



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. ✦

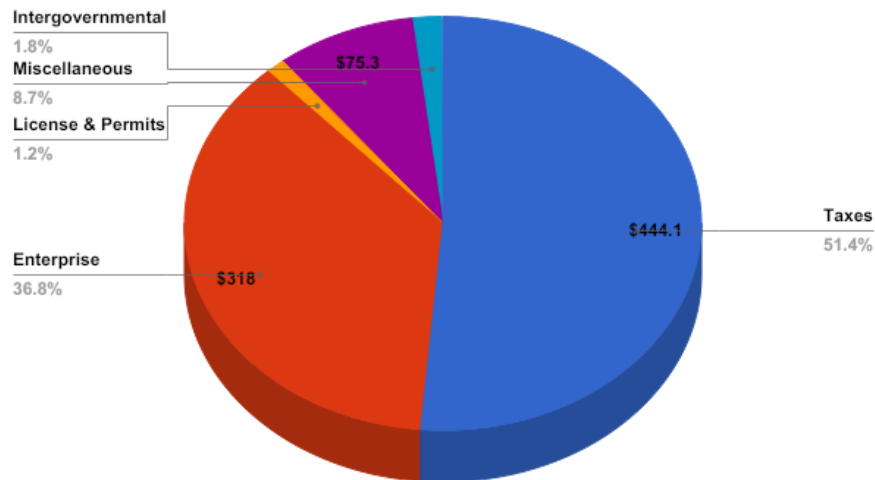
This section is for information only and is not part of the ordinances adopted by the City Council. ✦

City of Tulsa 2019-2020 Budget and Capital Plan Executive Summary

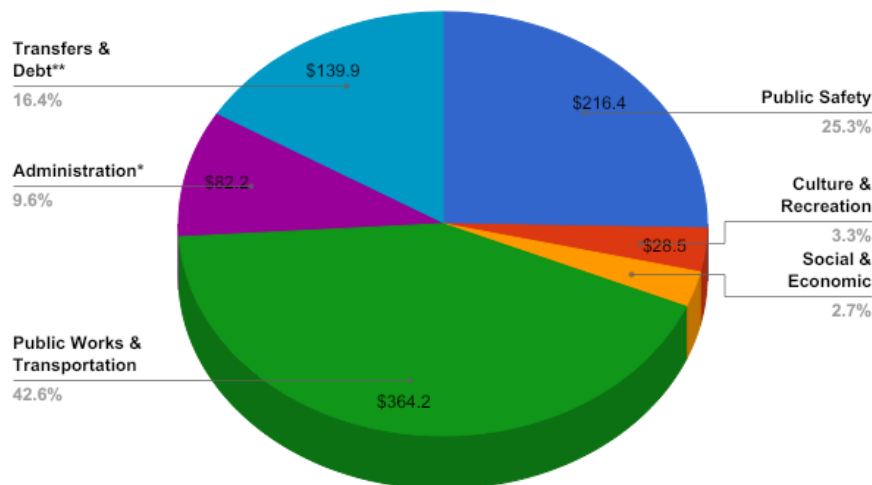
The FY20 total budget is \$854,532,000 – a 2.5 percent decrease from the original FY19 amount. The operating budget is \$713,741,000 and the Capital Improvements budget totals \$140,791,000. The operating budget is increasing by 3.2 percent and the capital budget is decreasing 19.8 percent from FY19. FY20 revenue projections total \$864,540,000 and Figure 1 shows amounts by the major categories.

Total expenditure by major program categories are shown on Figure 2. Public Safety consumes 25.3 percent of total appropriations. Public Works and Transportation make up 42.6 percent of the budget and includes the bus system, street maintenance, water, sanitary sewer systems, stormwater management, and the trash pickup and disposal functions. Cultural and Recreational programs consume 3.3 percent of the budget, Social and Economic Development programs make up 2.7 percent, and Administration 9.6 percent. Transfers and Debt service are 16.4 percent of the budget. (Figure 2: *Excludes Internal Service Funds; **Excludes Internal Transfers)

**Figure 1 Major Revenue Categories
(in millions)**



**Figure 2 Major Expenditure Categories
(in millions)**



ECONOMIC CONDITION

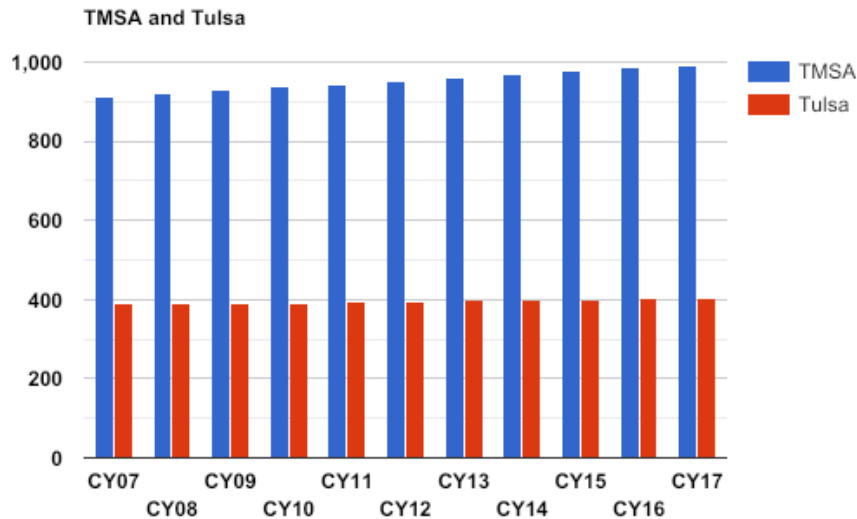
Economic indicators appear to be pointing to a stable 2020 fiscal year. Economic projections indicate that the 2021 fiscal year may experience contraction in economic growth along with increasing unemployment and interest rates along with a slow-down in the growth of Gross Metro Product. January 2019 projections from the Congressional Budget Office show national unemployment increasing to 3.7% in 2020 and 4.2% in 2021. 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 synchronized with the U.S.

All labor figures are currently at historic highs. The area monthly average labor force grew 1.7% over 2017, gaining 8,240 new participants in 2018. The labor force growth in 2017 was 0.5%. Wage and Salary employment (total nonfarm employees) witnessed another year of growth, with an increase of 2.5% in the 2018 average, equating to approx. 11,300 new jobs. Unemployment decreased throughout 2018, ending the year at 3.0%. The average unemployment for the Tulsa MSA was 3.6%. The average weekly earnings of all private employees increased by 4.4% from December 2017 to December 2018.

POPULATION

The TMSA population grew 0.7 percent in 2017 to 991,000, up from 985,000 in 2016. At the same time, the City of Tulsa's population grew by 0.1 percent to total 403,900. The median age in Tulsa in 2017 was 35.4 years. Data sources which provide population estimates typically report estimates on a yearly basis; information for 2018 has not been reported.

Figure 3
POPULATION
(in thousands)

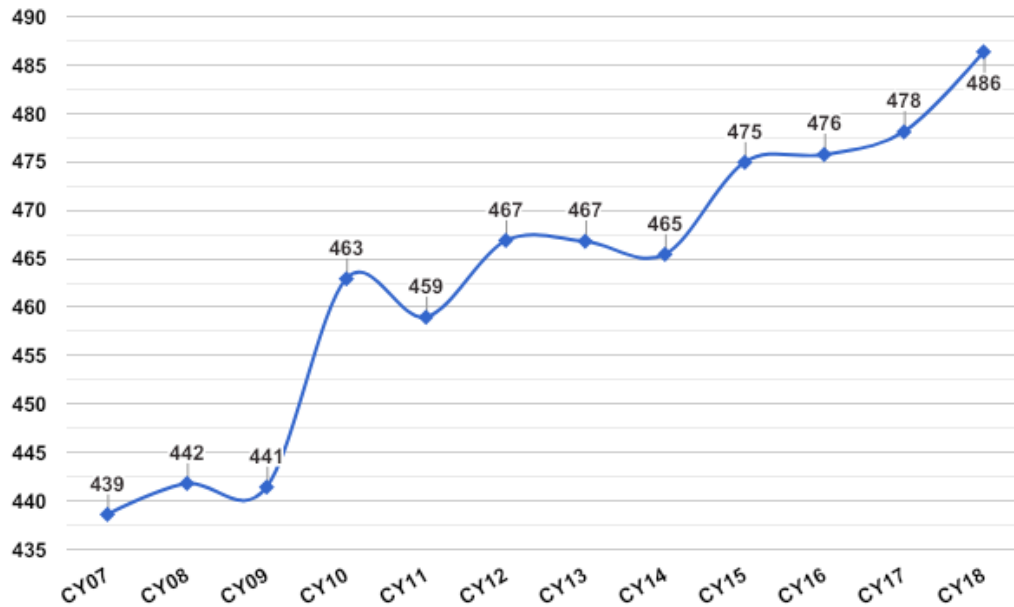


Source: U.S. Bureau of the Census Experian

LABOR FORCE

The labor force continues to be historically high. The civilian labor force gained an average of 8,240 new participants in 2018, based on a comparison of the monthly, non-seasonally adjusted data from the Bureau of Labor Statistics. This represents a 1.7% increase over 2017. The average labor force growth in 2017 was 0.5%.

Figure 4
LABOR FORCE
(in thousands)

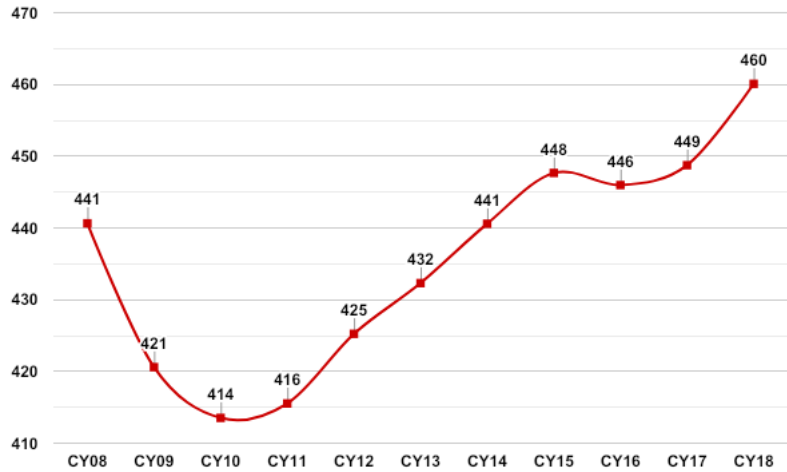


Source: Bureau of Labor Statistics

WAGE AND SALARY EMPLOYMENT

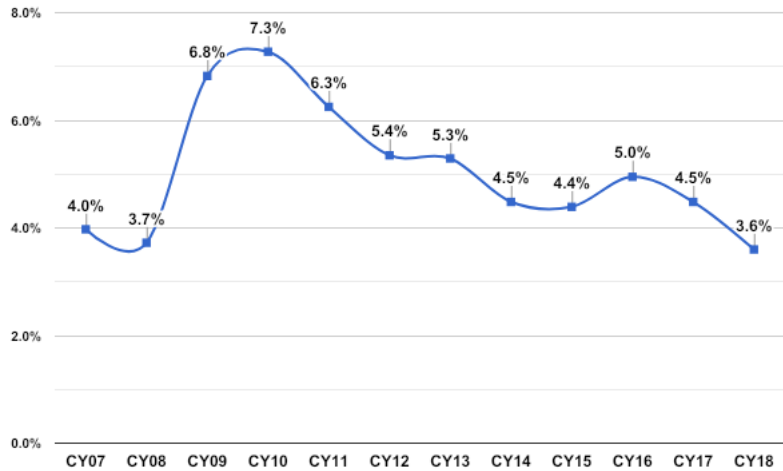
The Bureau of Labor Statistics provides monthly employment and unemployment data for the Tulsa MSA. The monthly average Wage and Salary (Total Non-Farm) employment grew by 2.5 percent in 2018. By the end of 2018, the average employment increased by 11,400 jobs from a year earlier. The manufacturing sector reported the greatest relative gains, growing 4.8 percent in 2018, adding 2,200 jobs. The Services sector increased by 3.5 percent, adding 7,700 jobs. With hiring occurring primarily in the largest subsector, Services, total wage and salary employment is expected to continue its growth in the upcoming year. Average monthly unemployment figures decreased 0.9 percentage points in 2018, ending the year at an average of 3.6 percent.

Figure 5
WAGE AND SALARY EMPLOYMENT
 (in thousands)



Source: Bureau of Labor Statistics

Figure 6
UNEMPLOYMENT RATE (percent)

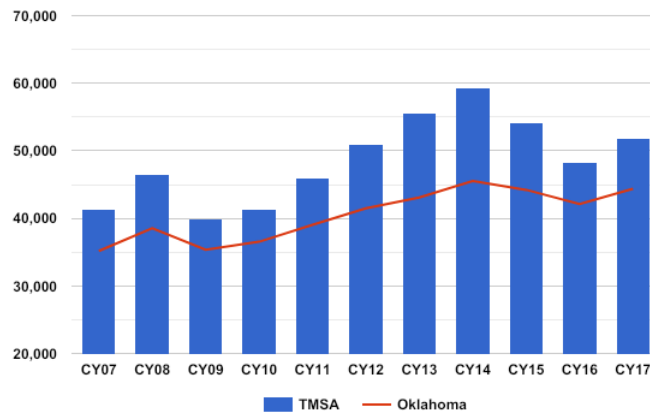


Source: Bureau of Labor Statistics

PERSONAL INCOME

After dropping 17.1 percent 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 to \$54,746. 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. Information for 2018 was unavailable.

Figure 7
PER CAPITA PERSONAL INCOME (TMSA)

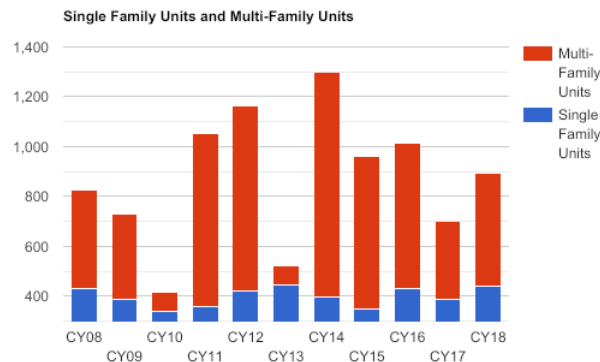


Source: Bureau of Economic Analysis

BUILDING PERMITS

Tulsa has witnessed a resurgence in both residential and commercial construction in 2018. The number of residential units (single and multi-family) increased by 892 units, representing a 27% increase over 2017. The value of commercial construction in 2018 was \$340.1 million, representing a 146% increase from 2017. In July 2018 Amazon began construction of a new fulfillment center in Tulsa, an estimated \$130 million capital investment.

Figure 8
HOUSING UNIT BUILDING PERMITS

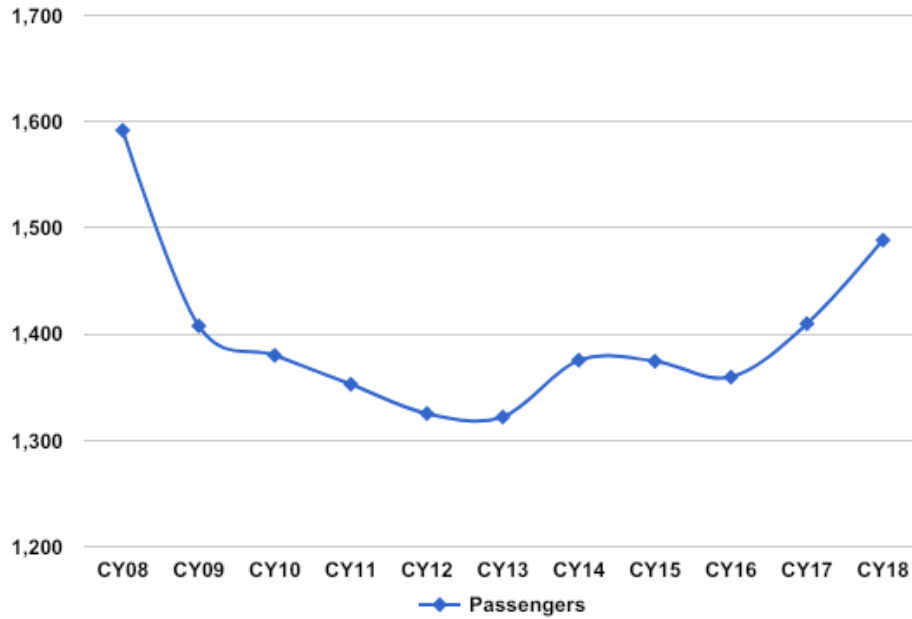


Source: City of Tulsa

AIRPORT

Air passengers and freight have performed well during 2018. Airport passenger enplanements grew by 5.6% in 2018. The airport had more than three million travelers come through in 2018. After a below average performance in 2017, airport outbound freight grew 46% in 2018. Frontier Airlines returned to Tulsa offering new services and Via Air began offering nonstop flights to Austin. The FlyTulsa campaign has also brought in more travelers after 50 companies agreed to fly from Tulsa rather than driving to other airports. American Airlines could begin nonstop service to Los Angeles (LAX) in April 2019 and Allegiant Airlines announced it will offer nonstop service to Destin-Fort Walton Beach Airport in June 2019.

Figure 9
ENPLANED PASSENGERS (in thousands)

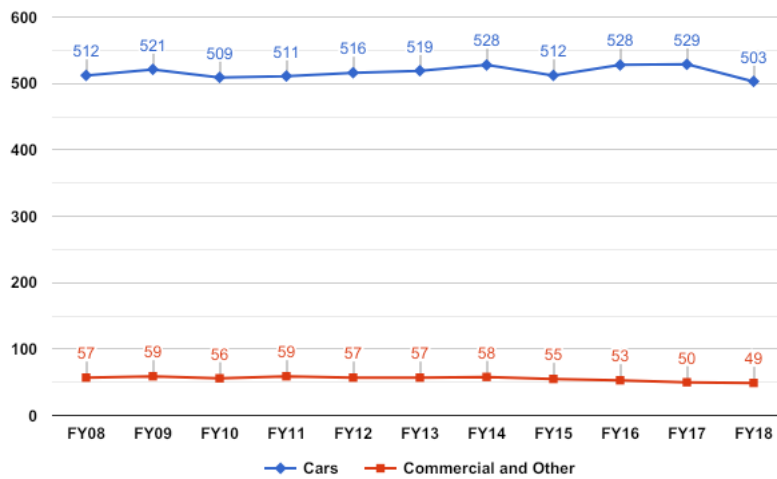


Source: Tulsa Airport Authority

MOTOR VEHICLE REGISTRATION

The Oklahoma Tax Commission (OTC) reports vehicle registrations by county every fiscal year ending in June. Total vehicle registrations fell during FY18. Registration of cars in Tulsa County fell 5% in FY18. Commercial registrations and other registrations fell 2%. There were 503,000 cars and 49,000 commercial trucks and other vehicles registered in FY18.

Figure 10
MOTOR VEHICLE REGISTRATION
(in thousands)

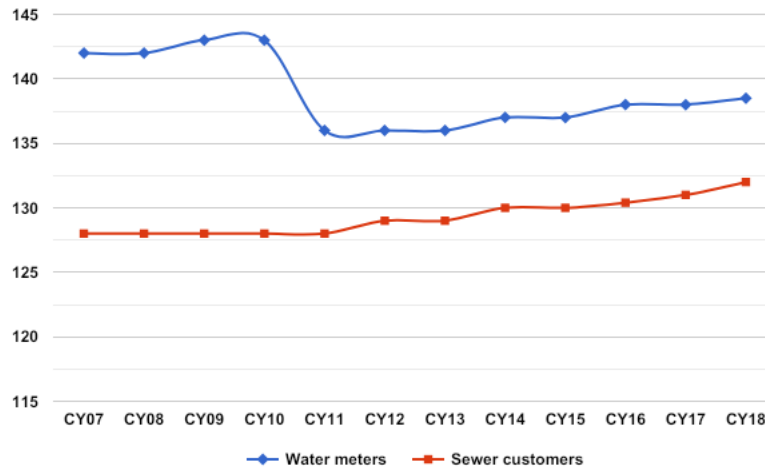


Source: Oklahoma Tax Commission

UTILITIES

The combined water and sewer customer counts reported a slight increase in 2018, increasing approximately 1 percent over the previous year. The number of active water meters also increased slightly by 600 (0.4%) and 2018 ended with 138,500 active meters.

Figure 11
ACTIVE WATER METERS AND SEWER CUSTOMERS
(in thousands)



Source: City of Tulsa

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 FY20 is \$864,414,000, a 6.8 percent increase from the FY19 original budget. There are several reasons for the growth forecast. Amazon third party sellers continue to collect and remit taxes on Oklahoma purchases. Economic development projects continue to enhance expected revenue in 2020 fiscal year.

The City projects future financial performance by analyzing historic and current data. The City utilizes 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 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 percent of the projected revenue in FY20.

Sales Tax

The largest source of revenue for the City is sales tax and it accounts for 33 percent of the FY20 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 Vision 2025 (.55) project funds. Sales tax receipts of \$286,452,000 are projected in FY20, a 1 percent increase from the FY19 estimate.

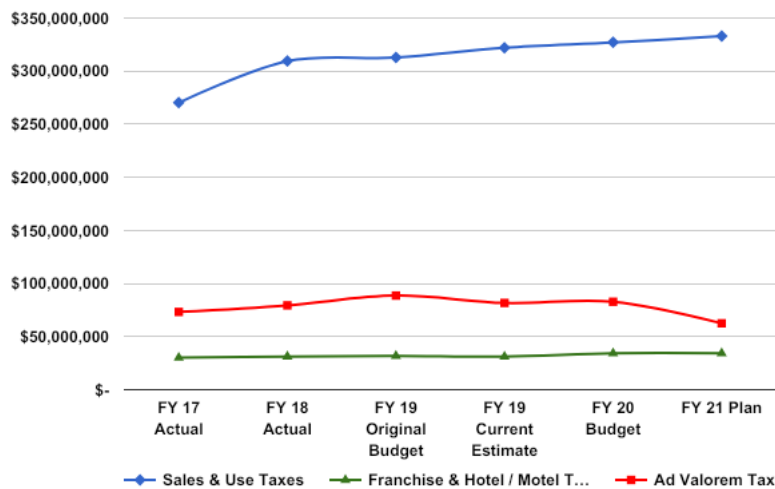
Use Tax

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 FY20 proposed budget Use Tax projection is \$40,573,000, an 8 percent increase from the FY19 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 57 percent of this category's revenue. Natural gas prices have remained stable in FY19, with the Henry Hub spot price averaging between \$3 to \$4 per million BTU. In FY19, ONG and PSO fees are projected to produce \$13,915,000. Despite stable natural gas prices, the FY20 budget is 3.1 percent higher than the FY19 original budget due to an increase in rates charged by PSO. Cable TV sales are challenged by internet television programming on demand. FY20 revenue from all Franchise Tax/Right of Way User fees is projected to be \$24,252,000.

Figure 12
TAXES



Source: City of Tulsa Finance Department

Hotel/Motel Tax

In addition to sales tax, the use of hotel and motel rooms within the City is taxed at 5 percent. Projected FY20 receipts of \$9,965,000, a 34.7 percent increase from the FY19 original budget. The increase is driven by the adoption of a new special assessment district that will implement an additional 3 percent room tax on all hotels with 110 rooms or more, estimated to generate an additional \$2.32 million.

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 \$82,821,000 in FY20.

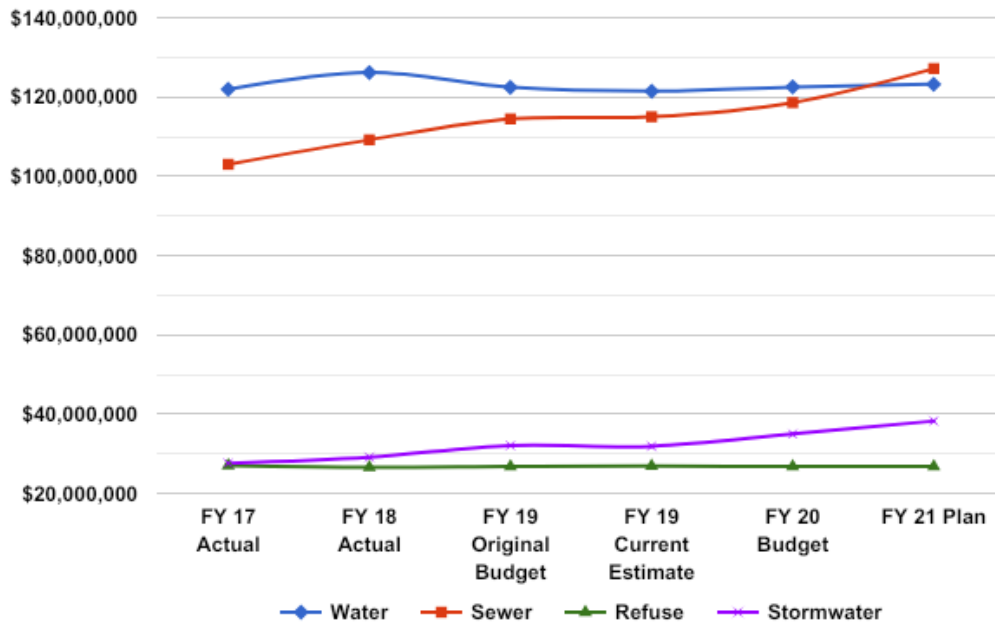
ENTERPRISE REVENUES

Charges for using utility services, emergency medical services, and golf courses are 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. Golf course revenue is generated from the operations of Page Belcher and Mohawk Golf Courses.

Golf Fees

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. FY20 revenue is estimated at \$2,191,000, an increase of 6.9 percent over the FY19 original budget.

Figure 13
MAJOR ENTERPRISE REVENUES



Source: City of Tulsa Finance Department

Water

The sale of treated water is expected to generate \$119,210,000 in FY20, 0.4 percent higher than the FY19 original budget. A 1 percent rate increase expected to go into effect on October 1, 2019, but water usage is expected to decrease by 0.5 percent.

Sewer

The treatment and disposal of wastewater is charged to both commercial and residential sewer customers. Sewer usage is expected to decrease 1 percent. FY20 revenue is projected to be \$115,542,000, 3.9 percent higher than the FY19 original budget. Revenue estimate improvement is based on a 9 percent rate increase effective October 1, 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. FY20 revenue is projected to be \$26,746,000. This is unchanged from the FY19 original budget. The customer base is projected to be stable.

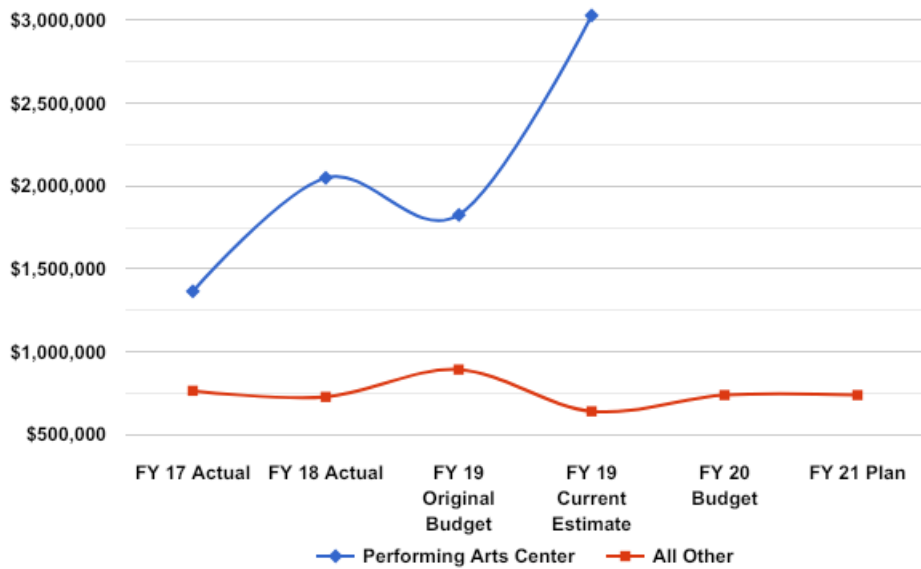
Stormwater

City of Tulsa landowners pay for the operation and maintenance of the City's storm drainage facilities. The FY20 revenue projection is \$34,971,000, reflecting a 9 percent rate increase effective October 1, 2019. This is 8.5% higher than the FY19 original budget.

CULTURE AND RECREATION

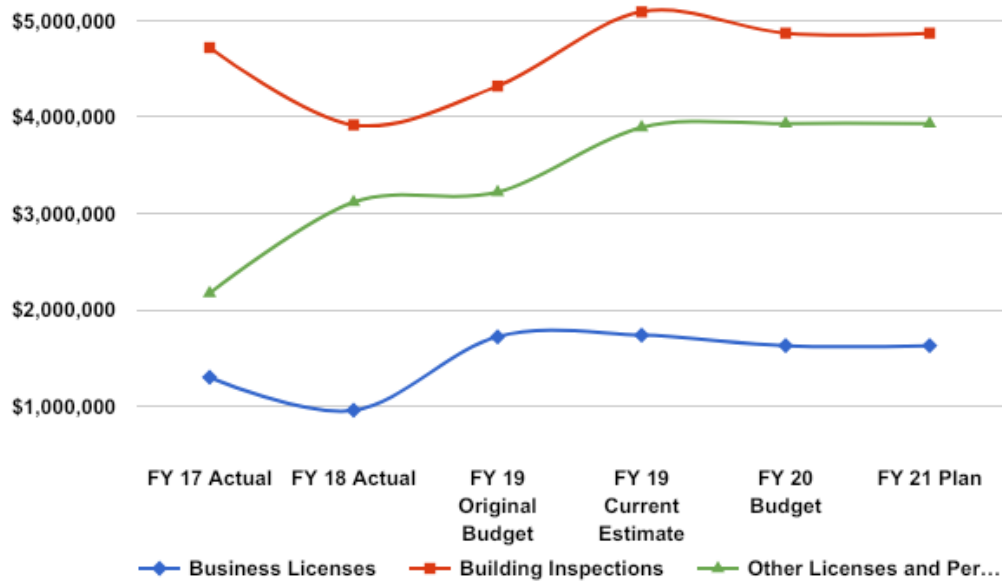
Park participation fees account for 54 percent of the \$738,000 FY20 miscellaneous culture and recreation revenue. Other revenue sources include shelter and property rentals, swimming pool fees, and fees from special events held at the parks. In FY20, Culture and Recreation revenues are projected to be 72.8 percent less than the FY19 original budget. This reduction is due to the removal of Performing Arts Center revenues. In FY20, the Performing Arts Center will change from City staffed function to one that will be managed under a management agreement with the Tulsa Performing Arts Center Trust (TPACT). All revenues will be retained by the Trust.

Figure 14
CULTURE AND RECREATION



Source: City of Tulsa Finance Department

Figure 15
LICENSES AND PERMITS



Source: City of Tulsa Finance Department

LICENSES AND PERMITS

Business licenses, non-business licenses, building inspections, and permits are projected to be \$10,429,000 in FY20, a 12.6 percent increase from the FY19 original budget. The base number of businesses requiring these licenses is stable. FY20 will see an increase in the base fee charged for permits, along with an increase in the penalty, cancellation, resubmittal, expedited review, and addendum fees.

Business Licenses

Occupational, taxicabs, amusement/recreation, restaurants, and liquor occupation constitute the business license categories. The FY20 projection of \$1,630,000 is 5.3 percent less than the FY19 original budget.

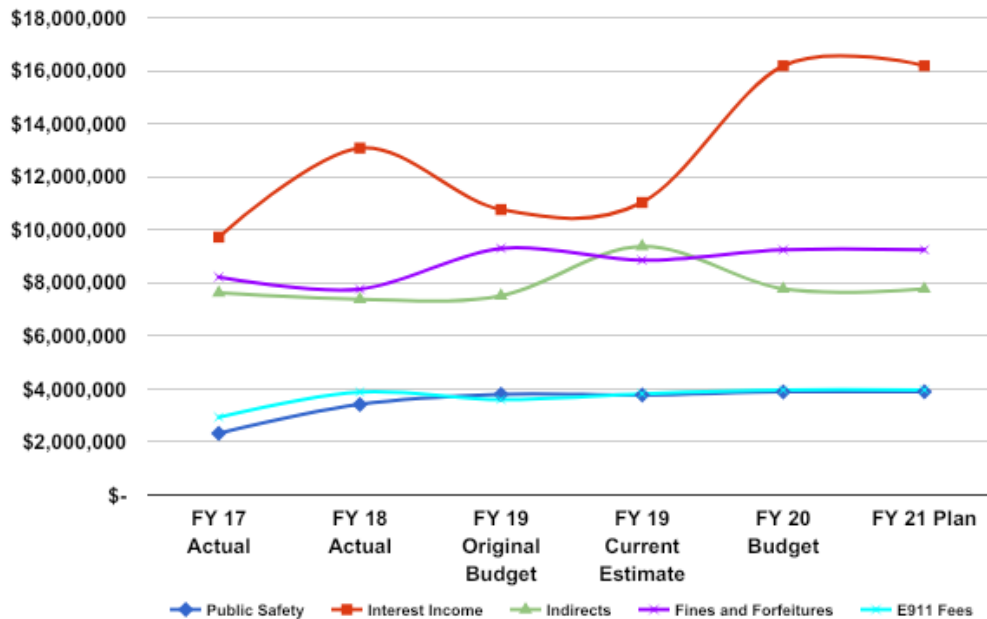
Building Inspections

Building Inspection revenue for FY20 is projected to be \$4,868,000, 12.7 percent greater than the FY19 original budget. The residential building market in the area continues to improve. Commercial and industrial development fees are scheduled to increase based on improved cost recapture of individual inspections.

Other Licenses and Permits

The major revenues in this category consist of plumbing, water, sewer and fire alarm permits and Inspections, ROW permit fees, record retention fees, IDP permits and plan reviews, security alarm permits, sign permits, and fiber optic cable permits. Other licenses and permits are expected to generate \$3,931,000 in FY20. This is a 22.1 percent increase from the FY19 original budget.

Figure 16
MISCELLANEOUS REVENUE



Source: City of Tulsa Finance Department

MISCELLANEOUS REVENUE

The City receives revenue from numerous miscellaneous sources. Public safety, E-911 fees, direct cost for support services, street repairs, fines and forfeitures, interest, Regional Metropolitan Utility Authority shared revenue, planning and zoning fees, parking meters, and Enterprise fund fee in lieu are the primary sources of miscellaneous revenue.

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. FY20 public safety related revenue is projected at \$3,891,000, a 2.5 percent increase from the FY19 original budget.

E-911

Charges for the Emergency 911 system include a fixed telephone user charge and a 75 cent per month charge on cell phones. The FY20 projection of \$3,958,000 represents a 9.9 percent increase from the FY19 original budget.

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. FY20 indirect costs for support service charges are projected to generate \$7,766,000. The amount is 3.4 percent more than the FY19 original budget, and reflects agreements with entities provided services by the City.

Streets and Highways

Revenue is received from both parking meters and street cut permits which are required to repair streets and highways after the pavement is broken to fix utility lines or install new lines. The revenue projected in FY20 is \$5,552,000, which is the same as the FY19 original budget.

Fines and Forfeitures

Municipal Court fines will generate 90 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 \$9,246,000 in FY20, a 0.6 percent decrease from the FY19 original budget.

Interest

FY20 interest earnings are projected to be \$16,184,000. This is 11.3 percent more than the FY19 estimate. Cash balances are at record levels, and will be drawn down for scheduled projects.

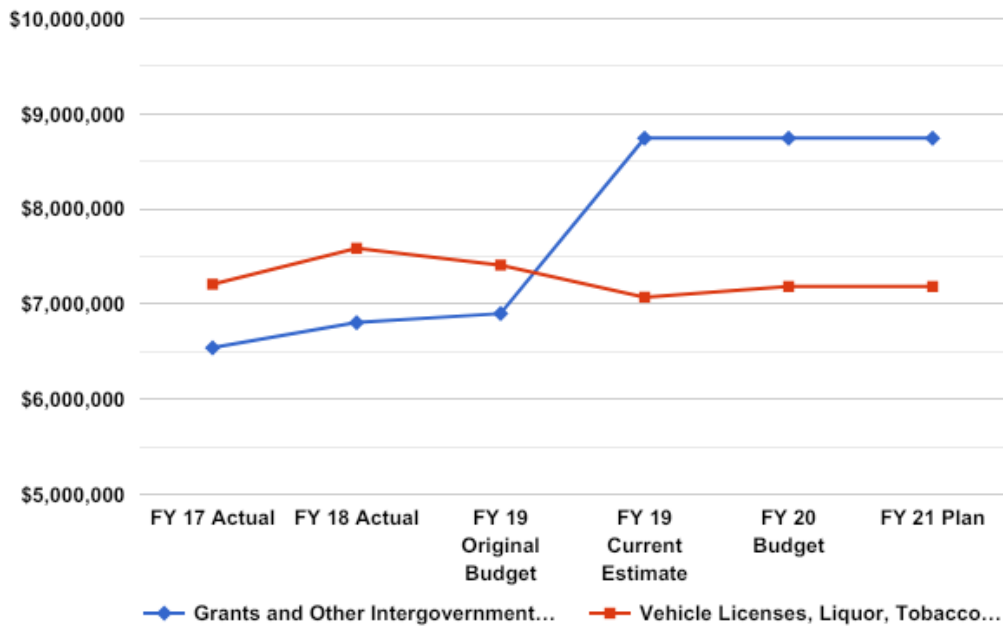
INTERGOVERNMENTAL REVENUE

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. The estimate for FY20 is \$15,804,000.

In FY20, the revenue from the Federal government for Housing and Urban Development grants is projected to be \$7,597,000. A 32.8 percent increase over the FY19 adopted budget. Revenue from the State is projected to be \$7,184,000 for taxes on vehicle licenses, liquor, gasoline, and tobacco.

The City also receives reimbursement from Tulsa County for the E911 operation and police lab work, from the Federal and State governments for various services, and from ad valorem property sales. Total reimbursements are projected to be \$910,000.

Figure 17
INTERGOVERNMENTAL



Source: City of Tulsa Finance Department

EXPENDITURES

WHERE THE MONEY GOES

The FY20 General Fund (GF) budget is \$292.0 million. The allocations between Personal Services, Materials and Supplies, Other Services and Charges, and Transfers remain close to historical values. They make up 74 percent, 2 percent, 22 percent, and 2 percent of the FY20 GF budget, respectively.

The GF FY20 budget reflects compensation adjustments, outsourcing operations, and expanded service levels. As part of the Mayor's priority to ensure employee compensation is at competitive levels, the FY20 budget includes compensation increases for all pay groups. All compensation plan changes will be effective January 2020.

FY20 GF revenues are projected to be \$289.8 million. This is 4 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.

The Public Safety program's appropriations supporting the Police, Fire, Municipal Court, and Emergency Management, account for 62 percent of the FY20 budget. The Administrative and Support Services category represents approximately 15 percent of the FY20 budget. Public Works and Transportation will receive the third largest allocation at 10 percent of the budget. Cultural and Recreational activities will be allocated 8 percent of FY20 resources. The City's Economic Development and Neighborhood Services functions will consume 4 percent of the FY20 budget and the remaining 1 percent will be transferred to other funds.

The Police and Fire Departments' total allocations are increasing in FY20 by 4.5 and 4.3 percent, respectively. In FY20, Police academies of sixty (60) are funded and Fire Department service levels will be supported by the addition of twenty-five (25) cadets. To bolster service levels in the Police Department, the Public Safety Tax will fund a Police academy of thirty (30) cadets in FY20.

Cultural and Recreational programs will be impacted by 5.7 percent decrease from the original FY19 budget in FY20. This is caused by a change in how the Performing Arts Center (PAC) will be managed. The PAC operations will change from a City staffed operation to one that will be managed under a management agreement in FY20. The management firm will be responsible for event revenue and operational cost starting in FY20. Management services expenditures for the PAC will reside within the Convention & Tourism Facility Fund. The Park and Recreation Department will receive additional funding to add 2 positions for the Chamberlain Park Recreation Center, add 3 positions to better market and plan operations and services, and improve tree trimming and trail maintenance.

Social and Economic Development program allocations are increasing by 6.7 percent in FY20. The increase was largely attributed to expanded hours for the Animal Welfare Center and expanded service levels within Development Services. This program area was also impacted by moving the Planning Department functions to Indian Nation Council of Governments (INCOG). INCOG will manage the City's planning functions in FY20 and the budget increase to INCOG reflects that change.

Public Works and Transportation will increase by 4.1 percent in FY20. This increase is due to anticipated compensation increases and improved services. Service improvements include neighborhood lighting, traffic signals, and cemetery services.

The Administrative and Support Services programs' allocations are increasing by 9.4 percent. Compensation changes noted above account for some of the increase. However, the greatest growth occurred in the Other Services and Charges accounts due to newly implemented major software systems moving from capital funding to operating funding. The financial and payroll systems annual maintenance cost will impact FY20. It also includes funding to begin the operation of the Office of the Independent Monitor on January 1, 2020. As noted above the increase contributions to INCOG for additional services also impacted the increase.

Transfers out will increase by 54.2 percent in FY20 as a result of reduced debt service requirements taken in FY19 that will not be available in FY20.

REVENUE ESTIMATE

(amounts expressed in thousands)

RESOURCES	FY 21	FY 20	FY 19	FY 19	FY 19 ORIG.	
	PLANNED	ADOPTED	CURRENT	ORIGINAL	VS. FY 20	
	BUDGET	BUDGET	ESTIMATE	BUDGET	AMOUNT	PERCENT
TAXES						
Sales Tax	\$ 289,887	\$ 286,452	\$ 283,695	\$ 280,813	\$ 5,639	2.0%
Use Tax	43,077	40,573	37,573	31,941	8,632	27.0%
Franchise Taxes	24,296	24,252	23,522	24,394	(142)	-0.6%
Hotel/Motel Tax	9,965	9,965	7,603	7,399	2,566	34.7%
Ad Valorem	62,511	82,821	81,703	88,012	(5,191)	-5.9%
TOTAL	429,736	444,063	434,096	432,559	11,504	2.7%
ENTERPRISE REVENUE						
Golf	2,191	2,191	1,671	2,049	142	6.9%
Water	123,194	122,526	121,452	122,441	85	0.1%
Sewer	127,147	118,578	114,995	114,459	4,119	3.6%
Refuse	26,746	26,746	26,874	26,746	0	0.0%
Stormwater	38,231	34,947	31,865	32,065	2,882	9.0%
Emergency Medical Fee	6,812	6,812	6,790	7,000	(188)	-2.7%
OTC Rental Income	7,604	6,234	5,566	6,653	(419)	-6.3%
TOTAL	331,925	318,034	309,213	311,413	6,621	2.1%
CULTURAL AND RECREATION						
Performing Arts Center	-	-	3,028	1,825	(1,825)	-100.0%
Other	738	738	640	892	(154)	-17.3%
TOTAL	738	738	3,668	2,717	(1,979)	-72.8%
LICENSES AND PERMITS						
Business Licenses	1,630	1,630	1,739	1,722	(92)	-5.3%
Building Inspections	4,868	4,868	5,089	4,320	548	12.7%
Other Licenses and Permits	3,931	3,931	3,892	3,220	711	22.1%
TOTAL	10,429	10,429	10,720	9,262	1,167	12.6%
MISCELLANEOUS REVENUE						
Public Safety	3,891	3,891	3,771	3,797	94	2.5%
E911 Fees	3,958	3,958	3,817	3,600	358	9.9%
General Government - Indirects	7,766	7,766	9,377	7,512	254	3.4%
Streets and Highways	5,552	5,552	6,318	5,552	-	0.0%
Fines and Forfeitures	9,246	9,246	8,853	9,301	(55)	-0.6%
Interest Income	16,184	16,184	14,537	10,763	5,421	50.4%
Other Miscellaneous	29,697	28,750	31,232	30,094	(1,344)	-4.5%
TOTAL	76,294	75,347	77,906	70,619	4,728	6.7%
INTERGOVERNMENTAL REVENUE						
Grants	7,835	7,835	5,931	5,804	2,031	35.0%
Vehicle License, Liquor, Tobacco and Gasoline Taxes	7,184	7,184	7,072	7,410	(226)	-3.0%
Other Intergovernmental Rev	910	910	890	1,096	(186)	-17.0%
TOTAL	15,929	15,929	13,893	14,310	1,619	11.3%
GRAND TOTAL	\$ 865,052	\$ 864,540	\$ 849,495	\$ 840,880	\$ 57,478	6.8%

*Charges from Internal Service Funds are excluded.

Note: Internal Transfers In are excluded from this analysis.

Historical Information has been restated.

REVENUE ESTIMATE

(amounts expressed in thousands)

	FY 18 ACTUAL REVENUES	FY 17 ACTUAL REVENUES	FY 16 ACTUAL REVENUES	FY 15 ACTUAL REVENUES
RESOURCES				
TAXES				
Sales Tax	\$ 278,316	\$ 244,375	\$ 234,912	\$ 232,566
Use Tax	31,084	25,922	23,640	24,104
Franchise Taxes	23,920	22,726	22,041	23,483
Hotel/Motel Tax	7,392	7,377	7,482	7,539
Ad Valorem	79,424	73,240	76,171	68,881
TOTAL	420,136	373,640	364,246	356,573
ENTERPRISE REVENUE				
Golf	1,325	1,886	2,829	2,420
Water	126,183	121,901	109,389	97,767
Sewer	109,180	103,006	93,117	84,328
Refuse	26,537	27,006	26,409	26,050
Stormwater	29,078	27,579	26,847	24,362
Emergency Medical Fee	6,686	6,872	6,996	6,572
OTC Rental Income	4,850	9,041	8,916	9,050
TOTAL	303,839	297,291	274,503	250,549
CULTURAL AND RECREATION				
Performing Arts Center	2,049	1,363	1,650	1,929
Other	727	1,857	820	809
TOTAL	2,776	3,219	2,470	2,738
LICENSES AND PERMITS				
Business Licenses	959	1,301	1,401	1,340
Building Inspections	3,917	4,718	3,988	4,023
Other Licenses and Permits	3,117	2,174	3,129	3,128
TOTAL	7,993	8,192	8,518	8,491
MISCELLANEOUS REVENUE				
Public Safety	3,414	2,325	3,084	3,614
E911 Fees	3,884	2,933	3,104	3,450
General Government - Indirects	7,383	7,623	7,716	7,829
Streets and Highways	5,784	5,547	4,309	5,768
Fines and Forfeitures	7,758	8,219	7,966	8,922
Interest Income	13,082	9,724	8,280	6,335
Loan Proceeds	-	-	28,720	61,725
Other Miscellaneous	28,812	30,486	26,995	22,618
TOTAL	70,117	66,856	90,174	120,261
INTERGOVERNMENTAL REVENUE				
Grants	5,701	6,484	5,012	5,205
Vehicle License, Liquor, Tobacco and Gasoline Taxes	7,586	7,209	7,183	7,220
Other Intergovernmental Rev	1,105	56	978	2,128
TOTAL	14,392	13,749	13,173	14,553
GRAND TOTAL	\$ 819,253	\$ 762,947	\$ 753,084	\$ 753,165

*Charges from Internal Service Funds are excluded.

Note: Internal Transfers In are excluded from this analysis.

Historical Information has been restated.

OPERATING BUDGET
by Programs and Departments
(amounts expressed in thousands)

	FY 21	FY 20	FY 19	FY 19 VS FY 20	
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	DIFFERENCE AMOUNT	PERCENT
PROGRAMS AND DEPARTMENTS					
Public Safety and Protection	\$ 218,200	\$ 210,903	\$ 200,060	\$ 10,843	5.4%
Municipal Court	2,645	2,655	2,547	108	4.2%
Police	127,078	121,682	114,838	6,844	6.0%
Fire	82,705	78,687	74,677	4,010	5.4%
Emergency Medical Services Authority	5,624	7,730	7,855	(125)	-1.6%
Tulsa Area Emergency Mgmt.	148	149	143	6	4.2%
Cultural Development And Recreation	26,177	25,779	26,836	(1,057)	-3.9%
Park and Recreation	20,325	20,257	19,751	506	2.6%
Gilcrease Museum	3,351	3,290	3,137	153	4.9%
Performing Arts Center	1,750	1,500	3,258	(1,758)	-54.0%
River Parks Authority	751	732	690	42	6.1%
Social and Economic Development	22,568	22,832	19,752	3,080	15.6%
Mayor's Office of Economic Development	8,378	8,623	6,205	2,418	39.0%
Working in Neighborhoods	7,969	8,039	6,883	1,156	16.8%
Development Services	6,221	6,170	5,384	786	14.6%
Planning	-	-	1,280	(1,280)	>500%
Transportation and Public Works	230,073	234,215	218,342	15,873	7.3%
Engineering Services	18,741	18,764	17,885	879	4.9%
Streets and Stormwater	68,785	70,836	63,875	6,961	10.9%
Water and Sewer	130,985	133,777	128,034	5,743	4.5%
Tulsa Transit	11,562	10,838	8,548	2,290	26.8%
Administration	127,895	131,870	121,770	10,100	8.3%
Mayor	1,471	1,462	1,965	(503)	-25.6%
City Auditor	1,209	1,428	1,255	173	13.8%
City Council	1,313	1,329	1,222	107	8.8%
Office of the Independent Monitor	492	246	-	246	N/A
Legal	4,087	4,052	3,886	166	4.3%
Human Resources	32,764	32,063	35,807	(3,744)	-10.5%
General Government	2,742	3,421	2,722	699	25.7%
INCOG	2,543	2,722	1,019	1,703	167.1%
Finance	22,915	24,405	19,650	4,755	24.2%
Information Technology	24,943	25,863	20,811	5,052	24.3%
Customer Care	2,386	2,357	2,292	65	2.8%
Communications	595	589	732	(143)	-19.5%
Asset Management	30,435	31,933	30,409	1,524	5.0%
TRANSFERS AND DEBT	197,571	212,676	215,085	(2,409)	-1.1%
Transfers (Internal & Outside)	83,531	83,962	87,720	(3,758)	-4.3%
Debt Service	114,040	128,714	127,365	1,349	1.1%
Total All Funds	822,484	838,275	801,846	36,430	4.5%
Less:					
Internal Transfers	73,668	72,932	61,987	10,945	17.7%
Internal Service Funds	51,291	51,602	48,218	3,384	7.0%
OPERATING BUDGET	\$ 697,525	\$ 713,741	\$ 691,641	\$ 22,101	3.2%

OPERATING BUDGET
by Programs and Departments
(amounts expressed in thousands)

	FY 18 ACTUAL EXPENDITURES	FY 17 ACTUAL EXPENDITURES	FY 16 ACTUAL EXPENDITURES	FY 15 ACTUAL EXPENDITURES
PROGRAMS AND DEPARTMENTS				
Public Safety and Protection	\$ 188,287	\$ 178,495	\$ 179,816	\$ 172,503
Municipal Court	2,201	2,853	2,990	2,177
Police	106,969	100,236	100,150	97,092
Fire	71,896	71,666	72,325	68,472
Emergency Medical Services Authority	7,081	3,596	4,215	4,626
Tulsa Area Emergency Mgmt.	140	144	136	136
Cultural Development And Recreation	25,260	24,489	24,446	24,257
Park and Recreation	18,737	17,985	18,044	17,950
Gilcrease Museum	3,066	3,033	3,037	3,002
Performing Arts Center	2,775	2,796	2,745	2,689
River Parks Authority	682	675	620	616
Social and Economic Development	18,799	17,880	18,691	17,363
Mayor's Office of Economic Development	5,459	5,609	6,462	5,020
Working in Neighborhoods	6,509	6,509	6,023	6,619
Development Services	6,831	5,762	6,205	5,724
Planning	-	-	-	-
Transportation and Public Works	190,897	186,316	181,377	182,934
Engineering Services	15,124	12,966	13,049	13,669
Streets and Stormwater	57,126	55,212	52,365	61,055
Water and Sewer	110,816	110,602	108,633	100,679
Tulsa Transit	7,831	7,536	7,330	7,531
Administration	109,284	105,986	109,708	99,845
Mayor	1,837	1,460	1,336	1,271
City Auditor	935	1,077	1,036	917
City Council	1,067	1,119	1,188	1,024
Office of the Independent Monitor	-	-	-	-
Legal	3,884	3,409	3,305	3,102
Human Resources	31,067	31,874	32,432	31,587
General Government	2,043	1,774	2,075	1,672
INCOG	1,006	951	978	1,005
Finance	18,222	16,787	18,241	16,661
Information Technology	20,625	19,164	19,919	20,389
Customer Care	2,200	2,145	2,094	1,836
Communications	566	539	610	614
Asset Management	25,832	25,687	26,494	19,767
TRANSFERS AND DEBT	207,829	230,450	219,948	217,434
Transfers	87,864	75,319	74,620	30,753
Debt Service	119,965	155,131	145,328	186,681
Total All Funds	740,356	743,616	733,986	714,336
Less:				
Transfers	61,787	52,492	52,492	21,812
Internal Service Funds	43,392	45,246	43,596	44,807
OPERATING BUDGET	\$ 635,177	\$ 645,878	\$ 637,898	\$ 647,717

OPERATING BUDGET
by Fund
(amounts expressed in thousands)

FUND NAME	FY 21	FY 20	FY 19	FY 19 VS FY 20	
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	AMOUNT	PERCENT
OPERATING FUNDS					
100 General Fund	\$ 295,337	\$ 292,032	\$ 278,136	\$ 13,896	5.0%
160 Airforce Plant 3 Fund	20	1,672	1,506	166	11.0%
125 P.A. Law Enforcement	85	85	66	19	28.8%
126 Juvenile Curfew Fines	-	-	13	(13)	-100.0%
120 E911 Fee Operating	4,043	4,014	3,785	229	6.1%
130 Economic Development	335	351	359	(8)	-2.2%
131 Convention & Visitors Fund	3,440	3,440	3,737	(297)	-7.9%
150 Public Safety Tax Fund	19,846	15,861	11,816	4,045	34.2%
151 Streets and Transit Fund	7,147	6,905	4,083	2,822	69.1%
132 Convention Fund	4,140	3,890	4,858	(968)	-19.9%
477 Short Term Capital	9,611	10,461	10,201	260	2.5%
600 Municipal Employee Pension	356	353	361	(8)	-2.2%
550 One Technology Center Fund	10,293	10,255	8,090	2,165	26.8%
730 TARE	27,798	28,738	28,103	635	2.3%
141Tulsa Stadium Improvement	3,659	3,750	3,465	285	8.2%
142 Whittier Square Improvement	20	20	20	-	0.0%
143 Tourism Improvement District ¹	2,274	2,274	-	2,274	N/A
110 Debt Service (Sinking Fund)	66,171	84,601	84,453	148	0.2%
2001 Home Investment Partnership Program	1,641	2,425	938	1,487	158.5%
2002 Emergencies Solutions Grant	2	284	274	10	3.6%
2000 Community Development Block Grant	4,418	4,486	4,125	361	8.8%
2003 Housing Opportunities for Persons w/ AIDS	-	527	467	60	12.8%
127 Technology Fee Assessment	1,178	290	237	53	22.4%
122 Perm & Lic	480	618	561	57	10.2%
560 Stormwater	38,037	38,059	33,644	4,415	13.1%
740 Water Operating	132,563	132,447	136,811	(4,364)	-3.2%
750 Sewer Operating	128,604	127,038	121,383	5,655	4.7%
570 Golf Course Operations	2,820	2,820	2,977	(157)	-5.3%
121 EMSA Enterprise Fund	6,875	8,977	9,159	(182)	-2.0%
500 Office Services	6,609	7,706	1,511	6,195	410.0%
501 Workers' Compensation Fund	4,703	4,700	4,700	-	0.0%
502 Employees' Benefits Fund	23,634	23,067	26,559	(3,492)	-13.1%
503 Equipment Management	16,345	16,129	15,448	681	4.4%
Total Operating Funds	822,484	838,275	801,846	36,429	4.5%
Less:					
Internal Transfers	73,668	72,932	61,987	10,945	17.7%
Internal Service Funds	51,291	51,602	48,218	3,384	7.0%
OPERATING BUDGET	\$ 697,525	\$ 713,741	\$ 691,641	\$ 22,100	3.2%

OPERATING BUDGET

by Fund

(amounts expressed in thousands)

FUND NAME	FY 18	FY 17	FY 16	FY 15
	ACTUAL EXPENDITURES	ACTUAL EXPENDITURES	ACTUAL EXPENDITURES	ACTUAL EXPENDITURES
OPERATING FUNDS				
100 General Fund	\$ 268,319	\$ 265,075	\$ 266,177	\$ 258,606
160 Airforce Plant 3 Fund	4	14	14	2
125 P.A. Law Enforcement	78	62	87	121
126 Juvenile Curfew Fines	13	13	17	24
120 E911 Fee Operating	2,908	2,933	3,131	3,640
130 Economic Development	307	309	353	335
131 Convention & Visitors Fund	3,427	3,725	4,006	3,930
150 Public Safety Tax Fund	6,842	937	-	-
151 Streets and Transit Fund	2,154	665	-	-
132 Convention Fund	3,145	3,402	5,467	6,144
477 Short Term Capital	10,475	9,820	8,939	9,359
600 Municipal Employee Pension	326	292	229	221
550 One Technology Center Fund	8,296	9,959	10,910	10,179
730 TARE	23,618	23,101	26,390	24,601
141Tulsa Stadium Improvement	3,555	3,424	3,653	3,572
142 Whittier Square Improvement	12	13	13	16
143 Tourism Improvement District ¹	-	-	-	-
110 Debt Service (Sinking Fund)	79,887	117,550	103,532	136,332
2001 Home Investment Partnership Program	1,245	1,276	1,225	1,373
2002 Emergencies Solutions Grant	448	284	287	273
2000 Community Development Block Grant	4,850	4,267	4,314	4,629
2003 Housing Opportunities for Persons w/ AIDS	412	361	353	353
127 Technology Fee Assessment	-	-	-	-
122 Perm & Lic	892	-	-	-
560 Stormwater	29,008	27,770	25,795	22,836
740 Water Operating	129,718	115,528	118,537	92,432
750 Sewer Operating	105,761	99,659	98,411	82,018
570 Golf Course Operations	2,930	3,049	3,068	2,705
121 EMSA Enterprise Fund	8,334	4,882	5,482	5,828
500 Office Services	1,378	1,393	1,240	1,803
501 Workers' Compensation Fund	4,567	6,288	5,138	5,579
502 Employees' Benefits Fund	23,105	23,711	23,750	22,061
503 Equipment Management	14,342	13,854	13,468	15,364
Total Operating Funds	740,356	743,616	733,986	714,336
Less:				
Internal Transfers	61,787	52,492	52,492	21,812
Internal Service Funds	43,392	45,246	43,596	44,807
OPERATING BUDGET	\$ 635,177	\$ 645,878	\$ 637,898	\$ 647,717

PUBLIC SAFETY

Police Department

The FY20 Police Department operating budget will increase by 6.0 percent over FY19 Original Budget. Additional compensation and benefit cost increases will be addressed in FY20. In order to help address vacancies, funding is in place for Police academies totaling 90 cadets in FY20. 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. The budget for FY20 also includes \$450,000 for required helicopter engine overhaul.

Fire Department

The FY20 Fire Department operating budget will increase by 5.4 percent over FY19 Original Budget. Additional compensation and benefit cost increases will be addressed in FY20. Fire academies totaling 25 cadets are provided in FY20. A SAFER (Staffing for Adequate Fire and Emergency Response) Grant will partially support 60 firefighters in the department in FY20.

CULTURAL AND RECREATION

Park and Recreation

The Parks' FY20 budget includes funding changes to improve operations and save cost. Additional 3 positions were added to address marketing/publication efforts. Chamberlian Park Recreation Center will be staffed with 2 positions. It also includes additional funding for tree trimming and removal services along with trail maintenance. Management found various cost savings that partially offset cost increases.

Gilcrease Museum

Management of the Gilcrease Museum was contracted to the University of Tulsa in July, 2008. The FY20 Gilcrease contract is slightly higher as a result of the contractual CPI adjustment of 1.9 percent and additional operating subsidy needed during construction in FY20. The construction for the expansion of the museum is planned in FY20.

Performing Arts Center

The goal for the PAC is to continue to provide a first class facility and high quality services. Starting in FY20 the PAC will be managed by Tulsa Performing Arts Center Trust (TPACT) under a management agreement. All event revenues will stay with TPACT.

River Parks

The FY20 River Parks operating budget will increase 6.1 percent over FY19 Original Budget. The increase reflects additional funding for capital equipment.

SOCIAL AND ECONOMIC DEVELOPMENT

Mayor's Office of Economic Development

This department's annual budget will increase 39.0 percent in FY20. This is primarily due to the new Tourism Improvement District. The department will be responsible for managing the related \$2,274,000 service agreement for marketing services. An economic development study is also funded in FY20.

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 FY20, additional funding of \$591,000 will support Animal Welfare service expansion and increase funding for nuisance abatement by \$100,000. The department's FY20 annual budget will increase by 16.8% over FY19 Original Budget.

Development Services

The Development Services Department is responsible for development permitting including infrastructure and building plan review and inspection services for development within the City of Tulsa. The department's FY20 annual budget will increase by 14.6% over FY19 Original Budget. The primary reason for the increase is expanded service levels. Additional staff (8 positions) and expanded use of plan review contract services are planned for FY20.

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 FY20 operating budget increased by 4.9 percent over FY19 Original Budget. The majority of this increase is caused by benefit and compensation adjustments along with cost of service increases.

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 FY20 operating budget increased by 10.9 percent over FY19 Original Budget. The FY20 budget includes additional monies for street maintenance, traffic operations, stormwater operations, and solid waste operations. The largest portion of the increase will address stormwater line cleaning improvements. The additional funding will be used to add staff (5 positions) and equipment necessary for the operation.

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.

MTTA

Tulsa Transit will continue to focus on its core mission of meeting local transportation needs and commitment to safe, efficient, and reliable service. Additionally, funding is included from the Streets and Transit Fund to begin expanded services, as approved in the April 2016 vote.

ADMINISTRATIVE AND SUPPORT SERVICES

Elected Officials

The Mayor's Office will have a decrease in funding in FY20 to reflect a reorganization that eliminated positions no longer needed or moved operating sections to other departments. The Office of Performance Strategy and Innovation moved to the Finance Department. The City Auditor's FY20 operating budget increased by 13.8 percent over FY19 primarily due to funding for a consultant needed for a risk assessment that will evaluate new system processes recently implemented.

Other Administrative Departments

The Administrative and Support Services programs' allocations are increasing by 8.3 percent over FY19 Original Budget. Compensation changes account for some of the increase. However, a large portion of the growth occurred in the Other Services and Charges accounts due to newly implemented major software systems moving from capital funding to operating funding. The financial and payroll systems annual maintenance cost will impact FY20. It also includes funding to begin the operation of the Office of the Independent Monitor on January 1, 2020. Increase contributions to INCOG for replacing the City's Planning Department services also impacted the increase. In FY20 the City will be changing funding models from owning software (such as Microsoft Products) to a subscription based model. All departments will be charged subscription rates based on employee usage. The Information Technology Department will manage department billings for software subscriptions and computer replacement. An Internal Service Fund will be used to track department billings and vendor payments estimated to be \$6.2 million in FY20.

Figure 18
CHANGES BY MAJOR EXPENDITURE CATEGORY ALL OPERATING FUNDS

(amounts expressed in thousands)

Expenditure Category	Fiscal Year				
	FY21 Planned	FY20 Adopted	FY19 Original	FY20 vs FY19 \$ Change	FY20 vs FY19 % Change
Personal Services	\$ 326,810	\$ 314,461	\$ 302,010	\$ 12,451	4.1%
Materials & Supplies	34,029	36,239	32,591	3,648	11.2%
Other Charges	229,063	227,796	201,005	26,791	13.3%
Operating Capital	29,389	39,373	34,063	5,310	15.6%
Debt Service	114,040	128,714	127,365	1,349	1.1%
Transfers Out	89,155	91,692	104,813	(13,121)	-12.5%
	822,486	838,275	801,847	36,428	4.5%
Less Internal Transfers and Internal Services	124,959	124,534	110,206	14,328	13.0%
Total Operating Budget	\$ 697,527	\$ 713,741	\$ 691,641	\$ 22,100	3.2%

CHANGES IN CAPITAL IMPROVEMENT FUNDS

The FY20 capital budget totals \$140,791,000 - a \$35,843,000 decrease, 19.8 percent, from FY19. 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, \$205,000,000 in bonds has been issued with the anticipation that another \$60,000,000 will be issued in FY20. 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 most recent capital program, the Tulsa Vision Economic Development Program. The 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. The first two bonds were issued in FY18 and FY19. The final revenue bond is anticipated to be sold in late FY20. Lastly in FY20, authorities are scheduled to finance projects totaling \$137,403,000 with revenue bonds and loans.

Public Safety and Protection

FY20 appropriations in this category total \$11,255,000. The Police Department will be spending \$3,390,000 of this on the replacement of capital equipment and squad cars. The remainder of their funding will be used for facility renovations across all stations. The Fire Department will spend \$1,740,000 on the rehabilitation of various stations, including driveways and the replacement of bay doors. Additionally, Fire will receive its second appropriations of apparatus funding from the Improve Our Tulsa program. Fire will receive \$5,500,000 in FY20 to replace necessary ladder trucks and engines

Cultural Development and Recreation

FY20 appropriations in this category total \$87,825,000. The Parks and Recreation Department will receive \$2,890,000 for various projects. Two hundred thousand dollars will be appropriated to begin design of the Berry Pool project. The remaining \$2,690,000 will be spent on new playground equipment and safety surfaces at twenty-one sites. The largest portion of the remaining funds, \$58,000,000, will be spent on the expansion of the Gilcrease Museum, while the remainder will fund continuing work on the Performing Arts Center and various Riverparks facilities.

Public Works, Transportation, and Infrastructure

FY20 total “pay as you go” appropriations in this category total \$130,376,000. This total does not include \$87,133,000 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 has recently begun directing more funding towards the rehabilitation of water related facilities. These projects will receive a total of \$34,635,000 in FY20. It is anticipated the City will not issue a Water Revenue Bond in FY20. Sanitary sewer projects will receive a combined allocation of \$48,422,000 in FY20. Funding continues to be fairly evenly distributed between citywide needs and specific treatment plant and lift station improvements. There will be \$4,673,000 appropriated for the replacement of concrete piping, reflecting the Tulsa Municipal Utility Authority’s (TMUA) dedication to replace a dedicated percent annually. Additionally, \$4,688,000 will be appropriated to rehabilitate sewer utilities citywide. Stormwater improvements consist of small neighborhood drainage projects and will receive \$6,000,000 in FY20 allocations. Additionally, the City is reviewing the possibility of financing improvements at Elm Creek and Hagar Creek. There will also be \$52,177,000 in allocations from the 2014 Sales Tax Fund, as well as \$60,655,000 in allocations from the fifth issue of the 2014 Improve Our Tulsa Bond Program. Of these dollars, Street and Expressways will receive total appropriations of \$123,707,000 for improvements including major street rehabilitation and road widening, bridge replacement and repair, and various traffic control projects. Additionally, \$1,545,000 will be allocated to address facility and roofing needs citywide. This includes \$375,000 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 5,500,000 in FY20. These funds will be directed towards Corridor and Small Area Plan Coordination, as well as an annual appropriation of funds to be used for public infrastructure improvements which are deployed in coordination with private economic investments as they are approved by the City. Lastly, \$3,900,000 will be used for redevelopment at Eugene Field.

Administrative and Support Services

The Asset Management Department (AMD) will receive allocations of \$775,000 in FY20. This funding will be used to address site and facility repairs; including sidewalks, HVAC, plumbing and energy upgrades at various AMD sites. Lastly, \$6,500,000 will be allocated for the replacement of various citywide capital equipment, as supported by the 2012 Equipment Study.

Economic Development

As part of the recent Tulsa Vision Economic Development Program, \$134,900,000 will be appropriated from a combination of revenue bonds and pay-go funds in FY20 to continue construction of multiple projects across the City. This includes \$25,000,000 in dedicated funding for the Tulsa Zoo and Living Museum, \$3,600,000 million to complete the BMX National Headquarters construction, and \$3,000,000 to continue work on the South Mingo Corridor.

Conclusion

As noted above, the Improve Our Tulsa capital program will provide \$918,700,000 to address the City’s street maintenance backlog, as well as the City’s aging facilities infrastructure and departmental capital needs. This program will continue through FY21, or until all projects are complete, depending on which circumstance occurs first. Additionally, in FY16, voters approved the most recent capital 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. 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 FY19 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 FY20, however, it is possible this impact may grow in future years as more projects are completed in the Improve Our Tulsa and new 2017 Temporary Limited Use Sales Tax capital programs. 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 2014 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 in the immediate future, as most expansion projects were scheduled for funding in the later years of the program. Although, in FY20, several recently completed projects will have some impact on the operating budget.

Currently, the City's capital funding program is in transition between finalizing projects from the 2006 Sales Tax and 2008 Fix Our Streets programs and progressing into the construction phase of the 2014 Improve Our Tulsa program. The result is, outside of street rehabilitations, there are few projects anticipated to be completed in FY20 that will impact the City's operating budget.

Site improvements at Ben Hill Park are anticipated to require an additional \$40,000 for operating expenses. However, it is the City's desire to eventually enter into a lease agreement with a private organization; that they may use the facility and maintain the property on the City's behalf. The first phase of the Lacy Park expansion is now complete; and will require an additional \$97,000 annually to cover the costs of additional personnel, utilities, and maintenance of the facility. Lastly, construction will be complete on the Lacy Park Water Playground and the McClure Pool in FY20; with each requiring an additional funding of \$40,000 and \$10,000 respectively. Per the Park's Master Plan, in an effort to minimize these operating impacts, the migration towards water parks will reduce costs in the operating budget over time as they are far less expensive to maintain than traditional pools as they age.

The Metropolitan Tulsa Transit Authority (MTTA) will be replacing several buses in FY20 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. Additionally, construction of the Bus Rapid Transit project should be complete in late FY20, and will require additional operating funding. Currently, this will be addressed by the Streets and Transportation Tax which voters passed in FY16.

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 FY20, street improvements will receive \$123.7 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.

TOTAL BUDGET				
(amounts expressed in thousands)				
Fiscal Year	Operating Budget	Capital Budget	Total	
Original 2018-2019	\$ 691,642	\$ 175,644	\$ 867,286	
Adopted 2019-2020	\$ 713,741	\$ 140,791	\$ 854,532	
Dollar Amount Change	\$ 22,099	\$ (34,853)	\$ (12,754)	
Percentage Difference (%)	3.2%	-19.8%	-1.5%	
Planned 2020-2021	\$ 697,526	\$ 146,046	\$ 843,572	

FISCAL YEAR 2020
ALL FUNDS COMPARISON OF REVENUE AND EXPENDITURES

(Amounts expressed in thousands)

	General Fund	Special Revenue	Special Assessment	Debt Service	Grants
BEGINNING BALANCE	\$ 31,438	\$ 25,528	\$ 560	\$ 74,912	\$ -
RESOURCES					
Taxes	\$ 215,825	\$ 26,726	\$ -	\$ 82,821	\$ -
Enterprise Revenue	375	-	-	-	-
Cultural & Recreation	738	-	-	-	-
Licenses and Permits	10,310	-	-	-	-
Miscellaneous Revenue	53,377	5,798	5,814	-	-
Intergovernmental Revenue	8,141	66	-	-	7,722
GRAND TOTAL	288,766	32,590	5,814	82,821	7,722
Transfers In	1,000	9,890	10	1,279	-
Internal Service Charges	-	-	-	-	-
TOTAL REVENUE AND TRANSFERS IN	\$ 289,766	\$ 42,480	\$ 5,824	\$ 84,100	\$ 7,722
EXPENDITURES/EXPENSES					
Public Safety and Protection	\$ 181,063	\$ 21,760	\$ -	\$ -	\$ -
Cultural Development and Recreation	20,491	2,010	-	-	-
Social and Economic Development	12,574	4,651	3,769	-	1,787
Public Works and Transportation	27,488	8,442	-	-	68
Administrative and Support Services	45,578	5,948	97	-	5,867
Transfers to Other Funds	4,838	4,776	2,178	84,601	-
Debt Service	-	-	-	-	-
Total	\$ 292,032	\$ 47,587	\$ 6,044	\$ 84,601	\$ 7,722
RESOURCES LESS OUTLAYS	\$ (2,266)	\$ (5,107)	\$ (220)	\$ (501)	\$ -
BALANCE	\$ 29,172	\$ 20,421	\$ 340	\$ 74,411	\$ -
Less:					
Operating and Other Reserves	28,351	-	-	63,589	-
END OF YEAR BALANCE	\$ 821	\$ 20,421	\$ 340	\$ 10,822	\$ -

FISCAL YEAR 2020
ALL FUNDS COMPARISON OF REVENUE AND EXPENDITURES

(Amounts expressed in thousands)

	<u>Capital Projects</u>	<u>Trust and Enterprise</u>	<u>Internal Service</u>	<u>TOTAL</u>
BEGINNING BALANCE	\$ 18,254	\$ 62,674	\$ 4,683	\$ 218,049
RESOURCES				
Taxes	\$ 116,416	-	-	\$ 441,788
Enterprise Revenue	-	317,581	-	317,956
Cultural & Recreation	-	-	-	738
Licenses and Permits	-	119	-	10,429
Miscellaneous Revenue	4,740	7,488	177	77,394
Intergovernmental Revenue	-	-	-	15,929
GRAND TOTAL	<u>121,156</u>	<u>325,188</u>	<u>177</u>	<u>864,234</u>
Transfers In	65,779	4,910	294	83,162
Internal Service Charges	-	-	51,492	51,492
TOTAL REVENUE AND TRANSFERS IN	<u>\$ 186,935</u>	<u>\$ 330,098</u>	<u>\$ 51,963</u>	<u>\$ 998,888</u>
EXPENDITURES/EXPENSES				
Public Safety and Protection	\$ 5,500	\$ 8,080	-	\$ 216,403
Cultural Development and Recreation	2,690	3,278	-	28,469
Social and Economic Development	650	51	-	23,482
Public Works and Transportation	129,976	198,217	-	364,191
Administrative and Support Services	1,975	22,778	51,602	133,845
Transfers to Other Funds	31,890	116,283	-	244,566
Debt Service	-	-	-	-
Total	<u>\$ 172,681</u>	<u>\$ 348,687</u>	<u>\$ 51,602</u>	<u>\$ 1,010,956</u>
RESOURCES LESS OUTLAYS	\$ 14,254	\$ (18,589)	\$ 361	\$ (12,068)
BALANCE	\$ 32,508	\$ 44,085	\$ 5,044	\$ 205,981
Less Operating and Other Reserves	-	21,847	120	113,907
END OF YEAR BALANCE	<u>\$ 32,508</u>	<u>\$ 22,238</u>	<u>\$ 4,924</u>	<u>\$ 92,074</u>

CAPITAL BUDGET

by Fund

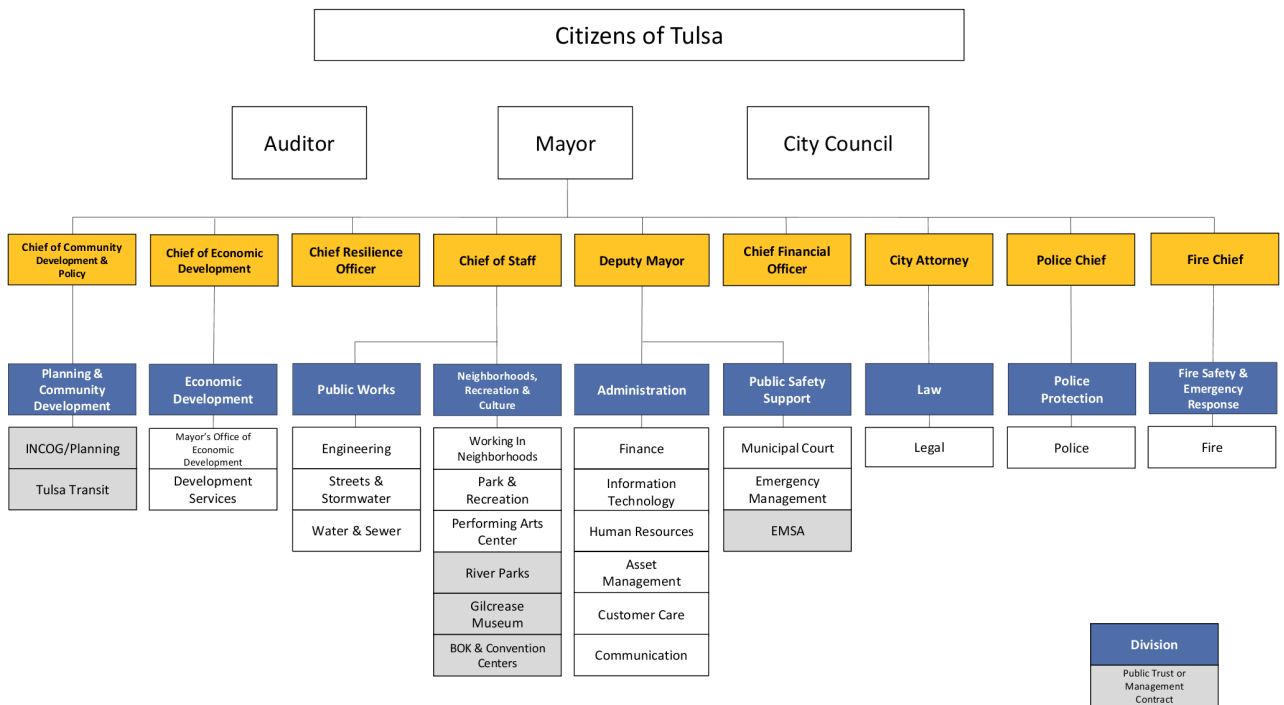
(amounts expressed in thousands)

FUND NAME	FY 21	FY 20	FY 19	FY 19 VS FY 20		FY 18 ACTUAL
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	DIFFERENCE AMOUNT	DIFFERENCE PERCENT	
CAPITAL FUNDS						
405 2014 Sales Tax Fund	75,488	82,927	86,661	(3,734)	-4.3%	83,199
4000 2016 Vision Economic Devel	13,985	1,975	39,515	(37,540)	-95.0%	23,170
5600 Stormwater Capital Projects	5,000	6,000	5,600	400	7.1%	5,100
7400 TMUA Water Capital Projects	39,151	34,635	43,399	(8,764)	-20.2%	40,467
7500 TMUA Sewer Capital Projects	23,057	25,144	21,269	3,875	18.2%	17,412
Total Capital Funds	156,681	150,681	196,444	(45,763)	-23.3%	169,348
Less: Transfers	10,635	9,890	20,800	(10,910)	-52.5%	12,472
CAPITAL BUDGET	\$ 146,046	\$ 140,791	\$ 175,644	\$ (34,853)	-19.8%	\$ 156,876

CAPITAL BUDGET

by Department

DEPARTMENT	FY 21	FY 20	FY 19	FY 19 VS FY 20		FY 18 ACTUAL
	PLANNED BUDGET	ADOPTED BUDGET	ORIGINAL BUDGET	DIFFERENCE AMOUNT	DIFFERENCE PERCENT	
Police Department	\$ -	\$ -	\$ -	-	N/A	\$ 1,500
Fire Department	2,100	5,500	1,900	3,600	189.5%	4,800
Park and Recreation	10,625	2,690	1,350	1,340	99.3%	3,480
Performing Arts Center	-	-	500	(500)	-100.0%	710
Tulsa Arts Commission	150	150	150	-	0.0%	150
Mayor's Office of Economic Development	-	-	175	(175)	-100.0%	1,200
Development Services	363	500	375	125	33.3%	5,400
Tulsa Public Schools	1,450	1,450	1,400	50	3.6%	2,800
Engineering Services	125,785	125,256	163,868	(38,612)	-23.6%	113,185
Streets and Stormwater	2,365	2,085	1,675	410	24.5%	1,925
Water and Sewer	2,001	2,133	1,700	433	25.5%	1,852
Tulsa Transit	1,058	502	1,466	(964)	-65.8%	19,534
Asset Management	150	525	765	(240)	-31.4%	340
TRANSFERS TO OTHER FUNDS	10,635	9,890	20,800	(10,910)	-52.5%	12,472
Total Capital Funds	156,682	150,681	196,124	(45,443)	-23.2%	169,348
Less: Transfers	10,635	9,890	20,800	(10,910)	-52.5%	12,472
CAPITAL BUDGET	\$ 146,047	\$ 140,791	\$ 175,324	\$ (34,533)	-19.7%	\$ 156,876



DEVELOPMENT OF THE FISCAL YEAR 2019-2020 OPERATING AND CAPITAL BUDGET

September 2018	Early September: Department Directors debriefing on FY20 Budget Process.
September 2018	Mid-September: City Council debriefing on Budget. General discussion of changes and /or improvements. Discuss with Council the timing of the FY20 Compendium of Needs process.
October 2018	The Finance Department Budget 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 2018	Departments review previous capital requests to ensure all information is still current and prepares new capital requests.
December 2018 – February 2019	Budget 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 2018	Budget Division distributes Budget Manual and other operating budget preparation material to departments. Meetings are held with departments' staff responsible for completing budget requests.
January 2019	Deadline for departments to submit operating budget requests and related supporting material.
February 2019	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 2019	Budget 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 2019	Budget 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 2019	Mayor and Management Team are briefed on departments' requests. They make the policy decisions necessary to prepare a balanced budget for City Council consideration.
March 21, 2019	Submit Energy, Security, and Vehicle Policies to City Council as required by Ordinance.
April 24, 2019	Mayor presents proposed Budget and CIP to City Council.
May 2019	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 19, 2019	Adoption of Budget, Capital Improvements Plan, and approval of resolutions related to trusts and their debt.

FIVE YEAR FINANCIAL FORECAST

FOR FISCAL YEARS 2020-2024

INTRODUCTION

This document covers major funds for Fiscal Years (FY) 2020 through 2024, and includes each fund's original FY19 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 information about the long-term impacts of current and anticipated financial policies.

As with any multi-year analysis, it is based on assumptions about the future. Of particular 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 and enterprise funds.

EXECUTIVE SUMMARY

Local Economy

The labor force continues to be historically high. The civilian labor force gained an average of 8,240 new participants in 2018. This represents a 1.7 percent increase over 2017. The average labor force growth in 2017 was 0.5 percent. New labor force participants have been easily assimilated into the local economy as employment increased and the jobless rate continued to decrease. Payroll employment grew by 2.5 percent in 2018. The manufacturing sector reported the greatest growth, increasing 4.8 percent in 2018. The Services sector increased by 3.5 percent. Average monthly unemployment figures decreased 0.9 percentage points in 2018, ending the year at an average of 3.6 percent.

The Tulsa economy is dependent on the Energy and Manufacturing markets. Low energy costs and taxes have strengthened the economy and expectations of growth in energy activity may help to extend the current economic expansion. The West Texas Intermediate (WTI) spot price is used as a benchmark in oil pricing and as the underlying commodity in the New York Mercantile Exchanges oil futures. In 2018, the WTI spot price for crude oil witnessed its highest point since 2014, aided by geopolitical events that have increased demand for exports. Political instability in Venezuela and continued emphasis for U.S. sanctions on Iranian exports from the Federal Government could lead to further increases. Further developments in exploration in the Cherokee Platform could bring more extraction, engineering, and construction jobs.

Recent job growth in manufacturing has been supported by the rally in Energy and demand for exports to regions outside the Tulsa metro. Demand for energy-related equipment will depend on the energy market. Tariffs on steel and aluminum imports have produced headwinds for Manufacturing growth, although less substantially than was originally expected in early 2018. Low levels of unemployment make finding labor more difficult for manufacturing and services, which may dampen growth.

Risks to further growth in the Tulsa economy include decreasing energy prices, increased tariffs on imports that raise production costs in manufacturing, and a strengthening dollar that will decrease the bottom-line for export-oriented producers.

General Fund

FY20 GF revenues are projected to be \$289.8 million. This is 4 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 \$2.1 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.

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 2018 - 2024 FIVE-YEAR FINANCIAL FORECAST SUMMARY

Actual Operating Results for FY 2018, Original Budget for FY 2019, Planned Budgets for FY 2020,
and Forecasted Budgets for FY 2021-2024
(amounts expressed in thousands)

	Actual 2018	Original Budget 2019	Planned 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
General Fund							
Revenue	\$ 273,528	\$ 278,494	\$ 289,766	\$ 294,780	\$ 303,776	\$ 313,386	\$ 319,664
Expenditures	\$ 268,319	\$ 278,136	\$ 292,032	\$ 295,337	\$ 303,446	\$ 311,782	\$ 319,525
Revenue and Expenditures*	\$ 5,209	\$ 358	\$ (2,266)	\$ (557)	\$ 330	\$ 1,604	\$ 139
Water Fund							
Revenue	\$ 129,952	\$ 125,059	\$ 126,819	\$ 127,487	\$ 128,192	\$ 128,883	\$ 129,579
Expenditures	\$ 129,717	\$ 136,811	\$ 132,447	\$ 132,563	\$ 129,411	\$ 128,868	\$ 127,344
Revenue and Expenditures	\$ 235	\$ (11,752)	\$ (5,628)	\$ (5,076)	\$ (1,219)	\$ 15	\$ 2,235
Sewer Fund							
Revenue	\$ 111,548	\$ 115,113	\$ 120,371	\$ 128,940	\$ 137,757	\$ 146,299	\$ 153,037
Expenditures	\$ 105,765	\$ 121,383	\$ 127,038	\$ 128,604	\$ 137,348	\$ 145,760	\$ 152,788
Revenue and Expenditures	\$ 5,783	\$ (6,270)	\$ (6,667)	\$ 336	\$ 409	\$ 539	\$ 249
Stormwater Fund							
Revenue	\$ 29,598	\$ 32,429	\$ 35,385	\$ 38,669	\$ 42,322	\$ 46,180	\$ 50,322
Expenditures	\$ 29,369	\$ 33,644	\$ 38,059	\$ 38,037	\$ 36,928	\$ 38,019	\$ 40,595
Revenue and Expenditures	\$ 229	\$ (1,215)	\$ (2,674)	\$ 632	\$ 5,394	\$ 8,161	\$ 9,727
TARE							
Revenue	\$ 26,940	\$ 27,109	\$ 27,249	\$ 27,249	\$ 27,249	\$ 27,249	\$ 27,249
Expenditures	\$ 23,617	\$ 28,103	\$ 28,738	\$ 27,798	\$ 27,609	\$ 28,165	\$ 28,733
Revenue and Expenditures	\$ 3,323	\$ (994)	\$ (1,489)	\$ (549)	\$ (360)	\$ (916)	\$ (1,484)

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

CITY OF TULSA 2019 – 2020 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 located 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. A number of 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 2018 Spring Semester, 35,243 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 a number of 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, Cherokee Hard Rock Hotel and Casino, Enterprise Holdings, City Of Tulsa, Hillcrest Healthcare System, IC of Oklahoma, Jenks Public Schools, NORDAM Group, One Gas, ONEOK, Osage Casinos, OSU Medical Center, Owasso Public Schools, Public Service Company of Oklahoma, QuikTrip Corp, Reasor’s Foods, River Spirit/Margaritaville Casino & Resort, Saint Francis Healthcare System, St. John Medical Center, Spirit AeroSystems, Tulsa County, Tulsa Community College, Tulsa Public Schools, US Postal Service, Union Public Schools, University of Tulsa, Verizon, Wal-Mart Stores/ Sam’s Club, 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

1,000+ EMPLOYERS IN THE TULSA AREA

Aaon	Public Service Company of Oklahoma
Alorica, Inc.	QuikTrip
American Airlines Maintenance Base	Reasor’s (all area locations)
AT&T (includes DirecTV)	River Spirit Casino Resort
Baker Hughes (all locations)	Saint Francis Health System
Bank of Oklahoma	Spirit AeroSystems
BlueCross BlueShield of Oklahoma	St. John Health System
Broken Arrow Public Schools	Target
City of Tulsa	Tulsa Community College
Enterprise Holdings	Tulsa County
Hard Rock Hotel & Casino	Tulsa Public Schools
Hillcrest Healthcare System	U.S. Postal Services
IC of Oklahoma	Union Public Schools
Jenks Public Schools	University of Tulsa
NORDAM	Verizon Business
ONEOK	Wal-Mart/Sam’s Club
OSU Medical Center	Whirlpool Corporation
OU-Tulsa Schusterman Center	Williams Companies
Owasso Public Schools	

Source: Tulsa Metro Chamber

INSTITUTION OF HIGHER LEARNING

	Fall '18 Enrollment	Spring '19 Enrollment
Langston, Tulsa Campus	2,542	2,192
NSU, Broken Arrow	7,879	7,114
ORU	3,611	3,470
OSU, Center for Health Sciences	967	992
OSU, Tulsa	808	799
OU, Tulsa, Health Sciences Center	1,336	1,298
TCC	16,897	15,230
University of Tulsa	4,374	4,111

*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. Due to the presence of Verizon and CenturyLink; Tulsa is a major telecommunications hub with an extensive network of digital and fiber optic links.

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 2018.

POLICE PROTECTION

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

Traffic Accidents: 12,096

Citations: 70,337.

(criminal, traffic and parking)

Total Calls for Police Service: 400,424

Employees:

Sworn - 913

Non-Sworn—225



FIRE PROTECTION

Stations – 30

Employees:

Sworn – 742

Non-Sworn – 18

Fire Calls – 2,168

False Alarms – 14,862

Emergency Medical Calls –34,033

Total Responses – 58,830

Average Response Time – less than 6 minutes,
90.95% of the time

Fire Investigations – 453

Fire Hydrants – 18,298

STREETS AND EXPRESSWAYS

Expressways – 478 lane miles

Arterial Streets – 1,303 lane miles

Residential Streets – 3,091 lane miles

Central Business District – 89 lane miles

Signalized Intersections – 526

WATER SYSTEM

Connections – 158,049 (January 2019)

Average Daily Consumption – 103.85 MGD*

Treatment Capacity – 210 MGD*

Water Lines – 2,362.22 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 – 19.5 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 – 8,514

Residential – 118,536

Collections Disposed at (in tons):

Waste for Energy Facility – 99,693.44

Landfills – 12,170.70

Recycled – 19,507

MUNICIPAL PARKS

Parks – 135

Specialty Centers – 4

Largest – Mohawk (3,183 acres)

Playgrounds – 88

Sports Fields – 186

Tennis Courts grounds – 34

Swimming Pools – 5

Water Playgrounds – 30

18-Hole Golf Courses – 4

Skate Parks – 2

The Tulsa Zoo – 1

Picnic Shelters – 79

Community Centers – 5

LIBRARY

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

PUBLIC TRANSIT

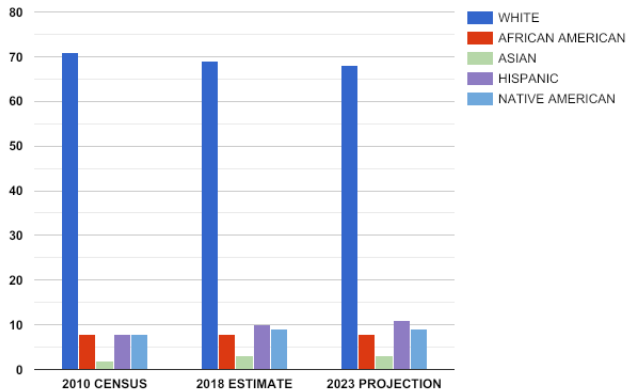
Routes - 26
Transit buses – 65
Lift Program Vans – 46



A Few More Nuggets of Knowledge

*Information retrieved from the Tulsa Metro Chamber.

Population Distribution by Percent



Local Festivals

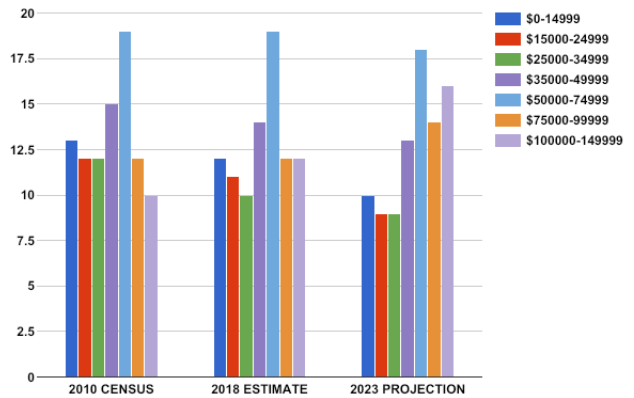
- Mayfest
- Oktoberfest
- BOK Winterfest
- Tulsa State Fair
- Hop Fest
- Great Raft Race

- Home price (4BR, 2BTH, 2400 sf) - \$227,504
- Apartment rent (950 sf, 2BR, 2BTH) - \$671
- Doctor visit - \$104.83
- Dentist visit - \$80.39
- Monthly residential energy costs - \$160.71

2018 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

Income Distribution by Percent



Some Local Museums

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

Some Entertainment

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

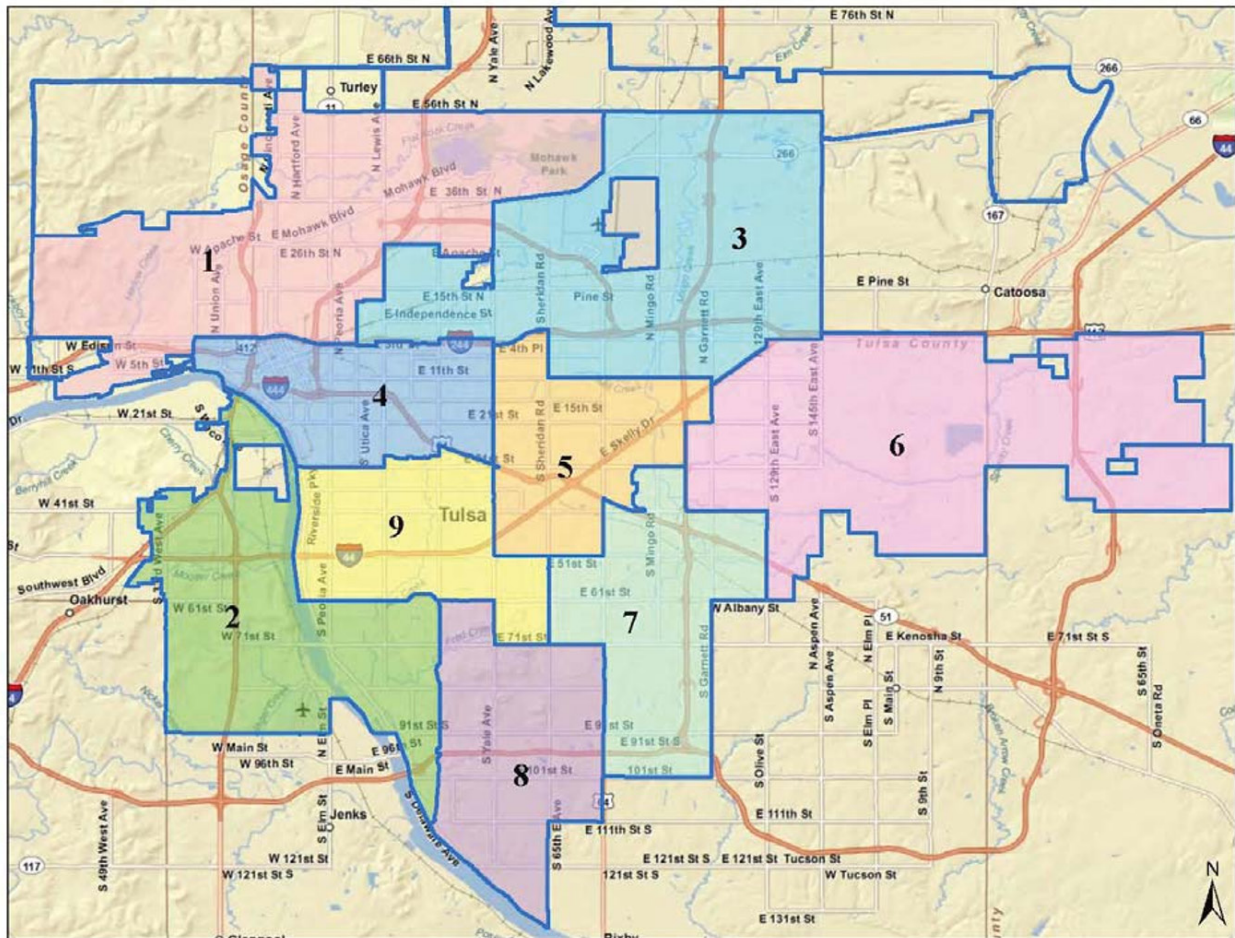
We have sports

- Tulsa Drillers Baseball
- Tulsa Oilers Hockey
- Tulsa Tough
- Tulsa Roughnecks USL Pro Soccer
- Annual Tulsa Run



CITY OF
Tulsa
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2011 Election District Map



CORPORATE BOUNDARIES WITH COUNCIL DISTRICTS

Districts per the City of Tulsa 2011 Election District Commission based on 2010 Census Data. Adopted June 10, 2011.