



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.

Total Operating
and Capital Budget
(In Millions)
FY 21-22

READER'S GUIDE TO DEPARTMENTAL HIGHLIGHTS

PUBLIC SAFETY AND PROTECTION

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CULTURAL DEVELOPMENT AND RECREATION

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TRANSFERS TO OTHER FUNDS

DEBT SERVICE

MUNICIPAL COURT

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 2,357	\$ 2,405	\$ 2,496	\$ 91	3.8%	\$ 2,467
Materials and Supplies	21	26	52	26	100.0%	21
Other Services and Charges	177	190	209	19	10.0%	205
Operating Capital	0	0	24	24	N/A	0
Total Budget	\$ 2,555	\$ 2,621	\$ 2,781	\$ 160	6.1%	\$ 2,693

RESOURCES FOR BUDGET

	<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
100 General Fund	\$ 2,653	5.1%	\$ 2,589
125 PA Law Enforcement Training	3	0.0%	3
127 Technology Fee Assessment	101	7.4%	101
477 Short Term Capital	24	N/A	0
	\$ 2,781		\$ 2,693

FY 22 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 61
2. Court liaison – pilot (one-time)	30
3. Computer replacements	26
4. Various other services adjustments	(1)
5. E-courts text messaging	20
6. Capital additions/replacements:	
a. Scanners	21
b. Conference room furniture	3
TOTAL CHANGES	\$ 160

FY 23 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 1
2. Court liaison – pilot (one-time FY22)	(30)
3. Training	(4)
4. Computer replacements	(31)
5. Capital additions/replacements:	
a. Net change to FY22 capital	(24)
TOTAL CHANGES	\$ (88)

MUNICIPAL COURT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 102,623	\$ 104,478	\$ 102,205	\$ (2,273)	-2.2%	\$ 104,509
Materials and Supplies	2,175	2,000	1,859	(141)	-7.0%	2,372
Other Services and Charges	12,731	13,025	14,513	1,488	11.4%	14,650
Operating Capital	5,029	3,956	4,121	165	4.2%	3,956
Total Budget	\$ 122,558	\$ 123,459	\$ 122,698	\$ (761)	-0.6%	\$ 125,487

RESOURCES FOR BUDGET	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 101,076	-2.1%	\$ 103,987
120 E 911 Operating	3,977	8.4%	3,737
125 PA Law Enforcement Training	54	-31.6%	54
127 Technology Fee Assessment	1,067	420.5%	1,093
150 Public Safety Sales Tax	12,643	2.5%	12,660
477 Short Term Capital	3,881	-1.9%	3,956
	\$ 122,698		\$ 125,487

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 187
2. FY21 mid-year position changes	206
a. Forensic Scientist (3) - position add, grant funded	0
b. Victim Services Advocate (2) - position add, grant funded	0
c. Project Manager - position add	118
d. Office Administrator - abolish, grant funded	0
e. Director of Planning, Policy, and Quality Control - position add	88
3. Positions assigned to Community Response Team	90
a. Police Officer (2)	0
b. Clinical Coordinator - position add	90
4. FY22 position changes, Public Safety Communications	
a. Operations Managers - position add	84
b. Training Coordinator - position add	79
c. Emergency Communicator (4) - abolish	(184)
5. Net change in estimated police officer vacancies	(1,734)
6. Reduce FY22 plan academy cost	(2,667)
7. Academy, January 2022, 25 cadets (General Fund)	1,085
a. Salary and benefits	819
b. Equipment, supplies, services	262
8. Academy, May 2022, 20 Cadets (General Fund)	431
a. Salary and benefits	220
b. Equipment, supplies, services	209
9. Police Community Engagement	80
a. Equipment, supplies, services	24
b. Other services and charges	56
10. Computer replacements	(18)
11. Computer maintenance and software licenses	(13)

FY 22 CHANGES FOR OPERATION (Continued)

	<u>AMOUNT</u>
12. Maintenance, licenses and supporting equipment for MVRs (mobile video recording system)	156
13. Automatic vehicle locator with CAD	150
14. Records case management system (RCMS) annual subscription	895
15. RCMS mobile CAD maintenance agreement	132
16. Software subscriptions	(359)
17. Jail contract	(45)
18. Helicopter insurance premiums	47
19. Wireless device management plan	27
20. Utilities	4
21. Equipment management services	493
22. CAD software services	(26)
23. Training	(25)
24. Crime Stoppers	5
25. Various other services adjustments	(7)
26. Capital additions/replacements:	
a. Vehicles (65 Marked Sedans)	2,828
b. Vehicles (20 Unmarked Sedans)	600
c. Vehicles (8 Light Duty Trucks)	248
d. Motorcycles (4)	120
e. X-Ray system for Bomb Unit	46
f. Dry suits	6
g. Auxiliary power unit for helicopter	4
h. Printers/scanners for RCMS	30
i. UPS battery replacement	100
j. E-911 facility carpet replacement	140
k. Adjustment to eliminate FY 22 Plan capital	(3,956)
TOTAL CHANGES	<u><u>\$ (761)</u></u>

FY 23 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 132
2. Net change in estimated police officer vacancies	216
3. Reduce FY22 academy cost	(1,516)
4. Academy, September 2022, 30 Cadets (General Fund)	2,010
a. Salary and benefits	1,691
b. Equipment, supplies, services	314
5. Academy, January 2022, 30 Cadets (General Fund)	1,297
a. Salary and benefits	978
b. Equipment, supplies, services	314
6. Academy, May 2023, 30 Cadets (General Fund)	642
a. Salary and benefits	326
b. Equipment, supplies, services	314
7. Computer replacements	42
8. Jail contract	52
9. Maintenance, licenses & supporting equipment for MVRs	30
10. CAD Software Services	16
11. Software subscriptions	8
12. RCMS annual subscription	25
13. Capital additions/replacements:	
a. Net change to FY22 capital	(165)
TOTAL CHANGES	<u><u>\$ 2,789</u></u>

POLICE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<u>Administrative & Support Staff</u>						
Administrative & Technical	20	20	20	20.0	20.0	20.0
Exempt/Professional	18	19	19	18.0	19.0	19.0
Office & Technical	51	49	49	51.0	49.0	49.0
Police Chief	1	1	1	1.0	1.0	1.0
Total Admin. & Support Staff	90	89	89	90.0	89.0	89.0
<u>Laboratory Services</u>						
Administrative & Technical	2	10	10	2.0	10.0	10.0
Scientific & Technical	21	24	24	21.0	24.0	24.0
Office & Technical	2	1	1	2.0	1.0	1.0
Total Laboratory Services	25	35	35	25.0	35.0	35.0
<u>911 Public Safety Communications</u>						
Administrative and Technical	2	2	2	2.0	2.0	2.0
Emergency Communications	99	95	95	99.0	95.0	95.0
Exempt/Professional	2	4	4	2.0	4.0	4.0
Total 911 Public Safety Comm.	103	101	101	103.0	101.0	101.0
Total Civilian Positions	218	225	225	218.0	225.0	225.0
<u>Sworn Police Officers</u>						
Police Officer	743	743	743	743.0	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	943	943	943	943.0	943.0	943.0
DEPARTMENT TOTAL	1,161	1,168	1,168	1,161.0	1,168.0	1,168.0

FIRE

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 74,686	\$ 75,522	\$ 74,071	\$ (1,451)	-1.9%	\$ 74,252
Materials and Supplies	1,459	1,457	1,697	240	16.5%	1,497
Other Services and Charges	4,869	4,776	5,054	278	5.8%	5,066
Operating Capital	610	610	610	0	0.0%	610
Total Operating Budget	81,624	82,365	81,432	(933)	-1.1%	81,425
Capital Budget	2,100	1,000	10,400	9,400	>500.0%	3,900
Total Budget	\$ 83,724	\$ 83,365	\$ 91,832	\$ 8,467	10.2%	\$ 85,325

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 75,479	-1.6%	\$ 75,469
121 EMSA Utility	350	0.0%	350
150 Public Safety Sales Tax	4,993	6.3%	4,996
409 2022 Sales Tax	10,400	>500.0%	3,900
477 Short Term Capital	610	0.0%	610
	\$ 91,832		\$ 85,325

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ (74)
2. FY22 reductions	(975)
a. Airport and Tulsa Community College contracts headcount reduction (17)	(975)
3. Position assigned to Community Response Team	0
a. Paramedic	0
4. Reduce FY22 plan academy cost	(1,012)
5. Academy, August 2021 (20 cadets)	1,281
a. Salary and benefits	1,139
b. Equipment and supplies	142
6. Net change in estimated firefighter vacancies	(633)
7. Bunker gear (one-time)	200
8. Software subscriptions	(18)
9. Equipment management services	296
10. Wireless service	2
11. Capital additions/replacements:	
a. Vehicles (10)	457
b. Mowers (2)	8
c. Jaws of life (2)	55
d. PPE extractor and dryer (3 sets)	90
e. Adjustment to eliminate FY22 Plan capital	(610)
TOTAL OPERATING CHANGES	(933)

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	10,400
Adjustment to eliminate FY22 plan capital projects	<u>(1,000)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>9,400</u>
TOTAL CHANGES	<u>\$ 8,467</u>

FY 23 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 311
2. Reduce FY22 academy cost	(1,281)
3. Academy, August 2022 (20 cadets)	1,281
a. Salary and benefits	1,139
b. Equipment and supplies	<u>142</u>
4. Net change in estimated firefighter vacancies	(130)
5. Bunker gear (one-time FY22)	(200)
6. Various other services adjustments	<u>12</u>
TOTAL OPERATING CHANGES	<u>(7)</u>

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	3,900
Adjustment to eliminate FY22 capital projects	<u>(10,400)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>3,900</u>
TOTAL CHANGES	<u>\$ (6,507)</u>

FIRE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF			NUMBER OF FULL-TIME EQUIV.		
	AUTHORIZED POSITIONS			AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<u>Administrative & Support Staff</u>						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	5	5	5	5.0	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	364	364	364	364.0	364.0	364.0
Fire Equipment Operator	163	151	151	163.0	151.0	151.0
Fire Captain	147	144	144	147.0	144.0	144.0
Administrative Officer	3	3	3	3.0	3.0	3.0
EMS Officer	3	4	4	3.0	4.0	4.0
Fire Prevention Inspector	23	23	23	23.0	23.0	23.0
Director of Training Center	1	0	0	1.0	0.0	0.0
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	0	0	1.0	0.0	0.0
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	1	0	0	1.0	0.0	0.0
Total FD Classified Positions	742	725	725	742.0	725.0	725.0
TOTAL	760	743	743	760.0	743.0	743.0

Emergency Medical Services Authority

Department Budget Summary

FY 21-22

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

EMSA

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 9,067	\$ 5,484	\$ 10,143	\$ 4,659	85.0%	\$ 5,678
Total Budget	\$ 9,067	\$ 5,484	\$ 10,143	\$ 4,659	85.0%	\$ 5,678

RESOURCES FOR BUDGET

121 EMSA Utility

<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
\$ 10,143	85.0%	\$ 5,678
\$ 10,143		\$ 5,678

FY 22 CHANGES FOR OPERATION

1. Appropriations reflect anticipated cash available for transfer to EMSA

TOTAL CHANGES

<u>AMOUNT</u>
\$ 4,659
\$ 4,659

FY 23 CHANGES FOR OPERATION

1. Appropriations reflect anticipated cash available for transfer to EMSA

TOTAL CHANGES

<u>AMOUNT</u>
\$ (4,465)
\$ (4,465)

TULSA AREA EMERGENCY MANAGEMENT AGENCY

Department Budget Summary

FY 21-22

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. TAWMA 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 TAEMA

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 coordinate response activities	TAEMA	Ongoing

TULSA AREA EMERGENCY MANAGEMENT AGENCY

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	148	148	144	(4)	-2.7%	144
Operating Capital	0	0	32	32	N/A	0
Total Budget	\$ 148	\$ 148	\$ 176	\$ 28	18.9%	\$ 144

RESOURCES FOR BUDGET

100 General Fund

477 Short Term Capital

	<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
	\$ 144	-2.7%	\$ 144
	32	N/A	0
	\$ 176		\$ 144

FY 22 CHANGES FOR OPERATION

1. No changes for operation are anticipated
2. Capital additions/replacements
 - a. Truck

TOTAL CHANGES

<u>AMOUNT</u>
\$ (4)
32
\$ 28

FY 23 CHANGES FOR OPERATION

1. No changes for operation are anticipated
2. Capital additions/replacements
 - a. Net change to FY22 capital

TOTAL CHANGES

<u>AMOUNT</u>
\$ 0
(32)
\$ (32)

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Total Operating
and Capital Budget
(In Millions)
FY 21-22

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
Tulsa Authority for Economic Opportunity
Downtown Tulsa Partnership

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
Legal
Human Resources
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
		Maintain parks equipment and keep parks clean, safe and hazard free	Parks & Recreation	Ongoing

Park and Recreation

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 6,403	\$ 6,640	\$ 6,857	\$ 217	3.3%	\$ 6,839
Materials and Supplies	855	883	864	(19)	-2.2%	907
Other Services and Charges	12,307	12,720	12,589	(131)	-1.0%	13,090
Operating Capital	357	718	712	(6)	-0.8%	726
Total Operating Budget	19,922	20,961	21,022	61	0.3%	21,562
Capital Budget	10,625	1,950	500	(1,450)	-74.4%	0
Total Budget	\$ 30,547	\$ 22,911	\$ 21,522	\$ (1,389)	-6.1%	\$ 21,562

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 17,704	0.8%	\$ 18,152
409 2022 Sales Tax	500	-74.4%	0
477 Short Term Capital	589	-5.9%	603
570 Golf Course	2,729	-1.5%	2,807
	\$ 21,522		\$ 21,562

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 183
2. Day camp expansion - Malone and Central	34
a. Playground recreation leader positions (4) - position adds	14
b. Independent employment services	20
3. Janitorial services - maintenance shops (3) and Oxley Nature Center	9
4. Utilities - water	100
a. Lacy pool opening	25
b. New Ziegler water park	30
c. Additional water increase	45
5. Utilities - other	26
6. Equipment management services	47
7. Mowing	133
a. Current mowing - contract increase	55
b. New trails - Mingo Valley 41st-51st and 61st to 71st	36
c. Creek turnpike trail - contract increase	42
8. Membership fees - department accreditations and memberships	5
9. Golf operations	(72)
10. Zoo management agreement	(178)
11. FY22 reduction	(220)
a. Various materials and other service adjustments	(18)
b. Additional decrease Zoo management agreement	(196)
c. Tulsa Sports Commission annual fee	(5)
d. First Tee Program	(1)

FY 22 CHANGES FOR OPERATION (Continued)**AMOUNT**

12. Capital additions/replacements:	
a. Truck (7)	459
b. Mower	20
c. Snow plow attachment	4
d. Outdoor movie set-up (2)	8
e. Recreation equipment	20
f. Public announcement system	4
g. Set of 170 stacking chairs	10
h. Pressure washer (2)	3
i. Garden shed	5
j. Digital security camera upgrade	56
k. Golf capital	123
l. Adjustment to eliminate FY22 Plan capital	(718)
TOTAL OPERATING CHANGES	<u>61</u>

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	500
Adjustment to eliminate FY22 plan capital projects	(1,950)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(1,450)</u>
TOTAL CHANGES	<u>\$ (1,389)</u>

FY 23 CHANGES FOR OPERATION**AMOUNT**

1. Benefit and compensation adjustments	\$ (18)
2. Computer replacements	43
3. Mowing - contract increases	37
4. Membership fees - department accreditations and memberships	(4)
5. Software subscriptions	2
6. Utilities	18
7. Golf operations	78
8. Zoo management agreement	163
9. Various other services adjustments	(13)
10. FY22 reduction reinstatement	220
a. Various materials and other service adjustments	18
b. Zoo management agreement	196
c. Tulsa Sports Commission annual fee	5
d. First Tee Program	1
11. Capital additions/replacements:	
a. Net change to FY22 capital	14
TOTAL OPERATING CHANGES	<u>540</u>

CAPITAL IMPROVEMENT PROJECTS

Adjustment to eliminate FY22 capital projects	(500)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(500)</u>
TOTAL CHANGES	<u>\$ 40</u>

PARKS and RECREATION

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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	14	14	14	14.0	14.0	14.0
Exempt/Professional	8	8	8	8.0	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	45	45	45	33.6	33.6	33.6
<u>Special Programs</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Seasonal Labor	42	46	46	14.0	15.0	15.0
Total Special Programs	45	49	49	17.0	18.0	18.0
<u>Spectator Recreation</u>						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	1	1	1	1.0	1.0	1.0
Seasonal Labor	2	2	2	0.7	0.7	0.7
Total Spectator Recreation	7	7	7	5.7	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	1.3	1.3	1.3
Total Facility Services	63	63	63	60.3	60.3	60.3
DEPARTMENT TOTAL	168	172	172	124.6	125.6	125.6

Gilcrease Museum

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 MUSEUM

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 3,264	\$ 3,339	\$ 3,362	\$ 23	0.7%	\$ 3,424
Operating Capital	0	0	48	48	N/A	74
Total Budget	\$ 3,264	\$ 3,339	\$ 3,410	\$ 71	2.1%	\$ 3,498

RESOURCES FOR BUDGET

100 General Fund

477 Short Term Capital

	<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
	\$ 3,362	0.7%	\$ 3,424
	48	N/A	74
	\$ 3,410		\$ 3,498

FY 22 CHANGES FOR OPERATION

1. Management agreement
2. Various other services adjustments
3. Capital additions/replacements:
 - a. Forklift
 - b. Gilcrease house - HVAC and alarm system

	<u>AMOUNT</u>
	\$ (3)
	26
	48
	32
	16
TOTAL CHANGES	\$ 71

FY 23 CHANGES FOR OPERATION

1. Management agreement
2. Various other services adjustments
3. Capital additions/replacements:
 - a. Net change to FY22 capital

	<u>AMOUNT</u>
	\$ 74
	(12)
	26
TOTAL CHANGES	\$ 88

PERFORMING ARTS CENTER

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 112	\$ 115	\$ 123	\$ 8	7.0%	\$ 123
Other Services and Charges	1,388	1,635	1,627	(8)	-0.5%	1,877
Total Budget	\$ 1,500	\$ 1,750	\$ 1,750	\$ 0	0.0%	\$ 2,000

RESOURCES FOR BUDGET

132 Convention & Tourism Facility

<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
\$ 1,750	0.0%	\$ 2,000
\$ 1,750		\$ 2,000

FY 22 CHANGES FOR OPERATION

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

TOTAL CHANGES

<u>AMOUNT</u>
\$ 8
(8)
\$ 0

FY 23 CHANGES FOR OPERATION

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

TOTAL CHANGES

<u>AMOUNT</u>
\$ 0
250
\$ 250

PERFORMING ARTS CENTER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 668	\$ 682	\$ 662	\$ (20)	-2.9%	\$ 892
Operating Capital	36	36	42	6	16.7%	36
Total Budget	\$ 704	\$ 718	\$ 704	\$ (14)	-1.9%	\$ 928

RESOURCES FOR BUDGET

100 General Fund

477 Short Term Capital

	<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
	\$ 662	-2.9%	\$ 892
	42	16.7%	36
	\$ 704		\$ 928

FY 22 CHANGES FOR OPERATION

1. Changes in operation
2. 3% Reductions
 - a. Changes in operation
3. Capital additions/replacements:
 - a. Truck
 - b. Adjustment to eliminate FY22 Plan capital

TOTAL CHANGES

	<u>AMOUNT</u>
	\$ (5)
	(15)
	<u>(15)</u>
	42
	<u>(36)</u>
	\$ (14)

FY 23 CHANGES FOR OPERATION

1. Changes in operation
2. Zink Dam maintenance
3. Reduction reinstatement
 - a. Changes in operation
4. Capital additions/replacements:
 - a. Net change to FY22 capital

TOTAL CHANGES

	<u>AMOUNT</u>
	\$ 15
	200
	15
	<u>15</u>
	(6)
	\$ 224

BOK Arena and Convention Center

Department Budget Summary

FY 21-22

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 ARENA AND CONVENTION CENTER

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget	\$ 14,138	\$ 16,192	\$ 15,039	\$ (1,153)	-7.1%	\$ 15,791
Total Budget	\$ 14,138	\$ 16,192	\$ 15,039	\$ (1,153)	-7.1%	\$ 15,791

RESOURCES FOR BUDGET	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Event Income	\$ 6,970	-18.5%	\$ 8,742
Other Operating Income	2,784	-44.4%	3,284
Convention and Tourism Facilities Fund	1,500	36.4%	1,500
Fund Balance	3,785	148.0%	2,265
	\$ 15,039		\$ 15,791

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Total Operating
and Capital Budget
(In Millions)
FY 21-22

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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
Tulsa Authority for Economic Opportunity
Downtown Tulsa Partnership

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
Legal
Human Resources
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 21-22

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.

This department is being transitioned out and will not be a department in the future.

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,290	\$ 947	\$ 0	\$ (947)	-100.0%	\$ 0
Materials and Supplies	55	19	0	(19)	-100.0%	0
Other Services and Charges	3,971	4,224	2,362	(1,862)	-44.1%	2,532
Operating Capital	20	0	0	0	N/A	0
Total Operating Budget	5,336	5,190	2,362	(2,828)	-54.5%	2,532
Capital Budget	3,126	800	800	0	0.0%	400
Total Budget	\$ 8,462	\$ 5,990	\$ 3,162	\$ (2,828)	-47.2%	\$ 2,932

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 0	-100.0%	\$ 0
130 Economic Development Comm	100	-53.3%	100
131 Convention & Visitors	2,262	-15.3%	2,432
141 Tulsa Stadium Imp District	0	-100.0%	0
409 2022 Sales Tax	800	0.0%	400
	\$ 3,162		\$ 2,932

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Most operations moved to the new Tulsa Authority for Economic Opportunity (TAEO).	\$ (2,369)
2. Downtown trolley transferred to Downtown Tulsa Partnership	(50)
3. Reduced marketing activities due to reduced revenue expectations	(409)
TOTAL OPERATING CHANGES	(2,828)

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	800
Adjustment to eliminate FY22 plan capital projects	(800)
TOTAL CHANGES	\$ (2,828)

FY 23 CHANGES FOR OPERATION

	AMOUNT
1. Marketing activities	\$ 170
TOTAL OPERATING CHANGES	170

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	400
Adjustment to eliminate FY22 capital projects	(800)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	(400)
TOTAL CHANGES	\$ (230)

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
Director						
Unclassified Appointments	1	0	0	1.0	0.0	0.0
Total Director	1	0	0	1.0	0.0	0.0
Operations						
Administrative & Technical	4	0	0	4.0	0.0	0.0
Exempt/Professional	6	0	0	6.0	0.0	0.0
Office & Technical	1	0	0	0.5	0.0	0.0
Unclassified Appointments	1	0	0	1.0	0.0	0.0
Total Operations	12	0	0	11.5	0.0	0.0
Parking Garage Operations						
Exempt/Professional	1	0	0	1.0	0.0	0.0
Total Parking Garage Operations	1	0	0	1.0	0.0	0.0
DEPARTMENT TOTAL	14	0	0	13.5	0.0	0.0

WORKING IN NEIGHBORHOODS

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 4,751	\$ 4,844	\$ 4,790	\$ (54)	-1.1%	\$ 4,843
Materials and Supplies	343	352	356	4	1.1%	353
Other Services and Charges	2,088	2,084	3,004	920	44.1%	2,805
Operating Capital	201	337	336	(1)	-0.3%	316
Total Budget	\$ 7,383	\$ 7,617	\$ 8,486	\$ 869	11.4%	\$ 8,317

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 6,213	4.1%	\$ 6,064
121 EMSA Utility	72	50.0%	72
2000 Community Develop Block Grant	1,606	33.6%	1,606
2001 Home Investment Partnership	259	331.7%	259
477 Short Term Capital	336	-0.3%	316
	\$ 8,486		\$ 8,317

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ (1)
2. FY22 position changes	
a. Abolish - Volunteer and community outreach coordinator, grant funding ended	(53)
b. Abolish - Neighborhood inspector position, grant funding ended	0
3. Computer replacements	4
4. Software subscriptions	4
5. Nuisance abatement (one-time)	200
6. Equipment management services	16
7. HUD Grants	700
a. Community Development Block Grant	501
b. Home Investment Partnership Program	199
8. Capital additions/replacements:	
a. Trucks (8), cargo van (1), trailers (2), ATV side-by-side (1), dog boxes (4)	336
b. Adjustment to eliminate FY22 Plan capital	(337)
TOTAL CHANGES	\$ 869

FY 23 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 53
2. Computer replacements	(3)
3. Software subscriptions	1
4. Nuisance abatement (one-time FY22)	(200)
5. Capital additions/replacements:	
a. Net change to FY22 capital	(20)
TOTAL CHANGES	\$ (169)

WORKING IN NEIGHBORHOODS

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<u>Director</u>						
Exempt/Professional	4	4	4	4.0	4.0	4.0
Unclassified Appointments	1	1	1	1.0	1.0	1.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Director	6	6	6	6.0	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	24	23	23	24.0	23.0	23.0
Total Neighborhood Investigations	31	30	30	31.0	30.0	30.0
<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	4.0	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	9	9	9.5	8.5	8.5
Total Animal Welfare	41	40	40	40.5	39.5	39.5
<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	82	80	80	81.5	79.5	79.5

DEVELOPMENT SERVICES

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 5,149	\$ 5,284	\$ 5,480	\$ 196	3.7%	\$ 5,476
Materials and Supplies	35	97	81	(16)	-16.5%	30
Other Services and Charges	790	804	820	16	2.0%	824
Operating Capital	94	94	94	0	0.0%	94
Total Budget	\$ 6,068	\$ 6,279	\$ 6,475	\$ 196	3.1%	\$ 6,424

RESOURCES FOR BUDGET

100 General Fund

122 Permit & Licensing System

477 Short Term Capital

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
	\$ 5,857	3.0%	\$ 5,806
	524	5.0%	524
	94	0.0%	94
	\$ 6,475		\$ 6,424

FY 22 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
 2. Computer replacements
 3. Various materials and other services adjustments
 4. Software subscriptions
 5. Energov software maintenance and license fees
 6. Capital additions/replacements:
 - a. SUV (3)
 - b. Adjustment to eliminate FY22 Plan capital
- TOTAL CHANGES**

AMOUNT
\$ 196
(14)
8
(19)
25
94
(94)
\$ 196

FY 23 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
 2. Computer replacements
 3. Various other services adjustments
- TOTAL CHANGES**

AMOUNT
\$ (4)
(51)
4
\$ (51)

DEVELOPMENT SERVICES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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	42	42	42	42.0	42.0	42.0
Exempt/Professional	14	14	14	14.0	14.0	14.0
Office & Technical	13	13	13	13.0	13.0	13.0
Total Development Services	69	69	69	69.0	69.0	69.0
DEPARTMENT TOTAL	70	70	70	70	70	70

TULSA AUTHORITY FOR ECONOMIC OPPORTUNITY

Department Budget Summary

FY 21-22

Mission Statement

The Tulsa Authority for Economic Opportunity (TAEO) serves to accelerate efforts to increase economic prosperity through the merger of multiple entities which were formerly separate: the Mayor’s Office of Economic Development, Tulsa Industrial Authority, Tulsa Parking Authority, and Economic Development Commission. In addition to merging these entities together, TAEO provides services to the Tulsa Development Authority, and establishes a shared staff and Board of Directors to ensure alignment of strategy and leadership across the City’s economic development efforts. This portion of the budget replaces appropriations previously made to the Mayor’s Office of Economic Development.

Overview of Services

TAEO provides economic and community development services to the City of Tulsa through an annual service agreement. These services include, but are not limited to:

- Serving as the lead administrative entity for economic and community development services for the City of Tulsa.
- Managing the City’s Tax Increment Finance (TIF) Districts.
- Managing and supporting the City’s bond-financed economic development programs.
- Executing land acquisition and disposition to leverage private development and redevelopment.
- Leading asset optimization strategy related to major economic development assets.
- Managing Downtown Development and Redevelopment loan programs.
- Managing the Affordable Housing Trust Fund and other housing development programs and incentives.
- Managing outreach, education, and utilization monitoring for the City’s Small Business Enterprise program.

AIM Actions for Tulsa Authority for Economic Opportunity

Strategy 1: Build a stable economy that provides for growth, an educated workforce, jobs, and upward mobility that ensures shared prosperity and racial equity
Goal 1.1: Facilitate the attraction, retention, and growth of employers who support the diversification of Tulsa's economy and provide living-wage jobs.
Goal 1.2: Support the startup and growth of entrepreneurs and small businesses through direct connections to city spending, targeted programmatic efforts, and connections to public incentives.
Goal 1.3: Ensure Tulsans reach their full economic potential through targeted efforts to remove barriers to workforce participation and initiatives to grow the City's labor force.
Strategy 2: Build vibrant, inclusive, and stable commercial and residential districts by facilitating private development and investment, and public-private partnerships.
Goal 2.1: Build community and developer capacity to participate in and execute on development and redevelopment priorities through targeted programming and outreach efforts.
Goal 2.2: Develop and facilitate development and redevelopment projects that support the implementation of City priorities and plans through collaboration and partnerships with private developers.

TULSA AUTHORITY FOR ECONOMIC OPPORTUNITY

Goal 2.3: Manage and develop public finance and incentive tools critical to the advancement of vibrant and inclusive neighborhoods and commercial centers, affordable housing, and living wage jobs.
Strategy 3: Increase funding and financial resources and drive equitable outcomes by delivering world-class management of economic development assets and resources.
Goal 3.1: Manage existing public assets, real estate, and resources to ensure they provide maximum economic impact and generate sustainable revenues to support organizational operations.
Goal 3.2: Identify and develop new assets, real estate, and resources which will support the advancement of economic development goals and efforts to develop stable revenue streams.
Goal 3.3: Manage contracts, contractors, and organizational finances to ensure performance, accountability, and transparency.
Strategy 4: Establish TAEO as the trusted, competent leader in economic development strategy that drives equitable outcomes for the City of Tulsa.
Goal 4.1: Develop a clear brand and identity to establish TAEO as the lead entity for economic development for the City of Tulsa, prioritize a focus on shared prosperity and equity, and create a clear front door for customers and partners.
Goal 4.2: Establish clear and consistent communication efforts to inform customers, partners, and residents of organizational priorities, our focus on shared prosperity and equity, and to solicit feedback and input.
Goal 4.3: Build a world-class organization and diverse staff through organizational performance efforts, and continuous professional development and training opportunities for staff.
Goal 4.4: Develop a data and community-driven decision-making framework for prioritizing organizational strategy, priorities, and work plans.

TULSA AUTHORITY FOR ECONOMIC OPPORTUNITY

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	0	0	1,484	1,484	N/A	995
Total Budget	\$ 0	\$ 0	\$ 1,484	\$ 1,484	N/A	\$ 995

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
RESOURCES FOR BUDGET			
100 General Fund	\$ 1,358	N/A	\$ 852
130 Economic Development Comm	126	N/A	143
	\$ 1,484		\$ 995

FY 22 CHANGES FOR OPERATION

1. First year of operation
2. Repair of City owned parking structures (one-time)

TOTAL CHANGES

AMOUNT
\$ 984
500
\$ 1,484

FY 23 CHANGES FOR OPERATION

1. Economic development activities
2. Repair of City owned parking structures (one-time FY22)

TOTAL CHANGES

AMOUNT
\$ 11
(500)
\$ (489)

Downtown Tulsa Partnership

Mission Statement

The Downtown Tulsa Partnership (DTP) champions a prosperous, vibrant, and inclusive Downtown Tulsa that serves as the region’s center of commerce, culture, and community. DTP was formed as a result of the *Strategic Plan for a Downtown management Organization* completed in Fall 2020 and unanimously endorsed by a stakeholder steering committee and the Downtown Coordinating Council. The Strategic Plan formally recommended a new downtown management model to establish a clear delineation between City services and enhanced services provided through the Tulsa Stadium Improvement District (TSID). Doing so seeks to increase the value proposition to ratepayers by maximizing accountability, responsiveness, and reflecting a myriad of Downtown interests. The plan’s goals and recommendations are based on national best practices and rooted in local community dialogue. Less than 1% of the 2,500 downtown management organizations in North America are housed within municipal governments and this effort seeks to align Downtown Tulsa’s management efforts with common national operating models.

Overview of Services

DTP was incorporated with the state of Oklahoma in February 2021 and will partner with the City of Tulsa to implement programs and services funded through the TSID. The TSID encompasses the entirety of Downtown Tulsa and property owners pay an annual assessment of which 2/3 is used to repay bonds used to construct ONEOK Field and 1/3 that provides enhanced services throughout Downtown such as maintenance, cleaning, beautification, livability, safety, economic development, and marketing initiatives. With this transition the Mayoral Executive Order establishing the Downtown Coordinating Council will be rescinded and the Downtown Tulsa Partnership will be the management, planning, and representative body of Downtown interests.

AIM Actions for Downtown Tulsa Partnership

Strategy 1: Ensure Downtown Tulsa is consistently clean, safe, and appealing
Goal 1.1: Establish a new Clean, Safe, and Livability Program to bring Downtown in alignment with industry standards and to enhance its cleanliness, safety, and livability.
Goal 1.2: Devise maintenance and beautification standards to improve the overall appearance of the physical environment in Downtown.
Goal 1.3: Partner with service providers on a holistic approach and solutions to Tulsans experiencing homelessness.
Strategy 2: Foster a prosperous Downtown through investments and resources that seek to benefit all Tulsans
Goal 2.1: Work with property owners, real estate professionals, local government, and economic development groups to retain and recruit major primary employers to Downtown Tulsa.
Goal 2.2: Develop and implement tools that support small businesses and housing to ensure Downtown is economically viable, diverse, and welcoming
Goal 2.3: Build on the legacy of Black Wall Street by supporting the Historic Greenwood District and community-led investment.
Goal 2.4: Encourage the attraction of services and amenities that improve the quality of life for Downtown residents and employees.

Downtown Tulsa Partnership

Strategy 3: Activate Downtown through programs and experiences that engage Tulsa’s diverse community
Goal 3.1: Develop and produce events and programming that promote Downtown as everyone’s neighborhood.
Goal 3.2: Enliven Downtown through permanent and temporary public art and other place enhancing features.
Strategy 4: Enhance physical connections throughout Downtown and to adjacent neighborhoods
Goal 4.1: Improve mobility throughout Downtown and encourage options that are accessible, efficient, and people-centric.
Goal 4.2: Engage with City and other partners to promote physical connections between Downtown and adjacent neighborhoods.
Strategy 5: Champion Downtown locally and throughout the region as everyone’s neighborhood
Goal 5.1: Establish a new brand identity and messaging for Downtown and the Downtown Tulsa Partnership.
Goal 5.2: Regularly communicate with Downtown stakeholders to boost collaboration, buy-in, and engagement.
Goal 5.3: Develop and utilize new and existing tools for expanding awareness of Downtown’s offerings and assets.

DOWNTOWN TULSA PARTNERSHIP

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	0	0	1,330	1,330	N/A	1,330
Total Budget	\$ 0	\$ 0	\$ 1,330	\$ 1,330	N/A	\$ 1,330

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
RESOURCES FOR BUDGET			
100 General Fund	\$ 50	N/A	\$ 50
141 Tulsa Stadium Imp District	1,280	N/A	1,280
	\$ 1,330		\$ 1,330

FY 22 CHANGES FOR OPERATION	AMOUNT
1. First year of operation	\$ 1,330
TOTAL CHANGES	\$ 1,330

FY 23 CHANGES FOR OPERATION	AMOUNT
1. No changes for FY23	\$ 0
TOTAL CHANGES	\$ 0

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Total Operating
and Capital Budget
(In Millions)
FY 21-22

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
Tulsa Authority for Economic Opportunity
Downtown Tulsa Partnership

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
Legal
Human Resources
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 21-22

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 SERVICES

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 12,008	\$ 12,291	\$ 12,972	\$ 681	5.5%	\$ 12,976
Materials and Supplies	364	194	233	39	20.1%	378
Other Services and Charges	5,794	5,861	5,877	16	0.3%	6,092
Operating Capital	745	612	144	(468)	-76.5%	268
Total Operating Budget	18,911	18,958	19,226	268	1.4%	19,714
Capital Budget	110,743	69,283	67,270	(2,013)	-2.9%	88,427
Total Budget	\$ 129,654	\$ 88,241	\$ 86,496	\$ (1,745)	-2.0%	\$ 108,141

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 14,063	4.8%	\$ 14,229
4000 2016 Vision ED Capital Proj	5,062	-38.1%	5,198
409 2022 Sales Tax	7,380	-48.6%	11,660
477 Short Term Capital	45	-82.6%	182
560 Stormwater Enterprise	2,960	3.5%	3,075
5600 Stormwater Capital Projects	6,150	36.7%	4,650
740 TMUA Water Operating	673	-23.0%	737
7400 TMUA Water Capital Projects	15,870	-20.1%	42,980
750 TMUA Sewer Operating	1,485	-4.1%	1,491
7500 TMUA Sewer Capital Projects	32,808	46.6%	23,939
	\$ 86,496		\$ 108,141

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 672
2. FY22 position changes	9
a. Transfer Environment Monitoring Administrator to Tulsa Authority for Economic Opportunity	(143)
b. Chief of Capital Investment - position add	152
3. Records reproduction archive equipment	14
4. Inspection equipment	24
5. Indirect costs	6
6. Equipment management services	31
7. Consulting Services	(24)
a. Stormwater Utility Enterprise Initiative	160
b. Annual subscription - aerial photo services	(201)
c. Annual subscription - GIS mapping service	5
d. Annual subscription - utility call service	12
8. Various materials and other services adjustments	4
9. Capital additions/replacements:	
a. Pickup (1) and SUV (3)	144
b. Adjustment to eliminate FY22 Plan capital	(612)
TOTAL OPERATING CHANGES	\$ 268

CAPITAL IMPROVEMENT PROJECTS

2016 Vision ED Capital Projects	5,062
2022 Sales Tax Capital Projects	7,380
Stormwater Capital Projects	6,150
TMUA Water Capital Projects	15,870
TMUA Sewer Capital Projects	32,808
Adjustment to eliminate FY 22 plan capital projects	<u>(69,283)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(2,013)</u>
TOTAL CHANGES	<u>\$ (1,745)</u>

FY 23 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 4
2. Records reproduction archive equipment	(8)
3. Inspection equipment	(24)
4. Computer replacement	177
5. Consulting Services	213
a. Stormwater Utility Enterprise Initiative	130
b. Annual subscription - aerial photo services	75
c. Annual subscription - GIS mapping service	3
d. Annual subscription - utility call service	<u>5</u>
6. Various other services adjustments	2
7. Capital additions/replacements:	
a. Net change to FY22 capital	<u>124</u>
TOTAL OPERATING CHANGES	<u>488</u>

CAPITAL IMPROVEMENT PROJECTS

2016 Vision ED Capital Projects	5,198
2022 Sales Tax Capital Projects	11,660
Stormwater Capital Projects	4,650
TMUA Water Capital Projects	42,980
TMUA Sewer Capital Projects	23,939
Adjustment to eliminate FY 22 capital projects	<u>(67,270)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>21,157</u>
TOTAL CHANGES	<u>\$ 21,645</u>

ENGINEERING SERVICES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<u>Director</u>						
Exempt/Professional	2	2	2	2.0	2.0	2.0
Unclassified	0	1	1	0.0	1.0	1.0
Office & Technical	18	18	18	18.0	18.0	18.0
Seasonal Labor	1	1	1	0.3	0.3	0.3
Total Director	21	22	22	20.3	21.3	21.3
<u>Design Engineering:</u>						
Administrative & Technical	10	10	10	10.0	10.0	10.0
Exempt/Professional	25	25	25	25.0	25.0	25.0
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	3.0
Exempt/Professional	12	12	12	12.0	12.0	12.0
Office & Technical	47	47	47	47.0	47.0	47.0
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	19.0
Exempt/Professional	16	15	15	16.0	15.0	15.0
Office & Technical	3	3	3	3.0	3.0	3.0
Total Planning & Coordination	38	37	37	38.0	37.0	37.0
DEPARTMENT TOTAL	156	156	156	155.3	155.3	155.3

Streets and Stormwater

Department Budget Summary

FY 21-22

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	Miles 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 high-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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 19,220	\$ 19,873	\$ 20,249	\$ 376	1.9%	\$ 20,546
Materials and Supplies	3,371	3,313	3,324	11	0.3%	3,311
Other Services and Charges	38,395	38,748	38,773	25	0.1%	39,396
Operating Capital	7,634	5,643	4,516	(1,127)	-20.0%	7,699
Total Operating Budget	68,620	67,577	66,862	(715)	-1.1%	70,952
Capital Budget	2,365	0	0	0	N/A	0
Total Budget	\$ 70,985	\$ 67,577	\$ 66,862	\$ (715)	-1.1%	\$ 70,952

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 15,458	1.2%	\$ 15,535
151 Transportation Sales Tax	3,260	4.6%	3,261
2000 Community Develop Block Grant	161	-44.5%	161
477 Short Term Capital	2,174	0.0%	2,174
560 Stormwater Enterprise	19,134	-5.8%	21,832
730 TARE Refuse Operating	26,663	1.0%	27,977
740 TMUA Water Operating	10	-9.1%	10
750 TMUA Sewer Operating	2	-71.4%	2
	\$ 66,862		\$ 70,952

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 987
2. FY22 position changes	(560)
a. Delayed most positions included in the FY22 financial plan to minimize FY22 rate increase.	(633)
b. Arborist	73
3. Stormwater Maintenance operational changes	(64)
a. Increase in volume of household pollutants to be disposed	20
b. Concrete and aggregate material	(22)
c. Delay paving cut repair increase to FY23 with new positions	(65)
d. Staff training	3
4. Solid Waste operational changes	(78)
a. Dumpsters and miscellaneous equipment	6
b. Landfill dumping fees	(49)
c. Reduced Metropolitan Environmental Trust services	(50)
d. Increased electronics recycling	5
e. Recycling service for City offices	4
f. Various other services adjustments	6
5. Department wide and administration changes	192
a. Equipment management services	168
b. Computer replacement	27
c. Software subscriptions	(54)
d. Indirect costs	70

e. Payment in lieu of taxes	<u>(19)</u>	
6. FY22 reductions		(65)
a. Various materials & supplies accounts	(1)	
b. Vegetative maintenance savings from previous years	(13)	
c. Defer funding of Electronics tech position	<u>(51)</u>	
7. Capital additions/replacements:		
a. Streets Maintenance capital		1,865
b. Traffic Operations capital		310
c. Stormwater capital		1,394
d. Solid Waste (TARE) capital		786
e. HUD capital		161
f. Adjustment to eliminate FY22 Plan capital		<u>(5,643)</u>
TOTAL CHANGES		<u>\$ (715)</u>

FY 23 CHANGES FOR OPERATION

	<u>AMOUNT</u>	
1. Benefit and compensation adjustments		\$ (7)
2. FY23 position changes		253
a. Create 5 positions per Stormwater optimization plan		
1. Ditching crew: Crew worker - 3, Equipment operator - 1 Supervisor	<u>253</u>	
3. Street Maintenance operational changes		18
a. Vegetative maintenance contract inflation adjustments	<u>18</u>	
4. Stormwater Maintenance operational changes		126
a. Paving cut repairs	95	
b. Various materials and supplies adjustments	(11)	
c. Additional street repairs due to increased ditching	35	
d. Vegetative maintenance contract inflation adjustments	<u>7</u>	
5. Solid Waste operational changes		302
a. Various materials and supplies adjustments	(6)	
b. Collection, recycling and landfill inflation adjustments	<u>308</u>	
6. Department wide and administration changes		164
a. Computer replacement	4	
b. Payment in lieu of taxes	<u>160</u>	
7. FY22 reduction reinstatement		51
a. Electronics tech position	<u>51</u>	
8. Capital additions/replacements:		
a. Net change to FY22 capital		3,183
TOTAL CHANGES		<u>\$ 4,090</u>

STREETS and STORMWATER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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	22	22	22	22.0	22.0	22.0
Total Refuse & Recycling Services	48	48	48	48.0	48.0	48.0
<u>Stormwater Management</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	16	17	18	16.0	17.0	18.0
Labor & Trades	84	84	88	84.0	84.0	88.0
Office & Technical	22	22	22	22.0	22.0	22.0
Total Stormwater Management	124	125	130	124.0	125.0	130.0
<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	364	365	370	315.0	316.0	321.0

Water and Sewer

Department Budget Summary

FY 21-22

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	12/31/21
		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
		Utilize smart manholes to proactively minimize sewer overflows	W&S	Ongoing
		Conduct a Water & Sewer key stakeholder meeting	W&S	12/31/21

WATER AND SEWER

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 46,029	\$ 46,042	\$ 47,412	\$ 1,370	3.0%	\$ 47,381
Materials and Supplies	12,963	13,138	13,980	842	6.4%	14,033
Other Services and Charges	55,316	54,737	54,375	(362)	-0.7%	54,705
Operating Capital	19,455	11,040	13,480	2,440	22.1%	11,057
Total Operating Budget	133,763	124,957	129,247	4,290	3.4%	127,176
Capital Budget	1,950	1,922	3,689	1,767	91.9%	3,064
Total Budget	\$ 135,713	\$ 126,879	\$ 132,936	\$ 6,057	4.8%	\$ 130,240

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
560 Stormwater Enterprise	\$ 69	102.9%	\$ 80
740 TMUA Water Operating	80,651	7.2%	78,001
7400 TMUA Water Capital Projects	1,000	-30.2%	319
750 TMUA Sewer Operating	48,527	-2.3%	49,095
7500 TMUA Sewer Capital Projects	2,689	449.9%	2,745
	\$ 132,936		\$ 130,240

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 1,212
2. FY22 position changes	158
a. Water Quality Lab Technician	58
b. Environmental Compliance Monitor	51
c. Wastewater Operator III Technician	49
3. Administration	59
a. Computer replacement	(55)
b. Payment in lieu of taxes	147
c. Various materials and other services adjustments	(33)
4. Water Supply	1,788
a. Chemical contract cost	1,201
b. Electrical utilities	(105)
c. Electrical equipment safety review	35
d. Breaker inspections	50
e. Emergency pump/motor/equipment repair	100
f. Oologah pump station motor refurbishment	50
g. Chlorine tank and fire suppression inspection	100
h. Carbon filter and media replacement	180
i. Security and alarm repair and maintenance	27
j. Service agreements	11
k. Software support agreements	35
l. Janitorial services	48
m. Vegetative control	25
n. Oologah storage rights	27
o. Various material and other services adjustments	4

FY 22 CHANGES FOR OPERATION (Continued)

	<u>AMOUNT</u>
5. Water Quality	61
a. Laboratory equipment	(20)
b. Chemical laboratory and medical	(15)
c. Advertising	20
d. Lab maintenance contracts and software	45
e. Various materials and other services adjustments	<u>31</u>
6. Water Distribution Systems	46
a. Concrete and aggregate material	(75)
b. Pipe and fittings inventory	(45)
c. Maintenance supplies	(33)
d. Motor vehicle parts and supplies	(15)
e. Other repair parts and supplies	23
f. Computer supplies	(12)
g. Carbon filter and media replacement	400
h. Various materials and other services adjustments	<u>(197)</u>
7. Sewer Operations and Maintenance	(888)
a. Non capitalized equipment	11
b. Emergency sewer repair contract moved to capital	(900)
c. Various other services adjustments	<u>1</u>
8. Water Pollution Control	(15)
a. Radio and electronic supply	27
b. Computer maintenance and software licences	(62)
c. Various other services adjustments	<u>20</u>
9. Haikey Creek treatment plant	(112)
a. Utilities	(24)
b. Various materials & other services adjustments	<u>(88)</u>
10. Southside treatment plant	(272)
a. Chemical laboratory and medical	(157)
b. Utilities	(94)
c. Various materials & other services adjustments	<u>(21)</u>
11. Northside treatment plant	(187)
a. Chemical laboratory and medical	(34)
b. Utilities	(222)
c. Various materials & other services adjustments	<u>69</u>
12. Capital additions/replacements:	
a. Operating Capital	8,984
b. Water treatment plant equipment replacement	1,315
c. Sewer treatment plant equipment replacement	3,181
d. Adjustment to eliminate FY22 Plan capital	<u>(11,040)</u>
TOTAL OPERATING CHANGES	<u>4,290</u>

CAPITAL IMPROVEMENT PROJECTS

TMUA Water Capital Projects	1,000
TMUA Sewer Capital Projects	2,689
Adjustment to eliminate FY22 plan capital projects	<u>(1,922)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>1,767</u>
TOTAL CHANGES	<u>\$ 6,057</u>

FY 23 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ (76)
2. FY22 position changes	45
a. Data Entry Administrator position	<u>45</u>
3. Chemical laboratory and medical	210
4. Computer replacement	(49)

FY 23 CHANGES FOR OPERATION (Continued)

	<u>AMOUNT</u>
5. Radio and electronic supply	(43)
6. Minor tools	(25)
7. Other repair parts and supplies	(24)
8. Carbon filter and media replacment	(180)
9. Chlorine tank and fire suppression inspection	(100)
10. Payment in lieu of taxes	331
11. Water storage rights Oologah	92
12. Electrical utililties	102
13. Various materials and other services adjustments	69
14. Capital additions/replacements:	
a. Net change to FY22 capital	<u>(2,423)</u>
TOTAL OPERATING CHANGES	<u>(2,071)</u>

CAPITAL IMPROVEMENT PROJECTS

TMUA Water Capital Projects	319
TMUA Sewer Capital Projects	2,745
Adjustment to eliminate previous year capital projects	<u>(3,689)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(625)</u>
TOTAL CHANGES	<u>\$ (2,696)</u>

WATER and SEWER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF			NUMBER OF FULL-TIME EQUIV.		
	AUTHORIZED POSITIONS			AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<u>Administrative Services</u>						
Administrative & Technical	6	6	6	6.0	6.0	6.0
Exempt/Professional	7	7	7	7.0	7.0	7.0
Labor & Trades	1	1	1	1.0	1.0	1.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Administrative Services	16	16	16	16.0	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	65	65	65	65.0	65.0	65.0
Office & Technical	6	6	6	6.0	6.0	6.0
Total Water Supply	111	111	111	111.0	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	17	18	16.0	17.0	18.0
Scientific & Technical	31	32	32	31.0	32.0	32.0
Total Water Quality	56	58	59	56.0	58.0	59.0
<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	205	206	206	205.0	206.0	206.0
Office & Technical	23	23	23	23.0	23.0	23.0
Total Water & Sewer Dist. Sys.	255	256	256	255.0	256.0	256.0
<u>Water & Sewer O&M</u>						
Administrative & Technical	8	8	8	8.0	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	113	113	113	113.0	113.0	113.0

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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	8	8	8	8.0	8.0	8.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Pollution Control	19	19	19	19.0	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	29	29	29	29.0	29.0	29.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Northside Treatment Plant	44	44	44	44.0	44.0	44.0
DEPARTMENT TOTAL	666	669	670	666.0	669.0	670.0

TULSA TRANSIT

Department Budget Summary

FY 21-22

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 fall, Tulsa Transit implemented its first comprehensive service redesign in 15 years, launched Oklahoma’s first bus rapid transit service (Aero) on Peoria, as well as launched a new Gathering Place shuttle in early spring of 2020. Tulsa Transit transitioned into a fixed bus stop system giving each bus stop with a unique identification number. It allows patrons to text message “next bus arrival” for that stop. Tulsa Transit rolled out mobile ticketing option “GoPass” a smartphone mobility application to allow people to plan bus trips, pay their fares. The Go Pass will also in the future allow a customer to connect with other services such as Uber, Lyft, This Machine and even scooters. GoPass is not only used for those who have CC or debit cards but also as “cash to mobile” option for people without credit cards or bank accounts. Tulsa Transit rolled out the Workforce Express Network route (969), this connects people that live in North Tulsa or other parts of Tulsa to job opportunities at such employers as Amazon, Macy’s, Milos Tea, Tulsa Port of Catoosa, and Tulsa International Airport. We are also planning a first/last mile service called “HopStop” in partnership starting with Nightline and other areas. Tulsa Transit is looking to model the MaaS (Mobility as a Service) transit agency. To coordinate these services and provide information to the public, Tulsa Transit operates a customer call center, which processes nearly 65,000 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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 10,550	\$ 11,330	\$ 10,638	\$ (692)	-6.1%	\$ 11,446
Operating Capital	92	115	115	0	0.0%	115
Total Operating Budget	10,642	11,445	10,753	(692)	-6.0%	11,561
Capital Budget	1,058	1,250	1,250	0	0.0%	1,250
Total Budget	\$ 11,700	\$ 12,695	\$ 12,003	\$ (692)	-5.5%	\$ 12,811

RESOURCES FOR BUDGET

	<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
100 General Fund	\$ 7,359	-3.0%	\$ 7,359
151 Transportation Sales Tax	3,279	-12.4%	4,087
409 2022 Sales Tax	1,250	0.0%	1,250
477 Short Term Capital	115	0.0%	115
	\$ 12,003		\$ 12,811

FY 22 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Streets and Transit Fund subsidy - reduced request from Transit to projected needs	\$ (465)
2. FY22 Budget Reduction	
a. Reduce deposit into rainy day fund and reduced operating expense	(227)
TOTAL OPERATING CHANGES	(692)

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	1,250
Adjustment to eliminate FY 22 plan capital projects	(1,250)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	1,250
TOTAL CHANGES	\$ (692)

FY 23 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Streets and Transit Fund subsidy	\$ 808
TOTAL OPERATING CHANGES	808

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	1,250
Adjustment to eliminate FY 22 capital projects	(1,250)
TOTAL CHANGES	\$ 808

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Total Operating
and Capital Budget
(In Millions)
FY 21-22

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
Tulsa Authority for Economic Opportunity
Downtown Tulsa Partnership

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
Legal
Human Resources
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 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,289	\$ 1,322	\$ 1,330	\$ 8	0.6%	\$ 1,330
Materials and Supplies	15	15	13	(2)	-13.3%	15
Other Services and Charges	123	125	98	(27)	-21.6%	99
Total Operating Budget	1,427	1,462	1,441	(21)	-1.4%	1,444
Capital Budget	1,450	1,950	1,600	(350)	-17.9%	1,600
Total Budget	\$ 2,877	\$ 3,412	\$ 3,041	\$ (371)	-10.9%	\$ 3,044

RESOURCES FOR BUDGET

100 General Fund

4000 2016 Vision ED Capital Proj

409 2022 Sales Tax

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
	\$ 1,441	-1.4%	\$ 1,444
	1,600	10.3%	1,600
	0	-100.0%	0
	\$ 3,041		\$ 3,044

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 8
2. FY22 position changes	
a. FY21 mid-year add - CARES project manager, grant funded	0
b. FY21 mid-year add - Emergency Rental Assistance project manager, grant funded	0
3. Various materials and other services adjustments	(4)
4. FY22 reduction	(25)
a. Membership	(19)
b. Training	(6)
TOTAL OPERATING CHANGES	(21)

CAPITAL IMPROVEMENT PROJECTS

2016 Vision ED Capital Projects	1,600
Adjustment to eliminate FY22 plan capital projects	(1,950)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	(350)
TOTAL CHANGES	\$ (371)

FY 23 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 0
2. Various materials and other services adjustments	3
TOTAL OPERATING CHANGES	3

CAPITAL IMPROVEMENT PROJECTS

2016 Vision ED Capital Projects	1,600
Adjustment to eliminate FY22 capital projects	(1,600)
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	0
TOTAL CHANGES	\$ 3

ELECTED OFFICIALS - MAYOR'S OFFICE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
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	2	2	2.0	2.0	2.0
Unclassified Appointments	9	11	11	9.0	11.0	11.0
Total Mayor's Office	<u>13</u>	<u>15</u>	<u>15</u>	<u>13.0</u>	<u>15.0</u>	<u>15.0</u>
DEPARTMENT TOTAL	<u>13</u>	<u>15</u>	<u>15</u>	<u>13.0</u>	<u>15.0</u>	<u>15.0</u>

ELECTED OFFICIALS - CITY AUDITOR

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 1,138	\$ 1,165	\$ 1,170	\$ 5	0.4%	\$ 1,171
Materials and Supplies	7	7	7	0	0.0%	21
Other Services and Charges	196	61	100	39	63.9%	100
Total Budget	\$ 1,341	\$ 1,233	\$ 1,277	\$ 44	3.6%	\$ 1,292

RESOURCES FOR BUDGET

100 General Fund

<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
\$ 1,277	3.6%	\$ 1,292
\$ 1,277		\$ 1,292

FY 22 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
2. Consulting services financial system monitoring dashboard
3. Various materials and other services adjustments
4. FY22 reduction
 - a. Independent employee services

	<u>AMOUNT</u>
	\$ 42
	40
	(1)
	(37)
TOTAL CHANGES	\$ 44

FY 23 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
 2. Computer replacements
- TOTAL CHANGES**

	<u>AMOUNT</u>
	\$ 1
	14
TOTAL CHANGES	\$ 15

ELECTED OFFICIALS - CITY AUDITOR

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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	8	8	8	7.0	7.0	7.0
Total Administrative Auditor	13	13	13	12.0	12.0	12.0
DEPARTMENT TOTAL	13	13	13	12.0	12.0	12.0

ELECTED OFFICIALS - CITY COUNCIL

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 1,161	\$ 1,187	\$ 1,266	\$ 79	6.7%	\$ 1,267
Materials and Supplies	16	21	21	0	0.0%	16
Other Services and Charges	96	93	97	4	4.3%	100
Total Budget	\$ 1,273	\$ 1,301	\$ 1,384	\$ 83	6.4%	\$ 1,383

RESOURCES FOR BUDGET

100 General Fund

<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
\$ 1,384	6.4%	\$ 1,383
\$ 1,384		\$ 1,383

FY 22 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
2. Various materials and other services adjustments
3. FY22 reduction
 - a. Administrative aide deferred

TOTAL CHANGES

<u>AMOUNT</u>
\$ 127
4
(48)
<u>(48)</u>
\$ 83

FY 23 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
2. Various materials and other services adjustments

TOTAL CHANGES

<u>AMOUNT</u>
\$ 1
(2)
<u>(1)</u>

ELECTED OFFICIALS - CITY COUNCIL

STAFFING SUMMARY

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

LEGAL

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 3,525	\$ 3,621	\$ 3,727	\$ 106	2.9%	\$ 3,773
Materials and Supplies	100	98	104	6	6.1%	88
Other Services and Charges	306	293	294	1	0.3%	295
Operating Capital	5	5	5	0	0.0%	5
Total Budget	\$ 3,936	\$ 4,017	\$ 4,130	\$ 113	2.8%	\$ 4,161

RESOURCES FOR BUDGET

100 General Fund

125 PA Law Enforcement Training

477 Short Term Capital

	<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
	\$ 4,122	2.8%	\$ 4,153
	3	0.0%	3
	5	0.0%	5
	\$ 4,130		\$ 4,161

FY 22 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
 2. Computer replacements
 3. Equipment management services
 4. FY22 reduction
 - a. Legal Secretary deferred
 5. Capital additions/replacements:
 - a. IT server and storage purchase
 - b. Adjustment to eliminate FY22 Plan capital
- TOTAL CHANGES**

	<u>AMOUNT</u>
	\$ 151
	6
	1
	(45)
	<u>(45)</u>
	5
	<u>(5)</u>
	\$ 113

FY 23 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
 2. Computer replacements
 3. Various other services adjustments
 4. FY22 reduction reinstatement
 - a. Legal Secretary
- TOTAL CHANGES**

	<u>AMOUNT</u>
	\$ 1
	(16)
	1
	45
	<u>45</u>
	\$ 31

LEGAL

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
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 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 3,423	\$ 3,501	\$ 3,836	\$ 335	9.6%	\$ 3,844
Materials and Supplies	117	117	110	(7)	-6.0%	119
Other Services and Charges	29,770	29,788	28,146	(1,642)	-5.5%	28,189
Operating Capital	33	0	40	40	N/A	50
Total Budget	\$ 33,343	\$ 33,406	\$ 32,132	\$ (1,274)	-3.8%	\$ 32,202

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 3,861	0.8%	\$ 3,895
477 Short Term Capital	40	N/A	50
501 Workers Compensation	5,291	9.2%	5,291
502 Employee Insurance Service	22,568	-7.3%	22,594
600 MEP Administration	372	-4.4%	372
	\$ 32,132		\$ 32,202

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 335
2. Computer replacements	(9)
3. Various materials and other services adjustments	2
4. Medical services for injured employees	172
5. Insurance Fund	(1,814)
a. Other fees associated with delivery of employee benefits plans	35
b. Health, dental and life insurance plans - Tulsa Transit exited benefit plan in FY21	(1,849)
6. Capital additions/replacements:	
a. Van	40
TOTAL CHANGES	\$ (1,274)

FY 23 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 8
2. Computer replacements	9
3. Various materials and other services adjustments	3
4. Training	15
5. Insurance fund	25
a. Other fees associated with delivery of employee benefits plans	(60)
b. Health, dental and life insurance plans	85
6. Capital additions/replacements:	
a. Net change to FY22 capital	10
TOTAL CHANGES	\$ 70

HUMAN RESOURCES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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	4	4	4	4.0	4.0	4.0
Exempt/Professional	1	1	1	1.0	1.0	1.0
Total Worker's Compensation	5	5	5	5.0	5.0	5.0
DEPARTMENT TOTAL	41	41	41	41.0	41.0	41.0

GENERAL GOVERNMENT

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 3,025	\$ 3,006	\$ 3,007	\$ 1	0.0%	\$ 2,958
Total Budget	\$ 3,025	\$ 3,006	\$ 3,007	\$ 1	0.0%	\$ 2,958

RESOURCES FOR BUDGET

100 General Fund

FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
\$ 3,007	0.0%	\$ 2,958
\$ 3,007		\$ 2,958

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Cyber security insurance planned but not requested	\$ (50)
2. Property insurance 15% increase - Ins. consultant projection	135
3. Unemployment insurance - increase to projected FY21 spending level	28
4. FY22 reduction	(112)
a. Membership	(18)
b. Citivoice Survey, OpenGov, Baldrige /OQF	(94)
TOTAL CHANGES	\$ 1

FY 23 CHANGES FOR OPERATION

	AMOUNT
1. Unemployment insurance return to FY20 level	\$ (28)
2. Property insurance projected decrease	(80)
3. FY22 reduction reinstatement	59
a. Cityvoice Survey Service	59
TOTAL CHANGES	\$ (49)

INDIAN NATIONS COUNCIL OF GOVERNMENTS

Department Budget Summary

FY 21-22

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	Work with stakeholders to develop a plan to implement provisions 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
	Increase walkability and bike-ability of Tulsa	Maintain eligibility and secure state and federal funding for aging services programs Continue to implement bike and trail programs such as Safe Routes to Schools, Bike Share, ADA sidewalk modifications, and trails completion.	Ongoing
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 promote Destination District program across the city.	Continue to support existing and new Main Street Programs, Destination Districts	
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

INDIAN NATIONS COUNCIL OF GOVERNMENTS

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
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INDIAN NATIONS COUNCIL OF GOVERNMENT

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 2,543	\$ 2,693	\$ 2,612	\$ (81)	-3.0%	\$ 2,698
Total Budget	\$ 2,543	\$ 2,693	\$ 2,612	\$ (81)	-3.0%	\$ 2,698

RESOURCES FOR BUDGET

100 General Fund

<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
\$ 2,612	-3.0%	\$ 2,698
\$ 2,612		\$ 2,698

FY 22 CHANGES FOR OPERATION

1. FY22 reductions

a. Changes in operations

TOTAL CHANGES

<u>AMOUNT</u>
\$ (81)
<u>(81)</u>
\$ (81)

FY 23 CHANGES FOR OPERATION

1. FY22 reduction reinstatement

a. Changes in operations

2. Various other services increases

TOTAL CHANGES

<u>AMOUNT</u>
\$ 81
<u>81</u>
<u>5</u>
\$ 86

FINANCE

Department Budget Summary

FY 21-22

Mission Statement

Provide accountable information and decision support services that empower the community, elected officials, and City departments to make informed financial and performance-based decisions.

Overview of Services

The Finance department provides centralized public financial functions for the City of Tulsa through eight divisions: Administration, Budget and Planning, Treasury, Purchasing, Accounting, Utility Services, City Clerk and the Office of Performance, Strategy and Innovation. 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;
- Administration and Oversight of grant funds;
- Administration and Management of official City records assigned to the City Clerk, including Ordinances, Resolutions, Contracts, Deeds, and Easements;
- Maintaining the City's utility services billing system.
- Identify and utilize data to align citywide strategies toward priority goals set by the City while lowering barriers to adopting innovative practices

FINANCE

AIM Actions for Finance

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

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)

FINANCE

AIM	Strategy	Action	Responsible Department	Status
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
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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 12,090	\$ 12,351	\$ 12,612	\$ 261	2.1%	\$ 12,634
Materials and Supplies	417	400	446	46	11.5%	426
Other Services and Charges	11,943	11,838	11,359	(479)	-4.0%	11,536
Operating Capital	12	0	0	0	N/A	0
Total Budget	\$ 24,462	\$ 24,589	\$ 24,417	\$ (172)	-0.7%	\$ 24,596

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 18,431	1.8%	\$ 18,622
141 Tulsa Stadium Imp District	91	4.6%	91
150 Public Safety Sales Tax	55	N/A	55
2000 Community Develop Block Grant	3,342	-8.2%	3,330
2001 Home Investment Partnership	1,529	-17.8%	1,529
2002 Emergency Solutions Grant	302	0.3%	302
2003 Housing Opp Persons w AIDS	667	12.3%	667
	\$ 24,417		\$ 24,596

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 393
2. FY22 position changes	39
a. FY21 mid-year add - Buyer	55
b. Purchasing office administrator (FY22 financial plan)	0
c. Abolish part time accounts payable clerk	(16)
3. Retail sales tax incentive contracts	42
4. Credit card processing fees	53
5. Collection agency fees	15
6. Lien filing fees	10
7. Auditing services	(12)
8. Accounting consulting services	(5)
9. Utility billing system software	177
10. Computer replacements	18
11. Software subscriptions	(5)
12. HUD Grants	(555)
a. Community Development Block Grant	(298)
b. Home Investment Partnership Program	(331)
c. Emergency Solutions Grant	1
d. Housing Opportunities for Persons with AIDS	73
13. Various materials and other services adjustments	(14)
14. FY22 reductions	(328)
a. Abolish Surplus Coordinator position	(48)
b. Personal Services from moving surplus sales to online auctions	(10)
c. Auctioneer savings from moving surplus sales to online auctions	(70)
d. Software maintenance fees	(114)
e. Audit fees	(6)
f. Defer four small development projects from retail incentive	(80)
TOTAL CHANGES	\$ (172)

FY 23 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 22
2. Computer replacements	(20)
3. Retail incentive contracts	181
4. Remove Affinity licenses (one time cost)	(170)
5. Consulting service contracts	(34)
6. FY22 reduction reinstatement	200
a. Software maintenance fees	114
b. Audit fees	6
c. Four small development projects from retail incentive	80
TOTAL CHANGES	<u><u>\$ 179</u></u>

FINANCE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<u>Director</u>						
Exempt/Professional	7	7	7	7.0	7.0	7.0
Total Director	7	7	7	7.0	7.0	7.0
<u>Treasury</u>						
Administrative & Technical	10	10	10	10.0	10.0	10.0
Exempt/Professional	3	3	3	3.0	3.0	3.0
Office & Technical	7	7	7	7.0	7.0	7.0
Total Treasury	20	20	20	20.0	20.0	20.0
<u>Purchasing</u>						
Administrative & Technical	4	5	5	4.0	5.0	5.0
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	4.5	4.5	4.5
Total Purchasing	27	28	28	26.5	27.5	27.5
<u>Budget</u>						
Administrative & Technical	7	7	7	7.0	7.0	7.0
Exempt/Professional	12	12	12	12.0	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	6	6	6.5	6.0	6.0
Total Accounting	31	30	30	30.5	30.0	30.0
<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	0	0	0	0.0	0.0	0.0
Office & Technical	2	2	2	1.5	1.5	1.5
Total City Clerk	3	3	3	2.5	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	160	160	160	158.5	159.0	159.0

Information Technology

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 10,541	\$ 10,840	\$ 11,220	\$ 380	3.5%	\$ 11,231
Materials and Supplies	1,010	971	903	(68)	-7.0%	1,032
Other Services and Charges	7,194	7,428	6,899	(529)	-7.1%	7,037
Operating Capital	3,679	5,508	5,508	0	0.0%	5,508
Total Operating Budget	22,424	24,747	24,530	(217)	-0.9%	24,808
Capital Budget	0	3,510	2,300	(1,210)	-34.5%	7,000
Total Budget	\$ 22,424	\$ 28,257	\$ 26,830	\$ (1,427)	-5.1%	\$ 31,808

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 15,135	1.1%	\$ 15,258
409 2022 Sales Tax	1,010	-71.2%	7,000
477 Short Term Capital	5,148	0.0%	5,148
500 Office Services	3,787	-9.2%	3,942
560 Stormwater Enterprise	36	0.0%	36
730 TARE Refuse Operating	52	0.0%	52
740 TMUA Water Operating	262	0.0%	262
7400 TMUA Water Capital Projects	1,290	N/A	0
750 TMUA Sewer Operating	110	0.0%	110
	\$ 26,830		\$ 31,808

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 380
2. Computer replacements - citywide	(17)
3. Software subscriptions - citywide	(369)
4. Software subscriptions - IT Department	21
5. FY22 reductions	(232)
a. Various materials and supplies	(51)
b. Computer maintenance and software license fees	(144)
c. Various other service contracts	(33)
d. Training	(4)
6. Capital additions/replacements:	
a. Servers and storage	1,853
b. Network infrastructure components	1,370
c. Radio equipment	1,263
d. Ruggedized laptops and workstations	945
e. Van (2), Pickup	77
f. Adjustment to eliminate FY22 Plan capital	(5,508)
TOTAL OPERATING CHANGES	(217)

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	1,010
TMUA Water Capital Projects	1,290
Adjustment to eliminate FY 22 plan capital projects	<u>(3,510)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(1,210)</u>
TOTAL CHANGES	<u>\$ (1,427)</u>

FY 23 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 11
2. Computer replacements - citywide	111
3. Software subscriptions - citywide	43
4. Computer replacements - IT Department	17
5. Software subscriptions - IT Department	4
6. Lease costs for radio transmitter	6
7. Software license, maintenance and support contract increases	51
8. Equipment maintenance and support contract increases	35
9. Capital additions/replacements:	
a. Net change to FY22 capital	<u>0</u>
TOTAL OPERATING CHANGES	<u>278</u>

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	7,000
Adjustment to eliminate FY 22 capital projects	<u>(2,300)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>4,700</u>
TOTAL CHANGES	<u>\$ 4,978</u>

INFORMATION TECHNOLOGY

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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	3	3	3	3.0	3.0	3.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Management	7	7	7	7.0	7.0	7.0
<u>Operations</u>						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Information Systems	29	29	29	29.0	29.0	29.0
Information & Technical	45	45	45	45.0	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	119	119	119	119.0	119.0	119.0

CUSTOMER CARE

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 2,140	\$ 2,195	\$ 2,315	\$ 120	5.5%	\$ 2,315
Materials and Supplies	26	32	32	0	0.0%	24
Other Services and Charges	91	93	129	36	38.7%	129
Total Budget	\$ 2,257	\$ 2,320	\$ 2,476	\$ 156	6.7%	\$ 2,468

RESOURCES FOR BUDGET

100 General Fund

<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
\$ 2,476	6.7%	\$ 2,468
\$ 2,476		\$ 2,468

FY 22 CHANGES FOR OPERATION

- Benefit and compensation adjustments
- Virtual desktop infrastructure (VDI) software
- Various other services adjustments

TOTAL CHANGES

<u>AMOUNT</u>
\$ 120
35
1
\$ 156

FY 23 CHANGES FOR OPERATION

- Benefit and compensation adjustments
- Computer replacements

TOTAL CHANGES

<u>AMOUNT</u>
\$ 0
(8)
\$ (8)

CUSTOMER CARE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
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 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Personal Services	\$ 533	\$ 547	\$ 607	\$ 60	11.0%	\$ 608
Materials and Supplies	6	11	11	0	0.0%	12
Other Services and Charges	28	27	33	6	22.2%	33
Total Budget	\$ 567	\$ 585	\$ 651	\$ 66	11.3%	\$ 653

RESOURCES FOR BUDGET

100 General Fund

<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
\$ 651	11.3%	\$ 653
\$ 651		\$ 653

FY 22 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
2. FY22 position changes
 - a. Writer/Editor II - grant-funded
 - b. Writer/Editor II
3. American sign language services (ASL) for press conferences

	<u>AMOUNT</u>
	\$ (5)
	65
	0
	65
	6
TOTAL CHANGES	\$ 66

FY 23 CHANGES FOR OPERATION

1. Benefit and compensation adjustments
 2. Computer replacements
- TOTAL CHANGES**

	<u>AMOUNT</u>
	\$ 1
	1
TOTAL CHANGES	\$ 2

COMMUNICATIONS

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
Communicatons						
Administrative & Technical	4	6	6	4.0	6.0	6.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Communications	6	8	8	6.0	8.0	8.0
DEPARTMENT TOTAL	6	8	8	6.0	8.0	8.0

ASSET MANAGEMENT

Department Budget Summary

FY 21-22

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 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	FY 21 ORIGINAL	FY 22 PLAN	FY 22 BUDGET	Dollar Diff. From FY 22 Plan	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 8,839	\$ 8,916	\$ 9,394	\$ 478	5.4%	\$ 9,405
Materials and Supplies	9,261	9,525	10,062	537	5.6%	10,193
Other Services and Charges	11,789	11,692	12,415	723	6.2%	12,401
Operating Capital	3,077	1,025	2,935	1,910	186.3%	974
Total Operating Budget	32,966	31,158	34,806	3,648	11.7%	32,973
Capital Budget	1,150	200	300	100	50.0%	0
Total Budget	\$ 34,116	\$ 31,358	\$ 35,106	\$ 3,748	12.0%	\$ 32,973

RESOURCES FOR BUDGET

	FY 22 BUDGET	Percent Diff. From FY 22 Plan	FY 23 FINANCIAL PLAN
100 General Fund	\$ 7,794	6.6%	\$ 7,845
120 E 911 Operating	248	1.6%	248
409 2022 Sales Tax	300	50.0%	0
477 Short Term Capital	520	17.1%	450
503 Equipment Management Service	16,974	5.5%	17,162
550 TPFA OTC Building Operations	6,206	4.3%	6,091
560 Stormwater Enterprise	63	0.0%	63
580 Airforce Plant 3 Operations	1,996	>500.0%	220
730 TARE Refuse Operating	970	48.8%	844
740 TMUA Water Operating	35	-65.0%	50
	\$ 35,106		\$ 32,973

FY 22 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ 478
2. Equipment Management operations	596
a. Motor fuels	516
b. Outside motor vehicle repair	78
c. Fleet maintenance software	2
3. Security and Metered Parking	570
a. Security services contract	358
b. Computer maintenance and software license	(52)
c. TARE highway litter collection	252
d. Various materials and other services adjustments	12
4. Facilities Maintenance	94
a. Various materials and supplies adjustments	11
b. Software subscriptions	23
c. Overhead door repair	20
d. Elevator maintenance	5
e. Janitorial service contract	56
f. City Medical building lease	4
g. Security system services at Gilcrease	(25)

FY 22 CHANGES FOR OPERATION (Continued)**AMOUNT**

5. Capital additions/replacements:	
a. Air Force Plant 3 improvements	1,976
b. Short-term capital fund	520
c. One Technology Center fund	329
d. TARE fund	75
e. Water fund	35
f. Adjustment to eliminate FY22 Plan capital	<u>(1,025)</u>
TOTAL OPERATING CHANGES	<u>3,648</u>

CAPITAL IMPROVEMENT PROJECTS

2022 Sales Tax Capital Projects	300
Adjustment to eliminate FY22 plan capital projects	<u>(200)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>100</u>
TOTAL CHANGES	<u>\$ 3,748</u>

FY 23 CHANGES FOR OPERATION**AMOUNT**

1. Benefit and compensation adjustments		\$ 11
2. Equipment Management operations		186
a. Tires and batteries	40	
b. Motor vehicle parts and supplies	84	
c. Automotive lubricants	4	
d. Outside motor vehicle repair	50	
e. Various other services adjustments	<u>8</u>	
3. Security and Metered Parking		(76)
a. Security services contract	45	
b. Computer maintenance and software license	5	
c. TARE highway litter collection	<u>(126)</u>	
4. Facilities Maintenance		8
a. City Medical building lease	4	
b. Computer replacement	2	
c. Software subscriptions	<u>2</u>	
5. Capital additions/replacements:		
a. Air Force Plant 3 improvements		200
b. Short-term capital fund		450
c. One Technology Center fund		199
d. TARE fund		75
e. Water fund		50
f. Net change to FY22 capital		<u>(2,935)</u>
TOTAL OPERATING CHANGES		<u>(1,833)</u>

CAPITAL IMPROVEMENT PROJECTS

Adjustment to eliminate previous year capital projects	<u>(300)</u>
TOTAL CAPITAL IMPROVEMENT PROJECTS CHANGES	<u>(300)</u>
TOTAL CHANGES	<u>\$ (2,133)</u>

ASSET MANAGEMENT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
<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	55	55	55	54.0	54.0	54.0
Office & Technical	4	4	4	4.0	4.0	4.0
Total Equipment Management	67	67	67	66.0	66.0	66.0
<u>Security</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Exempt/Professional	5	5	5	5.0	5.0	5.0
Information Systems	0	0	0	0.0	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	132	132	132	131.0	131.0	131.0

TRANSFERS

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Operating Transfers	\$ 0	\$ 6,220	\$ 9,762	\$ 3,542	56.9%	\$ 6,755
Operating Capital Transfers	0	14,370	14,401	31	0.2%	14,401
Debt Service Transfers	0	6,918	6,909	(9)	-0.1%	6,881
Total Operating Budget	0	27,508	31,072	3,564	13.0%	28,037
Capital Transfers	0	48,943	60,083	11,140	22.8%	74,909
Total Budget	\$ 0	\$ 76,451	\$ 91,155	14,704	19.2%	\$ 102,946

	<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
TRANSFER OUT FOR BUDGET			
<u>OPERATING TRANSFERS</u>			
General Fund (Operating Transfer)	\$ 7,612	70.3%	\$ 4,605
EMSA Enterprise Fund (Operating Transfer)	650	0.0%	650
Convention & Tourism Facility Fund (Operating Transfer)	1,500	36.4%	1,500
<u>OPERATING CAPITAL TRANSFERS</u>			
2016 Vision ED Capital Fund	3,000	0.0%	3,000
2022 Sales Tax Fund	11,278	0.0%	11,278
Short-Term Capital Fund	123	33.7%	123
<u>DEBT SERVICE TRANSFERS</u>			
Tulsa Stadium Improvement District Fund (Debt Service Transfer)	2,253	0.0%	2,253
One Technology Center Fund (Debt Service Transfer)	4,110	-0.2%	4,108
TMUA-Sewer Operating Fund (Debt Service Transfer)	546	0.0%	520
<u>CAPITAL TRANSFERS</u>			
One Technology Center (OTC) Fund (Capital Transfer)	276	0.0%	276
Stormwater Operating Fund (Capital Transfer)	6,150	36.7%	4,650
TMUA-Water Operating Fund (Capital Transfer)	18,160	-14.7%	43,299
TMUA-Sewer Operating Fund (Capital Transfer)	35,497	55.2%	26,684
	\$ 91,155		\$ 102,946

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 FY22 appropriation for general obligation debt payment in the amount of \$64,982,512 provides for principal retirement of \$53,550,000 and interest expense of \$11,432,512. 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, 2021 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, 2021 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, 2021

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	53,550,000	11,432,512	64,982,512
2023	70,900,000	9,532,404	80,432,404
2024	35,245,000	7,758,641	43,003,641
2025	34,895,000	6,417,866	41,312,866
2026	32,535,000	5,087,966	37,622,966
2027	13,295,000	3,785,891	17,080,891
2028	10,020,000	3,403,416	13,423,416
2029	10,020,000	3,102,816	13,122,816
2030	10,020,000	2,802,216	12,822,216
2031	10,020,000	2,501,616	12,521,616
2032	10,020,000	2,195,885	12,215,885
2033	10,020,000	1,885,023	11,905,023
2034	10,020,000	1,569,029	11,589,029
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><u>346,370,000</u></u>	<u><u>64,690,691</u></u>	<u><u>411,060,691</u></u>

GENERAL OBLIGATION BONDS OUTSTANDING

As of June 30, 2021

<u>General Obligation Bonds</u>	<u>Original Amount</u>	<u>Principal Outstanding 30-Jun-21</u>	<u>Final Maturity Date</u>	<u>Interest Rate</u>
Series 2011A Refunding	21,105,000	1,665,000	Mar-2022	4.00-4.25%
Series 2013A Refunding	32,280,000	9,305,000	Mar-2025	2.5%
Series 2013	45,000,000	10,000,000	Mar-2023	4.0%
Series 2014A, Refunding	16,305,000	6,695,000	Sep-2025	3.00%
Series 2015A, Refunding	45,420,000	20,910,000	Mar-2027	2.0-2.5%
Series 2015	70,000,000	55,385,000	Mar-2040	2.0-3.25%
Series 2016	57,000,000	45,000,000	Apr-2036	3.0%
Series 2017	78,000,000	65,685,000	Mar-2037	3.0-4.0%
Series 2017A Refunding	33,355,000	11,260,000	Dec-2021	5.0%
Series 2020	90,000,000	90,000,000	Mar-2026	5.00%
Series 2021A, Refunding	30,465,000	30,465,000	Feb-2023	0.75%
	<u>518,930,000</u>	<u>346,370,000</u>		

REVENUE BONDS OUTSTANDING

(amounts expressed in thousands)

As of June 30, 2021

	Original Amount	Principal Outstanding 30-Jun-20	Final Maturity Date	Interest Rate
Tulsa Public Facilities Authority				
TPFA Lease Revenue bonds - 2017A Refunding	\$ 34,185	\$ 34,185	Dec-2037	3.125 - 4.00%
TPFA Lease Revenue bonds - 2017B Refunding	25,465	20,945	Dec-2028	3.00 - 3.10%
TPFA Capital Improvements - 2008	16,000	5,065	Apr-2027	6.069%
TPFA Capital Improvements Vison bonds - 2017	115,300	93,840	Jun-2032	3.00%
TPFA Capital Improvements Vison bonds - 2018	118,100	105,100	Oct-2031	4.00%
TPFA Capital Improvements Vison bonds - 2019	113,895	113,895	Jun-2025	5.00%
TPFA Capital Improvements - 2020	24,150	22,725	May-2035	3.00%
TPFA Capital Improvements - 2021 Refunding	4,315	4,315	Apr-2028	N/A
Total	451,410	400,070		
Tulsa Metropolitan Utility Water Fund				
Series 2013 Refunding Revenue Bonds	61,280	25,540	Sep-2025	2.50 - 3.00%
Series 2014 Revenue Bonds	17,825	13,760	Oct-2034	3.00 - 3.50%
Series 2015 Refunding Revenue Bonds	9,940	4,880	May-2027	2.00 - 3.00%
Series 2016A Revenue Bonds	16,565	11,950	Apr-2031	3.00 - 3.25%
Series 2017A Refunding Revenue Bonds	27,765	20,285	Feb-2030	3.00-3.125%
Series 2019A Refunding Revenue Bonds	18,705	14,740	Apr-2027	5.00%
Total	152,080	91,155		
Tulsa Metropolitan Utility Authority Sewer Fund - Promissory Notes				
Series 2002D	6,813	175	Aug-2021	0.50%
Series 2004B	1,560	200	Aug-2023	0.50%
Series 2005B	7,900	2,985	Sep-2027	3.10%
Series 2005C	1,203	271	Sep-2025	0.50%
Series 2006A	3,130	1,153	Sep-2027	3.10%
Series 2006C	17,825	8,431	Sep-2029	3.10%
Series 2007A	5,131	1,447	Sep-2026	0.50%
Series 2009A *	11,320	5,678	Sep-2032	3.22%
Series 2010A *	27,757	15,960	Sep-2032	2.89%
Series 2011A *	23,480	14,357	Sep-2033	3.11%
Series 2011C	16,700	10,987	Sep-2034	2.55%
Series 2012A *	4,347	2,550	Sep-2034	2.43%
Series 2012B	11,355	7,415	Sep-2032	3.145-3.395%
Series 2013A *	9,850	5,327	Sep-2035	2.24%
Series 2013B	27,605	20,095	Sep-2033	4.545-5.145%
Series 2014A*	2,910	2,085	Sep-2035	2.58%
Series 2014B	10,180	7,350	Sep-2033	2.145-4.0599%
Series 2014C	17,735	13,845	Sep-2034	2.6624 -5.145%
Series 2015A *	28,330	18,128	Sep-2038	2.46%
Series 2017A *	21,725	15,596	Mar-2040	2.26%
Series 2018A *	14,350	5,172	Mar-2041	2.53%
Series 2019A *	10,626	300	Sep-2041	2.32%
Series 2016B Revenue Bonds	10,885	8,735	Apr-2036	2.00 - 3.50%
Series 2016C Refunding Revenue Bonds	34,810	21,475	Oct-2025	5.00%
Series 2018A Revenue Bonds	11,850	10,555	Jun-2038	3.125-3.250%
Series 2019B Revenue Bonds	12,430	11,490	Apr-2039	3.00%
Series 2020A Refunding Revenue Bonds	26,695	26,695	Jul-2031	1.0-2.0%
Series 2020B Revenue Bonds	24,770	24,770	Oct-2040	1.0-2.0%
Total	403,271	263,228		
Total	\$ 1,006,761	\$ 754,453		

*principal subject to additional drawdowns

DEBT SERVICE

BUDGET HIGHLIGHTS

FY 2021 - 2022 & FY 2022 - 2023

(amounts expressed in thousands)

	<u>FY 21 ORIGINAL</u>	<u>FY 22 PLAN</u>	<u>FY 22 BUDGET</u>	<u>Dollar Diff. From FY 22 Plan</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
Operating Budget						
Debt Service Payments	\$ 121,422	\$ 110,422	\$ 116,269	\$ 5,847	5.3%	\$ 138,877
Total Budget	\$ 121,422	\$ 110,422	\$ 116,269	\$ 5,847	5.3%	\$ 138,877

RESOURCES FOR BUDGET

	<u>FY 22 BUDGET</u>	<u>Percent Diff. From FY 22 Plan</u>	<u>FY 23 FINANCIAL PLAN</u>
110 Sinking Fund	\$ 68,045	13.1%	\$ 86,618
560 Stormwater Enterprise	2,214	-18.5%	3,436
740 TMUA Water Operating	14,115	0.0%	14,085
750 TMUA Sewer Operating	31,895	-4.6%	34,738
	\$ 116,269		\$ 138,877

FY 22 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Change in Sinking Fund	\$ 7,902
2. Change in Stormwater Enterprise Fund	(503)
3. Change in TMUA-Water Operating Fund	0
4. Change in TMUA-Sewer Operating Fund	(1,552)
TOTAL CHANGES	\$ 5,847

ALL DEPARTMENTS

STAFFING SUMMARY

DEPARTMENT	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 21	FY 22	FY 23	FY 21	FY 22	FY 23
Public Safety and Protection						
Municipal Court	40	40	40	34.0	34.0	34.0
Police	1,161	1,168	1,168	1,161.0	1,168.0	1,168.0
Fire	760	743	743	760.0	743.0	743.0
Category Total	1,961	1,951	1,951	1,955.0	1,945.0	1,945.0
Cultural Development and Recreation						
Park and Recreation	168	172	172	124.6	125.6	125.6
Tulsa Performing Arts Center	1	1	1	1.0	1.0	1.0
Category Total	169	173	173	125.6	126.6	126.6
Social and Economic Development						
Mayor's Office of Economic Development	14	0	0	13.5	0.0	0.0
Working in Neighborhoods	82	80	80	81.5	79.5	79.5
Development Services	70	70	70	70.0	70.0	70.0
Category Total	166	150	150	165.0	149.5	149.5
Transportation/Public Works						
Engineering Services	156	156	156	155.3	155.3	156.3
Streets and Stormwater	364	365	370	315.0	316.0	321.0
Water and Sewer	666	669	670	666.0	669.0	670.0
Category Total	1,186	1,190	1,196	1,136.3	1,140.3	1,147.3
Administrative and Support Services						
Mayor's Office	13	15	15	13.0	15.0	15.0
City Auditor	13	13	13	12.0	12.0	12.0
City Council	23	23	23	22.5	22.5	22.5
Legal	32	32	32	32.0	32.0	32.0
Human Resources	41	41	41	41.0	41.0	41.0
Finance	160	160	160	158.5	159.0	159.0
Information Technology	119	119	119	119.0	119.0	119.0
Customer Care	46	46	46	43.5	43.5	43.5
Communications	6	8	8	6.0	8.0	8.0
Asset Management	132	132	132	131.0	131.0	131.0
Category Total	585	589	589	578.5	583.0	583.0
GRAND TOTAL	4,067	4,053	4,059	3,960.4	3,944.4	3,951.4