

SECTION 2

# EXECUTIVE SUMMARY

This section includes the Executive Summary, the Budget Planning Process, the Five-Year Financial Forecast Summary, the Community Profile, and a map showing the Corporate Boundaries and City Council Districts.

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



## ABOUT THE DISTRICT

Anchored by the 1924 Blue Dome building, the Blue Dome District offers a healthy nightlife scene and an ample selection of restaurants. The district has a down-to-earth vibe that is very welcoming to both local and visiting guests. As the Blue Dome District has grown, bars and restaurants have been joined by retail shops, fine dining, an art studio, salon, bowling alley and residential developments.



**City of Tulsa 2020 - 2021  
Budget and Capital Plan  
EXECUTIVE SUMMARY**

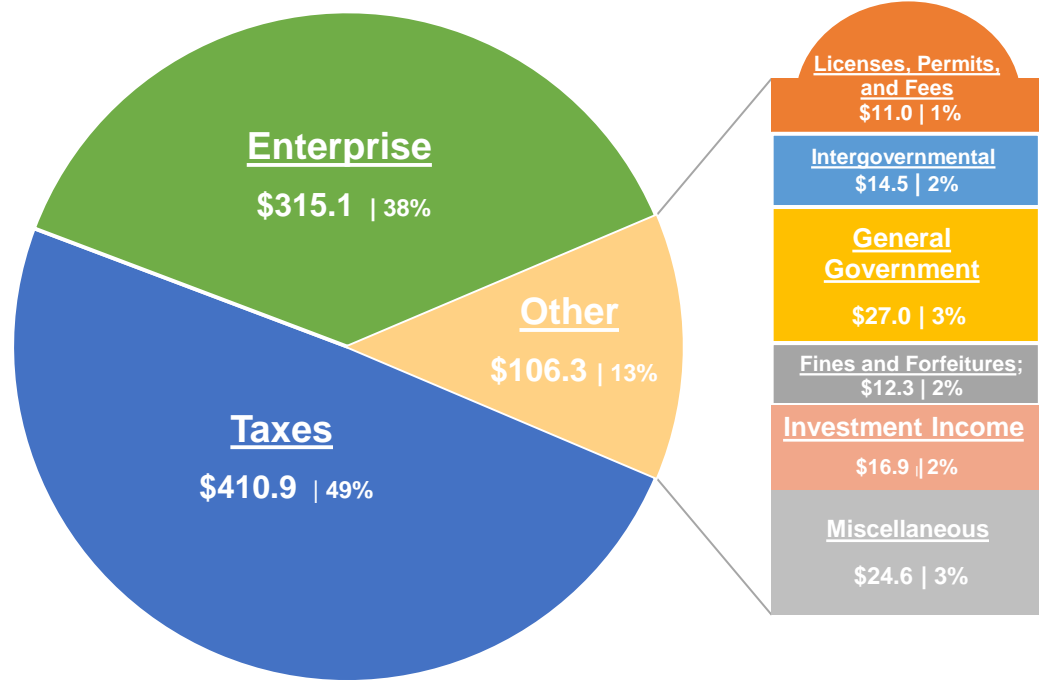
The FY21 total budget is \$840,403,000 – a 1.6 percent decrease from the original FY20 amount. The operating budget is \$705,122,000 and the Capital Improvements budget totals \$135,281,000. The operating budget is decreasing by 1.2 percent and the capital budget is decreasing 3.8 percent from FY20. FY21 revenue projections total \$832,310,000 and Figure 1 shows amounts by the major categories.

Total expenditure by major program categories are shown on Figure 2. Public Safety consumes 26 percent of total appropriations. Public Works and Transportation make up 41 percent of the budget and includes the transit bus system, street maintenance, water, sanitary sewer systems, stormwater management, and the refuse pickup and disposal functions. Cultural and Recreational programs consume 4 percent of the budget, Social and Economic Development programs make up 3 percent, and Administration 16 percent. Transfers and Debt service are 10 percent of the budget. (Figure 2: \*Excludes Internal Service Funds; \*\*Excludes Internal Transfers)

**MAJOR REVENUE CATEGORIES**

(in millions) | Fig 1

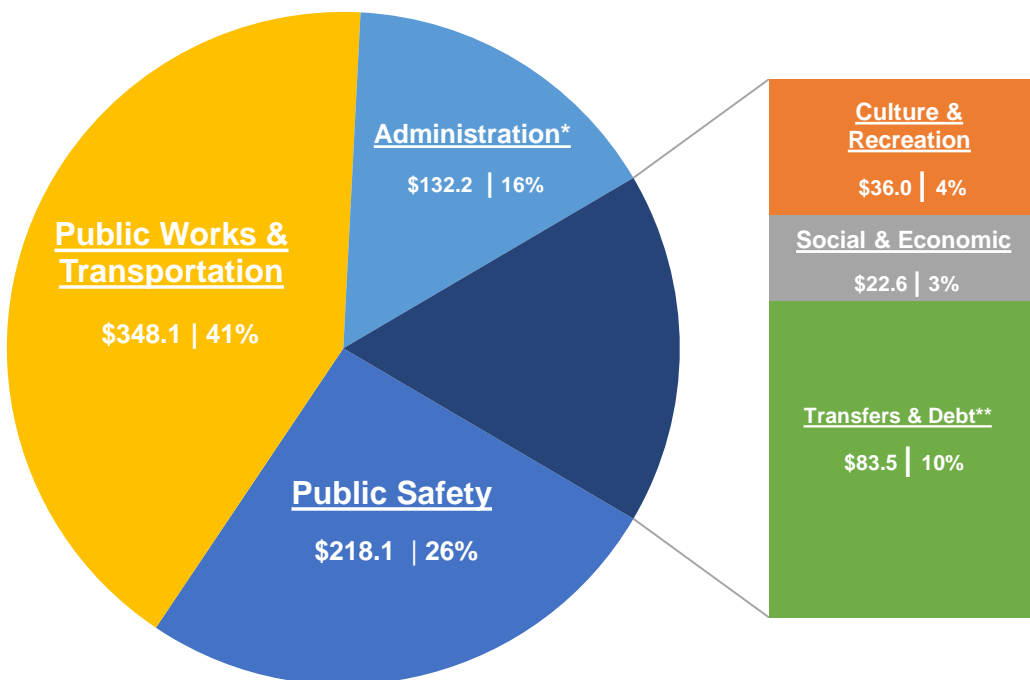
- Taxes
- Licenses, Permits, and Fees
- Intrgvmntl Grant Revenues
- General Government
- Enterprise
- Fines and Forfeitures
- Debt Related Revenues
- Investment Income
- Miscellaneous



**MAJOR EXPENDITURE CATEGORIES**

(in millions) | Fig 2

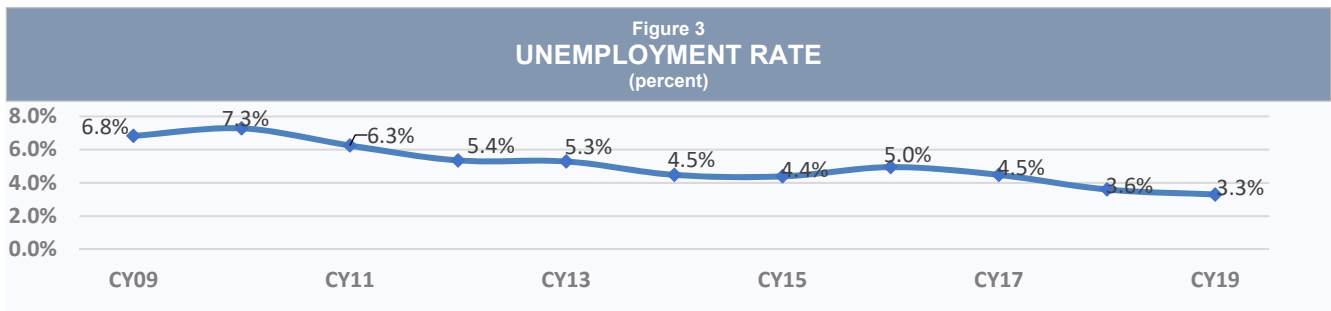
- Public Safety
- Culture & Recreation
- Social & Economic
- Public Works & Transportation
- Administration\*
- Transfers & Dept\*\*



## ECONOMIC CONDITION

Economic projections indicate that the 2021 fiscal year may experience flat to low economic growth during the first half of the fiscal year. Unemployment could see an uptick while interest rates will remain below historical norms even with a slow-down in the growth of Gross Metro Product. Historically, the Tulsa MSA trends along, but remains below the national unemployment rate. The cyclical nature of Energy and Manufacturing, Tulsa’s main economic drivers, will keep the metro area trending below the U.S in total.

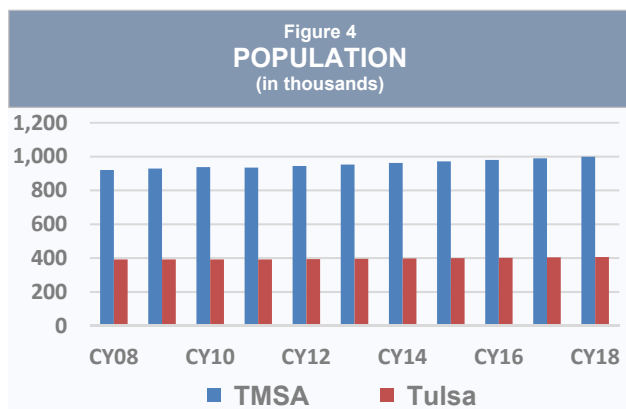
All labor figures are currently at historic highs. The area monthly average labor force decreased 2.0% from 2018, losing 9,800 participants in 2019. The labor force growth in 2018 was 1.7%. Wage and Salary employment (total nonfarm employees) witnessed another year of growth, with an increase of 1.9% in the 2019 average, equating to approx. 3,000 new jobs. Unemployment decreased throughout 2019, ending the year at 3.2% in December. The average unemployment for the Tulsa MSA was 3.3% for 2019 in total.



Source: Bureau of Labor Statistics

## POPULATION

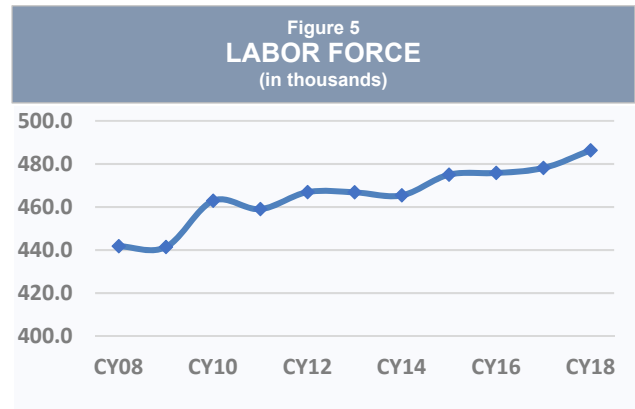
The TMSA population grew 0.2 percent in 2018 to 993,800, up from 991,600 in 2017. At the same time, the City of Tulsa’s population decreased by 0.4 percent to total 402,200. The median age in Tulsa in 2018 was 37.3 years. Data sources which provide population estimates typically report estimates on a yearly basis; information for 2019 has not been reported.



Source: U.S. Bureau of Census, Experian

## LABOR FORCE

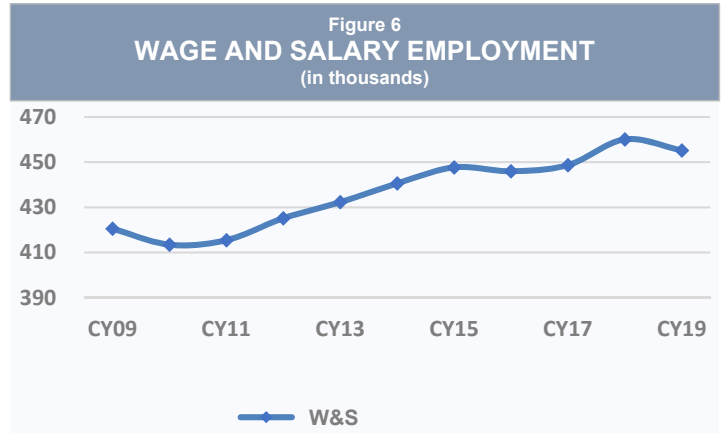
While labor force continues to be historically high. The civilian labor force decreased an average of 9,800 participants in 2019, based on a comparison of the monthly, non-seasonally adjusted data from the Bureau of Labor Statistics. This represents a 2.0% decrease over 2018. The average labor force growth in 2018 was 1.7%.



Source: U.S. Bureau of Labor Statistics

## WAGE AND SALARY EMPLOYMENT

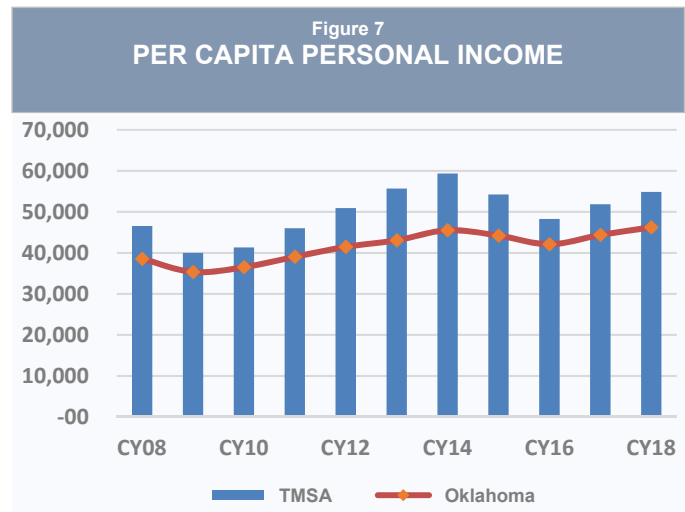
The Bureau of Labor Statistics provides monthly employment and unemployment data for the Tulsa MSA. The monthly average Wage and Salary (Total Non-Farm) employment decrease by 1.0 percent in 2019. By the end of 2019, the average employment decreased by 4,800 jobs from a year earlier. The manufacturing sector reported the greatest relative gains, growing 4.9 percent in 2019, adding 4,400 jobs. The Trade sector decreased 5.6 percent, down 4,800 jobs from previous year. The Services sector decreased by 1.5 percent, losing 3,500 jobs. The largest subsector, Services, total wage and salary employment is expected to be relatively flat in the upcoming year. Average monthly unemployment figures decreased 0.3 percentage points in 2019, ending the year at an average of 3.3 percent.



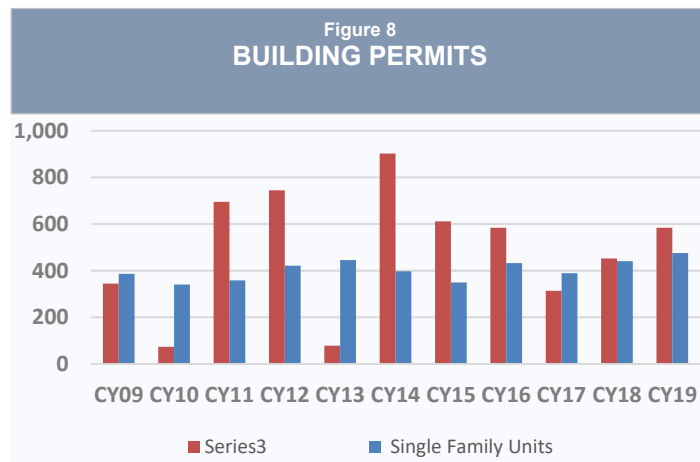
Source: Oklahoma Department of Commerce

## PERSONAL INCOME

After dropping in late 2009, per capita personal income rebounded and continues to grow. Per capita personal income grew by 2.8 percent in 2010, an even stronger 12.2 percent in 2011, and 13.4 percent in 2012. As energy prices continued to rebound and the local job market improved, per capita personal income had returned to its expected trend in 2013 and increased another 9.0 percent. After some slowing in 2013, personal income continued its momentum in 2014. 2015 and 2016 witnessed some year-over-year decline in personal income. 2017 saw personal income grow 7.4% over 2016. In 2018 personal income continued to show gains of 5.8%. Information for 2019 was unavailable.



Source: Bureau of Economic Analysis



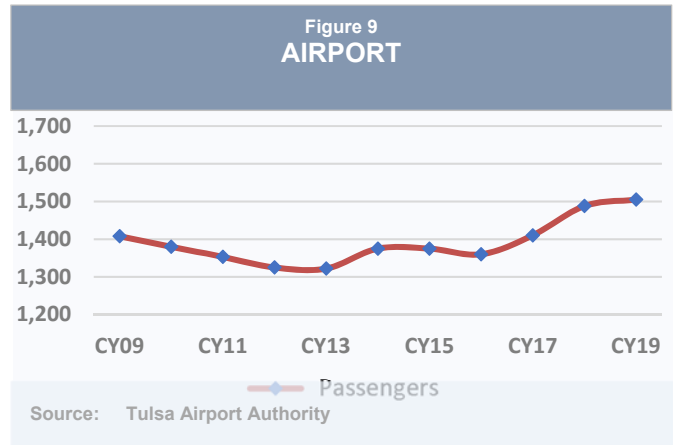
Source: City of Tulsa

## BUILDING PERMITS

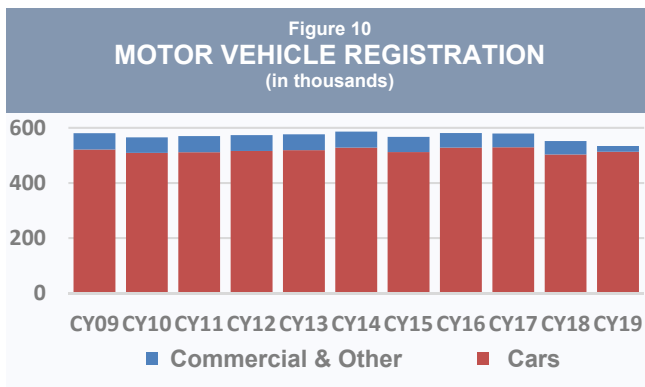
Tulsa has witnessed strong growth in both residential and commercial construction in 2019. The number of residential units (single and multi-family) totaled 1,059 units, representing a 19% increase over 2018. The value of commercial construction in 2019 was \$138.1 million, representing a 59% decrease from 2018. This decrease is due to a record \$340 million in 2018.

## AIRPORT

Air passengers and freight was up marginally during 2019. Airport passenger enplanements grew by 1.2% in 2019. Freight was also relatively flat during 2019 down less than 1%. Allegiant Airlines recently added new service to San Diego, CA and Nashville, TN for 2020.

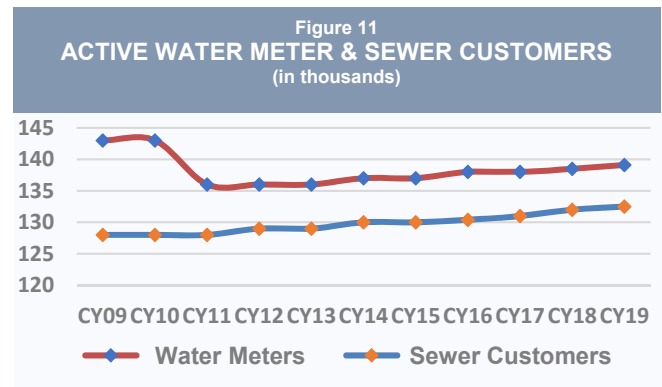


## MOTOR VEHICLE REGISTRATION



The Oklahoma Tax Commission (OTC) reports vehicle registrations by county every fiscal year ending in June. Total vehicle registrations grew during FY19. Registration of cars in Tulsa County grew 2% in FY19. Commercial registrations and other registrations fell 57%. There were 513,000 cars and 21,000 commercial trucks and other vehicles registered in FY19.

## UTILITIES



The combined water and sewer customer counts reported a slight increase in 2019, increasing less than 1 percent over the previous year. The number of active water meters was flat during 2019 ended with 139,000 active meters.

## REVENUES

### WHERE THE MONEY COMES FROM

The Operating and Capital Budgets are financed by the revenue sources identified in the following figures. Total projected revenue for FY21 is \$832,233,000, a 3 percent decrease from the FY20 original budget. The City projects future financial performance by analyzing historic and current data. Several statistical methods including time-series statistical models and regression analysis to analyze and forecast the most significant revenue sources such as sales tax, use tax, franchise fees and other significant revenues. Historic performance and trends are considered for all revenue sources, where available. Projections of less significant, more stable revenue sources are often based on the current end-of-year estimate or the most recent 12-month financial performance. Projections are compared to macroeconomic forecasts from local, state, and national publications for reasonableness. In addition, Budget and Planning staff collaborates extensively with other City staff to arrive at a consensus estimate for projections.

### LOCAL TAXES

The City has five major tax categories and collectively they will provide 49.4 percent of the projected revenue in FY21.

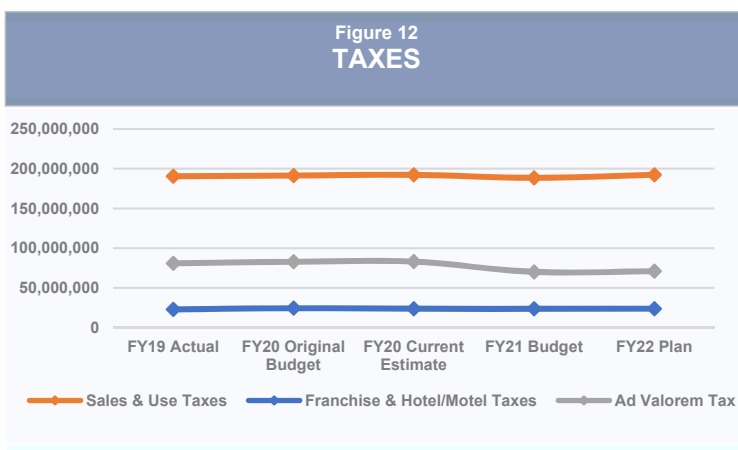
### SALES TAX

The largest source of revenue for the City is sales tax and it accounts for 32.1 percent of the FY21 resources. The General Fund receives 2 cents of the City's sales tax rate for operations and the remaining 1.65 cents are placed in capital (1.1) and the Tulsa Vision (.55) project funds. Sales tax receipts of \$267,337,000 are projected in FY21, a 6.7 percent decrease from the FY20 budget.

### USE TAX

Personal property purchased outside the state and used within the City is also taxed at 3.65 percent. The General Fund receives 3.1 cents of the City's use tax rate for operations and the remaining 0.55 cents are placed in the 2016 Tulsa Economic Vision Fund. The FY21 proposed budget Use Tax projection is \$43,287,000, a 6.7 percent increase from the FY20 budget.

### FRANCHISE TAX/RIGHT OF WAY USER FEES



Franchise Tax/Right of Way (ROW) user fees are collected from Oklahoma Natural Gas (ONG), Public Service Company of Oklahoma (PSO), Cox Communications, AT&T, Trigen, and other miscellaneous users of City ROW. Collectively, ONG and PSO generate 58.9 percent of this category's revenue. In FY20, ONG and PSO fees are projected to produce \$13,744,000. Despite stable natural gas prices, the FY21 budget is 1.1 percent higher than the FY20 revenue estimate. Cable TV sales are challenged by internet television programming on demand. FY21 revenue from all Franchise Tax/Right of Way User fees is projected to be \$23,581,000.

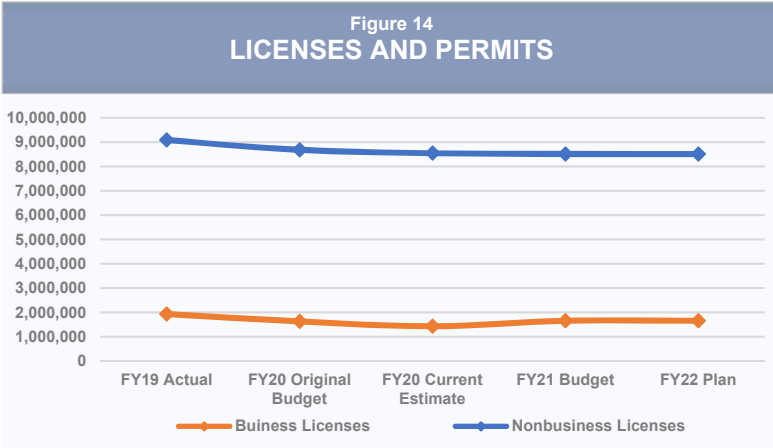
### HOTEL/MOTEL TAX

In addition to sales tax, the use of hotel and motel rooms within the City is taxed at 5 percent. Projected FY21 receipts of \$5,936,000 is a decrease from the FY20 budget, due to the impacts of the economic shutdown related to COVID-19.

## AD VALOREM TAX

The State Constitution requires Tulsa make an annual Ad Valorem tax levy sufficient to pay for the principal and interest on bonded indebtedness and any court judgments against the City. The tax levy is approved by the County Excise Board. The tax is projected to generate \$70,714,000 in FY21.

## LICENSES AND PERMITS

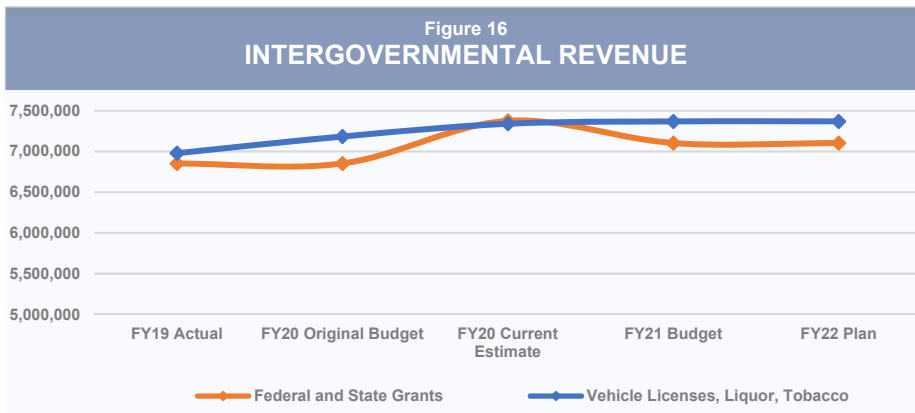


Source: City of Tulsa

Business licenses, non-business licenses, building inspections, and permits are projected to be \$10,950,000 in FY21, a .2 percent increase from the FY20 original budget. The base number of businesses requiring these licenses is stable. FY21 will see a decrease in the base fee charged for permits, along with an increase in the penalty, cancellation, resubmittal, expedited review, and addendum fees. Occupational, taxicabs, amusement/recreation, restaurants, and liquor occupation constitute the business license categories. The FY21 projection of \$1,658,000, is 1.7 percent greater than the FY20 yearend estimate.

## INTERGOVERNMENTAL REVENUE

The City receives revenue from the Federal, State, and County governments for grants, charges for services, and the taxes on vehicle licenses, liquor, gasoline, and tobacco. In FY21, Revenue from the State is projected to be \$7,369,000 for taxes on vehicle licenses, liquor, gasoline, and tobacco. Federal and State Grants of \$7,103,000 is projected for FY21.



Source: City of Tulsa

## GENERAL GOVERNMENT

General Government revenues for the FY21 Budget totals at \$26,946,000 for the City. Indirect Cost for Support, General Government Revenue, Public Safety, Culture and Recreation, and Miscellaneous Government makes up the General Government revenue segment total.

## INDIRECT COST FOR SUPPORT SERVICES

The enterprise funds pay a cost recovery charge to the General Fund for their allocated portion of incurred common central expenses. FY21 indirect costs for support service charges are projected to generate \$7,679,000. The amount is 5.4 percent less than the FY20 original budget and reflects agreements with entities provided services by the City.

## GENERAL GOVERNMENT REVENUE

General Government Revenue includes Streets and Highways and Internal Government Revenues. Indirect costs for support service charges are projected to generate \$2,656,000 in revenue for FY21.

## PUBLIC SAFETY

Public safety revenue includes charges for airport fire protection, the animal shelter, code enforcement, fire protection outside the City, police special events, and hazardous material clean-up charges. FY21 public safety related revenue is projected at \$6,917,000, a 4.8 percent increase from the FY20 original budget.

## CULTURE AND RECREATION

The City began contracting with Billy Casper Golf, LLC of Virginia to operate Page Belcher and Mohawk Golf Courses in January 2008. All golf revenue is retained by Billy Casper Golf and used to operate the courses. FY21 revenue is estimated at \$2,547,000, a decrease of 3.6 percent over the FY20 original budget.

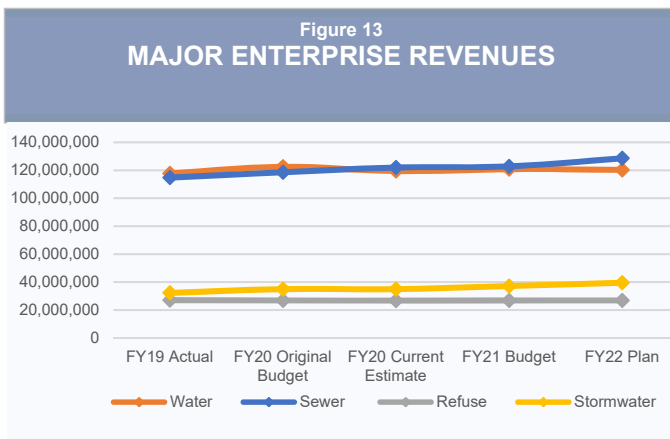
Park participation fees account for \$673,000 of the miscellaneous culture and recreation revenue for FY21. Other revenue sources include shelter and property rentals, swimming pool fees, concessions, and fees from special events held at the parks.

## SOCIAL AND ECONOMIC DEVELOPMENT

Social and Economic Development is comprised of Code Enforcement and Nuisance Abatement. The projected revenues for these two accounts are \$1,622,000 for FY21. This is an increase of 19.9% from the FY20 original budget.

## ENTERPRISE REVENUES

Charges for using utility services and emergency medical services are the sources of revenue for the enterprise funds. Utility charges include revenues generated by the water system, the sanitary sewer system, the solid waste disposal service, and the stormwater management program. The Emergency Medical Services Authority (EMSA) fees are collected and used to help fund the operations of emergency medical services.



Source: City of Tulsa

## WATER

The sale of treated water is expected to generate \$120,779,000 in FY21, 1.4 percent decrease from the FY20 original budget. No rate increase is planned for FY21.

## SEWER

The treatment and disposal of wastewater is charged to both commercial and residential sewer customers. FY21 revenue is projected to be \$122,784,000 million, 3.5 percent higher than the FY20 original budget. A 3 percent rate increase is expected to go into effect October 2020.



## **STORMWATER**

City of Tulsa landowners pay for the operation and maintenance of the City's storm drainage facilities. FY21 revenue is projected to be \$37,137,000, 6.3 percent higher than the FY20 original budget. A 5 percent rate increase is expected to go into effect October 2020.

## **REFUSE**

The Tulsa Authority for the Recovery of Energy (TARE) is responsible for overseeing the collection and disposal of solid waste within the City. Revenue is generated from charges on trash collection and disposal. FY21 revenue is projected to be \$26,746,000. The customer base is projected to be stable.

## **EMSA**

EMSA Utility is expected to generate \$6,726,000 in FY21. This amount is down slightly at 1.3 percent from the FY20 Budget.

## **FINES AND FOREFEITURES**

Municipal Court fines and court related fines will generate 71 percent of the fine and forfeiture revenue. Other sources of revenue are probationary fees, court penalty assessment fees, and the sale of stolen and confiscated property. The City is projected to receive \$12,327,000 in FY21, an 18.2 percent decrease from the FY20 original budget.

## **INTEREST**

FY21 interest earnings for all Funds are projected to be \$16,925,000. This is 6.7 percent more than the FY20 estimate. Cash balances will be drawn down for scheduled Capital projects.

## **MISCELLANEOUS REVENUE**

The City receives revenue from numerous miscellaneous sources. Fee In Lieu, Reimbursements, Recoveries, Program Income, Sale of Property, Donations, and Other. Fee in lieu is the primary sources of miscellaneous revenue. Total Miscellaneous revenue is estimated at \$24,613,000 for FY21.

## EXPENDITURES

### WHERE THE MONEY GOES

The FY21 General Fund (GF) budget is \$315.3 million. The allocations between Personal Services, Materials and Supplies, Other Services and Charges, and Transfers remain close to historical values. They make up 75 percent, 2 percent, 21 percent, and 2 percent of the FY21 GF budget, respectively.

The increase in the GF in FY21 is related to a cost allocation accounting change which moves departments with allocated budgets in separate funds, to one fund, the General Fund. The movement of approx. \$29 million allocation dollars to the General Fund explains the increase. However, the accounting change did not increase the City's overall budget. The budget also reflects declining resources that impact the General Fund and various other funds. Measures were taken to reduce cost in the General Fund, such as a hiring freeze, 13 furlough days for non-first responders, and holding management service agreements to FY20 levels whenever possible.

The Public Safety program's appropriations supporting Police, Fire, Municipal Courts, and Emergency Management, account for 26 percent of the FY21 budget. The Administrative and Support Services category represents approximately 15 percent of the FY21 budget. Public Works and Transportation will receive the third largest allocation - 26 percent of the budget. Cultural and Recreational activities will be allocated 3 percent of FY21 resources. The City's Economic Development and Neighborhood Services functions will consume 2 percent of the FY21 budget and the remaining 28 percent will be transferred to other funds and debt services.

The Police and Fire Departments' total allocations are increasing in FY21 from the original FY20 budget by .7 and 3.7 percent, respectively. In FY21, Police academies of forty-five (45) are funded and Fire Department service levels will be supported by the addition of sixteen (16) cadets. To bolster service levels in Police the Public Safety Tax will fund academies of thirty (30) in FY21.

Cultural Development and Recreational programs will see a 1.6 percent decrease from the original FY20 budget in FY21. Most of these decreases are related to compensation changes and a Gilcrease Museum management service contract cost that will decrease.

Social and Economic Development program allocations are decreasing by 17.9 percent in FY21 from the original FY20 budget. The primary reason for the decrease is the loss of \$2.3 million Tourism Improvement District appropriations.

Transportation and Public Works will be decreased by 5.4 percent in FY21. Many of these decreases are related to compensation changes, reducing the operating budget to actual spending levels, and a net reduction in operating capital.

The Administrative and Support Services program's allocations are decreasing by 2.0 percent. Compensation changes and a reduced need for citywide computer replacement and software subscriptions reflect the major reasons for the decrease.

Transfers and Debt will increase by 10.6 percent in FY21. A direct cost allocation accounting change was the primary reason for the increase. This accounting change impacted enterprise fund transfers that support service reimbursements to the General Fund. Internal transfer will be removed to avoid counting those expenditure dollars twice.

# REVENUE ESTIMATE

(amounts expressed in thousands)

REVENUE ACCOUNT	FY 22	FY 21	FY 20	FY 20	FY 20 ORIGINAL VS. FY 21	
	FINANCIAL PLAN	ADOPTED BUDGET	CURRENT ESTIMATE	ORIGINAL BUDGET	DIFFERENCE AMOUNT	PERCENT
<b>Taxes</b>						
Property Tax	\$ 71,566	\$ 70,714	\$ 83,757	\$ 83,429	\$ (12,715)	-15.2%
Franchise Tax	23,657	23,581	23,580	24,252	(671)	-2.8%
Sales Tax	280,966	267,337	276,961	286,452	(19,115)	-6.7%
Use Tax	45,260	43,287	43,286	40,573	2,714	6.7%
Hotel & Motel Tax	5,936	5,936	5,936	7,645	(1,709)	-22.4%
<b>Total Taxes</b>	<b>427,385</b>	<b>410,855</b>	<b>433,520</b>	<b>442,351</b>	<b>(31,496)</b>	<b>-7.1%</b>
<b>Licenses, Permits, and Fees</b>						
Business Licenses and Permits	1,658	1,658	1,432	1,630	28	1.7%
Nonbusiness Licenses	9,292	9,292	9,328	9,297	(5)	-0.1%
<b>Total Licenses, Permits, and Fees</b>	<b>10,950</b>	<b>10,950</b>	<b>10,760</b>	<b>10,927</b>	<b>23</b>	<b>0.2%</b>
<b>Intrgvmntl Grant Revenues</b>						
Federal Government Grants	7,012	7,012	7,237	6,835	177	2.6%
State Government Grants	141	141	139	17	124	>500%
State Intrgvmntl Shared Revenue	7,369	7,369	7,340	7,184	185	2.6%
<b>Total Intrgvmntl Grant Revenues</b>	<b>14,522</b>	<b>14,522</b>	<b>14,716</b>	<b>14,036</b>	<b>486</b>	<b>3.5%</b>
<b>General Government</b>						
Indirects	7,679	7,706	8,068	7,766	(60)	-0.8%
General Government Revenue	2,695	2,656	7,130	6,953	(4,297)	-61.8%
Public Safety and Protection	6,917	6,917	6,908	6,599	318	4.8%
Public Works and Transportation	46	46	46	116	(70)	-60.3%
Culture and Recreation	3,297	3,220	3,174	3,412	(192)	-5.6%
Social and Economic Development	1,622	1,622	1,622	1,353	269	19.9%
Miscellaneous	6,221	4,806	4,554	5,384	(578)	-10.7%
<b>Total General Government</b>	<b>28,477</b>	<b>26,973</b>	<b>31,502</b>	<b>31,583</b>	<b>(4,610)</b>	<b>-14.6%</b>
<b>Enterprise</b>						
Water Revenue	120,271	120,779	119,384	122,539	(1,760)	-1.4%
Sewer Revenue	128,544	122,784	122,005	118,578	4,206	3.5%
Stormwater Revenue	39,517	37,137	34,916	34,947	2,190	6.3%
Refuse Revenue	26,746	26,746	26,631	26,746	0	0.0%
EMSA Revenue	6,726	6,726	6,726	6,812	(86)	-1.3%
Miscellaneous Utility Revenue	989	973	1,267	1,039	(66)	-6.4%
<b>Total Enterprise</b>	<b>322,793</b>	<b>315,145</b>	<b>310,929</b>	<b>310,661</b>	<b>4,484</b>	<b>1.4%</b>
<b>Fines and Forfeitures</b>						
Municipal Court Fines	7,512	7,512	7,511	8,075	(563)	-7.0%
Court Related Fines and Forfeitures	1,168	1,168	1,171	1,075	93	8.7%
Other Fines and Forfeitures	91	91	91	96	(5)	-5.2%
Special Assessments	3,556	3,556	3,515	5,827	(2,271)	-39.0%
<b>Total Fines and Forfeitures</b>	<b>12,327</b>	<b>12,327</b>	<b>12,288</b>	<b>15,073</b>	<b>(2,746)</b>	<b>-18.2%</b>
<b>Debt Related Revenues</b>						
Premium on Bond Issuance	0	0	14,452	0	0	N/A
<b>Total Debt Related Revenues</b>	<b>0</b>	<b>0</b>	<b>14,452</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>Investment Income</b>						
Interest Earnings	17,294	16,925	16,378	15,865	1,060	6.7%
<b>Total Investment Income</b>	<b>17,294</b>	<b>16,925</b>	<b>16,378</b>	<b>15,865</b>	<b>1,060</b>	<b>6.7%</b>
<b>Miscellaneous</b>						
Fee In Lieu	19,934	19,466	19,648	19,183	283	1.5%
Reimbursements	1,105	1,105	1,107	780	325	41.7%
Recoveries	997	997	1,002	623	374	60.0%
Program Income	1,500	1,500	1,000	1,000	500	50.0%
Sale of City Property	562	562	959	732	(170)	-23.2%
Donations	48	48	48	147	(99)	-67.3%
Other	935	935	1,044	1,097	(162)	-14.8%
<b>Total Miscellaneous</b>	<b>25,081</b>	<b>24,613</b>	<b>24,808</b>	<b>23,562</b>	<b>1,051</b>	<b>4.5%</b>
<b>TOTAL ANNUAL RESOURCES</b>	<b>\$ 858,829</b>	<b>\$ 832,310</b>	<b>\$ 869,353</b>	<b>\$ 864,058</b>	<b>(\$31,748)</b>	<b>-3.7%</b>

\*Charges from Internal service Funds are excluded.

Note: Internal Transfers In are excluded from this analysis.

# OPERATING BUDGET

## BY PROGRAMS and DEPARTMENTS

(amounts expressed in thousands)

	FY 22	FY 21	FY 20	FY 20 VS FY 21	
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	AMOUNT	PERCENT
<b>PROGRAMS AND DEPARTMENTS</b>					
<b>Public Safety and Protection</b>	\$ 214,077	\$ 215,952	\$ 210,903	\$ 5,049	2.3%
Municipal Court	2,621	2,555	2,655	(100)	-3.9%
Police	123,459	122,558	121,682	876	0.7%
Fire	82,365	81,624	78,687	2,937	3.6%
Emergency Medical Services Authority	5,484	9,067	7,730	1,337	14.7%
Tulsa Area Emergency Mgmt.	148	148	149	(1)	-0.7%
<b>Cultural Development And Recreation</b>	<b>26,768</b>	<b>25,390</b>	<b>25,779</b>	<b>(389)</b>	<b>-1.5%</b>
Park and Recreation	20,961	19,922	20,257	(335)	-1.7%
Gilcrease Museum	3,339	3,264	3,290	(26)	-0.8%
Performing Arts Center	1,750	1,500	1,500	0	0.0%
River Parks Authority	718	704	732	(28)	-4.0%
<b>Social and Economic Development</b>	<b>19,086</b>	<b>18,787</b>	<b>22,832</b>	<b>(4,045)</b>	<b>-21.5%</b>
Mayor's Office of Economic Development	5,190	5,336	8,623	(3,287)	-61.6%
Working in Neighborhoods	7,617	7,383	8,039	(656)	-8.9%
Development Services	6,279	6,068	6,170	(102)	-1.7%
<b>Transportation and Public Works</b>	<b>222,937</b>	<b>231,936</b>	<b>234,215</b>	<b>(2,279)</b>	<b>-1.0%</b>
Engineering Services	18,958	18,911	18,764	147	0.8%
Streets and Stormwater	67,577	68,620	70,836	(2,216)	-3.2%
Water and Sewer	124,957	133,763	133,777	(14)	0.0%
Tulsa Transit	11,445	10,642	10,838	(196)	-1.8%
<b>Administration</b>	<b>130,517</b>	<b>129,564</b>	<b>131,870</b>	<b>(2,306)</b>	<b>-1.8%</b>
Mayor	1,462	1,427	1,462	(35)	-2.5%
City Auditor	1,233	1,341	1,428	(87)	-6.5%
City Council	1,301	1,273	1,329	(56)	-4.4%
Office of the Independent Monitor	0	0	246	(246)	-100.0%
Legal	4,017	3,936	4,052	(116)	-2.9%
Human Resources	33,406	33,343	32,063	1,280	3.8%
General Government	3,006	3,025	3,421	(396)	-13.1%
INCOG	2,693	2,543	2,722	(179)	-7.0%
Finance	24,589	24,462	24,405	57	0.2%
Information Technology	24,747	22,424	25,863	(3,439)	-15.3%
Customer Care	2,320	2,257	2,357	(100)	-4.4%
Communications	585	567	589	(22)	-3.9%
Asset Management	31,158	32,966	31,933	1,033	3.1%
<b>TRANSFERS AND DEBT</b>	<b>212,554</b>	<b>235,911</b>	<b>212,676</b>	<b>23,235</b>	<b>9.8%</b>
Transfers - Internal & Outside	97,737	110,094	83,962	26,132	23.7%
Debt Service	114,817	125,817	128,714	(2,897)	-2.3%
<b>Total All Funds</b>	<b>825,939</b>	<b>857,540</b>	<b>838,275</b>	<b>(31,601)</b>	<b>-3.7%</b>
Less:					
Internal Transfers	89,527	102,729	72,932	29,797	29.0%
Internal Service Funds	50,033	49,689	51,602	(1,913)	-3.8%
<b>OPERATING BUDGET</b>	<b>\$ 686,379</b>	<b>\$ 705,122</b>	<b>\$ 713,741</b>	<b>\$ (8,619)</b>	<b>-1.2%</b>

# OPERATING BUDGET

## BY FUND

(amounts expressed in thousands)

FUND NAME	FY 22	FY 21	FY 20	FY 20 VS FY 21	
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	AMOUNT	PERCENT
<b>OPERATING FUNDS</b>					
100 General Fund	\$ 318,435	\$ 315,267	\$ 292,032	\$ 399	-7.4%
160 Airforce Plant 3 Fund	302	2,100	1,672	428	-20.4%
125 P.A. Law Enforcement	85	85	85	0	0.0%
120 E911 Fee Operating	4,211	4,194	4,014	180	-4.3%
130 Economic Development	214	142	351	(209)	147.2%
131 Convention & Visitors Fund	2,671	2,671	3,440	(319)	28.8%
150 Public Safety Tax Fund	17,032	16,945	15,861	1,084	-6.4%
151 Streets and Transit Fund	6,860	6,944	6,905	39	-0.6%
132 Convention Fund	2,850	3,000	3,890	(890)	29.7%
477 Short Term Capital	13,897	9,909	10,461	(552)	5.6%
600 Municipal Employee Pension	389	386	353	307	-8.5%
550 One Technology Center Fund	10,347	10,437	10,255	182	-1.7%
730 TARE	28,692	28,755	28,738	17	-0.1%
141 Tulsa Stadium Improvement	3,620	3,858	3,750	108	-2.8%
142 Whittier Square Improvement	0	3	20	(13,189)	>500%
143 Tourism Improvement District 1	0	0	2,274	(2,274)	N/A
110 Debt Service (Sinking Fund)	60,143	74,174	84,601	(10,427)	14.1%
2001 Home Investment Partnership Program	1,920	1,920	2,425	(505)	26.3%
2002 Emergencies Solutions Grant	301	301	284	17	-5.6%
2000 Community Development Block Grant	5,132	5,132	4,486	8,939	-12.6%
2003 Housing Opportunities for Persons w/ AIDS	594	594	527	67	-11.3%
127 Technology Fee Assessment	299	291	290	1	-0.3%
122 Permits & Licensing	499	484	618	(134)	27.7%
560 Stormwater Operating	38,845	40,484	38,059	2,425	-6.0%
740 Water Operating	121,974	133,171	132,447	724	-0.5%
750 Sewer Operating	127,098	133,573	127,038	6,535	-4.9%
570 Golf Course Operations	2,770	2,720	2,820	(100)	3.7%
121 EMSA Enterprise Fund	6,726	10,311	8,977	1,334	-12.9%
500 Office Services	4,172	4,086	7,706	(3,620)	88.6%
501 Workers' Compensation Fund	4,844	4,844	4,700	144	-3.0%
502 Employees' Benefits Fund	24,341	24,201	23,067	1,134	-4.7%
503 Equipment Management	16,676	16,558	16,129	429	-2.6%
<b>Total Operating Funds</b>	<b>825,939</b>	<b>857,540</b>	<b>838,275</b>	<b>(31,601)</b>	<b>-3.7%</b>
Less:					
Internal Transfers	89,527	102,729	72,932	(13,202)	-12.9%
Internal Service Funds	50,033	49,689	51,602	344	0.7%
<b>OPERATING BUDGET</b>	<b>\$ 686,379</b>	<b>\$ 705,122</b>	<b>\$ 713,741</b>	<b>\$ (8,619)</b>	<b>-1.2%</b>

## **PUBLIC SAFETY**

### ***Police Department***

The FY21 Police Department operating budget will increase by .72 percent over FY20 Original Budget. The budget provides the full year impact for compensation awarded in FY 20. To address attrition, funding is in place for Police academies totaling 75 cadets in FY21. Thirty of these cadets will be funded from the Public Safety Tax to continue the addition of officers provided by this sales tax initiative. The Public Safety Tax also continues to provide additional staffing and equipment for 911 operations.

### ***Fire Department***

The FY21 Fire Department operating budget will increase by 3.7 percent over FY20 Original Budget. The budget provides a full year impact for compensation awarded in FY 20. Fire academies totaling 16 cadets are provided in FY20. No new compensation is planned for FY21.

## **CULTURAL AND RECREATION**

### ***Park and Recreation***

The Parks' FY21 operating budget will decrease by 1.8% under FY20 Original Budget. It includes reduced funding for Zoo management, Golf operations, pool and day camp functions, and other measures to reduce operating cost and to address covid-19 issues.

### ***Gilcrease Museum***

Management of the Gilcrease Museum was contracted to the University of Tulsa in July, 2008. The FY21 Gilcrease budget is slightly lower by 2.6 percent under FY20 Original Budget. The additional operating subsidy during construction of \$100,000 budgeted in FY20 was discontinued.

### ***Performing Arts Center***

The goal for the PAC is to continue to provide a first class facility and high quality services. The FY21 budget will decrease by 14.3 percent under FY20 Original Budget, largely due to a projected decline in resources. The PAC is managed by Tulsa Performing Arts Center Trust (TPACT) under a management agreement. TPACT has agreed to leaving the contract at the FY20 level to help with declining Hotel/Motel Tax revenues in FY21.

### ***River Parks***

The FY21 River Parks operating budget will decrease 3.8 percent from FY20 Original Budget. This was largely due to a decrease in operating capital.

## **SOCIAL AND ECONOMIC DEVELOPMENT**

### ***Mayor's Office of Economic Development***

The FY21 operating budget for this department will decrease 38.1 percent from FY20 Original Budget. The reduction is primarily due to pending litigation which prevents revenue collections and appropriation in the Tourism Improvement District 1 Fund (Fund 143). The FY20 Original Budget for this fund was \$2.3 million. Other contributing factors were the decline in Chamber of Commerce and the Visit Tulsa contracts caused by projected reduction of Hotel/Motel Taxes revenue for FY21.

### ***Working In Neighborhoods (WIN)***

This department is responsible for operating the City's animal shelter and neighborhood inspections program, among other tasks. Beginning in FY15, the WIN Department began to recognize dollars from HUD grant funding within the Home Investment Partnership Program (HOME) and Community Development Block Grant (CDBG) programs as part of its departmental budget. In FY21, the department operating budget will decrease by 8.2% under FY20 Original Budget. This was a result of declining HUD Grants funding.

## ***Development Services***

The Development Services Department is responsible for development permitting including infrastructure and building plan review and inspection services for all private development within the City of Tulsa. In FY21 this department operating budget will decrease by 1.7% under FY20 Original Budget. The reduction is primarily due to 13 furlough days implemented to reduce cost.

## **PUBLIC WORKS AND TRANSPORTATION**

### ***Engineering Services***

The Engineering Services Department plans, designs, and field-inspects public improvements and capital projects for the City of Tulsa. The FY21 operating budget increased by 0.8 percent over FY20 Original Budget. Most of this increase is caused by additional consulting services required for capital projects.

### ***Streets and Stormwater***

The Streets and Stormwater Department's primary responsibilities involve stormwater and land management, street maintenance, traffic control, and refuse and recycling through the Tulsa Authority for the Recovery of Energy (TARE). The FY21 budget includes an operational change, paving cut repair contracts will be moved to user budgets. This is the primary reason for the decrease under FY20 Original Budget.

### ***Water and Sewer***

The Water and Sewer Department's primary responsibilities involve managing and operating the City's water and wastewater systems. This includes two water treatment plants and four wastewater treatment plants. In FY21 this department operating budget will decrease by 0.01% under Original Budget.

## ***MTTA***

Tulsa Transit will continue to focus on its core mission of meeting local transportation needs and commitment to safe, efficient, and reliable service. The FY21 budget will include a decrease of 1.8% under FY20 Original Budget. The reduction reflects an effort to keep the budget as close to the FY20 Original Budget due the projected decline in Sales Tax.

## **ADMINISTRATIVE AND SUPPORT SERVICES**

### ***Elected Officials***

The Mayor's Office will have reduced funding in FY21 under FY20 Original Budget, primarily caused by the elimination of a Mayor's assistant position. The City Council and City Auditor's budgets are primarily flat, apart from the City Auditor's request to re-appropriate funds to continue audit work started in FY20.

### ***Asset Management (AMD)***

The FY21 Asset Management Department operating budget will increase 3.2 percent over the FY20 level. Much of this increase is caused by improvements to the Equipment Management Operations, such as adding 2 mechanic positions, overtime, and vehicle repair parts and supplies.

### ***Other Administrative Departments***

Resources have been allocated to the Administrative Departments in accordance with the Mayor and Tulsa City Council. As current service demands from General Fund departments continue to outpace revenue growth, these departments will continue to be challenged to reduce costs and enhance efficiencies to meet current and anticipated service levels and key performance indicators. Performance Measures will be reevaluated and adjusted as necessary for FY21.

## CHANGES BY MAJOR EXPENDITURE CATEGORY

### ALL OPERATING FUNDS

(amounts expressed in thousands)

Expenditure Category	FISCAL YEAR			FY 20 VS FY 21	
	FY 22	FY 21	FY 20	CHANGE	
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	DOLLAR	PERCENT
Personal Services	\$ 324,086	\$ 319,307	\$ 314,461	\$ 4,846	1.5%
<b>Materials &amp; Supplies</b>	<b>32,676</b>	<b>32,616</b>	<b>36,239</b>	<b>(3,623)</b>	<b>-10.0%</b>
Other Charges	221,440	219,560	227,796	(8,236)	-3.6%
<b>Operating Capital</b>	<b>29,699</b>	<b>41,079</b>	<b>39,373</b>	<b>1,706</b>	<b>4.3%</b>
Debt Service	114,817	125,817	128,714	(2,897)	-2.3%
<b>Transfers Out</b>	<b>103,221</b>	<b>119,161</b>	<b>91,692</b>	<b>27,469</b>	<b>30.0%</b>
	825,939	857,540	838,275	19,265	2.3%
Less:					
Internal Transfers* and Internal Services	139,560	152,418	124,534	27,884	22.4%
<b>Total Operating Budget</b>	<b>\$ 686,379</b>	<b>\$ 705,122</b>	<b>\$ 713,741</b>	<b>\$ (8,619)</b>	<b>-1.2%</b>

## TOTAL BUDGET

(amounts expressed in thousands)

FISCAL YEAR	OPERATING BUDGET	CAPITAL BUDGET	TOTAL
Original 2019 - 2020	\$ 713,741	\$ 140,641	\$ 854,382
Adopted 2020 - 2021	\$ 705,122	\$ 135,281	\$ 840,403
Dollar Amount Change	\$ (8,619)	\$ (5,360)	\$ (13,979)
Percentage Difference (%)	-1.2%	-3.8%	-1.6%
Planned 2021 - 2022	\$ 686,379	\$ 82,131	\$ 768,510



**FISCAL YEAR 2021**  
**ALL FUNDS COMPARISON OF REVENUE AND EXPENDITURES**  
(amounts expressed in thousands)

	General Fund	Special Revenue	Special Assessment	Debt Service	Grants
<b>BEGINNING BALANCE</b>	\$ 32,597	\$ 27,090	\$ 650	\$ 75,096	\$ 0
<b>RESOURCES</b>					
Taxes	\$ 207,330	\$ 23,799	\$ 0	\$ 70,106	\$ 0
Licenses, Permits, and Fees	10,169	556	0	0	0
Intrgvmntl Grant Revenues	8,075	0	0	0	6,447
General Government	14,645	4,271	0	0	0
Enterprise	0	0	0	0	0
Fines and Forfeitures	7,852	858	3,540	0	0
Debt Related Revenues	0	0	0	0	0
Investment Income	5,442	488	26	0	0
Miscellaneous	22,662	86	0	0	1,500
<b>TOTAL</b>	<b>\$ 276,175</b>	<b>\$ 30,058</b>	<b>\$ 3,566</b>	<b>\$ 70,106</b>	<b>\$ 7,947</b>
Transfers In	\$ 29,685	\$ 10,635	\$ 0	\$ 944	\$ 0
Internal Service Charges	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>\$ 305,860</b>	<b>\$ 40,693</b>	<b>\$ 3,566</b>	<b>\$ 71,050</b>	<b>\$ 7,947</b>
<b>EXPENDITURES / EXPENSES</b>					
Public Safety and Protection	\$ 181,782	\$ 24,753	\$ 0	\$ 0	\$ 0
Cultural Development And Recreation	20,869	1,801	0	0	0
Social and Economic Development	12,367	3,592	1,518	0	1,262
Transportation and Public Works	35,663	8,572	0	0	290
Administration	60,044	6,168	90	0	6,395
Transfers to Other Funds	4,542	1,879	2,253	0	0
Debt Service	0	0	0	74,174	0
<b>GRAND TOTAL</b>	<b>\$ 315,267</b>	<b>\$ 46,765</b>	<b>\$ 3,861</b>	<b>\$ 74,174</b>	<b>\$ 7,947</b>
<b>RESOURCES LESS OUTLAYS</b>	<b>\$ (9,407)</b>	<b>\$ (6,072)</b>	<b>\$ (295)</b>	<b>\$ (3,124)</b>	<b>\$ 0</b>
<b>BALANCE</b>	<b>\$ 23,190</b>	<b>\$ 21,018</b>	<b>\$ 355</b>	<b>\$ 71,972</b>	<b>\$ 0</b>
Less:					
Operating and Other Reserves	(21,291)	0	0	(54,195)	0
<b>END OF YEAR BALANCE</b>	<b>\$ 1,899</b>	<b>\$ 21,018</b>	<b>\$ 355</b>	<b>\$ 17,777</b>	<b>\$ 0</b>

**FISCAL YEAR 2021**  
**ALL FUNDS COMPARISON OF REVENUE AND EXPENDITURES**  
(amounts expressed in thousands)

	<b>Capital Projects</b>	<b>Trust and Enterprise</b>	<b>Internal Service</b>	<b>TOTAL</b>
<b>BEGINNING BALANCE</b>	<b>\$ 27,321</b>	<b>\$ 74,122</b>	<b>\$ 5,999</b>	<b>\$ 242,874</b>
<b>RESOURCES</b>				
Taxes	\$ 109,620	\$ 0	\$ 0	\$ 410,855
Licenses, Permits, and Fees	0	225	0	10,950
Intrgvmntl Grant Revenues	0	0	0	14,522
General Government	0	8,057	48,671	75,644
Enterprise	0	315,145	0	315,145
Fines and Forfeitures	0	77	0	12,327
Debt Related Revenues	0	0	0	0
Investment Income	5,118	5,851	308	17,233
Miscellaneous	0	365	16	24,629
<b>TOTAL</b>	<b>\$ 114,738</b>	<b>\$ 329,720</b>	<b>\$ 48,995</b>	<b>\$ 881,305</b>
Transfers In	\$ 60,321	\$ 15,793	\$ 0	\$ 117,378
Internal Service Charges	0	0	16	16
<b>GRAND TOTAL</b>	<b>\$ 175,059</b>	<b>\$ 345,513</b>	<b>\$ 49,011</b>	<b>\$ 998,699</b>
<b>EXPENDITURES / EXPENSES</b>				
Public Safety and Protection	\$ 2,100	\$ 9,417	\$ 0	\$ 218,052
Cultural Development And Recreation	10,625	2,720	0	36,015
Social and Economic Development	3,840	48	0	22,627
Transportation and Public Works	116,116	187,411	0	348,052
Administration	2,600	7,772	49,689	132,758
Transfers to Other Funds	37,485	100,826	594	147,579
Debt Service	0	51,643	0	125,817
<b>GRAND TOTAL</b>	<b>\$ 172,766</b>	<b>\$ 359,837</b>	<b>\$ 50,283</b>	<b>\$ 1,030,900</b>
<b>RESOURCES LESS OUTLAYS</b>	<b>\$ 2,293</b>	<b>\$ (14,324)</b>	<b>\$ (1,272)</b>	<b>\$ (32,201)</b>
<b>BALANCE</b>	<b>\$ 29,614</b>	<b>\$ 59,798</b>	<b>\$ 4,727</b>	<b>\$ 210,673</b>
Less:				
Operating and Other Reserves	0	(29,279)	0	(104,765)
<b>END OF YEAR BALANCE</b>	<b>\$ 29,614</b>	<b>\$ 30,519</b>	<b>\$ 4,727</b>	<b>\$ 105,908</b>

## **CHANGES IN CAPITAL IMPROVEMENT FUNDS**

The FY21 capital budget totals \$135,281,000 - a \$5,360,000 decrease, 3.8 percent, from FY20. In FY09, voters approved the Fix Our Streets initiative totaling \$451,628,000, of which \$285,000,000 were provided by general obligation bonds. To date, all \$285,000,000 has been issued. In FY14, voters approved the Improve Our Tulsa capital program to begin at the conclusion of the Fix Our Streets program in FY15. This program will provide \$918,700,000, of which \$355,000,000 is provided by general obligation bonds with the remaining \$563,700,000 coming from the extension of a capital improvements sales tax. To date, \$277,500,000 in bonds has been issued with the anticipation that another \$77,500,000 will be issued in the future. This initiative was designed primarily to address streets and transportation needs, however, notable funds have been directed towards citywide and departmental capital needs as well. In FY16, voters approved the Tulsa Vision Economic Development Program. This program will provide \$510,600,000 in funds to address economic development projects across the City. Projects in this program received their first appropriations in FY17 through the first of three anticipated revenue bond issuances. Since that time, all three revenue bonds have been issued for a total of \$350,600,000. Most recently in FY20, the citizens approved the Improve Our Tulsa 2 capital program. This program will fund \$639,000,000 in projects, with \$193,000,000 being funded from sales tax, another \$427,000,000 being financed through general obligation bonds, and finally \$19,000,000 being collected from sales tax but held in the Economic Stabilization Fund as a rainy-day reserve.

### **Public Safety and Protection**

FY21 appropriations in this category total \$2,100,000. The Fire department will receive its final appropriations of apparatus funding from the Improve Our Tulsa program. Fire will receive \$2,100,000 in FY21 to replace necessary ladder trucks and engines. Apparatus funding will resume with the Improve our Tulsa 2 Program beginning in FY22.

### **Cultural Development and Recreation**

FY21 appropriations in this category total \$10,625,000. Four hundred and forty thousand dollars will be appropriated to begin replacement of equipment at Reed Water Park. Another \$3,920,000 will be spent on new playground equipment and safety surfaces at fifteen sites. The largest portion of the remaining funds, \$3,980,000, will be spent on the slope improvements at Woodward Park, while the remainder will fund improvements at Carl Smith, Cousins Park, and a restroom at Hunter Park.

### **Public Works, Transportation, and Infrastructure**

FY21 total “pay as you go” appropriations in this category total \$116,116,500. This total does not include \$156,306,458 in general obligation and revenue bonds, which are off-cycle appropriations and not included in the annual adopted budget. Water system improvements are primarily targeted to the City’s treatment and distribution systems, however as recommended by the current Water/Sewer Comprehensive Plan, the City has recently begun directing more funding towards the rehabilitation of water and sewer related facilities. These projects will receive a total of \$60,321,000 in FY21. It is anticipated the City will not issue a Water Revenue Bond in FY21. Sanitary sewer projects will receive appropriations of \$28,021,000 in FY21. Funding continues to be fairly evenly distributed between citywide needs and specific treatment plant and lift station improvements. There will be \$4,813,000 appropriated for the replacement of concrete piping, reflecting the Tulsa Municipal Utility Authority’s (TMUA) dedication to replace a dedicated percent annually. Additionally, \$3,200,000 will be appropriated to rehabilitate sewer utilities citywide. Stormwater improvements consist of small neighborhood drainage projects and will receive \$5,000,000 in FY21 allocations. There will also be \$55,798,500 in allocations from the 2014 Sales Tax Fund as well as the 2017 Tulsa Vision Economic Development Fund. Lastly, Public Works, Transportation, and Infrastructure will receive \$89,345,000 in allocations from the sixth issue of the 2014 Improve Our Tulsa Bond Program as

well as another \$51,504,458 from the 2<sup>nd</sup> issue of the 2020 Improve Our Tulsa 2 General Obligation Bond Program. Of these dollars, Street and Expressways will receive the bulk of these appropriations for improvements including major street rehabilitation and road widening, bridge replacement and repair, and various traffic control projects. Additionally, \$2,140,000 will be allocated to address facility and roofing needs citywide. This includes \$850,000 to address infrastructure identified by the City's Americans With Disabilities Act (ADA) Self Evaluation.

### **Social and Economic Development**

The Mayor's Office of Economic Development will receive allocations of \$3,126,500 in FY21. One million and twenty-five thousand dollars of these funds will be directed towards infrastructure at Peoria Mohawk Business Park. The remaining \$2,101,500 will be appropriated to the Commercial Revitalization Project. This project is currently being utilized as a source to deploy emergency funds to the Mayor's Resilience and Recovery Fund which provides no-interest loans to Tulsa Small Businesses in response to the ongoing COVID-19 pandemic. The Tulsa Planning Office, operated under INCOG, will receive \$713,750 in FY21. Of these funds, \$268,750 will be allocated to the Rt 66 Revitalization project, while the remainder will begin design of the Charles Page Boulevard Plan.

### **Administrative and Support Services**

The Asset Management Department (AMD) will receive allocations of \$1,150,000 in FY21. This funding will be used to address site and facility repairs; including sidewalks, HVAC, plumbing and energy upgrades at various AMD sites. Lastly, \$1,450,000 will be allocated to the Mayor's Office to manage contracts related to the Public School Partnership project originated in the 2017 Tulsa Vision Economic Development Program.

### **Conclusion**

As noted above, this will be the final year of the Improve Our Tulsa capital program which will have then provided \$918,700,000 to address the City's street maintenance backlog, as well as the City's aging facilities infrastructure and departmental capital needs. Additionally, in FY16, voters approved the Tulsa Vision Economic Development program to address economic development needs across the City. This program will provide \$510,600,000 and received its first appropriations in late FY17 through the issuance of revenue bonds. Most recently, citizens have approved the authorization of the 2020 Improve Our Tulsa 2 program which will finance \$639,000,000 through a combination of sales taxes and general obligation Bonds. The City will continue to utilize loans and revenue bonds to finance water and wastewater treatment plant improvements to address plant maintenance backlogs. Under current policy, the majority of the enterprise capital needs will continue to be financed through user charges and revenue bonds, as these systems are self-supporting

### **IMPACT OF FY20 CAPITAL IMPROVEMENTS ON THE OPERATING BUDGETS**

The City of Tulsa's capital budget has a direct impact on the City's operating budget. Some improvements may reduce financial obligations on the General Fund by creating cost-saving opportunities. However, some improvements funded in the capital budget will increase the City's operating expenses. These obligations may include increased maintenance costs, janitorial services, utilities, and personnel. Therefore, as part of preparing the Capital Improvements Plan (CIP), estimates are submitted by sponsoring departments regarding future operating costs that these projects may incur. A listing of these projects is included in the Approved Capital Programs Summary in Section 6 of the Budget and Capital Plan.

The anticipated General Fund impact of recently completed capital projects is not expected to be extraordinary in FY21. However, it is possible this impact will grow in FY22 and beyond, with the completion of the Bus Rapid Transit (BRT) project, and forthcoming Animal Welfare expansion and Law Enforcement Records Management System projects. Annual personnel expenses to operate the first two expansions have been estimated at \$295,625. However, personnel expenses for the BRT have been somewhat subsidized through the establishment of the Street and Transportation Fund established in 2016. At this time, voters approved an ongoing permanent sales tax levy to aid in funding ongoing operational needs in regard to public and personal transportation. Conversely, the need for additional personnel following the expansion of the Animal Welfare facility, is still under review. Desired service levels and corresponding funding will be identified in the year to come.

Normally, funding would need to be identified for maintenance, materials, and supplies for the City's recently completed pool rehabilitations. However, in response to the ongoing COVID-19 situation, the Mayor has elected to shutter all pools for the summer of FY21 therefore postponing the need for operational funding for McClure and Lacy Pools. In an effort to minimize these operating impacts in the future (per the Park's current Master Plan), the City continues in its migration towards water parks in order to reduce costs in the operating budget over time as they are far less expensive to maintain than traditional pools as they age. Additionally, site improvements at Ben Hill Park are anticipated to require an additional \$40,000 for operating expenses. However, the City has begun lease agreement negotiations with a private organization; that they may use the facility and maintain the property on the City's behalf. Lastly, the Metropolitan Tulsa Transit Authority (MTTA) will be replacing several buses in FY21 as existing vehicles reach the end of their useful life. The annual operating impact for these replacements is \$42,000 and includes \$29,400 in utilities and fuel with \$12,600 anticipated for maintenance and materials. Overall, this impact should represent a net savings to MTTA as a result of these new CNG buses coming online and replacing the traditional diesel buses which are more expensive to operate and maintain.

Elsewhere, the City continues its focus on renovation and rehab of existing infrastructure, began in the 2005 Capital Improvement Bond Program and as evidenced by the 2020 Improve Our Tulsa Sales Tax Program. A large number of projects in these programs focused on the rehabilitation or repair of existing assets which often have little to no additional impact on the General Fund. New construction or expansion projects will continue to be minimal for the foreseeable future,

Finally, as in prior years, considerable funding from the voter-approved capital packages will be appropriated for the rehabilitation of streets and expressways throughout the City of Tulsa. In FY21, street improvements will receive \$173.1 million in capital allocations. As more arterial and non-arterial streets are improved, the annual maintenance costs on existing roads should lessen as the aggregate useful life of the street system rises across the city.

## CAPITAL BUDGET

### BY FUND

(amounts expressed in thousands)

FUND NAME	FY 22	FY 21	FY 20	FY 20 VS FY 21		FY 19
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	DIFFERENCE		
				AMOUNT	PERCENT	
<b>CAPITAL FUNDS</b>						
405 2014 Sales Tax Fund	\$ 0	\$ 73,688	\$ 82,927	\$ 9,324	12.5%	\$ 87,389
409 2020 Sales Tax Fund	34,850	0	0	0	N/A	0
4000 2016 Tulsa ED Vision Fund	68,442	38,757	23,975	14,782	-38.1%	39,360
5600 Stormwater Capital Projects	4,500	5,000	6,000	(1,000)	20.0%	5,600
7400 TMUA Water Capital Projects	21,297	27,300	34,635	(7,335)	26.9%	43,899
7500 TMUA Sewer Capital Projects	22,870	28,021	25,144	2,877	-10.3%	24,373
<b>Total Capital Funds</b>	<b>151,959</b>	<b>172,766</b>	<b>172,681</b>	<b>(20,807)</b>	<b>-12.0%</b>	<b>200,621</b>
Less:						
Transfers	69,828	37,485	32,040	32,343	86.3%	20,950
<b>CAPITAL BUDGET</b>	<b>\$ 82,131</b>	<b>\$ 135,281</b>	<b>\$ 140,641</b>	<b>\$ (5,360)</b>	<b>-3.8%</b>	<b>\$ 179,671</b>

## CAPITAL BUDGET

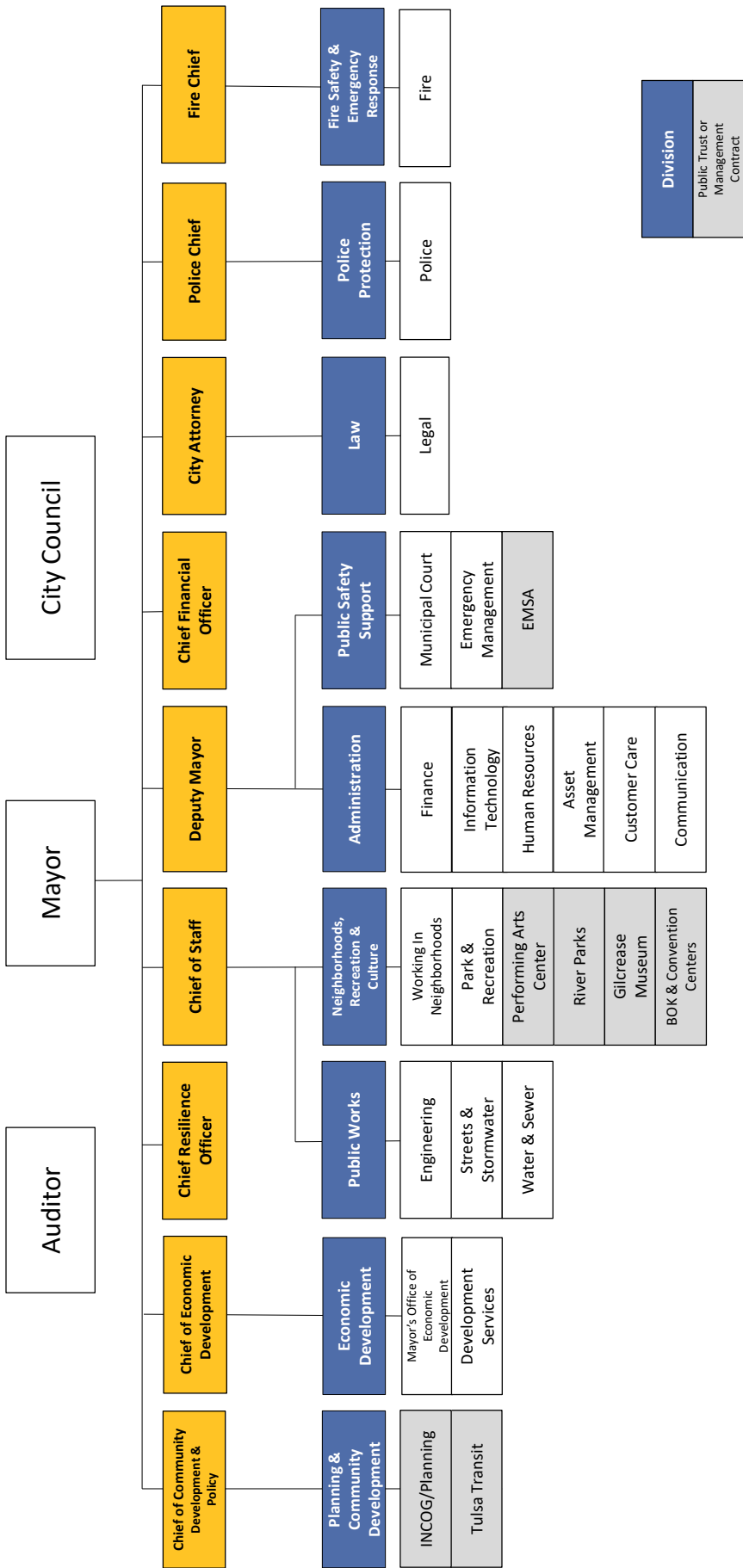
### BY DEPARTMENT

(amounts expressed in thousands)

DEPARTMENT	FY 22	FY 21	FY 20	FY 20 VS FY 21		FY 19
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	DIFFERENCE		
				AMOUNT	PERCENT	
Asset Management	\$ 200	\$ 1,150	\$ 525	\$ (6,541)	-54.3%	\$ 390
Information Technology	3,510	0	0	0	N/A	0
Police	0	0	0	0	N/A	1,302
Fire	1,000	2,100	5,500	(3,400)	161.9%	1,900
Engineering Services	69,283	110,743	125,256	(14,513)	13.1%	160,766
Streets And Stormwater	0	2,365	2,085	280	-11.8%	2,075
Water And Sewer	1,922	1,950	2,133	(183)	9.4%	2,200
Parks And Recreation	1,950	10,625	2,690	7,935	-74.7%	61
Performing Arts Center	0	0	0	0	N/A	500
Mayor's Office Of Economic Development	800	3,126	0	3,126	-100.0%	3,475
INCOG	266	714	500	214	-30.0%	20
Elected Officials - Mayor's Office	1,950	1,450	1,450	0	0.0%	1,400
MTTA	1,250	1,058	502	556	-52.6%	5,582
TRANSFERS TO OTHER FUNDS	69,828	37,485	32,040	5,445	-14.5%	20,950
<b>Total Capital Funds</b>	<b>151,959</b>	<b>172,766</b>	<b>172,681</b>	<b>(540)</b>	<b>-0.3%</b>	<b>200,621</b>
Less:						
Transfers	69,828	37,485	32,040	32,343	86.3%	20,950
<b>CAPITAL BUDGET</b>	<b>\$ 82,131</b>	<b>\$ 135,281</b>	<b>\$ 140,641</b>	<b>\$ (5,360)</b>	<b>-3.8%</b>	<b>\$ 179,671</b>



Citizens of Tulsa



**DEVELOPMENT OF THE FISCAL YEAR 2020-2021  
OPERATING AND CAPITAL BUDGET**

<b>September 2019</b>	Early September: Department Directors debriefing on FY21 Budget Process.
<b>September 2019</b>	Mid-September: City Council debriefing on Budget. General discussion of changes and /or improvements. Discuss with Council the timing of the FY21 Compendium of Needs process.
<b>October 2019</b>	The Finance Department Budget and Planning Division notifies all departments that new capital requests and any revisions to previous submissions are due in November. A list of non-funded capital requests is provided to ensure they are all reviewed and updated.
<b>November 2019</b>	Departments review previous capital requests to ensure all information is still current and prepares new capital requests.
<b>December 2019– February 2020</b>	Budget and Planning Division reviews all new capital requests. Projects are forwarded to the Indian Nations Council of Governments (INCOG) for review and comment and for presentation to the Tulsa Metropolitan Area Planning Commission (TMAPC).
<b>December 2019</b>	Budget and Planning Division distributes Budget Manual and other operating budget preparation material to departments. Meetings are held with departments' staff responsible for completing budget requests.
<b>January 2020</b>	Deadline for departments to submit operating budget requests and related supporting material.
<b>February 2020</b>	Proposed new capital projects are presented to TMAPC for review. TMAPC finds that the projects are in conformance with the City's comprehensive plan.
<b>February 2020</b>	Budget and Planning Division reviews budget requests and prepares summary reports. The Mayor and Management Team review the reports, preliminary revenue estimates and significant issues. Mayor briefs Council on Budget requests and preliminary revenue estimates.
<b>February - March 2020</b>	Budget and Planning Division, in close collaboration with departments, develops a proposed five-year capital improvements schedule - the first year of which will be the upcoming fiscal year's proposed capital budget.
<b>March - April 2020</b>	Mayor and Management Team are briefed on departments' requests. They make the policy decisions necessary to prepare a balanced budget for City Council consideration.
<b>March 2020</b>	Submit Energy, Security, and Vehicle Policies to City Council as required by Ordinance.
<b>April 22, 2020</b>	Mayor presents proposed Budget and CIP to City Council.
<b>May 2020</b>	City Council reviews proposed Budget and CIP. As part of the process, the City Council holds hearings, one official as required by State Law, and interviews the Mayor and various department directors, as part of the deliberations.
<b>June 17, 2020</b>	Adoption of Budget, Capital Improvements Plan, and approval of resolutions related to trusts and their debt.



## LONG RANGE FINANCIAL PLANNING

### FOR FISCAL YEARS 2021-2025

#### INTRODUCTION

This summary provides a general description of the long-range financial planning efforts associated with the City's General Fund and Enterprise Funds for Fiscal Years (FY) 2021 thru 2025 and includes each fund's original FY20 budget as adopted by the City Council and approved by the Mayor. The annual report is prepared to provide policy makers with the most current information needed to make judgments about the major financial policy issues facing the City of Tulsa. It is not a detailed line-item spending plan, service delivery plan, or budget for the next five years, but an examination of how issues will affect Tulsa's financial condition. It has been designed to meet the following objectives:

- provide the Mayor and City Council with information about potential financial changes;
- provide an updated financial base by which different financing options can be judged; and
- provide elected officials, the public and staff with information about the long-term impacts of current and anticipated financial policies; and
- examine risks and opportunities; and
- outline potential scenario's for growth, contraction and baseline to give a general picture of long-term trends; and
- Identify elected official budgetary goals and priorities.

As with any multi-year analysis, it is based on assumptions about the future. Of importance to a study of this type is the performance of the national and local economies, since tax revenues and demands for services are directly related to private economic activity. As assumptions become less reliable the further out in time they are applied, it is important this type of analysis be updated annually as new data are available and new issues arise.

It begins with a review of the projected economic indicators and assumptions. This is followed by sections about the General Fund, Economic Stabilization Reserve and enterprise funds.

#### *MAYOR AND CITY COUNCIL GOALS*

Annually in December, the Mayor and City Council convene an annual strategic planning and goal setting retreat. The City staff presents various policy and program initiatives scheduled for implementation and report on past identified shared goal progress. The last several years, the primary goals have been to increase the number of uniformed police officers, building cash reserves and to provide an annually satisfactory performance increase for the City's workforce. These three goals are still the top priorities for the next several years, but other areas are also high on the list. The City's General Fund resources will continue to be focused on achieving progress on the top three, but the other areas on list will receive attention and be prioritized based on resources and policy considerations. A partial list of the shared goals is shown below:

- a. Combat Homelessness
- b. Increase Transit Access to Jobs
- c. Improve Neighborhood Conditions
- d. Continue Work on Equity Indicators
- e. Economic Development and Commercial Revitalization
- f. Police Recruitment and Community Policing
- g. Employee Compensation
- h. Tourism and Destination Districts
- i. Cash Reserves

#### *LOCAL ECONOMY*

Economic indicators appear to be pointing to a stable 2020 Fiscal Year. Economic projections indicate that the 2021 Fiscal Year may experience contraction in economic growth along with increasing unemployment and interest rates. January 2019 projections from the Congressional Budget Office (CBO) show national unemployment increasing to 3.7% in 2020 and 4.2% in 2021. The outlook by noted industry experts tracks the CBO projections as many are forecasting a slowing in Global and U.S. Real GDP (below Mariner). Oklahoma Sales and Use Tax collections seem to be reflecting this projected slowing as the

rapid upward trend experienced in the 2018-19 period is starting to tail off (below Wilkerson). Historically, the Tulsa MSA trends along, but remain below, the national unemployment rate.

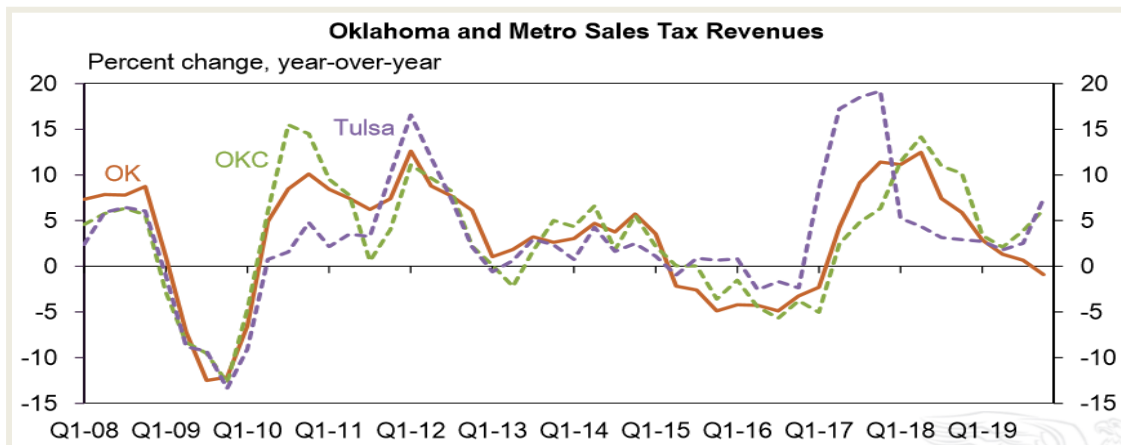
All labor figures are currently at historic highs. The area monthly average labor force grew 1.7% over 2017, gaining 8,200 new participants in 2018. The Labor Force growth in 2017 was 0.4%. Wage and Salary Employment (Total Non-farm Employees) witnessed another year of growth, with an increase of 2.5% in the 2018 average, equating to approximately 11,300 new jobs. Unemployment decreased throughout 2018, ending the year at 3.6% the average unemployment for the Tulsa MSA was 3.6%. The average population growth has been approximately 1% every year in Tulsa County and approximately 0.85% in the Tulsa MSA from 2007-2017. The average weekly earnings of all Private Employees increased by 4.4% from December 2017 to December 2018.

Air passengers and freight have performed well during 2018, but Port Freight has been down. Airport Passenger Enplanements grew by 3.8% in 2017 and has shown steady performance in 2018. After a below average performance in 2017, airport outbound freight grew 51% in 2018. Barge Freight at the Tulsa Port of Catoosa grew 13% in 2017 but decreased by 18% in 2018.

Tulsa has witnessed a resurgence in both Residential and Commercial Construction in 2018. The value of Commercial Construction in 2018 was \$340.1 million, representing a 146% increase from 2017. The number of Residential Units (single and multi-family) increased by 892 units, representing a 27% increase.

2020 ECONOMIC OUTLOOK REAL GDP GROWTH			
	2018	2019 (forecast)	2020 (forecast)
Global	3.6%	2.9%	2.7%
Developed	2.2%	1.6%	1.0%
U.S.	2.9%	2.1%	1.5%

Source: William B. Greiner, CFA – Mariner



Source: Chad Wilkerson – Federal Reserve Bank of Kansas City

## **GENERAL FUND**

### **FY 2021 PROJECTIONS**

FY20 GF revenues are projected to be \$287.1 million. This is 0.3 percent more than the FY19 Original Budget and is largely due to growth in online sales tax collections. The GF will benefit from an increase in Fee in lieu of tax revenues that reflect utility rate increases of 1% Water, 9% Sewer, and 9% Stormwater rate in FY20.

Budgeted expenditures in FY20 will use undesignated FY19 fund balance of \$2.3 million for non-recurring items. Expenditures largely reflect the FY20 Plan developed with the FY19 Adopted Budget. The primary exception is management's desire to address compensation issues. The FY20 budget includes compensation increases for all pay groups. All compensation changes will be effective January 2020.

Staff conducted planning sessions in the fall of 2019 anticipating there would be a softening in the economy. The sales tax projections in FY21 and the forward looking years were flattened. Total revenue in FY21 is projected at \$305.8 million. The large increase in projected revenue over the 2021-2025 period is the result of the inclusion of revenue derived from Direct Cost Allocation (DCA) to the City's enterprise funds. The change is largely neutral as the revenue derived from the DCA is equal to the expenditures and is largely an accounting accommodation. Over the last couple of years, the City of Tulsa has benefited from the efforts of the Oklahoma Tax Commission to capture online internet sales which has resulted in substantial growth in the City's Use Tax. Moderate growth in the use tax is expected to continue.

As part of a broader strategy to discuss elected official goals during budget planning for FY 2021, staff also undertook scenario planning to discuss both risks and opportunities that may exist in pursuit of identified goals. The staff utilized Government Finance Officers Association (GFOA) guidance in constructing scenarios, risk planning and consulted peer local governments in risk and long-range financial planning methods. The scenarios were built around the City's General Fund as that is where the City has experienced the greatest volatility and has historically represented the greatest risk. Three basic scenarios were constructed and presented to the City Council. A baseline status quo scenario, a moderate contraction scenario and an economic growth scenario were constructed and presented. A brief synopsis of each follows.

#### ***BASELINE SCENARIO***

The Baseline Scenario was based on taking plan year FY 2021 revenue and applying projected Tulsa MSA Gross Metro Product (GMP) growth for the forwarding looking five years. The annual growth between FY 2021 thru 2025 rates are projected to be between 2.2% and 2.8% (Moody's Economy.com). Under the Baseline Scenario, expenditures were only forecast to grow by 2% to cover estimated cost increases in materials and supplies.

#### ***GROWTH SCENARIO***

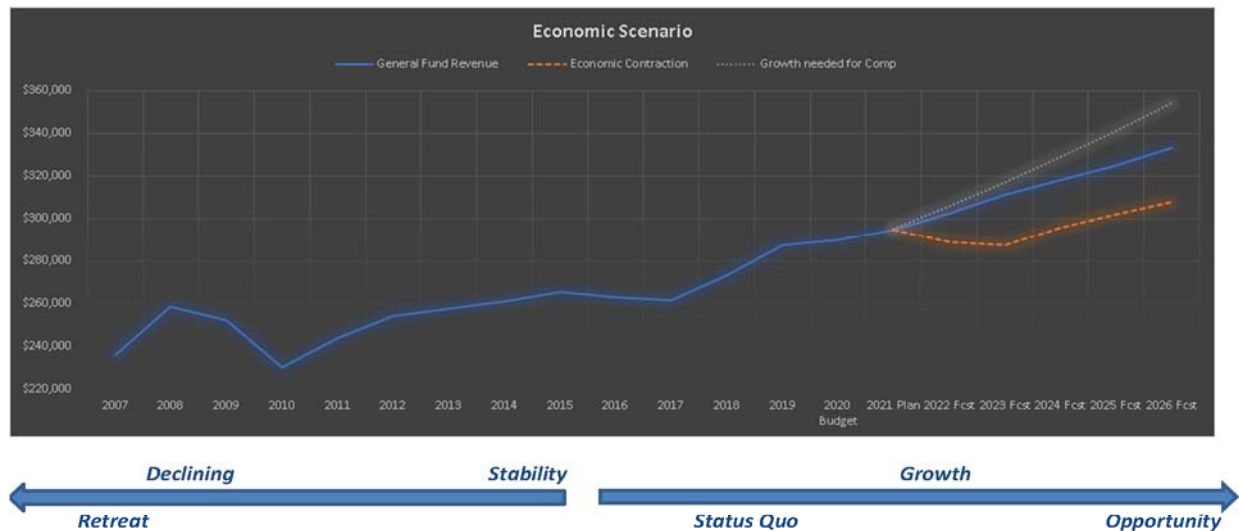
The Growth Scenario was based on taking the projected Baseline Scenario and applying the needed economic growth to achieved identified shared goals, primarily compensation. On the expenditure side of the equation, staff is assuming compensation expenditure growth of 3% which may include health insurance cost increases, wage and salary increases and a 2.5% increase in materials and supplies. So, it was stressed that to achieve these goals, the City will need to achieve above trend Metro GMP growth or identify cost saving and revenue enhancements. The City is considering a self insurance initiative which is forecast to generate considerable long run cost savings. Additionally, the City will continue to pursue

public private partnerships where feasible and support local philanthropic efforts at attracting new residents to Tulsa. Projected General Fund Revenue and Expenditures for FY 2021 thru FY 2025 are shown in the charts on the following pages.

***MODERATE CONTRACTION SCENARIO***

To assist with educating the public, staff and elected officials about the mechanics of the City’s finances, staff also constructed a Moderate Contraction Scenario to help illustrate slowing growth as forecast by the leading economic experts and forecasting firms. This scenario is based on the slight contraction the City experienced in the 2016 to 2017 period. The City of Tulsa much in line with the State of Oklahoma has a diverse economy, but there is still a sizeable portion of the local economy based on mining. Disruption in energy markets does have a measurable impact in Tulsa. Oil fell below \$30 a barrel and the City’s General Fund revenues decreased by approximately \$4.0 million over this period. This moderate decline was cushioned by \$7.0 million in unassigned fund balance that was used to offset one-time costs over this period.

**Long Term Financial Planning**



**Risks**

1. Recession
2. Natural Disaster

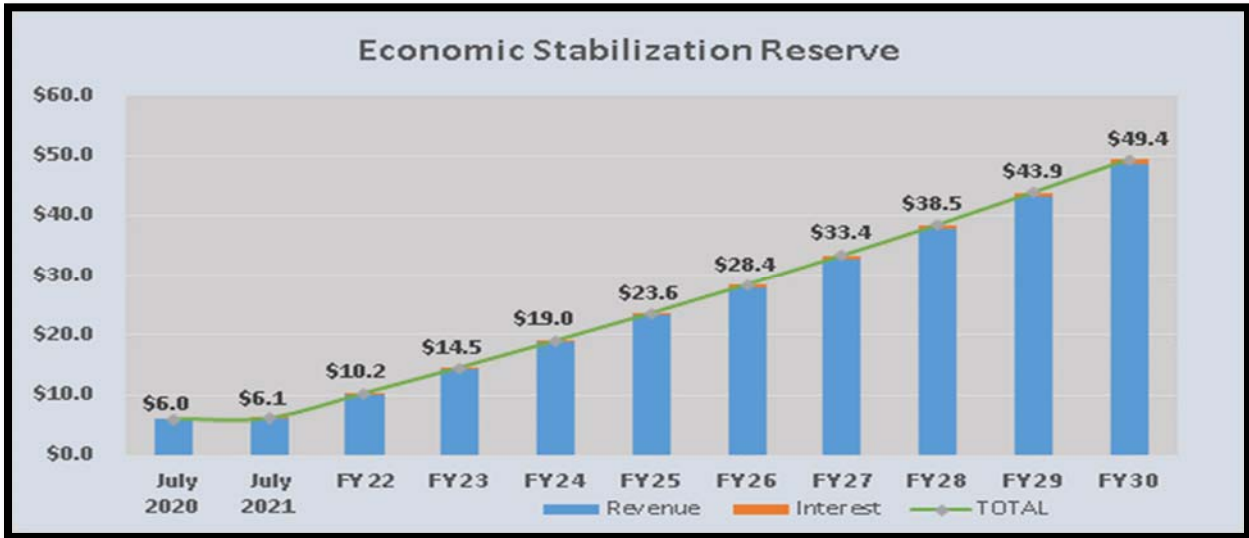
**Opportunities**

1. Tulsa Remote
2. Targeted Incentives
3. Public Private Partnerships

***ECONOMIC STABILIZATION RESERVE***

Coming out of the last recession from 2009 thru 2011, the City’s revenues recovered sharply in 2012 and the City found itself with a sizeable unassigned fund balance, approximately \$12.0 million dollars. The City chose to fund a number of one-time items around initiatives to improved efficiency, such as a timekeeping system but also chose to establish a permanent economic stabilization reserve and deposit \$2.0 million into it to offset future General Fund reductions as a result of negative economic events. From 2012 thru 2019 no additional contributions were made to the reserve. However, as part of the FY 2020 Budget an additional \$4.0 million was contributed to the reserve to bring it up to \$6.0 million. In November of 2019 as part of the reauthorization of a capital improvement sales tax, the City added a permanent sales tax to fund the reserve to the ballot for consideration by the Tulsa voters. The tax is 0.05% and was overwhelming approved by the voters. This is a historic step toward insuring the City has the resources to

weather potential economic calamities. The tax will generate approximately \$4.0 million a year. The 10 year projection is illustrated in the chart below.



**Assumptions:**

- 2% economic growth (no contraction) per annum
- Attributed interest to accumulated reserves at current rate of 1.84%
- Revenues start July 1, 2021
- No withdrawals needed
- Create separate fund and deposit \$6M into Economic Stabilization Fund (July 2020)

**Of Note:**

- 30% threshold cap not expected to hit until after 2042
- FY09 to FY10 (\$11.4M shortfall); FY10 to FY 11 (\$11.6M shortfall) = **Total \$23M in budget cuts**

**ENTERPRISE FUNDS**

**SOLID WASTE**

The City's volume-based refuse collection system has now been in effect for six years. It is modeled after other utilities such as water, electricity, or gas; in that the more that is used, the more one pays. Recycling disposal is also provided, though not mandatory. There are no anticipated rate increases for FY20 through FY24.

**WATER**

The Tulsa Metropolitan Utility Authority (TMUA) contracted with the Infrastructure Management Group (IMG) Team in 2012 to complete a new comprehensive assessment of the City's water and sewer system. The 2012 Comprehensive Water System Study (CWSS) reviewed and built on the previous comprehensive plans prepared in 2001 and updated in 2008. The study reviewed the current operation and capital needs of the water system and made recommendations for future short-term and long-term capital improvements. TMUA first utilized the asset optimization program in FY16 to better align investments with asset failure cycles. Going forward, TMUA will continue to employ this methodology on all capital plans. Current projections recommend annual 1 percent rate increases in FY's 20 through 24.

## **SEWER**

The Tulsa Metropolitan Utility Authority (TMUA) contracted with the Infrastructure Management Group (IMG) Team in 2012 to complete a new comprehensive assessment of the City's water and sewer system. The 2012 Comprehensive Water System Study (CWSS) reviewed and built on the previous comprehensive plans prepared in 2001 and updated in 2008. The study reviewed the current operation and capital needs of the wastewater system, in addition to addressing consent and administrative orders received by the Environmental Protection Agency and the Oklahoma Department of Environmental Quality. The updated CWSS makes recommendations for future short-term and long-term capital improvements. TMUA first utilized the asset optimization program in FY16 to better align investments with asset failure cycles. Going forward, TMUA will continue to employ this methodology on all capital plans. Current projections recommend annual rate increases of 9 percent for FY20, 8 percent for FY21 and FY22, 7% for FY23, and 5% for FY24.

## **STORMWATER**

The Stormwater Drainage and Hazard Mitigation Advisory Board initiated a Stormwater Utility Enterprise Initiative (SUEI). The initiative is an asset management and strategic planning study. The study is not complete. However, identifying the operational needs was established as a priority. The operational needs are identified over the next 5-year period and incorporated in the rate model. The field assessments of the stormwater infrastructure are in process. Assumptions have been made for annual needs for FY22 -FY24. As the assessments are completed, the actual dollars required will be input in the rate model. The estimated needs have been incorporated in the rate model. The current rate model recommends a 9% rate increase for FY20, 9.5% for FY21 and FY22, and 9 percent for FY23 and FY24.

**CITY OF TULSA FISCAL YEARS 2019 - 2025 LONG RANGE FINANCIAL PLAN**

Actual Operating Results for FY 2019, Original Budget for FY 2020, Planned Budgets for FY 2021,  
and Forecasted Budgets for FY 2022-2025 (000s)  
as of November 2019

	Actual	Original	Planned	Forecast	Forecast	Forecast	Forecast
	2019	Budget	2021	2022	2023	2024	2025
		2020					
<b>General Fund</b>							
Revenue	\$289,585	\$289,766	\$305,783	\$315,883	\$324,728	\$331,872	\$340,169
Expenditures	\$274,458	\$292,032	\$315,062	\$318,385	\$326,429	\$332,452	\$338,596
Revenue and Expenditures*	\$15,127	\$(2,266)	\$(9,279)	\$(2,502)	\$(1,701)	\$(581)	\$1,572
<b>Water Fund</b>							
Revenue	\$124,219	\$126,819	\$127,502	\$128,192	\$128,883	\$129,579	
Expenditures	\$124,619	\$129,352	\$133,491	\$129,411	\$128,868	\$127,344	
Revenue and Expenditures	\$(400)	\$(2,533)	\$(5,989)	\$(1,219)	\$15	\$2,235	
<b>Sewer Fund</b>							
Revenue	\$117,750	\$120,371	\$128,940	\$137,757	\$146,299	\$153,037	
Expenditures	\$107,721	\$124,818	\$128,563	\$137,348	\$145,760	\$152,788	
Revenue and Expenditures	\$10,029	\$(4,447)	\$377	\$409	\$539	\$249	
<b>Stormwater Fund</b>							
Revenue	\$32,958	\$35,385	\$38,789	\$42,903	\$46,726	\$49,504	
Expenditures	\$27,853	\$37,316	\$30,035	\$43,408	\$46,322	\$49,806	
Revenue and Expenditures	\$5,105	\$(1,931)	\$8,754	\$(505)	\$404	\$(302)	
<b>TARE</b>							
Revenue	\$27,431	\$27,224	\$27,249	\$27,249	\$27,249	\$28,596	
Expenditures	\$25,138	\$27,123	\$27,451	\$27,996	\$28,561	\$29,222	
Revenue and Expenditures	\$2,293	\$101	\$(202)	\$(747)	\$(1,312)	\$(626)	

\*In negative years, the General Fund will use fund balance for non-recurring items.

\*~\$30M in Direct Cost Allocation is now included in GF Revenue and Expenditures for 2021 and beyond.

# CITY OF TULSA 2020 – 2021 BUDGET COMMUNITY PROFILE

## GREATER TULSA

Tulsa's first "town council" meeting in 1836, under an oak tree which still stands on a hill near the downtown area, was presided over by Archie Yahola, a full-blooded Creek Indian and chief of the Tulsa Lochapolas. The name Tulsa was derived from "tallasi", a contraction of the Creek "Tallahassee" or "Tallahassee", meaning "old town".

The town's initial growth came as a center for ranchers, farmers, and traders. When the post office was established in 1879, the name Tulsa became official. Cattle ranching became a major business in the area and led to the extension of the Frisco Railroad into the city in 1882.

Tulsa was incorporated as a municipality on January 8, 1898. With the discovery of oil in nearby Red Fork in 1901, the city grew quickly, reaching a population of 7,298 by the time of Oklahoma statehood in 1907. By 1920, the population had reached 72,075 and Tulsa soon earned the title, "Oil Capital of the World".

Although oil-related businesses remain an important part of the city's economy, Tulsa has developed a widely diversified business base which includes nationally prominent companies in; aviation and aerospace, telecommunications, data processing, manufacturing, and distribution. The community's employment base is diverse and balanced among several job sectors including; manufacturing, construction, services, high technology, health care, education, and transportation.

Today, Tulsa has grown to become a thriving community with a well-earned reputation as simply a great place to live. The original Council Oak tree spreads its branches overlooking a city park against a backdrop of high-rise buildings and expressways. It is reminder that, while the city has branched out in many directions, its roots have remained strong.

## A BEAUTIFUL SITE

Tulsa is in the northeastern quadrant of Oklahoma which is often called "green country" due to its wooded terrain in the rolling Ozark foothills. The city, which lies at an elevation of 700 feet above sea level, has a temperate climate. The average daily temperature is 61 degrees, the average rainfall is approximately 40 inches, and the city experiences continually changing conditions throughout all four seasons.

## EDUCATION

The Tulsa Public School district, the second largest school district in Oklahoma, provides traditional educational settings and curricula as well as magnet and special emphasis schools that offer instruction in subjects such as languages, international studies, and health care. Tulsa Technology Center, with seven campuses, also plays a key role in the city's public secondary education portfolio. Several excellent private schools are also available for students at both the primary and secondary levels.

In the arena of higher education, Tulsa offers a variety of options from community college and vocational studies to undergraduate, graduate, and professional degree programs at both public and private universities. These institutions include; Tulsa Community College, Oral Roberts University, University of Oklahoma, Langston University, University of Tulsa, Oklahoma State University, Spartan School of Aeronautics, Northeastern State University, OSU Center for Health Sciences and the OU Health Sciences Center. As of the 2020 Spring Semester, 35,952 students were enrolled in institutions of higher learning.





## BUSINESS AND INDUSTRY

Tulsa has undergone a gradual metamorphosis from a cow town/rail center, to oil and gas capital, to a multi-faceted cosmopolitan business environment with international connections. Having survived the economic roller coaster of oil booms and busts, the city now enjoys a diversified business base that includes employers in; health care, aerospace, telecommunications, data processing, higher education, aircraft maintenance, manufacturing, and professional services. Tulsa is home to regional headquarters for several Fortune 500 companies.

As noted in the Executive Summary, wage and salary employment growth is often positively related to sales tax revenues; the largest source of revenue for the city. The health of regional companies is vital to city services.

Leading employers in the metro area include; AAON, Alorica, American Airlines, AT&T/DIRECTV, Baker Hughes, Bank of Oklahoma, BC/BS of Oklahoma, Broken Arrow Public Schools, CenturyLink, Cherokee Hard Rock Hotel and Casino, Enterprise Holdings, City Of Tulsa, Hillcrest Healthcare System, IC of Oklahoma, Jenks Public Schools, Lowe's Home Centers, Macy's Fulfillment Center, NORDAM Group, ONEOK, OSU Medical Center, OU Tulsa, Owasso Public Schools, Public Service Company of Oklahoma, QuikTrip Corp, Reasor's Foods, River Spirit Casino & Resort, Saint Francis Healthcare System, St. John Medical Center, Spirit AeroSystems, Target Stores, Tulsa County, Tulsa Community College, Tulsa Public Schools, US Postal Service, Union Public Schools, University of Tulsa, Verizon, Wal-Mart Stores/ Sam's Club, Whirlpool Corporation, and Williams Companies.

## SHIPPING

Tulsa offers a wide range of shipping options including rail, water, highway, and air. One unique attribute is Tulsa's Port of Catoosa, created by the completion of the McClellan-Kerr Arkansas River Navigation System. The Port of Catoosa is the westernmost port on the Inland Waterway System. Another important contributor to economic growth in Tulsa and northeast Oklahoma is the Tulsa International Airport.

## PUBLIC TRANSPORTATION

The City of Tulsa provides safe and well-designed streets and expressways throughout the city. The Metropolitan Tulsa Transit Authority, which constructed a new downtown terminal in 1998 and more recently a new midtown station, serves passengers throughout the metropolitan area with efficient and low-cost transportation. In the fall of 2019, MTTA launched a new rapid transit system designed to more quickly move people in the corridor that has the largest volume of movement and made some updates to other routes that will significantly improve transit times throughout the City.

### 1,000+ EMPLOYERS IN THE TULSA AREA

AAON	OU Tulsa
Alorica	Owasso Public Schools
American Airlines, Inc.	Public Service Co. of OK
ATT&T/DIRECTTV	QuikTrip Corp
Baker Hughes	Reasor's Food
Bank of Oklahoma	River Spirit/Maragritaville
Blue Cross/Blue Shield	Casino and Resort
Broken Arrow Public School	Saint Francis Health ss
CenturyLink	Spirit Aero Systems
Cherokee Hard Rock Hotel	St. John Health System
And Casino	Tulsa Community College
City of Tulsa	Tulsa Public Schools
Enterprise Holdings	Tulsa, County of
Hillcrest Healthcare Sys.	Union Public Schools
IC of Oklahoma	U.S. Postal Service
Jenks Public Schools	University of Tulsa
Lowe's Home Centers	Verizon Business
Macy's Fulfillment Center	WalMart/Sam's Club
NORDAM Group	Whirlpool Corp
ONEOK	
OSU Medical Center	

Source: Tulsa Chamber

### INSTITUTION OF HIGHER LEARNING

	Fall '19 Enrollment	Spring '20 Enrollment
Langston, Tulsa Campus	2,542	2,192
NSU, Broken Arrow	7,517	6,874
ORU	3,611	3,470
OSU, Center for Health Sciences	1,115	1,162
OSU, Tulsa	2,287	1,956
OU, Tulsa, Health Sciences Center	1,336	1,298
TCC	16,283	14,894
University of Tulsa	4,380	4,106

\*Includes students enrolled in non-credit courses.  
Source: Individual Institutions

## HEALTHCARE

Tulsa has a long history of outstanding health care provided by nationally recognized medical facilities. The city is home to two medical schools that offer not only state-of-the-art techniques and knowledge but also attract outstanding medical students and physicians. Beyond providing leading edge health care, the Tulsa medical community is also a major employer.

## UTILITIES

Through a combination of public and private enterprises, Tulsa offers first-rate utility services. The City of Tulsa maintains an aggressive capital program to improve and maintain its facilities. Natural gas in Tulsa is provided for most residents by Oklahoma Natural Gas, and the primary provider of electricity is AEP PSO. Local telephone service is provided by 15 different providers.

## NEIGHBORHOODS

Tulsa's unique charm and character comes from the many different neighborhood communities which make up the metroplex. In a time when many cities are dominated by tract housing projects, Tulsans appreciate the diversity. Outlying communities include Bixby, Broken Arrow, Catoosa, Jenks, Glenpool, Owasso, Sand Springs, Sapulpa, and Skiatook.

Importantly, Tulsa is experiencing growth in all directions. This growth is due in part to the high quality of affordability of housing, along with low interest rates for home loans. The National Association of Home Builders recently reported that nearly 75 percent of homes in Tulsa are considered affordable for the area's median income. In addition to current growth through new construction, Tulsa is committed to redevelopment of older neighborhoods to enhance both livability and property values.



## GOVERNMENT

From 1909 to 1990, Tulsa was governed by a commission form of government. In 1990, the government changed to a mayor-council form under a voter-approved amended Charter. The Mayor, elected every four years, serves as the chief executive of the City and is responsible for preparing and submitting annual budgets to the City Council. The Council consists of nine members, elected every two years by geographic districts, and serves as the legislative branch under the direction of a chairman. The City Auditor, also elected biennially, and the Mayor are the only two officials elected at large by the citizens of the city.

## SERVICE INFORMATION AND STATISTICS

Below are several statistics related to services provided by the City; Information and statistics on police and fire protection, streets and expressways, water, sewer, flood control, and solid water service systems are included. Parks, library, and public transit information is listed as well. Except where otherwise noted, information is for the calendar year 2016.

## POLICE PROTECTION

Stations:           Headquarters  
                          Three uniformed divisions  
                          Three support divisions  
                          The Police Academy  
                          Forensic Lab  
                          911 Call Center

Traffic Accidents: 13,086  
Citations: 68,645  
                          (criminal, traffic and parking)  
Total Calls for Police Service: 373,973  
Employees:       Sworn - 839  
                          Non-Sworn—191



### FIRE PROTECTION

Stations – 30  
 Employees: Sworn – 697  
                   Non-Sworn – 17  
 Fire Calls – 1,984  
 False Alarms – 13,615  
 Emergency Medical Calls – 42,199  
 Total Responses – 58,868  
   Average Response Time – less than 6  
     minutes, 86.7% of the time  
 Fire Investigations – 441  
 Fire Hydrants – 17,010

### STREETS AND EXPRESSWAYS

Expressways – 478 lane miles  
 Arterial Streets – 1,304 lane miles  
 Residential Streets – 3,092 lane miles  
 Central Business District – 90 lane miles  
 Signalized Intersections – 538

### WATER SYSTEM

Connections – 158,531 (January 2020)  
 Average Daily Consumption – 84.01 MGD\*  
 Treatment Capacity – 210 MGD\*  
 Water Lines – 2,620.5 miles  
   \*Million gallons per day

### SEWER SYSTEM

Plants serving four major drainage basins  
 Nominal Treatment Capacity for all four plants  
   – 104.6 MGD (including LBC 4.0)  
 FY 19 Average daily Flow – 63.6 MGD

### FLOOD CONTROL

Detention Facilities – 121  
 Improved Channels Maintained: (miles)  
   32.49 concrete  
   31.62 grass-lined

### SOLID WASTE

As of January 2018  
 Customers Served:  
   Commercial – 8,939  
   Residential – 118,179  
 Collections Disposed at (in tons):  
   Covanta's WBH Facility – 100,000  
   Landfills – 3,464.17  
   Recycled – 20,206

### MUNICIPAL PARKS

Parks – 135  
 Specialty Centers – 2  
 Largest – Mohawk (3,490 acres)  
 Playgrounds – 94  
 Sports Fields – 212  
 Tennis Courts – 34  
 Swimming Pools – 5  
 Water Playgrounds – 47  
 18-Hole Golf Courses – 4  
 Skate Parks – 2  
 The Tulsa Zoo – 1  
 Picnic Shelters – 79  
 Community Centers – 6

### LIBRARY

Locations – 24  
 Bookmobile – 3  
   Imagination Station  
   Reading Roadshow  
   Bookmobile  
 Outreach Services  
 Adult Literacy Classes

### PUBLIC TRANSIT

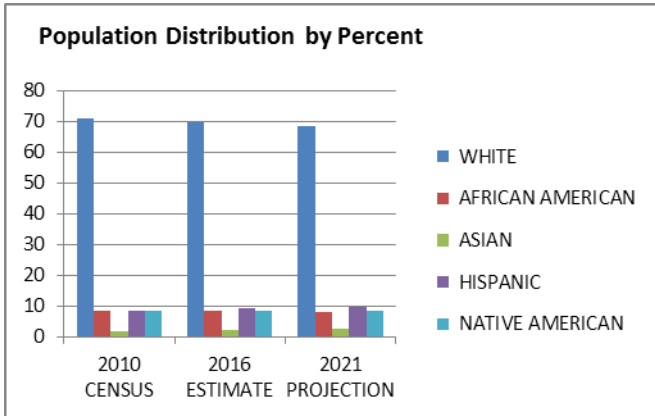
Routes - 30  
 Transit buses – 72  
 Lift Program Vans – 40

BOK

Center



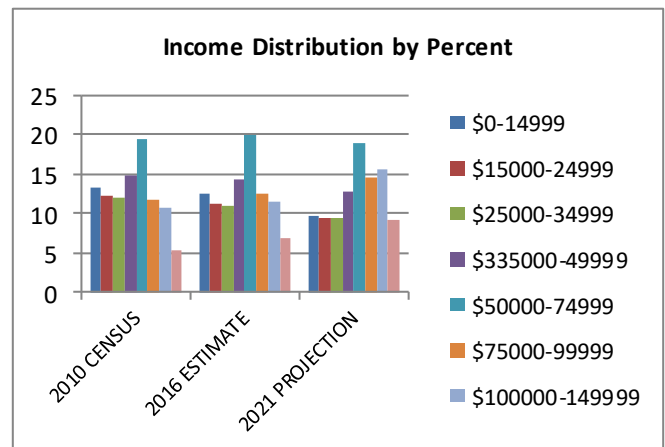
## A Few More Nuggets of Knowledge



Home price (4BR, 2BTH, 2400 sf) - \$231,827  
 Apartment rent (950 sf, 2BR, 2BTH) - \$675  
 Doctor visit - \$169.54  
 Dentist visit - \$79.76  
 Monthly residential energy costs - \$145.87

### 2017 Tulsa MSA estimate of median base salaries (limited list)

Position	Salary \$
Accountant	61,316
Administrative Assistant	37,742
Computer Programmer	70,855
Chemical Engineer	87,943
Electrical Engineer	85,094
Executive Secretary	47,163
Heavy Truck Driver	42,235
Janitor	25,099
Personnel Analyst	61,260
Systems Analyst	72,482
Welder	43,024



### Some Local Museums

- Alexandre Hogue Gallery
- Gilcrease Museum
- Philbrook Museum of Art
- Tulsa Air and Space Museum
- Tulsa Children's Museum
- Woodie Guthrie Museum

### Some Entertainment

- BOK Center
- Tulsa Performing Arts Center
  - Tulsa Ballet, Tulsa Opera, Tulsa Theater
- Brady Theater
- Expo Square Events
- Tulsa Zoo & Mohawk Park
- The Gathering Place

### Local Festivals

- Mayfest
- Oktoberfest
- BOK Winterfest
- Center of the Universe Music Festival
- Tulsa State Fair

### We have sports

- Tulsa Drillers Baseball
- Tulsa Oilers Hockey
- Fair Meadows Horse Racing
- Tulsa Roughnecks USL Pro Soccer
- Annual Tulsa Run

Information retrieved from the Tulsa Metro Chamber.

**City of Tulsa**  
**CORPORATE BOUNDARIES**  
 with  
**COUNCIL DISTRICTS**

