level policy changes and policy agenda. The Health in All Policies Lens will be utilized regularly in City planning and evaluation processes, and be adapted so it can be a point of discussion in the City's TulStat meetings.



### RESILIENCE VALUE

- Ensures public health services
- Fosters long-term and integrated planning



### BENEFITS

- Positively influence determinants of health
- Ensure continuity in public health policies across the city
- Incorporate health equity in all City policies, programs, and projects



### PARTNERS

- Mayor's Office of Resilience and Equity
- Tulsa Health Department
- City of Tulsa City Council



### SUCCESS METRICS

- # of policies, programs, and projects reviewed
- Change in population health over time
- Decrease in life expectancy gap



### NO FUNDING REQUIRED

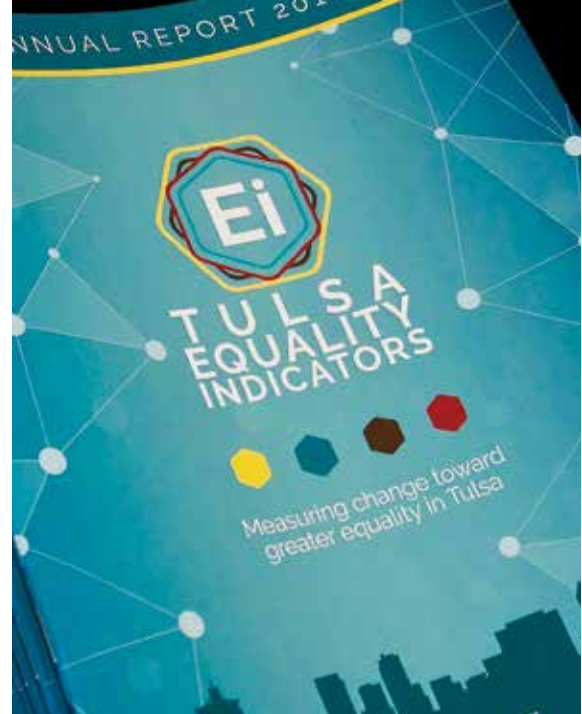


► ► ► ACTION 33

## USE EQUALITY INDICATORS TO SUPPORT POLICY DEVELOPMENT

 **SHORT-TERM;  
2019 Q1 REVIEW AND REANALYSIS**

Revisit the 2018 Equality Indicators annually to measure and evaluate change, over time, from baseline data. The Equality Indicators is a comprehensive tool originally developed by the CUNY Institute for State and Local Governance (CUNY ISLG) that helps cities understand and measure equality or equity in their city. The City of Tulsa partnered closely with the local organization Community Service Council to tailor this tool to the issues most important to residents of Tulsa. The tool examines multiple areas (e.g., education, housing, justice) and measures the disparities faced by disadvantaged groups (those most vulnerable to inequality, such as racial and ethnic minorities, immigrants, or individuals living in poverty) across those domains annually, tracking change over time. The Equality Indicators tool will be used as a framework to support policy development, demonstrating the effectiveness of current policies and initiatives, and highlighting areas in which new policies and initiatives may be needed. Making data publicly available will increase transparency and accountability, allowing the local community an inside view into the disparities in their city, where progress is being made, and opportunities for additional improvement.



### RESILIENCE VALUE

- Ensures social stability, security, and justice
- Empowers a broad range of stakeholders



### BENEFITS

- Create transparency and accountability within policy decisions
- Allow for a variety of people to participate in decision-making process and see how progress is being made regarding disparities



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- The Rockefeller Foundation
- 100 Resilient Cities
- Community Service Council



### SUCCESS METRICS

- Positive change in indicators
- # of policy changes implemented that respond to indicator results



### PARTIALLY FUNDED



# HOW THE CITY USES DATA



The City of Tulsa and Mayor Bynum believe that using data to inform policy-making is a necessity. At the City, the Office of Performance Strategy and Innovation (OPSI) empowers the organization to use data to align citywide strategies toward priority goals set by the Mayor and City Council while lowering barriers to adopting innovative practices. OPSI informs city operations through the use of three pillars: strategies, data and transparency, and results-based programs; other offices within the City utilize the same three pillar structure.

The strategies the City is currently employing are the AIM plan, Oklahoma Quality Foundation, and the Annual Mayor and Council Retreat. The AIM Plan is a two-year strategic plan that includes the City's high-level goals, community performance indicators, actions, and metrics for measuring progress. Oklahoma Quality Foundation is a way for the City to comprehensively examine how it performs as an organization in the six key areas of leadership, strategy, customers, workforce, operations, measurement and analysis, and results. Annual Mayor and Council Retreats bring the City's leaders together to develop and agree on priorities for the calendar year. Tulsa will also be using the Resilient Tulsa and New Tulsans strategies to inform and shape equitable and welcoming policies throughout the city. Each strategy developed and used by the City is measurable, actionable, and relies on outcome measurements and data to affirm its effectiveness.

Data and transparency is a vital pillar within the City's policy decision-making process. The sharing of data through the City's Dashboards not only allows City employees but also the public to track the progress and alignment of City strategies and plans. Data communication through the use of Dashboards aids the City in its decision-making, and also provides citizens with a transparent

visual of how the city is progressing in a particular area. To further engage citizens, the City developed Urban Data Pioneers, a program that brings teams of city employees and community members together to examine questions that can be better understood through further data analysis and reporting. In collaboration with the Community Services Council, the City has also recently begun using Equality Indicators, a measure of social development outcomes, to track changes in equality among the different areas and demographic groups in Tulsa. Creating urban transformation by examining feedback is also what the Gallup-Tulsa CitiVoice Index seeks to do. The Gallup-Tulsa CitiVoice Index will be administered in the later half of 2018, with the results acting as a driving force in economic development, growth, and policy changes.

Ultimately, the City is focused on providing meaningful, equitable governance, which is the basis for the City's third and final data-use pillar. As part of this result-focused pillar, the City has Civic Innovation Fellowships and a regular meeting called TulStat. The Civic Innovation Fellows will engage six city residents for six months to deeply diagnose a problem in the city, develop theories of change, test these theories of change and develop recommendations based on results of a prototype. Similarly, TulStat sessions create a space for City department leaders to discuss performance metrics, guided by the City's strategic goals. The intent of TulStat is to continuously develop new innovative approaches to problems while regularly following-up on and measuring progress. Together the programs found under each pillar help inform City governing decisions and policy making while also providing transparency to the public. Because of the continued exchange and tracking of information, the City is able to address problems with innovative solutions.



# URBAN DATA PIONEERS

RESILIENT TULSA .....

## Mission

Improve the use of data throughout the City of Tulsa.

Urban Data m:

## Opportunity (continued)

Goal: Grow Tulsa's population

Measures:



Population growth rate

Baseline: 2.56%  
Benchmark: 4.70%

## The City Experience

Goal: Increase tourism

Measures:



Annual occupancy tax

Baseline: \$7,574,450  
Benchmark: n/a

Goal: Decrease traffic fatalities and violent crime

Measures:



Number of violent crimes per 100,000 population  
Number of traffic fatalities per 100,000 population

Baseline: 904  
Benchmark: 718

Baseline: 10.9  
Benchmark: 10.3

Goal: Create and facilitate quality entertainment options

Measures:



Number of special events permitted by the City

Baseline: 677  
Benchmark: n/a

Goal: Provide a quality transportation network of streets and sidewalks

Measures:



Percentage of respondents satisfied with the maintenance of streets  
Pavement condition index on arterial streets

Baseline: 21.8%  
Benchmark: 67

## Inside City Hall

Goal: Foster a culture that promotes positive morale for employees

Measures:



Percentage of employees

## Opportunity

Goal: Increase the graduation rate in Tulsa's high schools

Measures:



High school graduation rate

Baseline: 87%  
Benchmark: 83%

Goal: Increase the rate adults with bachelor's degrees

Measures:



Rate of adults with bachelor's degree

Baseline: 20.2%  
Benchmark: 29.5%

Goal: Add new jobs to the local economy

Measures:



New jobs added to the local economy

Baseline: 3,400  
Benchmark: n/a

Goal: Add new jobs to the local economy

Measures:



New jobs added to the local economy





# GOAL 4.2

**ENGAGE SIX NEIGHBORHOODS A YEAR TO DESIGN  
MORE COORDINATED AND RESPONSIVE PROCESSES  
THAT EFFECTIVELY REFLECT AND SERVE THEIR NEEDS**



The City does not have a unified, standard process for engaging citizens and ensuring that all communities are adequately supported across all services. The variety of neighborhoods creates an inherent challenge in deploying resources effectively. Nearly 400 organized neighborhood associations are established within Tulsa city limits.<sup>38</sup> The community groups must be leveraged to better understand neighborhood-specific needs. Without this consistent and wide-reaching feedback, the City is unable to ensure that all communities achieve the same quality of services. The wide array of non-profit providers plays a critical role in supporting the City in filling gaps in services. Through the Actions under this Goal, the City will take on the critical role of facilitating, overseeing, and convening the necessary groups. With proper internal processes and dedicated staff members, the City will create a network of community resources and more efficiently serve all Tulsans' needs.

## **ACTION 34:**

***Formalize the Citizen Advisory Board and  
Citizen Action Groups***

## **ACTION 35:**

***Launch City Hall-on-the-go***

## **ACTION 36:**

***Improve City communications and  
engagement with all Tulsans***

## **ACTION 37:**

***Develop linguistically accessible City  
documents***

## **ACTION 38:**

***Create a Tulsa Housing Policy  
Director position***





► ► ► ACTION 34

## FORMALIZE THE CITIZEN ADVISORY BOARDS AND CITIZEN ACTION GROUPS

 **SHORT-TERM;  
2019 Q1 LAUNCH**

Establish formal processes by which Citizen Advisory Board and Citizen Action Group members are selected and formalize the length of their terms. The Citizen Advisory Board and Citizen Action Groups were recently created by Mayor Bynum as part of the City of Tulsa's Community Policing Recommendations to help build collaboration between the community and the Tulsa Police Department. These groups will work with and advise the Tulsa Police Department, improving communication and promoting positive police-community relationships. To ensure sustainability and democratic representation on the Citizen Advisory Board, members will serve a two year term. Members of the Citizen Action Groups will serve a one year term, but will not be term limited as long as they continue living in the neighborhood they represent. To assist with the process of replacing members as they conclude their service, the Mayor's Office of Resilience and Equity will create an application process so interested community members can apply to serve when a Citizen Advisory Board or Citizen Action Group vacancy arises. The mayor will work in consultation with the Mayor's Office of Resilience and Equity and the Tulsa Police Department to review and select applicants for any vacancies.



### RESILIENCE VALUE

- Ensures social stability, security, and justice
- Empowers a broad range of stakeholders



### BENEFITS

- Create further transparency and accountability within policing practices
- Allow for a variety of voices to participate in policing policies



### PARTNERS

- City of Tulsa Mayor's Office of Resilience and Equity
- Tulsa Police Department



### SUCCESS METRICS

- Creation of applications for Citizen Advisory Board and Citizen Action Groups
- # of applicants



### NO FUNDING REQUIRED





► ► ► ACTION 35

## LAUNCH CITY-HALL-ON-THE-GO

🕒 MID-TERM;  
2020 Q4 LAUNCH

Outfit a vehicle to act as a mobile City Hall. Citizens across Tulsa have limited time, and some have limited transportation. These restrictions limit the public's knowledge of City services, and also make it difficult to pay bills, fines, and fees during regular hours of operation. To improve communication with constituents and enhance accessibility, the City of Tulsa will equip a van with necessary technology, tools, and departmental employees as a City-Hall-on-the-go. With the aid of a weekly schedule, City-Hall-on-the-go will visit high need areas of town in centrally located, convenient locations.



### RESILIENCE VALUE

- Empowers a broad range of stakeholders
- Promotes cohesive and engaged communities



### BENEFITS

- Meet Tulsans where they are at a time when they are available
- Improve knowledge of City programs available to the public
- Improve communication between the City and the public



### PARTNERS

- City of Tulsa Customer Care Department



### SUCCESS METRICS

- # of locations visited by City-Hall-on-the-go
- # of people visiting City-Hall-on-the-go
- Increase in use of various City services
- # of bills or issues solved by the City-Hall-on-the-go
- Decrease in outstanding bills
- Increase in utility and other payments



### UNFUNDED



► ► ► ACTION 36

## IMPROVE CITY COMMUNICATIONS AND ENGAGEMENT WITH ALL TULSANS

 **SHORT-TERM;  
2019 Q1 LAUNCH**

Create a City Communications and Engagement Strategic Plan and Manual that applies to all City departments, and develop a City Hall Docent Program to help community members during public meetings. To address the difficulty Tulsa residents have navigating City Hall and to improve engagement with all Tulsans, the City will employ a communications strategic plan, improving communication and message continuity between City departments and city residents. Additionally, to encourage Tulsans' involvement in City meetings and better navigation of City Hall, the City will develop a City Hall Docent Program. City Hall docents will be volunteers who have previously worked for the City and will be available year-round to usher visitors around City Hall and educate Tulsans about the location of departments, City history, and the processes of participating in various City meetings.



### RESILIENCE VALUE

- Fosters long-term and integrated planning
- Empowers a broad range of stakeholders



### BENEFITS

- Increase knowledge of City services and opportunities to engage
- Increase knowledge of where and how to find City services and departments
- Create a unified method of communication between the City and residents



### PARTNERS

- City of Tulsa Communications Department



### SUCCESS METRICS

- # of residents engaged
- # of volunteer docents
- # of volunteer hours
- Increased understanding of City services (through surveys)
- Increased satisfaction with City accessibility (through surveys)



### PARTIALLY FUNDED





► ► ► ACTION 37

## DEVELOP LINGUISTICALLY ACCESSIBLE CITY DOCUMENTS

🕒 **SHORT-TERM;  
2019 Q1 LAUNCH**

Translate City documents into multiple languages to improve the accessibility of municipal information and resources for multilingual Tulsans. The City of Tulsa will identify and prioritize the translation of municipal documents and resources as part of being a welcoming city. The Mayor's Office of Resilience and Equity will have Resilient Tulsa translated and Community Development and Policy will have the forthcoming New Tulsans Initiative translated so both documents are available in English and Spanish. Translation of documents will provide immigrants with the ability to access resources and opportunities, help support participation and engagement in municipal operations, and help increase immigrant participation in leadership and community service opportunities.



### RESILIENCE VALUE

- Fosters long-term and integrated planning
- Empowers a broad range of stakeholders



### BENEFITS

- Increase access of City resources and opportunities
- Increase participation in City operations
- Increase immigrant participation in leadership and community programs



### PARTNERS

- The City of Tulsa Communications Department



### SUCCESS METRICS

- # of immigrants engaged in City services



### PARTIALLY FUNDED



► ► ► ACTION 38

## CREATE A TULSA HOUSING POLICY DIRECTOR POSITION

 **SHORT-TERM;  
2018 Q3 LAUNCH**

Establish a City of Tulsa Housing Policy Director. The City of Tulsa Housing Policy Director will address issues of redlining through the integration of housing policy considerations in all phases of development in Tulsa. The Housing Policy Director will further address issues of inequity through the development of affordable housing strategies and by recommending solutions and incentives to increase the safety, health, and affordability of housing in Tulsa. Addressing historic redlining through this position will help promote equity and further enhance Tulsans' ability to respond to stresses and shocks over time.



### RESILIENCE VALUE

- Meets basic needs
- Ensures social stability, security, and justice



### BENEFITS

- Address housing discrepancies within Tulsa
- Create equity through integrated development within Tulsa
- Help address affordable housing issues within Tulsa



### PARTNERS

- City of Tulsa Mayor's Office of Community Development and Policy
- Tulsa Housing Authority
- Zarrow Family Foundation



### SUCCESS METRICS

- # of housing policies evaluated
- Increased integration of inclusive housing policies in Tulsa's development
- Increase in # of healthy, safe affordable housing options in Tulsa



### FULLY FUNDED





# GOAL 4.3

CHAMPION IMPROVED POLICIES ACROSS THE REGION  
THAT ADVANCE TULSANS' WELLBEING,  
STARTING IN 2019



The State of Oklahoma is in a budget crisis. Annual budget shortfalls have snowballed and 2019 is facing a \$167 million deficit. Tulsa, like all cities in Oklahoma, is almost exclusively restricted to using sales tax funds for operations. Over the last 15 years, the rate of sales tax growth in the city has not kept up with the rate of inflation. This volatility is compounded by changing spending habits as consumers increasingly turn to online retailers. Increasing the City's sales tax rate is difficult in light of the total tax burden faced by citizens and would disproportionately affect low-income Tulsans who spend the majority of their income on basic needs that are subject to sales tax. To increase sales tax revenue, citizens must have higher-quality jobs that provide them with disposable income. Yet, the adjudicated population is barred from many high-paying professions because of their criminal record, regardless of offense or any recovery steps taken. Through the Actions under this Goal, the City will lobby for change at the state level by advocating for the wellbeing of all Tulsans. The City will also pilot innovative solutions to addressing Mayoral priorities, reducing funding gaps for key services, and addressing resilience challenges without relying heavily on the State.

## ACTION 39:

*Invest in a Mayor's Office for Strategic Partnerships for Mayoral Priorities*

## ACTION 40:

*Lobby the State for municipal funding and optimize fees for service*

## ACTION 41:

*Advocate for the reform of expungement practice and licensing restrictions statewide*





► ► ► ACTION 39

## INVEST IN A MAYOR'S OFFICE FOR STRATEGIC PARTNERSHIPS FOR MAYORAL PRIORITIES

 **LONG-TERM;  
2021 Q2 LAUNCH**

Create a Mayor's Office for Strategic Partnerships to support mayoral priorities. Creating and investing in a Mayor's Office for Strategic Partnerships and a resilience project fund will allow the Mayor to partner with local business, nonprofits, and foundations to address funding gaps. A resilience project fund will allow each Mayor, in conjunction with the fund's governing board, to prioritize innovative policies or programs that strengthen the city and further build its resilience. The development of the resilience project fund will take approximately two years but ultimately act as a sustainable source of funding for vital programming that addresses urgent needs, to the benefit of all Tulsans.



### RESILIENCE VALUE

- Fosters long-term and integrated planning
- Supports livelihoods and employment



### BENEFITS

- Increase in innovation fund projects
- Further investment in the economic health of Tulsa



### PARTNERS

- City of Tulsa Office of the Mayor
- City of Tulsa Finance Department
- Tulsa Area United Way
- Tulsa Community Foundation



### SUCCESS METRICS

- # of projects or programs created
- Length of projects or programs
- Increase in community resilience (through surveys)



### UNFUNDED



► ► ► ACTION 40

## LOBBY THE STATE FOR MUNICIPAL FUNDING AND OPTIMIZE FEES FOR SERVICE

🕒 MID-TERM;  
2019 Q1 LAUNCH

Urge State lawmakers to allow cities the ability to diversify revenue streams. This campaign seeks to diversify municipalities' revenue streams to combat the City's heavy reliance on the collection of sales tax from residents and allow for stable and adequate funding of top priorities, such as education. In addition to lobbying State elected officials for increased municipal funding sources, the City of Tulsa will develop a schedule for reviewing and adjusting fees for service. Currently, the City periodically reviews fees for service; to optimize the fees collected and ensure no unnecessary fees are charged, scheduling fees adjustment reviews allows the City to provide quality services for all Tulsans. Together these two changes will create sources of sustainable funding for the City of Tulsa and its residents to prepare for future changes and challenges.



### RESILIENCE VALUE

- Promotes leadership and effective management
- Fosters long-term and integrated planning



### BENEFITS

- Increase services provided by the City
- Increase city improvement projects
- Develop a stable revenue source for City operations



### PARTNERS

- City of Tulsa Office of the Mayor
- City of Tulsa Finance Department
- Oklahoma City, Lawton, and other municipalities
- State elected officials
- Tulsa Regional Chamber



### SUCCESS METRICS

- # of changes in municipal funding statutes
- Implementation of a fee for service review and adjustment schedule
- # of adjustments to fees for services



### FULLY FUNDED



► ► ► ACTION 41

## ADVOCATE FOR THE REFORM OF EXPUNGEMENT PRACTICE AND LICENSING RESTRICTIONS STATEWIDE

 **LONG-TERM;  
2021 Q2 LAUNCH**

Promote expungement practice and licensing restriction reforms at the State level. Oklahoma has a particularly strict penal code and associated restrictions that place unequal significant collateral consequences on non-violent, low-level offenders. The City of Tulsa will pursue statewide policy change to prevent individuals with low-level, non-violent offenses from being restricted from professional opportunities. In collaboration with the City of Tulsa and Tulsa County, local workforce development entities, and second-chance employers, the City will develop a policy agenda for the State government, namely the legislature and Governor's Cabinet. Reform of the statewide expungement process can be addressed by implementing the 2017 Oklahoma Licensing Task Force recommendations to better enable the employment of adjudicated individuals. Recognizing the time necessary to effectively change State policies, the City of Tulsa will continue to support local second chance hiring while fighting for the removal of employment barriers.



### RESILIENCE VALUE

- Supports livelihoods and employment
- Fosters economic prosperity



### BENEFITS

- Diversify the economy
- Reduce recidivism
- Break the cycle of incarceration



### PARTNERS

- City of Tulsa Office of the Mayor
- Webco
- S&R Compression
- Bama Cos.
- Tulsa Regional Chamber
- Workforce Tulsa
- Family and Children's Services
- Women in Recovery
- Resonance Center for Women
- Center for Employment Opportunities Tulsa



### SUCCESS METRICS

- # of changes to expungement process
- Implementation of Licensing Task Force Recommendations
- Decrease in unemployment rates
- Change in recidivism rate
- Increase in the labor force participation rate



### FULLY FUNDED



VISION 01

CREATE AN INCLUSIVE FUTURE THAT HONORS ALL TULSANS

#	ACTION TITLE	TIMEFRAME	PARTNERS	FUNDING
<b>GOAL 1.1</b>				
Strengthen community cohesion by 2021 by amplifying the voice of historically marginalized communities and creating physical spaces that promote constructive dialogue				
01	Memorialize Black Wall Street	Mid-term; 2021 Q2 launch	City of Tulsa Mayor's Office of Resilience and Equity, City of Tulsa Finance Department, Tulsa 1921 Race Riot Commission	Fully Funded
02	Launch race reconciliation conversations in partnership with the faith community	Short-term; 2018 Q3 launch	City of Tulsa Mayor's Office of Resilience and Equity, Tulsa Metropolitan Ministry, Churches and other Places of Worship, Oklahoma Center for Community and Justice, John Hope Franklin Center for Racial Reconciliation, Senator James Lankford	Unfunded
03	Increase city-wide participation and recognition of Native American Day	Short-term; 2018 Q3 launch	City of Tulsa Mayor's Office of Resilience and Equity, Greater Tulsa Area Indian Affairs Commission	Unfunded
<b>GOAL 1.2</b>				
Partner with Tulsa's increasingly diverse communities to shape our shared identity through new planning efforts, cultural assets, and neighborhood events by 2020				
04	Pilot "Healthy Places" place-based initiative	Short-term; 2020 Q3 launch	City of Tulsa Working In Neighborhoods, City of Tulsa Planning Department, Tulsa City-County Health Department, Opportunity Project	Partially Funded
05	Establish 918 Day	Short-term; 2018 Q3 launch	City of Tulsa Mayor's Office of Community Development and Policy, City of Tulsa Mayor's Youth Council, Tulsa Regional Chamber's Mosaic Division, Tulsa Public Schools, Union Public Schools, Jenks Public Schools, Berryhill Public School	Unfunded
06	Invest in neighborhoods through Neighborhood Action Plans	Long-term; 2018 Q3 launch	City of Tulsa Planning Department, Neighborhood Associations	Fully Funded
07	Welcome immigrants into Tulsa's communities	Medium-term; 2018 Q3 launch	City of Tulsa Mayor's Office of Community, Development and Policy, New American Economy	Fully Funded



## VISION 02

## EQUIP ALL TULSANS TO OVERCOME BARRIERS AND THRIVE

#	ACTION TITLE	TIMEFRAME	PARTNERS	FUNDING
<b>GOAL 2.1</b>				
Break the cycle of incarceration and ensure fair access to opportunity for previously incarcerated Tulsans				
08	Launch a public campaign to demystify and humanize adjudicated Tulsans	Short-term; 2019 Q1 launch	City of Tulsa Communications Department, Workforce Tulsa, Tulsa Regional Chamber	Partially Funded
09	Ensure successful execution of the 2016 “Ban-the-Box” Executive Order	Short-term; 2019 Q1 relaunch	City of Tulsa Communications, City of Tulsa Human Resources Departments	Funded
10	Strengthen relationships among police and communities through community policing improvements	Long-term; 2020 Q2 launch	City of Tulsa Mayor’s Office of Resilience and Equity, Tulsa Police Department	Partially Funded
11	Expand de-escalation language in the use-of-force policy to reduce use-of-force incidents	Short-term; 2019 Q2 launch	Tulsa Police Department	Fully Funded
<b>GOAL 2.2</b>				
Decrease the racial life expectancy gap by 2024 by improving mental and physical health outcomes for all Tulsans				
12	Incentivize grocery store development in underserved communities	Long-term; 2018 Q4 launch	City of Tulsa Mayor’s Office of Economic Development, Tulsa Economic Development Corporation	Partially Funded
13	Develop a healthy food environment coalition	Mid-term; 2019 Q4 launch	City of Tulsa Mayor’s Office of Resilience and Equity, City of Tulsa Parks and Recreation Department, Grogg’s Green Barn, Up with Trees	No Funding Required
14	Implement a community health worker model	Long-term; 2019 Q4 launch	Tulsa City-County Health Department, The University of Oklahoma-Tulsa, Oklahoma State University, Morton Health Clinic, Community Care Health Clinic, The University of Tulsa, MyHealthm, George Kaiser Family Foundation	Partially Funded
15	Increase the impact of the Educare Family Health Project	Medium-term; 2018 Q3 launch	Tulsa Mental Health Plan Team, Zarrow Foundation, OU/ TU School of Community Medicine, OSU College of Osteopathic Medicine, Tulsa City/County Health Department, Birth to Eight Strategy for Tulsa	Partially Funded
16	Invest in children’s mental health	Long-term; 2020 Q1 launch	City of Tulsa Mayor’s Office of Community, Development and Policy, Mental Health Association of Oklahoma, Zarrow Family Foundation	Partially Funded
17	Champion mental health diversion programs	Long-term; 2020 Q1 launch	City of Tulsa Mayor’s Office of Community, Development and Policy, Mental Health Association of Oklahoma, Zarrow Family Foundation	Partially Funded



VISION 02 (CONTINUED)

## EQUIP ALL TULSANS TO OVERCOME BARRIERS AND THRIVE

#	ACTION TITLE	TIMEFRAME	PARTNERS	FUNDING
<b>GOAL 2.3</b> Prepare all Tulsans, particularly socially and economically vulnerable populations, to weather adverse events				
18	Develop Resilience Hubs in Comanche Park and River West neighborhoods while ensuring proper hazard response information is disseminated to the public	Short-term; 2019 Q2 launch	Tulsa Area Emergency Management Agency City of Tulsa Working in Neighborhoods Department	Unfunded
19	Prepare small businesses to reduce disruption in operations	Short-term; 2019 Q1 launch	St. Bernard Project, Tulsa Regional Chamber	Fully Funded
20	Utilize Emergency Mobility Plan technology	Short-term; 2019 Q2 launch	Tulsa Area Emergency Management Agency	Partially Unfunded



## VISION 03

## ADVANCE ECONOMIC OPPORTUNITY FOR ALL TULSANS

#	ACTION TITLE	TIMEFRAME	PARTNERS	FUNDING
<b>GOAL 3.1</b>				
Prepare Tulsans for post-secondary education, workforce opportunities, and fiscal health in order to shrink the racial wealth gap by 2028				
21	Launch a citywide Teacher Appreciation Initiative	Short-term; 2018 Q3 launch	City of Tulsa Mayor's Office of Resilience and Equity, Tulsa Public Schools, Union Public Schools, Jenks Public Schools, Tulsa Regional Chamber's Partners in Education. Local restaurants, gyms, contractors, and car repair shops	Partially Funded
22	Develop a Mayor's summer job program for students	Long-term; 2019 Q2 launch	City of Tulsa Mayor's Office of Community Development and Policy, Tulsa Public Schools, Union Public Schools, Jenks Public Schools, Tulsa Community College, Bank of Oklahoma, Arvest Bank, Tulsa Regional Chamber, Tulsa STEM Alliance, Coding DOJO	Unfunded
23	Empower Bank\$afe Oklahoma in Tulsa	Mid-term; 2019 Q1 launch	City of Tulsa Mayor's Office of Resilience and Equity, Tulsa City-County Library, Bank of Oklahoma, Arvest, Oklahoma Alliance for Economic Inclusion	Unfunded
<b>GOAL 3.2</b>				
Develop local-talent capacity for jobs of the future				
24	Partner with local institutions to address industry-specific skills gaps	Short-term; 2019 Q2 launch	City of Tulsa Office of Economic Development, Tulsa Tech, Tulsa Community College, OSU-Tech, Tulsa Regional Chamber, Workforce Tulsa	Partially Funded
25	Provide business support services to promote employment among adjudicated individuals	Short-term; 2019 Q1 launch	Workforce Tulsa	Unfunded
<b>GOAL 3.2</b>				
Attract and retain high-growth industries in which all Tulsans have access to world-class jobs				
26	Establish an Innovation District and Prototyping Zone	Long-term; 2022 Q4 launch	City of Tulsa Office of Economic Development	Unfunded
27	Market Tulsa for energy innovation	Long-term; 2024 Q1 Launch	City of Tulsa Office of Economic Development, University of Tulsa, University of Oklahoma-Tulsa, Langston University, Tulsa Community College, Oklahoma State University-Tulsa, Tulsa Tech	Unfunded



VISION 04  
**TRANSFORM CITY AND REGIONAL SYSTEMS TO IMPROVE  
OUTCOMES FOR ALL TULSANS**

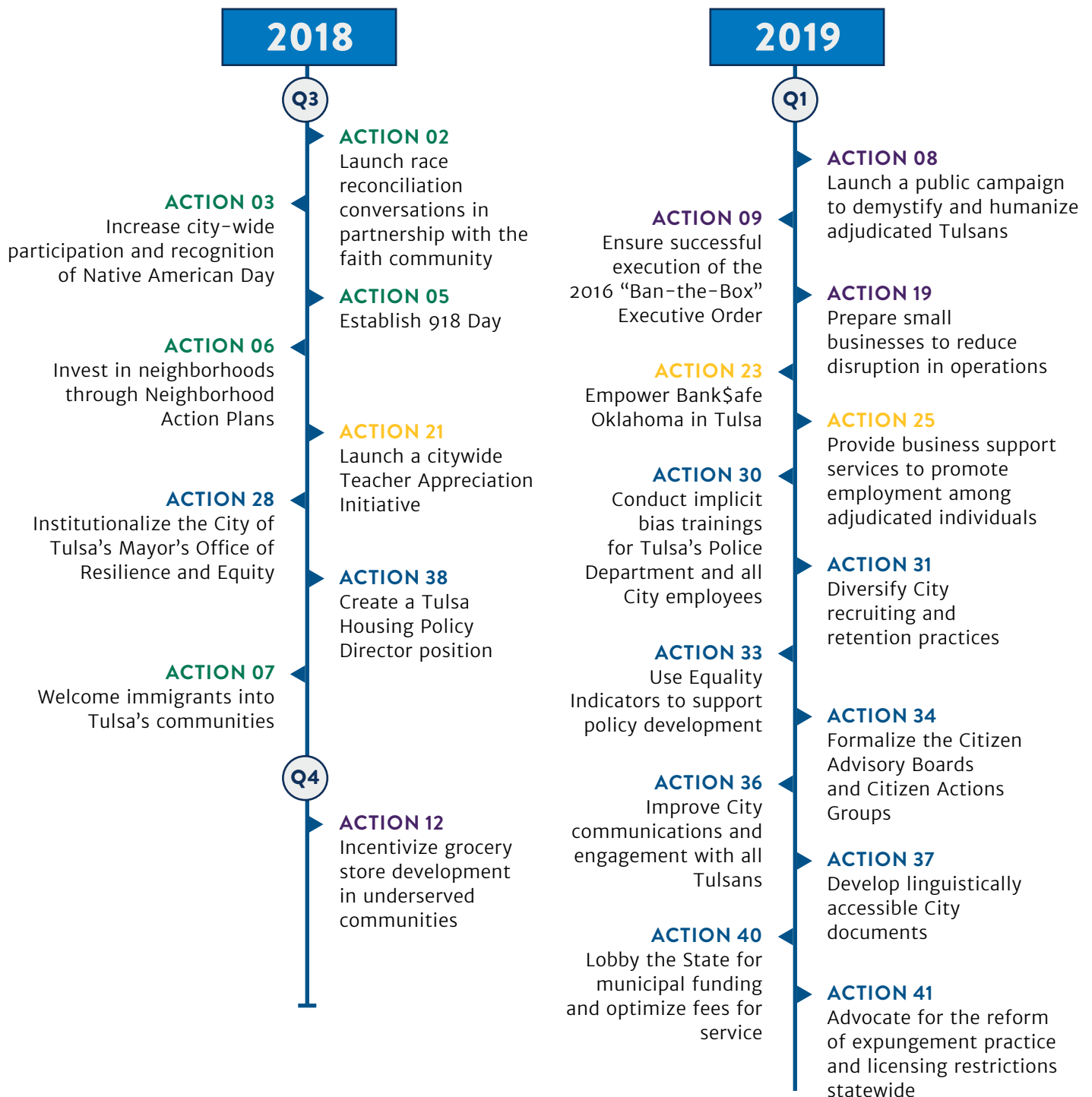
#	ACTION TITLE	TIMEFRAME	PARTNERS	FUNDING
<b>GOAL 4.1</b>				
Design more responsive and transparent internal processes that promote proactive decision making through the increased use of data and community feedback by 2022				
28	Institutionalize the City of Tulsa's Mayor's Office of Resilience and Equity	Short-term; 2018 Q3 launch	City of Tulsa Mayor's Office of Resilience and Equity	Fully Funded
29	Embed Resilience in the Comprehensive Plan	Short-term; 2020 Q1 launch	City of Tulsa Planning Department	Fully Funded
30	Conduct implicit bias trainings for Tulsa's Police Department and all City employees	Short-term; 2019 Q1 launch	City of Tulsa Human Resources Department, Tulsa Police Department	Fully Funded
31	Diversify City recruiting and retention practices	Short-term; 2019 Q1 launch	City of Tulsa Human Resources Department	Fully Funded
32	Implement a Health in All Policies Task Force	Long-term; 2019 Q3 launch	City of Tulsa Mayor's Office of Resilience and Equity	No Funding Required
33	Use Equality Indicators to support policy development	Short-term; 2019 Q1 launch	City of Tulsa Mayor's Office of Resilience and Equity, Community Service Council	Paritally Funded



#	ACTION TITLE	TIMEFRAME	PARTNERS	FUNDING
<b>GOAL 4.2</b>				
Engage six neighborhoods a year to design more coordinated and responsive processes that effectively reflect and serve their needs				
34	Formalize the Citizen Advisory Boards and Citizen Actions Groups	Short-term; 2019 Q1 launch	City of Tulsa Mayor's Office of Resilience and Equity, Tulsa Police Department	No Funding Required
35	Launch City-Hall-on-the-go	Mid-term; 2020 Q4 launch	City of Tulsa	Unfunded
36	Improve City communications and engagement with all Tulsans	Short-term; 2019 Q1 launch	City of Tulsa Communications Department	Partially Funded
37	Develop linguistically accessible City documents	Short-term; 2019 Q1 launch	City of Tulsa Communications Department	Partially Funded
38	Create a Tulsa Housing Policy Director positions	Short-term; 2018 Q3 launch	City of Tulsa Mayor's Office of Community Development and Policy, Tulsa Housing Authority, Zarrow Family Foundation	Fully Funded
<b>GOAL 4.3</b>				
Champion improved policies across the region that advance Tulsans' wellbeing, starting in 2019				
39	Invest in a Mayor's Office for Strategic Partnerships for Mayoral Priorities	Long-term; 2021 Q2 launch	City of Tulsa Office of the Mayor, City of Tulsa Finance Department, Tulsa Area United Way, Tulsa Community Foundation	Unfunded
40	Lobby the State for municipal funding and optimize fees for service	Mid-term; 2019 Q1 launch	City of Tulsa Office of the Mayor, City of Tulsa Finance Department, Oklahoma City, Lawton, and other municipalities, State elected officials, Tulsa Regional Chamber	Fully Funded
41	Advocate for the reform of expungement practice and licensing restrictions statewide	Mid-term; 2019 Q1 launch	City of Tulsa Office of the Mayor, Webco, SNG Compression, Tulsa Regional Chamber, Workforce Tulsa, Women in Recovery, Resonance Center for Women, Center for Employment Opportunities, Legal Aid of Oklahoma	Fully Funded



# ACTION LAUNCH DATES





2019

Q2

**ACTION 11**  
Expand de-escalation language in the use-of-force policy to reduce use-of-force incidents

**ACTION 20**  
Utilize Emergency Mobility Plan technology

**ACTION 24**  
Partner with local institutions to address industry-specific skills gaps

**ACTION 32**  
Implement a Health in All Policies Task Force

**ACTION 15**  
Increase the impact of the Educare Family Health Project

**ACTION 18**

Develop Resilience Hubs in Comanche Park and River West neighborhoods while ensuring proper hazard response information is disseminated to the public

**ACTION 22**

Develop a Mayor's summer job program for students

Q3

Q4

**ACTION 13**

Develop a healthy food environment coalition

2020

Q1

**ACTION 16**  
Invest in children's mental health

**ACTION 17**  
Champion mental health diversion programs

**ACTION 14**

Implement a community health worker model

**ACTION 29**

Embed Resilience in the Comprehensive Plan

2020

Q2

**ACTION 10**  
Strengthen relationships among police and communities through community policing improvements

Q3

**ACTION 04**  
Pilot "Healthy Places" place-based initiative

Q4

**ACTION 35**  
Launch City Hall-on-the-go

2021

Q2

**ACTION 01**  
Memorialize Black Wall Street

**ACTION 39**

Invest in a Mayor's Office for Strategic Partnerships for Mayoral Priorities

2022

Q4

**ACTION 26**  
Establish an Innovation District and Prototyping Zone

2024

Q1

**ACTION 27**

Market Tulsa for energy innovation



# EPILOGUE

THANK YOU FOR READING  
RESILIENT TULSA. THIS IS THE  
FIRST STEP IN MOVING TULSA  
TOWARDS A MORE VIBRANT AND  
EQUITABLE FUTURE.

THE SECOND STEP IS FOR YOU TO  
GET INVOLVED.

Each action in *Resilient Tulsa* represents an opportunity for Tulsans to fully participate in strengthening this city. Share *Resilient Tulsa* with your friends and family. Follow the movement on [Facebook](#) and [Twitter](#). Share what makes YOU resilient. Go to the Mayor's Office of Resilience and Equity [website](#) to learn more about projects. **Participate in 918 Day.**

*This is our city.*

*This is our strategy.*

*We are resilient, Tulsa.*





### HERE ARE SOME WAYS TO GET INVOLVED:

1. Sign up your business, nonprofit, or neighborhood to participate in **918 Day**: a celebration to enjoy all Tulsa has to offer!
2. Follow *Resilient Tulsa* on our **Facebook** and **Twitter** pages to keep up to date on opportunities to engage with your Resilience Office.
3. Lift as you climb: as you learn more about Tulsa, help someone else. One resilient city is made up of 100 resilient neighborhoods and thousands of resilient neighbors. We need each other to make this a truly world-class city.



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# ACKNOWLEDGEMENTS

## STEERING COMMITTEE MEMBERS

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Jonathan Brooks	Hon. M. Susan Savage	Rose Washington
Michael Brose	Paula Shannon	

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Darryl Bright	Kasey Hughart	Greg Robinson
Ramal Brown	Spencer Livingston-Gainey	Linda Sacks
Marcia Bruno-Todd	Jessica Lowe-Betts	Rachael Sourjohn
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Aba Hammond	Kelly Mounce	

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University of Tulsa



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A large crowd of people is gathered at an outdoor event, likely a festival or fair. Several white pop-up tents are set up in rows, creating a series of shaded areas. The people are dressed in casual summer attire, including t-shirts, tank tops, and hats. In the background, a brick building is visible, along with a yellow diamond-shaped road sign that reads "13-1" and a "No Parking" sign. The overall atmosphere is bright and sunny.

# RESILIENT TULSA





GET INVOLVED IN MAKING RESILIENT TULSA A REALITY

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CITIES