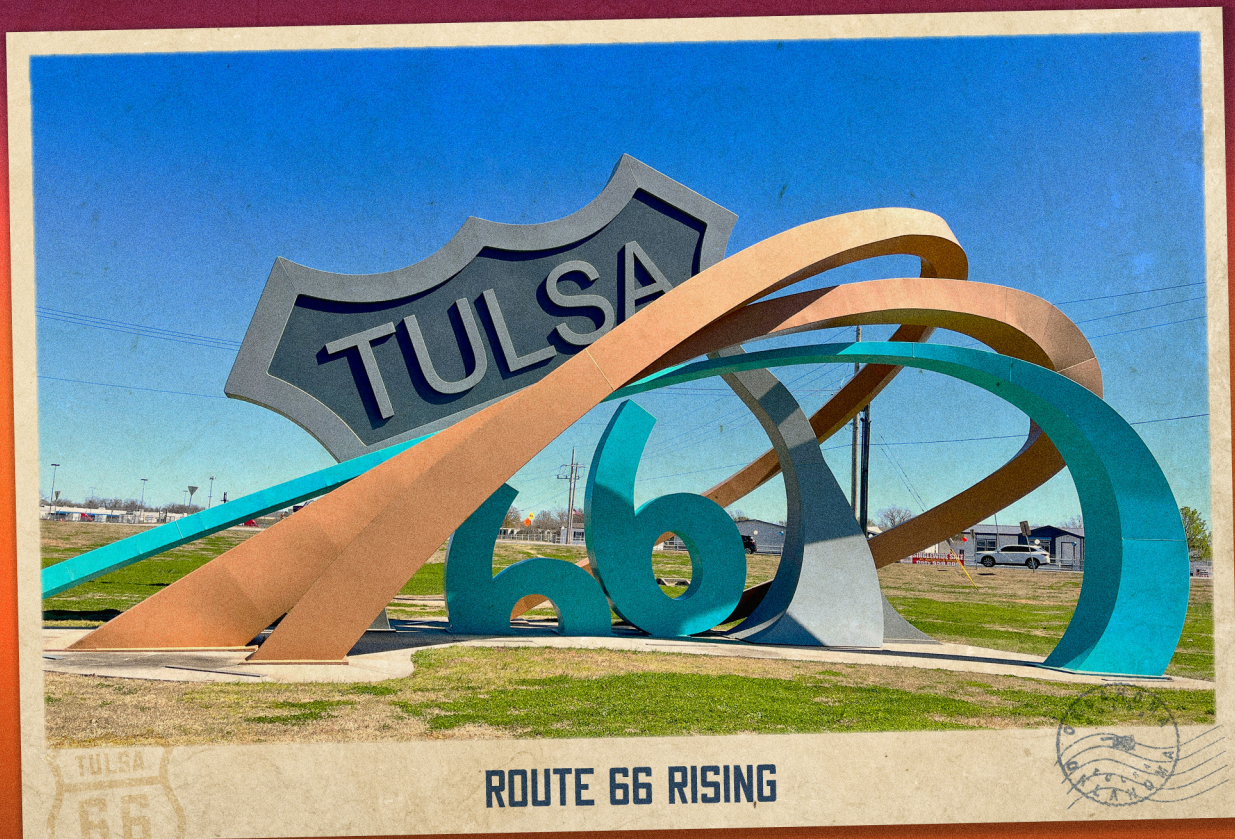


SECTION 2

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 ordinance adopted by the City Council.

City of Tulsa 2026 - 2027
Budget and Capital Plan
EXECUTIVE SUMMARY

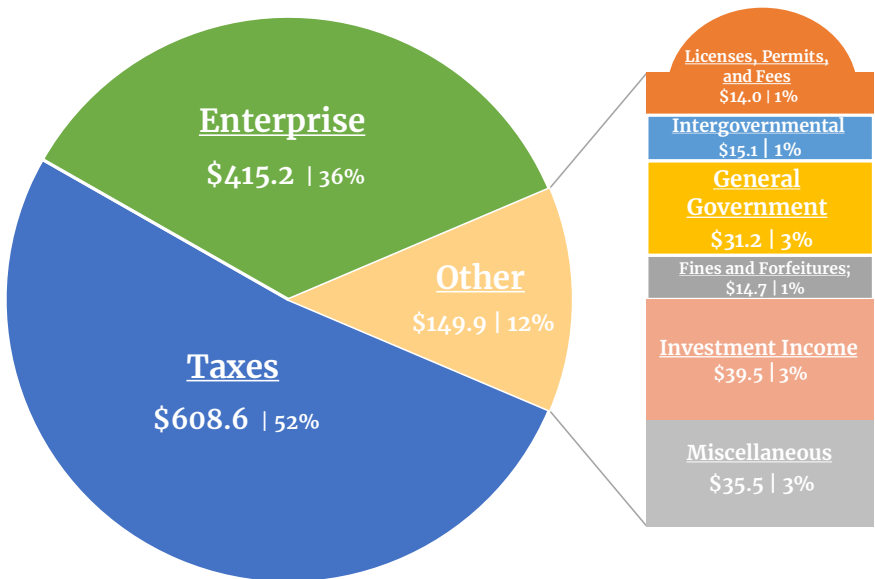
The FY27 total budget is \$1,228,132,000 – an 11.1 percent increase from the original FY26 Adopted Budget. The operating budget is \$1,025,364,000 and the Capital Improvements budget totals \$202,768,000. The operating budget is increasing by 8.1 percent and the capital budget is increasing 28.8 percent from FY26. FY27 revenue projections total \$1,173,637,000 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 36 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 8 percent of the budget, Social and Economic Development programs make up 5 percent, and Administration 15 percent. Transfers and Debt service are 10 percent of the budget. (Figure 2: *Excludes Internal Service Funds; **Excludes Internal Transfers)

MAJOR REVENUE CATEGORIES

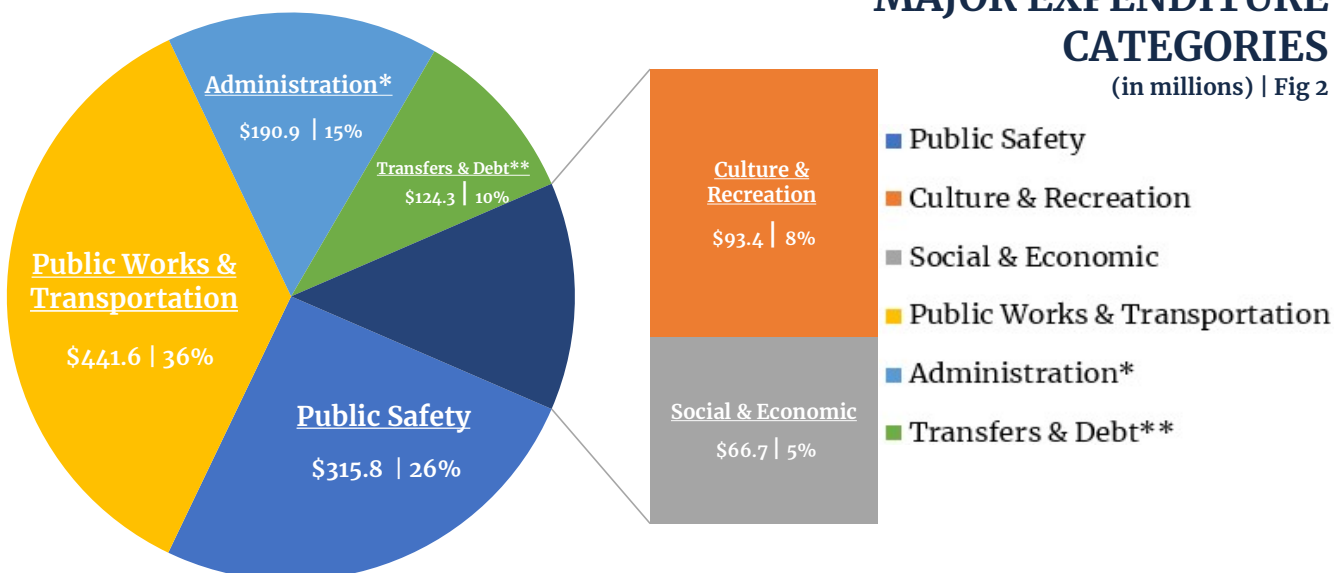
(in millions) | Fig 1

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



MAJOR EXPENDITURE CATEGORIES

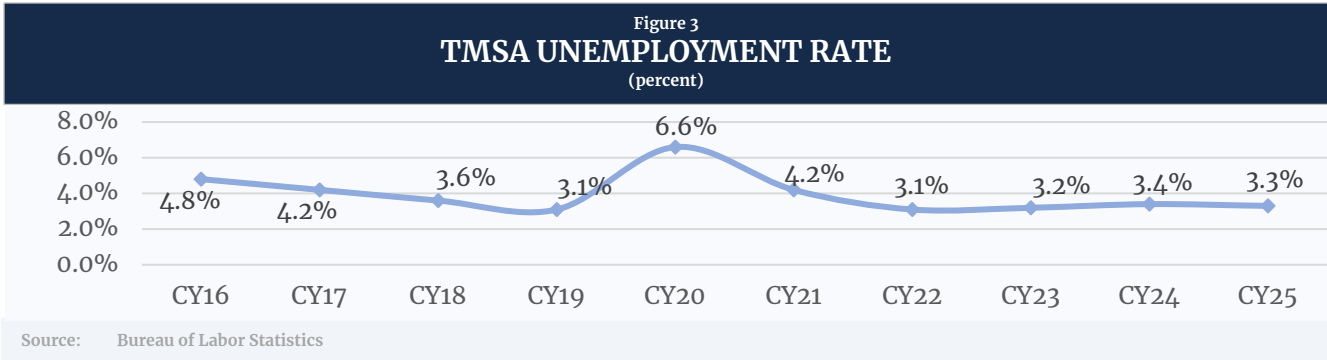
(in millions) | Fig 2



ECONOMIC CONDITION

Economic projections indicate that we probably will experience low to moderate growth during 2026 and 2027. Unemployment may continue to rise a bit as tighter credit conditions potentially impact growth sectors in the economy. Interest rates are likely to continue to fall as inflation stays between 2–3%. Historically, the Tulsa MSA trends with, but remains below the national unemployment rate. The cyclical nature of Energy and Manufacturing, Tulsa’s main economic drivers, probably will keep the metro area trending below the national average in the near future.

The area’s monthly average labor force increased by a decent margin from 2024, gaining almost 15,000 participants in 2025. Wage and Salary employment (total non–farm employees) rose by 1.4 percent in 2025 on average, equating to approximately 6,000 jobs. For comparison, it rose by 1.8% in 2024. Unemployment remained between 3.0 and 3.7 percent from 2024 throughout much of the year. The average unemployment rate for 2025 for the Tulsa MSA ended at 3.3 percent, slightly lower than the previous year.

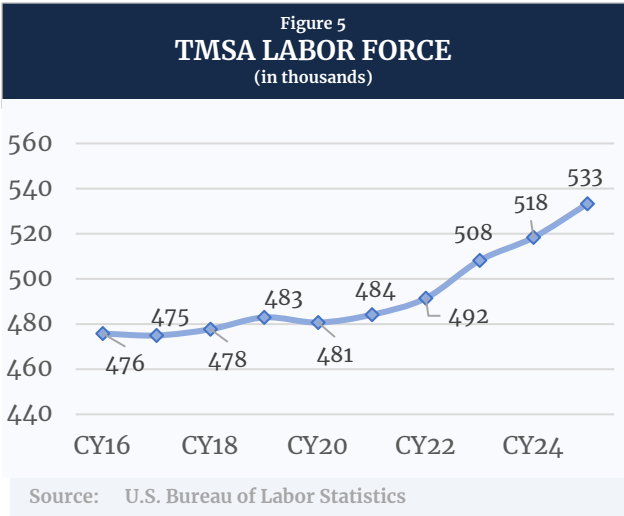
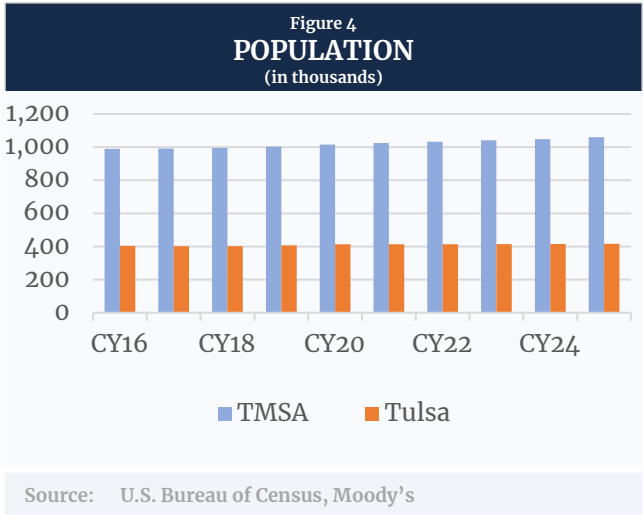


POPULATION

The Tulsa Metro Area (TMSA) population grew just over 1 percent in 2025 to 1,059,800, up from 1,015,300 in 2020. At the same time, the City of Tulsa’s population rose slightly to total 415,900. The most recent data shows that the median age of a resident in Tulsa was 35.5 years. Data sources which provide detailed estimates typically report estimates on a yearly basis, information for 2025 has not been reported yet.

LABOR FORCE

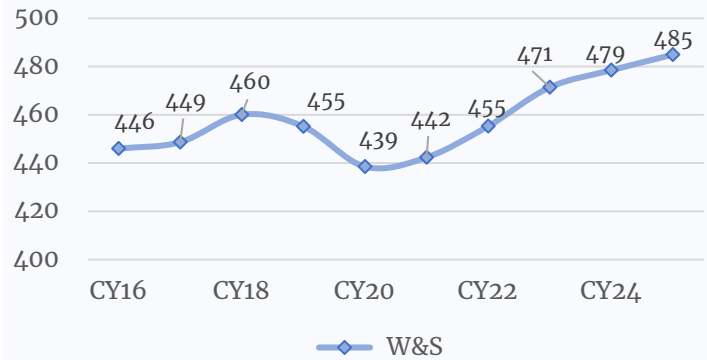
The civilian labor force continues to be historically high, as it increased an average of 15 thousand participants in 2025. This figure is based on a comparison of monthly, non–seasonally adjusted data from the Bureau of Labor Statistics. Buoyed by migration from states like California, Colorado, and Texas, this represents a 2.9 percent increase from 2024.



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 increased by 1.4 percent in 2025. By the end of 2025, the average employment was up 6,000 jobs from the previous year. The largest subsector, Services / total wage & salary employment is expected to be nearly flat in comparison to last year. The average monthly unemployment declined slightly from 3.4% to 3.3%. This is well below the target rate of 4% and indicates a healthy job market and employment situation for our area.

Figure 6
TMSA WAGE AND SALARY EMPLOYMENT
(in thousands)

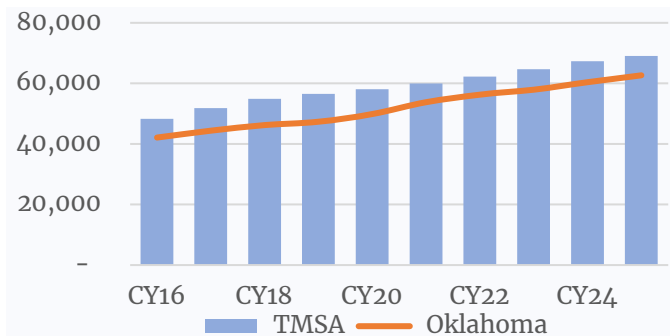


Source: Oklahoma Department of Commerce & Bureau of Labor Stats

PERSONAL INCOME

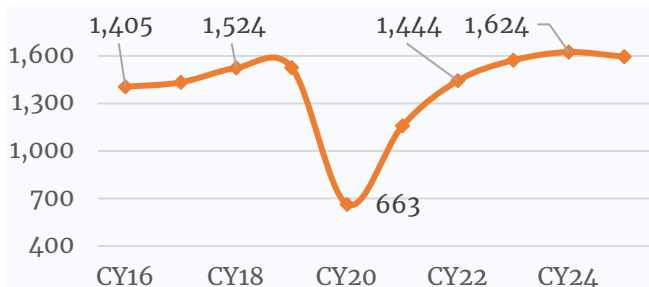
Per capita personal income grew by 4.1 percent in 2024, and 2.5 percent in 2025. As energy prices stabilized, and the local job market stayed robust, personal income had returned to its previous trend. In 2015 and 2016 we had year-over-year declines as a localized recession hit Tulsa. In 2018 personal income showed gains of 5.8 percent. In 2019 it continued to grow by 3.0 percent along with 2.7 percent growth in 2020. In 2025, it averaged \$69,022 for our area compared to just over \$62,000 for the state of Oklahoma overall.

Figure 7
PERSONAL INCOME



Source: Bureau of Economic Analysis

Figure 8
TUL AIRPORT ENPLANEMENTS



Source: US Dept of Transportation

TULSA INT'L AIRPORT

Despite having fully recovered from the COVID-19 pandemic and its resulting travel restrictions, passenger count was slightly lower in 2025 compared to 2024 at Tulsa International Airport. Enplanements at the City's main airport were nearly 1.6 million in 2025. That amount represents a minor decrease in passengers from the recent peak in 2024.

UTILITIES

The City's combined water and sewer customer counts show a sizeable gain from 2024 to 2025. The number of active water meters was up to 143,400 during 2025, while active sewer customers reached 136,600.

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 FY27 is \$1,173,637,000, a 4.5% increase from the original FY26 budget. The City projects future financial performance by analyzing historic and current data. Several statistical methods including time-series statistical models and regression analysis are used 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 substantial, 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. In addition, Budget and Planning staff collaborate extensively with other City staff to arrive at a consensus estimate for projections.

LOCAL TAXES

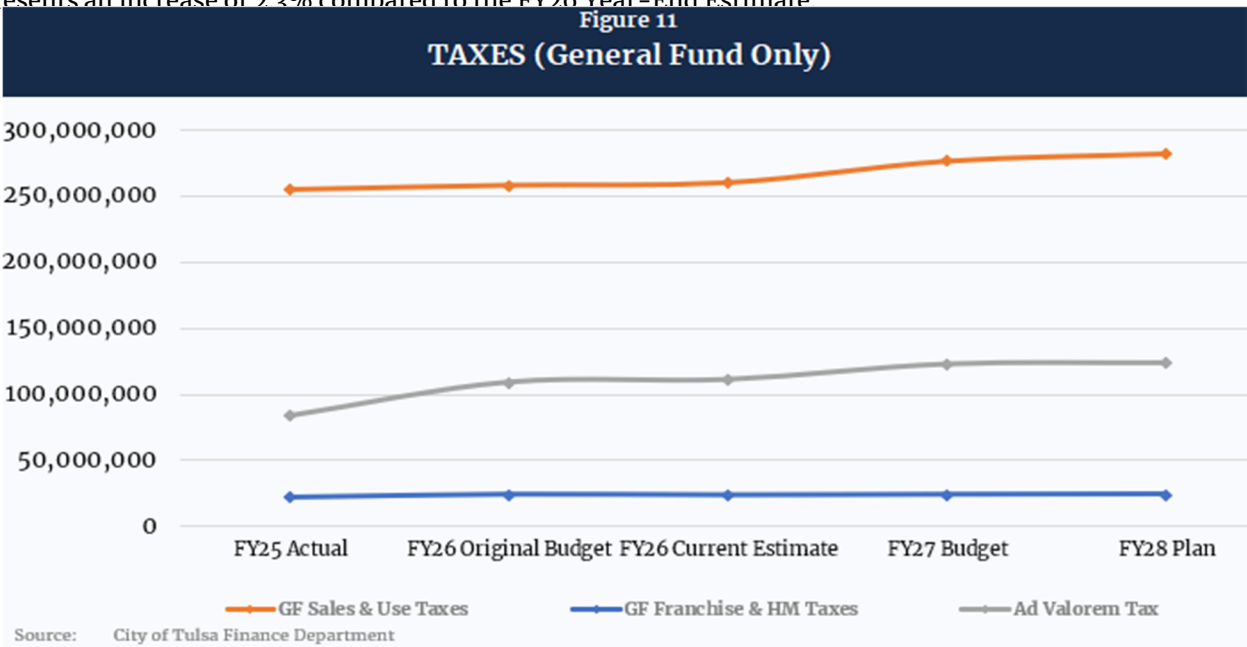
The City has five major tax categories and collectively they will provide 51.9 percent of the projected revenue in FY27.

SALES TAX

The largest source of revenue for the City is sales tax, which accounts for 31 percent of FY27 resources. The General Fund receives two (2) cents of the City’s sales tax rate for operations, and the remaining 1.65 cents are placed in funds for the 2023 IOT III program (.95), the Vision Tulsa (.65) funds, which include Economic Development (.305), Public Safety (.26), and Streets & Transit (.085). Also included in the remaining funds is (.05) cents for the City’s Economic Stabilization Reserve. Sales tax receipts of \$368.7 million are projected in FY27, which is a 2% increase to the FY26 Year-End Estimate.

USE TAX

Personal property purchased outside the state and used within the City is also taxed at 3.65 percent and is remitted entirely to the General Fund. The FY27 proposed budget Use Tax projection is \$76.55 million. This figure represents an increase of 2.3% compared to the FY26 Year-End Estimate.



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 79 percent of this category's revenue. In FY27, ONG and PSO fees are projected to produce just over \$25.4 million in revenue. Cable TV subscribership is on the decline, challenged by streaming apps that allow on demand viewing for customers. FY27 revenue from all Franchise Tax/Right of Way User fees is projected to be \$30,429,000.

HOTEL/MOTEL TAX

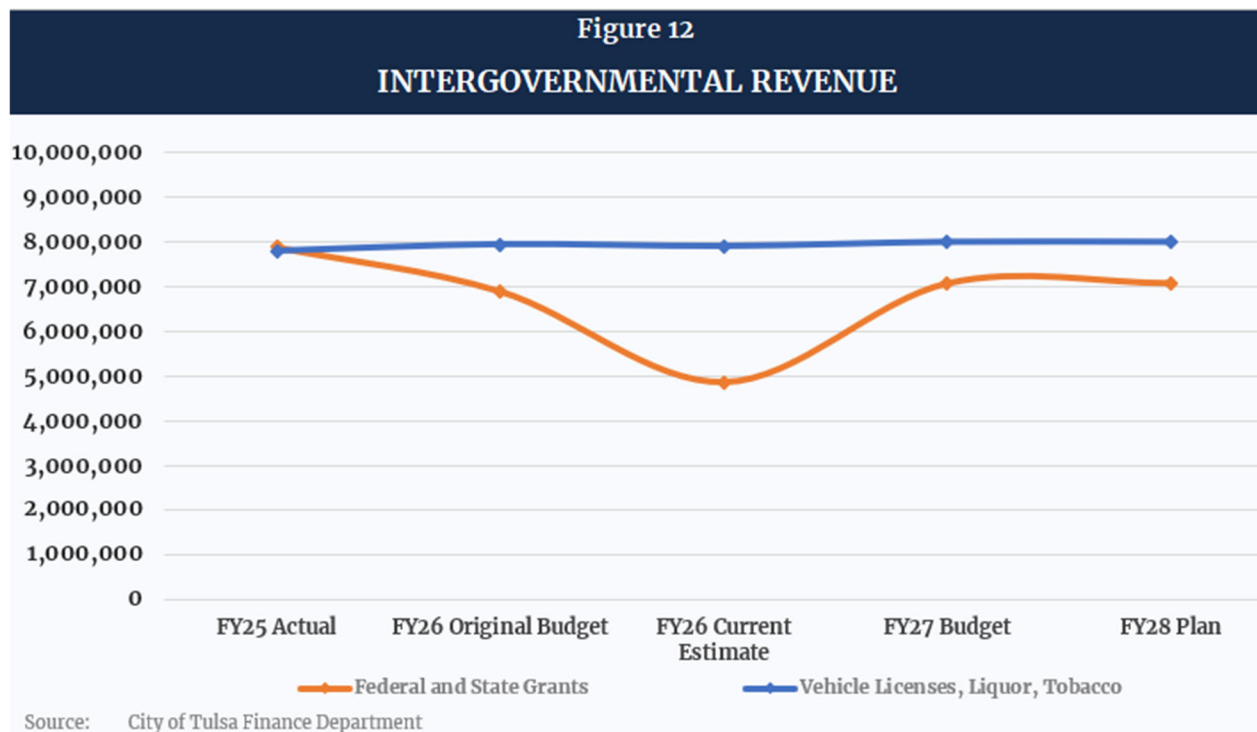
In addition to sales tax, the occupancy of hotel and motel rooms within the City is taxed at 5 percent. Projected FY27 revenue of \$10.12 million is an increase of 2.2% from the FY26 Original Budget.

AD VALOREM TAX

The State Constitution requires Tulsa to 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 approximately \$122.7 million in FY27.

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 FY27, revenue from the State is projected to be \$8 million for taxes on vehicle licenses, liquor, gasoline, and tobacco. Federal and State Grants of \$7.1 million are projected for FY27.



GENERAL GOVERNMENT

General Government revenue for the FY27 budget is \$31,234,000 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. FY27 indirect costs for support service charges are projected to generate \$10.76 million. This amount is an 8.3 percent increase from the FY26 original budget and reflects agreements with entities provided services by the City.

PUBLIC SAFETY

Public safety revenue includes charges for animal shelters, code enforcement, fire protection outside the City, police special events, and hazardous material clean-up charges. FY27 public safety related revenue is projected at \$5.9 million.

CULTURE AND RECREATION

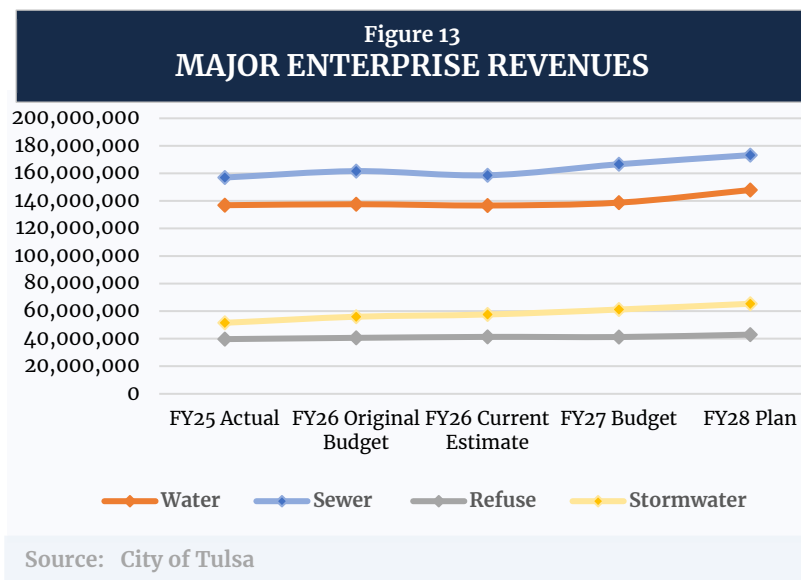
In January 2008, the City entered into a management contract for the management and staffing of the City's four golf courses at Page Belcher and Mohawk. FY27 revenue is estimated at \$6.47 million, which is a significant increase from the FY26 original budget.

SOCIAL AND ECONOMIC DEVELOPMENT

Social and Economic Development is comprised of Code Enforcement and Nuisance Abatement. The projected revenue for these two accounts is \$1,441,000 for FY27. This is a slight decrease in projected revenue compared to last year's 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.



WATER

The sale of treated water is expected to generate \$138,778,000 in FY27. This represents a 0.8 percent increase from the FY26 original budget. A 6% percent rate increase is planned for the fall of 2026-28.

SEWER

The treatment and disposal of wastewater is charged to both commercial and residential sewer customers. FY27 revenue is projected to be \$166.7 million. This figure represents a 3.1 percent increase from the FY26 budget. Also, a 3 percent rate increase is expected to go into effect October 2026.

STORMWATER

City of Tulsa landowners pay for the operation and maintenance of the City's storm drainage facilities. FY27 revenue is projected to be \$61.2 million, 9.3 percent higher than the FY26 original budget. At this time of this publishing, a 7 percent rate increase is expected to go into effect in October 2026 and October 2027.

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. FY27 revenue is projected to be \$41.3 million, which is 1.7 percent (\$675,000) more than last year's budget. The customer base is projected to be stable. Currently, a 4 percent rate increase is expected to go into effect in October 2026 and 5 percent in 2027.

EMSA

EMSA Utility is expected to generate \$6,490,000 in revenue for FY27. This amount is 0.6% lower than last year's projected level.

FINES AND FOREFEITURES

Municipal Court fines and court related fines will generate 50 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 \$14,659,000 in FY27, a decrease of approximately 2.1% from the FY26 original budget.

INTEREST

FY27 forecasted revenue from interest for all Funds is projected to be \$39.5 million. This amount is 23.5% more than the FY26 original budget showed. This increase is due to the current high-interest rate environment and policies set by the Federal Reserve. Cash balances can be drawn down for scheduled Capital projects. For reference, FY26 EOY estimates show over \$51.6 million in revenue for this category.

LICENSES AND PERMITS

General Fund Revenue from non-business licenses, building inspections, and permits is projected to be \$13,968,000 in FY27. The base number of businesses requiring these licenses is stable. Occupational, taxicabs, amusement /recreation, restaurants, and liquor occupation constitute the business license categories. The revenue from business licenses is expected to produce \$1.71 million in FY27, which is flat from the FY26 budget.

MISCELLANEOUS REVENUE

The City receives revenue from numerous miscellaneous sources including Fee in Lieu, Reimbursements, Recoveries, Program Income, Sale of Property, Donations, and other categories. Total Miscellaneous revenue is estimated at \$35.46 million for FY27. Fee in Lieu constitutes the largest portion, representing 79 percent of all miscellaneous revenue. This amount of total miscellaneous revenue is projected to be 2% higher than last year's budgeted amount.

REVENUE ESTIMATE

(amounts expressed in thousands)

REVENUE ACCOUNT	FY 28 FINANCIAL PLAN	FY 27 ADOPTED BUDGET	FY 26 CURRENT ESTIMATE	FY 26 ORIGINAL BUDGET	FY 26 ORIGINAL VS. FY 27 DIFFERENCE	
					AMOUNT	PERCENT
<u>Taxes</u>						
Property Tax	\$ 123,630	\$ 122,720	\$ 111,071	\$ 109,074	\$ 13,646	12.5%
Franchise Tax	30,817	30,429	29,844	30,396	33	0.1%
Sales Tax	376,484	368,736	361,365	354,182	14,554	4.1%
Use Tax	78,155	76,551	74,521	76,761	(210)	-0.3%
Hotel & Motel Tax	10,190	10,120	10,152	9,904	216	2.2%
Total Taxes	619,276	608,556	586,953	580,317	28,239	4.9%
<u>Licenses, Permits, and Fees</u>						
Business Licenses and Permits	1,705	1,705	1,690	1,711	(6)	-0.4%
Nonbusiness Licenses	12,263	12,263	12,206	11,283	980	8.7%
Total Licenses, Permits, and Fees	13,968	13,968	13,896	12,994	974	7.5%
<u>Intrgvmntl Grant Revenues</u>						
Federal Government Grants	7,087	7,087	6,813	6,901	186	2.7%
State Intrgvmntl Shared Revenue	8,007	8,007	7,911	7,954	53	0.7%
Total Intrgvmntl Grant Revenues	15,094	15,094	14,724	14,855	239	1.6%
<u>General Government</u>						
Indirects	10,757	10,757	9,929	9,929	828	8.3%
General Government Revenue	2,732	2,728	2,604	2,442	286	11.7%
Public Safety and Protection	5,870	5,870	5,931	6,492	(622)	-9.6%
Public Works and Transportation	35	35	38	32	3	9.4%
Culture and Recreation	6,468	6,468	5,954	5,450	1,018	18.7%
Social and Economic Development	1,441	1,441	1,404	1,467	(26)	-1.8%
Miscellaneous	3,935	3,935	4,148	4,052	(117)	-2.9%
Total General Government	31,238	31,234	30,008	29,864	1,370	4.6%
<u>Enterprise</u>						
Water Revenue	147,943	138,778	133,787	137,638	1,140	0.8%
Sewer Revenue	173,346	166,691	158,569	161,630	5,061	3.1%
Stormwater Revenue	65,444	61,163	57,804	55,940	5,223	9.3%
Refuse Revenue	42,963	41,276	41,032	40,601	675	1.7%
EMSA Revenue	6,490	6,490	6,490	6,530	(40)	-0.6%
Miscellaneous Utility Revenue	797	782	907	759	23	3.0%
Total Enterprise	436,983	415,180	398,589	403,098	12,082	3.0%
<u>Fines and Forfeitures</u>						
Municipal Court Fines	6,235	6,235	6,298	6,500	(265)	-4.1%
Court Related Fines and Forfeitures	1,096	1,096	1,027	1,127	(31)	-2.8%
Other Fines and Forfeitures	221	221	208	211	10	4.7%
Special Assessments	7,115	7,107	7,198	7,140	(33)	-0.5%
Total Fines and Forfeitures	14,667	14,659	14,731	14,978	(319)	-2.1%
<u>Investment Income</u>						
Interest Earnings	36,685	39,487	51,607	31,971	7,516	23.5%
Total Investment Income	36,685	39,487	51,607	31,971	7,516	23.5%
<u>Miscellaneous</u>						
Fee In Lieu	29,491	27,983	27,171	27,171	812	3.0%
Reimbursements	1,118	1,117	1,054	1,317	(200)	-15.2%
Recoveries	1,246	1,246	1,320	1,169	77	6.6%
Program Income	2,000	2,000	2,000	2,000	0	0.0%
Sale of City Property	804	804	1,667	750	54	7.2%
Donations	0	0	0	2	(2)	-100.0%
Other	2,329	2,309	3,292	2,345	(36)	-1.5%
Total Miscellaneous	36,988	35,459	36,504	34,754	705	2.0%
TOTAL ANNUAL RESOURCES	\$ 1,204,899	\$ 1,173,637	\$ 1,147,012	\$ 1,122,831	\$ 50,806	4.5%

*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 28 PLANNED BUDGET	FY 27 ADOPTED BUDGET	FY 26 ORIGINAL BUDGET	FY 26 VS FY 27 DIFFERENCE	
				AMOUNT	PERCENT
PROGRAMS AND DEPARTMENTS					
Public Safety and Protection	\$ 315,227	\$ 308,333	\$ 288,266	\$ 20,067	7.0%
Municipal Court	5,616	4,709	3,918	791	20.2%
Police	185,061	174,719	165,847	8,872	5.3%
Fire	112,887	111,999	107,290	4,709	4.4%
Animal Services	6,171	6,150	4,188	1,962	46.8%
Emergency Medical Services Authority	5,150	10,331	6,760	3,571	52.8%
Tulsa Emergency Mgmt.	342	425	263	162	61.6%
Cultural Development And Recreation	41,709	40,751	38,720	2,031	5.2%
Park and Recreation	17,024	16,474	15,836	638	4.0%
Managed Entities - Culture and Recreation	24,685	24,277	22,884	1,393	6.1%
Social and Economic Development	34,474	35,106	32,668	2,438	7.5%
Mayor's Office of Economic Development	1,287	1,279	1,267	12	0.9%
Planning and Neighborhoods	12,244	13,077	10,973	2,104	19.2%
Development Services	8,972	8,743	8,612	131	1.5%
Resilience and Equity	1,645	1,626	1,590	36	2.3%
Downtown Tulsa Partnership	1,626	1,626	1,659	(33)	-2.0%
Managed Entities - Economic Development	8,700	8,755	8,567	188	2.2%
Transportation and Public Works	332,756	331,135	316,029	15,106	4.8%
Public Works	117,348	117,864	113,700	4,164	3.7%
Water and Sewer	202,159	200,230	189,599	10,631	5.6%
Tulsa Transit	13,249	13,041	12,730	311	2.4%
Administration	175,025	185,782	164,564	21,218	12.9%
Mayor	2,656	2,638	2,399	239	10.0%
City Auditor	2,009	1,954	1,892	62	3.3%
City Council	2,073	2,050	2,065	(15)	-0.7%
Legal	6,407	6,278	5,895	383	6.5%
Human Resources	47,279	42,598	39,025	3,573	9.2%
General Government	5,046	8,606	4,560	4,046	88.7%
INCOG	686	660	643	17	2.6%
Finance	27,508	27,300	26,662	638	2.4%
Information Technology	30,296	38,379	28,626	9,753	34.1%
Customer Care	4,717	4,593	4,408	185	4.2%
Communications	1,493	1,453	1,280	173	13.5%
Asset Management	44,855	49,273	47,109	2,164	4.6%
TRANSFERS AND DEBT	317,951	325,684	293,458	32,226	11.0%
Transfers - Internal & Outside	145,960	155,674	142,723	12,951	9.1%
Debt Service	171,991	170,010	150,735	19,275	12.8%
Total All Funds	1,217,142	1,226,791	1,133,705	93,086	8.2%
Less:					
Internal Transfers	127,421	136,845	122,790	14,055	11.4%
Internal Service Funds	66,609	64,582	62,815	1,767	2.8%
OPERATING BUDGET	\$ 1,023,112	\$ 1,025,364	\$ 948,100	\$ 77,264	8.1%

OPERATING BUDGET

BY FUND

(amounts expressed in thousands)

FUND NAME	FY 28 PLANNED BUDGET	FY 27 ADOPTED BUDGET	FY 26 ORIGINAL BUDGET	FY 26 VS FY 27 DIFFERENCE	
				AMOUNT	PERCENT
OPERATING FUNDS					
100 General Fund	\$ 449,197	\$ 445,072	\$ 419,663	\$ 25,409	6.1%
110 Debt Service (Sinking Fund)	116,634	117,233	95,747	21,486	22.4%
120 E911 Fee Operating	5,512	5,453	5,366	87	1.6%
121 EMSA Enterprise Fund	6,752	11,926	8,342	3,584	43.0%
122 Permits & Licensing	605	611	598	13	2.2%
125 P.A. Law Enforcement	81	81	73	8	11.0%
127 Technology Fee Assessment	885	877	805	72	8.9%
130 Economic Development	422	422	419	3	0.7%
131 Convention & Visitors Fund	4,585	4,554	4,457	97	2.2%
132 Convention Fund	4,988	8,484	4,825	3,659	75.8%
141 Tulsa Stadium Improvement	3,812	3,812	3,979	(167)	-4.2%
143 Tourism Improvement District 1	3,115	3,107	3,016	91	3.0%
144 Kendall Whittier Improvement District Fund	53	53	53	0	0.0%
149 Public Ways Fund	5,790	7,089	5,704	1,385	24.3%
150 Public Safety Tax Fund	28,361	28,500	26,711	1,789	6.7%
151 Streets and Transit Fund	9,380	9,261	8,893	368	4.1%
477 Short Term Capital	23,951	23,915	17,571	6,344	36.1%
500 Office Services	4,995	4,862	4,717	145	3.1%
501 Workers' Compensation Fund	6,826	6,602	6,575	27	0.4%
502 Employees' Benefits Fund	33,638	29,702	26,623	3,079	11.6%
503 Equipment Management	21,150	23,416	24,900	(1,484)	-6.0%
550 One Technology Center Fund	13,274	13,175	13,314	(139)	-1.0%
560 Stormwater Operating	62,280	66,827	61,107	5,720	9.4%
570 Golf Course Operations	5,641	5,641	5,115	526	10.3%
580 Airforce Plant 3 Operating	31	2,531	177	2,354	1329.9%
600 Municipal Employee Pension	589	579	493	86	17.4%
730 Solid Waste Operating	46,645	45,630	42,132	3,498	8.3%
740 Water Operating	173,098	168,791	165,070	3,721	2.3%
750 Sewer Operating	176,214	179,937	168,864	11,073	6.6%
2000 Community Development Block Grant	5,707	5,717	5,622	95	1.7%
2001 Home Investment Partnership Program	1,722	1,722	1,630	92	5.6%
2002 Emergencies Solutions Grant	308	308	306	2	0.7%
2003 Housing Opportunities for Persons w/ AIDS	901	901	838	63	7.5%
Total Operating Funds	1,217,142	1,226,791	1,133,705	93,086	8.2%
Less:					
Internal Transfers	127,421	136,845	122,790	14,055	11.4%
Internal Service Funds	66,609	64,582	62,815	1,767	2.8%
OPERATING BUDGET	\$ 1,023,112	\$ 1,025,364	\$ 948,100	\$ 77,264	8.1%

CHANGES BY MAJOR EXPENDITURE CATEGORY

ALL OPERATING FUNDS

(amounts expressed in thousands)

Expenditure Category	FISCAL YEAR			FY 26 VS FY 27	
	FY 28	FY 27	FY 26	CHANGE	
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	DOLLAR	PERCENT
Personal Services	\$ 470,796	\$ 459,516	\$ 435,022	\$ 24,494	5.6%
Materials & Supplies	44,863	46,152	44,372	1,780	4.0%
Other Charges	325,790	325,381	302,959	22,422	7.4%
Operating Capital	52,592	59,727	51,134	8,593	16.8%
Debt Service	172,267	170,286	151,011	19,275	12.8%
Transfers Out	150,834	165,729	149,207	16,522	11.1%
	1,217,142	1,226,791	1,133,705	93,086	8.2%
Less:					
Internal Transfers and Internal Services	194,030	201,427	185,605	15,822	8.5%
Total Operating Budget	\$ 1,023,112	\$ 1,025,364	\$ 948,100	\$ 77,264	8.1%

TOTAL BUDGET

(amounts expressed in thousands)

FISCAL YEAR	OPERATING BUDGET	CAPITAL BUDGET	
Original 2025 - 2026	\$ 948,100	\$ 157,380	\$ 1,105,480
Adopted 2026 - 2027	\$ 1,025,364	\$ 202,768	\$ 1,228,132
Dollar Amount Change	\$ 77,264	\$ 45,388	\$ 122,652
Percentage Difference (%)	8.1%	28.8%	11.1%
Planned 2027 - 2028	\$ 1,023,112	\$ 189,589	\$ 1,212,701

CHANGES IN CAPITAL IMPROVEMENT FUNDS

The FY27 capital budget totals \$ 232,515,000 (net of debt service) – a \$57,989,000 increase, 33.2 percent, from FY26. In addition to this, it is anticipated that the City will appropriate an additional \$157,237,000 in off-cycle capital dollars in FY27.

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 has provided \$918,700,000, of which \$355,000,000 was provided through general obligation bonds with the remaining \$563,700,000 coming from the extension of a capital improvements sales tax. The sales tax funding concluded in FY21 and the final general obligation bonds series issued in FY25. 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 \$510,634,000 in funds to address economic development projects across the City. This program was partially advanced funded with three revenue bonds issued for a total of \$349,700,00. The remaining funding is appropriated annually, FY17 through FY2032. For the program overall, \$481,814,000 has been appropriated to date. Additionally, in FY27-FY30, the City anticipates appropriating an additional \$103,000,000 from unappropriated fund balance to fund economic development, public facilities, and homelessness prevention programs.

In FY20, the citizens approved the Improve Our Tulsa II capital program, with funding beginning FY22 at the conclusion of Improve Our Tulsa I. This program will fund \$639,000,000, with \$193,000,000 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. Appropriations to date: \$188,385,000 in sales tax appropriations; \$278,210,000 in general bond issuances.

Most recently in FY24, the citizens approved the Improve Our Tulsa III capital program. This program will fund \$815,415,000 in projects, with \$430,515,000 being funded from extension of the existing sales tax and began collections in September 2025 at the conclusion of Improve Our Tulsa II program. Additionally, \$384,900,000 will be financed through general obligation bonds. Appropriations to date: \$65,172,579 in sales tax appropriations; \$210,125,000 in general bond issuances.

PUBLIC SAFETY AND PROTECTION

FY27 appropriations in this category total \$7,461,000 for fire apparatus and equipment.

CULTURAL DEVELOPMENT AND RECREATION

FY27 appropriations in this category total \$44,210,000, which includes \$4,000,000 for Page Belcher golf course improvements; \$20,850,000 for the Arvest Convention Center and Citywide Facility rehabilitation projects; \$7,500,000 for the African Wilds Exhibit at the Tulsa Zoo; and \$11,860,000 is being appropriated for River Parks in FY27 for the south Tulsa dam and related amenities.

PUBLIC WORKS, TRANSPORTATION, AND INFRASTRUCTURE

FY27 total “pay as you go” appropriations in this category total \$98,032,500. This total does not include \$157,237,000 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 continues to direct more funding towards the rehabilitation of water and sewer-related facilities. In FY27, water projects will receive a total of \$22,204,500. Sanitary sewer projects will receive appropriations of \$48,108,000 in FY27. Funding continues to be fairly distributed between citywide needs and specific treatment plant and lift station improvements. There will be \$4,120,000 appropriated for a 60-inch water main in the south Tulsa/Bixby area, reflecting the Tulsa Municipal Utility Authority’s (TMUA) dedication to expanding capacity in areas where it is most needed. Additionally, A.B. Jewell Water Treatment Plant Improvements will receive \$5,570,000. Lastly, Stormwater will receive \$11,470,000 in FY27 to begin implementation of projects recommended as part of the Stormwater Utility Enterprise Initiative, including the Flatrock Creek Rehabilitation and Relief project.

Public Works, Transportation, and Infrastructure will receive: \$47,990,000 in allocations from the seventh issue of the 2020 Improve Our Tulsa II General Obligation Bond Program, and \$38,960,000 in allocations from the sixth issue of the 2023 Improve Our Tulsa III Bond Program. Of these dollars, Street and Expressways will receive the bulk of appropriations for improvements including major street rehabilitation and road widening, bridge replacement and repair, and various traffic control projects.

SOCIAL AND ECONOMIC DEVELOPMENT

Economic development related projects will receive allocations of \$29,768,000 in FY27. \$25,093,000 of these funds will be for Housing and Neighborhood Initiatives; \$2,000,000 will be appropriated for Homelessness Prevention and Resolution project, both of which are part of the City's goal to end functional homelessness; and \$2,675,000 for economic development projects citywide.

CONCLUSION

FY21 was the final year of appropriations within the Improve Our Tulsa I sales tax capital program. However, funded projects will continue until completion within the program. The first half of FY26 was the final collection period for the Improve Our Tulsa II sales tax capital program, and funded projects will continue until completion. Additionally, FY27 will continue the general obligation bond program portion of Improve Our Tulsa III in tandem with previous Improve Our Tulsa II bond program. The City will continue to utilize loans and revenue bonds to finance water and wastewater treatment plant improvements to address plant maintenance backlogs as deemed financially feasible. Under current policy, many enterprise capital needs will continue to be financed through user charges and revenue bonds, as these systems are self-supporting.

IMPACT OF FY27 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 full listing of projects receiving funding in FY27 and FY28 are listed in section 6, Fiscal Year 2026-2027 Capital Budget.

The City continues its focus on renovation and rehab of existing infrastructure, which began in the 2005 Capital Improvement Bond Program and as evidenced by the 2020 Improve Our Tulsa Sales Tax Program. Many 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. Moreover, 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 FY27, street improvements are estimated to have bond issuances of \$86,950,000. 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.

The anticipated General Fund impact of recently completed capital projects will grow in FY27 and beyond. For example, the completion of the South Tulsa Dam is estimated to cost an additional \$300,000 in annual operating costs. Additionally, Housing projects across the City are anticipated to require an additional \$300,000 for operating expenses. An example in years to come is a second phase of the Animal Welfare expansion that is being planned. Annual personnel expenses related to this expansion have been estimated at \$420,000.

Currently, it is difficult to get an accurate picture of the potential operating impact of projects proposed and approved. Thus, initially funded projects may lack sufficient annual funding to support continued operations. Therefore, research will need to be conducted to explore the best practices to enable operating departments and city officials to have visibility and accountability of the long-term viability of potential projects.

CAPITAL BUDGET

BY FUND

(amounts expressed in thousands)

FUND NAME	FY 28	FY 27	FY 26	FY 26 VS FY 27		FY 25 ACTUALS
	PLANNED	ADOPTED	ORIGINAL	DIFFERENCE		
	BUDGET	BUDGET	BUDGET	AMOUNT	PERCENT	
CAPITAL FUNDS						
402 2006 Sales Tax Fund	0	381	0	381	-100.0%	0
404 2008 Sales Tax Fund	0	298	0	298	-100.0%	0
405 2014 Sales Tax Fund	0	7,500	0	7,500	-100.0%	0
409 2022 Sales Tax Fund	0	0	37,529	(37,529)	N/A	36,123
410 2023 Sales Tax Fund	90,599	94,610	51,399	43,211	-45.7%	0
4000 2016 Tulsa ED Vision Fund	76,826	70,911	36,601	34,310	-48.4%	67,048
5600 Stormwater Capital Projects	9,000	11,470	7,985	3,485	-30.4%	6,670
7400 TMUA Water Capital Projects	23,625	22,204	24,177	(1,973)	8.9%	23,520
7500 TMUA Sewer Capital Projects	42,198	48,108	40,172	7,936	-16.5%	42,495
Total Capital Funds	242,248	255,482	197,863	57,619	22.6%	175,856
Less:						
Transfers	52,659	52,714	40,483	12,231	23.2%	65,541
CAPITAL BUDGET	\$ 189,589	\$ 202,768	\$ 157,380	\$ 45,388	28.8%	\$ 110,315

CAPITAL BUDGET

BY DEPARTMENT

(amounts expressed in thousands)

DEPARTMENT	FY 28	FY 27	FY 26	FY 26 VS FY 27		FY 25 ACTUALS
	PLANNED	ADOPTED	ORIGINAL	DIFFERENCE		
	BUDGET	BUDGET	BUDGET	AMOUNT	PERCENT	
Asset Management	4,000	5,000	5,000	0	0.0%	900
Fire	8,277	7,461	22,522	(15,061)	-66.9%	2,890
Public Works	37,472	28,670	23,732	4,938	20.8%	(10,619)
Water And Sewer	74,823	81,782	72,334	9,448	13.1%	94,014
Parks And Recreation	9,251	52,612	21,980	30,632	139.4%	9,300
Planning and Neighborhoods	37,116	24,093	3,262	20,831	>500%	5,330
Mayor's Office Of Eco Development	18,500	0	1,300	(1,300)	-100.0%	2,350
INCOG	0	3,000	0	3,000	N/A	0
Elected Officials - Mayor's Office	150	150	150	0	0.0%	1,550
Tulsa Transit	0	0	7,100	(7,100)	-100.0%	4,600
Transfers To Other Funds	52,659	52,714	40,483	12,231	30.2%	65,541
Total Capital Funds	242,248	255,482	197,863	57,619	29.1%	175,856
Less:						
Transfers	52,659	52,714	40,483	12,231	30.2%	65,541
CAPITAL BUDGET	\$ 189,589	\$ 202,768	\$ 157,380	\$ 45,388	28.8%	\$ 110,315

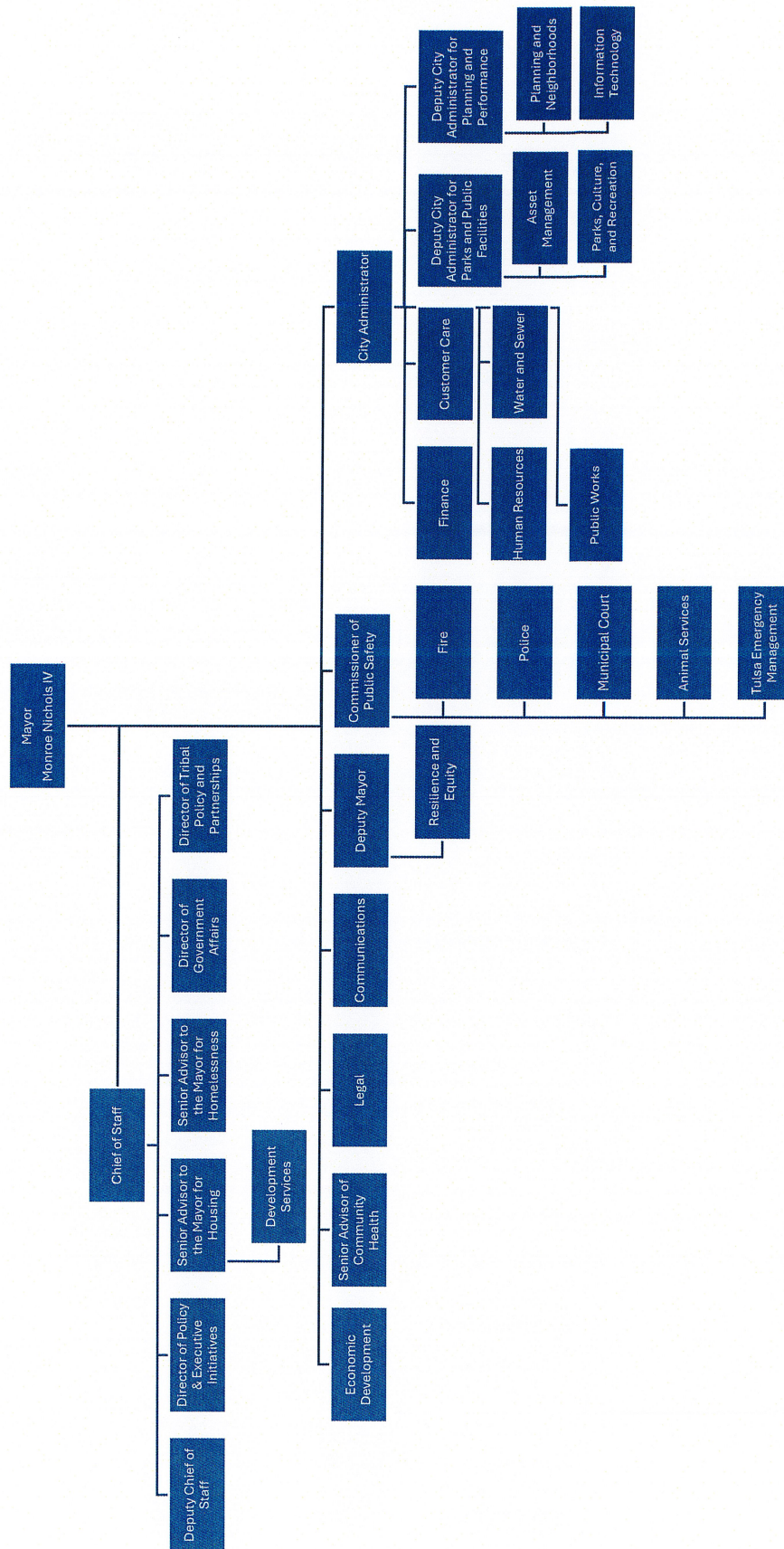
FISCAL YEAR 2027
ALL FUNDS COMPARISON OF REVENUE AND EXPENDITURES
(amounts expressed in thousands)

	General Fund	Special Revenue	Special Assessment	Debt Service	Grants
BEGINNING BALANCE	\$ 56,960	\$ 78,558	\$ 3,352	\$ 89,530	\$ 0
RESOURCES					
Taxes	\$ 301,884	\$ 50,169	\$ 6,740	\$ 121,878	\$ 0
Licenses, Permits, and Fees	12,927	881	0	0	0
Intrgvmntl Grant Revenues	8,446	0	0	0	6,648
General Government	15,986	5,067	0	0	0
Enterprise	0	0	0	0	0
Fines and Forfeitures	6,762	813	7,048	0	0
Debt Related Revenues	0	0	0	0	0
Investment Income	14,695	1,872	40	0	0
Miscellaneous	32,929	0	0	0	2,000
TOTAL	\$ 393,629	\$ 58,802	\$ 13,828	\$ 121,878	\$ 8,648
Transfers In	\$ 42,514	\$ 21,337	\$ 0	\$ 0	\$ 0
Internal Service Charges	0	0	0	0	0
GRAND TOTAL	\$ 436,143	\$ 80,139	\$ 13,828	\$ 121,878	\$ 8,648
EXPENDITURES / EXPENSES					
Public Safety and Protection	\$ 254,173	\$ 43,179	\$ 0	\$ 0	\$ 0
Cultural Development And Recreation	30,650	4,460	0	0	0
Social and Economic Development	22,034	5,995	4,736	0	2,266
Transportation and Public Works	37,633	11,085	4,952	0	10
Administration	90,035	11,735	53	0	6,370
Transfers to Other Funds	10,547	5,704	4,320	0	0
Debt Service	0	0	0	117,233	0
GRAND TOTAL	\$ 445,072	\$ 82,158	\$ 14,061	\$ 117,233	\$ 8,646
RESOURCES LESS OUTLAYS	\$ (8,929)	\$ (2,019)	\$ (233)	\$ 4,645	\$ 2
BALANCE	\$ 48,031	\$ 76,539	\$ 3,119	\$ 94,175	\$ 2
Less:					
Operating and Other Reserves	(36,715)	0	(84)	(85,676)	0
END OF YEAR BALANCE	\$ 11,316	\$ 76,539	\$ 3,035	\$ 8,499	\$ 2

FISCAL YEAR 2027
ALL FUNDS COMPARISON OF REVENUE AND EXPENDITURES
(amounts expressed in thousands)

	Capital Projects	Trust and Enterprise	Internal Service	TOTAL
BEGINNING BALANCE	\$ 157,759	\$ 85,565	\$ 6,079	\$ 477,803
RESOURCES				
Taxes	\$ 127,885	\$ 0	\$ 0	608,556
Licenses, Permits, and Fees	0	160	0	13,968
Intrgvmntl Grant Revenues	0	0	0	15,094
General Government	0	10,181	0	31,234
Enterprise	0	415,180	0	415,180
Fines and Forfeitures	0	36	0	14,659
Debt Related Revenues	0	0	0	0
Investment Income	12,356	10,524	0	39,487
Miscellaneous	0	530	0	35,459
TOTAL	\$ 140,241	\$ 436,611	\$ 0	\$ 1,173,637
Transfers In	\$ 83,783	\$ 29,606	\$ 0	\$ 177,240
Internal Service Charges	0	0	65,236	65,236
GRAND TOTAL	\$ 224,024	\$ 466,217	\$ 65,236	\$ 1,416,113
EXPENDITURES / EXPENSES				
Public Safety and Protection	\$ 7,461	\$ 10,981	\$ 0	\$ 315,794
Cultural Development And Recreation	52,612	5,641	0	93,363
Social and Economic Development	27,093	74	0	62,198
Transportation and Public Works	110,452	277,455	0	441,587
Administration	5,150	13,737	64,582	191,662
Transfers to Other Funds	52,714	134,372	0	207,657
Debt Service	0	52,777	0	170,010
GRAND TOTAL	\$ 255,482	\$ 495,037	\$ 64,582	\$1,482,271
RESOURCES LESS OUTLAYS	\$ (31,458)	\$ (28,820)	\$ 654	\$ (66,158)
BALANCE	\$ 126,301	\$ 56,745	\$ 6,733	\$ 411,645
Less:				
Operating and Other Reserves	0	(31,415)	0	(153,889)
END OF YEAR BALANCE	\$ 126,301	\$ 25,331	\$ 6,733	\$ 257,756

CITY OF TULSA ORGANIZATIONAL CHART



DEVELOPMENT OF THE FISCAL YEAR 2026-2027 OPERATING AND CAPITAL BUDGET

September 2025	Early September: Department Directors debriefing on FY26 Budget Process.
September 2025	Mid-September: City Council debriefing on Budget. General discussion of changes and /or improvements. Discuss with Council the timing of the FY26 Compendium of Needs process.
October 2025	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.
November 2025	Departments review previous capital requests to ensure all information is still current and prepares new capital requests.
December 2025 – February 2026	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).
December 2025	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.
January 2026	Deadline for departments to submit operating budget requests and related supporting material.
February 2026	Proposed new capital projects are presented to TMAPC for review. TMAPC finds that the projects are in conformance with the City's comprehensive plan.
February 2026	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.
February – March 2026	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.
March – April 2026	Mayor and Management Team are briefed on departments' requests. They make the policy decisions necessary to prepare a balanced budget for City Council consideration.
April 22, 2026	Mayor presents proposed Budget and CIP to City Council.
May 2026	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.
June 2026	Adoption of Budget, Capital Improvements Plan, and approval of resolutions related to trusts and their debt.

LONG RANGE FINANCIAL PLANNING

FOR FISCAL YEARS 2027-2031

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) 2027 through 2031 and includes each fund's original FY26 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 considered.
- Provide elected officials, the public, and staff with information about the long-term impacts of current and anticipated financial policies.
- Examine risks and opportunities of different economic scenarios.
- Outline potential scenarios for growth, contraction, and baseline to give a general picture of long-term trends.
- 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

At the beginning of each year, 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 reports on the progress of previously identified goals. The City's General Fund resources will continue to be focused on achieving progress across all areas of life in Tulsa, but especially those listed below. The Mayor's top priorities are as follows:

1. Ending Functional Homelessness
2. Improving Student Outcomes
3. Expanding Economic Opportunity
4. Making Tulsa the Safest Big City in America
5. Increasing Affordable Housing Across the City
6. Improving Relations and Co-Governance with Tribal Nations

LOCAL ECONOMY

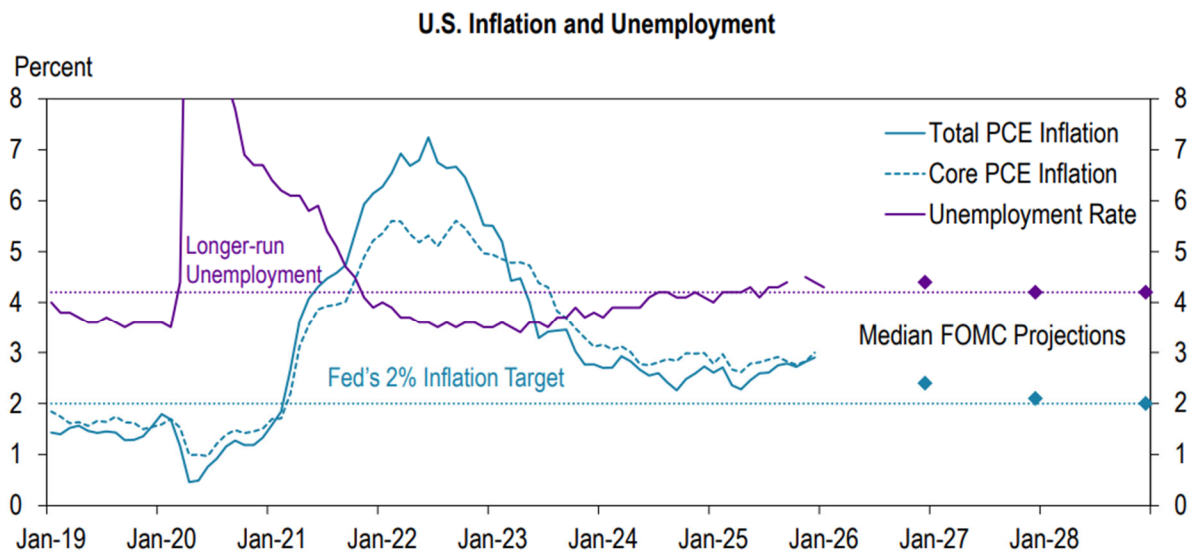
Economic indicators may be pointing to contraction in growth for the last half of 2026. Economic projections indicate that the 2027 Fiscal Year may experience slowing economic growth along with increasing unemployment. The outlook by noted industry experts forecast slowing GMP growth percentage in FY 2027 (see Moody's graph below). Inflation continues to cause economic constraints and customer sentiment fell to some of the lowest levels in history. (See Chart - Federal Reserve Bank of Kansas City)

Tulsa's average unemployment rate remained relatively steady, just below 4% in 2025. The expectation is for unemployment to rise slightly in 2026 to just above 4.0%. The TMSA experienced significant net

migration from 2021-2023. The consequences of the COVID-19 pandemic led many families and individuals to leave their previous homes states due to real estate availability/pricing, more beneficial school options, and higher cost of living. Many people relocated to the Tulsa area over the last four years, which is a substantial factor in forecasting tax base and overall production increases in the future.

2019	2020	2021	2022	2023	2024	INDICATORS	2025	2026	2027	2028	2029	2030
54.5	51.6	51.9	51.6	54.9	56.4	Gross metro product (C17\$ bl)	57.5	58.7	60.1	61.6	63.3	65.0
1.5	-5.3	0.6	-0.5	6.3	2.7	% change	2.0	2.2	2.3	2.5	2.7	2.8
462.6	438.6	442.3	455.3	471.4	478.5	Total employment (ths)	484.9	487.0	489.3	492.3	495.7	499.8
1.3	-5.2	0.9	2.9	3.5	1.5	% change	1.3	0.4	0.5	0.6	0.7	0.8
3.1	6.6	4.2	3.1	3.2	3.3	Unemployment rate (%)	3.2	3.9	4.1	3.8	3.6	3.4
3.2	1.6	9.2	10.2	5.6	5.4	Personal Income growth (%)	5.9	4.6	4.6	3.9	4.0	4.1
57.3	58.5	60.3	62.9	65.6	66.9	Median household Income (\$ ths)	69.2	71.9	74.7	77.1	79.5	82.0
1,008.8	1,017.4	1,026.0	1,036.2	1,048.3	1,059.8	Population (ths)	1,068.6	1,073.1	1,075.6	1,077.2	1,078.4	1,080.1
0.6	0.9	0.8	1.0	1.2	1.1	% change	0.8	0.4	0.2	0.2	0.1	0.2
3.8	7.1	7.8	10.9	10.6	10.0	Net migration (ths)	7.4	3.4	1.4	0.7	0.4	1.1
3,377	4,039	4,354	3,843	3,393	3,602	Single-family permits (#)	3,432	3,014	3,106	3,100	3,057	2,996
929	885	566	1,280	1,616	709	Multifamily permits (#)	1,100	787	772	732	693	665
4.0	5.2	12.7	17.0	7.5	4.8	FHFA house price Index (% change)	3.9	-0.1	0.9	1.8	2.3	2.5

Inflation and unemployment have come closer to the Fed's targets, but there are upside risks to both



GENERAL FUND FY 2027 PROJECTIONS

FY25 General Fund revenues were \$401.9 million. The original budget for FY26 projected the GF revenue to be \$409.6 million. The FY26 Year-End estimate sits at \$415.8 million. Expert predictions forecasted a moderately high rate of growth, therefore our revenue projections for the near future are as follows: \$436.1 Million for FY27 and \$443.4 Million for FY28.

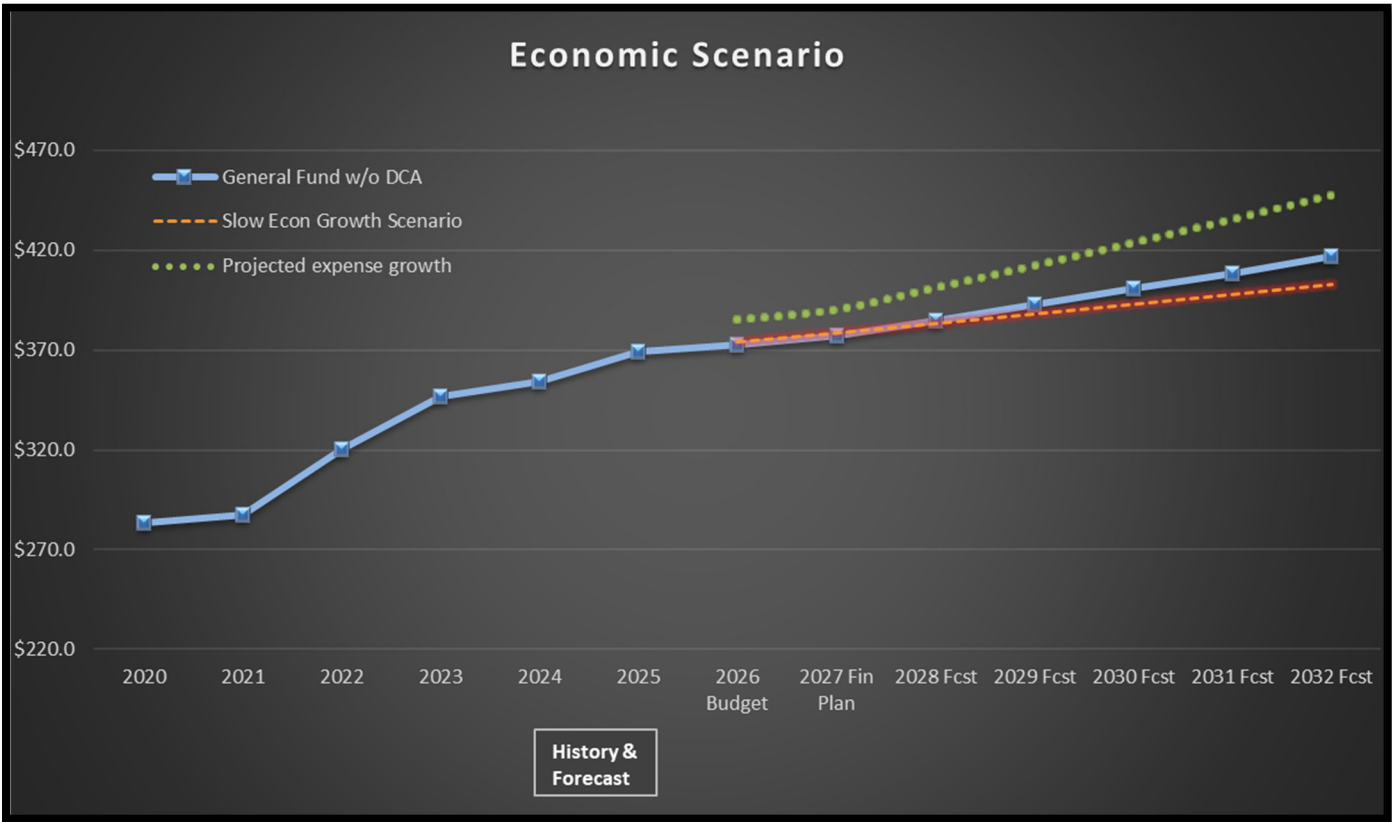
Direct Cost Allocation is included again in the total revenue for FY26. The large increase in projected revenue over the 2027 - 2031 period is the result of the inclusion of revenue derived from Direct Cost Allocation (DCA) to the City's enterprise funds. The change is largely neutral as the revenue derived from the DCA is equal to the expenditures and is largely an accounting accommodation. Over the last few 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 revenue from the City’s Use Tax. Slight growth in the use tax is expected to continue for the foreseeable future.

As part of a broader strategy to discuss elected official goals during budget planning for FY26, 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 consulting 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 slow growth scenario, and expenditure growth scenario were constructed and presented. A brief synopsis of each is below:

BASELINE SCENARIO

The Baseline Scenario was based on taking plan year FY 2026 revenue and applying projected Tulsa MSA Gross Metro Product (GMP) growth for the next five years. The annual growth between FY 2027 thru 2031 rates are projected to be between 2.0% and 3.5%. The General Fund Revenue less DCA scenario is forecasted based on Moody’s Analytica using experts forecast models. The Slow Econ Growth scenario is based on the historical slow growth recovery we experienced during the (2012 to 2015) period. Projected expense growth is our expenditures curve forecast based on a 2.4% annual growth rate used to cover estimated cost increases in labor and a 3.1% growth rate to cover materials and supplies. These estimates are based on a long-term outlook, with the forecast that inflation will continue to moderate from the highs experienced in 2022.



ECONOMIC STABILIZATION RESERVE

Coming out of the last recession from 2009 through 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 several one-time items around initiatives to improve 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 because of negative economic events. From 2012 through 2019 no additional contributions were made to the reserve. 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 overwhelmingly approved by the voters. The tax will generate more than \$4 million a year.



ENTERPRISE FUNDS –

SOLID WASTE

The City's volume-based refuse collection system has now been in effect for nine 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. A 4% increase in billing rates goes into effect during the October 2026 billing cycle. A 5% rate increase is recommended for each year from FY28 to FY30.

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. There will be a 6% rate increase beginning in October 2026. Recommended rate increases for future years are: +6% in FY28 & FY29 and +5% for FY30 & FY31.

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. A 3% increase in rates will go into effect in October 2026. Recommended rate increases for the future are +3% from FY28 to FY31.

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. Identifying the operational needs was established as a top priority. Operational needs will be 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 of FY27 – FY31. As the assessments are completed, the actual dollars required will be input in the rate model. The current rate model recommended a 7% rate increase for FY27 and is scheduled to begin for the October 2026 billing cycle. Another 7% rate increase is projected for FY28. FY29 is projected to have a 6% increase, FY30 is at +4%, and finally FY31 would be a +3% adjustment.

CITY OF TULSA

2026 – 2027 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 a 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 2024 Spring Semester, 32,920 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, AEP- Public Service of Oklahoma, Alliance Holdings, Alorica, Amazon, American Airlines, Ascension St. John, AT&T/DIRECTV, BAMA, Bank of Oklahoma, Broken Arrow Public Schools, Cherokee Nation Businesses, City of Tulsa, Hillcrest Healthcare System, IC of Oklahoma, Jenks Public Schools, Macy's Fulfillment Center, NORDAM Group, ONEOK, OSU Medical Center, Owasso Public Schools, QuikTrip Corp, River Spirit Casino & Resort, Saint Francis Healthcare System, Tulsa County, Tulsa Community College, Tulsa Public Schools, Union Public Schools, University of Tulsa, Verizon, Wal-Mart Stores/ Sam's Club, Webco, 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 operates 18 fixed-route lines, 3 MicroLink zones in Tulsa, 1 in Broken Arrow, and ADA paratransit services. (MTTA) plays a pivotal role in providing accessible and cost-effective

transportation solutions. Evening and Sunday services are provided across 4 designated MicroLink zones throughout Tulsa. March 2024, Tulsa Transit introduced a rebranding of its core service, now known as MetroLink Tulsa.

1,000 + EMPLOYERS IN THE TULSA AREA	
AAON	ONEOK
AEP/Public Service of OK	OSU Medical Center
Alliance Holdings	Owasso Public Sch.
Alorica	QuikTrip
Amazon	River Spirit Casino and Resort
American Airlines	Saint Francis Health System
Ascension St. John	Tulsa Community College
AT&T/DIRECT TV	Tulsa Public Schools
BAMA	Tulsa, County of
Bank of Oklahoma	Union Public Schools
Broken Arrow Public Sch.	University of Tulsa
Cherokee Nation Bus.	Verizon Business
City of Tulsa	WalMart/Sam's Club
Hillcrest Healthcare Sys.	Webco
IC of Oklahoma	Whirlpool Corp
Jenks of Public School	Williams Co.
Macy's Fulfillment Center	
Nordam Group	
Source: Tulsa Chamber	

INSTITUTION OF HIGHER LEARNING		
	Fall '25 Enrollment	Spring '26 Enrollment
Langston, Tulsa Campus	1,697	1,657
NSU, Broken Arrow	6,771	6,229
ORU	6,213	
OSU, Center for Health Sciences	2,301	2,348
OSU, Tulsa	3,180	2,826
OU, Tulsa, Health Sciences Center	1,086	1,127
TCC	14,391	14,538
University of Tulsa	3,800	4,000
Includes students enrolled in non-credit courses		
Source: Individual Institutions		

HEALTHCARE

Tulsa has a long history of outstanding healthcare 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 healthcare, 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 2026.

POLICE PROTECTION

Stations:

Headquarters

Three uniformed divisions

Three support divisions

The Police Academy

Forensic Lab

911 Call Center

Real Time Information Center (RTIC)

Traffic Accidents - 12,250

Citations - 82,672 (criminal, traffic, and parking

Total Calls for Police Services - 559,723

Employees:

Sworn - 811

Non-Sworn - 235

FIRE PROTECTION

Stations - 30

Employees:

Sworn - 739

Non-Sworn - 26

Fire Calls - 3,239

False Alarms - 4,670

Emergency Medical Calls - 39,230

Total Responses - 75,936

Average Response Time - 4 minutes and 30 seconds

Fire Investigations - 371

Fire Hydrants - 18,125



SEWER SYSTEM

Plants serving four major drainage basins.
Nominal Treatment Capacity for all four plants -
104.6 MGD (including LBC 4.0)
FY25 Average daily Flow - 61.2 MGD

STREETS AND EXPRESSWAYS

Expressways - 32 lane miles
Arterial Streets - 1,311 lane miles
Residential Streets - 3,144 lane miles
Central Business District - 91 lane miles
Signalized Intersections - 547

PUBLIC TRANSIT

Routes:

28:19 fixed routes
4 micro day
5 micro night
Sunday

Transit buses - 65 (BRT)

Micro Transit & Lift Program Vans - 54

FLOOD CONTROL

Detention Facilities - 124

Improved Channels Maintained: (miles)

32.53 concrete
31.69 grass-lined

SOLID WASTE

Customers Served:

Commercial - 11,521
Residential - 122,508

Collections Disposed at (in tons):

Reworld Facility - 102,854
Landfills - 15,232
Recycled - 18,470

WATER SYSTEM

Connections - 169,420

Average Daily Consumption - 88.2 MGD*

Treatment Capacity - 220 MGD*

Water Lines - 2,704 miles

*Million gallons per day

LIBRARY

Locations - 25

Bookmobile - 2

Ruth G. Hardman Adult Literacy Service

Genealogy Center

Cultural Resource Centers

Maker Space and Digital Literacy Lab

Summer Reading Program

MUNICIPAL PARKS

Parks - 133

Specialty Center - 2

Largest - Mohawk (3,216 acres)

Playgrounds - 100

Sports Fields - 212

Tennis Courts - 63

Pickleball Courts - 55

Swimming Pools - 5

Water Playgrounds - 31

18-Hole Golf Courses - 4

Skate Parks - 1

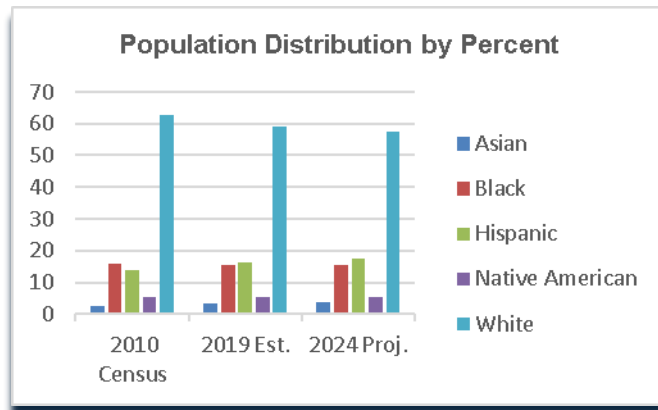
The Tulsa Zoo - 1

Picnic Shelters - 96

Community Centers - 6



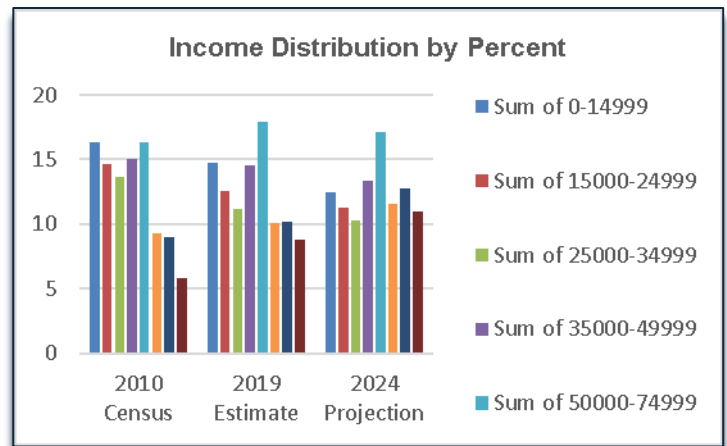
A Few Nuggets of Knowledge



Median Home Price – \$230,400 (MSA)
 Average Apartment rent (2BR, 2BTH) – \$1,110
 Median Household Income – \$59,800
 Mean Commute Time to Work – 19 Mins
 Average monthly residential energy costs – \$205
 Average Household Size – 2.47 persons
 Percent of persons 65 and over – 15.3%
 Percent of persons in Poverty – 18.7%

2024 Tulsa MSA median base salaries – Bureau of Labor Statistics

<u>Position</u>	<u>\$ Annual Wage</u>
Accounting	78,365
Office Administration	43,680
Computer Programming	88,630
Engineering	91,625
Legal	94,535
Construction	53,120
Truck Driving	41,790
Janitorial Service	32,570
Management	116,170
Teaching	49,920
Welding	52,470
Manufacturing	47,840



Local Museums

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

Entertainment Venues

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

Local Festivals

Mayfest
 Oktoberfest
 BOK Winterfest
 Tulsa Tough Cycling Event
 Tulsa State Fair
 Festival Americas

Sports Teams & Events

Tulsa Drillers Baseball
 Tulsa Oilers Hockey
 Tulsa Oilers Indoor Football
 FC Tulsa – USL Soccer
 Annual Tulsa Run

Information retrieved from the Tulsa Metro Chamber.

City of Tulsa Corporate Boundaries with Council Districts

