planitulsa

public services

TABLE OF CONTENTS

chapter 10   public services

INTRODUCTION

One of the primary functions of municipal government is to provide public services to residents. In Oklahoma, municipalities are authorized by state statute to ensure services for public health, safety, and prosperity through the collection and allocation of local sales tax funds. These responsibilities extend throughout the municipal limits.

Service distribution operates on scales of efficiency, where the larger a service area is relative to the number of people served, the less efficient the distribution of those services become. Despite the continued expansion of Tulsa's developed areas, there has been limited population growth to generate revenues to cover the increased costs associated with public service distribution. Moreover, new subdivision developments on the fringes of the city are often closer to shopping and restaurants in Tulsa's surrounding communities, which leads to public services being provided to areas where the residents' sales tax dollars are going to other cities' revenue streams.

This continual stretching of dollars to cover service distribution in new areas diminishes the City of Tulsa's ability to effectively serve residents. Special funding packages are largely focused on repairs to the street system, another side-effect of unchecked growth throughout the past 50 years, leaving fewer dollars for other vital City operations. Fortunately, in the last 20 years there has been a significant shift in the development pattern towards infill development. This is largely due to greenfield sites being

The City of Tulsa provides residents with a broad spectrum of public services to ensure that the city is a great place to live, work, play, and raise a family.

less available as subdivisions have grown out to the city limits in most areas of the city. This trend towards infill has led to significant private re-investment in inner-city areas where infrastructure and public service distribution are well established. This is a trend that helps the City of Tulsa maintain fiscal responsibility.

Fiscally responsible service distribution requires that efficiencies be sought in a myriad of ways. From the physical realities discussed above, to the tools available to the City staff providing services, there are many ways to achieve a more efficient and effective level of service, and each City department has specific needs.

A Seat at the Table

Every department has priorities to consider when recurring funding package elections occur, but not every department has historically had the opportunity to speak for their needs. Several departments have been positioned in a way where their capital needs are carried forward by the Asset Management Department. At face value, this makes sense. Many of the capital assets of various departments are maintained through the Asset Management Department; however, the specific knowledge of each department's greatest needs is difficult for the Asset Management Department to effectively communicate. This allows other City departments that have the opportunity to bring

forward their own needs to have an advantage by having a consistent focus on preparation for funding as it becomes available. Moving forward, each City department should have a seat at the table to promote their department's specific needs. This will benefit each department, including Asset Management, who will then be able to focus specifically on their capital needs, rather than the coordination of numerous departments' needs. This will empower decision-makers to match funding to overarching goals.

Fix-It-First

As is often the case with cities, new infrastructure, programs, and other assets may receive funding and be implemented, but funding for increases in operational and maintenance costs are not always established. This leaves departments with greater responsibilities and with less capacity to fulfill their missions, generally leading to degraded assets. This lack of prioritization for maintenance leads to a "Run-to-Fail" approach to assets, which decreases their lifespan. This, in turn, requires more capital funding to replace assets that have prematurely reached the end of their usability. In many cases, proper maintenance of assets would greatly extend their lifespan, reducing the need for capital expenditures. To address this, many cities pursue a "Fix-It-First" approach to asset management across all categories of infrastructure and facilities. This can also apply to programs that are funded by grants, where grants should only be pursued if operational funding is likely to be available in the future. Finally, this approach applies when there are major pushes to increase the number of staff where additional facilities and ancillary staff are needed to support these increases.

The City of Tulsa's Solid Waste division diverts 100% of household waste from landfills through recycling programs and partnerships with industrial groups that use waste to fuel power generation.

Departments with Authorities

Several City departments serve as the staff for corresponding City authorities, which are appointed groups of experts in a given subject area. For example, the Water & Sewer Department works with the Tulsa Metropolitan Utility Authority (TMUA). TMUA has established its own set of goals and strategies as part of ongoing planning for the provision of water and sewer services to the region. Authorities have the ability to issue bonds to fund their obligations, allowing for more stable capital and operational funding over time. For departments without an associated authority, there are those that are able to assess user fees, such as the Solid Waste division of the Public Works Department. Fees for service help to ensure stability in the provision of these services. Some departments do not have the ability to assess fees to pay for the operational and maintenance costs associated with their work. These departments should be prioritized during capital improvement programs. Annual reviews of costs, particularly new costs, in comparison to annual budgetary allocations should be prioritized to ensure consistent service delivery.

Adjacent Public Service Agencies

The City of Tulsa is one of several public service agencies in Tulsa. The City has a role to play in the successful performance of several adjacent agencies. In particular, libraries and schools have been identified as partners for a variety of City functions. Ensuring that land use decisions made by school districts are consistent with the service distribution goals of the City is of high importance. School siting often drives new development, and consideration for City services should be a cornerstone of smart site selection. If the City is unable to provide public transit,

police, fire, or other public services to an area, then alternative sites may be preferable for new school facilities. Schools and libraries both serve as excellent community gathering places and resources for community groups and individuals. Both of these entities have numerous locations distributed across the city, and can allow for more targeted engagement activities for planning, elections, town halls, and any number of other community activities. In order for the City and all parallel public service agencies to operate most effectively and efficiently, constant coordination, as well as shared decision-making during important projects, is critically important.

KEY IDEAS

Subject Matter Experts

The distribution of public services is a primary function of any level of government. In Tulsa, many departments were not included in the original development of the comprehensive plan. This chapter creates a place for those departments to plan for the future with a focus on capital needs, fiscal responsibility, and increased coordination with other departments and the community. Departments and parallel agencies that contributed to this chapter through engagement with Tulsa Planning Office staff include:

- Asset Management
- Police Department
- Municipal Courts
- Fire Department
- Solid Waste
- Water & Sewer
- Animal Welfare
- Public Schools
- Libraries

Community Members

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

Police Department
- Expert agencies should collaborate and assist with public safety, so Police and Fire can most effectively handle unique situations, particularly with regard to mental health concerns.

Municipal Courts
- More funding should be available for programs to divert non-violent persons with mental health and substance abuse issues from jail time.

Animal Welfare
- Spay and Neuter programs should be prioritized by Animal Welfare to control stray animal populations.
- Animal Welfare should support beekeeping and other agricultural animals within the city limits.

Solid Waste
- Solid Waste should consider implementing a city-wide compost program to re-purpose solid waste and increase the use of natural fertilizers.

Goal 1

Tulsa's land use pattern enables efficient and cost-effective distribution of public services.

The distribution of public services is a fundamental responsibility of any government entity. Ensuring that residents' tax dollars are spent in ways that meaningfully enhance their quality of life requires consistent planning that controls growth to match the City's ability to provide public services. Where infrastructure or services can be extended to stimulate development, those decisions should be made with a return on investment in mind, and public risk should be minimized.

Strategy 1.1
Ensure that development in Future Growth areas considers the impact on public safety, utilities, parks & recreation, transportation and other City resources.

Strategy 1.2
Finance and plan municipal infrastructure and services strategically to direct efficient growth.

Strategy 1.3
Encourage infill development or development that is currently served by existing City services and infrastructure.

Goal 2

Public facilities in Tulsa are efficient, well-maintained, and properly funded.

The City of Tulsa Asset Management Department maintains facilities that house the majority of City functions, leasable properties that enable economic investment, and the City's vehicle fleet. Ongoing and proactive maintenance of these assets extends their life and reduces total costs over a longer time frame. As assets increase, so should maintenance budgets and staff capacity to ensure adequate stewardship of public resources.

Strategy 2.1
Annually review staffing for current and future needs to assure adequate levels of performance.

Strategy 2.2
Develop a "Preventative and Predictive Maintenance" approach by procuring full funding and progressive reserves for ongoing and future maintenance needs.

Strategy 2.3
Pursue an integrated approach to public infrastructure maintenance by engaging other departments, coordinating efforts, and creating partnership opportunities or cross-utilization of funds.

Strategy 2.4
Ensure adequate resources for fleet maintenance.

Strategy 2.5
Determine the effects of new subdivision developments on Asset Management service capacity.

Strategy 2.6
Pursue a variety of methods for offloading surplus equipment and properties to maximize financial returns and support economic development initiatives.

Goal 3

Tulsa Police Department develops partnerships and works collaboratively to build public trust and keep Tulsans safe through data-driven, community-based best practices.

The Tulsa Police Department (TPD) is pursuing a collaborative policing model to work with community partners to better serve residents. Engaging with residents and partnering with experts in other fields can help to build trust in the community, which will lead to greater public safety overall.

Strategy 3.1
Proactively advocate for capital funding needs for TPD to enhance existing facilities, fleet, and other equipment.

Strategy 3.2
Increase the number of TPD uniform divisions to better distinguish between the needs of different contexts within the city.

Strategy 3.3
Invest in technological systems that utilize data analytics and evidence-based approaches to inform crime prevention efforts.

Strategy 3.4
Collaborate with Social Services agencies and other City departments to address root causes that lead to individual and group criminal activity.

Strategy 3.5
Increase partnerships with local community organizations and schools to facilitate an interface between TPD and the public that is not based on ordinary patrol activities.

Strategy 3.6
Increase the capacity for recruiting a diversity of candidates from across the nation, as well as those who live in Tulsa and understand the local context.

Strategy 3.7
Implement the Action Plan developed from the findings of the 2021 Community Policing study.

Strategy 3.8
Develop and implement strategies to maintain consistent and transparent communication with the public.

Strategy 3.9
Develop and internally promote programs to improve officer wellness and continuing education opportunities.

Goal 4

The City of Tulsa Municipal Courts Department delivers services that reflect a commitment to justice and the fair and dignified treatment of Tulsans.

The Municipal Courts Department strives for the fair and dignified treatment of all Tulsans that have justice involvement. This should be reflected in both the tools available to judges for alternatives to imprisonment, as well as the condition of the facilities that house the courts and jail.

Strategy 4.1
Secure funding for long-term facility and equipment needs through participation in the capital improvement planning process.

Strategy 4.2
Expand amnesty and diversion programs to reduce recidivism and avoid unnecessary court hearings or jail time.

Strategy 4.3
Partner with City departments and community partners to expand resources available to address mental health conditions, substance use, and financial barriers.

Strategy 4.4
Streamline record systems and court operations through improved technology and capacity building.

Strategy 4.5
Establish procedures and plans for responding to future public health crises.

Goal 5

Tulsa Fire Department uses data-based approaches, enhanced training, and public engagement to achieve an effective, efficient, and equitable distribution of fire and emergency services.

The Tulsa Fire Department operates dozens of fire stations across the city, providing fire and emergency services to residents. Through partnerships, modern training and recruitment approaches, and management best practices, fire department service will continue to improve in Tulsa.

Strategy 5.1
Develop a strategic action plan that assesses serviceability across Tulsa and considers social determinants of the residents each fire station serves.

Strategy 5.2
Pursue accreditation of Tulsa Fire Department, and maintain an Insurance Service Office (ISO) Score of 1.

Strategy 5.3
Ensure that emergency response from Tulsa Fire Department is right-sized for each type of service call.

Strategy 5.4
Ensure that the growth of Tulsa Fire Department's fire service area corresponds with the growth of the city.

Strategy 5.5
Increase diversity in Tulsa Fire Department recruitment classes.

Strategy 5.6
Develop training programs that consider generational differences in learning style.

Strategy 5.7
Develop a strategic approach to risk mitigation of the Wildland Urban Interface.

Strategy 5.8
Continue to build trust in the community through engagement and educational events.

Goal 6

Public and environmental health are protected by the delivery of cost-effective, efficient, and sustainable solid waste management services.

The City of Tulsa provides solid waste removal services to residents across the city. The removed waste does not primarily go to landfills and is instead either recycled or converted to energy by private industrial partners, making Tulsa one of the most efficient cities in the country at waste diversion. Finding new and better ways to serve residents is a critical component of the way waste management is conducted in Tulsa.

Strategy 6.1
Continue to maximize the benefits of service delivery through private contract relationships.

Strategy 6.2
Analyze and develop best practices in the collection and processing of non-household waste.

Strategy 6.3
Evaluate the feasibility of service expansion through studies, pilot projects, and surveys for existing customers or potential new customers.

Strategy 6.4
Continue to excel at mitigating harmful pollutants and emissions.

Strategy 6.5
Develop educational and promotional campaigns to increase participation in services.

Goal 7

The Water and Sewer Department provides reliable, safe, quality water and sanitary sewer services at a cost consistent with sound management practices while protecting natural resources to improve value and economic viability in the greater Tulsa metropolitan area.

Water and Sewer services in Tulsa facilitate safe drinking and sanitary conditions for residents, and for surrounding communities. Water and Sewer infrastructure is critical for economic development strategies.

Strategy 7.1

Manage utility finance in a manner that gives priority to long-term rate effects.

Strategy 7.2

Manage water and sewer assets safely and efficiently across their lifecycle while balancing cost and risk by developing and implementing a comprehensive asset management program that evaluates total asset lifecycle investment.

Strategy 7.3

Foster a continuous improvement culture that properly balances efficiency with quality.

Strategy 7.4

Sustain service quality and reliability in alignment with customer expectations.

Strategy 7.5

Recruit, develop, and retain an enthusiastic, knowledgeable, and high-performing workforce.

Strategy 7.6

Provide stewardship of assets & service quality through improved City-TMUA-Utility collaboration.

Goal 8

The City of Tulsa supports its local libraries through partnership and dedication to literacy and strong communities.

Libraries connect residents with opportunities for lifelong learning and improved literacy. Services and programs from libraries help foster economic mobility and social cohesion and provide accessible venues for all types of City engagement activities.

Strategy 8.1
Maintain high-quality programs and services that incorporate up-to-date technologies for improving literacy needs of the community across age, culture, and identity.

Strategy 8.2
Position the libraries as a community hub for internet and computer access and as a strong partner for community organizations in addressing the digital divide.

Strategy 8.3
Partner with libraries to promote workforce, employment, and financial health initiatives and resources.

Strategy 8.4
Support and encourage local libraries as safe and welcoming community centers by expanding resources and information available to users regarding social services, food support and access, entertainment, and event programming.

Strategy 8.5
Employ social service workers at key library locations to respond to economic, health, or natural disaster crises that impact communities.

Strategy 8.6
Incorporate compatible public spaces, including parks, playgrounds, and plazas, into library sites to encourage expanded public use.

Goal 9

The City of Tulsa supports its local school community through partnerships and a dedication to quality and equitable education opportunities for all Tulsans.

The City of Tulsa is a valuable partner for local schools and school districts, and decisions related to land use, transportation, economic development, and more should be made with consideration of the affects on schools and students. Similarly, decisions by school districts, such as site selection and transportation planning, can be supported by the City's infrastructure and public services.

Strategy 9.1
Advocate for resources at the state and local level to ensure policy makers fund public education adequately.

Strategy 9.2
Include schools in City of Tulsa planning processes through data sharing, outreach, and implementation partnerships.

Strategy 9.3
Encourage public school districts to prioritize safe walking and biking to school when making decisions about the site locations and attendance boundaries.

Strategy 9.4
Encourage public school districts to provide underlined equitable transportation to ensure all students can easily and safely attend school.

Strategy 9.5
Collaborate with Tulsa Public Schools and other educational providers to eliminate racial disparities in access to educational opportunities, educational attainment, and discipline in schools.

Goal 10

The Animal Welfare Department is a trusted community partner that provides animal care and control, promotes educational resources, and enforces ordinances that maintain public health and safety.

The City of Tulsa's Working in Neighborhoods department manages the City's Animal Welfare programs and facilities. Their work includes the enforcement of associated regulations, shelter management, spay and neuter programs, and adoption programs. All of these services improve the health and safety of the community in addition to connecting animals with people to care for them.

Strategy 10.1
Consistently educate residents and apply enforcement of ordinances, policies, and protocols to increase safe and healthy outcomes for the community and animals.

Strategy 10.2
Sustain an environment focused on medical evaluation, treatment, and preventive care for animals while in public care.

Strategy 10.3
Utilize all forms of funding to advance a flexibly-designed facility with a sustainable operational budget.
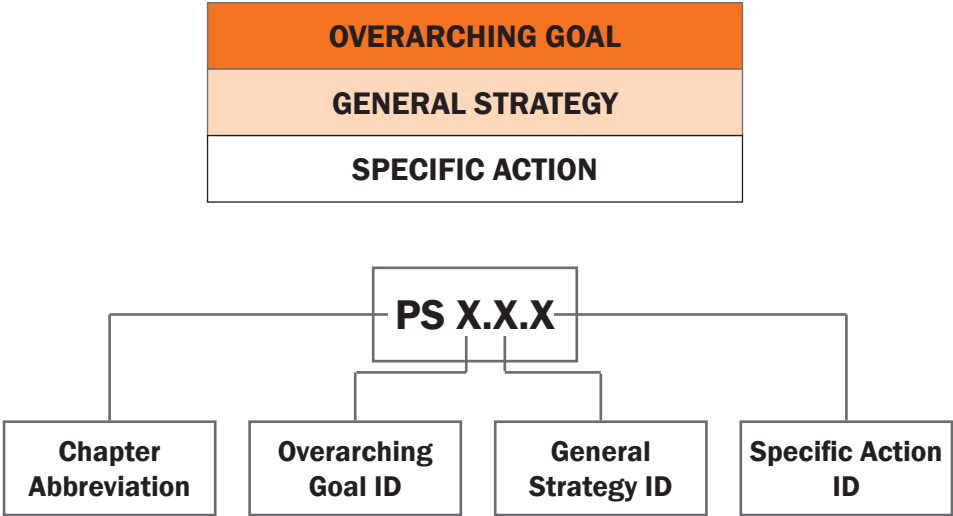
Strategy 10.4
Foster community partnerships to create a network of resources for animals, pet owners, and the general public.

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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 |

PS X.X.X

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

Action ID	Action Required	Action Type	Involved Parties
PS 1	**Tulsa's land use pattern enables efficient and cost-effective distribution of public services.**		
PS 1.1	Ensure that development in Future Growth Areas considers the impact on public safety, utilities, parks & recreation, transportation and other City resources.	Strategy	Multiple
PS 1.1.1	Establish guidance to mitigate the negative effects of unchecked growth on the City's ability to provide public services to all Tulsans.	Planning	Tulsa Planning Office City Departments
PS 1.1.2	Assess the feasibility of impact fees for developments that will negatively impact the City's ability to serve all Tulsans and where existing services are not available.	Policy	Tulsa Planning Office Public Works Legal
PS 1.2	Finance and plan municipal infrastructure and services strategically to direct efficient growth.	Strategy	Multiple
PS 1.2.1	Coordinate infrastructure projects with other public services to prepare for growth in undeveloped parts of the city.	Planning	Tulsa Planning Office City Departments

Action ID	Action Required	Action Type	Involved Parties
PS 1.2.2	Explore mutual aid agreements and other shared infrastructure and service models to fill service gaps in areas of Tulsa that are presently sparsely developed and adjacent to other municipalities.	Partnership	City Departments
PS 1.3	Encourage infill development or development that is currently served by existing City services and infrastructure.	Strategy	City of Tulsa
PS 2	**Public facilities in Tulsa are efficient, well-maintained, and properly funded.**		
PS 2.1	Annually review staffing for current and future needs to assure adequate levels of performance.	Strategy	Asset Management
PS 2.1.1	Evaluate the technical changes required to operate and maintain equipment and mechanical functions.	Policy	Asset Management
PS 2.2	Develop a "Preventative and Predictive Maintenance" approach by procuring full funding and progressive reserves for ongoing and future maintenance needs.	Strategy	Multiple
PS 2.2.1	Create a Facility Condition Index (FCI) to inform future budget and capital needs.	Policy	Asset Management
PS 2.2.2	Continue to identify outside funding to supplement local resources, such as environmental remediation grants.	Policy	Asset Management Public Works
PS 2.2.3	Establish safeguards from fluctuations in sales tax revenues.	Policy	Finance Asset Management
PS 2.2.4	Continue to seek funding to implement energy efficient replacements and maintenance that generate a return on investment (ROI).	Capital	Asset Management

Action ID	Action Required	Action Type	Involved Parties
PS 2.3	Pursue an integrated approach to public infrastructure maintenance by engaging other departments, coordinating efforts, and creating partnerships or cross-utilization of funds.	Strategy	Multiple
PS 2.3.1	Create a system for preliminary interdepartmental conversations to identify overlapping projects.	Technology	IT Asset Management
PS 2.3.2	Establish an annual kick-off meeting with all department heads to discuss maintenance needs and the affected geographic areas.	Planning	Asset Management
PS 2.3.3	Create an environment of informed capital improvement planning to minimize ancillary maintenance and budget impacts from projects across City departments.	Policy	Asset Management Finance
PS 2.3.4	Continue partnering with other governmental entities for possible coordination, cross-participation, and co-funding.	Partnership	City of Tulsa Asset Management
PS 2.3.5	Establish a monitoring system with goals to reduce significant but unknown and unfunded expenses.	Technology	Asset Management
PS 2.3.6	Create equity across departments for access to CIP projects and funds.	Policy	City of Tulsa
PS 2.4	Assure adequate resources for fleet maintenance.	Strategy	Multiple
PS 2.4.1	Continue promoting adequate funding for departmental fleet maintenance by analyzing past year totals and future year projections.	Analysis	Asset Management
PS 2.4.2	Monitor the effects of external regulations and cost fluctuations for fleet upgrades and maintenance.	Analysis	Asset Management City Departments
PS 2.4.3	Establish clear policy for training and time to review ever-changing regulations, technical manuals and operational specifications.	Policy	Asset Management
PS 2.4.4	Coordinate departmental efforts related to fleets and fueling facilities for alternative fuels.	Policy	Asset Management INCOG Environment

Action ID	Action Required	Action Type	Involved Parties
PS 2.4.5	Survey outside customers of public parking facilities to determine electric vehicle charging needs.	Engagement	Asset Management TAEO INCOG Environment
PS 2.5	Determine the impacts of new subdivision developments on Asset Management services.	Strategy	Multiple
PS 2.5.1	Identify the facilities that are affected, and analyze the increased capital infrastructure needed.	Analysis	Asset Management
PS 2.5.2	Participate with Development Services, Tulsa Planning Office, and other departments during the development review process.	Planning	Asset Management Development Services Tulsa Planning Office
PS 2.5.3	Determine an annual operational budget impact and request general fund allocations.	Planning	Asset Management Finance
PS 2.6	Pursue a variety of methods for offloading surplus equipment and properties to maximize financial returns.	Strategy	Multiple
PS 2.6.1	Audit property utilization and operational consolidation.	Analysis	Asset Management
PS 2.6.2	Seek the highest return on market value of surplus property.	Policy	Asset Management
PS 2.6.3	Create a formula to annually fund the budget for costs of acquisition and disposition of properties. Create and fund a line item budget within the Asset Management Department.	Policy	Finance Asset Management

Action ID	Action Required	Action Type	Involved Parties
PS 3	**Tulsa Police Department develops partnerships and works collaboratively to build public trust and keep Tulsans safe through data-driven, community-based best practices.**		
PS 3.1	Proactively advocate for capital funding needs for TPD to enhance existing facilities, fleet, and other equipment.	Strategy	Multiple
PS 3.1.1	Pursue a modernized Public Safety and Justice Center that co-locates Tulsa Police Department headquarters, Tulsa Fire Department headquarters, Municipal Courts, the municipal jail, and the Emergency Operations Center (EOC). Ensure that this facility is served by public transit and secure communications with other justice-related agencies.	Capital	Mayor's Office Tulsa Police Dept. Tulsa Fire Dept. Municipal Courts EOC
PS 3.1.2	Develop a plan to schedule and fund the regular replacement of equipment and vehicles.	Capital	Tulsa Police Dept.
PS 3.1.3	Partner with the Asset Management Department and outside jurisdictions to plan for the long-term use and maintenance of existing facilities.	Partnership	Tulsa Police Dept. Asset Management Surrounding Municipalities
PS 3.2	Increase the number of TPD uniform divisions to better distinguish between the needs of different contexts within the city.	Strategy	Tulsa Police Dept.
PS 3.2.1	Ensure that each division has a dedicated police station equipped with community spaces, such as meeting rooms or auditoriums.	Policy	Tulsa Police Dept.
PS 3.2.2	Use existing community spaces in stations to accommodate the short-term workspace needs of the Mental Health Unit, CORE Team, and the Bike Patrol.	Policy	Tulsa Police Dept.
PS 3.2.3	Ensure that work spaces grow commensurately with personnel increases. Identify new work units to accommodate new policing approaches and expanded case loads.	Personnel	Tulsa Police Dept.
PS 3.2.4	With increases in officers ensure corresponding increases in ancillary support services (radio techs, IT, etc.) and storage areas for new equipment.	Personnel	Tulsa Police Dept.

Action ID	Action Required	Action Type	Involved Parties
PS 3.2.5	Implement a GPS-based system for dispatching officers in the field.	Technology	Tulsa Police Dept.
PS 3.3	Invest in technological systems that utilize data analytics and <u>evidence-based approaches</u> to inform crime prevention efforts.	Strategy	Multiple
PS 3.3.1	Continue partnering with Municipal Courts to build and maintain a shared database for police and court records.	Partnership	Tulsa Police Dept. Municipal Courts
PS 3.3.2	Conduct spatial analysis to better understand crime and policing across the city, using a range of data sources.	Analysis	Tulsa Police Dept. Tulsa Planning Office
PS 3.3.3	Work to align divisional boundaries with Census tracts for consistency in data analysis at different geographies.	Planning	Tulsa Police Dept. Tulsa Planning Office
PS 3.3.4	Continue processing the backlog of sexual assault kits, and pursue grants to fund the timely processing of sexual assault kits.	Policy	Tulsa Police Dept.
PS 3.3.5	Share crime statistics with Tulsa Planning Office and neighborhoods to inform strategies for public safety.	Policy	Tulsa Police Dept. Tulsa Planning Office Community Development
PS 3.4	Collaborate with Social Services agencies and other City departments to address root causes that lead to individual and group criminal activity.	Strategy	Multiple
PS 3.4.1	Continue partnering with Municipal Courts to facilitate <u>diversion programs</u> such as the <u>Special Services docket</u>, the <u>Sobering Center</u>, and the <u>Criminal Justice Collaborative</u> to connect justice-involved persons with resources and programs rather than arrest and prosecution.	Partnership	Tulsa Police Dept. Municipal Courts Community Partners
PS 3.4.2	Continue partnering with <u>DVIS</u> and the <u>Family Safety Center</u> to connect individuals affected by domestic violence to resources, and educate the public on domestic violence warning signs and prevention.	Partnership	Tulsa Police Dept. Community Partners
PS 3.4.3	Continue to expand the <u>Community Response Team</u>'s capacity to address interactions with people suffering from mental health crises.	Policy	Tulsa Police Dept.

Action ID	Action Required	Action Type	Involved Parties
PS 3.4.4	Continue public outreach related to non-citizen residents to reduce the fear of interaction with the Tulsa Police Department.	Engagement	Tulsa Police Dept.
PS 3.4.5	Pursue a digital interface that facilitates crime reporting in Spanish and other languages.	Technology	Tulsa Police Dept.
PS 3.4.6	Work with the INCOG Transportation division to develop educational materials about common traffic violations related to new and alternative modes of transportation for distribution during traffic stops.	Engagement	Tulsa Police Dept. INCOG Transportation
PS 3.4.7	Continue regular co-response training with other jurisdictions for major events and emergencies.	Policy	Tulsa Police Dept.
PS 3.4.8	Participate in the Vibrant Neighborhoods Partnership and Destination Districts programs as a member of the steering committee and as a resource for interactions with neighbors and commercial district representatives.	Partnership	Tulsa Police Dept. Community Development
PS 3.5	Increase partnerships with local community organizations and schools to facilitate an increased interface between TPD and the public that is not based on ordinary patrol activities.	Strategy	Multiple
PS 3.5.1	Continue to participate in a variety of youth mentorship programs, and research successful youth mentoring programs across the country.	Program	Tulsa Police Dept. Community Partners
PS 3.5.2	Maintain open communication with Tulsa Public Schools through the Handle With Care program and other initiatives.	Program	Tulsa Police Dept.
PS 3.5.3	Continue participating in community events with local organizations to distribute resources to families and community members in need.	Partnership	Tulsa Police Dept. Community Partners
PS 3.5.4	Make food and water available at community events hosted or attended by the Tulsa Police Department.	Policy	Tulsa Police Dept.

Action ID	Action Required	Action Type	Involved Parties
PS 3.5.5	Develop and implement "Micro-Area Police Plans" with residents in areas of the city with high rates of crime and low levels of trust of police, establishing collaborative relationships with residents to address crime in their neighborhoods.	Planning	Tulsa Police Dept. Tulsa Planning Office Community Partners
PS 3.5.6	Assess the feasibility of providing alternative modes of transportation to officers for certain locations and events (e.g. park patrol, bike patrol, downtown patrol, mounted patrol).	Policy	Tulsa Police Dept.
PS 3.6	Increase the capacity for recruiting a diversity of candidates from across the nation, as well as those who live in Tulsa and understand the local context.	Strategy	Tulsa Police Dept.
PS 3.6.1	Maintain high standards for professional qualifications of officers.	Personnel	Tulsa Police Dept.
PS 3.6.2	Continue focusing recruitment efforts on hiring bilingual and multilingual officers.	Personnel	Tulsa Police Dept.
PS 3.6.3	Maintain a recruitment website, and regularly update social media platforms to advertise for openings and to educate candidates on the hiring process.	Personnel	Tulsa Police Dept.
PS 3.6.4	Maintain a presence at career fairs and recruiting events on college campuses both regionally and nationally.	Personnel	Tulsa Police Dept.
PS 3.6.5	Recruit non-sworn employees for roles that do not involve traditional police activities, such as information technology, administrative roles, and community engagement.	Personnel	Tulsa Police Dept.
PS 3.7	Implement the Action Plan developed from the findings of the 2021 Community Policing study.	Strategy	Tulsa Police Dept.
PS 3.8	Develop and implement strategies to maintain consistent and transparent communication with the public.	Strategy	Tulsa Police Dept.
PS 3.8.1	Research best practices for engagement efforts to reach various demographic and socioeconomic groups.	Engagement	Tulsa Police Dept.

Action ID	Action Required	Action Type	Involved Parties
PS 3.8.2	Develop and regularly update a department-wide communications strategy.	Engagement	Tulsa Police Dept.
PS 3.8.3	Modernize the Tulsa Police Department website with a focus on accessibility for those with disabilities.	Policy	Tulsa Police Dept.
PS 3.8.4	Continue preparing and releasing an Annual Report for the Tulsa Police Department and Internal Affairs.	Policy	Tulsa Police Dept.
PS 3.8.5	Ensure social media posts, public service announcements, and other public communications are available in multiple languages.	Engagement	Tulsa Police Dept.
PS 3.8.6	Strengthen the Citizen Advisory Boards for each uniform division and the First Responders Advisory Council.	Engagement	Tulsa Police Dept.
PS 3.9	Develop and internally promote programs to improve officer wellness and continuing education opportunities.	Strategy	Multiple
PS 3.9.1	Partner with Tulsa Fire Department to give officers access to digital wellness applications and other health resources.	Partnership	Tulsa Police Dept. Tulsa Fire Dept.
PS 3.9.2	Continue addressing mental health stigma within the department by growing the peer-to-peer support program and providing other mental health resources to officers.	Program	Tulsa Police Dept.
PS 3.9.3	Expand physical fitness opportunities available to officers while on duty.	Program	Tulsa Police Dept.
PS 3.9.4	Consider incentives for officers to enroll in language learning programs.	Personnel	Tulsa Police Dept.
PS 3.9.5	Consider continuing education incentives for sworn and non-sworn positions.	Personnel	Tulsa Police Dept.

Action ID	Action Required	Action Type	Involved Parties
PS 4	**The City of Tulsa Municipal Courts Department delivers services that reflect a commitment to justice and the fair and dignified treatment of Tulsans.**		
PS 4.1	Secure funding for long-term facility and equipment needs through participation in the capital improvement planning process.	Strategy	Multiple
PS 4.1.1	Pursue a modernized Public Safety and Justice Center that co-locates Tulsa Police Department headquarters, Tulsa Fire Department headquarters, Municipal Courts, the municipal jail, and the Emergency Operations Center (EOC). Ensure that this facility is served by public transit and secure communications with other justice-related agencies.	Capital	Mayor's Office Tulsa Police Dept. Tulsa Fire Dept. Municipal Courts EOC
PS 4.1.2	Pursue additional judge and staff positions to facilitate the increased case volume stemming from the success of the Special Services docket.	Personnel	Municipal Courts
PS 4.1.3	Increase the role of the Municipal Courts in the planning for capital improvement programs; establish a dedicated funding allocation independent of the Asset Management capital improvement list to fund needed capital improvements.	Capital	Mayor's Office City Council Municipal Courts
PS 4.2	Expand amnesty and diversion programs to reduce recidivism and avoid unnecessary court hearings or jail time.	Strategy	Multiple
PS 4.2.1	Regularly host amnesty events where residents may pay fines without penalty, and promote the events in multiple languages.	Program	Municipal Courts
PS 4.2.2	Establish kiosks at designated public locations across the city where residents may pay fines and fees.	Program	Municipal Courts
PS 4.2.3	Continue offering community service hours in lieu of fines for low-income individuals.	Policy	Municipal Courts
PS 4.2.4	Continue to promote and expand the Sobering Center.	Program	Municipal Courts

Action ID	Action Required	Action Type	Involved Parties
PS 4.2.5	Expand operational capacity for the Special Services Docket by developing partnerships with community organizations that connect individuals with mental health and substance use resources.	Program	Municipal Courts Community Partners
PS 4.2.6	Pursue programs to connect Tulsans with resources to assist with the re-instatement of driver's licenses that have been suspended.	Program	Municipal Courts Office of Resilience & Equity
PS 4.3	Partner with City departments and outside organizations to expand resources available to address mental health conditions, substance use, and financial barriers.	Strategy	Multiple
PS 4.3.1	Partner with the Tulsa City-County Library system to establish kiosks throughout the city for payment of fines and fees.	Partnership	Municipal Courts Tulsa City-County Library
PS 4.3.2	Expand services for family and children of justice-involved people to address physical and mental health needs.	Policy	Municipal Courts
PS 4.3.3	Partner with the Mental Health Association of Oklahoma to develop a youth program similar in function and structure to the Special Services Docket.	Program	Municipal Courts
PS 4.3.4	Expand the range of community service opportunities through partnerships with City departments or non-profit community organizations.	Partnership	Municipal Courts Community Partners
PS 4.4	Streamline record systems and court operations through improved technology and capacity building.	Strategy	Multiple
PS 4.4.1	Develop an online platform for the payment of fines and fees.	Technology	Municipal Courts
PS 4.4.2	Implement electronic signage for dockets and announcements in the Municipal Courts building.	Technology	Municipal Courts

Action ID	Action Required	Action Type	Involved Parties
PS 4.4.3	Continue partnering with the Tulsa Police Department to build and maintain a shared database for police and court records.	Partnership	Municipal Courts Tulsa Police Dept.
PS 4.4.4	Offer interpretation and translation services for non-English speakers and hearing-impaired individuals.	Policy	Municipal Courts
PS 4.4.5	Offer accommodations to vision- and hearing-impaired individuals.	Policy	Municipal Courts
PS 4.4.6	Develop a coordinated system for the Neighborhood Inspections division and Development Services departments to issue digital citations.	Technology	Municipal Courts Neighborhood Inspections Development Services
PS 4.4.7	Develop intervention programs specifically to help victims of human trafficking.	Program	Municipal Courts
PS 4.5	Establish procedures and plans for responding to future public health crises.	Strategy	Municipal Courts
PS 4.5.1	Consider sentencing alternatives to incarceration for low-level offenders, including electronic home monitoring.	Policy	Municipal Courts
PS 4.5.2	Facilitate telemedicine and telepsychiatry sessions for at-risk individuals.	Policy	Municipal Courts
PS 4.5.3	Establish an initiative to connect Municipal Court-involved individuals with Medicaid and other health coverage.	Policy	Municipal Courts
PS 4.5.4	Finalize contracts with outside jurisdictions sentences to address overcrowding at the municipal jail.	Policy	Municipal Courts

Action ID	Action Required	Action Type	Involved Parties
PS 5	**Tulsa Fire Department uses data-based approaches, enhanced training, and public engagement to achieve an effective, efficient, and equitable distribution of fire and emergency services.**		
PS 5.1	Develop a strategic action plan that assesses serviceability across Tulsa and considers <u>social determinants</u> of the residents each fire station serves.	Strategy	Multiple
PS 5.1.1	Develop prioritization criteria to evaluate social determinants of residents served by each fire station, and allocate staff resources accordingly.	Planning	Tulsa Fire Dept. Tulsa Planning Office
PS 5.1.2	Evaluate the future growth of the city, and plan for future station needs.	Planning	Tulsa Fire Dept. Tulsa Planning Office
PS 5.1.3	Evaluate alternative funding measures for new fire stations.	Capital	Tulsa Fire Dept.
PS 5.1.4	Ensure that the Resource Allocation Plan is aligned with the goals of the <u>Mayor's AIM Plan</u> and the <u>Resilient Tulsa Strategy</u>.	Planning	Tulsa Fire Dept.
PS 5.2	Pursue accreditation of the Tulsa Fire Department and maintain an <u>Insurance Service Office (ISO) Score</u> of 1.	Strategy	Multiple
PS 5.2.1	In areas of the city that are not easily served by existing resources, seek or maintain Mutual Aid Agreements with surrounding jurisdictions.	Policy	Tulsa Fire Dept. Regional Fire Depts.
PS 5.2.2	Continually assess access to hydrants and necessary water supplies.	Policy	Tulsa Fire Dept.
PS 5.3	Ensure that emergency response from Tulsa Fire Department is right-sized for each type of service call.	Strategy	Multiple
PS 5.3.1	Establish efficiencies and cost savings by evaluating the appropriate level of response for different call types, incident severities, and geographic locations.	Analysis	Tulsa Fire Dept.
PS 5.3.2	Collaborate with social service providers to respond to mental health or substance use crises, and other call types where firefighter training is not specialized.	Partnership	Tulsa Fire Dept. Community Partners

Action ID	Action Required	Action Type	Involved Parties
PS 5.4	Ensure that the growth of Tulsa Fire Department's fire service corresponds with the growth of the city.	Strategy	Multiple
PS 5.4.1	Update serviceability and hazard risk maps on an ongoing basis.	Analysis	Tulsa Fire Dept.
PS 5.4.2	Incentivize residential infill in locations where population decline may warrant the removal of existing fire stations.	Incentives	Tulsa Planning Office TAEO
PS 5.4.3	Evaluate fire serviceability and fire hazard risk as a part of the development review process.	Policy	Tulsa Planning Office Tulsa Fire Dept.
PS 5.4.4	Determine alternative funding approaches to extending services beyond existing limitations.	Policy	Tulsa Fire Dept.
PS 5.5	Increase diversity in Tulsa Fire Department recruitment classes.	Strategy	Tulsa Fire Dept.
PS 5.5.1	Develop a pre-hire model similar to the one used with the Tulsa Police Department, to facilitate on-the-job training before full hiring as a firefighter.	Personnel	Tulsa Fire Dept.
PS 5.5.2	Focus recruitment efforts in areas of Tulsa with historically marginalized groups.	Personnel	Tulsa Fire Dept.
PS 5.5.3	Set goals for the percentage of firefighters who are women or minority.	Personnel	Tulsa Fire Dept.
PS 5.5.4	Assess pay structures to ensure competitiveness with EMSA and surrounding jurisdictions.	Personnel	Tulsa Fire Dept.
PS 5.6	Develop training programs that are considerate of generational differences in learning styles.	Strategy	Tulsa Fire Dept.
PS 5.6.1	Utilize a variety of training approaches that include education on new technologies.	Personnel	Tulsa Fire Dept.

Action ID	Action Required	Action Type	Involved Parties
PS 5.6.2	Increase the number of continuing education trainings that are not specifically required for job promotions.	Personnel	Tulsa Fire Dept.
PS 5.7	Develop a strategic approach to risk mitigation of the Wildland Urban Interface (WUI).	Strategy	Tulsa Fire Dept.
PS 5.7.1	Convene a group of stakeholders to begin discussions about the best approaches for mitigating fire risks at the WUI.	Planning	Tulsa Fire Dept.
PS 5.7.2	Develop an educational campaign for property owners at the WUI.	Engagement	Tulsa Fire Dept.
PS 5.7.3	Assess the potential impacts of climate change on TFD's ability to mitigate fire risks at the WUI.	Planning	Tulsa Fire Dept.
PS 5.8	Build trust in the community through engagement and educational events.	Strategy	Multiple
PS 5.8.1	Enhance outreach efforts in areas of the City that have low levels of trust in the local government.	Engagement	Tulsa Fire Dept.
PS 5.8.2	Expand educational programming with Tulsa Public Schools and other school districts in the city.	Engagement	Tulsa Fire Dept. Area School Districts
PS 6	**Public and environmental health are protected by the delivery of cost-effective, efficient, and sustainable solid waste management services.**		
PS 6.1	Continue to maximize the benefits of service delivery through private contract relationships.	Strategy	Multiple
6.1.1	Continue partnering with private entities for effective waste diversion from landfills.	Partnership	Public Works Private Partners
6.1.2	Seek efficiencies and continuous improvements to the operations of the Customer Care Center by regularly coordinating with TARE, The M.e.t., New Solutions, TRT, and the Quarry Landfill.	Policy	Public Works

Action ID	Action Required	Action Type	Involved Parties
6.1.3	Develop an enhanced licensing program for haulers to ensure safety and effectiveness of service.	Program	Public Works
PS 6.2	Analyze and develop best practices in the collection and processing of non-household waste.	Strategy	Public Works
6.2.1	Continuously monitor collection practices. Collect and analyze data to inform TARE for allocation of Enterprise funds.	Analysis	Public Works
6.2.2	Continue analyzing the feasibility of processing non-household waste practices, such as composting.	Analysis	Public Works
6.2.3	Continue education and outreach efforts encouraging at-home sustainable disposal processes.	Engagement	Public Works
6.2.4	Consider establishing a transfer station for bulky waste drop-off in addition to curbside pickup.	Policy	Public Works
PS 6.3	Evaluate the feasibility of service expansion through studies, pilot projects, and surveys for existing customers or potential new customers.	Strategy	Multiple
PS 6.3.1	Explore recycling receptacles of different sizes to increase the number of residences that participate in the program.	Analysis	Public Works The M.e.t.
PS 6.3.2	Periodically evaluate the feasibility of adding recycling services for multi-dwelling unit residential properties, and study the potential participation rate of multi-dwelling unit residents, the costs associated with the service, the rate of contamination in comparison to detached housing properties, and other relevant information needed to properly plan full adoption of multi-dwelling unit property recycling services.	Analysis	Public Works The M.e.t.
PS 6.3.3	Continue to address the impacts of plastic on the incinerator system, particularly from the lack of multi-dwelling unit recycle curb service.	Analysis	Public Works

Action ID	Action Required	Action Type	Involved Parties
PS 6.4	Continue to excel at mitigating harmful pollutants and emissions.	Strategy	Multiple
PS 6.4.1	Continue to monitor COVANTA to ensure that industry standards for flue emissions are met.	Policy	Public Works
PS 6.4.2	Increase outreach efforts to promote the collection of hazardous materials through the Household Pollutant Program; evaluate for new pollutants to add to the program.	Engagement	Public Works EOC
PS 6.4.3	Revise and adopt employee safety policies for collection and disposal of medical waste incorporating state and national guidelines.	Policy	Public Works
PS 6.5	Develop educational and promotional campaigns to increase participation in services.	Strategy	Multiple
PS 6.5.1	Enhance educational resources for residents to increase the participation in the recycling program and to reduce the amount of contamination in their recycled materials.	Engagement	Public Works
PS 6.5.2	Identify areas of the city that have higher rates of refusal to participate in the curbside recycling program and engage with residents in those areas to identify potential challenges and promote participation.	Engagement	Public Works The M.e.t.
PS 6.5.3	Promote the Green Waste Facility and the services provided on site.	Engagement	Public Works
PS 7	**The Water and Sewer Department provides reliable, safe, quality water and sanitary sewer services at a cost consistent with sound management practices while protecting natural resources to improve value and economic viability in the greater Tulsa metropolitan area.**		
PS 7.1	Manage utility finance in a manner that gives priority to long-term rate effects.	Strategy	Water & Sewer
PS 7.1.1	Define and track rate model projections using graphs to compare newly proposed rates against those projected from 2012 baseline.	Analysis	Water & Sewer

Action ID	Action Required	Action Type	Involved Parties
PS 7.1.2	Meet Tulsa Metropolitan Utility Authoritiy (TMUA) future rate increase goals without increasing the overall risk to the utility by implementing a Business Case Evaluation and CIP Optimization Program as outlined in the TMUA Asset Management Framework, which incorporates risk assessment.	Program	Water & Sewer
PS 7.1.3	Ensure consistent revenue by providing timely upgrades and maintaining the utility billing system; continue to implement innovative cyber- security strategies to reduce the duration of system outages; focus on improving the customer experience through accurate billing and intuitive customer facing applications.	Technology	Water & Sewer
PS 7.2	Manage water and sewer assets safely and efficiently across their lifecycle while balancing cost and risk by developing and implementing a comprehensive asset management program that evaluates total asset lifecycle investment.	Strategy	Water & Sewer
PS 7.2.1	Develop and implement a comprehensive asset management program that meets the requirements of ISO 55001, Review program progress and implement continuous improvement to maintain compliance with program requirements.	Program	Water & Sewer
PS 7.2.2	Develop and implement a Reliability-Centered Maintenance program that evaluates total asset lifecycle investment and establish a dedicated Maintenance Management Group that meets regularly to improve the maintenance practices.	Program	Water & Sewer
PS 7.2.3	Continue to review, maintain, and develop adequate water resources to support future growth and economic development. Evaluate population projections and water demand as part of the 2022 Comprehensive Water and Wastewater System Study.	Analysis	Water & Sewer
PS 7.2.4	Provide improved public safety through operations and system design, prioritize the replacement of linear assets based on risk, and prioritize the replacement of 2-inch waterlines and increase installation of fire hydrants on new lines.	Policy	Water & Sewer

Action ID	Action Required	Action Type	Involved Parties
PS 7.3	Foster a continuous improvement culture that properly balances efficiency with quality.	Strategy	Water & Sewer
PS 7.3.1	Comply with regulatory requirements by capturing and analyzing data for operational optimization and regulatory reporting.	Technology	Water & Sewer
PS 7.3.2	Enhance energy efficiency to reduce energy costs by identifying efficiency improvement opportunities for water and wastewater treatment plants; identifying additional lift stations to include in the PSO Peak Performers program; and by reviewing the benefit of using variable frequency drives (VFDs) at pump and lift stations were feasible.	Analysis	Water & Sewer
PS 7.3.3	Create a dedicated Lean Six Sigma team to foster and develop a continuous improvement plan; develop business process maps for every process; and analyze impact on service levels for each proposed operational cost reduction.	Planning	Water & Sewer
PS 7.3.4	Normalize facility control technology across all TMUA facilities by continuing to upgrade supervisory control and data acquisition (SCADA) systems and implementing an alarm notification program for wastewater plants.	Technology	Water & Sewer
PS 7.4	Sustain service quality and reliability in alignment with customer expectations.	Strategy	Water & Sewer
PS 7.4.1	Reduce the number of technical quality complaints by 1) participating in study for cyanotoxins, 2) creating an internal task force for the lead service line program and participating in a lead loop study, 3) significantly increasing miles of sewer line inspection, and 4) use risk-based planning to identify and prioritize replacement of linear assets.	Analysis	Water & Sewer
PS 7.4.2	Enhance customer service tools for customers and staff by continually improving the Interactive Voice Response (IVR) system, the Customer Relationship Management system, and the utility billing/financial system.	Technology	Water & Sewer
PS 7.4.3	Create more opportunities for customer outreach and education by developing and implementing a Water & Sewer Department communications plan. Additionally, make use of website and social media, and utilize the water trailer at special events for educational outreach.	Engagement	Water & Sewer

Action ID	Action Required	Action Type	Involved Parties
PS 7.5	Recruit, develop, and retain an enthusiastic, knowledgeable, and high-performing workforce.	Strategy	Water & Sewer
PS 7.5.1	Empower staff with state-of-the-art tools that promote creative problem solving and continuing to optimize the consolidated work order/asset management system.	Technology	Water & Sewer
PS 7.5.2	Achieve consistently improved safety standards by 1) implementing and utilizing a near-miss reporting program, 2) initiating a Water & Sewer Department Safety Committee, and by 3) initiating Water & Sewer Department Section Safety Committees.	Policy	Water & Sewer
PS 7.5.3	Reduce turnover of new hires by developing and implementing a Water & Sewer Department orientation and onboarding program.	Personnel	Water & Sewer
PS 7.5.4	Provide training and professional development opportunities for all Water & Sewer Department employees, by reviewing all training requirements, developing training curriculums, and finally by implementing a training and professional development program.	Personnel	Water & Sewer
PS 7.5.5	Identify succession planning opportunities for employees by implementing a business intelligence tool that allows workforce tenure trends to be analyzed and by providing cross-training opportunities.	Personnel	Water & Sewer
PS 7.6	Provide stewardship of assets & service quality through improved City-TMUA-Utility collaboration.	Strategy	Multiple
PS 7.6.1	Strengthen the TMUA oversight in all aspects of the utility by continuously improving measurable support service level protocols, and by implementing service-level costing in conjunction with the ERP implementation.	Policy	TMUA Water & Sewer
PS 7.6.2	Measure effectiveness by analyzing key performance indicators (KPIs) that are defined for each strategic area aligned with the TMUA strategy and Water & Sewer business plan, and those defined for each supporting department. Additionally, implement an Enterprise Performance Reporting Facility for Board members and managers.	Analysis	TMUA Water & Sewer

Action ID	Action Required	Action Type	Involved Parties
PS 7.6.3	Integrate the Ten Attributes of Effective Utility Management into a continuous improvement plan and include in the Water & Sewer Business Plan for 2017.	Planning	Water & Sewer
PS 7.6.4	Implement the TMUA strategic plan.	Planning	TMUA Water & Sewer
PS 8	**The City of Tulsa supports its local libraries through partnership and dedication to literacy and strong communities.**		
PS 8.1	Maintain high-quality programs and services that incorporate up-to-date technologies for improving literacy needs of the community across age, culture, and identity.	Strategy	Multiple
PS 8.1.1	Explore up-to-date technologies and innovative tools for improving literacy.	Technology	Tulsa City-County Library
PS 8.1.2	Coordinate with the Tulsa Health Department to understand literacy rate assessment and changing community needs.	Partnership	Tulsa City-County Library Tulsa Health Dept.
PS 8.1.3	Advertise and promote adult literacy services with a focus on reducing the stigma of adult literacy needs.	Engagement	Tulsa City-County Library
PS 8.1.4	Develop programs or connections to services for immigrant and refugee small business owners with English as a second language (ESL) needs.	Program	Tulsa City-County Library
PS 8.1.5	Support multi-lingual literacy services and events.	Policy	Tulsa City-County Library
PS 8.1.6	Partner with the INCOG Area Agency on Aging to understand and address potential expanded services for older adults.	Partnership	Tulsa City-County Library INCOG AAA
PS 8.1.7	Work to further include the library as a collaborator on the City of Tulsa's Human Rights Commission by sharing agendas, encouraging participation at meetings, and soliciting library data for research initiatives.	Partnership	Tulsa City-County Library Office of Resilience & Equity

Action ID	Action Required	Action Type	Involved Parties
PS 8.2	Position the libraries as a community hub for internet and computer access, and as a strong partner for community organizations in addressing the digital divide.	Strategy	Multiple
PS 8.2.1	Include neighborhood libraries in implementation initiatives designed to address technology gaps in targeted areas.	Policy	City of Tulsa
PS 8.2.2	Facilitate information sharing for ongoing assessment of internet and technology needs citywide.	Policy	Tulsa City-County Library
PS 8.2.3	Support libraries as sudden needs for increased internet usage arise due to economic, health, or natural disaster crises.	Partnership	City of Tulsa Tulsa City-County Library
PS 8.3	Engage as a partner for providing workforce, employment, and financial health initiatives and resources.	Strategy	Multiple
PS 8.3.1	Support the library's workforce development programming through partner connection and advertising.	Partnership	TAEO Office of Resilience & Equity Tulsa City-County Library
PS 8.4	Support and encourage local libraries as safe and welcoming community centers by expanding resources and information available to users regarding social services, food support and access, entertainment, and event programming.	Strategy	Multiple
PS 8.4.1	Define library coordination as a responsibility within the Mayor's Office of Resilience and Equity in order to keep libraries informed of community development and service initiatives at the City.	Partnership	Office of Resilience & Equity Tulsa City-County Library
PS 8.5	Employ social service workers at key library locations to respond to economic, health, or natural disaster crises that impact communities.	Strategy	Tulsa City-County Library
PS 8.5.1	Work with local universities and colleges to develop initiatives for library-based social support research, student learning, and student work experience.	Partnership	Tulsa City-County Library

Action ID	Action Required	Action Type	Involved Parties
PS 8.5.2	Develop an on-call program of certified social workers interested and able to respond to increased needs experienced at libraries in the event of crises.	Program	Tulsa City-County Library
PS 8.6	Incorporate compatible public spaces, including parks, playgrounds, and plazas, into library sites to encourage expanded public use.	Strategy	Multiple
PS 8.6.1	When new development is adjacent to library sites, encourage the inclusion of access or shared spaces between the project and the library property.	Policy	Tulsa Planning Office Tulsa Parks Tulsa City-County Library
PS 9	**The City of Tulsa supports its local school community through partnership and a dedication to ensuring quality and equitable education opportunities for all Tulsans.**		
PS 9.1	Advocate for resources at the state and local level to ensure policymakers fund public education among the highest priorities of government.	Strategy	Area School Districts
PS 9.2	Include schools in City of Tulsa planning processes through data sharing, outreach, and implementation partnerships.	Strategy	Multiple
PS 9.2.1	Establish a working relationship with the school districts within the city limits to collaborate on land use and development initiatives, such as planning for and siting new schools, expanding joint-use opportunities, and redeveloping closed schools.	Partnership	Tulsa Planning Office Tulsa Parks Area School Districts
PS 9.2.2	Encourage public use of public school grounds for community and surrounding neighborhood purposes while meeting student educational and safety needs.	Policy	Area School Districts Tulsa Parks
PS 9.2.3	Encourage publicly-available recreational amenities (e.g. athletic fields, green spaces, community gardens, and playgrounds) on public school grounds for public recreational use, particularly in neighborhoods with limited access to parks.	Policy	Area School Districts Tulsa Parks
PS 9.2.4	Encourage collaboration with private schools and educational institutions to support community and recreational use of their facilities.	Policy	Area School Districts Tulsa Parks

Action ID	Action Required	Action Type	Involved Parties
PS 9.3	Encourage public school districts to prioritize safe walking and biking to school when making decisions about the site locations and attendance boundaries.	Strategy	Multiple
PS 9.3.1	Standardize the process for assessing traffic impacts of new schools within the Tulsa Public School system, including charter and partnership schools, and include pedestrian and bicycle analysis.	Analysis	Tulsa Public Schools Tulsa Planning Office INCOG Transportation
PS 9.4	Encourage public school districts to provide equitable transportation to ensure all students have the ability to easily and safely attend school.	Strategy	Multiple
PS 9.4.1	Strengthen the partnership between TPS and MTTA to address gaps in transportation access to schools. Establish initiatives to address route integration, fare reductions, and the promotion of increased ridership by students.	Partnership	Tulsa Public Schools Tulsa Transit
PS 9.4.2	Routinely conduct walking audits to establish walking boundaries for schools, and ensure quality and safety of expected pedestrian routes.	Analysis	Area School Districts Community Development INCOG Transportation
PS 9.4.3	Develop and promote community programs, such as volunteer walking groups, crossing guards, and inclement weather assistance programs, to address absenteeism for students.	Program	Area School Districts INCOG Transportation
PS 9.4.4	Prioritize pedestrian improvements by potential impact to improve safety and walking conditions for neighborhood public schools.	Policy	Tulsa Planning Office INCOG Transportation Public Works
PS 9.5	Collaborate with Tulsa Public Schools and other educational providers to eliminate racial disparities in access to educational opportunities, educational attainment, and discipline in schools.	Strategy	Office of Resilience & Equity

Action ID	Action Required	Action Type	Involved Parties
PS 10	**The Animal Welfare Department is a trusted community partner that provides animal care and control, promotes educational resources, and enforces ordinances that maintain public health and safety.**		
PS 10.1	Consistently educate residents and apply enforcement of ordinances, policies, and protocols to increase safe and healthy outcomes for the community and animals.	Strategy	Multiple
PS 10.1.1	Evaluate ordinances to clarify licensing requirements, and identify strategies to address unlicensed animals.	Analysis	Animal Welfare
PS 10.1.2	Research and implement best practices for local policies and regulations.	Policy	Animal Welfare
PS 10.1.3	Revise existing or adopt new ordinances and policies that use innovative and effective techniques for handling <u>at-large animals</u>, animal overpopulation, wildlife, and animal cruelty.	Policy	Animal Welfare
PS 10.1.4	Continue gathering and analyzing data to identify areas of greatest need of resources to address at-large animals.	Analysis	Animal Welfare Tulsa Planning Office
PS 10.2	Sustain an environment focused on medical evaluation, treatment, and preventive care for animals while in public care.	Strategy	Multiple
PS 10.2.1	Continue to provide a high standard of veterinary services, including adequate staffing, pharmacological services, and surgical services, to ensure animal and public safety.	Policy	Animal Welfare
PS 10.2.2	Pursue policies, operational protocols, and modern facility standards to ensure humane housing of shelter animals.	Policy	Animal Welfare
PS 10.2.3	Maintain a modern data information system to streamline administrative services, and identify budgetary needs for facility maintenance and personnel.	Technology	Animal Welfare
PS 10.2.4	Continue to implement policies that foster alternatives to euthanasia and humane practices when euthanasia is necessary.	Policy	Animal Welfare

Action ID	Action Required	Action Type	Involved Parties
PS 10.2.5	Pursue ways to connect pet owners with low- to no-cost vaccination and spay/neuter services.	Program	Animal Welfare Community Partners
PS 10.3	Utilize all forms of funding to advance a flexibly-designed facility with a sustainable operational budget.	Strategy	Animal Welfare
PS 10.3.1	Apply for grants and endowments that enhance operations and maintenance.	Policy	Animal Welfare
PS 10.3.2	Pursue private funding for educational programs for optimal pet ownership.	Program	Animal Welfare
PS 10.3.3	Pursue capital funding for an expanded animal care facility.	Capital	Animal Welfare
PS 10.3.4	Maintain funding for regular equipment and supply needs, including medicine.	Capital	Animal Welfare
PS 10.3.5	Pursue funding for adequate levels of staff for enforcement, outreach, administration, shelter maintenance, and veterinary services.	Personnel	Animal Welfare
PS 10.4	Foster community partnerships to create a network of resources for animals, pet owners, and the general public.	Strategy	Multiple
PS 10.4.1	Promote emergency animal food reserves for pet owners in temporary need of assistance.	Program	Animal Welfare Community Partners
PS 10.4.2	Cultivate volunteers and donated supplies to close gaps in budgetary capacity for service.	Engagement	Animal Welfare
PS 10.4.3	Partner with non-profit organizations and schools to educate the community regarding pet ownership, pet care and safety, and at-large animals.	Partnership	Animal Welfare Community Partners
PS 10.4.4	Continue to educate the public on the benefits of spay/neuter, and periodically offer adoption and spay/neuter events.	Engagement	Animal Welfare Community Partners

Action ID	Action Required	Action Type	Involved Parties
PS 10.4.5	Provide training and multilingual materials for enforcement officers to assist in community education and outreach in the field.	Engagement	Animal Welfare Communications
PS 10.4.6	Maintain open communication and transparency with the community by establishing a community engagement position and through various social media and other public access platforms.	Engagement	Animal Welfare Communications

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 aspects of public service distribution across the different cities. Tulsa, Boise, Providence, Birmingham, and Tampa all have a <u>Strong Mayor</u> form of government, while Oklahoma City and Kansas City have a <u>Council Manager</u> form of government.

Most Favorable   Least Favorable

Metric	Units	Tulsa, OK	Oklahoma City, OK	Boise, ID	Kansas City, MO	Providence, RI	Birmingham, AL	Tampa, FL
Fire Dept. ISO Score	Class	Class 1	Class 1	Class 3	Class 1	Class 1	Class 1	Class 2
Officers per Capita	U/pop*10,000	21.31	17.01	12.95	25.50	22.92	42.23	24.02
Libraries per Capita	U/pop*10,000	2.51	3.36	1.21	2.75	0.95	1.11	2.21
School Funding per Pupil	$	$10,450 (2018-19)	$9,481 (2018-19)	$8,459 (2017-18)	$14,853 (2020)	$17,451 (2018-19)	$8,854 (2018-19)	$8,421 (2018-19)
Household Water Use	Gallons/Day	75	75	162	110	57	75	60
Water Supply	Million Gallons/Day	210	100	27	340	43	100	145

FEATURED METRIC
Fire Department ISO Score

Countrywide ISO Public Protection Classification

Class	Value
Class 1	305
Class 2	1,482
Class 3	3,456
Class 4	7,033
Class 5	9,311
Class 6	7,321
Class 7	3,237
Class 8	597
Class 8B	1,583
Class 9	7,417
Class 10	1,262
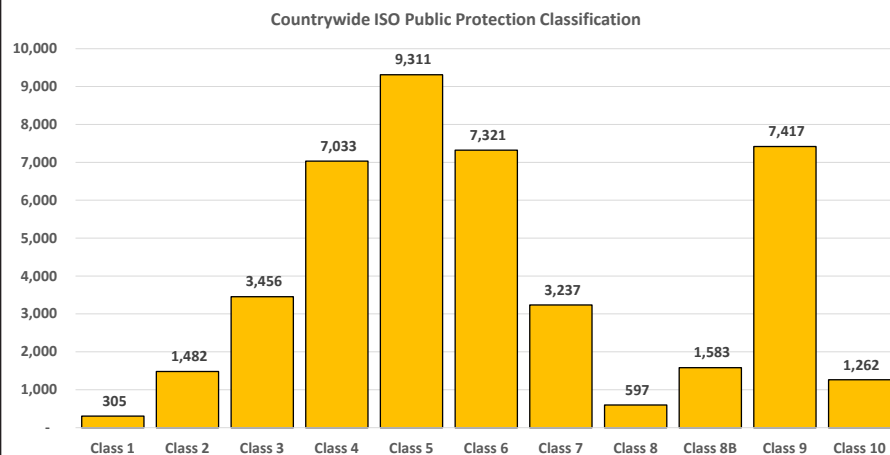
Fire departments are evaluated every four years to receive an Insurance Services Office (ISO) score. This score characterizes the ability of the local fire department to adequately respond to emergency calls. ISO scores heavily impact homeowners insurance and are used by insurance agencies to set rates. Tulsa has the best ISO score possible: Class 1, a designation shared by less than 1% of US fire departments. This not only sheds light on the quality of work of the Tulsa Fire Department but also indicates that owning a home in Tulsa is more accessible with reasonably lower insurance rates than other selected cities.

Police Officers per Capita

This metric is calculated by the number of sworn officers per 10,000 residents. The City of Tulsa currently has 858 sworn police officers. Tulsa currently has 21.31 police officers per 10,000 people. This is an average level of police officers per capita when compared to the selected cites, although the geographic area policed in Tulsa is substantially larger than many of the selected cities.

Libraries per Capita

Tulsa has one of the highest rates of public libraries per capita among selected cities. Having a high number of libraries across the city provides education, health information, employment services, and neutral gathering places for community groups. Increasing access to the internet is one of the most critical services that libraries provide. The strong presence of libraries across the city is a great asset for Tulsa and should continue to be maintained as more and more people move to the city.

School Funding per Pupil

Tulsa Public Schools spends one of the highest amounts per pupil as compared with the selected cities. Tulsa Public Schools spent $10,450.42 per student in the 2018-2019 school year. This is above 4 of the 6 peer cities. School funding per pupil is a telling factor of how much funding is available for schools, the size of the school district, and the number of students in those school districts. Schools are primarily funded by a blend of federal, state, and local dollars and local funding primarily comes from property taxes. Although there is much room for improvement in school funding, Tulsa is competing well with the selected cities. This is a positive condition that can attract new residents to the city.

Water Use per Capita

Residents of Tulsa use a low amount of water per capita compared with the selected cities. This metric is measured in gallons per day. Tulsans use around 75 gallons of water per day, alongside Oklahoma City, OK, and Birmingham, AL. Water reuse is a national initiative that could become a part of Tulsa's water supply system, but as of now it is not economically feasible. As technology improves, the reuse of water could lessen Tulsa's water use and improve sustainability efforts in Tulsa.

Water Supply

It is safe to say that Tulsa has abundant water resources. The City of Tulsa can treat a maximum of 210 million gallons of water per day. This is a high number when compared to selected cities; however, the City of Tulsa provides water for not only Tulsa but also some surrounding communities. Tulsa has two treatment plants that are supplied by Spavinaw Lake, Lake Eucha, and Oologah Lake. Treatment of water in Tulsa is taken very seriously and continues to improve as technology and education advance.

EQUITY & RESILIENCE CONSIDERATIONS

PUBLIC SAFETY INTERACTIONS

Over the past decade Tulsans have begun to consider new approaches to policing in the community, with a focus on reducing instances of use-of-force, which has disproportionately impacted minority populations. The Tulsa Police Department is pursuing a revised policing approach with an emphasis on collaboration, or partnering with organizations to better integrate their services into police response and to better connect TPD to the communities they serve. Propositions for forms of public oversight have emerged, but as of this plan have not materialized due to disagreements as to whether that function should be an internal City department or a committee of Tulsa representatives, as well as what responsibilities and powers an oversight body would be granted.

Recommendations

PS.ER.1 Incorporate the findings from the 2021 Community Policing study into the comprehensive plan.

PS.ER.2 Partner Tulsa Police Department officers and staff with other departments to participate in community engagement activities, demonstrating how police are member of a broader City team to address community issues.

JUSTICE INVOLVEMENT

Tulsans who are arrested may be booked into the City jail to await their court hearing. Originally built in the 1960s, the Municipal Courts and Police Headquarters are in substantial disrepair and are not adequately sized for the increased staffing and resources established since their original design and construction. Oklahoma as a state has high rates of incarceration among all groups, but particularly women and Black residents. Tulsa's local incarceration rates match this statewide trend, and disparate incarceration rates have been amplified during the COVID-19 pandemic. Cities, counties, chambers of commerce, and other public and non-profit groups across the state have been collaborating to pursue criminal justice reform, with a primary focus being on keeping low-level offenders out of jail altogether. Programs offered in Tulsa, like the Sobering Center and the Special Services docket, have successfully diverted many would-be inmates into more structured solutions. On the other end of justice involvement are organizations like Workforce Tulsa that help recently released individuals pursue employment opportunities; however, they are not permitted to service undocumented residents due to federal restrictions on program funds.

Recommendations

PS.ER.3 Expand amnesty and diversion programs to reduce recidivism and avoid unnecessary court hearings or jail time.

PS.ER.4 Partner with City departments and outside organizations to expand resources available to address mental health conditions, substance use, and financial barriers.

ACCESS TO PUBLIC SERVICES

The distribution of public services is the primary function of local government. These services include transportation infrastructure and services, utilities, emergency response, parks services, waste management services, library services, health services, and more. Low-density cities have more difficulty providing all of these services than high-density cities, as the amount of infrastructure and service delivery increases not just with an increase in the number of people to serve, but with the distances between those people and the existing public services areas. Tulsa has historically developed quickly from the original city center, but in recent years development trends show a shift from greenfield development to infill development, which achieves economies of scale by locating in areas with existing infrastructure and services. While strained service distribution has a negative impact on the quality of life for all residents, economic disparities are exacerbated when needed programs and services cannot be adequately funded to support residents.
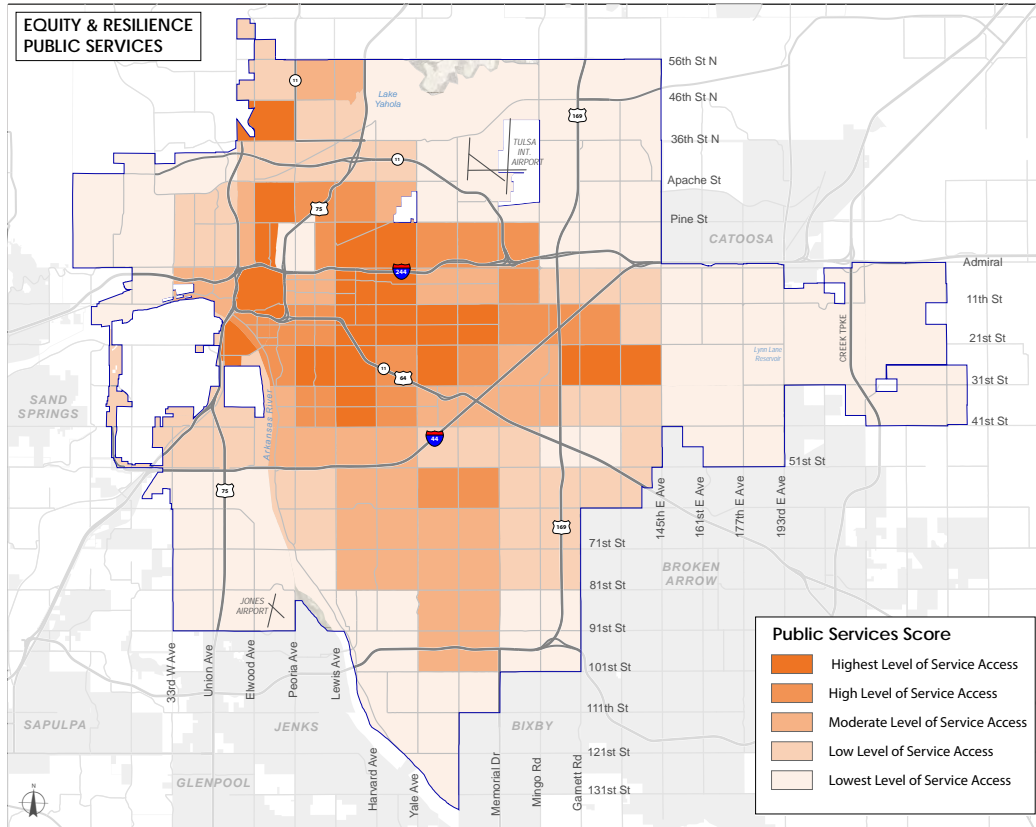
Recommendations

PS.ER.5 Prioritize infill development or development that is currently served by existing City services and infrastructure.

PS.ER.6 Coordinate infrastructure projects with other public services to determine which areas of the city are likely to develop next.

PS.ER.7 Assess the feasibility of impact fees for developments that will negatively impact the City's ability to serve all Tulsans, and where existing services are not available.

EQUITY & RESILIENCE
PUBLIC SERVICES

Public Services Score
- Highest Level of Service Access
- High Level of Service Access
- Moderate Level of Service Access
- Low Level of Service Access
- Lowest Level of Service Access

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

GEOGRAPHIC DISPARITIES

The above map identifies where residents are well served by a variety of public services and infrastructure. Downtown, Midtown, parts of north Tulsa, and parts of east Tulsa generally have better access to libraries and schools, have quicker fire response times, have universal water and sewer infrastructure access, and/or produce low numbers of loose animal calls. The northeast area of the city and portions of far east Tulsa have the biggest gaps in public service access, though most areas at the city limits have lower levels of service access.

INDICATORS USED IN MAP

- % of Residents within 1/2-mile of a Library
- % of Residents within 1/2-mile of a School
- Average Fire Response Time
- % of Residents Served by Water
- % of Residents Served by Sewer
- Density of At-Large Animal Complaints
- Streetlights

RELEVANT EQUALITY INDICATORS*

INDICATOR 28: Juvenile Arrests by Race

INDICATOR 29: Adult Arrests by Race

INDICATOR 30: Female Arrests by Comparison to National Average

INDICATOR 33: Officer Use of Force by Subject Race

RELEVANT RESILIENT TULSA ACTIONS**

ACTION 08: Launch a public campaign to demystify and humanize adjudicated Tulsans.

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

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

ACTION 16: Invest in children's mental health.

ACTION 17: Champion mental health diversion programs

ACTION 21: Launch a citywide Teacher Appreciation Initiative

ACTION 22: Develop a Mayor's summer job program for students.

VULNERABLE POPULATIONS GROUPS

- Low-Income households
- Racial and ethnic minority groups
- Justice-Involved persons
- Persons with mental health and substance use issues
- Children
- Residents in underserved areas of the city

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

HEALTH & WELLNESS CONSIDERATIONS

Collaborative Policing

Health Impact	Associated Health Outcome
Increased level of trust in local law enforcement agencies	Reduction in stress, reduction in negative outcomes associated with criminal activity

Tulsa Context

In 2016 a dashboard of Community Policing measures was developed for the Tulsa Police Department, which shows that they are implementing 97% of their community policing strategy. Many of the recommendations do not have measures to assess progress, and no oversight committee of Tulsa residents was established. New leadership in the department is pursuing a "collaborative policing" model wherein the Tulsa Police Department will emphasize partnering with other departments, agencies, and the community to address crime and other community issues.

Policy Recommendations

PS.HW.1 Enhance transparency with residents through communications strategies that tell the stories of collaboration.

PS.HW.2 Increase the level of community oversight to ensure department goals are in line with community needs.

PS.HW.3 Update the metrics used to analyze the effectiveness of policing in the community.

PS.HW.4 Increase collaboration with other City of Tulsa departments and other organizations.

Justice Involvement

Health Impact	Associated Health Outcome
Unsanitary or unsafe facility conditions	Physical injury, chronic illness, vulnerability to pandemics and other communicable disease spread
Societal stigma and financial/economic impacts	Negative outcomes associated with poverty, stress, depressive disorders

Tulsa Context

Oklahoma has the third highest rate of incarceration in the United States as of December 2021, with a total prison population of 25,338, or a rate of 635 per 100,000 residents. Tulsa County manages the David L. Moss Criminal Justice Center, which houses 1,282 inmates, 1,084 male and 198 female, as of December 2021. Despite these high rates, Oklahoma has relatively low rates of recidivism, with 20.1% in the last three years. High rates of incarceration and low rates of recidivism point to Oklahoma's aggressive sentencing for non-violent crimes. For example, Oklahoma has had the highest rates of female incarceration in the United States for decades, yet a study by the Crime and Justice Institute in 2018 found that most women were imprisoned for drug-related crimes, and 83% were sentenced for non-violent crimes. State, local, and business leaders are pursuing criminal justice reform measures to reduce the rates of imprisonment for non-violent crimes, and to connect offenders with diversion programs to address mental health and substance abuse issues.

Policy Recommendations

PS.HW.5 Continue or expand diversion programs and court services that connect individuals with mental health and substance use resources.

PS.HW.6 Establish programs to connect justice-involved individuals with Medicaid and other health coverage.

PS.HW.7 Enhance re-entry programs to reduce recidivism rates.

First Response Time

Health Impact	Associated Health Outcome
Quicker response time for patients with severe injuries, cardiac arrest, or stroke	Reduction in disability and death
Slow or no response times leading to increase in domestic abuse and feelings of insecurity	Increase in anxiety and depressive disorders

Tulsa Context

Since 1990, TFD's call response volume increased from 10,000 to over 60,000. Average response time citywide is under 6 minutes; however, there is variation amongst the stations, with some having an average response time close to 4 minutes, while others are closer to the 6-minute upper threshold. In recent years the number of responses that exceeded the 6-minute mark have been increasing. East Tulsa is especially at risk of slower response times due to population growth outpacing the expansion of service capacity.

In 2016, citywide average response times for TPD were at 26.6 minutes. That has improved to 24.1 minutes in 2018. Calls are ranked on a scale of 1 to 7 in terms of priority, with higher priority calls receiving the fastest responses. Between August of 2018 and 2019 critical response calls (High Priority) responded to in under 3 minutes increased from 24.06% to 26.26%. As officer numbers increase, it is expected that serious crime will decline but reports of minor crimes will increase. This is due to a greater police presence, enabling a quicker response to minor crimes and a lower rate of missed response opportunity.

Policy Recommendations

PS.HW.8 Ensure adequate public services exist before development approvals in a given geographic area of the city.

PS.HW.9 Explore funding strategies to address increased public services needed from new development; particularly in under-served, rural, and limited service capacity areas.

Law Enforcement Officer/Firefighter Health

Health Impact	Associated Health Outcome
LEO Concerns: Poor diet, circadian rhythm disruption, stress, mental health	Increase in obesity, cancer, diabetes, and cardiovascular disease, post-traumatic stress disorder
Firefighter Concerns: Exposure to asbestos and other contaminants, heat exposure, high core body temperature, exposure to smoke and carbon monoxide	Increase in asthma and other respiratory or cardiovascular diseases, sudden cardiac death and cardiovascular disease, cancer, rhabdomyolysis, mesothelioma

Tulsa Context

In order to improve LEO health and wellness TPD provides exercise facilities that can be used during on-duty hours, as well as classes for yoga and Crossfit. Mental health services are provided for both LEOs and firefighters and 911 operators through First Responder Support Services on a voluntary basis, and there has been an increase in the utilization of those services in recent years. This may reflect a reduction in the stigma historically associated with seeking help for mental health concerns. These services are also made available to family members of LEOs and firefighters.

Policy Recommendations

PS.HW.10 Continue to provide services to LEOs and firefighters that reduce health risks and increase wellness.

PS.HW.11 Continue to increase the number of LEOs and firefighters to reduce the need for extra-long shift work.

PS.HW.12 Regularly provide health-promoting education for LEOs and firefighters to improve diet, nutrition, and self-care approaches.

Access to Storm Shelters

Health Impact	Associated Health Outcome
Reduced exposure to catastrophic weather events	Reduction in disabling or fatal injuries, situational and post-traumatic stress

Tulsa Context

The City of Tulsa Hazard Mitigation Plan shows the density of storm shelters across Tulsa. There is a relatively high density of shelters in affluent Midtown neighborhoods, as well as in the more suburban areas of South Tulsa where development is newer than other parts of the city. North Tulsa and East Tulsa have a lower density of storm shelters. Children under 5 years old, persons 65 years of age and older, persons with cognitive or physical disabilities, and persons who are not English-speaking are particularly vulnerable to tornadoes. These populations may not have the means to effectively respond when tornadoes threaten the area. Also at risk are homeless and low-income populations who may not have full access to advance warning capabilities (access to television, social media, NOAA weather radio, etc.).

Policy Recommendations

PS.HW.13 Create a public-facing, geotagged, searchable database of available, certified public storm shelters, denoting which are ADA compliant.

PS.HW.14 Expand efforts to register private storm shelters so that authorities can search those in the event of a disaster.

PS.HW.15 Work with vulnerable populations and organizations to better communicate and educate on how to react in extreme weather events.

FUNDING PRIORITIES

All public services require capital funding for materials, equipment, and project implementation. This is in addition to operational and maintenance funding that is critical to minimize capital spending needs by maximizing the lifespan of assets. As the city continues to grow, operational and maintenance funding should grow commensurately with increases in capital assets and the impact of increased usage of existing assets and services.

The most significant capital funding need is for a combined justice and public safety center to house the Tulsa Police Department, Tulsa Fire Department, and Municipal Courts. This facility should serve all of the same functions currently administered in the Police-Municipal Courts building and Fire Department headquarters, but with substantially more space and specialized accommodations. In addition, new fire stations are needed in developing parts of the city, particularly in East Tulsa where service is least consistent. Other significant capital needs include fleet replacement for public safety departments and the Asset Management department, as well as a new transfer station for bulky waste for the Solid Waste division. Minor capital needs include electronic hardware and software to process court records and dockets for Municipal Courts.

Operational funding is a primary concern for the Asset Management Department as the City acquires and constructs more facilities. Annual budgetary allocations should increase each time new assets are entrusted to the Asset Management Department. In general, maintenance funding for City assets should be increased in order to advance from a "Run-to-Fail" approach to one that prioritizes taking care of existing assets to extend asset life spans. For departments whose service distribution area is being stretched by the city's growth pattern, alternative approaches like Mutual Aid Agreements should be pursued to close funding gaps.

Personnel needs for the Tulsa Police Department include more non-sworn employees to run office and technology functions of the department. Funding packages that seek to increase the number of uniformed officers should include funding for ancillary support staff, storage facilities, and office space. All departments, but Municipal Courts in particular, have need for accessibility improvements, especially for multi-lingual communication, translation services, and sign language interpreters.

REGIONALISM CONSIDERATIONS

Besides infrastructure, public services are the return on investment of tax dollars that are meant to maintain a standard of living for Tulsans. Services such as the maintenance of water, sewer, and stormwater infrastructure, solid waste services, fire and police response, criminal justice and courts, animal welfare, and the maintenance of all the facilities and properties needed to provide these services all contribute to a livable environment for Tulsa residents. Some services have their own funding mechanisms and can gain revenue through service fees. Water, Sewer, and Stormwater for example have a fee structure in place through TMUA that supports the expansion and maintenance of existing utility networks. Other services, such as Police, Fire, and Municipal Courts do not have their own funding mechanisms and rely on general fund and Improve Our Tulsa or Vision Tulsa funding to maintain their levels of service. This ability is diminished each time the public service area grows while their budgetary funding remains the same. The regional development patterns of fringe suburban subdivision growth and economic development attraction to areas at the far reaches of the city limits or beyond have stretched these services to their limits. Finding ways to engage with communities and partners in the region to collaboratively support fire, police, and animal welfare services can bridge the funding gaps that exist as development outpaces the City's ability to construct new fire stations, police stations, add needed officers and firefighters, and maintain expected levels of service.

The City also can support educational efforts across the region by partnering with libraries and school systems to address specific needs, such as transportation, program funding, and planning efforts.

GLOSSARY OF TERMS

Ancillary Staff – Staff members that support the programmatic work of a department, e.g. administrative staff, security, etc.

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.

Amnesty - An opportunity for citizens to pay their past due citations in full without any late or warrant fees.

At-large Animals - A domestic animal which is free, unrestrained, or not under control.

Bond – A form of debt used by cities to fund capital projects.

Capital Assets – Physical things owned by the City.

Capital Improvements Plan (CIP) - A community planning and fiscal management tool used to coordinate the location, timing, and financing of physical construction projects or permanent structural alterations or repairs to existing City assets.

Collaborative Policing - Collaborative policing focuses on community collaboration, problem-solving processes, and evidence-based practices to achieve more effective and long-lasting public safety results.

Council-Manager Form of Government - A method of municipal government in which legislative and policy-determining powers are held by an elected council that employs a city manager who is responsible to the council for city administration.

Cyanotoxins - Toxins produced by cyanobacteria (blue-green algae).

Diversion Programs - A form of pretrial sentencing in which a criminal offender joins a rehabilitation program to help remedy the behavior leading to the original arrest, allow the offender to avoid conviction and, in some jurisdictions, avoid a criminal record.

Economic Mobility - How a person's economic well-being changes over time.

Enterprise Fund - A self-supporting government fund that sells goods and services to the public for a fee.

Enterprise Performance Reporting Facility - The interface used by the Water & Sewer Department to assist with financial reporting.

Enterprise Resource Planning (ERP) - Software used by the Water & Sewer Department that gathers financial data and generates reports.

Environmental Remediation - The removal of pollution or contaminants from environmental media such as soil, groundwater, sediment, or surface water.

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

Evidence-Based Approaches – Procedures and solutions derived from data analysis, academic research, and national best practices.

Facility Condition Index (FCI) - A standard facility management benchmark used to assess the current and projected condition of a building asset.

Fix-it-First – An approach to asset management where maintenance is prioritized before replacement or the acquisition of new assets.

Flue Emissions - The gas exiting to the atmosphere via a pipe or channel for conveying exhaust gases from a fireplace, oven, furnace, boiler, or steam generator.

Future Growth Areas – Areas defined in the Development Era map in the Development Review Guide that are presently undeveloped.

Geotag - The process of joining geographic coordinates to media (photos, videos, websites, etc.) based on the location of a mobile device.

Greenfield Sites – Undeveloped lands.

Impact Fees - Typically a one-time payment imposed by a local government on a property developer to offset the financial impact a new development places on public infrastructure, such as roads, water and sewer, parks, and other services.

Infill Development – New construction in existing areas of the city, particularly older parts of the city.

Insurance Service Office (ISO) Score - A score provided to fire departments and insurance companies by the Insurance Services Office reflecting how prepared a community and area is for fires.

Joint Use - An agreement between government entities, or sometimes private, nonprofit organizations, to open or broaden access to their facilities for community use.

Justice Involvement – The state of being or having been arrested, put to trial, incarcerated, or any other type of involvement with the justice system.

Lead Loop Study - A method of testing water pipes for lead contamination.

Lean Six Sigma - A collaborative method to improve performance by systematically removing waste and reducing variation.

Lift Station - A pumping station that moves wastewater from a lower elevation to a higher elevation.

Linear and Facility Assets - Pipes, pumps, and other physical components of the City of Tulsa's water and sewer systems.

GLOSSARY OF TERMS

Mutual Aid Agreements - Agreements that establish the terms under which assistance is provided between two or more jurisdictions.

Preventative and Predictive Maintenance – Similar to a "Fix-it-First" approach where maintenance is prioritized in order to extend the lifespan of capital assets.

Recidivism - A person's relapse into criminal behavior, often after the person receives sanctions or undergoes intervention for a previous crime.

Return on Investment – The amount gained or lost over time compared to the initial cost of an investment.

Run-to-Fail – When capital assets belonging to the City do not receive maintenance funding and are replaced rather than repaired.

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

Social Determinants - The conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.

Strong Mayor Form of Government - A mayor-council method of municipal government where the Mayor is given by charter a large degree of control and responsibility. This is Tulsa's form of government.

Subject Matter Expert - A person or group with a deep understanding of a particular subject based on direct experience.

Supervisory control and data acquisition system (SCADA) - A system of software and hardware elements that allows the Water & Sewer Department to monitor service and assets in real time.

Sworn/Non-Sworn Personnel - Sworn personnel must attend and successfully complete a law enforcement academy. Non-sworn, or civilian, personnel in a police department do not possess the power to arrest or the ability to enforce laws.

Transfer Station - A site where recyclables and refuse are collected and sorted in preparation for processing or landfill

Uniform Divisions – Tulsa Police Department has three Uniform Divisions that divide the city into police service areas, each with a station and sub-areas defined for patrols.

Variable frequency drives (VFDs) - A type of controller that drives an electric motor by varying the frequency and voltage supplied to the electric motor.

Walking Audit - An assessment of the walkability or pedestrian access of an external environment to consider and promote the needs of pedestrians.

Waste Diversion - Reusing, recycling, or composting materials that would otherwise be buried in a landfill.

Wildland Urban Interface (WUI) - A transition zone between wilderness (unoccupied land) and land developed by human activity where a built environment meets or intermingles with a natural environment. Human settlements in the WUI are at a greater risk of catastrophic wildfire.

RELEVANT CITY DEPARTMENTS, PROGRAMS, PLANS, AND EXTERNAL ORGANIZATIONS

Animal Welfare - A division of the Department of City Experience responsible for the management of animal welfare programs, animal control, and the City's animal shelter.

Asset Management Department - A department of the City of Tulsa that manages and maintains City-owned facilities, fleet, and equipment.

Citizen Advisory Boards - A group of community members for each Tulsa Police Department uniform division that review and provide feedback on new and updated policies and advise on best practices for crime reduction and trust building.

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 Outreach Resource & Education (CORE) Team - The CORE Team works in a collaborative effort with community members to develop strategies to reduce crime, improve relationships, and solve quality-of-life issues by providing education regarding available resources.

Community Response Team - 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).

COVANTA - A waste-to-energy facility that serves the Tulsa area under contract with the City of Tulsa.

Criminal Justice Collaborative - A group of representatives from Tulsa County's criminal justice system who implement strategies to reduce reliance on pretrial incarceration and to further improve the criminal justice system.

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.

Destination Districts - The Department of City Experience's program to stimulate economic development, foster authentic cultural expression, develop civic pride, and deepen the connections to places in order to retain talent, attract new residents, and increase tourism opportunities.

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.

Domestic Violence Intervention Services (DVIS) - Provides comprehensive intervention and prevention services to those affected by domestic and sexual violence.

Emergency Medical Services Authority (EMSA) - A public trust of the Tulsa and Oklahoma City governments that ensures the highest quality of emergency medical service at the best possible price.

Emergency Operations Center (EOC) - The facility used to coordinate emergency and disaster response under the supervision of the Tulsa Area Emergency Management Agency (TAEMA).

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.

Family Safety Center - An organization that promotes safety and justice in Tulsa County through services that offer protection, hope, and healing to victims of interpersonal and family violence.

First Responders Advisory Council - A collection of subject matter experts and stakeholders from the community that provide feedback and insight for the Special Services programs at TPD and TFD, i.e. mental health programs, Municipal Courts special services docket, the Tulsa Sobering Center.

First Responder Support Services - An organization that provides counseling, training, and critical incident response for first responders, military, and their immediate family members.

Green Waste Facility - A City of Tulsa facility managed by the Public Works Department that accepts tree branches, grass clippings, and leaves, and provides free wood chips and firewood.

Handle With Care - A Tulsa Police Department program that provides schools or child care agencies with a "heads up" when a child has been identified at the scene of a traumatic event.

Hazard Mitigation Plan - A 2019 plan developed by the City of Tulsa to reduce loss of life and property by minimizing the impact of disasters.

Household Pollutant Program - A program of the City of Tulsa's Public Works Department with a year-round collection facility for the disposal of hazardous household waste.

Human Rights Commission - A City commission that seeks to foster mutual respect and understanding and to create an atmosphere conducive to the promotion of amicable relations among all members of the city's community.

Improve Our Tulsa (IOT) - A funding package for capital improvement projects approved by a vote of the people. These projects are focused on enhancing existing assets.

INCOG Area Agency on Aging (AAA) - 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.

Mayor's AIM Plan - A strategic plan developed by the Mayor's Office with metrics and goals for all City departments.

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.

RELEVANT CITY DEPARTMENTS, PROGRAMS, PLANS, AND EXTERNAL ORGANIZATIONS

Mental Health Unit (MHU) - The MHU provides support and training to patrol operations. The MHU serves as a community liaison to facilitate a professional, humane, and safe response to residents in a mental health crisis or experiencing chronic behavioral health issues, and to those experiencing homelessness.

Mental Health Association Oklahoma - A non-profit organization dedicated to promoting mental health and the equity of access to mental health care through advocacy, education, research, service, and housing.

The Metropolitan Environment Trust (The M.e.t.) - A regional trust that partners with member communities to provide and promote environmental programs, services, and educational opportunities.

Micro-Area Police Plans - A planning approach for Tulsa Police Department to work closely with residents of specific area to reduce crime and establish tailored approaches for interactions between police and residents.

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.

Neighborhood Inspections - A division of the Department of City Experience that enforces regulations that are a part of the zoning code or nuisance ordinances.

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.

Public Service Company of Oklahoma (PSO) Peak Performers - A program offered to businesses to receive cash back by limiting energy use during times of high demand.

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.

Resource Allocation Report - A 2017 report prepared by the Tulsa Fire Department outlining how resources should be distributed to maintain a suitable fire response service level.

Sobering Center - An alternative to jail for individuals detained for public intoxication to be connected to long-term health care and treatment services.

Solid Waste Division - A division of the Public Works Department that manages the removal and processing of solid waste.

Special Services Docket - A partnership between the City of Tulsa Municipal Court, Mental Health Association Oklahoma and other service providers, allowing individuals affected by mental illness, substance abuse, and those facing homelessness who have committed low-level municipal offenses to be paired with a case manager instead of serving jail time.

Tulsa Authority for the Recovery of Energy (TARE) - A City of Tulsa Authority whose purpose is to receive trash, recycle what is available, and dispose of the remainder by burial or incineration.

Tulsa City-County Library - A government entity serving Tulsa County that strives to promote lifelong learning and literacy in all forms.

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

Tulsa Health Department (THD) - The primary public health agency to for Tulsa County residents, including 13 municipalities and four unincorporated areas.

Tulsa Metropolitan Utility Authority (TMUA) - Primary responsibilities are to manage, construct, and maintain Tulsa's water works and sanitary sewer systems, and to fix rates for water and sewer services rendered within its boundaries.

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 Recycle Transfer Facility (TRT) - The City's contracted recycling process facility.

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

Vibrant Neighborhoods Partnership - The Department of City Experience's community-driven program to holistically improve neighborhood infrastructure and enjoyment through targeted public support and service delivery in collaboration with neighborhood residents.

Vision Tulsa - A funding package for capital improvement projects approved by a vote of the people. These projects are focused on transformative projects and programs.

Water & Sewer Department - A department of the City of Tulsa that manages, operates, and maintains the City's water and wastewater systems.

Workforce Tulsa - An organization that helps put people to work through job placement, career readiness services, & training opportunities.

SOURCES AND REFERENCES

Subject Matter Experts

City of Tulsa Fire Department

City of Tulsa Police Department

City of Tulsa Streets and Stormwater Department - Stormwater Division

City of Tulsa Streets and Stormwater Department - Solid Waste Division

City of Tulsa Asset Management Department

City of Tulsa Municipal Courts Department

City of Tulsa Water & Sewer Department

City of Tulsa Working in Neighborhoods Department - Animal Welfare Division

Tulsa City-County Library System

Tulsa Public Schools

Community Engagement Activities

Resident Input Sessions

Resident Input Survey

Resident Input Emails and Phone Calls

Plans Reviewed and Incorporated

Hazard Mitigation Plan (2019)

TMUA Strategic Plan (2018)

Tulsa Fire Department Resource Allocation Report (2017)

Tulsa Public Schools Score Card (2018)

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