planitulsa

communities

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# chapter 6 communities

## INTRODUCTION

Communities thrive on trust, access to information, and consistent opportunities for collaboration and feedback with their civic institutions. Strong communication and inclusive engagement locally contribute to a responsive government and an informed base of community members willingly and actively involved in decision-making processes.

For Tulsans, the desire to contribute to the public process in a meaningful way is evident through a strong local base of neighborhood and advocacy organizations, as well as the recent initiatives of Resilient Tulsa and Equality Indicators, which gathered feedback and contributions from more than 2,000 Tulsans. These two recent strategic analyses and recommendations created a collaborative vision for addressing inequities across the city, while providing a statistical framework for evaluating progress.

To further inform the community vision with strategies and specific actions for enhancing public participation, more than 40 local stakeholder groups, who advocate for civic involvement, social justice, and equitable public service delivery were consulted for recommendations. Through one-on-one conversations, innovative and unique ideas were shared on how to broaden engagement efforts and decision-making processes in an adaptable and Tulsa-specific way.



Tulsa has a wide diversity of communities representing many different cultures and histories. All of these communities deserve to feel represented by local government and to benefit from community investments.

### Accessible Civic Processes

Local government is the most accessible level of government for most residents of the United States; however, there are still barriers to participation, particularly for vulnerable population groups. While much progress has been made to increase accessibility for people with disabilities since the passage of the Americans with Disabilities Act (ADA) in 1991, many limitations still exist. This is especially pronounced in digital spaces, where accessibility is more difficult to ensure than in the physical world, where standards for design manifest in facilities that are visible to everyone.

Web-based interactions with local government present the opportunity for residents to engage with the City on their own timeframe, rather than traveling to City Hall or attending a public meeting. Title II of the ADA outlines guidance on what constitutes an accessible web-based interface. As many people with disabilities use assistive technology to use computers, such as screen readers, text enlargement software, and specialized software to allow people to control a computer by voice command, it is critical that the City's websites are enabled to accommodate these tools. Images on websites should include a text equivalent, as assistive software cannot describe an image. This is not limited to photographs, but also graphs, charts,

or any image that communicates pertinent data. Documents, such as agendas and plans, should be posted in accessible formats. Other technologies, such as hearing loops, can be installed in public facilities, especially meeting rooms and the City Council chambers, to allow people with hearing disabilities to more clearly understand conversations that affect their city.

Ability is not the only limiting factor for accessibility in civic processes. Many Tulsans have limited English proficiency, and may speak Spanish, Zomi, Hmong, or any number of other languages in their home. Multi-lingual documents, surveys, agendas, and meetings can break down language barriers and allow residents for whom English is not their primary language to be more engaged and able to advocate for themselves, their neighborhoods, and their communities. Translation services are a substantial need, and as Tulsa continues to diversify, these services should be a part of the local government employee-base, rather than departments relying on outside contract services. Until that time, departments need funding to work with translation service providers in the community.

The COVID-19 pandemic led to a new paradigm in public meetings, with online options becoming a much more viable approach for many activities. In some ways, Internet-based engagement is more accessible than in-person engagement. Travel costs, day care costs, and the amount of time needed to participate are dramatically reduced, making it easier for residents with Internet access to participate; however, not all Tulsans have access to the Internet, so more traditional formats, such as in-person meetings, still play an important role in engagement.



The City of Tulsa's naturalization ceremonies are a regular celebration of Tulsans of all origins become citizens of the United States.

## A Welcoming City

The City of Tulsa, recognizing the consistent increases in foreign-born residents, has developed programs in order to become a more welcoming city. Immigrants make up a substantial portion of recent population growth in Tulsa, diversifying the local demographic, cultural, and employment landscape. More than 70% of Tulsa's immigrant population is between the ages of 25 and 64, the prime age to participate in the workforce. This contrasts with US-born residents, where only 50% are in this age group. The future of Tulsa's local economy depends heavily on immigration, and it is imperative that the city continues to be an attractive destination, with focused efforts to make immigrants feel welcome, included, and empowered to pursue economic mobility and civic participation.

The New Tulsans Initiative was established to focus the City's efforts to be a welcoming place for immigrants. This program has a "Welcoming Plan," or a comprehensive road map to build a more cohesive and equitable Tulsa, that fosters connections between immigrants and long-term residents. The plan covers five key topics: civic engagement, economic development, education, health, and public safety. Key ideas in this plan include: promoting opportunities for immigrants to engage with and be a part of City of Tulsa authorities, boards, and commissions, as well as other leadership opportunities; connecting immigrants with employment opportunities and job training; ensuring health services and education are available in ways that accommodate language and cultural needs; and that public safety staff at the City should be prepared to engage immigrant communities using best practices.

## An Engaged Community

Tulsa has an impressive array of community organizations that represent a variety of residents, many of whom are vulnerable to acute shocks and chronic stressors. Often, vulnerable population groups can be difficult for the City to reach, but the web of community organizations that provide services to these populations present opportunities for getting the word out and connecting government officials and staff with these residents. Through the update process for this plan, many new relationships were established that have already been shown to increase participation from difficult-to-reach groups; however, there are populations and geographic areas where engagement difficulties persist. City of Tulsa staff can use data analysis to identify areas where engagement efforts have been less successful, identify champions, and work with them to establish trust and lines of communication for future engagement efforts. Earnest effort on the part of the City of Tulsa is necessary to truly achieve an engaged community.

## KEY IDEAS

### Subject Matter Experts

The Tulsa Planning Office staff team met with more than 40 community organizations who represent vulnerable and historically under-represented populations to learn how the City can better communicate and engage with these groups. Key takeaways covered in these conversations include:

- All residents should be able to fully participate in civic life by increasing access to leadership and decision-making spaces and processes.
- Opportunities for civic participation should be accessible to all residents in terms of location, time, language, and accessibility.
- Elections and democratic processes should be widely communicated, transparent, and accessible.
- Municipal operations and processes should be effectively and equitably communicated to residents.
- Tulsa should be a city that promotes the safety, prosperity, and integration of immigrants, refugees, and their families.
- The City of Tulsa should foster meaningful partnerships with its community groups and local organizations.
- The City of Tulsa should be accountable to the public by relying on thoughtful data and public input to continuously improve the process of civic engagement.

### Community Members

Through numerous public engagement efforts, residents of Tulsa provided a great deal of input, much of which was in alignment with what was heard from subject matter experts. Key ideas heard through community engagement include:

- Meeting times are a challenge for public participation.
- The use of community centers and institutions for public meetings should be prioritized to increase public participation.
- City communications can be difficult to navigate and should be simplified to improve community engagement.
- Inclusive language and communications should be used to convey important information and while speaking in a public meeting.
- Social media is a preferred platform to receive information from the City of Tulsa.
- Transparency should be highly prioritized in City of Tulsa communications, policy making, and planning activities.

# Goal 1

**All residents are able to fully participate in civic processes by increasing access to decision-making spaces and embedding dignity and respect into civic interactions.**

To better reflect the ideals of the diverse populations in Tulsa, efforts should be made to ensure inclusivity. Public participation in civic processes is critical to civic processes, and decision-making spaces should be made accessible regardless of age, ability, race, ethnicity, gender, sexual orientation, income, immigration status, or neighborhood.

### Strategy 1.1
Maintain the highest standards of respect and dignity in conversations, civic processes, and interactions with community members.

### Strategy 1.2
Continue to increase diversity and inclusion in City leadership, staff, and on appointed authorities, boards, and commissions.

### Strategy 1.3
Prioritize public safety in civic spaces with an understanding of a range of community perceptions of safety and security.

### Strategy 1.4
Increase access to and awareness of public services that are available to residents.

## Goal 2

**Opportunities for civic participation are broadly available to all residents in terms of location, time, language, and accessibility.**

Tulsa's diversity is a strength, and with that comes a need for creative approaches to engagement and civic involvement that thoughtfully accommodate the unique needs of different population groups. City of Tulsa departments should continue to make conscious efforts to engage with and increase participation from historically under-represented communities in Tulsa. This will lead to more equitable outcomes in the community, and a more informed decision-making process that better meets the needs of all Tulsans.

### Strategy 2.1
Work to improve and increase the outreach, engagement, and representation of all residents.

### Strategy 2.2
Develop procedures and standards for City departments to have meaningful engagement of traditionally disenfranchised populations experiencing barriers to participation.

### Strategy 2.3
Elevate community voices in the development of methods the City of Tulsa can use to engage residents of under-represented populations.

# Goal 3

**The City of Tulsa ensures that data is accessible, accurate, and secure, and that residents' data privacy is respected.**

As technology and data become increasingly significant in the modern world, it is critical that the City of Tulsa ensures proper use of information to inform decision-making, improve fiscal management, and increase transparency and accountability to residents. Hacking and ransomware attacks have become an increasing threat to City operations, and it is essential that these efforts are averted.

### Strategy 3.1
Ensure that data given to the City by employees and residents is secure and that personal privacy is not compromised.

### Strategy 3.2
Strengthen data governance standards at the City that improve data access and organization, usage accuracy and efficiency, security, and provenance.

### Strategy 3.3
Increase transparency into City budgeting and operations through the publication of regular recurring data reports.

### Strategy 3.4
Strengthen defenses against the threat of unauthorized access, corruption, or theft of data held by the City.

### Strategy 3.5
Communicate the role and use of data within public decision making processes in an approachable and accessible manner.
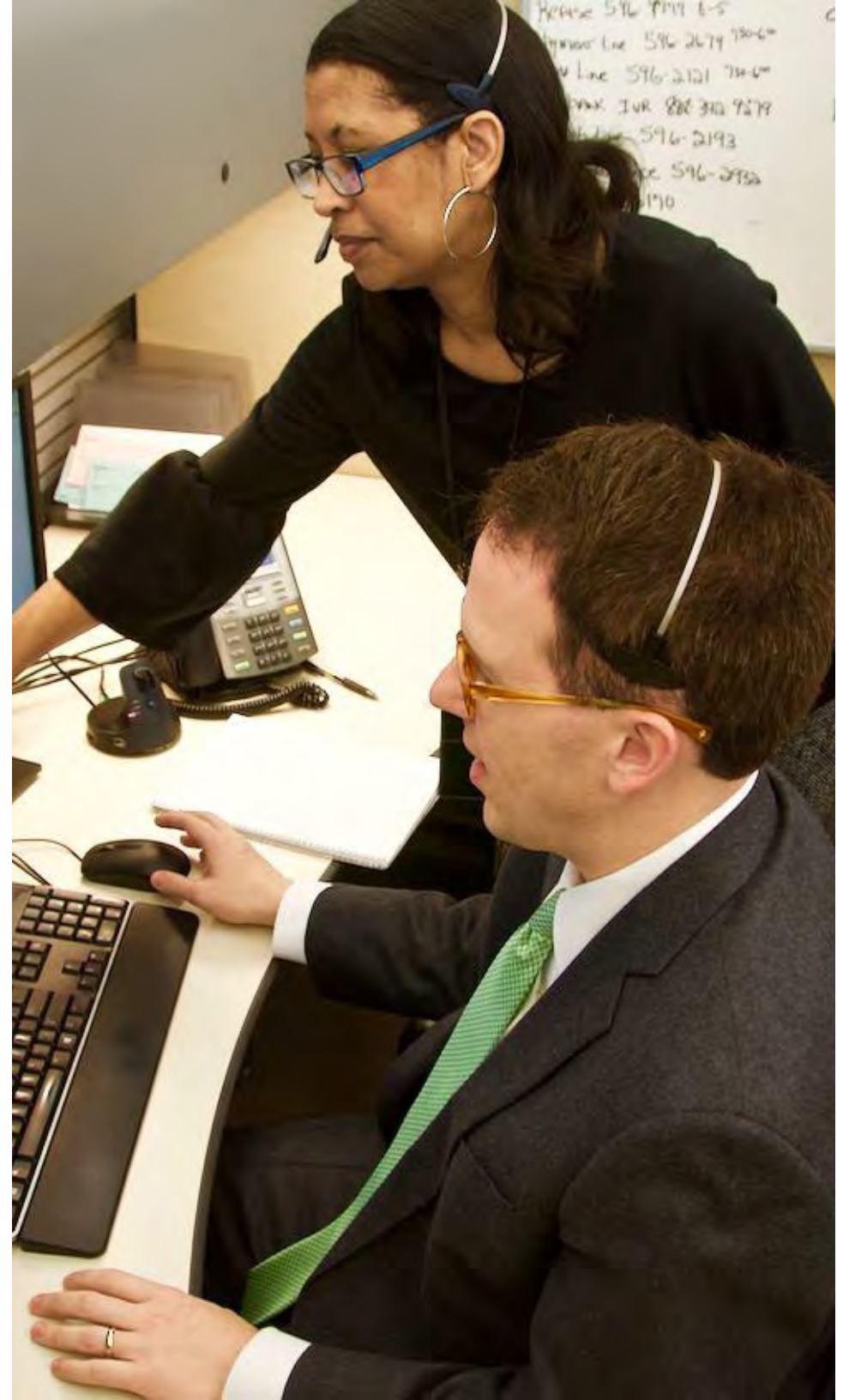
# Goal 4

**Municipal operations, processes, and interactions are communicated equitably to residents through effective and appropriate platforms, tools, and communications systems.**

In order to achieve a more equitable Tulsa, it is critical that the City of Tulsa prioritizes accessible public events, processes, and information. This includes being prepared to accommodate residents of all abilities, as well as dedicating personnel and operational funding for multilingual communications.

## Strategy 4.1
Increase access to public hearings, processes, and documents through the production of communications materials in multiple languages.

## Strategy 4.2
Frequently review and update City of Tulsa communications resources for accessibility based on language and disability needs.

## Strategy 4.3
Develop internal guidance and resources to increase the consistency and reach of City of Tulsa communications.

# Goal 5

**The City of Tulsa works to ensure the welfare of its community members through strategies for social cohesion that are culturally responsive, accessible, and welcoming to all residents regardless of age, ability, race, ethnicity, gender, sexual orientation, income, immigration status, or neighborhood.**

The City of Tulsa should seek to increase mutual respect and solidarity among the residents of Tulsa. Community events and activities should encourage diverse groups of Tulsans to work together to reach common goals, strengthen community cohesion, and promote involvement among people of all backgrounds.

## Strategy 5.1
Support efforts that help neighborhoods thrive and bring communities together in public and private spaces.

## Strategy 5.2
Support initiatives for youth to meaningfully be involved in community and civic processes.

## Strategy 5.3
Provide opportunities for older residents to leverage their experience and contribute to their communities though volunteering and intergenerational engagement.

## Strategy 5.4
Encourage collaboration between diverse groups and public safety agencies to strengthen trust and ensure social stability, security, and justice.

## Strategy 5.5
Ensure that immigrants have equitable access to education, economic opportunity, support services, and opportunities for cultural expression.

# Goal 6

**The City of Tulsa cultivates meaningful, lasting, and effective partnerships with community groups and local organizations.**

No single organization can address all of the needs of vulnerable populations in Tulsa, but through collaboration and mutual respect, progress can be achieved. The City of Tulsa should continue to create lasting partnerships with a variety of community organizations to collaborate on City initiatives, while meaningfully engaging with Tulsans, especially those in communities that have been historically underserved.

### Strategy 6.1
Create and maintain a network of community partners for collaboration on City initiatives.
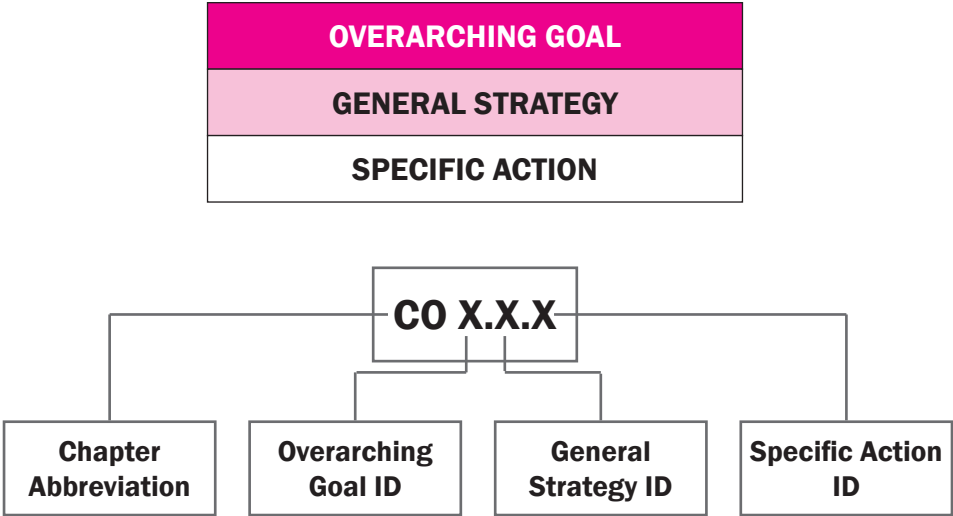
### Strategy 6.2
Maintain positive relationships with partners through transparency and open communication.

### Strategy 6.3
Prioritize partnerships and collaborative efforts that address the needs of traditionally underserved and vulnerable populations.

# ACTION TABLE

This table includes the goals and strategies outlined in the previous pages with specific actions that will help to achieve the intent of the goals and strategies. Each specific action includes what type of action it is and what parties should be involved in order to implement the action. All of these goals, strategies, and actions are derived from engagement with the Tulsa community and subject matter experts, past planning efforts conducted by the City of Tulsa and partner agencies, best practices from cities across the United States, and research and data analysis conducted by Tulsa Planning Office staff. Any action taken to implement a specific strategy or action included in this table or a policy recommended elsewhere in this chapter will be in accord with Oklahoma law.

| OVERARCHING GOAL |
| GENERAL STRATEGY |
| SPECIFIC ACTION |

**CO X.X.X**

| Chapter Abbreviation | Overarching Goal ID | General Strategy ID | Specific Action ID |

| Action ID | Action Required | Action Type | Involved Parties |
|-----------|-----------------|-------------|------------------|
| **CO 1** | **All residents are able to fully participate in civic processes by increasing access to decision-making spaces and embedding dignity and respect into civic interactions.** | | |
| CO 1.1 | Maintain the highest standards of respect and dignity in conversations, civic processes, and interactions with community members. | Strategy | Multiple |
| CO 1.1.1 | Develop and facilitate customer service standards and expectations for City staff and elected officials. | Policy | Communications Office of Resilience & Equity |
| CO 1.1.2 | Provide and continually assess training and resources for all City staff on equity, including topics such as cultural competency and implicit bias. | Policy | Office of Resilience & Equity |
| CO 1.1.3 | Develop racial equity trainings and continue the facilitation of equity dialogues as a way to engage community members on topics of race, racism, and racial equity. | Engagement | Office of Resilience & Equity |

| Action ID | Action Required | Action Type | Involved Parties |
|---|---|---|---|
| CO 1.2 | Continue to increase diversity and inclusion in City leadership, staff, and on appointed authorities, boards, and commissions. | Strategy | Office of Resilience & Equity |
| CO 1.2.1 | Post and circulate openings for authorities, boards, and commissions to a maintained list of diverse and inclusive community organizations. | Policy | Office of Resilience & Equity |
| CO 1.2.2 | Work with Title 5 Commissions and other community partners, including Oklahomans for Equality, the YWCA, and Leadership Tulsa to develop procedures for recruiting new and diverse members. | Partnership | Office of Resilience & Equity |
| CO 1.2.3 | Ensure youth are involved in meaningful ways in City government, such as through the Youth Council or through involvement in the City's authorities, boards, and commissions. | Program | Office of Resilience & Equity |
| CO 1.2.4 | Develop goals for the makeup of authorities, boards, and commissions based on a variety of demographic and socioeconomic factors, and annually publish progress. | Policy | Office of Resilience & Equity |
| CO 1.3 | Prioritize public safety in civic spaces with an understanding of a range of community perceptions of safety and security. | Strategy | Multiple |
| CO 1.3.1 | Invest in training and programming for public safety staff on working with diverse populations, as well as incorporating trauma-informed care and processes. | Personnel | Tulsa Fire Dept. Tulsa Police Dept. |
| CO 1.3.2 | Continue to prioritize individuals who are bilingual, and work to provide incentives for current City staff to expand language capacity as outlined in the Language Access Policy. | Personnel | City of Tulsa |
| CO 1.4 | Increase access to and awareness of public services that are available to residents. | Strategy | Multiple |
| CO 1.4.1 | Facilitate the Mobile City Hall program to provide access to City services and assistance in every Council district. | Program | Customer Care Center |

| Action ID | Action Required | Action Type | Involved Parties |
|-----------|-----------------|-------------|------------------|
| CO 1.4.2 | Research and develop exposure programs such as "meet your neighbor" to promote better information, education, and connections between community members of different backgrounds. | Program | Office of Resilience & Equity Communications |
| CO 1.4.3 | Co-locate service and resource organizations in City facilities to increase access to community support services. | Policy | City of Tulsa |
| **CO 2** | **Opportunities for civic participation are broadly accessible to all residents, in terms of location, time, and language, and support the engagement of individuals with a variety of abilities and limitations on participation.** | | |
| CO 2.1 | Improve and increase the outreach, engagement, and representation of all residents. | Strategy | Multiple |
| CO 2.1.1 | Identify, create and implement feedback mechanisms on the City of Tulsa's communications strategies and operations. | Program | Office of Resilience & Equity Communications |
| CO 2.1.2 | Create a database of translation services and support representatives from community organizations and within City departments for in-person, over-the-phone, and written material translation. | Policy | Communications |
| CO 2.1.3 | Ensure all authorities, boards, and commissions have stated purposes, schedules, and restrictions on the City of Tulsa's website and work to more regularly communicate about the City's ABCs. | Policy | Mayor's Office Communications |
| CO 2.1.4 | Explore how to remove barriers for residents to increase community engagement in events and activities, such as child care, food, and translation services. | Policy | City of Tulsa |
| CO 2.2 | Develop procedures and standards for meaningful engagement of traditionally disenfranchised populations experiencing barriers to participation. | Strategy | Multiple |
| CO 2.2.1 | Encourage relevant City department to maintain a unique Community Involvement & Engagement Plan in collaboration with The Mayor's Office of Resilience & Equity and the Communications Department. | Planning | Mayor's Office Office of Resilience & Equity City Departments |

| Action ID | Action Required | Action Type | Involved Parties |
|---|---|---|---|
| CO 2.2.2 | Pair digital opportunities for outreach and engagement with strategic in-person and printed opportunities to participate. | Policy | City Departments |
| CO 2.3 | Elevate community voices in the development of methods the City of Tulsa can use to engage residents of under-represented populations. | Strategy | Multiple |
| CO 2.3.1 | Work with community partners to identify new, unique, and culturally-accessible engagement techniques. | Policy | Communications Office of Resilience & Equity |
| CO 2.3.2 | Work with community partners to provide satellite locations, when feasible, where community members can can participate participate in online meetings if they do not have access to the Internet. | Policy | Communications |
| CO 3 | **The City of Tulsa ensures that data is accessible, accurate, and secure, and that residents' data privacy is respected.** | | |
| CO 3.1 | Ensure that data given to the City by employees and residents is secure and that personal privacy is not compromised. | Strategy | Multiple |
| CO 3.1.1 | Minimize the collection and processing of Personally Identifiable Information (PII) to only what is needed to provide public services and conduct City business. | Policy | City of Tulsa |
| CO 3.1.2 | Provide information and notice about how personal information is collected and used by the City. | Policy | OPSI |
| CO 3.1.3 | Establish retention standards that define time frames after which personal information is deleted or deidentfied. | Policy | IT OPSI |
| CO 3.2 | Strengthen data governance standards at the City that improve data access and organization, usage accuracy and efficiency, security, and provenance. | Strategy | Multiple |
| CO 3.2.1 | Clearly define what data belongs to what City department and establish access policies that require stated approval from the governing department. | Policy | OPSI IT |

| Action ID | Action Required | Action Type | Involved Parties |
|-----------|-----------------|-------------|------------------|
| CO 3.2.2 | Establish clear protocols and information-sharing agreements with outside entities to follow the City's own privacy standards. | Policy | OPSI |
| CO 3.2.3 | Institutionalize a data governance oversight committee that ensures compliance with policies in each City department. | Policy | City of Tulsa |
| CO 3.3 | Increase transparency into City budgeting and operations through the publication of recurring data reports. | Strategy | Multiple |
| CO 3.3.1 | Establish metrics to evaluate City departments' progress towards achieving publicly-stated objectives. | Analysis | OPSI City Departments |
| CO 3.3.2 | Publicize recurring reports detailing departments' progress towards established metrics. | Policy | OPSI |
| CO 3.3.3 | Develop and facilitate educational and skills training programs for City staff to increase data use and performance capacity. | Personnel | OPSI |
| CO 3.4 | Strengthen defenses against the threat of unauthorized access, corruption, or theft of data held by the City. | Strategy | IT |
| CO 3.4.1 | Provide training to City employees to identify vulnerabilities, phishing and other scams, and how to report these instances to the appropriate authorities. | Personnel | IT |
| CO 3.4.2 | If a breach occurs, take reasonable steps to investigate, and notify individuals whose information was affected, and provide guidance steps to take to limit further damage | Policy | IT |
| CO 3.5 | Communicate the role and use of data within public decision making processes in an approachable and accessible manner. | Strategy | Multiple |
| CO 3.5.1 | Consistently update available data on the Open Tulsa Data Portal, and frequently circulate open data suggestion opportunities. | Policy | City of Tulsa |

| Action ID | Action Required | Action Type | Involved Parties |
|---|---|---|---|
| CO 3.5.2 | Continue to create accessible mapping services for the public to understand project descriptions, costs, and progress on locally funded projects. | Technology | Public Works<br>Tulsa Planning Office<br>OPSI<br>Communications |
| CO 3.5.3 | Explain data and analysis terminology to streamline language and promote expanded understanding of how data is used in civic processes. | Policy | OPSI<br>Communications |
| **CO 4** | **Municipal operations, processes, and interactions are communicated equitably to residents through effective and appropriate platforms, tools, and communications systems.** | | |
| CO 4.1 | Increase access to public hearings, processes, and documents through the production of communications materials in multiple languages. | Strategy | Multiple |
| CO 4.1.1 | Create a language access policy for all City departments. | Policy | City of Tulsa |
| CO 4.1.2 | Assess language needs through analysis, interdepartmental coordination, and external stakeholder engagement. | Policy | Communications<br>Office of Resilience & Equity |
| CO 4.1.3 | Evaluate the ability to expand the distribution of mailed notices of land use and zoning changes to include renters. | Policy | Tulsa Planning Office<br>Development Services |
| CO 4.1.4 | Utilitze the City's Language Access Policy to assess all points of contact (telephone, in-person, mail, electronic communication, etc.) staff has with the public and individuals with limited English proficiency to determine what documents and information are vital to be translated. | Policy | Communications<br>Customer Care Center |
| CO 4.2 | Frequently review and update City of Tulsa communications resources for accessibility based on language and disability needs. | Strategy | Multiple |
| CO 4.2.1 | Create a forum for non-English speakers and residents with disabilities to help identify areas for accessibility improvement on City of Tulsa websites. | Policy | Office of Resilience & Equity<br>Communications<br>City Departments |
| CO 4.2.2 | Develop guidance and standards for City departments to update their websites in ways that increase accessibility. | Policy | Communications |

| Action ID | Action Required | Action Type | Involved Parties |
|---|---|---|---|
| CO 4.2.3 | Update frequently used public communications systems, like 311, to enhance ease and convenience of access. | Policy | Customer Care Center |
| CO 4.3 | Develop internal guidance and resources to increase the consistency and reach of City of Tulsa communications. | Strategy | Multiple |
| CO 4.3.1 | Continue to utilize applicable social media platforms for public information and work to ensure collaboration across departments on messaging and branding. | Policy | Communications |
| CO 4.3.2 | Continue to partner with community organizations to develop context-sensitive communication methods for dispersing information and receiving feedback from traditionally underserved or underreached populations. | Partnership | Communications Office of Resilience & Equity Community Development Tulsa Planning Office |
| CO 5 | The City of Tulsa works to ensure the welfare of its community members through strategies for social cohesion that are culturally responsive, accessible, and welcoming to all residents regardless of age, race, ethnicity, gender, sexual orientation, income, immigration status, or neighborhood. | | |
| CO 5.1 | Support efforts that help neighborhoods thrive and bring communities together in public and private spaces. | Strategy | Multiple |
| CO 5.1.1 | Analyze and address regulatory barriers to participatory public art, activities, and space activation. | Planning | Tulsa Planning Office |
| CO 5.1.2 | Research, acquire, and disperse funding to support community and neighborhood-led activities and events. | Planning | Tulsa Planning Office Community Development |
| CO 5.1.3 | Support continuous programming of festivals, cultural events, and occasions that celebrate all of Tulsa's many cultures. | Policy | City of Tulsa |
| CO 5.2 | Support initiatives for youth to meaningfully be involved in community and civic processes. | Strategy | Multiple |
| CO 5.2.1 | Work with youth-focused partners to increase youth involvement and engagement in public processes, including the dissemination of youth surveys and the planning of youth-focused events and activities. | Policy | Office of Resilience & Equity Communications |

| Action ID | Action Required | Action Type | Involved Parties |
|---|---|---|---|
| CO 5.2.2 | Create programs that involve youth in civic and planning processes and projects, and encourage strategic public problem solving. | Program | Tulsa Planning Office Office of Resilience & Equity |
| CO 5.3 | Provide opportunities for older residents to leverage their experience and contribute to their communities though volunteering and intergenerational engagement. | Strategy | Multiple |
| CO 5.3.1 | Form a partnership between the City of Tulsa Park and Recreation Department and the INCOG Area Agency on Aging to create programming, events, and facilities for older adults to promote active lifestyles and community interaction. | Partnership | Tulsa Parks INCOG AAA |
| CO 5.3.2 | Strengthen the Serve Tulsans program to connect residents with volunteer opportunities to assist and support older adults. | Program | Community Development |
| CO 5.4 | Encourage collaboration between diverse groups and public safety agencies to strengthen trust and ensure social stability, security, and justice. | Strategy | Multiple |
| CO 5.4.1 | Promote community policing through regular meetings between officers and the minority and immigrant neighborhoods they protect to discuss needs, build trust, and collaborate on strategy implementation. | Engagement | Tulsa Police Dept. |
| CO 5.4.2 | Support efforts to recruit diverse, bilingual, and non-traditional candidates to the Tulsa Police Department. | Personnel | Tulsa Police Dept. |
| CO 5.4.3 | Create an online forum for communicating and collecting feedback from community members regarding safety in their neighborhoods. | Technology | OPSI Tulsa Police Dept. Tulsa Fire Dept. Communications |
| CO 5.4.4 | Create a program to educate immigrants about their rights and responsibilities under the law, including information on immigration law, relevant local codes, and enforcement. | Engagement | Office of Resilience & Equity Municipal Courts Tulsa Police Dept. Community Partners |

| Action ID | Action Required | Action Type | Involved Parties |
|-----------|-----------------|-------------|------------------|
| CO 5.5 | Ensure that immigrants have equitable access to education, economic opportunity, support services, and opportunities for cultural expression. | Strategy | Multiple |
| CO 5.5.1 | Continue supporting naturalization efforts and citizenship ceremonies, including outreach specifically targeted to new residents' voting participation, and a database for immigration legal support. | Program | Office of Resilience & Equity |
| CO 5.5.2 | Promote the continuous implementation of strategies and actions included in the New Tulsans Initiative. | Policy | Office of Resilience & Equity |
| CO 5.5.3 | Share successes and updates from the New Tulsans Initiative, prioritizing messaging that communicates the community-wide benefit of immigrant inclusion and a welcoming culture for all residents. | Engagement | Office of Resilience & Equity Communications |
| **CO 6** | **The City of Tulsa cultivates meaningful, lasting, and effective partnerships with community groups and local organizations.** | | |
| CO 6.1 | Create and maintain a network of community partners for collaboration on City initiatives. | Strategy | Multiple |
| CO 6.1.1 | Create and maintain a distribution list of organizations that serve the community, including contact information and services provided, and facilitate the formation of partnerships between local groups by sharing the catalog on the City of Tulsa website. | Policy | Office of Resilience & Equity Community Development |
| CO 6.2 | Maintain positive relationships with partners through transparency and open communication. | Strategy | Multiple |
| CO 6.2.1 | Host "open houses" for organizations and groups to learn about, stay connected with, and get involved in civic processes. | Engagement | Office of Resilience & Equity Community Development |
| CO 6.2.2 | Frequently circulate surveys to community organizations that assist with civic work to understand the quality of the working relationship with the City and identify ways to improve. | Engagement | Office of Resilience & Equity Community Development |

| Action ID | Action Required | Action Type | Involved Parties |
|-----------|-----------------|-------------|------------------|
| CO 6.3 | Prioritize partnerships and collaborative efforts that address the needs of traditionally underserved and vulnerable populations. | Strategy | Multiple |
| CO 6.3.1 | Engage with church leaders, local non-profits, immigrant-owned businesses, and other identified community leaders to discuss needs, best outreach strategies, and partnerships. | Engagement | Office of Resilience & Equity<br>Community Development<br>Tulsa Planning Office |
| CO 6.3.2 | Using the Tulsa Planning Office's Strategic Planning approach, identify underrepresented groups to engage during planning projects, to serve on steering committees, and to advise on community engagement processes. | Analysis | Tulsa Planning Office |
| CO 6.3.3 | Encourage local organizations, businesses, and non-profits to increase staff diversity and to offer services and programs in multiple languages when possible. | Partnership | City of Tulsa |

## SELECTED CITY COMPARISON

Tulsa Planning Office staff selected this set of 6 cities from the review of more than 30 comprehensive plans from across the United States. These cities range from the Pacific Northwest, to the Midwest, the South, and the Northeast, with varying degrees of similarity to Tulsa. The metrics selected were chosen to compare demographic shifts and the level of participation in local government elections. Only Fort Worth has a lower voter participation rate than Tulsa of the selected cities. Tulsa's foreign-born population and population speaking a language other than English at home are average for the selected cities, and Tulsa has the highest percentage of the population aged 65 or older.
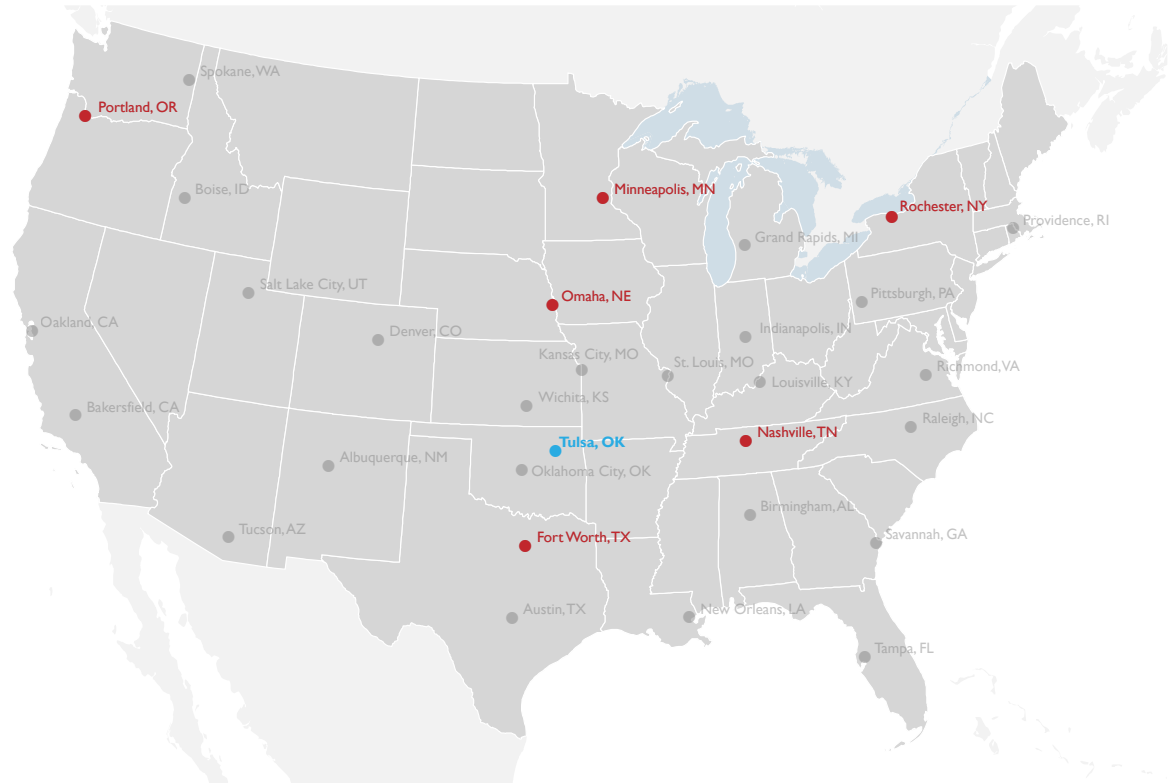


Most Favorable     Least Favorable

| Metric | Units | Tulsa, OK | Nashville, TN | Portland, OR | Omaha, NE | Minneapolis, MN | Fort Worth, TX | Rochester, NY |
|---|---|---|---|---|---|---|---|---|
| **Foreign-Born Population** | % | 11.18% | 13.30% | 13.49% | 10.66% | 15.60% | 16.82% | 9.12% |
| **Voter Registration** | % | 52.76% | 61.69% | 66.11% | 63.15% | 62.92% | 52.40% | 62.03% |
| **Persons 65+** | % | 15.00% | 12.40% | 13.60% | 13.50% | 10.30% | 10.00% | 12.80% |
| **Language Other than English at Home** | % | 18.10% | 19.40% | 22.30% | 16.40% | 17.70% | 32.90% | 20.50% |

## FEATURED METRIC
## Foreign-Born Population



% Foreign-Born Population

**% Foreign Born**
- 20% or Greater
- 10% to 20%
- 5% to 10%
- 2.5% to 5%
- Less than 2.5%
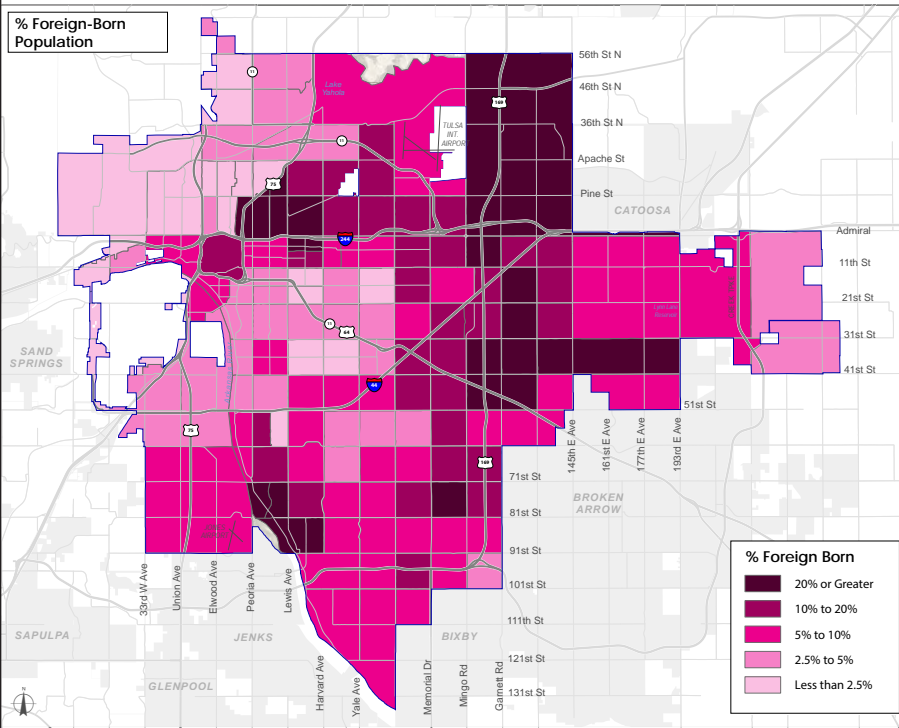
11.18% of Tulsa's population are foreign born. When compared to the selected cities, this percentage is average; however, since 2010 this population has increased by 12.36%. The distribution of this foreign-born population is not even across the city, with three places in particular having greater than 20% of the population being foreign-born. These include east Tulsa, Crutchfield and Sequoyah in north Tulsa, and the far south ends of Peoria Ave. and Lewis Ave. North Tulsa west of Highway 75 and most of Midtown have the lowest percentages of foreign-born population, averaging less than 3% of the population. Tulsa is becoming a more diversified city over time, and it is important that as more immigrants move to the city that they feel welcome. The City seeks to achieve this through the New Tulsans Initiative, a program launched to create a more equitable Tulsa that empowers new residents by assisting with immigration, economic development, and representation in leadership.

### Voter Registration
Tulsa has one of the lowest percentages of registered voters when compared to the selected cities. It is important that the City aims to create accessible polling and civic participation outside of the polling booth. It is also important that information about local elections is widely communicated and accommodates all abilities and languages.

### Persons 65+
Tulsa has the highest percentage of persons 65 and older among the selected cities. Understanding the needs of the older adult population is key to providing all Tulsa residents quality of life. Aging in place is becoming a popular planning concept, and the City should prioritize providing infrastructure to support Tulsans as they age. This metric may also indicate that many young families are living in the suburbs, likely due to the cost of housing and the quality of schools. Investment in the city's core is needed to attract young professionals and young families.

### Language Other than English at Home
Tulsa has one of the lowest percentages of people speaking languages other than English at home when compared to other selected cities. It is very important to make sure City communications are inclusive to all languages and that City staff members can communicate in the languages being spoken by Tulsa residents.

# EQUITY & RESILIENCE CONSIDERATIONS

**CIVIC DISENGAGEMENT AMONG MINORITIES**

To improve civic engagement, it is necessary to conduct planning that identifies and addresses weaknesses in current systems. Another component of this is understanding how and why current systems are not working for all communities and neighborhoods. Often, availability is an issue for public meetings and voting, as residents may not be able nor comfortable attending in-person meetings at certain times, dates, or locations. New methods of engagement on digital platforms, such as online meetings and surveys, can remove the barriers of availability, but may introduce new barriers for residents without access to the Internet.

It is important to understand vulnerabilities, including language, disability, internet access, presence of structured neighborhood associations, time and place availability, and immigrant status that may be preventing Tulsans from accessing the civic process effectively and comfortably. Partnering with community organizations and seeking ways to facilitate and improve access based on issue identification is indispensable to ensure higher public participation during outreach and election events.

**Recommendations**

*CO.ER.1* Provide and continually assess training and resources on the equitable delivery of City services for all City staff, including topics of cultural competency.

*CO.ER.2* Create a community involvement commission to provide ongoing input and feedback on communication strategies and operations.

**COMMUNICATION GAPS IN EMERGENCY PREPAREDNESS**

Communication is crucial in emergency response and awareness. Vulnerable populations in Tulsa are often the most affected due to barriers such as language, technology, mobility, disengagement, and disproportionate exposure to threats and unexpected events. Building resilience should be achieved through proper planning and partnerships among emergency response organizations. Collaboration with organizations that are active among vulnerable populations, such as non-profits and neighborhood associations, is also important as they work closely with community members and can provide communication and implementation support. Closing communication gaps can be achieved by using adequate tools in operation, making materials available in multiple languages, or engaging with the community to determine the best ways to get them life-saving information.

**Recommendations**

*CO.ER.3* Prioritize hiring individuals who are bilingual, and provide incentives for current City staff to expand language capacity.

*CO.ER.4* Review and update City of Tulsa communications resources for accessibility based on language and disability needs.

**MINORITY REPRESENTATION IN LEADERSHIP**

As of the 2020 Census the majority of Tulsa's population belongs to a minority group. The percentage of the population that identifies as White Non-Hispanic is less than 50% according to the 2020 Census. In fact, since 2010 the White Non-Hispanic population has declined by nearly 12%, contrasting with an increase of 43% for Hispanic or Latin American Tulsans. Similarly, there was an increase of 59% in the number of Asian Tulsans and a 96% increase of Tulsans identifying as Two or More Races. There were marginal decreases in the size of Tulsa's Black and American Indian populations. These demographics shifts, however, have not been reflected in the composition of elected and appointed positions at the City of Tulsa.
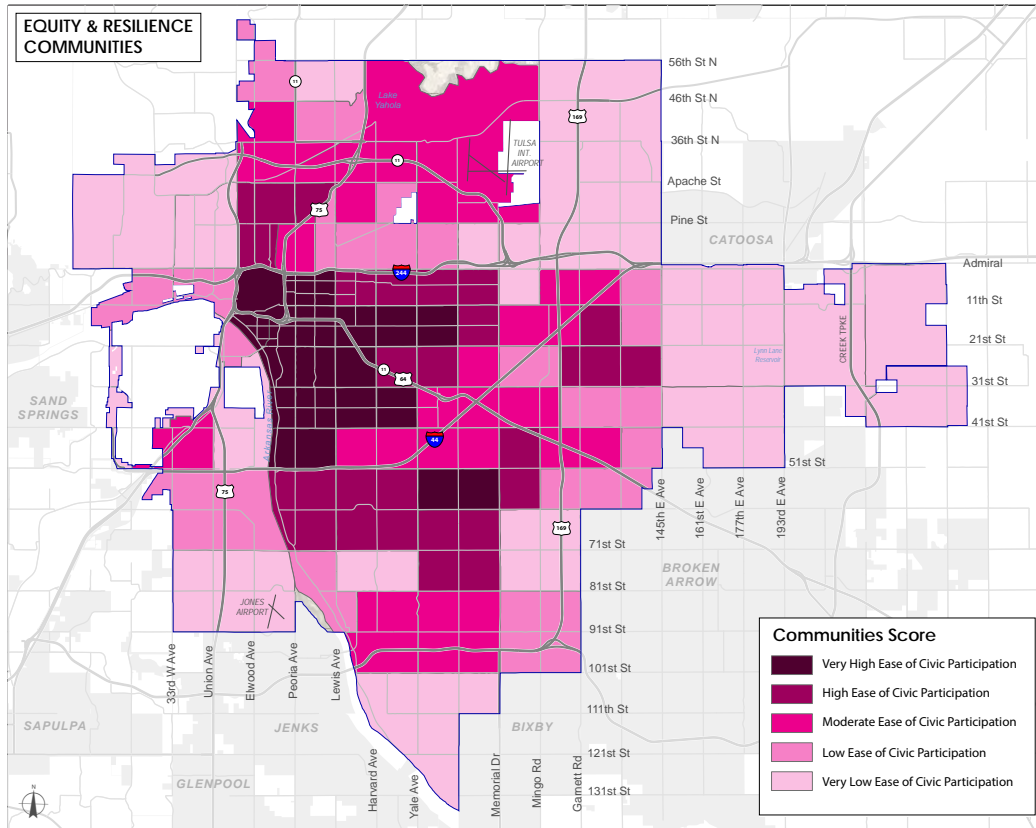
According to the 2020 Equality Indicators report, City of Tulsa authorities, boards, and commissions have 2.473 times more White Non-Hispanic members than Hispanic/Latin American members, and other racial and ethnic groups are also under-represented. While elected positions are more difficult to ensure proportional representation, diversity and balanced representation can be prioritized for appointed positions.

**Recommendations**

*CO.ER.5* Work to increase diversity and inclusion in City leadership, staff, and on City-appointed authorities, boards, and commissions.

*CO.ER.6* Work with Title 5 Commissions and other community partners, including Oklahomans for Equality, the YWCA, and Leadership Tulsa to develop procedures for recruiting new and diverse membership.

EQUITY & RESILIENCE COMMUNITIES

**Communities Score**
- Very High Ease of Civic Participation
- High Ease of Civic Participation
- Moderate Ease of Civic Participation
- Low Ease of Civic Participation
- Very Low Ease of Civic Participation

This map is generated using data from the Tulsa Planning Office's Neighborhood Conditions Index (NCI).

## GEOGRAPHIC DISPARITIES

The above map identifies areas of the city where residents have access to community support organizations, where residents are more likely to be active voters, and where residents have access to the Internet. All of these contribute to the ease and ability to be civically engaged. In particular, downtown and many Midtown neighborhoods have excellent access to organizations and internet and are correspondingly civically engaged. Parts of north Tulsa, east Tulsa, and south Tulsa, however, have lower access to community organizations, lower rates of voter registration, and may lack consistent Internet access.

## INDICATORS USED IN MAP

- Population Growth
- Proximity to Social Services
- Proximity to Places of Worship
- Proximity to Social Clubs
- Voter Registration
- Internet Access

## RELEVANT EQUALITY INDICATORS*

- INDICATOR 47: Internet Access by Race
- INDICATOR 49: Government Representation by Race
- INDICATOR 50: Voter Turnout by Geography

## RELEVANT RESILIENT TULSA ACTIONS**

- ACTION 02: Launch race reconciliation conversations in partnership with the faith community.
- ACTION 03: Increase city-wide participation and recognition of Native American Day
- ACTION 05: Establish 918 Day
- ACTION 07: Welcome immigrants into Tulsa's communities
- ACTION 34: Formalize the Citizen Advisory Board and Citizen Action Groups
- ACTION 35: Launch City Hall-on-the-go.
- ACTION 36: Improve City communications and engagement with all Tulsans.
- ACTION 37: Develop linguistically accessible City documents.

## VULNERABLE POPULATION GROUPS

- Households without access to an automobile
- Low-Income households
- Racial and ethnic minority populations
- Residents with limited English proficiency
- Persons with physical and/or cognitive disabilities
- Older adults and youth

*Equality Indicator reports are issued annually by the City of Tulsa.
**Resilient Tulsa Strategy was adopted by the City of Tulsa in 2018.

## A Welcoming City

| Health Determinant | Associated Health Outcome |
|---|---|
| Increased tax revenues and economic benefits | Healthy choices available with increases in household income and public services. |
| Stress, social isolation, and financial hardship associated with deportations | Increase in anxiety and depressive disorders |

**Tulsa Context**
From 2010 to 2015, more than 27% of Tulsa's population growth can be attributed to immigrants. In Tulsa, immigrants are an inordinately large portion of those at a prime age to participate in the workforce: 72% of immigrants are between the ages of 25-64, whereas only 50% of US native-born residents are in this age bracket. Currently, there are more than 2,000 immigrant entrepreneurs in Tulsa, consistent with research that shows that immigrants are 76% more likely to start their own business.

**Policy Recommendations**
*CO.HW.1* Implement recommendations from the New Tulsans Initiative to enhance the quality of life of domestic migrants and international immigrants.

*CO.HW.2* Support economic development opportunities that empower immigrant entrepreneurs.

*CO.HW.3* Pursue strategies that increase trust and understanding between immigrant populations and City of Tulsa services, including public safety, development and planning processes, and elected or appointed officials.

## Civic Participation

| Health Determinant | Associated Health Outcome |
|---|---|
| Increase in individual and community social capital | Improved health outcomes in general from increased representation and advocacy power. Improved psychological and emotional well-being. |

**Tulsa Context**
According to the Citivoice Index produced in partnership between the City of Tulsa and Gallup, 68% of Tulsans have donated money to a charity in the past year, 77% helped a stranger, and 46% volunteered with an organization. While this demonstrates Tulsans' inclination to engage as a community, percentages are much lower in terms of engaging with local government. Only 17% of residents said that they had voiced their opinion to a City official, and only 15% say they have attended a neighborhood association or City Council meeting in the past year. Young residents had the highest percentage representation in the first group of measures, and the lowest in the second. 60% of the Tulsa population voted in the 2016 Presidential election; however, less than 50% of north Tulsa residents and residents in neighborhoods surrounding the intersection of 61st St. and Peoria Ave. voted. Rates are lower in portions of east Tulsa as well. In general, wealthier, white populations had the highest turnout rates.

**Policy Recommendations**
*CO.HW.4* Maintain the highest standards of respect and dignity in conversations, civic processes, and interactions with community members.

*CO.HW.5* Work to increase diversity and inclusion in City leadership, staff and on city-appointed boards, commissions, and taskforces.

*CO.HW.6* Develop procedures and standards for meaningful engagement of populations experiencing barriers to participation.

*CO.HW.7* Promote resources that facilitate increased participation in elections.

## Language Access in Communications

| Health Determinant | Associated Health Outcome |
|---|---|
| Higher effectiveness of emergency preparedness efforts. | Reduction in injury or fatality in an emergency. |
| Decrease in social isolation associated with language access. | Decrease in anxiety and depressive disorders. |

**Tulsa Context**

According to the 2020 US Census, 11.18% of the population within the city limits of Tulsa are foreign-born. Similarly, 19% of Tulsa's households speak a language other than English in their home. Tulsa's growth in recent years is largely dependent on immigration, and with that comes a need to identify what languages are best suited for communications.

**Policy Recommendations**

*CO.HW.8* Develop a Language Access Plan to assess existing needs and existing services offered to fill gaps and enhance staff to accommodate needs.

*CO.HW.9* Update Disaster Preparedness Resource Guide on City's website to include Vietnamese and Zomi.

*CO.HW.10* Provide interpretation services on-site for all open hours of public city services.

*CO.HW.11* Increase percentage of bi-lingual staff that serve as first responders.

*CO.HW.12* Identify and continuously update primary language of LEP individuals that seek and receive programs and services across departments.

*CO.HW.13* Regularly communicate and fund public awareness through varied channels on how to access assistance for LEP needs.

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## FUNDING PRIORITIES

Positioning the City of Tulsa to be more effective at engaging and empowering residents to participate requires investment in the infrastructure, operations, and personnel needed to address the issues identified in this chapter.

Capital needs include funding for improvements in accessibility, both in terms of physical built environment elements and virtual spaces. In particular funding is needed to complete the goals of the City of Tulsa ADA Transition Plan. Specific needs include accessibility improvements for existing facilities, with enhanced technological options for public meeting spaces at City Hall and in other facilities. For virtual spaces, an audit should be conducted for all websites to evaluate what weaknesses exist today, and then improvements should be compiled to receive funding in future funding packages.

Ongoing engagement activities conducted by various City departments require funding in order to make activities accessible, inviting, and memorable. Each department that conducts outreach and engagement should have access to funding to assist in those activities. Operational funding should also be available for maintaining the City's websites, with a focus on enhanced cyber security measures to protect the City from ransomware attacks and other forms of illegal hacking.

Finally, as Tulsa continues to diversify in terms of race, ethnicity, and language needs, personnel decisions should reflect this. This will require hiring bi-lingual or multi-lingual individuals to help non-English speakers navigate complicated City processes. Translators and interpreters, if not on staff, should be retained through ongoing contractual relationships to be available to support staff efforts. The Communications Department requires additional staff to effectively provide support for departments that do not have their own dedicated Communications staff members. Communications continues to increase in importance, and the present number of dedicated staff are stretched to and beyond their limits. Without these increases, there is an enhanced risk of confusion, misinformation, and frustration from the public going forward.

## REGIONALISM CONSIDERATIONS

Communications about important events, particularly hazardous events like flooding, ice storms, and pandemics, is essential not just within the city limits of Tulsa, but across the region. Enhancing regional communication to be inclusive of those for whom English is not their primary language, Internet is not available, or those that live in areas of high risk should be a regional effort with collaboration by all levels of government. Making the region a safe and welcoming place for existing residents, domestic migrants, and international immigrants will enhance the Tulsa area's competitiveness in the state and nationally.

## GLOSSARY OF TERMS

**Americans with Disabilities Act (ADA)** - A civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.

**ADA Accessible** – ADA is short for the Americans with Disabilities Act Standards for Accessible Design. Accessibility refers to the design of products, devices, services, vehicles, or environments so as to be usable by people with disabilities.

**ADA Self Evaluation and Transition Plan** – An all-inclusive law that requires a municipality to review all aspects of its programs, services, and activities for compliance.

**Advocate** - To publicly recommend or support, or a person who publicly supports or recommends a particular cause or policy.

**Assistive Technology** – Products, equipment, and systems that enhance learning, working, and daily living for persons with disabilities.

**Census** – An official count or survey of the United States population conducted by the federal government.

**Civic Engagement** – The participation and involvement of residents in their government.

**Civic Life** – The public life of people concerned with the affairs of the community and nation as contrasted with private or personal life, which is devoted to the pursuit of private and personal interests.

**Civic Processes** - The functions of government that include opportunities for involvement by members of the public, including voting, meetings of elected officials, and other interactive activities.

**Community Cohesion** – Community cohesion refers to the aspect of togetherness and bonding exhibited by members of a community, the "glue" that holds a community together. This might include features such as a sense of common belonging or cultural similarity.

**Community Involvement Commission** - A commission that advises a city's departments on outreach and engagement activities.

**Comprehensive Communications Plan** – A comprehensive communication plan outlines problems to be addressed, messages to be conveyed, target audiences, and methods to be used (email, news article, social media, digital signage, open forum).

**Culturally Responsive** - The condition of an approach that is considerate of the nuances of a variety of cultural groups in order to more effectively and sensitively communicate the purpose of an approach.

**Culturally-Accessible Engagement** – Engagement strategies that are tailored to the needs of differing cultural groups to promote inclusive civic engagement.

**Data Analysis** - The process of inspecting, cleansing, transforming, and modelling data with the goal of discovering useful information, informing conclusions, and supporting decision-making.

**Demographic(s)** – A particular sub-group of a population, defined by race, gender, age, or some other characteristic.

**Digital Space(s)** - Refers to what is displayed on the screen of a digital device (e.g., laptops, computers, tablets, or smartphones).

**Disengagement** – The action or process of withdrawing from involvement in a particular activity, situation, or group.

**Diversify** - Enlarge or vary its range of products or field of operation; make or become more diverse or varied.

**Economic Mobility** – Economic mobility is the ability of an individual, family or some other group to improve their economic status—usually measured in income.

**Equity** - Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

**Foreign-Born** – Foreign-born (also non-native) people are those born outside of their country of residence. Foreign born are often non-citizens, but many are naturalized citizens of the country in which they live, and others are citizens by descent, typically through a parent.

**Get Out the Vote** – "Get out the vote" or "getting out the vote" (GOTV) describes efforts aimed at increasing the voter turnout in elections.

**Inclusive Language** – Inclusive language avoids biases, slang, or expressions that discriminate against groups of people based on race, gender, or socioeconomic status.

**Language Access Plan** – A language access plan is a document that spells out how to provide services to individuals who are non-English speaking or have limited English proficiency.

**"Meet Your Neighbor" Program** – An endeavor to introduce people who live in the same building or neighborhood through in-person meeting or online communications in order to strengthen connections among neighbors.

**Mobile City Hall Program** – A program identified in Resilient Tulsa Strategy to mobilize City departments to high-need areas of town to strategically connect residents with City services.

## GLOSSARY OF TERMS

**Native American Day** – Native American Day, observed annually on the second Monday in October, celebrates the cultures and contributions of the many Native American tribes. The observance is also known as Indigenous Peoples' Day.

**Open House** – A day when members of the public are invited to visit a place or institution, especially one to which they do not normally have access.

**Public Service** – Any service intended to address specific needs pertaining to the aggregate members of a community. Public services are available to people within a government jurisdiction as provided directly through public sector agencies or via public financing to private businesses or voluntary organization.

**Social Cohesion** – The strength of relationships and the sense of solidarity among members of a community.

**Social Justice** – In the context of inequality, social justice is the view that everyone deserves equal economic, political, and social rights and opportunities.

**Socioeconomic Factors** – Socioeconomic status is the social standing or class of an individual or group. It is often measured as a combination of education, income, and occupation.

**Solidarity** – Unity (as of a group or class) that produces or is based on community of interests, objectives, and standards.

**Text Equivalent** – A phrase, sentence, or combination of phrases and sentences associated with a particular image, particularly to convey the content to a person with visual disabilities.

**Trauma-Informed Care and Processes** – An approach to interventions by public safety professionals focused on sensitivity to traumatic experiences of the people involved in an event.

**Under-Represented Populations** – An under-represented group describes a subset of a population that holds a smaller percentage within a significant subgroup than the subset holds in the general population.

## RELEVANT CITY DEPARTMENTS, PROGRAMS, PLANS, AND EXTERNAL ORGANIZATIONS

**918 Day -** A local holiday created as a way for Tulsans and people across Green Country to celebrate all the great things about the 918 area code, including local small businesses.

**CitiVoice Index** – A survey conducted in Tulsa by the City of Tulsa in partnership with Gallup to evaluate a variety of sentiments towards government.

**City of Tulsa Board of Adjustment (BOA)** – An appointed City of Tulsa Board that hears and acts on applications related to the Tulsa Zoning Code, including variances, special exceptions, and appeals of administrative decisions.

**Communications Department** – A department of the City of Tulsa that aims 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.

**Community Development Division** - A division of the Department of City Experience that administers community and economic development programs and initiatives, supporting residents in creating economically viable and sustainable communities through neighborhood partnerships, housing programs, and community development initiatives.

**Community Response Team (CRT)** – A co-responder model for 911 mental health calls with collaboration between Tulsa Police Department, Tulsa Fire Department, Family and Children Services (F&CS), and Community Outreach Psychiatric Emergency Services (COPES).

**Customer Care Center (311)** – The central point of contact for the City of Tulsa providing responses to citizens' requests for information and assistance with services and programs.

**Development Services Department** - A department of the City of Tulsa that promotes safety, livability, and economic growth through efficient and collaborative application of building and development codes.

**Disaster Preparedness Resource Guide** – A guide for Tulsa residents to be prepared during natural disasters that includes checklists, planning templates, and insurance guidance.

**Equality Indicators** – An annual report created through partnership between the City of Tulsa and the Community Service Council to measure and track disparities among subgroups of Tulsans over time.

**INCOG Area Agency on Aging** – The INCOG Area Agency on Aging provides a range of options that allows older adults to choose the home and community-based services and living arrangements that suit them best.

**Information Technology Department** - A department of the City of Tulsa that manages and provides for all of the technology needs of City departments.

**Leadership Tulsa** – A Tulsa organization that provides leadership training and connects their members to positions of leadership in the community.

**Municipal Courts** - A court of record, authorized under City Ordinance and jurisdiction in the City of Tulsa that is responsible for misdemeanor traffic, parking, and criminal offenses, as well as code violations for health, fire, animal, and zoning violations.

**New Tulsans Initiative** – A City of Tulsa program that promotes social cohesion and shared prosperity by providing services and information to assist Tulsa's immigrant populations.

**Office of Performance Strategy and Innovation (OPSI)** – A City of Tulsa office that utilizes data to enhance and streamline City service distribution to residents.

**Office of Resilience & Equity** - An office within the Department of City Experience that works to achieve equality for all Tulsans through partnership building, education, cultural awareness, and advocacy.

**Oklahomans for Equality (OkEq)** – A local non-profit organization that seeks equal rights for LGBTQ+ individuals and families through intersectional advocacy, education, programs, alliances, and the operation of the Dennis R. Neill Equality Center.

**Public Works Department** - A department of the City of Tulsa that is responsible for planning, directing and coordinating the construction and maintenance of streets and public facilities, managing all related engineering services, and maintaining stormwater systems.

**Resilient Tulsa Strategy** – A planning report created by the Mayor's Office of Resilience & Equity in 2018 to outline approaches to enhance Tulsa's resilience to social and environmental shocks and stressors.

**Serve Tulsans Program** – A volunteer-based City of Tulsa initiative that seeks to build up and coordinate local human capital in an effort to address the public problems. The hope is that by encouraging community members to join together in meaningful projects they will create lasting relationships, positively affect their neighborhoods and the city as a whole.

**Title 5 Commissions** – A collective term for the following City of Tulsa Commissions: Human Rights Commission; Greater Tulsa Area African-American Affairs Commission; Greater Tulsa Area Indian Affairs Commission; Greater Tulsa Area Hispanic/Latinx Affairs Commission; and the Mayor's Commission on the Status of Women.

## RELEVANT CITY DEPARTMENTS, PROGRAMS, PLANS, AND EXTERNAL ORGANIZATIONS

**Tulsa Fire Department** - A department of the City of Tulsa that provides fire safety and paramedic services to Tulsa residents.

**Tulsa Metropolitan Area Planning Commission (TMAPC)** – A joint city-county commission that makes recommendations for zoning requests and ordinances, and adopts plans for the City of Tulsa and unincorporated areas of Tulsa County.

**Tulsa Parks** - A department of the City of Tulsa that aims to create, provide, and preserve quality parks and recreation opportunities that meet community needs for the health and wellbeing and for all Tulsans.

**Tulsa Planning Office** – A division of the Department of City Experience that administers the zoning and planning process for the City of Tulsa.

**Tulsa Police Department** - A department of the City of Tulsa that provides law enforcement and safety services to Tulsa residents.

**Tulsa Transit (MTTA)** – The public transit system operating buses and paratransit for Tulsa metropolitan area.

**Tulsa YWCA** – The Young Women's Christian Association is a nonprofit organization with a focus on empowerment, leadership, and rights of women, young women, and girls in more than 100 countries.

# SOURCES AND REFERENCES

**Subject Matter Experts and Relevant Plans**

CAP Tulsa

Code for Tulsa

Indian Health Care Resource Center

Tulsa CASA

Coalition of Hispanic Organizations

Tulsa Changemakers

Tulsa Council of the Blind

New View Oklahoma

Demanding a JUSTulsa

TSHA

Mental Health Association of Oklahoma

Workforce Tulsa

Dream Alliance Oklahoma

The Center

Birth Through Eight Strategy for Tulsa (BEST)

Family Promise Tulsa

Oklahomans for Equality (OKEQ)

City Lights

Leadership Tulsa

North Tulsa Ministers Conference

Tulsa League of Women Voters

Power of Families Project

Oklahoma Votes

Growing Together

Casa de la Cultura

Customer Care Center

Communications

Mayor's Office of Resilience and Equity (MORE)

INCOG Area Agency on Aging

Met Cares

Office of Performance Strategy and Innovation

Tulsa Parks, Culture and Recreation

Tulsa County Election Board

Tulsa Health Department

Tulsa Public Schools

Tulsa Regional Chamber of Commerce

**Community Engagement Activities**

Housing and Neighborhoods Policy Survey

Resident Input Sessions

Resident Input Survey

Resident Input Emails and Phone Calls

All engagement activities that went into the development of the following plans and reports:

Resilient Tulsa Strategy

Equality Indicators

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**Peer City Metrics**

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