



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.

RESILIENCE // Endure, Adapt, Thrive, and Grow

City of Tulsa 2021 - 2022 Budget and Capital Plan EXECUTIVE SUMMARY

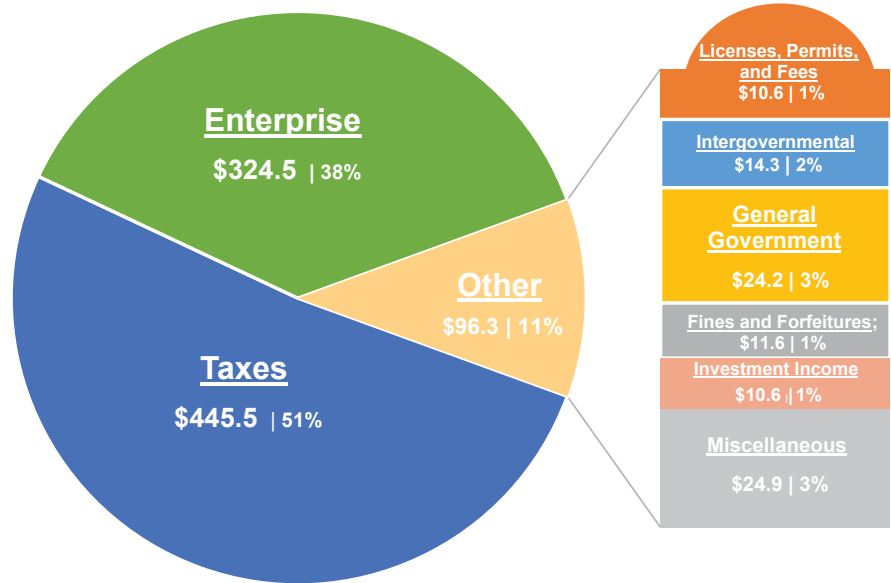
The FY22 total budget is \$799,449,000 – a 4.9 percent decrease from the original FY21 amount. The operating budget is \$711,074,000 and the Capital Improvements budget totals \$88,375,000. The operating budget is increasing by 0.8 percent and the capital budget is decreasing 34.7 percent from FY21. FY22 revenue projections total \$866,263,000 and Figure 1 shows amounts by the major categories.

Total expenditure by major program categories are shown on Figure 2. Public Safety consumes 29 percent of total appropriations. Public Works and Transportation make up 37 percent of the budget and includes the transit bus system, street maintenance, water, sanitary sewer systems, stormwater management, and the refuse pickup and disposal functions. Cultural and Recreational programs consume 3 percent of the budget, Social and Economic Development programs make up 3 percent, and Administration 17 percent. Transfers and Debt service are 11 percent of the budget. (Figure 2: *Excludes Internal Service Funds; **Excludes Internal Transfers)

MAJOR REVENUE CATEGORIES

(in millions) | Fig 1

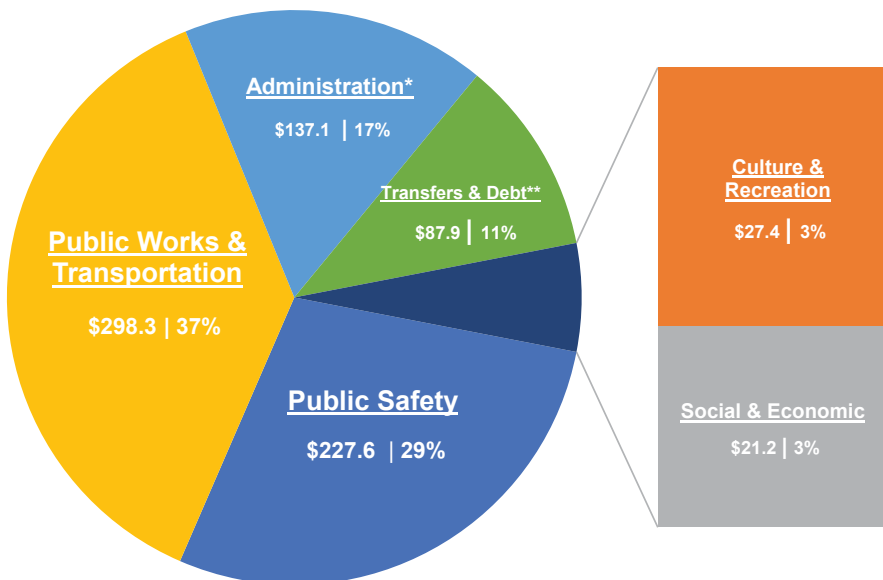
- Taxes
- Licenses, Permits, and Fees
- Intrgmntl Grant Revenues
- General Government
- Enterprise
- Fines and Forfeitures
- Debt Related Revenues
- Investment Income
- Miscellaneous



MAJOR EXPENDITURE CATEGORIES

(in millions) | Fig 2

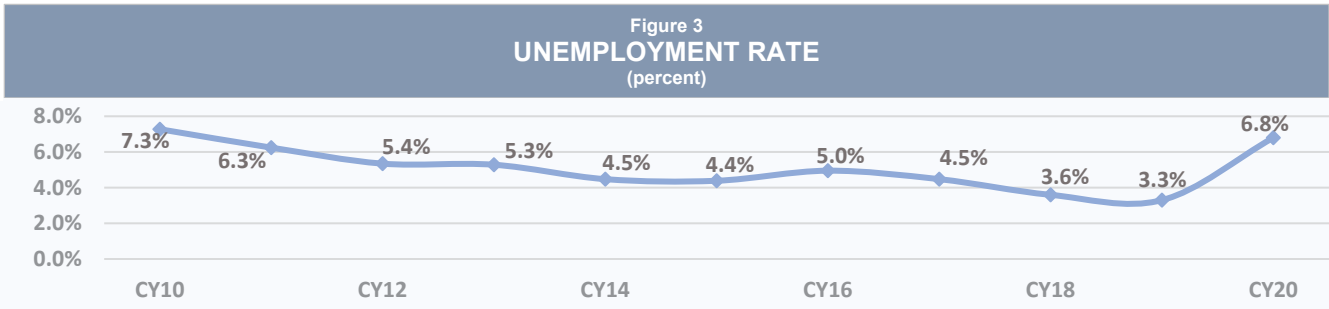
- Public Safety
- Culture & Recreation
- Social & Economic
- Public Works & Transportation
- Administration*
- Transfers & Dept**



ECONOMIC CONDITION

Economic projections indicate that the fiscal year may experience modest growth for 2022. Unemployment could still be evaluated due to the ongoing Covid-19 related issues. Interest rates are projected to remain below historical norms even with modest growth of Gross Metro Product. Historically, the Tulsa MSA trends along, but remains below the national unemployment rate. The cyclical nature of Energy and Manufacturing, Tulsa’s main economic drivers, will keep the metro area trending below the U.S in total.

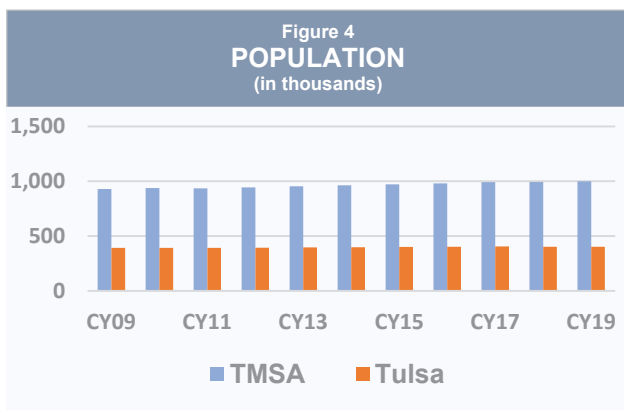
The area monthly average labor force decreased 0.3% from 2019, losing 1,400 participants in 2020. The labor force decreased in 2019 by 2.0%. Wage and Salary employment (total nonfarm employees) witnessed a decrease of 3.4% in the 2020 average, equating to approx. 15,000 jobs. Unemployment increased throughout 2020, ending the year at 5.6% in December. The average unemployment for the Tulsa MSA was 6.8% for 2020 in total.



Source: Bureau of Labor Statistics

POPULATION

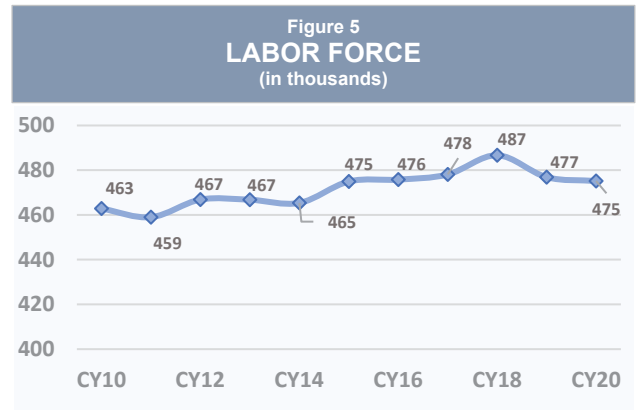
The TMSA population grew 0.5 percent in 2019 to 998,600, up from 993,800 in 2018. At the same time, the City of Tulsa’s population decreased by 0.2 percent to total 401,200. The median age in Tulsa in 2019 was 36.8 years. Data sources which provide population estimates typically report estimates on a yearly basis; information for 2020 has not been reported.



Source: U.S. Bureau of Census, Experian

LABOR FORCE

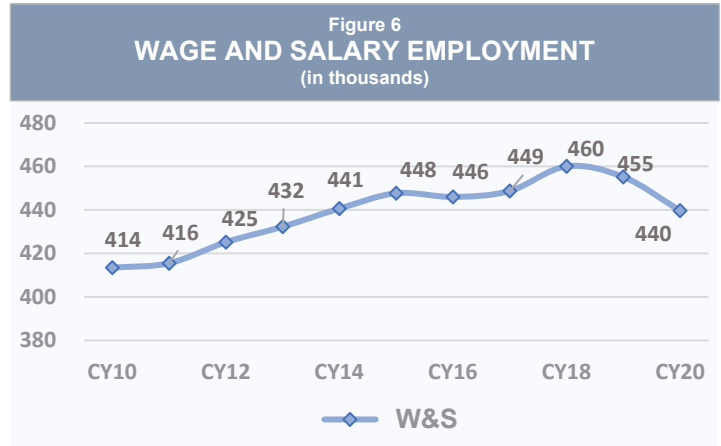
While labor force continues to be historically high. The civilian labor force decreased an average of 1,400 participants in 2020, based on a comparison of the monthly, non-seasonally adjusted data from the Bureau of Labor Statistics. This represents a 0.3% decrease over 2019. The average labor force growth in 2019 was -2.0%.



Source: U.S. Bureau of Labor Statistics

WAGE AND SALARY EMPLOYMENT

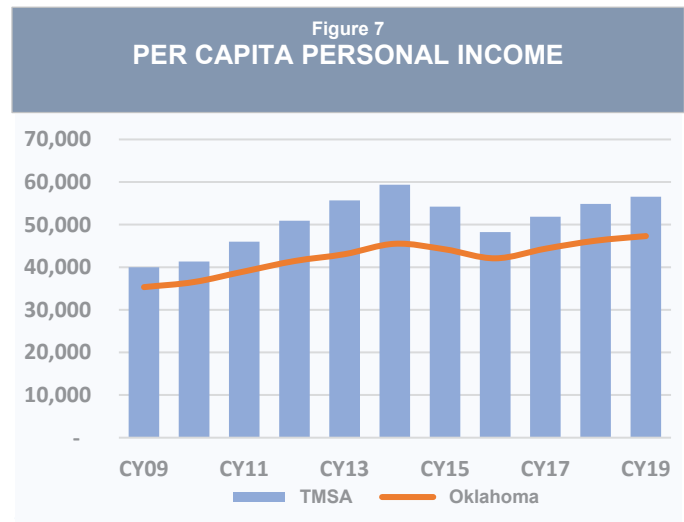
The Bureau of Labor Statistics provides monthly employment and unemployment data for the Tulsa MSA. The monthly average Wage and Salary (Total Non-Farm) employment decrease by 3.4 percent in 2020. By the end of 2020, the average employment decreased by 15,500 jobs from a year earlier. The manufacturing sector reported a decrease, contracting 7.9 percent in 2020, losing 4,300 jobs. The Trade sector decreased 5.1 percent, down 5,100 jobs from previous year. The Services sector decreased by 2.8 percent, losing 6,300 jobs. The largest subsector, Services, total wage and salary employment is expected to rebound in the upcoming year. Average monthly unemployment figures increased 3.5 percentage points in 2020, ending the year at an average of 6.3 percent.



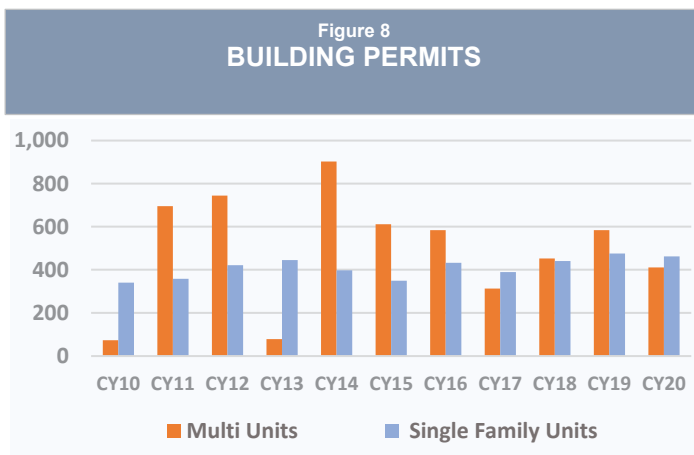
Source: Oklahoma Department of Commerce

PERSONAL INCOME

Per capita personal income grew by 2.8 percent in 2010, an even stronger 12.2 percent in 2011, and 13.4 percent in 2012. As energy prices continued to rebound and the local job market improved, per capita personal income had returned to its expected trend in 2013 and increased another 9.0 percent. After some slowing in 2013, personal income continued its momentum in 2014. 2015 and 2016 witnessed some year-over-year decline in personal income. 2017 saw personal income grow 7.4% over 2016. In 2018 personal income continued to show gains of 5.8%. For 2019, CPI shows modest improvement of 2.9%. Information for 2020 was unavailable.



Source: Bureau of Economic Analysis



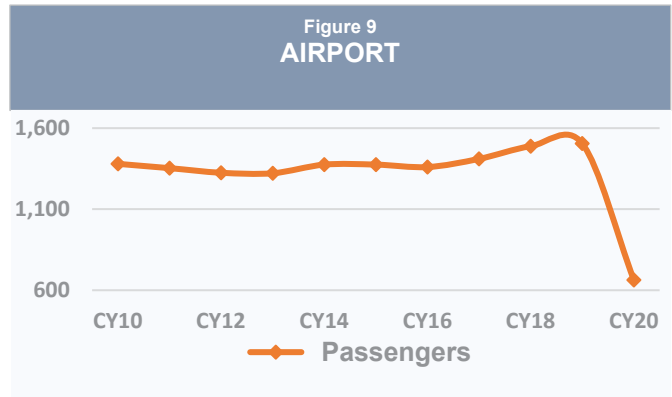
Source: City of Tulsa

BUILDING PERMITS

Tulsa has witnessed contraction in both residential and commercial construction in 2020 due to Covid-19. The number of residential units (single and multi-family) totaled 873 units, representing a 17% decrease over 2019. The value of commercial construction in 2020 was \$164.8 million, representing a 19% increase from 2019.

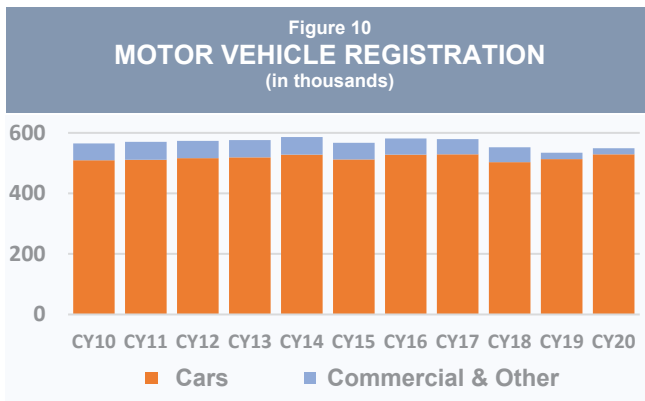
AIRPORT

Air passengers and freight were down during 2020 due to Covid-19 travel precautions. Airport passenger enplanements decreased by 55.9% in 2020. Freight was also down during 2020 decreasing 9.3%. We are hopefully that we will see a rebound in 2021 as Covid-19 travel issues are abated.



Source: Tulsa Airport Authority

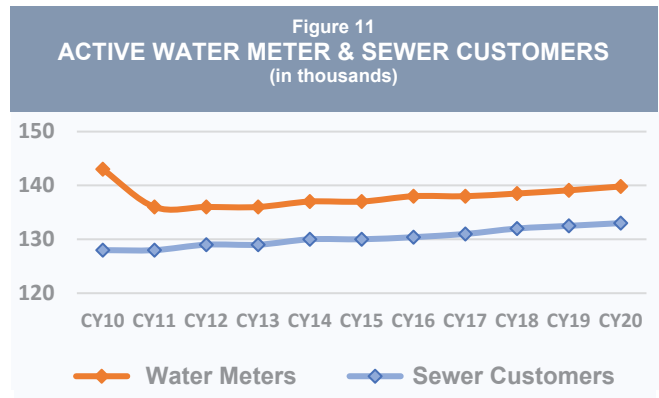
MOTOR VEHICLE REGISTRATION



Source: Oklahoma Tax Commission

The Oklahoma Tax Commission (OTC) reports vehicle registrations by county every fiscal year ending in June. Total vehicle registrations grew during FY20. Registration of cars in Tulsa County grew 3.1% in FY20. Commercial registrations and other registrations fell 4.7%. There were 529,000 cars and 20,200 commercial trucks and other vehicles registered in FY20.

UTILITIES



Source: City of Tulsa

The combined water and sewer customer counts reported a slight increase in 2020, increasing less than 1 percent over the previous year. The number of active water meters was flat during 2020 ended with 140,000 active meters.

REVENUES

WHERE THE MONEY COMES FROM

The Operating and Capital Budgets are financed by the revenue sources identified in the following figures. Total projected revenue for FY22 is \$866,263,000, a 4.1 percent increase from the FY21 original budget. The City projects future financial performance by analyzing historic and current data. Several statistical methods including time-series statistical models and regression analysis to analyze and forecast the most significant revenue sources such as sales tax, use tax, franchise fees and other significant revenues. Historic performance and trends are considered for all revenue sources, where available. Projections of less significant, more stable revenue sources are often based on the current end-of-year estimate or the most recent 12-month financial performance. Projections are compared to macroeconomic forecasts from local, state, and national publications for reasonableness. In addition, Budget and Planning staff collaborates extensively with other City staff to arrive at a consensus estimate for projections.

LOCAL TAXES

The City has five major tax categories and collectively they will provide 51.4 percent of the projected revenue in FY22.

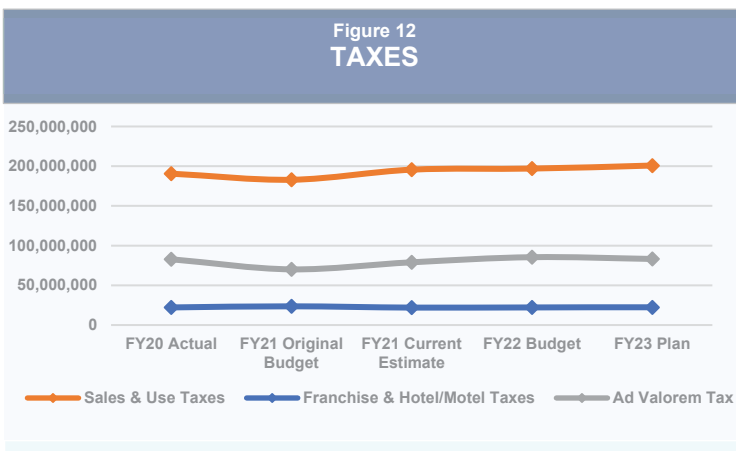
SALES TAX

The largest source of revenue for the City is sales tax which accounts for 32.5 percent of FY22 resources. The General Fund receives two (2) cents of the City's sales tax rate for operations and the remaining 1.65 cents are placed in funds for the 2019 Improve Our Tulsa program (.45), the Vision Tulsa (1.15) funds, which include Economic Development (.805), Public Safety (.26), and Streets & Transit (.085). A permanent funding source of (.05) cents for the City's Economic Stabilization Reserve begins in FY22. Sales tax receipts of \$281,907,000 million are projected in FY22, a 5.5 percent increase from the FY21 budget.

USE TAX

Personal property purchased outside the state and used within the City is also taxed at 3.65 percent. The General Fund receives 3.1 cents of the City's use tax rate for operations and the remaining 0.55 cents are placed in the 2016 Tulsa Economic Vision Fund. The FY22 proposed budget Use Tax projection is \$50,086,000, a 15.7 percent increase from the FY21 budget.

FRANCHISE TAX/RIGHT OF WAY USER FEES



Source: City of Tulsa

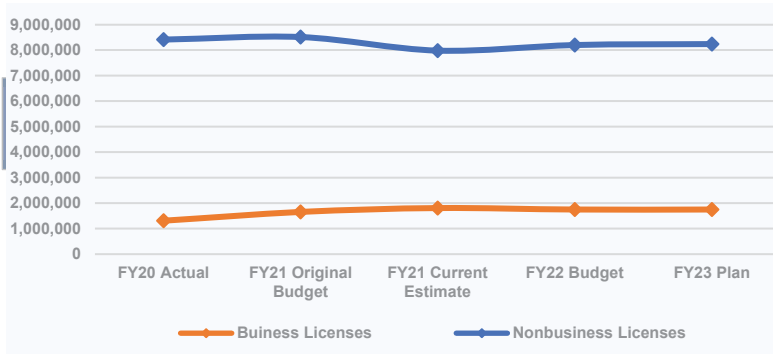
Franchise Tax/Right of Way (ROW) user fees are collected from Oklahoma Natural Gas (ONG), Public Service Company of Oklahoma (PSO), Cox Communications, AT&T, Trigen, and other miscellaneous users of City ROW. Collectively, ONG and PSO generate 57.8 percent of this category's revenue. In FY21, ONG and PSO fees are projected to produce \$12,387,000. The FY22 budget is 1.2 percent lower than the FY21 revenue estimate. Cable TV sales are challenged by internet television programming on demand. FY22 revenue from all Franchise Tax/Right of Way User fees is projected to be \$22,229,000.

HOTEL/MOTEL TAX

In addition to sales tax, the use of hotel and motel rooms within the City is taxed at 5 percent. Projected FY22 receipts of \$5,027,000 is a decrease from the FY21 budget, due to the consumer behavior changes related to COVID-19.

AD VALOREM TAX

The State Constitution requires Tulsa make an annual Ad Valorem tax levy sufficient to pay for the principal and interest on bonded indebtedness and any court judgments against the City. The tax levy is approved by the County Excise Board. The tax is projected to generate \$86,242,000 in FY22.



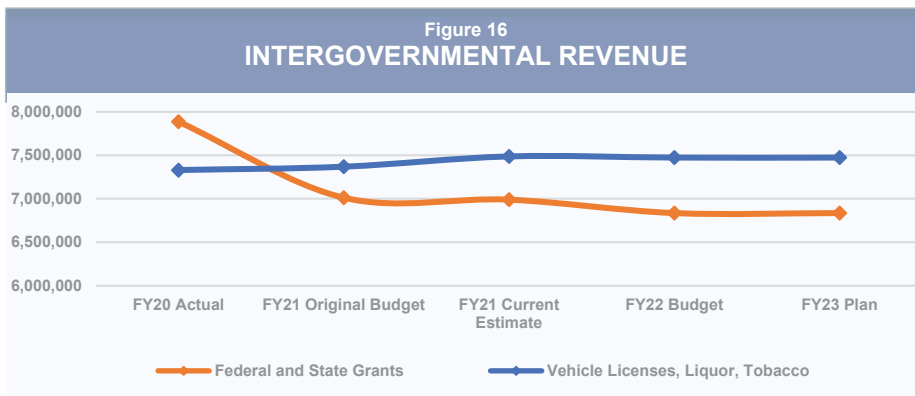
Source: City of Tulsa

LICENSES AND PERMITS

Business licenses, non-business licenses, building inspections, and permits are projected to be \$10,625,000 in FY22, a 3.0 percent decrease from the FY21 original budget. The base number of businesses requiring these licenses is stable. FY22 will see a decrease in the base fee charged for permits, along with an increase in the penalty, cancellation, resubmittal, expedited review, and addendum fees. Occupational, taxicabs, amusement/recreation, restaurants, and liquor occupation constitute the business license categories. The FY22 projection of \$1,750,000, is 5.7 percent greater than the FY21 yearend estimate.

INTERGOVERNMENTAL REVENUE

The City receives revenue from the Federal, State, and County governments for grants, charges for services, and the taxes on vehicle licenses, liquor, gasoline, and tobacco. In FY22, Revenue from the State is projected to be \$7,474,000 for taxes on vehicle licenses, liquor, gasoline, and tobacco. Federal and State Grants of \$6,867,000 is projected for FY22.



Source: City of Tulsa

GENERAL GOVERNMENT

General Government revenues for the FY22 budget totals at \$24,207,000 for the City. Indirect Cost for Support, General Government Revenue, Public Safety, Culture and Recreation, and Miscellaneous Government makes up the General Government revenue segment total.

INDIRECT COST FOR SUPPORT SERVICES

The enterprise funds pay a cost recovery charge to the General Fund for their allocated portion of incurred common central expenses. FY22 indirect costs for support service charges are projected to generate \$7,792,000. This amount is 1.1 percent more than the FY21 original budget and reflects agreements with entities provided services by the City.

GENERAL GOVERNMENT REVENUE

General Government Revenue includes Streets and Highways and Internal Government Revenues. Indirect costs for support service charges are projected to generate \$2,194,000 in revenue for FY22.

PUBLIC SAFETY

Public safety revenue includes charges for the animal shelter, code enforcement, fire protection outside the City, police special events, and hazardous material clean-up charges. FY22 public safety related revenue is projected at \$4,677,000, a 32.4 percent decrease from the FY21 original budget due to losing the contract for airport fire support.

CULTURE AND RECREATION

The City began contracting with Billy Casper Golf, LLC of Virginia to operate Page Belcher and Mohawk Golf Courses in January 2008. All golf revenue is retained by Billy Casper Golf and used to operate the courses. FY22 revenue is estimated at \$2,746,000, a decrease of 3.1 percent over the FY21 original budget.

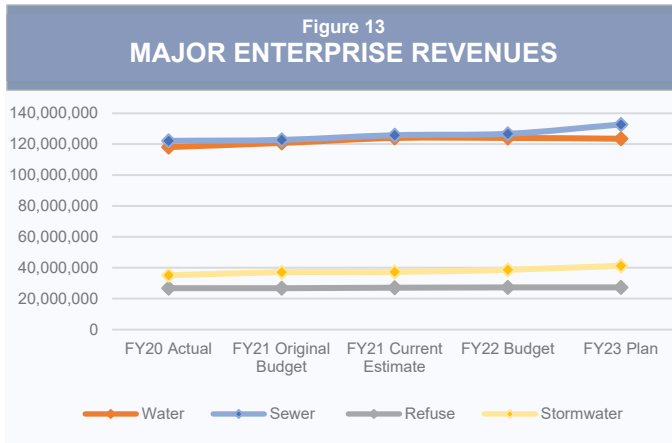
Park participation fees account for \$309,000 of the miscellaneous culture and recreation revenue for FY22. Other revenue sources include shelter and property rentals, swimming pool fees, concessions, and fees from special events held at the parks.

SOCIAL AND ECONOMIC DEVELOPMENT

Social and Economic Development is comprised of Code Enforcement and Nuisance Abatement. The projected revenues for these two accounts are \$1,078,000 for FY22. This is a decrease of 33.5% from the FY21 original budget.

ENTERPRISE REVENUES

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



Source: City of Tulsa

WATER

The sale of treated water is expected to generate \$124,061,000 in FY22, 2.7 percent increase from the FY21 original budget. No rate increase is planned for FY22.

SEWER

The treatment and disposal of wastewater is charged to both commercial and residential sewer customers. FY21 revenue is projected to be \$126,739,000 million, 3.2 percent higher than the FY21 original budget. A 3 percent rate increase is expected to go into effect October 2021.

STORMWATER

City of Tulsa landowners pay for the operation and maintenance of the City's storm drainage facilities. FY22 revenue is projected to be \$38,745,000, 4.3 percent higher than the FY21 original budget. A 3 percent rate increase is expected to go into effect October 2021.

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. FY22 revenue is projected to be \$27,207,000. The customer base is projected to be stable.

EMSA

EMSA Utility is expected to generate \$6,715,000 in FY22. This amount is down slightly at 0.2 percent from the FY21 Budget.

FINES AND FOREFEITURES

Municipal Court fines and court related fines will generate 58.1 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 \$11,618,000 in FY22, a 5.8 percent decrease from the FY21 original budget.

INTEREST

FY22 interest earnings for all Funds are projected to be \$10,592,000. This is 37.4 percent less than the FY21 budget. This drop is due to the current low interest rate environment and policies set by the Federal Reserve. Cash balances will be drawn down for scheduled Capital projects.

MISCELLANEOUS REVENUE

The City receives revenue from numerous miscellaneous sources. Fee in Lieu, Reimbursements, Recoveries, Program Income, Sale of Property, Donations, and Other. Total Miscellaneous revenue is estimated at \$24,932,000 for FY22. Fee in Lieu make up the largest portion, representing 80.4% of Miscellaneous revenue.

EXPENDITURES

WHERE THE MONEY GOES

The FY22 General Fund (GF) budget is \$321.2 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 FY21 GF budget, respectively.

The increase in the GF is 1.9 percent more than the FY21 Original Budget. The major changes impacting GF are the removal of the hiring freeze and furloughs, compensation considerations, and various departments, agencies, and contractors that assisted with balancing the FY22 budget by recommending cost cutting measures and revenue enhancements.

The Public Safety program's operating and capital appropriations supporting Police, Fire, Municipal Courts, and Emergency Management, account for 29 percent of the FY22 budget. The Administrative and Support Services category represents approximately 17 percent of the FY22 budget. Public Works and Transportation will receive the second largest allocation - 37 percent of the budget. Cultural and Recreational activities will be allocated 3 percent of FY22 resources. The City's Economic Development and Neighborhood Services functions will consume 3 percent of the FY22 budget and the remaining 11 percent will be transferred to other funds and debt services.

The Police and Fire Departments' total allocations are increasing in FY22 from the original FY21 budget by .1 and 9.7 percent, respectively. In FY22, Police academies of forty-five (45) are funded and Fire Department service levels will be supported by the addition of sixteen (20) cadets.

Cultural Development and Recreational programs will see a 24.0 percent decrease from the original FY21 budget in FY22. Most of these decreases are related to the reduction in capital projects identified for FY22.

Social and Economic Development program allocations are decreasing by 4.5 percent in FY22 from the original FY21 budget. The primary reason for the decrease is the reduction in capital projects identified for FY22.

Transportation and Public Works will be decreased by 14.3 percent in FY22. Many of these decreases are related to fewer capital projects being funded in the Engineering Services Department in FY22.

The Administrative and Support Services program's allocations are increasing by 3.3 percent. This is the result of additional capital funding within the Information Technology Department.

Transfers and Debt will increase by 11.1 percent in FY22. The primary reason for the increase is capital funding transfers identified for FY22.

PUBLIC SAFETY

Police Department

The FY22 Police Department operating budget will increase by .1 percent over FY21 Original Budget. To address attrition, funding is in place for Police academies totaling 45 cadets in FY22. The Public Safety Tax also continues to provide additional staffing and equipment for 911 operations.

Fire Department

The FY22 Fire Department operating budget will decrease by .2 percent under FY21 Original Budget. The impact of losing the Airport and Tulsa Community College fire service contracts required the department to absorb and reduce staffing levels. All affected employees were reassigned. Fire academies totaling 20 cadets are provided in FY22.

CULTURAL AND RECREATION

Park and Recreation

The Parks' FY22 operating budget will increase by 5.2% over FY21 Original Budget. As capital projects are completed the operating budget will be impacted in FY22 because of additional water parks coming online. There are also plans to expand day camp programs in FY22.

Gilcrease Museum

Management of the Gilcrease Museum was contracted to the University of Tulsa in July, 2008. The FY22 budget is increasing by 4.3 percent over FY21 Original Budget. Replacing equipment at the museum is the primary reason for the increase.

Performing Arts Center

The goal for the PAC is to continue to provide a first class facility and high quality services. The FY22 budget will increase by 14.3 percent over FY21 Original Budget, due to an agreement. The PAC is managed by Tulsa Performing Arts Center Trust (TPACT) under a management agreement.

River Parks

The FY22 River Parks operating budget will remain at the FY21 Original Budget level.

SOCIAL AND ECONOMIC DEVELOPMENT

Mayor's Office of Economic Development

In FY22 a new Authority will incorporate and merge the Mayor's Office of Economic Development (MOED), Tulsa Industrial Authority (TIA), Tulsa Parking Authority (TPA), and Economic Development Commission (EDC). The entity will provide staffing for the Tulsa Development Authority, and an expanded Board will allow TDA Trustees to serve coterminous on the new Authority. Some functions such as City of Tulsa contract administration will remain in MOED. Support budgets for the new authority, "Tulsa Authority for Economic Opportunity" (TAEO) and the "Downtown Tulsa Partnership" will be listed separately in the FY22 budget.

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 FY22, the department operating budget will increase by 14.9% over FY21 Original Budget. This was a result of increased HUD Grants funding and onetime funding increase to address the backlog of nuisance abatement issues.

Development Services

The Development Services Department is responsible for development permitting including infrastructure and building plan review and inspection services for all private development within the City of Tulsa. In FY22 this department operating budget will increase by 6.7% over FY21 Original Budget. The increase is primarily due to removing 13 furlough days implemented in FY21 and computer replacements.

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 FY22 operating budget increased by 1.6 percent over FY21 Original Budget. Most of this increase is caused by additional consulting services required for capital projects.

Streets and Stormwater

The Streets and Stormwater Department's primary responsibilities involve stormwater and land management, street maintenance, traffic control, and refuse and recycling through the Tulsa Authority for the Recovery of Energy (TARE). The FY22 operating budget will decrease by 2.6 percent under FY21 Original Budget. A reduction in operating capital explains the decrease.

Water and Sewer

The Water and Sewer Department's primary responsibilities involve managing and operating the City's water and wastewater systems. This includes two water treatment plants and four wastewater treatment plants. In FY22 this department operating budget will decrease by 3.5% under FY21 Original Budget. The department adjusted to actual spending levels needed for various operations.

MTTA

Tulsa Transit will continue to focus on its core mission of meeting local transportation needs and commitment to safe, efficient, and reliable service. The FY22 budget will increase by 1.0% over FY21 Original Budget.

ADMINISTRATIVE AND SUPPORT SERVICES

Elected Officials

The Mayor's Office and City Council will have increased funding in FY22 over FY21 Original Budget, primarily caused by the 13 furlough days implemented in FY21. The City Auditor's budget will have reduced funding level in FY22 over FY21 Original Budget from operating changes identified.

Asset Management (AMD)

The FY22 Asset Management Department operating budget will increase 5.3 percent over the FY21 level. Much of this increase is caused by Equipment Management Operations fuel cost, security cost, and TARE highway litter program cost.

Other Administrative Departments

Resources have been allocated to the Administrative Departments in accordance with the Mayor and Tulsa City Council. As current service demands from General Fund departments continue to outpace revenue growth, these departments will continue to be challenged to reduce costs and enhance efficiencies to meet current and anticipated service levels and key performance indicators. Performance Measures will be reevaluated and adjusted as necessary for FY22.

REVENUE ESTIMATE

(amounts expressed in thousands)

REVENUE ACCOUNT	FY 23	FY 22	FY 21	FY 21	FY 21 ORIGINAL	
	FINANCIAL PLAN	PROPOSED BUDGET	CURRENT ESTIMATE	ORIGINAL BUDGET	VS. FY 22 DIFFERENCE AMOUNT	PERCENT
Taxes						
Property Tax	\$ 84,026	\$ 86,242	\$ 79,830	\$ 70,714	\$ 15,528	22.0%
Franchise Tax	22,229	22,229	21,946	23,581	(1,352)	-5.7%
Sales Tax	286,698	281,907	275,909	267,333	14,574	5.5%
Use Tax	51,489	50,086	49,087	43,287	6,799	15.7%
Hotel & Motel Tax	5,404	5,027	4,570	5,936	(909)	-15.3%
Total Taxes	449,846	445,491	431,342	410,851	34,640	8.4%
Licenses, Permits, and Fees						
Business Licenses and Permits	1,750	1,750	1,811	1,656	94	5.7%
Nonbusiness Licenses	8,912	8,875	8,657	9,292	(417)	-4.5%
Total Licenses, Permits, and Fees	10,662	10,625	10,468	10,948	(323)	-3.0%
Intrgvmntl Grant Revenues						
Federal Government Grants	6,855	6,867	37,889	7,012	(145)	-2.1%
State Government Grants	0	0	2	141	(141)	-100.0%
State Intrgvmntl Shared Revenue	7,474	7,474	7,488	7,369	105	1.4%
Total Intrgvmntl Grant Revenues	14,329	14,341	45,379	14,522	(181)	-1.2%
General Government						
Indirects	7,792	7,792	7,739	7,706	86	1.1%
General Government Revenue	2,209	2,194	0	2,656	(462)	-17.4%
Public Safety and Protection	4,677	4,677	6,541	6,917	(2,240)	-32.4%
Public Works and Transportation	52	52	37	46	6	13.0%
Culture and Recreation	3,139	3,055	3,119	3,222	(167)	-5.2%
Social and Economic Development	1,078	1,078	1,078	1,622	(544)	-33.5%
Miscellaneous	5,405	5,359	4,039	4,806	553	11.5%
Total General Government	24,352	24,207	22,553	26,975	(2,768)	-10.3%
Enterprise						
Water Revenue	123,538	124,061	124,020	120,778	3,283	2.7%
Sewer Revenue	132,690	126,739	125,833	122,784	3,955	3.2%
Stormwater Revenue	41,342	38,745	37,365	37,137	1,608	4.3%
Refuse Revenue	27,207	27,207	26,993	26,746	461	1.7%
EMSA Revenue	6,715	6,715	6,715	6,726	(11)	-0.2%
Miscellaneous Utility Revenue	1,006	990	1,136	973	17	1.7%
Total Enterprise	332,498	324,457	322,062	315,144	9,313	3.0%
Fines and Forfeitures						
Municipal Court Fines	6,657	6,757	6,161	7,512	(755)	-10.1%
Court Related Fines and Forfeitures	1,005	1,005	1,010	1,168	(163)	-14.0%
Other Fines and Forfeitures	256	256	256	91	165	181.3%
Special Assessments	3,600	3,600	3,572	3,556	44	1.2%
Total Fines and Forfeitures	11,518	11,618	10,999	12,327	(709)	-5.8%
Debt Related Revenues						
Premium on Bond Issuance	0	0	299	0	0	N/A
Total Debt Related Revenues	0	0	299	0	0	N/A
Investment Income						
Interest Earnings	10,228	10,592	12,120	16,923	(6,331)	-37.4%
Total Investment Income	10,228	10,592	12,120	16,923	(6,331)	-37.4%
Miscellaneous						
Fee In Lieu	20,555	20,064	19,466	19,466	598	3.1%
Reimbursements	1,289	1,289	2,931	1,104	185	16.8%
Recoveries	1,069	1,069	1,069	996	73	7.3%
Program Income	1,500	1,500	1,500	1,500	0	0.0%
Sale of City Property	561	561	1,692	562	(1)	-0.2%
Donations	22	22	22	48	(26)	-54.2%
Other	427	427	308	935	(508)	-54.3%
Total Miscellaneous	25,423	24,932	26,988	24,611	321	1.3%
TOTAL ANNUAL RESOURCES	\$ 878,856	\$ 866,263	\$ 882,210	\$ 832,301	\$ 33,962	4.1%

*Charges from Internal service Funds are excluded.

Note: Internal Transfers In are excluded from this analysis.

OPERATING BUDGET

BY PROGRAMS and DEPARTMENTS

(amounts expressed in thousands)

	FY 23	FY 22	FY 21	FY 21 VS FY 22	
	PLANNED BUDGET	PROPOSED BUDGET	ORIGINAL BUDGET	AMOUNT	PERCENT
PROGRAMS AND DEPARTMENTS					
Public Safety and Protection	\$ 215,427	\$ 217,230	\$ 215,952	\$ 1,278	0.6%
Municipal Court	2,693	2,781	2,555	226	8.1%
Police	125,487	122,698	122,558	140	0.1%
Fire	81,425	81,432	81,624	(192)	-0.2%
Emergency Medical Services Authority	5,678	10,143	9,067	1,076	10.6%
Tulsa Area Emergency Mgmt.	144	176	148	28	15.9%
Cultural Development And Recreation	27,988	26,886	25,390	1,496	5.6%
Park and Recreation	21,562	21,022	19,922	1,100	5.2%
Gilcrease Museum	3,498	3,410	3,264	146	4.3%
Performing Arts Center	2,000	1,750	1,500	250	14.3%
River Parks Authority	928	704	704	0	0.0%
Social and Economic Development	19,598	20,137	18,787	1,350	6.7%
Mayor's Office of Economic Development	2,532	2,362	5,336	(2,974)	-125.9%
Working in Neighborhoods	8,317	8,486	7,383	1,103	13.0%
Development Services	6,424	6,475	6,068	407	6.3%
Tulsa Authority for Economic Opportunity	995	1,484	0	1,484	100.0%
Downtown Tulsa Partnership	1,330	1,330	0	1,330	100.0%
Transportation and Public Works	229,403	226,088	231,936	(5,848)	-2.6%
Engineering Services	19,714	19,226	18,911	315	1.6%
Streets and Stormwater	70,952	66,862	68,620	(1,758)	-2.6%
Water and Sewer	127,176	129,247	133,763	(4,516)	-3.5%
Tulsa Transit	11,561	10,753	10,642	111	1.0%
Administration	131,636	132,863	129,564	3,299	2.5%
Mayor	1,444	1,441	1,427	14	1.0%
City Auditor	1,292	1,277	1,341	(64)	-5.0%
City Council	1,383	1,384	1,273	111	8.0%
Legal	4,161	4,130	3,936	194	4.7%
Human Resources	32,202	32,132	33,343	(1,211)	-3.8%
General Government	2,958	3,007	3,025	(18)	-0.6%
INCOG	2,698	2,612	2,543	69	2.6%
Finance	24,596	24,417	24,462	(45)	-0.2%
Information Technology	24,808	24,530	22,424	2,106	8.6%
Customer Care	2,468	2,476	2,257	219	8.8%
Communications	653	651	567	84	12.9%
Asset Management	32,973	34,806	32,966	1,840	5.3%
TRANSFERS AND DEBT	268,539	234,152	235,911	(1,759)	-0.8%
Transfers - Internal & Outside	125,278	113,497	110,094	3,403	3.0%
Debt Service	143,261	120,655	125,817	(5,162)	-4.3%
Total All Funds	892,591	857,356	857,540	(184)	0.0%
Less:					
Internal Transfers	109,386	97,108	102,729	(5,621)	-5.8%
Internal Service Funds	49,546	49,174	49,689	(515)	-1.0%
OPERATING BUDGET	\$ 733,659	\$ 711,074	\$ 705,122	\$ 5,952	0.8%

OPERATING BUDGET

BY FUND

(amounts expressed in thousands)

FUND NAME	FY 23	FY 22	FY 21	FY 21 VS FY 22	
	PLANNED	PROPOSED	ORIGINAL	DIFFERENCE	
	BUDGET	BUDGET	BUDGET	AMOUNT	PERCENT
OPERATING FUNDS					
100 General Fund	\$ 321,826	\$ 321,241	\$ 315,267	\$ 5,974	1.9%
125 P.A. Law Enforcement	60	60	85	(25)	-29.4%
120 E911 Fee Operating	4,254	4,490	4,194	296	7.1%
130 Economic Development	243	226	142	84	59.2%
131 Convention & Visitors Fund	2,432	2,262	2,671	(409)	-15.3%
150 Public Safety Tax Fund	17,711	17,691	16,945	746	4.4%
151 Streets and Transit Fund	7,348	6,539	6,944	(405)	-5.8%
132 Convention Fund	3,500	3,250	3,000	250	8.3%
477 Short Term Capital	13,936	13,826	9,909	3,917	39.5%
600 Municipal Employee Pension	372	372	386	(14)	-3.6%
550 One Technology Center Fund	10,475	10,592	10,437	155	1.5%
730 TARE	30,447	29,269	28,755	514	1.8%
141 Tulsa Stadium Improvement	3,624	3,624	3,858	(234)	-6.1%
142 Whittier Square Improvement	0	0	3	(3)	-100.0%
110 Debt Service (Sinking Fund)	86,618	68,045	74,174	(6,129)	-8.3%
2001 Home Investment Partnership Program	1,788	1,788	1,920	(132)	-6.9%
2002 Emergencies Solutions Grant	302	302	301	1	0.3%
2000 Community Development Block Grant	5,097	5,109	5,132	(23)	-0.4%
2003 Housing Opportunities for Persons w/ AIDS	667	667	594	73	12.3%
127 Technology Fee Assessment	1,194	1,168	291	877	301.4%
122 Permits & Licensing	524	524	484	40	8.3%
560 Stormwater Operating	41,795	39,223	40,484	(1,261)	-3.1%
740 Water Operating	146,836	124,305	133,171	(8,866)	-6.7%
750 Sewer Operating	132,020	137,465	133,573	3,892	2.9%
570 Golf Course Operations	2,807	2,729	2,720	9	0.3%
580 Airforce Plant 3 Operating	220	1,996	2,100	(104)	-5.0%
121 EMSA Enterprise Fund	6,949	11,419	10,311	1,108	10.7%
500 Office Services	3,942	3,787	4,086	(299)	-7.3%
501 Workers' Compensation Fund	5,291	5,291	4,844	447	9.2%
502 Employees' Benefits Fund	22,594	22,568	24,201	(1,633)	-6.7%
503 Equipment Management	17,719	17,528	16,558	970	5.9%
Total Operating Funds	892,591	857,356	857,540	(184)	0.0%
Less:					
Internal Transfers	109,386	97,108	102,729	12,278	-5.5%
Internal Service Funds	49,546	49,174	49,689	372	-1.0%
OPERATING BUDGET	\$ 733,659	\$ 711,074	\$ 705,122	\$ 5,952	0.8%

CHANGES BY MAJOR EXPENDITURE CATEGORY

ALL OPERATING FUNDS

(amounts expressed in thousands)

Expenditure Category	FISCAL YEAR			FY 21 VS FY 22	
	FY 23	FY 22	FY 21	CHANGE	
	PLANNED BUDGET	PROPOSED BUDGET	ORIGINAL BUDGET	DOLLAR	PERCENT
Personal Services	\$ 326,990	\$ 324,132	\$ 319,307	\$ 4,825	1.5%
Materials & Supplies	34,848	34,155	32,616	1,539	4.7%
Other Charges	225,048	222,012	219,560	2,452	1.1%
Operating Capital	31,488	32,762	41,079	(8,317)	-20.2%
Debt Service	143,261	120,655	125,817	(5,162)	-4.1%
Transfers Out	130,956	123,640	119,161	4,479	3.8%
	892,591	857,356	857,540	(184)	0.0%
Less:					
Internal Transfers and Internal Services	158,932	146,282	152,418	(6,136)	-4.0%
Total Operating Budget	\$ 733,659	\$ 711,074	\$ 705,122	\$ 5,952	0.8%

TOTAL BUDGET

(amounts expressed in thousands)

FISCAL YEAR	OPERATING BUDGET	CAPITAL BUDGET	TOTAL
Original 2020 - 2021	\$ 705,122	\$ 135,281	\$ 840,403
Proposed 2021 - 2022	\$ 711,074	\$ 88,375	\$ 799,449
Dollar Amount Change	\$ 5,952	\$ (46,906)	\$ (40,954)
Percentage Difference (%)	0.8%	-34.7%	-4.9%
Planned 2022 - 2023	\$ 733,659	\$ 105,907	\$ 839,566

CHANGES IN CAPITAL IMPROVEMENT FUNDS

The FY22 capital budget totals \$88,375,000 - a \$46,906,000 decrease, 34.7 percent, from FY21. In addition to this, it is anticipated that the City will appropriate a further \$144,071,805 in off-cycle capital dollars in FY22. In FY09, voters approved the Fix Our Streets initiative totaling \$451,628,000, of which \$285,000,000 was 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 thru general obligation bonds with the remaining \$563,700,000 coming from the extension of a capital improvements sales tax. To date, \$277,500,000 in bonds has been issued with the anticipation that another \$77,500,000 will be issued in the future. This initiative was designed primarily to address streets and transportation needs, however, notable funds have been directed towards citywide and departmental capital needs as well. In FY16, voters approved the Tulsa Vision Economic Development Program. This program will provide \$510,600,000 in funds to address economic development projects across the City. Projects in this program received their first appropriations in FY17 through the first of three anticipated revenue bond issuances. Since that time, all three revenue bonds have been issued for a total of \$350,600,000. Most recently in FY20, the citizens approved the Improve Our Tulsa II capital program. This program will fund \$639,000,000 in projects, with \$193,000,000 being funded from sales tax, another \$427,000,000 being financed through general obligation bonds, and finally \$19,000,000 being collected from sales tax but held in the Economic Stabilization Fund as a rainy-day reserve.

Public Safety and Protection

FY22 appropriations in this category total \$11,410,000. The Fire department will receive its first appropriation of apparatus funding from the Improve Our Tulsa II program. Fire will receive \$10,400,000 in FY22 to replace necessary ladder trucks and engines, and another \$500,000 to replace the aging 911 Station Alert System. The Police Department will receive \$510,000 to begin the implementation of a Municipal Lockup Data Storage Solution.

Cultural Development and Recreation

FY22 appropriations in this category total \$8,914,000. River Parks Authority will receive \$1,600,000 to begin implementation of its Turkey Mountain Urban Wilderness plan. Dependent upon contractual agreements between key stake holders, another \$3,114,000 will be appropriated to River Parks to begin work on the South Tulsa Low Water Dam and Pedestrian Bridge. The Park and Recreation Department will receive \$500,000 to begin the rehabilitation of Fred Johnson Park, and upon finalization of site and scope plans they will receive another \$3,700,000 to begin improvements on both playground equipment and facilities across the City.

Public Works, Transportation, and Infrastructure

FY22 total "pay as you go" appropriations in this category total \$66,657,000. This total does not include \$136,757,902 in general obligation and revenue bonds, which are off-cycle appropriations and not included in the annual adopted budget. Water system improvements are primarily targeted to the City's treatment and distribution systems, however as recommended by the current Water/Sewer Comprehensive Plan, the City has recently begun directing more funding towards the rehabilitation of water and sewer related facilities. These projects will receive a total of \$18,160,000 in FY22. It is again anticipated that the City will not issue a Water Revenue Bond in FY22. Sanitary sewer projects will receive appropriations of \$54,547,000 in FY22. Funding continues to be fairly evenly distributed between citywide needs and specific treatment plant and lift station improvements. There will be \$4,958,000 appropriated for the replacement of concrete piping, reflecting the Tulsa Municipal Utility Authority's (TMUA) dedication to replace a dedicated percent annually. Additionally, \$4,100,000 will be appropriated to rehabilitate sewer utilities citywide.

Finally, in response to the Ice Event of 2021, an additional \$3,200,000 will be appropriated for emergency repair and replacement; with Water receiving \$1,000,000 and Sewer receiving \$2,200,000.

Stormwater improvements consist of small neighborhood drainage projects and will receive \$6,150,000 in FY22 allocations. There will also be \$109,057,902 in allocations from the 2022 Sales Tax Fund, the 2017 Tulsa Vision Economic Development Fund, and the 2020 General Obligation Fund. Public Works, Transportation, and Infrastructure will receive \$29,175,000 in allocations from the sixth issue of the 2014 Improve Our Tulsa Bond Program as well as another \$73,302,902 from the 2nd issue of the 2020 Improve Our Tulsa II General Obligation Bond Program. Of these dollars, Street and Expressways will receive the bulk of these appropriations for improvements including major street rehabilitation and road widening, bridge replacement and repair, and various traffic control projects. Additionally, \$4,850,000 will be allocated to address facility and roofing needs citywide. This includes \$250,000 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 \$5,850,000 in FY22. Three million and one hundred thousand dollars of these funds will be directed towards infrastructure at Peoria Connection. The remaining \$1,785,000 will be appropriated to the Economic Development Infrastructure, and the Community Development Priority Projects. The Tulsa Planning Office, operated under INCOG, will receive \$778,125 in FY22. Of these funds, \$628,125 will be allocated to the Rt 66 Revitalization project, while the remainder will fund another round of grants in the Tulsa Arts Commission COVID Recovery Program.

Administrative and Support Services

The Asset Management Department (AMD) will receive allocations of \$750,000 in FY22. This funding will be used to address site and facility repairs; including sidewalks, HVAC, plumbing and energy upgrades at various AMD sites and City Hall. Lastly, \$1,450,000 will be allocated to the Mayor's Office to manage contracts related to the Public School Partnership project originated in the 2017 Tulsa Vision Economic Development Program.

Conclusion

FY22 will be the first year of the Improve Our Tulsa II capital program which will continue the City's dedication to addressing the City's street maintenance backlog, as well as rehabilitating the City's aging facilities infrastructure and departmental capital needs. Additionally, in FY16, voters approved the Tulsa Vision Economic Development program to address economic development needs across the City. This program will provide \$510,600,000 and received its first appropriations in late FY17 through the issuance of revenue bonds. Most recently, citizens have approved the authorization of the 2020 Improve Our Tulsa II program which will finance \$639,000,000 through a combination of sales taxes and general obligation Bonds. The City will continue to utilize loans and revenue bonds to finance water and wastewater treatment plant improvements to address plant maintenance backlogs. Under current policy, the majority of the enterprise capital needs will continue to be financed through user charges and revenue bonds, as these systems are self-supporting

IMPACT OF FY21 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 FY22. However, it is possible this impact will grow in FY22 and beyond, with the completion of the Law Enforcement Records Management System, and second phase of the Animal Welfare expansion projects. Annual personnel expenses related to the expansion of the Animal Shelter has been estimated at \$420,000. However, dedicated funding for this need has not yet been identified. Desired service levels and corresponding funding will be identified in the year to come.

Normally, funding would need to be identified for maintenance, materials, and supplies for the City's recently completed pool rehabilitations. In response to the easing of ongoing COVID-19 restrictions, the City will re-open all pools for the summer of FY22 therefore necessitating the need for operational funding for Berry and Reed Park Pools. In an effort to minimize these operating impacts in the future (per the Park's current Master Plan), the City continues in its migration towards water parks in order to reduce costs in the operating budget over time as they are far less expensive to maintain than traditional pools as they age. Additionally, site improvements at Ben Hill Park are anticipated to require an additional \$40,000 for operating expenses. However, the City has executed a lease agreement with a private organization; allowing them to use the facility and maintain the property on the City's behalf. Lastly, the Metropolitan Tulsa Transit Authority (MTTA) will be replacing several buses in FY22 as existing vehicles reach the end of their useful life. The annual operating impact for these replacements is \$42,000 and includes \$29,400 in utilities and fuel with \$12,600 anticipated for maintenance and materials. Overall, this impact should represent a net savings to MTTA as a result of these new CNG buses coming online and replacing the traditional diesel buses which are more expensive to operate and maintain.

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

Finally, as in prior years, considerable funding from the voter-approved capital packages will be appropriated for the rehabilitation of streets and expressways throughout the City of Tulsa. In FY22, street improvements will receive \$103,457,902 in capital allocations. As more arterial and non-arterial streets are improved, the annual maintenance costs on existing roads should lessen as the aggregate useful life of the street system rises across the city.

CAPITAL BUDGET

BY FUND

(amounts expressed in thousands)

FUND NAME	FY 23	FY 22	FY 21	FY 21 VS FY 22		FY 20 ACTUALS
	PLANNED	PROPOSED	ORIGINAL	DIFFERENCE		
	BUDGET	BUDGET	BUDGET	AMOUNT	PERCENT	
CAPITAL FUNDS						
405 2014 Sales Tax Fund	\$ 0	\$ 0	\$ 73,688	\$ (73,688)	N/A	\$ 85,544
409 2022 Sales Tax Fund	35,488	32,918	0	32,918	-100.0%	0
4000 2016 Tulsa ED Vision Fund	65,714	65,328	38,757	26,571	-40.7%	23,974
5600 Stormwater Capital Projects	4,650	6,150	5,000	1,150	-18.7%	6,000
7400 TMUA Water Capital Projects	43,299	18,160	27,300	(9,140)	50.3%	35,035
7500 TMUA Sewer Capital Projects	26,684	35,497	28,021	7,476	-21.1%	25,344
Total Capital Funds	175,835	158,053	172,766	(14,713)	-9.3%	175,897
Less:						
Transfers	69,928	69,678	37,485	32,193	46.2%	32,040
CAPITAL BUDGET	\$ 105,907	\$ 88,375	\$ 135,281	\$ (46,906)	-34.7%	\$ 143,857

CAPITAL BUDGET

BY DEPARTMENT

(amounts expressed in thousands)

DEPARTMENT	FY 23	FY 22	FY 21	FY 21 VS FY 22		FY 20 ACTUALS
	PLANNED	PROPOSED	ORIGINAL	DIFFERENCE		
	BUDGET	BUDGET	BUDGET	AMOUNT	PERCENT	
River Parks Authority	\$ 0	\$ 0	\$ 0	\$ 0	N/A	\$ 1,800
Asset Management	0	300	1,150	(850)	-73.9%	525
Information Technology	7,000	2,300	0	2,300	N/A	660
Police	0	0	0	0	N/A	0
Fire	3,900	10,400	2,100	8,300	395.2%	5,500
Engineering Services	88,427	67,270	110,743	(43,473)	-39.3%	125,784
Streets And Stormwater	0	0	2,365	(2,365)	-100.0%	2,085
Water And Sewer	3,064	3,689	1,950	1,739	89.2%	2,133
Parks And Recreation	0	500	10,625	(10,125)	-95.3%	2,690
Performing Arts Center	0	0	0	0	N/A	0
Mayor's Office Of Eco Development	400	800	3,126	(2,326)	-74.4%	112
INCOG	266	266	714	(448)	-62.7%	762
Elected Officials - Mayor's Office	1,600	1,600	1,450	150	10.3%	1,450
Tulsa Transit	1,250	1,250	1,058	192	18.1%	356
Transfers To Other Funds	69,928	69,678	37,485	32,193	85.9%	32,040
Total Capital Funds	175,835	158,053	172,766	(14,713)	-8.5%	175,897
Less:						
Transfers	69,928	69,678	37,485	32,193	85.9%	32,040
CAPITAL BUDGET	\$ 105,907	\$ 88,375	\$ 135,281	\$ (46,906)	-34.7%	\$ 143,857

FISCAL YEAR 2022
ALL FUNDS COMPARISON OF REVENUE AND EXPENDITURES
(amounts expressed in thousands)

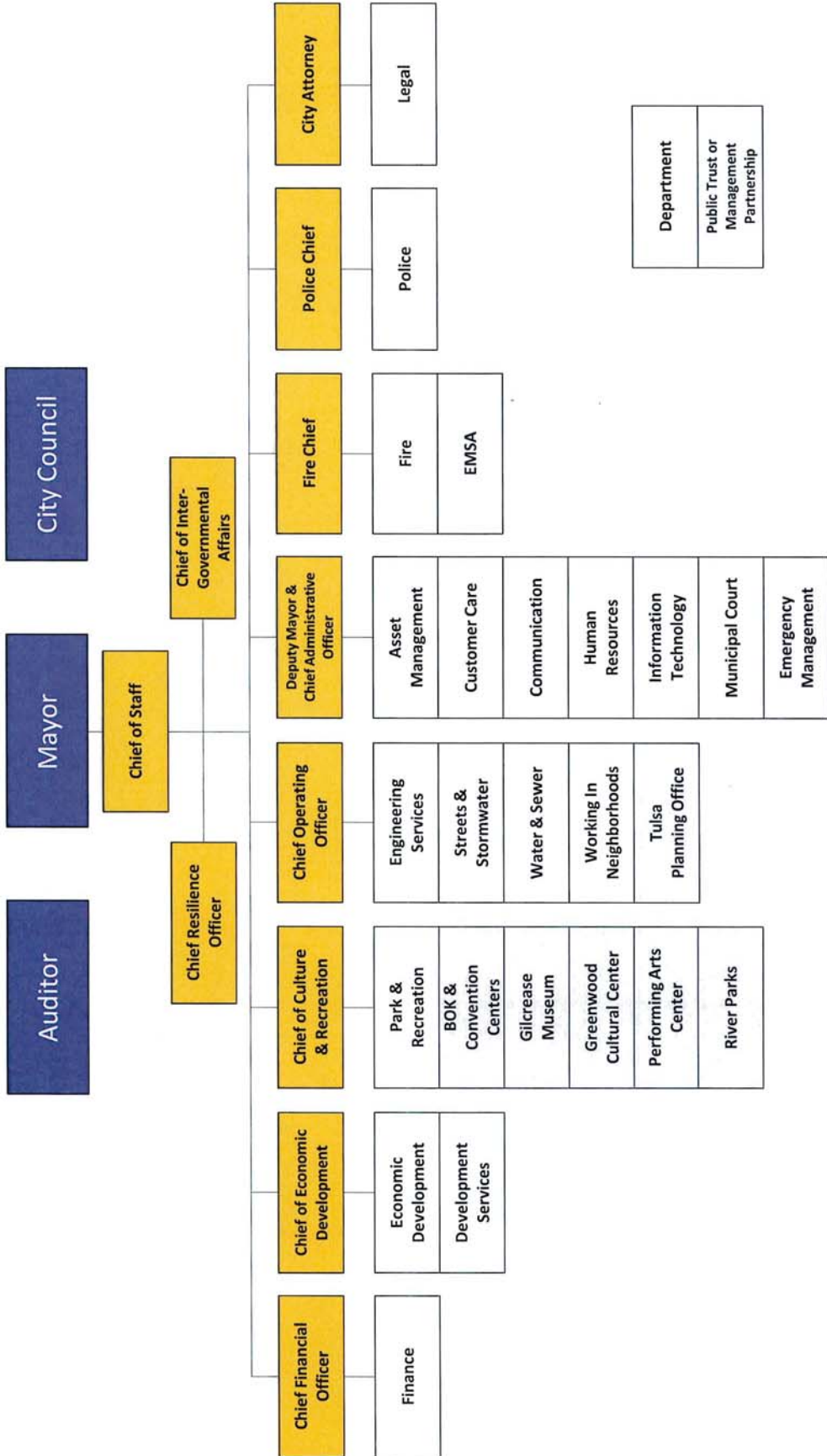
	<u>General Fund</u>	<u>Special Revenue</u>	<u>Special Assessment</u>	<u>Debt Service</u>	<u>Grants</u>
BEGINNING BALANCE	\$ 32,997	\$ 27,244	\$ 327	\$ 77,766	\$ 0
RESOURCES					
Taxes	\$ 220,072	\$ 35,434	\$ 0	\$ 85,508	\$ 0
Licenses, Permits, and Fees	9,951	544	0	0	0
Intrgvmntl Grant Revenues	7,975	0	0	0	6,366
General Government	11,664	4,071	0	0	0
Enterprise	0	0	0	0	0
Fines and Forfeitures	7,046	722	3,600	0	0
Debt Related Revenues	0	0	0	0	0
Investment Income	3,223	381	18	0	0
Miscellaneous	23,039	77	0	0	1,500
TOTAL	\$ 282,970	\$ 41,229	\$ 3,618	\$ 85,508	\$ 7,866
Transfers In	\$ 30,560	\$ 17,278	\$ 0	\$ 546	\$ 0
Internal Service Charges	0	0	0	0	0
GRAND TOTAL	\$ 313,530	\$ 58,507	\$ 3,618	\$ 86,054	\$ 7,866
EXPENDITURES / EXPENSES					
Public Safety and Protection	\$ 179,352	\$ 27,385	\$ 0	\$ 0	\$ 0
Cultural Development And Recreation	21,728	2,429	0	0	0
Social and Economic Development	13,478	3,442	1,280	0	1,865
Transportation and Public Works	36,880	8,873	0	0	161
Administration	62,191	6,019	91	0	5,840
Transfers to Other Funds	7,612	1,888	2,253	0	0
Debt Service	0	0	0	68,045	0
GRAND TOTAL	\$ 321,241	\$ 50,036	\$ 3,624	\$ 68,045	\$ 7,866
RESOURCES LESS OUTLAYS	\$ (7,711)	\$ 8,471	\$ (6)	\$ 18,009	\$ 0
BALANCE	\$ 25,286	\$ 35,715	\$ 321	\$ 95,775	\$ 0
Less:					
Operating and Other Reserves	(21,033)	0	0	(61,890)	0
END OF YEAR BALANCE	\$ 4,253	\$ 35,715	\$ 321	\$ 33,885	\$ 0

FISCAL YEAR 2022
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	\$ 33,940	\$ 84,464	\$ 4,402	\$ 261,140
RESOURCES				
Taxes	\$ 104,477	\$ 0	\$ 0	\$ 445,491
Licenses, Permits, and Fees	0	130	0	10,625
Intrgvmntl Grant Revenues	0	0	0	14,341
General Government	0	8,472	48,066	72,273
Enterprise	0	324,457	0	324,457
Fines and Forfeitures	0	250	0	11,618
Debt Related Revenues	0	0	0	0
Investment Income	3,352	3,618	202	10,794
Miscellaneous	0	316	55	24,987
TOTAL	\$ 107,829	\$ 337,243	\$ 48,323	\$ 914,586
Transfers In	\$ 59,807	\$ 16,041	\$ 0	\$ 124,232
Internal Service Charges	0	0	55	55
GRAND TOTAL	\$ 167,636	\$ 353,284	\$ 48,378	\$ 1,038,873
EXPENDITURES / EXPENSES				
Public Safety and Protection	\$ 10,400	\$ 10,493	\$ 0	\$ 227,630
Cultural Development And Recreation	500	2,729	0	27,386
Social and Economic Development	1,066	72	0	21,203
Transportation and Public Works	73,499	180,174	0	299,587
Administration	2,910	10,102	49,174	136,327
Transfers to Other Funds	69,678	101,190	0	182,621
Debt Service	0	52,610	0	120,655
GRAND TOTAL	\$ 158,053	\$ 357,370	\$ 49,174	\$ 1,015,409
RESOURCES LESS OUTLAYS	\$ 9,583	\$ (4,086)	\$ (796)	\$ 23,464
BALANCE	\$ 43,523	\$ 80,378	\$ 3,606	\$ 284,604
Less:				
Operating and Other Reserves	0	(40,418)	0	(123,341)
END OF YEAR BALANCE	\$ 43,523	\$ 39,960	\$ 3,606	\$ 161,263



Citizens of Tulsa



Department
Public Trust or Management Partnership

**DEVELOPMENT OF THE FISCAL YEAR 2021-2022
OPERATING AND CAPITAL BUDGET**

September 2020	Early September: Department Directors debriefing on FY22 Budget Process.
September 2020	Mid-September: City Council debriefing on Budget. General discussion of changes and /or improvements. Discuss with Council the timing of the FY22 Compendium of Needs process.
October 2020	The Finance Department Budget and Planning Division notifies all departments that new capital requests and any revisions to previous submissions are due in November. A list of non-funded capital requests is provided to ensure they are all reviewed and updated.
November 2020	Departments review previous capital requests to ensure all information is still current and prepares new capital requests.
December 2020– February 2021	Budget and Planning Division reviews all new capital requests. Projects are forwarded to the Indian Nations Council of Governments (INCOG) for review and comment and for presentation to the Tulsa Metropolitan Area Planning Commission (TMAPC).
December 2020	Budget and Planning Division distributes Budget Manual and other operating budget preparation material to departments. Meetings are held with departments' staff responsible for completing budget requests.
January 2021	Deadline for departments to submit operating budget requests and related supporting material.
February 2021	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 2021	Budget and Planning Division reviews budget requests and prepares summary reports. The Mayor and Management Team review the reports, preliminary revenue estimates and significant issues. Mayor briefs Council on Budget requests and preliminary revenue estimates.
February - March 2021	Budget and Planning Division, in close collaboration with departments, develops a proposed five-year capital improvements schedule - the first year of which will be the upcoming fiscal year's proposed capital budget.
March - April 2021	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 2021	Submit Energy, Security, and Vehicle Policies to City Council as required by Ordinance.
April 21, 2021	Mayor presents proposed Budget and CIP to City Council.
May 2021	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 16, 2021	Adoption of Budget, Capital Improvements Plan, and approval of resolutions related to trusts and their debt.

LONG RANGE FINANCIAL PLANNING

FOR FISCAL YEARS 2022-2026

INTRODUCTION

This summary provides a general description of the long-range financial planning efforts associated with the City's General Fund and Enterprise Funds for Fiscal Years (FY) 2022 thru 2026 and includes each fund's original FY21 budget as adopted by the City Council and approved by the Mayor. The annual report is prepared to provide policy makers with the most current information needed to make judgments about the major financial policy issues facing the City of Tulsa. It is not a detailed line-item spending plan, service delivery plan, or budget for the next five years, but an examination of how issues will affect Tulsa's financial condition. It has been designed to meet the following objectives:

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

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

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

MAYOR AND CITY COUNCIL GOALS

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

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

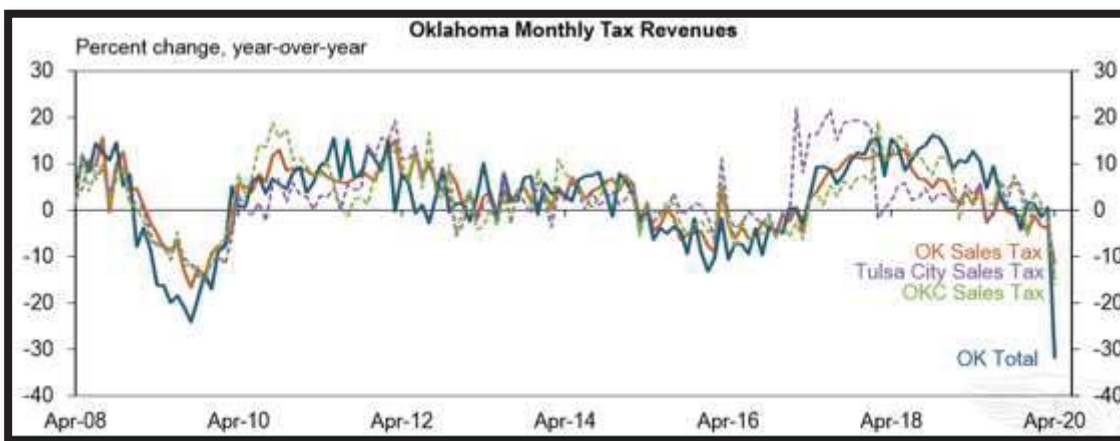
LOCAL ECONOMY

Economic indicators appear to be pointing to a contraction in 2021 Fiscal Year. Economic projections indicate that the 2022 Fiscal Year may experience a rebound in economic growth along with increasing unemployment and interest rates. The outlook by noted industry experts forecast slowing in Tulsa GMP in 2020 and rebounding in 2021 (below Moody's). Oklahoma Sales and Use Tax collections shows a dynamic drop as compared to the 2009-10 recession (below Wilkerson). The banking sector is well capitalized vs. 2009 which means this contraction could be short lived with a quicker rebound.

The area monthly average labor force contracted 2.0% over 2018, losing 9,730 participants in 2019. The labor force growth in 2018 was 1.8%. Wage and Salary employment (total nonfarm employees) witnessed contraction as well, with a decrease of 1.1% on average equating approx. 4,800 jobs. Unemployment was relatively flat throughout 2019, ending the year at 3.2%. The average unemployment for Tulsa MSA was 3.3%. The average weekly earnings of all private employees increased by 1.1% from December 2018 to December 2019.

INDICATORS	2020	2021	2022	2023	2024	2025
Gross metro product (C12\$ bil)	49.7	51.3	54.6	56.9	58.2	59.2
% change	-4.8	3.3	6.5	4.2	2.3	1.7
Total employment (ths)	438.5	437.8	450.5	460.8	466.0	468.1
% change	-5.0	-0.2	2.9	2.3	1.1	0.4
Unemployment rate (%)	6.9	7.3	5.6	4.0	3.7	3.7
Personal income growth (%)	0.6	0.8	5.0	5.1	4.2	3.7
Median household income (\$ ths)	58.0	58.8	61.1	63.6	65.7	67.7
Population (ths)	1,003.5	1,007.9	1,011.9	1,015.1	1,018.0	1,021.1
% change	0.5	0.4	0.4	0.3	0.3	0.3
Net migration (ths)	2.0	1.4	1.1	0.5	0.4	0.8
Single-family permits (#)	1,997	2,860	3,658	3,661	3,508	3,385
Multifamily permits (#)	59	224	364	302	258	254
FHFA house price (1995Q1=100)	215.1	211.2	218.9	234.5	244.2	252.3

Source: Moody’s Analytics – Tulsa Metro



Source: Chad Wilkerson – Federal Reserve Bank of Kansas City

GENERAL FUND

FY 2021 PROJECTIONS

FY21 GF revenues are projected to be \$305.8 million. This is down from the FY20 Original Budget, which is largely due to the economic slowdown from COVID-19 outbreak. The GF will benefit from an increase in Fee in lieu of tax revenues that reflect utility rate increases of 3% Sewer and 5% Stormwater rate in FY21.

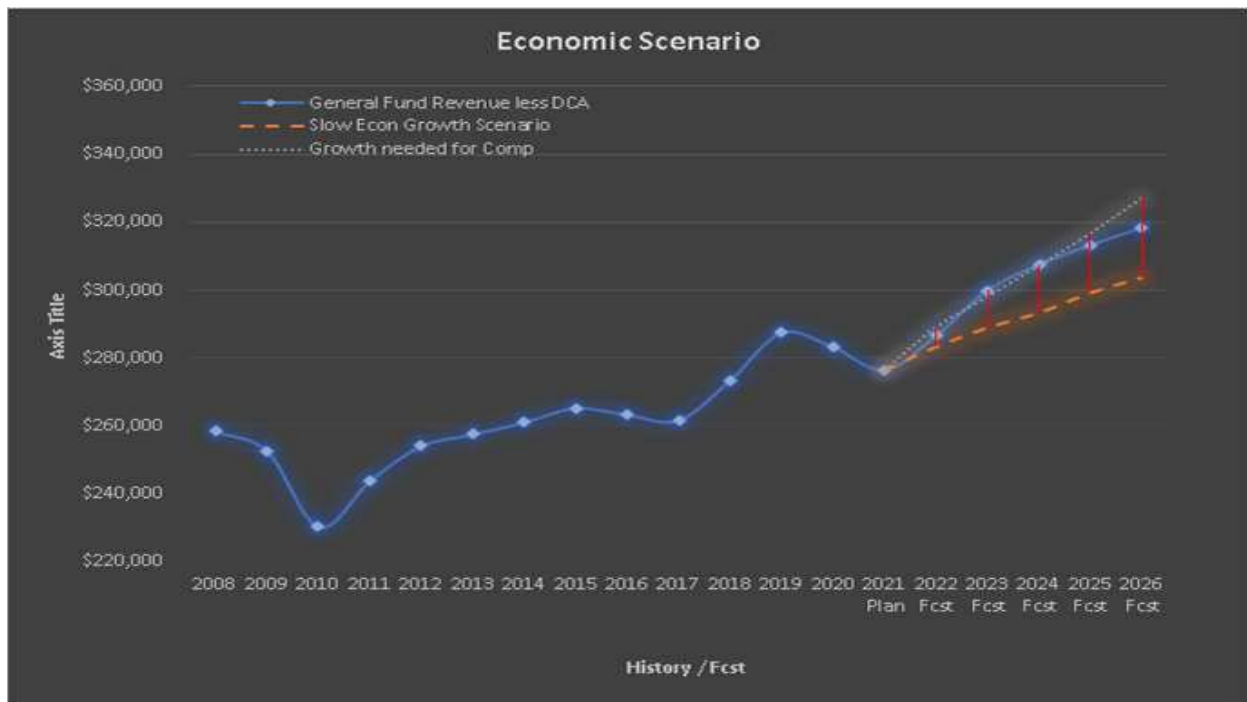
Direct Cost Allocation is included in the total revenue for FY21. The large increase in projected revenue over the 2022 - 2026 period is the result of the inclusion of revenue derived from Direct Cost Allocation

(DCA) to the City’s enterprise funds. The change is largely neutral as the revenue derived from the DCA is equal to the expenditures and is largely an accounting accommodation. Over the last couple of years, the City of Tulsa has benefited from the efforts of the Oklahoma Tax Commission to capture online internet sales which has resulted in substantial growth in the City’s Use Tax. Moderate growth in the use tax is expected to continue.

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

BASELINE SCENARIO

The Baseline Scenario was based on taking plan year FY 2022 revenue and applying projected Tulsa MSA Gross Metro Product (GMP) growth for the forwarding looking five years. The annual growth between FY 2022 thru 2026 rates are projected to be between 1.7% and 4.2%. The General Fund Revenue less DCA scenario is forecasted based on Moody’s Analytica using experts forecast models. The Slow Econ Growth scenario is based on the historical slow growth recovery we experienced during the (2012 to 2015) period. Growth Needed for Comp is our expenditures curve forecast based on a 2.5% annual growth rate used to cover estimated cost increases in labor, materials, and supplies.



ECONOMIC STABILIZATION RESERVE

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



ENTERPRISE FUNDS

SOLID WASTE

The City's volume-based refuse collection system has now been in effect for six years. It is modeled after other utilities such as water, electricity, or gas; in that the more that is used, the more one pays. Recycling disposal is also provided, though not mandatory. There are no anticipated rate increases for FY21 through FY25.

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 no annual increases in FY's 21 through 25.

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 3 percent for FY21, 7 percent for FY22 and FY23, 4% for FY24, and 4% for FY25.

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 FY21 -FY25. 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 5% rate increase for FY21, 7.0% for FY22 through FY25.

CITY OF TULSA FISCAL YEARS 2020 - 2026 LONG RANGE FINANCIAL PLAN
 Actual Operating Results for FY 2020, Original Budget for FY 2021, Planned Budgets for FY 2022,
 and Forecasted Budgets for FY 2023-2026 (000s)
 as of October 2020

	Actual 2020	Original Budget 2021	Planned 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
General Fund							
Revenue	\$283,310	\$305,860	\$315,883	\$329,150	\$336,721	\$342,445	\$347,581
Expenditures	\$283,754	\$315,267	\$318,435	\$327,358	\$336,506	\$345,995	\$356,017
Revenue and Expenditures*	<u>\$(444)</u>	<u>\$(9,407)</u>	<u>\$(2,552)</u>	<u>\$1,792</u>	<u>\$215</u>	<u>\$(3,550)</u>	<u>\$(8,436)</u>
Water Fund							
Revenue	\$123,234	\$125,016	\$124,524	\$124,034	\$123,547	\$123,064	\$-
Expenditures	\$116,229	\$119,685	\$114,527	\$139,037	\$118,781	\$116,454	\$-
Revenue and Expenditures	<u>\$7,005</u>	<u>\$5,331</u>	<u>\$9,997</u>	<u>\$(15,003)</u>	<u>\$4,766</u>	<u>\$6,610</u>	<u>\$-</u>
Sewer Fund							
Revenue	\$124,511	\$124,924	\$130,684	\$138,352	\$143,789	\$148,142	\$-
Expenditures	\$110,238	\$129,640	\$130,346	\$137,812	\$143,556	\$147,908	\$-
Revenue and Expenditures	<u>\$14,273</u>	<u>\$(4,716)</u>	<u>\$338</u>	<u>\$540</u>	<u>\$233</u>	<u>\$234</u>	<u>\$-</u>
Stormwater Fund							
Revenue	\$35,663	\$37,596	\$39,976	\$42,759	\$45,743	\$48,937	\$-
Expenditures	\$29,799	\$39,019	\$39,154	\$42,589	\$46,706	\$48,040	\$-
Revenue and Expenditures	<u>\$5,864</u>	<u>\$(1,423)</u>	<u>\$822</u>	<u>\$170</u>	<u>\$(963)</u>	<u>\$897</u>	<u>\$-</u>
TARE							
Revenue	\$27,223	\$27,245	\$27,245	\$27,245	\$27,245	\$27,245	\$-
Expenditures	\$23,244	\$28,227	\$28,808	\$30,472	\$30,288	\$30,988	\$-
Revenue and Expenditures	<u>\$3,979</u>	<u>\$(982)</u>	<u>\$(1,563)</u>	<u>\$(3,227)</u>	<u>\$(3,043)</u>	<u>\$(3,743)</u>	<u>\$-</u>

*In negative years, the General Fund will use fund balance for non-recurring items.
 *~\$30M in Direct Cost Allocation is now included in GF Revenue and Expenditures for 2021 and beyond.

CITY OF TULSA 2020 – 2021 BUDGET COMMUNITY PROFILE

GREATER TULSA

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

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

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

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

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

A BEAUTIFUL SITE

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

EDUCATION

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

In the arena of higher education, Tulsa offers a variety of options from community college and vocational studies to undergraduate, graduate, and professional degree programs at both public and private universities. These institutions include; Tulsa Community College, Oral Roberts University, University of Oklahoma, Langston University, University of Tulsa, Oklahoma State University, Spartan School of Aeronautics, Northeastern State University, OSU Center for Health Sciences and the OU Health Sciences Center. As of the 2021 Spring Semester, 35,512 students were enrolled in institutions of higher learning.



BUSINESS AND INDUSTRY

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

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

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

SHIPPING

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

PUBLIC TRANSPORTATION

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

1,000+ EMPLOYERS IN THE TULSA AREA

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

Source: Tulsa Chamber

INSTITUTION OF HIGHER LEARNING

	Fall '19 Enrollment	Spring '20 Enrollment
Langston, Tulsa Campus	2,542	2,192
NSU, Broken Arrow	7,349	6,540
ORU	3,611	3,470
OSU, Center for Health Sciences	1,167	1,160
OSU, Tulsa	2,287	1,956
OU, Tulsa, Health Sciences Center	1,331	1,194
TCC	16,283	14,894
University of Tulsa	4,380	4,106

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

HEALTHCARE

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

UTILITIES

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

NEIGHBORHOODS

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

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



GOVERNMENT

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

SERVICE INFORMATION AND STATISTICS

Below are several statistics related to services provided by the City; Information and statistics on police and fire protection, streets and expressways, water, sewer, flood control, and solid water service systems are included. Parks, library, and public transit information is listed as well. Except where otherwise noted, information is for the calendar year 2020.

POLICE PROTECTION

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

Traffic Accidents: 10,681
Citations: 49,540
 (criminal, traffic and parking)
Total Calls for Police Service: 390,628
Employees: Sworn - 819
 Non-Sworn—215



FIRE PROTECTION

Stations – 30
 Employees: Sworn – 742
 Non-Sworn – 17
 Fire Calls – 2,516
 False Alarms – 4,070
 Emergency Medical Calls – 32,436
 Total Responses – 58,217
 Average Response Time – less than 6
 minutes, 88.95% of the time
 Fire Investigations – 514
 Fire Hydrants – 18,599

STREETS AND EXPRESSWAYS

Expressways – 569 lane miles
 Arterial Streets – 1312 lane miles
 Residential Streets – 3,092 lane miles
 Central Business District – 90 lane miles
 Signalized Intersections – 540

WATER SYSTEM

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

SEWER SYSTEM

Plants serving four major drainage basins
 Nominal Treatment Capacity for all four plants
 – 104.6 MGD (including LBC 4.0)
 FY 20 Average daily Flow – 63.1 MGD

FLOOD CONTROL

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

SOLID WASTE

As of December, 2020
 Customers Served:
 Commercial – 8,555
 Residential – 119,908
 Collections Disposed at (in tons):
 Covanta’s WBH Facility – 114,735
 Landfills – 4,288
 Recycled – 22,303

MUNICIPAL PARKS

Parks – 133
 Specialty Centers – 2
 Largest – Mohawk (3,216 acres)
 Playgrounds – 99
 Sports Fields – 212
 Tennis Courts – 94
 Swimming Pools – 5
 Water Playgrounds – 31
 18-Hole Golf Courses – 4
 Skate Parks – 2
 The Tulsa Zoo – 1
 Picnic Shelters – 96
 Community Centers – 6

LIBRARY

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

PUBLIC TRANSIT

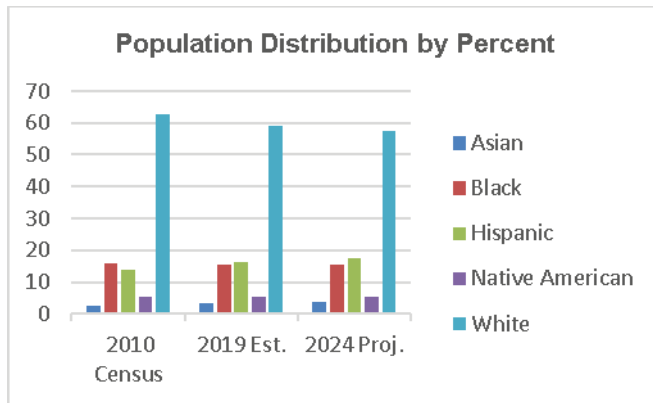
Routes – 54
 Transit buses – 65, 11 are BRT
 Lift Program Vans – 42

BOK

Center



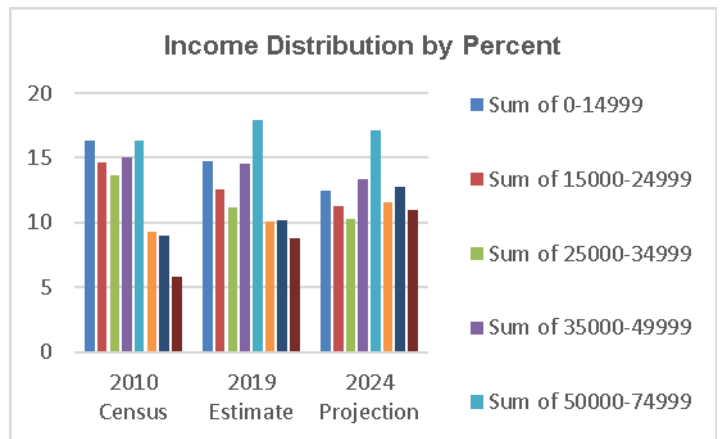
A Few More Nuggets of Knowledge



Home price (4BR, 2BTH, 2400 sf) - \$239,022
 Apartment rent (950 sf, 2BR, 2BTH) - \$680
 Doctor visit - \$109.61
 Dentist visit - \$90.61
 Monthly residential energy costs - \$147.24

2019 Tulsa MSA estimate of median base salaries (limited list)

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



Some Local Museums

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

Some Entertainment

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

Local Festivals

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

We have sports

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

Information retrieved from the Tulsa Metro Chamber.

City of Tulsa
CORPORATE BOUNDARIES
with
COUNCIL DISTRICTS

