



TULSA'S GREAT RAFT RACE · TULSA'S GREAT RAFT RACE · TULSA'S GREAT RAFT RACE · TULSA'S GREAT RAFT RACE · TULSA'S GREAT RAFT RACE

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SECTION 4 DEPARTMENTS

This section of the document contains a brief description of each department, mission statements, objectives, key performance indicators, a budget summary, an organization chart and a staffing summary.

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

PUBLIC SAFETY AND PROTECTION

YOU ARE HERE

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

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

SOCIAL AND ECONOMIC DEVELOPMENT

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

PUBLIC WORKS AND TRANSPORTATION

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

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

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

Municipal Court

Mission Statement

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

Overview of Services

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

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

AIM Actions for Municipal Court

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

Municipal Court

AIM Actions for Municipal Court

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

Municipal Court

MUNICIPAL COURT

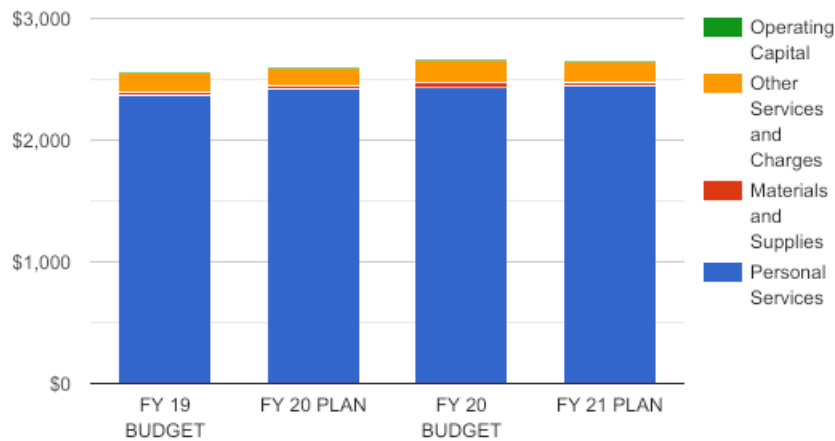
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 2,366	\$ 2,416	\$ 2,435	\$ 19	0.8%	\$ 2,447
Materials and Supplies	26	26	44	18	69.2%	21
Other Services and Charges	155	155	176	21	13.5%	177
Total Budget	\$ 2,547	\$ 2,597	\$ 2,655	\$ 58	2.2%	\$ 2,645

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 2,545	1.7%	\$ 2,535
125 PA Law Enforcement Training	3	49.8%	3
127 Technology Fee Assessment	107	35.4%	107
TOTAL	\$ 2,655		\$ 2,645

Municipal Court

FY 20 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 60
2. Abolish Public Defender I (Part Time)	(40)
3. Office supplies savings	(5)
4. Computer replacements	23
5. Software subscriptions	16
6. Citation printing, document mailing services	4
TOTAL OPERATING CHANGES	<u>\$ 58</u>

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$ 13
2. Computer replacements	(23)
TOTAL OPERATING CHANGES	<u>\$ (10)</u>

Municipal Court

MUNICIPAL COURT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Administration						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Exempt/Professional	1	2	2	1.0	2.0	2.0
Total Administration	2	3	3	2.0	3.0	3.0
Court Operations						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Office & Technical	11	11	11	11.0	11.0	11.0
Total Court Operations	12	12	12	12.0	12.0	12.0
Court Services						
Administrative & Technical	3	3	3	3.0	3.0	3.0
City Attorney	3	2	2	3.0	2.0	2.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Office & Technical	9	9	9	9.0	9.0	9.0
Presiding Judge	9	9	9	3.0	3.0	3.0
Total Court Services	26	25	25	20.0	19.0	19.0
TOTAL	40	40	40	34.0	34.0	34.0

Police

Mission Statement

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

Overview of Services

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

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

AIM Actions for Police

AIM	Strategy	Action	Responsible Department	Expected Completion
Decrease Traffic Fatalities & Injury Crashes	Target Unsafe Driving Behavior	Dedicate sufficient sworn officers to traffic patrol	TPD	Ongoing
Mental Health – Address mental health issues for Tulsa’s residents.	Improve outcomes of those who interact with first responders and need mental health treatment	Increase the number of police fire and emergency medical service personnel with 40-hour Crisis Intervention Training (CIT)	Fire & TPD	Ongoing
		Establish a multiagency First Responder Mental Health Task Force in order to align response priorities, improve collaboration, refer to community resources, and build trust among affected population groups at the patient/client side.	Fire & TPD	Ongoing

Police

AIM Actions for Police

AIM	Strategy	Action	Responsible Department	Expected Completion
Mental Health – Address mental health issues for Tulsa’s residents.	Improve outcomes of those who interact with first responders and need mental health treatment	Increase the utilization of advance care and mental health for CIT by moving from temporary pilot to 2 day per week model for the next year.	Fire & TPD	Ongoing
		Train TFD personnel and other surrounding law enforcement agencies and city department in Crisis Intervention Training.	TPD	Ongoing
Physical Health – Improve Tulsans’ overall health, with a focus on reducing health disparities	Increase walkability and bike-ability of Tulsa	Increase enforcement of Yield to Pedestrian ordinance	TPD	Ongoing
Reduce and Prevent Violent Crime	Implement Community Policing	Implement recommendations made by the Tulsa Commission on Community Policing	TPD	Ongoing
Reduce and Prevent Violent Crime	Focus on Intervention Points to Prevent Future Violence	Increase police presence in neighborhoods	TPD	12/31/2019
		Conduct lethality assessments for domestic violence victims	TPD	Ongoing
		Increase sworn manpower in Family Violence Unit	TPD	12/31/2019
		Finalize a plan with Univ. of Cincinnati. to reduce domestic violence.	TPD	Ongoing
		Solve homicide cases quickly	TPD	Ongoing
		Collaborate with law enforcement partners at County, State and Federal level to increase enforcement of existing laws related to violence	TPD	Ongoing
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Provide prompt response to calls for police assistance.	TPD-911	Ongoing

Police

AIM Actions for Police

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

Police

POLICE

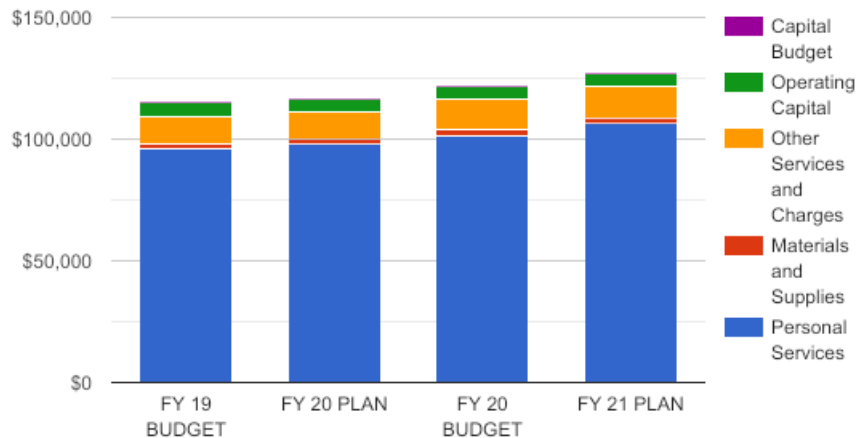
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 95,800	\$ 98,254	\$ 101,275	\$ 3,021	3.1%	\$ 106,697
Materials and Supplies	1,954	1,913	2,509	596	31.2%	2,105
Other Services and Charges	11,199	11,213	12,752	1,539	13.7%	13,237
Operating Capital	5,885	5,194	5,146	(48)	-0.9%	5,039
Total Budget	\$ 114,838	\$ 116,574	\$ 121,682	\$ 5,108	4.4%	\$ 127,078

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 102,107	2.1%	\$ 104,039
120 E 911 Operating	3,548	6.9%	3,573
125 PA Law Enforcement Training	79	27.4%	79
127 Technology Fee Assessment	183	15.8%	1,071
150 Public Safety Sales Tax	12,486	29.0%	15,144
477 Short Term Capital	3,279	-1.4%	3,172
TOTAL	\$ 121,682		\$ 127,078

Police

FY 20 CHANGES FOR OPERATION

AMOUNT

	\$	AMOUNT
1. Benefit and compensation adjustments		2,946
2. Health, dental and life insurance plans		481
3. Net change in estimated Police Officer vacancies		(1,490)
4. Computer replacements		269
5. Software subscriptions		641
6. Helicopter engine overhaul (one time)		450
7. Software upgrades due to required conversion to Windows 10 (one time)		76
8. Body armor due to staffing and cost increase		17
9. Ammunition due to staffing and cost increase		55
10. Downtown bike patrol headquarters, lease agreement for Special Investigations		6
11. Gas masks and voice modulators, cabling for new radios (one time)		59
12. Training for helicopter pilot in air support (one time)		35
13. Contract increases for CIC, Family Safety Center, chaplain services		19
14. State mandated fees for law enforcement communications		9
15. Wireless services for additional officers and increase in mobile devices		76
16. Equipment management and office services		99
17. Utilities		6
18. Law enforcement training programs		17
19. Various materials, supplies and other services adjustments		(16)
20. E-911 Operations		-
a. Telephone	(7)	
b. Professional development training	6	
c. Console parts and supplies	1	
21. Reduce FY 20 Financial Plan Academy Cost		(2,480)
22. Add FY 20 Adopted Budget Academy Cost		
Academy, September 2019, 30 cadets (Public Safety Tax)		1,894
a. Salaries and benefits	1,577	
b. Equipment, supplies, services	317	
Academy, January 2020, 30 cadets (General Fund)		1,331
a. Salaries and benefits	1,014	
b. Equipment, supplies, services	317	
Academy, May 2020, 30 cadets (General Fund)		656
a. Salaries and benefits	342	
b. Equipment, supplies, services	314	
23. Capital additions/replacements:		
a. Vehicles (72 marked sedans)		2,494
b. Vehicles (30 marked sedans) (PST)		1,867
c. Vehicles (10 unmarked sedans)		300
d. Vehicles (3 Light Duty Trucks)		83
e. Vehicles (1 SUV), Motorcycles (1)		61
f. In-car cameras (23)		118
g. K-9 (3)		23
h. Radar (3)		9
i. Special Operations entry vest (9)		23
j. Flight helmet (4)		10

Police

FY 20 CHANGES FOR OPERATION (continued)	AMOUNT
k. Power pallet jack	\$ 5
l. X-Ray system for bomb squad	40
m. Drysuit (2)	6
n. Reappropriation for 911 radio console equipment	107
o. Adjustment to eliminate FY20 Plan capital	(5,194)
TOTAL OPERATING CHANGES	\$ 5,108
FY 21 CHANGES FOR OPERATION	
1. Benefit and compensation adjustments	\$ 4,075
2. Net change in estimated Police Officer vacancies	1,505
3. Computer replacements	(147)
4. Software subscriptions	58
5. Public safety software subscriptions	15
6. Contractual services	48
7. Software upgrade due to required conversion to Windows 10 (one time in FY20)	(76)
8. Gas masks and voice modulators, cabling for new radios (one time in FY20)	(59)
9. Training for helicopter pilot in air support (one time in FY20)	(35)
10. Helicopter engine overhaul (one time in FY20)	(450)
11. Lease agreement for Special Investigations	6
12. Equipment management services	36
13. Records and Case Management System subscription	886
14. Reduce FY 20 Adopted Budget Academy Cost	(3,626)
15. Add FY 21 Financial Plan Academy Cost	
Academy, September 2019, 30 cadets (Public Safety Tax)	1,894
a. Salaries and benefits	1,577
b. Equipment, supplies, services	317
Academy, January 2020, 26 cadets (General Fund)	1,048
a. Salaries and benefits	773
b. Equipment, supplies, services	275
Academy, May 2020, 15 cadets (General Fund)	325
a. Salaries and benefits	169
b. Equipment, supplies, services	156
16. Net change to FY 20 capital	(107)
TOTAL OPERATING CHANGES	\$ 5,396

Police

POLICE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
<u>Administrative & Support Staff</u>						
Administrative & Technical	22	21	21	22.0	21.0	21.0
Exempt/Professional	13	14	14	13.0	14.0	14.0
Information Systems	1	0	0	1.0	0.0	0.0
Office & Technical	59	50	50	59.0	50.0	50.0
Police Chief	1	1	1	1.0	1.0	1.0
Total Administrative & Support Staff	96	86	86	96.0	86.0	86.0
<u>Laboratory Services</u>						
Administrative & Technical	1	2	2	1.0	2.0	2.0
Artistic & Creative	-	-	-	0.0	0.0	0.0
Scientific & Technical	22	21	21	22.0	21.0	21.0
Office & Technical	3	2	2	3.0	2.0	2.0
Total Laboratory Services	26	25	25	26.0	25.0	25.0
<u>911 Public Safety Communications</u>						
Administrative and Technical	2	2	2	2.0	2.0	2.0
Emergency Communications	99	99	99	99.0	99.0	99.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total 911 Public Safety Communications	103	103	103	103.0	103.0	103.0
Total Civilian Positions	225	214	214	225.0	214.0	214.0
<u>Sworn Police Officers</u>						
Police Officer	683	713	743	683.0	713.0	743.0
Police Corporal	82	82	82	82.0	82.0	82.0
Police Sergeant	83	83	83	83.0	83.0	83.0
Police Captain	23	23	23	23.0	23.0	23.0
Police Major	9	9	9	9.0	9.0	9.0
Police Deputy Chief	3	3	3	3.0	3.0	3.0
Total Sworn Police Officers	883	913	943	883.0	913.0	943.0
DEPARTMENT TOTAL	1,108	1,127	1,157	1,108.0	1,127.0	1,157.0

Fire

Mission Statement

The Tulsa Fire Department is dedicated to the protection of life, health, property and the environment by delivering quality life and fire safety services.

Overview of Services

It is the Fire Department's goal to emphasize fire prevention and public education of a comprehensive community fire safety program as well as provide progressive emergency medical services. Because total success in preventing all fires is unrealistic, The Fire Department remains unwavering in operations to minimize the impact of fires when they do occur. The department is committed to reducing, as much as possible, the impact of environmental damage from hazardous material incidents, along with meeting the needs of other calls for service from the community. Tulsa Fire's service strategies are:

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

AIM Actions for Fire

AIM	Strategy	Action	Responsible Department	Expected Completion
Mental Health – Address mental health issues for Tulsa's residents.	Improve outcomes of those who interact with first responders and need mental health treatment	Increase the number of police, fire and emergency medical service personnel with 40-hour Crisis Intervention Training (CIT)	Fire & TPD	Ongoing
		Increase the utilization of advance care and mental health for CIT by moving from temporary pilot to 2 day per week model for the next year.	Fire & TPD	Ongoing
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Provide prompt fire and emergency response.	Fire	Ongoing

Fire

AIM Actions for Fire

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

Fire

FIRE

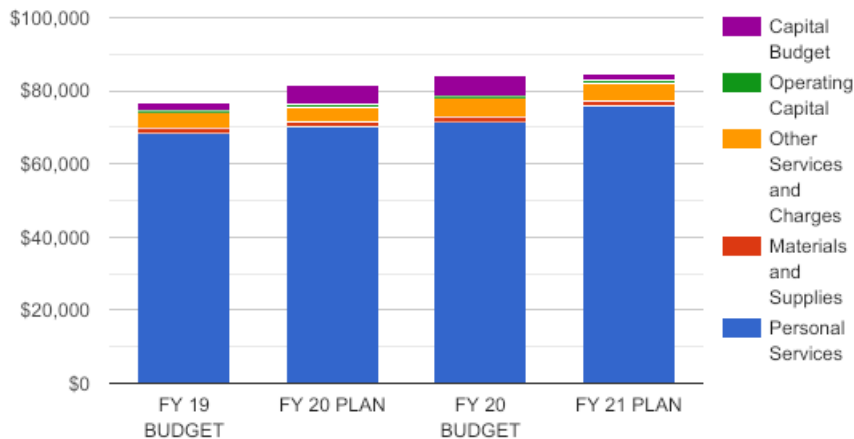
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 68,463	\$ 70,115	\$ 71,476	\$ 1,361	1.9%	\$ 75,793
Materials and Supplies	1,479	1,379	1,507	128	9.3%	1,405
Other Services and Charges	4,056	4,056	4,949	893	22.0%	4,842
Operating Capital	679	665	755	90	13.5%	665
Total Operating Budget	74,677	76,215	78,687	2,472	3.2%	82,705
Capital Budget						
	1,900	5,500	5,500	-	0.0%	2,100
Total Budget	\$ 76,577	\$ 81,715	\$ 84,187	\$ 2,472	3.0%	\$ 84,805

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 76,262	2.4%	\$ 77,943
121 EMSA Utility	350	0.0%	350
150 Public Safety Sales Tax	1,375	75.4%	3,802
405 2014 Sales Tax	5,500	0.0%	2,100
477 Short Term Capital	700	14.8%	610
TOTAL	\$ 84,187		\$ 84,805

Fire

FY 20 CHANGES FOR OPERATION	AMOUNT
1. Benefit and compensation adjustments	\$ 545
2. Health, dental and life insurance plans	211
3. Net change in estimated Firefighter vacancies	360
4. Reclassification of Firefighter positions (10) for Fire Company and community programs	123
5. Computer replacements	38
6. Software subscriptions	348
7. Quartermaster for additional firefighters	34
8. Various materials and supplies adjustments	8
9. Replace IFC code books and NFPA reference material (one time)	3
10. Presentation equipment and supplies for public education division (one time)	5
11. SCBA hydrostatic testing (one time)	28
12. Equipment management services	251
13. Training Academy prop maintenance	40
14. Wireless services	7
15. Utilities	38
16. Ethanol-free fuel for small engine equipment	5
17. Reappropriation for Fire Engine repair	180
18. Reduce FY 20 Financial Plan Academy Cost	(513)
19. Add FY 20 Adopted Budget Academy Cost	
Academy, March 2020, 25 cadets (General Fund)	671
a. Salaries and benefits	508
b. Equipment, supplies, services	163
20. Capital additions/replacements:	
a. Vehicles (5)	215
b. Thermal image camera (10)	100
c. Bunker gear dryer (10)	75
d. Bunker gear extractor (2)	30
e. Hydraulic rescue tool (2)	55
f. SCBA equipment	82
g. Vehicle stability struts (12)	18
h. Rapid intervention kits (7)	30
i. Ice machines for fire stations (2)	5
j. EMSA utility fee capital	55
k. Reappropriation for Apparatus equipment	90
l. Adjustment to eliminate FY20 Plan capital	(665)
TOTAL OPERATING CHANGES	2,472
CAPITAL IMPROVEMENTS PROJECTS	
1. Apparatus Replacement	5,500
2. Adjustment to eliminate FY20 Plan capital projects	(5,500)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	-
TOTAL CHANGES	\$ 2,472

Fire

FY 21 CHANGES FOR OPERATION	AMOUNT
1. Benefit and compensation adjustments	\$ 4,016
2. Net change in estimated Firefighter vacancies	440
3. Reclassification of Firefighter positions (3) for creation of new Fire Company and community programs; FY21 impact of FY20 changes	46
4. Computer replacements	(38)
5. Software subscriptions	17
6. Replace IFC code books and NFPA reference material (one time in FY20)	(3)
7. Presentation equipment and supplies for public education division (one time in FY20)	(5)
8. SCBA hydrostatic testing (one time in FY20)	(28)
9. Equipment management services	84
10. Reappropriation for Fire Engine repair (one time in FY20)	(180)
11. Reduce FY 20 Adopted Budget Academy Cost	(671)
12. Add FY 21 Financial Plan Academy Cost Academy, March 2021, 16 cadets (General Fund)	430
a. Salaries and benefits	326
b. Equipment, supplies, services	104
13. Net change to FY20 Capital	(90)
TOTAL OPERATING CHANGES	4,018
CAPITAL IMPROVEMENTS PROJECTS	
1. Apparatus Replacement	2,100
2. Adjustment to eliminate FY20 capital projects	(5,500)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	(3,400)
TOTAL CHANGES	\$ 618

Fire

FIRE

STAFFING SUMMARY

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

Emergency Medical Services Authority

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

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

In 1977, EMSA was established in Tulsa. Today, EMSA is the exclusive ambulance provider for 15 Oklahoma cities. EMSA has two divisions, the eastern division, with Tulsa as the major city, and the western division centered around Oklahoma City.

AIM Actions for Emergency Medical Services Authority

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

Emergency Medical Services Authority

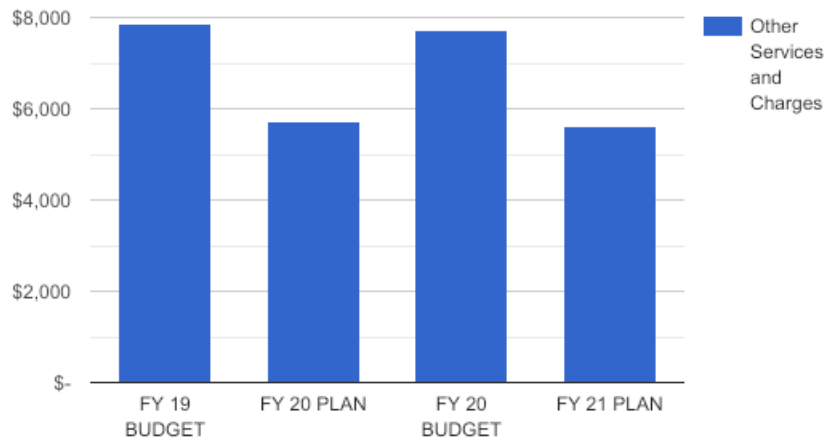
EMERGENCY MEDICAL SERVICES AUTHORITY

BUDGET HIGHLIGHTS
FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	<u>FY 19 ORIGINAL</u>	<u>FY 20 PLAN</u>	<u>FY 20 BUDGET</u>	<u>Dollar Diff. From FY 20 Plan</u>	<u>Percent Diff. From FY 20 Plan</u>	<u>FY 21 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 7,855	\$ 5,727	\$ 7,730	\$ 2,003	35.0%	\$ 5,624
Total Budget	\$ 7,855	\$ 5,727	\$ 7,730	\$ 2,003	35.0%	\$ 5,624

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

121 EMSA Utility
TOTAL

<u>FY 20 BUDGET</u>	<u>Percent Diff. From FY 20 Plan</u>	<u>FY 21 FINANCIAL PLAN</u>
\$ 7,730	35.0%	\$ 5,624
\$ 7,730		\$ 5,624

Emergency Medical Services Authority

	AMOUNT
FY 20 CHANGES FOR OPERATION	
1. Appropriations reflect anticipated cash available for transfer to EMSA	\$ 2,003
TOTAL OPERATING CHANGES	\$ 2,003
FY 21 CHANGES FOR OPERATION	
1. Appropriations reflect anticipated cash available for transfer to EMSA	\$ (2,106)
TOTAL OPERATING CHANGES	\$ (2,106)

Tulsa Area Emergency Management Agency

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

The Tulsa Area Emergency Management Agency (TAEMA) is responsible for the coordination of preparing for, responding to, recovering from and mitigation of major emergencies and disasters. TAEMA collaborates with City and County departments and various other agencies to ensure readiness to manage response to emergencies and disasters. This includes naturally occurring events such as tornadoes, straight line winds, floods, winter storms, wild fires, drought, extreme heat, earthquakes and pandemics. Planning is also done for man-made events that may involve acts of terrorism or accidents that could include plane crashes or hazardous chemical releases. TAEMA conducts numerous disaster exercises with the response community each year to test emergency plans and enhance readiness to respond to disasters. TAEMA manages the Community Warning System consisting of 98 warning sirens covering the City and portions of the unincorporated area of Tulsa County. TAEMA coordinates with volunteer groups, including amateur radio clubs who assist during severe weather and disaster events, and other volunteer agencies active in disasters (VOADs) that perform varied and numerous activities after disasters.

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

AIM Actions for Tulsa Area Emergency Management Agency

AIM	Strategy	Action	Responsible Department	Expected Completion
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Enforce policies geared towards health and equality.	Coordinate emergency preparedness events and usage of tools	TAEMA	Ongoing

Tulsa Area Emergency Management Agency

AIM Actions for Tulsa Area Emergency Management Agency

AIM	Strategy	Action	Responsible Department	Expected Completion
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Promote public safety through coordinated emergency planning.	TAEMA	09/01/19 and Ongoing
	Continuously monitor and improve established core services.	Monitor emergency or disaster situations and activate the Emergency Operations Center as appropriate to provide public warning functions and assistance to Incident Command	TAEMA	Ongoing

Tulsa Area Emergency Management Agency

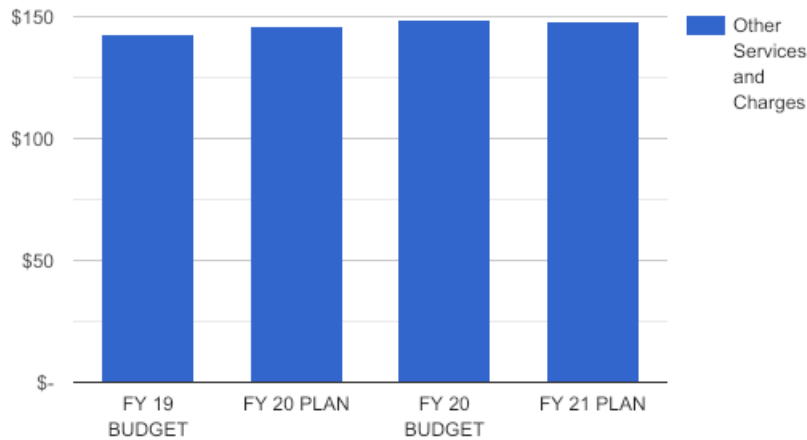
TULSA AREA EMERGENCY MANAGEMENT AGENCY

BUDGET HIGHLIGHTS
FY 2018 - 2019 & FY 2019 - 2020

(amounts expressed in thousands)

	<u>FY 19 ORIGINAL</u>	<u>FY 20 PLAN</u>	<u>FY 20 BUDGET</u>	<u>Dollar Diff. From FY 20 Plan</u>	<u>Percent Diff. From FY 20 Plan</u>	<u>FY 21 FINANCIAL PLAN</u>
Operating Budget						
Other Services and Charges	\$ 143	\$ 146	\$ 149	\$ 3	2.1%	\$ 148
Total Budget	\$ 143	\$ 146	\$ 149	\$ 3	2.1%	\$ 148

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	<u>FY 20 BUDGET</u>	<u>Percent Diff. From FY 20 Plan</u>	<u>FY 21 FINANCIAL PLAN</u>
100 General Fund	\$ 149	2.1%	\$ 148
TOTAL	\$ 149		\$ 148

Tulsa Area Emergency Management Agency

FY 20 CHANGES FOR OPERATION

1. Replace Emergency Operations Center whiteboards and maps

	AMOUNT
	<u>\$ 3</u>
TOTAL OPERATING CHANGES	<u>\$ 3</u>

FY 21 CHANGES FOR OPERATION

1. Prior year map replacement

	<u>\$ (1)</u>
TOTAL OPERATING CHANGES	<u>\$ (1)</u>

PUBLIC SAFETY AND PROTECTION

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

YOU ARE HERE

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

SOCIAL AND ECONOMIC DEVELOPMENT

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

PUBLIC WORKS AND TRANSPORTATION

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

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

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

Park and Recreation

Mission Statement

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

Overview of Services

With oversight from the Park Board, the City of Tulsa manages 134 parks covering roughly 8,278 acres. This includes 2 nature centers, 5 community centers, WaterWorks Art Studio, 66 miles of walking trails, 2 skate parks, 2 dog parks and 5 swimming pools. In addition, there are 186 sports fields, 88 playgrounds, 34 tennis courts, 14 water playgrounds, 19 splash pads as well as 79 picnic shelters, 4 golf courses and 5 disc golf courses.

The Department's primary focus is to provide a variety of recreational opportunities to the public. The Park Master Plan, adopted in February 2010, guides future planning with oversight from the Master Plan Citizen's Committee.

AIM Actions for Park and Recreation

AIM	Strategy	Action	Responsible Department	Expected Completion
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Increase utilization of parks facilities by groups and individuals for activities that promote physical health	Provide youth sports recreational activities targeted to youth that reside in areas with known health disparities	Parks & Recreation	Ongoing
		Continue to deliver recreation programming that aligns with the needs of individual communities	Parks & Recreation	Ongoing
		Offer Healthy Lunch Challenge at day camps	Parks & Recreation	Ongoing
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Increase utilization of parks facilities by groups and individuals for activities that promote physical health	Evaluate closed recreation centers to determine best future use	Parks & Recreation	12/31/2019
		Collect demographics and health data of participants before and after participating in parks programming	Parks & Recreation	Ongoing
		Plant trees in City Parks (planting trees is limited by seasonal temperatures)	Parks & Recreation	Ongoing
		Maintain parks equipment and keep parks clean, safe and hazard free	Parks & Recreation	Ongoing

Park and Recreation

AIM Actions for Park and Recreation

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

Park and Recreation

PARK AND RECREATION

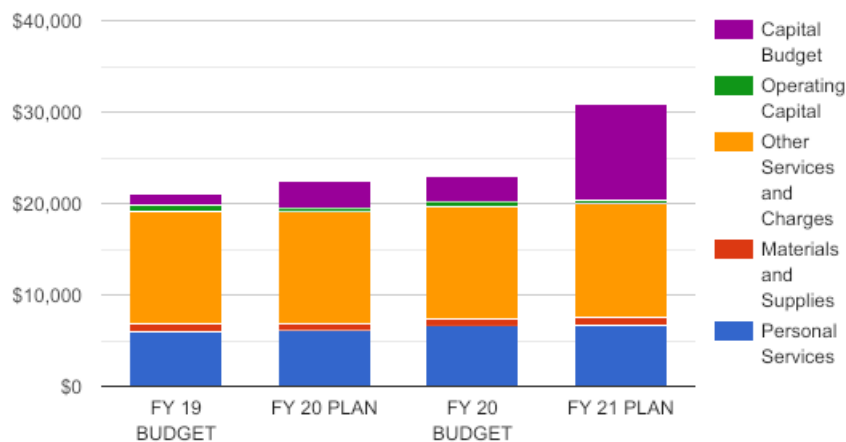
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 6,009	\$ 6,141	\$ 6,596	\$ 455	7.4%	\$ 6,713
Materials and Supplies	900	777	856	79	10.2%	846
Other Services and Charges	12,227	12,244	12,281	37	0.3%	12,399
Operating Capital	615	367	524	157	42.8%	367
Total Operating Budget	19,751	19,529	20,257	728	3.7%	20,325
Capital Budget	1,350	2,890	2,690	(200)	-6.9%	10,625
Total Budget	\$ 21,101	\$ 22,419	\$ 22,947	\$ 528	2.4%	\$ 30,950

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 16,547	4.4%	\$ 16,762
405 2014 Sales Tax	2,690	-6.9%	10,625
477 Short Term Capital	432	57.1%	275
560 Stormwater Enterprise	458	0.7%	468
570 Golf Course	2,820	-4.1%	2,820
TOTAL	\$ 22,947		\$ 30,950

Park and Recreation

FY 20 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 85
2. Position additions	234
a. Marketing & Community Outreach Manager	69
b. Information and Planning Manager	84
c. Parks Utility Workers (2)	81
3. Marketing/publication operation funding for requested position	10
4. Chamberlain Park Recreation Center	183
a. Staff for Chamberlain Recreation Center (3 new positions)	169
b. Computers and recreation supplies	14
5. Software subscriptions	38
6. Wifi at Lacy and Reed Parks, Waterworks (installation, monthly charges)	2
7. Contractural roofing repairs at recreation centers and shelters	7
8. Additional weekend security at pools and Mohawk Park	3
9. Day camps (5) activity and transportation cost increase	21
10. Training-aquatics, music subscription, events	(9)
11. Court upgrades and additions	(26)
12. HVAC maintenance-all areas	11
13. Additional trail maintenance (3/4 of year starting Sept., 41-51st, 61-71st Mingo Valley)	22
14. Additional tree trimming and removal services in parks and trails	50
15. Mulch to maintain safety surface levels-playgrounds and outdoor fitness gyms	19
16. Mulch for new playgrounds	31
17. Supplies-for pools, recreation and operations	(14)
18. Chainsaws, power pruners and miscellaneous equipment for forestry services	6
19. Mohawk soccer complex	
a. Additional fertilizer and herbicide	5
b. Field striping	5
20. Golf course maintenance	(122)
21. Electrical utilities	8
22. Sewer utilities	59
23. Equipment management services	(39)
24. Temporary staffing	(33)
25. Various materials and supplies adjustments	(32)
26. Re-appropriate balance of ash borer treatment funds	47
27. Capital additions/replacements:	
a. Chamberlain Park	
1. Treadmill-Chamberlain Recreation Center	8
2. Recumbent exercise bike	5
3. Multi gym-recreation center	5
4. AED	3
5. Floor scrubber and buffer	5
5. Security upgrades	15
b. Treadmill-Lacy Park	7
c. Round table (24) and chairs (125)-Lacy and Central Parks	27
d. Dumbbell set-Reed Park	2
e. Washer and dryer-Reed Park	2
f. Gymnastics vault-Reed Park	2
g. Volleyball set and winch-Hicks Park	3

Park and Recreation

FY 20 CHANGES FOR OPERATION (continued)

	AMOUNT
h. Spinner cycle-Hicks Park to support additional class	\$ 3
i. Metal bleachers-Whiteside Park	12
j. Utility cart-Oxley Nature Center	14
k. Rooter sewer machines (2)	5
l. Pull behind air compressor	15
m. Motion activated security cameras-maintenance facility	21
n. Vehicles	117
o. Golf capital	92
p. Re-appropriate FY19 funds for a bucket truck and mower	161
q. Adjustment to eliminate FY20 Plan capital	(367)
TOTAL OPERATING CHANGES	728

CAPITAL IMPROVEMENT PROJECTS

1. Security system upgrades	70
2. Savage improvements	105
3. Woodward: landscaping	870
4. Cousins improvements	250
5. Carl Smith improvements	25
6. Playground safety surfaces	1,370
7. Adjustment to eliminate FY20 Plan capital projects	(2,890)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	(200)
TOTAL CHANGES	\$ 528

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$ 117
2. Computer replacement	(7)
3. Software subscriptions	2
4. Zoo Management contract (contractual increase 2.5%)	146
5. Chamberlain summer day camp	10
6. Ash borer treatment funds - One-time	(47)
7. Various materials and supplies adjustments	(3)
8. Various other services adjustments	7
9. Capital additions/replacements:	
a. Net change to FY20 capital	(157)
TOTAL OPERATING CHANGES	68

CAPITAL IMPROVEMENTS PROJECTS

1. Woodward landscaping	3,980
2. Cousins improvements	1,725
3. Carl Smith improvements	160
4. Playground safety surfaces	3,920
5. Hunter restroom expansion and repair	400
6. Water playgrounds	440
7. Adjustment to eliminate FY20 capital projects	(2,690)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	7,935
TOTAL CHANGES	\$ 8,003

Park and Recreation

PARK AND RECREATION

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Director						
Administrative & Technical	1	2	2	1.0	2.0	2.0
Exempt/Professional	3	4	4	3.0	4.0	4.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Director	6	8	8	6.0	8.0	8.0
Recreational Centers						
Administrative & Technical	12	12	12	12.0	12.0	12.0
Exempt/Professional	6	7	7	6.0	7.0	7.0
Labor & Trades	6	6	6	6.0	6.0	6.0
Seasonal Labor	17	17	17	5.6	5.6	5.6
Total Recreational Centers	41	42	42	29.6	30.6	30.6
Special Programs						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Seasonal Labor	42	42	42	14.0	14.0	14.0
Total Special Programs	45	45	45	17.0	17.0	17.0
Spectator Recreation						
Administrative & Technical	4	6	6	4.0	6.0	6.0
Exempt/Professional	1	2	2	1.0	2.0	2.0
Seasonal Labor	2	2	2	0.7	0.7	0.7
Total Spectator Recreation	7	10	10	5.7	8.7	8.7
Facility Services						
Exempt/Professional	6	6	6	6.0	6.0	6.0
Labor & Trades	50	52	52	50.0	52.0	52.0
Office & Technical	1	1	1	1.0	1.0	1.0
Seasonal Labor	12	4	4	4.0	1.3	1.3
Total Facility Services	69	63	63	61.0	60.3	60.3
DEPARTMENT TOTAL	168	168	168	119.3	124.6	124.6

Gilcrease Museum

Mission Statement

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

Overview of Services

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

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

2018-19 has been an exciting and successful year for Gilcrease Museum on many fronts including presentation of strong and diverse exhibitions, offering educational programming for all ages and audiences, hiring phase I of key personnel, and continuation of the collaboration with the city of Tulsa and TU to facilitate the capital improvement projects as part of the Improve our Tulsa funding package. As we develop the architectural plan in 2018 for the expansion of the museum, we are mindful of the commitment to position Gilcrease Museum and its grounds as a destination attraction and a catalyst for economic development for the city of Tulsa.

AIM Actions for Gilcrease Museum:

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

Gilcrease Museum

GILCREASE MUSEUM

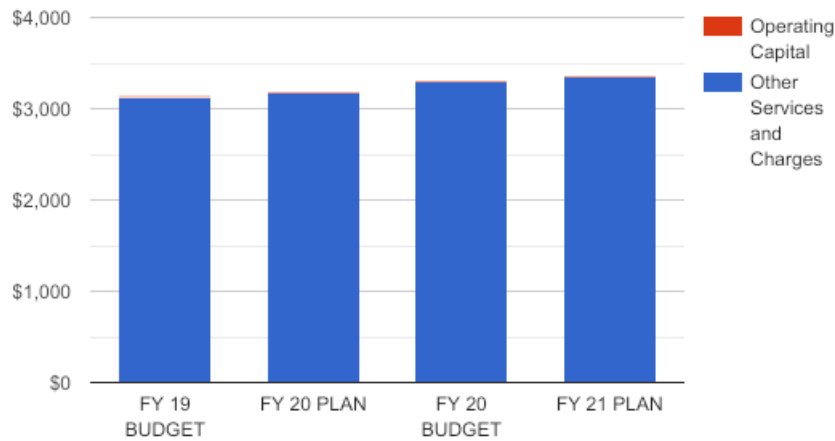
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 3,131	\$ 3,167	\$ 3,290	\$ 123	3.9%	\$ 3,351
Operating Capital	6	-	-	-	N/A	-
Total Budget	\$ 3,137	\$ 3,167	\$ 3,290	\$ 123	3.9%	\$ 3,351

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund

TOTAL

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 3,290	3.9%	\$ 3,351
\$ 3,290		\$ 3,351

Gilcrease Museum

FY 20 CHANGES FOR OPERATION

AMOUNT

1. Management fee (CPI 1.9%)	\$	23
2. Additional operating subsidy during construction		100
TOTAL OPERATING CHANGES	\$	123

FY 21 CHANGES FOR OPERATION

1. Management fee (CPI 1.9%)	\$	61
TOTAL OPERATING CHANGES	\$	61

Performing Arts Center

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

AIM Actions for Performing Arts Center

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

Performing Arts Center

AIM Actions for Performing Arts Center

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

Performing Arts Center

PERFORMING ARTS CENTER

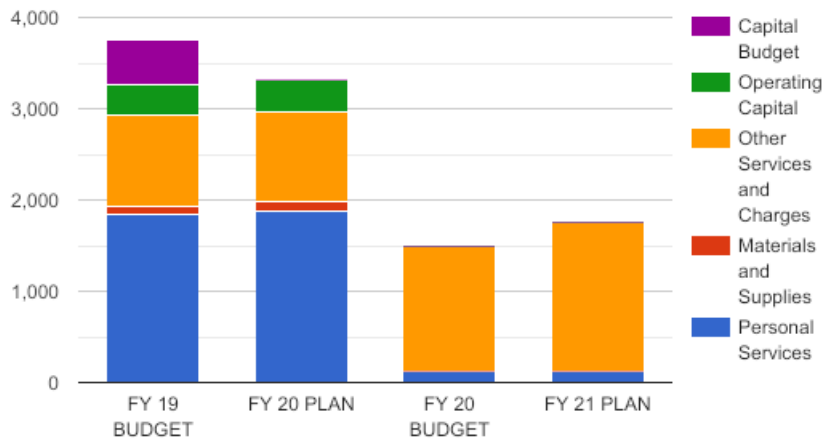
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,847	\$ 1,885	\$ 117	\$ (1,768)	-93.8%	\$ 118
Materials and Supplies	91	91	-	(91)	-100.0%	-
Other Services and Charges	992	992	1,383	391	39.4%	1,632
Operating Capital	328	345	-	(345)	-100.0%	-
Total Operating Budget	3,258	3,313	1,500	(1,813)	-54.7%	1,750
Capital Budget						
	500	-	-	-	N/A	-
Total Budget	\$ 3,758	\$ 3,313	\$ 1,500	\$ (1,813)	-54.7%	\$ 1,750

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund

132 Convention & Tourism Facility

TOTAL

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ -	-100.0%	\$ -
132 Convention & Tourism Facility	1,500	31.7%	1,750
TOTAL	\$ 1,500		\$ 1,750

Performing Arts Center

FY 20 CHANGES FOR OPERATION

	AMOUNT
1. Assistant Director Tulsa Performing Arts Center Trust (TPACT)	\$ 117
2. TPACT management agreement	1,383
3. Performing Arts Center moving to TPACT management agreement	(2,968)
4. Adjustment to eliminate FY20 Plan capital	(345)
TOTAL CHANGES	\$ (1,813)

FY 21 CHANGES FOR OPERATION

1. Assistant Director Tulsa Performing Arts Center Trust (TPACT)	\$ 1
2. TPACT management agreement	249
TOTAL CHANGES	\$ 250

NOTE: Previous budgets included Performing Arts Center (PAC) operations revenues. FY20 and forward will no longer include those revenues. PAC revenues will be retained by the Trust.

Performing Arts Center

PERFORMING ARTS CENTER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Director						
Administrative & Technical	2	1	1	2.0	1.0	1.0
Exempt/Professional	4	0	0	4.0	0.0	0.0
Total Director	6	1	1	6.0	1.0	1.0
Operations						
Artistic & Creative	5	0	0	5.0	0.0	0.0
Administrative & Technical	8	0	0	8.0	0.0	0.0
Exempt/Professional	3	0	0	3.0	0.0	0.0
Labor & Trades	3	0	0	3.0	0.0	0.0
Office & Technical	6	0	0	6.0	0.0	0.0
Total Customer Services	25	0	0	25.0	0.0	0.0
DEPARTMENT TOTAL	31	1	1	31.0	1.0	1.0

River Parks Authority

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

River Parks is unique among Tulsa's public spaces because of its location on the banks of the Arkansas River. The river corridor offers opportunities and challenges to blend preservation and enhancement of green space and wildlife habitat with select commercial development such as the Blue Rose Café, and family destination attractions such as the 41st Street Plaza, River West Festival Park, and Turkey Mountain.

AIM Actions for River Parks

AIM	Strategy	Action	Expected Completion
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Increase utilization of parks facilities by groups and individuals for activities that promote physical health	Continue to deliver recreation programming that aligns with the needs of individual communities	Ongoing

River Parks Authority

RIVER PARKS AUTHORITY

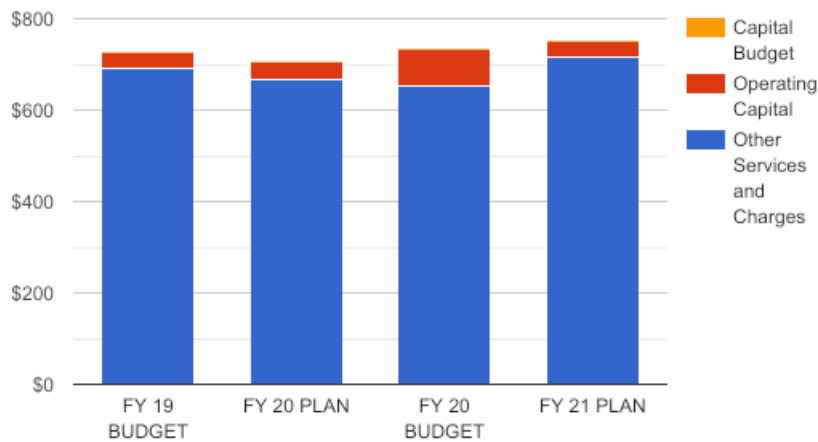
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 690	\$ 668	\$ 654	\$ (14)	-2.1%	\$ 715
Operating Capital	36	36	78	42	116.6%	36
Total Budget	\$ 726	\$ 704	\$ 732	\$ 28	4.0%	\$ 751

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 654	-2.1%	\$ 715
477 Short Term Capital	78	116.6%	36
TOTAL	\$ 732		\$ 751

River Parks Authority

FY 20 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Changes in operation	\$ (14)
2. Capital additions/replacements:	
a. Bucket truck	78
b. Adjustment to eliminate FY20 Plan capital	(36)

TOTAL OPERATING CHANGES **\$ 28**

FY 21 CHANGES FOR OPERATION

1. Changes in operation	\$ 61
2. Net change to FY20 capital	(42)

TOTAL OPERATING CHANGES **\$ 19**

BOK and Convention Centers

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

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

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

AIM Actions for BOK Arena & Convention Center

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

BOK and Convention Centers

BOK ARENA & COX BUSINESS CENTER

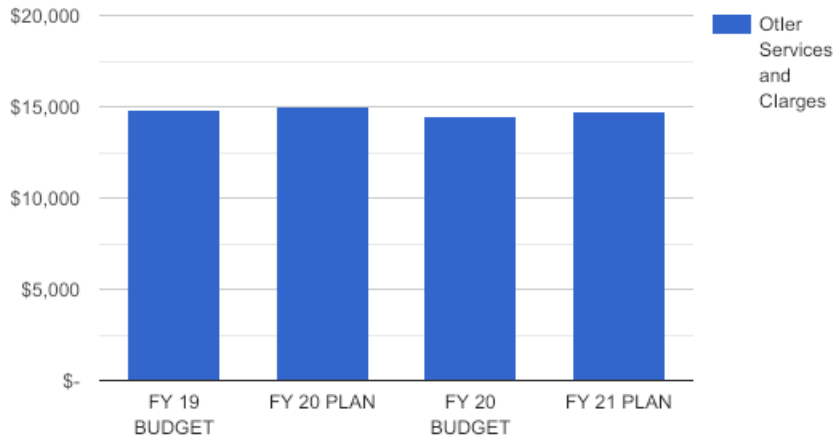
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 14,512	\$ 14,777	\$ 14,777	\$ -	0.0%	\$ 15,152
Total Budget	\$ 14,512	\$ 14,777	\$ 14,777	\$ -	0.0%	\$ 15,152

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Event Income	\$ 7,130	-6.6%	\$ 7,745
Other Operating Income	4,039	0.0%	4,299
Convention and Tourism Facilities Fund	2,390	0.0%	2,390
Fund Balance	1,218	69.6%	718
TOTAL	\$ 14,777		\$ 15,152

BOK and Convention Centers

FY 20 CHANGES FOR OPERATION

- 1. No changes in operation

TOTAL OPERATING CHANGES

AMOUNT

\$ -

\$ -

FY 21 CHANGES FOR OPERATION

- 1. Changes in operation

TOTAL OPERATING CHANGES

\$ 375

\$ 375

PUBLIC SAFETY AND PROTECTION

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

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

SOCIAL AND ECONOMIC DEVELOPMENT

YOU ARE HERE

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

PUBLIC WORKS AND TRANSPORTATION

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

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

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

Mayor's Office of Economic Development

Department Budget Summary

FY 19-20

Mission Statement

To work proactively to promote, encourage and facilitate the development of responsible and properly planned business growth within the community in order to expand and strengthen the local economy and to diversify the community's tax base. Provide support and advice for planning and management of improvement, maintenance and marketing of Downtown Tulsa and develop Downtown Tulsa as a vibrant center for living, commerce, arts, entertainment and education.

Overview of Services

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

Services include:

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

AIM Actions for Mayor's Office of Economic Development

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

Mayor's Office of Economic Development

AIM Actions for Mayor's Office of Economic Development

AIM	Strategy	Action	Responsible Department	Expected Completion	
Jobs – Add jobs and grow the workforce	Provide a development framework that promotes clear and predictable processes	Issue permits and conduct inspections for private development customers within established timeframes	Development Services	Ongoing	
	Review and align city economic development tools and incentives to job creation goals and industry targets	Host semi-annual meeting of TDA, TIA, TPA, Tulsa Chamber and EDC to review investment priorities and use of economic development tools such as TIFs, Tax abatements, city/authority financing of projects, etc.	MOED	Ongoing	
	Support small business creation and expansion	Provide technical assistance and guidance to businesses, entrepreneurs and developers to maximize the likelihood of success related to population and job growth	MOED	Ongoing	
		Increase access to capital for small business and startups	MOED	Ongoing	
	Target existing and new businesses for job growth and expansion opportunities utilizing business intelligence	Meet monthly with Tulsa Regional Chamber Business Retention team to review expansion and retention needs of current employers	MOED	Ongoing	
		Develop target list of new businesses to recruit and establish outreach and recruitment strategy	MOED	Ongoing	
		Develop and maintain relationships with key site selection professionals nationally	MOED	Ongoing	
	Grow Tulsa's Population	Align City processes & policies to support the development of a sufficient stock of affordable & attainable housing to meet the needs of the existing & growing population	Establish and convene a collective impact group to address quality, affordability and availability of housing	MOED	Dependent upon hiring Housing Director

Mayor's Office of Economic Development

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

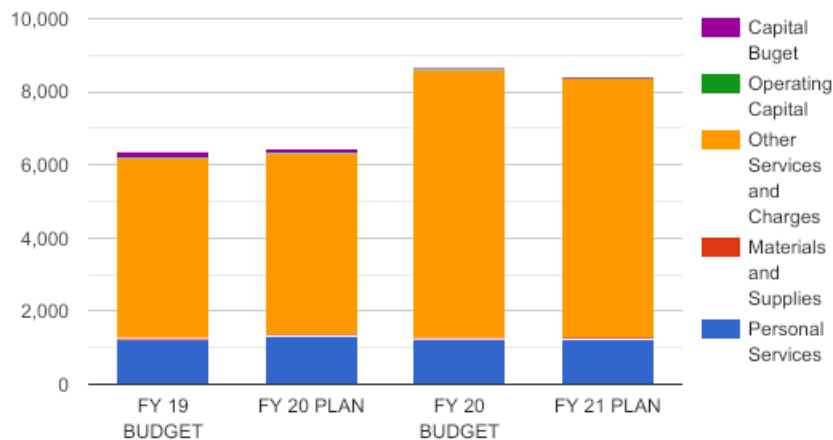
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,226	\$ 1,336	\$ 1,238	\$ (98)	-7.3%	\$ 1,245
Materials and Supplies	45	36	41	5	13.9%	45
Other Services and Charges	4,914	4,928	7,324	2,396	48.6%	7,068
Operating Capital	20	20	20	-	0.0%	20
Total Operating Budget	6,205	6,320	8,623	2,303	36.4%	8,378
Capital Budget	175	125	-	(125)	-100.0%	-
Total Budget	\$ 6,380	\$ 6,445	\$ 8,623	\$ 2,178	33.8%	\$ 8,378

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 1,063	16.9%	\$ 926
130 Economic Development Comm	351	-2.5%	335
131 Convention & Visitors	3,440	-7.9%	3,440
141 Tulsa Stadium Imp District	1,495	13.8%	1,403
143 Tourism Improvement District ¹	2,274	N/A	2,274
TOTAL	\$ 8,623		\$ 8,378

Mayor's Office of Economic Development

FY 20 CHANGES FOR OPERATION	AMOUNT
1. Benefit and compensation adjustments	\$ (9)
2. Correct FY20 Plan salary projection	(112)
3. MOED Operations	162
a. Economic development study (one time)	150
b. Computer replacements	5
c. Software subscriptions	4
d. Advertising required for establishing TIFs	3
4. Downtown Coordinating Council operational changes (Fund 141)	293
a. Part time office administrator (mid-year FY19 addition)	23
b. Reduction in maintenance supplies	(1)
c. Security contract increased costs - 4 public safety ambassadors	45
d. New branding and website	40
e. Planning and community engagement services	34
f. Vegetative maintenance and general maintenance services	90
g. Training for staff and board; memberships	10
h. Software subscriptions	2
i. Transition study (re-appropriate FY19 funds)	50
5. Economic Development Commission operational changes (Fund 130)	(9)
a. Economic development studies	38
b. Reduction in Visit Tulsa economic development contract	(69)
c. Business recruitment, staff training and memberships	22
6. Tulsa Parking Authority	1
a. Staff training and memberships	1
7. Tourism Improvement District 1 (Fund 143)	2,274
a. Management agreement for managing marketing services	2,274
8. Convention and Visitors (Fund 131)	(297)
a. Revenue allocation to this fund reduced by ordinance April 2019	(297)
9. Capital additions/replacements:	
a. Tree planting	20
b. Adjustment to eliminate FY20 Plan capital	(20)
TOTAL OPERATING CHANGES	2,303
CAPITAL IMPROVEMENTS PROJECTS	
1. Adjustment to eliminate FY20 Plan capital projects	(125)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	(125)
TOTAL CHANGES	\$ 2,178

Mayor's Office of Economic Development

FY 21 CHANGES FOR OPERATION	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 7
2. MOED Operations	(145)
a. Computer replacements	(1)
b. Economic modeling software	6
c. Economic development study (one time in FY20)	(150)
3. Downtown Coordinating Council operational changes (Fund 141)	(96)
a. New branding and website	(20)
b. Consulting services	(76)
4. Economic Development Commission operational changes (Fund 130)	(16)
a. Economic development studies	(16)
5. Various materials and supplies adjustments	5
6. Capital additions/replacements:	
a. Net change to FY20 capital	-
TOTAL OPERATING CHANGES	(245)
CAPITAL IMPROVEMENTS PROJECTS	
1. Projects in 2016 Vision Economic Development Fund	
a. Citywide & Route 66 Beautification and Reinvestment	125
2. Adjustment to eliminate FY20 capital projects	(125)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	-
TOTAL CHANGES	\$ (245)

Mayor's Office of Economic Development

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Director						
Unclassified Appointments	1	1	1	1.0	1.0	1.0
Total Director	1	1	1	1.0	1.0	1.0
Operations						
Administrative & Technical	4	5	5	4.0	5.0	5.0
Exempt/Professional	5	5	5	5.0	5.0	5.0
Office & Technical	1	1	1	1.0	1.0	1.0
Unclassified Appointments	0	1	1	0	1	1
Total Operations	10	12	12	10.0	12.0	12.0
Parking Garage Operations						
Exempt/Professional	0	1	1	0.0	1.0	1.0
Total Director	0	1	1	0.0	1.0	1.0
DEPARTMENT TOTAL	11	14	14	11.0	14.0	14.0

Working in Neighborhoods

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

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

AIM Actions for Working in Neighborhoods

AIM	Strategy	Action	Responsible Department	Expected Completion
Create and facilitate quality entertainment options	Provide quality special events coordination	Process special permits promptly	WIN	Ongoing

Working in Neighborhoods

AIM Actions for Working in Neighborhoods

AIM	Strategy	Action	Responsible Department	Expected Completion
Decrease Traffic Fatalities & Injury Crashes	Improve Physical Conditions at High-Crash Locations	Promptly respond and abate sight distance triangle violations	WIN	Ongoing
Grow Tulsa's Population	Align City processes and policies to support the development of a sufficient stock of affordable and attainable housing to meet the needs of the existing and growing population	Develop a strategic approach to focusing CDBG grants on specific neighborhoods to increase effectiveness	Finance & WIN	Ongoing
		Map City owned properties for rebuild, rehab, neighborhood revitalization	Asset Management & WIN	Ongoing
Reduce and Prevent Violent Crime	Improve Neighborhood Conditions	Promptly respond to property maintenance and code violation complaints	WIN	Ongoing
		Utilize citations and mediation to encourage quicker code compliance	WIN	Ongoing
		Repair or demolish blighted properties	WIN	Ongoing
		Educate residents and property owners on ways to prevent code violations and promote safety	WIN	Ongoing
		Facilitate neighborhood enhancement initiatives with volunteers and neighborhood groups	WIN	Ongoing
		Provide animal control response and sheltering for lost, stray and unwanted pets	WIN	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

Working in Neighborhoods

AIM Actions for Working in Neighborhoods

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

Working in Neighborhoods

WORKING IN NEIGHBORHOODS

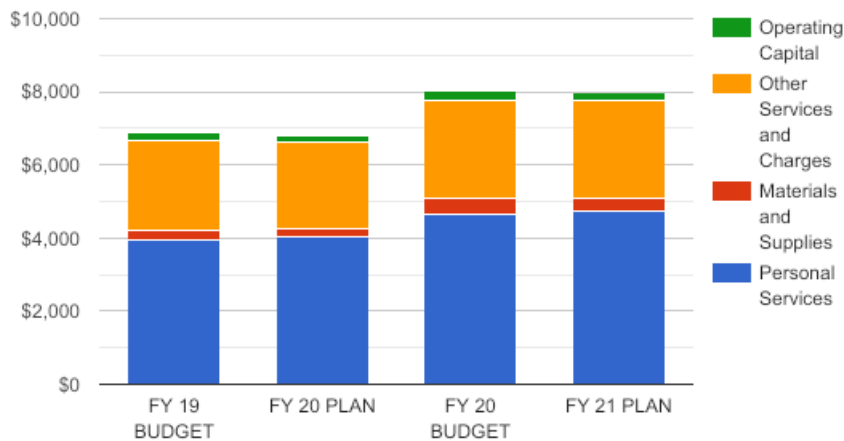
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 3,960	\$ 4,017	\$ 4,654	\$ 637	15.9%	\$ 4,757
Materials and Supplies	251	251	417	166	66.1%	326
Other Services and Charges	2,476	2,346	2,686	340	14.5%	2,688
Operating Capital	197	198	282	84	42.4%	198
Total Budget	\$ 6,883	\$ 6,812	\$ 8,039	\$ 1,227	18.0%	\$ 7,969

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 5,919	19.7%	\$ 5,932
121 EMSA Utility	51	-15.0%	52
200 HUD Grants	1,787	10.9%	1,787
477 Short Term Capital	282	42.4%	198
TOTAL	\$ 8,039		\$ 7,969

Working in Neighborhoods

FY 20 CHANGES FOR OPERATION	AMOUNT
1. Benefit and compensation adjustments	\$ -
2. FY19 mid-year Animal Welfare service expansion	591
a. Twelve positions	555
b. Overtime reduction	(46)
c. Operating supplies	42
d. Consulting services	40
3. FY19 reorganization from Planning to WIN	
a. Sr. Planner	104
4. Nuisance abatement service	100
5. Food and chemicals for animal shelter	36
6. Computer replacements and supplies	86
7. Software subscriptions	32
8. Equipment management, office and wireless services	9
9. Various other services adjustments	7
10. Various materials and supplies adjustments	2
11. HUD Grants	
a. Community Development Block Grant	191
b. Home Investment Partnership Program	(15)
12. Capital additions/replacements:	
a. Vehicle (re-appropriate \$72,000 FY19 funds)	231
b. Trailer	16
c. Animal control box	15
d. Autoclave	8
e. Laptops and radios (re-appropriate \$12,000 FY19 funds)	12
f. Adjustment to eliminate FY20 Plan capital	(198)
TOTAL OPERATING CHANGES	\$ 1,227
FY 21 CHANGES FOR OPERATION	
1. Benefit and compensation adjustments	\$ 103
2. Computer replacements	(91)
3. Internal equipment maintenance	2
4. Capital additions/replacements:	
a. Net change in FY20 capital	(84)
TOTAL OPERATING CHANGES	\$ (70)

Working in Neighborhoods

WORKING IN NEIGHBORHOODS

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
<u>Director</u>						
Exempt/Professional	3	4	4	3.0	4.0	4.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Director	4	5	5	4.0	5.0	5.0
<u>Neighborhood Investigations</u>						
Administrative & Technical	3	3	3	2.5	3.0	3.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Office & Technical	23	23	23	23.0	23.0	23.0
Total Neighborhood Investigations	30	30	30	29.5	30.0	30.0
<u>Neighborhood Services</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Total Neighborhood Services	3	3	3	3.0	3.0	3.0
<u>Animal Welfare</u>						
Administrative & Technical	3	4	4	2.5	3.0	3.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Labor & Trades	15	23	23	15.0	23.0	23.0
Office & Technical	5	10	10	5.0	10.0	10.0
Total Animal Welfare	27	41	41	26.5	40.0	40.0
<u>Housing</u>						
Office & Technical	1	1	1	1.0	1.0	1.0
Total Housing	1	1	1	1.0	1.0	1.0
DEPARTMENT TOTAL	65	80	80	64.0	79.0	79.0

Development Services

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

AIM Actions for Planning & Development

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

Development Services

DEVELOPMENT SERVICES

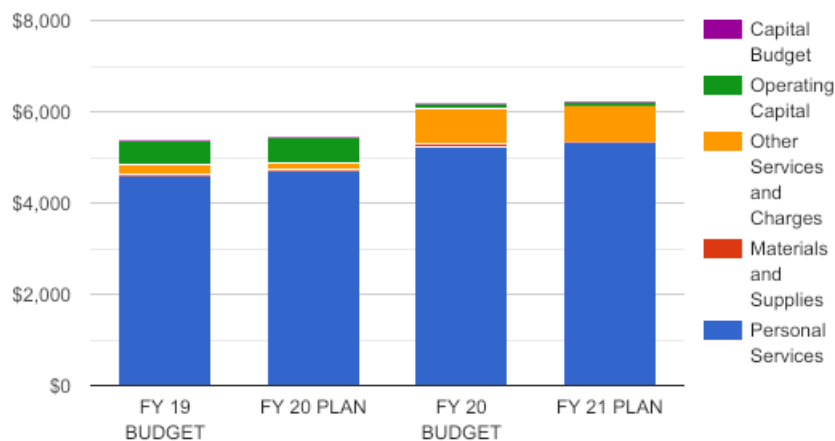
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 4,590	\$ 4,691	\$ 5,245	\$ 554	11.8%	\$ 5,328
Materials and Supplies	34	31	49	18	58.0%	18
Other Services and Charges	223	163	775	612	375.4%	781
Operating Capital	537	558	101	(457)	-81.9%	94
Total Budget	\$ 5,384	\$ 5,443	\$ 6,170	\$ 727	13.4%	\$ 6,221

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100	General Fund
122	Permit & Licensing System
477	Short Term Capital
TOTAL	

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 5,592	15.9%	\$ 5,647
477	-8.8%	480
101	7.4%	94
\$ 6,170		\$ 6,221

Development Services

FY 20 CHANGES FOR OPERATION

AMOUNT

1. Benefit and compensation adjustments	\$	92
2. Increased plan review staff (mid-year FY19)		557
a. Eight positions	462	
b. Licenses, memberships, continuing education	5	
c. Plan review through consulting services	90	
3. Safety shoes and uniforms		7
4. Computer replacements		27
5. Software subscriptions		34
6. Energov software maintenance and license fees		472
7. Various materials and supplies adjustments		(2)
8. Various other services adjustments		7
9. Computer supplies		(15)
10. Equipment management and wireless services		5
11. Capital additions/replacements:		
a. Vehicles		94
b. Microfilm / microfiche machine		7
c. Adjustment to eliminate FY20 Plan capital		(558)
TOTAL OPERATING CHANGES	\$	727

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$	83
2. Computer replacements		(26)
3. Reference material		(5)
4. Energov software maintenance and license fees		4
5. Internal equipment maintenance		2
6. Capital additions/replacements:		
a. Net change to FY20 capital		-7
TOTAL OPERATING CHANGES	\$	51

Development Services

DEVELOPMENT SERVICES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
<u>Director</u>						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Total Director	1	1	1	1.0	1.0	1.0
<u>Development Services</u>						
Administrative & Technical	36	41	41	36.0	41.0	41.0
Exempt/Professional	14	14	14	14.0	14.0	14.0
Information & Technical	1	0	0	1.0	0.0	0.0
Office & Technical	12	13	13	12.0	13.0	13.0
Development Services	63	68	68	63.0	68.0	68.0
DEPARTMENT TOTAL	64	69	69	64.0	69.0	69.0

PUBLIC SAFETY AND PROTECTION

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

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

SOCIAL AND ECONOMIC DEVELOPMENT

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

PUBLIC WORKS AND TRANSPORTATION

YOU ARE HERE

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

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

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

Engineering Services

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

AIM Actions for Engineering Services

AIM	Strategy	Action	Responsible Department	Expected Completion
Transportation – Provide access to jobs with accessible transportation options	Increase frequent bus availability	Complete preliminary design for Route 66 Bus Rapid Transit	Engineering Services	8/31/2019
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Increase walkability and bike-ability of Tulsa	Prioritize CIP projects that will increase PCI and walkability/ bike-ability	Engineering Services	Ongoing
		Implement bike lanes along recommended streets in the GO Plan	Engineering Services	Ongoing
		Propose safety improvements with capital improvement projects	Engineering Services	Ongoing
Increase tourism	Increase the number of conventions and events hosted in Tulsa to showcase the city	Expand the Cox Business Center through the Vision Tulsa program, providing more convention, exhibit, and event space	Mayor's Office for Community Development, Engineering	9/30/2020

Engineering Services

AIM Actions for Engineering Services

AIM	Strategy	Action	Responsible Department	Expected Completion
Provide a quality transportation network of streets and sidewalks	Deliver road projects on time and within budget	Manage the planning, design and construction of road projects effectively and efficiently	Engineering Services	Ongoing
	Strategically fund transportation network capital needs	Prioritize street program to maximize City's objectives along the street corridors while obtaining the target PCI	Engineering Services	Ongoing
	Align Capital Improvement funding with the Comprehensive Plan	Refine the Arterial Streets Model to incorporate criteria from the Comprehensive Plan	Engineering Services	Ongoing
		Create a Non-Arterial Streets Model and incorporate criteria from Comprehensive Plan	Engineering Services	Ongoing
		Use map tools to visually confirm model proposals	Engineering Services	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

Engineering Services

ENGINEERING SERVICES

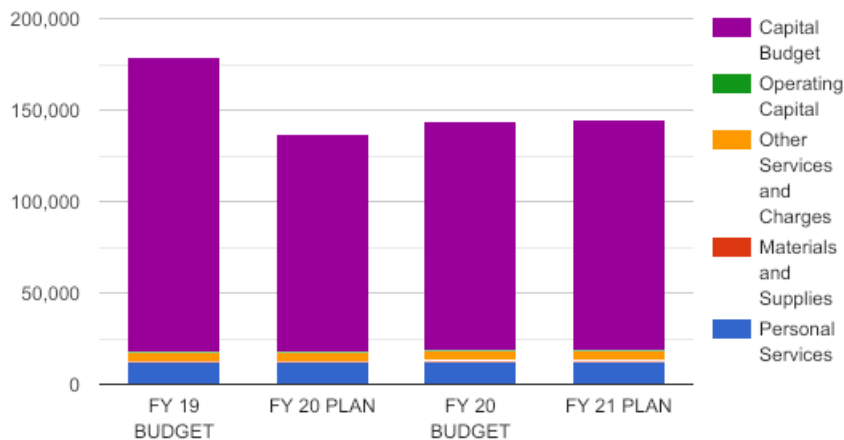
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 12,009	\$ 12,002	\$ 12,400	\$ 398	3.3%	\$ 12,528
Materials and Supplies	224	227	326	99	43.6%	335
Other Services and Charges	5,445	5,480	5,679	199	3.6%	5,702
Operating Capital	210	222	359	137	61.7%	176
Total Operating Budget	17,888	17,931	18,764	833	4.6%	18,741
Capital Budget	160,968	118,676	125,256	6,580	5.5%	125,785
Total Budget	\$ 178,856	\$ 136,607	\$ 144,020	\$ 7,413	5.4%	\$ 144,526

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 4,036	-1.3%	\$ 4,079
405 2014 Sales Tax	61,235	0.7%	48,555
4000 2017 Vision Economic Devel	375	200.0%	12,023
477 Short Term Capital	20	-55.5%	-
560 Stormwater Enterprise	6,286	4.8%	6,297
5600 Stormwater Capital Projects	6,000	-6.2%	5,000
740 TMUA Water Operating	4,042	9.7%	4,011
7400 TMUA Water Capital Projects	33,253	6.6%	37,718
750 TMUA Sewer Operating	4,380	6.7%	4,354
7500 TMUA Sewer Capital Projects	24,393	20.9%	22,489
TOTAL	\$ 144,020		\$ 144,526

Engineering Services

FY 20 CHANGES FOR OPERATION	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 398
2. Software subscriptions	87
3. Support equipment for field engineering	99
4. Subscriptions	6
a. Okie 811 subscription	4
b. Korterra GIS mapping	2
5. Equipment management services	4
6. Indirect costs	100
7. Various materials & supplies adjustments	2
8. Capital additions/replacements:	
a. Extended cab pickup (3), SUV (7), car (3), van (1)	359
b. Adjustment to eliminate FY20 Plan capital	(222)
TOTAL OPERATING CHANGES	833

CAPITAL IMPROVEMENTS PROJECTS	
1. 405 2014 Sales Tax Fund	61,235
2. 406 2016 Tulsa Economic Vision Fund	375
3. 5600 Stormwater Capital Projects Fund	6,000
4. 7400 TMUA-Water Capital Projects Fund	33,253
5. 7500 TMUA-Sewer Capital Projects Fund	24,393
6. Adjustment to eliminate FY20 Plan capital projects	(118,676)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	6,580
TOTAL CHANGES	\$ 7,413

FY 21 CHANGES FOR OPERATION	
1. Benefit and compensation adjustments	\$ 128
2. Computer replacements / additions	(42)
3. Software subscriptions	4
4. Support equipment for field engineering	49
5. Subscriptions	10
a. Annual subscription - precipitation monitoring services	3
b. Okie 811 subscription	5
c. Korterra GIS mapping	2
6. Equipment management services	5
7. Various materials & supplies adjustments	6
8. Capital replacements/additions:	
a. Extended cab pickup (1), SUV (5)	176
b. Adjustment to eliminate FY20 Plan capital	(359)
TOTAL OPERATING CHANGES	(23)

CAPITAL IMPROVEMENTS PROJECTS	
1. 405 2014 Sales Tax Fund	48,555
2. 406 2016 Tulsa Economic Vision Fund	12,023
3. 5600 Stormwater Capital Projects Fund	5,000
4. 7400 TMUA-Water Capital Projects Fund	37,718
5. 7500 TMUA-Sewer Capital Projects Fund	22,489
6. Adjustment to eliminate FY20 capital projects	(125,256)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	529
TOTAL CHANGES	\$ 506

Engineering Services

ENGINEERING SERVICES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Director						
Exempt/Professional	2	2	2	2.0	2.0	2
Office & Technical	17	17	17	17.0	17.0	17
Seasonal Labor	1	1	1	0.3	0.3	0.3
Total Director	20	20	20	19.3	19.3	19.3
Design Engineering:						
Administrative & Technical	10	10	10	10.0	10.0	10
Exempt/Professional	25	25	25	25.0	25.0	25
Total Design Engineering:	35	35	35	35.0	35.0	35.0
Field Engineering						
Administrative & Technical	3	3	3	3.0	3.0	3
Exempt/Professional	12	12	12	12.0	12.0	12
Office & Technical	47	47	47	47.0	47.0	47
Total Field Engineering	62	62	62	62.0	62.0	62.0
Planning & Coordination						
Administrative & Technical	20	20	20	20.0	20.0	20
Exempt/Professional	15	15	15	15.0	15.0	15
Office & Technical	3	3	3	3.0	3.0	3
Total Planning & Coordination	38	38	38	38.0	38.0	38.0
DEPARTMENT TOTAL	155	155	155	154.3	154.3	154.3

Streets & Stormwater

Mission Statement

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

Overview of Services

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

AIM Actions Streets & Stormwater

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

Streets & Stormwater

AIM Actions Streets & Stormwater

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

Streets & Stormwater

STREETS AND STORMWATER

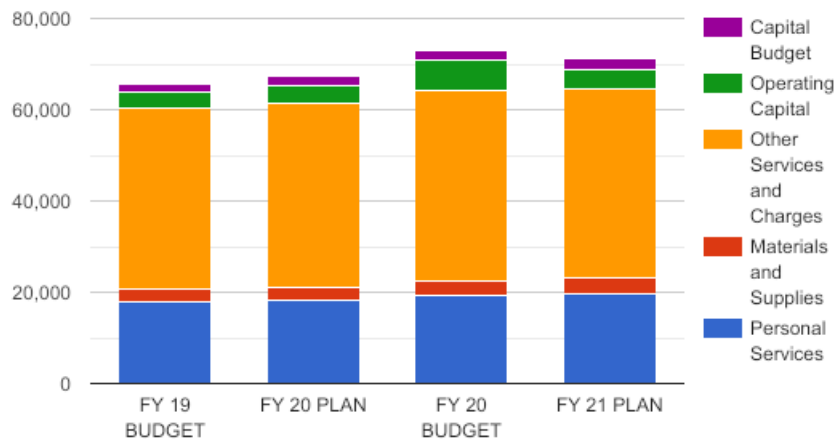
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 17,883	\$ 18,275	\$ 19,169	\$ 894	4.9%	\$ 19,779
Materials and Supplies	2,718	2,824	3,455	631	22.3%	3,243
Other Services and Charges	39,631	40,259	41,563	1,304	3.2%	41,659
Operating Capital	3,643	3,979	6,649	2,670	67.1%	4,104
Total Budget	63,875	65,337	70,836	5,499	8.4%	68,785
Capital Budget						
	1,675	2,085	2,085	-	0.0%	2,365
Total Budget	\$ 65,550	\$ 67,422	\$ 72,921	\$ 5,499	8.2%	\$ 71,150

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 15,842	5.3%	\$ 15,917
151 Transportation Sales Tax	3,769	20.0%	3,263
200 HUD Grants	68	N/A	68
405 2014 Sales Tax	2,085	0.0%	2,365
477 Short Term Capital	1,425	15.9%	1,229
560 Stormwater Enterprise	22,519	14.7%	22,057
730 TARE Refuse Operating	26,676	3.7%	25,811
740 TMUA Water Operating	393	-19.5%	400
750 TMUA Sewer Operating	144	69.4%	108
TOTAL	\$ 72,921		\$ 71,218

Streets & Stormwater

FY 20 CHANGES FOR OPERATION	AMOUNT
1. Benefit and compensation adjustments	\$ 516
2. Street Maintenance operational changes	190
a. Contract increases for street sweeping	33
b. Paving cut contract	48
c. Contract increase maintenance of snow and ice equipment	8
d. Mass grave investigation (one time)	100
e. Cemetary vegetative maintenance contract cost increase	8
f. Various other materials and supplies adjustments	(5)
g. Various other services adjustments	(2)
3. Traffic Operations operational changes	900
a. Traffic signal contracted repairs	42
b. Supplies for expressway lighting repair	219
c. Traffic signal parts (re-appropriate \$50,000 FY19 funds)	109
d. Street lighting installation and operation	25
e. Pavement marketing services (re-appropriate FY19 funds)	365
f. Pavement marketing paint (re-appropriate FY19 funds)	150
g. Various other services adjustments	(10)
4. Stormwater operational changes	1,388
a. Two stormsewer line cleaning crews	1,293
1. Two crew leaders and two crew workers	165
2. Two vactor trucks	1,000
3. Stormwater supervisor	70
4. Truck	58
b. Electronics Tech III to maintain TV truck equipment	50
c. Contract services to assist with MS4 stormwater permit requirements	25
d. Parking lot repair supplies	10
e. Utility costs increase at Galveston facility	10
5. Solid Waste operational changes	379
a. Latex paint collection (mid-year FY19)	104
1. Two environmental monitoring techs	93
2. Supplies and services	11
b. Recycling processing contract	200
c. Refuse and recycling carts to replace missing or broken residential carts	36
d. Dumpsters to replace worn out units	4
e. Utility cost increases	9
f. Staff training	6
g. Public education materials	20
6. Internal equipment management services	236
7. Indirect costs	(37)
8. Payment in lieu of taxes (6.175%)	80
9. Computer replacements	102
10. Software subscriptions	106
11. Work order software subscription (Lucity)	20
12. Energov licenses for citation writing	8
13. Capital additions/replacements:	
a. Streets Maintenance capital	957
b. Traffic Operations capital (re-appropriate \$196,000 FY19 funds)	536
c. Stormwater capital (re-appropriate \$2,685,000 FY19 funds)	2,685
d. Solid Waste (TARE) capital	1,412
e. Adjustment to eliminate FY20 Plan capital	(3,979)
TOTAL OPERATING CHANGES	\$ 5,499

Streets & Stormwater

CAPITAL IMPROVEMENTS PROJECTS	AMOUNT
1. Citywide Non-Arterial Routine and Preventive Maintenance	\$ 435
2. GPS emergency vehicle preemption system	400
3. Signing, pavement marking and delineation	500
4. Traffic signal installation, modification, and safety improvements	750
5. Adjustment to eliminate FY20 Plan capital projects	(2,085)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	-
TOTAL CHANGES	\$ 5,499

FY 21 CHANGES FOR OPERATION			
1. Benefit and compensation adjustments		\$	445
2. Street Maintenance operational changes			(100)
a. Mass grave investigation (one time in FY20)	(100)		
3. Traffic Operations operational changes			(540)
a. Street lighting installation and operation	25		
Traffic signal supplies, pavement marking paint and marking services (FY20 one-time)	(565)		
4. Stormwater operational changes			
a. Two stormsewer line cleaning crews		1,165	1,147
1. Two crew leaders and two crew workers	165		
2. Two vacor trucks	1,000		
b. Galveston facility repairs		(18)	
5. Refuse operational changes			297
a. Solid waste haulers and disposal contract inflation adjustments		368	
b. Reduced legal and consulting services		(75)	
c. Utilities		4	
6. Internal equipment management services			72
7. Payment in lieu of taxes			219
8. Computer replacements			(22)
9. Software subscriptions			(17)
10. Various materials and supplies adjustments			10
11. Various other services adjustments			(17)
12. Capital additions/replacements:			
a. Net change in FY20 capital			(3,545)
TOTAL CHANGES			(2,051)

CAPITAL IMPROVEMENTS PROJECTS			
1. Citywide Non-Arterial Routine and Preventive Maintenance			2,365
2. Adjustment to eliminate FY20 capital projects			(2,085)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES			280
TOTAL CHANGES		\$	(1,771)

Streets & Stormwater

STREETS AND STORMWATER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
<u>Director</u>						
Administrative & Technical	1	2	2	1.0	2.0	2.0
Exempt/Professional	3	2	2	3.0	2.0	2.0
Office & Technical	1	0	0	1.0	0.0	0.0
Total Director	5	4	4	5.0	4.0	4.0
<u>Refuse & Recycling Services</u>						
Administrative & Technical	2	3	3	2.0	3.0	3.0
Exempt/Professional	7	7	7	7.0	7.0	7.0
Labor & Trades	16	16	16	16.0	16.0	16.0
Office & Technical	21	21	21	21.0	21.0	21.0
Total Refuse & Recycling Services	46	47	47	46.0	47.0	47.0
<u>Stormwater Management</u>						
Administrative & Technical	0	2	2	0.0	2.0	2.0
Exempt/Professional	14	16	16	14.0	16.0	16.0
Labor & Trades	76	80	84	76.0	80.0	84.0
Office & Technical	22	23	23	22.0	23.0	23.0
Total Stormwater Management	112	121	125	112.0	121.0	125.0
<u>Street Maintenance & Inspections</u>						
Administrative & Technical	4	3	3	4.0	3.0	3.0
Exempt/Professional	9	10	10	9.0	10.0	10.0
Labor & Trades	49	49	49	49.0	49.0	49.0
Office & Technical	16	16	16	16.0	16.0	16.0
Total Street Maintenance & Inspections	78	78	78	78.0	78.0	78.0
<u>Traffic Operations</u>						
Administrative & Technical	9	10	10	9.0	10.0	10.0
Crossing Guard	56	56	56	7.0	7.0	7.0
Exempt/Professional	8	10	10	8.0	10.0	10.0
Labor & Trades	29	27	27	29.0	27.0	27.0
Office & Technical	6	6	6	6.0	6.0	6.0
Total Traffic Operations	108	109	109	59.0	60.0	60.0
DEPARTMENT TOTAL	349	359	363	300.0	310.0	314.0

Water and Sewer

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

AIM Actions for Water & Sewer

AIM	Strategy	Action	Responsible Department	Expected Completion
Quality Core Services - Deliver high quality core services that citizens expect from municipal government	Continuously monitor and improve established core services.	Provide safe and dependable water & sewer services.	Water & Sewer	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

Water and Sewer

AIM Actions for Water & Sewer

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

Water and Sewer

WATER AND SEWER

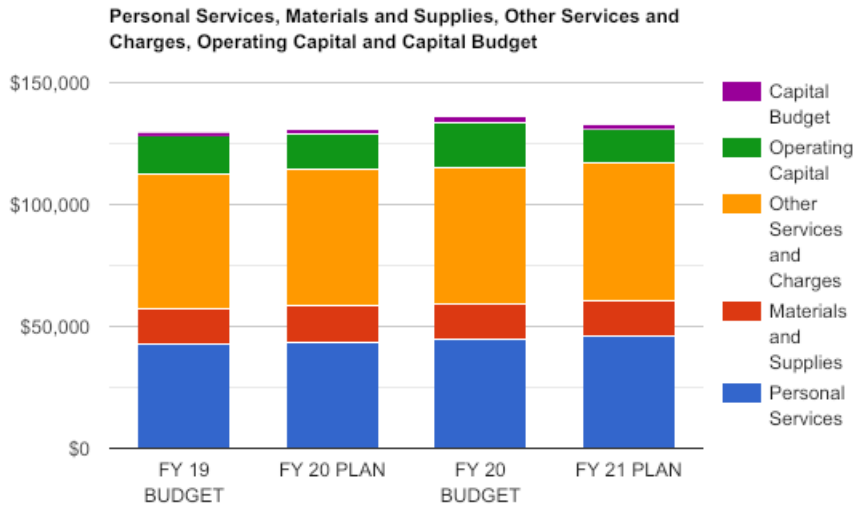
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 42,531	\$ 43,692	\$ 44,808	\$ 1,116	2.6%	\$ 45,855
Materials and Supplies	14,919	14,995	14,416	(579)	-3.9%	14,536
Other Services and Charges	55,219	55,948	55,753	(195)	-0.3%	56,624
Operating Capital	15,365	14,436	18,800	4,364	30.2%	13,970
Total Operating Budget	128,034	129,071	133,777	4,706	3.6%	130,985
Capital Budget	1,700	1,789	2,133	344	19.2%	2,001
Total Budget	\$ 129,734	\$ 130,860	\$ 135,910	\$ 5,050	3.9%	\$ 132,986

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
121 EMSA Utility	\$ 9	0.0%	\$ 10
560 Stormwater Enterprise	614	1.5%	627
730 TARE Refuse Operating	68	1.5%	71
740 TMUA Water Operating	72,174	7.2%	68,360
7400 TMUA Water Capital Projects	1,382	-2.2%	1,433
750 TMUA Sewer Operating	60,912	-0.2%	61,917
7500 TMUA Sewer Capital Projects	751	99.7%	568
TOTAL	\$ 135,910		\$ 132,986

Water and Sewer

FY 20 CHANGES FOR OPERATION

AMOUNT

	\$	AMOUNT
1. Benefit and compensation adjustments		554
a. Analytical Chemist (3) - to cover increased regulation and quality control requirements		203
b. Overtime to match expenditures		359
2. Administration		745
a. Safety shoes	4	
b. Computer replacements	186	
c. Software subscriptions	217	
d. Equipment management maintenance	186	
e. Wireless services	15	
f. Office services	50	
g. Indirect cost	19	
h. Sewer transport	(100)	
i. Legal services	(41)	
j. Payment in lieu of taxes	470	
k. RMUA plant operating services	(179)	
l. Various other services adjustments	(82)	
3. Water Supply		(754)
a. Efficiencies of Water Information Management Solution	(351)	
b. Motor fuels	(12)	
c. Computer supplies	(30)	
d. Laboratory equipment	(42)	
e. Safety supplies	(10)	
f. Miscellaneous equipment	(15)	
g. Maintenance supplies	(88)	
h. Water meters	(38)	
i. Nutrient loading study	(30)	
j. Granular activated carbon/media filters	(233)	
k. Electrical utilities - 6.5% rate increase	178	
l. Street repairs - Lakes	(103)	
m. Various other services adjustments	20	
4. Quality Assurance		(5)
a. Chemicals, laboratory supplies & equipment	(123)	
b. Backflow prevention program	65	
c. Public education advertising	6	
d. Reappropriation - Remodel 48th and Elwood offices	47	
5. Water Distribution		149
a. Pipe and fittings to match increased usage	450	
b. Clothing	35	
c. Horticulture supplies	(50)	
d. Maintenance supplies	(54)	
e. Water meters	(67)	
f. Watermain extension contract	(250)	
g. Electrical repairs	40	
h. Various other services adjustments	45	
6. Sewer Operations & Maintenance		(320)
a. Property leases	10	
b. Computer supplies	(19)	
c. Safety supplies	(2)	
d. Miscellaneous equipment	(20)	
e. Sanitary sewer line repairs	(50)	
f. Maintenance and repair contracts to match expenditures	(19)	

Water and Sewer

FY 20 CHANGES FOR OPERATION (continued)	AMOUNT
g. Training	(22)
h. Various other services adjustments	(24)
i. Equipment repair	(20)
j. Miscellaneous contractual services	(93)
k. Utilities	(41)
l. Various materials and supplies adjustments	(20)
7. Water Pollution Control	(589)
a. Administrative Services	
1. Completed lagoon cleanout	(30)
2. Various other services adjustments	(2)
b. Haikey Creek Wastewater Treatment Plant	
1. Chemicals	4
2. Building repair	(60)
3. Utilities - 6.5% rate increase	106
4. Various other services adjustments	(11)
c. Southside Wastewater Treatment Plant	
1. Chemicals	(79)
2. Various material and supplies adjustments	(7)
3. Utilities - 6.5% rate increase	22
4. Lift pump rehabilitation and repairs	(100)
5. Contractual building repair	(33)
6. Street sweeping	(26)
7. Landfill dumping fees	(16)
8. Various other services adjustments	(3)
d. Northside Wastewater Treatment Plant	
1. Chemical laboratory and medical	(112)
2. Various material and supplies adjustments	(74)
3. Building repair	(50)
4. Utilities - 6.5% rate increase	122
5. Biosolids removal and other contracted services	(175)
6. Electrical repairs	(40)
7. Other outside equipment repair	(50)
8. Street repairs	(20)
9. Various other services adjustments	(25)
e. Lower Bird Creek Wastewater Treatment Plant	
1. Chemicals	55
2. Various material and supplies adjustments	(12)
3. Electrical utilities - 6.5% rate increase	41
4. Other outside equipment repair	(9)
5. Various other services adjustments	(5)
8. Capital additions/replacements:	4,364
a. Operating capital	12,582
b. Water treatment plant equipment replacement	2,764
c. Sewer treatment plant equipment replacement	3,454
d. Adjustment to eliminate FY20 Plan capital	(14,436)
TOTAL OPERATING CHANGES	4,706

Water and Sewer

CAPITAL IMPROVEMENTS PROJECTS	AMOUNT
1. Water Capital Fund 7400 projects	1,382
2. Sewer Capital Fund 7500 projects	751
3. Adjustment to eliminate previous year's capital projects	(1,789)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	344
TOTAL CHANGES	\$ 5,050
FY 21 CHANGES FOR OPERATION	
1. Benefit and compensation adjustments	\$ 1,047
2. Administration	637
a. Internal equipment maintenance	97
b. Consulting Services	(93)
c. Payment in lieu of taxes	636
d. Computer maintenance and software license - AVL maintenance contract	43
e. Computer replacements	(62)
f. Various other services adjustments	16
3. Water Supply	22
a. Water meters	30
b. Various material and supplies adjustments	12
c. Nutrient loading study	(30)
d. Landfill services	1
e. Utilities	9
4. Quality Assurance	20
a. Chemicals and laboratory equipment	50
b. Repair parts and supplies	(45)
c. Oklahoma Department of Environmental Quality Lab accreditation and evaluation	10
d. Various other services adjustments	5
5. Water Distribution	2
a. Concrete and aggregate	50
b. Motor vehicles parts and supplies	42
c. Watermain extension contract	(50)
d. Electrical repairs	(40)
6. Sewer Operations & Maintenance	111
a. Miscellaneous operations equipment	20
b. Various material and supplies accounts	10
c. Ultrasonic meter maintenance	15
d. Miscellaneous services	8
e. Landfill fees	4
f. Various other services adjustments	54
7. Water Pollution Control	199
a. Administrative Services	
1. Drying bed cleaning and tanking	30
2. Plant control system monitors	189
b. Haikey Creek Wastewater Treatment Plant	
1. Building repair	60
c. Southside Wastewater Treatment Plant	
1. Chemicals	59
2. Various material and supplies adjustments	5
d. Northside Wastewater Treatment Plant	
1. Building repair	(90)

Water and Sewer

FY 21 CHANGES FOR OPERATION (continued)	AMOUNT
e. Lower Bird Creek Wastewater Treatment Plant	
1. Chemicals	(54)
8. Capital additions/replacements	(4,830)
Net change to FY20 capital	<u>(4,830)</u>
TOTAL OPERATING CHANGES	<u>(2,792)</u>
CAPITAL IMPROVEMENTS PROJECTS	
1. Water Capital Fund 7400 projects	1,433
2. Sewer Capital Fund 7500 projects	568
3. Adjustment to eliminate FY20 capital projects	<u>(2,133)</u>
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	<u>(132)</u>
TOTAL CHANGES	<u>\$ (2,924)</u>

Water and Sewer

WATER AND SEWER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
-						
<u>Administrative Services</u>						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	6	6	6	6.0	6.0	6.0
Office & Technical	3	3	3	3.0	3.0	3.0
Total Administrative Services	14	14	14	14.0	14.0	14.0
<u>Water Supply</u>						
Administrative & Technical	23	23	23	23.0	23.0	23.0
Exempt/Professional	17	17	17	17.0	17.0	17.0
Labor & Trades	63	63	63	63.0	63.0	63.0
Office & Technical	6	6	6	6.0	6.0	6.0
Total Water Supply	109	109	109	109.0	109.0	109.0
<u>Water Quality</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	7	7	7	7.0	7.0	7.0
Office & Technical	16	16	16	16.0	16.0	16.0
Scientific & Technical	28	31	31	28.0	31.0	31.0
Total Water Quality	53	56	56	53.0	56.0	56.0
<u>Water & Sewer Distribution System</u>						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	22	22	22	22.0	22.0	22.0
Labor & Trades	193	193	193	193.0	193.0	193.0
Office & Technical	41	41	41	41.0	41.0	41.0
Total Water & Sewer Distribution System	261	261	261	261.0	261.0	261.0
<u>Water & Sewer O&M</u>						
Administrative & Technical	7	7	7	7.0	7.0	7.0
Exempt/Professional	12	12	12	12.0	12.0	12.0
Labor & Trades	72	72	72	72.0	72.0	72.0
Office & Technical	20	21	21	20.0	21.0	21.0
Total Water & Sewer O&M	111	112	112	111.0	112.0	112.0
<u>Pollution Control</u>						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Labor & Trades	9	9	9	9.0	9.0	9.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Pollution Control	20	20	20	20.0	20.0	20.0
<u>Haikey Creek Treatment Plant</u>						
Administrative & Technical	1	2	2	1.0	2.0	2.0
Exempt/Professional	3	3	3	3.0	3.0	3.0
Labor & Trades	8	8	8	8.0	8.0	8.0
Total Haikey Creek Treatment Plant	12	13	13	12.0	13.0	13.0
<u>Southside Treatment Plant</u>						
Administrative & Technical	8	8	8	8.0	8.0	8.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Labor & Trades	26	26	26	26.0	26.0	26.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Southside Treatment Plant	39	39	39	39.0	39.0	39.0

Water and Sewer

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
-						
<u>Northside Treatment Plant</u>						
Administrative & Technical	9	9	9	9.0	9.0	9.0
Exempt/Professional	5	5	5	5.0	5.0	5.0
Labor & Trades	30	30	30	30.0	30.0	30.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Northside Treatment Plant	45	45	45	45.0	45.0	45.0
DEPARTMENT TOTAL	664	669	669	664.0	669.0	669.0

Tulsa Transit

Mission Statement

The mission of Tulsa Transit is to be a premier transportation provider, committed to safe, professional, efficient, reliable, accessible and quality service.

Overview of Services

Tulsa Transit provides an array of public transportation programs which serve residents in the City of Tulsa, and connecting service to the cities of Broken Arrow, Jenks, and Sand Springs. These services include fixed route bus service, ADA Para-transit services for the disabled, commuter bus service and special events service. To coordinate these services and provide information to the public, Tulsa Transit operates a customer call center, which processes over 600,000 inquiries annually. Tulsa Transit also operates two transit stations in Tulsa, which are located at Fourth and Denver, and Thirty-third and Memorial.

AIM Actions for Tulsa Transit

AIM	Strategy	Action	Responsible Department	Expected Completion
Transportation – Provide access to jobs with accessible transportation options	Increase frequent bus availability	Launch the Peoria Bus Rapid Transit line	Tulsa Transit	8/25/2019

Tulsa Transit

TULSA TRANSIT

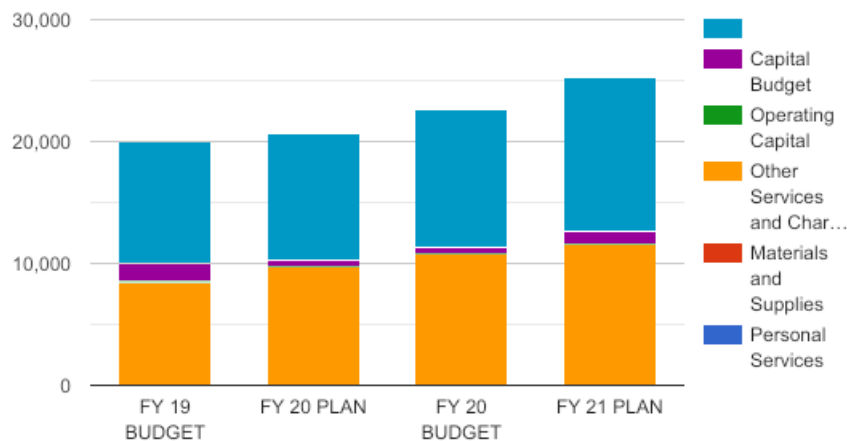
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 8,456	\$ 9,709	\$ 10,746	\$ 1,037	10.7%	\$ 11,562
Operating Capital	92	92	92	-	0.0%	-
Total Operating Budget	8,548	9,801	10,838	1,037	10.6%	11,562
Capital Budget	1,466	502	502	-	0.0%	1,058
Total Budget	\$ 10,014	\$ 10,303	\$ 11,340	\$ 1,037	10.1%	\$ 12,620

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund
151 Streets and Transit Fund
405 2014 Sales Tax Fund
477 Short-Term Capital Fund

TOTAL

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 7,610	0.3%	\$ 7,586
3,136	47.7%	3,884
502	0.0%	1,058
92	0.0%	92
\$ 11,340		\$ 12,620

Tulsa Transit

FY 20 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. General Fund operating subsidy	\$ -
2. Free transit rides for BRT start-up (one time)	24
3. Streets and Transit Fund subsidy	1,013
4. Short Term Capital Fund subsidy	-
TOTAL OPERATING CHANGES	<u>1,037</u>

CAPITAL IMPROVEMENTS PROJECTS

1. Vehicle replacement -fixed-route (33) and LIFT program (39) busses	502
2. Adjustment to eliminate FY20 Plan capital projects	(502)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	<u>-</u>
TOTAL CHANGES	<u>\$ 1,037</u>

FY 21 CHANGES FOR OPERATION

1. General Fund operating subsidy	\$ -
2. Free transit rides for BRT start-up (one time in FY20)	(24)
3. Streets and Transit Fund subsidy	748
4. Short Term Capital Fund subsidy	-
TOTAL OPERATING CHANGES	<u>724</u>

CAPITAL IMPROVEMENTS PROJECTS

1. Vehicle replacement -fixed-route (33) and LIFT program (39) busses	1,058
2. Adjustment to eliminate FY20 capital projects	(502)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	<u>556</u>
TOTAL CHANGES	<u>\$ 1,280</u>

READER'S GUIDE TO DEPARTMENTAL HIGHLIGHTS

PUBLIC SAFETY AND PROTECTION

Municipal Court
Police
Fire
EMSA
Tulsa Area Emergency Management Agency

CULTURAL DEVELOPMENT AND RECREATION

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

SOCIAL AND ECONOMIC DEVELOPMENT

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

PUBLIC WORKS AND TRANSPORTATION

Engineering Services
Streets and Stormwater
Water and Sewer
Tulsa Transit

ADMINISTRATIVE AND SUPPORT SERVICES

YOU ARE HERE

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

TRANSFERS TO OTHER FUNDS

DEBT SERVICE

Elected Officials

Mission Statement

Overview of Services

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

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

AIM Actions for Elected Officials

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

Elected Officials

AIM Actions for Elected Officials

AIM	Strategy	Action	Responsible Department	Expected Completion
Education	Encourage and support utilization of programs that help individuals attend and graduate from post-secondary schools	Establish consistent FAFSA and Oklahoma's Promise drives throughout the city to increase application completion rates and build relationships with community partners to assist in future efforts	Mayor's Office of Community Development	Ongoing
	Offer internships and job shadowing to students	Mayor's Youth Council	Mayor's Office	Ongoing
		Expand internal job internship programs beyond Learning with a Wrench and Learning Through Internship IT Program	Mayor's Office	Ongoing
		Provide regular school tours to students to learn about working at the City	Mayor's Office	Ongoing
Mental Health – Address mental health issues for Tulsa's residents.	Utilize alternatives to incarceration for non-violent offenders and increase quality treatment options	Implement recommendations from the Vera Institute's Report to Tulsa County Stakeholders on Jail Reduction Strategies	Mayor's Office	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	ALL	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing

Elected Officials

AIM Actions for Elected Officials

AIM	Strategy	Action	Responsible Department	Expected Completion
Foster a culture that promotes positive morale for employees	Recognize great employee achievements	Recognize employees for hard work and extra effort (language from survey)	Human Resources, Comm. & Mayor's Office	Ongoing
		Align Spirit Ambassadors with City values		Ongoing
		Empower Spirit Ambassadors to improve communications across departmental boundaries		Ongoing
		Increase interaction among employees		Ongoing
	Provide ways for employees to stay engaged by giving feedback and sharing satisfaction regularly.	Base organizational priorities on results from annual Mayor's Employee Survey	Mayor's Office	Ongoing
Foster a culture that promotes positive morale for employees	Continuously provide employees with information and tools necessary to perform their jobs well and develop professionally	Implement the recommendations of the 2017 Training Task Force	Mayor's Office	12/31/2019
	Increase the number of conventions and events hosted in Tulsa to showcase the city	Expand the Cox Business Center through the Vision Tulsa program, providing more convention, exhibit, and event space	Community Development & Engineering	9/30/2020
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Enforce policies geared towards health and equality.	Monitor Equality Indicators	Resilience & Equity	Ongoing
		Monitor air quality and develop strategies for maintaining compliance with EPA ozone standards	Resilience & Equity	Ongoing
		Maintain eligibility and secure state and federal funding for aging services programs	Resilience & Equity	Ongoing
		Coordinate emergency preparedness events and usage of tools	Resilience & Equity	Ongoing
		Investigate complaints of discrimination including, but not limited to, race, religion, age, sex, sexual preference and disability within City of Tulsa facilities, programs and services and public accommodations	Resilience & Equity	Ongoing

Elected Officials

AIM Actions for Elected Officials

AIM	Strategy	Action	Responsible Department	Expected Completion
Transportation – Provide access to jobs with accessible transportation options	Ensure that City transportation infrastructure and policies can support evolving mobility options	Increase number of electric vehicle charging stations	Mayor's Office	Ongoing
Reduce and Prevent Violent Crime	Implement Community Policing	Continuously use the evaluation tool to track success of policing initiatives	OPSI	12/31/2020
	Promote employment opportunities for males age 16-24 living in low income areas	Encourage, support and collaborate to create focused targeted training and employment program with McLain High School at Tulsa Tech North Peoria facility	Community Development	12/31/2019
		Training and employment plan for Introduction to Manufacturing		
Resiliency – Improve community resiliency with a focus on racial equity	Complete and implement Community Resiliency Plan	Implement Resiliency Plan Action Items	Resilience & Equity	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing
	Continuously evaluate existing revenue efficiencies and identify new revenue opportunities	Develop and implement a comprehensive User Fee Policy, including guidelines for establishing fees and defining the extent to which they should cover the costs of service.	Mayor's Office, Finance	2018 and Ongoing
		Engage technology platforms (such as Amazon and AirBNB) to collect applicable taxes on the City's behalf.	Mayor's Office, Finance	Ongoing
		Engage the Oklahoma Legislature to diversify and enhance local revenue authority.	Mayor's Office	Ongoing
	Enhance effectiveness through performance, quality and innovation initiatives	Recommend adequate controls and safeguarding of assets	Audit	Ongoing

Elected Officials

ELECTED OFFICIALS

MAYOR'S OFFICE

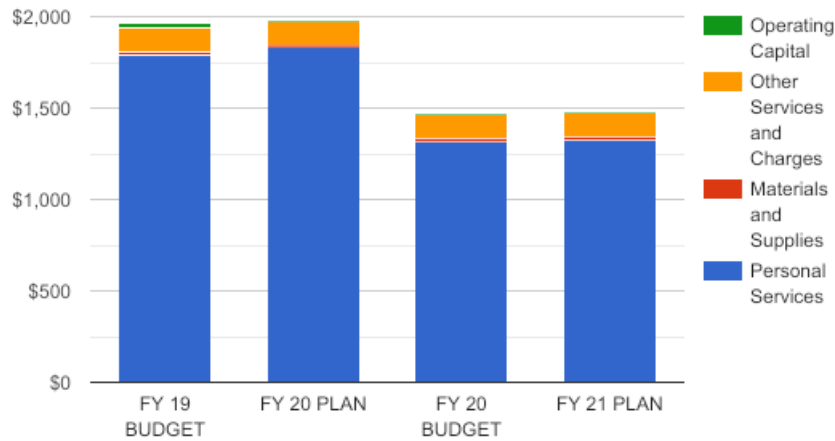
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,789	\$ 1,831	\$ 1,317	\$ (514)	-28.1%	\$ 1,327
Materials and Supplies	15	15	18	3	20.0%	16
Other Services and Charges	131	131	127	(4)	-3.1%	128
Operating Capital	30	-	-	-	N/A	-
Total Operating Budget	\$ 1,965	\$ 1,977	\$ 1,462	\$ (515)	-26.0%	\$ 1,471
Capital Budget						
	-	-	1,450	1,450	N/A	1,450
Total Budget	\$ 1,965	\$ 1,977	\$ 2,912	\$ 935	47.3%	\$ 2,921

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund

4000 2017 Vision Economic Devel

TOTAL

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 1,462	-26.0%	\$ 1,471
1,450	N/A	1,450
\$ 2,912		\$ 2,921

Elected Officials

FY 20 CHANGES FOR OPERATION	AMOUNT
1. Benefit and compensation adjustments	\$ 16
2. Mayor's assistant not funded	(60)
3. Reorganization of Mayor's Office of Resilience and Equity	(115)
a. Position moved from grant funded to general fund	126
b. Abolish (7) positions	(475)
c. Add (3) positions	234
4. Reorganize Office of Performance Strategy and Innovation to Finance	(360)
a. Positions (3)	(355)
b. Materials supplies and other services	(5)
5. Computer replacements	4
6. Office supplies	2
7. Training and business recruitment	10
8. Software subscriptions	8
9. Meeting expenses	(6)
10. Printing and other office services	(10)
11. Various materials and supplies adjustments	(2)
12. Various other services adjustments	(2)
TOTAL OPERATING CHANGES	(515)

CAPITAL IMPROVEMENTS PROJECTS	
1. Public School Partnership	1,450
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	1,450
TOTAL CHANGES	\$ 935

FY 21 CHANGES FOR OPERATION	
1. Benefit and compensation adjustments	\$ 10
2. Computer replacements	(2)
3. Various other services adjustments	1
TOTAL OPERATING CHANGES	9

CAPITAL IMPROVEMENTS PROJECTS	
1. Public School Partnership	1,450
2. Adjustment to eliminate FY20 capital projects	(1,450)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	-
TOTAL CHANGES	\$ 9

Elected Officials

ELECTED OFFICIALS - MAYOR'S OFFICE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Mayor's Office						
Mayor	1	1	1	1.0	1.0	1.0
Administrative & Technical	6	1	1	6.0	1.0	1.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Office & Technical	1	0	0	1.0	0.0	0.0
Unclassified Appointments	11	8	8	11.0	8.0	8.0
Total Mayor's Office	21	12	12	21.0	12.0	12.0
DEPARTMENT TOTAL	21	12	12	21.0	12.0	12.0

Elected Officials

ELECTED OFFICIALS

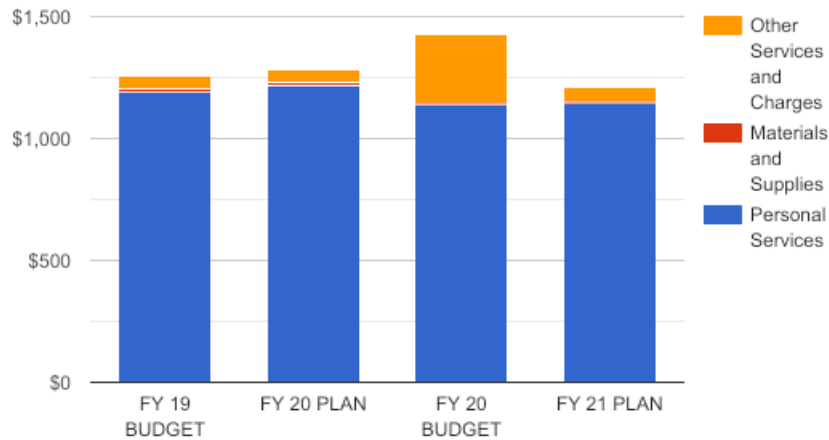
CITY AUDITOR

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,193	\$ 1,218	\$ 1,139	\$ (79)	-6.5%	\$ 1,145
Materials and Supplies	10	10	7	(3)	-30.0%	7
Other Services and Charges	52	52	282	230	442.2%	57
Total Budget	\$ 1,255	\$ 1,280	\$ 1,428	\$ 148	11.6%	\$ 1,209

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund

TOTAL

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 20 FINANCIAL PLAN
\$ 1,428	11.6%	\$ 1,209
\$ 1,428		\$ 1,209

Elected Officials

FY 20 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ (1)
2. FY20 position abolishment	(135)
3. Independent employment services	57
4. Computer supplies	(3)
5. Consultant/Contractor for Risk Assessment Suite & Dashboard Tableau (one time)	225
6. Software subscriptions	5
TOTAL OPERATING CHANGES	\$ 148

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$ 6
2. Consultant/contractor work complete (one time in FY20)	(225)
TOTAL OPERATING CHANGES	\$ (219)

Elected Officials

ELECTED OFFICIALS - CITY AUDITOR

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
<u>Administrative Auditor</u>						
City Auditor	1	1	1	1.0	1.0	1.0
Unclassified Appointments	1	1	1	1.0	1.0	1.0
Administrative & Technical	3	4	4	3.0	4.0	4.0
Exempt/Professional	8	6	6	8.0	6.0	6.0
Total Administrative Auditor	13	12	12	13.0	12.0	12.0
DEPARTMENT TOTAL	13	12	12	13.0	12.0	12.0

Elected Officials

ELECTED OFFICIALS

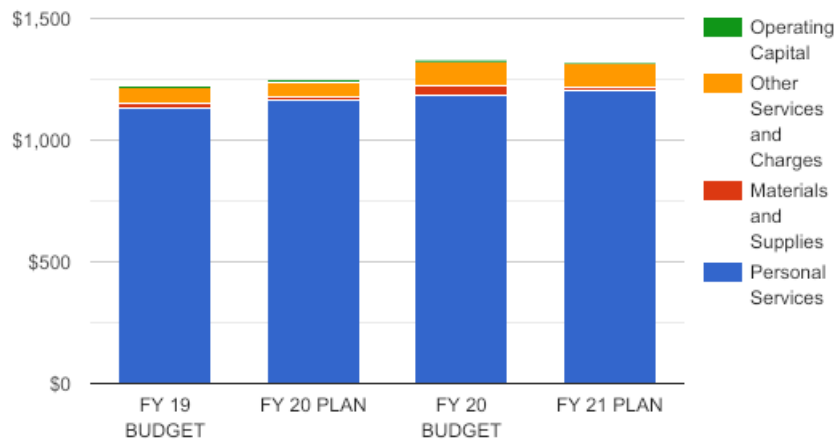
CITY COUNCIL

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 1,133	\$ 1,163	\$ 1,185	\$ 22	1.9%	\$ 1,203
Materials and Supplies	16	12	38	26	216.5%	13
Other Services and Charges	65	65	98	33	50.8%	97
Operating Capital	8	8	8	-	0.0%	-
Total Operating Budget	\$ 1,222	\$ 1,248	\$ 1,329	\$ 81	6.5%	\$ 1,313

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund
477 Short Term Capital
TOTAL

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 1,321	6.5%	\$ 1,313
8	0.0%	-
\$ 1,329		\$ 1,313

Elected Officials

FY 20 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 22
2. Computer replacements	25
3. Internal wireless devices	2
4. Internal office services	5
5. Westlaw legal research	4
6. Training	3
7. Software subscriptions	12
8. City Council Unconscious Bias Training (one time)	5
9. Council Office organizational development	3
10. Capital additions/replacements:	
a. Information Technology software and equipment	8
b. Adjustment to eliminate previous year's capital	(8)
TOTAL OPERATING CHANGES	\$ 81

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$ 18
2. Computer replacements	(25)
3. City Council Unconscious Bias Training (one time in FY20)	(5)
4. Council Office organizational development	4
5. Capital additions/replacements:	
a. Adjustment to eliminate FY20 capital	(8)
TOTAL OPERATING CHANGES	\$ (16)

Elected Officials

ELECTED OFFICIALS - City Council

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
<u>Administrative City Council</u>						
City Councilor	9	9	9	9.0	9.0	9.0
Council Staff	13	13	13	13.0	13.0	13.0
Total Administrative City Council	22	22	22	22.0	22.0	22.0
DEPARTMENT TOTAL	22	22	22	22.0	22.0	22.0

Office of the Independent Monitor

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

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

Office of the Independent Monitor

OFFICE OF INDEPENDENT MONITOR

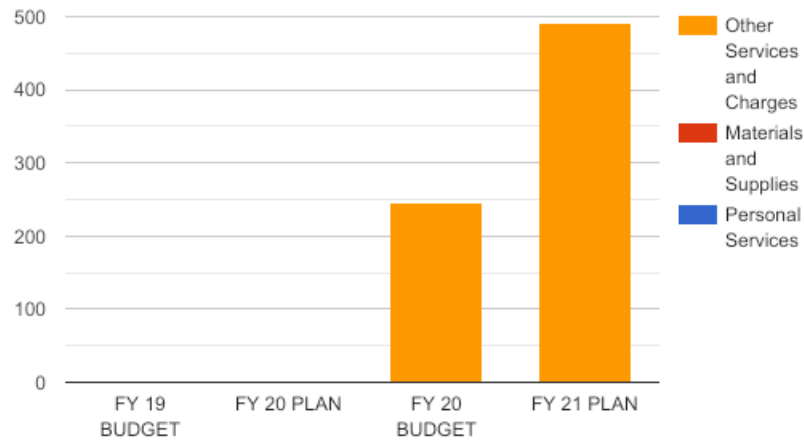
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ -	\$ -	\$ 246	\$ 246	N/A	\$ 492
Total Budget	\$ -	\$ -	\$ 246	\$ 246	N/A	\$ 492

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund

TOTAL

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 246	N/A	\$ 492
\$ 246		\$ 492

Office of the Independent Monitor

FY 20 CHANGES FOR OPERATION

AMOUNT

1. First year of operation - six months	\$	246
TOTAL OPERATING CHANGES	\$	246

FY 21 CHANGES FOR OPERATION

1. First full year of operation	\$	246
TOTAL OPERATING CHANGES	\$	246

Legal

Mission Statement

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

Overview of Services

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

AIM Actions for Legal

AIM	Strategy	Action	Responsible Department	Expected Completion	
Deliver quality world-class services that meet the needs of Tulsans	Deliver quality administrative support services to citizen-facing departments	Draft City contracts in a timely manner.	Legal	Ongoing	
	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	ALL	12/31/2019	
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service		ALL	12/31/2019
		Implement Citywide Customer Service Principles		ALL	Ongoing
		Onboard all new employees with focus on importance of customer service		ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills		ALL	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing	

Legal

LEGAL

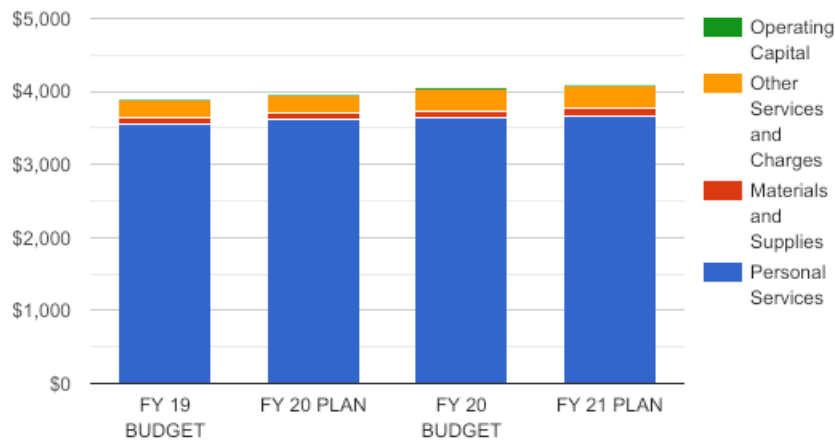
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 3,552	\$ 3,627	\$ 3,636	\$ 9	0.2%	\$ 3,668
Materials and Supplies	81	77	86	9	11.7%	105
Other Services and Charges	248	248	305	57	23.0%	309
Operating Capital	5	5	25	20	399.2%	5
Total Budget	\$ 3,886	\$ 3,957	\$ 4,052	\$ 95	2.4%	\$ 4,087

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 4,024	1.9%	\$ 4,079
125 PA Law Enforcement Training	3	49.8%	3
477 Short Term Capital	25	399.2%	5
TOTAL	\$ 4,052		\$ 4,087

Legal

FY 20 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Benefit and compensation adjustments	\$ 9
2. Computer replacements	8
3. Software subscriptions	15
4. Westlaw legal research and other outside professional services	28
5. Training, membership fees and professional subscriptions	16
6. Various materials and supplies adjustments	1
7. Equipment management services	(2)
8. Capital additions/replacements:	
a. Annual server and storage requirements	5
b. Vehicle	20
c. Adjustment to eliminate FY20 Plan capital	(5)
TOTAL OPERATING CHANGES	<u>\$ 95</u>

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$ 32
2. Computer replacements	18
3. Westlaw legal research, reference material	5
4. Capital additions/replacements:	
a. Net change to FY20 capital	(20)
TOTAL OPERATING CHANGES	<u>\$ 35</u>

Legal

LEGAL

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
<u>Legal Advice & Support</u>						
Administrative & Technical	3	3	3	3.0	3.0	3.0
City Attorney	21	21	21	21.0	21.0	21.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Office & Technical	6	6	6	6.0	6.0	6.0
Total Legal Advice & Support	32	32	32	32.0	32.0	32.0
DEPARTMENT TOTAL	32	32	32	32.0	32.0	32.0

Human Resources

Mission Statement

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

Overview of Services

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

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

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

AIM Actions for Human Resources

AIM	Strategy	Action	Responsible Department	Expected Completion
Foster a culture that promotes positive morale for employees	Continuously provide employees with information and tools necessary to perform their jobs well and develop professionally	Create a city-wide onboarding program for all new employees	Human Resources	12/31/2019
	Recognize great employee achievements	Recognize employees for hard work and extra effort (language from survey)	Human Resources, Communication & Mayor's Office	Ongoing
		Align Spirit Ambassadors with City values		Ongoing
		Empower Spirit Ambassadors to improve communications across departmental boundaries		Ongoing
		Increase interaction among employees		Ongoing

Human Resources

AIM Actions for Human Resources

AIM	Strategy	Action	Responsible Department	Expected Completion
Foster a culture that promotes positive morale for employees	Offer quality benefits that support and promote employee well-being	Prioritize market-competitive employee compensation.	Finance, Human Resources	Ongoing
		Improve employee health.	Human Resources	Ongoing
		Minimize the cost of health insurance.	Finance, Human Resources	Ongoing
	Continuously provide employees with information and tools necessary to perform their jobs well and develop professionally	Ensure all employees are provided at least 40 hours of work time each year to attend or participate in job related training	Human Resources	Ongoing
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
	Deliver quality administrative support services to citizen-facing departments	Recruit and retain qualified employees.	Human Resources	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Provide occupational health services to support onboarding, injury care, and preventative care for employees	Human Resources	Ongoing
		Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

Human Resources

HUMAN RESOURCES

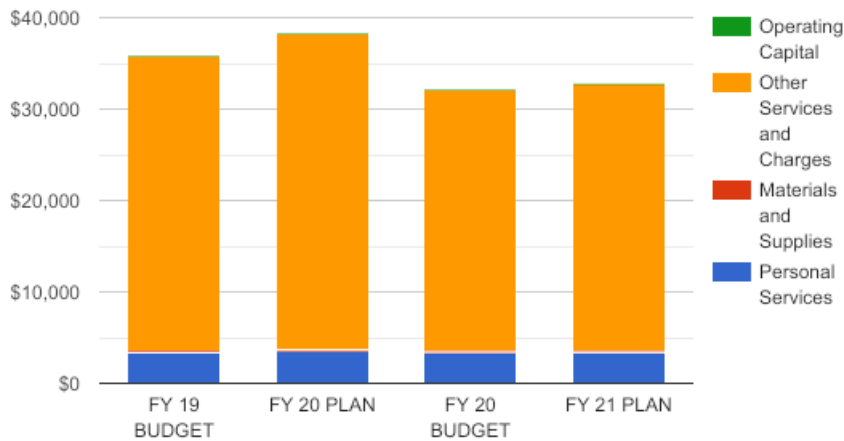
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 3,413	\$ 3,487	\$ 3,361	\$ (126)	-3.6%	\$ 3,397
Materials and Supplies	160	148	144	(4)	-2.7%	118
Other Services and Charges	32,234	34,660	28,558	(6,102)	-17.6%	29,216
Operating Capital	-	-	-	-	N/A	33
Total Budget	\$ 35,807	\$ 38,295	\$ 32,063	\$ (6,232)	-16.3%	\$ 32,764

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 3,943	-3.5%	\$ 4,038
477 Short Term Capital	-	N/A	33
501 Workers Compensation	4,700	0.0%	4,703
502 Employee Insurance Service	23,067	-20.8%	23,634
600 MEP Administration	353	-4.1%	356
TOTAL	\$ 32,063		\$ 32,764

Human Resources

FY 20 CHANGES FOR OPERATION

	AMOUNT
1. Benefit and compensation adjustments	\$ (126)
2. Computer replacements	34
3. Training for safety staff for train the trainer program to reduce collisions	8
4. Software subscriptions	31
5. Medical service, physicals for 3rd Police academy not in FY20 Plan (one time)	15
6. Chemical, laboratory and medical supplies and services	(52)
7. Police and Fire promotional testing services	(35)
8. Liability and property insurance	(8)
9. Insurance Fund	(6,099)
TOTAL OPERATING CHANGES	\$ (6,232)

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$ 36
2. Computer replacements	(23)
3. Software subscriptions	2
4. Spirit committee, activities to promote employee health and morale	3
5. Medical services, FY20 3rd Police academy (one time in FY20)	(15)
6. Consulting services, Police job analysis recommended every 8 yrs	99
7. Equipment management services	2
8. Insurance Fund	
a. Other fees associated with delivery of employee benefit plans	47
b. Life insurance policy premium	43
c. Increase in health insurance premiums	474
9. Net change to FY20 capital	33
TOTAL OPERATING CHANGES	\$ 701

Human Resources

HUMAN RESOURCES

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Director						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Exempt/Professional	1	2	2	1.0	2.0	2.0
Total Director	2	3	3	2.0	3.0	3.0
Safety & Training Development						
Administrative & Technical	7	6	6	7.0	6.0	6.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Safety & Training Development	9	8	8	9.0	8.0	8.0
Civil Service						
Administrative & Technical	4	3	3	4.0	3.0	3.0
Total Civil Service	4	3	3	4.0	3.0	3.0
Support						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	3	4	4	3.0	4.0	4.0
Total Support	8	9	9	8.0	9.0	9.0
Insurance & Retirement						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Insurance & Retirement	6	6	6	6.0	6.0	6.0
City Medical						
Exempt/Professional	2	2	2	2.0	2.0	2.0
Office & Technical	3	3	3	3	3	3
Science & Technical	2	2	2	2.0	2.0	2.0
Total City Medical	7	7	7	7.0	7.0	7.0
Worker's Compensation						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Exempt/Professional	1	1	1	1.0	1.0	1.0
Total Worker's Compensation	4	4	4	4.0	4.0	4.0
DEPARTMENT TOTAL	40	40	40	40.0	40.0	40.0

General Government

Department Budget Summary

FY 19-20

Mission Statement

Overview of Services

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

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

General Government

GENERAL GOVERNMENT

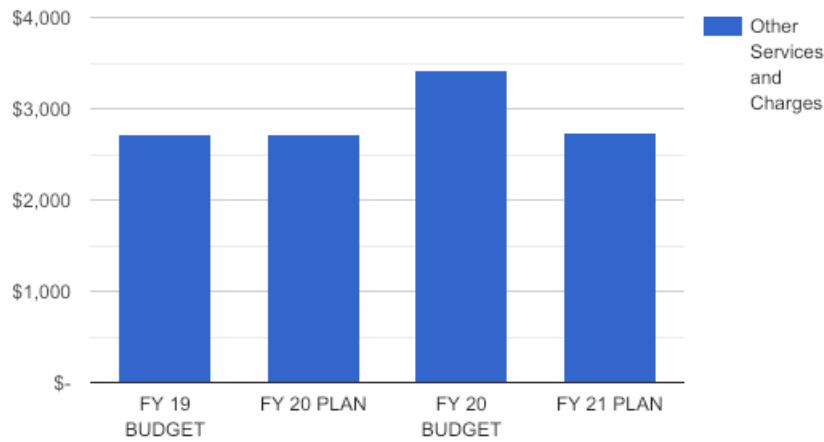
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 2,722	\$ 2,727	\$ 3,421	\$ 694	25.4%	\$ 2,742
Total Budget	\$ 2,722	\$ 2,727	\$ 3,421	\$ 694	25.4%	\$ 2,742

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund

TOTAL

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 3,421	25.4%	\$ 2,742
\$ 3,421		\$ 2,742

General Government

FY 20 CHANGES FOR OPERATION

	<u>AMOUNT</u>
1. Consulting services	\$ 28
2. Increase Outside Legal Services to projected expenditure level (one time)	694
3. Unemployment insurance	(28)
TOTAL OPERATING CHANGES	\$ 694

FY 21 CHANGES FOR OPERATION

1. Outside Legal Services to projected expenditure level (one time in FY20)	\$ (694)
2. Property evaluation	15
TOTAL OPERATING CHANGES	\$ (679)

Indian Nations Council of Governments (INCOG)

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

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

INCOG staff assists applicants through the land development process with rezoning, lot splits and lot combinations, site plan reviews, BOA applications, and other related land development approvals to promote quality, orderly development. INCOG staff continues to serve as the lead agency for amendments and general maintenance of the Comprehensive Plan. The "master" document is maintained by INCOG staff and kept up to date as amendments are adopted. Since 2013, 58 amendments to the Comprehensive plan have been approved.

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

Beginning January 1, 2019, the City of Tulsa merged its long-range planning functions with INCOG to create the new Tulsa Planning Office. The merger creates a more efficient, stronger planning team for the City; improves coordination and implementation efforts between current and long-range planning; and ensures a central point of contact to better respond to all stakeholders in the community: citizens, elected and appointed officials, and developers.

Indian Nations Council of Governments (INCOG)

AIM Actions for INCOG

AIM	Strategy	Action	Expected Completion
Transportation – Provide access to jobs with accessible transportation options	Increase frequent bus availability	Identify and pursue state and federal grant opportunities for capital and operational needs to increase public transit infrastructure	Ongoing
	Improve transit connectivity between housing jobs and services	Create incentives for location-efficient housing near BRT	Ongoing
		Create land-use incentives and tools to support walkable & connected businesses, social services and higher denser residential development around BRT corridors	Ongoing
Physical Health – Improve Tulsans' overall health, with a focus on reducing health disparities	Enforce policies geared towards health and equality.	Monitor air quality and develop strategies for maintaining compliance with EPA ozone standards	Ongoing
		Maintain eligibility and secure state and federal funding for aging services programs	Ongoing
Decrease Traffic Fatalities & Injury Crashes	Improve Physical Conditions at High-Crash Locations	Analyze crash data and identify priority locations to address	Ongoing
Grow Tulsa's Population	Conduct small area planning to encourage infill development in underdeveloped areas	Complete or update small area planning for at least two key areas each year	Ongoing
		Implement tools, programs and regulations recommended in the comprehensive plan and subsequent small area plans	Ongoing
Increase tourism	Ensure continued prioritization of downtown development and progression	Continue implementation of Downtown Area Master Plan	Ongoing
Provide a quality transportation network of streets and sidewalks	Strategically fund transportation network capital needs	Complete the Strategic Mobility Plan	Ongoing
Transportation – Provide access to jobs with accessible transportation options	Improve transit connectivity between housing jobs and services	Create incentives for location-efficient housing near BRT	Ongoing
		Create land-use incentives and tools to support walkable & connected businesses, social services and higher denser residential development around BRT corridors	Ongoing
	Increase frequent bus availability	Encourage high density jobs and zoning near BRT Stations	Ongoing

Indian Nations Council of Governments (INCOG)

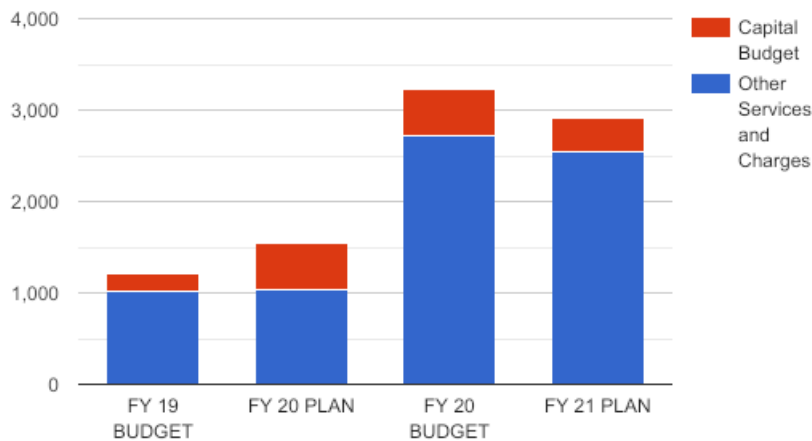
INDIAN NATIONS COUNCIL OF GOVERNMENTS (INCOG)

BUDGET HIGHLIGHTS
FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Other Services and Charges	\$ 1,019	\$ 1,042	\$ 2,722	\$ 1,680	161.2%	\$ 2,543
Total Operating Budget	1,019	1,042	2,722	1,680	161.2%	2,543
Capital Budget	200	500	500	-	0.0%	363
Total Budget	\$ 1,219	\$ 1,542	\$ 3,222	\$ 1,680	108.9%	\$ 2,906

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 2,581	147.7%	\$ 2,543
122 Permit & Licensing System	141	N/A	-
4000 2016 Tulsa Economic Vision Fund	-	N/A	363
405 2014 Sales Tax	500	0.0%	-
TOTAL	\$ 3,222		\$ 2,906

Indian Nations Council of Governments (INCOG)

FY 20 CHANGES FOR OPERATION	AMOUNT
1. Tulsa Planning Office moving from City of Tulsa to INCOG operations	\$ 1,436
2. Destination Districts support (one time)	100
3. City of Tulsa share of Board of Adjustment, Transportation Planning, Area Agency on Aging and INCOG Membership programs	3
4. Reappropriate EnerGov licensing for Tulsa Planning Office	141
TOTAL OPERATING CHANGES	1,680
CAPITAL IMPROVEMENTS PROJECTS	
1. 405 2014 Sales Tax Fund	500
2. Adjustment to eliminate FY20 Plan capital projects	(500)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	-
TOTAL CHANGES	\$ 1,680
FY 21 CHANGES FOR OPERATION	
1. Various materials and supplies and other services adjustments	\$ 62
2. Destination Districts support (one time in FY20)	(100)
3. Reappropriate EnerGov licensing for Tulsa Planning Office in FY20	(141)
TOTAL OPERATING CHANGES	(179)
CAPITAL IMPROVEMENTS PROJECTS	
1. 4000 2016 Vision ED Capital Proj	363
2. Adjustment to eliminate FY20 capital projects	(500)
TOTAL CAPITAL IMPROVEMENTS PROJECTS CHANGES	(137)
TOTAL CHANGES	\$ (316)

Finance

Mission Statement

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

Overview of Services

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

- Accounting for City revenues, expenditures, assets, and liabilities;
- Preparing and administering the annual operating and capital budgets and strategic planning;
- Processing all requests for purchase of goods and services;
- Maintaining and securing the highest possible prudent return on the City's investment portfolio;
- Assuring timely payment of the City's bills, claims, and debt liabilities;
- Developing and monitoring the City's annual five-year capital plan;
- Maintaining and providing copies of all official and financial documents;
- Developing and implementing financial policies and programs consistent with legal requirements;
- Administrating the City's and authorities' debt programs;
- Administration and Oversight of grant funds;
- Administration and Management of official City records assigned to the City Clerk, including Ordinances, Resolutions, Contracts, Deeds, and Easements;
- Maintaining the City's utility services billing system.
- Identify and utilize data to align citywide strategies toward priority goals set by the City while lowering barriers to adopting innovative practices

AIM Actions for Finance

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

Finance

AIM Actions for Finance

AIM	Strategy	Action	Responsible Department	Expected Completion
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
	Deliver quality administrative support services to citizen-facing departments	Provide prompt and efficient procurement of goods and services.	Finance	Ongoing
Foster a culture that promotes positive morale for employees	Offer quality benefits that support and promote employee well-being	Prioritize market-competitive employee compensation.	Finance, Human Resources	Ongoing
		Minimize the cost of health insurance.	Finance, Human Resources	Ongoing
		Fully fund the Municipal Employees Retirement Plan (MERP).	Finance	Ongoing
Grow Tulsa's Population	Align City processes and policies to support the development of a sufficient stock of affordable and attainable housing to meet the needs of the existing and growing population	Develop a strategic approach to focusing CDBG grants on specific neighborhoods to increase effectiveness	Finance & WIN	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Continuously evaluate existing revenue efficiencies and identify new revenue opportunities	Develop and implement a comprehensive User Fee Policy, including guidelines for establishing fees and defining the extent to which they should cover the costs of service.	Mayor's Office, Finance	Ongoing
	Invest cash reserves responsibly	Invest cash reserves to preserve capital, meet liquidity needs and maximize returns	Finance	Ongoing

Finance

AIM Actions for Finance

AIM	Strategy	Action	Responsible Department	Expected Completion
Responsibly manage resources through continuous improvement and collaborative partnerships	Invest cash reserves responsibly	Provide quality budget and financial document creation	Finance	Ongoing
	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing
	Continuously evaluate existing revenue efficiencies and identify new revenue opportunities	Engage technology platforms (such as Amazon and AirBNB) to collect applicable taxes on the City's behalf.	Mayor's Office, Finance	Ongoing

Finance

FINANCE

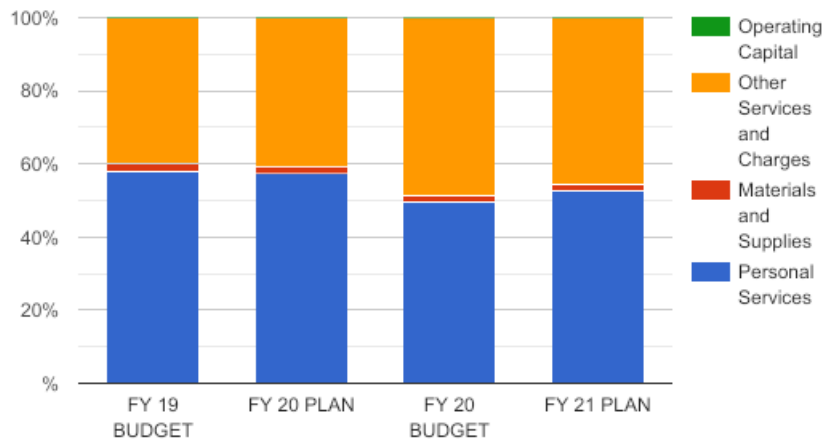
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 11,413	\$ 11,544	\$ 12,084	\$ 540	4.7%	\$ 12,040
Materials and Supplies	411	392	397	5	1.3%	397
Other Services and Charges	7,827	8,149	11,889	3,740	45.9%	10,466
Operating Capital	-	-	35	35	N/A	12
Total Budget	\$ 19,650	\$ 20,085	\$ 24,405	\$ 4,320	21.5%	\$ 22,915

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 11,563	27.8%	\$ 11,613
121 EMSA Utility	116	-32.9%	117
141 Tulsa Stadium Imp District	77	2.7%	78
142 Whittier Sq Imp District	20	0.0%	20
200 HUD Grants	5,867	41.5%	5,867
477 Short Term Capital	35	N/A	12
560 Stormwater Enterprise	660	10.0%	665
730 TARE Refuse Operating	534	0.4%	539
740 TMUA Water Operating	3,003	0.6%	3,040
750 TMUA Sewer Operating	2,530	1.0%	2,557
TOTAL	\$ 24,405		\$ 24,508

Finance

FY 20 CHANGES FOR OPERATION

AMOUNT

1. Benefit and compensation adjustments	\$	712
a. Create Assistant Director position to manage Utilities and Treasury		116
b. Abolish Utilities and Treasury managers positions		(210)
c. Reclassify part-time Office Admin I (OT17) in Treasury to full-time (revenue offset)		12
d. Add Admin Services Officer II (EX28) to Enterprise System Management in FY19		65
e. Abolish Financial Analyst position		(41)
2. Transfer Office of Performance Strategy & Innovation to Finance Department		340
a. Three positions (EX44)	335	
b. Materials supplies and other services	5	
3. Computer replacements		4
4. Transfer system maintenance and support from IT to Enterprise System Management		1,704
a. Kronos Workforce Timekeeper and Telestaff - enterprise time and attendance	400	
b. Tyler Technologies - Enterprise Resource Planning (ERP) System	1,304	
5. Retail incentive fees for contract 134704 & adjustment to contract 31601		108
6. Collection agency fees due to 30% collections increase		57
7. Merchant, Gateway, online payment system implementation		150
8. Software subscriptions		77
9. Supplies and services for billing new Tourism Improvement District assessments		10
10. ACL/Sales tax analysis and training		13
11. ERP system training		23
12. Increase in HUD grant funding		1,164
13. Various other services adjustments		(19)
14. Capital additions/replacements:		
a. Microform machine		10
b. Format scanner		25
c. Adjustment to eliminate FY20 Plan capital		-
TOTAL OPERATING CHANGES	\$	4,320

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$	(45)
2. Retail incentive contract expires		(23)
3. Software subscriptions		(1)
4. Equipment management services		1
5. Decrease in HUD grant funding		(1,399)
6. Capital additions/replacements:		
a. Net change to FY20 capital		(23)
TOTAL OPERATING CHANGES	\$	(1,490)

Finance

FINANCE

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Director						
Administrative & Technical	1	0	0	1.0	0.0	0.0
Exempt/Professional	4	6	6	4.0	6.0	6.0
Information Systems	1	0	0	1.0	0.0	0.0
Information & Technical	3	0	0	3.0	0.0	0.0
Office & Technical	2	0	0	2.0	0.0	0.0
Total Director	11	6	6	11.0	6.0	6.0
Treasury						
Administrative & Technical	9	9	9	9.0	9.0	9.0
Exempt/Professional	4	3	3	4.0	3.0	3.0
Office & Technical	7	7	7	6.5	7.0	7.0
Total Treasury	20	19	19	19.5	19.0	19.0
Purchasing						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	6	6	6	6.0	6.0	6.0
Labor & Trades	12	12	12	12.0	12.0	12.0
Office & Technical	4	5	5	4.0	5.0	5.0
Total Purchasing	26	27	27	26.0	27.0	27.0
Budget						
Administrative & Technical	10	8	8	10.0	8.0	8.0
Exempt/Professional	11	11	11	11.0	11.0	11.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Budget	22	20	20	22.0	20.0	20.0
Accounting						
Administrative & Technical	5	5	5	5.0	5.0	5.0
Exempt/Professional	19	19	19	19.0	19.0	19.0
Office & Technical	7	7	7	6.5	6.5	6.5
Total Accounting	31	31	31	30.5	30.5	30.5
Utilities						
Administrative & Technical	8	8	8	8.0	8.0	8.0
Exempt/Professional	14	13	13	14.0	13.0	13.0
Office & Technical	28	28	28	28.0	28.0	28.0
Total Utilities	50	49	49	50.0	49.0	49.0
City Clerk						
Administrative & Technical	1	1	1	1.0	1.0	1.0
Exempt/Professional	1	1	1	1.0	1.0	1.0
Office & Technical	2	1	1	2.0	1.0	1.0
Total City Clerk	4	3	3	4.0	3.0	3.0
OPSI						
Administrative & Technical	1	0	0	1.0	0.0	0.0
Exempt/Professional	1	3	3	1.0	3.0	3.0
Total OPSI	2	3	3	2.0	3.0	3.0
DEPARTMENT TOTAL	166	158	158	165.0	157.5	157.5

Information Technology

Mission Statement

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

Overview of Services

Information Technology Client Services

- Information Technology Client Services is responsible for all direct client services. The division consists of the following sections:
- Project Management – Provides IT project management, resource planning and strategic deployment planning
- Development Services – Provides development services including application development, web development, and application integration services
- Deployment Services – Provides system and application deployment services including testing, deployment, and documentation of applications and systems
- Support Services – Provides support services including service desk, application support, and minor application configuration

Information Technology Operations

- Maintains, supports, and secures the City-wide network, network-delivered applications including email and internet, servers, data center, system backup and recovery, business continuity/disaster recovery planning, desktop and laptop computer management, audio/visual technology, voice systems, radios and regional radio system, vehicular electronic equipment and emergency warning systems. The division consists of the following sections:
- Database Services – Provides maintenance and support of all City databases and database infrastructure services.
- Server Services – Provides maintenance and support of all City servers, datacenters and City-Wide application services.
- Network Services – Provides maintenance and support of all City network and voice communication services.
- Radio Services – Provides installation, maintenance and support of all City emergency warning systems, vehicular electronic equipment and radio communications services.

Administration Services

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

Architecture Services

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

Information Technology

AIM Actions for Information Technology

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

Information Technology

INFORMATION TECHNOLOGY

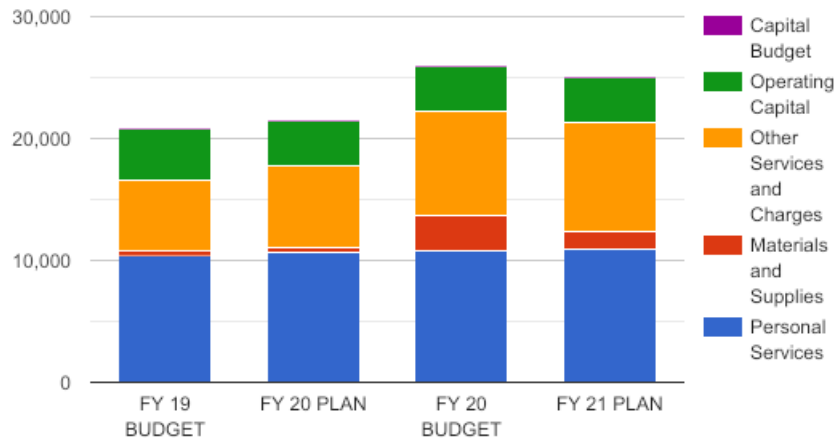
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 10,385	\$ 10,621	\$ 10,851	\$ 230	2.2%	\$ 10,967
Materials and Supplies	432	418	2,820	2,402	>500%	1,451
Other Services and Charges	5,749	6,756	8,513	1,757	26.0%	8,846
Operating Capital	4,245	3,679	3,679	-	0.0%	3,679
Total Budget	\$ 20,811	\$ 21,474	\$ 25,863	\$ 4,389	20.4%	\$ 24,943

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 9,440	-12.0%	\$ 9,551
120 E 911 Operating	180	-17.0%	183
127 Technology Fee Assessment	-	-100.0%	-
477 Short Term Capital	3,319	0.0%	3,319
500 Office Services	7,706	410.0%	6,609
503 Equipment Management Service	195	N/A	199
560 Stormwater Enterprise	569	50.9%	573
730 TARE Refuse Operating	364	-3.4%	367
740 TMUA Water Operating	2,244	-1.1%	2,270
750 TMUA Sewer Operating	1,846	5.5%	1,872
TOTAL	\$ 25,863		\$ 24,943

Information Technology

FY 20 CHANGES FOR OPERATION	AMOUNT
1. Benefit and compensation adjustments	\$ 172
2. GIS Technician for address numbering	58
3. Computer replacements	2
4. Software subscriptions	76
5. Various software licenses moved to other department budgets or no longer used	(2,100)
6. Various telephone services transferred to other department budgets or no longer used	(11)
7. Equipment management services	(3)
8. Office Services Fund - Internal Service Fund	6,195
a. Computer - Starting FY20, the City's personal computer purchases (excluding capital) will be purchased through the IT Department budget. The departments' budgets will be charged as IT installs the computers.	2,400
b. Software subscriptions - Starting FY20, the City's software licenses will be purchased through the IT Department budget. The departments' budgets will be charged as IT pays for the licenses.	3,795
9. Capital additions/replacements:	
a. Servers and storage	822
b. Network infrastructure components	807
c. Radio equipment	1,220
d. Ruggedized laptops	700
e. Engineering workstation computers	104
f. Microsoft SQL server database preventative maintenance tools	1
g. Van	25
h. Adjustment to eliminate FY20 Plan capital	(3,679)
TOTAL OPERATING CHANGES	4,389
FY 21 CHANGES FOR OPERATION	
1. Benefit and compensation adjustments	116
2. Citywide computer replacements	(1,294)
3. Computer replacements	(72)
4. Citywide software subscriptions	198
5. Software subscriptions	4
6. Property leases	5
7. Various telephone services cost increases	35
8. Various materials and supplies adjustments	(3)
9. Various software license and maintenance fee increases	84
10. Equipment repairs	7
TOTAL OPERATING CHANGES	\$ (920)

Information Technology

INFORMATION TECHNOLOGY

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Chief Information Officer						
Administrative & Technical	2	1	1	2.0	1.0	1.0
Information Systems	1	1	1	1.0	1.0	1.0
Total Chief Information Officer	3	2	2	3.0	2.0	2.0
Management						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Information Systems	1	1	1	1.0	1.0	1.0
Information & Technical	4	4	4	4.0	4.0	4.0
Office & Technical	2	3	3	2.0	3.0	3.0
Total Management	8	9	9	8.0	9.0	9.0
Operations						
Administrative & Technical	2	1	1	2.0	1.0	1.0
Information Systems	28	27	27	28.0	27.0	27.0
Information & Technical	47	47	47	47.0	47.0	47.0
Office & Technical	1	1	1	1.0	1.0	1.0
Total Operations	78	76	76	78.0	76.0	76.0
Client Services						
Information Systems	20	22	22	20.0	22.0	22.0
Information & Technical	9	12	12	9.0	12.0	12.0
Total Client Services	29	34	34	29.0	34.0	34.0
DEPARTMENT TOTAL	118	121	121	118.0	121.0	121.0

Customer Care

Mission Statement

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

Overview of Services

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

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

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

AIM Actions for Customer Care

AIM	Strategy	Action	Responsible Department	Expected Completion
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019
		Improve channels for citizens to engage (web, chat, phone, email, mobile app)	Customer Care	Ongoing
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
		Participate in Customer Service week with campaign and activities to employees	Customer Care & Communications	1st Week of Every October
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing

Customer Care

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

Customer Care

CUSTOMER CARE CENTER

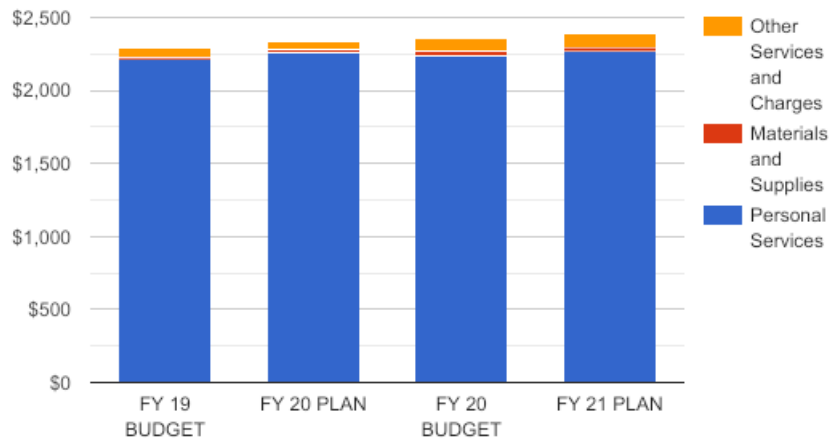
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Dollar Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 2,212	\$ 2,263	\$ 2,236	\$ (27)	-1.2%	\$ 2,270
Materials and Supplies	13	13	33	20	153.7%	26
Other Services and Charges	67	58	88	30	51.7%	90
Total Budget	\$ 2,292	\$ 2,334	\$ 2,357	\$ 23	1.0%	\$ 2,386

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100	General Fund
121	EMSA Utility
560	Stormwater Enterprise
730	TARE Refuse Operating
740	TMUA Water Operating
750	TMUA Sewer Operating
TOTAL	

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 518	0.8%	\$ 525
71	1.4%	72
212	1.0%	214
189	1.1%	191
707	1.0%	716
660	1.1%	668
\$ 2,357		\$ 2,386

Customer Care

FY 20 CHANGES FOR OPERATION

AMOUNT

1. Benefit and compensation adjustments	\$	(27)
2. Computer replacements		20
3. Software subscriptions		30
TOTAL OPERATING CHANGES	\$	23

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$	34
2. Computer replacements		(7)
3. Software subscriptions		2
TOTAL OPERATING CHANGES	\$	29

Customer Care

CUSTOMER CARE CENTER

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIVALENT AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Customer Care						
Administrative & Technical	3	3	3	3.0	3.0	3.0
Exempt/Professional	6	6	6	6.0	6.0	6.0
Office & Technical	37	37	37	34.5	34.5	34.5
Total Customer Care	46	46	46	43.5	43.5	43.5
DEPARTMENT TOTAL	46	46	46	43.5	43.5	43.5

Communications

Mission Statement

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

Overview of Services

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

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

AIM Actions for Communications

AIM	Strategy	Action	Responsible Department	Expected Completion
Deliver quality world-class services that meet the needs of Tulsans	Offer a one-stop 311 center to make engaging as a customer as simple as possible	Implement Plan for Departmental KANA Utilization (DKU)	All	12/31/2019
	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019

Communications

AIM Actions for Communications

AIM	Strategy	Action	Responsible Department	Expected Completion
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Participate in Customer Service week with campaign and activities to employees	Customer Care & Communications	1st Week of Every October
		Adopt Resilience strategies for how to be a responsive and effective government	Communications	Ongoing
		Implement Citywide Customer Service Principles	ALL	Ongoing
		Utilize a variety of media platforms to increase awareness of city programs and services	Communications	Ongoing
		Train managers and field supervisors on how to engage with the media	Communications	Ongoing
		Onboard all new employees with focus on importance of customer service	ALL	Ongoing
		Train all managers and supervisors on importance of customer service skills	ALL	Ongoing
	Deliver quality administrative support services to citizen-facing departments	Support effective communication with internal and external customers.	Communications	Ongoing
Foster a culture that promotes positive morale for employees	Provide ways for employees to stay engaged by giving feedback and sharing satisfaction regularly.	Communicate important information to employees	Communications	Ongoing
		Conduct communications training with Tulsa Spirit Ambassadors, Leadership U, and Super U	Communications	Ongoing
Responsibly manage resources through continuous improvement and collaborative partnerships	Enhance safety programs to reduce organizational risk.	Maintain organizational and departmental safety steering committees to continuously emphasize the importance of safe workplace behaviors	ALL	Ongoing

Communications

COMMUNICATIONS

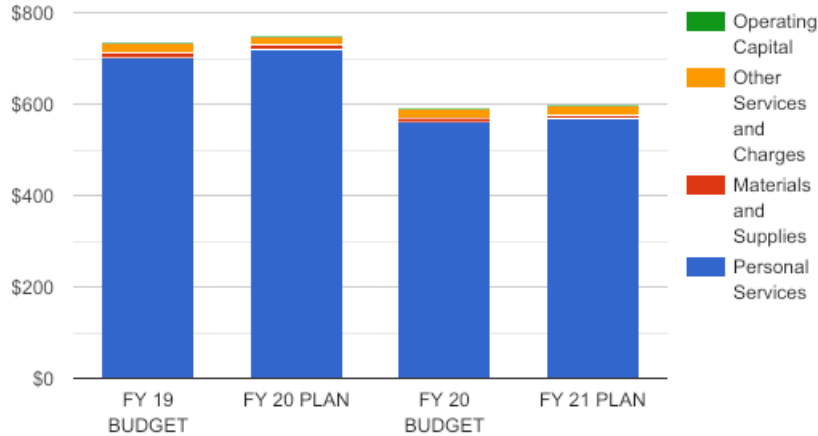
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Dollar Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 702	\$ 718	\$ 561	\$ (157)	-21.9%	\$ 568
Materials and Supplies	11	11	9	(2)	-18.2%	6
Other Services and Charges	19	19	19	-	0.0%	21
Total Budget	\$ 732	\$ 748	\$ 589	\$ (159)	-21.3%	\$ 595

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

100 General Fund

TOTAL

FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
\$ 589	-21.3%	\$ 595
\$ 589		\$ 595

Communications

FY 20 CHANGES FOR OPERATION

AMOUNT

1. Benefit and compensation adjustments	\$	4
2. Correct FY20 Plan salary projection		(162)
3. Software subscriptions		5
4. Office and computer supplies		(2)
5. Outside printing services		(4)
TOTAL OPERATING CHANGES	\$	(159)

FY 21 CHANGES FOR OPERATION

1. Benefit and compensation adjustments	\$	7
2. Computer supplies		(3)
3. Various other services adjustments		2
TOTAL OPERATING CHANGES	\$	6

Communications

COMMUNICATIONS

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Communications						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	2	2	2	2.0	2.0	2.0
Total Communications	6	6	6	6.0	6.0	6.0
DEPARTMENT TOTAL	6	6	6	6.0	6.0	6.0

Asset Management

Department Budget Summary

FY 19-20

Mission Statement

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

Overview of Services

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

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

AIM Actions for Asset Management

AIM	Strategy	Action	Responsible Department	Expected Completion
Deliver quality world-class services that meet the needs of Tulsans	Regularly engage with customers to better understand their needs and satisfaction with services	Survey external and internal customers on satisfaction with service	ALL	12/31/2019
Create and facilitate quality entertainment options	Maintain quality facilities where entertainment options can occur	Preserve City facilities at designated levels	Asset Management	Ongoing

Asset Management

AIM Actions for Asset Management

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

Asset Management

ASSET MANAGEMENT

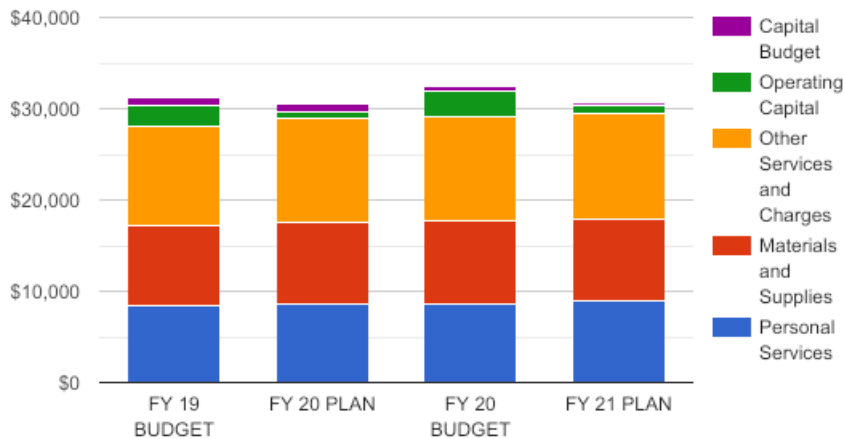
BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating Budget						
Personal Services	\$ 8,345	\$ 8,575	\$ 8,678	\$ 103	1.2%	\$ 8,963
Materials and Supplies	8,787	8,925	9,067	142	1.6%	9,010
Other Services and Charges	10,987	11,371	11,368	(3)	0.0%	11,563
Operating Capital	2,290	819	2,820	2,001	244.3%	899
Total Operating Budget	30,409	29,690	31,933	2,243	7.6%	30,435
Capital Budget	765	775	525	(250)	-32.3%	150
Total Budget	\$ 31,174	\$ 30,465	\$ 32,458	\$ 1,993	6.5%	\$ 30,585

TOTAL ALLOCATIONS BY FISCAL YEAR AND ACCOUNT CATEGORY



RESOURCES FOR BUDGET

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund	\$ 5,042	3.2%	\$ 5,106
120 E 911 Operating	286	3.6%	287
160 Airforce Plant 3 Grant	1,672	>500%	20
405 2014 Sales Tax	525	-32.3%	150
477 Short Term Capital	279	93.7%	150
503 Equipment Management Service	15,934	0.7%	16,146
550 TPFA OTC Building Operations	5,845	0.7%	5,898
560 Stormwater Enterprise	362	5.2%	365
730 TARE Refuse Operating	855	14.9%	819
740 TMUA Water Operating	922	0.4%	896
750 TMUA Sewer Operating	736	0.5%	748
TOTAL	\$ 32,458		\$ 30,585

Asset Management

FY 20 CHANGES FOR OPERATION	AMOUNT
1. Benefit and compensation adjustments	\$ 62
2. Overtime	41
3. Computer replacements	85
4. Software subscriptions	72
5. Equipment management services	(3)
6. Equipment Management	(38)
a. Increase per gallon fuel cost from \$1.95 to \$2.00	119
b. Motor vehicle parts and supplies	(100)
c. Tires and batteries	40
d. Automotive shop equipment	(90)
e. External vehicle and equipment repairs	(50)
f. Parts, supplies, and repairs to fuel and car wash infrastructure	22
g. Training	2
h. Automotive lubricants	10
i. Various materials and supplies adjustments	9
7. Security	94
a. Security service contract - contract cost increase	63
b. Alarm locks, parts, and supplies	12
c. Transition alarm panels to cellular monitoring - one time	12
d. Various materials and supplies adjustments	7
8. Metered Parking	(40)
a. Reduced outside services	(82)
b. E-Citation devices, radios, body cameras	37
c. Various materials and supplies adjustments	5
9. Facilities Maintenance	(31)
a. Utilities	(39)
b. Contractual building repairs	14
c. Radio and electronic supplies	10
d. Vegetative maintenance	9
e. Security system services at Gilcrease	25
f. Janitorial supplies and services	(19)
g. Electrical and plumbing supplies	(20)
h. Heating, venting, and air conditioning repair	(20)
i. Tools	(1)
j. Police Courts and Jail building repairs	(26)
k. Hardware, paint, and lumber	(4)
l. Overhead door repair	(15)
m. Real estate broker commission for One Technology space	85
n. Various materials and supplies adjustments	(8)
o. Various other services adjustments	(22)
10. Capital additions/replacements:	
a. Air Force Plant 3 improvements Fund	1,652
b. Short-term Capital Fund	279
c. Equipment Management Fund	362
d. One Technology Center Fund	199
e. Stormwater Fund	30
f. TARE Fund	150
g. Water Fund	148
h. Adjustment to eliminate FY20 Plan capital	(819)
TOTAL OPERATING CHANGES	\$ 2,243

Asset Management

CAPITAL IMPROVEMENTS PROJECTS	AMOUNT
1. EMD facilities maintenance	\$ 150
2. Radio frequency ID devices	375
3. Adjustment to eliminate FY20 Plan capital projects	(775)
TOTAL CAPITAL IMPROVEMENTS PROJECT CHANGES	(250)
TOTAL CHANGES	\$ 1,993
FY21 CHANGES FOR OPERATION	
1. Benefit and compensation adjustments	\$ 285
2. Computer replacements	(85)
3. Software subscriptions	4
4. Equipment Management	137
a. Outside motor vehicle repair	50
b. Motor vehicle parts and supplies	50
c. Tires and batteries	25
d. Various materials and supplies adjustments	12
5. Security	61
a. Security service contract - contract cost increase	42
b. Computer maintenance and software license	8
c. Internal equipment maintenance	1
d. Various materials and supplies adjustments	10
6. Metered Parking	21
a. Parts warranty	57
b. Miscellaneous equipment funded in FY20	(36)
7. Capital additions/replacements:	
a. Net change to FY20 capital	(1,921)
TOTAL OPERATING CHANGES	(1,498)
CAPITAL IMPROVEMENTS PROJECTS	
1. EMD facilities maintenance	150
2. Adjustment to eliminate FY20 capital projects	(525)
TOTAL CAPITAL IMPROVEMENTS PROJECT CHANGES	(375)
TOTAL CHANGES	\$ (1,873)

Asset Management

ASSET MANAGEMENT

STAFFING SUMMARY

OCCUPATIONAL DESCRIPTION	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIV. AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
<u>Administration and Support</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	4	4	4	4.0	4.0	4.0
Labor & Trades	9	9	9	9.0	9.0	9.0
Office & Technical	2	2	2	2.0	2.0	2.0
Total Administration and Support	17	17	17	17.0	17.0	17.0
<u>Equipment Management</u>						
Administrative & Technical	2	2	2	2.0	2.0	2.0
Exempt/Professional	6	6	6	6.0	6.0	6.0
Labor & Trades	53	53	53	52.0	52.0	52.0
Office & Technical	4	4	4	4.0	4.0	4.0
Total Equipment Management	65	65	65	64.0	64.0	64.0
<u>Security</u>						
Administrative & Technical	4	4	4	4.0	4.0	4.0
Exempt/Professional	3	3	3	3.0	3.0	3.0
Information Systems	1	1	1	1.0	1.0	1.0
Labor & Trades	2	2	2	2.0	2.0	2.0
Office & Technical	7	7	7	7.0	7.0	7.0
Total Security	17	17	17	17.0	17.0	17.0
<u>Parking Garage Operations</u>						
Exempt/Professional	1	1	1	1.0	1.0	1.0
Total Parking Garage Operations	1	1	1	1.0	1.0	1.0
<u>Building Operations</u>						
Exempt/Professional	5	5	5	5.0	5.0	5.0
Labor & Trades	22	22	22	22.0	22.0	22.0
Office & Technical	3	3	3	3.0	3.0	3.0
Total Building Operations	30	30	30	30.0	30.0	30.0
DEPARTMENT TOTAL	130	130	130	129.0	129.0	129.0

TRANSFERS TO OTHER FUNDS

BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating						
Operating Transfers	\$ 7,291	\$ 9,103	\$ 9,878	\$ 775	8.5%	\$ 8,420
Operating Capital Transfers	10,186	10,276	10,276	-	0.0%	11,021
Debt Service Transfers	9,172	8,912	7,643	(1,269)	-14.2%	7,241
Total Operating Budget	26,649	28,291	27,797	(494)	-1.7%	26,682
Capital Transfers	70,871	61,207	66,055	4,848	7.9%	67,484
Total Budget	\$ 97,520	\$ 89,498	\$ 93,852	\$ 4,354	4.9%	\$ 94,166

TRANSFERS OUT FOR BUDGET

OPERATING TRANSFERS

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
100 General Fund (Operating Transfer)	\$ 4,838	22.5%	\$ 4,480
121 EMSA Enterprise Fund (Operating Transfer)	650	0.0%	650
132 Convention Fund (Operating Transfer)	2,390	-4.6%	2,390
150 Public Safety Tax (Operating Transfer)	2,000	0.0%	900

OPERATING CAPITAL TRANSFERS

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
405 2014 Sales Tax Fund	9,890	0.0%	10,635
477 Short-Term Capital Fund	386	0.0%	386

DEBT SERVICE TRANSFERS

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
132 Convention Fund (Debt Service Transfer)	-	-100.0%	-
141 Tulsa Stadium Improvement District Fund (Debt Service Transfer)	2,178	0.0%	2,178
550 One Technology Center Fund (Debt Service Transfer)	4,134	0.6%	4,119
730 Tulsa Authority for Recovery of Energy (Debt Service Transfer)	52	0.0%	-
750 TMUA-Sewer Operating Fund (Debt Service Transfer)	1,279	-3.3%	944

CAPITAL TRANSFERS

	FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
550 One Technology Center (OTC) Fund (Capital Transfer)	276	-0.4%	276
560 Stormwater Operating Fund (Capital Transfer)	6,000	-6.2%	5,000
740 TMUA-Water Operating Fund (Capital Transfer)	34,635	3.1%	39,151
750 TMUA-Sewer Operating Fund (Capital Transfer)	25,144	20.2%	23,057
TOTAL TRANSFERS	\$ 93,852		\$ 94,166

DEBT SERVICE

OVERVIEW

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

GENERAL OBLIGATION BOND

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

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

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

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

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

The FY20 appropriation for general obligation debt payment in the amount of \$91,077,991 provides for principal retirement of \$78,710,000 and interest expense of \$12,367,991. A schedule of annual principal and interest payments for general obligation serial bonds and a summary of general obligation bonds outstanding as of June 30, 2019 follows.

REVENUE BONDS AND OTHER LONG-TERM OBLIGATIONS

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

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

A summary of revenue bonds and other long-term obligations of the authorities and trusts of the City outstanding as of June 30, 2019 follow. It should be noted that other than TMUA and the Tulsa Authority for the Recovery of Energy (TARE), the budgets for authorities and trusts are not approved by the City Council nor are their budgets prepared under the provisions of the Oklahoma Municipal Budget Act. Their debt is included in this document for information purposes only.

DEBT SERVICE

CITY OF TULSA PRINCIPAL AND INTEREST PAYMENTS OF GENERAL OBLIGATION INDEBTEDNESS

As of June 30, 2019

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	78,710,000	12,367,991	91,077,991
2021	56,795,000	9,816,976	66,611,976
2022	38,180,000	7,899,291	46,079,291
2023	25,065,000	6,818,379	31,883,379
2024	19,875,000	6,094,204	25,969,204
2025	19,525,000	5,574,529	25,099,529
2026	17,165,000	5,065,729	22,230,729
2027	15,925,000	4,584,754	20,509,754
2028	12,650,000	4,120,091	16,770,091
2029	12,650,000	3,734,016	16,384,016
2030	12,650,000	3,328,216	15,978,216
2031	12,650,000	2,922,416	15,572,416
2032	12,650,000	2,511,485	15,161,485
2033	12,650,000	2,095,423	14,745,423
2034	12,650,000	1,674,229	14,324,229
2035	10,020,000	1,227,379	11,247,379
2036	10,020,000	882,814	10,902,814
2037	7,025,000	538,249	7,563,249
2038	2,915,000	282,755	3,197,755
2039	2,915,000	189,475	3,104,475
2040	2,915,000	94,738	3,009,738
Total	\$ 395,600,000	\$ 81,823,137	\$ 477,423,137

DEBT SERVICE

CITY OF TULSA
GENERAL OBLIGATION BONDS OUTSTANDING
 As of June 30, 2019

Bond Issue	Original Amount	Principal Outstanding 30-Jun-18	Final Maturity Date	Interest Rate
General Obligation				
Series 2009B	\$ 70,000,000	\$ 7,600,000	Oct-2019	5.00%
Series 2009B Refunding	20,745,000	3,545,000	Mar-2021	5.00%
Series 2010	70,000,000	15,400,000	Dec-2020	5.00%
Series 2011A Refunding	21,105,000	5,100,000	Mar-2022	3.375-4.25%
Series 2013A Refunding	32,280,000	14,495,000	Mar-2025	2.50%
Series 2013	45,000,000	20,000,000	Mar-2023	4.00%
Series 2014	50,000,000	39,450,000	Mar-2034	3.0-4.0%
Series 2014-A, Refunding	16,305,000	9,715,000	Sep-2025	3.00%
Series 2015-A, Refunding	45,420,000	28,600,000	Mar-2027	2.0-2.5%
Series 2015	70,000,000	61,215,000	Mar-2040	2.0-3.25%
Series 2016	57,000,000	51,000,000	Apr-2036	3.00%
Series 2017	78,000,000	73,895,000	Mar-2037	3.0-4.0%
Series 2017A Refunding	33,355,000	33,355,000	Dec-2021	5.00%
Series 2019A Refunding	32,230,000	32,230,000	Apr-2021	In Process
Total	\$ 641,440,000	\$ 395,600,000		

CITY OF TULSA
REVENUE BONDS OUTSTANDING

As of June 30, 2019

Bond Issue	Original Amount	Principal Outstanding 30- Jun-16	Final Maturity Date	Interest Rate
Tulsa Public Facilities Authority				
TPFA Lease Revenue bonds - 2017A	\$ 34,185,000	\$ 34,185,000	Dec-2037	3.00 - 4.00%
TPFA Lease Revenue bonds - 2017B	25,465,000	25,465,000	Dec-2028	3.00 - 3.10%
TPFA Capital Improvements - 2008	16,000,000	6,800,000	Apr-2027	6.07%
TPFA Capital Improvements - 2012	10,900,000	1,460,000	Apr-2020	4.00%
TPFA Capital Improvements Vison bonds - 2017	115,300,000	108,270,000	Jun-2032	3.00%
TPFA Capital Improvements Vison bonds - 2018	118,100,000	118,100,000	Oct-2031	4.00%
Total	\$ 319,950,000	\$ 294,280,000		
Tulsa Parking Authority				
Series 2012 - Parking Systems	\$ 17,860,000	\$ 7,165,000	Jul-2028	3.00 - 4.00%
Total	\$ 17,860,000	\$ 7,165,000		
Tulsa Metropolitan Utility Water Fund (* principal subject to additional drawdowns)				
Series 2013 Refunding Revenue Bonds	61,280,000	34,760,000	Sep-2025	2.50 - 3.00%
Series 2014 Revenue Bonds	17,825,000	15,150,000	October-2034	3.00 - 3.50%
Series 2015 Refunding Revenue Bonds	9,940,000	6,395,000	May-2027	2.00 - 3.00%
Series 2016A Revenue Bonds	16,565,000	13,835,000	Apr-2031	3.00 - 3.25%
Series 2017A Refunding Revenue Bonds	27,765,000	24,060,000	Feb-2030	3.00-3.125%
Series 2019A Refunding Revenue Bonds	18,705,000	18,705,000	Apr-2027	In Process
Total	\$ 152,080,000	\$ 112,905,000		
Tulsa Metropolitan Utility Authority Sewer Fund - Promissory Notes (* principal subject to additional drawdowns)				
Series 2001B	\$ 4,996,000	\$ 262,924	Feb-2020	0.50%
Series 2002D	6,813,000	873,440	Aug-2021	0.50%
Series 2004B	1,560,000	360,000	Aug-2023	0.50%
Series 2005B	7,900,000	3,788,524	Sep-2027	3.10%
Series 2005C	1,203,000	390,813	Sep-2025	0.50%
Series 2006A	3,130,000	1,462,903	Sep-2027	3.10%
Series 2006C *	17,825,000	10,109,616	Sep-2029	3.10%
Series 2007A	5,131,000	1,973,530	Sep-2026	0.50%
Series 2009A *	11,320,000	6,548,821	Sep-2031	3.22%
Series 2009B	7,350,000	3,749,874	Mar-2032	2.91%
Series 2010A *	27,757,000	18,560,029	Sep-2032	2.89%
Series 2010B	29,380,000	20,195,000	Sep-2030	3.145 - 5.145%
Series 2011A *	23,480,000	16,666,513	Sep-2033	3.11%
Series 2011B	14,275,000	10,485,000	Sep-2031	4.145 - 5.145%
Series 2011C *	16,700,000	12,524,999	Sep-2033	3.30%
Series 2012A *	4,347,000	2,996,840	Sep-2034	2.43%
Series 2012B	11,355,000	8,415,000	Sep-2032	2.895 - 3.395%
Series 2013A *	9,850,000	5,934,965	Sep-2035	3.22%
Series 2013B	27,605,000	22,260,000	Sep-2033	3.145 -5.145%
Series 2014A*	2,910,000	2,376,403	Sep-2039	2.58%
Series 2014B	10,180,000	8,250,000	Sep-2033	2.145-4.0599%
Series 2014C	17,735,000	15,250,000	Sep-2034	2.6624 -5.145%
Series 2015A *	28,330,000	8,999,450	Sep-2038	3.90%
Series 2017A *	21,725,000	5,159,756	Mar-2040	2.26%
Series 2018A *	14,350,000	3,055	Mar-2041	2.53%
Series 2016B Revenue Bonds	10,885,000	9,610,000	Apr-2036	2.00 - 3.50%
Series 2016C Refunding Revenue Bonds	34,810,000	28,230,000	Oct-2025	5.00%
Series 2018A Revenue Bonds	11,850,000	11,425,000	Jun-2038	3.125-3.250%
Series 2019B Revenue Bonds	12,430,000	12,430,000	Apr-2039	In Process
Total	\$ 397,182,000	\$ 249,292,455		
Grand Total	\$ 887,072,000	\$ 663,642,455		

DEBT SERVICE

BUDGET HIGHLIGHTS

FY 2019 - 2020 & FY 2020 - 2021

(amounts expressed in thousands)

	FY 19 ORIGINAL	FY 20 PLAN	FY 20 BUDGET	Dollar Diff. From FY 20 Plan	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
Operating						
Debt Service Payments	\$ 127,365	\$ 131,435	\$ 128,714	\$ (2,721)	-2.1%	\$ 114,040
Total Budget	\$ 127,365	\$ 131,435	\$ 128,714	\$ (2,721)	-2.1%	\$ 114,040

		FY 20 BUDGET	Percent Diff. From FY 20 Plan	FY 21 FINANCIAL PLAN
RESOURCES FOR BUDGET				
110 Sinking Fund		\$ 84,601	-1.1%	\$ 66,171
560 Stormwater Enterprise		379	N/A	1,771
740 TMUA Water Operating		14,327	-2.8%	13,719
750 TMUA Sewer Operating		29,407	-5.5%	32,379
TOTAL		\$ 128,714		\$ 114,040

FY 20 CHANGES FOR DEBT

	AMOUNT
1.Change in Sinking Fund	\$ (967)
2.Change in Stormwater Enterprise Fund	379
3.Change in TMUA-Water Operating Fund	(406)
4.Change in TMUA-Sewer Operating Fund	(1,727)
TOTAL DEBT CHANGES	\$ (2,721)

STAFFING SUMMARY

ALL DEPARTMENTS

DEPARTMENT	NUMBER OF AUTHORIZED POSITIONS			NUMBER OF FULL-TIME EQUIVALENT AUTHORIZED POSITIONS		
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21
Public Safety and Protection						
Municipal Court	40	40	40	34.0	34.0	34.0
Police	1,108	1,127	1,157	1,108.0	1,127.0	1,157.0
Fire	760	760	760	760.0	760.0	760.0
Category Total	1,908	1,927	1,957	1,902.0	1,921.0	1,951.0
Cultural Development and Recreation						
Park and Recreation	168	168	168	119.3	124.6	124.6
Tulsa Performing Arts Center	31	1	1	31.0	1.0	1.0
Category Total	199	169	169	150.3	125.6	125.6
Social and Economic Development						
Mayor's Office of Economic Development	11	14	14	11.0	14.0	14.0
Working in Neighborhoods	65	80	80	64.0	79.0	79.0
Development Services	64	69	69	64.0	69.0	69.0
Planning	15	0	0	15.0	0.0	0.0
Category Total	155	163	163	154.0	162.0	162.0
Transportation/Public Works						
Engineering Services	155	155	155	154.3	154.3	154.3
Streets and Stormwater	349	359	363	300.0	310.0	314.0
Water and Sewer	664	669	669	664.0	669.0	669.0
Category Total	1,168	1,183	1,187	1,118.3	1,133.3	1,137.3
Administrative and Support Services						
Mayor's Office	21	12	12	21.0	12.0	12.0
City Auditor	13	12	12	13.0	12.0	12.0
City Council	22	22	22	22.0	22.0	22.0
Legal	32	32	32	32.0	32.0	32.0
Human Resources	40	40	40	40.0	40.0	40.0
Finance	166	158	158	165.0	157.5	157.5
Information Technology	118	121	121	118.0	121.0	121.0
Customer Care	46	46	46	43.5	43.5	43.5
Communications	6	6	6	6.0	6.0	6.0
Asset Management	130	130	130	129.0	129.0	129.0
Category Total	594	579	579	589.5	575.0	575.0
GRAND TOTAL	4,024	4,021	4,055	3,914.1	3,916.9	3,950.9