



City of Tulsa, Oklahoma

ANNUAL BUDGET AND CAPITAL PLAN

Fiscal Year 2021–2022



CITY OF
Tulsa
A New Kind of Energy.

RESILIENCE /// Endure, Adapt, Thrive, and Grow



Introduction

ABOUT THE THEME

RESILIENCE – The ability to survive, adapt, and thrive in the face of chronic stressors or acute shocks.

In the face of emergency, the City of Tulsa has maintained its core mission despite daunting challenges, and has used these unique experiences to grow and adapt. The City values resilience and has historically made great efforts to position itself for success in the face of adversity. Whether it be economic, environmental, social, or institutional challenges, we are committed to rising to the occasion to deliver on our mission and position Tulsa as a globally competitive, world-class city.

RESILIENCE // Endure, Adapt, Thrive, and Grow

CITY OF TULSA
ANNUAL BUDGET
AND
CAPITAL PLAN
FISCAL YEAR 2021 – 2022



G. T. Bynum
Mayor

Councilors:

Vanessa Hall-Harper, District 1
Jeannie Cue, District 2
Crista Patrick, District 3
Kara Joy McKee, District 4
Mykey Arthrell-Knezek, District 5

Connie Dodson, District 6
Lori Decter Wright, District 7
Phil Lakin, Jr., District 8
Jayme Fowler, District 9

Amy Brown
Deputy Mayor

Cathy Carter
City Auditor

Jack Blair
Chief of Staff

James Wagner
Director of Finance

Keith Eldridge
Manager, Budget & Planning Division

**ANNUAL OPERATING
& CAPITAL BUDGETS**
FISCAL YEAR 21-22

**CAPITAL
IMPROVEMENTS PLAN**
FISCAL YEARS 2022 - 2026



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tulsa
Oklahoma**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

ANNUAL BUDGET & CAPITAL PLAN SECTION CONTENTS

Policies	1
Executive Summary	2
Funds	3
Departments	4
CIP Executive Summary	5
FY15 Capital Budget and Funded Programs	6
Master Plan Priorities	7
FY20-25 CIP Funding Schedule	8
Appendix	9
Index	10

BUDGET HIGHLIGHTS & FIVE YEAR CAPITAL PLAN TABLE OF CONTENTS

Section One—Policies

Mayor’s Budget Presentation Message	1-1
Transmittal Letter from the Mayor to the City Council.....	1-6
Letter from the City Council to the Citizens	1-14
Strategic Plan Initiative	1-15
Financial Policies.....	1-17
Ordinance Adopting the Annual Budget	1-21
Ordinance Adopting the Capital Improvements Plan.....	1-24

Section Two—Executive Summary

Executive Summary	2-1
City of Tulsa Organizational Chart	2-23
Budget and Planning Process	2-24
Long Range Financial Planning	2-25
Community Profile	2-31
Map of Tulsa	2-36

Section Three—Funds

Fund Structure by Budgetary Basis	3-1
General Fund	(100) 3-3
Sinking Fund.....	(110) 3-11
E911 Fee Operating Fund	(120) 3-13
EMSA Enterprise Fund.....	(121) 3-16
Permit and Licensing System Fund.....	(122) 3-19
P.A. Law Enforcement Training Fund.....	(125) 3-21
Juvenile Curfew Fines	(126) 3-23
Technology Fee Assessment Fund	(127) 3-25
Economic Development Commission Fund	(130) 3-27
Convention & Visitors Fund	(131) 3-29
Convention & Tourism Facilities Fund.....	(132) 3-31
Tulsa Stadium Improvement District Special Assessment Fund	(141) 3-33
Whittier Square Improvement District Special Assessment Fund.....	(142) 3-35
Tourism Improvement District 1.....	(143) 3-37
Public Safety Tax Fund	(150) 3-39
Streets and Transit Fund.....	(151) 3-41
Economic Stabilization Reserve	(152) 3-43
Community Development Block Grant (CDBG).....	(2000) 3-45
HOME Investment Partnership (HOME)	(2001) 3-47
Emergency Solutions Grant	(2002) 3-49
Housing Opportunities for Persons with Aids (HOPWA).....	(2003) 3-51
1985 Sales Tax Economic Development Fund.....	(400) 3-53
2016 Tulsa Economic Vision Fund	(4000) 3-55
2001 Five-Year Sales Tax Fund	(401) 3-58

Funds—Continued

2006 Special Extended Sales Tax Fund	(402)	3-60
2008 Sales Tax Special Temporary Streets Fund	(404)	3-62
2014 Sales Tax Fund	(405)	3-64
2020 Sales Tax Fund	(409)	3-67
Short Term Capital	(477)	3-71
Office Services Internal Service Fund	(500)	3-74
Workers' Compensation Service Fund	(501)	3-76
Employee Insurance Service Fund	(502)	3-78
Equipment Management Service Fund	(503)	3-80
TPFA OTC Building Operations Fund	(550)	3-82
Stormwater Management Enterprise Fund	(560)	3-84
Stormwater Capital Projects Fund	(5600)	3-88
Golf Course Operating Fund	(570)	3-90
Air Force Plant 3 Fund	(580)	3-92
Municipal Employees' Retirement Plan Fund	(600)	3-94
Tulsa Authority for the Recovery of Energy Fund	(730)	3-96
TMUA Water Operating Fund	(740)	3-99
TMUA Water Capital Projects Fund	(7400)	3-103
TMUA Sewer Operating Fund	(750)	3-106
TMUA Sewer Capital Projects Fund	(7500)	3-110
RMUA General Operating Fund	(950)	3-113
Closed Projects		3-

Section Four—Departments

PUBLIC SAFETY AND PROTECTION

Municipal Court	4-3
Police Department	4-7
Fire Department	4-13
EMSA	4-18
Tulsa Area Emergency Management Agency (TAEMA)	4-20

CULTURAL DEVELOPMENT AND RECREATION

Park and Recreation	4-25
Gilcrease Museum	4-30
Performing Arts Center	4-32
River Parks Authority	4-36
BOK and Convention Centers	4-38

SOCIAL AND ECONOMIC DEVELOPMENT

Mayor's Office of Economic Development	4-43
Working in Neighborhoods (WIN)	4-46
Development Services	4-51
Tulsa Authority for Economic Opportunity	4-54
Downtown Tulsa Partnership	4-57

PUBLIC WORKS AND TRANSPORTATION

Engineering Services	4-63
Streets and Stormwater	4-68
Water and Sewer	4-73
Tulsa Transit	4-80

ADMINISTRATIVE AND SUPPORT SERVICES

Elected Officials	4-85
Mayor's Office	4-89
City Auditor	4-91
City Council	4-93
Legal	4-95
Human Resources	4-98

Departments—Continued

General Government	4-103
Indian Nations Council of Governments (INCOG)	4-105
Finance	4-109
Information Technology	4-116
Customer Care	4-121
Communications	4-125
Asset Management.....	4-129
TRANSFERS TO OTHER FUNDS	4-134
DEBT SERVICE	4-135
Staffing Summary: All departments.....	4-140

Section Five—CIP Summary

Introduction	5-1
Five-Year Level of Recommended Funding	5-2
Program and Department Funding Summary.....	5-4
Summary of Funding Requests by Department	5-6
Summary of Funding Requests by Funding Source	5-7
Constrained v Unconstrained Inventory	5-8

Section Six—Capital Programs

Approved Capital Programs Status and Operating Impact

Introduction	6-1
1992-2020 Oklahoma Water Resources Board Sanitary Sewer Project Loans.....	6-1
2005 General Obligation Bond Program.....	6-3
2006 Sales Tax Extension Program	6-4
2008 Street Improvement Program	6-5
2014 Sales Tax and Bond Program.....	6-6
2016 Tulsa Economic Vision Sales Tax Program.....	6-7
2020 Sales Tax and Bond Program.....	6-8
FY2021-2022 Capital Budget	6-10
Sales Tax	6-18
Enterprise Funds	6-18
State Loans for Sanitary Sewers	6-19
General Obligation Bonds	6-20
Federal and State Highway Funds	6-23

Section Seven—Master Plan Priorities

Master Plan Overviews	7-1
City Comprehensive Plan	7-3
Small Area Plans	7-3
HUD Consolidated Plan 2015-2019.....	7-5
Map of Small Area Plans	7-6
Map of Low & Moderate Incomes by Block Group	7-9
Park Department Master Plan	7-10
Arkansas River Corridor Master Plan	7-10
Zoo Master Plan	7-11
Map of Park Facilities	7-12
Long Range Transportation Plan.....	7-13
Major Street & Highway Plan.....	7-13

Section Seven – Master Plan Priorities—Continued

Map of Expressways with Traffic Counts	7-17
Comprehensive Water System Study.....	7-18
Map of Water System	7-22
Comprehensive Sewer Study	7-23
Map of Wastewater System	7-26
Master Drainage Plans	7-27
Map of Drainage Basins	7-28
Citywide Facilities Maintenance & Equipment	7-29

Section Eight – CIP Schedule

Five – Year Capital Plan Summary Introduction	8-1
Five Year Level of Recommended Funding	8-2
Program and Department Fund Summary.....	8-4
Summary of Funding Request by Department	8-6
Summary of Funding Request by Funding Source	8-7
Constrained v Unconstrained Inventory by Department	8-8
Five-Year Capital Improvement Funding Schedule	8-10

Section Nine – Appendix

General Information	9-1
Operating Budget	9-1
Revenues	9-1
Capital Budget and Improvements	9-3
Readers’ Guide to Fund Summaries	9-6
Glossary	9-8
Abbreviations	9-19

Section Ten – Index

Index.....	10-1
Alphabetical Listing of Fund Summaries	10-4
Preparation Credit	10-5

Maps

Map of Tulsa.....	2-36
Map of Small Area Plans	7-6
Map of Low & Moderate Incomes by Block Group	7-9
Map of Park Facilities	7-12
Map of Expressways with Traffic Counts.....	7-17
Map of Water System.....	7-22
Map of Wastewater System.....	7-26
Map Drainage Basins	7-28