Application for the 2018 OQF Quality Award

City of Tulsa, Oklahoma

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Tulsa, OK 74103

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Glossary of Terms and Abbreviations

ABC Authorities, Boards, and Commissions

ACA Affordable Care Act

ADA Americans with Disabilities Act

ADEA Age Discrimination in Employment Act

AgPDES Agriculture Pollution Discharge Elimination System

AIM Action and Implementation Management

AQD Air Quality Division

AWWA American Water Works Association

BI Business Intelligence

BIT Behavioral Insights Training

CAA Clean Air Act

CAFR Comprehensive Annual Financial Report

CIP Capital Improvement Project

CPI Community Performance Indicator

CWA Clean Water Act

EAP Employee Assistance Program

EEOC Equal Employment Opportunity Commission

EPCRA Emergency Planning and Community Right-to-Know Act

FLSA Fair Labor Standards Act

FMLA Family Medical Leave Act

FTA Federal Transit Administration

FTE Full Time Equivalent

GFOA Government Financial Officers Association

GINA Genetic Information Nondiscrimination Act

HCD Human Centered Design

HIPAA Health Insurance Portability and Accountability Act

HR Human Resources

IBD International Building Code

ICC International Code Council

ICMA International City/County Management Association

IFC International Fire Code

IRS Internal Revenue Service

IT Information Technology

ITGB Information Technology Governance Board

ITIL Information Technology Infrastructure Library

IVR Interactive Voice Recognition

KPI Key Performance Indicator

Lucity Asset Management Software

LSS LEAN/Six Sigma

MSA Metropolitan Statistical Area

MVV Mission, Vision, and Values

NFPA National Fire Protection Association

ODAFF Oklahoma Department of Agriculture Food and Forestry

ODOT Oklahoma Department of Transportation

OPDES Oklahoma Pollution Discharge Elimination System

Open Records - Records that must be made available to the public under the Oklahoma Open Records Act

OPSI Office of Performance Strategy & Innovation

ORA Open Records Act

OSHA Occupational Safety and Health Administration

PLANiTULSA Comprehensive Plan

PPR Performance and Planning Review

RCMS Records and Case Management System

RMP Risk Management Plan

SDWA Safe Drinking Water Act

SOM Sewer Operations Maintenance

SPP Strategic Planning Process

StatChat Performance Management Mini-Session

TAEMA - Tulsa Area Emergency Management Agency

TARE Tulsa Authority for Recovery of Energy

TFD   Tulsa Fire Department

TGov   City of Tulsa Television Station

Tier II Report Hazardous Substance Inventory Reporting

TMUA Tulsa Metropolitan Utility Authority

TPD   Tulsa Police Department

TulStat Performance Management Meeting

UDP   Urban Data Pioneers

USEPA United States Environmental Protection Agency

VOC   Voice of the Customer

VPN   Virtual Private Network

City of Tulsa:

ORGANIZATIONAL PROFILE

P.1 Organizational Description Incorporated in 1898, the City of Tulsa (City), is a full-service municipal corporation operating under a mayor-council form of government since 1989. Situated on the banks of the Arkansas River in northeastern Oklahoma, Tulsa is the second largest city in the state and is home to many businesses including energy, aerospace, finance, technology, telecommunications, health, and manufacturing. Tulsa is 196.8 square miles in size, making it the 26th largest city in the US and is home to 403,505 people. The median age of residents is 34.7 and the per capita income is $28,104. According to the 2010 Census, the city's ethnic composition is 62.6% White, 15.9% Black or African American, 5.3% American Indian, 4.7% Alaska Native, 11.5% Other, and 14.1% Hispanic or Latino (of any race).

P.1.a. Organizational Environment

P.1.a.(1). Product Offerings The City establishes local laws and public policies and delivers a variety of services and products through 12 operating departments, 8 administrative departments, and 6 public private partnerships and authorities. In 2016, the Mayor and City Council jointly identified 4 key focus areas for creating a globally competitive world-class city (Figure P.1-1). Key products and offerings are directly aligned with the Action, and Implementation Management (AIM) Plan areas and outcomes established for the community. The AIM areas help employees connect the work they do with a larger community outcome. Each AIM has established Community Performance Indicators (CPIs), along with targets, which are published and available for transparency, accountability, and connectivity among community partners. CPIs are outcomes expected for the community, that the City has a role in impacting, but cannot achieve alone.

Figure P.1-1 Services and Product Delivery by Key Outcome	
Key Outcomes	**Services & Products Delivered**
All	Public policies & local laws
Opportunity	Economic Development, Public Transportation, Planning & Development
Well-Being	Emergency Preparedness, Parks & Recreation, Equality Compliance, Resilience
The City Experience	Traffic Safety, Policing, Fire & Medical Response, Neighborhood Inspections & Code Enforcement, Entertainment Facilities, Tourism Development, Roads & Infrastructure, Water & Sewer
Inside City Hall	Customer Care, Employee Development, Administrative Services

Elected officials and senior leaders acknowledge that for the greater Tulsa area community to thrive there are some services where the City is a clear leader and primarily accountable for delivery while there are other outcomes where the organization has an impact but can only collaborate with partners or support the work being led by others (P.1-2).

Figure P.1-2	
City Role	**Examples of Services with City in this role**
Lead	Crime prevention; fire protection; transportation
Collaborate	Physical & mental health
Support	Education

P.1.a.(2). Mission, Vision, and Values The City is an organization focused on continuously improving to deliver the highest quality services to customers and residents. Leaders and staff use data to support decisions. Elected officials and senior leadership continue to place an emphasis on building a strong team that benefits and delivers excellent service consistently. This work includes annual surveys of employees and frank two-way communication with employees about our mission, vision and values (Figure P.1-3).

Figure P.1-3
Mission
Build the foundation for economic prosperity, improved health, and enhanced quality of life for our community.
Vision
Tulsa will be a globally competitive, world-class city.
Values
Committed teamwork – we work together towards common goals.
High expectations – we expect excellence in our work, our organization, and the city we are building.

Annually, the Mayor and City Council have a strategic planning retreat to evaluate progress on achieving the mission and set upcoming priorities for departments and employees. The City's core competency is stated in the mission – to build the foundation for economic prosperity and improved health and enhanced quality of life for the community. This includes the roads and infrastructure, safety systems, and quality of life opportunities expected of a local government.

P.1.a.(3). Workforce Profile The City is one of the largest employers in Tulsa, OK with 3,488 employees who are segmented by department, work type, employee status, gender, years of service and ethnicity (Figure P.1-4). In addition to paid employees, the City utilizes unpaid interns and citizen volunteers to assist with special assignments and initiatives and to serve on authorities, boards, and commissions (ABCs). All employees are required to have a minimum high school diploma or GED with more specific educational requirements and certifications detailed in job descriptions based upon the function of work being conducted. 81% of employees are represented by three bargaining units – Fraternal Order of Police, the International Association of Firefighters, and American Federal of State, County and Municipal Employees. Key drivers that engage employees in achieving the mission and vision are based upon Maslow's hierarchy of needs and are outlined in Figure P.1-5. With an aggressive safety commitment, the organization requires all employees to renew safety promises annually and provides a robust health and safety-training program with specific courses offered for different business functions (6.2c).

Figure P.1-4 Workforce Profile

Job Class	City Total	Gender		Ethnicity		Years of Service					Pay Status	
		F	M	Non-Hispanic or Latino	Hispanic or Latino	0-5 years	6-10 years	11-15 years	16-20 years	21+ years	Hourly	Salary
Administrative & Technical	281	126	155	272	9	93	48	30	58	52	281	
Artistic & Creative	4		4	4		2		1		1	4	
City Attorney	22	9	13	22		11	1	3	3	4	1	21
Council Staff	10	6	4	10		6		1	1	2	9	1
Emergency Communications	80	52	28	74	6	41	8	8	13	10	71	9
Exempt	338	111	227	331	7	65	51	47	114	61		338
Information Systems	60	12	48	59	1	22	6	12	9	11		60
Information Technology	45	10	35	43	2	20	7	10	5	3	45	
Labor & Trade	621	26	595	559	62	340	73	52	77	79	621	
Office Technical	427	244	183	405	22	200	56	40	65	66	427	
School Crossing Escort	39	20	19	39		20	5	6	2	6	39	
Science & Technical	52	31	21	52		27	4	5	5	11	48	4
Seasonal Employee	1		1	1					1		1	
Sworn Fire	690	22	668	672	18	150	132	122	130	156	666	24
Sworn Police	786	102	684	760	26	205	125	116	241	99	750	36
Unclassified	32	16	16	30	2	17	1	1	2	11	17	15
Total	3488	787	2701	3333	155	1219	517	454	726	572	2980	508

Figure P.1-5 Key Drivers to Employee Engagement	
Needs Category	**Key Drivers**
Basic Needs	Sufficient pay, benefits, and staffing
Growth	Fair promotional system and clear career path
Team	Morale and spirit of teamwork
Belonging	Knowledge of what's going on in the organization
Safety & Security	Fair disciplinary system

P.1.a.(4). Assets Successful mission delivery depends upon reliable facilities, fleet, equipment, and technology. Major facilities include City Hall, Municipal Court, water treatment and sewer treatment plants, 141 parks covering 8,278 acres, 5 neighborhood pools, 7 recreation centers, 4 major police facilities, a municipal jail, 35 fire stations, a performing arts center, Gilcrease Museum, Tulsa Zoo, Cox Business Center, BOK Arena, Tulsa International Airport and an extensive network of fiber-optic cable. The City owns Lake Yahola, Unruh Reservoir, Spavinaw Lake, Lake Eucha, along with miles of subsurface pipelines that supply water from remote sources.

The City owns a fleet of 2,346 on-road vehicles, 1,240 pieces of off-road equipment, and 57 fire engines. The Fleet Management Steering Committee and Equipment Management team utilize national standards to schedule preventative maintenance and replacement of fleet vehicles and equipment.

The City utilizes hundreds of software applications to assist each of the City business units in service delivery and has an Information Technology Governance Board (ITGB) which regularly evaluates changing needs to technology. Every seven years an equipment study is completed that establishes the schedule for upgrading and replacing technology equipment through capital funds.

P.1.a.(5) Regulatory Requirements Due to the range of services and products provided by the City, there are many state and federal regulations that the City must operate within. Key functions and corresponding regulations or agencies are listed in Figure 1.2-1.

P.1.b. Organizational Relationships
P.1.b.(1). Organizational Structure The City operates under a strong-mayor-council form of government with a variety of entities including 13 Authorities and 46 boards and commissions all of which are empowered in different ways to achieve Citywide objectives as depicted in Figure P.1-6. The Senior Leadership team is comprised of the Mayor, Deputy

Mayor, Chief of Staff, and divisional directors, and City department directors.

Figure P.1-6 Organizational Structure Overview

Entity	Major responsibility
Mayor	Manage City operations. Enforce City laws.
City Council (9 members)	Approve budget decisions. Adopt City laws and policies.
City Auditor	Government oversight. Ensure adequate protections are in place to manage risk.
City Department	Manage personnel. Execute strategies and plans.
Authority	Acquire and manage or oversee management of assets
Board or Commission	Review and recommend policy changes to Mayor and City Council

The ABCs not only assist in oversight and management of City operations, but also provide a citizen perspective which ensures customers have a voice in the creation and modification of services and products delivered to them. ABC members must be residents of the City of Tulsa. Some seats are appointed by the Mayor and approved by the City, while others are designated by City Councilors. Some ABCs have members who are appointed by non-City of Tulsa agencies (e.g. Tulsa County).

P.1.b.(2) Customer and Stakeholders All residents and businesses located within city limits are customers of the City. Additionally, for specific services and products, the individuals seeking those services or products are customers. Residents as customers are segmented primarily by their location or city council district. Key desired outcomes for residents are identified in categories in the City's AIM Plan that relate to more specific services as described in Figure P.1-7. Business customers are segmented by location, type and size. Businesses expect excellent City services for the business and a high quality of life for their employees including safety, education, and low taxes. For businesses or groups that frequently utilize City services, such as the Home Builder's Association and neighborhood associations, senior leadership and staff meet annually, quarterly, or monthly to solicit their feedback and provide them updates to changes that might impact them specifically.

Figure P.1-7 Key Outcomes by Customer Type

Customer Type	Service Type	Key Requirements	Key Desired Outcomes
Local businesses & Residents	Community-wide service OR public policy	Consistency, transparency & fiscal responsibility	Opportunity, well-being, the City experience, inside City Hall
Service Specific	Individualized	Varies based upon service	

P.1.b.(3). Suppliers & Partners The key suppliers to the City are those who deliver materials or services necessary for City operations. Quality delivery from these suppliers is vital to ultimate service and product delivery to end customers. Key partners range from those that operate City owned properties like the Gilcrease Museum, BOK Arena and Tulsa Zoo to those that deliver core services like refuse and recycling collection. Customers rarely differentiate between the supplier and the City, so the delivery of quality service by suppliers directly reflects customers' overall satisfaction with the City. Key collaborators are other non-profit agencies that share a joint mission with the City, like public safety, where the City collaborates with mental health providers to find alternatives to incarceration for offenders needing mental health treatment.

Communication with suppliers, partners and collaborators includes regular meetings, board membership, clear contracts, data sharing, and phone and email exchanges. Suppliers, partners and collaborators inform best practices and appropriate benchmark organizations for the City to identify potential improvements and offer training and conference opportunities for learning from competitors. Supply chain requirements for suppliers include competitive and fair pricing as established by ordinance and state statute, along with quality products, meeting product specifications, and on-time delivery.

P.2. Organizational Situation
P.2.a.(1). Competitive Position The Tulsa Metropolitan Statistical Area (MSA) has an estimated population of 987,201and Tulsa is the largest city in the area with many surrounding suburbs (Figure P.2-1). These suburbs are partners for regional growth and to attract jobs and tourists. However, Oklahoma is the only state in the nation that does not allow cities to use property taxes for general fund operations. As a result, neighboring communities are also primary competitors for sales tax. Tulsa is located approximately 90 miles from Oklahoma City, OK and approximately 4 hours from Dallas, TX, Kansas City, MO, Little Rock, AR, and Wichita, KS. These are the City's regional competitors from a medium-to-large-size city perspective. Tulsa competes with these larger cities in attracting tourists and residents looking to live in an urban midwestern environment.

Figure P.2-1 Larger Local Competitors

Suburb	Population	% of MSA
Broken Arrow	107,403	10.88%
Owasso	35,784	3.62%
Bixby	25,333	2.57%
Jenks	21,812	2.21%

P.2.a.(2) Competitiveness Changes Since 2008, sales tax collections have failed to keep up with inflation. This is due to multiple factors including an increase of e-commerce, the economic recession and increased growth in surrounding suburbs. Senior Leaders have acknowledged that the City cannot rely on sales tax generated by retail revenue and must focus on being a place people want to visit after working hours

and on the weekends. Economic development efforts have included a focus on diversifying the types of businesses that are recruited and as a result the City has become a midwestern name in technology and startups.

Tulsa's population growth in recent years is primarily due to an increase in the Hispanic population. Senior Leadership has used this as an opportunity to partner with local organizations to do as much as possible to help immigrants assimilate into the community and have an opportunity to shape Tulsa's future as residents (1.2.c.1).

P.2.a.(3) Comparative Data The City looks to comparative data of two types – outputs for the services and products provided and outcomes for residents. The primary source of organizational metrics is the International City/County Management Association (ICMA) Center for Performance Management. Service. Teams learn about comparative data on their specific services through membership in service-specific organizations and through researching to find the cities that are known for excellence in that service area. The primary sources of comparative data relating to outcomes of citizens include: American Community Surveys, US Census Bureau, State Health Department, and the FBI's Uniform Crime Reporting system. A key source of external data is the City's bond ratings which are available from Moody's and Standard and Poor's. The primary limitation to using any comparative metric is understanding the organizational differences and customer differences between Tulsa and comparative cities. Additionally, inconsistent data-gathering methods, reporting periods, and data definitions present challenges in drawing meaningful conclusions from comparisons.

P.2.b. Strategic Context Key strategic challenges and advantages are outlined in Figure P.2-2.

Figure P.2-2 Key Strategic Challenges & Advantages		
Area	**Challenge**	**Advantage**
Business & Operations	• Declining revenue and increasing costs. • Rapid changes in technology.	• Culture of teamwork and continuous improvement. • Culture of testing and making data driven decisions
Societal responsibilities	• Decreases in spending at the state level for social programs shifts the burden to local agencies.	• Strongly engaged and committed philanthropic community.
Workforce	• Rising costs for providing benefits and for individuals to live. • Aging workforce.	• Communication. Affordability of living in Tulsa. • Strong commitment to develop workforce and provide career paths for all ages.

P.2.c. Performance Improvement System The key elements of the City's performance improvement system are (1) clearly defined strategies and outcomes, (2) clearly metrics to indicate success and Specific, Measurable, Attainable, Realistic, and Timely (SMART) targets, (3) measurement of progress towards established targets, (4) evaluation of measurements compared to desired targets, and (5) deployment of the right type of tool to improve progress towards achieving targets (Figure P.2-3).

Figure P.2-3 Performance Improvement System Elements
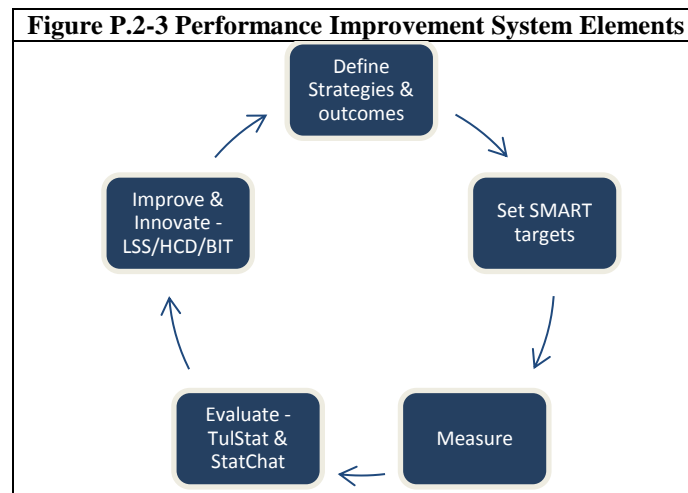
Clearly defined outcomes and targets are established in the strategic planning phase. Work groups are tasked with monitoring and measuring progress towards those outcomes and targets. Evaluation of performance is conducted through regularly-scheduled meetings and conversations around data. StatChat and TulStat meetings, held weekly and monthly respectively, bring together leaders and implementers from across the organization to discuss how the strategies are progressing. The pre-established targets for success set the backdrop and allow for collaborative conversations about what is working and what might work better going forward. When outcomes consistently fail to meet targets, the City has trained employees in LEAN/Six Sigma (LSS), Human Centered Design (HCD), and Behavioral Insights Training (BIT) and will organize small teams to utilize these skills to help solve problems. The teams are not limited to using a single methodology to improve the outcome, but instead use tools from all these approaches to understand the needs of customers, diagnose causes for failures, identify appropriate solutions, and execute low cost evaluations prior to full-scale deployment. Key elements to success for this approach are commitment to continuous improvement, trust in and from employees, and a culture of empowering teams to fail forward.

CATEGORY 1 - LEADERSHIP
1.1 Senior Leadership
1.1.a.(1) Setting Vision and Values A compelling and engaging vision for the City is established as elected officials create a vision for the City that represents the residents of Tulsa. The Mayor and City Council communicate a prosperous future state for the City that is inclusive of all community stakeholder interests. The vision is an overarching one for the City, encompassing internal operations, ABCs, as well as key nonprofit and philanthropic partners in the

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community. In 2016, when Mayor Bynum was first sworn into office, he and the City Councilors met to establish the vision for the City that the Mayor's administration would pursue, "To be a globally competitive, world-class city". The vision is integrated into the City-wide AIM Plan and its pillars of Well-Being, Opportunity, The City Experience, and Inside City Hall. The values of committed teamwork and high expectations are simple enough that all employees can remember both and they translate into every position at the City. All employees, including senior leaders, are expected to work together as a team and to strive for excellence in every service and product provided. At weekly senior leadership meetings, there is a regular agenda item to report out on examples of the City's values – Teamwork and Excellence – in action. Leaders are encouraged to highlight recent experiences with intense collaboration across work groups with a goal of delivering quality results to customers.

Every employee work group is provided a presentation on the AIM Plan background and posters with the mission, vision, and values are posted in facilities and workstations throughout the organization. Because he realizes his role in shaping the community's image of itself, the Mayor speaks of his vision for the City at every opportunity to employees, citizens, and residents. New employees are trained on the MVV at orientation. The MVV is communicated to key suppliers, partners, customers and stakeholders using a variety of communication methods (Figure 1.1-1).

1.1.a.(2) Promoting Legal and Ethical Behavior The City adopted an ethics ordinance in 2005 that applies to all City Officials - elected officials, officers, employees, members of ABCs, and trustees serving on a trust where the City is a beneficiary. The Ethics Code establishes rules for using City resources, participation in businesses with potential conflict, disclosure of conflicts of interest, and prohibition from soliciting gifts. Senior leaders enforce personnel policies and lead by example. City policy requires ethics training for all new hires. The City has an Ethics Advisory Committee that consists of citizens appointed by the Mayor. They meet monthly and act as a recommending body to the City on ethical issues. The Mayor submits issues of ethical concern to the Ethics Advisory Board. The Mayor and the Chief of Staff meet weekly with department leaders to discuss citywide issues and address concerns from department leaders. As a governing body, the City has a duty to act in the best interest of those it governs and is held to a high standard by its citizens. In 2010 the Mayor, while a city councilor, championed the creation of an open-data policy that would increase the amount of information the City routinely provides to citizens without requiring them to request it. The City collects and stores significant amounts of data about customers (4.1.a.(3)). Leadership has recognized the importance of having policies that acknowledge the importance of good data stewardship. In 2013, the City adopted an Open and Accessible Data Resolution with direction to provide more data online and increase transparency. In 2018, the Mayor signed Executive Order 2018-03 which adopted a Data Classification Policy to guide employees on how to classify datasets to ensure adequate protection of sensitive data. The City is working to acquire

tools that will make it easier for employees to comply with open data and open records requests and provide additional transparency in operations.

The City's work on implementing community policing is another example of the commitment to ethical behavior. The Mayor and the Chief of Police convened a group of citizens and elected officials to create recommendations for how the City can implement community policing in Tulsa. The Mayor and Chief of Police were not required to do this work but agreed that it was vital to maintaining trust between citizens and law enforcement. The Tulsa Police Department (TPD) and the City routinely publish and release updates on progress towards the goal of 100% implementation of the community policing recommendations.

1.1.b Communication An integral element to the success of the City is effective communication. Senior leaders engage their workforce and key customers in a variety of different ways (Figure 1.1-1). The senior leadership team meets weekly to review pertinent issues and ensure communication throughout the City. The meeting is attended by all department heads and information from these meetings is disseminated to City staff through departmental staff meetings. The Mayor, Deputy Mayor, Chief of Staff, Deputy Chief of Staff, and departmental directors routinely meet with department heads to discuss progress towards established goals and leadership needs from each department.

Within departments, communication occurs during departmental staff meetings, face-to-face interaction, and email, but each with their own unique styles. For example, the Director of Asset Management and the Fire Chief visit employees in their workplace in shops or at stations. The Director of IT hosts quarterly department meetings to discuss departmental business, as well as to recognize and reward employees. The Director of Finance and Director of Water and Sewer meet with their employees during events, such as pinning ceremonies to reward years of service. All levels of leadership communicate through section managers and expect the information to flow downward to the staff. The City of Tulsa has the Tulsa Blue Employee Recognition Program, which is designed to recognize those employees who consistently demonstrate enthusiasm and dedication to public service. The employees recognized for Tulsa Blue are renowned for going above and beyond their regular duties in serving the citizens and their coworkers.

Senior leaders encourage frank two-way communication internally through open-door policies and field visits, with the expectation that their leaders emulate their behavior at all levels of leadership within their departments. Direct two-way communication with the public also varies as there are several options available. The Mayor communicates through Tulsa Government Access Television (TGOV), social media, town hall meetings, and maintains positive, constructive working relationships with the media to disseminate messages. Councilors communicate with their constituents via email, at public meetings, visits to neighborhood association meetings, and district meetings. Each of these forms of communication are designed to encourage communication and engagement.

Every year, all employees are asked to complete a 30-question survey and results are shared when the Mayor hosts an annual all-employee town hall meeting. The Mayor engages regularly with the citizens on Facebook and Twitter, answering questions about key policy decisions and explaining the rationale behind actions the City is taking. A municipal organization the size of the City of Tulsa encompasses a varied and complex structure; as such, there is not a single communication method that is effective for all employees and customers, but rather, a variety of tools and mediums are necessary to connect with all internal and external stakeholders. Methods and frequency of communication are shown in Figure 1.1-1.

Figure 1.1-1 Leadership Communication Methods		
Method	Frequency	2-way (Y/N)?
Monday Leadership Team meeting	W	Y
Town Hall Meetings	A	Y
Lunch with the Mayor	M	Y
State of the City Address	A	Y
"Contact the Mayor" Mechanisms (social media, email)	D	Y
Annual employee survey	A	N
Birthday Email	D	N
Service Awards	M	Y
Mayor Emails & Videos	AN	N
City Council Committee Meetings	W	Y
Elected Official Retreats	A	Y
Leadership Retreats	A	Y
Press Releases	AN	N
ABC Meetings	M	Y
D = Daily, W = Weekly, M = Monthly, A = Annually, AN = As Needed; Y = Yes; N = No		

Recent cycles of improvement include the Mayor's monthly lunch with six randomly selected employees to discuss their view of "How are we doing?" and the all-employee survey, which is conducted each year (5.2.a.3). Feedback received through two-way communication mechanisms is used as inputs into performance review approaches (4.1.b) and process improvement initiatives (6.1.b.(3)).

1.1.c.(1) Creating an Environment for Success The Leadership System (Figure 1.1-2) is the framework used by senior leaders to create an environment for success now and in the future. Leaders continually strive to "create clarity" about why the organization exists, where it is headed, and how it will behave. The CPIs establish measurable goals to communicate progress, while the objectives and plans developed through the strategic planning and AIM plan process communicate the vital few areas of focus on the horizon that must be accomplished to move the needle on CPIs.

Figure 1.1-2 Leadership Framework
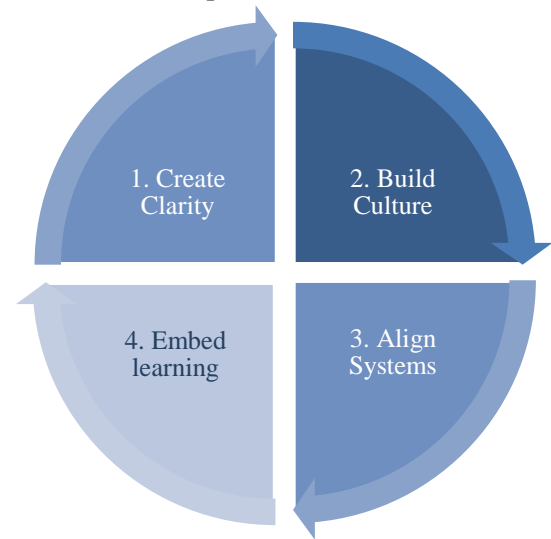
Leaders are constantly working to build culture, which establishes the fertile ground to achieve the organization's vision and live out its mission and values. This is achieved by role modeling expected behaviors, leveraging multiple and varied communication methods to reinforce the internal brand of the organization, and reinforcing expected behaviors and rules of engagement through a suite of rewards and recognition methods. City leaders align systems to embed the core competencies needed to achieve the CPIs in the operations of the organization, leveraging, aligning and integrating internal resources and external suppliers, partners and collaborators.

The Mayor encourages risk taking and sets bold goals. An example of this is the recent pursuit of the Amazon HQ2 project, considered a big risk by many. The Mayor consistently reminds employees that to be successful, the organization must try new approaches to solve problems. Finally, leaders "embed learning" in the way the organization operates by establishing key-performance measures, conducting regular review and analysis of performance, identifying opportunities for improvement and innovation, and ensuring that workforce learning and development occurs to support strategic objectives and key-process requirements (5.2.b.1). Deployment of the leadership system varies somewhat throughout the internal service areas and departments of the City. The Mayor convenes a performance management meeting every week, known as TulStat to measure progress on outputs and outcomes identified in the AIM Plan. These meetings create space for department leaders to give updates on key initiatives and obtain executive direction on new or evolving strategies to achieve outcomes. Meetings are currently organized around AIM Plan outcomes: Police Recruiting, Cash Reserves, Destination Districts, and Employee Morale. Several elements of the leadership system have recently been developed and implemented, such as the vision, CPIs, the AIM Plan, and many of the key process performance measures and indicators. These will continue to evolve and mature through systematic cycles of learning through the strategic planning process.

The City has several programs that create an environment for organizational learning, innovation, and intelligent risk taking. The Office of Performance Strategy & Innovation (OPSI) is at the forefront of this initiative with their offerings of programs, such as the Innovation Champion program and Urban Data Pioneers (6.1.b.3). Employees are encouraged to take reasonable risks and test new ideas to determine feasibility and then implement the solutions that work. Risk taking is also evaluated using the formal Failure Mode and Effect Analysis (FMEA) process taught to Innovation Champions. Organizational learning is a part of the culture at the City. Leaders at all levels continually strive to expand their capacity to create desired results by embracing new and expansive patterns of thinking, which enables the City's leaders to learn together. This is evident in successful departmental level program expansions, such as Lean Six Sigma working groups. The employee-led working groups have sprung up to address department specific issues using Lean Six Sigma concepts.

For example, in the fall of 2017, four members of the Water and Sewer Department began work on a Six Sigma Black Belt project to examine opportunities to improve water quality issues related to nitrification in the water distribution system. Although the City of Tulsa's water is of high quality, this project was selected to address issues that were cross sectional and would provide improvements for customers and operational efficiencies across various water divisions. The project used the DMAIC principles of Six Sigma, which provided the team with the opportunity to collaborate with a diverse group of internal stakeholders to make sound operational decisions based on data collected from the water distribution system. The total project is estimated to save the department over $84,000. The recommendations of the group are currently being implemented and quarterly reviews are in place to monitor the results. In addition to this project, the skills that have been developed through attending the various Six Sigma levels has allowed the team to begin implementing a culture of process improvement in their own divisions and teams.

1.1.c.(2) Creating a Focus on Action Senior leaders create a focus on action through commitment to the performance management approach with TulStat and StatChat (2.2.a.2). The measurable CPIs establish the focus for all City operations and lay the foundation for collaborative efforts with community partners. Each department within City operations has its own mission statement that uniquely identifies its role in support of the Citywide CPIs and City mission. Furthermore, strategic initiatives emanating from PLANiTULSA and the AIM Plan are cascaded to department goals and initiatives. Dashboards are created and deployed for management and available for public view. Dashboards allow communication with both internal and external stakeholders to demonstrate how actions are aligned with the organization's overarching measurable goals.

The Mayor is committed to using data to improve results and validating strategies. Therefore, senior leaders encourage not only measurement but application of what is learned from the data collection. For example, when the employee survey was conducted during the Mayor's first year in office, the Mayor established working groups to improve in areas that showed the largest gap between satisfaction and dissatisfaction.

Another example is a recent task force to improve roads in Tulsa. Building and improving streets is a key service of the organization. Based upon low satisfaction with streets in previous citizen surveys, perpetual complaints from citizens about the impact of road construction on businesses and citizens, the Mayor convened a task force to not only understand why construction was having negative impacts, but more importantly to identify short-and-long-term actions the City could take to change improve conditions. The report to the Mayor included clear deadlines for action and responsible parties for implementation and a recommendation to use the Performance Management/Stat approach to ensure implementation stays on track. The task force engaged members of the public, key suppliers in construction, and internal staff. For all the initiatives the Mayor creates, he provides progress updates at the annual State of the City address, updates to the news media, and ensures there are routine updates to City dashboards and websites to effectively communicate when action has been completed. This commitment to transparency and updates to external parties assists in creating a call to action for internal stakeholders and process owners.

1.2 Governance and Societal Responsibilities

1.2.a.(1) Governance System Tulsa's charter establishes a strong mayor form of government, which assigns all executive and administrative powers to the Mayor. There are specific provisions in the charter and ordinances that provide for balancing the powers of government. This balancing helps ensure oversight and responsible governance. In effect, the City Council and City Auditor are designated the role of governance board members. Specific provisions are as follows:

- Prior to any expenditures, the Mayor is required to submit a budget to the Council. The Council reviews and approves the budget, and any changes to the budget.
- The Council may investigate the conduct of the City government and make appraisals, comments, and recommendations to the Mayor on the efficiency, economy, and effectiveness of administrative practices, methods, systems, and controls.
- The City Auditor is required to periodically examine City accounts, records and inventories. The City Auditor is also required to examine periodically the City of Tulsa's performance, governance processes, risk management processes, and systems of internal controls
- The Mayor's term is four years and the terms of City Councilors and Auditor are two years.

In addition to the fiscal matters examined by the City Auditor, Tulsa's financial statements are annually reviewed and attested to by an external certified public accounting firm. Tulsa's financial position and credit-worthiness are rated by two bond-rating agencies.

The Mayor is required to identify the City's needs and establish the objectives and priorities. This requirement results in development of a strategic plan and associated key performance indicators (KPIs). The mayor is required to

maintain the staffing and standards for carrying out the City's objectives. Leaders in all three branches of City government are directly accountable to citizens through the election process. Elections are non-partisan, which gives Tulsa's citizens a strong voice in each election. This power, along with the retained rights of initiative and referendum, provides the citizens a strong governance role.

The Oklahoma Open Records Act, governed by the Oklahoma Constitution, Title 51, Statutes 24A.1-24A.24, states that the public has a right to records of public bodies. Exclusions from this legislation include specific personnel records, law enforcement records, and certain personal notes. The Open Meetings Law, governed by the Oklahoma Constitution, Title 25, Statutes 301-314, states that the public has a right to attend meetings and requires agendas to be posted 24 hours in advance and include all items of business to be conducted. Executive sessions are closed, but the specific reasons to conduct such meetings are limited by law.

The City's television channel, TGOV, broadcasts all City Council meetings to provide a simpler way for interested parties to observe what is said in those meetings. The meetings are live but once recorded can be viewed by accessing the TGOV website; meetings are also broadcast via Facebook Live.

1.2.a.(2) Performance Evaluation Elected officials are evaluated by citizens through the election process. The City charter establishes the grounds under which an elected official may be removed from office and the procedure for removal. Elected officials receive regular feedback from constituents about satisfaction with their work (3.2.b.2) and votes by citizens on funding packages put together by elected officials give an indication of satisfaction with the funding plan (2.a.1.1). Compensation for elected officials is set in the City charter.

Senior leaders report directly to the Mayor, Deputy Mayor, Chief of Staff, and Deputy Chief of Staff. All are required to participate in the annual Performance and Planning Review (PPR) Process (5.2.a.4). The PPR process along with the strategic planning process helps senior leaders to establish plans for professional and personal development, while the Civil Service Commission provides oversight in hearing employee grievances and appeals for failure to follow established policies. The Human Resources Department provides staff support to the Civil Service Commission and if they notice trends in grievances or appeals they will work with appropriate leaders to proactively provide training or guidance to ensure policies are followed.

The annual employee survey provides additional information to help senior leaders identify whether policies are being followed. The survey provides anonymity for employees but sufficient information to identify what departments might need specific improvement in an area (5.2.a.3).

Much of the work done by the City requires cross-departmental collaboration. In 2016, leaders recognized a need for more collaboration across departments. Every senior leadership meeting starts with examples of collaboration and customer service. This creates an atmosphere and expectation that performance is more than just inter-departmental and success hinges on building relationships and working together.

1.2.b.(1) Legal and Regulatory Compliance
The City aims to improve the lives of Tulsa residents, so the potential for adverse societal impacts is always at the forefront of decisions about services delivered and policies created. To comply with the City charter, federal, and state laws, the City engages a variety of experts – the City Attorney, department leaders, outside consultants, and ABC citizen members. Figure 1.2.-1 lists key compliance processes, measures, and goals.

The two primary areas where regulation is significant relate to water and sewer services and human resources matters. The Water and Sewer Department staff stay informed of regulatory changes through their professional affiliations, and plan for changes. This department's performance in compliance was recognized by being awarded American Water Works Associations (AWWA) Director's Award for Partnership for Safe Drinking Water for Water Treatment Plants as well as the National Association of Clean Water Agencies'(NACWA) Platinum Peak Performance Award for one of the City's four wastewater treatment plans. NACWA Platinum awards recognize 100% compliance with permits over a consecutive five-year period. The other three plants have received gold, silver and bronze awards from the NACWA.

The Human Resources Department ensures compliance with labor-related regulations by requiring mandatory attendance at training on new laws. Human Resources diligently tracks registration and follows up when necessary to ensure 100% of City leaders are trained. In addition, they publish useful information and develop policies and procedures related to regulations.

Department staff is the first line of defense in implementing controls and safeguards and notifying elected officials of potential risks to be evaluated. Department leadership and City Legal are consulted regularly to understand regulatory changes and implement policies and procedures for adequate compliance. The City Auditor conducts routine internal audits to assess the effectiveness of internal controls that mitigate risk associated with noncompliance with regulations, statutes, and ordinances. Recommendations are made for improving any control weaknesses.

1.2.b.(2) Ethical Behavior Elected officials sign a code of conduct pledge upon taking office. The only way a City official can participate in an ethics complaint pertaining to him or herself is to provide testimony or information. Every employee is given the Ethics Code on their first day of employee orientation. Ethical standards for employee behavior are woven through personnel policies and procedures which are reinforced by managers and leaders. Failure to adhere to ethical standards and policies are grounds for punitive action based upon the severity of the infraction.

Figure 1.2-1 Key Regulatory Requirements, Processes, and Goals			
Function	**Regulatory Requirement**	**Process**	**Goals**
Financial	State Law, IRS, City Charter	Pcard and cash audits, financial reconciliation, grant compliance audits	100% compliance
Risk Management & Safety	OSHA, ODOT, FTA	RAPID Program, Injury Repeater Program	100% compliance
Environmental	CWA, SDWA, USEPA, ODPES, AQD, CAA, RMP, ODAFF, AgPDES, EPCRA	Internal processes to monitor and report. Weekly and monthly review of regulations. Details of impact reviewed.	100% compliance
Development & Facility Ops	Building, Fire and Trade Codes, City Zoning Codes	Code review and adoption. Routine inspection.	100% compliance
Emergency Management	National Weather Service, FEMA, NIMS	Storm Ready Community	Designation as a storm-ready community
Employment	ADA, EEOC, GINA, ADEA, FLSA, FMLA, HIPAA, ACA	Calendar and assign deadline for reports. Review policy for compliance. Meet timeframes on complaints or actions filed.	100% compliance
Policy	City Charter, Code of Ordinances, Oklahoma Constitution, Oklahoma Statutes	City Attorney, Finance Staff, Bond Counsel, and Auditors Review and recommend compliance methods.	Policies and laws that withstand any legal challenge.

All citizens who serve on ABCs are required to sign an acknowledgement that they have received the City's Ethics Code. Members must also provide a list of any possible conflicts of interest they might have and agree that they will recuse themselves from a vote if a conflict exists.

The City utilizes an outside vendor to host an independent ethics hotline and has information posted to the City's website that addresses how to report alleged or suspected abuse. Complaints can be made over the phone or via a website. The process varies based upon the subject of the report (e.g. Mayor, employee, ABC member, or City Auditor or City Councilor). However, all reports follow a similar process as outlined in Figure 1.2.-2.

Figure 1.2-2 Ethics Complaints Handling Process

Incident Report

↓

Investigation

↓

Resolution

↓

Incident closure in system
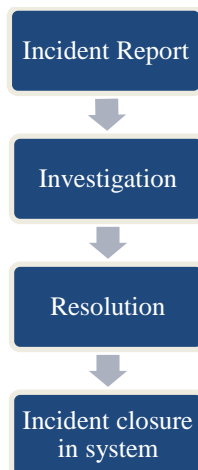
In addition to the Ethics Advisory Committee, there are additional checks and balances which have been implemented to ensure ethical behavior in specific situations. The Civil Service Commission hears pre-termination issues when an employee has allegedly engaged in unethical behavior and provides employees with an appeals process if they feel they have been the subject of punishment that is unethical. Additionally, purchasing follows a rigorous process to ensure transparency and ethics in the acquisition of goods and services (6.1.c).

1.2.c.(1) Societal Well-Being One a pillar of the AIM Plan is Well-Being and the overall health of the community is a foundation of every service and product the City provides. The City has operations that directly improve societal well-being and programs are designed with improvements in mind. Additionally, many of the services provided by the City have the potential to adversely impact society. Therefore, senior leadership must continuously work to minimize adverse impacts to society with those services. Examples of this include:

- Parks offer programs to persons of all ages to learn and incorporate healthy habits into life.
- The Performing Arts Center offers scholarships and discounts to smaller theater production companies to remove barriers to participation in arts programs.
- Through the TPS Rides Program, Tulsa Transit offers free bus rides to Tulsa Public Schools high school students to help increase school attendance.
- Planning identifies short and long-range plans to assist neighborhood growth and citizen engagement.
- City employees are allowed up to 2 hours per week to volunteer with Reading Partners, a tutoring program, to help elementary students improve their reading.
- The Better Way Program engages panhandlers with a day of work and pay for improving a City service (e.g. cleaning up parks) and connects them with social-service

agencies that can help them get the assistance they need to improve their well-being.

- First responders recognize that many citizens who encounter public safety have mental health issues. Police and Fire partner with local social services to connect people with resources that will improve their well-being. An example of this is seen the Community Response Teams comprised of City first responders and staff from non-profits who respond to mental health related calls to improve connection between patients and assistance they most need.
- The City monitors and tracks air quality and works to implement environmentally conscious programs in City facilities and fleets.
- Tulsa Area Emergency Management Agency conducts regular training for emergency preparedness and maintains and supports the plans and systems needed to respond to natural and man-made disasters.
- After devastating floods in 1987, elected officials and senior leaders have remained committed to an aggressive plan to acquire property located in floodplains and to create a strong network of stormwater collection infrastructure.
- Tulsa led the way in sustainable energy in building a waste-to-energy facility in 1986. This has contributed to millions of tons of waste being processed for energy and nearly 100 acres of land saved from landfill development. The facility supplies electricity needs to serve over 12,000 homes per year. The facility is managed by a private partner, Covanta, and the TARE Board.
- In 2016, the City opened the Household Pollutant Collection (HHP) Facility that accepts many materials to reduce the risk of these pollutants entering local streams, storm drains and the refuse and recycling system.
- Partnerships with local organizations, numerous non-profit, and philanthropists allow the City to leverage partners' core competencies to maximum benefit for citizens. With the assistance from Cities of Service, the City launched the Serve Tulsans website which helps citizens connect to volunteer opportunities throughout the community.

1.2.c.(2) Community Support Key communities are residents and businesses located within Tulsa. The City supports and strengthens these key communities through key services and continuing engagement between the City and members of these communities (3.2.a). Community members participate in ABCs and regular open public meetings. The Mayor has recognized the disparity in life expectancy between people living in different parts of Tulsa and has committed to utilizing available resources to reduce and eliminate the disparity in life expectancy and ensure that all Tulsans, no matter what part of the City they reside in, have equal opportunities for growth and health.

In 2015 Tulsa was selected by the Rockefeller Foundation to be one of one hundred Resilient Cities (100RC) throughout the world devoted to making their communities resilient to stresses and shocks and received assistance in creating a plan for making Tulsa more resilient. In April 2018, when Tulsa released Community Equality Indicators the Mayor demonstrated leadership by acknowledging that the data was not positive, releasing it anyway, and calling for the community to identify ways to improve. The City has dedicated staff and resources for implementing the resilience strategy for the next five to ten years that will further the work of improving the community. The Chief Resilience Officer has an advisory committee made up of citizens from throughout Tulsa to help guide the work and act as advocates for implementation.

The City regularly partners with non-profits throughout Tulsa to improve the community. For example, the George Kaiser Family Foundation's gift of the Gathering Place has been a partnership between the foundation and the City. Elected officials worked to put together funding that would elevate the work of the Gathering Place and to ensure that infrastructure improvements supported the park.

The City is not a traditional provider of educational services, but senior leaders and elected officials recognize the importance of an educated population. In 2014, the City began its Working with a Wrench program managed through the Asset Management Department. Since its inception, 69 high school students have completed internships with City equipment and vehicle mechanics. Many of these students have obtained certified status as mechanics and are able to find full time employment upon completion of the program. In 2016, the Vision Tulsa initiative included significant funding for support of sidewalks and crosswalks near schools and City departments are working to implement those measures. On his first full day in office, the Mayor established an Education Cabinet with leaders from local education to create a collaborative approach to improving education in Tulsa. The Mayor's Office also works closely with local schools and students to support programs that increase Pre-K enrollment, applications for federal student aid, and increased participation in free tuition programs to local students.

With an awareness that a large part of the population growth in the last ten years in Tulsa can be attributed to immigrants, the City pursued participation in the New American Economy's 2017 Gateway for Growth Challenge and was selected as one of 25 communities. With this assistance, the City leads the New Tulsans Initiative to welcome and integrate immigrants into the larger Tulsa community.

CATEGORY **2 – STRATEGY**
2.1 Strategy Development
2.1.a.(1) Strategic Planning Process The City has developed and maintains a Comprehensive Plan (PLANiTULSA). Key steps in the process are outlined in Figure 2.1-1. In 2010, thousands of citizens and stakeholders participated over two years to provide input and their vision for the future of Tulsa. The City's Planning Department led the process with assistance from a Volunteer Citizens' Team, City staff, and community stakeholders. PLANiTULSA set the vision for Tulsa for the next 20-30 years and identified plans to grow the economy, attract talent, provide transportation and housing options, and protect the environment utilizing sustainable solutions. Given the long-

term nature of the plan, there was a need to identify foundational action items that must occur in the short term to pave the way to success for other actions. For example, an update to the City's zoning code was identified as an early implementation item due to the impact that zoning codes have on all development.

Figure 2.1-1 Strategic Planning Process
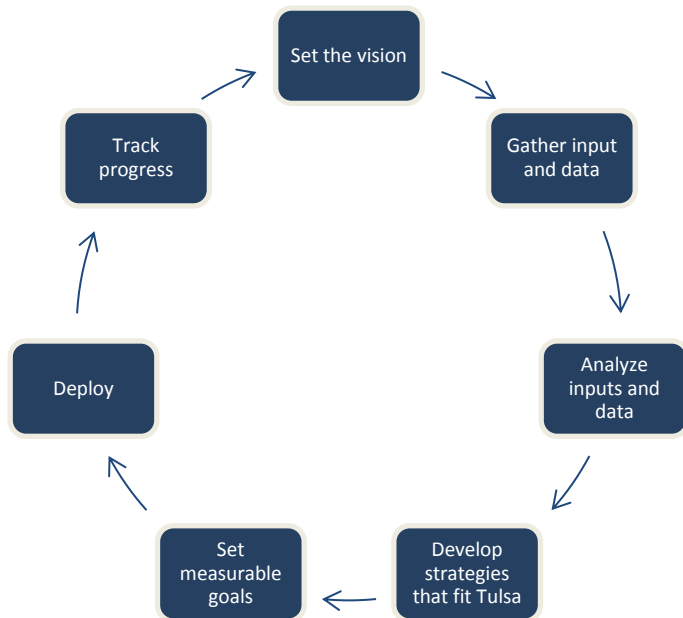
Set the Vision: Staff listens to Tulsa residents through surveys, focus-group discussions, and workshops over several months to determine the key values and priorities for the community.

Gather Input and Data: Staff looks to a variety of sources for data. Some data comes from internal departments and others from reliable external sources. For example, when setting population targets, staff evaluates the current population estimates from the US Census Bureau.

Analyze Inputs and Data: Staff looks for historical trends to help identify a projected future. This is compared to the vision for Tulsa and helps stakeholders and staff determine if strategies need to be created to change or improve trends. With the population data example, not only is the overall number reviewed, but changes to demographics are also considered to in determining how the community is changing.

Develop Strategies that Fit Tulsa: Staff goes through a process of identifying a list of potential strategies that could be used to achieve goals. These lists are reviewed by stakeholders, feedback is given, alternatives are developed and evaluated, until ultimately there is a final agreed upon portfolio of strategies that will work for the community.

Set Measurable Goals: Staff uses data gathered early in the process, along with benchmark data from reliable original sources, to set goals that are specific, measurable, assignable, realistic, and time-bound (SMART).

Deploy: Deployment requires communication to stakeholders, partners, suppliers, and employees, along with allocating the funding necessary to implement the plan.

Track Progress: Staff regularly reviews current data and shares short-term progress, compared to the goals, with stakeholders. Staff also provides reports that show actions completed and more longer-term progress on a 5-year basis.

PLANiTULSA established goals and targets for long-term growth like population growth over 30 years. However, with the knowledge that circumstances change, it did not articulate specific action items for every year. Instead, with its guiding principles, goals and objectives PLANiTULSA laid the foundation for leaders to create agile action plans that can adapt to an ever-changing world. With PLANiTULSA as the guiding document, shorter-term strategic planning occurs concurrently with (1) creation of large-scale capital funding packages and (2) annual budget approval.

Large Scale Capital Funding Capital funding packages must go on a ballot for citizen approval. Creation of the package recommendations include alignment with Tulsa's Comprehensive Plan, the PLANiTULSA document, identification of the largest gaps in capital improvements needed to achieve long-term goals, and citizen feedback gathered through a series of town hall meetings.

Figure 2.1-2 Recently approved capital funding packages		
Package	**Year**	**Total $ Approved**
Fix Our Streets	2008 Bonds	$285,000,000
	2008 Sales Tax	$166,628,000
Improve Our Tulsa	2014 Bonds	$355,000,000
	2014 Sales Tax	$563,700,000
Vision Tulsa	2016	$510,634,000

Tulsa voters have approved $1,880,962,000 in the last ten years in funding packages necessary to achieve strategic objectives as shown in Figure P.2.1-2. One gap in the PLANiTULSA process was a lack of plans for public safety. During creation of the most recent funding package passed - Vision Tulsa in 2016 – staff utilized the SPP to create a strategy for public safety in the future. Based upon what was learned in that SPP, the funding package presented to voters included a permanent dedicated funding source of operating funds for public safety staffing, transportation, and transit services along with capital funding, including projects supported by PLANiTULSA.

Annual Budget Approval The annual budget cycle is used to align both strategic and action plans for the organization through operating funds and capital improvements. The Mayor and City Councilors convene in a planning retreat to discuss key outcomes and priorities that must be focused on in the coming 2 years to realize the longer-term key outcomes.

2.1.a.(3) Strategic Considerations Mayor and City Council shared goals are compared with PLANiTULSA principles and recommendations to elevate a set of tasks for short-term focus and implementation. This ensures a continuous and deliberate effort to implement the community's long-term vision while allowing flexibility in addressing the most immediate needs and highest priorities of the City during each 2-year strategic planning period. Staff use various methods of data and information collection to inform strategic planning as described in Figure 2.1-3. Analysis of the data occurs regularly, based upon the frequency for which the specific dataset refreshes.

Figure 2.1-3 Data collections methods		
Type of Data	**Example**	**Collection Methods**
Qualitative	Citizen perception and preferences; Regulatory; Trends and concerns for community partners	Surveys One-on-one and focus-group meetings Public Meetings Workshops Published updates to regulations
Quantitative	Financial; Population; Workforce costs; Supplies costs	Surveys Open-data Published reports by agencies Published data

Strategic Challenges and Advantages are discussed at least annually at the Mayor Council Retreat, along with creation of large-scale funding packages. Staff gather qualitative data that might show trends for whether previously considered advantages could potentially become challenges or vice versa.

Potential Changes to Regulatory and External Environment occur continuously and are closely monitored by the staff that has the closest connection to the potential change. Staff regularly observe proposed and adopted legislation at the state and federal level and develop tentative strategies for how to adapt to changes. Once changes are finalized, staff is prepared to implement change rapidly. For example, with the budget process each year, the team working to develop the budget considers potential scenarios that could impact revenues and expenditures and factors those into projections and creation of backup plans.

Potential Blind Spots and Ability to Execute are regular topics of conversation at weekly senior-leadership meetings with the Mayor. This allows organizational awareness of these issues and collaborative approaches, which allow for a more well-rounded plan. Leaders also work with each other to help point out blind spots that can only be seen from an outsider's perspective.

The City Auditor routinely performs internal audits to evaluate internal controls and compliance with regulations, statutes, ordinances and established practices. The results and recommendations from these audits are shared with all departments, elected officials, and leaders and are used to identify gaps in strategies and to create action plans.

2.1.a.(4). Work Systems and Core Competencies (A) Most of the CPIs require a high degree of collaboration and partnership between the City and community stakeholders. The key work systems for the City are Social and Economic Development, Public Safety and Protection, Cultural Development and Recreation, and Public Works and Transportation (Figure 6.1-1). As strategies and action plans are developed to support each outcome, a determination is made of what the City's role will be in accomplishing each action. Possible roles include: Lead, collaborate, or support. This determination is made after an evaluation of the competencies needed to fulfill each role with the conclusion of the community stakeholder (including the City) that may be most effective in each role given the core competencies of each stakeholder. In addition, a decision on using internal or external resources within each key-work system and process involves a similar analysis, with consideration given to historical performance under City operations, overall cost to provide or perform the service, strategic importance to the City's goals and objectives, and the quality and availability of external alternatives.

2.1.b Strategic Objectives
2.1.b.(1) Key Strategic Objectives The City's key strategic objectives are measured with CPIs. Leadership recognizes that the work done at the City is ultimately for the benefit of the community, and that for some desired outcomes, there are many external factors and partners. Key outcomes are viewed through the AIM Plan lens (Figure 2.1-4). Key changes planned for 2018 include greater partnership with the community in all AIMs. For example, criminal justice reform includes changes to the City operating a municipal jail independent from the County jail, implementing community policing recommendations, creating a sobering center, piloting community-response team partnerships between Police, Fire, and local non-profits to handle mental health public safety calls. Extensive changes are being made to City software infrastructure that will enhance the ability to use data to make decisions and to improve outputs and outcomes for all processes, including acquisition of a new records management system for maintaining police and courts data.

2.1.b.(2) Strategic Objective Considerations CPIs balance strategic objectives across the three primary community needs encompassed in the City's mission: Economic prosperity, health and quality of life. Furthermore, the outcomes balance priorities across two stakeholder groups: Residents and businesses. Elected Officials and Senior Leaders evaluate and prioritize varying and competing community needs in developing strategies and plans by engaging internal and external stakeholders in the SPP. Mayor approval and Council adoption provide a final set of checks and balances. The budget process helps to balance the competing needs of "running the organization" with those of "changing the organization" through resource allocation between ongoing operations and SPP action plans.

Figure 2.1-4 AIM Plan Community Performance Indicators			
AIM	**CPI**	**Baseline**	**Target**
Education	High school graduation	72.5%	76%
	% of residents with bachelor's degree	30.7	33
	% of residents with associates degree	39.8	41
Jobs	New jobs added	3,480	4,002
	Labor force participation	65.9%	67.5%
	Per capita income	$27,816	$28,650
Transportation	% population w/in 30 min transit access	27.9	30
	% of population commuting to work via public transport	1.1	1.4
Population Growth	City population	403,090	407,000
	Population density (population per acre of land)	1.7	1.74
Physical Health	% of residents overweight or obese	62.9	61
	Life expectancy gap between north and south Tulsa (in years)	11.04	5
Mental Health	Suicide rate per 100,000 residents	16.8	15
	# of individuals using non-domestic violence emergency shelter at least one night per year	5,545	4,990
Traffic Safety	# of traffic fatality collisions	38	<34
	# collisions with severe injury	328	<285
Crime	# of violent crimes per 100,000 residents	904	859
Entertainment	# of special events permitted by the City	677	745
	Ticket sales at PAC	$7,500,000	$7,730,000
Tourism	Annual occupancy tax	$7,574,459	$7,763,500
Streets	PCI on arterial streets	67	69
Quality Core Services	% of property value saved from fires	93	95
	% of 911 calls answered w/in 10 seconds	64%	90%
	% of missed refuse collections	1	<2
	% of customer service demand met for treated water	100	100
	Compliance with US EPA stormwater quality permit levels	Compliant	Compliant
Morale	% of employees agreeing that they like their jobs	81.9	85
	% of employees agreeing that morale is low	59	51
	% of employees agreeing that the City is a great place to work	56	63
World-Class Services	% of departments regularly requesting feedback from their customers & % satisfaction	NA	50
Responsible Management of Resources	City's Standard and Poor bond rating	AA	AA
	# of annual OSHA reported injuries	434	347
	% increase in General Fund Revenue collected over previous year	0.9	3

2.2 Strategy Implementation

2.2.a.(1) Action Plans The AIM Plan is a 2-year plan for how the organization will work in the short-term to see success in the long-term. The Strategic Planning Process (SPP) used for the creation of the AIM Plan follows the same process to create PLANiTULSA (Figure P.2.1-1). The City convened a strategic plan steering committee that worked on the SPP AIM plan over a five-month process which identified over seventy external stakeholders and hundreds of employees. This committee existed of five mayoral staff including the Mayor, two City Councilors, and six representatives serving the City of Tulsa Public Safety Departments, support departments, infrastructure departments, community departments, development departments, and OPSI, encompassing all twenty-one City departments. The major difference between engagement in the two processes is that a greater emphasis is placed upon listening to existing community partners, potential partners who are leaders in certain areas, senior leadership, management and employees. The high-level goals from PLANiTULSA (increased population, improved housing,

better quality of life, etc.) and other longer-term plans like the Regional Transportation Plan and GO (Bicycle & Pedestrian) Plan are translated into CPIs, AIMs, Strategies, and Actions within the AIM Plan. In identifying the actions necessary to go into the plan, the Elected Officials and Senior Leaders look to existing longer term strategic plans, primarily PLANiTULSA and funding packages that are still being implemented and then determines what short-term actions need to be taken to continue to move the community toward the longer-term vision.

Some departments have very detailed strategic plans for their operations. For example, the Water and Sewer Department and the Tulsa Metropolitan Utility Authority (TMUA) have worked with an outside consultant to help improve water and sewer operations. Part of their consultant's engagement included the creation of a plan for improving and sustaining improvements. During every yearly budget cycle, senior leaders re-evaluate their individual action plans and work to

align various departmental plans (training, personnel, and process improvement) to organizational needs.

2.2.a.(2) Action Plan Implementation Successful implementation of action plans depends upon strong communication with all stakeholders about their role in elements of the plan. Information about the AIM Plan is communicated using the Leadership Communication Methods in Figure 1.1-1. The AIM Plan is posted on the City's website for anyone to read in its entirety. Additionally, departments work with OPSI to create a budget summary document that combines the department's mission and services with a list of the AIM Plan actions that the department is responsible for in the upcoming year. Departments and work groups are then responsible for creating more detailed work plans to ensure achievement of the actions assigned to them. A vital piece of implementation is regular review of progress towards outcome targets. These occur in two ways: StatChat and TulStat. StatChat are short 5-to-10-minute conversations at weekly department leadership meetings, where staff provide updates on achieved metrics compared to targeted metrics for strategies and status of actions. StatChat allows teams to highlight completed actions, successes, and roadblocks. This facilitates gathering the right people necessary to move past roadblocks. TulStat are weekly 90-minute meetings centered around Mayor and Council priority AIMs. They are collaborative sessions where staff from multiple departments attend and discuss progress, successes, and failure of strategies and ways to overcome existing hurdles.

2.2.a.(3) Resource Allocation The Finance Department works closely with departments and senior leadership to analyze data from 42 funds to provide projections that can be relied upon in funding plans. Data is reviewed annually in budget creation and then at least monthly as collections and expenditures are realized. Departments annually evaluate their current workforce and anticipated future changes to determine what modifications need to be made to the organization, compensation, and overall size of the workforce.

Funding availability is a consideration during the action plan development phase. Funding is especially considered during the following phases: (1) Gather Input and Data, (2) Analyze Inputs and Data, and (3) Develop Strategies that Fit Tulsa phases. When necessary actions with funding gaps are identified the Leadership will seek additional funding options beyond sales tax collection for the near future. Leaders may include additional necessary resources into the proposed funding requests. The City is financed through taxes, fees and grants and follows GFOA established processes for analyzing financial data to project revenues and expenditures.

During the annual budget cycle, senior leaders are continuously updated on the anticipated resource availability in the future fiscal years, as well as the strategic priorities of elected officials. This information assists senior leaders in ensuring that work plans and staffing levels will achieve the intended outcomes. Additionally, the City works to identify underperforming services or outcomes, existing resources dedicated to those services, and to realign to better position existing resources (employees, jobs, or funds) to achieve the desired outcomes. Previously, there has been skepticism about articulating failure for fear that jobs will be eliminated, or leaders will be punished. Repurpose for Results is a new program instituted by OPSI to focus resources for impact and commit to rigorously measuring outcomes. The process has helped to illustrate that the City is committed to placing the resources where they are needed the most and measuring success in terms of outcomes, not inputs and outputs.

2.2.a.(4) Workforce Plans Key workforce plans are listed in 5.1.a.(1) and directly impact both longer and shorter-term strategic objectives and actions. External changes that impact the workforce, as well as strategic plans are addressed with the annual budget cycle in creation and monitoring of the budget with relevant data as it becomes available. With the shift to a focus on performance management, the City works to provide training to managers and employees to help them better understand how and when to use data. This includes purposeful efforts to incorporate data and valuable information into all conversations. When departments request additional staffing at any point during the year, they are asked to review their current staff workload and articulate how additional positions will impact workload and team results.

2.2.a.(5) Performance Measures AIM Plan CPIs (FigureP.2.1-4) are metrics that sometimes change slowly, and the data does not refresh regularly. Additionally, some of the outcomes for citizens are difficult to measure and the City must use proxy measurements. For example, there are hundreds of potential metrics that could be viewed to measure the physical well-being of a population. The AIM Plan has two CPIs under the AIM of improving overall health with a focus on reducing health disparities: (1) the percentage of residents who are overweight or obese and (2) the life expectancy gap between north and south Tulsa. These metrics are provided to from outside sources and the life expectancy gap is a metric calculated by analyzing birth and death rates by zip code. The City recognizes that there are services provided by the City that directly impact these metrics. For example, the City has parks facilities that citizens can use to improve their health (physical health), enforceable laws and policies (resilience), and capital projects that impact mobility of citizens (walkability). The outcome metrics in this area are connected to outputs that should directly impact the measurements that make up the CPIs. Outcome metrics for each strategy are measured more frequently and help to assess whether the chosen strategies and actions are having the desired impact in the short-term. Having a portfolio of metrics allows leadership to analyze what works and deploy resources more quickly and effectively. Regular conversations during TulStat and StatChat (2.2.a.2) help to continuously align departments around joint CPIs, AIMs, strategies, and actions. Senior leaders maintain departmental KPIs and performance measures that they require their management and staff to achieve with the understanding that achievement of departmental metrics lead to achievement of organizational metrics. Departmental metrics are reported annually in the City's Comprehensive Annual Financial Report (CAFR).

2.2.a.(6) Performance Projections CPI projections are identified as Targets in the AIM Plan (Figure 2.1-4). Gaps in

performance against projections require senior leadership to balance a need for maintaining service levels, minimizing adverse impacts to employees, and compliance with existing contractual and regulatory obligations. As soon as staff members report a deviation in performance when compared to projections, senior leadership begins gathering data and information to evaluate and plan for various potential changes to action plans.

2.2.b Action Plan Modification If modifications are necessary for action plans that impact a single department, then discussions and agreement to modify the action plans occur at weekly or bi-weekly meetings between the department and mayoral staff. If modifications require additional budget allocations beyond what has been allocated, there is a process for a budget revision or transfer that is facilitated by the Finance Department and approved by the Mayor and City Council. Regularly scheduled meetings and continuous communication among senior leaders ensures that modifications to actions and budgeting can be handled rapidly enough to respond to the situation at hand. When time allows, a cross departmental team can be assembled to assess what has happened to cause a need for a change in the action plan, conduct a more thorough analysis, and provide recommendations that leadership can use in their work to modify the plan.

CATEGORY 3 - CUSTOMERS
3.1 Voice of the Customer
3.1.a.(1) Current Customers As a municipal government, the City has an obligation to provide public policy and local laws to all persons and businesses residing within the city limits. Additionally, the City provides many specific services which are all available to the public and some of which are only utilized by a smaller segment of the population. The City uses a variety of approaches to obtain Voice of the Customer (VOC) feedback, depending upon the different type of service being provided (Figure 3.1-1).

The City has 49 ABCs. Each of these entities is comprised of City residents as members. They provide a direct understanding of the customers' needs and expectations in relation to services and policies provided by the City. City Council members represent the constituents in their district and hear from them on a regular basis. Neighborhood liaisons proactively solicit resident feedback, while the Customer Care Department is staffed to receive questions, comments and issues via an easy-to-use phone process ("311"). Feedback comes during open meetings held by City Council or ABCs; however, the City recognizes that not all customers can attend a public meeting and therefore utilizes Feedback Tulsa as an online platform that allows customers to provide feedback and guidance on important changes to existing services or policies. Social media is a common method of expressing dissatisfaction. City staff routinely monitor comments on the City's social media accounts to educate the public and to inform staff on the need to address specific issues. The City Council also uses Facebook Live to engage citizens in meetings and City Council staff responds to questions or comments in that medium.

3.1.a.(2) Potential Customers The City uses many of the same methods of listening to current customers to hear from potential customers. Feedback Tulsa allows anyone, including those who don't reside in Tulsa, to provide feedback on potential changes. The Mayor's Youth Council and City Hall tours are great ways to hear from the next generation of adults living in Tulsa. The City listens to former customers primarily through social media comments and feedback between those who moved away but remain connected to Tulsa. Potential business customers are engaged by the Mayor's Office of Economic Development and the Tulsa Regional Chamber by hosting and guiding tours of Tulsa to businesses interested in re-locating or establishing an additional site. The Mayor and City Councilors visit other cities every year to learn about innovative opportunities for growth and improvement. This is a way to learn about what other cities are doing in response to their customers' demands and needs. When the City is engaged in a continuous improvement project for a specific service, staff will reach out to existing, former and potential customers to identify, from the customer's perspective, how they perceive the City is currently doing and what cities should be considered as benchmarks for the service being improved.

Figure 3.1-1 VOC Listening Methods			
Method	**Customer Groups**	**Freq**	**2-way?**
Citizen Survey	R, B	B	N
Customer Care "311"	R, B, S	AN	Y
Neighborhood Liaisons Outreach	R	AN	Y
City Council Meetings	R, B, S	W	Y
ABCs	R, B, S	M	Y
Neighborhood Planning Meetings	R	AN	Y
Feedback Tulsa	R, B, S	AN	Y
City Life (Utility Bill Stuffer)	S		N
Tulsa World & other local media	R, B	AN	N
Public Service Announcements	R,B	AN	N
Social Media (Facebook, Twitter, Instagram, YouTube, LinkedIn, Flickr, NextDoor))	R, B	AN	Y
City Website	R, B, S	AN	N
Community Policing Activity	R, B	AN	Y
School Resource Activities	R	AN	Y
TGov	R, B, S	W	N
City Hall Tours	R, B, S	M	Y
Mayor's Youth Council	R, B	M	Y
E-Newsletters	S	AN	N
Town Hall	R, B, S	AN	Y
LEGEND:			
Customer Groups: R = Residents; B = Businesses; S = Service Specific			
Frequency: B = Biennial; A = Annual; Q = Quarterly; M = Monthly; W = Weekly; D = Daily; AN = As Needed			

3.1.b Determination of Customer Satisfaction and Engagement

3.1.b.(1) Satisfaction, Dissatisfaction, and Engagement Since 2010, the City has used a biennial citizen survey to measure resident satisfaction and engagement. The survey has historically been sent to a sample of residents representing approximately 1% of the population. Questions have included inquiry into the respondents' satisfaction with City-wide services, along with their perspective on quality of life and enjoyment of living in Tulsa. Results of the citizen survey are a primary input into the SPP and process-improvement initiatives to guide prioritization of short and longer-term funding. The Mayor, early in his first term, initiated work to find a way to measure how residents of Tulsa experience everyday life. This requires a different type of questions to be asked of residents. In 2017, the City partnered with Gallup to create the first ever Gallup-Tulsa CitiVoice Index (4.1.a.(3)). Results of the first survey should help the organization better evaluate citizen satisfaction and engagement.

To determine customer satisfaction with specific services, the City has a Customer Care Department, which takes complaints and requests from citizens via phone, website, and a mobile app. The 311 system allows work groups the ability to quickly assess and respond to complaints or requests for services. The 311 system affords citizens with a convenient method to communicate a complaint with any of the City's services and departments. Call 311 is available to any resident or business in the community. The 311 staff continuously work with operations teams to understand workflows; this empowers 311 to provide meaningful information during a customer interaction but also assists in ensuring the work is routed to the right group and addressed quickly.

An important indirect indicator of customer satisfaction, dissatisfaction and engagement is the result of citizen voting for capital funding projects. Citizens are engaged throughout the process of developing ideas for funding packages to ensure that the projects that are in a final package are responsive to what citizens are requesting. On the City's website, citizens can select a link that will allow them to submit praise for a City employee they've worked with who went above and beyond their expectations.

3.1.b.(2) Satisfaction Relative to Competitors The results from the biennial citizen survey are compared to results from benchmark cities as well as average responses nationwide to see how the City is doing in relation to competitors. The City's water utility team looks to the JD Power Water Utility Residential Customer Satisfaction Study to determine satisfaction with water and sewer services compared to others in the Midwest. The listening methods listed in Figure 3.1-1 are used to measure customer satisfaction in the more detailed services on a regular basis and the work groups providing those services identify benchmarks based upon comparable cities or private entities that are known for setting the highest standard in customer satisfaction.

3.2 Customer Engagement
3.2.a.(1) Product Offerings Customer and market needs are regularly evaluated through continuous communication

(Figure 3.1-1) and scans of how other citizens in other cities are expecting local government services to be provided. The first line of customer listening are the staff members who directly interact with customers. Staff are encouraged to participate in programs like the Innovation Champion program, which focuses on continuous improvement for customers (6.1.b.(3)). Participation in programs like What Works Cities allows staff opportunities to hear about product offerings and innovative approaches to service delivery in different markets.

Elected officials and the Customer Care staff engage with citizens and businesses daily and therefore receive the most regular feedback from customers. The information they gather is shared with work groups most closely associated with service delivery. Public meetings of City Council and ABCs afford customers an opportunity to provide input about anticipated future services or changes to existing services.

3.2.a.(2) Customer Support The Customer Care Department has expanded the channels of communication so that citizens can contact the City through their preferred avenue. Channels of communication offered include dialing 311 to either self-serve through an interactive voice response system or through a City customer-service agent. Complainants can also contact Customer Care from the tulsa311.com website, Tulsa 311 mobile app, email at Tulsa311@CityofTulsa.org, and live chat with agents between the hours of 7:30 a.m. to 6:00 p.m., Monday thru Friday. Several departments also have walk-up counters for face-to-face contact, such as: Permitting, the City Clerk's Office, Utilities Services, Municipal Courts and the Mayor's Office. Although the use of self-service channels is increasing, the key point of receiving communications is still by customer service agents, particularly telephone inbound calls which make up the most frequently used method of contact. Utilizing data gathered from tracking the types of requests, the leading areas of concern for citizens can be identified. This ability empowers City departments to better direct the deployment of resources.

3.2.a.(3) Customer Segmentation Customer groups are segmented into three groups: City-wide, council district, and specific customers who frequently access a service or have expressed a specific interest in a City-led activity. There are nine council districts and each geographical area of the City has different physical and demographic attributes. Segmenting by geography allows the City to be more informed when selecting capital projects to fund, as those should complement existing spaces and support development needed in that area of the community. The Mayor's Office of Economic Development (MOED), along with partners at the Tulsa Regional Chamber regularly evaluate real estate and land development trends to anticipate future needs for areas based upon current and likely growth. For services that are anticipated to be used by all citizens, like 911 or fire response, the City looks to information gathered in the Citizen Survey and 311 to identify if there are any smaller groups of customers that may benefit from improvement initiatives. For services that are used by a smaller group of citizens, like development permitting, staff maintains a positive rapport with them, conducts small surveys, and regularly reaches out

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to organized groups that represent the customers. If changes are anticipated for those services, staff will attend their meetings and explain the purpose behind the change and get feedback regarding how that will impact the customers.

3.2.b Customer Relationships
3.2.b.(1) Relationship Management Through the City's 311 and Customer Care Department, customer service is paramount in bridging and maintaining positive relationships with customers. The City of Tulsa offers a variety of communication outlets for customers to reach the City of Tulsa, including: A web portal to report issues online, a live chat function and mobile applications compatible with iOS and Android devices. The traditional method of calling 311 to speak to a City representative is also available for citizens.

The Tulsa City Council and the Mayor's Office have one-on-one discussions with citizens, traditionally after the citizen has contacted 311, and normally in response to an escalation request. The Mayor's staff or the Tulsa City Council will work with the citizen, City Departments and employees, or outside agencies to research and respond to citizens requests. Several City councilors have town hall meetings to directly engage with constituents and handle requests for information, to share news useful to citizens, and to engage with citizens in smaller groups.

Brand integrity also plays an important role in relationship management for the City as it provides consistent and effective messaging of the City's identity. Branding components, such as 311, Tulsa park's entrances, and even the logo placed on all City vehicles and equipment are all examples of the importance of presenting a clear identity to ensure the City is perceived as an organization that shares the same vision for the City of Tulsa. A clear brand identity also creates an environment where citizens feel connected and empowered to engage with representatives from the City.

Outreach on social media platforms further enhances the City's ability to connect with all members of the community. With Facebook, Twitter, Instagram, LinkedIn, YouTube and the City of Tulsa website, www.cityoftulsa.org, the City has a full-time position dedicated to creating content and communicating with citizens regarding helpful tips and City programming via social media. Citizen engagement is an important component of social media and the City continues to receive followers on all social-media platforms. The City has close to 48,000 followers on Twitter alone. The City has also experimented in geo targeting and boosting on Facebook to reach specific audience segments. The Tulsa City Council manages their own social media accounts and website, tulsacouncil.org, separate from the City, and responds to comments and requests from citizens. The Council works cooperatively with City departments and the Mayor's Office.

3.2.b.(2) Complaint Management Direct customer service contact is offered through several self-serve channels and the phone exchange. Self-service channels are directed through a decentralized departmental service request process which allows the serving department to be the first point of contact on most requests. Most channels are available and distribute service requests 24 hours per day, 7 days a week. Several easy to use communication channels are provided that give the customer feedback via email notifications, so they know the status of each request. They can also go to the web self-service portal or mobile app to see all service requests they have submitted.

The Tulsa City Council and the Mayor's Office receive complaints via 311, but also outside of that platform, through e-mails and telephone calls. In the City Council Office, some Councilors will directly handle complaints, and utilize their council aide to address complaints. Most complaints received within the Council office have an initial response within 24-48 hours, with follow up conversations as necessary. This quick, personal response enables citizens to feel they are being heard, their complaints have value, and the City recognizes the importance of their experience as a customer.

CATEGORY 4 – MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT
4.1 Measurement, Analysis, and Improvement of Organizational Performance
4.1.a.(1) Performance Measures There are many layers of measures that are tracked to measure performance in outputs and outcomes for the City (Figure 4.1-1). The information is maintained in a variety of software systems and departments manage the data for the processes they own. Departmental work groups select the outputs that are most pertinent to the delivery of their core services and establish methods for collection and reporting. Departments establish KPIs to track progress towards the department's established mission and services. Annually, KPIs are reviewed at the departmental level to measure the prior year's results and to set targets for the upcoming year, based upon anticipated resource availability and other constraints to the department. Departments have access to a list of KPIs gathered by the ICMA from a comprehensive review of cities and counties throughout the world and what those organizations track.

Figure 4.1-1 Hierarchy of Performance Measures

- CPIs
- KPIs & financial
- Work group & departmental outputs
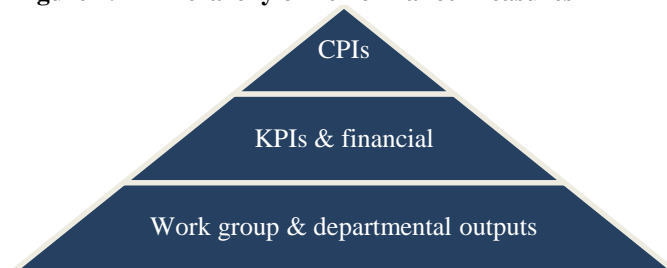
Departmental KPIs and Financial Data are reported in the CAFR. Both datasets help in the phases of the SPP (2.1.a(1)) and inform the actions for the AIM Plan. CPIs are a blend of measures where data is owned by the City and data that is reported from other sources. The CPIs, as high-level outcomes for the community, are often proxy measures for a specific AIM. The CPI is directly connected to a pillar and goal within the AIM Plan. Selection of the applicable proxy measures occur after a scan of external benchmark metrics, and conversations with private partners more versed in the appropriate metric to track. Processes are in place to gather the data as it becomes available from external sources and updates are published on the City's website, as necessary. As the City implements new software systems workflows are created in each system to automate the reporting of the appropriate

metric efficiently and effectively reducing the need to manually create reports. In 2015, the City implemented KRONOS, a time-keeping software system. Upon final implementation, HR worked with departments to identify the appropriate performance measures for tracking time and attendance and to provide regular reports for senior leaders. Within the Water and Sewer Department, they have worked with Lucity to identify the key metrics that they track for service delivery and to create reporting mechanisms that can look at KPIs along with daily outputs in a simplified manner.

4.1.a.(2) Comparative Data The City utilizes comparative data to support goals, strategies, and initiatives. Each department utilizes industry-specific-comparative data, while the City and City Council use comparative data of peer cities. Peer cities may include cities of similar size and demographics, or local or state cities depending on the measurement, and the availability of data for key measures. The Human Resources Department utilizes peer cities in their collective bargaining agreements to identify similar sizes of workforces and similar job functions. When comparative data does not exist at the local, state or national level, the City utilizes internal trends. The International City/County Manager's Association (ICMA) provides the ICMA Open Access Benchmarking KPIs and the City utilizes some of their pertinent measures. As examples, the Government Finance Officers Association (GFOA) and the AWWA produce benchmarking publications that are used for comparative data for industry specific measures. The City produces a CAFR that is also used for comparative data. This data is compared against other municipalities that produce CAFRs. The City also develops and regularly administers community surveys to obtain comparative data to determine how services are delivered over periods of time (3.1.b.1).

4.1.a.(3) Customer Data Voice of the customer and market data are based upon a need to better understand performance in core competencies and opportunities for improvement in each service provided. In 2017, the City recognized that the citizen survey questions provided insight into satisfaction with our services but lacked in helping leaders understand how our citizens are doing. With the assistance of a community partner and a national nonprofit, the City identified equality indicators to highlight just how much disparity exists for residents. The City also partnered with Gallup to create a new tool for measuring quality of life for citizens living in cities – Gallup-Tulsa Citivoice Index. The selection of what to measure in this work was a collaborative approach with partners from various local nonprofits and with the expertise Gallup has in surveys.

The Communications Department monitors the City's official social media pages and will notify specific departments or individuals of trends in comments or questions to help ensure the right parties are aware of what customers are focused on. Customer Care tracks the volume of complaints and reports that come in by type of complaint and by the department assigned to resolve the complaint. They can provide reports to senior leaders that easily identify noticeable changes in customer complaints.

4.1.a.(4) Measurement Agility Regular conversations, as often as daily, weekly, and monthly, are centered around data and assist staff in ensuring that the City and its work groups are measuring accurate, applicable data and that the organization's measurements create a positive impact on the community. All metrics have targets that help to provide context for whether the measurement system is working. For example, if the target is routinely met or exceeded, then the conversation can be had about whether one area is being sub-optimized at the expense of another. If a target is routinely not met, then leaders can discuss whether the strategies and actions are working and either improve or cease efforts quickly. Sales tax revenue is a large factor in the ability to deliver services. Every month, the data on collections is reviewed and allows leaders an opportunity to anticipate the measures impacted and how to strategically address changes efficiently and effectively. The data regarding operations is balanced with the data from customers and citizens to provide a holistic understanding of what's happening internal and external to the organization allowing leaders to make informed, prompt, and precise decisions for the organization. In department head staff meetings, held weekly, senior leaders share issues of organizational concern, referred to landmines. These discussions provide an avenue to collaboratively share issues that may not be otherwise measured but pose a perceived risk to the organization. In turn, decisions can be made collectively to address the issues.

4.1.b. Performance Analysis and Review Performance metrics are reviewed and analyzed at varying frequencies depending upon how often the data changes and how regularly the performance can impact service delivery. CPIs and AIM actions and outcomes are reviewed weekly at StatChat sessions and monthly at TulStat sessions (2.2.a.2). Departmental level KPIs are reviewed at least annually during the budget cycle by budget analysts, department leaders, and elected officials. Financial performance is reviewed and analyzed monthly and compared to what was previously projected for the period being analyzed and reported at least monthly at senior leadership meetings. External consultants are utilized to assist in the analysis of financial projections and performance. Employee performance is measured and analyzed at the work group level (5.2.a.4). Frontline employees hold daily or weekly stand-up meetings to review strategic actions and take corrective actions.

Where applicable data is available, City results are compared to find comparative entities and to establish benchmark data for analysis of City performance. For example, Fire Department employees are rated on percentage of arrival on scene within six minutes of receipt of call, percentage of property value saved, number of building inspections completed, number of public education events, and percentage of fire protection system plan reviews completed within 10 business days. These KPIs are benchmarked against National Fire Protection Association (NFPA), International Code Council (ICC), International Building Code (IBC), and International Fire Code (IFC). IT Department employees are rated on quantity, quality, and results of Specific, Measurable, Attainable, Relevant, and Timely goals (SMART) that are based on ITIL, formerly an acronym for Information

Technology Infrastructure Library, practices for aligning IT services with the business needs.

4.1.c.(1) Future Performance Future performance is projected in a variety of ways, depending upon the type of performance being projected. The Finance Department forecasts budgets for the organization in two-year projections through the CAFR and five-year capital projects through the Capital Improvement Plan (CIP). Because the City is so reliant on sales tax revenue, which is a volatile source of income, senior leaders recognize that operating budgets that rely on general fund will greatly depend on sales-tax collections. Therefore, projections around performance related to operations is informed by considerations about whether sales tax revenues will increase, decrease, or remain flat. For services that are funded more through enterprise funds, such as water delivery and trash collection, staff projects revenues based upon projected costs associated with the services and anticipated demand of the service.

4.1.c.(2) Continuous Improvement and Innovation Regular review of performance compared to projections allowed the City to rapidly respond to performance that falls below projections. Senior leaders analyze current performance, past performance, recent changes to the workforce and customer expectations to decide whether to make changes to services based upon actual performance. These analyses and conversations occur during StatChat and TulStat, as well as annual budget-cycle meetings. Priorities for improvement and innovation are aligned with PLANiTULSA and AIM Plan priorities for long-term community outcomes. Due to the City-wide adoption of the Innovation Champion program, departments can quickly deploy projects geared towards improvement and innovation (6.1.d). Additionally, the Mayor's Office routinely utilizes working groups to conquer challenges that span multiple departments and areas such as improving employee satisfaction with insurance benefits and how City-wide policies and procedures are modified and deployed. The OPSI office leads low-cost evaluations that employ small-scale randomized-controlled trials to test new ideas and measure using rigorous methods by randomizing. An example of a project like this was one where utility customers were encouraged to sign up for autopay to reduce the number of customers paying late fees. An A/B test showed that a simple change in the language read to the customer during enrollment increased the enrollment in autopay by 2 percent.

4.2 Information and Knowledge Management
4.2.a.(1) Data and Information Quality The City develops strategies to ensure data quality using the process outlined in Figure 4.2-1. Aging hardware has been upgraded over the years with the planning of virtual desktop infrastructure (VDI). The City is in the process of implementing an Enterprise Resource Planning (ERP) system, an advanced Records and Case Management System (RCMS), and a modern Business Intelligence (BI) and data analytics solution to improve IT infrastructure, data quality, and department operational performance.
- **Accuracy and Validity:** The focus is on training individuals responsible for data input to ensure data

quality, discover inconsistencies or anomalies, and perform data-cleansing activities. In major software systems the City makes extensive use of drop-down lists, validation rules, quality-control processes, and script automation to minimize manual entry as much as possible. Dashboards are created to provide audit, security, and performance monitoring capabilities. Since 2011, the IT Department has employed a data architect, who works to integrate systems and data and keeps an application portfolio. In 2017, IT Department created a data analytics group as a part of the Client Services Division to handle extraction, transformation, loading, the cleansing, validation, integrity, and migration of data from legacy software systems to modern, up-to-date software. The City maintains access security by implementing and enforcing network and application user authentication.
- **Integrity and Reliability:** Each City department is responsible for accurate, reliable data over its entire lifecycle. For example, at the end of each workday, the Sewer Operations Maintenance (SOM) administrative staff checks all Lucity work orders and inspection results for errors and completeness of information. Next, SOM managers review and approve data prior to publishing reports and exporting Lucity data to different software systems, for Utility Billing systems and KANA for the Customer Care Department. The IT Department strives to meet industry standards and maintain an uptime of 99.99%.
- **Currency:** The City departments keep their data up to date through active use of the systems that track their day-to-day operations. City employees can use their smart phones to access work emails, and field personnel can access the City website and their real-time data and information for critical mission applications on their ruggedized Dell laptops or Panasonic Toughbooks.

Figure 4.2-1 Ensuring Data Quality	
Steps to ensure data quality	1.Establish clear goals and objectives 2.Create data-ownership roles 3.Train staff in data collection and evaluation 4.Review & validate data for completeness & accuracy 5.Automate data collection through programmatic scripting procedures to minimize human error 6.Implement structured test methods & tools 7.Document changes 8.Improve as necessary

4.2.a.(2) Data and Information Availability Mission critical applications such as Affinity Utility Billing Systems, GIS systems, EnerGov (Licensing, Permitting and Inspections software), Tracis and Juris (Public Safety and Judicial Records Information Systems) and Lucity Work Order Management are backed up daily and made available to City employees based upon work responsibilities (Figure 4.2-2). Many employees work primarily from a single location and they access data and information primarily from a stationary

Figure 4.2-2: Data and Information Availability

LEGEND: E= External customers, including citizens, suppliers, partners & collaborators I= Internal workforce		E	I
CityofTulsa.org	Internet web portal that provides easy access to the public for all departmental operational information, policies, and all services the City has to offer	♦	♦
DocLibrary	Intranet web portal that provides City employees query access to thousands of official documents pertaining to a variety of elements of City operations, procedures, reports, and policies		♦
Tulsapolice.org	Internet web portal that provides easy access to TPD information and services forms	♦	♦
Outlook Email	Outlook email systems are available to City employees and City Council, through both the Internet and the City Intranet		♦
Newspaper, social network, and media outlets	Information on City news and current events, meetings and services via local news stations, Tulsa World, Facebook, Twitter and other media outlets	♦	
Mayor Town Hall Meetings	Mayor Bynum holds bi-annual town hall meetings with City employees on City budgets, goals, state of the City employee benefits, employee morale, and employee feedback		♦
Tulsacouncil.org	Internet web portal that delivers forms, research and policies, local governmental news and performance results, City ordinances, City budget, public input forum, and local events	♦	♦
TGOV	Live and streamed video captures City Council meetings and other public forums	♦	♦
Public Records, Report Request and Publications	The City complies with the Oklahoma Open Records Act to ensure and facilitate the public's right to access and review government records	♦	♦
Comprehensive Annual Financial Report (CAFR)	The City provides its annual budget and financial reports to ensure financial transparency to the community	♦	♦
Munis Citizen Self Service	Tulsans can access their permits and inspections, utility-billing information, customer services, employment opportunities, and vendor self-services	♦	
Munis Employee Self Service	City employees can access payroll information, internal job opportunities, and employee benefits		♦
Crime Prevention Network	Submit an anonymous tip, email Crime Stoppers, look up sex offenders, and follow up on reports	♦	
Map Gallery	Provides the City's most current GIS data pertaining to Tulsa parks, Tulsa floodplain, crime statistics, collision data, Council Districts, neighborhood area plans, meth labs, and traffic flows, and school spending	♦	♦
Connect	The City uses embedded links to connect to various sites for public-service information and City communications	♦	
Tulsa 311.com	Self-serve website and app, which enables Tulsa residents to register and notify the City about code violations, high grass, dilapidated structures, and other issues.	♦	
Reading Partners	Mayoral initiative to help children master basic reading skills	♦	♦
OPSI Lunch and Learn Classes	Mayor's Office lunch-and-learn sessions on performance excellence, innovations, and continuous improvements		♦
Dashboards	Dashboard system to track City progress and provides City operational dataset to the community, containing a range of data	♦	♦
Ebill Online Utility Services	Citizens can access utility account information, monitor water usage, enroll EMSA Care, and pay bills	♦	
Guides.tulsaparks.org	Citizen web portal for online registration, payments, reservations, and training classes	♦	
Active Directory	City employees can access the City network, City databases, and specified resources		♦
Virtual Private Network	City employees can access specified resources remotely		♦
Smartgovtulsa.org	Tulsa communities can participate in new City development policies and community planning	♦	♦
Feedbacktulsa.org	Communication surveys, community inputs, and an online forum for civic engagement	♦	
KANA Live Chat	City live-chat service that provides customer-service requests to multiple City departments	♦	
Personal Customer Services	City Hall cashier windows accept utility-bill payments, traffic and court payments and answer questions	♦	
Contractor Brochures	Provide a better understanding of the City's purchasing process and explain policies and procedures	♦	

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computer. However, many other employees like field inspectors and law enforcement officers conduct much of their work in the field and travel throughout a shift. To support these employees and allow them to more efficiently input data and access information, the City utilizes application virtualization software and a virtual private network to maintain and secure connections moving in and out of wireless coverage areas. In 2016, the City built a disaster recovery site in Oklahoma City to protect utility billing records, water and sewer inspection data, laboratory data of water sample tests, GIS records, as well as to ensure citizens business continuity from natural disasters, terrorist attacks or cyberattacks. The City IT Department has dedicated after-hours support personnel and has signed Master Service Level Protocol (SLP) with all City departmental end users to define IT responsibilities, level of response, availability, service ownership, accountability, roles and processes for requesting services. Within many City software applications, the City has built in many user-friendly features such as drop-down menus, screen pops, online help through a knowledge management repository, embedded links, responsive web design technology, and extensive use of customizable reports. City vendors and contractors can take advantage of the Virtual Private Network (VPN) and GoToMeeting web hosted services to remotely access City servers for training, knowledge management and knowledge transfer, software updates and scheduled maintenance.

4.2.b.(1) Knowledge Management A significant factor in knowledge management is maintenance of the varied software systems that are used to conduct work and create systems of records. IT supports the organization in this effort by maintaining many servers and contracts with vendors offering software as a service. The ITGB convenes monthly to update and inform participants in the status of existing IT projects and how they are impacting the operations and services of the organization and to discuss issues of organizational concerns from an IT perspective. Methods of communications are described in Figures 1.1-1, 3.1-1, and 4.2-2. Internally, the Intranet serves as a compendium of knowledge for all employees. Team meetings and senior leadership meetings are regularly-scheduled methods for in-person knowledge sharing. Regular TulStat meetings serve to blend and correlate data for key identified issues within the City from year to year. Dashboards on the City's website are available for both internal and external parties to learn about progress and policy changes.

The City transfers relevant knowledge with outside entities through the Communications Department. The Communications Department relays general information to customers through press releases, social media, and paid media. Various departments throughout the organization use varied communication techniques to transfer knowledge with outside entities as well. These departments have the same tools available to them to work with customers, suppliers, partners and collaborators. Public meetings and social media accounts provide opportunities for both information gathering and dissemination. Tulsa 311 fields questions from customers, manages the data that come from these interactions with the public, and shares the information with work groups to improve services. The Feedback Tulsa portal allows the City to survey customers, collaborators, partners, and employees. During the strategic planning process, the OPSI utilized surveys and in-person interviews of partners and collaborators, as well as internal interviews with employees. OPSI also conducted workshop sessions where key leaders in relevant departments collaborated to give feedback. Knowledge is shared with suppliers, partners, and collaborators as it becomes available through check-in meetings, ABC meetings, and at intervals scheduled for any contract renewal or re-negotiations. The ITPGB convenes monthly to update and inform participants in the status of existing IT projects and how they are impacting the operations and services of the organization.

4.2.b.(2) Best Practices
In addition to the comparative data gathered from Annual visits to other cities by Elected Officials (3.1.a.2), ICMA (4.1.a.1) and AWWA (4.1.a.2), What Works Cities (3.2.a.1), best practices are continuously identified as staff participate in annual conferences and information sharing opportunities such the U.S. Conference of Mayors, software vendor conferences, and fellow exchange programs with international local government employees. As departments seek accreditation they learn about best practices and how to implement them to qualify for the level of accreditation being sought. Best practices are shared at the enterprise level primarily During senior leadership meetings, department heads give reports of excellent service within the organization. Quarterly, the safety team reports on injuries in the organization and shares how benchmark agencies reached the goals being set internally. The StatChat portion of the meeting provides a vehicle for reporting progress on the AIM Plan to the senior leadership. Through these meetings, people can share their practices and awards as well as learn from other teams. Innovation Champions routinely scan external sources to identify best practices associated with the services or products they are working to improve. Upon completion of Innovation Champion projects, a summary of the project is posted on the City website so that others in the organization can learn with context. Monthly lunch-and-learn sessions include speakers from other organizations to speak on best practices they have incorporated in their efforts (4.2.b.3).

4.2.b.(3) Organizational Learning The City incorporates learning in operations daily in a variety of ways. New employees are onboarded in a way to help them understand how to find information they need when they need it. They are given pertinent immediate information but are also introduced to their team members who will be able to share institutional knowledge. The City offers regular training on a variety of topics both in person and via online-learning modules. The online-learning component was added in 2017 and is a great tool for consistent learning and messaging, with over 3000 employees in so many different locations. Groups offer training opportunities when they have expertise they can share with different groups, in addition to the Super U and Leadership U programs offered by HR. OPSI conducts bi-annual training of Innovation Champions and regular cohorts of Urban Data Pioneers (6.1.b.3). OPSI offers monthly lunch-and-learns to all City employees and hosts a guest speaker on

a topic of continuous improvement. Employees are encouraged to share ideas for improvement to safety with the Near Miss Program, which allows an employee to report a situation they observed or were a part of that could have ended with an OSHA recordable injury (6.2.c.1). This provides the opportunity to learn by observation, create proactive methods to avoid similar situations, and educate others who may benefit from the knowledge. The focus of learning is not just from within. Every year elected officials visit another city to learn about how it operates. Employees can attend training and seminars on topics specific to the services that they provide. And the City, as a partner in the What Works Cities initiative, can regularly reach out to peer cities to learn from them as well as share knowledge.

CATEGORY 5 – WORKFORCE
5.1 Workforce Environment
5.1.a.(1) Capability and Capacity
Capability: Job descriptions are created across all service areas and departments that define needed capabilities. These job descriptions are reviewed and updated periodically, and any manager can request to have a job description modified to more accurately reflect the capabilities needed for the position, including the addition of any applicable required or optional certifications or educational requirements. Job descriptions are used across all service areas and departments for all positions. Job descriptions are integrated with the recruiting and hiring processes as well as the workforce-performance-management system. This creates alignment with both City-wide and departmental objectives. The newly implemented MUNIS system allows individual department management to track employee certifications and licenses to help ensure their workforce is operating at its highest level.

Capacity: Drivers of workforce capacity can vary greatly across service areas and departments. For example, in the Water Department, workforce capacity is more easily identified based on production required. For departments focusing on public safety such as Police and Fire, workforce capacity may depend on the anticipated rates in trends of incidents as well as population shifts; while in other areas of the City's operations, needed capacity may depend on strategic-action plans or citizen demand. Where needed, consultants are utilized to conduct departmental specific studies. Recommendations from these studies are based upon the needs of the City and incorporate best practices adopted by comparable agencies. These capacity needs are evaluated at least annually through the comprehensive budgeting process. Service areas and departments evaluate both the current and anticipated demand on their services and submit capacity requirements through the budgeting process. Priorities for allocating financial resources may inhibit any service area or department from fully acquiring the needed capacity. In 2015, the City Auditor conducted a utilization study to analyze levels of employee staffing, along with the impact of overtime to staffing. The utilization study has provided data to continue conversations geared towards improving staffing levels and repurposing resources in a more effective way. In 2017, the City Auditor began a study on sufficient staffing to identify a way to measure whether a department is sufficiently staffed

with recommendations on how to reach sufficient staffing. Workforce capacity determination is a part of the comprehensive budget process, as well as the SPP for allocating resources to accomplish strategies and action plans.

5.1.a.(2) New Workforce Members Human Resources, along with department management, recruit new employees by utilizing the open job postings in MUNIS. This process allows both external and internal job seekers to view job openings in real time as soon as they become available. More prominent employee placement services such as LinkedIn, Monster and Indeed also pick up select job offerings to post on their respective sites, although no contract with these entities is in place now. TPD has a program where an existing officer can refer someone to apply and receive a cash reward when a referral joins the TPD Training Academy. Through a series of thorough evaluations, analysts in the Human Resource Department certify applicants before sending the candidates on to the hiring department for final interviews and selection. Figure 5.1-1 shows the onboarding process from position creation to new employee orientation. Once employees are on-board, they begin completing the necessary training with respect to their job function. All new employees receive mandatory safety training that includes defensive driving and safety planning, observation, and coaching, which is a training class centered on pre-job planning and open communications in the work group. Employees whose daily work tasks focus around a workstation also receive ergonomics training within the first 30 days of employment with the City.

Figure 5.1-1 Onboarding Process

Job Review
↓
Job Approval
↓
Internal Posting
↓
Applicant Screening
↓
Testing/Interviewing
↓
Job Offer
↓
Background check
↓
New EmployeeOrientation
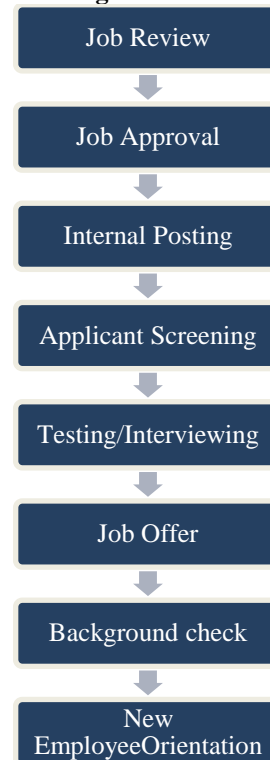
5.1.a.(3) Workforce Change Management Preparing the workforce for changing capability and capacity needs is an ongoing process that begins at the Department level. The City has at least two employees who are certified in change management techniques. Every Department is tasked with identifying the needs of the employees and the needs of the customers they serve. Each department will meet on a regular basis, monthly or quarterly, to determine those needs.

The City is always looking to improve the technology used for employee and customer services. Departments work with each other, and independently, to determine the training required for the implementation of new technologies. Recently, the City implemented the ERP project that implemented a new financial, human resources, and permitting system. The ERP team worked diligently with departments to ensure the appropriate personnel were properly trained for the new system. Departments are tasked with making sure their organizational structure is sufficient. With budget cuts, each department was given a unique set of circumstances and challenges to try and provide the same or better level of service with less manpower. Through restructuring and repurposing of some positions, many departments were able to overcome some obstacles presented by the budget cuts.

5.1.a.(4) Work Accomplishment The workforce is organized in service areas and departments that follow unique processes and deliver unique outcomes in support of the City's key work systems (Figure 6.1-1). In most operations, the workforce is organized into teams, while individual accountability is accomplished through the workforce management system (5.2.a.(4). While each service area and department have a unique mission, all are aligned to support the City's overall vision and mission through connection to the CPIs established through the SPP.

5.1.b.(1) Workplace Environment Health: The City ensures workplace health, security and accessibility through the Occupational Health and Safety Program, Wellness Program, and established policies and procedures.

Wellness: The City offers an array of services and benefits that support the diverse workforce. Rising health costs and increases in adverse health events has required the City to routinely evaluate the services offered to employees and measure what works for the workforce. In 2015, employees were offered a broader range of options, based upon the knowledge that each employee and his or her family has different needs. In 2017, based upon significant feedback from employees in the annual survey and meetings with the Mayor, the City initiated a working group, tasked with improving the insurance benefits offered to employees. The group consisted of senior leaders, managers, HR staff, and employees. In 2018, a new health insurance plan was offered that allows employees the option of free access to primary care or a $1,500 annual contribution to a health savings account. Wellness benefits are presented in a way that each employee may choose the packages suited to their needs and wants. The benefits are evaluated annually to ensure that employees are receiving quality services at affordable costs.

Security: The City performs background checks on all new employees as well as volunteers who will routinely access City facilities. Facilities that primarily deal with the public have modified access, where entrances are guarded by armed guards and check-in is required to gain entry. Other facilities, such as water treatment plants, data centers, and other sensitive areas, have limited access. Employees are granted access to facilities and data/information on a job-specific basis. There are established policies and procedures for granting an employee access and for removing access upon job change or job termination. City Hall has open space for the public on the street level, where employees are required to show their badge to enter, visitors are required to check in, while all other floors require identification badges for access. The City has after-hours security patrols and the staff working facility security routinely meet with and partner with TPD to maintain safe areas. City facilities include video security cameras, the footage of which is monitored routinely by security personnel. The goal is to ensure 100% compliance with access requirements. Security aims to arrive on scene within 30 minutes of a call for assistance.

Accessibility: The City meets all Americans with Disabilities Act (ADA) access requirements for employees and visitors to City facilities. Occasionally, a change in the law requires modification of a facility and the City strives to reach 100% compliance. The methods to ensure compliance include policies and communication. The City has developed and is implanting an ADA Access Transition Plan for all City facilities.

5.1.b.(2) Workforce Benefits and Policies The workforce is supported by a myriad of services, benefits and policies as depicted in Figure 5.1-2. As changes to benefits are possible, senior leadership surveys employees to get a broader understanding of what employees would like to see offered in the wellness programs and benefits offered through the City.

Figure 5.1-2 Key Services, Benefits and Policies
● EAP Employee Assistance Program
● On-Site Flu Shots
● Fitness discounts
● Medical, Dental, vision coverage
● Flexible Spending Accounts
● Health Saving Accounts
● Life Insurance
● Short and Long -Term Disability
● Family Medical Leave
● Defined Benefit retirement plan (MERP)
● Direct deposit
● Defined contribution 401K options
● Tuition discounts
● Training
● Leadership Development
● Paid vacation and sick leave
● Floating Holidays
● Service level award pins
● Fall Festival
● Tulsa Blue Awards

Historically, the City offered two levels of health insurance – one for a single individual or one for an employee with a family. The price for the family was the same, regardless of the number of dependents covered. In 2018, based upon recommendations from a work group comprised of senior leaders, managers, HR staff, and employees, the City modified the policy and employees were given a selection from four different policies, based upon family size and composition. City policy prohibits discrimination against any individual because of race, color, sex, age, religion, political beliefs, national origin, ancestry, age, disability or sexual orientation. Any violations of this policy can be reported through the Ethics Hotline or the grievance process with HR (1.2a. and b).

5.2 Workforce Engagement

5.2.a.(1) Organizational Culture The culture of the City is one of teamwork and excellence in everything that is done at the City. The Mayor and senior leaders model this culture through commitment to the AIM Plan implementation and creation of and support for programs that build capacity for teamwork and excellence, along with transparent communications about results of the work being done. Dashboards and routine communication to employees directly from the Mayor are regular examples of the commitment in action. Additionally, the Mayor and senior leaders have open-door policies that encourage employees to email questions and ideas, along with a variety of other communication methods (Figure 1.1-1). The City's commitment to programs like Leadership U, Super U, Urban Data Pioneers, and Innovation Champions also help to create a high-performing and engaged workforce. The Tulsa Spirit Ambassadors (Tulsa Spirit) program is designed specifically to engage and improve communication and interaction among employees, provide for a variety of employee activities, and recognize employees for the work they do. Tulsa Spirit consists of employees from every department, who are passionate about making the City a great place to work. Together they create opportunities that will benefit all types of employees. A noticeable shift in the culture is taking place as the organization focuses on strengths of the employees in an environment that is receptive to the unique knowledge and creativity that all employees bring to the organization. The City also benefits from many ABCs, comprised of both City staff and appointed community volunteers advise, oversee, and directly impact the City's operations. The Mayor has a dashboard that reflects the demographics of people serving on ABCs and that data helps guide the selection of highly qualified and diverse individuals for appointments.

5.2.a.(2) Drivers of Engagement Employee motivation at the City is intrinsic. The employees are all motivated differently, but undoubtedly driven by their ability to make a difference in the community. The City determines the key drivers of workforce engagement (Figure P.1-5) through the Mayor's annual Employee Survey; all employees are provided the opportunity to participate. The survey is based upon a model utilized by QuikTrip Corporation, a locally headquartered convenience store chain which has been ranked on the list of Best Companies to Work for the last thirteen years by Fortune Magazine. The City utilizes working groups aimed at dissecting different survey subject areas to determine which factors are most important to employees and to define what success looks like for the organization.

5.2.a.(3) Assessment of Engagement The primary method of assessing employee engagement is through the annual employee survey. All employees are invited to participate in the survey and results are segmented by department. Following the survey, the results are shared in a dashboard with all employees, including senior leaders. Results help department heads track changes in workforce engagement over time. Many department heads use these survey results to guide department-level discussions (e.g., the IT Director's Luncheon and Asset Management Shop of the Month Luncheon) and engagement programs (e.g., Customer Service Week). Indirect indicators of workforce engagement include participation in strategic initiatives like the Innovation Champion and UDP programs (6.1.b.(3)) which are open to all employees on a volunteer basis. Other factors used to assess engagement include turnover rate, engagement in safety initiatives, training attendance, and participation in staff meetings.

5.2.a.(4) Performance Management The City Charter established a Civil Service Commission for adopting rules and regulations governing the merit system and recommending pay classifications for different classes of employees. These rules establish a foundation for management to follow in setting compensation and recognition levels. The annual PPR process supports high performance and workforce engagement by providing every City employee with feedback on their individual contribution to the City's overall goals. Key elements of the performance review include assessment of expected organizational behaviors, record of attendance, performance against competencies and expectations in the job description, and ability to execute key work processes. All City employees use the same performance review template, which features sections managers can customize to add performance review elements specific to their operations. The City is currently transitioning from paper to electronic PPRs, which will allow managers to review performance with greater frequency. The City is also looking to implement a "coaching" system to assist managers in providing feedback to employees to support their development.

Some departments, such as the IT Department, have internal employee recognition programs where they recognize high performance and engagement at quarterly meetings. The Customer Care Department measures a different metric each week and recognizes high-performing employees during Customer Service Week. The Courts Administrator recognizes employee achievements by giving away gift cards. Several departments host monthly birthday events to recognize their employees. Tulsa Spirit Ambassadors (Ambassadors) host several employee-appreciation events throughout the year, which have included a holiday party, fall festival, employee picnic, and flower and candy sales. Ambassadors also provide pins to employees that are military veterans each year to recognize those who have served. Work groups that exemplify excellence in safety standards are acknowledged with Safety Star Awards. The Tulsa Blue Employee

Recognition Program is designed to recognize those employees who consistently demonstrate enthusiasm and dedication to public service. The employees recognized for Tulsa Blue are renowned for going above and beyond their regular duties in serving the citizens and their coworkers.

5.2.b.(1) Learning and Development System The City's learning and development system is focused on 5 areas that support the organization's needs and the personal development of workforce members, managers and leaders (Figure 5.2-1). Training and development opportunities are identified through feedback gathered from employees and managers about what is needed for individuals and for work groups. Employees are informed about training and development opportunities through stall talkers, monthly emails from communication, email alerts, and notifications within the training enrollment portal.

5.2.b.(2) Learning and Development Effectiveness Both the Leadership U and Super U programs are very competitive with a limited amount of space available. Many of the program participants go on to use the skills learned in those programs to lead large-scale projects within the City. Training in the core skill set arena often culminates in a practical skills assessment to verify employees have retained the necessary skills and knowledge to perform services at the highest level. Many employees receive training related to operating a Department of Transportation regulated vehicle. This training often occurs within 6-9 months of employment with the City and is completed within 2 weeks. This training covers all the skills employees need to obtain their Commercial Driver's License for the State of Oklahoma. Over the course of the last two years, the first attempt pass rate for CDL students increased from 46% to 69%.

5.2.b.(3) Career Progression Career progression planning begins at the employee level with their annual PPR process. Employees and supervisors can identify opportunities for improvement and growth and ensure that the employee relates to those opportunities in the coming period. The review portion of the PPR process allows ability to reflect on the plan for improvement and actual progress compared to what was planned. Approximately 10% of positions within the organization have a formalized progression path that allow an employee in those positions to increase skills and knowledge which could result in a progression and pay increase within that position class. Goals for career progression to different jobs create different needs, based upon the employee. All non-appointed jobs must be advertised and made available exclusively to internal employees for one week prior to being made available to external candidates. Internal employees who meet job requirements are afforded the opportunity to interview and be considered before the job can be advertised externally. Succession planning is largely executed through Leadership U and Super U programs. Leadership U is a 10-month program designed to identify and prepare employees for promotional opportunities through mentoring and development training. Leadership U is an internal competitive program designed to develop employees with leadership skills at the senior management and department head levels and consists of monthly classes and workshops that include

leadership assessments, special projects addressing issues in various departments, and mentoring opportunities. Super U is a six-month program designed for supervisors currently serving in a supervisory position. The program provides an opportunity to gain knowledge and skills necessary to transition from a front-line employee to supervisor. The program provides information about the basics of budget development and control, employee coaching, communication, and relational management, generational differences amongst the employee base, general safety, and City policies.

Figure 5.2-1 Learning and Development System

Leadership Training
● Leadership Development Program
● Supervisory Training
Core Skill Set Training (key processes)
● Safety Training
● Police and Fire Academy and In-Service Training
● IT Training
● Media Training
Training to Support Strategic Objectives
● Lean Six Sigma Training
● HCD
● Behavioral Insight Training
● Urban Data Pioneers
Cultural Training
● Implicit Bias Training
● Customer Service Training
Continuing Professional Education
● Continuing Professional Education for Attorneys, CPAs, Engineers, etc.
Personal Development Training
● Catalog of elective training courses

CATEGORY 6 – Operations
6.1 Work Processes
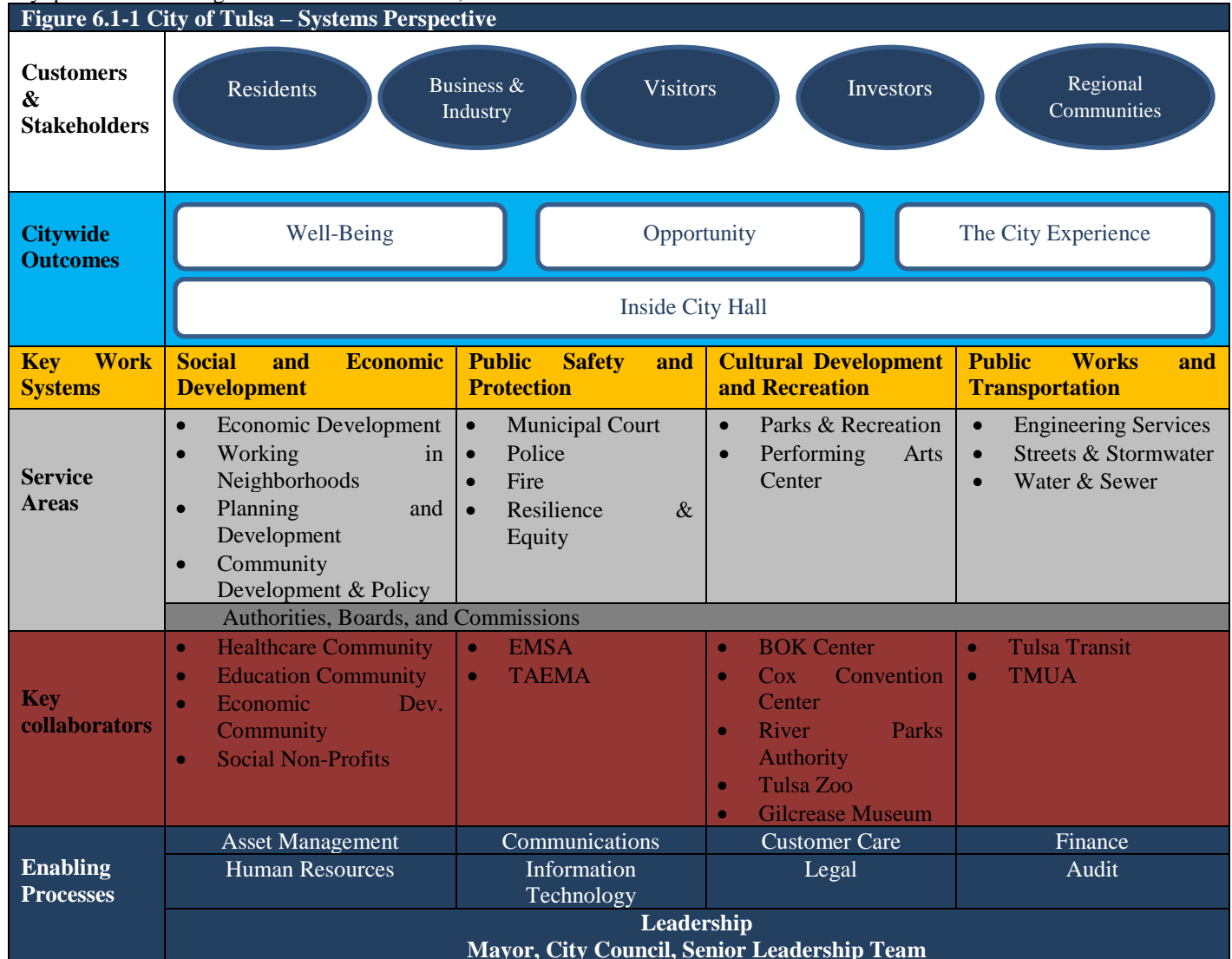**6.1a.(1) Determination of Product & Process Requirements**
Determination of key requirements starts with the identification of the City's customers and their expectations. Department-level strategic planning includes extensive citizen feedback, which provides a basis for determining requirements. The City's numerous ABCs are comprised of citizen volunteers. They have extensive input in product and process requirements. For example, the City's 311 system, an information specifically designed for gathering, analyzing, and reporting information about customer calls provides near real-time information to City leaders. This valuable information is then used to gain a better understanding of the needs of the citizens. In turn, the City may adjust their product or process requirements, based on identified opportunities of improvement, to ensure the needs of those citizens are met. Additionally, several external sources, including accreditation standards, regulatory requirements and professional affiliations have a direct effect on how the City defines requirements. Finally, citizen votes provide useful information given that citizens approve or reject major funding packages and selecting candidate based on their platforms.

6.1a.(2) Key Work Processes The City's four key work systems that drive CPIs are social and economic development, public safety and protection, cultural development and Recreation, and public works and transportation. The four key work systems encompass all internal City operations as well as external collaborators, partners and stakeholders that contribute to achieving the CPIs.

The Mayor, as the chief executive officer, helps facilitate excellence in work processes through the organizational structure. A team leader has been appointed for each of the key work systems. All the various departments that support key processes are organized into these teams, indicated as service areas in Figure 6-1-1. The teams meet regularly to coordinate work and share information. Key work processes are identified by department heads in their area of responsibility. Planning for funding and execution of these processes occurs during the annual budget process. Since funding for governmental services is limited, the budget process naturally causes prioritization of work processes to ensure the best use of available funds. City leaders form employee teams to identify projects to be completed, continuation of successful initiatives, and changes to less successful initiatives. Deliberation focuses on the achievement of CPIs.

Figure 6.1-1 City of Tulsa – Systems Perspective

Customers & Stakeholders	Residents	Business & Industry	Visitors	Investors	Regional Communities
Citywide Outcomes	Well-Being		Opportunity		The City Experience
	Inside City Hall				

Key Work Systems	Social and Economic Development	Public Safety and Protection	Cultural Development and Recreation	Public Works and Transportation
Service Areas	• Economic Development • Working in Neighborhoods • Planning and Development • Community Development & Policy	• Municipal Court • Police • Fire • Resilience & Equity	• Parks & Recreation • Performing Arts Center	• Engineering Services • Streets & Stormwater • Water & Sewer
	Authorities, Boards, and Commissions			
Key collaborators	• Healthcare Community • Education Community • Economic Dev. Community • Social Non-Profits	• EMSA • TAEMA	• BOK Center • Cox Convention Center • River Parks Authority • Tulsa Zoo • Gilcrease Museum	• Tulsa Transit • TMUA
Enabling Processes	Asset Management	Communications	Customer Care	Finance
	Human Resources	Information Technology	Legal	Audit
	Leadership **Mayor, City Council, Senior Leadership Team**			

6.1a.(3) Design Concepts Work processes are designed to achieve the goals identified during the customer-focused strategic planning process. KPIs are monitored throughout the year and process changes are completed when an opportunity for improvement is identified.

Project planning plays a big role in process design. The City has both a short-range and long-range capital improvement planning process. Often projects require multi-discipline planning to ensure projects are efficient and have minimal disruption of citizens' daily life. For example, when a major street rehabilitation is done, "curb to curb" coordination occurs in constructing streets, replacing water and sewer lines, and relocating gas, electric and cable services.

The City's ITGB was created to prioritize investments in information systems, and the order in which information systems projects are initiated. Representatives from all departments sit on the ITSB where joint collaborations amongst departments provides the opportunity to prioritize efforts and stay informed of current events. All information systems projects are coordinated through this board. The ITSB has

adopted a project governance framework that provides a structure for information system design, from identification of system needs to deployment of the information system. The City has recently acquired an ERP system. The implementation of each module began with an evaluation of existing processes to identify key processes, as well as areas of improvement. The configuration of the system was completed, based on industry-leading best practices. Workflows were designed based on departmental needs.

6.1.b.(1) Process Implementation Key goals, along with related performance indicators, have been established using a City-wide strategic planning process. The plan, called the AIM Plan, has been formally approved, published and distributed to City leaders. The responsibility of monitoring each goal within the plan has been delegated to specific employees. Two types of meetings related to KPIs recur: StatChat and TulStat. StatChat is an agenda item at weekly executive leadership meetings. During this part of the meeting, responsible parties report on the status of KPIs. At monthly TulStat meetings, department heads discuss challenges with meeting goals and brainstorm ideas to overcome these challenges. The annual budget process requires service area leaders to focus on work systems, performance indicators, and resources needed to accomplish their responsibilities in the strategic plan. Budget planning begins with a review of current year plans and consideration of changes for the upcoming year. Service area leaders determine work-process goals, the best method to measure results and the intervals at which measurement is to be reported. Resources, including staffing, supplies, outside services and capital needed for work processes, are identified and funding calculated. In addition to StatChat and TulStat, all departments have regular staff meetings. Employees are encouraged to discuss work processes, offer input on performance and share improvement ideas.

6.1b.(2) Support Processes Key support processes, identified as Enabling Processes in Figure 6.1-1, are those critical internal services that support key work systems. Each enabling process aligns their key outcome measures with those of the service areas. Progress has been made in creating inter-departmental service level agreements between enabling processes and key work systems. The purpose of these agreements is to clearly communicate expectations of both the service provider and service receiver.

6.1b.(3) Product and Process Improvement Performance indicators trigger most process improvement initiatives (Figure P.2-3). Techniques such as staff deployment, brainstorming, project management, benchmarking, root-cause analysis, human-centered design, and business process improvement are used to improve performance. The City uses Lean Six-Sigma as its primary improvement methodology. In 2015, the City began offering Lean Six Sigma training to all City employees. The City now has 115 employees with Lean Six Sigma certifications, including nine black belts. All these employees

participate in the Innovation Champion program, which includes online learning modules, class discussions, and working with a team on an improvement project. Innovation Champions are provided monthly lunch-and-learn sessions that help them continuously develop their knowledge and skills (4.2.b.3). Starting in 2018, all employees interested in Innovation Champion training will be required to have a project identified by their manager or supervisor that will impact operations within the trainee's workgroup. This will allow employees to learn the methods in the context of their job.

Other process-improvement training opportunities include HCD and Urban Data Pioneers. HCD training allows participants to understand how to design and improve processes by putting themselves in the shoes of the end user/customer. Urban Data Pioneers brings together teams of both City employees and citizens, to analyze data and identify process-improvement opportunities. UDP projects are recommended or requested from leaders who have a question they think data might be able to answer or provide insight into. Each cohort establishes teams that select the project they will work on. In 2017, a team reviewed violent crime and blight data together. The next cohort of UDP a team created a simple method for reporting blight and collecting the inventory of blight throughout the community. This work contributed to a review of processes within the Working in Neighborhoods department, where an Innovation Champion helped to outline a process map of investigation of complaints and reduce time to abate violations. All these programs are managed by OPSI, so when there is potential overlap or a need for shared information, OPSI can connect groups to optimize all skills. Innovation Champions have become an excellent resource for participation in teams doing Citywide process-improvement projects. These teams have completed numerous projects. Examples include citywide strategic planning development, workplace organization based on 5S, increasing the number of employees who complete mandatory training on time, and improving the way employees report broken tools. In addition, some departments have Lean Six Sigma teams that prioritize department-level projects and timelines for implementation.

6.1.c Supply-Chain Management A City ordinance places purchasing responsibility in the Finance Department. The powers and duties of the Purchasing Agent (Agent) are defined in the ordinance. Among these duties is a requirement for the Agent to contract for all supplies, services and IT systems needed by the City in accordance with ordinance requirements, and to establish any necessary purchasing rules and regulations beyond those required in the ordinance. The Agent is required to keep a database of potential bidders, categorized by types of goods and services, and has the authority to disqualify any bidder who has defaulted in the past. Written specifications are required to be included in bids. The purchasing process starts with the requesting department filing a requisition with the Agent, along with an estimate of cost. The Agent reviews the requisition and has the authority to revise it as to quantity,

quality, or estimated cost. The Agent also has the authority to consolidate requisitions to take advantage of bulk purchasing discounts. A competitive process is required for most purchases. Two exceptions are purchases with petty cash and sole source acquisitions. The Agent is required to use the most stringent competitive process that will achieve the City's objectives. A written statement of the reasons for not using a more stringent competitive process in an acquisition is required. Dollar limits and various procedures to be used for bidding and purchases in specific categories are set in detail in the ordinance. The bidding process is structured to comply with the ordinance. A cross-functional team, including the Agent, staff from the department making the purchase, and subject matter experts is assembled to evaluate bids. Specific evaluation criteria are identified and weighted. The evaluation team reviews each responsive bid and scores it. The bids are ranked based on the scores, and on the amount bid. The evaluation team makes a recommendation to the director of the department making the purchase. The ordinance requires written contracts for purchases greater than $100,000. Contractual provisions must include, at a minimum, the following criteria: Detailed performance requirements, insurance, bonding, warranty, indemnity, compliance with laws, contract renewal options, awards to primary and secondary suppliers, price escalation, audit rights, and termination. The City's Legal Department processes all contracts. Several contract templates are used to make the process more efficient. The ordinance also places responsibility on the Agent to maintain central warehousing and for executing emergency purchases. The Agent and requesting departments are required to inspect and test purchased items when delivered. The ordinance allows the Agent to participate in a cooperative purchasing plan or contacts let by the state of Oklahoma when this serves the best interest of the City. With implementation of a vendor self-service tool in the new ERP, efficiencies are expected.

6.1.d Innovation OPSI, formed by the Mayor upon taking office, has staff dedicated to assisting the entire organization in using data to align citywide strategies toward priority goals while lowering barriers to adopting innovative practices. Organizational opportunities for innovation are identified in the annual SPP. During the SPP and Mayor-Council retreat, priorities for upcoming fiscal years are identified. During this process, stakeholders, process owners, and customers help senior leaders understand gaps in meeting desired outcomes. Mayor's Office staff interviews external partners to understand their perspective on meeting desired outcomes and to identify current and future opportunities for partnerships around strategies. Teams evaluate whether existing strategies and actions are having the expected impact and identify barriers that may be limiting or preventing success. Teams are generally asked to evaluate and pilot innovations with existing resources and the results of those evaluations inform later decisions to fully fund proven improvements. Intelligent risks are identified and weighed against opportunities. Factors considered in determining intelligent risks include: (1) the City's historical

role in direct delivery of services, (2) the services the City provides that have an indirect impact on outcomes, (3) current needs to improve outcomes, and (4) the amount of available resources the City could commit.

TulStat and StatChat sessions provide a regular review of success between SPP cycles. Teams use established targets and metrics to measure progress. TulStat sessions include discussion to determine whether a pivot to a new, innovative approach is necessary or discontinuation of a strategy is the more appropriate solution based upon: (1) connection of strategy to other strategies and outcomes, (2) whether the strategy has been proven to work in other cities, (3) whether necessary funding to achieve success is available, (4) whether a pilot project is viable to minimize risk, and (5) alignment with strategic objectives.

Where possible, all innovative approaches are pursued first with pilot programs. Innovation Champions are trained with knowledge and skills to conduct small scale experiments where possible and assist teams in identifying their goals for testing out an idea and helping teams to prototype and observe how various factors respond. At the end of the pilot phase, the necessary stakeholders evaluate real results compared against what was expected and then determine the next best step which could be testing an entirely different innovation or full-scale implementation. Regardless of next steps, the pilot acts as an opportunity to learn and improve upon ideas before deployment which minimizes confusion once a long-term solution is committed to. Opportunities for innovation are facilitated by the Innovation Champion program (process innovation), Low-Cost Evaluations (new idea beta testing), Human-Centered Design (design thinking applied to services), Urban Data Pioneers (data exploration and analytics) and a new program involving citizens called the Civic Innovation Fellowship. The OPSI office manages all these programs and ensures that employees have opportunities to participate to expand their toolkit to create innovative solutions.

6.2 Operational Effectiveness
6.2.a Process Efficiency and Effectiveness Department heads and division heads have access to information about their budgets, expenditures and available funds. They take personal responsibility for monitoring costs and take corrective action when necessary. The City's ERP system enables City leaders to check budget status in real time. The City's bid process requirement focuses on acquiring the best quality goods and services at the lowest cost.

TMUA identified asset management as a key strategic area. Improved asset management procedures provided better information to more accurately project capital maintenance costs. This allowed smoothing of water rate increases. The Water and Sewer Department is working to attain International Organization for Standardization (ISO) asset management certification. All departments have standard operating

guidelines available to employees. In addition to written guidance, on-the-job training and direct supervision help ensure employees understand work processes and carry them out efficiently and effectively. Performance indicators include efficiency and effectiveness goals. Employee productivity and supplies usage are monitored. Internal and external customer satisfaction surveys indicate whether work quality is meeting the mark.

6.2b.(1) Reliability

The IT ensures information systems are reliable by maintaining a "Master Service Level Protocol", also known as a Service Level Agreement in most organization. This protocol:

- Defines a general level of predictability for IT communication and services
- Reflects how IT does business today and the direction IT is heading
- References the IT service catalog for clear service-level descriptions
- Describes how work will be prioritized and predicts response times, including a single-outage notification process
- Includes reporting on service levels
- Maintains an IT service catalog to ensure end users know and understand the services the department provides

Life-cycle planning is used for replacing hardware. The City has an equipment study that is used to assist in determining budgetary needs for replacing aging hardware. IT actively plans for and replaces hardware according to this schedule, where possible. To ensure the consistency of the user experience and establish an enterprise focused on sharing data and minimizing duplication, the staff actively leads or assists in the selection process for all software and hardware, and leads or participates in pilot projects, system updates, and training sessions.

To provide cost-effective and highly efficient technology services for clients, IT utilizes ITIL processes and better practices continually strives for alignment and optimization towards these practices through training and education. All IT managers are currently certified in ITIL Foundations. Completion of this certification is required for new managers. IT actively monitors several key performance metrics and reports monthly. These metrics are used for resource planning as well as establishing expected service targets for the department staff. A customer satisfaction survey is sent for every service requests or incident. Data is collected and reviewed monthly by department leaders and staff and is used to drive improvements.

6.2b.(2) Security and Cybersecurity Security measures begin with classification of data and information. IT has identified sensitive and privileged data and put appropriate protections in place. A formal data-classification policy has

been adopted, which provides guidance to all City departments. A Technology Security Committee has been established. Data protection security measures include the following:

- Access controls – Formal policies have been established. The City has adopted a least privilege approach, which is designed to give employees access to only what is necessary for their roles. Approval criteria and processes have been established for employees' initial access. The employee termination form has a section for deactivating employee access at exit. Password policies include complexity rules for strong passwords, 90-day expiration, and shared secrets with three questions employees select for self-reset. Public-safety-information access requires multi-factor identification to meet standards of the Criminal Justice Information System.
- Preventive security measures - the City's firewalls, use a layering system that does not allow packets to pass through the firewall unless they match the established rule set. Firewalls are regularly updated with information from a global database of known malicious sites. Before IT releases any new system, the Technology Security Committee reviews its security. All computers used to process credit-card payments use security measures that meet payment card industry data security standards. Encryption is used for emails that contain personally identifying information and for remote access to the City's network. Access to the City's website is secured with security certificates that protect data transmitted to and from the public.
- Detective security measures – A Computer Security Incident Response Team has been formed to respond quickly, and the response conditions and procedures for this team have been established. Intrusion detection systems, including antivirus software, monitor all computers and provide alerts to IT staff. Penetration tests are regularly conducted.

The US Department of Homeland Security's national Cybersecurity Assessments and Technical Services routinely scans the City's information systems for vulnerabilities. The City's results from these scans are benchmarked with the federal government. The City has improved beyond the federal government's level over the last three years.

6.2c.(1) Safety The City is committed to improving safety culture. A consulting firm was hired to complete an assessment of Tulsa's occupational health and safety program. This assessment included analysis of injury claims and reports, review of accident and safety-inspection documentation, a safety perception survey, interviews with City managers and employees, and an assessment of various City work sites, including City Hall. The consultant's report was received in April 2012, and the City's Safety Culture Transformation Project began. As a result, safety has improved significantly,

and the City has saved an estimated $3,150,000 from reductions to worker's compensation claims. Tulsa's occupational health and safety program includes the following components.

Accident Prevention: The Safety Oversight Committee, comprised of department heads, conducts a monthly review of Citywide injury stats, reviews and approves safety policies, discusses regulatory changes, and recognizes employees' safety achievements.

- Safety committees at the department and workgroup level meet at regular intervals to review safety concerns, injuries, and vehicle collisions.
- The Near Miss program, titled RAPID, provides employees an avenue to report unsafe behaviors and conditions.
- During the annual employee planning and review process, employees sign a recommitment to worker safety. This yearly recommitment to safety emphasizes the importance placed on providing a safe working environment for all employees.
- The Injury Review (905A&B) process identifies root cause and mitigation of injuries.
- The Job Hazard Analysis process identifies and mitigates hazards specific to each workgroup and tasks performed by employees.
- The Injury Repeater Program is designed to draw a correlation between injuries to identify and change high-risk behaviors.
- MySafety Foundation newsletters, stall talkers and email banners provide branded safety communications, with topics that change monthly. These communications are available to all employees. Stall talkers and email banners are designed to increase awareness of the safety topic that is currently available
- .Ongoing safety training is provided for new employees during their first week of employment.
- Required safety training for all employees is provided within the first three months of employment.
- Online safety training is available to all City employees and is designed to increase training efficiency and availability.
- Safety accountability standards identify management responsibilities for safety expectations, documentation, and inspections.

Inspection

- Safety accountability standards define roles from management to front-line employees.
- Facility and job site inspections are conducted by workgroups with follow-up from safety committees to address concerns.
- Safety specialists conduct and document job site and facility inspections to identify and correct safety concerns and ensure regulatory compliance.

- The City signed an alliance with the Department of Labor to foster collaborative inspections to improve regulatory compliance and improve safety performance.

Root-Cause Analysis of injuries The RAPID process to address near-miss incidents includes a documentation process. All employees may submit a RAPID form to management. RAPID forms are reviewed and addressed by department management, workgroup safety committees and safety staff. Periodic analysis of the forms is completed to track trends and mitigate injurie. The injury-review process includes root-cause analysis, change recommendation, and implementation of corrective actions. Incidents are investigated by department management in conjunction with the affected employee.

Recovery After an incident is investigated, root cause and change recommendations are communicated by the management team and safety staff. Change implementation actions are carried out by the department management team or their delegates. Occupational-health staff, including a medical doctor, is a resource for all staff in providing medical treatment, fit-for-duty assessments, and a return to work modified duty program. Safety policies are developed using a structured development process, reviewed by the Safety Oversight Committee and approved by the Mayor. Department-specific safety standards are implemented to meet the unique needs of each department. Safety and security policies are regularly reviewed for updates based on assessed needs and regulatory changes. An employee assistance program is available to all employees to assist in addressing their health needs.

6.2c(2) Business Continuity The Tulsa Area Emergency Management Agency (TAEMA) is responsible for coordinating, preparing for, responding to, recovering from, and mitigation of major emergencies and disasters. TAEMA is funded by a collaborative effort of the City, Tulsa County, and various other agencies to ensure readiness to manage response to emergencies and disasters. This includes naturally occurring events, as well as man-made events. TAEMA is responsible for maintaining the Emergency Operations Plan and Multi-Hazard Mitigation Plan for the Tulsa area. They plan and execute numerous disaster exercises with the response community each year to test emergency plans and enhance readiness to respond to disasters. In 2017, TAEMA rolled out a storm ready app, which offers a variety of tools to users, including a list of places to go after a storm and the ability to send a note to the user's emergency contacts after an event.

In addition to the area plan prepared by TAEMA, there are specific continuity of operations plans for key City operations, including utilities, streets, asset management, public safety, and IT. IT's plan is multi-faceted since it includes emergency plans for technology in all City departments. All emergency planning is designed to be National Incident Management System (NIMS) compliant.

City facilities are regularly assessed for vulnerabilities for all types of disasters and emergencies. Plans are created and executed for reducing vulnerabilities. The process is done following Department of Homeland Security guidelines. Specific key leaders are designated to report to the Emergency Operations Center (EOC) for specific types of emergencies. When an emergency occurs, these key leaders report to the EOC. The type of emergency determines who serves as the incident commander. Each key leader and all first responders receive emergency training through NIMS. The EOC is hardened to withstand most disasters, but there are also several back-up facilities in case this facility fails.

The City maintains an Economic Stabilization reserve fund to be used when an emergency or disaster occurs. A target fund balance has been calculated, based on the historical cost of these incidents. The target for the balance for this fund by the end of the June 2019 is $17,985,000 which represents 6.46% of the projected General Fund. The purchasing agent is on call during any emergency and will report to the EOC when necessary. City ordinances include an emergency purchasing policy.

IT has a disaster recovery plan (DRP) that delineates policies and procedures for technology disaster recovery, as well as process-level plans for recovering critical technology platforms and the telecommunications infrastructure. The DRP includes the following sections.

Key personnel contacts have been identified and published in the DRP, and a notification calling tree process is charted. The plan also includes emergency contact information for each department and for key external parties. Personnel to be assigned to emergency teams are identified and classified into three categories: Emergency response, disaster recovery and business recovery. Each team's responsibilities are described in the DRP.

Key business processes have been identified and included in the published DRP. One of four backup strategies are used for each key business process.

- Off-site back-up storage and manual recovery – Back-up systems create tape or replicated disk-to-disk backups on a regular schedule. Backups are stored offsite.
- Fully Mirrored Redundant Recovery – All mission critical systems are replicated on a regular basis at both the primary location and the mirrored site.
- Geographically separated recovery site – In the event both the primary site and mirrored site are affected by a disaster, the City has a leased site located over 100 miles away. Mission critical systems are replicated at the leased site on a regular basis.
- Hosted site recovery – This recovery strategy uses third party providers to host, backup, and restore services.

Potential threats have been identified and a risk assessment has been completed. Each threat has been evaluated on probability and impact, and potential consequences identified. Plans for remedial actions have been made. All aspects of the plan are regularly exercised.
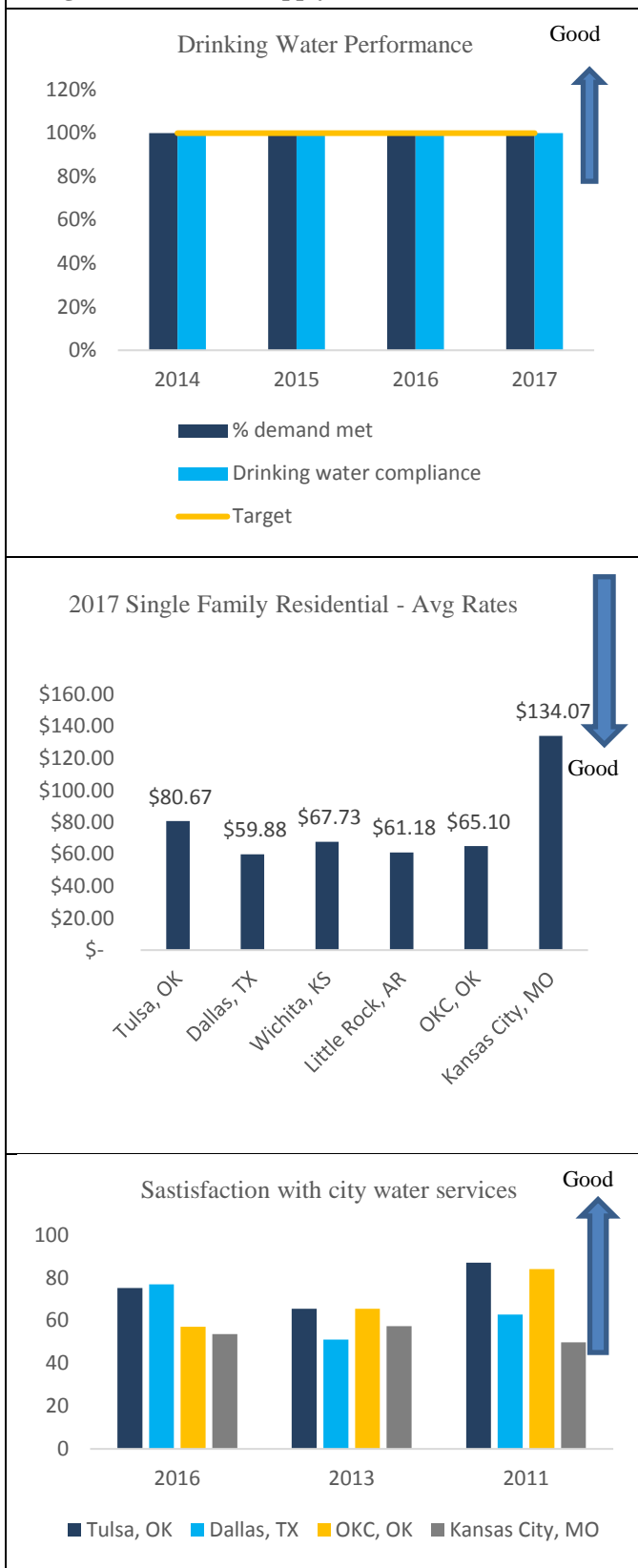
CATEGORY 7 – Results
7.1 Product and Process Results
7.1a Customer Focused Products and Process Results

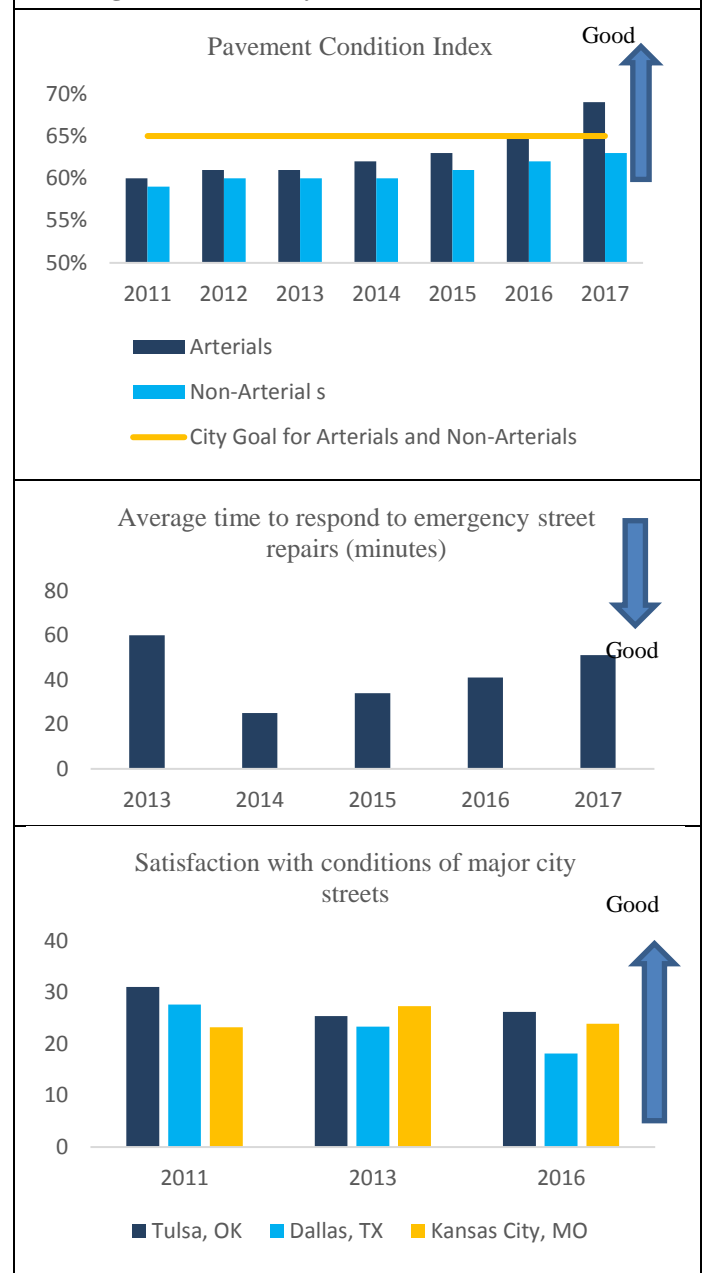**Figure 7.1-1 Violent Crime and Police Response**
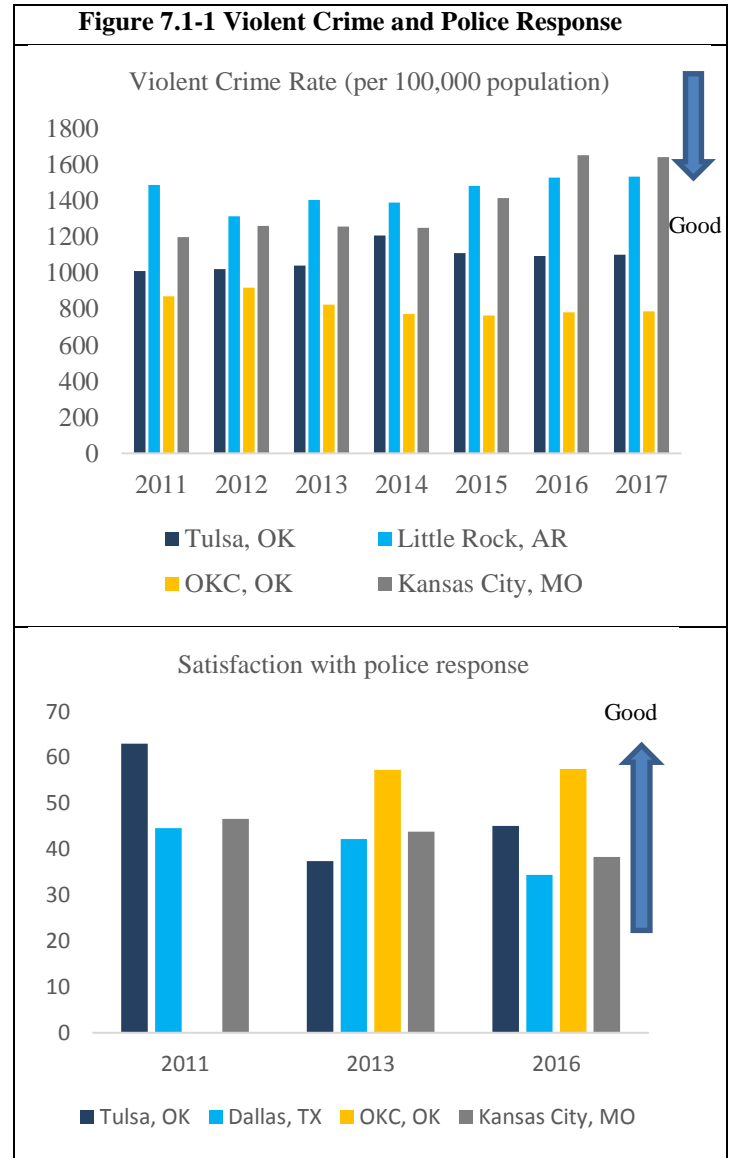
Figure 7.1-1 Violent Crime and Police Response - Violent crime and police responsiveness to crime directly connect to a citizen's feeling of safety in their community. Tulsa outperforms peer cities with lower crime rates in citizen satisfaction with responsiveness.

Figure 7.1-2 Water Supply

Drinking Water Performance

Good ↑

[Chart: Drinking Water Performance, years 2014–2017, % demand met and Drinking water compliance at ~100%, Target line at 100%]

- % demand met
- Drinking water compliance
- Target

2017 Single Family Residential - Avg Rates

Good ↓

[Bar chart]
- Tulsa, OK: $80.67
- Dallas, TX: $59.88
- Wichita, KS: $67.73
- Little Rock, AR: $61.18
- OKC, OK: $65.10
- Kansas City, MO: $134.07

Sastisfaction with city water services

Good ↑

[Bar chart for years 2016, 2013, 2011]
- Tulsa, OK
- Dallas, TX
- OKC, OK
- Kansas City, MO

Figure 7.1-2 Water Supply - The City supplies drinking water to residential and commercial users and consistently achieves the goal of 100% for supply of treated water. The City must comply with the Safe Drinking Water Act and maintains 100% compliance. This high performance does not come at significantly higher rates for water compared to other cities. Tulsa bases it rates on maintaining the highest water and sewer quality and rates.

Figure 7.1-3 Quality of Streets

Pavement Condition Index

Good ↑

[Bar chart, years 2011–2017, Arterials and Non-Arterials, City Goal line at 65%]
- Arterials
- Non-Arterial s
- City Goal for Arterials and Non-Arterials

Average time to respond to emergency street repairs (minutes)

Good ↓

[Bar chart, years 2013–2017]

Satisfaction with conditions of major city streets

Good ↑

[Bar chart, years 2011, 2013, 2016]
- Tulsa, OK
- Dallas, TX
- Kansas City, MO

Figure 7.1-3 Quality of Streets - The Pavement Condition Index (PCI) between 0 and 100 is used to indicate the general condition of pavement. The PCI rates the condition of the surface of a road network and provides a numerical rating for

the condition of road segments within the road network, where 0 is the worst. Tulsa street network includes 1,356 land miles of arterials and 3,038 lane miles of non-arterials. Overall, Tulsa streets have been improved since 2013, when Tulsa voters approved Improve Our Tulsa package, which issued $355 million of General Obligation Bonds for street and bridge improvements and a $563.7 million extension of the Third Penny Sales Tax that included $270 million for street and transportation projects. Emergency street repairs are consistently responded to in under an hour and Tulsa citizens are as satisfied or more satisfied with the quality of streets over peer cities in the region.

Figure 7.1-4 Fire Response

TFD % arrival w/in 6 minutes

Satisfaction with fire response
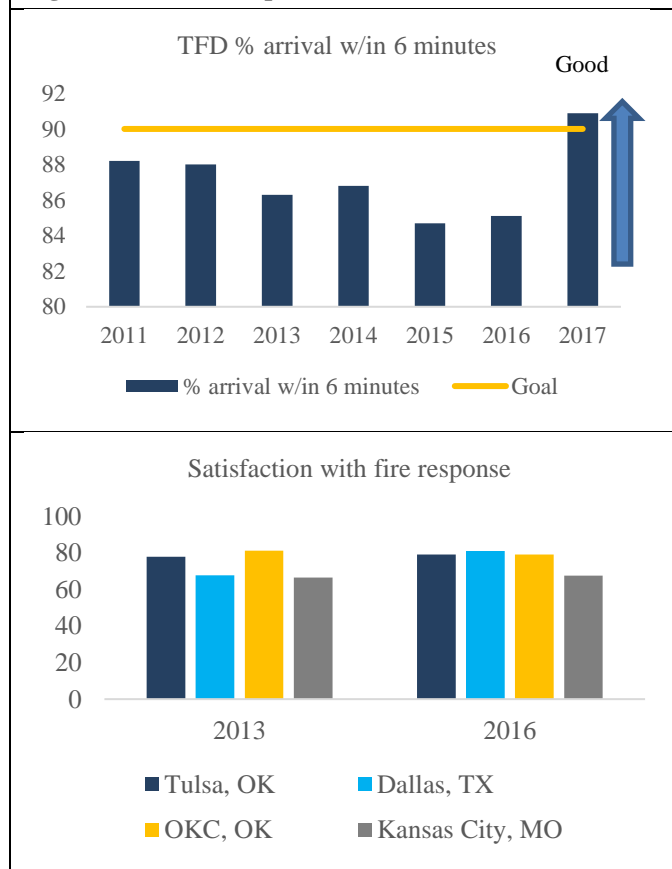
Figure 7.1-4 Fire Response - TFD responds to fires and emergency-medical situations. Increased response times lead to an increase in the ability to save lives and property and an increased feeling of safety for citizens.

Figure 7.1-5 Transit

Tulsa Transit Fixed Route Ridership

Lift Program Riders

Satisfaction with public transit system
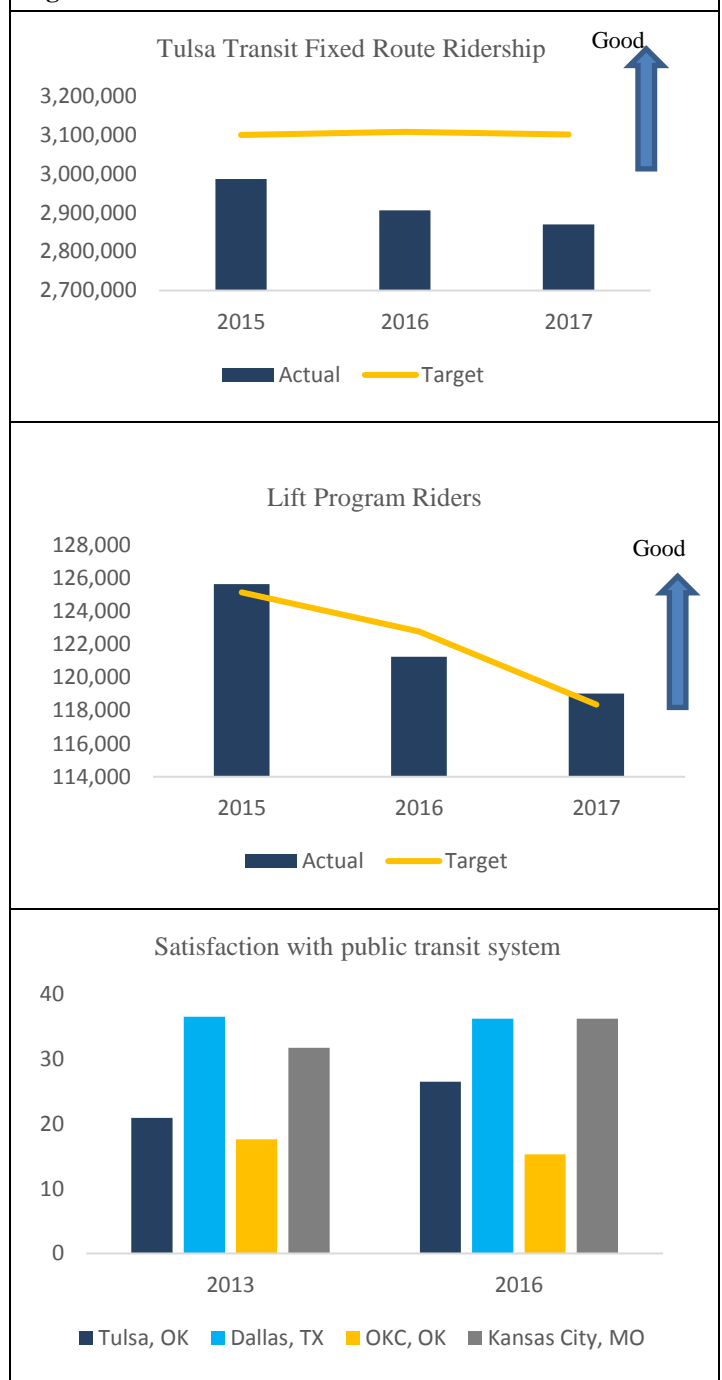
Figure 7.1-5 Public Transit Investments to public transit take time to realize. Approved funding can occur several years before a transit improvement is in place. The Vision Tulsa funding package in 2016 increased funding in transit. Tulsa expects to include a bus rapid transit system that should significantly increase ridership and reduce transit wait times.

Figure 7.1-6 Traffic Safety

Collisions on Tulsa streets

Good

	2012	2013	2014	2015	2016	2017
Fatality Collisions	38	43	44	37	38	36
Severe Injury Collisions	427	363	348	328	267	

■ Fatality Collisions ■ Severe Injury Collisions

Satisfaction with enforcement of traffic laws

Good

■ Tulsa, OK ■ Dallas, TX ■ OKC, OK ■ Kansas City, MO
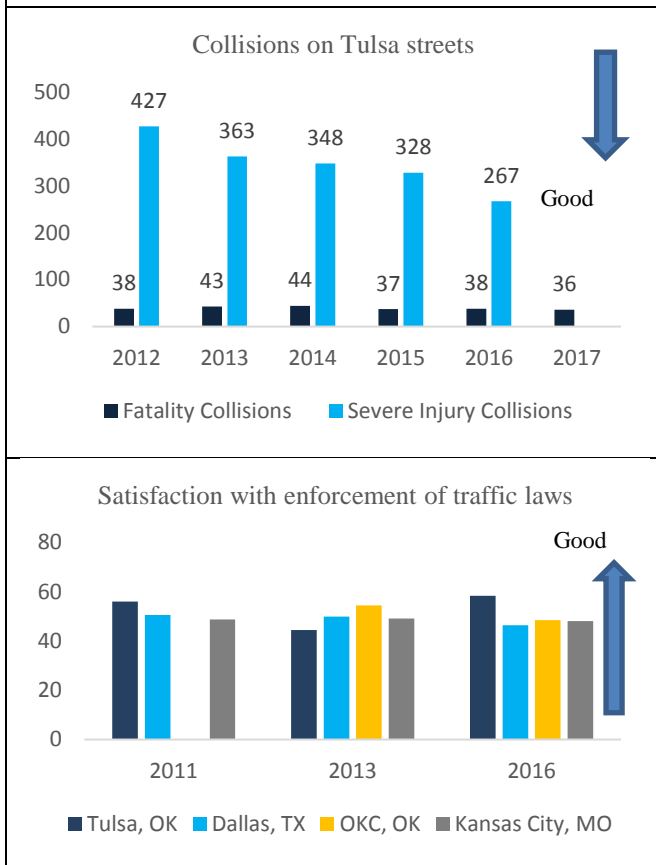
Figure 7.1-6 Traffic Safety - Tulsans rely heavily on cars to travel throughout the City. The City proactively enforces traffic laws and reviews traffic collision data to re-engineer high-collision areas or provide necessary signage or signalization to improve traffic safety. This all contributes to lower fatalities and high-injury collisions on Tulsa roadways.

Figure 7.1-7 Code Compliance

Average Monthly Voluntary Compliances of Code Violations from 2012-2017

Good

	2012	2013	2014	2015	2016	2017
Compliances	882	1100	882	1100	1100	1200

■ Compliances

Satisfaction with enforcement of city codes

Good

■ Tulsa, OK ■ Dallas, TX ■ Kansas City, MO
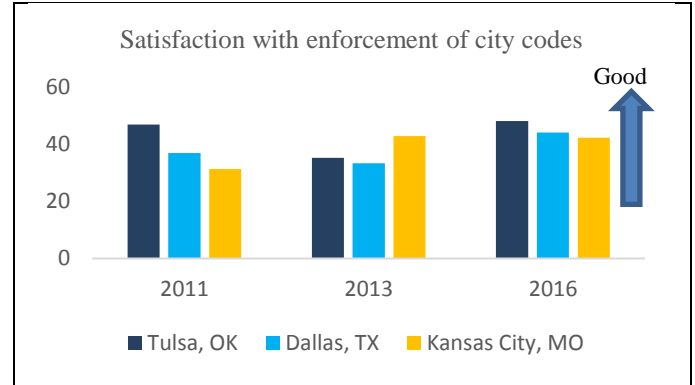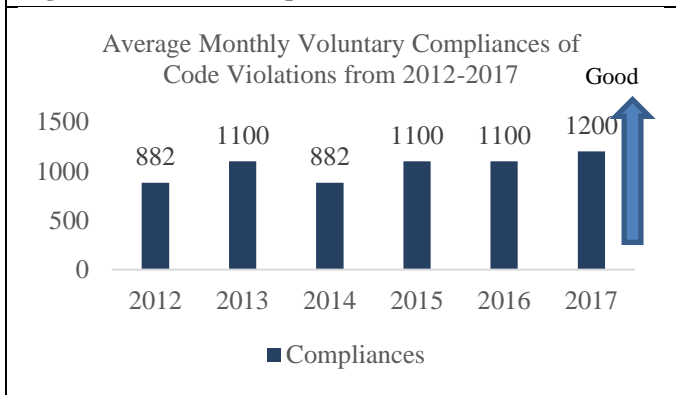
Figure 7.1-7 Code Compliance - The City encourages voluntary code compliance because it's less costly to the City and less burdensome for the citizen. Code compliance contributes to the preservation, maintenance, and enhancement of neighborhoods and is an indicator of the City's attractiveness and feeling of safety.

Figure 7.1-8 Development Plan Reviews

Average Working Days for Plans Review versus Calendar Days to Issue Permits for Commercial Projects < $1 million

Good

■ Working Days for Plans Review of Commercial Permits
■ Calendar days to Issue Permits for Commercial Projects <$1 million
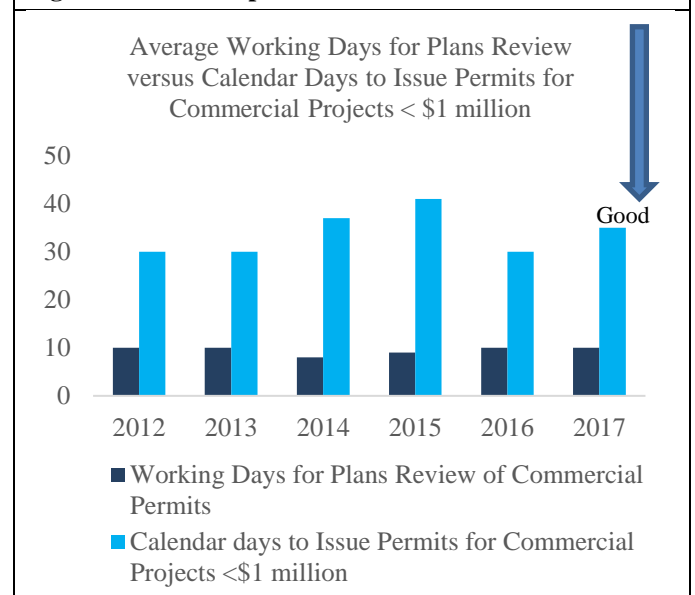
Figure 7.1-8 Development Plan Reviews – Average number of days for plan reviews is below the national average cited by ICC within 15-20 working days. Average number of calendar days to issue permits for commercial projects under $1million is 35 days, including time waiting on customer revisions.

Figure 7.1-9 Parks – Acres per 1000 residents

Acres of parks per 1000 residents

Good

	2011	2012	2013	2014	2015	2016	2017
	20.9	20.75	20.98	20.72	20.62	20.54	20.52

■ Tulsa ── National Standard

% of citizens reporting satisfaction wiht quality of city parks

Good

■ Tulsa, OK ■ Dallas, TX ■ OKC, OK ■ Kansas City, MO
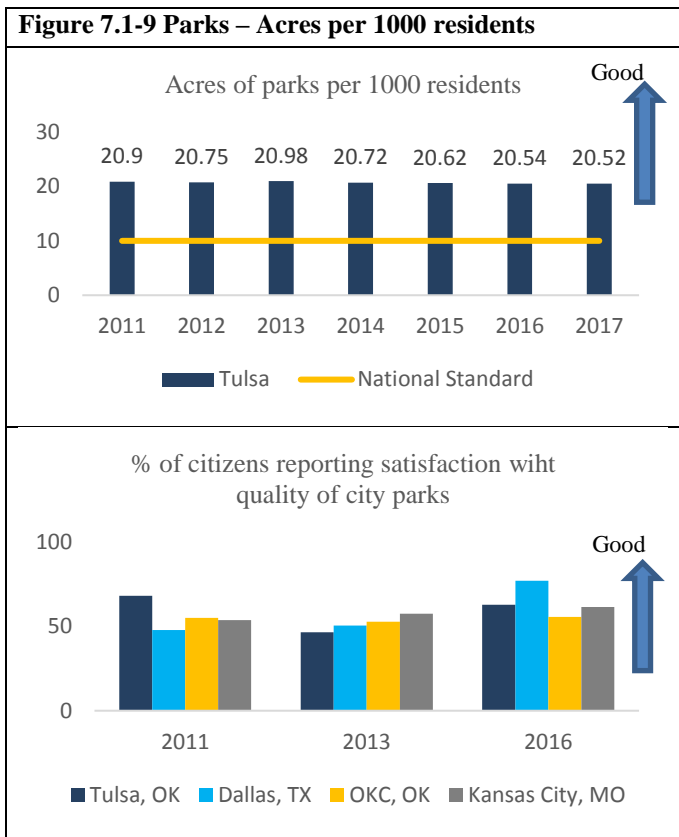
Figure 7.1-9 Parks - The National Recreation and Park Association recommendation for cities is to have 10 acres of parks per 1,000 residents. The City greatly exceeds this standard while maintaining citizen satisfaction rates higher than most peer cities.

7.1b Work Process Effectiveness Results
7.1b(1) Process Effectiveness and Efficiency

Figure 7.1-10 Police Call Response Times

Priority 1 Call Responses under 3 minutes

Good

■ Actual Call Responses <3 min
── Goal Call Response (5% increase)
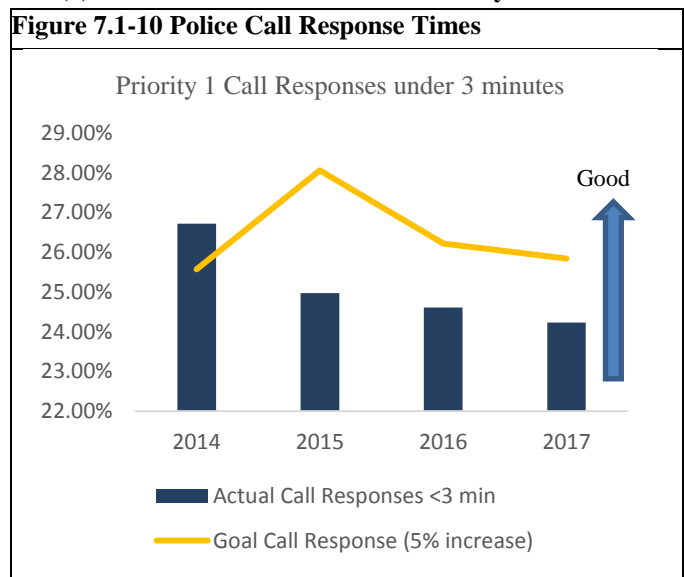
Figure 7.1-10 Police Call Response Times - Response to Part 1 crimes is the most critical target for TPD. The City expects increased staffing levels at TPD due to the dedicated public safety tax to improve response times.

Figure 7.1-11 Safety Critical Pothole Response

% of safety critical potholes reparied w/24 hours

Good

2013	2014	2015	2016	2017
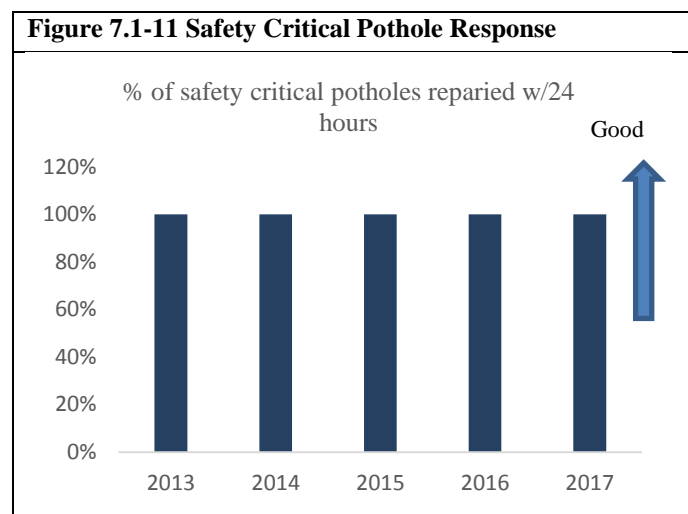
Figure 7.1-11 Safety Critical Pothole Response – Rapid response to safety critical potholes improves road conditions for all drivers and impacts other traffic safety aspects. Crews consistently respond to 100% of these types of calls within 24 hours.

Figure 7.1-12 Filling Vacancies

% of positions filled within 45 days

Good

FY 13	FY 14	FY 15	FY 16	FY 17

■ Sworn ■ Non-Sworn
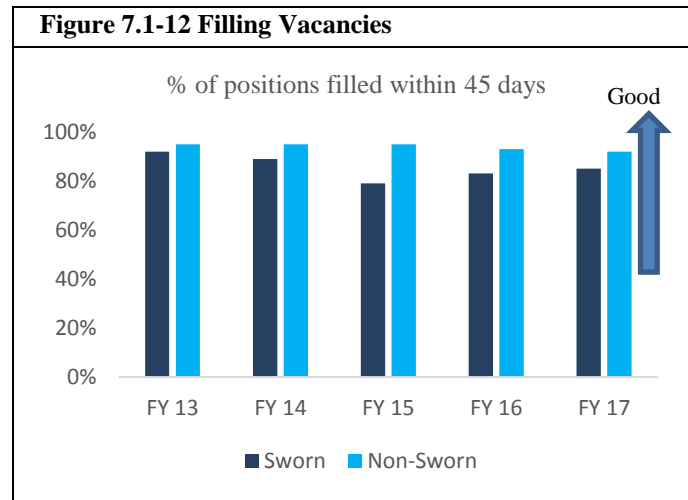
Figure 7.1-12 Filling Vacancies - The City's Human Resources staff recruits and screens external applicants timely to provide a qualified workforce to better serve and maintain the level of service expected by citizens. The City can serve citizens by recruiting and retaining a qualified workforce internally. The internal employment process exceeds the 80 percent target for filling vacancies within 45 days.

Figure 7.1-13 Customer Call Center Call Abandon Rates and Service Levels

Customer Care Calls - Abandonment Rate & Service Level

Legend: ■ % abandoned ■ % answered <46 sec
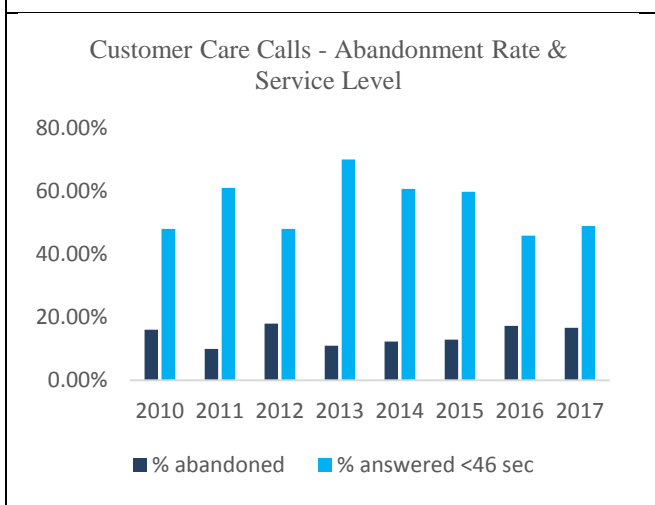
Figure 7.1-13 Customer Call Center Call Abandon Rates and Service Levels – The City strives to answer all calls that come into the Call Center and minimize the number of callers who hang up before they can speak to a Customer Care Agent. Many people will hang up if the wait time to speak with an agent feel excessively long. Therefore, the City strives to answer calls within 45 seconds to minimize the burden on customers in reporting an issue or concern. The goal is for lower abandonment rates and higher rates of percentage of calls answered within 45 seconds.

Figure 7.1-14 Road Projects

% of Road Projects On Time & On Budget Good

Legend: ■ Designed On time ■ Constructed On Time ■ Within Budget
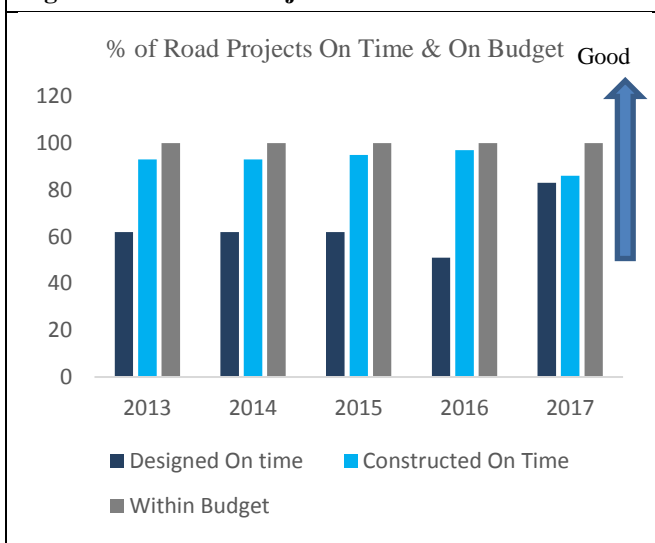
Figure 7.1-14 Road Projects – The City strives to design and build capital-improvement projects on time and within the estimated budgets. Several internal services as well as external factors (market costs, availability of contractors to perform work, weather, etc.) impact the ability to achieve the targets set.

Figure 7.1-15 IT System Uptime

% uptime by year Good
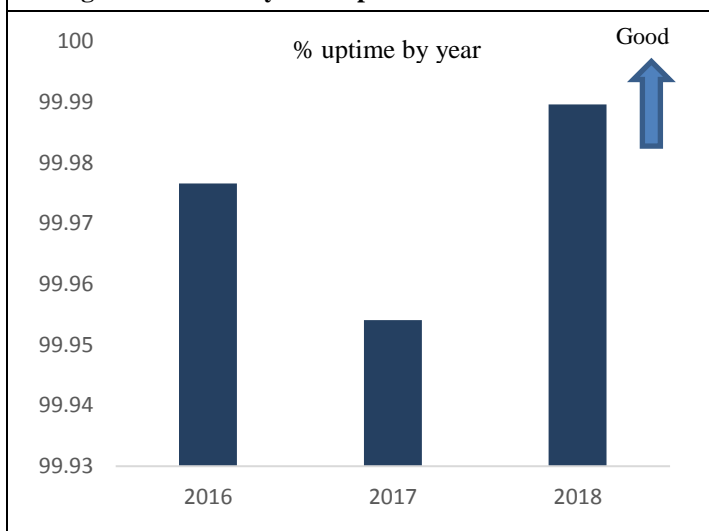
Figure 7.1-15 IT System Uptime - IT measures system availability because access to computer applications affects employee productivity. IT strives to achieve maximum availability while allowing downtime for routine and critical updates.

Figure 7.1-16 Fleet Availability

% of designated fleet availability Good
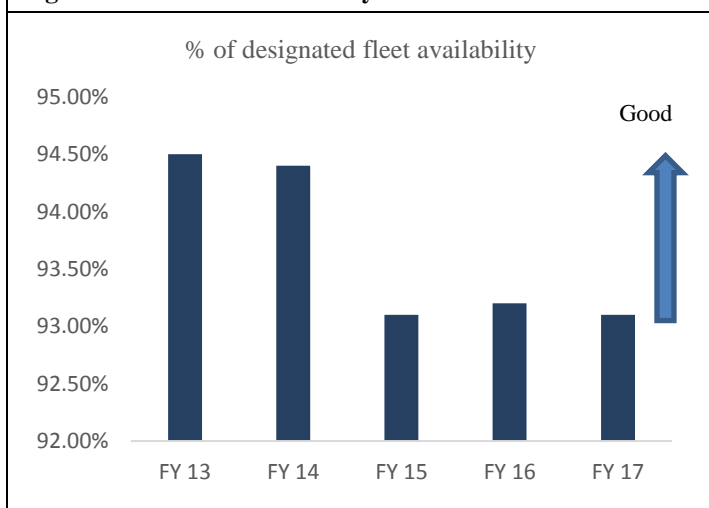
Figure 7.1-16 Fleet Availability - City crews rely on vehicles to perform services for the public. Fleet availability directly impacts the results for these services. The City's equipment management team has received several awards and certificates including: No. 5 Public Sector Fleet - Government Fleet Magazine 2017; No. 12 Best Fleet in America - 100 Best Fleets 2017; No. 31 Green Fleet - Green Fleet Awards 2017; CLEAN Fleet Certification - Government Fleet Management Association; 2016Certified Fleet Management Operation - Government Fleet Management Alliance 2015.

Figure 7.1-17 Facilities Maintenance

% of facilities tickets completed timely
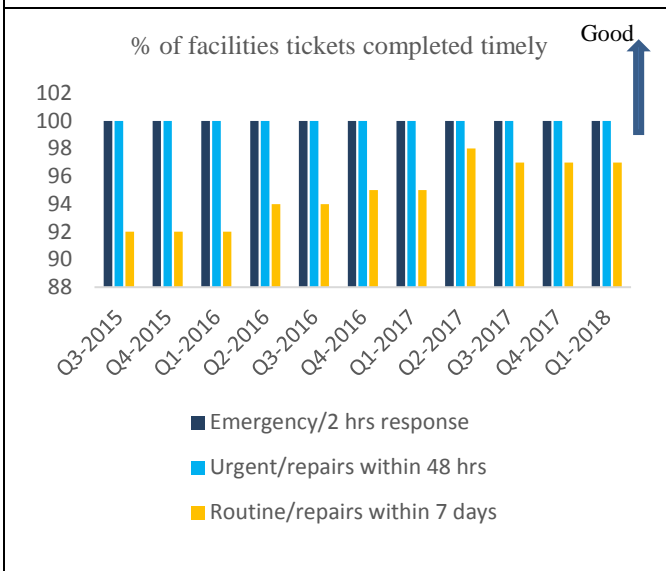
Figure 7.1-17 Facilities Maintenance - Industry standards indicate that preventative maintenance completed at 90% or higher substantially decreases corrective/reactive work orders, saves money, and increases building occupant comfort and satisfaction.

Figure 7.1-18 IT Service Requests

IT Service Requests
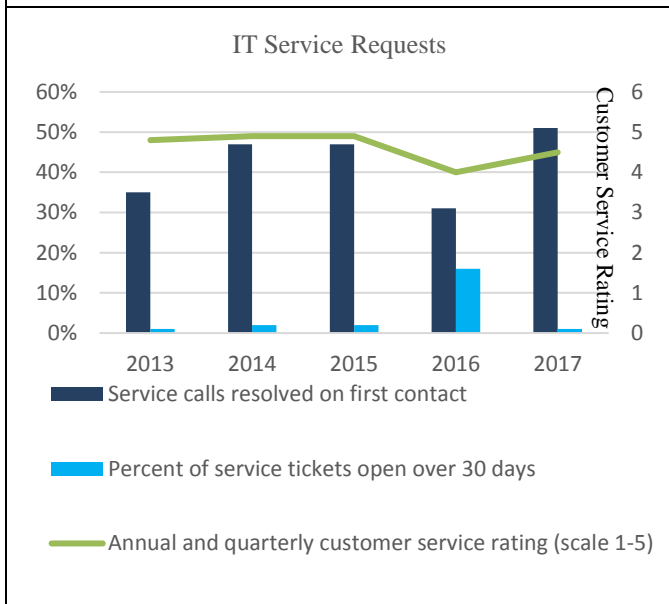
Figure 7.1-18 IT Service Requests - Every time an employee contacts IT to make a service request, they receive an automated survey after resolution of the issue. Employees give numeric satisfaction scores and may provide comments. IT tracks the scores from each of the completed surveys. Annual and quarterly averages are tracked and reported. IT measures how long customers wait before an issue is resolved. This measure is important for customer satisfaction and employee productivity. If

an issue can be resolved on first contact with the IT service desk, impact on employee productivity is minimized. Some IT issues need to be referred to technicians with more specialized skills. To track this type of performance, IT measures the percentage of service tickets that have remained open for more than 30 days.

7.1b(2) Safety and Emergency Preparedness

Figure 7.1-19 Flood Plain Mitigation

FEMA Flood Insurance Community Rating
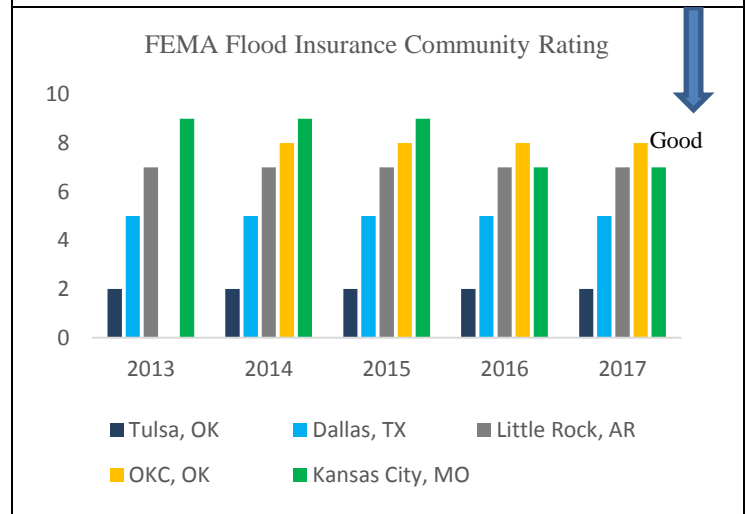
Figure 7.1-19 Flood Plain Mitigation - FEMA National Flood Insurance Program - Community Rating System. There are 10 Classes - 1 being the highest - communities receive a 45% discount on their flood insurance. The discount drops 5% in each class. Tulsa residents have been receiving a 40% discount since 2003.

Figure 7.1-20 Emergency Preparation Annual Exercises
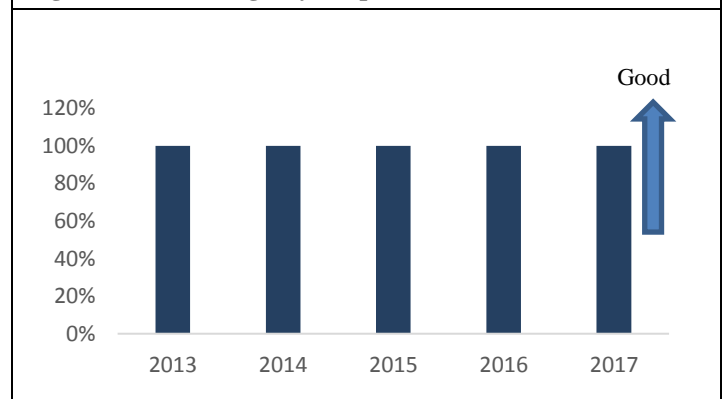
Figure 7.1-20 Emergency Preparation Tulsa was the second city in the nation to become certified as a Storm Ready Community. To meet the City's goal of exceeding the Homeland Security Exercise Evaluation Program, more than the requirement of four multi-agency exercises are facilitated annually. TAEMA coordinates exercises and drills and is compliant with FEMA's NIMS.

7.1c Supply-Chain Management Results

Figure 7.1-21 Purchasing Results

Purchasing Results
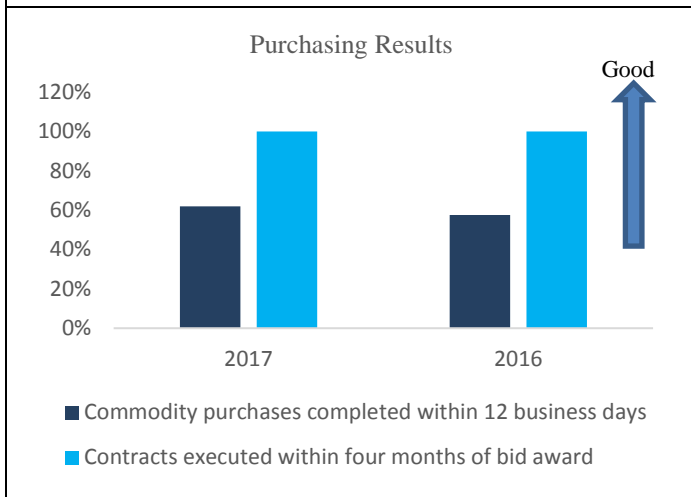
Figure 7.1-21 Purchasing Results - Acquiring goods and services in a timely manner ensures employees have what they need to complete their work. Commodity purchases are items that can be purchased from numerous suppliers. Contracts are used for major purchases. State and city laws require a specific process to ensure fair competition and lowest prices.

7.2 Customer Results

7.2a(1) Customer Satisfaction The citizen survey, administered by an outside party, helps to gauge how citizens living in Tulsa perceive services and quality of life.

Figure 7.2-1 Tulsa as great a place to live

% of citizens reporting the City is a great place to live
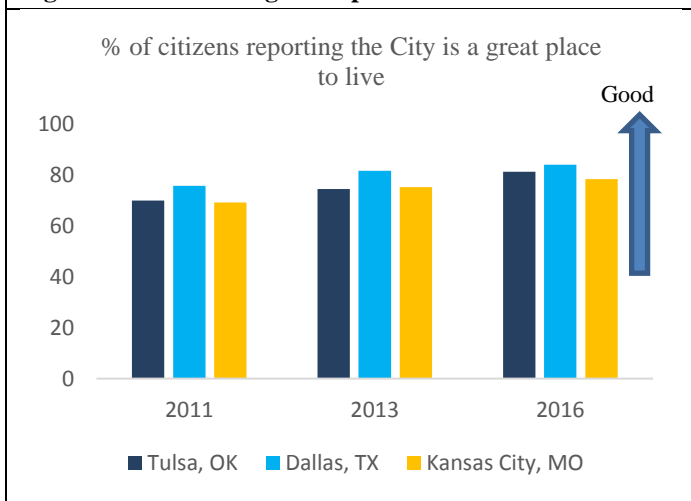
Figure 7.2-1 With a low cost of living, short commute times, and a variety of entertainment options, Tulsa is perceived as a great place to live, work and raise a family.

Figure 7.2-2 Tulsa is moving in the right direction

% of citizens reporting agreement that the city is moving in the right direciton
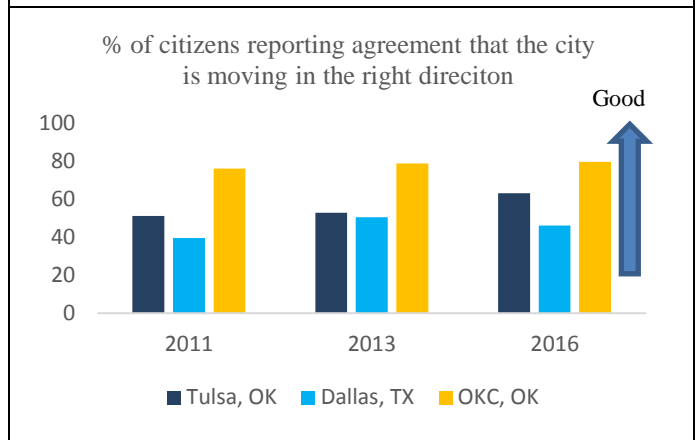
Figure 7.2-2 Tulsa Moving In the Right Direction - Residents are seeing results of long-term investments and are confident that Tulsa is going in the right direction.

Figure 7.2-3 Ease of Travel through the City

Avg Travel Time to Work (in minutes)

% citizens reporting Satisfaction with flow of traffice/ease of getting around town
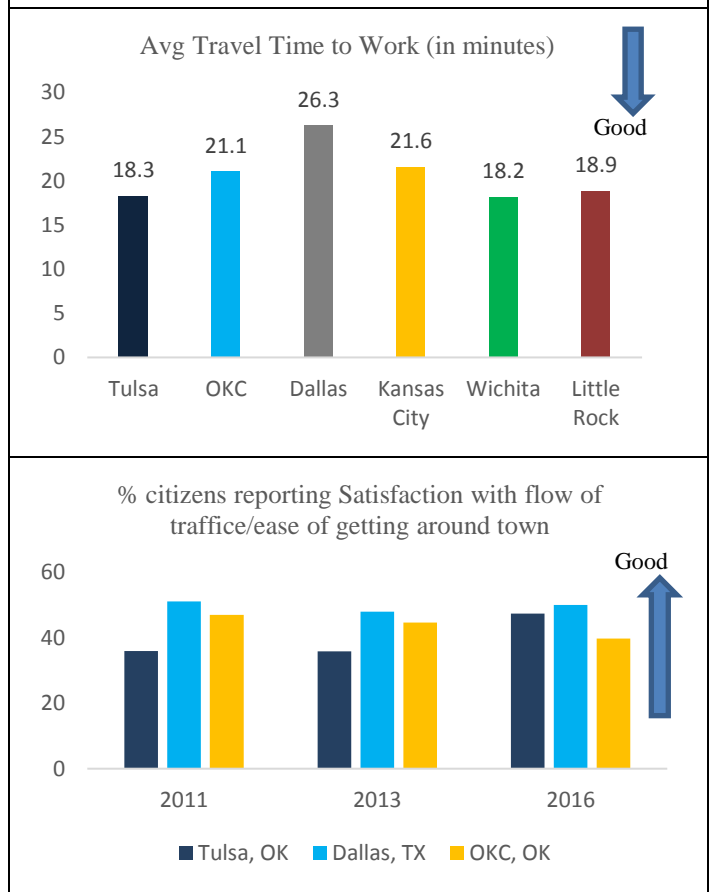
Figure 7.2-3 Ease of Travel - With cars as the major mode of transportation, the ability to travel throughout the city is

important. This impacts time spent commuting to work and school as well as ability to reach entertainment options.

Figure 7.2-4 Satisfaction with Quality of Downtown

Satisfaction with overall quality of downtown
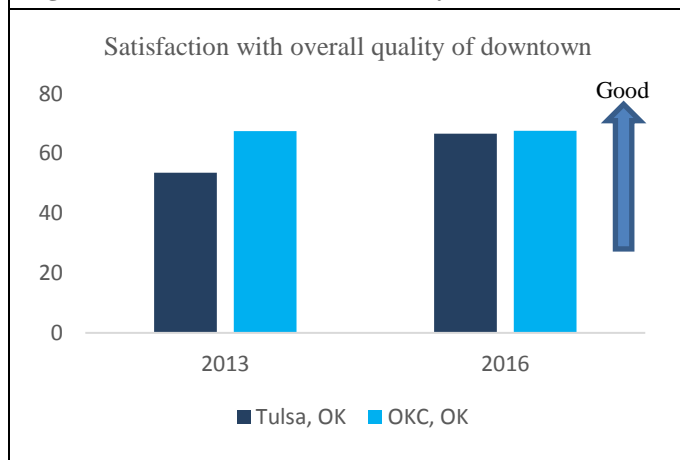
Figure 7.2-4 Quality of Downtown - As a hub for work and entertainment, the downtown area is an indicator of the vitality of the entire city. Due to major investments in the last 10 years, citizens are spending more time living in and enjoying downtown.

Figure 7.2-5 Satisfaction with Economic Development Efforts

% of citizens reporting satisfaction with the City's overall economic development effort
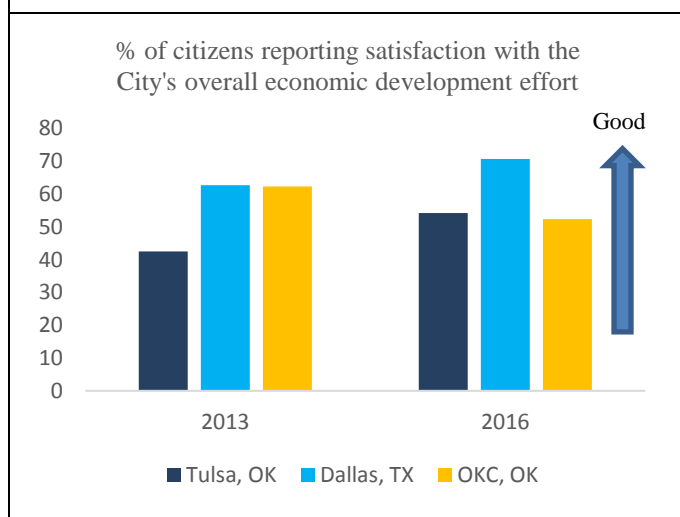
Figure 7.2-5 Satisfaction with Economic Development The City and partners work to attract jobs to Tulsa. Citizens are realizing the impact of this effort and growing more satisfied with economic development.

Figure 7.2-6 Satisfaction with Police Services

Satisfaction with Police Services
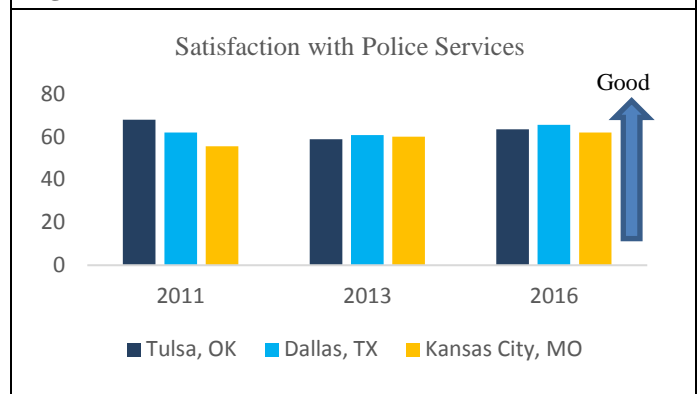
Figure 7.2-6 Satisfaction with Police Services In addition to 911 responsiveness, TPD engages with citizens through outreach programs, traffic enforcement, and community policing.

7.2a(2) Customer Engagement

Figure 7.2-7 Citizen Engagement on Social Media

Social Media Engagement
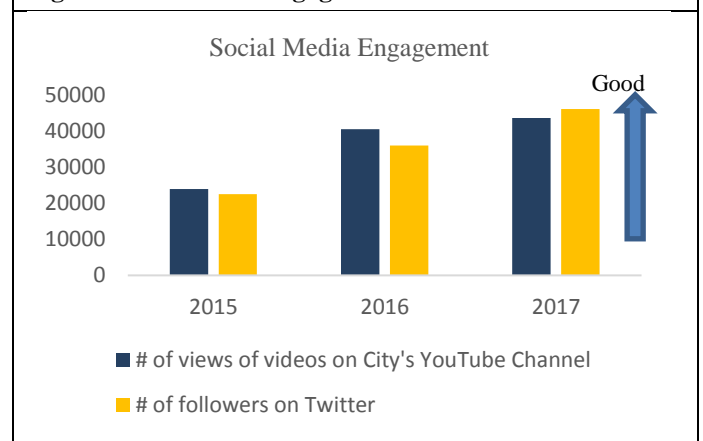
Figure 7.2-7 Citizen Engagement on Social Media The City's social media accounts are opportunities for citizens to engage daily. Consistent increases in viewership and followers on social media indicate increased engagement of citizens.

Figure 7.2-8 Recreation Participation at River Parks

Calendar Year	Estimated Park Visits
2014	1,238,700
2015	1,241,800
2016	1,258,100
2017	1,271,700

Good

Figure 7.2-8 River Parks Participation River Parks is the park areas surrounding the Arkansas River. In addition to offering significant trails for bicycles and hiking, the River Parks Authority offers a variety of events to the public annually, including the 4th of July fireworks event over the

Arkansas River. This number is expected to rise dramatically upon the opening of The Gathering Place in late 2018.

Figure 7.2-9 Performance Ticket Sales
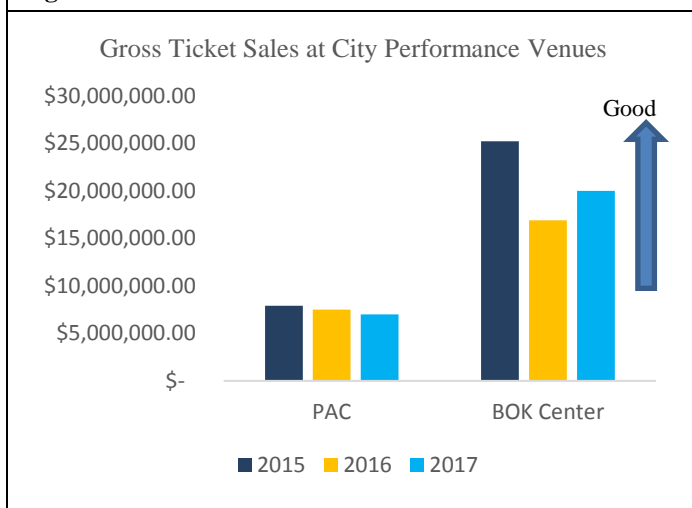
Figure 7.2-9 Performance Ticket Sales The City owns a Performing Arts Center as well as a large performance venue in downtown Tulsa. Both locations offer a variety of live performance events and the BOK Center hosts major sporting events like the BassPro Tournament or NCAA March Madness games. Ticket sales are a direct reflection of management and programming of these facilities.

7.3 Workforce Results
7.3a(1) Workforce Capability and Capacity

Figure 7.3-1 Employee Turnover
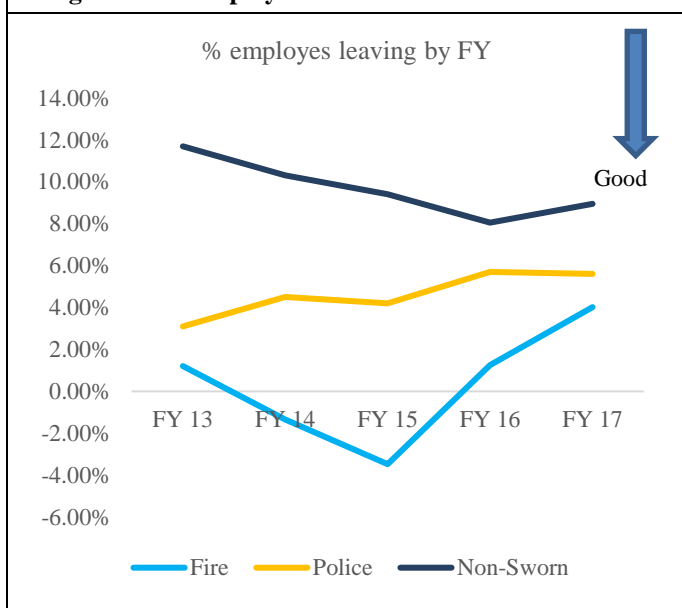
Figure 7.3-1 Employee Turnover – The City monitors turnover rates to help track the progress towards retaining talented employees and works to improve issues identified. For example, starting in 2016, the Water and Sewer Department began an initiative to create an onboarding program for all its employees to ensure that each employee is given a consistent onboarding experience. In 2018, the City began reviewing and working to improve the onboarding experience for all non-sworn employees, using some of the best practices identified by the Water and Sewer Department.

7.3a(2) Workforce Climate

Figure 7.3-2 Workplace Safety
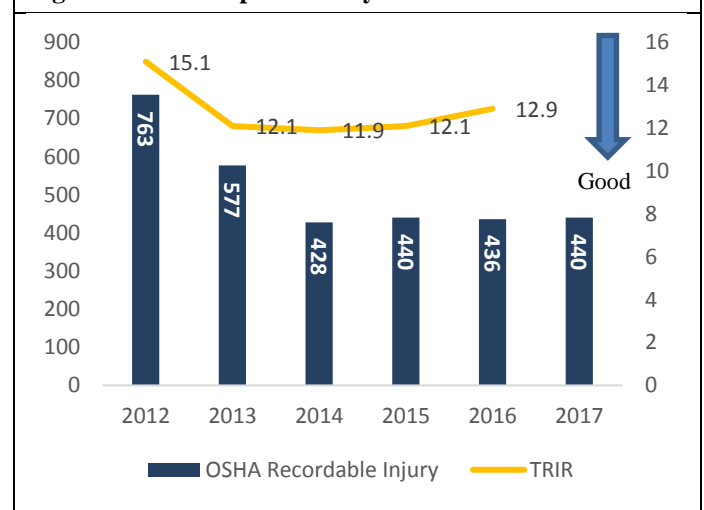
Figure 7.3-2 Workplace Safety – Safety at work is crucial to the workforce climate. The Safety Transformation Initiative has resulted in significantly fewer OSHA recordable injuries since beginning in May 2013. In 2014 and 2016, the City won the Oklahoma Safety Council Awards for best Safety Videos for Conveying Safety Culture Information. TRIR is the Total Recordable Injury/Illness rate which measures the injury reduction success in comparison to the total hours worked by all employees.

### 7.3a(3) Workforce Engagement

Figure 7.3-3 Employee Engagement

	Feb-17	Oct-17
	% Agree	
There is a spirit of teamwork among the people with whom I work.	65%	63%
I receive the right amount of support to advance my career with the City of Tulsa.	44%	45%
Our department is sufficiently staffed to meet our needs.	19%	19%
My pay is right for what I'm expected to do.	18%	16%
Morale is low among my co-workers.	56%	59%

Figure 7.3-3 Employee Engagement Employees are surveyed annually to measure employee engagement. Early results show less than favorable measures, but Senior Leadership is committed to improving these results as evidenced through the AIM Plan, focus on budgeting to increase pay, and encouragement of cross functional teams.

7.3a(4) Workforce Development

Figure 7.3-4 Training Employees on Non-Equipment Topics
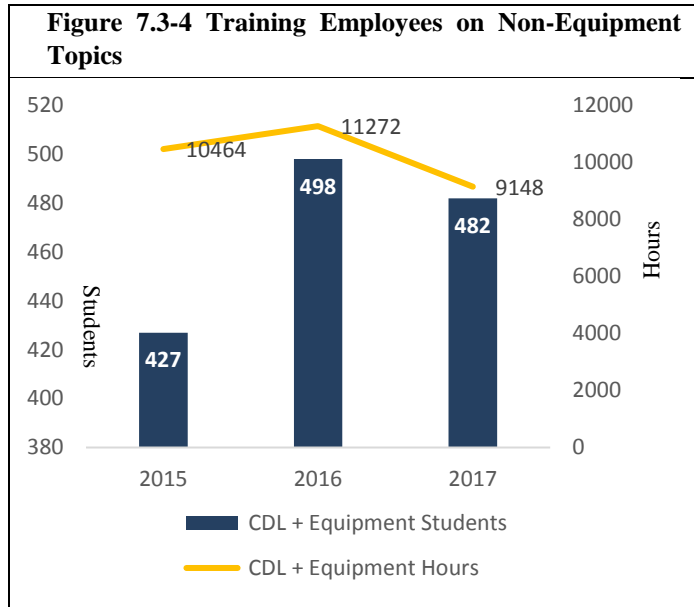
Figure 7.3-4 Training Employees on Non-Equipment Topics – With such a large workforce, there is a variety of training topics that must be offered to build and maintain a skilled and safe workforce. HR offers in-house trainings on topics from safety to leadership development and tracks employee participation.

Figure 7.3-5 Equipment and CDL Training
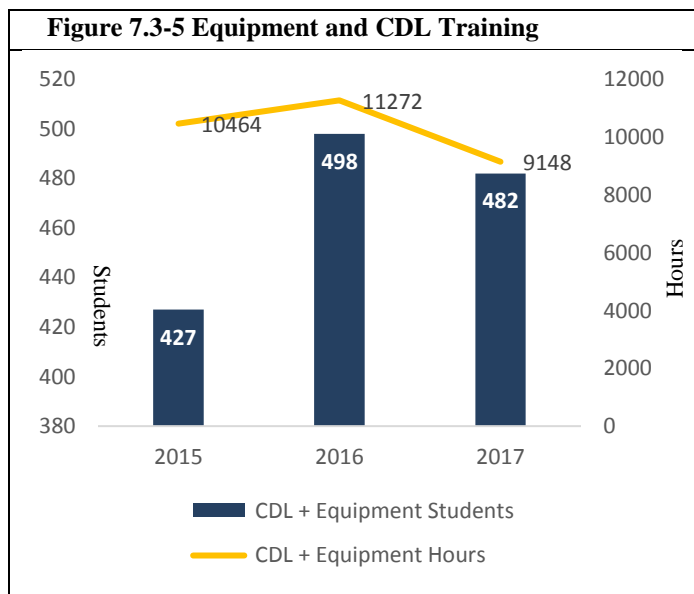
Figure 7.3-5 Equipment and CDL Training – With 17.8% of the workforce performing labor and trade jobs, the City must train new employees on how to properly use equipment for their current job and to help them progress into higher steps or promote to more skilled jobs.

7.4 Leadership and Governance Results
7.4a(1) Leadership

Figure 7.4-1 Employee Survey Results	Feb-17	Oct-17
	% Agree	
The City of Tulsa provides a working environment that is accepting of differences in cultural background and lifestyles.	76	74
I consider the City of Tulsa a great place to work.	57	56
There is good cooperation between the departments with whom I work.	55	54
I feel well-informed about what is going on in the City of Tulsa.	33	36
The people who get promotions usually deserve them.	32	32
The promotion system here is fair.	29	30
The City of Tulsa shows appreciation for good work and extra effort.	22	24

Figure 7.4-1 Employee Survey Results These questions are also part of the annual all employee survey. The first of the surveys was conducted in February 2017 and another one 8 months later. This did not leave much time for improvements. Several initiatives are underway to improve employee results in this area.
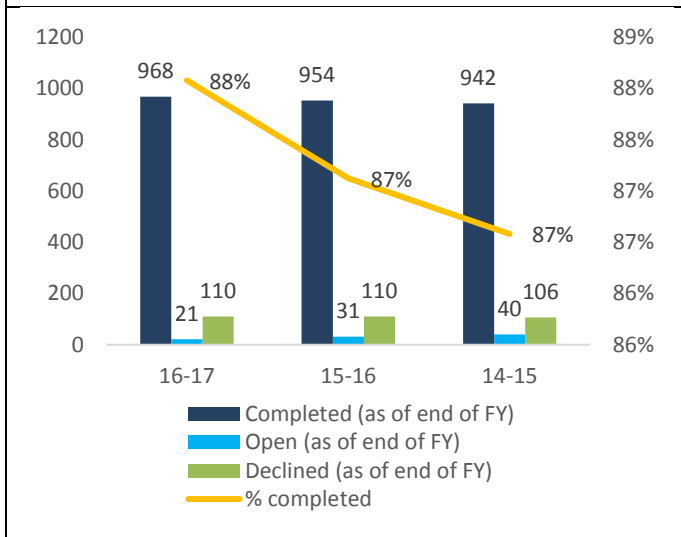
7.4a(2) Governance

Figure 7.4-2 GFOA Awards		
Year	**Budget**	**Financial Reporting**
FY 13-14	Distinguished Budget Award	Excellence in Financial Reporting
FY 14-15	Distinguished Budget Award	Excellence in Financial Reporting
FY 15-16	Distinguished Budget Award	Excellence in Financial Reporting
FY 16-17	Distinguished Budget Award	Excellence in Financial Reporting

Figure 7.4-2 GFOA Awards Annually the City applies for and has consistently received both the GFOA Distinguished Budget Award and Excellence in Financial Reporting.

Figure 7.4-3 Audit Compliance

Figure 7.4-3 Audit Compliance – Internal Auditing performs annual follow-ups on actions taken by management on Internal Auditing recommendations. This process ensures continued commitment to implementing actions, where possible, and to minimizing the City's risks to assets and resources. Departments, senior leaders, and departmental managers successfully complete 85% of all recommendations.

7.4a(3) Law and Regulation

Figure 7.4-4 Compliance with Regulations

Regulatory Oversight	Compliance
State Law, IRS, City Charter	100%
OSHA, ODOT, FTA	100%
CWA, SDWA, USEPA, ODPES, AQD, CAA, RMP, ODAFF, AgPDES, EPCRA	100%
Building, Fire and Trade Codes, City Zoning Codes	100%
National Weather Service, FEMA, NIMS	Designation as a storm-ready community
ADA, EEOC, GINA, ADEA, FLSA, FMLA, HIPAA, ACA	100%

Figure 7.4-4 Compliance with Regulations The City consistently maintains full compliance with all key regulations pertaining to core competencies.

7.4a(4) Ethics

Figure 7.4-5 Ethics Hotline Complaints
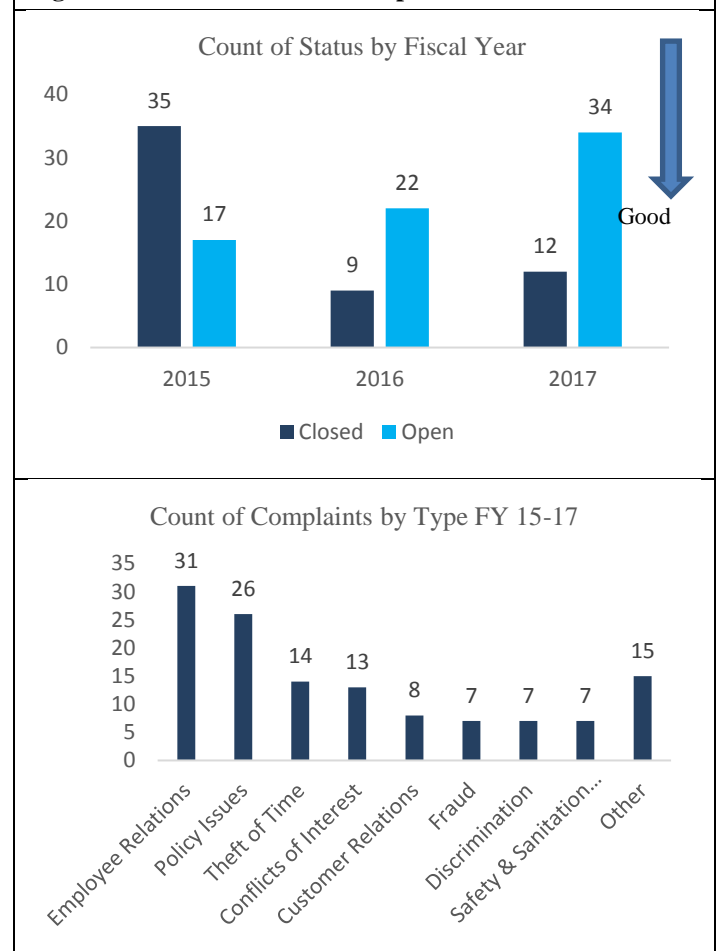
Figure 7.4-5 Ethics Hotline Complaints - The City reinforces its commitment to ethical behavior by making available a free and anonymous method to report suspected violations of the ethics policies and by actively pursuing investigations into each complaint. Complaints remain "open" until Internal Auditing is notified by the person or department assigned to investigate the complaint that the investigation is complete. The type of complaint is assigned based upon the initial complaint received and, where multiple issues are filed, the primary issued reported by the complainant.

7.4a(5) Society

Figure 7.4-6 Waste Collection and Landfill Diversion
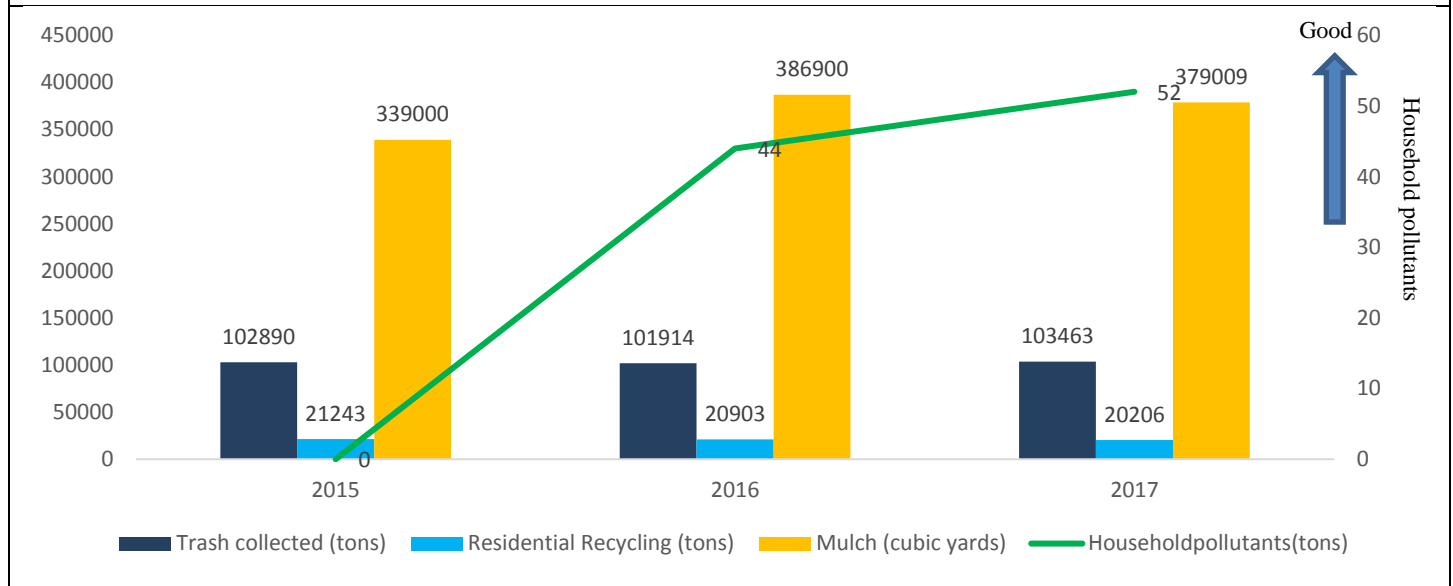
Figure 7.4-6 Waste Collection & Landfill Diversion – The City continuously improves the waste collection services to increase positive outcomes for the community. In 2012, the City began its curbside recycling program to allow customers to separate recyclables to continue the goal to Reduce, Reuse, Recycle. In 2016, the City opened its HHP facility to accept household pollutants to reduce the levels of pollutants in the waste stream and water stream.

Figure 7.4-7 Drug take back collections
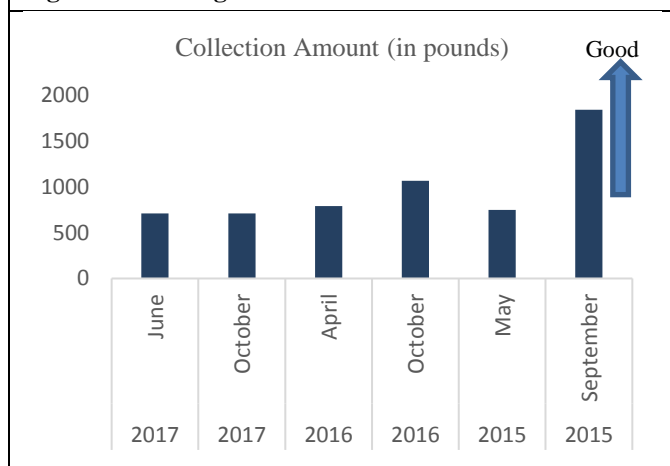
Figure 7.4-7 Drug take back collections – Prescription drug overdoses are the leading cause of injury death for Oklahomans aged 25-64. Improper disposal can lead to water contamination and failure to dispose of medications can increase the likelihood of inadvertent exposure to these medications. To help reduce accidental injury or death and reduce improper disposal methods, the City conducts bi-annual collection events for residents to drop off unused prescription medications. The City also maintains permanent drop-box locations throughout the City, where residents can drop off unneeded medications year-round.

Figure 7.4-8 Tulsa Area United Way

Figure 7.4-8 Tulsa Area United Way (TAUW) – The TAUW is a strong contributor to community improvements in Tulsa. The City partners and learns from TAUW in a variety of ways. Every year, the City participates in the annual fund drive for the TAUW. Employees pledge to have an amount auto-deducted from their pay monthly and conduct fundraising events like pancake breakfasts to raise additional funds. In 2017, the amount collected in fundraisers was more than double the amount collected over the previous year. Employees and departments raising funds are acknowledged by senior leaders to show appreciation for their contributions.

Figure 7.4-9 Reading Partners

Logged Employee Hours

Good
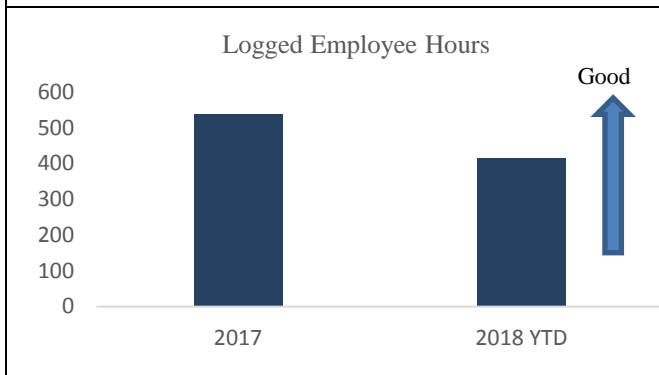
Figure 7.4-9 Reading Partners – Beginning in 2017, City employees are allowed up to 2 hours per week to volunteer with Reading Partners. The program pairs adults with elementary students to help them improve their reading abilities.

7.4b Strategy Implementation

Figure 7.4-10 Awards and Recognitions

Cities of Services - Engaged Cities Award - 2018
No. 10 Housing Market: Realtor.com - 2018
No. 8 City with most concerts per capita: SeatGeek – 2018
Talent Hub Designation: Lumina Foundation - 2017
No. 1 Best City for Young Entrepreneurs: Forbes - 2017
No. 4 Top City in America to start a business: Wallethub - 2017
No. 10 Best City to Start a Career: Wallethub - 2017
No. 9 Top Art Deco US Cities to Visit in 2017: US News - 2016
No. 9 Most Affordable City: US News – 2016
No. 10 Best Place to live in your 20s: WalletHub - 2015
Top 52 Places in the World to Go in 2015: New York Times – 2015
No. 5 Most affordable big city in the US: Kiplinger's – 2014
No. 2 US cities for young people to find a job: Fiscal Times - 2012
No. 2 Nationally for announced new and expanded industries: Site Selection - 2012
No. 3 National home value growth: Zillow.com - 2012
No. 3 Top libraries for Children: Livability.com - 2012
No 4 Metro areas for quality of life: Business Facilities - 2010
Top 10 Cities with best music scene: Livability.com - 2012
Top 25 Best City for retirees: Forbes - 2012
America's Best 50 Cities: Bloomberg – 2012
No. 4 10 best places to find a job: Fiscal Times - 2011

7.5 Financial and Market Results
7.5a(1) Financial Performance

Figure 7.5-1 Bond Ratings

| City	S&P Rating
Tulsa	AA
Little Rock, AR	A-
Oklahoma City, OK	AAA
Dallas, TX	AA-
Wichita, KS	AA+
Kansas City, MO	AA

Figure 7.5-1 Bond Ratings - A city's bond ratings affect the interest rate at which money can be borrowed. A good credit rating lowers the cost associated with borrowing money. The City of Tulsa obtains bond ratings from two major agencies to provide information on our creditworthiness to investors and our citizens. Standard and Poor's highest rating is AAA. Tulsa's rating is the third-highest available from this rating agency. Moody's highest rating is AAA. Tulsa's rating is the second-highest available from this rating agency.

Figure 7.5-2 Budget Performance

Accuracy of Budget Projection (in Thousands)

Good
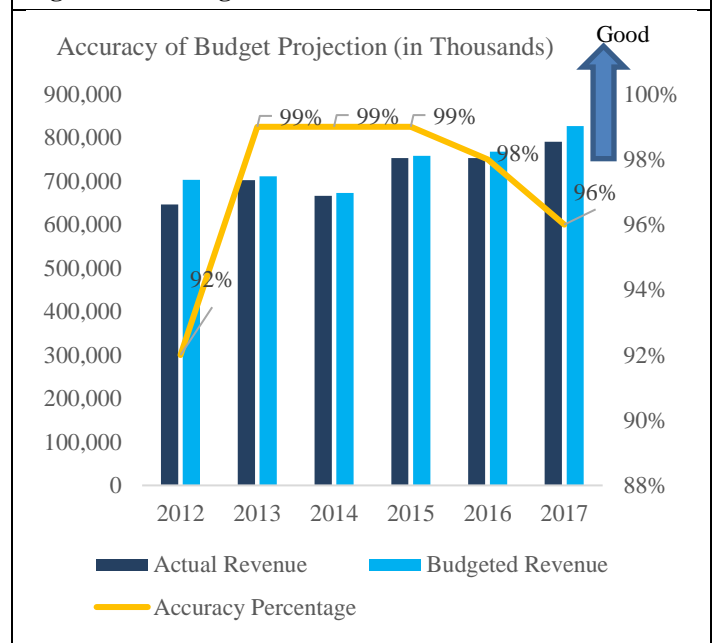
Figure 7.5-2 Budget Performance - State law requires the City of Tulsa to have a balanced budget. The results illustrate the City's ability to accurately forecast revenue at 97% average rate since 2012. Improvements in the budget modeling, planning, analyzing, reporting, and forecasting processes helped allocate budgets efficiently across all City departments.

Figure 7.5-3 Revenues

Actual Revenues in Thousands
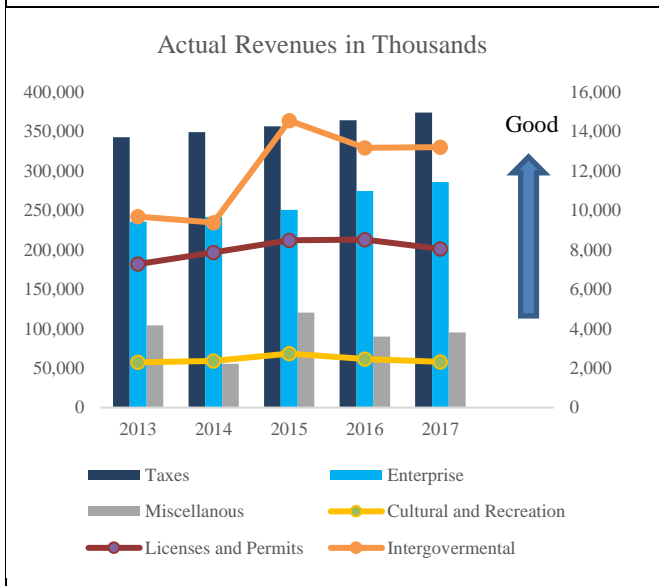
Figure 7.5-3 Revenue – The City relies on a variety of revenue sources including Local taxes, charges for using City utility services such as water, sewer, refuse and Stormwater, cultural and recreational fees, permit and license fees, miscellaneous charges from E-911 fees to direct costs for support services and interest, fines and forfeitures, and intergovernmental governmental charges for services to Tulsa county, state and federal. Increases to revenues directly impacts the City's ability to continuously improve services and products for customers and residents.

Figure 7.5-4 Sales and Use Tax Income

Sales Tax and Use Tax Income (in Thousands)
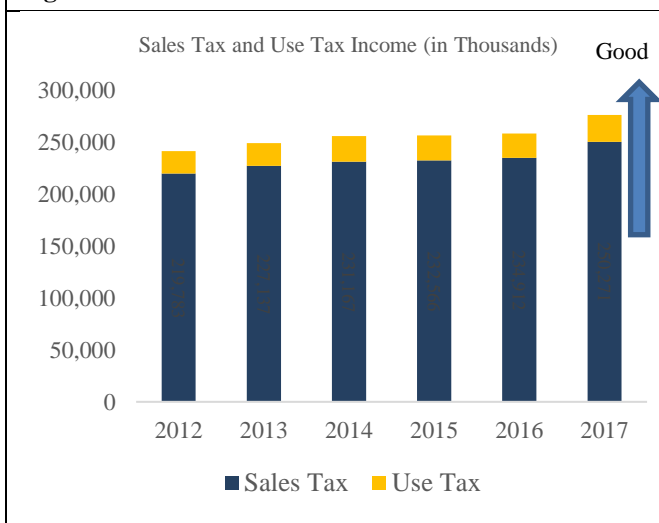
Figure 7.5-4 Sales & Use Tax Income - Tulsa has continued to maintain and grow as evidenced by the annual revenues collected from sales and use tax income. Tulsa attracted many local and regional shoppers through its lower sales tax rate and availability of high, quality shopping experiences. With the opening of Tulsa Gathering Place in late spring/summer 2018, it is estimated that the park will attract one million visitors annually, employ 35 permanent jobs projected to earn $1.7 million in wages and benefits per year, collect over $200,000 per year in sale taxes or over $3.3 million in 25 years, and bring $3.4 million annual economic impact to the local economy.

7.5a(2) Marketplace Performance

**Figure 7.5-5 Labor Force Participation**

Labor Force Participation
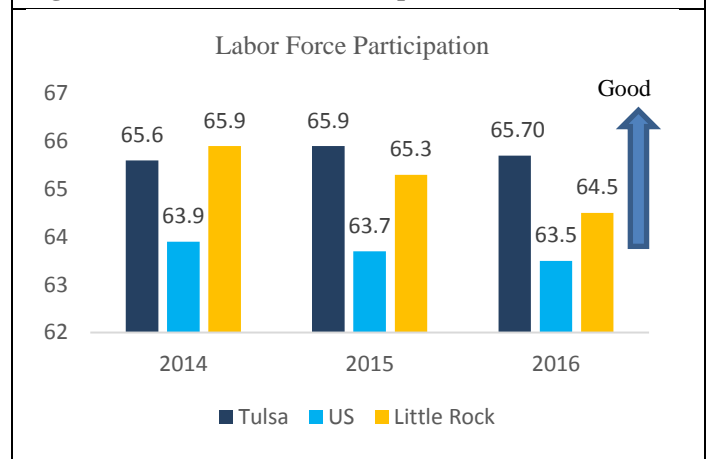
Figure 7.5-5 Labor Force Participation – This is the proportion of the working-age population that is either working or actively looking for work. An increase in this number indicates that Tulsans are adequately prepared or qualified for the job opportunities available in the regional economy.

Figure 7.5-6 Population Growth



% population increase over previous year
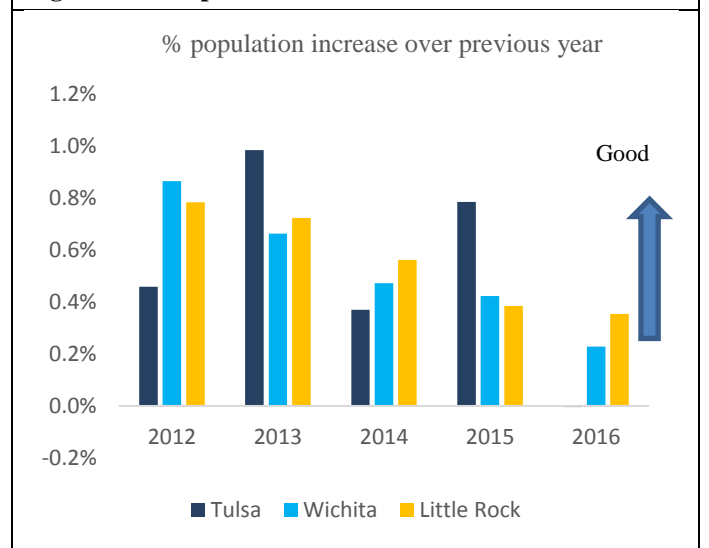
Figure 7.5-6 Population Growth - The growth of the population is a direct indicator of the number of people interested in living within Tulsa city limits. The % population increase shows net changes to the population.

**Figure 7.5-7 Commercial Vacancy Rates**
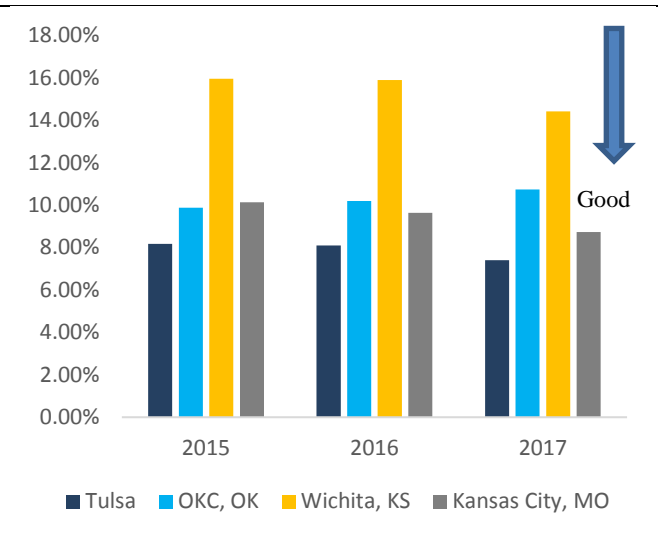
Figure 7.5-7 Commercial Vacancy Rates - Commercial occupancy indicates the amount of economic activity within Tulsa. Lower vacancy rates indicate increased economic activity.

Figure 7.5-8 New Commercial Permits
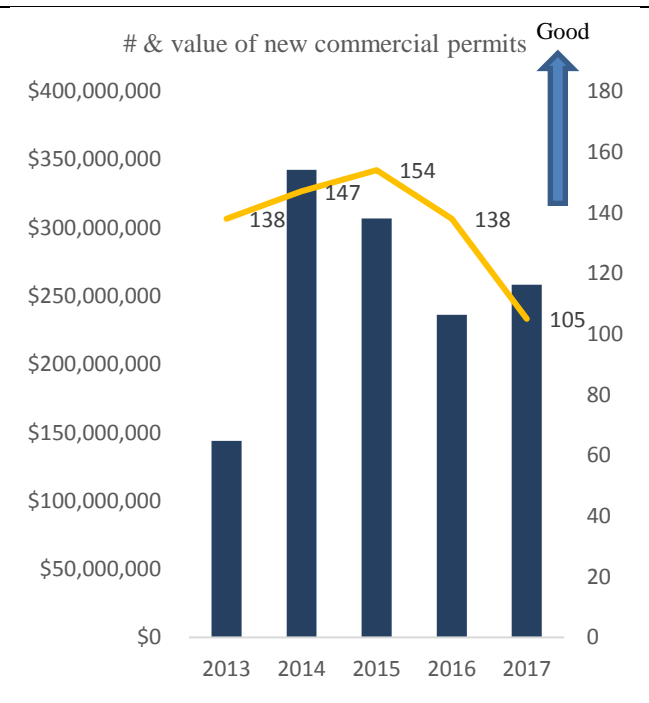
Figure 7.5-8 New Commercial Permits New construction indicates market, job, and opportunity growth for Tulsa.

Figure 7.5-9 Collection of Hotel Motel Taxes
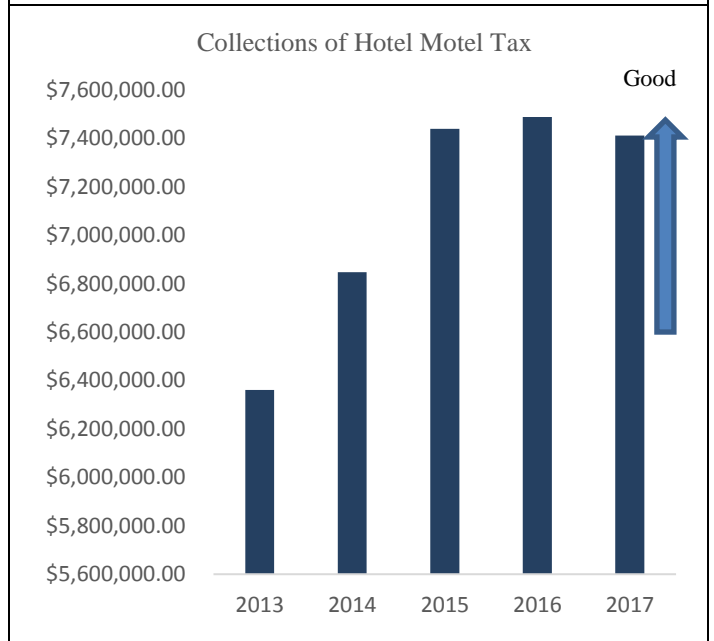
Figure 7.5-9 Collection of Hotel Motel Taxes - Hotels operating in Tulsa must collect a tax on every night a guest stays in their hotels. The collection of this tax acts as an indicator of the amount of tourism occurring in Tulsa. An increase in this metric indicates that conomic development and entertainment efforts are effective in attracting tourists to Tulsa.