



# SECTION 1 POLICIES

+ This section includes the Mayor’s budget message; the Mayor’s budget transmittal letter to the City Council; a brief explanation of the strategic planning effort, including the City Council’s Strategic Priorities; the long-range Financial Policies; and the ordinances adopting the Budget and Capital Plan. +



Fiscal Year 2020 Budget Speech to City Council  
Mayor G.T. Bynum  
April 24, 2019

Thank you, Mr. Chairman. I first want to thank each of you for your help this budget cycle in establishing clear priorities and working with our Finance and Mayor's Office teams to identify ways to accomplish them. Through this collaborative approach, we have again developed a budget which offers much for the citizens of Tulsa.

At our planning retreat in January, we renewed our collective commitment to the Three C's: cops, compensation, and cash reserves. We also agreed on the need to do more to protect neighborhoods across the city from the negative impacts of vacant and abandoned properties. The budget proposal before you makes important gains in each area.

In this proposed budget, we fund the third straight year of a record-setting pace for hiring in the Tulsa Police Department with the addition of another 90 new officers. I want to thank the Council for consistently making this a top priority. Only through consistency will we reach the independently-recommended staffing count we need to keep Tulsa properly safe. To put these numbers in context, in the last two decades the City has averaged 30 new officers a year. Thanks to our budget priorities over the last three years, we have funded the equivalent of nearly a decade's worth of hiring in three years.

In this budget we also fund a Tulsa Fire Department Academy for 25 cadets, which will help us counter projected attrition over the course of the year and keep our staffing steady.

When it comes to cash reserves, we face what I believe is the greatest risk to our organization. So long as Oklahoma remains the only state in the nation to prevent cities from using property tax to diversify their revenue base, we will be forced into over reliance on sales tax. I think a lot of the time this seems like a wonky, inside baseball issue that is only important to City employees. Let me present it in a different light: We are one economic downturn away from reductions in revenue that could force layoffs and wipe away all the progress we've made in Tulsa Police Department staffing over the last three years. Studies show that crime tends to go up when the economy goes down, so we would be faced with reductions in manpower at just the moment when crime is on the rise. None of this is hypothetical. I sat on the Council during the Great Recession when we faced this very situation, and I feel a responsibility both to our fellow Tulsans and to our employees to do what we can to avoid it in the future. The safety of our fellow Tulsans is reliant on us building up reserves to avoid this situation when we can.

Thanks to conservative budgets adopted by the City Council over the last two years and prudent fiscal management during that time, we have accumulated \$2 million in savings for each of the last two years. The budget before you allocates those savings to the City's Rainy Day Fund, tripling it in size from \$2 million to \$6 million. We still have a long way to go before we are in a responsible level of reserve funding, but this is an important step forward.

Perhaps the area I am most excited about within this budget is the compensation for our employees. To achieve these numbers, I asked our department heads to submit cuts to their own budgets that would make it possible. Most of them, with a few exceptions, did so. I want to thank those who submitted those cuts for their leadership.

For years, City of Tulsa employees have lagged our peers in pay. The budget before you addresses this on three fronts.

Our Human Resources Department has developed a plan to bring non-sworn City employees in line with market pay rates. This budget implements the first phase of that plan, with a heavy focus on our Labor and Trades employees. These are positions which we have a hard time filling in the first place and keeping people in once they're hired both because the manual labor in the job can be challenging (ask a City employee who has to fix a broken water line in the middle of an ice storm what it's like), but also because our pay lags virtually every other option. As of last week, we had over 150 vacancies in Labor and Trades jobs alone. This presents a critical shortage for us in delivering basic services to the citizens of Tulsa, so we must be more competitive from a pay standpoint. This budget would increase pay for Labor and Trades employees by at least 10%.

Every non-sworn employee outside of our Labor and Trades group would receive a satisfactory performance increase if they qualify.

We also have heard concern for years about Tulsa lagging our peer cities when it comes to pay for first responders. When recruitment for the best first responder candidates is as nationally competitive as it has ever been, we are at a disadvantage so long as our starting pay lags.

The budget before you would increase Tulsa firefighter starting pay to the average of our peer cities. This equates to an increase in starting pay of approximately \$5,000 for every new firefighter. In addition, every firefighter who qualifies would receive a satisfactory performance increase in pay. Those who are topped out would receive a 1% pay increase.

And the days of hearing "8th in the state" when it comes to Police pay are over. The budget before you would increase Tulsa Police starting pay to the same as Oklahoma City's. This equates to an increase in starting pay of approximately \$10,000 for every new police officer. We ask a lot of our Tulsa Police officers, especially in recent years, and having pay parity with Oklahoma's other major city is a priority we should fund. In addition to our entry level parity plan, every officer who qualifies would receive a satisfactory performance increase in pay, and those who are topped out would receive a 1% pay increase.

A new issue that came up at our retreat this year is the need to address vacant and abandoned properties. The budget before you will fund an exciting new program called the Housing Opportunity Partnership.

This program will address vacant and abandoned houses and will create opportunities for homeownership. The City of Tulsa has a demolition backlog of 300+ structures that create instability and invite crime in our neighborhoods. These are vacant and abandoned properties that are unfit for human occupancy, in so much disrepair that they constitute a public nuisance, or they have been boarded up for at least 18 months. They are NOT occupied, nor are they likely to become habitable. The City is not acquiring these properties; rather we're ensuring structures that lead to neighborhood instability are addressed.

To address this backlog, we've developed a three-part strategy focused on analysis, reinvestment, and prevention. This spring the Working In Neighborhoods Department and our Grants Administration team analyzed 300 properties and identified 68 that are ready to be demolished. Over the next two years

Working in Neighborhoods will eliminate the full 300+ property backlog. At the same time, the City will partner with the community and non-profits like Habitat for Humanity and Crossover Community Development Corporation, organizations already working in these neighborhoods, building homes on these cleared lots creating opportunities for homeownership – focused on the residents already living in the neighborhood. Finally, to prevent more housing becoming uninhabitable, the City will partner with the Tulsa Health Department to engage homeowners, tenants and landlords with existing programs available to assist with maintenance and property upkeep.

The last area we discussed at our retreat was the Office of the Independent Monitor. The time since our retreat has been an opportunity to hear from people throughout the community about what they like and don't like about the Denver model. We want what we implement in Tulsa to be right for Tulsa, not what's right for Denver. We will have ordinance language for the Council's consideration in the next month. The budget before you funds the Office of the Independent Monitor beginning January 1, allowing time for the ordinance process to take its course, the Citizen Oversight Board to be identified and appointed, and the Monitor to be identified and hired.

Beyond the five main areas we discussed at our retreat, there are other significant improvements reflected in this budget.

Earlier this year, we announced a major upgrade of our Animal Welfare operation. Working together, we established the Animal Welfare Commission which has already started meeting. We have also partnered with Harvard University to go through an innovation process for improving service delivery. We have advertised and are in the process of hiring personnel that will increase field coverage hours by 73% and shelter hours by 59%. All of these improvements are funded in the budget before you.

Similarly, we are going through a substantial increase in staffing for our Development Services Department, with the goal of moving our average time for initial permit application review from 5 weeks to 5 days. We have established a self-certification process and are going through the contracting process to offer third party plan reviews. All of these improvements are funded in the budget before you.

We also have some important new announcements that are reflected in this budget.

The first is good news on utility rates. As many of you will recall, political decisions were made by elected officials that prevented utility rate increases for a decade. Because our rates are based on the cost of operating our utility systems, the Tulsa Metropolitan Utility Authority faced a decision: either let the system fail due to lack of maintenance or borrow funds to properly maintain it. Thankfully, they chose the latter, but it has taken almost a decade of rate increases for us to catch up with where our rates need to be. This year, thanks to a decade of the TMUA Board and the Council choosing good policy over politics, the rate increase for water is 1% - less than the rate of inflation.

We still have a way to go with our sewer and stormwater rates, but this shows that if we will commit to funding the cost of delivering the service over time, rate increases will go down.

I also know that stormwater improvements have come up as a possibility for Improve Our Tulsa. In particular, the area at 81st and Elwood has seen a lot of development in recent years and clearly needs stormwater improvements. Those and other important improvements are funded in the rate model provided for in this budget.



In September, Tulsa will become one of the first dozen cities in the nation to operate bus rapid transit. We believe this will change the way Tulsans utilize public transportation, and we want everyone to feel free to try it out. At our retreat, Councilor McKee suggested the idea of making the rides free for a period of time. That is a great idea, so the first month of bus rapid transit rides will be free to all and that cost is covered in the budget before you.

Over the last decade, the City has maintained a moratorium on installing new neighborhood street lights. Our agreement with PSO provides for installing lights and replacing bulbs that go out, but we have not authorized any additional light fixtures since 2009. Because of this, a backlog of over 500 requests has accumulated and in past citizen surveys Tulsans have indicated that many don't feel safe walking in their neighborhoods at night because they are dark. It is time to begin clearing this backlog and illuminating neighborhoods across the city, so the budget before you funds the first year of a three-year program to do just that.

As long as I have been at City Hall, we've recognized that we could do so much more to develop our economy and our community if the City and our relevant authorities were better aligned. We need to modernize the way the City's economic and community development offices work with the Tulsa Development Authority, the Tulsa Public Facilities Authority, the Tulsa Parking Authority, the Tulsa Industrial Authority, and the Economic Development Commission. To do so, we will go through a strategic review process with the goal of more proactive collaboration among these groups to achieve the aims we at the City establish. Funding for that process is included in the budget before you.

In the last decade, we have also recognized the tremendous benefit we gain for cultural assets owned by the citizens of Tulsa when we can partner with a not-for-profit entity that is focused on operating them. Gilcrease Museum and the Tulsa Zoo have both enjoyed a renaissance since adopting this management approach. We believe the Tulsa Performing Arts Center has the potential to experience a similar renewal under the management of the Tulsa Performing Arts Center Trust. We have negotiated a management agreement that will be ready to sign by the start of the fiscal year, and the funding for this new partnership is reflected in the budget before you.

In the last year, we opened the greatest park gift to any city in American history. Yet for years, we have neglected the proper operations and maintenance of our own Tulsa Parks system which weaves throughout the city. The capital investments in the current draft of Improve Our Tulsa will make a major bricks and mortar difference. But operations matter too.

The budget before you includes a major increase in Tulsa Parks funding that will be used to improve Parks maintenance and administration citywide. To boost parks maintenance, the department will add two field maintenance workers, and fund increases for HVAC supplies, roofing repairs and urban forestry contract services. In administration, there are two key new positions – one a marketing and community engagement coordinator, to promote parks programs and facilities and better engage the public on an ongoing basis, and an information and planning manager to help develop and implement data-driven strategic planning and project management for the department.

I want to give you one example of how much our parks mean to the citizens of Tulsa. For years, the Chamberlain Park Recreation Center has been slated for closure. In budget after budget in years past, the funding for it was eliminated. But one person can make a difference, and for Chamberlain Park that person has been Jane Malone. Ms. Malone leads the Chamberlain Area Neighbors, a neighborhood association that meets every month at the center. For years, every time the center was budgeted for

closure Ms. Malone would contact councilors and press for just enough part-time staffing to keep it operating. If she hadn't done this, Chamberlain Recreation Center would have almost certainly gone the same way as so many recreation centers throughout our city: quote-unquote temporarily closed, until it became deteriorated to such an extent that reopening it was an impossibility and demolition was the only affordable option.

But not this year. The budget before you will finally properly fund the Recreation Center's operations - and Councilor Hall-Harper and I have initiated the process to rename it as the Jane Malone Recreation Center at Chamberlain Park. Jane Malone is an example we want every Tulsan to know about: that one person who loves their neighborhood and loves this city, through tenacity and persistence, can make this a better place for their neighbors. True to form, she's here tonight to make sure Chamberlain Park is properly funded! I want to thank her for being such a great role model for every Tulsan.

So the budget before you does a great deal to make Tulsa a better city for our neighbors. I again want to thank each of you for your help in setting these priorities. I also want to thank the Budget team in the Finance Department and the Mayor's Office, who have worked doggedly for months - on nights and on weekends - to fit all of these pieces together.

You will see in the budget book a remembrance of our late and beloved City Finance Director Mike Kier. The last time a City of Tulsa budget was assembled without Mr. Kier's supervision, Senator Inhofe was Mayor Inhofe - and Jimmy Carter was President of the United States. But Mr. Kier built a great team, and they have done incredible work in carrying the torch forward.

I am happy to answer any questions you might have.

Thank you.






**MEMORANDUM  
OFFICE OF THE MAYOR**

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DATE: April 24, 2019

TO: Councilor Hall-Harper      Councilor McKee      Councilor Decter Wright  
Councilor Cue      Councilor Fahler      Councilor Lakin  
Councilor Patrick      Councilor Dodson      Councilor Kimbro

FROM: Mayor G. T. Bynum 

SUBJECT: **FY2020 Budget and Capital Improvement Plan along with a financial plan for FY2021**

I am transmitting the proposed operating and capital budget for Fiscal Year 2019-20 (FY20) along with corresponding financial plans for the following fiscal year, FY21. This document also includes a capital improvements plan for FY20 through FY24. This transmittal fulfills the Mayor's City Charter responsibilities contained in Article III, Section 1.4 C. More importantly it sets the City's direction for the future, and incorporates both the constraints and aspirations of the City.

The total FY20 budget is \$845.8 million. This is a decrease of \$21.5 million, or 2.5%, less than the FY19 original adopted budget. The operating budget is \$705 million, a \$13.4 million increase, or 1.9% more than the FY19 original budget. The capital budget is \$141 million, a \$34.9 million decrease, or 20% less than the FY19 original budget.

**Priorities**

This budget reflects a continued commitment to the City's previous priorities and includes new priorities discussed at the Mayor/Council retreat in January. It includes a focus on continuing our efforts to have the recommended number of police officers reflective of Tulsa's demographics, ensuring competitive employee compensation for all employee groups, and tripling the balance of the City's Economic Stabilization Reserve (Rainy Day Fund) to increase the City's resilience during difficult economic circumstances. It also includes funding to establish an Office of the

Independent Monitor in January 2020 and continues the commitments made in 2018 to provide more adequate resources for Animal Welfare operations.

At January's retreat, there was a consensus that the City needs to be more strategic in addressing vacant and abandoned housing to improve the City's neighborhoods. To reach that goal, we are creating partnerships that lead to better outcomes in neighborhoods through increased homeownership. We will use CDBG funds combined with an increase in demolition funding from the General Fund to address vacant and abandoned structures which constitute a public nuisance. Simultaneously, the City will partner with community nonprofit organizations that have the capacity to build new housing and give families the opportunity of homeownership. Working collaboratively, we can increase homeownership in neighborhoods like Crutchfield where 1 in 5 properties are vacant.

To increase safety in neighborhoods, this budget includes resources to address the backlog of more than 500 requests for neighborhood streetlights by funding the first year of a three-year program to install new streetlights.

This budget also emphasizes economic development. We have allocated resources to take a comprehensive look at the trusts and authorities that carry out much of the City's economic development work. The opportunity to create a framework for trusts and authorities to work collaboratively toward shared goals with these resources will ensure we are moving in the same direction.

This budget also prioritizes our commitment to increasing access to opportunity and equity. This year we will reopen the Chamberlain Recreation Center with two full-time staff and new fitness and sports equipment for residents. The Park and Recreation Department will add a marketing and community engagement coordinator to promote parks programs and facilities and better engage the public on an ongoing basis, and an information and planning manager to develop and implement data-driven strategic planning and project management.



With the opening of Peoria Bus Rapid Transit, this budget includes resources for one month of free rides on the BRT line, so residents have access to the transformation of Tulsa's public transportation system.

## **Economy**

In the Tulsa Metropolitan Statistical Area, 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% increase over 2017.

Average labor force growth in 2017 was 0.5%. New labor force participants have been easily assimilated into the local economy as employment increased and the unemployment rate continued to decrease. Payroll employment grew by 2.5% in 2018. The manufacturing sector reported the greatest growth, increasing 4.8% in 2018. The services sector increased by 3.5%. Average monthly unemployment figures decreased 0.9 percentage points in 2018, ending the year at an average of 3.6%.

Energy and manufacturing markets are a major component of Tulsa's economy. Low energy costs and taxes have strengthened the economy and expectations of growth in energy activity may help to extend the current economic expansion. In 2018, crude oil reached its highest price 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. 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.

New residential construction and commercial construction have been strong in the current fiscal year. If new residential construction trends remain consistent with the first three quarters of FY19, the City is on track to have 516 new housing units by the end of the fiscal year. This is a 23% increase over the average of 421 new units in each of the past three years. During the first three quarters of FY19, the value of commercial new construction permits reached \$496 million, a more than \$230 million increase above the average of the last three years. This is driven by large commercial development projects in the city, such as the Amazon and Greenheck developments, as well as rising construction costs.

The largest source of revenue for the City is sales tax and it accounts for 33% of the FY20 resources. The General Fund receives 2 cents on the dollar (\$0.02) of the City's 3.65 percent (3.65%) sales tax rate for operations. The remaining 1.65 cents (\$0.0165) are placed in the Capital Fund (\$0.011) and the Vision project funds (\$0.0055). Sales tax receipts of \$286.4 million are projected in FY20, a 2% increase from the FY19 original budget.

Use tax has shown strong growth as a result of the Oklahoma Tax Commission's continued pursuit of agreements with online retailers. Estimates of use tax for FY20 are \$40.6 million, up 27% from the FY19 original budget of \$31.9 million. Online sales, as a proportion of use tax, have increased from 7.1% in FY18 to 16.5% year-to-date in FY19. The remainder of use tax is composed of capital expenditures mainly from construction activity.

### **General Fund, Public Safety Tax, and Street and Transit Fund**

The General Fund is the principal operating fund of the City. General Fund revenues for FY19 were originally projected to be \$278.5 million but are now estimated to reach \$286.4 million by the end of FY19.



Revenues for FY20 are projected to be \$289.8 million, approximately 4% more than the original budget for FY19. This is largely due to growth in online use tax collections. The General Fund will also benefit from an increase in the fee in lieu of taxes paid by the City's water utility. Sales and uses taxes account for two-thirds (2/3) of the General Fund. The remainder is principally comprised of fines and fees for services, licenses and permits. The FY20 budget balances revenues with ongoing expenses for operations.

The General Fund Emergency Operating Reserve is set at a level of 6.83% of the budget, an increase of 0.37 percentage points. The long-term target is to place the reserve at a level of 10%. This budget increases the City's Economic Stabilization Reserve (Rainy Day Fund) by \$4 million resulting in a balance of \$6 million, tripling the current balance of \$2 million.

The largest expenditure category, at 74% of the budget, is payroll. Incorporating compensation improvement goals is a high priority in this budget. We have included an additional \$3.8 million in compensation improvements for FY20, which take effect January 1, 2020. The full-year impact of these compensation improvements, totaling \$7.6 million, is accounted for in the FY21 plan. These compensation improvements draw resources from the utility funds and the General Fund.

Public safety receives the largest allocation of resources at 62% of the General Fund. Sixty (60) police officers, supported by this fund, are expected to go through the police academy this year. The Public Safety Tax Fund will also support one police academy of thirty (30), and when combined with two General Fund supported academies, will continue progress on reaching the goal of 958 sworn officers, as recommended by the University of Cincinnati study. At the end of this year's academies, the City will have 888 sworn police officers, a net gain of 153 officers since January 2017, an increase of over 20%. The Fire Department is scheduled to have a General Fund supported academy of 25 firefighters this fiscal year keeping the Fire Department at its authorized level of 742.

The Street and Transit Fund continues funding for maintenance crews to maintain streets, pavement markings and striping, highway lighting, and traffic signalization. Tulsa Transit will

commence operation of the Peoria Bus Rapid Transit project in the Fall of this year, which is funded by the Street and Transit Fund.

## **Utilities**

### *Water and Sewer*

The Tulsa Metropolitan Utility Authority (TMUA) implemented an asset management program focused on capital prioritization and optimization, while balancing risk and financial stability. The success of the program maintains the water revenue increase at 1% for the next five years. The difficult, but necessary, rate increases have allowed for most capital improvement projects to be paid with cash.

A 9% revenue increase is proposed for the sanitary sewer system. The capital improvement plan and debt remain the main drivers for the sanitary sewer rate increases, representing nearly 50% of the budget. The five-year plan, which had an 8% increase in the fifth year, has now been reduced to a 5% increase. The shorter lifespan of the sanitary sewer system and debt service necessitate a higher sewer rate increase than the water rates.

### *Stormwater*

The Stormwater Drainage and Hazard Mitigation Advisory Board has initiated a Stormwater Utility Enterprise Initiative (SUEI). The initiative is an asset management and strategic planning study. The study is still in progress, however, identifying operational needs was established as a priority. Operational needs are identified over a five-year period and incorporated into the rate model.

Field assessments of the stormwater infrastructure are in process. Assumptions have been made for annual needs for FY22 -FY24, and estimates have been incorporated in the rate model. As the assessments are completed, the actual dollars required will be input into the rate model.

Two line-item capital projects are included in the five-year period, the Pearl District North Pond (North and West of 6th and Peoria) and the 81st and Elwood Drainage Improvements. In

addition, a 9% revenue increase for the stormwater system will allow the City to start implementing the operational needs and moving toward the direct funding of large stormwater capital projects that have been included in citywide capital programs, such as Improve Our Tulsa, in the past.

#### *Other Utilities*

There are no plans to change rates for trash service or emergency medical services in FY20.

The fee in lieu of taxes rate from the utility funds to the General Fund is an average of the sales tax and franchise taxes paid by other utilities. The water utility has an additional fee of 0.75% to cover system lease agreement conditions. The calculation methodology is set by ordinance ([Tulsa Revised Ordinances, Title 6, Chapter 2, Section 205](#)). The current rate for utilities other than water is 6.175%. The rate for water is 6.925%

#### **Capital Budget**

The Capital Budget totals \$173 million, net of transfers, in directly funded projects. This budget includes \$82.9 million in sales tax from the 2014 Improve Our Tulsa program, which includes a wide variety of projects ranging from 45 separate street projects to projects for Police, Fire, Parks and Gilcrease Museum. All have funding in the proposed budget. The FY20 budget also includes additional funding for the continued implementation of the Eugene Field redevelopment.

The Capital Budget includes higher levels of direct funding for water and sewer capital projects from the Enterprise Funds. It provides \$34.6 million for water treatment plant work, supply system repairs, water line replacement and relocation projects. Additionally, \$25.1 million will be used for sewer treatment plants, pipe replacement and other system work. Stormwater will receive \$6 million for stormwater pipe extensions, drainage improvements associated with roadway projects, small critical drainage projects and detention pond rehabilitation.

The City has now received more than two years of collections from the 0.305% sales tax approved by voters in April 2016 for the Vision Tulsa Economic Development Capital Program. Implementation of the project scheduling and financing plan continues as two revenue bond sales have been completed totaling \$233.4 million to provide advance funding for 31 projects. The \$510 million program will last 15 years. Directly funded projects total \$23.4 million in the proposed budget for four projects, with the largest allocation going toward debt service.

### **Capital Plan**

The City has a total inventory of capital projects, totaling \$8.4 billion, that are needed throughout the next 50 years. The capital plan focuses on projects that should be considered for funding in the next five years, totaling \$956.6 million. Two thirds (2/3) of the projects are renewal of existing infrastructure with the balance supporting growth. Most of the plan is for utility and street projects. The current authorization for both the Sales Tax Capital Improvements Program and the General Obligation Bond Program was extended in a November 2013 voter approved package totaling \$918 million. General obligation bond capacity will be available starting in FY20, and a limited amount of sales tax capital funding will be available beginning in FY21-22.

The capital plan reflects planned bond issues for the next year as well as high priority capital projects that should be funded over the next five years. During the upcoming fiscal year, the City anticipates undertaking a \$61 million issuance of general obligation bonds. All funds will go toward street projects authorized in the 2014 Improve Our Tulsa program. Some \$23.3 million in bonds and loans will finance sewer projects that include concrete pipe replacement, interceptor rehabilitation, corrosion assessments, as well as sewer line rehabilitation and replacement.

A planned \$110.9 million Vision Economic Development bond sale will fund a portion of nine projects including Tulsa Zoo and Living Museum projects, a road widening project on South Mingo, the BMX National Headquarters project, Airport infrastructure projects, and the expansion of Gilcrease Museum.



Funds will be appropriated by budget amendment upon completion of each bond sale. Taken together these bond sales will add \$195 million in additional funds to the capital budget, bringing the amended total to \$371 million.

Work has begun on the re-authorization of the Improve Our Tulsa Program. A rough financing plan and list of projects have been drafted. The City is seeking feedback on this draft at five public meetings which are being held in April and May of this year, with a planned vote in November 2019.

### **Summary**

The FY20 budget will fund many important services, but the revenue picture for the next two years indicates that, apart from new initiatives approved by voters, substantial changes to current services will be very unlikely. We continue to pursue our vision of becoming a globally competitive world-class city through our participation in the Baldrige Performance Excellence program and the What Works Cities program. Both increase the capacity to use data for monitoring performance and making decisions vital to dealing with otherwise moderate revenue growth.

We still need to continue to examine our revenue sources and challenges for the longer term to assure that we can meet the essential services that we agree on. Reliance on sales taxes to finance local government operations remains problematic.

I welcome the City Council's review and thank you for your suggestions and advice in developing the proposed budget. I look forward to agreeing on a plan for the next fiscal year as we strive to deliver the citizens the high level of service that they expect and deserve.



## TULSA CITY COUNCIL

Dear Citizens of Tulsa,

On behalf of the Tulsa City Council, we are pleased to present the City of Tulsa Fiscal Year 2019-2020 Annual Budget and Capital Plan.

This year, the City Council and Mayor Bynum continued their semi-annual tradition of participating in strategic planning sessions at Mayor-Council retreats. At the January 2019 retreat, the Council and Mayor discussed and outlined top priorities to provide City departments guidance for the Tulsa Fiscal Year 2019-20 budget. We worked together to prioritize funding for essential services and at the same time, explored the challenges created by vacant and abandoned housing and ways to improve the City's neighborhoods. To reach this goal, the City is creating partnerships that lead to better outcomes in neighborhoods through increased homeownership.

This budget reflects our continued commitment to the City's previous priorities and includes new goals discussed at our Mayor-Council retreat. It includes our continued focus on efforts to have the recommended number of police officers reflective of Tulsa's demographics, ensuring competitive employee compensation for all employee groups, and tripling the balance of the City's Economic Stabilization Reserve (Rainy Day Fund) to increase the City's resilience during difficult economic circumstances. This budget also includes funding to provide independent oversight of certain law enforcement activities beginning in January 2020 and continues commitments made in 2018 to increase resources for Animal Welfare operations. To increase safety in neighborhoods, this fiscal plan also includes resources to address more than 500 requests for neighborhood streetlights, by funding the first year of a three-year program to install new streetlights.

Our Fiscal Year 2019-2020 budget and capital plan not only provides for a safe and secure City, but also emphasizes economic development. We have allocated resources to take a comprehensive look at the trusts and authorities that carry out much of the City's economic development work. The opportunity to create a framework for trusts and authorities to work collaboratively toward shared goals with these resources will ensure we are moving in the same direction. Finally, this budget also prioritizes our commitment to increasing access to opportunity and equity. This year we will reopen the Chamberlain Recreation Center with two full-time staff and new fitness and sports equipment for residents. The Park and Recreation Department will add two new positions. The first is a marketing and community engagement coordinator to promote parks programs and facilities and better engage the public on an ongoing basis. The second is an information and planning manager to develop and implement data-driven strategic planning and project management.

The City Council looks forward to another collaborative year with Mayor Bynum. In the next year, we will evaluate means to enhance services for all Tulsans and further implement our Resilience Plan. Together, we will continue to serve our constituents to ensure Tulsa is a sought-after home and globally competitive, world-class City.

Sincerely,

A blue ink signature of Phil Lakin, Jr.

Phil Lakin, Jr.  
Council Chair

A green ink signature of Ben Kimbro.

Ben Kimbro  
Council Vice-Chair

## STRATEGIC PLAN UPDATE

In 2010 the City adopted PLANiTULSA as our long-term strategic plan for how Tulsa will look, feel, and function in the next twenty to thirty years. In 2017 the Mayor requested an organizational strategic plan to identify how our departments and employees would work in the short-term to ensure we can reach longer-term goals. This led to the City's **Action and Implementation Management (AIM) Plan** that was adopted in early 2018. The AIM Plan clearly outlines the actions to be taken by the organization to achieve Citywide outcomes and fulfill the organization's mission.

**Our Mission:** Build the foundation for economic prosperity, improved health and enhanced quality of life for our community.

The AIM Plan is broken out into four pillars: (1) **Opportunity**, (2) **Well-Being**, (3) **The City Experience**, and (4) **Inside City Hall**. Each pillar has AIMS (goals), Community Performance Indicators, Strategies, Actions, Deadlines, and Measurable Outcomes.

| OPPORTUNITY         |  |                          |                        |
|---------------------|--|--------------------------|------------------------|
| AIM                 | Community Performance Indicator  | Baseline (December 2017) | Target (December 2019) |
| Education           | High school graduation rate  | 72.5%                    | 76%                    |
|                     | % of residents with a bachelor's degree or higher  | 30.7%                    | 33%                    |
|                     | % of residents aged 18-24 with an associate's or higher                                    | 39.8%                    | 41%                    |
| Jobs                | New jobs added to the local economy  | 3,480                    | 4,002                  |
|                     | Labor force participation rate   | 65.9%                    | 67.5%                  |
|                     | Per capita income  | \$27,816                 | \$28,650               |
| Transportation      | % of population within 30-minute transit access  | 27.9%                    | 30%                    |
|                     | % of population commuting to work via public transportation                                | 1.1%                     | 1.4%                   |
| Population Growth   | City of Tulsa population   | 403,090                  | 407,000                |
|                     | Population Density (# of households per acre)  | 1.7                      | 1.74                   |
| WELL-BEING          |  |                          |                        |
| AIM                 | Community Performance Indicator  | Baseline (December 2017) | Target (December 2019) |
| Physical Health     | % of residents who are overweight or obese   | 62.9%                    | 61%                    |
|                     | Life expectancy gap between North and South Tulsa  | 11.04 years              | 5 years                |
| Mental Health       | Suicide rate per 100,000 residents   | 16.8                     | 15                     |
|                     | # of individuals using non-domestic violence emergency shelter at least one night per year | 5,545                    | 4,990                  |
| THE CITY EXPERIENCE |  |                          |                        |
| AIM                 | Community Performance Indicator  | Baseline (December 2017) | Target (December 2019) |
| Traffic Safety      | Total traffic fatality collisions  | 38                       | <34                    |
|                     | Total traffic collisions with severe injury  | 328                      | <285                   |

## STRATEGIC PLAN UPDATE

| THE CITY EXPERIENCE                 |   |                             |                           |
|-------------------------------------|---|-----------------------------|---------------------------|
| AIM                                 | Community Performance Indicator   | Baseline<br>(December 2017) | Target<br>(December 2019) |
| Violent Crime Reduction             | # of violent crimes per 100,000 residents   | 904                         | 859                       |
| Entertainment                       | # of special events permitted by the City   | 677                         | 745                       |
|                                     | Ticket sales at the Performing Arts Center (in millions)  | \$7.5                       | \$7.725                   |
| Tourism                             | Annual occupancy tax  | \$7,574,459                 | \$7,763,500               |
| Streets & Sidewalks                 | Pavement condition index on arterial streets  | 67                          | 69                        |
| Quality core services               | % of property value saved from fires  | 93%                         | 95%                       |
|                                     | % of 911 calls answered within 10 seconds or less   | 64%                         | 90%                       |
|                                     | % of missed refuse collections  | 1%                          | <2%                       |
|                                     | % of customer service demand met for treated water  | 100%                        | 100%                      |
|                                     | Compliance with US EPA Stormwater Quality Permit levels   | Compliant                   | Compliant                 |
| INSIDE CITY HALL                    |   |                             |                           |
| AIM                                 | Community Performance Indicator   | Baseline<br>(December 2017) | Target<br>(December 2019) |
| Morale                              | % of employees agreeing that they like their jobs   | 81.9%                       | 85%                       |
|                                     | % of employees agreeing that morale is low among their co-workers   | 59%                         | 51%                       |
|                                     | % of employees agreeing that the City of Tulsa is a great place to work   | 56%                         | 63%                       |
| World-class services                | % of city departments regularly requesting feedback from their customers  | NA                          | 50%                       |
|                                     | % of customers reporting positive satisfaction with services provided   | NA                          | 50%                       |
|                                     | % of people who reported an issue to 311 that say they were satisfied with the responsiveness regarding their complaint | NA                          | 50%                       |
| Responsible Management of Resources | City's Standard and Poor bond rating  | AA                          | AA                        |
|                                     | # of annual OSHA reported injuries  | 434                         | 347                       |
|                                     | % increase in General Fund Revenue collected over previous year   | 0.9%                        | 3%                        |

Senior leaders regularly convene to discuss progress on these high-level targets as well as action items and metrics identified within each strategy of the AIM Plan. There are monthly TulStat sessions where team members collaborate to identify opportunities to improve, test out ideas, and deploy what works. StatChat sessions occur weekly with more detailed reports on action items and metrics that refresh more regularly. They provide the team regular opportunities to continuously align resources and focus on long- and short-term outcomes.



# CITY OF TULSA

## FINANCIAL POLICIES

### **1. STRATEGIC PLANNING**

- a. All planning activities, strategies and studies should be comprehensive and integrated on a City-wide basis.
- b. Plans, strategies and studies shall encompass multi-year time frames and be updated annually.

### **2. OPERATING BUDGET**

- a. The City of Tulsa shall comply with the provisions of the *Oklahoma Municipal Budget Act, 11 O.S. Supp. 1979, Sections 17-201 through 17-216*. It shall be the responsibility of the Mayor through the Department of Finance to ensure compliance and the timely preparation of the City of Tulsa's annual budget.
- b. The budget will provide for adequate maintenance of the capital plant and equipment and for their orderly replacement.
- c. The City will maintain a budgetary control system to help it adhere to the budget.
- d. The City administration will prepare regular reports comparing actual revenues and expenditures to budgeted amounts.
- e. Each year the City will update revenue and expenditure projections for the next five years. Projections will include estimated operating costs of future capital improvements that are included in the capital budget.
- f. The City will integrate strategic plan goals and objectives defined in the Action and Implementation Management (AIM) Plan within the budget.
- g. The City will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From this projection a maintenance and replacement schedule will be developed and followed.
- h. It shall be the goal of the City that current operating revenues will be sufficient to support current operating expenses and in no case shall more than five percent (5%) of the operating budget be supported by the use of prior year's fund balances.
- i. Adjustments to Water, Sewer, Stormwater and Solid Waste Disposal service rates and fees shall be examined on an annual basis as an integral part of the City's budgetary process.

### **3. RISK MANAGEMENT**

- a. The City will operate a risk management program to provide for protection against loss and a reduction in exposure to liability. Such program shall include an employee safety training program to minimize financial losses to the City.
- b. The City will establish a self-insurance program to provide for protection against major losses and will purchase excess coverage insurance to cover catastrophic losses where appropriate.

### **4. PROCUREMENT AND PURCHASING**

- a. The City of Tulsa shall operate a consolidated Purchasing and Procurement System.
- b. The City's Purchasing and Procurement System shall encourage full and open competition on all purchases and sales.
- c. The operation of the City's Purchasing and Procurement System and Surplus Property Disposal System shall be based upon competitive bidding whenever possible.

### **5. REVENUES**

- a. The City will estimate its annual revenues by an objective and analytical process.
- b. It shall be the goal of the City that all Enterprise Funds shall be self-supporting.
- c. The City will establish all user charges and fees at a level related to the cost of providing the services.
- d. Credit and Collection
  - i. The City of Tulsa will neither begin business activity nor continue to engage in business activity with an entity that owes the City funds from a delinquent debt.

- ii. Extended credit may be granted by the City for certain obligations. If payment is not timely, the City reserves the right to refuse future credit as well as take necessary legal action to obtain payment of the debt and collection costs.
- e. The City will try to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
- f. Categorical federal and state grant revenues shall only be used to finance limited-time-period operations and/or one-time capital.
- g. Enterprise Funds will transfer annually a payment in lieu of taxes to the General Fund as defined by ordinance.

## **6. CAPITAL BUDGET AND IMPROVEMENTS**

- a. The City of Tulsa's Capital Improvements Program shall be a five-year program and shall be updated annually. All departments' needs shall be considered in the plan.
- b. The City shall maintain a balanced mix of financing for funding capital projects, including pay-as-you-go, grants and debt, without excessive reliance on any one source.
- c. No capital project shall be funded which does not comply with the provisions of and is not contained in the currently approved Capital Improvements Program.
- d. The City will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
- e. Capital projects will be scheduled based on the following criteria:
  - i. The project has been certified by the Planning Commission as being in accordance with City plans.
  - ii. The project will alleviate a service deficiency or replace a deteriorated and/or non-functioning facility.
  - iii. Federal or state law requires it to be done.
  - iv. Federal or state matching funds are available for the project.
  - v. A Federal or state agency will construct the facility at no cost to the City.
  - vi. The project will encourage economic development.
  - vii. The project is needed to solve an emergency situation.
  - viii. The project will improve the quality of life in the City's neighborhoods.
- f. Public hearings will be held before deciding what projects to include in any multi-year capital program which requires approval by the electorate.
- g. The CIP has been developed based on Government Finance Officers Association (GFOA) recommended best practices. <https://www.gfoa.org/capital-planning-policies>
- h. The CIP has coordinated with the Tulsa Planning Office to assess the CIP for conformance with the Comprehensive Plan and to prioritize projects which support Land Use Policies 5.5 and 13.3 in particular.

## **7. LONG TERM BORROWING**

- a. General Obligation and Revenue Bonds shall only be issued for capital improvements and maintenance or expenditures related thereto. Revenue bonds shall be used to finance capital improvements wherever possible. No operating expenses shall be funded using any form of long-term financing.
- b. Bond borrowing shall be planned and the details of the plan shall be incorporated into the five-year Capital Improvements Program.
- c. The outstanding indebtedness of the City of Tulsa shall in total not exceed such levels as to cause the City's credit rating to be impaired and in all cases the City shall take such actions and adopt such policies and procedures as necessary to maintain a rating equal to at least AA for general obligation debt. In no event shall the net general obligation debt exceed twenty-five percent (25%) of the net assessed market valuation of the taxable property of the City of Tulsa as established by the County Assessor.
- d. Projects financed through the issuance of debt shall not be financed for a period that exceeds the expected useful life of the project and in no event shall the term of any debt exceed twenty-five (25) years.

- e. Refunding of outstanding debt shall only be considered when present value savings of at least four percent (4%) of the principal amount of the refunded bonds are produced, unless a restructuring or bond covenant revisions are necessary to facilitate the ability to provide services or issue additional debt in accordance with established debt policy and limitations.
- f. Bond sales shall be structured to achieve level debt service payments to the extent possible taking into consideration the costs of such financings. Either variable or fixed rate financing may be used, subject to applicable laws, depending on the cost benefit to the City of each option.
- g. Interest earnings from general obligation bond proceeds shall be deposited in the General Fund.
- h. Competitive sale shall be used for all general obligation debt issuances of the City of Tulsa.
- i. Negotiated or competitive sale may be used for revenue bonds.

## **8. INVESTMENTS AND DEPOSITS**

- a. It shall be the objective of the City of Tulsa to pool and invest public funds in accordance with current legislation and the Charter of the City of Tulsa. Criteria for investing shall adhere to the following order of priority: (1) Safety, (2) Liquidity, (3) Yield.
- b. Responsibility for the investment program of the City shall be vested with the Director of Finance who shall establish an investment program consistent with an adopted investment policy.
- c. The City will establish a cash flow management system which includes the preparation of a cash flow analysis of all funds on a regular basis. Disbursement, collections and deposit of all funds will be scheduled to ensure maximum investment return and cash availability subject to the City's investment policies. The cash flow management system shall ensure the City can offset significant downturns in revenues which could not have been reasonably foreseen and provide sufficient working capital and cash for daily financial needs.
- d. The City will make arrangements with banks on a contractual basis for a specified period of time with specified fees for each service rendered.

## **9. RESERVES**

- a. The City shall establish and maintain an operating reserve in the General Fund to provide for unanticipated expenditures of a non-recurring nature or to meet unexpected increases in service delivery costs. The reserve, per ordinance, is to maintain an emergency operating reserve of ten percent (10%), unless during the annual budget process the Mayor and City Council agree that the reserve cannot prudently be maintained at 10%. Prior to allocating funds from the reserve for unanticipated expenditures, the Mayor shall prepare an analysis and present it to the City Council.
- b. The City may establish and maintain operating reserves in its enterprise funds to pay for expenses caused by unforeseen emergencies or shortfalls caused by revenue declines.
- c. The City shall establish an Economic Stabilization Reserve as directed by the City Charter. This reserve shall be used to assist in limiting the amount of reduction required in the General Fund budget during times of declining revenues. Defined criteria have been established within the charter for allocation to the reserve and withdrawal from the reserve.

## **10. ACCOUNTING**

- a. The City of Tulsa's accounting systems shall be operated and maintained in accordance with generally accepted principles and standards as promulgated by the Governmental Accounting Standards Board.
- b. The City's accounting and financial transactions shall be audited annually by a recognized independent certified public accounting firm and such audit results shall include a management letter detailing areas where improvement is needed. A firm to perform such audit shall be chosen not more than once every five (5) years.
- c. The City shall prepare and issue an official Comprehensive Annual Financial Report no later than six (6) months following the fiscal year-end in accordance with Government Finance Officer's Association and Governmental Accounting Standards Board principles and standards.
- d. The City of Tulsa shall establish and maintain an accounting control environment to help ensure proper authorization for financial transactions and proper procedures for safeguarding assets.

- e. The City will comply with bonded debt covenants requiring yield restrictions on certain investments and accounts in compliance with *Internal Revenue Code, Section 148 - Arbitrage*.

#### **11. TRUSTS AND AUTHORITIES**

- a. Unless otherwise provided by the operation of law, all Trusts and Public Authorities which receive funding from the City of Tulsa shall conform to the City's Financial Policies and procedures where applicable.

#### **12. PENSION FUNDS**

- a. The pension funds of the Municipal Employees' Retirement Plan shall be managed by the Pension Board as set forth in City Ordinance and Oklahoma Statute.
- b. The City's annual budget will provide for adequate funding for the Municipal Employees' Retirement System.
- c. Investments shall be made in conformance with an investment policy adopted by the Municipal Employees' Pension Board.

(Published in the Tulsa World

June 30, 2019

ORDINANCE NO. 24146

AN ORDINANCE ADOPTING THE ANNUAL BUDGET OF THE CITY OF TULSA FOR THE FISCAL YEAR 2019-2020; ORDERING THE TRANSFER OF ENTERPRISE INCOME TO THE GENERAL FUND; APPROPRIATING UNEXPENDED BALANCES FOR GRANT FUNDS AND CAPITAL PROJECT FUNDS FOR FISCAL YEAR 2019-2020; ORDERING AND DIRECTING THE COMPUTATION AND FILING OF LEVY REQUIREMENTS FOR THE 2019-2020 SINKING FUND OF THE CITY OF TULSA, OKLAHOMA; RESERVING FUND BALANCE OF SIX AND EIGHTY-THREE ONE HUNDREDTHS PERCENT (6.83%) AS AN EMERGENCY OPERATING CONTINGENCY IN THE GENERAL FUND; THE ECONOMIC STABILIZATION RESERVE WILL BE \$6 MILLION; APPROVING AN EMERGENCY TELEPHONE FEE OF FIVE PERCENT (5%) FOR CALENDAR YEAR 2020; ORDERING THE FILING OF THE CITY OF TULSA BUDGET, FISCAL YEAR 2019-2020 WITH THE STATE AUDITOR AND INSPECTOR OF THE STATE OF OKLAHOMA; AND ORDERING THIS ORDINANCE TO TAKE EFFECT IMMEDIATELY FROM AND AFTER ITS ADOPTION AND APPROVAL.

BE IT ORDAINED BY THE CITY OF TULSA:

Section 1. That the annual budget of the City of Tulsa, Oklahoma, for Fiscal Year 2019-2020 be and is hereby adopted under the Municipal Budget Act, 11 O.S. 2001, §§ 17-201, *et seq.*, as amended.

Section 2. That the transfer of six and nine hundred twenty-five thousandths percent (6.925%) of Water and six and one hundred seventy-five thousandths percent (6.175%) of Sewer, Stormwater, and TARE/Solid Waste rate income to the General Fund of the City of Tulsa, Oklahoma, be and is hereby approved and ordered.

Section 3. That the unexpended appropriation balances and encumbrances for grant funds and capital project funds for Fiscal Year 2018-2019 be and the same are hereby appropriated to the same funds, accounts and for the same purposes for Fiscal Year 2019-2020 unless the project is designated to be closed.



Section 4. That the Mayor shall compute the levy requirements for the 2019-2020 Sinking Fund of the City of Tulsa, Oklahoma, utilizing a reserve of ten percent (10%) for delinquent taxes and cause the same to be filed with the Excise Board of Tulsa County, Oklahoma.

Section 5. That the Mayor and City Council shall reserve fund balance for Fiscal Year 2019-2020 in an amount equivalent to six and eighty-three one hundredths percent (6.83%) of projected revenues as an emergency operating contingency in the General Fund that can only be spent with Council approval.


Section 6. That the economic stabilization reserve will be \$6 million from unassigned fund balance in accordance with the provisions of the 1989 Amended Charter, Article II, Section 7.5.

Section 7. That an Emergency Telephone Fee (E-911) of five percent (5%) of the tariff rate be and the same is hereby approved and ordered for calendar year 2020 in the City of Tulsa, Oklahoma.

Section 8. That one (1) copy of the adopted budget, being marked and designated as "City of Tulsa Budget, Fiscal Year 2019-2020" be and the same are herewith ordered to be filed in the Office of the City Clerk of the City of Tulsa, Oklahoma, on the 28th day of June, 2019, and one (1) copy with the State Auditor and Inspector of the State of Oklahoma.

Section 9. That an emergency is hereby declared to exist for the preservation of the public peace, health, and safety, by reason whereof this ordinance shall take effect immediately from and after its adoption and approval.

ADOPTED by the Council JUN 19 2019, with an emergency measure.  
Date



Chairman of the Council

OFFICE OF THE MAYOR

Received by the Mayor: \_\_\_\_\_, at \_\_\_\_\_  
Date Time

G. T. Bynum, Mayor

By:

\_\_\_\_\_  
Secretary

APPROVED by the Mayor of the City of Tulsa, Oklahoma: JUN 24 2019  
Date

at \_\_\_\_\_  
Time



[Handwritten Signature]  
Mayor

(Seal)  
ATTEST:

Deputy [Handwritten Signature]  
City Clerk

APPROVED:

[Handwritten Signature]  
City Attorney

(Published in the Tulsa World

June 30, 2019)

ORDINANCE NO. 24147

AN ORDINANCE APPROVING AND ADOPTING THE CAPITAL IMPROVEMENTS PLAN OF THE CITY OF TULSA, OKLAHOMA, FOR THE FISCAL YEARS 2020-2024 ORDERING THE FILING OF DOCUMENTS WITH THE CITY CLERK; AND DECLARING AN EMERGENCY.


BE IT ORDAINED BY THE CITY OF TULSA:

Section 1. That the Capital Improvements Plan of the City of Tulsa, Oklahoma, for Fiscal Years 2020-2024 be and is hereby approved and adopted in accordance with Title 4, Chapter 4, City of Tulsa, Oklahoma, Revised Ordinances.

Section 2. That one (1) copy of the approved and adopted capital plan, being marked and designated as "City of Tulsa Capital Improvements Plan, Fiscal Years 2020-2024," be and the same is herewith ordered to be filed in the Office of the City Clerk of the City of Tulsa, Oklahoma, on the 28th day of June, 2019

Section 3. That an emergency is hereby declared to exist for the preservation of the public peace, health, and safety, by reason whereof this Ordinance shall take effect immediately upon its adoption and approval.

ADOPTED by the Council JUN 19 2019  
Date

  
Chairman of the Council

ADOPTED as an emergency measure JUN 19 2019  
Date

  
Chairman of the Council

OFFICE OF THE MAYOR

Received by the Mayor: \_\_\_\_\_, at \_\_\_\_\_.  
Date Time

G.T. Bynum, Mayor

By:

\_\_\_\_\_  
Secretary

APPROVED by the Mayor of the City of Tulsa, Oklahoma: JUN 24 2019  
Date

at \_\_\_\_\_.  
Time



[Handwritten Signature]  
Mayor

(Seal)  
ATTEST:

Deputy [Handwritten Signature]  
City Clerk

APPROVED:

[Handwritten Signature]  
City Attorney