

City of Tulsa
ICMA Local Government Management Fellow Program
Work Plan

About Tulsa: The City of Tulsa is located in northeast Oklahoma in a region of the state called Green Country. With a population of about 400,000 (1 million metro) Tulsa provides many big city amenities without the hassles. Traveling around Tulsa for shopping, entertainment and restaurants is easy.

The arts and cultural scene is active year round with monthly “First Friday” art crawls in the Brady District near downtown. The BOK Event Center and Cain’s Ballroom both rank near the top nationally every year in events and attendance. The Double A Tulsa Drillers baseball team, WNBA Tulsa Shock, Tulsa Ice Oilers and Tulsa Roughnecks soccer all play their games downtown. Tulsa also boasts an extensive running, walking and biking trail system that includes the Turkey Mountain hiking, biking and running trails. The Tulsa Young Professional Organization, or TYPROS, is one of the largest in the nation with close to 10,000 members who meet regularly and have initiated a number of annual community events.

Tentatively we are anticipating having the ability to offer housing for Fellows in the Brady Arts district downtown in apartments that are also provided for Teach For America teachers.

About the City of Tulsa Organization: Tulsa city government consists of approximately 3,700 employees who strive everyday to make Tulsa a better place to live and work. Five years ago the City hired the accounting firm KPMG to evaluate every City service and program and provide recommendations for ways to streamline city government. Follow up on those recommendations continues today along with others that have been recommended by departments and various employees in an environment of continuous improvement. These efforts make Tulsa an attractive employer for those wanting to be part of an ongoing experiment in innovation and improvement.

Management Fellow Work Plans: The City of Tulsa is seeking four individuals to serve one and/or two year fellowships to help continue the reshaping of city government. The Management Fellows selected will serve within the City’s Maximizing and Advancing Performance (MAP) Office in the Finance Department. This Office is the lead in the ongoing evaluation of city processes and organization to help improve the way we do business. This Office works closely with all departments, the Mayor’s Office and City Council. In addition members of this Office lead High Performance Government champions from across the City in lean office and cultural change initiatives. Assignments will include:

MAP Office

Fellows will spend part of their fellowship helping in the MAP Office working on such projects as:

Supply Chain Management: Gathering and analyzing data to identify and prioritize the top savings opportunities to be quickly addressed by competitive procurement sourcing strategies.

Police Overtime: Work with a committee of police leaders, MAP and Mayoral staff in order to identify immediate policy interventions to reduce police overtime. An additional step could involve developing an ongoing, real time monitoring tool.

Development Services: Work on an organizational assessment to compare the City's current organization to best practices to high performing permitting organizations. Also evaluate current workloads and resources, turn around times on permits and efficiencies.

In addition Fellows will rotate through departments to work on other special assignments such as those below.

Police Department/Headquarters Division

The Tulsa Police Department Headquarters Division (HQ) is comprised of officers, supervisors, and command staff. Some of the responsibilities of HQ include; conducting research, policy writing, CALEA Accreditation, long and short range planning, project management, public information, web services, crime analysis, and other duties as assigned by the Chief of Police.

During the time assigned to the Tulsa Police Department, the Fellow will have the opportunity to learn about and experience a variety of aspects of policing, including crime prevention planning/coordination and the internal administrative efforts taken to assure a police force has the equipment and tools necessary to achieve mission goals. The Fellow will observe how a police department works within city bureaucracy to complete projects, equip officers and support the broader city mission.

The Fellow will interact with police staff, from the executive level to field patrol officers. It is hoped that through this interaction and experience, no matter what specialization or field the Fellow chooses as a career path, they will have a firm understanding of challenges facing city governments to provide quality law enforcement.

Description of Potential Local Government Involvement by Fellows:

While assigned to the City of Tulsa and Tulsa Police Headquarters Division, the Management Fellow will:

- Research and conduct a cost/benefit analysis of the City of Tulsa obtaining accreditation from the International Organization of Standards or ISO
 - What would be the measurable benefit of the City of Tulsa obtaining accreditation then meeting or exceeding ISO standards?
 - With particular attention to ISO 9001 and ISO 27001?
 - Would accreditation with these management standards improve the ability of the City of Tulsa to interact across all Departments, successfully complete projects, work with efficient coordination and deliver a better government to the citizens?
- Have the opportunity to facilitate a substantial project (Records Management System) while critically examining intensive, complex literature
 - Work with a hired consultant to build vendor selection models that best measure the desired deliverables
- Researching best practices in public policy concerning the use of government produced video
- Examine best practices of public/private partnerships in using video produced by citizens to aid law enforcement in development of a Real Time Crime Center
- Analyze data, and present the results to executive and command staff of the Tulsa Police Department/City of Tulsa.
- Assist with current and future projects, including but not limited to:
 - Police/Courts Records Management System

- Body worn cameras
- In-car camera systems
- Digital Evidence Sharing
- Evaluation of Cloud Computing benefits for the City of Tulsa
- Have the opportunity to participate in and observe press conferences/releases and community events through the Public Information Office.
- Other research/work projects that would benefit the Fellow as they gain experience and improve their skills.

Finance Department

The City annually updates its Five Year Financial Forecast. Fellow will participate in research and data gathering, review and preparation of the Forecast.

In November 2013 City voters approved a sales tax and General Obligation Bond capital program for \$918 million. The Finance Department's Capital Planning and Programming Office oversees the implementation of this program. Fellows will participate in tracking and planning projects and reporting.

The Finance Department's Treasury Division monitors hotel-motel and sales tax collections, and license and permit fees for the City. Fellows will work with the Treasury Division on monitoring, reporting, analysis, auditing of these revenue streams.

Human Resources Department

Work with Analysts on review of and updating of policies.

The city has 6 collective bargaining units. Fellows will have the opportunity to participate in collective bargaining process through research, survey of comparable cities total compensation packages, attending negotiating sessions, preparation of proposals and final drafting of agreements.

Fellows may assist with review of health care benefits, selection of providers, analysis of costs, and research of initiatives such as healthcare savings accounts.

Asset Management Department

Participate with Equipment Management Division in Fleet Maintenance projects, such as

- 1) Help us implement Mayor's 2011 Sustainability Plan initiatives (pertaining to fleet)
 - a. Initiative #1: Increase the net fuel efficiency of the fleet
 - b. Initiative #2: Increase the use of CNG in City Fleet
 - c. Initiative #3: Integrate fleet data into overall City sustainability and energy data management program (Hara)
- 2) Help us develop a comprehensive plan to consolidate EMD shops
 - a. Proper size of consolidated facility
 - b. How many bays are needed
 - c. How many techs, storekeepers, admin staff are needed

- d. How many shifts are needed
 - e. How much parking is needed
 - f. Etc.
- 3) Help us write Standardized Operating Procedures (SOPs) for all critical EMD tasks
 - 4) Help provide analysis and review of current preventive maintenance parameters and procedures and provide recommendations on improvements to the program.
 - 5) Help us develop a program to test GPS devices on the fleet to include a cost-to-benefit analysis and a recommendations prioritization of program roll-out among user departments.
 - 6) Help us develop a program to test Vehicle Identification Boxes (VIBs) on the EMD fleet (minus automated fueling)
 - 7) Help us develop a program to place QR codes on all vehicles. The QR code would tie back to a database that would be updated monthly. The data would reflect that unit's mileage (ltd and monthly), fuel consumption and costs (ltd and monthly), maintenance costs, whether any PM's are due, the FUSS score, and any other pertinent information.
 - 8) Help expand the FUSS to off-road equipment.
 - 9) If we had someone with an MIS background, it would be helpful to have their assistance and input on restructuring standardized fleet and management reporting within the M5 system.

Assist with Parking Division in developing a comprehensive city wide parking program.

- 1) Work with Planning Department to determine current and future needs across the city, taking into account the latest downtown parking study.
- 2) Work Planning Department and the different downtown district groups to develop and include a manageable residential parking program as a part of the overall parking program.
- 3) Study evening and weekend use of on street parking and recommend rate options for:
 - a) Evening use during events of on street parking (primarily in the convention center district) so it is not competing with private lots for event parking.
 - b) In general evening on street parking is currently free, study the pros and cons of charging and recommend a rate/time structure.
 - c) Tulsa has been criticized for a lack of parking in the south portion downtown. Study and recommend changes if need be.
- 4) Study other city's parking web presence and recommend on the design of a website that assists citizens in finding parking to fit their visit to downtown.
- 5) Review Cherry Street, Brookside and other areas of the city for on street meter parking.
- 6) Study on street parking revenue and recommend a funding steam for replacement of the existing meter system.
- 7) Assist in the management of the on street parking program.

City Auditor

Fellows would assist auditors with research, writing and presentation of audit report.

Sensitive payments are transactions with a possibility for city officials, executive management, and certain employees to receive inappropriate benefit due to their position of influence. The Office of the City Auditor performs an annual review following guidelines issued by the United States Government Accountability Office (GAO). The areas reviewed include:

- Executive compensation
- Travel
- Official entertainment funds
- Unvouchered expenditures
- Contracting and consulting services
- Speaking honoraria and gifts
- Executive perquisites

Community Development

The Management Fellow for Community Development would assist in developing a Comprehensive Housing Strategy in collaboration with the City's Housing Opportunity Tulsa (HOT) partners

- Coordinate and help facilitate and help develop a comprehensive housing strategy for the City of Tulsa. (4 to 6 months). The goal is to have the document completed w/in 150 days.
 - Map current resources (public/private) that support housing in Tulsa.
 - Identify and where possible integrate existing housing plans.
 - Identify gaps (physical/financial).
 - Design measures to address gaps and other deficiencies in meeting the City's housing needs.
 - Begin implementation (on-going)

This goal places and refocuses housing within the framework of community development and neighborhood sustainability. One of the primary objectives of this goal is to provide housing that will compete for a diverse population, bolster community life and help unite diverse neighborhoods into a single coherent community.

This goal also increases the availability of well-designed, affordable, safe, and decent housing for citizens of Tulsa. Housing types include:

- homeownership
- new construction of affordable workforce housing
- housing diversity (maintaining existing housing stock to compliment new infill development)
- downtown housings
- housing that includes mix uses
- rental housing (single family and multi-housing complexes)
- special needs housing (senior citizens, homeless, empty nesters)
- elimination of substandard housing

CLASS TITLE: MANAGEMENT INTERN/ANALYST

PURPOSE OF THE CLASSIFICATION: Under general direction is responsible for performing administrative professional work coordinating projects and activities between various divisions, departments, public agencies, and private sector representatives and exercises supervision over assigned projects and activities as a City of Tulsa International City/County Management Association (ICMA) Intern; and performs other related assigned duties.

ESSENTIAL TASKS:

- Participates in, monitors and evaluates assigned programs and projects, sets deadlines, analyzes and provides recommended solutions for various problems
- Implements, monitors and evaluates new programs
- May assist in the preparation and monitoring of the annual budget
- Evaluates and designs related workflow, processes, and operation systems to ensure coordination between divisions within the department
- Evaluates statistical data and analyzes trends to ensure data quality and validity of system information and applicability to meeting established goals and plans for the City
- Organizes, prepares, and presents written summaries of project reports, action plans, and analytical information to department heads and makes presentations to the Senior Management team and employees
- Designs, prepares, analyzes and distributes data and statistical reports concerning trends and solutions to work related problems to all City departments and executive management
- Develops training, provides support and other documentation for change management and new policies/programs
- Assists with the City's long range goals for improving the overall culture of the City
- Must report to work on a regular and timely basis.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential tasks.

QUALIFICATIONS:

Training and Experience: Graduation from an accredited college or university with a bachelor's degree in management, computer science, business/public administration, statistics, industrial science, or other related fields; with experience in public administration, finance, business systems analysis, project management, or a closely related field preferred. Successful candidates must also apply through the ICMA fellowship program as applicable; or an equivalent combination of training and experience per Personnel Policies and Procedures, Section 128.

Knowledge, Abilities and Skills: Comprehensive knowledge of management study principles; considerable knowledge of statistics, quantitative methods, data analysis and design; knowledge of data entry, trending, and report generation; knowledge of budget and accounting principles; knowledge of project management methods; knowledge of training techniques; knowledge of and technical expertise in analyzing numerical data and industry performance measures and industry "best practices". Ability to analyze complex issues and formulate sound concepts; ability to work independently and to recognize, analyze and solve complex problems; ability to assist in the preparation of budgets and accounting systems; ability to analyze and recommend solutions to management regarding organizational problems; ability to develop and implement innovations towards improving the department's operations and delivery services; ability to effectively communicate both verbally and in writing with all levels of management/employees; ability to develop, implement and evaluate new programs; and the ability to meet deadlines, multi-task, and work under competing priorities.

Physical Requirements: Physical requirements include arm and hand steadiness and finger dexterity enough to use a keyboard and telephone; frequent lifting up to 60 pounds; occasional carrying up to 20 pounds; may be subject to walking or sitting for extended periods of time, reaching and bending; and vision, speech and hearing sufficient to perform the essential tasks.

Licenses and Certificates: Possession of a valid Oklahoma Class "D" Operators License.

WORKING ENVIRONMENT: Working environment is primarily in an office setting; requires the use of a telephone and other office equipment; and requires some travel to various locations to provide technical support and training or coordinate projects.

Effective date: January 8, 2015