

SECTION 4

DEPARTMENTS

This section of the document contains a brief description of each department, mission statements, overview of services, AIM actions, a budget summary and a staffing summary.

This section is for information only and is not part of the ordinance adopted by the City Council.

KENDALL WHITTIER

ABOUT THE DISTRICT

With a mix of locally owned art studios, breweries, a historic theater, non-mainstream retail and restaurants, Kendall Whittier is a unique and funky experience capable of offering something for everyone. As a hub of Hispanic culture, Kendall Whittier also offers some of the best Mexican food in Tulsa with a Mexican grill, a food truck or a bakery in the heart of Whittier Square.



READER'S GUIDE TO DEPARTMENTAL HIGHLIGHTS

PUBLIC SAFETY AND PROTECTION

YOU ARE HERE

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

Park and Recreation
Gilcrease Museum
Performing Arts Center
River Parks Authority
BOK and Convention Centers

SOCIAL AND ECONOMIC DEVELOPMENT

Mayor's Office of Economic Development
Working in Neighborhoods
Development Services

PUBLIC WORKS AND TRANSPORTATION

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

Elected Officials
Mayor's Office
City Auditor
City Council
Office of the Independent Monitor
Legal
Human Resources
Employee Insurance Administration
General Government
Indian Nations Council of Governments (INCOG)
Finance
Information Technology
Customer Care
Communications
Asset Management

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

MUNICIPAL COURT

Department Budget Summary

FY 20-21

Mission Statement

To administer timely and equitable justice for City Ordinance Violations that provides public trust and confidence in the judicial system.

Overview of Services

The Municipal Court of Tulsa is one of two municipal courts of record in Oklahoma. The Court adjudicates City ordinance violations, traffic cases and misdemeanor offenses. The Municipal Court is comprised of five divisions:

- Administrative Services – provides support to the Court by setting administrative policy, fiscal management, personnel management and strategic planning;
- Court Operations – responsible for the issuance and recall of warrants, booking and releasing offenders and entering, filing, maintaining and retrieving court files and documents;
- Public Defender – provides defense counsel to indigent persons charged with municipal ordinance violations;
- Court Services – includes the Judicial and Probation sections which are responsible for dispensing justice to persons charged with Municipal Court violations, monitoring those sentenced to incarceration and providing an alternative to imprisonment and/or fines through performance of community service.

AIM Actions for Municipal Court

AIM	Strategy	Action	Responsible Department	Status
Mental Health – Address mental health issues for Tulsa’s residents.	Utilize alternatives to incarceration for non-violent offenders and increase quality treatment options	Enhance enforcement of Municipal Court judgments	Municipal Court	89% of expungements completed within 30 days (above target)
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

MUNICIPAL COURT

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	ALL	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing

MUNICIPAL COURT

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 2,435	\$ 2,447	\$ 2,357	\$ (90)	-3.7%	\$ 2,405
Materials and Supplies	44	21	21	0	0.0%	26
Other Services and Charges	176	177	177	0	0.0%	190
Total Budget	\$ 2,655	\$ 2,645	\$ 2,555	\$ (90)	-3.4%	\$ 2,621

RESOURCES FOR BUDGET

100 General Fund

125 PA Law Enforcement Training

127 Technology Fee Assessment

FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
\$ 2,460	-3.0%	\$ 2,524
3	0.0%	3
92	-14.0%	94
\$ 2,555		\$ 2,621

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

- Benefit and compensation adjustments
- Attrition 3%
- Furlough 13 days

TOTAL CHANGES

AMOUNT
\$ 24
(43)
(71)
\$ (90)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

- Benefit and compensation adjustments
- Computer replacements
- Software subscriptions
- Training for new Records Management System (one-time)

TOTAL CHANGES

AMOUNT
\$ 48
5
7
6
\$ 66

MUNICIPAL COURT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Administration</u>						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Administration	3	3	3	3.0	3.0	3.0
<u>Court Operations</u>						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Office & Technical	11	11	11	11.0	11.0	11.0
Total Court Operations	12	12	12	12.0	12.0	12.0
<u>Court Services</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
City Attorney	2	2	2	2.0	2.0	2.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Office & Technical	9	9	9	9.0	9.0	9.0
Presiding Judge	9	9	9	3.0	3.0	3.0
Total Court Services	25	25	25	19.0	19.0	19.0
DEPARTMENT TOTAL	40	40	40	34.0	34.0	34.0

POLICE

Department Budget Summary

FY 20-21

Mission Statement

To apply all knowledge, skills and available resources by working in partnership with our community to provide quality service, protect life and property, prevent crime and resolve problems so people can live without fear in a safe environment.

Overview of Services

The Police are granted authority primarily through state and federal statutes. The mission of the Police is to prevent crime and disorder in the City of Tulsa by the use of problem solving, citizen partnership, proactive patrol techniques and a high standard of professional courtesy and ethics. Priorities for the department include:

- Apprehending criminal offenders;
- Placing value on the preservation of human life;
- Recognizing that prevention of crime and reducing fear are operational priorities;
- Involving the community in the delivery of law enforcement services;
- Making the Department accountable to the community it serves;
- Committing to professionalism in all aspects of Department operations;
- Maintaining the highest standards of integrity; and
- Developing technology to create efficiencies of service.
- E-911 call handling and dispatching functions for the City, County and nearby jurisdictions.

AIM Actions for Police

AIM	Strategy	Action	Responsible Department	Status
Decrease Traffic Fatalities & Injury Crashes	Target Unsafe Driving Behavior	Collaboration with INCOG and other city departments; form a high collision location work group; focus enforcement areas based on data collection including peak traffic times; dedicate sworn officers to traffic patrol.	TPD	12/31/2020

POLICE

AIM	Strategy	Action	Responsible Department	Status
Mental Health – Address mental health issues for Tulsa’s residents.	Improve outcomes of those who interact with first responders and need mental health treatment	Increase the number of police fire and emergency medical service personnel with 40-hour Crisis Intervention Training (CIT)	Fire & TPD	Ongoing
		Establish a multiagency First Responder Mental Health Task Force to align response priorities, improve collaboration, refer to community resources, and build trust among affected population groups at the patient/client side.	Fire & TPD	Ongoing
		Increase the utilization of advance care and mental health for CIT by moving from temporary pilot to 2 day per week model for the next year.	Fire & TPD	Ongoing
		Train TFD personnel and other surrounding law enforcement agencies and city department in Crisis Intervention Training.	TPD	Ongoing
Physical Health – Improve Tulsans’ overall health, with a focus on reducing health disparities	Increase walkability and bike-ability of Tulsa	Increase enforcement of Yield to Pedestrian ordinance focusing on entertainment district.	TPD	Ongoing
Reduce and Prevent Violent Crime	Implement Community Policing	Implement recommendations made by the Tulsa Commission on Community Policing	TPD	Ongoing
		Establish Community Resource Officer program within Patrol Divisions	TPD	12/31/2020
	Focus on Intervention Points to Prevent Future Violence	Implement Mobile CADS and replace Records Management System	TPD	12/31/2021
		Implement recommendations made by Department of Justice through Public Safety Partnership Program	TPD	12/31/2021
		Utilize Crime Gun Intelligence Center to swiftly identify firearms used unlawfully and their sources	TPD	12/31/2021
		Collaborate with law enforcement partners at County, State, and Federal level to increase enforcement of existing laws related to violence	TPD	Ongoing

POLICE

AIM	Strategy	Action	Responsible Department	Status
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Fully staff 911 call center to meet national guidelines for prompt response to emergency calls for police assistance	TPD	Ongoing
		Replace analog 911 call -system with Next Generation digital technologies to enhance emergency call services	TPD	Ongoing
		Establish Victim Advocate program	TPD	12/31/2020
		Provide all officers with Trauma Informed Care Training	TPD	12/31/2021
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	ALL	12/31/2019
		Survey external and internal customers on satisfaction with service		12/31/2019
		Implement Citywide Customer Service Principles	ALL	12/31/2019
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires are trained
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

POLICE

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 101,275	\$ 106,697	\$ 102,623	\$ (4,074)	-3.8%	\$ 104,478
Materials and Supplies	2,509	2,105	2,175	70	3.3%	2,000
Other Services and Charges	12,752	13,237	12,731	(506)	-3.8%	13,025
Operating Capital	5,146	5,039	5,029	(10)	-0.2%	3,956
Total Budget	\$ 121,682	\$ 127,078	\$ 122,558	\$ (4,520)	-3.6%	\$ 123,459

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 102,536	-1.4%	\$ 103,215
120 E 911 Operating	3,663	2.5%	3,670
125 PA Law Enforcement Training	79	0.0%	79
127 Technology Fee Assessment	199	-81.4%	205
150 Public Safety Sales Tax	12,919	-14.7%	12,334
477 Short Term Capital	3,162	-0.3%	3,956
	\$ 122,558		\$ 123,459

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ (419)
2. Benefit and compensation adjustments from the FY21 plan	(2,000)
3. FY20 mid year add office admin I (2), crime victim advocate, victim services advocate (2) - grant funded	0
4. FY20 mid year add technology support manager	84
5. Net change in estimated police officer vacancies	(1,392)
6. Attrition 3% (excluding first responders)	(314)
7. Furlough 13 days (excluding first responders)	(315)
8. Training	(16)
9. Records and case management system annual subscription deferred	(886)
10. State mandated fees for law enforcement communications	71
11. Annual software maintenance	23
12. Utilities	14
13. Helicopter insurance premium	13
14. Helicopter maintenance	63
15. Helicopter flight instructor training	40
16. Lab operations at OSU-Tulsa	11
17. Various materials and supplies adjustments	2
18. Equipment management services	16
19. Veterinary services for K9s	5
20. Police academy grounds maintenance	34
21. In-car and body worn camera annual maintenance	124
22. Taser batteries	10
23. Laptop batteries	20
24. E-911 Operations	0
a. Telephone	(26)
b. Disaster recovery storage	26
25. Reduce FY 21 plan academy cost	(3,267)

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN (Continued)	<u>AMOUNT</u>
26. Academy, September 2020, 30 cadets (Public Safety Tax)	2,010
a. Salaries and benefits	1,691
b. Equipment, supplies, services	319
27. Academy, January 2021, 30 cadets (General Fund)	1,297
a. Salaries and benefits	978
b. Equipment, supplies, services	319
28. Academy, May 2021, 15 cadets (General Fund)	262
a. Salaries and benefits	135
b. Equipment, supplies, services	127
29. Capital additions/replacements:	
a. Vehicles (72 marked sedans)	2,494
b. Vehicles (30 marked sedans) (PST)	1,867
c. Vehicles (10 unmarked sedans)	300
d. Vehicles (4 Light Duty Trucks)	120
e. Motorcycles (2)	24
f. Document scanner	33
g. Security system	32
h. K9 (3)	26
i. Treadmill	6
j. Special operations vest (10)	28
k. Pepperball equipment	20
l. X-Ray system for bomb squad	41
m. Bomb suit	26
n. Flight helmet (4)	12
o. Adjustment to eliminate FY21 plan capital	(5,039)
TOTAL CHANGES	<u><u>\$ (4,520)</u></u>

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 2,401
2. Net change in estimated police officer vacancies	218
3. Computer replacements	(39)
4. Software subscriptions	240
5. 911 software subscriptions	25
6. Jail contract	51
7. Helicopter flight instructor recurring training less than first year startup	(20)
8. Reduce FY 21 Adopted Budget Academy Cost	(3,569)
9. Academy, September 2021, 17 cadets (Public Safety Tax)	1,150
a. Salaries and benefits	969
b. Equipment, supplies, services	181
10. Academy, January 2022, 28 cadets (General Fund)	1,212
a. Salaries and benefits	914
b. Equipment, supplies, services	298
11. Academy, May 2022, 14 cadets (General Fund)	305
a. Salaries and benefits	157
b. Equipment, supplies, services	148
12. Capital additions/replacements:	
a. Net change to FY21 capital	(1,073)
TOTAL CHANGES	<u><u>\$ 901</u></u>

POLICE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Administrative & Support Staff</u>						
Administrative & Technical	21	20	20	21.0	20.0	20.0
Exempt/Professional	14	18	18	14.0	18.0	18.0
Office & Technical	50	51	51	50.0	51.0	51.0
Police Chief	1	1	1	1.0	1.0	1.0
Total Admin. & Support Staff	86	90	90	86.0	90.0	90.0
<u>Laboratory Services</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Scientific & Technical	21	21	21	21.0	21.0	21.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Laboratory Services	25	25	25	25.0	25.0	25.0
<u>911 Public Safety Communications</u>						
Administrative and Technical	2	2	2	2.0	2.0	2.0
Emergency Communications	99	99	99	99.0	99.0	99.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total 911 Public Safety Comm.	103	103	103	103.0	103.0	103.0
Total Civilian Positions	214	218	218	214.0	218.0	218.0
<u>Sworn Police Officers</u>						
Police Officer	713	743	743	713.0	743.0	743.0
Police Sergeant	82	82	82	82.0	82.0	82.0
Police Lieutenant	83	83	83	83.0	83.0	83.0
Police Captain	23	23	23	23.0	23.0	23.0
Police Major	9	9	9	9.0	9.0	9.0
Police Deputy Chief	3	3	3	3.0	3.0	3.0
Total Sworn Police Officers	913	943	943	913.0	943.0	943.0
DEPARTMENT TOTAL	1,127	1,161	1,161	1,127.0	1,161.0	1,161.0

FIRE

Department Budget Summary

FY 20-21

Mission Statement

The Tulsa Fire Department delivers superior protection of life, health, property, and the environment.

Overview of Services

It is the Fire department's goal to emphasize fire prevention, public education, and progressive emergency medical services in a comprehensive community safety program. The Fire Department remains unwavering in operations to minimize the impact of fires when they occur, because total success in preventing all fires is unrealistic. The Fire Department is committed to reducing the impact of environmental damage from hazardous materials along with meeting the needs of other calls for service from the community.

Tulsa Fire's service strategies are:

- Aggressively deliver life and fire safety education to the community;
- Aggressively work to prevent hazardous conditions;
- Respond promptly to rescues, fires, medical emergencies and natural disasters;
- Ensure actions are safe, professional and in harmony with the needs of the environment and the demands of the community; and
- Actively coordinate fire services with other agencies in the region.

AIM Actions for Fire

AIM	Strategy	Action	Responsible Department	Status
Mental Health – Address mental health issues for Tulsa's residents.	Improve outcomes of those who interact with first responders and need mental health treatment	Increase the number of police fire and emergency medical service personnel with 40-hour Crisis Intervention Training (CIT)	Fire & TPD	Ongoing
		Increase the utilization of advance care and mental health for CIT by moving from temporary pilot to 2 day per week model for the next year.	Fire & TPD	2 days per week (on target)
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Provide prompt fire and emergency response.	Fire	Arrival time for Fire and EMSA is on target.
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

FIRE

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	ALL	Ongoing
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	Completed 12/31/19
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires trained
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing

FIRE

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 71,476	\$ 75,793	\$ 74,686	\$ (1,107)	-1.5%	\$ 75,522
Materials and Supplies	1,507	1,405	1,459	54	3.8%	1,457
Other Services and Charges	4,949	4,842	4,869	27	0.6%	4,776
Operating Capital	755	665	610	(55)	-8.3%	610
Total Operating Budget	78,687	82,705	81,624	(1,081)	-1.3%	82,365
Capital Budget	5,500	2,100	2,100	0	0.0%	1,000
Total Budget	\$ 84,187	\$ 84,805	\$ 83,724	\$ (1,081)	-1.3%	\$ 83,365

RESOURCES FOR BUDGET

	<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
100 General Fund	\$ 76,638	-1.7%	\$ 76,707
121 EMSA Utility	350	0.0%	350
150 Public Safety Sales Tax	4,026	5.9%	4,698
405 2014 Sales Tax	2,100	0.0%	0
409 2020 Sales Tax	0	N/A	1,000
477 Short Term Capital	610	0.0%	610
	\$ 83,724		\$ 83,365

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ (207)
2. Attrition 3% (excluding first responders)	(30)
3. Furlough 13 days (excluding first responders)	(51)
4. Benefit and compensation adjustments from the FY21 plan	(920)
5. Reduce FY 21 plan academy cost	(430)
6. Academy, August 2020, 16 cadets (General Fund)	1,012
a. Salary and benefits	908
b. Equipment, supplies, services	104
7. Net change in estimated firefighter vacancies	(554)
8. Reclassification of firefighter positions (3) for Fire Company	73
9. Move EMSA utility fee capital to materials and supplies	55
10. Training	(20)
11. HazMat atmospheric monitors maintenance and service	25
12. Equipment management services	(4)
13. Automatic external defibrillator (AED) service agreement	24
14. Capital additions/replacements:	
a. Vehicles (5)	220
b. Rescue boat with trailer (1)	31
c. Battery operated rescue tools (2)	50
d. Monitor/defibrillator (2)	80
e. Gas Monitors (4) and Calibration station (1)	10
f. Exercise equipment (5)	15
g. Station appliances and furnishings	74
h. Miscellaneous rescue and protective equipment	131
i. Adjustment to eliminate FY21 plan capital	(665)
TOTAL OPERATING CHANGES	(1,081)

CAPITAL IMPROVEMENT PROJECTS

2014 Sales Tax Capital Projects	2,100
Adjustment to eliminate FY 21 plan capital projects	<u>(2,100)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	0
TOTAL CHANGES	<u><u>\$ (1,081)</u></u>

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	AMOUNT
1. Benefit and compensation adjustments	\$ 716
2. Equipment management services	(93)
3. Reduce FY 21 Adopted Budget Academy Cost	(1,012)
4. Academy, August 2021, 16 cadets (General Fund)	1,010
a. Salary and benefits	908
b. Equipment, supplies, services	<u>102</u>
5. Reclassification of Firefighter positions (3) for Fire Company (FY22 impact of FY21 changes)	73
6. Reclassification of firefighter positions (9) for Fire Company	175
7. Net change in estimated firefighter vacancies	<u>(128)</u>
TOTAL OPERATING CHANGES	<u><u>741</u></u>

CAPITAL IMPROVEMENT PROJECTS

2020 Sales Tax Capital Projects	1,000
Adjustment to eliminate FY 21 capital projects	<u>(2,100)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	(1,100)
TOTAL CHANGES	<u><u>\$ (359)</u></u>

FIRE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF			NUMBER OF FULL-TIME EQUIV.		
	AUTHORIZED POSITIONS			AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Administrative & Support Staff</u>						
Administrative & Technical	5	4	4	5.0	4.0	4.0
Exempt/Professional	4	5	5	4.0	5.0	5.0
Labor & Trades	3	3	3	3.0	3.0	3.0
Office & Technical	6	6	6	6.0	6.0	6.0
Total Admin. & Support Staff	18	18	18	18.0	18.0	18.0
<u>FD Classified Positions</u>						
Firefighter	383	364	364	383.0	364.0	364.0
Fire Equipment Operator	157	163	163	157.0	163.0	163.0
Fire Captain	135	147	147	135.0	147.0	147.0
Administrative Officer	3	3	3	3.0	3.0	3.0
EMS Officer	3	3	3	3.0	3.0	3.0
Fire Prevention Inspector	23	23	23	23.0	23.0	23.0
Director of Training Center	1	1	1	1.0	1.0	1.0
Director of EMS	1	1	1	1.0	1.0	1.0
Fire Deputy Marshall	1	1	1	1.0	1.0	1.0
Fire District Chief	19	19	19	19.0	19.0	19.0
Fire Administrative Chief	1	1	1	1.0	1.0	1.0
Fire Assistant Chief	3	3	3	3.0	3.0	3.0
Fire Deputy Chief	2	2	2	2.0	2.0	2.0
Loss Control Officer	8	8	8	8.0	8.0	8.0
Physical Resource Officer	1	1	1	1.0	1.0	1.0
Technical Rescue Coordinator	1	1	1	1.0	1.0	1.0
Community Resource Officer	0	1	1	0.0	1.0	1.0
Total FD Classified Positions	742	742	742	742.0	742.0	742.0
TOTAL	760	760	760	760.0	760.0	760.0

Emergency Medical Services Authority

Department Budget Summary

FY 20-21

Mission Statement

To provide ambulance service to 1,000 square miles and meet the highest standards of pre-hospital care.

Overview of Services

A public trust of the City of Tulsa and City of Oklahoma City governments, the Emergency Medical Services Authority (EMSA) is Oklahoma's largest provider of emergency medical services.

EMSA provides advanced life support medical care to patients who suffer injuries and illnesses and transports patients to and from the hospital by ambulance. The Authority provides oversight and ensures quality compliance of the contracted ambulance services provider, and conducts billing, accounting, purchasing and other business functions. The Medical Director provides medical oversight of the contracted provider and reports to the Medical Control Board. The contracted provider is held to a performance-based contract that includes strict service standards and financial penalties for non-compliance.

In 1977, EMSA was established in Tulsa. Today, EMSA is the exclusive ambulance provider for 10 Oklahoma cities. EMSA has two divisions, the eastern division, with Tulsa as the major city, and the western division centered around Oklahoma City.

AIM Actions for Emergency Medical Services Authority

AIM	Strategy	Action	Responsible Department	Status
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Provide prompt medical emergency response.	Fire & EMSA	Ongoing

EMERGENCY MEDICAL SERVICES AUTHORITY

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 7,730	\$ 5,624	\$ 9,067	\$ 3,443	61.2%	\$ 5,484
Total Budget	\$ 7,730	\$ 5,624	\$ 9,067	\$ 3,443	61.2%	\$ 5,484

RESOURCES FOR BUDGET

121 EMSA Utility

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 9,067	61.2%	\$ 5,484
\$ 9,067		\$ 5,484

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

1. Appropriations reflect anticipated cash available for transfer to EMSA

TOTAL CHANGES

<u>AMOUNT</u>
\$ 3,443
\$ 3,443

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

1. Appropriations reflect anticipated cash available for transfer to EMSA

TOTAL CHANGES

<u>AMOUNT</u>
\$ (3,583)
\$ (3,583)

TULSA AREA EMERGENCY MANAGEMENT AGENCY

Department Budget Summary

FY 20-21

Mission Statement

TAEMA is dedicated to the protection of the citizens of Tulsa and Tulsa County from all emergencies and disasters.

Overview of Services

The Tulsa Area Emergency Management Agency (TAEMA) is responsible for the coordination of preparing for, responding to, recovering from, and mitigation of major emergencies and disasters. TAEMA collaborates with City and County departments and various other agencies to ensure readiness to manage response to emergencies and disasters. This includes naturally occurring events such as tornadoes, straight line winds, floods, winter storms, wildfires, droughts, extreme heat, earthquakes, and pandemics. Planning is also done for man-made events that involve acts of terrorism or accidents that could include plane crashes or hazardous chemical releases. TAEMA conducts numerous disaster exercises with the response community each year to test emergency plans and enhance readiness to respond to disasters. TAEMA manages the Community Warning System consisting of 102 warning sirens covering the City and portions of the unincorporated area of Tulsa County. TAEMA coordinates with volunteer groups, including amateur radio clubs who assist during severe weather and disaster events, and other volunteer agencies active in disasters (VOADs) that perform varied and numerous activities after disasters.

TAEMA is jointly funded with the City of Tulsa and Tulsa County, each contributing 40 percent and the federal government contributing 20 percent of operational revenue.

AIM Actions for Legal

AIM	Strategy	Action	Responsible Department	Status
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Enforce policies geared towards health and equality.	Coordinate emergency preparedness events and usage of tools	TAEMA	Ongoing
Quality Core Services- Deliver high quality core services that citizens expect from Municipal Government	Continuously monitor and improve established core services	Promote public safety through coordinated emergency planning	TAEMA	Ongoing
	Continuously monitor and improve established core services.	Monitor emergency or disaster situations and activate the Emergency Operations Center as appropriate to provide public warning functions and assistance to Incident Command	TAEMA	Ongoing

TULSA AREA EMERGENCY MANAGEMENT AGENCY

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 149	\$ 148	\$ 148	\$ 0	0.0%	\$ 148
Total Budget	\$ 149	\$ 148	\$ 148	\$ 0	0.0%	\$ 148

RESOURCES FOR BUDGET

100 General Fund

FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
\$ 148	0.0%	\$ 148
\$ 148		\$ 148

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

1. No changes for operation are anticipated

TOTAL CHANGES

AMOUNT
\$ 0
\$ 0

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

1. No changes for operation are anticipated

TOTAL CHANGES

AMOUNT
\$ 0
\$ 0

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READER'S GUIDE TO DEPARTMENTAL HIGHLIGHTS

PUBLIC SAFETY AND PROTECTION

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

YOU ARE HERE

Park and Recreation
Gilcrease Museum
Performing Arts Center
River Parks Authority
BOK and Convention Centers

SOCIAL AND ECONOMIC DEVELOPMENT

Mayor's Office of Economic Development
Working in Neighborhoods
Development Services

PUBLIC WORKS AND TRANSPORTATION

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

Elected Officials
Mayor's Office
City Auditor
City Council
Office of the Independent Monitor
Legal
Human Resources
Employee Insurance Administration
General Government
Indian Nations Council of Governments (INCOG)
Finance
Information Technology
Customer Care
Communications
Asset Management

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

Park and Recreation

Mission Statement

The Tulsa Park and Recreation Department provides and preserves quality park and recreation opportunities for all.

Overview of Services

With oversight from the Park Board, the City of Tulsa manages 135 parks covering roughly 8,652 acres. This includes 2 nature centers, 7 community centers including WaterWorks Art Studio, 57 miles of walking trails, 2 skate parks, 2 dog parks and 5 swimming pools. In addition, there are 196 sports fields, 94 playgrounds, 104 tennis courts, 14 water playgrounds, 19 splash pads and 81 picnic shelters, 4 golf courses and 8 disc golf courses.

The Department's primary focus is to provide all Tulsans with safe, accessible and high-quality parks and recreational opportunities. Future planning is guided by the Park Master Plan, adopted in February 2010 and scheduled to be updated in 2020.

AIM Actions for Park and Recreation

AIM	Strategy	Action	Responsible Department	Status
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Increase utilization of parks facilities by groups and individuals for activities that promote physical health	Provide youth sports recreational activities targeted to youth that reside in areas with known health disparities	Parks & Recreation	2,109 attendees (below target)
		Continue to deliver recreation programming that aligns with the needs of individual communities	Parks & Recreation	# hours rec centers open is above target
		Offer Healthy Lunch Challenge at day camps	Parks & Recreation	# participants is above target
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Increase utilization of parks facilities by groups and individuals for activities that promote physical health		Parks & Recreation	
			Parks & Recreation	Ongoing
		Plant trees in City Parks (planting trees is limited by seasonal temperatures)	Parks & Recreation	Ongoing

Park and Recreation

		Maintain parks equipment and keep parks clean, safe and hazard free	Parks & Recreation	Ongoing
AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	ALL	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

PARKS and RECREATION

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 6,596	\$ 6,713	\$ 6,403	\$ (310)	-4.6%	\$ 6,640
Materials and Supplies	856	846	855	9	1.1%	883
Other Services and Charges	12,281	12,399	12,307	(92)	-0.7%	12,720
Operating Capital	524	367	357	(10)	-2.7%	718
Total Operating Budget	20,257	20,325	19,922	(403)	-2.0%	20,961
Capital Budget	2,690	10,625	10,625	0	0.0%	1,950
Total Budget	\$ 22,947	\$ 30,950	\$ 30,547	\$ (403)	-1.3%	\$ 22,911

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 16,937	1.0%	\$ 17,565
405 2014 Sales Tax	10,625	0.0%	0
409 2020 Sales Tax	0	N/A	1,950
477 Short Term Capital	265	-3.6%	626
560 Stormwater Enterprise	0	-100.0%	0
570 Golf Course	2,720	-3.5%	2,770
	\$ 30,547		\$ 22,911

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 136
2. Attrition 3%	(136)
3. Furlough 13 days	(226)
4. Pool and day camp reductions for July-Aug due to pandemic	(128)
a. Salaries	(84)
b. Materials and supplies	(44)
5. Janitorial supplies	11
6. Computer replacements	6
7. Utilities	82
8. Mowing contract increase	28
9. Equipment management services	40
10. Transformers (5) - Carl Smith ball field lights	11
11. Wireless fire monitors for recreation centers and Oxley Nature Center	5
12. Golf operations- reduced revenue projection	(99)
13. Zoo management agreement	(145)
14. Training	(3)
15. Horticulture supplies	5
16. Reappropriate ash borer treatment	20
17. Capital additions/replacements:	
a. Refuse truck	180
b. Pick-up truck	46
c. Debris loader	4
d. Recreation center capital	35
e. Golf capital	92
f. Adjustment to eliminate FY 21 plan capital	(367)
TOTAL OPERATING CHANGES	(403)

PARKS and RECREATION

CAPITAL IMPROVEMENT PROJECTS

2014 Sales Tax Capital Projects	10,625
Adjustment to eliminate FY21plan capital projects	<u>(10,625)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>0</u>
TOTAL CHANGES	<u>\$ (403)</u>

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 153
2. Pool and day camp restoration	128
a. Salaries	84
b. Materials and supplies	<u>44</u>
3. Computer replacements	(3)
4. Utilities	(16)
5. Mowing contract increase	12
6. Golf operations	51
7. Zoo Management agreement	362
8. Ash borer treatment	(20)
9. Various materials and other services adjustments	11
10. Capital additions/replacements:	
a. Net change to FY21 capital	<u>361</u>
TOTAL OPERATING CHANGES	<u>1,039</u>

CAPITAL IMPROVEMENT PROJECTS

2020 Sales Tax Capital Projects	1,950
Adjustment to eliminate FY 21 capital projects	<u>(10,625)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(8,675)</u>
TOTAL CHANGES	<u>\$ (7,636)</u>

PARKS and RECREATION

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Director</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Director	8	8	8	8.0	8.0	8.0
<u>Recreational Centers</u>						
Administrative & Technical	12	14	14	12.0	14.0	14.0
Exempt/Professional	7	8	8	7.0	8.0	8.0
Labor & Trades	6	6	6	6.0	6.0	6.0
Office & Technical	17	17	17	5.6	5.6	5.6
Total Recreational Centers	42	45	45	30.6	33.6	33.6
<u>Special Programs</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Seasonal Labor	42	42	42	14.0	14.0	14.0
Total Special Programs	45	45	45	17.0	17.0	17.0
<u>Spectator Recreation</u>						
Administrative & Technical	6	4	4	6.0	4.0	4.0
Exempt/Professional	2	1	1	2.0	1.0	1.0
Seasonal Labor	2	2	2	0.7	0.7	0.7
Total Spectator Recreation	10	7	7	8.7	5.7	5.7
<u>Facility Services</u>						
Exempt/Professional	6	6	6	6.0	6.0	6.0
Labor & Trades	52	52	52	52.0	52.0	52.0
Office & Technical	1	1	1	1.0	1.0	1.0
Seasonal Labor	4	4	4	4.0	1.3	1.3
Total Facility Services	63	63	63	63.0	60.3	60.3
DEPARTMENT TOTAL	168	168	168	127.3	124.6	124.6

Gilcrease Museum

Department Budget Summary

FY 20-21

Mission Statement

Gilcrease Museum, through its collections, is dedicated to bringing art, history and people together to research, discover, enjoy and understand the diverse heritage of the Americas.

Overview of Services

The Thomas Gilcrease Institute of American History and Art, better known as Gilcrease Museum, was gifted to the City of Tulsa in 1954 by Mr. Gilcrease with the stipulation that the City would (1) make payment on his debts; (2) preserve, protect, and display his collection of art, artifacts, documents, and books; and (3) care for his facility. The collection includes paintings by well-known artists such as George Catlin, Thomas Moran, Charles Russell and bronzes by Frederic Remington. Documents include one of the earliest extant letters from the Western Hemisphere, a letter dated 1512 from Diego Columbus (Christopher's son) and the only certified copy of the Declaration of Independence. Among the artifact collection is a Bedford Mound beaver pipe, dated to 200 A.D., that is considered the finest Hopewell effigy pipe known to be in existence. The collection of more than 400,000 items is one of international significance. Gilcrease is fortunate to have a state-of-the-art conservation laboratory, 203 seat auditorium, restaurant, Museum store, rental facilities, and 23 acres of formal gardens within its 460 acre property.

The City of Tulsa and The University of Tulsa (TU) entered into a partnership agreement on July 1, 2008, allowing TU to administer the day-to-day operations of Gilcrease Museum. TU continues to make capital improvements to the facility and expand its collections through seeking donations and purchasing art, archival and anthropological/ethnological material.

2018-19 has been an exciting and successful year for Gilcrease Museum on many fronts including presentation of strong and diverse exhibitions, offering educational programming for all ages and audiences and continuation of the collaboration with the city of Tulsa and TU to facilitate the capital improvement projects as part of the *Improve our Tulsa* funding package. The most exciting occurrence was the passage of the Tulsa Vision package for the expansion of Gilcrease Museum.

AIM Actions for Gilcrease Museum

AIM	Strategy	Action	Status
Create and facilitate quality entertainment options	Maintain quality facilities where entertainment options can occur	Increase community interest and attendance to Gilcrease Museum	Ongoing

GILCREASE

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 3,290	\$ 3,351	\$ 3,264	\$ (87)	-2.6%	\$ 3,339
Total Budget	\$ 3,290	\$ 3,351	\$ 3,264	\$ (87)	-2.6%	\$ 3,339

RESOURCES FOR BUDGET

100 General Fund

FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
\$ 3,264	-2.6%	\$ 3,339
\$ 3,264		\$ 3,339

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

1. Management agreement

TOTAL CHANGES

AMOUNT

\$ (87)

\$ (87)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

1. Management agreement

TOTAL CHANGES

AMOUNT

\$ 75

\$ 75

PERFORMING ARTS CENTER

Department Budget Summary

FY 20-21

Mission Statement

Maintain a safe, attractive and inclusive facility that serves the public and in which can be provided a wide range of enlightening and engaging arts and entertainment in a comfortable setting, thereby contributing to the vitality of the City and its neighboring communities.

Overview of Services

Opened in 1977, the Performing Arts Center (PAC) was designed with a special emphasis on staging, lighting and acoustic conductivity. The PAC is known as the cultural apex of Tulsa. It houses five separate performance areas and one large reception hall in one building including the 2,365-seat Chapman Music Hall with seating on three levels, another proscenium theatre seating 420 and three studio theatres of varying capacities. The facility added a beautifully appointed reception hall and additional restrooms in 2000. Tulsa Symphony, Tulsa Opera, Tulsa Ballet, Choregus Productions, American Theatre Company, Theatre Tulsa, Playhouse Tulsa, Theatre North, Chamber Music Tulsa, Celebrity Attractions and Tulsa Town Hall all call the PAC home. National touring companies and other local community groups use the facilities as well.

In 2019, a management agreement was signed with the Tulsa Performing Arts Center Trust (TPACT) to handle operations.

AIM Actions for Performing Arts Center

AIM	Strategy	Action	Responsible Department	Status
Create and facilitate quality entertainment options	Maintain quality facilities where entertainment options can occur	Effectively manage the calendar of available performance dates at the Performing Arts Center	PAC	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019

PERFORMING ARTS CENTER

AIM	Strategy	Action	Responsible Department	Expected Completion
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing

PERFORMING ARTS CENTER

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 117	\$ 118	\$ 112	\$ (6)	-5.1%	\$ 115
Other Services and Charges	1,383	1,632	1,388	(244)	-15.0%	1,635
Total Budget	\$ 1,500	\$ 1,750	\$ 1,500	\$ (250)	-14.3%	\$ 1,750

RESOURCES FOR BUDGET

132 Convention & Tourism Facility

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 1,500	-14.3%	\$ 1,750
\$ 1,500		\$ 1,750

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

1. Assistant Director Tulsa Performing Arts Center Trust
2. Management agreement

TOTAL CHANGES

<u>AMOUNT</u>
\$ (6)
(244)
\$ (250)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

1. Assistant Director Tulsa Performing Arts Center Trust
2. Management agreement

TOTAL CHANGES

<u>AMOUNT</u>
\$ 3
247
\$ 250

PERFORMING ARTS CENTER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Director</u>						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Total Director	1	1	1	1.0	1.0	1.0
DEPARTMENT TOTAL	1	1	1	1.0	1.0	1.0

RIVER PARKS AUTHORITY

Department Budget Summary

FY 20-21

Mission Statement

To maintain, preserve, develop and promote the Arkansas River and adjacent land areas under the Authority's jurisdiction within Tulsa County for the economic and cultural benefit of the community. Vision: to be the region's premier park, recreation and entertainment destination.

Overview of Services

River Parks is unique among Tulsa's public spaces because of its location along the banks of the Arkansas River. The river corridor offers opportunities and challenges to blend preservation and enhancement of green space and wildlife habitat with select commercial development such as the Blue Rose Café, and family destination attractions such as the 41st Street Plaza, River West Festival Park, and Turkey Mountain. The River Parks trails are the backbone of the Tulsa metro trails and serve as a key exercise and fitness facility utilized by walkers, runners, and cyclists which is accessible to the public at no charge. Our Turkey Mountain Urban Wilderness provides an opportunity to enjoy nature and seek relief from the stress of modern life.

AIM Actions for River Parks

AIM	Strategy	Action	Status
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Increase utilization of parks facilities by groups and individuals for activities that promote physical health	Continue to provide both active and passive recreational opportunities for citizens to engage in outdoor activities that support a healthy lifestyle. This is done by both River Parks' staff and by 3rd parties from the running and cycling community.	Ongoing

RIVER PARKS AUTHORITY

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 654	\$ 715	\$ 668	\$ (47)	-6.6%	\$ 682
Operating Capital	78	36	36	0	0.0%	36
Total Budget	\$ 732	\$ 751	\$ 704	\$ (47)	-6.3%	\$ 718

RESOURCES FOR BUDGET

100 General Fund

477 Short Term Capital

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
	\$ 668	-6.6%	\$ 682
	36	0.0%	36
	\$ 704		\$ 718

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

1. Changes in operation

TOTAL CHANGES

AMOUNT

\$ (47)

\$ (47)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

1. Changes in operation

TOTAL CHANGES

AMOUNT

\$ 14

\$ 14

BOK Arena and Convention Center

Department Budget Summary

FY 20-21

Mission Statement

To provide professional management to administer, operate, market and maintain the Cox Business Convention Center and BOK Center for the presentation and enjoyment of events involving entertainment, education and cultural, sports, religion, banquets, dances and conventions.

Overview of Services

Opened in 1964, the Cox Business Convention Center (formerly the Tulsa Convention Center) has accommodated over 25 million people and more than 20,000 events. With an impressive expansion completed in January 2010, the Tulsa Convention Center's Tulsa Ballroom is the largest in Oklahoma.

Opened in 2008, the BOK Center is Tulsa's state-of-the-art sports and entertainment venue. The 19,199-seat arena is the home of the ECHL's Tulsa Oilers. BOK Center was designed to host major concerts, family shows, sporting events, ice shows and other types of world-class entertainment.

The 565,000 square-foot BOK Center and the 227,000 square-foot Cox Business Convention Center make a huge impact on the community and attract world-class events to Tulsa.

AIM Actions for BOK Arena & Convention Center

AIM	Strategy	Action	Status
Create and facilitate quality entertainment options	Maintain quality facilities where entertainment options can occur	Maintain an active schedule of performances and other events at the BOK & Cox Convention Centers	Ongoing

BOK and CONVENTION CENTERS

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 14,777	\$ 15,152	\$ 14,138	\$ (1,014)	-6.7%	\$ 16,192
Total Budget	\$ 14,777	\$ 15,152	\$ 14,138	\$ (1,014)	-6.7%	\$ 16,192

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Event Income	\$ 2,775	-64.2%	\$ 8,557
Other Operating Income	2,084	-51.5%	5,009
Convention and Tourism Facilities Fund	1,500	-37.2%	1,100
Fund Balance	7,779	>500.0%	1,526
	\$ 14,138		\$ 16,192

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PUBLIC SAFETY AND PROTECTION

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

Park and Recreation
Gilcrease Museum
Performing Arts Center
River Parks Authority
BOK and Convention Centers

SOCIAL AND ECONOMIC DEVELOPMENT

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Mayor's Office of Economic Development
Working in Neighborhoods
Development Services

PUBLIC WORKS AND TRANSPORTATION

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

Elected Officials
Mayor's Office
City Auditor
City Council
Office of the Independent Monitor
Legal
Human Resources
Employee Insurance Administration
General Government
Indian Nations Council of Governments (INCOG)
Finance
Information Technology
Customer Care
Communications
Asset Management

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

Department Budget Summary

FY 20-21

Mission Statement

To strengthen the economy and create shared prosperity for all Tulsans by developing and managing programs and resources which spur business creation and expansion and facilitate new development and investment. Oversee operations of the Downtown Coordinating Council, leveraging the Stadium Improvement District to successfully maintain, improve, market and develop Downtown Tulsa as a vibrant center for living, commerce, arts, entertainment and education. Ensure timely and effective development processes through oversight of meaningful collaboration with the Development Services Department.

Overview of Services

The Mayor's Office of Economic Development was created in March 2014 to prioritize economic development and maximize collaboration between multiple teams working for the higher goal of economic development.

Services include:

- Facilitate and coordinate City assistance for business retention and expansion efforts and the attraction of new business and industry.
- Central point of coordination for City Trusts, Authorities, Commissions and strategic partners as relates to economic development activities.
- Management of City's incentive programs related to physical development and redevelopment, business expansion and recruitment.
- Downtown Coordinating Council staffing and support to increase economic development within the Inner Dispersal Loop (IDL).
- Implementation of a comprehensive parking system that meets the variety of needs found in Tulsa through street, public structures and private parking options.
- Conduct development permitting including infrastructure and building plan review and inspection services for all private development within the City of Tulsa.

AIM Actions for Mayor's Office of Economic Development

AIM	Strategy	Action	Responsible Department	Status
Increase tourism	Ensure continued prioritization of downtown development and progression	Partner with local businesses and districts to provide support services for world-class festivals, fundraisers, and family-oriented events (Mayfest, Blue Dome Arts Festival, Hop Jam, Juneteenth, St. Patrick's Day, First Friday Art Crawl, and ONEOK Field)	Downtown Coordinating Council	Ongoing

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

AIM	Strategy	Action	Responsible Department	Status
Add Jobs & Grow the Workforce	Review and Align City ED Tools and Incentives to Job Creation Goals and Industry Targets	Update the Economic Development portion of the City's website to reflect existing and new tools and provide a clearer picture of economic development opportunities	MOED	Ongoing
		Implement Downtown Master TIF and establish TIF governing policies	MOED	March 2020
		Identify priority areas for establishing future TIF Districts and establish prioritization schedule for implementation	MOED	# of new incentive goals above target
		Draft and implement proposed policies for new incentives in alignment with target and growth industries	MOED	December 2020
		Host semi-annual meeting of TDA, TIA, TPA, Tulsa Chamber and EDC to review investment priorities and use of economic development tools such as TIFs, Tax abatements, city/authority financing of projects, etc.	MOED	Ongoing
		Review retail incentive policies and update to ensure alignment with goals for attracting and retaining destination retail businesses	MOED	Launched Commercial Rev. Strategy November 2019 above target
	Support Small Business Creation and Expansion	Identify barriers and opportunities that affect immigrant owned business expansion in a written brief that can be distributed and help inform local policy	MOED, Mayor's Office	Ongoing
		Provide technical assistance and guidance to businesses, entrepreneurs and developers to maximize the likelihood of success related to population and job growth	MOED	Ongoing
		Administer & maintain the Small Business Enterprise Program	MOED, MORE, Engineering Services	Ongoing

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

AIM	Strategy	Action	Responsible Department	Status
Add Jobs & Grow the Workforce	Target Existing and New Businesses for Job Growth Expansion Opportunities Utilizing Business Intelligence	Meet monthly with Tulsa Regional Chamber Business Retention team to review expansion and retention needs of current employers	MOED	Ongoing
		Develop and maintain relationships with key site selection professionals nationally	MOED	Ongoing
		Develop target list of new businesses to recruit and establish outreach and recruitment strategy	MOED	December 2020
	Ensure Tulsa Has Adequate Real Estate Options for Primary Job Growth Sites Prepared for Development	Develop and implement a plan to revitalize Air Force Plant 3 and industrial land surrounding the airport	MOED	December 2020
		Identify key economic opportunity sites in alignment with Comprehensive Plan and known high-potential growth areas based upon current industry interest	MOED	Completed 2019
		Develop site certification program to increase the number of sites within the city limits that are ready for development	MOED	Completed 2019
		Inventory existing city and authority real estate to determine priority sites for marketing for growth opportunities	MOED, ABCs	Ongoing
	Provide a Development Framework that Promotes Clear and Predictable Processes	Issue permits and conduct inspections for private development customers within established timeframes	Development Services	Ongoing

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,238	\$ 1,245	\$ 1,290	\$ 45	3.6%	\$ 947
Materials and Supplies	41	45	55	10	22.2%	19
Other Services and Charges	7,324	7,068	3,971	(3,097)	-43.8%	4,224
Operating Capital	20	20	20	0	0.0%	0
Total Operating Budget	8,623	8,378	5,336	(3,042)	-36.3%	5,190
Capital Budget	0	0	3,126	3,126	N/A	800
Total Budget	\$ 8,623	\$ 8,378	\$ 8,462	\$ 84	1.0%	\$ 5,990

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 1,005	8.5%	\$ 1,025
130 Economic Development ADFS	142	-57.6%	214
131 Convention & Visitors	2,671	-22.4%	2,671
141 Tulsa Stadium Imp District	1,518	8.2%	1,280
143 Tourism Improvement District	0	-100.0%	0
4000 2016 Vision ED Capital Proj	3,126	N/A	0
409 2020 Sales Tax	0	N/A	800
	\$ 8,462		\$ 5,990

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 73
2. Attrition 3%	(24)
3. Furlough 13 days	(36)
4. MOED Operations	46
a. FY20 mid year upgrade position to economic incentives mgr	33
b. Economic forecast software	8
c. Various other services adjustments	5
5. Downtown Coordinating Council operational changes	98
a. Maintenance supplies for repairs	5
b. Transitional costs for separating from the City organization	120
c. Reduce security budget to match actual usage	(35)
d. Various other services adjustments	8
6. Economic Development Commission operational changes	(155)
a. Chamber of Commerce contract	(155)
7. Convention and Visitors Fund	(769)
a. Visit Tulsa contract	(769)
8. Remove Tourism Improvement District appropriations	(2,274)
9. Capital additions/replacements:	
a. Tree planting - Downtown Coordinating Council	20
b. Adjustment to eliminate FY 21 plan capital	(20)
TOTAL OPERATING CHANGES	(3,042)

CAPITAL IMPROVEMENT PROJECTS

2016 Vision ED Capital Projects	3,126
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	3,126
TOTAL CHANGES	\$ 84

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ (343)
2. Downtown Coordinating Council operational changes	148
a. Budget moved to management services account.	<u>148</u>
3. Economic Development Commission operational changes	72
a. Economic studies	40
b. Economic development travel and memberships	<u>32</u>
4. Miscellaneous adjustments	(3)
5. Capital additions/replacements:	
a. Net change to FY21 capital	<u>(20)</u>
TOTAL OPERATING CHANGES	<u>(146)</u>
 CAPITAL IMPROVEMENT PROJECTS	
2020 Sales Tax Capital Projects	800
Adjustment to eliminate FY 21 capital projects	<u>(3,126)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(2,326)</u>
TOTAL CHANGES	<u><u>\$ (2,472)</u></u>

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
Director						
Unclassified Appointments	1	1	1	1.0	1.0	1.0
Total Director	1	1	1	1.0	1.0	1.0
Operations						
Administrative & Technical	5	4	4	5.0	4.0	4.0
Exempt/Professional	5	6	4	5.0	6.0	4.0
Office & Technical	1	1	0	0.5	0.5	0.0
Unclassified Appointments	1	1	0	1.0	1.0	0.0
Total Operations	12	12	8	11.5	11.5	8.0
Parking Garage Operations						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Total Parking Garage Operations	1	1	1	1.0	1.0	1.0
DEPARTMENT TOTAL	14	14	10	13.5	13.5	10.0

WORKING IN NEIGHBORHOODS

Department Budget Summary

FY 20-21

Mission Statement

To promote community education, develop and sustain private-public partnerships that encourage neighborhood revitalization, enhance public safety and healthy living while improving the quality of life of all residents within the City of Tulsa.

Overview of Services

The Working in Neighborhoods (WIN) department was created in October 2006 to focus on the following areas: Housing, Neighborhood Services, Neighborhood Investigations (Code Enforcement) and Animal Welfare. Primary functions of the department include:

- Providing housing programs that maintain the City's affordable housing stock by assisting homeowners with emergency housing repairs and rehabilitation; preventing early institutionalization of the elderly; creating incentives for development of affordable housing in partnership with other neighborhood revitalization initiatives; and revitalizing neighborhoods by addressing substandard housing through replacement, property maintenance and demolition.
- Increasing opportunities for neighborhood reinvestment by developing database and mapping system to identify, target and prioritize neighborhood needs; serving as the contact between residents and the City in coordinating the delivery of public/private resources and services to benefit neighborhoods; and establishing neighborhood associations and/or block groups to stabilize and improve neighborhood environments such as public safety, education and economic development
- Promote voluntary compliance and enforcement of City nuisance codes by assisting residents wanting to voluntarily correct code violations; providing a fair and unbiased enforcement program to correct nuisance violations and land use requirements; providing opportunities to residents and neighborhood groups wanting to participate in neighborhood enhancements initiatives.
- Providing for the efficient and effective operation of the animal shelter and animal services in the field by providing a safe, healthy environment for companion animals in the community; supporting and educating neighborhood residents on responsible pet ownership and codes; and providing increased opportunities for adoption of animals.

AIM Actions for Working in Neighborhoods

AIM	Strategy	Action	Responsible Department	Status
Create and facilitate quality entertainment options	Provide quality special events coordination	Process special permits promptly	WIN	Ongoing
Decrease Traffic Fatalities & Injury Crashes	Improve Physical Conditions at High-Crash Locations	Promptly respond and abate sight distance triangle violations	WIN	On target

WORKING IN NEIGHBORHOODS

AIM	Strategy	Action	Responsible Department	Status
Grow Tulsa's Population	Align City processes and policies to support the development of enough stock of affordable and attainable housing to meet the needs of the existing and growing population	Develop a strategic approach to focusing CDBG grants on specific neighborhoods to increase effectiveness	Finance & WIN	Ongoing
		Map City owned properties for rebuild, rehab, neighborhood revitalization	Asset Management & WIN	Ongoing
Reduce and Prevent Violent Crime	Improve Neighborhood Conditions	Promptly respond to property maintenance and code violation complaints	WIN	Above target
		Utilize citations and mediation to encourage quicker code compliance	WIN	Ongoing
		Repair or demolish blighted properties	WIN	Above target
		Educate residents and property owners on ways to prevent code violations and promote safety	WIN	Ongoing
		Facilitate neighborhood enhancement initiatives with volunteers and neighborhood groups	WIN	Above target
		Provide animal control response and sheltering for lost, stray and unwanted pets	WIN	Below target
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	ALL	12/31/2019

WORKING IN NEIGHBORHOODS

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires are trained
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing

WORKING IN NEIGHBORHOODS

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 4,654	\$ 4,757	\$ 4,751	\$ (6)	-0.1%	\$ 4,844
Materials and Supplies	417	326	343	17	5.2%	352
Other Services and Charges	2,686	2,688	2,088	(600)	-22.3%	2,084
Operating Capital	282	198	201	3	1.5%	337
Total Budget	\$ 8,039	\$ 7,969	\$ 7,383	\$ (586)	-7.4%	\$ 7,617

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 5,872	-1.0%	\$ 5,970
121 EMSA Utility	48	-7.7%	48
2000 Community Develop Block Grant	1,202	-11.1%	1,202
2001 Home Investment Partnership	60	-86.2%	60
477 Short Term Capital	201	1.5%	337
	\$ 7,383		\$ 7,617

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 101
2. Attrition 3%	(92)
3. Furlough 13 days	(151)
4. FY20 mid year position add - lead neighborhood inspector	50
5. Transfer of constituent services position	53
6. Short-term rental	42
a. Zoning Inspector - part time to full time	33
b. Operating materials and supplies	9
7. Various materials and supplies adjustments	8
8. Equipment management services	14
9. Various other services adjustments	5
10. HUD Grants	(619)
a. Community Development Block Grant	(244)
b. HOME Investment Partnership Program	(375)
11. Capital additions/replacements	
a. Vehicles	198
b. Adjustment to eliminate FY21 Plan capital	(198)
c. Reappropriate balance of new vehicles funds	3
TOTAL CHANGES	\$ (586)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	AMOUNT
1. Benefit and compensation adjustments	\$ 93
2. Computer replacements	9
3. Software subscriptions	(4)
4. Capital additions/replacements	
a. Net change to FY21 capital	136
TOTAL CHANGES	\$ 234

WORKING IN NEIGHBORHOODS

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Director</u>						
Exempt/Professional	4	4	4	4.0	4.0	4.0
Unclassified Appointments	0	1	1	0.0	1.0	1.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Director	5	6	6	5.0	6.0	6.0
<u>Neighborhood Investigations</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Office & Technical	23	24	24	23.0	24.0	24.0
Total Neighborhood Investigations	30	31	31	30.0	31.0	31.0
<u>Neighborhood Services</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Total Neighborhood Services	3	3	3	3.0	3.0	3.0
<u>Animal Welfare</u>						
Administrative & Technical	4	4	4	2.5	4.0	4.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Labor & Trades	23	23	23	23.0	23.0	23.0
Office & Technical	10	10	10	10.0	9.5	9.5
Total Animal Welfare	41	41	41	39.5	40.5	40.5
<u>Housing</u>						
Office & Technical	1	1	1	1.0	1.0	1.0
Total Housing	1	1	1	1.0	1.0	1.0
DEPARTMENT TOTAL	80	82	82	78.5	81.5	81.5

DEVELOPMENT SERVICES

Department Budget Summary

FY 20-21

Mission Statement

The Development Services Department promotes safety, livability and economic growth through efficient and collaborative application of building and development codes.

Overview of Services

The department is responsible for the implementation of the City's development permitting processes, including infrastructure and building plan review and inspection services for all private development within the City of Tulsa.

AIM Actions for Planning & Development

AIM	Strategy	Action	Responsible Department	Status
Jobs – Add jobs and grow the workforce	Provide a development framework that promotes clear and predictable processes	Issue permits and conduct inspections for private development customers within established timeframes	Development Services	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing

DEVELOPMENT SERVICES

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 5,245	\$ 5,328	\$ 5,149	\$ (179)	-3.4%	\$ 5,284
Materials and Supplies	49	18	35	17	94.4%	97
Other Services and Charges	775	781	790	9	1.2%	804
Operating Capital	101	94	94	0	0.0%	94
Total Budget	\$ 6,170	\$ 6,221	\$ 6,068	\$ (153)	-2.5%	\$ 6,279

RESOURCES FOR BUDGET

100 General Fund

122 Permit & Licensing System

477 Short Term Capital

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 5,490	-2.8%	\$ 5,686
484	0.8%	499
94	0.0%	94
\$ 6,068		\$ 6,279

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

1. Benefit and compensation adjustments
2. Attrition 3%
3. Furlough 13 days
4. Code books (one-time)
5. Computer replacements
6. Energov software maintenance and license fees
7. Various materials and other services adjustments
8. Capital additions/replacements
 - a. Vehicles
 - b. Adjustment to eliminate FY21 plan capital

<u>AMOUNT</u>
\$ 142
(120)
(201)
13
3
18
(8)
94
(94)
\$ (153)

TOTAL CHANGES

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

1. Benefit and compensation adjustments
2. Computer replacements
3. Code books
4. Various other services adjustments
5. Energov computer maintenance and license fees

<u>AMOUNT</u>
\$ 135
75
(13)
(6)
20
\$ 211

TOTAL CHANGES

DEVELOPMENT SERVICES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Director</u>						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Total Director	1	1	1	1.0	1.0	1.0
<u>Development Services</u>						
Administrative & Technical	41	41	41	41.0	42.0	42.0
Exempt/Professional	14	14	14	14.0	13.0	13.0
Office & Technical	13	13	13	13.0	13.0	13.0
Total Animal Welfare	68	68	68	68.0	68.0	68.0
DEPARTMENT TOTAL	69	69	69	69	69	69

READER'S GUIDE TO DEPARTMENTAL HIGHLIGHTS

PUBLIC SAFETY AND PROTECTION

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

Park and Recreation
Gilcrease Museum
Performing Arts Center
River Parks Authority
BOK and Convention Centers

SOCIAL AND ECONOMIC DEVELOPMENT

Mayor's Office of Economic Development
Working in Neighborhoods
Development Services

PUBLIC WORKS AND TRANSPORTATION

YOU ARE HERE

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

Elected Officials
Mayor's Office
City Auditor
City Council
Office of the Independent Monitor
Legal
Human Resources
Employee Insurance Administration
General Government
Indian Nations Council of Governments (INCOG)
Finance
Information Technology
Customer Care
Communications
Asset Management

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

ENGINEERING SERVICES

Department Budget Summary

FY 20-21

Mission Statement

To provide our customers dependable, cost effective, high-quality services in the areas of engineering and architectural services. Build a strong, positive public image, create and promote a safe, productive workforce and work environment by efficiently using all financial, human and material resources.

Overview of Services

The Engineering Services department plans, designs and field-inspects public improvement and capital projects for the benefit of the City of Tulsa. Engineering Services provides and/or administers planning, engineering/architectural design and construction quality assurance services for projects involving water systems, wastewater systems, transportation, stormwater, parks and all City departments.

AIM Actions for Engineering Services

AIM	Strategy	Action	Responsible Department	Status
Transportation – Provide access to jobs with accessible transportation options	Increase frequent bus availability	Complete preliminary design for Route 66 Bus Rapid Transit	Engineering Services	Bus Rapid Transit went into service in November 2019
Physical Health – Improve Tulsans’ overall health, with a focus on reducing health disparities	Increase walkability and bike-ability of Tulsa	Prioritize CIP projects that will increase PCI and walkability/bike-ability	Engineering Services	Completed implantation plan
		Implement bike lanes along recommended streets in the GO Plan	Engineering Services	10.6 miles completed
		Propose safety improvements with capital improvement projects	Engineering Services	Ongoing
Increase tourism	Increase the number of conventions and events hosted in Tulsa to showcase the city	Expand the Cox Business Center through the Vision Tulsa program, providing more convention, exhibit, and event space	Mayor’s Office for Community Development, Engineering	9/30/2020

ENGINEERING SERVICES

AIM	Strategy	Action	Responsible Department	Status
Provide a quality transportation network of streets and sidewalks	Deliver road projects on time and within budget	Manage the planning, design and construction of road projects effectively and efficiently	Engineering Services	Ongoing
	Strategically fund transportation network capital needs	Prioritize street program to maximize City's objectives along the street corridors while obtaining the target PCI	Engineering Services	Completed
	Align Capital Improvement funding with the Comprehensive Plan	Refine the Arterial Streets Model to incorporate criteria from the Comprehensive Plan	Engineering Services	Completed
		Create a Non-Arterial Streets Model and incorporate criteria from Comprehensive Plan	Engineering Services	Completed
		Use map tools to visually confirm model proposals	Engineering Services	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	Ongoing
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	Ongoing
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires trained
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

ENGINEERING

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 12,400	\$ 12,528	\$ 12,008	\$ (520)	-4.2%	\$ 12,291
Materials and Supplies	326	335	364	29	8.7%	194
Other Services and Charges	5,679	5,702	5,794	92	1.6%	5,861
Operating Capital	359	176	745	569	323.3%	612
Total Operating Budget	18,764	18,741	18,911	170	0.9%	18,958
Capital Budget	125,256	125,785	110,743	(15,042)	-12.0%	69,283
Total Budget	\$ 144,020	\$ 144,526	\$ 129,654	\$ (14,872)	-10.3%	\$ 88,241

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 13,252	224.9%	\$ 13,418
4000 2016 Vision ED Capital Proj	7,062	-41.3%	8,176
405 2014 Sales Tax	45,310	-6.7%	0
409 2020 Sales Tax	0	N/A	14,362
477 Short Term Capital	172	N/A	259
560 Stormwater Enterprise	3,097	-50.8%	2,859
5600 Stormwater Capital Projects	5,000	0.0%	4,500
740 TMUA Water Operating	748	-81.4%	874
7400 TMUA Water Capital Projects	25,918	-31.3%	19,864
750 TMUA Sewer Operating	1,642	-62.3%	1,548
7500 TMUA Sewer Capital Projects	27,453	22.1%	22,381
	\$ 129,654		\$ 88,241

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 123
2. FY20 mid year add - office administrator	56
3. Attrition 3%	(275)
4. Furloughs 13 days	(423)
5. Computer replacements	27
6. Software subscriptions	(29)
7. Various materials and supplies adjustments	1
8. Equipment management services	(12)
9. Consulting Services	473
a. Stormwater Utility Enterprise Initiative	111
b. Annual flow and specialty monitoring maintenance contract	272
c. Annual subscription - precipitation monitoring service	67
d. Annual subscription - utility call service	13
e. Annual subscription - GIS mapping service	11
10. Indirect costs	(339)
11. Capital additions/replacements:	
a. Extended cab pickup (6), SUV (13), car (2)	745
b. Adjustment to eliminate FY 21 plan capital	(176)
TOTAL OPERATING CHANGES	170

ENGINEERING

CAPITAL IMPROVEMENTS PROJECTS

2014 Sales Tax	45,310
2016 Vision ED Capital Proj	7,062
Stormwater Capital Projects	5,000
TMUA Water Capital Projects	25,918
TMUA Sewer Capital Projects	27,453
Adjustment to eliminate FY 21 plan capital projects	<u>(125,785)</u>
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	<u>(15,042)</u>
TOTAL CHANGES	<u>\$ (14,872)</u>

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	AMOUNT
1. Benefit and compensation adjustments	\$ 283
2. Computer replacements	(27)
3. Records reproduction archive equipment	(143)
4. Inspection equipment	(1)
5. Software subscriptions	3
6. Wireless devices	2
7. Indirect costs	(3)
8. Consulting Services	66
a. Stormwater Utility Enterprise Initiative	(272)
b. Annual subscription - aerial photo services	315
c. Annual subscription - precipitation monitoring service	4
d. Annual subscription - utility call service	17
e. Annual subscription - GIS mapping service	<u>2</u>
9. Capital additions/replacements:	
a. Net Change to FY 21 capital	<u>(133)</u>
TOTAL OPERATING CHANGES	<u>47</u>

CAPITAL IMPROVEMENTS PROJECTS

2016 Vision ED Capital Proj	8,176
2020 Sales Tax	14,362
Stormwater Capital Projects	4,500
TMUA Water Capital Projects	19,864
TMUA Sewer Capital Projects	22,381
Adjustment to eliminate FY 21 capital projects	<u>(110,743)</u>
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	<u>(41,460)</u>
TOTAL CHANGES	<u>\$ (41,413)</u>

ENGINEERING SERVICES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Director</u>						
Exempt/Professional	2	2	2	2.0	2.0	2
Office & Technical	17	18	18	17.0	18.0	18.0
Seasonal Labor	1	1	1	0.3	0.3	0.3
Total Director	20	21	21	19.3	20.3	20.3
<u>Design Engineering:</u>						
Administrative & Technical	10	10	10	10.0	10.0	10
Exempt/Professional	25	25	25	25.0	25.0	25
Total Design Engineering:	35	35	35	35.0	35.0	35.0
<u>Field Engineering</u>						
Administrative & Technical	3	3	3	3.0	3.0	3
Exempt/Professional	12	12	12	12.0	12.0	12
Office & Technical	47	47	47	47.0	47.0	47
Total Field Engineering	62	62	62	62.0	62.0	62.0
<u>Planning & Coordination</u>						
Administrative & Technical	19	19	19	19.0	19.0	20
Exempt/Professional	16	16	16	16.0	16.0	15
Office & Technical	3	3	3	3.0	3.0	3
Total Planning & Coordination	38	38	38	38.0	38.0	38.0
DEPARTMENT TOTAL	155	156	156	154.3	155.3	155.3

Streets and Stormwater

Mission Statement

Improve quality of life and safety for citizens of Tulsa by providing consistent, cost-effective and high-quality services in the areas of streets maintenance and inspections, stormwater and land management, refuse and recycling and traffic control.

Overview of Services

The Streets and Stormwater department’s primary areas of responsibility are street maintenance and rights-of-way inspections, traffic control, stormwater, land management, refuse and recycling service through the Tulsa Authority for the Recovery of Energy (TARE).

AIM Actions Streets & Stormwater

AIM	Strategy	Action	Responsible Department	Status
Decrease Traffic Fatalities & Injury Crashes	Improve Physical Conditions at High-Crash Locations	Promptly respond to requests for emergency street repairs	Streets & Stormwater	37-minute average response time
		Update road striping to improve visibility for all travelers	Streets & Stormwater	mile striped is below target
Physical Health – Improve Tulsans’ overall health, with a focus on reducing health disparities	Increase walkability and bike-ability of Tulsa	Prioritize restriping and maintenance projects that will increase PCI and walkability/bike-ability	Streets & Stormwater	Ongoing
		Evaluate 10 bicycle and pedestrian hot spot crash locations	Streets & Stormwater	Ongoing
Transportation – Provide access to jobs with accessible transportation options	Ensure that City transportation infrastructure and policies can support evolving mobility options	Ensure striping and signage is in excellent condition for AV technology	Streets & Stormwater	Ongoing
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Maintain safe and efficient stormwater facilities.	Streets & Stormwater	silt removal is above target
		Provide consistent refuse collection services.	Streets & Stormwater	Ongoing

Streets and Stormwater

AIM	Strategy	Action	Responsible Department	Status
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires are trained
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing

STREETS and STORMWATER

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 19,169	\$ 19,779	\$ 19,220	\$ (559)	-2.8%	\$ 19,873
Materials and Supplies	3,455	3,243	3,371	128	3.9%	3,313
Other Services and Charges	41,563	41,659	38,395	(3,264)	-7.8%	38,748
Operating Capital	6,581	4,104	7,634	3,530	86.0%	5,643
Total Operating Budget	70,768	68,785	68,620	(165)	-0.2%	67,577
Capital Budget	2,153	2,433	2,365	(68)	-2.8%	0
Total Budget	\$ 72,921	\$ 71,218	\$ 70,985	\$ (233)	-0.3%	\$ 67,577

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 15,204	-4.5%	\$ 15,274
151 Transportation Sales Tax	3,601	10.4%	3,116
2000 Community Develop Block Grant	290	326.7%	290
405 2014 Sales Tax	2,365	0.0%	0
477 Short Term Capital	1,364	11.0%	2,175
560 Stormwater Enterprise	21,742	-1.4%	20,304
730 TARE Refuse Operating	26,401	2.3%	26,400
740 TMUA Water Operating	11	-97.2%	11
750 TMUA Sewer Operating	7	-93.5%	7
	\$ 70,985		\$ 67,577

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 154
2. Attrition 3%	(403)
3. Furlough 13 days	(310)
4. Streets Maintenance operational changes	(4,228)
a. Right of way vegetative maintenance contract increases	92
b. Comply with EPA waste oil disposal regulations	10
c. Sand for ice and snow response	10
d. Graves investigation and cemetery restoration (one-time)	100
e. Move paving cut contract to users budgets	(4,440)
5. Traffic Operations operational changes	520
a. Pavement marking supplies (re-appropriate FY20 funds)	104
b. Pavement marking services (re-appropriate FY20 funds)	416
6. Stormwater operational changes	271
a. Stormwater site and roadside mowing contract increases	163
b. Security cost increase for the green waste site	18
c. Household waste disposal increase due to increased dropoffs	60
d. Landfill dumping fees	11
e. Electronic equipment, repair parts and supplies	19
7. Solid Waste operational changes	(115)
a. Reduction in outside services and dumping fees	(115)
8. Equipment management services	438
9. Software subscriptions	34
10. Indirect costs	13

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN (Continued)	AMOUNT
11. Payment in lieu of taxes	(78)
12. Various adjustments to materials and other services	9
13. Capital additions/replacements:	
a. Streets Maintenance capital	919
b. Traffic Operations capital (re-appropriate \$140,000 FY20 funds)	445
c. Stormwater capital (re-appropriate \$2,038,000 FY20 funds)	4,778
d. Solid Waste (TARE) capital (re-appropriate \$645,000 FY20 funds)	1,202
e. HUD capital	290
f. Adjustment to eliminate FY21 plan capital	(4,104)
TOTAL OPERATING CHANGES	<u>(165)</u>

CAPITAL IMPROVEMENT PROJECTS	
2014 Sales Tax Capital Projects	2,365
Adjustment to eliminate FY21 plan capital projects	(2,433)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(68)</u>
TOTAL CHANGES	<u>\$ (233)</u>

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET	AMOUNT
1. Benefit and compensation adjustments	\$ 311
2. Streets Maintenance operational changes	(28)
a. Street sweeping contract increase	34
b. Right of way mowing contract increases	41
c. Graves investigation and cemetery restoration (FY21 one-time)	(100)
d. Various adjustments to materials and other services	(3)
1. Traffic Operations operational changes	21
a. Expand street lighting program	25
b. Miscellaneous adjustments to supplies accounts	(4)
2. Stormwater operational changes	487
a. Create a ditching crew	342
1. Crew worker -5, equipment operator -2, and crew leader - 1	
b. Maintenance and safety supplies	76
c. Paving cut repairs	65
d. Landfill dumping fees	4
1. Solid Waste operational changes	587
a. Collection, recycling and landfill inflation adjustments	537
b. Trash cart replacements	40
c. Miscellaneous adjustments to training accounts	10
2. Payment in lieu of taxes	140
3. Adjustments to internal computer equipment and services	(50)
4. Capital additions/replacements:	
a. Net change to FY21 capital	(1,991)
TOTAL OPERATING CHANGES	<u>(523)</u>

CAPITAL IMPROVEMENT PROJECTS	
Adjustment to eliminate FY21 capital projects	(2,365)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(2,365)</u>
TOTAL CHANGES	<u>\$ (2,888)</u>

STREETS and STORMWATER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Director</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Office & Technical	0	0	0	0.0	0.0	0.0
Total Director	4	4	4	4.0	4.0	4.0
<u>Refuse & Recycling Services</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Exempt/Professional	7	7	7	7.0	7.0	7.0
Labor & Trades	16	16	16	16.0	16.0	16.0
Office & Technical	21	22	22	21.0	22.0	22.0
Total Refuse & Recycling Services	47	48	48	47.0	48.0	48.0
<u>Stormwater Management</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	16	16	17	16.0	16.0	17.0
Labor & Trades	80	84	91	80.0	84.0	91.0
Office & Technical	23	22	22	23.0	22.0	22.0
Total Stormwater Management	121	124	132	121.0	124.0	132.0
<u>Street Maintenance & Inspections</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Exempt/Professional	10	10	10	10.0	10.0	10.0
Labor & Trades	50	50	50	50.0	50.0	50.0
Office & Technical	16	16	16	16.0	16.0	16.0
Total Street Maint. & Inspections	79	79	79	79.0	79.0	79.0
<u>Traffic Operations</u>						
Administrative & Technical	10	10	10	10.0	10.0	10.0
Crossing Guard	56	56	56	7.0	7.0	7.0
Exempt/Professional	9	9	9	9.0	9.0	9.0
Labor & Trades	28	28	28	28.0	28.0	28.0
Office & Technical	6	6	6	6.0	6.0	6.0
Total Traffic Operations	109	109	109	60.0	60.0	60.0
DEPARTMENT TOTAL	360	364	372	311.0	315.0	323.0

Water and Sewer

Mission Statement

To provide reliable, safe, quality water and sanitary sewer services to our customers at a cost consistent with sound management practices while protecting our natural resources.

Overview of Services

The Water and Sewer Department manages, operates and maintains the City's water and wastewater systems. Tulsa's drinking water comes from two sources: Lakes Spavinaw and Eucha on Spavinaw Creek and Lake Oologah on the Verdigris River. Lakes Spavinaw and Eucha are owned and operated by the City. Lake Oologah is operated by the U.S. Army Corps of Engineers. A third emergency source of water is available from Lake Hudson on Grand River. Water is treated at two treatment plants: Mohawk and A.B. Jewell and provided to customers through a water distribution system. Collected wastewater is treated at four treatment plants: Southside, Northside, Haikey Creek and Lower Bird Creek.

AIM Actions for Water & Sewer

AIM	Strategy	Action	Responsible Department	Status
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Provide safe and dependable water & sewer services.	Water & Sewer	Ongoing
		Utilize asset management processes and tools to improve system reliability	Water & Sewer	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	All	Ongoing
Foster a culture that promotes positive morale for employees	Continuously provide employees with information and tools necessary to perform their jobs well and develop professionally	Provide new W&S Orientation to all existing W&S employees	W&S	12/31/20
		Improve use of key systems, including Munis, Lucity and WIMS, and empower staff to utilize data for decision making	W&S	Ongoing

Water and Sewer

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	All	Ongoing
		Implement Citywide Customer Service Principles	All	Ongoing
		Conduct a Water & Sewer key stakeholder meeting	W&S	12/31/20

WATER and SEWER

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 44,808	\$ 45,855	\$ 46,029	\$ 174	0.4%	\$ 46,042
Materials and Supplies	14,416	14,536	12,963	(1,573)	-10.8%	13,138
Other Services and Charges	55,753	56,624	55,316	(1,308)	-2.3%	54,737
Operating Capital	18,800	13,970	19,455	5,485	39.3%	11,040
Total Operating Budget	133,777	130,985	133,763	2,778	2.1%	124,957
Capital Budget	2,133	2,001	1,950	(51)	-2.5%	1,922
Total Budget	\$ 135,910	\$ 132,986	\$ 135,713	\$ 2,727	2.1%	\$ 126,879

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
121 EMSA Utility	\$ 0	-100.0%	\$ 0
560 Stormwater Enterprise	128	-79.6%	34
730 TARE Refuse Operating	0	-100.0%	0
740 TMUA Water Operating	80,582	17.9%	75,251
7400 TMUA Water Capital Projects	1,382	-3.6%	1,433
750 TMUA Sewer Operating	53,053	-14.3%	49,672
7500 TMUA Sewer Capital Projects	568	0.0%	489
	\$ 135,713		\$ 126,879

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 1,122
2. Attrition 3%	(948)
3. Administration	(93)
a. Computer replacement	124
b. Safety shoes and supplies	(10)
c. SCADA software consolidation	61
d. Board Coordinator consultant removed	(150)
e. Occupational licenses	(29)
f. Asset management artificial intelligence software	(50)
g. Sewer transport between cities	95
h. Equipment management services	395
i. RMUA plant operating services	23
j. Payment in lieu of taxes	(487)
k. Indirect cost	(61)
l. Litigation services	(40)
m. Software subscriptions	(33)
n. Membership fees	(11)
o. Various other services adjustments	(20)
p. Reappropriation external audit services	100
4. Water Supply	(1,482)
a. Repair parts and operating supplies	(550)
b. Filter media replacement and other services	(270)
c. Potable water research	(80)
d. Utilities	(338)
e. Oologah storage rights, replacements and rehabilitations	(244)

WATER and SEWER

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN (Continued)	<u>AMOUNT</u>
5. Water Quality Assurance	(43)
a. Laboratory parts and supplies	(54)
b. Lab analysis contract to meet current cost	12
c. Various other services adjustments	(1)
6. Water Distribution	(1,299)
a. Emergency repair contract to be funded in CIP	(1,000)
b. Paving cuts	1,000
c. Pipe fittings and parts	(550)
d. Noncapital water meters	(205)
e. Operating maintenance supplies	(250)
f. Outside repair services	(200)
g. Various other services adjustments	(94)
7. Sewer Operations and Maintenance	(203)
a. Sewer abatement program	(203)
8. Water Pollution Control	239
a. Contract tanking	(120)
b. SCADA redesign complete	(475)
c. Chemical cost increase	60
d. Utilities	60
e. Digester rehabilitation	665
f. Repair and parts services	(251)
g. Reappropriation SCADA standardization and improvement	300
9. Capital additions/replacements:	
a. Operating capital	13,454
b. Water treatment plant equipment replacement	1,616
c. Sewer treatment plant equipment replacement	4,385
d. Adjustment to eliminate FY 21 plan capital	(13,970)
TOTAL OPERATING CHANGES	<u>\$ 2,778</u>

CAPITAL IMPROVEMENT PROJECTS

TMUA Water Capital Projects	1,382
TMUA Sewer Capital Projects	568
Adjustment to eliminate FY 21 plan capital projects	(2,001)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(51)</u>
TOTAL OPERATING CHANGES	<u>\$ 2,727</u>

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 13
2. Materials, maintenance and supplies	142
3. Utilities	105
4. Chemicals - wastewater	35
5. Computer replacements	(30)
6. Payment in lieu of taxes	321
7. Southside WWTP cleaning of digesters (3)	(565)
8. Vehicle tracking device maintenance contract	75
9. Asset management artificial intelligence software	50
10. Software maintenance annual contracts	30
11. Nutrition load study at lakes and filter media	(110)
12. Backflow implementation completed	(125)
13. External audit services	(100)
14. SCADA standardization and improvement	(300)
15. Various other supplies and services	68
16. Capital additions/replacements:	
a. Net change to FY21 capital	(8,415)
TOTAL OPERATING CHANGES	<u>\$ (8,806)</u>

CAPITAL IMPROVEMENT PROJECTS

TMUA Water Capital Projects	1,433
TMUA Sewer Capital Projects	489
Adjustment to eliminate FY 21 capital projects	(1,950)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(28)</u>
TOTAL CHANGES	<u>\$ (8,834)</u>

WATER and SEWER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF			NUMBER OF FULL-TIME EQUIV.		
	AUTHORIZED POSITIONS			AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Administrative Services</u>						
Administrative & Technical	5	6	6	5.0	6.0	6.0
Exempt/Professional	6	7	7	6.0	7.0	7.0
Labor & Trades	0	1	1	0.0	1.0	1.0
Office & Technical	3	2	2	3.0	2.0	2.0
Total Administrative Services	14	16	16	14.0	16.0	16.0
<u>Water Supply</u>						
Administrative & Technical	23	23	23	23.0	23.0	23.0
Exempt/Professional	17	17	17	17.0	17.0	17.0
Labor & Trades	63	65	65	63.0	65.0	65.0
Office & Technical	6	6	6	6.0	6.0	6.0
Total Water Supply	109	111	111	109.0	111.0	111.0
<u>Water Quality</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	7	7	7	7.0	7.0	7.0
Office & Technical	16	16	16	16.0	16.0	16.0
Scientific & Technical	31	31	31	31.0	31.0	31.0
Total Water Quality	56	56	56	56.0	56.0	56.0
<u>Water & Sewer Distribution System</u>						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	22	22	22	22.0	22.0	22.0
Labor & Trades	193	205	205	193.0	205.0	205.0
Office & Technical	41	23	23	41.0	23.0	23.0
Total Water & Sewer Dist. Sys.	261	255	255	261.0	255.0	255.0
<u>Water & Sewer O&M</u>						
Administrative & Technical	7	8	8	7.0	8.0	8.0
Exempt/Professional	12	12	12	12.0	12.0	12.0
Labor & Trades	72	72	72	72.0	72.0	72.0
Office & Technical	21	21	21	21.0	21.0	21.0
Total Water & Sewer O&M	112	113	113	112.0	113.0	113.0

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Pollution Control</u>						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Labor & Trades	9	8	8	9.0	8.0	8.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Pollution Control	20	19	19	20.0	19.0	19.0
<u>Haikey Creek Treatment Plant</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	3	3	3	3.0	3.0	3.0
Labor & Trades	8	8	8	8.0	8.0	8.0
Total Haikey Creek Trtmnt. Plant	13	13	13	13.0	13.0	13.0
<u>Southside Treatment Plant</u>						
Administrative & Technical	8	8	8	8.0	8.0	8.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Labor & Trades	26	26	26	26.0	26.0	26.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Southside Treatment Plant	39	39	39	39.0	39.0	39.0
<u>Northside Treatment Plant</u>						
Administrative & Technical	9	9	9	9.0	9.0	9.0
Exempt/Professional	5	5	5	5.0	5.0	5.0
Labor & Trades	30	29	29	30.0	29.0	29.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Northside Treatment Plant	45	44	44	45.0	44.0	44.0
DEPARTMENT TOTAL	669	666	666	669.0	666.0	666.0

TULSA TRANSIT

Department Budget Summary

FY 20-21

Mission Statement

Tulsa Transit connects people to progress and prosperity.

Overview of Services

Tulsa Transit provides public transportation serving residents in the City of Tulsa, Broken Arrow, Jenks, and Sand Springs. These services include fixed route bus service, ADA paratransit services for persons with disabilities, late evening service “Nightline,” and commuter bus service. Starting last the fall, Tulsa Transit implemented its first comprehensive service redesign in 15 years, launched Oklahoma’s first bus rapid transit service (Aero) on Peoria, will be launching a new Gathering Place shuttle in late February 2020. We are also transitioning to a fixed bus stop system giving each bus stop with a unique identification number. This will allow patrons to text message “next bus arrival” for that stop. We also plan on introducing “GoPass” a smartphone mobility application to allow people to plan bus trips, pay their fares, and connect with other services such as Uber, Lyft, and Bird. We anticipate expanding GoPass to include a bike share link as well as a “cash to mobile” option for people without credit cards or bank accounts. We are also planning a first/last mile service called “HopStop” in partnership with Lyft. To coordinate these services and provide information to the public, Tulsa Transit operates a customer call center, which processes nearly 600,000 inquiries annually. Tulsa Transit also operates two transit stations in Tulsa, which are located at Fourth and Denver, and Thirty-third and Memorial.

TULSA TRANSIT

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 10,746	\$ 11,470	\$ 10,550	\$ (920)	-8.0%	\$ 11,330
Operating Capital	92	92	92	0	0.0%	115
Total Operating Budget	10,838	11,562	10,642	(920)	-8.0%	11,445
Capital Budget	502	1,058	1,058	0	0.0%	1,250
Total Budget	\$ 11,340	\$ 12,620	\$ 11,700	\$ (920)	-7.3%	\$ 12,695

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 7,207	-5.0%	\$ 7,586
151 Transportation Sales Tax	3,343	-13.9%	3,744
405 2014 Sales Tax	1,058	0.0%	0
409 2020 Sales Tax	0	N/A	1,250
477 Short Term Capital	92	0.0%	115
	\$ 11,700		\$ 12,695

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Tulsa Transit reduction due to General Fund revenue shortfall	\$ (379)
2. Streets and Transit Fund subsidy - reduced request from Transit One time Bus Rapid Transit (BRT) start-up costs in FY21 plan	(541)
3. Short Term Capital Fund subsidy	0
TOTAL OPERATING CHANGES	(920)

CAPITAL IMPROVEMENT PROJECTS

2014 Sales Tax Capital Projects	1,058
Adjustment to eliminate FY 21 plan capital projects	(1,058)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	0
TOTAL CHANGES	\$ (920)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	AMOUNT
1. General Fund operating subsidy	\$ 0
2. Streets and Transit Fund subsidy	780
3. Short Term Capital Fund subsidy	23
TOTAL OPERATING CHANGES	803

CAPITAL IMPROVEMENT PROJECTS

2020 Sales Tax Capital Projects	1,250
Adjustment to eliminate FY 21 capital projects	(1,058)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	192
TOTAL CHANGES	\$ 995

READER'S GUIDE TO DEPARTMENTAL HIGHLIGHTS

PUBLIC SAFETY AND PROTECTION

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

Park and Recreation
Gilcrease Museum
Performing Arts Center
River Parks Authority
BOK and Convention Centers

SOCIAL AND ECONOMIC DEVELOPMENT

Mayor's Office of Economic Development
Working in Neighborhoods
Development Services

PUBLIC WORKS AND TRANSPORTATION

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

YOU ARE HERE

Elected Officials
Mayor's Office
City Auditor
City Council
Office of the Independent Monitor
Legal
Human Resources
Employee Insurance Administration
General Government
Indian Nations Council of Governments (INCOG)
Finance
Information Technology
Customer Care
Communications
Asset Management

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

ELECTED OFFICIALS

Department Budget Summary

FY 20-21

Mission Statement

Overview of Services

The official duties of the City’s elected officials are stated in the City Charter. The Mayor is responsible for the administration of all City departments. The Mayor’s Office consists of Administration, Mayor’s Office of Community Development, the Resilience and Equity Office, and the Office of Performance, Strategy and Innovation. The City Council is responsible for enacting laws, approving all proposed budgets and budget amendments, making recommendations on the efficiency, economy, and effectiveness of City operations, and listening to citizen concerns and suggestions.

The Internal Auditor is responsible for keeping an independent watch over City operations and resources to ensure citizens’ resources are safeguarded and efficiently and effectively applied to the intended purposes. The mission of the City Auditor is to provide accountability of city government.

AIM Actions for Elected Officials

AIM	Strategy	Action	Responsible Department	Status
Create and facilitate quality entertainment options	Maintain quality facilities where entertainment options can occur	Maintain an active schedule of performances and other events at the BOK & Cox Convention Centers	Mayor’s Office	Ongoing
		Increase community interest and attendance to Gilcrease Museum	Mayor’s Office	Ongoing
Education	Increase third grade reading scores	Support community efforts to increase Pre-K enrollment by providing awareness of barriers and assisting in eliminating barriers to enrollment. Outreach to BEST to understand how we can align the City’s resources with them.	Mayor’s Office of Community Development	Ongoing
	Decrease school absenteeism	The Opportunity Project – Convene and coordinate community partners to improve opportunities for integrated learning. Work to provide activities that encourage school attendance and learning and support schools with their activities.	Mayor’s Office	Ongoing

ELECTED OFFICIALS

AIM	Strategy	Action	Responsible Department	Status
Education	Encourage and support utilization of programs that help individuals attend and graduate from post-secondary schools	Establish consistent FAFSA and Oklahoma's Promise drives throughout the city to increase application completion rates and build relationships with community partners to assist in future efforts	Mayor's Office of Community Development	Ongoing
	Offer internships and job shadowing to students	Mayor's Youth Council	Mayor's Office	Ongoing
		Expand internal job internship programs beyond Learning with a Wrench and Learning Through Internship IT Program	Mayor's Office	Ongoing
		Provide regular school tours to students to learn about working at City	Mayor's Office	Ongoing
Mental Health – Address mental health issues for Tulsa's residents.	Utilize alternatives to incarceration for non-violent offenders and increase quality treatment options	Implement recommendations from the Vera Institute's Report to Tulsa County Stakeholders on Jail Reduction Strategies	Mayor's Office	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	ALL	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
Foster a culture that promotes positive morale for employees	Recognize great employee achievements	Recognize employees for hard work and extra effort (language from survey)	Human Resources, Comm. & Mayor's Office	Ongoing
		Align Spirit Ambassadors with City values		Ongoing
		Empower Spirit Ambassadors to improve communications across departmental boundaries		Ongoing
		Increase interaction among employees		Ongoing
	Provide ways for employees to stay engaged by giving feedback and sharing satisfaction regularly.	Base organizational priorities on results from annual Mayor's Employee Survey	Mayor's Office	Ongoing

ELECTED OFFICIALS

AIM	Strategy	Action	Responsible Department	Status
Foster a culture that promotes positive morale for employees	Continuously provide employees with information and tools necessary to perform their jobs well and develop professionally	Implement the recommendations of the 2017 Training Task Force	Mayor's Office	12/31/2019
Increase tourism	Increase the number of conventions and events hosted in Tulsa to showcase the city	Expand the Cox Business Center through the Vision Tulsa program, providing more convention, exhibit, and event space	Community Development & Engineering	9/30/2020
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Enforce policies geared towards health and equality.	Monitor Equality Indicators	Resilience & Equity	Ongoing
		Monitor air quality and develop strategies for maintaining compliance with EPA ozone standards	Resilience & Equity	Ongoing
		Maintain eligibility and secure state and federal funding for aging services programs	Resilience & Equity	Ongoing
		Coordinate emergency preparedness events and usage of tools	Resilience & Equity	Ongoing
		Investigate complaints of discrimination including, but not limited to, race, religion, age, sex, sexual preference and disability within City of Tulsa facilities, programs and services and public accommodations	Resilience & Equity	Ongoing
Transportation – Provide access to jobs with accessible transportation options	Ensure that City transportation infrastructure and policies can support evolving mobility options	Increase number of electric vehicle charging stations	Mayor's Office	Ongoing
Reduce and Prevent Violent Crime	Implement Community Policing	Continuously use the evaluation tool to track success of policing initiatives	OPSI	12/31/2020
	Promote employment opportunities for males age 16-24 living in low income areas	Encourage, support and collaborate to create focused targeted training and employment program with McLain High School at Tulsa Tech North Peoria facility	Community Development	12/31/2019
		Training and employment plan for Introduction to Manufacturing	Community Development	1/31/2019

ELECTED OFFICIALS

AIM	Strategy	Action	Responsible Department	Status
Resiliency – Improve community resiliency with a focus on racial equity	Complete and implement Community Resiliency Plan	Implement Resiliency Plan Action Items	Resilience & Equity	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing
	Continuously evaluate existing revenue efficiencies and identify new revenue opportunities	Develop and implement a comprehensive User Fee Policy, including guidelines for establishing fees and defining the extent to which they should cover the costs of service.	Mayor's Office, Finance	2018 and Ongoing
		Engage technology platforms (such as Amazon and AirBNB) to collect applicable taxes on the City's behalf.	Mayor's Office, Finance	Ongoing
		Engage the Oklahoma Legislature to diversify and enhance local revenue authority.	Mayor's Office	Ongoing
	Enhance effectiveness through performance, quality and innovation initiatives	Recommend adequate controls and safeguarding of assets	Audit	Ongoing
		Coordinate LEAN/Six Sigma and Human Centered Design training opportunities	OPSI	Ongoing
		Implement Low Cost Evaluations based on behavioral science approaches	OPSI	Ongoing

ELECTED OFFICIALS - MAYOR'S OFFICE

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 1,317	\$ 1,327	\$ 1,289	\$ (38)	-2.9%	\$ 1,322
Materials and Supplies	18	16	15	(1)	-6.2%	15
Other Services and Charges	127	128	123	(5)	-3.9%	125
Total Operating Budget	1,462	1,471	1,427	(44)	-3.0%	1,462
Capital Budget	1,450	1,450	1,450	0	0.0%	1,950
Total Budget	\$ 2,912	\$ 2,921	\$ 2,877	\$ (44)	-1.5%	\$ 3,412

RESOURCES FOR BUDGET

100 General Fund

4000 2016 Vision ED Capital Proj

409 2020 Sales Tax

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 1,427	-3.0%	\$ 1,462
1,450	0.0%	1,450
0	N/A	500
\$ 2,877		\$ 3,412

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

- Benefit and compensation adjustments
- Attrition 3%
- Furlough 13 days
- FY20 mid year add - housing policy director, grant funded
- FY20 mid year add - housing coordinator, grant funded
- Eliminate Mayor's assistant position
- Various materials and other services adjustments

TOTAL OPERATING CHANGES

<u>AMOUNT</u>
\$ 100
(35)
(50)
0
0
(53)
(6)
(44)

CAPITAL IMPROVEMENT PROJECTS

2016 Vision ED Capital Projects

Adjustment to eliminate FY 21 plan capital projects

TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES

TOTAL CHANGES

1,450
(1,450)
0
(44)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

- Benefit and compensation adjustments
- Various other services adjustments

TOTAL OPERATING CHANGES

<u>AMOUNT</u>
\$ 33
2
35

CAPITAL IMPROVEMENT PROJECTS

2016 Vision ED Capital Projects

2020 Sales Tax Capital Projects

Adjustment to eliminate FY 21 capital projects

TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES

TOTAL CHANGES

1,450
500
(1,450)
500
\$ 535

ELECTED OFFICIALS - MAYOR'S OFFICE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
Mayor's Office						
Mayor	1	1	1	1.0	1.0	1.0
Administrative & Technical	1	1	1	1.0	1.0	1.0
Exempt/Professional	2	3	3	2.0	3.0	3.0
Unclassified Appointments	8	8	8	8.0	8.0	8.0
Total Mayor's Office	<u>12</u>	<u>13</u>	<u>13</u>	<u>12.0</u>	<u>13.0</u>	<u>13.0</u>
DEPARTMENT TOTAL	<u>12</u>	<u>13</u>	<u>13</u>	<u>12.0</u>	<u>13.0</u>	<u>13.0</u>

ELECTED OFFICIALS - CITY AUDITOR

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,139	\$ 1,145	\$ 1,138	\$ (7)	-0.6%	\$ 1,165
Materials and Supplies	7	7	7	0	0.0%	7
Other Services and Charges	282	57	196	139	243.9%	61
Total Budget	\$ 1,428	\$ 1,209	\$ 1,341	\$ 132	10.9%	\$ 1,233

RESOURCES FOR BUDGET

100 General Fund

FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
\$ 1,341	10.9%	\$ 1,233
\$ 1,341		\$ 1,233

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 45
2. Attrition 3%	(21)
3. Furlough 13 days	(40)
4. FY20 mid year abolishment - staff auditor	(56)
5. FY20 mid year add - part time senior internal auditor (2)	65
6. Software subscriptions	3
7. Software licenses (ACL and Tableau)	6
8. Training	(6)
9. Membership fees	1
10. Reappropriate consulting contract financial system monitoring dashboard (one-time)	135
TOTAL CHANGES	\$ 132

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	AMOUNT
1. Benefit and compensation adjustments	\$ 27
2. Consulting contract financial system monitoring dashboard (FY21 one-time)	(135)
TOTAL CHANGES	\$ (108)

ELECTED OFFICIALS - CITY AUDITOR

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Administrative Auditor</u>						
City Auditor	1	1	1	1.0	1.0	1.0
Unclassified Appointments	1	1	1	1.0	1.0	1.0
Administrative & Technical	3	3	3	3.0	3.0	3.0
Exempt/Professional	7	8	8	7.0	7.0	7.0
Total Administrative Auditor	12	13	13	12.0	12.0	12.0
DEPARTMENT TOTAL	12	13	13	12.0	12.0	12.0

ELECTED OFFICIALS - CITY COUNCIL

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 1,185	\$ 1,203	\$ 1,161	\$ (42)	-3.5%	\$ 1,187
Materials and Supplies	38	13	16	3	23.1%	21
Other Services and Charges	98	97	96	(1)	-1.0%	93
Operating Capital	8	0	0	0	N/A	0
Total Budget	\$ 1,329	\$ 1,313	\$ 1,273	\$ (40)	-3.0%	\$ 1,301

RESOURCES FOR BUDGET

100 General Fund

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 1,273	-3.0%	\$ 1,301
\$ 1,273		\$ 1,301

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 61
2. Attrition 3%	(23)
3. Furlough 13 days	(38)
4. Deferred - administrative aide	(62)
5. Mid year position add - part time administrative aide	20
6. Computer replacements	3
7. Training	(1)
TOTAL CHANGES	\$ (40)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 26
2. Computer replacements	5
3. Various other services adjustments	(3)
TOTAL CHANGES	\$ 28

ELECTED OFFICIALS - CITY COUNCIL

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Administrative City Council</u>						
City Councilor	9	9	9	9.0	9.0	9.0
Council Staff	13	14	14	13.0	13.5	13.5
Total Administrative City Council	22	23	23	22.0	22.5	22.5
DEPARTMENT TOTAL	22	23	23	22.0	22.5	22.5

OFFICE OF THE INDEPENDENT MONITOR

Department Budget Summary

FY 20-21

Mission Statement

To provide transparency, outreach, and oversight of accountable community policing practices, thereby promoting public trust between Tulsa resident and police officers.

Overview of Services

The Office of the Independent Monitor (OIM) is charged with working to ensure accountability, effectiveness, and transparency in the Tulsa Police internal investigation processes. The OIM is responsible for:

- Ensuring that the complaint and commendation processes are accessible to all community members;
- Monitoring investigations into community complaints, internal complaints, and critical incidents involving sworn police personnel;
- Publicly reporting information regarding patterns of complaints, findings, and discipline;
- Making recommendations for improving Police practices and training;
- Conducting outreach to the Tulsa community and stakeholders in the internal investigation process;
- Promoting alternative and innovative means for resolving complaints such as mediation.

OFFICE OF INDEPENDENT MONITOR

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 246	\$ 492	\$ 0	\$ (492)	-100.0%	\$ 0
Total Budget	\$ 246	\$ 492	\$ 0	\$ (492)	-100.0%	\$ 0

RESOURCES FOR BUDGET

100 General Fund

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 0	-100.0%	\$ 0
\$ 0		\$ 0

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

1. Department not activated for use

TOTAL CHANGES

<u>AMOUNT</u>
\$ (492)
\$ (492)

LEGAL

Department Budget Summary

FY 20-21

Mission Statement

To provide the City with high quality, innovative and professional legal services in a timely and cost-effective manner.

Overview of Services

The City Attorney and the Legal department provide all the City’s municipal legal services. The department prepares and reviews ordinances, resolutions, executive orders and contracts, and handles litigation, claims and controversies involving the City. Attorneys give advice and legal opinions to the City's elected officials, officers, employees, and to City boards, trusts, authorities and agencies.

AIM Actions for Legal

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Deliver quality administrative support services to citizen-facing departments	Draft/review City contracts in a timely manner.	Legal	90% of initial contract reviews completed within 10 days of receipt
	Regularly engage with customers to better understand their needs and satisfaction with services	Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires trained
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

LEGAL

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 3,636	\$ 3,668	\$ 3,525	\$ (143)	-3.9%	\$ 3,621
Materials and Supplies	86	105	100	(5)	-4.8%	98
Other Services and Charges	305	309	306	(3)	-1.0%	293
Operating Capital	25	5	5	0	0.0%	5
Total Budget	\$ 4,052	\$ 4,087	\$ 3,936	\$ (151)	-3.7%	\$ 4,017

RESOURCES FOR BUDGET

100 General Fund

125 PA Law Enforcement Training

477 Short Term Capital

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 3,928	-3.7%	\$ 4,009
3	0.0%	3
5	0.0%	5
\$ 3,936		\$ 4,017

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 86
2. Attrition 3%	(86)
3. Furlough 13 days	(143)
4. Computer replacements	(5)
5. Training	(5)
6. Software subscriptions	2
7. Capital additions/replacements:	
a. IT server and storage	5
b. Adjustment to eliminate FY 21 plan capital	(5)
TOTAL CHANGES	\$ (151)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 96
2. Computer replacements	(4)
3. Various other services adjustments	(11)
TOTAL CHANGES	\$ 81

LEGAL

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
Legal Advice & Support						
Administrative & Technical	3	3	3	3.0	3.0	3.0
City Attorney	21	21	21	21.0	21.0	21.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Office & Technical	6	6	6	6.0	6.0	6.0
Total Legal Advice & Support	32	32	32	32.0	32.0	32.0
DEPARTMENT TOTAL	32	32	32	32.0	32.0	32.0

HUMAN RESOURCES

Department Budget Summary

FY 20-21

Mission Statement

To manage, promote, and maintain professional employer/employee relationships within a safe and healthy work environment.

Overview of Services

The Human Resources department exists to assist the City's workforce with serving the citizens of Tulsa by maintaining a safe and healthy work environment and provides consultation with City management to accomplish objectives relating to employee relations and maintaining healthy employer/employee relationships.

The Human Resources Department's major areas of responsibility include:

- Employment
- Compensation and Classification
- Occupational Health
- Workers' Compensation
- Employee Development
- Insurance and Retirement Services

AIM Actions for Human Resources

AIM	Strategy	Action	Responsible Department	Status
Foster a culture that promotes positive morale for employees	Continuously provide employees with information and tools necessary to perform their jobs well and develop professionally	Create a city-wide onboarding program for all new employees	Human Resources	63% of employees believe onboarding prepared them for their new job.
	Recognize great employee achievements	Recognize employees for hard work and extra effort (language from survey)	Human Resources, Communication & Mayor's Office	Blue Awards given quarterly
		Align Spirit Ambassadors with City values		Ongoing
		Empower Spirit Ambassadors to improve communications across departmental boundaries		Ongoing
		Increase interaction among employees		Ongoing

HUMAN RESOURCES

AIM	Strategy	Action	Responsible Department	Status
Foster a culture that promotes positive morale for employees	Offer quality benefits that support and promote employee well-being	Prioritize market-competitive employee compensation.	Finance, Human Resources	Ongoing
		Improve employee health.	Human Resources	51% personal health assessments completed (below target)
		Minimize the cost of health insurance.	Finance, Human Resources	2019 had zero cost increase (on target)
	Continuously provide employees with information and tools necessary to perform their jobs well and develop professionally	Ensure all employees are provided at least 40 hours of work time each year to attend or participate in job related training	Human Resources	63% of employees provided at least 40 hours training (below target)
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	Ongoing
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires receive customer service training (on target)
		Train all managers and supervisors on importance of customer service skills	ALL	Customer Service training offered monthly
	Deliver quality administrative support services to citizen-facing departments	Recruit and retain qualified employees.	Human Resources	75% of vacancies filled within 45 days (on target)

HUMAN RESOURCES

AIM	Strategy	Action	Responsible Department	Status
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Provide occupational health services to support onboarding, injury care, and preventative care for employees	Human Resources	100% of new hires receive training (on target)
		Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	100% participation in department safety steering committees

HUMAN RESOURCES

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 3,361	\$ 3,397	\$ 3,423	\$ 26	0.8%	\$ 3,501
Materials and Supplies	144	118	117	(1)	-0.8%	117
Other Services and Charges	28,558	29,216	29,770	554	1.9%	29,788
Operating Capital	0	33	33	0	0.0%	0
Total Budget	\$ 32,063	\$ 32,764	\$ 33,343	\$ 579	1.8%	\$ 33,406

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 3,879	-3.9%	\$ 3,832
477 Short Term Capital	33	0.0%	0
501 Workers Compensation	4,844	3.0%	4,844
502 Employee Insurance Service	24,201	2.4%	24,341
600 MEP Administration	386	8.4%	389
	\$ 33,343		\$ 33,406

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 142
2. Attrition 3%	(81)
3. Furlough 13 days	(116)
4. FY20 mid year position add - claims specialist II	81
5. Software subscriptions	(14)
6. City-wide implicit bias training (one-time)	15
7. Training	(13)
8. Medical services for injured employees	(8)
9. Pension fund administration	9
10. Insurance Fund	564
a. Other fees associated with delivery of employee benefits plans	45
b. Life insurance policy premium	378
c. Benefit costs	141
11. Capital additions/replacements:	
a. Digital x-ray machine	33
b. Adjustment to eliminate FY 21 plan capital	(33)
TOTAL CHANGES	\$ 579

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	AMOUNT
1. Benefit and compensation adjustments	\$ 78
2. Software subscriptions	2
3. Promotional/progression training	20
4. City-wide implicit bias training	(15)
5. Police and Fire entry and promotional testing services	(140)
6. City Physician medical practice insurance	8
7. Electronic medical records software	3
8. Insurance Fund	140
a. Other fees associated with delivery of employee benefits plans	(60)
b. Benefit costs	200
9. Capital additions/replacements:	
a. Net change to FY 21 capital	(33)
TOTAL CHANGES	\$ 63

HUMAN RESOURCES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Director</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Director	4	4	4	4.0	4.0	4.0
<u>Safety & Training Development</u>						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Safety & Training Development	6	6	6	6.0	6.0	6.0
<u>Civil Service</u>						
Administrative & Technical	6	6	6	6.0	6.0	6.0
Total Civil Service	6	6	6	6.0	6.0	6.0
<u>Support</u>						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Support	7	7	7	7.0	7.0	7.0
<u>Insurance & Retirement</u>						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Insurance & Retirement	6	6	6	6.0	6.0	6.0
<u>City Medical</u>						
Exempt/Professional	2	2	2	2.0	2.0	2.0
Office & Technical	3	3	3	3.0	3.0	3.0
Science & Technical	2	2	2	2.0	2.0	2.0
Total City Medical	7	7	7	7.0	7.0	7.0
<u>Worker's Compensation</u>						
Administrative & Technical	3	4	4	3.0	4.0	4.0
Exempt/Professional	1	1	1	1.0	1.0	1.0
Total Worker's Compensation	4	5	5	4.0	5.0	5.0
DEPARTMENT TOTAL	40	41	41	40.0	41.0	41.0

GENERAL GOVERNMENT

Department Budget Summary

FY 20-21

Mission Statement

Overview of Services

General Government is not a department in the traditional sense; and therefore, does not have a mission statement or AIM Actions.

The General Government program, administered by the Finance Department, is responsible for general-purpose expenditure requirements that are not chargeable to a specific department. Expenses include City memberships, advertising, property and casualty insurance premium, property revaluation payments to Tulsa County, election expenses, and outside legal counsel. Typically, no personnel costs are charged to this program

AIM Actions for General Government

There are no AIM Actions for this area. It is not a department in the traditional sense. It is a center to pay for city-wide activities that are not confined to one department.

GENERAL GOVERNMENT

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 3,421	\$ 2,742	\$ 3,025	\$ 283	10.3%	\$ 3,006
Total Budget	\$ 3,421	\$ 2,742	\$ 3,025	\$ 283	10.3%	\$ 3,006

RESOURCES FOR BUDGET

100 General Fund

FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
\$ 3,025	10.3%	\$ 3,006
\$ 3,025		\$ 3,006

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Property insurance rate increase	\$ 287
2. Outside legal services	125
3. Other fees to match actual expenditures	(52)
4. Membership fees to match actual expenditures	(77)
TOTAL CHANGES	\$ 283

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	AMOUNT
1. Property insurance projected rate decrease	\$ (70)
2. Outside legal services	25
3. Higher property evaluation cost projected at 4%	12
4. Oklahoma Quality Foundation Services	9
5. Equality indicators analysis contract increase	5
TOTAL CHANGES	\$ (19)

INDIAN NATIONS COUNCIL OF GOVERNMENTS

Department Budget Summary

FY 20-21

Mission Statement

To provide local and regional planning, coordination, information, administration, implementation and management services to member governments and their constituent organizations resulting in regional cooperation and the enhancement of public and private decision-making capabilities and the solution of local and regional challenges.

Overview of Services

A cooperative and coordinative approach to local government problem-solving is the basis for the Indian Nations Council of Governments (INCOG) operations. It provides staff to the Tulsa Metropolitan Area Planning Commission (TMAPC), the City Board of Adjustment (BOA), Tulsa Preservation Commission (TPC), and the Metropolitan Environmental Trust (M.e.t). The Tulsa Planning Office at INCOG provides long-range, urban design and destination district planning services to the City of Tulsa and provides support to the Arts Commission and Route 66 Commission. INCOG provides a wide array of regional programs in transportation and environmental planning, community and economic development, aging services, public safety, GIS/mapping and data services and regional legislative and public policy advocacy.

INCOG is the Metropolitan Planning Organization for regional transportation planning and is designated as an Economic Development District by the federal Economic Development Administration for the Tulsa area, creating access to federal funding for City projects. INCOG's Ozone Alert! Program strives to improve air quality through voluntary measures and maintaining attainment status. INCOG's Area Agency on Aging provides nutrition and other community-based services to older adults.

INCOG staff assists applicants through the land development process with rezoning, lot splits and lot combinations, site plan reviews, BOA applications, and other related land development approvals to promote quality, orderly development. The Tulsa Planning Office at INCOG includes both the current planning (land development process) and long-range planning services to the City. The consolidation of these planning services has created a more efficient, stronger planning team for the City; improved coordination and implementation efforts between current and long-range planning; and has become a central point of contact to better respond to all stakeholders in the community: citizens, elected and appointed officials, and developers.

INCOG's transportation planning program assures the COT eligibility for federal surface transportation funding. INCOG provides data analysis and traffic modeling and identifies federal funding opportunities for COT to secure additional resources to support priority projects. INCOG serves in a leadership role engaging appropriate city departments to pursue community initiatives related to Bus Rapid Transit, Bike Share, enhanced bike/pedestrian infrastructure, and highway lighting.

INDIAN NATIONS COUNCIL OF GOVERNMENTS

AIM Actions for INCOG

AIM	Strategy	Action	Status
Transportation – Provide access to jobs with accessible transportation options	Improve transit connectivity between housing jobs and services	Continue incentives for location-efficient housing near BRT and encourage high density jobs and mixed-use zoning/development near BRT stations	Ongoing
	Ensure that City transportation infrastructure and policies can support evolving mobility options	Implement recommendations of the Strategic Mobility Plan	Ongoing
Physical Health – Improve Tulsans’ overall health, with a focus on reducing health disparities	Enforce policies geared towards health and equality.	Monitor air quality and develop strategies for maintaining compliance with EPA ozone standards	Ongoing
		Maintain eligibility and secure state and federal funding for aging services programs	Ongoing
		Increase walkability and bikeability of Tulsa	
Decrease Traffic Fatalities & Injury Crashes	Improve Physical Conditions at High-Crash Locations	Analyze crash data and identify priority locations to address	Ongoing
Grow Tulsa’s Population	Conduct small area planning to encourage infill development in underdeveloped areas	Complete or update small area/strategic plans for key areas/issues	Ongoing
		Implement tools, programs and regulations recommended in the comprehensive plan, functional plans and small area plans	Ongoing
Increase tourism	Ensure continued prioritization of downtown development and progression	Continue implementation of Downtown Area Master Plan, Arena District Master Plan and Downtown Walkability Study	Ongoing
		Develop and implement destination district program	
Provide a quality transportation network of streets and sidewalks	Strategically fund transportation network capital needs	Identify and pursue state and federal grant opportunities for transportation improvements for roads, bridges and bike/pedestrian infrastructure	Ongoing
Jobs- Add jobs and grow the workforce	Provide a development framework that promotes clear and predictable processes	Continually assess the implementation of the zoning code and development guidelines to ensure that they address emerging issues and update as necessary	Ongoing

INDIAN NATIONS COUNCIL OF GOVERNMENT

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 2,722	\$ 2,543	\$ 2,543	\$ 0	0.0%	\$ 2,693
Total Operating Budget	2,722	2,543	2,543	0	0.0%	2,693
Capital Budget	500	363	0	(363)	-100.0%	0
Total Budget	\$ 3,222	\$ 2,906	\$ 2,543	\$ (363)	-12.5%	\$ 2,693

RESOURCES FOR BUDGET

100 General Fund

4000 2016 Vision ED Capital Proj

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 2,543	0.0%	\$ 2,693
0	-100.0%	0
\$ 2,543		\$ 2,693

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

1. No operating changes

 Adjustment to eliminate FY21 plan capital projects

TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES

TOTAL CHANGES

<u>AMOUNT</u>
\$ 0
(363)
(363)
\$ (363)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

1. Various materials and supplies and other services adjustments

TOTAL CHANGES

<u>AMOUNT</u>
\$ 150
\$ 150

FINANCE

Department Budget Summary

FY 20-21

Mission Statement

Provide centralized financial services in accordance with established financial policies and maintain the City seal and records as required by statutes and charter.

Overview of Services

The Finance department provides centralized public financial functions for the City of Tulsa through nine divisions: Administration, Budget and Planning, Treasury, Purchasing, Accounting, Grants, Utility Services and City Clerk. Services include:

- Accounting for City revenues, expenditures, assets and liabilities;
- Preparing and administering the annual operating and capital budgets and strategic planning;
- Processing all requests for purchase of goods and services;
- Maintaining and securing the highest possible prudent return on the City's investment portfolio;
- Assuring timely payment of the City's bills, claims, and debt liabilities;
- Developing and monitoring the City's annual five-year capital plan;
- Maintaining and providing copies of all official and financial documents;
- Developing and implementing financial policies and programs consistent with legal requirements;
- Administrating the City's and authorities' debt programs;
- Grants Administration;
- City Clerk; and
- Utility Services.

AIM Actions for Finance

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019
Transportation – Provide access to jobs with accessible transportation options	Increase frequent bus availability	Identify and pursue state and federal grant opportunities for capital and operational needs to increase public transit infrastructure	Finance	Ongoing

FINANCE

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
	Deliver quality administrative support services to citizen-facing departments	Provide prompt and efficient procurement of goods and services.	Finance	74.9% of commodity purchases completed within 12 days of requisition release
Foster a culture that promotes positive morale for employees	Offer quality benefits that support and promote employee well-being	Prioritize market-competitive employee compensation.	Finance, Human Resources	Ongoing
		Minimize the cost of health insurance.	Finance, Human Resources	Ongoing
		Fully fund the Municipal Employees Retirement Plan (MERP).	Finance	67.9% funding ratio (below target)
Grow Tulsa's Population	Align City processes and policies to support the development of adequate stock of affordable and attainable housing to meet the needs of the existing and growing population	Develop a strategic approach to focusing CDBG grants on specific neighborhoods to increase effectiveness	Finance & WIN	Ongoing

FINANCE

AIM	Strategy	Action	Responsible Department	Status
Responsibly manage resources through continuous improvement and collaborative partnerships	Continuously evaluate existing revenue efficiencies and identify new revenue opportunities	Develop and implement a comprehensive User Fee Policy, including guidelines for establishing fees and defining the extent to which they should cover the costs of service.	Mayor's Office, Finance	Ongoing
	Invest cash reserves responsibly	Invest cash reserves to preserve capital, meet liquidity needs and maximize returns	Finance	Meeting targets for security and liquidity
Responsibly manage resources through continuous improvement and collaborative partnerships	Invest cash reserves responsibly	Provide quality budget and financial document creation	Finance	On Target FY2019 Distinguished Budget and Special Capital Plan Awards
	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing
	Continuously evaluate existing revenue efficiencies and identify new revenue opportunities	Engage technology platforms (such as Amazon and AirBNB) to collect applicable taxes on the City's behalf.	Mayor's Office, Finance	Ongoing

FINANCE

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 12,084	\$ 12,233	\$ 12,090	\$ (143)	-1.2%	\$ 12,351
Materials and Supplies	397	397	417	20	5.0%	400
Other Services and Charges	11,889	11,866	11,943	77	0.6%	11,838
Operating Capital	35	12	12	0	0.0%	0
Total Budget	\$ 24,405	\$ 24,508	\$ 24,462	\$ (46)	-0.2%	\$ 24,589

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 17,965	54.7%	\$ 18,107
121 EMSA Utility	0	-100.0%	0
141 Tulsa Stadium Imp District	87	11.5%	87
142 Whittier Sq Imp District	3	-85.0%	0
2000 Community Develop Block Grant	3,640	18.7%	3,640
2001 Home Investment Partnership	1,860	-6.5%	1,860
2002 Emergency Solutions Grant	301	5.9%	301
2003 Housing Opp Persons w AIDS	594	12.7%	594
477 Short Term Capital	12	0.0%	0
560 Stormwater Enterprise	0	-100.0%	0
730 TARE Refuse Operating	0	-100.0%	0
740 TMUA Water Operating	0	-100.0%	0
750 TMUA Sewer Operating	0	-100.0%	0
	\$ 24,462		\$ 24,589

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 318
2. Attrition 3%	(258)
3. Furlough 13 days	(307)
4. FY21 mid year position add - business administrator for Energov system	79
5. Expired sales tax incentive contracts	(550)
6. Computer replacements	25
7. Financial system software licenses	(58)
8. Completed or discontinued consulting contracts	(50)
9. Expired Whittier Square assessment	(17)
10. Various other services adjustments	(35)
11. Financial system licensing for utility billing	211
12. Short-term rentals	68
a. Treasury office administrator - part time to full time	25
b. Compliance firm	43
13. HUD Grants	528
a. Community Development Block Grant	573
b. HOME Investment Partnership Program	(129)
c. Emergency Solutions Grant	17
d. Housing Opportunities for Persons with AIDS	67
14. Capital additions/replacements:	
a. Scanners for City Clerk's office	12
b. Adjustment to eliminate FY 21 plan capital	(12)
TOTAL CHANGES	\$ (46)

FINANCE

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET	AMOUNT
1. Benefit and compensation adjustments	\$ 261
2. Computer replacements	(17)
3. Sales tax incentive contracts	69
4. Completed or discontinued consulting and service contracts	(31)
5. Discontinue legacy utility billing software	(160)
6. Financial system software licenses	17
7. Capital additions/replacements:	
a. Net change to FY21 capital	(12)
TOTAL CHANGES	\$ 127

FINANCE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Director</u>						
Exempt/Professional	6	7	7	6.0	7.0	7.0
Total Director	6	7	7	6.0	7.0	7.0
<u>Treasury</u>						
Administrative & Technical	9	10	10	9.0	10.0	10.0
Exempt/Professional	3	3	3	3.0	3.0	3.0
Office & Technical	7	7	7	6.5	7.0	7.0
Total Treasury	19	20	20	18.5	20.0	20.0
<u>Purchasing</u>						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	6	6	6	6.0	6.0	6.0
Labor & Trades	12	12	12	12.0	12.0	12.0
Office & Technical	5	5	5	5.0	4.5	4.5
Total Purchasing	27	27	27	27.0	26.5	26.5
<u>Budget</u>						
Administrative & Technical	8	7	7	8.0	7.0	7.0
Exempt/Professional	11	12	12	11.0	12.0	12.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Budget	20	20	20	20.0	20.0	20.0
<u>Accounting</u>						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	19	19	19	19.0	19.0	19.0
Office & Technical	7	7	7	6.5	6.5	6.5
Total Accounting	31	31	31	30.5	30.5	30.5
<u>Utilities</u>						
Administrative & Technical	8	8	8	8.0	8.0	8.0
Exempt/Professional	13	13	13	13.0	13.0	13.0
Office & Technical	28	28	28	28.0	28.0	28.0
Total Utilities	49	49	49	49.0	49.0	49.0
<u>City Clerk</u>						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Exempt/Professional	1	0	0	1.0	0.0	0.0
Office & Technical	1	2	2	1.0	1.5	1.5
Total City Clerk	3	3	3	3.0	2.5	2.5
<u>OPSI</u>						
Exempt/Professional	3	3	3	3.0	3.0	3.0
Total OPSI	3	3	3	3.0	3.0	3.0
DEPARTMENT TOTAL	158	160	160	157.0	158.5	158.5

Information Technology

Department Budget Summary

FY 20-21

Mission Statement

To provide cost effective and highly efficient technology services for our clients.

Overview of Services

Information Technology Client Services

Information Technology Client Services is responsible for all direct client services. The division consists of the following sections:

- Project Services – Provides IT project management, resource planning, strategic deployment planning, system and application deployment services including testing, deployment, and documentation of applications and systems
- Development Services - Provides development services including application development, web development, and application integration services
- Support Services – Provides support services including solution center, application support, computer deployment and minor application configuration

Information Technology Operations

Maintains, supports, and secures the City-wide network, network-delivered applications including email and internet, servers, data center, system backup and recovery, business continuity/disaster recovery planning, desktop and laptop computer management, audio/visual technology, voice systems, radios and regional radio system, vehicular electronic equipment and emergency warning systems. The division consists of the following sections:

- Platform Services – Provides maintenance and support of all City servers, virtual environments, databases, database infrastructure, storage and datacenters.
- Network Services – Provides maintenance and support of all City network and voice communication services.
- Security and Special Operations Services – Provides security services including authentication, authorization, perimeter control, intrusion prevention, email validation, remote access, security system management, monitoring and incident response
- Radio Services – Provides installation, maintenance and support of all City emergency warning systems, vehicular electronic equipment and radio communications services.

Administration Services

- Administration Services coordinates audit compliance, technology budgeting and procurement, technology asset management, contract review and management, governance, policies and procedures administration, forecasting, and City-wide office services including print services, mail, supplies and records management.

Architecture Services

- Architecture Services provides future-focused application, data, system and security architecture services. Coordinates vendor pilots, research and development projects, and provides direction to all City departments ensuring a consistent architecture across applications and systems.

Information Technology

AIM Actions for Information Technology

AIM	Strategy	Action	Responsible Department	Expected Completion
Deliver quality world-class services that meet the needs of Tulsans	Deliver quality administrative support services to citizen-facing departments	Provide redundant, resilient and reliable IT service.	IT	4.75 Customer Service rating (above target)
		Provide effective collaboration tools citywide	IT	60.1% first contact resolution rate (above target)
	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
	Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL

INFORMATION TECHNOLOGY

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 10,851	\$ 10,967	\$ 10,541	\$ (426)	-3.9%	\$ 10,840
Materials and Supplies	2,820	1,451	1,010	(441)	-30.4%	971
Other Services and Charges	8,513	8,846	7,194	(1,652)	-18.7%	7,428
Operating Capital	3,679	3,679	3,679	0	0.0%	5,508
Total Operating Budget	25,863	24,943	22,424	(2,519)	-10.1%	24,747
Capital Budget	0	0	0	0	N/A	3,510
Total Budget	\$ 25,863	\$ 24,943	\$ 22,424	\$ (2,519)	-10.1%	\$ 28,257

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 14,559	52.4%	\$ 14,967
120 E 911 Operating	0	-100.0%	0
409 2020 Sales Tax	0	N/A	3,510
477 Short Term Capital	3,319	0.0%	5,148
500 Office Services	4,086	-38.2%	4,172
503 Equipment Management Service	0	-100.0%	0
560 Stormwater Enterprise	36	-93.7%	36
730 TARE Refuse Operating	52	-85.8%	52
740 TMUA Water Operating	262	-88.5%	262
750 TMUA Sewer Operating	110	-94.1%	110
	\$ 22,424		\$ 28,257

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ 224
2. Attrition 3%	(251)
3. Furlough 13 days	(399)
4. Computer replacements	(441)
5. Software subscriptions	(2,080)
6. Cybersecurity software and training	418
7. Wireless network efficiency and multi-factor authentication	17
8. Various other services adjustments	(13)
9. Miscellaneous increases for wireless devices and online software	6
10. Capital additions/replacements:	
a. Servers and storage	822
b. Network infrastructure components	807
c. Radio equipment	1,220
d. Ruggedized laptops	700
e. Engineering workstation computers	105
f. Vehicle	25
g. Adjustment to eliminate FY 21 plan capital	(3,679)
TOTAL CHANGES	\$ (2,519)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 299
2. Computer replacements	(39)
3. Software subscriptions	150
4. Software cost increases related to prices, increased use and data storage	64
5. Radio tower property lease	5
6. Telephone services	15
7. Capital additions/replacements:	
a. Net change to FY 21 capital	<u>1,829</u>
TOTAL OPERATING CHANGES	<u>2,323</u>
 CAPITAL IMPROVEMENT PROJECTS	
2020 Sales Tax Capital Projects	<u>3,510</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>3,510</u>
TOTAL CHANGES	<u>\$ 5,833</u>

INFORMATION TECHNOLOGY

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Chief Information Officer</u>						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Information Systems	1	1	1	1.0	1.0	1.0
Total Chief Information Officer	2	2	2	2.0	2.0	2.0
<u>Management</u>						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Information Systems	1	1	1	1.0	1.0	1.0
Information & Technical	4	3	3	4.0	3.0	3.0
Office & Technical	3	2	2	3.0	2.0	2.0
Total Management	9	7	7	9.0	7.0	7.0
<u>Operations</u>						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Information Systems	27	29	29	27.0	29.0	29.0
Information & Technical	47	45	45	47.0	45.0	45.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Operations	76	76	76	76.0	76.0	76.0
<u>Client Services</u>						
Information Systems	22	22	22	22.0	22.0	22.0
Information & Technical	12	12	12	12.0	12.0	12.0
Total Client Services	34	34	34	34.0	34.0	34.0
DEPARTMENT TOTAL	121	119	119	121.0	119.0	119.0

CUSTOMER CARE

Department Budget Summary

FY 20-21

Mission Statement

To serve as the central point of contact for the City of Tulsa, facilitating responsive, accessible and accountable City government.

Overview of Services

The purpose of the Tulsa 311 Customer Care Center is to enhance the City's ability to provide consistent, timely and quality responses to citizens' requests for information and assistance with services and programs.

The Tulsa 311 Customer Care Center provides a friendly, helpful and knowledgeable staff to listen and help answer or address citizen requests and concerns in both English and Spanish. Citizens can contact the Tulsa 311 Customer Care Center in a variety of ways.

Requests are resolved in the Customer Care Center or automatically routed to the appropriate departments for review and resolution. Citizens will receive automated email responses to let them know when cases are opened and closed on their behalf. Examples of call types include water requests, refuse concerns, nuisance, zoning, potholes, animal welfare, citizen comments and general inquiries.

AIM Actions for Customer Care

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	Ongoing
		Improve channels for citizens to engage (web, chat, phone, email, mobile app)	Customer Care	Abandoned call rate 17.8% (below target). Service level 47.1% (below target)
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	Ongoing
		Participate in Customer Service week with campaign and activities to employees	Customer Care & Communications	1st Week of Every October
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires receive training (on target).

CUSTOMER CARE

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

CUSTOMER CARE

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 2,236	\$ 2,270	\$ 2,140	\$ (130)	-5.7%	\$ 2,195
Materials and Supplies	33	26	26	0	0.0%	32
Other Services and Charges	88	90	91	1	1.1%	93
Total Budget	\$ 2,357	\$ 2,386	\$ 2,257	\$ (129)	-5.4%	\$ 2,320

RESOURCES FOR BUDGET

	<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
100 General Fund	\$ 2,257	329.9%	\$ 2,320
121 EMSA Utility	0	-100.0%	0
560 Stormwater Enterprise	0	-100.0%	0
730 TARE Refuse Operating	0	-100.0%	0
740 TMUA Water Operating	0	-100.0%	0
750 TMUA Sewer Operating	0	-100.0%	0
	\$ 2,257		\$ 2,320

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 1
2. Attrition 3%	(49)
3. Furlough 13 days	(82)
4. Various other services adjustments	1
TOTAL CHANGES	\$ (129)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 55
2. Computer replacements	6
3. Software subscriptions	2
TOTAL CHANGES	\$ 63

CUSTOMER CARE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
Customer Care						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Exempt/Professional	6	6	6	6.0	6.0	6.0
Office & Technical	37	37	37	34.5	34.5	34.5
Total Customer Care	46	46	46	43.5	43.5	43.5
DEPARTMENT TOTAL	46	46	46	43.5	43.5	43.5

COMMUNICATIONS

Department Budget Summary

FY 20-21

Mission Statement

To facilitate open and accountable access to city government for the citizens of Tulsa and assist in communicating the prioritized initiatives set by the administration and all other City departments.

Overview of Services

The Department of Communications was created in October 2006. The primary functions of Communications include:

- **Graphic Design Services:** Ensure the consistency and quality in delivery of key messages and information to citizens of Tulsa through professional branding and visual communication services.
- **Editorial Services:** Advise and assist City of Tulsa departments in presenting a professional image through the distribution of timely information through internal and external outlets, from a centralized point, to ensure consistency in quality and delivery of information to citizens of Tulsa.
- **Media Relations Services:** Ensure consistency in quality and delivery of information and important messages to the citizens of Tulsa as the point of contact for media and public information.
- **Social Media & Online:** Promote City of Tulsa locally to increase awareness and knowledge of local government services and programs provided for taxpayer/customer benefit.

AIM Actions for Communications

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Adopt Resilience strategies for how to be a responsive and effective government	Communications	Ongoing
		Utilize a variety of media platforms to increase awareness of city programs and services	Communications	40,000 YouTube views per year (above target)
		Train managers and field supervisors on how to engage with the media	Communications	6 media trainings per year (above target)
		Communicate important information to employees	Communications	Ongoing
	Deliver quality administrative support services to citizen-facing departments	Support effective communication with internal and external customers.	Communications	Ongoing

COMMUNICATIONS

AIM	Strategy	Action	Responsible Department	Status
Foster a culture that promotes positive morale for employees	Provide ways for employees to stay engaged by giving feedback and sharing satisfaction regularly.	Communicate important information to employees	Communications	Ongoing
		Conduct communications training with Tulsa Spirit Ambassadors, Leadership U, and Super U	Communications	Number trained per year -0- (below target)

COMMUNICATIONS

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 561	\$ 568	\$ 533	\$ (35)	-6.2%	\$ 547
Materials and Supplies	9	6	6	0	0.0%	11
Other Services and Charges	19	21	28	7	33.3%	27
Total Budget	\$ 589	\$ 595	\$ 567	\$ (28)	-4.7%	\$ 585

RESOURCES FOR BUDGET

100 General Fund

<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
\$ 567	-4.7%	\$ 585
\$ 567		\$ 585

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ (3)
2. Attrition 3%	(12)
3. Furlough 13 days	(20)
4. Training	4
5. Equipment management services	2
6. Various other services adjustments	1
TOTAL CHANGES	\$ (28)

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 14
2. Computer replacements	4
TOTAL CHANGES	\$ 18

COMMUNICATIONS

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
Communicatons						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Director	6	6	6	6.0	6.0	6.0
DEPARTMENT TOTAL	6	6	6	6.0	6.0	6.0

ASSET MANAGEMENT

Department Budget Summary

FY 20-21

Mission Statement

To provide a safe and secure environment for citizens, employees and customers while ensuring accountability for the City's assets using environmentally efficient and reliable services to ensure proper utilization of properties, facilities, and the fleet as well as provide the best possible parking value to the citizens of Tulsa.

Overview of Services

Asset Management, created by Executive Order 2014-01, March 2014, organizes various general governmental functions related to major assets of the City. Leadership is provided for the security of the City's property/facilities, for acquisitions, management, analysis of return on investment and disposition. The department's responsibilities include:

- City of Tulsa Fleet Management and Maintenance
- Parking Meter Repair and Installation
- Parking Enforcement
- Parking Garage Management
- Security
- Real Estate Management
- Facilities Maintenance and Building Operations

AIM Actions for Asset Management

AIM	Strategy	Action	Responsible Department	Status
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	Ongoing
Create and facilitate quality entertainment options	Maintain quality facilities where entertainment options can occur	Preserve City facilities at designated levels	Asset Management	93% of urgent repairs completed within 48 hours

ASSET MANAGEMENT

AIM	Strategy	Action	Responsible Department	Status
Grow Tulsa's Population	Align City processes and policies to support the development of sufficient stock of affordable and attainable housing to meet the needs of the existing and growing population	Map City owned properties for rebuild, rehab, neighborhood revitalization	Asset Management & WIN	Completed
Provide a quality transportation network of streets and sidewalks	Deliver road projects on time and within budget	Acquire all real property acquisition needed for infrastructure projects	Asset Management	93% of acquisitions completed within 12 months of receipt of legal description
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	100% of new hires trained
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
	Deliver quality administrative support services to citizen-facing departments	Maintain a consistently reliable fleet of vehicles and equipment.	Asset Management	93% of fleet available
		Efficiently acquire and divest real property interests.	Asset Management	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

ASSET MANAGEMENT

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 8,678	\$ 8,963	\$ 8,839	\$ (124)	-1.4%	\$ 8,916
Materials and Supplies	9,067	9,010	9,261	251	2.8%	9,525
Other Services and Charges	11,368	11,563	11,789	226	2.0%	11,692
Operating Capital	2,820	899	3,077	2,178	242.3%	1,025
Total Operating Budget	31,933	30,435	32,966	2,531	8.3%	31,158
Capital Budget	525	150	1,150	1,000	>500.0%	200
Total Budget	\$ 32,458	\$ 30,585	\$ 34,116	\$ 3,531	11.5%	\$ 31,358

RESOURCES FOR BUDGET

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
100 General Fund	\$ 7,280	42.6%	\$ 7,311
120 E 911 Operating	244	-15.0%	244
160 Airforce Plant 3 Grant	2,100	>500.0%	302
405 2014 Sales Tax	1,150	>500.0%	0
409 2020 Sales Tax	0	N/A	200
477 Short Term Capital	452	201.3%	444
503 Equipment Management Service	15,964	-1.1%	16,090
550 TPFA OTC Building Operations	6,042	2.4%	5,952
560 Stormwater Enterprise	63	-82.7%	63
730 TARE Refuse Operating	706	-13.8%	652
740 TMUA Water Operating	75	-91.6%	100
750 TMUA Sewer Operating	40	-94.7%	0
	\$ 34,116		\$ 31,358

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	AMOUNT
1. Benefit and compensation adjustments	\$ (35)
2. Attrition 3%	(193)
3. Furlough 13 days	(111)
4. Overtime for equipment management operations	101
5. Mechanic II (2) for equipment management operations	114
6. Computer replacements	38
7. Software subscriptions	(10)
8. Equipment management services	(33)
9. Equipment Management Operations	331
a. Decrease per gallon fuel cost from \$2.00 to \$1.85	(260)
b. Vehicle repair parts and supplies	463
c. Various materials and supplies adjustments	1
d. Parts cleaning and fuel island repairs	(16)
e. Warranty training for mechanics	23
f. Uniform rental	10
g. Outside motor vehicle repair	97
h. Various other services adjustments	13
10. Security and Metered Parking	3
a. Various other services adjustments	9
b. Training	(6)

ASSET MANAGEMENT

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN (Continued)	<u>AMOUNT</u>
11. Facilities Maintenance	150
a. Hardware, paint, and lumber	3
b. Various materials and supplies adjustments	5
c. OTC garage maintenance	25
d. Utility true-up (one-time)	110
e. Various other services adjustments	7
12. Capital additions/replacements:	
a. Air Force Plant 3 improvements	2,080
b. Short-term capital fund	453
c. Equipment Management Fund - Reappropriation	176
d. One Technology Center fund	199
e. Water fund	75
f. TARE fund	55
g. Sewer fund	40
h. Adjustment to eliminate FY 21 plan capital	(899)
TOTAL OPERATING CHANGES	<u>2,531</u>
 CAPITAL IMPROVEMENT PROJECTS	
2014 Sales Tax Capital Projects	1,150
Adjustment to eliminate FY 21 plan capital projects	(150)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>1,000</u>
TOTAL CHANGES	<u>\$ 3,531</u>

FY 22 CHANGES FOR OPERATION FROM FY 21 BUDGET	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 77
2. Computer replacements	(34)
3. Equipment Management Operations	289
a. Increase per gallon fuel cost from \$1.85 to \$1.88	83
b. Vehicle repair parts and supplies	200
c. Computer maintenance	5
4. Facilities Maintenance	(88)
a. LUCITY work order system changeover	20
b. Utility true-up	(110)
c. Various materials and supplies adjustments	2
5. Capital additions/replacements:	
a. Net change to FY21 capital	(2,052)
TOTAL OPERATING CHANGES	<u>(1,808)</u>
 CAPITAL IMPROVEMENT PROJECTS	
2020 Sales Tax Capital Projects	200
Adjustment to eliminate FY 21 capital projects	(1,150)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(950)</u>
TOTAL CHANGES	<u>\$ (2,758)</u>

ASSET MANAGEMENT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
<u>Administration and Support</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Labor & Trades	9	9	9	9.0	9.0	9.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Admin. and Support	17	17	17	17.0	17.0	17.0
<u>Equipment Management</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	6	6	6	6.0	6.0	6.0
Labor & Trades	53	55	55	52.0	54.0	54.0
Office & Technical	4	4	4	4.0	4.0	4.0
Total Equipment Management	65	67	67	64.0	66.0	66.0
<u>Security</u>						
Administrative & Technical	4	3	3	4.0	3.0	3.0
Exempt/Professional	3	5	5	3.0	5.0	5.0
Information Systems	1	0	0	1.0	0.0	0.0
Labor & Trades	2	2	2	2.0	2.0	2.0
Office & Technical	7	7	7	7.0	7.0	7.0
Total Security	17	17	17	17.0	17.0	17.0
<u>Real Estate</u>						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Total Parking Garage Ops	1	1	1	1.0	1.0	1.0
<u>Building Operations</u>						
Exempt/Professional	5	5	5	5.0	5.0	5.0
Labor & Trades	22	22	22	22.0	22.0	22.0
Office & Technical	3	3	3	3.0	3.0	3.0
Total Building Operations	30	30	30	30.0	30.0	30.0
DEPARTMENT TOTAL	130	132	132	129.0	131.0	131.0

TRANSFERS TO OTHER FUNDS

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	FY 20 ORIGINAL	FY 21 PLAN	FY 21 BUDGET	Dollar Diff. From FY 21 Plan	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Operating Budget						
Operating Transfers	\$ 9,878	\$ 8,420	\$ 6,692	\$ (1,728)	-20.5%	\$ 6,220
Operating Capital Transfers	10,276	11,021	10,727	(294)	-2.7%	14,370
Debt Service Transfers	7,643	7,241	7,316	75	1.0%	6,918
Total Operating Budget	27,797	26,682	24,735	(1,947)	-7.3%	27,508
Capital Transfers	66,055	67,484	60,597	(6,887)	-10.2%	48,943
Total Budget	\$ 93,852	\$ 94,166	\$ 85,332	\$ (8,834)	-9.4%	\$ 76,451

TRANSFER OUT FOR BUDGET

OPERATING TRANSFERS

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
General Fund (Operating Transfer)	\$ 4,542	1.4%	\$ 4,470
EMSA Enterprise Fund (Operating Transfer)	650	0.0%	650
Convention & Tourism Facility Fund (Operating Transfer)	1,500	-37.2%	1,100
Public Safety Tax (Operating Transfer)	0	-100.0%	0

OPERATING CAPITAL TRANSFERS

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
2014 Sales Tax Fund	10,635	0.0%	0
2016 Sales Tax Fund	0	N/A	3,000
2020 Sales Tax Fund	0	N/A	11,278
Short-Term Capital Fund	92	-76.2%	92

DEBT SERVICE TRANSFERS

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
Tulsa Stadium Improvement District Fund (Debt Service Transfer)	2,253	3.4%	2,253
One Technology Center Fund (Debt Service Transfer)	4,119	0.0%	4,119
TMUA-Sewer Operating Fund (Debt Service Transfer)	944	0.0%	546

CAPITAL TRANSFERS

	FY 21 BUDGET	Percent Diff. From FY 21 Plan	FY 22 FINANCIAL PLAN
One Technology Center (OTC) Fund (Capital Transfer)	276	0.0%	276
Stormwater Operating Fund (Capital Transfer)	5,000	0.0%	4,500
TMUA-Water Operating Fund (Capital Transfer)	27,300	-30.3%	21,297
TMUA-Sewer Operating Fund (Capital Transfer)	28,021	21.5%	22,870
TOTAL OPERATING TRANSFERS	\$ 85,332		\$ 76,451

DEBT SERVICE

OVERVIEW

The City's debt management program states, "General obligation (GO) and revenue bonds shall be issued for capital improvements and major capital maintenance. No operating expenses shall be funded using long-term borrowing." All long-term borrowing shall be planned and incorporated into the five-year Capital Improvements Program. To date the City has only issued GO bonds. All revenue bonds have been issued by authorities for whom the City is the beneficiary. Cities in Oklahoma could not issue revenue bonds until the 1990s. Authorities are still used for revenue bond debt financing because revenue streams are pledged under master indentures that run the life of previously issued long term bonds. Any revenue bonds issued by the City would have to be subordinate to the existing debt and carry higher interest costs.

GENERAL OBLIGATION BOND

The City's GO indebtedness is rated AA and Aa1 by Standard & Poor's and Moody's, respectively. GO indebtedness is paid from the Sinking Fund. The primary revenue sources for the Sinking Fund are property taxes, and in the case of GO bonds for sanitary sewer improvements, sanitary sewer system user fees.

The Constitution of the State of Oklahoma prohibits the City from becoming indebted in an amount exceeding the revenue to be received for any fiscal year, without the approval of the voters. GOs are required to be fully paid within 25 years from the date of issue and are backed by the full faith and credit of the City. They have been approved by the voters and issued by the City for various municipal improvements.

Article 10 of the Oklahoma Constitution contains provisions under which municipalities can issue GO bonds. Section 27, which the city uses to structure GO bond issues, does not have any limits on the amount of bonds that can be issued given approval by the local voters.

Policies are in place to prohibit outstanding indebtedness of the City in total to exceed such levels as to cause the City's credit rating to be lower than an AA rating for general obligation debt. In no event shall the Net General Obligation Debt of the City exceed twenty-five percent (25%) of the net assessed market valuation of the taxable property of the City as established by the County Assessor.

With the issuance of new debt or refinancing existing debt, to the extent possible, bond sales are structured to achieve level debt service payments. This structuring helps to moderate the year over year change in property tax rates that support the repayment of the general obligation debt.

The FY21 appropriation for general obligation debt payment in the amount of \$71,067,766 provides for principal retirement of \$56,795,000 and interest expense of \$14,272,766. A schedule of annual principal and interest payments for general obligation serial bonds and a summary of general obligation bonds outstanding as of June 30, 2020 follows.

REVENUE BONDS AND OTHER LONG-TERM OBLIGATIONS

Revenue bonds and other outstanding long-term obligations consist of debt issued by several authorities and trusts of the City. The debt of these authorities and trusts does not constitute debt of the City and is payable solely from resources of the authorities and trusts.

Under an agreement between the City of Tulsa and the Tulsa Metropolitan Utility Authority (TMUA), the City prepares and adopts a budget for the Authority, which includes debt service on revenue bonds and other long-term obligations supported by revenues of the Water Operating Fund and the Sanitary Sewer Operating Fund.

A summary of revenue bonds and other long-term obligations of the authorities and trusts of the City outstanding as of June 30, 2020 follow. It should be noted that other than TMUA and the Tulsa Authority for the Recovery of Energy (TARE), the budgets for authorities and trusts are not approved by the City Council nor are their budgets prepared under the provisions of the Oklahoma Municipal Budget Act. Their debt is included in this document for information purposes only.

PRINCIPAL AND INTEREST PAYMENTS OF GENERAL OBLIGATION INDEBTEDNESS

As of June 30, 2020

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	56,795,000	14,272,766	71,067,766
2022	56,180,000	12,399,291	68,579,291
2023	43,065,000	10,418,379	53,483,379
2024	37,875,000	8,794,204	46,669,204
2025	37,525,000	7,374,529	44,899,529
2026	35,165,000	5,965,729	41,130,729
2027	15,925,000	4,584,754	20,509,754
2028	12,650,000	4,120,091	16,770,091
2029	12,650,000	3,734,016	16,384,016
2030	12,650,000	3,328,216	15,978,216
2031	12,650,000	2,922,416	15,572,416
2032	12,650,000	2,511,485	15,161,485
2033	12,650,000	2,095,423	14,745,423
2034	12,650,000	1,674,229	14,324,229
2035	10,020,000	1,227,379	11,247,379
2036	10,020,000	882,814	10,902,814
2037	7,025,000	538,249	7,563,249
2038	2,915,000	282,755	3,197,755
2039	2,915,000	189,475	3,104,475
2040	2,915,000	94,738	3,009,738
Total	<u>406,890,000</u>	<u>87,410,937</u>	<u>494,300,937</u>

GENERAL OBLIGATION BONDS OUTSTANDING

As of June 30, 2020

<u>General Obligation Bonds</u>	<u>Original Amount</u>	<u>Principal Outstanding 30-Jun-20</u>	<u>Final Maturity Date</u>	<u>Interest Rate</u>
Series 2009B Refunding	20,745,000	1,810,000	Mar-2021	5.00%
Series 2010	70,000,000	7,600,000	Dec-2020	5.00%
Series 2011A Refunding	21,105,000	3,355,000	Mar-2022	4.00-4.25%
Series 2013A Refunding	32,280,000	11,860,000	Mar-2025	2.50%
Series 2013	45,000,000	15,000,000	Mar-2023	4.00%
Series 2014	50,000,000	36,820,000	Mar-2034	3.00-4.00%
Series 2014-A, Refunding	16,305,000	8,180,000	Sep-2025	3.00%
Series 2015-A, Refunding	45,420,000	24,705,000	Mar-2027	2.00-2.50%
Series 2015	70,000,000	58,300,000	Mar-2040	2.00-3.25%
Series 2016	57,000,000	48,000,000	Apr-2036	3.00%
Series 2017	78,000,000	69,790,000	Mar-2037	3.00-4.00%
Series 2017A Refunding	33,355,000	22,370,000	Dec-2021	5.00%
Series 2019A Refunding	32,230,000	9,100,000	Apr-2021	2.55%
Series 2020	90,000,000	90,000,000	Mar-2026	5.00%
	<u>661,440,000</u>	<u>406,890,000</u>		

REVENUE BONDS OUTSTANDING

(amounts expressed in thousands)

As of June 30, 2020

	Original Amount	Principal Outstanding 30-Jun-20	Final Maturity Date	Interest Rate
Tulsa Public Facilities Authority				
TPFA Lease Revenue bonds - 2017A	\$ 34,185	\$ 34,185	Dec-2037	3.00 - 4.00%
TPFA Lease Revenue bonds - 2017B	25,465	23,230	Dec-2028	3.00 - 3.10%
TPFA Capital Improvements - 2008	16,000	5,965	Apr-2027	6.069%
TPFA Capital Improvements Vison bonds - 2017	115,300	101,120	Jun-2032	3.00%
TPFA Capital Improvements Vison bonds - 2018	118,100	111,355	Oct-2031	4.00%
TPFA Capital Improvements Vison bonds - 2019	113,895	113,895	Jun-2025	5.00%
TPFA Capital Improvements - 2020	24,150	24,150	May-2035	1.463-2.201%
Total	447,095	413,900		
Tulsa Parking Authority				
Series 2012 - Parking Systems	17,860	6,195	Jul-2028	3.00 - 4.00%
Total	17,860	6,195		
Tulsa Metropolitan Utility Water Fund				
Series 2013 Refunding Revenue Bonds	61,280	30,160	Sep-2025	2.50 - 3.00%
Series 2014 Revenue Bonds	17,825	14,460	Oct-2034	3.00 - 3.50%
Series 2015 Refunding Revenue Bonds	9,940	5,650	May-2027	2.00 - 3.00%
Series 2016A Revenue Bonds	16,565	12,900	Apr-2031	3.00 - 3.25%
Series 2017A Refunding Revenue Bonds	27,765	22,180	Feb-2030	3.00-3.125%
Series 2019A Refunding Revenue Bonds	18,705	16,740	Apr-2027	5.00%
Total	152,080	102,090		
Tulsa Metropolitan Utility Authority Sewer Fund - Promissory Notes				
Series 2002D	6,813	524	Aug-2021	0.50%
Series 2004B	1,560	280	Aug-2023	0.50%
Series 2005B	7,900	3,393	Sep-2027	3.10%
Series 2005C	1,203	331	Sep-2025	0.50%
Series 2006A	3,130	1,310	Sep-2027	3.10%
Series 2006C	17,825	9,284	Sep-2029	3.10%
Series 2007A	5,131	1,710	Sep-2026	0.50%
Series 2009A *	11,320	5,993	Sep-2031	3.22%
Series 2009B	7,350	3,510	Mar-2032	2.91%
Series 2010A *	27,757	17,172	Sep-2032	2.89%
Series 2010B	29,380	18,865	Sep-2030	3.145 - 5.145%
Series 2011A *	23,480	14,931	Sep-2033	3.11%
Series 2011B	14,275	9,870	Sep-2031	4.145 - 5.145%
Series 2011C *	16,700	11,690	Sep-2033	2.55%
Series 2012A *	4,347	2,741	Sep-2034	2.43%
Series 2012B	11,355	7,920	Sep-2032	2.895 - 3.395%
Series 2013A *	9,850	5,417	Sep-2035	2.24%
Series 2013B	27,605	21,195	Sep-2033	3.145 -5.145%
Series 2014A*	2,910	2,231	Sep-2039	2.58%
Series 2014B	10,180	7,805	Sep-2033	2.145-4.0599%
Series 2014C	17,735	14,560	Sep-2034	2.6624 -5.145%
Series 2015A *	28,330	7,583	Sep-2038	2.46%
Series 2017A *	21,725	3,161	Mar-2040	2.26%
Series 2018A *	14,350	3	Mar-2041	2.53%
Series 2019A *	10,626	0	Sep-2041	2.32%
Series 2016B Revenue Bonds	10,885	9,175	Apr-2036	2.00 - 3.50%
Series 2016C Refunding Revenue Bonds	34,810	24,875	Oct-2025	5.00%
Series 2018A Revenue Bonds	11,850	10,995	Jun-2038	3.125-3.250%
Series 2019B Revenue Bonds	12,430	11,965	Apr-2039	3.00%
Total	402,812	228,488		
Total	\$ 1,019,847	\$ 750,673		

*principal subject to additional drawdowns

DEBT SERVICE

BUDGET HIGHLIGHTS

FY 2020 - 2021 & FY 2021 - 2022

(amounts expressed in thousands)

	<u>FY 20 ORIGINAL</u>	<u>FY 21 PLAN</u>	<u>FY 21 BUDGET</u>	<u>Dollar Diff. From FY 21 Plan</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
Operating Budget						
Debt Service Payments	\$ 128,714	\$ 114,040	\$ 121,422	\$ 7,382	6.5%	\$ 110,422
Total Budget	\$ 128,714	\$ 114,040	\$ 121,422	\$ 7,382	6.5%	\$ 110,422

RESOURCES FOR BUDGET

	<u>FY 21 BUDGET</u>	<u>Percent Diff. From FY 21 Plan</u>	<u>FY 22 FINANCIAL PLAN</u>
110 Sinking Fund	74,174	12.1%	60,143
560 Stormwater Enterprise	2,144	21.1%	2,717
740 TMUA Water Operating	14,188	3.4%	14,115
750 TMUA Sewer Operating	30,916	-4.5%	33,447
	\$ 121,422		\$ 110,422

FY 21 CHANGES FOR OPERATION FROM FY 21 PLAN

	<u>AMOUNT</u>
1. Change in Sinking Fund	\$ 8,003
2. Change in Stormwater Enterprise Fund	373
3. Change in TMUA-Water Operating Fund	469
4. Change in TMUA-Sewer Operating Fund	(1,463)
TOTAL OPERATING CHANGES	\$ 7,382

ALL DEPARTMENTS

STAFFING SUMMARY

DEPARTMENT	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 20	FY 21	FY 22	FY 20	FY 21	FY 22
Public Safety and Protection						
Municipal Court	40	40	40	34.0	34.0	34.0
Police	1,127	1,161	1,161	1,127.0	1,161.0	1,161.0
Fire	760	760	760	760.0	760.0	760.0
Category Total	1,927	1,961	1,961	1,921.0	1,955.0	1,955.0
Cultural Development and Recreation						
Park and Recreation	168	168	168	127.3	124.6	124.6
Tulsa Performing Arts Center	1	1	1	1.0	1.0	1.0
Category Total	169	169	169	128.3	125.6	125.6
Social and Economic Development						
Mayor's Office of Economic Development	14	14	10	13.5	13.5	10.0
Working in Neighborhoods	80	82	82	78.5	81.5	81.5
Development Services	69	69	69	69.0	69.0	69.0
Category Total	163	165	161	161.0	164.0	160.5
Transportation/Public Works						
Engineering Services	155	156	156	154.3	155.3	155.3
Streets and Stormwater	360	364	372	311.0	315.0	323.0
Water and Sewer	669	666	666	669.0	666.0	666.0
Category Total	1,184	1,186	1,194	1,134.3	1,136.3	1,144.3
Administrative and Support Services						
Mayor's Office	12	13	13	12.0	13.0	13.0
City Auditor	12	13	13	12.0	12.0	12.0
City Council	22	23	23	22.0	22.5	22.5
Legal	32	32	32	32.0	32.0	32.0
Human Resources	40	41	41	40.0	41.0	41.0
Finance	158	160	160	157.0	158.5	158.5
Information Technology	121	119	119	121.0	119.0	119.0
Customer Care	46	46	46	43.5	43.5	43.5
Communications	6	6	6	6.0	6.0	6.0
Asset Management	130	132	132	129.0	131.0	131.0
Category Total	579	585	585	574.5	578.5	578.5
GRAND TOTAL	4,022	4,066	4,070	3,919.1	3,959.4	3,963.9