





changing lives

Hillcrest HealthCare System is transforming the lives of people in Oklahoma and beyond every day. We've earned a widely respected reputation for providing extraordinary care to meet the needs of our patients. We're proud of where we are, and are dedicated to continuing to bring in the best people and state-of-the-art equipment, while maintaining the highest standards of care. We have a singular mission – to make a difference in the lives of those around us.

We are Changing Lives for the better, *together*.

**hillcrest**
HealthCare System

Hillcrest.com | 918.585.8000



“Like” us on Facebook.

Hillcrest Medical Center | Hillcrest Hospital South | Hillcrest Hospital Claremore
Hillcrest Hospital Cushing | Hillcrest Hospital Henryetta | Bailey Medical Center
Oklahoma Heart Institute | Utica Park Clinic | Tulsa Spine & Specialty Hospital



90
YEARS

Once a Saint, Always a Saint.



Yes, at Monte Cassino we're known as "the saints," but it's not simply a moniker students instantly acquire after enrolling, it's an honor and a tradition students have earned for 90 years.

From the first day of Monte Cassino classes in 1926 to today, being a Saint is tantamount to what is important in being successful: hard work, respect for others, a passion to overachieve, a strong moral compass, and the ability to make good day-to-day decisions.

So for all reasons people have been choosing Monte Cassino for 90 years (nationally recognized academics, access to team-building athletics, community representation), our unique, creative Catholic social skills programs are what sets us apart then and now from our academic competitors. More importantly, it will set your son and/or daughter apart as well.

Want your child to have a better opportunity to succeed in life?

Be a Saint.



IT'S NOT EASY TO
Be a Saint,
BUT IT'S WORTH IT.

In the Heart of Midtown, 21st & Lewis

918.742.3364

MonteCassino.org

Your business, Our community. Committed to the growth of Tulsa.



For over 70 years, Tulsa Federal Credit Union has thrived off the legacy of its membership and its commitment to the community.

Tulsa Federal Credit Union is here to fit your needs. Whether your business is an idea, recently opened or already established, we care about the success of your business and the impact it has on the local economy. Our small business lending products and merchant services can help you start, grow and succeed in your business venture.

Dedicated to you, your business and your future success.

For more information, visit tulsafcu.org.



Federally Insured by NCUA

contents

Vision Tulsa 2016 is published for the Tulsa City Council, City of Tulsa, by Rosie Hinkle Publishing, Inc.

Copyright© 2016. All rights reserved. Reproduction in whole or part of information contained herein without prior written approval is prohibited. *Vision Tulsa* trademark copyright is registered with the **State** of Oklahoma.

For additional copies of *Vision Tulsa 2016* (\$9.95 each plus tax and shipping costs) or for additional information about the City of Tulsa, please contact the Tulsa City Council Office, 175 East 2nd Street, 4th Floor, Tulsa, OK 74103; by calling 918.596.1990; or at the Council's website at tulsacouncil.org.

For information about relocating in Tulsa, write to Tulsa Regional Chamber, Economic Development Division, Two W. Second Street, Suite 150, Tulsa, OK 74103; or by calling 918.585.1201.

Information contained in this publication is produced for the Tulsa City Council by Rosie Hinkle Publishing, Inc. All reasonable care has been executed to ensure the accuracy of information. All data are current as of October 2015.

Publisher recognizes that printed material is subject to error and does not warrant or guarantee information contained herein. The Tulsa City Council and Rosie Hinkle Publishing, Inc. assume no liability for errors or omissions.

Managing Editor:

Rosie Hinkle

Copy Editor:

Ann Metcalf

Art Director/Designer:

Jim Knight

Production/Designer:

Jamie Cluck

Marketing Director:

Pam Hawes

Marketing Representative:

Lee Hubby

Research and Analysis:

Martha Gregory

Jennifer Pawlowski

Printer:

Consolidated

Printing Solutions

Introduction

City Council **4**

Council Chair **5**

Mayor **5**

Tulsa Regional Chamber **6**

Tulsa Global Alliance **6**

People of Vision **7**

Emerging Downtown **10**

Assets

The Arts **12**

Living & Lifestyles **18**

Our Neighbors **24**

Sports **26**

Housing **28**

Demographics **30**

Education **34**

Transportation **44**

Utilities **46**

Health Care **48**

Climate **61**

Business Highlights

Professional & Business Services **56**

Communications **62**

Energy **64**

Finance **68**

Aviation & Aerospace **71**

Manufacturing **74**

International Trade **78**

Environmental Management **80**

Commercial Real Estate **82**

Workforce Development **86**

High Tech **89**

Public Sector

City Government **90**

TGOV Tulsa **91**

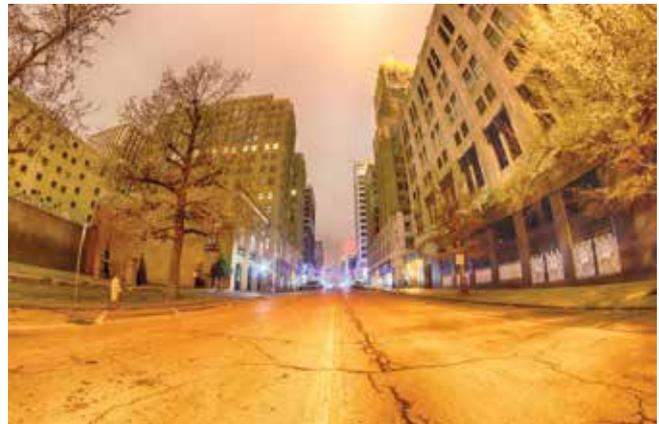
Economic Profile **92**

Credits

Acknowledgments **96**

Photo Credits **96**

Profile Index **96**





City Council

Tulsa City Councilors

District **1** *Jack Henderson*

District **2** *Jeannie Cue*

District **3** *David Patrick*

District **4** *Blake Ewing*

District **5** *Karen Gilbert*

District **6** *Connie Dodson*

District **7** *Anna America*

District **8** *Phil Lakin, Jr.*

District **9** *G.T. Bynum*



Jack Henderson
Councilor District 1



Jeannie Cue
Councilor District 2



David Patrick
Councilor District 3



Blake Ewing
Councilor District 4



Karen Gilbert
Councilor District 5



Connie Dodson
Councilor District 6

City Council Staff

Drew Rees, *Council Administrator*

Jack Blair, *Policy Administrator*

Keith Madden, *Council Secretary*

Matt Martin, *TGOV Programs Administrator*

Megan Boyd, *Council Video/Media Specialist*

John Fothergill, *Council Aide/Legislative Liaison*

Allecia Chatman, *Council Aide*

Mayo Baugher, *Council Aide*

Kimberly Hulsey, *Council Aide*

Chris Baughman, *Council Aide*

Brenton Sides, *Support Staff*

Meggen Hayhurst, *Support Staff*



Anna America
Councilor District 7



Phil Lakin, Jr.
Councilor District 8



G.T. Bynum
Councilor District 9

Council Chair



Greetings, as the Chair of the Tulsa City Council, I'd like to welcome you to our beautiful city!

With the start of 2016, the City of Tulsa is moving forward on important projects, most notably the continuing work on A Gathering Place for Tulsa, the nation's largest privately funded central park. This project is proceeding on pace to be completed in 2017.

Last year, we passed a comprehensive update to the city's zoning code, which allows for more flexibility in how developers can approach a project. The update is a culmination of a multi-year-long public engagement process that allowed citizens to have direct input on what kind of city they wanted Tulsa to be in the future. And through the use of overlays, the city can ensure that future developments are designed in a way that promotes seamless integration into the fabric of the community. This tool will soon be in place along our precious Arkansas River Corridor, enabling us to protect the look and feel of this unique regional asset.

This year, both the Council and Mayor Bartlett will continue to refine the Vision 2025 extension package with the goal of presenting the final product to the public for a vote in the spring. We believe we can put together a proposal that allows for enhancements along the Arkansas River, investments in our public safety, and funds for projects throughout the city that will enhance our quality of life and reinforce our commitment to making Tulsa a more competitive place for business.

As you can see, we tend not to rest on our laurels; Tulsa is always moving forward, and we invite you to be a part of our future.


Jeannie Cue Chairperson, Tulsa City Council

Mayor of Tulsa



Looking at our city, it's a great time to be a Tulsan. Our citizens are envisioning the future quality of life in Tulsa and injecting their spirit into the heart of the city to make it better for generations to come.

Our cost of living is nearly 12% below the national average and our per capita income is 11.6% higher than the national average.

WalletHub's financial website has ranked Tulsa as the No. 2 city to start a business and declared Tulsa as fertile ground for aspiring entrepreneurs and startup companies. Fiscal Times has also ranked the Tulsa region as a top location for job seekers.

Nearly every time I open up the Tulsa World and read the business section or pick up a business magazine, I see evidence that Tulsa is growing stronger day by day. Our unemployment rate remains low, our economy is strong, and we have a dedicated and industrious workforce.

Tulsa's retail community continues to grow at a rapid pace. For several years, the TYPros (Tulsa Young Professionals) led a community rally to bring Trader Joe's to Tulsa and it's now coming to Brookside. Ground is moving to make way for Oklahoma's first Costco in south Tulsa. The Walk at Tulsa Hills, part of the city's retail incentive policy, recently opened Gander Mountain and Aldi grocery. Across the highway, the Main Event's popular entertainment venue is packed with people, night and day, who just want to eat, bowl, and play.

Other entertainment venues, such as the exciting BOK Center continue to garner industry honors. According to Pollster magazine, the BOK Center welcomed a record 810,208 fans and hosted 12 of the Top 30 world-wide tours (three of the top five tours in the world). Our beautiful Guthrie Green, a unique urban park and entertainment center set in the heart of Tulsa's Brady Arts District, continues breathing life into downtown.

Construction has begun along Riverside Drive for A Gathering Place for Tulsa. In the not too distant future, Tulsans and visitors alike can stroll through the various gardens, spend time with families and friends, or simply watch the river roll by at this beautiful new park, a priceless gift to our community.

No matter where you look, Tulsa is progressing. I am especially proud of the many improvements to our city and look forward to the completion of projects that will transform our horizon. We are seizing the moment and improving Tulsa with the guidance of our citizens—as we work together for One Tulsa and a better quality of life for all.



Dewey F. Bartlett Jr. Mayor of Tulsa

Tulsa Regional Chamber



No matter where I am or whom I'm meeting with—from our D.C. Fly-In with our nation's leaders to a football game at the University of Tulsa's Chapman Stadium—I get asked what's going on in Tulsa. My answer is different every day. With so many great things happening in Tulsa, it's hard to know where to start. And that's a good thing.

In 2015, we celebrated the opening of the new Macy's distribution center, continued development in our region's downtown, and so much more. Our population continues to grow with a diverse workforce available to the number of companies joining or expanding in the region.

Exciting new assets such as Guthrie Green and A Gathering Place for Tulsa will enhance our quality of life as new restaurants, shopping, and attractions provide so much for us to do in the region.

At the Tulsa Regional Chamber, we are devoted to providing a large spectrum of services and programs catered to a growing membership of more than 2,300 businesses. Focusing on the areas of economic development, business retention and expansion, education, workforce attraction and retention, diversity and inclusion, legislative support, advocacy, downtown development, and visitor attraction, we are constantly working to serve the Tulsa region's dynamic needs—for both our residents and those who visit us.

Tulsa is a community founded by entrepreneurs, and innovation continues to resonate today. The majority of companies in Tulsa, some 82%, have fewer than 10 employees. The Tulsa Regional Chamber, along with Tulsa's Young Professionals (TYPros), makes it a strategic priority to cultivate small businesses through a variety of initiatives and programs. I am excited to see new companies emerging and changing the landscape of our community.

As our community grows and transforms, VisitTulsa, the convention and visitors bureau housed within the Chamber, is helping to market the Tulsa region as a choice destination for meetings, conventions, and tourism. Its slogan, "It's Everything Else That's Different," is welcoming visitors to experience our city as their own. And that's what is great about Tulsa—it has big-city amenities with small-town charm.

We are proud of how far we've come, and we're excited about our future in Tulsa. We have tremendous assets in the region—some historical along with the significant recent investment and development. The perfect marriage of old and new has created remarkable opportunities for Tulsa, and Tulsans are excited about what's next.

The future is bright, and you are a part of it.

MIKE NEAL, PRESIDENT AND CEO, TULSA REGIONAL CHAMBER

Tulsa Global Alliance



Tulsa Global Alliance—where Tulsa engages the world.

For more than 100 years, Tulsa has been an international city. For the past 40 years, Tulsa Global Alliance has been Tulsa's window on the world, the place where leaders of Tulsa businesses, schools, universities, and government, as well as ordinary citizens, come together to expand our understanding of the world we share.

In 1956, President Dwight Eisenhower created the Sister Cities movement to "help build a road to an enduring peace." President Eisenhower said, "If only people will get together, then so eventually will nations." On behalf of the mayor and the city council, Tulsa Global Alliance manages Tulsa's relationships with eight Sister Cities around the world. We sponsor visits not only between civic and community leaders of Tulsa and our Sister Cities, but also between educators and even school children.

Working together with the U.S. State Department, other international organizations, and local host families, Tulsa Global Alliance arranges special tours, meetings, educational programs, homestays, and shared meals with international visitors, creating happy memories and long-lasting friendships.

Through these relationships—Sister Cities and international visitors—we build greater acceptance of people in other cultures and thereby greater understanding between nations. Cultural barriers that seem insurmountable or even sinister then become cultural differences—interesting, non-threatening, and often even fun.

In 2016, Tulsa Global Alliance will again host Kids World—the biggest educational event in Oklahoma, specifically focused on helping school children become more aware of the world around them, open up to other cultures, and become more accepting of people who are different from themselves. In November, thousands of children will participate in "the biggest classroom in Oklahoma" at the Tulsa Expo Center, where hundreds of volunteers cooperate to make Kids World a never-to-be-forgotten educational experience. Don't miss it!

We believe that each individual citizen has the right, even the responsibility, to help shape U.S. foreign relations, "one handshake at a time, one smile at a time." Through our efforts—Sister Cities, international visitors, Kids World, and other programs—Tulsa Global Alliance creates awareness, understanding, appreciation, and friendship among people all over the world. And that may be the most important step that ordinary citizens can take to build a world of peace.

TOM HEMPHILL PRESIDENT AND CEO, TULSA GLOBAL ALLIANCE

People
OF
Vision



Nancy Hermann

"America needs a major tourist draw in the middle of the country," Nancy Hermann says, "Why not Tulsa?"

It's a delightfully simple, very wonderfully Midwestern outlook, but one that holds profound potential for our city—potential that Nancy is helping to realize as Director of Marketing for the Tulsa Performing Arts Center.

Nancy had an interesting, international journey to her current position. Born just outside Cleveland, Ohio, she grew up mostly in southern California and came to Tulsa in 1971 for the reason so many do—the oil business. She worked here for a number of years, then moved to Abu Dhabi with her husband Bill. With the onset of the Iranian hostage crisis, the American Embassy said they could no longer guarantee the couple's safety. They moved to London, (living on the Abbey Road!) until the crisis died down, then moved back to Abu Dhabi. Finally, in 1982, the couple answered the call of home, and returned to Tulsa.

*As you've probably gathered, Nancy is intrepid. She was instrumental in launching one of the first 10 performing arts center websites in the country, as well as online ticketing at the PAC. In 2006, she and a group of employees launched **myticketoffice.com**, a regional ticketing company that serves 13 different venues.*

She is also editor of the award-winning INTERMISSION magazine, affording her the opportunity to interview many interesting people. People like writers Doris Kearns Goodwin and Khaled Hosseini, actresses Lynn Redgrave and Mia Farrow, journalist Ted Koppel, and more.

Nancy has received numerous accolades for her work, most notably the Governor's Award for Media in the Arts in 2014. But what gives her the most pride are her sons, both Booker T. alums. One graduated from Stanford and is now working for Elon Musk at Tesla, with numerous patents to his name. The other son is a graduate of NYU and the Sorbonne (Paris), and is now an actor and translator in NYC.

Nancy loves Tulsa's entrepreneurial spirit, and how we have "fashioned a metropolis on the plains that surprises and intrigues people". She praises her fellow citizens and civic leaders for dreaming big, and allowing Tulsa to take "a giant leap forward."

"Our performing arts offerings rival that of major cities. Tulsa has what it takes to be an arts and entertainment destination. I would like that to be our newfound fame."

Why not, Tulsa?

Nancy

Jesse Boudiette

What makes Tulsa the #1 city in the United States for young entrepreneurs, according to Forbes? Guys like Jesse Boudiette.

Jesse is the president of Propeller Communications, a marketing and public relations consulting firm. "I'm very proud to be an entrepreneur," he says, and is equally proud to be doing it in his hometown. "There's no other place in the world I'd rather be in than Tulsa."

After graduating from the University of Tulsa with a B.S. in Organization Communication, Jesse worked for firms in Tulsa, St. Louis, and South Bend. He worked his way up to a great gig, too—Senior Vice President and Director of Corporate Communications for BOK Financial.

But the dream of business ownership kept calling, so Jesse finally took a chance and put out his own sign. He hasn't looked back since.

Propeller started from scratch. Zero employees. Zero clients. Through equal parts inspiration and perspiration, Jesse has grown his company to three full-time staff, and seven team members total.

Any business owner will tell you, it's at least two full-time jobs, even on a slow day. But like the thousands of other Tulsa entrepreneurs who make us #1, Jesse is thrilled by the work. It's that roll-up-your-sleeves attitude that Jesse loves.

"We are beginning to transition from believing we CAN do great things, to just buckling down and actually DOING great things" he says.

As the name "Propeller" suggests, Jesse is skilled at creating catchy names. For instance, Jesse and wife Jeannie are parents to sons Jack and James, as well as labradors Duke and Daisy. Being both a business owner and a parent/dog-parent can be busy, to put it mildly. But to Jesse, and Tulsa community pioneers like him, it's all worth it.

"We have some very bright minds in our community... and we don't have any shortage of great ideas and strong passion," he says.

If you ask Jesse what accounts for Tulsa's bright future, he'll say it's not just that Tulsans work hard, it's that we work together.

"I see a future Tulsa that amazes the world with our ability to explore options, then put our emotions aside as we compromise to do things that serve the common good."

So what makes Tulsa #1 for entrepreneurs? Leaders like Jesse who are brave enough to fly solo, but humble enough to let others fly beside them.

people of vision

Jesse

Michael

Michael Patton

Naturally, Michael Patton is a person whose passion and persona blend organically. You see, he's committed to green causes and his name is "Michael," hence his catchy nickname "Recycle Michael." Voila!

Michael's environmental engagement began in childhood. It was the first Earth Day, 1970, and he helped organize a litter cleanup at McClure Park. Recycle Michael has never looked back.

Born and raised in Tulsa, Michael graduated from Baker University in Kansas, then came home and immediately went to work cleaning up the city.

Recycling, removing hazardous wastes, picking up litter, giving speeches, and working out of the back of a truck, no job has been too dirty for Recycle Michael. In his career, he worked for the City of Tulsa, and then more than 25 years for local non-profit The M.e.t. (Metropolitan Environmental Trust) He now works for a land conservation non-profit, Land Legacy, which is dedicated to building urban wilderness areas and green strips, while protecting ranch and timberland from development.

What does Michael do in his spare time? Work on green causes of course. He is the current president of Up With Trees, and has worked with Tulsa Garden Center and Ozone Alert.

"Tulsa is fun. Make it funner." is Michael's vision for his hometown. He and his wife, District 7 City Councilor Anna America, have a natural interest in keeping Tulsa a verdant and vibrant place to live.

"My vision for Tulsa is to keep it cool enough that when my son and my daughter graduate from college they will want to live here."

Thanks to the hard work of Recycle Michael, generations of Tulsans will continue to plant roots in our beautiful city.

Aaron Tracy

If Aaron Tracy were to give Tulsa a personality assessment, he'd say "I love how downtown Tulsa has transformed into a vibrant and lively destination... that offers the perfect blend of work and play."

Aaron would know; as partner and chief operating officer of Hogan Assessments, he's been a leader at the company that pioneered the use of personality assessments in business.

Founded by Drs. Robert and Joyce Hogan, Hogan Assessments has established a reputation as the world's leading personality assessment provider.

Aaron joined the company as director of technology in 2002, spearheading the company's growth from a single-language assessment provider to a global firm, with assessments in 57 countries and 46 languages. Since becoming COO in 2009, the company has nearly tripled its sales revenue.

Not bad for a small town guy from Choctaw, OK.

"My vision for Tulsa is to make it a hub that attracts and retains the top talent the world has to offer," Aaron says.

It's a vision Aaron is helping make a reality. If you visit 1st and Greenwood in downtown T-town, you can't help but notice the giant, modern, glass building. This 35,000-square-foot facility is Hogan's new global headquarters, completed in fall 2015.

"It's not something that can happen overnight," Aaron says of downtown's development. "But through hard work, dedication, and collaboration of the community's brightest minds, we can make that vision reality."

With visionary thinkers like Aaron Tracy at the helm, the world is starting to notice Tulsa's one-of-a-kind personality.

Libby Billings

Two words: Lucha libre. Got your attention? That's what Libby Billings is counting on.

Libby is a name well known to downtowners both for her creativity in the kitchen and even more so for the inspired concepts behind her restaurants. She is the owner and operator of two restaurants as distinct as they are delicious—the Tex-Mex mainstay Elote Café and Catering and the 1960s-themed The Vault.

The puffy tacos at Elote are a must, and you can get them for \$2 every Tuesday. What could possibly be more exciting than \$2 tacos? The once-a-month Lucha Libre wrestling matches Elote hosts. You read that right—Lucha Libre wrestling. High-flying acrobatics, colorful face masks, the works. Add in some margaritas, plus chips and dip, and you've got all you need for a fun night in T-town.

Then there's The Vault. Don Draper would be right at home here, with its vintage-inspired, early sixties soul. Try the Old Fashioned. That's a given.

Libby's passion for downtown Tulsa development goes beyond her restaurants. She also serves on the board of the Tulsa Regional Chamber of Commerce, the Tulsa Young Professionals Foundation, and she is the chairwoman-elect of the Downtown Coordinating Council. Oh, she also plays on an adult kickball team called the Cosmic Balls. She admits "we are not the best team...but we do lead the league in fun."

Libby's love for her hometown should be familiar to most Tulsans, "It's a great place to grow up and to raise a family." She's proud to provide the same foundation to her two energetic children growing up in Green Country.

"I love that it is big enough to have unique events," Libby says "...but also small enough that you can be a part of growing and changing the city."

She's been doing just that ever since she earned her degree in Culinary Arts from OSU-IT, and came downtown with big dreams for herself and her hometown.

"I'm lucky that my vision for Tulsa is coming true," she says.

Any vision that includes Lucha Libre is fine by us. 🍷

Aaron

Libby

emerging downtown

“Without continual growth and progress, such words as improvement, achievement, and success have no meaning.”

BENJAMIN FRANKLIN

The continued investment and growth of downtown shows our community has a vision and its dreams are being realized. Whether considering capital investment by local government, private investment through new construction and redevelopment of existing buildings, or the investment of people choosing to dedicate themselves to living, working, and creating their future downtown, all measures demonstrate the continued growth of downtown Tulsa.

In recent years, the city's capital investment has provided for continued street and traffic improvements. It also provides funding for current renovations of our downtown library, streetscaping, parks, and continued improvements to the BOK Center, Cox Business Center, and the Performing Arts Center. These are just a few examples of the public investments that continue to improve the downtown Tulsa experience.

As Tulsa continues to evolve, the emergence of downtown Tulsa districts comes into focus. New experiences wait in each unique district and it is here that people invest themselves and their futures in growing businesses, creating a place to call home. As owners of our largest properties continue to find new use and purpose for once vacant office space, we see more residential opportunities combining with adjoining retail, parking, and entertainment.

Find the latest information for these opportunities at downtowntulsaok.org.

DOWNTOWN BY DISTRICT

Blue Dome District 1 bluedometulsa.com

The Blue Dome District is named for its historic Blue Dome Building, which was built in 1924 as a Gulf Oil gas station. It is a must-see for visitors following the historic and famous Route 66 trail.

This district led the redevelopment and reuse of existing structures and architecture into new

services and facilities providing a wide variety of opportunities and unique experiences for visitors.

So, what's on the horizon in this District for 2016? We see a large expansion inward, utilizing open spaces and redevelopment of existing space within this neighborhood. Two city blocks, bordered by Greenwood and Elgin and First and Second Streets, will break ground on 600,000 square feet of new construction consisting of a 105-room hotel, retail space, office space, and 291 more living units.

The Tulsa Performing Arts Center, located on the edge of the district, continues to provide tremendous opportunities and impact to downtown and the Tulsa region. With hundreds of performances each year, the economic impact of the arts to our city is in the millions.

Brady Arts District 2 thebradyartsdistrict.com

The Brady Arts District is one of the oldest sections of Tulsa. It is rich with cultural icons such as the Cain's Ballroom and the Brady Theater (The Old Lady on Brady). The buildings in the area that are still standing are primarily red brick and were utilized as warehouses.

Over the past twenty years, the area has morphed into an eclectic collection of bars, restaurants, and arts establishments. There has been much revitalization with buildings renovated into new office space and museums while still remaining true to their historic past.

The First Friday Art Crawl continues to be a popular event, celebrating its 100th "crawl" in 2015, with many of the galleries participating by hosting open houses, special exhibits, or demonstrations. Visitors enjoy delicious meals in the surrounding restaurants or from food vendors at the Guthrie Green.

The Guthrie Green, a popular park designed for live performance and community gatherings, provides monthly activities and events drawing Tulsans to the district. The Green resides on the square block between Brady and Cameron Streets and Boston and Cincinnati Avenues. The site was previously the home to a variety of industrial and commercial uses.

The Green is more than just a space to play. It's a laboratory full of learning opportunities for inquisitive minds of all ages. From the geo-thermal

elements beneath the park to the plants and green life above, the public is invited to explore, investigate, and engage in its urban classroom.

Also located in the Brady Arts District is the renovation project of the former Tulsa Paper Company building, made possible by the George Kaiser Family Foundation. The University of Tulsa's Zarrow Center is one of many arts groups that occupy the renovated warehouse. Others include: Philbrook Downtown, 108 Contemporary, Tulsa Symphony Orchestra, University of Tulsa's Third Floor Design, The Fly Loft, and the Woody Guthrie Center.

The Arts and Humanities Council's Hardesty Arts Center, adjacent to the repurposed Tulsa Paper Company building, provides exhibits, artistic programs, and classes for the public.

Historic renovation of the Universal Ford Motor Company building at 223 North Main Street will bring more apartments and ground floor commercial space to the Brady District when it opens in early 2016.

Historic renovation of the Hotel Fox and Fox Building (201-207 North Main St.) will include apartments and office spaces with ground floor commercial. It is also expected to open in early 2016 along with a very exciting project, the OK Pop Museum, set to break ground closer to 2017.

A number of exciting annual events call the Brady Arts District home. Among a long list are Tulsa Tough bicycle race and Center of the Universe music festival.

Cathedral District 3

Downtown Tulsa is home to many beautiful and historic churches, cathedrals, and chapels, some of which are on the National Registry of Historic Landmarks. Thousands of Tulsans visit downtown weekly for services and programs as the churches continue to accommodate the growth by expanding their presence.

The Cathedral District expects to see completion of the Harrington Lofts in 2016.



Arena District 4

A recent development feature in downtown is One Place. The development, offering a mixed-use community of retail, dining, and office, exceeds one million square feet. One Place is located directly across from the iconic BOK Center.

The BOK Center has continually received high-ranking numbers in the U. S. and overseas. The building's manager, SMG, has received numerous nominations and awards for its work on behalf of our city, keeping Tulsa in the national spotlight. The 2016 performance season at the BOK promises a phenomenal experience for Tulsa with many international celebrities appearing for the first time in Oklahoma and many shows, events, and sports aimed at varied interests.

Joining the district in 2015, Best Western Plus hotel is located at 707 S. Houston. It will soon be joined by two more new hotels in 2016/2017, The Hilton Garden Inn, located at 201 S. Cheyenne and Hampton Inn at One Place (which began construction in late 2015). This new collection of hotels adds to our already respected hotels in operation, Aloft and Doubletree Hotels, all in the immediate area.

DECO District 5

decodistricttulsa.com

The Downtown Deco District Association was formed in 2010 by a group of downtown business owners. The goal of the association is to celebrate Tulsa's historic Deco District while promoting today's downtown living, shopping, working, and entertainment. For information on the history of the district please visit: tulsapreservationcommission.org/artdeco.

The Vandever Lofts boast 40 new apartments in the Deco District and the demand for more residential space in the area is very high. To meet that demand, renovation of the former Enterprise Building, to be called Meridia, began in 2015 as well as renovations to the Denver Y, located in the former YMCA building.

Groundbreaking for Residence Inn by Marriott, happened in the last quarter of 2015 and expects to welcome guests in 2016.

In addition to new retail businesses and living choices, both visitors and native Tulsans enjoy the annual festivals within this area, including Mayfest, Chalkfest, the Christmas Parade, and the ever-popular Luchadores, presented by Elote Cafe.

Anybody parking in the Deco area will be excited to hear of First Place Garage, offering 500 new parking spaces in the heart of the city, with an additional 13,230 sq. ft. of retail space. Groundbreaking is in 2016.

East Village 6

eastvillagetulsa.org

The East Village, centered at 3rd Street & Kenosha Avenue, a long-time area of redevelopment efforts, has emerged with a variety of new opportunities, including residential and commercial, as well as dining experiences.

The American Theatre Company has established its home and headquarters in the district and in 2015 was joined by Theatre Tulsa, the oldest community theatre west of the Mississippi.

A variety of design and professional services such as Pardee Construction, Hogan Assessments, and Folsom & Associates are but a few who are building their futures in the district. With all this construction it's only fitting that Ross Construction is set to complete its renovation of their newest headquarters in the area.

Personal services such as Colourblind Organic Salon, Cole Photography, Technical Institute of Cosmetology, Arts and Sciences, and Crossfit T-Town can also be found in the district. Planned for development in 2016 is a creative retail concept called "The Boxyard" which follows a global trend of stacking and arranging re-purposed boxcars into mini-shops.

Like many other districts, the East Village is experiencing a boom in residential living options. Wrapping up construction in 2016 are the

mixed-use development on the former Bill White Chevrolet site as well as eight new townhomes called Urban8. An apartment complex, developed by Nelson Stowe Development LLC, and American Residential Group, called The Edge at East Village, is scheduled to join this year.

Greenwood District 7

greenwoodchamber.com

Dubbed America's "Black Wall Street" by Booker T. Washington, the 35-block Greenwood District surrounded the corner of Greenwood Avenue and Archer Street and became a prosperous center for black commerce in the early 1900s. It was also a hotbed for jazz and blues and the site where Count Basie first encountered big-band jazz. When the tragic and devastating Tulsa Race Riot of 1921 destroyed much of the district, the black community rebuilt from the ashes. Today, the Greenwood Historical District showcases its heritage through the Greenwood Cultural Center, the Mabel B. Little Heritage House, and the John Hope Franklin's Reconciliation Park.

The Green Arch residential development offers retail opportunities at street level of their buildings, a popular trend of downtown. A new residential offering, called The View broke ground in 2015 just South of ONEOK Field and should see new residents moving in later in 2016.

ONEOK Field, home to the Tulsa Drillers baseball team, is located in the Greenwood District and attracts visitors from all areas of the region.

Greenwood also sees the historic Gates Hardware building being re-purposed for businesses and the promise of a hotel breaking ground in 2016.

The vision of a vibrant urban core conveyed by the Downtown Area Master Plan and PlaniTulsa (Tulsa's Comprehensive Plan) are being realized through the continued growth in all aspects of our city. New downtown-wide events like GLOW Tulsa—Light the LOOP! (a holiday lights-on event) and new art/music events provide local color and culture. The much-maligned surface parking lots are being replaced with hotels, museums, parking structures, and residential and commercial development as a new generation of Tulsans is continuing the renaissance of downtown for their future. 🏡

the arts

The Oklahoma Arts Council celebrated its 50th Anniversary in October and held its annual conference in Tulsa's Brady Arts District, also marking the 50th Anniversary of the National Endowment for the Arts and the National Endowment for the Humanities. Chairman of the NEA, Dr. Jane Chu, and Chairman of the NEH, Dr. William Adams, were the keynote speakers. The impact of the arts on the cultural life and economic well being of a community were clearly demonstrated throughout the conference.

In addition, 2015 saw the passage of a long-sought state-funding bill to establish the Oklahoma Museum of Popular Culture, OKPOP, in the Brady Arts District. This project of the Oklahoma Historical Society will have more than 30,000 square feet dedicated to the creative spirit of Oklahoma's people and the influence of Oklahoma artists on popular culture around the world.

The underlying theme of this innovative and interactive museum will be "Crossroads of Creativity," whether it is in the field of music, film, television, theatre, pop art, comic books, literature, or humor.

Nearby, A Gathering Place for Tulsa, a \$350 Million community park developed by the George Kaiser Family Foundation and located on Riverside Drive, began construction with a first phase completion date of 2017.

Changes were in store for some of the major cultural institutions in Tulsa. Gilcrease Museum hired a new executive director, James Pepper Henry, who came to Gilcrease from the Herd Museum in Phoenix. Philbrook Museum of Art's executive director, Rand Suffolk, announced his resignation and subsequent appointment



Puccini, **La bohème** captures the intense passion and idealism of young love through the lives, dreams and desires of six bohemian friends. Tulsa Opera.



The Nutcracker, Tulsa Ballet's professional company and more than 100 local children help the Mouse King battle the Nutcracker Prince and his toy soldier brigade.

Paul Schreckengost, **Teapot**, glazed earthenware, chromium-plated steel, 1938, George R. Kravis II Design Collection, Philbrook Museum of Art.



as executive director of the High Museum in Atlanta. And longtime executive director of the Arts & Humanities Council of Tulsa, Ken Busby, left his position to head up the Route 66 Alliance, whose mission is to build a 50,000-square-foot interpretive center in Tulsa, where East meets West on the Mother Road, and showcase the 400-plus miles of Route 66 in Oklahoma.

Gilcrease Museum houses the world's largest and most comprehensive collection of art and artifacts of the American West.



John Wesley Jarvis, **Black Hawk and His Son Whirling Thunder**, oil on canvas, 1833, Gilcrease Museum.

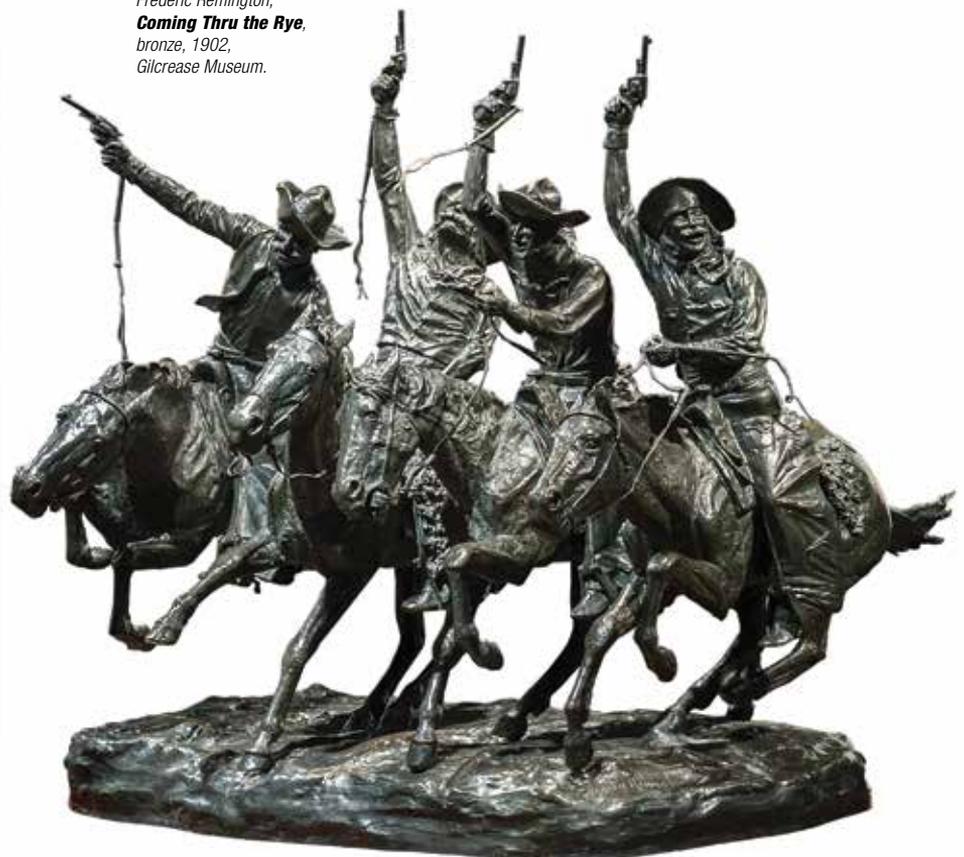
The Arts & Humanities Council of Tulsa's (AHCT) Hardesty Arts Center completed its third year of operations, with visitors from across the country. One of the highlights was the award-winning exhibition, *Intertwined*, featuring the artwork of Cherokee National Treasure, Shan Goshorn, and visual artist, Sarah Sense. In addition, AHCT continued the implementation of its Any Given Child—Tulsa initiative in partnership with the John F. Kennedy Center for the Performing Arts, Tulsa Public Schools, and ten area arts organizations. Each year, every student in Tulsa Public Schools

grades K-8 receives age-appropriate, curriculum-based experiences in the visual, performing, and literary arts. This program is focused on enhancing students' academic performance through the arts.

The Woody Guthrie Center marked its third anniversary in the Brady Arts District. The Center is dedicated to celebrating Woody's life and legacy and educating a new generation about

CONTINUED ON PAGE 14

Frederic Remington, **Coming Thru the Rye**, bronze, 1902, Gilcrease Museum.



CONTINUED FROM PAGE 13

his important role in American history. And 108 Contemporary continued to showcase some of the finest in contemporary art, including an exhibit entitled Act III: Harolyn Long, Paul Medina, and Sue Moss Sullivan. Act III brought together three established Oklahoma City artists whose work shared a soft and muted tone evoking calmness, quiet reflection, and curiosity through fiber and ceramics.

Garth Brooks, Tulsa's own country singer has sold more than 100 million albums during his career.



These institutions, along with Philbrook Downtown, Gilcrease Museum's Zarrow Center for Art and Education, Tulsa Glassblowing Studio, Living Arts of Tulsa, and Tulsa Artists Coalition, continued to attract thousands of visitors to downtown Tulsa each month during the First Friday Brady Arts Crawl. Truly, downtown Tulsa is a vibrant hub of activity. And all of this activity clearly demonstrates how the arts serve as a strong economic development engine for the city.

The Tulsa Performing Arts Center continued to provide a home for Tulsa Ballet, Tulsa Opera, and the Tulsa Symphony, as well as numerous local

theatre companies and national touring shows through Choregus Productions and Celebrity Attractions. The Tulsa Performing Arts Center Trust made a big splash this year by presenting the Tony Award-winning musical, *The Book of Mormon*. The Trust's mission is to make possible productions that might not otherwise find a performance venue.

Two noteworthy performances in 2015 included Theatre Tulsa's highly acclaimed production of *Next to Normal*, the Pulitzer prize-winning rock musical about a family battling with bipolar



Frederic Remington, **The Stampede**, oil on canvas, 1908, Gilcrease Museum.

Tulsa Performing Arts Center opened its doors in March 1977, replacing the city's first municipal theater, erected in 1914.

disorder. Another highlight was Tulsa Symphony's opening concert of its 10th Anniversary Season. *Tulsa World* Scene Writer, James Watts, wrote of the concert, "Led by new principal guest conductor Daniel Hege and featuring Crescendo Music Award gold medalist Yun-Chin Zhou, the Tulsa Symphony put on a series of rousing performances that showed them in peak form." The Tulsa Symphony also added a Pops series to its standard Classics and Chamber Music series.

In July, Tulsa Ballet broke ground on its new Hardesty Center for Dance Education in Broken Arrow, scheduled to open in 2016. This facility will provide dance instruction for south Tulsa County. And the company continued to introduce world premieres through its Creations in Studio K series.

Tulsa Opera presented another outstanding season featuring the perennial audience favorite, *La bohème*, by Giacomo Puccini.

This was the seventh year for the presentation of the Tulsa Awards for Theatre Excellence (TATE Awards). Sponsored by the George Kaiser

Family Foundation, with assistance from the Tulsa Performing Arts Center Trust and the Arts & Humanities Council of Tulsa, the TATE Awards encourages Tulsa-based theatre groups to produce their finest performances of straight plays, with the possibility of winning cash prizes—\$10,000 for first place. Winners of the seventh annual awards included: Outstanding Youth Production—Clark Theatre—*The Taming of the Shrew*; Outstanding Play, Second Runner Up—Odeum Theatre Company and Midwestern

CONTINUED ON PAGE 16

Allan Houser, **Prayer**, bronze, 1994, Philbrook Museum of Art.



Philbrook Museum of Art opened on October 26, 1939. In 1938, Waite and Genevieve Phillips surprised Tulsans with the announcement of his gift of the 72-room mansion and surrounding 23 acres of grounds as an art center for the City of Tulsa.

CONTINUED FROM PAGE 15

Theatre Troup—*The God of Carnage*; Outstanding Play, First Runner Up—Theatre Tulsa—*The 39 Steps*; and Outstanding Play—Theatre Pops—August: Osage County. A Distinguished Artist award was presented to singer, actor, and writer, Sam Harris, and the Mary Kay Place Legacy Award went to David Cook, professor emeritus of theater at the University of Tulsa, for his work in the Tulsa theater community.

After a teaching career of twenty-five years, Teresa Miller, founder and executive director of the Oklahoma Center for Poets and Writers at OSU-Tulsa, announced her retirement to focus full-time on writing. Her illustrious career has brought best-selling authors and poets to the Tulsa community and emphasized the importance of the humanities in teaching. The Oklahoma Writers



Neil Gaiman, a prolific creator of prose, poetry, film, journalism, comics, song lyrics and drama.



Luke Bryan, one of the top country artists of the year, kicked up the dust and rocked at the BOK Center.

Gilcrease Museum



The Thomas Gilcrease Institute of American History and Art, commonly known as Gilcrease Museum, is one of the premier facilities for the preservation and study of American art and history. Gilcrease Museum houses the world's largest and most comprehensive collection of art and artifacts of the American West, including an unparalleled collection of Native American art and material.

The Helmerich Center for American Research on the museum's campus houses the vast archival collection that Thomas Gilcrease amassed. The Gilcrease Library and Archive constitutes one of the country's most extensive collections of rare books, documents, maps, and unpublished material related to the history of the North American continent. The collection includes more than 100,000 items that chronicle this history—from the Spanish exploration and conquest of the Western Hemisphere, to the founding of democracy in the U. S., to the American Indian attempts to maintain home territories during the 19th century.

In addition, the museum offers a continuum of education programs for all ages in two locations: at the museum, and at the Henry Zarrow Center for Art and Education located downtown in the bustling Brady Arts District.

Gilcrease Museum is nestled in the scenic Osage Hills five minutes from downtown Tulsa. Themed gardens have been developed on 23 of the museum's 460 acres. The Pre-Columbian, Pioneer, Colonial, Victorian, and Rock gardens enhance the museum's collections by reflecting gardening styles and techniques from the American West.

The University of Tulsa (TU) manages the museum through an innovative public-private partnership with the City of Tulsa, which owns the museum and collection. TU is leveraging its nationally recognized academic expertise in western American history, art history, anthropology, and archaeology to advance understanding of the collection and now offers an interdisciplinary master's program in Museum Science and Management.

The Restaurant at Gilcrease offers lunch and Sunday brunch in its contemporary, upscale dining room with sweeping views of the Oklahoma landscape. For more information, visit gilcrease.org.

Hall of Fame, which Miller also established, will continue its work at OSU-Stillwater.

Also on the literary front, the 2015 Peggy V. Helmerich Distinguished Author Award, presented through the Tulsa Library Trust, was awarded to Rick Atkinson, three-time Pulitzer Prize-winning author and military historian. Atkinson recently completed *The Guns at Last Light: The War in Europe, 1944-1945*, the final volume of his Liberation Trilogy, a narrative history of the U.S. military's role in the liberation of Europe in World War II. The first volume, *An Army at Dawn: The War in North Africa, 1942-1943*, received the Pulitzer Prize.

The Anne V. Zarrow Award for Young Readers' Literature was presented to Sharon M. Draper. Draper is a professional educator as well as an accomplished writer. She has been honored as the National Teacher of the Year, is a five-time winner of the Coretta Scott King Literary Award, and is a New York Times bestselling author.

Tulsa's arts scene is thriving! New restaurants, hotels, apartments, and businesses are popping up everywhere, and that, along with all the artistic and cultural happenings, make this city one of the most livable in the country. Creativity has no bounds. Come explore all that Tulsa has to offer! ♡

Tulsa Symphony



Restless Creature,
Wendy Whelan,
contemporary
ballerina.



Arts & Humanities Council of Tulsa,
Hardesty Arts Center, AHHA.

living & lifestyles

When *The New York Times* listed Tulsa as one of the Top 52 places in the world to visit in 2015, it was assuring to Tulsans that their city is no longer the country's best-kept secret.

The Times article applauded Tulsa as a city on the move, and highlighted its Art Deco heritage. Tulsans are proud of the city's rich architectural holdings dating back to 1914, even before Art Deco's heyday, when citizens built a 2,700-seat municipal theatre. The "Old Lady on Brady" still welcomes audiences for rock concerts and other entertainment, and is located in the hottest place to be and be seen in Tulsa, the Brady Arts District.

Once a run-down warehouse area, "across the tracks" from the main downtown development, the Brady Arts District is home to a growing number of new businesses that have opened in reclaimed urban-cool buildings. The district draws more than 3,000 people during its monthly First Friday Art Crawl. Families, young professionals, hipsters, empty nesters and art gurus of every stripe stroll through numerous galleries in the area. Street performers entertain along the route, and throngs stop at the Woody Guthrie Center, at Glacier's Confection to taste-test artisan chocolates, at Tulsa Glass Blowing to watch molten glass transformed into art, or to see pots being thrown on a wheel at the Brady Artists Studio.

At the center of this activity is the Guthrie Green, where one might stop to watch flame-juggling buskers on stilts, children playing in the fountains while listening to bluegrass, or the Tulsa Symphony playing under an umbrella of fireworks or stars. The Green also is the site for open-air films, yoga, a farmer's market, a myriad of concerts and Food Truck Wednesday.

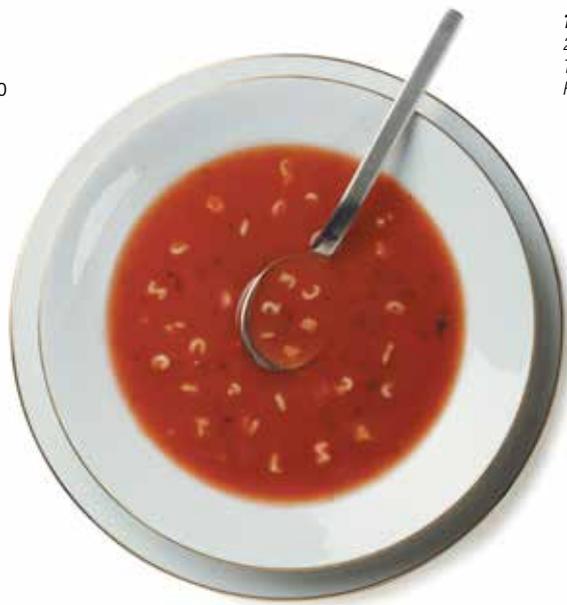
This area of downtown is also the hub of the annual Hop Jam festival, backed by Tulsa's sons, the Hanson brothers, and home to The Center of the Universe, a tourist attraction where sound echoes in a surprising way. Not far from that spot, the relatively new Center of the Universe Festival consumes the Brady Arts District each summer with young people and an expanding variety of music.

The iconic Cain's Ballroom is situated at the northern edge of the Brady Arts District. Built in 1924, it was once home to Bob Wills and the Texas Playboys. This newly revitalized event space and the phenomenal BOK Center, designed by the

world-renowned architect Cesar Pelli, have won a string of awards over the past several years for some of the strongest ticket sales in the world for venues their size.

The 19,199-seat BOK Center opened in 2008 with The Eagles, and has hosted the biggest names in entertainment, including Paul McCartney, Lady Gaga, Justin Timberlake, Carrie Underwood, and Taylor Swift. The highlight of 2015 for many Tulsans was Garth Brooks' multi-concert return to Tulsa after 17 years. One big entertainment story for 2016 is Madonna's first-ever concert in Tulsa at the BOK Center.

A stunning complex, furnished by striking art and built with part of the city's Vision 2025 funds, the BOK Center is also the site for a range of sports, like the Oklahoma City Thunder preseason games, Tulsa Oilers ice hockey, and large conventions such as the Bassmaster Classic. The BOK Center is a strong partner in community activities, sponsoring an annual Winterfest, complete with an outdoor ice-skating rink, and the Rock 'n Rib Festival.



Tower of Reconciliation,
25 ft. bronze,
The John Hope Franklin
Reconciliation Park.





Cesar Pelli's sketch of the BOK Center.

Other downtown events include the Deco District's Mayfest, the Greek festival, the Mardi Gras parade in the Blue Dome District, and a number of competitive runs. The Tulsa Run is bigger each year and draws participants from the world over. Along with Octoberfest and the State Fair, the Tulsa Run gives locals and visitors a chance to enjoy Tulsa's crisp and colorful October weather.

Another athletic contest that has grown in stature is Tulsa Tough, the country's largest urban bike race. Famously, it culminates in a last-leg party spectacle that has become known as Crybaby Hill. Tulsa's Great Raft Race is also a fun, community-wide event. It returned to the Arkansas River during Labor Day, 2015.

For those who enjoy golf, Tulsa is home to beautiful courses, with Southern Hills being the site of many PGA and U.S. Open tournaments. Soccer is big in Tulsa, and there are Rugby teams and 10 disc golf courses. The Golden Hurricane at the University of Tulsa and Oral Roberts University's Golden Eagles draw loyal fans.

At the center of downtown is the Tulsa Performing Arts Center (PAC), home to four theaters. The Tulsa PAC hosts more than 500 events every year and houses the largest collection of public art in the city. Fourteen arts groups present events at the PAC on a regular basis, including Tulsa Ballet, Tulsa Opera, and Tulsa Symphony. Hit Broadway shows, contemporary dance troupes, cutting-edge music, along with a chamber music series and the

Tulsa Town Hall speaker series, offer an immense variety of entertainment options. Seven theatre groups, including Theatre Tulsa, founded in 1922, produce shows year round. SummerStage and the Fringe Festival keep stages busy over the summer months at multiple venues.

Tulsa's history can be traced through an impressive array of architecture. South of town is the extraordinary Oral Roberts University, built in the 1960s. In downtown's Cathedral District, churches such as Trinity Episcopal from 1906, the French Gothic Holy Family Cathedral from 1914, and the 1929 majestic Boston Avenue United

CONTINUED ON PAGE 20

The **BOK Center**, world famous for its design, is part of Vision 2025.



CONTINUED FROM PAGE 19

Methodist Church speak to Tulsa's ongoing taste for elegance and statement.

Numerous downtown buildings erected during the 1920s and '30s were designed in baroque, Tudor Gothic, Neo-Gothic, Classical Revival, and Art Deco styles. The resplendent fan vaulting in the 1928 Philtower Building, the ornamental ceiling and fixtures in the 1931 Art Deco Philcade Building, and tunnels built between buildings by early oilmen draw Tulsans and tourists to the city's center. Downtown is also home to mid-century modern structures, such as a 1957 auto bank that has become a popular multi-level restaurant, The Vault. Historic tax credits have made it possible to save and restore many of Tulsa's vaunted landmarks.

The Mayo Hotel, erected in 1925 and patterned after The Plaza in New York City, reopened after decades of being shuttered and is now both an opulent downtown hotel and residence. Its guest list includes Bob Hope, Babe Ruth, Charlie

Chaplin and Charles Lindbergh. The Mayo's rooftop bar, with a gorgeous view of the city, is a sought-after nightspot.

Named for the 1924 Gulf Oil station building around which the area has grown, the Blue Dome District is the site of the annual Blue Dome Arts Festival. In this area, people of all ages come to rack up strikes at the retro Dust Bowl Lanes and Lounge, consume brats, beer and duck fat fries at Fassler Hall, get a sushi-fix at Yokosuna, oysters at S&J, an artisan pizza at STG, a gourmet meal at Juniper, or travel back in time with classic arcade games at The Max Retro Pub.

Anchoring the city center at the east end of downtown is the five-year old OneOK Field. Here, Tulsans cheer on their Texas League Tulsa Drillers, a Double A affiliate of the L.A. Dodgers. Close by the baseball complex is the John Hope Franklin Reconciliation Park, a serene space augmented by poignant sculpture. The park reflects upon a part of Tulsa's past that the city chooses not to forget—the 1921 Race Riot. It is appropriate for the Reconciliation Park to make its home in the

historic Greenwood District where the Greenwood Cultural Center honors and celebrates African-American heritage and its contributions to Tulsa.

Also centrally located downtown is the Oklahoma Jazz Hall of Fame. Housed in the refurbished 1931 Union Train Depot, the Hall hosts an eclectic roster of jazz. Each week, aspiring musicians are welcome to jam with more accomplished performers, and the Jazz Hall is a touchstone for Tulsa's active jazz scene.

Coming soon to the area is the OKPops Museum, which will feature 30,000 square feet devoted to music, film, comics, TV and literature created by Oklahomans. The Oklahoma Historical Society is planning to showcase the talents of native sons and daughters like Garth Brooks, the Hansons, Carrie Underwood, Reba McEntire, Kristin Chenoweth, Dan Piraro, Alfre Woodard, Leon Russell, Chet Baker and many others.

South of downtown located along South Boston Avenue, the SoBo District is steadily gaining amenities

The **Blue Dome**.



Cain's Ballroom.
Tulsa's timeless honky tonk since 1924!

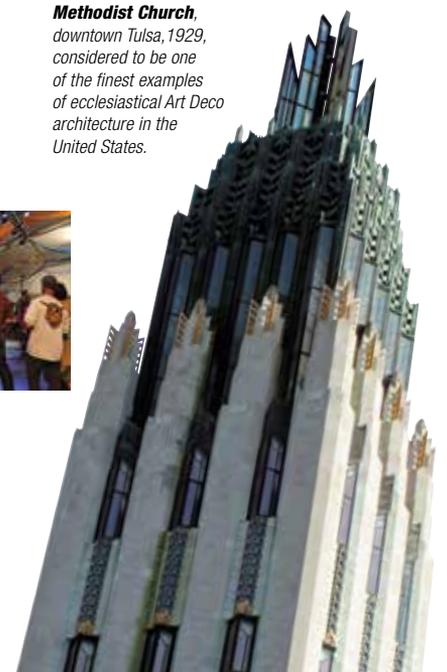


Philtower Building, 1928, stunning example of neo-gothic and art deco architecture.

Boston Avenue United Methodist Church,

downtown Tulsa, 1929, considered to be one of the finest examples of ecclesiastical Art Deco architecture in the United States.

Octoberfest.



with concerts, bars, a gallery, a wildly successful barbeque joint, Burn Co., and an Italian restaurant with long-time ties to downtown Tulsa, Dalesandro's.

At the eastern fringe of downtown, an abundance of newcomers like Hodges Bend and Bohemian Pizzeria are drawing crowds to Tulsa's trendy East Village. Their neighbor, Girouard Wines, turns out wines named after Tulsa Art Deco icons such as the Warehouse Market and Spotlight Theatre, or "Westhope" after the home Frank Lloyd Wright designed and built in Tulsa. Also in the area is the new headquarters for American Theatre Company, which presents shows at its home base in addition to performances at the PAC.

Farther east is the up-and-coming Kendall Whittier neighborhood, where the refurbished 1928 Circle Cinema plays the city's largest selection of foreign movies and art films. Cinema neighbors are Pancho Anaya Bakery and a new kid on the block, the authentic Calveras Mexican Grill. Also in the neighborhood is the Tulsa Girls Art School, teaching

underserved youth, and Fab Lab Tulsa, providing community access to manufacturing and digital fabrication tools to foster creativity and inventions.

Along the 15th Street corridor, widely known as Cherry Street, you'll find antique and home-furnishing stores, galleries, a coffee house and a wide selection of excellent restaurants, from The Palace at one end to SMOKE, Andolini's and Lucky's at the other. The Saturday morning Cherry Street market is the largest in the city. Tulsans congregate to buy farm-fresh produce, eat, listen to music and catch up on the latest.

Tulsans enjoy plein-air dining and shopping at beautiful Utica Square, where Sak's Fifth Avenue is a major tenant among myriad shops and dining spots. Stonehorse and The Wild Fork restaurants in Utica Square are ever popular, along with two Tulsa institutions; Queenie's and the Polo Grill, still making the A-list of favorite haunts after many years.

Once referred to as Tulsa's restless ribbon, the shopping mecca along Peoria Avenue called

Brookside is a great place to people watch. A bevy of boutique stores and a great mix of restaurants, art galleries and bars make this a haven for dining, browsing and lingering over coffee or cocktails.

Not far from Brookside's main drag are cute cottages, oil-boom-era houses in Maple Ridge and in the neighborhoods nearby The Philbrook Museum of Art. Surrounding downtown are even older historic areas, such as the pre-1920s Brady Heights, the first district in the city to be listed on the National Register of Historic Places. The Mid-Century Modern houses in Lortondale, the Mediterranean-style 1920s homes on Reservoir Hill, and miles of mansions and beautifully appointed residences near Utica Square, Southern Hills Country Club, and farther south make Tulsa an interesting and pleasurable town for touring homes and neighborhoods.

Tulsa has always been known as a great place to raise a family. Area lakes are a short drive away and there is an abundance of parks and golf

CONTINUED ON PAGE 22



Mayo Hotel, 1925.

Utica Square, 1952,
Tulsa's first "suburban"
shopping center, signature
chiming 1890's clock.



Oklahoma Jazz Hall of Fame.
Housed in the refurbished
1931 Union Train Depot.

courses. Tulsa River Parks has bike and running trails on both sides of the Arkansas River, and Tulsans hike and bike through the Turkey Mountain Wildness Area. Tulsa takes pride in its parks and the Tulsa Rose Garden, adjacent to Woodward Park. Located in Mohawk Park, the award winning Tulsa Zoo has the highest daily attendance of any attraction in the area. Its Tropical Rain Forest, Sea Lion Cove and Penguin Habitat are among the many heavily visited exhibits enjoyed at the 85-acre Tulsa Zoo and Living Museum.

Tulsa has long been appreciated for its museums. The exquisite Philbrook Museum of Art, housed in a replica of an Italian Renaissance villa and surrounded by 23 acres, is a showpiece. A satellite facility, featuring modern and contemporary art, as well as highlights from Philbrook's Native America collection was opened recently in the Brady Arts District.

Just 10 minutes north of downtown, Gilcrease Museum houses the world's largest, most comprehensive collection of art and artifacts of the American West. Included are stunning works

by Frederic Remington and Thomas Moran and world-class touring exhibitions.

The Tulsa Historical Society resides in the 1919 Travis Mansion and has eight galleries with exhibits dedicated to local history. The beautiful Sherwin Miller Museum of Jewish Art has the largest collection of Judaica in the American Southwest.

The University of Tulsa was ranked No. 86 among national universities and is a Top 50 private university according to the 2016 *U.S. News & World Report* rankings. International students make up nearly a quarter of the student body. The University of Oklahoma–Tulsa Schusterman Center and Oklahoma State University are responsible for Tulsa's enviable higher education offerings, as are Tulsa Community College with its four campuses, and Oral Roberts University.

Tulsans enjoy entertainment and gaming at the area's casinos. The Hard Rock Hotel & Casino and the Osage Casino & Resort are just minutes from downtown. The River Spirit Casino on Riverside Drive is in the process of building \$329 million

expansion that will become a Jimmy Buffet-themed Margaritaville resort.

Another river development, closer to town is the phenomenal Gathering Place, a \$350 million project designed by the architects of the Brooklyn Bridge Park. And while construction on the A Gathering Place for Tulsa is off and running, the Tulsa Botanic Garden is delivering on its promise to provide 170 acres of nature for Tulsans and visitors to explore and enjoy. Sections of the gardens are already open to the public.

One newly announced project is the Route 66 Experience, a planned \$19.5 million museum, which is gaining momentum.

There's a reason Tulsa is on *The New York Times'* list of 52 places to see in the world, and a place *Forbes Magazine* named as the number one spot in the country for young business owners. Things are happening in Tulsa and people across the nation are taking notice. Cranes are in the air. Projects are unfolding. A new and daring entrepreneurial vision, and a collective will to move forward together, has fuelled a re-energized city. 🏗️

Tulsa Zoo

For nearly 90 years, the Tulsa Zoo has inspired a passion for wildlife and provided an affordable destination for families to connect.

Founded as source for wildlife education and recreation, the Tulsa Zoo opened in 1928 with a handful of animals. Today, its 84 acres house more than 400 species, many rare and endangered in the wild.

The zoo has become the region's largest daily attraction, drawing more than 620,000 visitors annually while generating more than \$25 million each year for the local economy. Nearly 16,000 area households are members of the zoo.

The Tulsa Zoo is delivering on the promise of becoming a world-class zoo. Immersive exhibits, like the new Mary K. Chapman Rhino Reserve, are features of its master plan. In addition to the expanded rhino yard and barn, the planned transformation of the Africa section will include renovations to the Maasai Village and creation of a savannah to create homes for even more species.

On the horizon is the Lost Kingdom Complex, set to open in 2017. Features will include the Helmerich Tiger Exhibit, Hardesty Snow Leopard Habitat,

George Kaiser Family Foundation Special Events and Dining Pavilion, Lobeck Taylor Family Foundation Red Panda/Binturong Exhibit and Aviary, The Anne and Henry Zarrow Foundation Outdoor Siamang Habitat, The Grace and Franklin Bernsen Indoor Siamang Dayroom, The H.A. and Mary K. Chapman Outdoor Komodo Exhibit, Bank of Oklahoma Entry Portal, and Hille Foundation Tiger Bridge.

Learn more about the master plan at buildingbeyond.org. Special thanks to the Lobeck Taylor Family Foundation for the generous grant that made the 20-year master plan possible.

The Tulsa Zoo, at 6421 E. 36th St. North, is open 353 days a year. Find hours, prices and daily activities at tulsazoo.org, or call 918.669.6600.



River Spirit Casino

This fall, when stepping foot on property at River Spirit Casino in Tulsa, you will almost hear the sound of palm fronds rustling in a gentle tropical breeze.

The new \$329 million River Spirit Resort & Casino will be much more than your average hotel-casino. It's a tropical flavored destination resort that will bring a little slice of paradise to Tulsa when it opens in Fall 2016. The addition of this new resort means River Spirit will have two casinos in one, each with its own distinctive atmosphere and décor.

With a luxurious 483-room hotel rising 27 stories into the sky, retail shops, a 30,000 square foot convention and meeting center, a 2,500+ seat theater/showroom for live entertainment and sporting events with VIP suites, River Spirit Resort & Casino promises to be a stunning new must-see attraction in Tulsa.

Sun worshippers and beach bums will find a resort pool area, fire pits, cabanas, palm trees and "Landshark Landing" with a swim up beach bar where fruity boat drinks will surely flow.

The beach theme will continue indoors. The newest outpost of the legendary 5 o'Clock Somewhere Bar is now open at River Spirit. 5 o'Clock Somewhere Bar has live entertainment and you can bet the frozen concoctions made famous by the tropical troubadour Jimmy Buffett are always on hand.

River Spirit's new expansion will also have a Margaritaville Casino and Jimmy Buffett's Margaritaville Restaurant. With décor evoking Jimmy Buffett's most famous songs and characters, the 50,000 square foot Margaritaville Casino will be a jackpot for those who seek a gaming experience like none other. It'll be packed with 850 of the latest electronic gaming machines and 27 live table and poker games. Step into the two-story Jimmy Buffett's Margaritaville restaurant and you'll get a taste of the true tropical life. With a seaplane and a volcano erupting lava into a giant

blender, plus two outdoor decks with river views and seating for up to 400 guests, it promises to be a can't miss dining experience. River Spirit will be adding a premier steakhouse restaurant as part of the expansion as well.

So get those boardshorts and bikinis ready. Break out the sunscreen and get ready to enjoy a luxurious tropical getaway right here in Tulsa at the all-new River Spirit Resort & Casino. Be ready to hit the beach in Fall of 2016! Until then, you can keep up with the River Spirit expansion at riverspirttulsa.com!



our neighbors

In our friendly corner of Oklahoma, the City of Tulsa and its suburbs share the accolades that come their way. Each community has a special history and hometown pride, yet they draw from each other's strengths and celebrate each other's victories.

Some of our area's most forward-looking schools, beautiful neighborhoods, unique attractions, and successful title-winning sports teams are only 15 to 30 minutes away from the big city. Tulsans work, shop, play, and worship in Jenks, Bixby, Broken Arrow, Owasso, Sand Springs, and Sapulpa. These nearby communities add to the richness and diversity of the Tulsa area, and to all of Oklahoma.

We couldn't talk about Tulsa without bragging a bit about our neighbors. Support and respect goes both ways—to them and from them. Together, we make up Green Country, where optimism feeds progress, and progress means a better quality of life for all.

Sand Springs

With a population nearing 20,000 people, Sand Springs is a community looking to gain ground in the future while building on its past. Philanthropist Charles Page founded it in 1911. His sense of compassion combined with a hard work ethic lives on in this civic-minded community.

Located along the Arkansas River west of Tulsa within easy reach of Keystone Lake, Sand Springs is the site of the 1,360-acre Keystone Ancient Forest. Here, 500-year-old cedars and 300-year-old post oak trees thrive in a preserved wilderness area. Eighty species of butterflies make their home in the forest, and American eagles, deer, and bobcats can be spotted.

For recreation, Sandites enjoy Keystone State Park, can try their luck at Osage Casino, and golf at The Canyons at Blackridge, which dates back to 1958. The Sand Springs' Herbal Affair and Festival is the queen of herbal festivals in the state. Preserving and promoting the town's heritage and arts, the Sand Springs Cultural & Historical Museum (1929), is an Art Deco treasure.

Sand Springs is proud of its support for small businesses. It is also home to larger companies that make up its strong industrial base, such as Webco Industries. The city's largest employer is the Sand Springs School System, which includes a groundbreaking early childhood program.



SAPULPA

Sapulpa

Sapulpa credits the development of its city to three things: Indians, the railroad, and oil. Chief Sapulpa established the town as a trading post in 1850, setting the wheels of commerce into motion. In 1905, the discovery of oil only six miles southeast of the town spurred Sapulpa's economy. Over time, the city became known for producing brick and glass. Later, the internationally known Frankoma Pottery became a tourist destination. Sapulpa's stake in manufacturing has continued. It currently employs a diverse workforce of 5,000 and is home to 120 manufacturers.

Downtown Sapulpa is a picturesque place. Within the nine-block area that comprises its original town site, 90% of the buildings were constructed between 1905-1952. Several are the work of Joseph Foucart, a Belgian architect who designed many notable buildings in Oklahoma's historic town of Guthrie. The Sapulpa Historical Museum makes a home on three floors of the Willis Building from 1910.

A growing number of Route 66 enthusiasts who travel down the Mother Road roll through the heart of Sapulpa and are happy to find stretches of the original road west of the town. Tourists and townies enjoy the annual Route 66 Blowout each June. Other activities throughout the year include cycling and golf, along with catfish and trout fishing at Sapulpa's Pretty Water Lake.

Jenks

Ranked by Money magazine as one of the Top 50 places in the country to live, Jenks is home to ambitious, civic-minded citizens who excel at making their community the best it can be. It's no wonder that Jenks' population nearly doubled from 2000 to 2010.

Although Jenks has all the amenities of a larger city, it has that personable charm and connection with the past that one can appreciate by walking down its Main Street, shopping for antiques in its many quaint shops, or chatting with locals at a small café.

The excellent reputation of the Jenks Public School system is nationally known. It was the recipient of the prestigious Malcolm Baldrige Award, proving that the quality of the city's education matches that of their football team. Overall, more than 50% of Jenks' residents have at least a bachelor's degree, and nearly 75% are under the age of 55.

Jenks' housing market has continued to be strong. People choose to live in Jenks' beautiful neighborhoods and shop and dine at Jenks Riverwalk Crossing. The South Lakes Golf Course is convenient to golfers in nearby communities, and hikers take advantage of the city's trails, which connect to Tulsa's 80-mile trail system. There's even a trail that winds through Jenks' Arboretum and past the Oklahoma Aquarium.

Jenks is home to a range of festivals, including Art on Main, during which it hosts artists, wineries and musicians.



SAND SPRINGS

Owasso

Northeast of Tulsa, the burgeoning town of Owasso is on the move. The city's famous residents Garth Brooks and Trisha Yearwood will tell you that the town's people are warm and friendly, and that Owasso is a great place to raise a family.

Owasso is a business town. Nearby is the Cherokee Industrial Park, employing thousands, and Tulsa's Port of Catoosa is located in the city's backyard. American Airlines, Whirlpool, and the NORDAM Group are Owasso's largest employees.

Large retail stores and one-of-a-kind specialty stores make this city a convenient place to shop. Residents can find everything they need within the city limits, including a wealth of dining options and a solid education for their children.

Golfers can better their game at three courses in Owasso. Bailey Golf Ranch is a 400-acre public course featuring creeks, lakes, and native grassland. The Owasso Golf and Athletic Club is a lovely 252 acre-course, and Golf Week named The Patriot Golf Club in the Stone Canyon Development as one of the nation's top courses. With incredible vistas from atop cliffs, the Patriot Golf Course hosts the annual Patriot Cup Invitational tournament each Memorial Day weekend, attracting celebrities and some of the nation's most well-known golfers.

Two of the town's popular celebrations are the four-day Trail Days Festival and Owasso's arts and entertainment festival, Gathering on Main.

Bixby

The town of Bixby is known for its farms and produce, but also is an affluent community where a good education is guaranteed and family values are celebrated.

Anyone who has ever enjoyed Bixby corn and tomatoes will sing the city's praises. Open land and green spaces make Bixby a pleasant, peaceful place to visit and to live.

Nearly 77% of Bixby households are families with an average annual household income of nearly \$90,000. A steady stream of new housing developments keeps in step with the city's population. The town continues to be one of the fastest-growing communities in the state.

The Bixby Public School system emphasizes a core curriculum of English, Reading, Social Studies, Math, and Science, as well as encouraging an exposure to art and music. Classes in business, agriculture, technology, foreign language, and vocational/technical education are available at multiple grade levels.

Bixby residents also support a range of sporting activities. The Bentley Sports Complex on the Arkansas River is one of the most all-encompassing youth parks in Oklahoma, featuring baseball, softball, soccer, volleyball and bocce ball, and walking paths that connect to trails along the Arkansas River.

People from surrounding communities come to Bixby each year to participate in its Green Corn Festival and the Bixby BBQ 'n Blues event. Adding another dimension to this garden spot are numerous vineyards in or near Bixby.

Broken Arrow

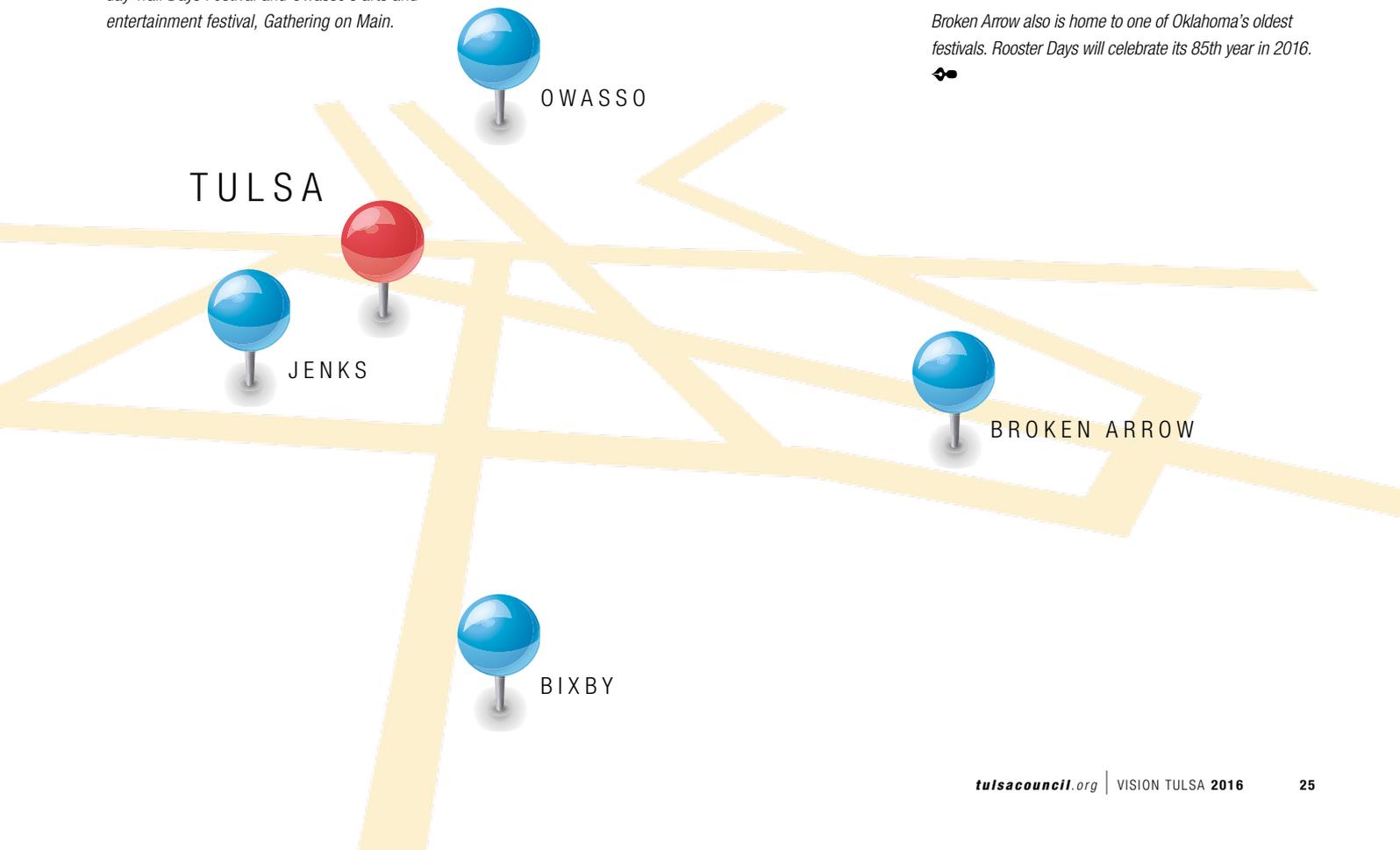
Welcome to Tulsa County's second largest city. If you are cruising through Tulsa on the Broken Arrow Expressway, head east to find this gem of a town. A highway sign now directs traffic to the city's Rose District. Once nicknamed the "City of Roses," civic leaders chose to honor Broken Arrow's past by naming its arts and entertainment district after the flower that was a popular choice for planting in the city's early years. The City of Broken Arrow is now spending \$4 million to shape the Rose District into a pedestrian-friendly mecca for people who enjoy art, music, and great dining.

A cornerstone of the Rose District is the Broken Arrow Performing Arts Center. This 1,500-seat venue is the official location for the Broken Arrow Public Schools' fine arts programs and also is home to the Kristin Chenoweth Theatre. It was christened by the Broken Arrow native in 2014, and Chenoweth remains engaged with the BAPAC. Scheduled for the current season are Liza Minnelli, Patti LuPone, Lily Tomlin, Bernadette Peters, and a range of Broadway shows.

Other main attractions in Broken Arrow are the impressive Bass Pro Shop and Broken Arrow High School football.

Providing good education is a focus for city leaders who work to provide the very best learning experience for more than 18,000 students. Northeastern State University's Broken Arrow campus is one of the area's fastest-growing institutions of higher learning.

Broken Arrow also is home to one of Oklahoma's oldest festivals. Rooster Days will celebrate its 85th year in 2016.



sports

To hundreds of thousands of Tulsans, a big high-five and a thank you from all the professional and amateur sports teams in our city for spending your hard-earned money in consistent support. Now, here's your change:

After two not-so-terrific seasons playing Division 1 football, The University of Tulsa (TU) changed pace and hired the record-setting offensive coordinator/genius of the Baylor Bears, Philip Montgomery, to lead the Golden Hurricane. All he did in his first year at the smallest D-1 school in the country was to create yet another exciting product on the field, plus firmly entrench TU in the top echelon of all the major college offensive categories. The best is yet to come.

After a brief hiatus, the GEICO Bassmaster Classic will change back to Grand Lake and Tulsa in March 2016. Previously, the world's most renowned bass fishing tournament was held in Tulsa (and on Grand Lake) in 2013 to the delight of local, regional, and national fish-crazy fans. More than 70,000 packed the BOK Center for each weigh-in with the winner landing a half million dollars in prize money...not to mention

the enormous economic impact the tournament had on the city's sales tax coffers. Welcome back BASS!

TU once again changed directions, this time in its basketball program, by hiring the Missouri Tigers coach, Frank Haith, away from the Big 12. The Golden Hurricane also changed conferences, moving to a much more difficult schedule that included UConn, Cincinnati, SMU, and more. The result? A 23-11 season in his first year and a birth in the NIT. Like football, it's just going to get better and better.

The Tulsa Drillers changed professional teams, leaving the Colorado Rockies and aligning with the Los Angeles Dodgers. The move was immediately positive with several future big-leaguers playing in our city during the summer.

On a not so positive note, the WNBA Tulsa Shock decided to change locations and opted to move to Dallas for the 2016 season, playing in (gasp) a 7,000-seat high school gymnasium outside of Big D.

In other sports news, the 2015 Big Twelve Baseball tournament (sponsored by Phillips 66) attracted sold out crowds in May 2015, while

being held at the best Double AA baseball stadium in the country.

In addition to the more than 50,000 youngsters who play organized soccer in Tulsa and surrounding areas (that's a fan base all of its own—not counting all the parents!), Tulsa now supports major-league-worthy soccer in the newly rekindled Tulsa Roughnecks who began play in 2015 in the USLPRO league (the primary farm system for Major League Soccer—MLS). The team played before thousands of soccer-crazy fans in Driller stadium during the spring and summer.

The greatness of any incredible whole is always derived by the sum of its equally important parts. That would describe our city's sports environment in a ballpark peanut shell. Mainly because Tulsa is a terrific big-time sports town primarily due to all of the little bodies of work that make it so. Those little bodies (well, they're actually quite large) are those bodacious bastions built for big time battles known as our fan-friendly sports facilities.



Tulsa Tough, exciting criterium racing put Tulsa on the map as a sure stop for upper echelon cycling teams in the streets of downtown Tulsa and along the Arkansas River. And the prize money is the largest purse in the nation.



Tulsa Golden Hurricane. Tulsa's basketball program was founded by W.R. Bergen in 1907.

To wit: the crown jewel of Tulsa's sports venues has to be the now world-renowned BOK Center. Home to professional hockey (Tulsa Ice Oilers), NBA basketball (OKC Thunder exhibitions that are ALWAYS sold out), college basketball, NCAA basketball regionals, and much, much more, the downtown arena is positioned perfectly for any local, regional, and national sports event because there's truly not a bad seat in the house.

The University of Tulsa Division 1 football team plays its new American Athletic Conference schedule in its plush, 30,000-seat Chapman Stadium with Hurricane basketball competing in the 8,300-seat field house, Reynolds Center. Oral Roberts University's home hoops floor is the spectacular Mabee Center. Tulsa's AA baseball team consistently draws record-setting crowds every year in a sparkling facility featuring a grand slam view of the city's downtown skyscrapers.

We routinely sponsor (thanks to the world-class Southern Hills Country Club) professional golf tournaments at the highest level.

But there's so much more.

Every January, the Chili Bowl returns for four days of thrill-a-minute midget racing at the spacious (and deafening) QuikTrip Center at the Tulsa Fairgrounds that attracts rabid race fans by the tens of thousands. In fact, if you don't already have a ticket months in advance, chances are better than good you'll be waiting for next year—it's that popular! The Chili Bowl Midget Nationals is the biggest midget car-racing event of the year; once referred to as the Super Bowl of midget racing, it's annually frequented by many of the best NASCAR professional drivers. No matter where they race now, drivers with a history in midget cars can't fight the call of the Chili Bowl.

If chili is your thing, then you'll also love a little dirt in your face! Tulsa plays host to BMX and Freestyle Motocross stunt cycle events along with several national horse shows each year. Like to scrum? The Tulsa Rugby Club plays a full schedule along the river and the lads are always ready for some rough and tumble (but fan-friendly) action.

But let's not kid around here. Actually, let's do. Literally. Tulsa is home to a vast array of fabulous venues for both youth soccer and baseball. Today, more than 75,000 kids participate in hundreds of soccer and baseball leagues all over Tulsa, Jenks, Broken Arrow, Owasso, Bixby, and other close-by communities. In fact, Tulsa is one of the largest kid soccer cities in America based on total population. Add in youth basketball, ice hockey, volleyball, tennis, golf, swimming, and wrestling and Tulsa is perfect for every sort of family sport opportunity. Not to mention—but we will—even a world-class Frisbee golf course next to the Arkansas River that attracts thousands of Frisbee throwers annually!

So what's your pleasure? Entertainment? Exercise? Fanaticism? Or simply a different way to spend an afternoon or evening? Whatever floats your boat (did we tell you about all of the lakes that surround Tulsa?) you'll find it right here and, most likely, you'll be enjoying it in a brand new setting. It's just one more reason why so many people now say, "why not Tulsa?" And then choose to make it happen! ➡



ONEOK Field, located in the historic Greenwood District of downtown Tulsa. The art deco style architecture of the ballpark pays tribute to Tulsa's professional baseball past, the Greenwood District and the City of Tulsa. ONEOK Field officially opened on April 8, 2010. Beginning in 2015 the Tulsa Drillers will be The Los Angeles Dodgers' AA affiliation in the Texas League.

housing

When it comes to affordability, cost-of-living, and high quality of construction, Tulsa has proven to be a nationwide leader in housing.

Year 2015 was one of continuing growth and recovery for the Tulsa housing market. According to figures from the Home Builders Association of Greater Tulsa, housing starts for the metro area for 2015 have stabilized and are comparable to 2008, the last year of a “normal” market before the recession hit. While new homes are being built in many parts of the Tulsa MSA, activity is now primarily centered in the cities of Bixby, Broken Arrow, Jenks, Owasso, and Tulsa, all of which are in Tulsa County.

The National Association of Home Builders has an index for tracking the economic health of the housing market for major metropolitan areas throughout the country. Known as the NAHB/First American Leading Market Index (LMI), this index tracks housing starts, home prices, and employment. The goal of the LMI is to determine

COMPARISON OF MEDIAN HOUSING PRICES

METRO AREA	PRICE
Memphis, TN	153,600
Tulsa, OK	156,200
Kansas City, MO-KS	177,800
Albuquerque, NM	184,000
Orlando, FL	198,000
Charlotte, NC	211,400
Dallas, TX	215,200
Phoenix, AZ	217,900
Houston, TX	221,100
Minneapolis-St. Paul, MN	229,200
Chicago, IL	230,500
Austin-Round Rock, TX	271,600
Sacramento, CA	291,000
Denver, CO	362,900
Seattle, WA	385,300

Amount in dollars.
 Median sales price for existing single-family homes.
 Sources: National Association of Realtors,
 Second Quarter 2015, Preliminary.

TULSA METRO HOME SALES

YEAR	HOMES SOLD	MEDIAN SALES PRICE ¹
2000	9,728	105,000
2001	10,852	107,500
2002	10,756	113,500
2003	11,698	111,000
2004	11,625	115,000
2005	13,200	119,900
2006	13,741	120,200
2007	11,945	119,000
2008	10,539	108,000
2009	11,693	126,000
2010	10,003	126,000
2011	10,175	124,000
2012	11,871	129,000
2013	12,942	136,500
2014	13,428	139,000
2015 ²	9,149	146,500

¹ Includes single-family and condo sales.
 December year-to-date median sales price.
² August year-to-date.
 Source: Greater Tulsa Association of Realtors.



where a community stands in relation to a normal, sustainable market. By the end of the third quarter of 2015, Tulsa was already at 99% of normal overall, with home prices at 125% of normal, employment at 95% and housing starts at 76%. This final number shows that Tulsa still has ample room to grow in terms of achieving an even stronger housing market.

And, while home values are up, homes in Tulsa also are some of the most affordable in the country. *Kiplinger*, a publication of business forecasts and personal finance advice, rated Tulsa No. 5 in its "top 10 Most Affordable Big Cities in the U.S." list. One keynote was that Tulsa's cost of living is nearly 12% below the national average,

while its per-capita income is 11.6% above the U.S. norm. *Relocate America*, *Apartment Guide* and *Forbes* are also some of the publications that have ranked Tulsa high for affordability and quality of life in recent years.

The health of the Tulsa housing market is due to a well-diversified economy based on aviation, machinery and electrical equipment manufacturing, energy and energy services, and its position as a large regional health care center. More recently the economic base has broadened into high-tech, telecommunications, as well as banking and financial services. The downtown area is prosperous and modern with parks, gardens, and a recent boom in apartment and condo construction. Excellent suburbs surround the metro area, and Tulsa is coming into its own as a good family city. The low Cost of Living Index makes Tulsa a good value for what is available.

The status of the economy and the real estate market in Tulsa is something to be proud of these days. Many consider the area to be one of America's best-kept secrets, but it's not likely to stay a secret for long. Its citizens are very fortunate to be here in Tulsa.

Over the next 10-20 years, a record number of prospective homebuyers will be entering the market. The long-term outlook for the housing industry is bright. It is a great time to consider buying a new home or investing in an existing one in Tulsa. ➡



demographics

The Tulsa Metropolitan Statistical Area (MSA) is made up of Tulsa County and six surrounding counties: Creek, Okmulgee, Osage, Pawnee, Rogers, and Wagoner.

According to the Census Bureau, the 2014 population count for the Tulsa MSA was 969,224, an increase of more than 31,000 people since

2010. Tulsa County claims 65% of the MSA population, with a population estimate of 629,598 in 2014.

The City of Tulsa's 2010 population was reported by the Census Bureau to be 391,906. The 2014 population estimate for the City of Tulsa shows the area growing by more than 7,700 people to a total of 399,682. Reports for several of the surrounding communities, based on 2014 estimates, list

population in Bixby, 24,008; Broken Arrow, 104,726; Collinsville 6,334; Glenpool 11,855; Jenks, 19,951; Owasso, 33,773; Sand Springs, 19,553; and Sapulpa 20,432.

The American Community Survey 2014 estimate reports that more than 24% of the City of Tulsa population was less than 18 years of age, whereas 13% of the population was 65 years

TULSA PER CAPITA PERSONAL INCOME

YEAR	TULSA COUNTY	TULSA MSA ¹
1998	28,738	25,629
1999	29,059	26,021
2000	31,793	28,333
2001	34,573	30,622
2002	34,659	30,717
2003	34,998	30,951
2004	36,951	32,593
2005	40,655	35,527
2006	44,292	38,767
2007	44,012	39,201
2008	49,249	43,220
2009	42,009	38,360
2010	43,183	39,398
2011	47,971	43,223
2012	52,284	46,750
2013	52,843	47,297
2014 <i>estimate</i>	55,478	49,760

¹ Tulsa MSA represents Creek, Okmulgee, Osage, Pawnee, Rogers, Tulsa, and Wagoner counties
Source: US Bureau of Economic Analysis and Tulsa Regional Chamber

TULSA POPULATION TREND

YEAR	CITY OF TULSA	TULSA COUNTY	TULSA MSA ¹
1910	18,182	34,995	159,588
1920	72,075	109,023	321,213
1930	141,258	187,574	416,847
1940	142,157	193,363	400,584
1950	182,740	251,686	422,350
1960	261,685	346,038	503,090
1970	330,350	399,982	572,548
1980	360,919	470,593	711,652
1990	367,302	503,341	761,019
2000	393,049	563,299	859,532
2010	391,906	603,403	937,478
2011	392,751	608,522	945,927
2012	394,510	614,460	952,836
2013	398,404	622,966	962,424
2014	399,682	629,598	969,224

¹ Tulsa MSA represents Creek, Okmulgee, Osage, Rogers, Tulsa, and Wagoner Counties
² Projections based upon 2000 Census figures from the Oklahoma Department of Commerce
Sources: US Bureau of the Census and Oklahoma State Data Center
Prepared by Research Wizard, Tulsa City-County Library

and over. The working age population of 25 to 64 year olds comprises the majority of the population at 52%. Tulsa's aging population is evident with the majority of growth in the older age brackets; 25% growth in the 60 and 61-year-old group, 18% growth in the 62 to 64-year-old group, 19% in the 65 and

66-year-old group, 20% in the 67 to 69-year-old group, and 16 percent in the 70 to 74-year-old group. Overall, the older age groups experienced the largest growth from 2010 to 2014.

Minorities represent more than 35% of the City of Tulsa population, with African Americans (15%) and two or more races (8%) as the largest proportionate groups. The Hispanic community

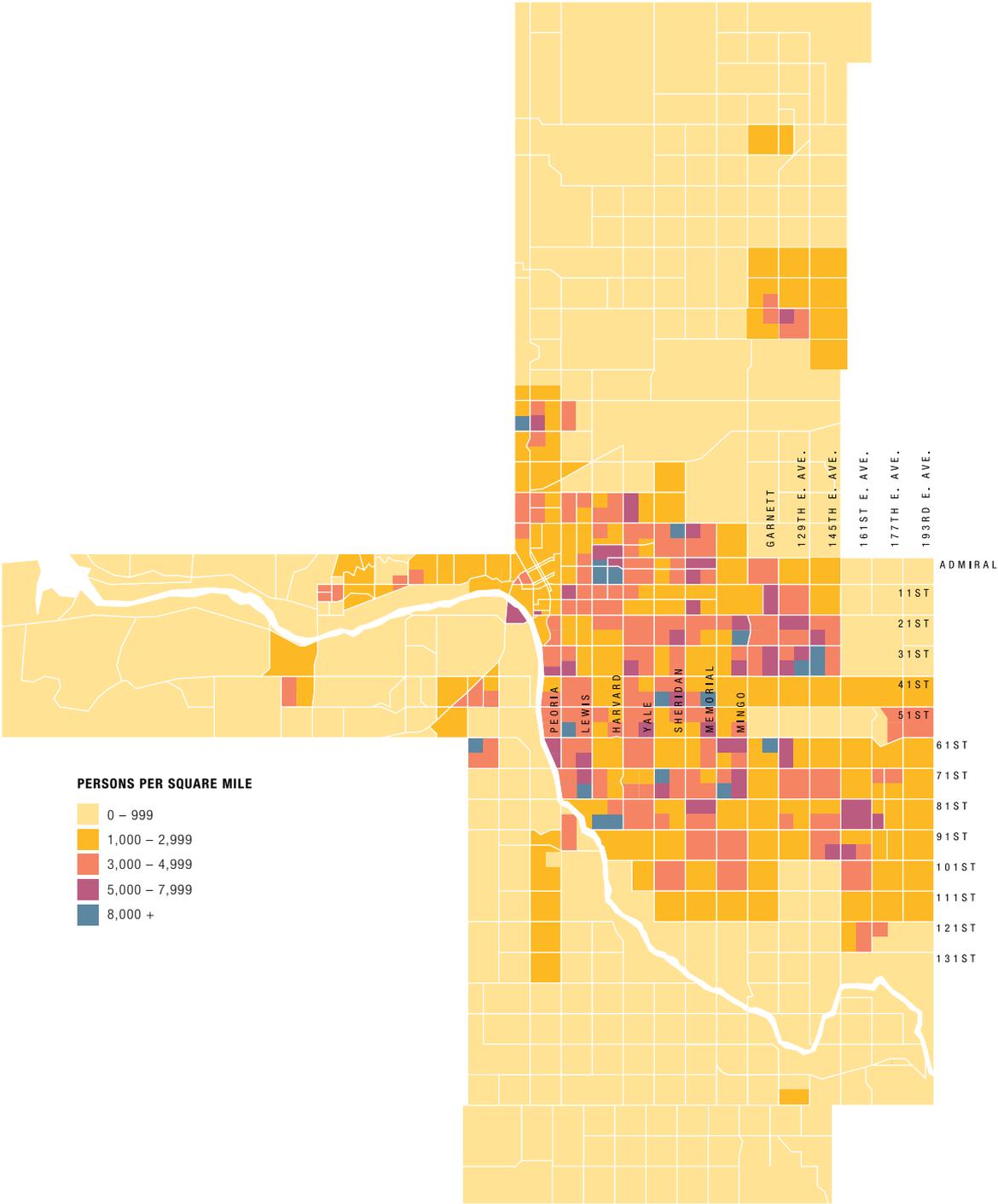
accounts for 16% of the City of Tulsa's population, an increase of more than 13% from 2010 to 2014. One of the biggest changes in our population diversity is the rise in those persons who are two or more races combined, which has grown over 36% from 2010 to 2014. ◆◆



Population Density

TULSA COUNTY 2012 CENSUS BLOCK GROUPS

DATA ACS 2009-2013

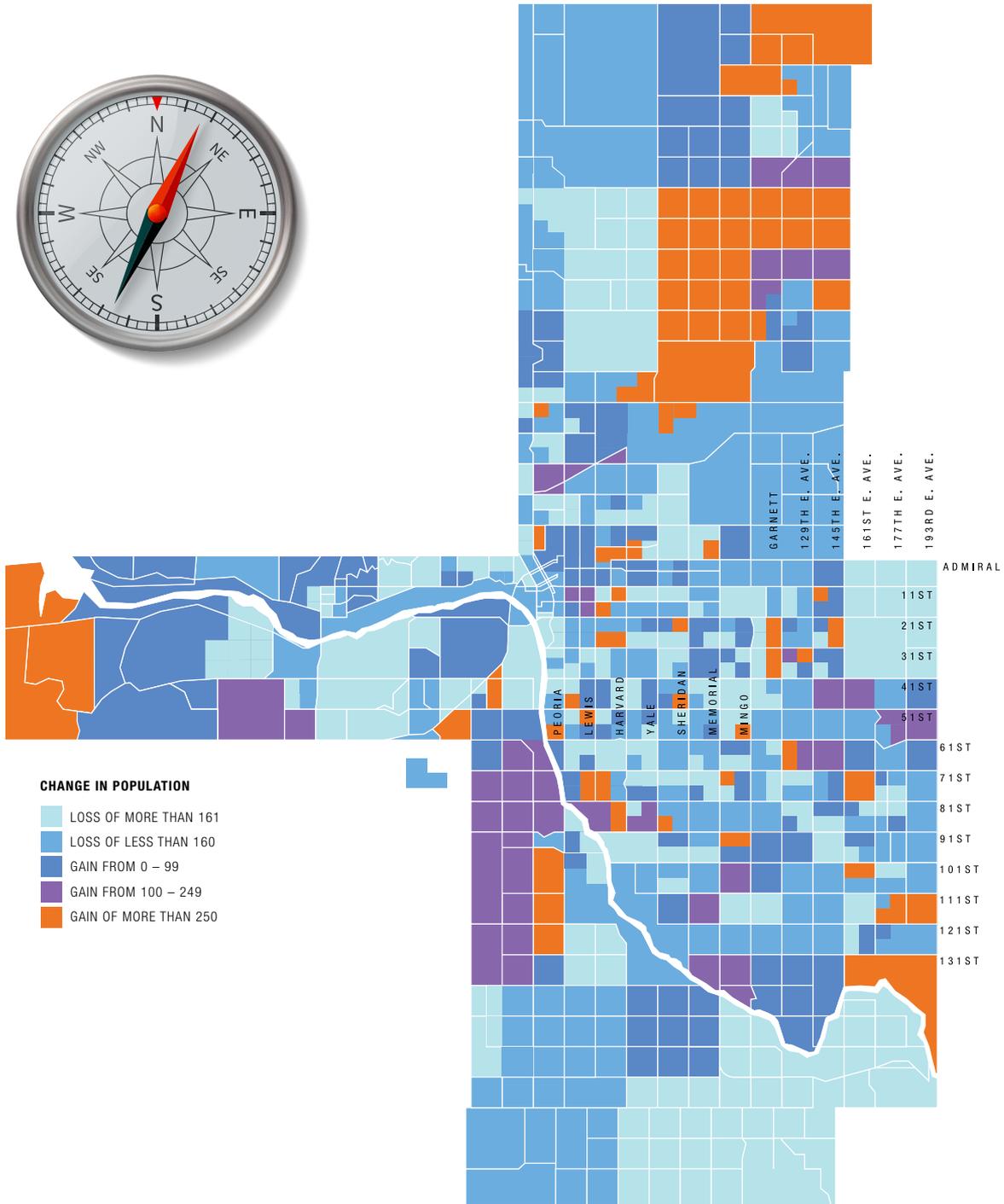


Geography: 2012 Census Block Groups
Data: ACS 2009-2013

Absolute Population Change

TULSA COUNTY 2012 CENSUS BLOCK GROUPS

DATA ACS 2009-2013



- CHANGE IN POPULATION**
- LOSS OF MORE THAN 161
 - LOSS OF LESS THAN 160
 - GAIN FROM 0 – 99
 - GAIN FROM 100 – 249
 - GAIN OF MORE THAN 250

Geography: 2012 Census Block Groups.
Data: ACS 2008-2012 to 2009-2013

education

There is a new energy in Tulsa, and that same vibrant, youthful enthusiasm is reflected in the city's educational system. With the revitalization of downtown and transformational projects underway such as Tulsa's riverfront A Gathering Place for Tulsa, Tulsa's economic future and that of Oklahoma depend upon a highly skilled workforce. The need for a diverse, educated workforce has never been stronger, and Tulsa is brimming with a variety of educational opportunities to serve the needs of the growing community.

TULSA COUNTY PUBLIC SCHOOLS

SCHOOL DISTRICTS	ENROLLMENT
Tulsa	39,451
Broken Arrow	18,870
Union	16,007
Jenks	11,652
Owasso	9,712
Bixby	6,068
Sand Springs	5,415
Collinsville	2,712
Glenpool	2,705
Skiatook	2,537
Berryhill	1,254
Sperry	1,192
Liberty	540

Schools with grades K-12.

Data based on October 2015 enrollment.

Source: Direct contact with School Districts.

Database. Compiled by Research Wizard, Tulsa City-County Library.

One of those options is the public school system. As one of the largest school districts in Oklahoma, Tulsa Public Schools (TPS) offers an array of choices. With 2,800 teachers serving about 40,000 students across 88 campuses, TPS has something for most everyone. From innovative early childhood and dual language immersion programs, to magnet schools and early college high school programs, TPS serves a wide range of interests.

This year, the Washington Post named Booker T. Washington High School and Edison Preparatory School among the Top 5 Most Challenging High Schools in Oklahoma, at #2 and #4, respectively. Eisenhower International School, a language immersion program, was recognized as a 2013 National Blue Ribbon School by U.S. Secretary of Education, Arne Duncan.

Other "jewels" in the TPS crown include:

The Annex at Will Rogers College High School, where seniors can take college courses and earn credit toward an Associates degree from Tulsa Community College.

The Dual Language Academy: (grades PK-5), with students who are 50/50 native English or Spanish speakers, and the language immersion programs at Eisenhower International School (grades PK-5), offering French and Spanish; and Zarrow International School (grades PK-5), offering Spanish and the opportunity for students to participate in an exchange program their last year.

Edison Preparatory School: college preparatory/accelerated program with a comprehensive liberal arts and pre- and advanced-AP curriculum. Edison has the unique distinction of offering the AP Capstone Diploma, one of only four high schools in Oklahoma that offer the program.

Memorial High School: offering specialized instruction in science, technology, engineering, and math via the Tulsa Engineering Academy at Memorial (T.E.A.M) and its world-renowned robotics team.

Nathan Hale High School: featuring a culinary arts program, lodging management and hospitality, and a focus on health and wellness.

Thoreau and Monroe Demonstration Academies (grades 6-8): both schools feature an award-winning Micro-Society program, teaching students the relevance and relationship of school work to the "real world"; and full-day, free pre-kindergarten programs at 45 school sites across the district.

In July, the TPS board welcomed Deborah A. Gist as the district's new superintendent. A Tulsa native and graduate of Memorial High School, Superintendent Gist previously served as Commissioner of Education for the state of Rhode Island. She and the TPS board are currently collaborating with the Tulsa community to develop a new five-year strategic plan for the district.

Tulsans have the good fortune of living in a generous community. In spring 2015, Tulsa Public Schools overwhelmingly approved a \$415 million school bond, the largest in Oklahoma history. Features of the bond include: 1) a significant investment in technology that will enable the district to have one computer for every student; 2) 20 storm shelters that will be incorporated into new building additions, many of them doubling as libraries; 3) the creation of a centralized STEM (Science-Technology-Engineering-Math) center; and 4) the expansion of Emerson Elementary to become a downtown-serving school.

CONTINUED ON PAGE 38

HIGHER EDUCATION DEGREE PROGRAMS IN TULSA

INSTITUTION	ARTS	BUSINESS	SCIENCE	SOCIAL SCIENCE & EDUCATION	GRADUATE
Langston University–Tulsa	1	2	1	6	5
Northeastern State University–Broken Arrow	0	9	8	9	17
Oral Roberts University	36	8	15	17	14
OSU Center for Health Sciences					6
OSU-Tulsa	6	6	2	5	28
OU-Tulsa	1		3	2	32
Rogers State University	13	21	10	13	1
Spartan College of Aeronautics and Technology		1	4		
Tulsa Community College (TCC) ¹	10	35	47	57	
University of Tulsa	13	6	22	26	63

¹ Institution grants associate degrees only.

Source: Research Wizard, Tulsa City-County Library, 2015.



Holland Hall



Holland Hall is an independent, Episcopal day school that has enhanced the educational landscape of Tulsa since its founding in 1922. From Preschool through Grade 12, Holland Hall provides each student with a comprehensive liberal arts curriculum designed to develop leadership and a strong moral foundation. Holland Hall's 950 students and over 200 outstanding faculty members create a learning community that fosters the talents and passions of each individual on campus.

Although Holland Hall has called different locations home since 1922, its current campus at 81st and Yale is a gem in south Tulsa. In addition to the Primary, Middle, and Upper School facilities, the 165-acre campus includes creeks and ponds, an outdoor classroom, a regionally-recognized 5K wooded trail, numerous athletic fields, and developmentally-appropriate playgrounds. The Walter Arts Center and the All Saints Chapel round out the beautiful and engaging campus.

The challenging academic opportunities at Holland Hall are unmatched in Tulsa. From the first day of preschool through graduation, our students are nurtured and challenged in their classes. The faculty at Holland Hall have created an innovative, scaffolded program in each discipline in order to move students along the college-preparatory path that ends with 100% of the senior class matriculating to competitive colleges and universities. The most recent graduating class was offered more than \$7 million in scholarships. Students who graduate from Holland Hall are prepared for success in any university setting and for life beyond college.

Athletics and the arts are very important at Holland Hall. Because every student participates in both artistic and athletic endeavors, the entire community respects and encourages excellence beyond the classroom. At Holland Hall, exceptional faculty and innovative programming provide an environment in which each student can discover his/her gifts and passions in both arts and

athletics. Developing every facet of each student is our mission.

Although Holland Hall provides an outstanding array of challenging courses and diverse offerings in the arts and athletics, the most important value at Holland Hall is the commitment to community. Holland Hall students, parents, faculty, and staff love the school, the city of Tulsa, and each other. Small class size, faculty engagement, and supportive parents unite us and provide every student with a village of care. The relationships are what make Holland Hall home.

The Office of Admission at Holland Hall is always eager to work with families who are moving to Tulsa from other cities. Students may take the ISEE entrance exam at Holland Hall or in their home city; private tours are available at any time of year; and visiting students may shadow for an entire school day in order to meet their peers and experience the dynamic learning environment. To learn more about Holland Hall, please visit hollandhall.org.

The University of Oklahoma

The University of Oklahoma (OU) draws students who are attracted primarily by the high quality of the faculty and academic programs, outstanding research facilities, and unique resources at OU. The relatively low cost of attendance adds to OU's appeal. With approximately 30,000 students on campuses in Norman, Oklahoma City, and Tulsa, OU offers a stimulating academic community with a hands-on participation in the learning process.

Committed to Excellence

OU ranks first in the nation among both public and private universities in the enrollment of National Merit Scholars and is a leading institution for academic excellence and value. Two years ago, OU was the only public or private university in the U.S. whose students won Rhodes, Marshall, Mitchell, Truman, Goldwater, and Fulbright scholarships all in the same year. OU has produced 29 Rhodes Scholars; no other university in Oklahoma has produced more than three.

Opportunities for Learning

On and off campus, in the classroom or out in the world, OU provides access to unique learning

opportunities. OU is home to a drilling rig simulator, a radar innovations lab, a student-led advertising and public relations agency, an engineering practice facility, and the National Weather Center. Beyond campus, students participate in one-of-a-kind opportunities like the War and Media Class, Sooner Sports Pad, and Center for the Creation of Economic Wealth. Access to technology and real-world learning set Sooners apart from other college graduates.

Rich in Tradition

Tradition runs deep at OU. OU's first President, David Ross Boyd, is embodied in the now famous seed sower, the central figure of the University's seal, sowing not only physical seeds, but the seeds of knowledge, opportunity, history, and tradition as well. Class gifts like The Spoonholder and the OU arches tell and add to the unique story of the university. With the university's historic mum gardens, OU is the only Big 12 university to be selected as having one of America's 25 most beautiful campuses.

Globally Connected

OU is rooted in the heart of Oklahoma, but its impact is far reaching. OU students have access to hundreds of

unique study abroad opportunities. These opportunities are located in more than 200 cities and 80 countries around the world! OU is also home to 2,000 international students. The OU Cousins program connects these international students with U.S. students to encourage sharing of cultures.

OU-Tulsa

The Schusterman Center is home to all OU programs in Tulsa. Located on a 60-acre campus at 41st and Yale, it strengthens OU's presence in northeast Oklahoma and expands educational, research, and patient care programs in the Tulsa area. OU-Tulsa offers six bachelor's degree completion programs; 14 master's degree programs, including physician assistant and nurse practitioner programs; doctoral and nursing, as well as nine residency programs in medicine. OU-Tulsa is home to the new School of Community Medicine, the first of its kind in the nation, created with the explicit purpose of improving the health of all Oklahoma communities. The School of Community Medicine teaches students, physician assistants, resident physicians, and faculty as well as College of Nursing students how to respond in critical situations.



Recognizing the importance of school choice, TPS also offers charter school options through KIPP-Tulsa, Tulsa Legacy Charter School, and the Tulsa School of Arts and Sciences (TSAS), a liberal arts-based program that was recently named a National Blue Ribbon School by the U.S. Department of Education. TSAS will relocate for the 2016-17 school and add the 7th grade, increasing to 450 students in grades 7-12 by

2017-18. Three new charter options were added in 2015-16, with Collegiate Hall, a co-location embedded inside Marshall Elementary that will ultimately serve students in grades 4-8 living in the Peoria Avenue/61st Street community. College Bound Academy and Tulsa Honor Academy opened this year at E. Tulsa Academy and will have strategies serving ELL (English Language Learner) students; together, they will serve students in grades K-8 by the 2019-20 school year.

In April, the Tulsa Tech Aerospace Academy was launched by the City of Tulsa and Tulsa Public Schools in direct response to workforce needs of the aerospace and technology job sectors. The program is available to area high school juniors and seniors at Tulsa Tech's Riverside campus. The first class opened in the fall with 40 students. The Aerospace Academy is a full-day program, with technical classes scheduled half of the school day. Program offerings include Private Pilot Ground School, Aviation Maintenance Generals, Cisco Network Technician, Computer Network Technology, Cyber Security, and Network Systems Administration.

MAJOR PRIVATE SCHOOLS IN TULSA COUNTY 2015-2016

SCHOOL	GRADE LEVEL	ENROLLMENT
Metro Christian Academy	Kindergarten (age 4)-12	994
Lincoln Christian School	Pre-kindergarten-12	974
Victory Christian School	Kindergarten-12	973
Holland Hall School	Preschool (ages 3-4)-12	932
Bishop Kelley High School	9-12	875
Monte Cassino School	Pre-kindergarten-8	847
Riverfield Country Day School	Infant-12	600
Cascia Hall Preparatory School	6-12	527
Marquette Catholic School	Kindergarten-8	400
St. Pius X Catholic School	Pre-kindergarten-8	384
Summit Christian Academy	Kindergarten (age 5)-12	373
School of Saint Mary	Pre-kindergarten-8	285
Mingo Valley Christian School	Kindergarten (age 4)-12	263

Private schools with grade levels from preschool to sixth grade or higher.
Source: Research Wizard, Tulsa City-County Library

Currently, Oklahoma ranks ninth in the nation with more than 3,056 National Board Certified teachers. Tulsa County serves more than 170,000 students in more than 15 districts: Berryhill, Bixby, Broken Arrow, Collinsville, Glenpool, Jenks, Keystone, Liberty, Owasso, Sand Springs, Skiatook, Sperry, Street School, Tulsa Public Schools, and Union Public Schools. All offer an abundance of educational opportunities.

Tulsa also includes a number of private schools that provide specialized offerings from both a spiritual and academic approach. Nine Catholic schools that offer a pre-kindergarten through eighth grade education focusing on the development of reading, writing, and the sciences for students of all faiths and backgrounds include Saint Catherine, Saints Peter and Paul, Holy Family Cathedral School, the School of Saint Mary, Marquette School, Saint Pius X School, and Monte Cassino School. Two Catholic high schools—Bishop Kelley and Cascia Hall—provide rigorous college preparatory environments for their students. Other private schools include Holland Hall, Metro Christian, Lincoln Christian, Mingo Valley Christian School, Peace Academy, Regent Preparatory School, Victory Christian School, Wright Christian Academy, and Riverfield Country Day School, all offering pre-K through high school programs.

Tulsa is also home to the Mizel Jewish Day School, three Montessori schools, and two schools that focus on students with different learning needs: The Little Lighthouse (primarily for students living with autism, Down syndrome, cerebral palsy, and other challenges) and Town and Country, a school designed to specifically help students with learning disabilities and difficulties.

Tulsa boasts many secondary education options including more than a dozen universities and a

HIGHER EDUCATION INSTITUTIONS IN TULSA 2015-2016

INSTITUTION	BUDGET (\$) 2015-2016	ENROLLMENT Fall 2015	FACULTY ¹ Fall 2015
Langston University—Tulsa ²	75,561,336	2,567	141
Northeastern State University—Broken Arrow ²	98,675,417	8,276	545
Oral Roberts University	113,856,032	3,611	321
OSU Center for Health Sciences	179,534,411	808	98
OSU-Tulsa	23,962,808	2,559	52
OU-Tulsa (Includes School of Community Medicine)	132,505,590	1,466	293
Rogers State University	34,506,921	4,090	258
Spartan College of Aeronautics and Technology	NA ³	900	100
Tulsa Community College (TCC) ¹	115,223,076	16,708	956
University of Tulsa	180,708,614	4,677	357

¹ Includes full and part-time faculty, except The University of Tulsa data is full-time faculty only.
² Data for all campuses.
³ NA: Not Available.
Source: Research Wizard, Tulsa City-County Library, 2015.

variety of career and technology schools. Two schools with strong roots in Tulsa are Oral Roberts University, with a mission of educating the “whole” person—in mind, body and spirit—while offering a world-class academic experience; and the University of Tulsa, which provides comprehensive education of the highest quality in the arts, humanities, sciences, business, education, engineering, law, nursing, and applied health sciences while also being consistently ranked in the Top 50 private schools in the country. Oklahoma State University and the University of Oklahoma maintain Tulsa campuses, which provide health care-related classes and degrees, as well as graduate studies for a wide variety of professions. Northeastern State University and Langston University-Tulsa also have a significant presence in the Tulsa area.

Through the Tulsa Achieves program, every high school graduate residing in Tulsa County has the

opportunity to earn an associate’s degree from Tulsa Community College at no cost provided certain academic qualifications are met. It provides 100 percent of tuition and fees for up to 60 credit hours. Tulsa Tech offers career-training programs for high school students from 14 public school districts throughout Tulsa County as well as for private, parochial, home-schooled, and adult students. Through the Accelerating Independence Scholarship, high school graduates, 18 to 21 years of age, may continue their education at no cost through this gap scholarship. Tulsa Tech’s Corporate Training department offers customized instruction for business and industry clients throughout the Tulsa area. Training ranges from skill upgrade and management and leadership development to prototype production and business start-up and expansion. On average, Tulsa Tech serves more than 200 businesses, nearly 5,000 full-time students and more than 60,000 adults in occupational training programs each year.

Overall, Tulsa provides a vigorous educational system that is nationally recognized, with a variety of options, and locally supported to ensure that all students have a bright future. ➡



Oklahoma State University Center for Health Sciences

Oklahoma State University Center for Health Sciences (OSU-CHS) is a Tulsa-based academic health center offering master’s and doctoral degrees in osteopathic medicine, biomedical sciences, forensic sciences, health care administration, and athletic training.

The OSU Center for Health Sciences educates and trains osteopathic physicians, research scientists, and other health care professionals with an emphasis on providing care for rural and underserved Oklahomans. OSU Medicine has been recognized nationally as a leader in primary care. To date, the college has graduated 2,928 physicians. More than half of the graduates remain in Oklahoma to practice medicine, with nearly one in four practicing in a community of 10,000 or less. More than half of OSU-COM graduates practice a primary care specialty.

The School of Forensic Sciences prepares research scientists and practicing investigators for the rigors of forensic investigations. A partnership between OSU-CHS and the City of Tulsa helped establish the Forensic Sciences and Biomedical Research Center,

which houses the school and the Tulsa Police Department’s Forensic Laboratory. The Eastern Division Office for the Oklahoma State Medical Examiner is also located on campus.



The A.R. and Marylouise Tandy Medical Academic Building.

The Biomedical Sciences Graduate Program provides students with a foundation in biomedical science that is broadly applicable to many disciplines including anatomy, biochemistry, cell

biology, microbiology, pathology, pharmacology, and physiology. Students are able to earn dual degrees in biomedical sciences and osteopathic medicine, conducting research under the guidance of graduate faculty in a variety of medical fields.

The nationally ranked School of Health Care Administration trains leaders who will help clinics and hospitals navigate the challenges of the 21st century health care industry. The newest graduate program at OSU-CHS, athletic training, is the first program of its kind in the nation associated with an osteopathic medical school.

OSU-CHS broke ground on the A.R. and Marylouise Tandy Medical Academic Building in 2015. The facility will include a hospital simulation center, classrooms, and lab space for training physicians and

allied health partners to serve the people of Tulsa and Oklahoma.

To learn more about OSU Center for Health Sciences, call 918.582.1972 or visit healthsciences.okstate.edu.

Monte Cassino

Monte Cassino is a Catholic, Benedictine school serving students from age three to eighth grade. For the last 90 years, students have been educated through an adherence to three pillars: superior academics, unfaltering community, and athletic wellness. Small class sizes and a dedicated faculty who are able to focus on individual subjects that align with their passions ensure that all students will be challenged and inspired to learn.

Students focus on the traditional subjects of reading, writing, math, and the sciences but are also required to take music, art, Spanish, French or Latin, and physical education. In addition to these, students also choose a weekly elective that connects with their particular intellectual curiosity, including offerings such as photography, yoga, advanced robotics, computer programming, and debate. In all academic matters, its goal remains to incite inquiry and engagement with the educational process.

The Monte Cassino community encourages fellowship and community service throughout the school year. Family events including all-school picnics, themed parties, and plays bring people together and allow for peer support at all levels. A commitment to Catholic religious instruction focusing on eight universal Benedictine values enables students of all faith traditions to build life skills and grow in their own spirituality while serving the community around them. In all things, Monte Cassino students are expected to live its moniker and Be a Saint.



From an athletic and wellness standpoint, all students are expected to grow and develop at a pace that is appropriate for them. This means that Monte Cassino programs range from developmental to commitment across soccer, volleyball, basketball, baseball, golf, tennis, track, and lacrosse. Developmental teams build essential skills and wellness traits, while commitment teams allow students with particular interests to compete against athletes with highest skill levels at their

particular sport. Year round sports clinics allow access to coaches and activities to give every student a chance to develop.

Monte Cassino has enrollment of 840 and employs over 130 individuals on a large campus that features nearly 200,000 square feet of campus buildings, including two gyms, three academic buildings, a performing arts center, and three libraries. It is owned and operated by the Benedictine Sisters of Saint Joseph Monastery. Monte Cassino is the largest Catholic based independent preschool through 8th grade school in Oklahoma.

The Monte Cassino admission process is specifically designed to accommodate families moving from out of state and features flexible, private tours, an academic assessment based on national curriculum expectations, and the ability for students to shadow classes for a full academic day to determine the best fit. Enrollment caps ensure that all classes have no more than 20 students, and these limits help ensure that new students can quickly be integrated into the school family.

Monte Cassino's high expectations and unwavering commitment to student development through academics, community, and athletics means that it is not easy to Be a Saint. As students, faculty, staff, and alumni will tell you: it is worth it.

Please visit the Monte Cassino website at montecassino.org.



Oklahoma State University–Tulsa

Oklahoma State University-Tulsa (OSU-Tulsa) students receive the benefits that come from being an OSU Cowboy. Students learn from a world-class faculty while earning an internationally respected OSU degree, the same degree that students in Stillwater receive.

Whether your goal is increased earning power, more opportunities, or a better quality of life, OSU-Tulsa can help you get there from here. OSU graduates are highly attractive to employers and a valuable addition to our workforce, while OSU's faculty members create new products

and jobs through innovative research and partnerships with local industry leaders.

OSU-Tulsa was established on Jan. 1, 1999 and offers junior-, senior- and graduate-level education to students in the Tulsa area. OSU-Tulsa provides opportunities for students to complete bachelor's, master's, and doctoral degrees in a variety of programs.

With a low student-to-faculty ratio, students receive individual attention from instructors. Students earn a respected degree from a Big 12 university while staying close to home.

The OSU-Tulsa Signature Gateway has added OSU's presence to the downtown skyline and increased the university's visibility as part of Tulsa's thriving downtown. The campus is adjacent to ONEOK Field and is just minutes from the BOK Center, the Cain's Ballroom, the Blue Dome District, the Brady Arts District, and many other restaurants and venues.

To learn more about OSU-Tulsa, call 918.594.8000 or visit osu-tulsa.okstate.edu.



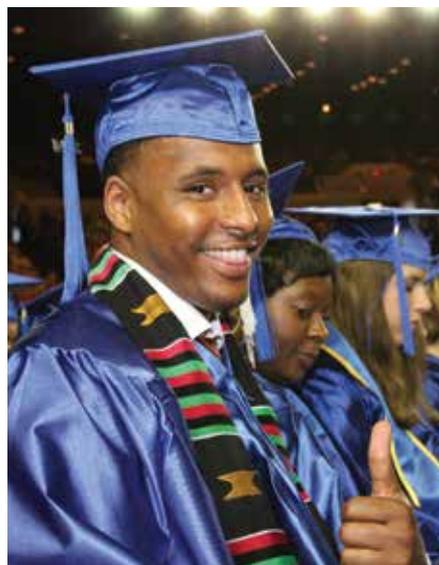
OSU-Tulsa offers students an opportunity to earn a valuable OSU degree in Tulsa.

Tulsa Community College

Tulsa Community College (TCC) is a key resource in Tulsa's education landscape. Four fully equipped campuses—Metro, Northeast, Southeast, and West—populate the Tulsa area, along with community campuses in Owasso and Glenpool and other offerings at satellite locations throughout its service area.

As Oklahoma's largest, multi-campus community college, TCC serves 27,000 students annually, providing affordable pathways for students who plan to complete four-year degrees or who are preparing to step directly into the workforce.

TCC consistently ranks among the top 2 percent of community colleges in the nation for granting associate degrees. Specifically, TCC ranks among the nation's leading colleges in granting degrees in key areas such as health professions, business, management, marketing, education, and communications. The college leads the nation's community colleges in granting degrees to Native Americans and holds national ranking for engagement and outreach to students from other minority and ethnic backgrounds.



In Oklahoma, TCC ranks among the state's top three institutions for first-time entering students, reports the state's largest enrollment of high school concurrent students, and leads the state in offering academic credit online.

A strong emphasis on academic excellence and degree completion produced excellent outcomes for the 2014-2015 academic year: 2,560 degrees and certificates were conferred on 2,362 TCC graduates.

TCC offers 220 associate degree and certificate options ranging from bioscience to tomorrow's technology, a thriving honors program, and a vibrant global education perspective with opportunities to study abroad throughout the year.

Through partnerships with other educational institutions, businesses across the city, and a network of key constituencies throughout the region, TCC is using its resources to cultivate meaningful relationships that benefit students, business, industry, community, and the entire region.

tulsacc.edu

The Henry Kendall College of Arts and Sciences at The University of Tulsa



The Henry Kendall College of Arts and Sciences at The University of Tulsa is the foundation for TU's liberal arts programs, where students receive an outstanding education in the social sciences, humanities and the arts. The college's dedication to scholarship excellence and deep commitment to service allows students to succeed on campus and around the world.

Bound by the fundamental elements of sight, sound, texture, rhythm and storytelling, Kendall

College's fine and performing arts programs welcome students to explore the possibilities of creative self-expression and artistic ingenuity. Art originates from innovative ideas, provocative notions and technical foundation, a common ground where students cross over into new genres to pursue their interests.

The college has built a thriving partnership with the City of Tulsa. Students are exposed to local museums and arts organizations where they pursue hands-on internships and part-time positions amid a close-knit network of devoted patrons.

The True Blue Neighbors Behavioral Health Clinic just west of campus is a new community-based training clinic for graduate students in the College of Arts and Science's clinical psychology program. Services are provided by graduate students who are completing advanced training under the direct supervision of clinical psychology faculty. The clinic provides free and empirically supported behavioral health assessment and treatment services to children and adults.

Currently, the clinic has 10 student associates and two student associate directors who work to meet clients' needs. The student staff is comprised of two clinical psychology master's degree students and 10 students in the doctoral program. In less than six months, the clinic has been contacted by approximately 130 potential clients. Thus far, the True Blue Neighbors Behavioral Health Clinic has been actively working to engage with the Kendall Whittier community.

The college also is home to the Oklahoma Center for the Humanities, which sponsors fellowships, produces a wide range of arts programming, and makes the humanities an integral part of the state's social, ethical, and civic life.

Graduates of the Kendall College of Arts and Sciences benefit from the university's reputation as a top doctoral degree-granting institution. *U.S. News & World Report* lists TU among the top 100 research universities for 2016. TU is Oklahoma's highest ranked college and is one of the nation's top 50 private universities. For more information, visit utulsa.edu.

Oral Roberts University

"Make No Little Plans Here"

This powerful challenge of ORU's founder, Oral Roberts, is central to the DNA of the university bearing his name. Oral Roberts University (ORU) is a world-renowned Christian university that focuses on building Spirit-empowered leaders to impact their world. Graduates launch from ORU prepared to achieve their dreams because of a unique education centered on the whole person—mind, body and spirit.

ORU offers more than 70 undergraduate majors and a broad range of respected preprofessional programs. There are 12 master's degree options in business, education, and theology and doctoral degree options in education and theology—all with convenient delivery options including short course modules and online classes.

ORU students excel in a variety of academic disciplines, and that's reflected in the awards that they've won in everything from the Oklahoma Intercollegiate Legislature to the Enactus organization and the Great Plains Honors Council. The Princeton Review has named ORU one of the "Best in the West" again this year; the



school is ranked as one of the Top 100 Social Media Colleges in the nation. ORU was also named to Victory Media's 2016 list of military friendly schools.

ORU faculty members are leading practitioners in a variety of disciplines and leading thinkers in a wide range of Christian theological perspectives. They provide individual attention

and engage, nurture, and mentor their students—thanks in part to a 17:1 student-faculty ratio.

An array of scholarship opportunities as well as financial aid is made available to ORU students including talent, merit, and leadership awards as well as need-based assistance. The University also offers the innovative Quest Whole Person Scholarship Program through which undergraduate students can be awarded up to \$20,000 per year.

The University's strong academic emphasis is enriched by community outreach, missions, and a host of different cocurricular clubs and organizations. Students also enjoy supporting their NCAA Division I Golden Eagle athletic teams and hanging out in the state-of-the-art Armand Hammer Alumni-Student Center. The student center features video game systems, modern seating areas, and one of the largest televisions in Oklahoma.

For more information on the Quest Whole Person Scholarship Program, or to request a nomination, visit quest.oru.edu. For more information about Oral Roberts University, visit oru.edu.

Tulsa Tech



Make Your Own Path

Tulsa Tech is the state's oldest and largest career and technology education institution in Oklahoma's highly acclaimed CareerTech system. Tulsa Tech provides quality technical training to thousands of high school and adult students, as well as corporate clients annually at multiple campuses and several satellite training locations.

Tulsa Tech offers full-time career training programs to high school students from 14 public school districts throughout Tulsa County, as well as private, parochial, home-school, charter, and adult students. Classes for high school students meet for three hours in the morning or three hours in the afternoon. Programs specific to adults may have additional hour requirements.

Ranging from healthcare to aviation, information technology to construction, all courses offer hands-on activities in modern classroom, lab, shop, and/or clinical settings. High school students attend tuition-free, and transportation is provided. Hundreds of part-time evening, weekend, and continuing education courses help adults train for new careers, upgrade current job skills, and keep current on certifications and licensures.

Major accomplishments over the past year include:

Master Planning: Tulsa Tech continues an extensive master development planning and construction process. Planning includes the redevelopment of the Lemley Memorial Campus.

Enrollment: Enrollment in full-time career training courses remains strong at Tulsa Tech with nearly 5,000 adult and high school students. More than 30,000 adults take advantage of part-time evening and online courses that are designed to help adults upgrade job skills or retrain for a new career in a short amount of time.

Teacher Training: Tulsa Tech provides classroom technology training through The Eighth Floor Professional Development Center for Educators, a unique collaborative center administered by Tulsa Tech and Tulsa Community College. Tulsa Tech has more Nationally Board Certified teachers than any other Oklahoma CareerTech school.

Academic Credit: Tulsa Tech offers high school students the opportunity to earn math and science credits, including Advanced Placement courses for many programs taken at Tulsa Tech, which fulfills their high school graduation requirements.

Corporate Training: Tulsa Tech provides support and customized training services to more than 500 Tulsa-area businesses through the Business and Industry Services (BIS) Department, as well as small business management and self-employment preparedness classes.

Student Leadership Opportunities: Tulsa Tech has celebrated many national winners, with several capturing first-place gold medals, as well as hundreds of local and state winners in career and technology student organizations (CTSO's) skill and leadership competitions. The six student organizations include Marketing Education DECA, SkillsUSA, Family, Career & Community Leaders of America (FCCLA), Health Occupations Students of America (HOSA), Business Professionals of America (BPA), and the Technology Student Association (TSA). These organizations provide leadership opportunities, skill training, social activities, and a chance to showcase and validate the skills learned at Tulsa Tech.

For more information, visit tulsatech.edu.

transportation

Two notable projects in the Tulsa region opened to the public in September 2014.

First, after years of construction, I-44 widening from Riverside Drive to Yale Avenue is now completely open after a ribbon-cutting ceremony at the final interchange at Lewis Avenue and the I-244 Bridge across the Arkansas River and will serve the region for several decades into future.

Second, as a part of the single largest Transportation Investment Generating Economic Recovery (TIGER) funded project in Oklahoma, reconstructing both bridges on I-244 across the Arkansas River is now complete. The Governor and the Deputy Secretary of Transportation inaugurated the bridge, which is designed to be multi-modal, with a potential rail link to Tulsa. The Oklahoma Department of Transportation has initiated a rail corridor study to connect two major metropolitan areas in the state—Oklahoma City and Tulsa.

The City of Tulsa and Indian Nations Council of Governments(INCOG) working together secured another TIGER project from the latest round of funding to reconstruct Riverside Drive from 26th Street to 33rd Street South. This project, once completed, will eliminate the curve in the road and mitigate flooding under the pedestrian bridge. The funding would also enable double decking the pedestrian bridge on the Arkansas River thus enhancing the use for the bike and pedestrian public.

Regional Transit System Planning efforts concluded with the recommendation of various corridors to connect Tulsa with the surrounding cities and by addressing commuter travel within the metropolitan area. As a result of this study, the Peoria Bus Rapid Transit (BRT) corridor has been identified as a transformational project for the City of Tulsa and the region. Tulsa voters approved funding for the Peoria BRT and the purchase of BRT buses as part of the "Improve Our Tulsa" package. This project, once implemented, will foster economic development

TULSA METROPOLITAN STATISTICAL AREA TRANSPORTATION INDUSTRY EMPLOYMENT¹

INDUSTRY	AVERAGE EMPLOYED IN 2014
Transportation Industry	22,302
Transportation Equipment Manufacturing	6,253
Air Transportation	4,991
Trucking	4,840
Transportation Support Activities	2,483
Pipeline Transportation	1,454
Couriers and Messengers	990
Warehousing and Storage	925
Transit and Ground Passenger Transportation	365

¹ Does not include water, rail, postal or scenic tour transportation.
Source: U.S. Census Bureau, October 2015.



along the Peoria Corridor and significantly improve the mobility needs of Tulsans. Voters also approved the purchase of several CNG buses to replace the older diesel versions that must be retired over the next few years. It is notable that Tulsa Transit reported 3.1 million rides were taken during the latest fiscal year, which is the largest single year of ridership since 2001.

The regional transportation investments scenario has improved with the stimulus money and projects undertaken by the state. A federally funded TIGER grant was awarded to the Port of Catoosa to modernize crane equipment. In addition, the federal stimulus is helping Tulsa Transit convert a majority of its fleet to compressed natural gas-powered (CNG)

vehicles. Tulsa International Airport is also expected to get a boost from stimulus funding, and INCOG has launched a user-friendly website called **TulsaTRC.org** that will serve as the Transportation Resource Center for the region. It provides links to find carpooling options as well as bike and bus alternatives.

The regional long-range transportation plan for 2035 is in its second year of implementation. The 2035 Plan update (adopted in December 2012), improvises on the choices for roadway expansion and maintenance. It also incorporates the vision for International Technology System (ITS) and incident management in the Tulsa metropolitan area in order to alleviate congestion. The plan calls for the detailed study of several high-traffic and high-growth corridors and the implementation of commuter-choice options such as bus transit or a rail system utilizing existing rights-of-way.

The Tulsa Transportation Management Area (TTMA) Trails Master Plan, first developed in 1999, identified 44 corridors for trail development throughout the metro area comprised of 283 miles of off-road multiuse trails and 207 miles of on-road linkages. This plan has been used by communities throughout the metropolitan area as a tool for trail location and design and was updated in 2015. The GO Plan, an updated pedestrian and bicycle plan for the INCOG region, with 11 cities included in the detailed long-range plan, is currently being adapted. The City of Tulsa recently added a new section to the West Bank Trail from the PSO Soccer Complex to I-44. In addition, the City of Tulsa has proposed improvements to Route 66 in West Tulsa as a part of a street beautification program.

INCOG completed the two-phased downtown bikeshare business plan and is in the process of securing five-year operational money along with approximately \$3 million for capital expense. The plan calls for the bikeshare to be housed under a non-profit organization.

The Tulsa Port of Catoosa, located five miles from the City of Tulsa, opened in 1971 and has supplied services to more than 30,000 barges transporting 48 million tons of cargo. Four hundred and forty-five miles of waterway link Oklahoma to national and international ports and is easily accessible by the interstate highway system. The Port industrial complex covers 2,000 acres and is home to more than 50 companies employing nearly 3,000 people. More than two million tons of cargo is shipped through the Port annually on 1,300 barges. The Port of Catoosa is responsible for returning \$2.6 billion in annual benefits to the regional economy. The previously mentioned new federally funded TIGER grant to improve the crane facility will add to the infrastructure.

Tulsa International Airport, established in 1928 and located just 10 minutes northeast of downtown Tulsa, also plays an important role in the economic vitality of the region, with an impact of more than \$3 billion annually. The airport employs more than 15,000 people and provides not only commercial benefits (moving more than 31,000 tons of cargo each year), but also services business and leisure travelers.

Improvements continue at the airport. The security area and the outside passenger arrival section improvements have been completed, and a phased-noise mitigation program is under way, as well as taxiway improvements and runway extensions.



AIR TRANSPORTATION

YEAR	TOTAL PASSENGERS	AIR FREIGHT
1997	3,414,301	49,673
1998	3,463,214	48,905
1999	3,419,975	51,418
2000	3,498,722	52,458
2001	3,243,965	48,294
2002	2,907,308	48,188
2003	2,747,203	51,059
2004	2,943,919	54,825
2005	3,132,962	53,578
2006	3,168,716	56,784
2007	3,218,429	60,103
2008	3,180,765	59,334
2009	2,812,295	58,975
2010	2,763,562	54,675
2011	2,707,668	55,743
2012	2,654,189	56,372
2013	2,647,889	58,148
2014	2,760,705	58,627
2015 ¹	1,810,068	39,423

Air Freight in tons.

¹ 2015 is year-to-date total through August.
Source: Tulsa Airport Authority.

BARGE TONNAGE

YEAR	BARGE TONS
1997	2,160,948
1998	2,417,537
1999	2,242,850
2000	2,210,061
2001	2,046,692
2002	2,223,103
2003	2,250,139
2004	2,220,871
2005	1,819,905
2006	2,321,448
2007	2,010,505
2008	2,050,394
2009	2,058,191
2010	2,266,893
2011	2,160,624
2012	2,702,464
2013	2,700,990
2014	2,367,127
2015 ¹	993,300

¹ 2015 is year-to-date total through Aug.
Source: Tulsa Port of Catoosa.

utilities

Adequate, reliable sources of electricity, natural gas, and water are essential to a community's quality of life and to its economic prosperity. Tulsa's utility needs are met by dedicated providers attuned to the future.

Electricity is provided by Tulsa-based Public Service Company of Oklahoma (PSO), which serves Tulsa, the Tulsa metropolitan area, and 231 other towns and cities across 30,000 square miles of eastern and southwestern Oklahoma. PSO has 4,256 megawatts of generating capacity to supply its 542,000 customers statewide, including approximately 300,000 in the Tulsa metropolitan area. PSO also has 690 megawatts of wind energy under long-term contracts, making it an Oklahoma leader in promoting use of clean wind power and supporting the state's wind industry. PSO is an operating company of American Electric Power (NYSE:AEP), which is based in Columbus, OH. AEP is one of the largest electric utilities in the United States, delivering electricity to approximately 5.3 million customers in 11 states. AEP ranks among the nation's largest generators of electricity, owning nearly 32,000 megawatts of generating capacity in the United States. AEP also owns the nation's largest electricity transmission system, a more than 40,000-mile network that includes more 765-kilovolt extra-high voltage transmission lines than all other U.S. transmission systems combined.

2015 TULSA UTILITY COSTS / Typical Monthly Bill

NATURAL GAS SERVICE

DTH/MMBTU PER MONTH	50 ¹	100 ²	500 ²	1,000 ²	5,000 ²	10,000 ²
Monthly Costs	333	400	1,586	3,105	15,737	30,950

ELECTRICITY Commercial Service

KILOWATT (KW: BILLING DEMAND)	3	6	12	30	50	100	500
Kilowatt Hours (KWH: CONSUMPTION)	375	750	1,500	6,000	12,500	30,000	150,000
Cost	71	99	155	514	1,149	2,361	11,476

ELECTRICITY Industrial Service

KILOWATT (KW: BILLING DEMAND)	150	300	500	1,000	5,000	10,000
Megawatt Hours (MWH: CONSUMPTION)	30	60	125	350	1,800	3,500
Cost	2,618	4,944	9,050	21,827	109,972	215,633

WATER AND SEWER Commercial Service³

	INSIDE CITY	OUTSIDE CITY
Water	\$ 3.05	\$ 4.52
Sewer	\$ 6.15	\$ 10.04

WATER AND SEWER Industrial Service³

	INSIDE CITY	OUTSIDE CITY
Water	\$ 2.23	\$ 3.26
Sewer	\$ 3.834	\$ 5.867

Cost in dollars.

Dth represents a unit of heat equal to one million British thermal units (Btu) dry.

- Does not qualify for transport and was based on Oklahoma Natural Gas Company's twelve-month average commodity price of \$5.034 per Dth plus monthly service fees.
- Qualifies for transport and third party gas. Costs were based on Inside FERC OGT Index twelve-month commodity price of \$2.87 Dth plus monthly transport fees. (Maximum Daily Quantity estimated at flat daily load for 500 Dth/mo and above). Large customers should contact Oklahoma Natural Gas Economic Development office for specific costs. Costs for 100 Dth/month or higher apply to transport customers who purchase gas from a third party supplier and ONG transports it for them.
- Water and sewer rates are based on cost per thousand gallons. Additional charges may apply.

Rates do not include monthly meter charges, which depend on the size of the meter.

Sources: AEP-Public Service Company of Oklahoma, Oklahoma Natural Gas Company, and City of Tulsa Water and Sewer Department, 2015.

Report prepared by Research Wizard, Tulsa City-County Library.



Veolia Energy Tulsa, Inc.

Long known as one of America's most livable cities, Tulsa has maintained the integrity of its downtown area while modernizing historic structures that date back to the city's early days as the "Oil Capital of the World." One of Tulsa's infrastructure updates—not shared by most cities of its size—is the central heating and cooling (District Energy) facility through which downtown buildings may outsource their thermal energy needs. In Tulsa's central business district, Veolia utilizes its underground piping network to provide heating and cooling to 7.1 million square feet of space in approximately 30 buildings.

Locally, Veolia's energy customers in Tulsa include prestigious office buildings, state and county government facilities, private apartment buildings, and arts and cultural centers in the downtown area. Veolia supplies thermal energy to the recently built 15 story, 320,000-square-foot One Place Tower, across the street from the BOK Center. Veolia's energy customers all experience the benefits of competitive energy costs, reduced capital expenditures, and reduced operations and maintenance costs. The company's Tulsa

Natural gas service is provided by Oklahoma Natural Gas Company (ONG), which has served Tulsa since 1906. ONG serves more than 853,000 customers in Oklahoma, including the Tulsa area, and has 23,200 miles of distribution mains and service lines statewide. ONG is a division of Tulsa-based ONE Gas, Inc. (NYSE: OGS), a natural gas distribution company and the successor to the company, which became ONEOK, Inc. (NYSE: OKE) in 1980. ONE Gas, Inc. (NYSE: OGS) is one of the largest publicly traded, 100 percent-regulated natural gas utilities in the United States. ONE Gas provides natural gas distribution services to more than 2 million customers in Oklahoma, Kansas, and Texas. Its companies include the largest natural gas distributor in Oklahoma and Kansas, and the third largest in Texas, in terms of customers.

The City of Tulsa supplies drinking water to more than 139,600 metered accounts in the city and more than 500,000 people in the metropolitan area. Treatment plants, distribution lines, and other infrastructure have been built and upgraded over the years to keep pace with Tulsa's growing need for high quality drinking water. Tulsa's water delivery system is ready to handle future needs, with a treatment capacity of 220 million gallons per day. Average use in 2013 was 97.92 million gallons per day. ❖



Veolia develops and delivers energy efficiency solutions that help its Tulsa clients decrease consumption of energy and fossil fuels, control costs, mitigate operating risks, extend the useful life of energy infrastructure, and reduce carbon footprint. To achieve these benefits for their customers, Veolia's energy offerings include district energy, combined heat and power, energy plant O&M, renewable energy, and energy management and advisory services.

As a leading operator and developer of energy efficient solutions, Veolia owns and operates the largest portfolio of environmentally-responsible District Energy systems in the U.S., serving more than 1,300 customers in 15 cities: Atlanta, Baltimore, Boston, Cambridge, Grand Rapids, Kansas City, Las Vegas, Los Angeles, Minneapolis-St. Paul, Oklahoma City, Portland, Philadelphia, St. Louis, Trenton, and Tulsa.

On a global scale, Veolia group is the leader in optimized resource management, designing and providing water, waste and energy management solutions that contribute to the sustainable development of communities and industries. Through its three complementary business activities, Veolia helps to develop access to resources, preserve available resources, and to replenish them.

staff of 16 locally based professionals is adept at operating and maintaining the state-of-the-art District Energy technology that results in reduced fuel usage and carbon footprints, more than the conventional generation of steam and chilled water from in-house boilers.

Veolia has a history of maintaining long-term client relationships, with many Tulsa customers receiving service continuously for 30 years. Around-the-clock service is available 24-7, with a track record of 99.9 percent reliability. Veolia's highly efficient system consists of electric and steam-turbine chillers with a production capacity of 24,000 tons of chilled water and 291 mlbs./hr. of steam, along with the cogeneration of electricity.

Veolia looks forward to continued contributions to the sustainable development, growth, and prosperity of Tulsa through partnerships with city officials and business leaders, and by providing high quality, and reliable energy efficiency services. To find out more about Veolia's energy efficient solutions, visit their website at veolia.com.

health care

Transformation of the health care industry is blowing unprecedented winds of change across the nation. While it's too early to know the impact or true direction of these changes, the health care landscape in Tulsa is broad with deep roots and budding ideas. Many well-grounded organizations and innovative leaders from the community and health care industry are actively involved in exploring solutions to provide stability amid the turbulence.

Keeping abreast of health care reform is beyond challenging for industry professionals, yet for the everyday consumer of medical services, their concern remains the same: access to quality health care at an affordable price.

Tulsa is poised to address the needs of consumers with three health systems that are comprised of more than 14 hospitals serving the metropolitan and surrounding area. Tulsa is also home to the nation's largest osteopathic teaching hospital, two medical schools, and more than 10 specialty hospitals and treatment facilities.

Well over 2,500 physicians and mid-level medical providers offer primary care and specialty medical services to residents in the metro area. The professional organization for physicians is engaged; Tulsa County Medical Society has been advocating for the practice of medicine, health care, and patients for more than 100 years.

Access to quality health care is complex; having an adequate supply of physicians and facilities distributed throughout the service area are key components to preserving the wellness of a community through preventative and

early interventional medicine. Patient-specific information sharing between doctors and facilities is not only a convenient way to manage medical history paperwork between numerous providers, it can be crucial to ensuring patients get the highest quality care at every encounter. Tulsa can also boast being home to just such an innovative information sharing exchange, MyHealth Access Network.

As of fall 2015, the nation's jobs report indicates the health care sector is responsible for one in nine jobs. For professionals in the medical field, Tulsa's health care landscape continues to be promising.

Following are brief overviews of some of the organizations mentioned above.

Cancer Treatment Centers of America

Since 1990, Cancer Treatment Centers of America® (CTCA) in Tulsa has offered patients an integrative approach to cancer treatment by combining surgery, radiation, and chemotherapy with nutritional counseling, naturopathic medicine, mind-body therapy, and spiritual support to enhance quality of life and reduce side effects.

Consistently named one of the "Best Places to Work in Oklahoma" by the Best Companies Group, CTCA® was recently awarded a Five-Star quality score—the highest possible rating by the Centers for Medicare & Medicaid Services and was ranked fourth out of more than 1,400 companies tracked in the YouGov BrandIndex "Best Brand" survey.

In Tulsa, CTCA employs approximately 750 people with 113 allied health professionals who are focused on delivering high-quality service and empowering patients to achieve wellness. A recent analysis conducted by Deloitte Consulting revealed that CTCA has a \$383 million dollar annual impact to the state's economy and is the largest medical importer of patients to Oklahoma.

Hillcrest Healthcare System

In 1918, Hillcrest opened its doors to provide hope, health, and healing to our community in a small hospital in the heart of the city. Today, Hillcrest HealthCare System (HHS) has grown to become a recognized leader in innovative, high-quality health care on both the local and national level.

HHS is comprised of seven hospitals including Hillcrest Medical Center, Hillcrest Hospital South and Tulsa Spine & Specialty Hospital in Tulsa, as well as four regional hospitals—Hillcrest Hospital Claremore, Hillcrest Hospital Cushing, Hillcrest Hospital Henryetta, and Bailey Medical Center in Owasso. The System also provides comprehensive primary and specialty care services through its two employed physician groups—Utica Park Clinic and Oklahoma Heart Institute.

Saint Francis Health System

Founded by William K. and Natalie Warren in 1960, Saint Francis Health System is a not-for-profit, Catholic organization that consistently provides excellence in health care delivered by highly skilled medical professionals. Over the past decade, Saint Francis has grown to become Tulsa's largest private employer with more than 8,500 employees and 700 volunteers. The health system includes Saint Francis Hospital, The Children's Hospital at Saint Francis, Warren Clinic, the Heart Hospital at Saint Francis, Saint Francis Hospital South, Laureate Psychiatric Clinic and Hospital, Saint Francis Broken Arrow, and Saint Francis Home Care Companies.

Guided by the mission "to extend the presence and healing ministry of Christ in all we do," Saint Francis Health System's physicians, nurses, staff, and volunteers are committed to the values of excellence, dignity, justice, integrity and stewardship.



St. John Health System

St. John Health System is one of the region's largest health care systems, serving eastern Oklahoma and portions of Arkansas, Kansas, and Missouri. St. John Health System is a fully integrated health care system encompassing six hospitals: St. John Medical Center—Tulsa, St. John Owasso, St. John Broken Arrow, St. John Sapulpa, Jane Phillips Medical Center, and Jane Phillips Nowata Health Center. Other subsidiaries of St. John Health System include St. John Clinic, St. John Clinic Urgent Care Centers, and medical

complexes in south Tulsa and Claremore. St. John serves more than 3,500 patients every day.

OSU Medical Center

OSU Medical Center is the nation's largest osteopathic teaching facility in the U.S., training more than 150 residents in primary care and sub-specialties annually. Together with OSU Center for Health Sciences, more than 2,000 physicians have been trained, many of which are actively practicing in Oklahoma. OSU consists of many clinics throughout Tulsa with more than 250 physicians.

Oklahoma State University College of Osteopathic Medicine

The Oklahoma State University College of Osteopathic Medicine (OSU-COM) trains physicians and other health care professionals for Oklahoma while providing vital health care services in underserved areas of Tulsa and to patients across the state. OSU-COM accepts 115 medical students each year from a highly competitive pool of applicants. Emphasis is

CONTINUED ON PAGE 52

Saint Francis Health System

As Tulsa's only locally-owned and operated healthcare system, Saint Francis Health System is a private, not-for-profit, Catholic healthcare organization founded in 1960 by Natalie and William K. Warren, Sr. Throughout its history, Saint Francis Health System's mission of extending the healing ministry of Christ has been a guiding principle for its staff, physicians, and volunteers. With more than 8,200 employees and volunteers, Saint Francis Health System is the area's largest private employer.

Saint Francis Hospital is northeast Oklahoma's largest acute care hospital. It is currently licensed

for over 1,000 beds and consistently provides area families with outstanding medical care and a broad spectrum of services that include emergency and trauma services, cardiac care, oncology services, orthopedics, labor and delivery, surgical services, critical care, and much more.

In September 2014, the hospital opened its new **Trauma Emergency Center** and patient bed tower. The eight-story, 500,000 square-foot facility is the largest and most significant addition to the Saint Francis Hospital campus since it was dedicated in 1960. Key features of the addition and renovation project include increased acute

and critical care capacity with a 150-bed patient care tower; a new 85-bed Trauma Emergency Center; a spacious new main lobby; a new chapel and convent; clinical education rooms; as well as administrative and physician office space.

In the past year, the health system broke ground on a new healthcare complex in the community of Glenpool at the intersection of U.S. Highway 75 and 151st Street South. The new facility will feature the area's first freestanding emergency room, diagnostic imaging, and laboratory services, as well as new primary care physician offices, mammography and bone density screening services, and outpatient physical therapy services.

The new Saint Francis Hospital Trauma Emergency Center and Bed Tower.



Saint Francis Hospital South is located east of Highway 169 on 91st Street.

Since first opening its doors in early 2008, **The Children's Hospital at Saint Francis** continues to champion the health and well-being of children. The 162-bed, 265,765-square-foot facility is recognized throughout the area for its advanced medical technology and team of skilled pediatric specialists. The Children's Hospital's 58-bed Henry Zarrow Neonatal Intensive Care Unit (NICU) provides the most advanced treatments and services for premature infants and critically ill newborns in the region.



Located at 61st and Yale Avenue, Saint Francis' main campus includes The Children's Hospital at Saint Francis and the Heart Hospital at Saint Francis.

Saint Francis Hospital South sustains its initial goal of providing families with quality healthcare in an easily accessible location. The 96-bed hospital provides residents of Broken Arrow, Bixby, Jenks, South Tulsa, Wagoner, and Coweta with a number of specialized services and programs including an emergency center, general surgery, radiology and imaging, cardiology, labor and delivery, orthopedics, and primary care.

Staffed by a dedicated team of cardiac physicians, surgeons, nurses, and staff, the **Heart Hospital at Saint Francis** provides comprehensive cardiac services which are available in one easily-accessible location. The five-floor facility located on the Saint Francis Hospital campus, provides its patients with the latest in medical technology, diagnostic testing, interventional cardiology, electrophysiology, cardiac rehabilitation, and disease prevention services.

Warren Clinic, Saint Francis Health System's extensive network of more than 300 primary care physicians, specialists, and mid-level providers. Physician offices are located throughout Tulsa and surrounding communities such as Broken Arrow, Coweta, Jenks, Owasso, Sand Springs, Bixby, Vinita, and McAlester. During the past several

years, Warren Clinic has further extended its range of care by adding more healthcare providers to its extensive team of specialists. In 2015 three new Warren Clinic locations, Broken Arrow-Kenosha, South Tulsa, and Tulsa Hills, opened to expand access to new primary and urgent care services for growing communities in the area.

Laureate Psychiatric Clinic and Hospital is a behavioral healthcare facility that is licensed for 75 inpatient beds. Clinical programs include comprehensive outpatient behavioral health services, adult inpatient and outpatient care, senior behavioral health, and an internationally known eating disorders treatment program. With more than 70,000 outpatient visits per year, Laureate is one of largest behavioral health clinics in the region.

For more information on any of the services provided at Saint Francis Health System, or to find a physician to meet your healthcare needs, visit saintfrancis.com or call 918.488.6688.



Laureate Psychiatric Clinic and Hospital.



Warren Clinic.

placed on students from Oklahoma and those who want to practice in Oklahoma. The majority of OSU-COM students are from Oklahoma. OSU physician clinics are part of the OSU Center for Health Sciences (OSU-CHS) teaching health system, where medical students and residents learn in community-based facilities under the direction of faculty physicians. More than 50 faculty physicians comprise the OSU Physicians

HEALTH SERVICES MARKET ANALYSIS 2016 REPORT

DESCRIPTION	COMPANIES	EMPLOYEES	SALES ¹
Physicians & Health Practitioners	2,323	14,519	1,258.2
Nursing & Intermediate Care ²	123	4,681	561.8
Hospitals & Clinics	78	12,681	2,445.5
Medical & Dental Laboratories	73	923	44.3
Other Health Care Services	590	4,590	211.8

¹ Estimated sales in millions of dollars.
² Facilities & Services.
 Geographical Area: Tulsa Metropolitan Statistical Area.
 Source: D&B 2015.

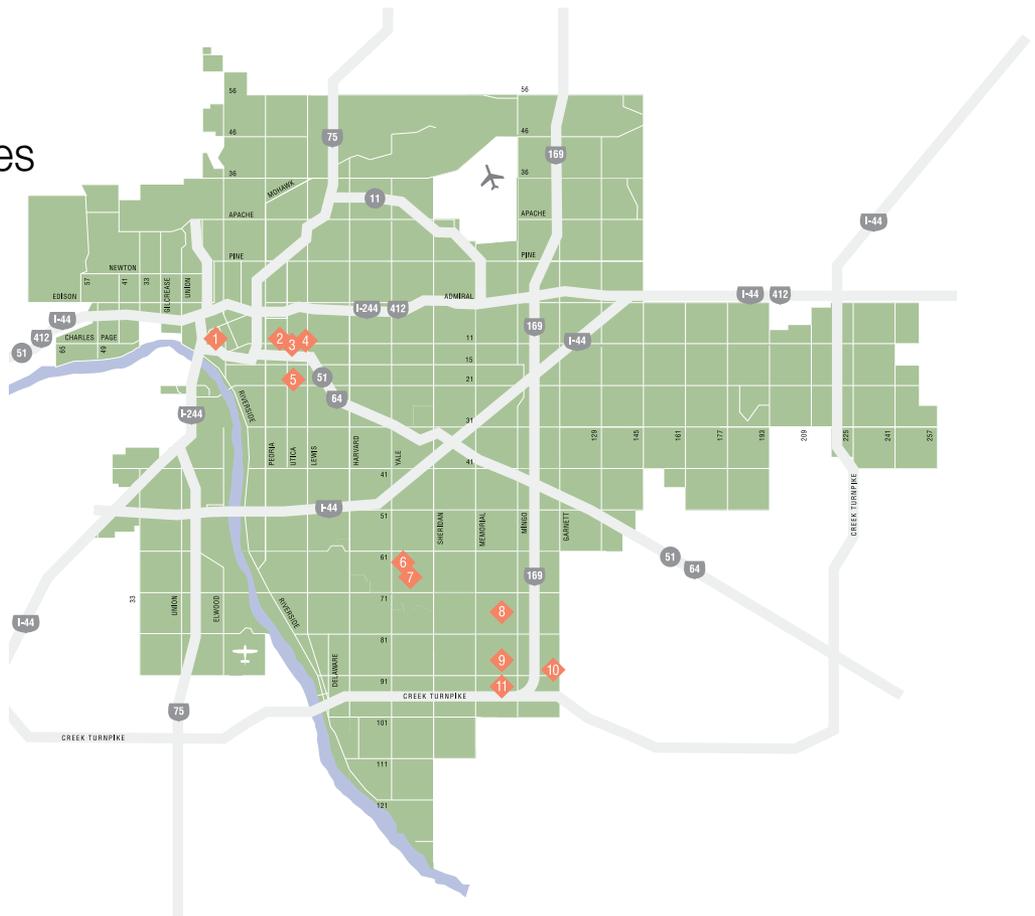
TULSA HOSPITALS

FACILITY	OPERATING BEDS	BASSINETS	BIRTHS	INPATIENT ADMISSIONS	OUTPATIENT VISITS	EMERGENCY VISITS
OSU Medical Center	249	15	429	7,315	24,693	47,000
Hillcrest Medical Center ¹	690	48	2,817	24,085	122,216	45,426
St. John Medical Center	550	20	2,200	28,900	290,000	64,000
Saint Francis Hospital	1,112	34	3,977	34,507	300,774	101,708
Laureate Psychiatric Clinic and Hospital	91	NA	NA	2,941	10,602	NA
Cancer Treatment Centers of America	40	NA	NA	802	24,656	NA
Hillcrest Hospital South	180	26	1,668	7,300	58,885	18,816
The Children's Hospital at Saint Francis	162	NA	NA	8,777	NA	NA
Saint Francis Hospital South	84	12	1,290	4,429	44,908	27,813

¹ Includes --- V. Helmerich Women's Health Center.

Tulsa Hospital Facilities

- OSU Medical Center **1**
- Helmerich Women's Center **2**
- Oklahoma Heart Institute **3, 11**
- Hillcrest Medical Center **4**
- St. John Medical Center **5**
- Saint Francis Health System/
The Children's Hospital at Saint Francis/
The Heart Hospital at Saint Francis **6**
- Laureate Psychiatric Clinic and Hospital **7**
- Cancer Treatment Centers of America **8**
- Hillcrest Hospital South **9**
- Saint Francis Hospital South **10**



system, offering care in family medicine, women's health, psychiatry, internal medicine, HIV/AIDS care, pediatrics, cardiology, surgery, plastic and reconstructive surgery, and ophthalmology. OSU Physicians experience more than 135,000 patient visits per year providing approximately \$3 million in indigent care.

OU-TU School of Community Medicine

The OU-TU School of Community Medicine is an educational track within the University of Oklahoma College of Medicine. The University of Oklahoma and The University of Tulsa announced plans in 2009 for a joint four-year medical education program in Tulsa, building upon the already established OU School of Community Medicine, created in 2008 with a \$50 million donation from the George Kaiser Family Foundation. The school's mission is to improve Oklahoma's health statistics and physician shortage, consistently ranked among the lowest in the nation.

The OU-TU School of Community Medicine and its physician practice, OU physicians, include more

than 300 physicians, some 97 medical students, and 81 physician assistant students. They perform approximately 250,000 patient visits per year through five major outpatient services clinics and with Saint Francis Hospital, Laureate Psychiatric Clinic and Hospital, Jane Phillips Medical Center in Bartlesville, Hillcrest Medical Center, and St. John Medical Center for inpatient care.

Tulsa County Medical Society

Tulsa County Medical Society, the professional organization for physicians in Tulsa County, has advocated for the practice of medicine, health care, and patients for more than a century.

Through its foundation, it provides public health initiatives to support the Tulsa community in the following areas.

Project TCMS bridges the gap in access to non-emergent specialty care; \$2 million in donated care has been coordinated through the program.

The scholarship fund provides grants to Oklahoma medical students, 1,263 students have received grants totaling \$1.2 million

Tulsa County Medication Recycling Program has distributed 180,063 prescriptions at a wholesale value of \$17.6 million to residents in need.

MyHealth Access Network

Tulsa is on the precipice of leading the country in health care technology and MyHealth Access Network (MyHealth) is on the forefront of that effort.

MyHealth is a non-profit health information exchange organization offering physicians and patients the most effective, industry-leading technology available in health care information. Patient care is improved because providers are able to instantly access patient health information through a secure connection.

Members include health systems, rural hospitals, medical practices, optometry, tribal organizations, long-term care facilities, hospice organizations, behavioral health organizations, and specialty practices, among others. MyHealth works with its members to collaboratively impact health care quality and information in Oklahoma. ➔

Cancer Treatment Centers of America



As part of a national network of hospitals, Cancer Treatment Centers of America® (CTCA) has offered an integrative approach to cancer treatment for 25 years in Tulsa. CTCA® combines surgery, radiation, and chemotherapy with nutritional counseling, naturopathic medicine, mind-body therapy, and spiritual support to enhance quality of life and reduce side effects for patients during cancer treatment.

In May 2015, CTCA added AccuBoost®, a non-invasive breast brachytherapy procedure, to its radiation platform, which allows clinicians to

deliver a conformal, targeted radiation field under mammography image guidance for patients with early-stage breast cancer.

Consistently named one of the "Best Places to Work in Oklahoma" by the Best Companies Group, CTCA in Tulsa was recently awarded a Five-Star quality score—the highest possible rating—by the Centers for Medicare & Medicaid Services and was ranked fourth out of more than 1,400 companies tracked in the YouGov BrandIndex "Best Brand" survey during the first six months of 2015. CTCA is the only health care company to make it onto the list of Top 10

brands, behind only Amazon, Netflix, and YouTube, yet ranked ahead of such legendary brands as Apple, Google, and Ford.

Known for delivering the Mother Standard® of care, CTCA served patients from 38 states and four countries last year while reporting that 98.6 percent of its patients were "mostly or completely satisfied" with their experience. The hospital offers weekend clinic appointments and infusion services 24 hours a day, seven days a week. For more information, visit cancercenter.com or call 918.286.5000.

Hillcrest HealthCare System

Hillcrest HealthCare System (HHS) is one of the area's largest and most renowned health care providers offering a comprehensive network of physicians and services throughout northeastern Oklahoma.

Comprised of seven hospitals, the system includes Hillcrest Medical Center, Hillcrest Hospital South, and Tulsa Spine & Specialty Hospital in Tulsa, as well as Hillcrest Hospital Claremore, Hillcrest Hospital Cushing, Hillcrest Hospital Henryetta, and Bailey Medical Center in Owasso. HHS also offers a network of primary and specialty care providers through Utica Park Clinic, as well as cardiology care through Oklahoma Heart Institute.

Located in the heart of Tulsa, Hillcrest Medical Center is a 690-bed facility recognized for its extraordinary quality outcomes. In addition to high-quality diagnostic, emergency, and tertiary

In addition to emergency and general medicine, Owasso's Bailey Medical Center is a recognized leader for bariatric medicine. Bailey's employees are truly committed to their patients and are proud of the quality service they provide, earning the hospital a place on both *Becker's Hospital Review* "Top 100 Places to Work in HealthCare" list and *Modern HealthCare's* "Top 100 Places to Work" for several consecutive years.



The system's four regional hospitals, Bailey Medical Center, Hillcrest Hospital Claremore, Hillcrest Hospital Cushing, and Hillcrest Hospital Henryetta, improve access to advanced services, technology and providers in communities throughout the region.

Oklahoma Heart Institute (OHI) is committed to offering patients access to world-class cardiovascular care close to home. The cardiology practice combines nationally recognized physicians with the most advanced technology and personalized care available in the region. In addition to hospital-based services, OHI offers more than 12 regional clinics throughout Green Country.

Utica Park Clinic, one of eastern Oklahoma's largest and most respected physician groups, offers a network of nearly 200 primary and specialty care providers in more than 50 clinics across the region.

Although Hillcrest continues breaking new ground by introducing innovative procedures and developing unique programs not found elsewhere in the area, it never forgets that medicine is more than science; it is the people and patients who always come first. Hillcrest's team of 1,200 physician partners, 250 employed physicians, and 5,000 employees are committed to Changing Lives for the better, together.

You are invited to experience Hillcrest HealthCare System. To find a primary care physician or specialist within the system, call 918.585.8000. To learn more about Hillcrest HealthCare System, please visit hillcrest.com.



services, Hillcrest offers patients boutique-style health care through highly specialized service lines, including the Oklahoma Spine & Orthopedic Institute, Kaiser Rehabilitation Center, the Alexander Burn Center, The Peggy V. Helmerich Women's Health Center, and Oklahoma Heart Institute.

Hillcrest Hospital South offers full-service health care in South Tulsa. From the Helmerich Women's Health Center to Oklahoma Heart Institute, the hospital offers patients access to some of the region's most recognized teams of health care professionals in a convenient south Tulsa location.

In December of 2014, Hillcrest HealthCare System acquired a majority interest in Tulsa Spine & Specialty Hospital, a joint venture supported by more than 50 physicians representing an array of surgical specialties. The south Tulsa hospital offers an inviting environment and is recognized as a leader in quality care and patient satisfaction.



OSU Medical Center



OSU Medical Center is the nation's largest osteopathic teaching hospital, training more than 150 medical residents in primary care and sub-specialties annually. Advancing its commitment to providing quality, affordable medical care, OSU Medical Center began welcoming patients to its new, state-of-the-art labor and delivery unit on September 2, 2015. The unit offers pregnant women and their families' one of Tulsa's most comfortable, family-friendly environments when it comes to delivering a newborn. The unit boasts 13 spacious, private patient rooms that accommodate a woman during labor, delivery, recovery and postpartum, her newborn, family members or guests, her medical team and

medical equipment. Two of the multipurpose rooms are ADA compliant, insuring that all members of the community are served. The labor and delivery unit at OSU Medical Center also has a nursery, training/patient education room, three examination/observation rooms and a comfortable waiting room for guests.

OSU Medical Center works closely with the OSU Center for Health Sciences and the OSU Physicians Clinics. Together, these three entities serve more than 240,000 patients each year.

In 2012, OSU Center for Health Sciences (OSU-CHS) increased enrollment in each medical school class to 115 students, helping to address Oklahoma's immediate, critical physician

shortage. The enrollment increase was followed by an October 8, 2015 groundbreaking of The A.R and Marylouise Tandy Medical Academic Building. The Tandy Medical Academic Building will have clinical skills labs, a new osteopathic manipulative medicine laboratory, classrooms, lecture hall, conference facilities and a student study space to accommodate this increased enrollment. It will also facilitate training, educational programs and camps for thousands of medical residents, nurses, emergency services personnel and other health care professionals from across the state, as well as students interested in health care from public, private and charter schools.

Health care for citizens in northeastern Oklahoma and across the entire state will be significantly impacted by the training offered by OSU-CHS at The Tandy Medical Academic Building.

OSU Medical Center's relationship with Mercy, the nation's sixth largest Catholic health care system, contributes to the success of the hospital. Through Mercy's management and the Medical Center's role as the teaching hospital for OSU Center for Health Sciences students, OSU Medical Center is pursuing the goal of ensuring every Oklahoman has access to health care where and when they need it.

Together OSU Medical Center, OSU Center for Health Sciences, and Mercy will work to improve patient care, expand accessibility, expand market share, and provide the revenues needed to maintain its commitment to teaching, research, and the provision of uncompensated care. For more information, please visit osumc.net.



professional and business services

Tulsa! Great for raising a family...business.

Williams...Helmerich & Payne...

Ernie Graves Company

Tulsa is a great place for raising a family. Just ask Tulsans who boomeranged back after a stint elsewhere, or those attracted by its most-livable-city reputation. It turns out that Tulsa is also a terrific place for raising a family...business.

Just ask Williams, Helmerich & Payne (H&P), and the Ernie Graves Company.

The first two of those Tulsa-based businesses with a family heritage are internationally known; the third is well known within its fluid measurement and control field. All three share Tulsa traits of integrity and commitment to their community, and in turn, Tulsa has helped nurture the family business.

Founded in 1908 as Williams Brothers, a concrete and pipeline construction outfit, by David and Miller Williams (a third brother, Charles, was making his mark elsewhere), the company flourished to become the largest international pipeline construction company in the world. Two nephews of the founders (John and Charles Jr.) and a son of one of the original founders (David Jr.) assumed leadership of the company—having worked their separate ways up from the rights-of-ways Williams Brothers utilized. Meanwhile, another son of David Sr., Joe, joined the firm—he gained his pipeline construction spurs in Iran, a U.S. ally at the time.

Eventually, David Jr. spun-off the company's engineering arm and formed his own publicly



held company headquartered in Tulsa. John became chairman and chief operating officer of the now named Williams Companies, Charles became vice-chairman, and Joe was summoned from overseas to be president and chief operations officer, eventually succeeding John as the company chairman.

It was a remarkable string of successful family leaders. All faithful to Tulsa. As the company grew there were pressures to move to larger venues, but John, pointing to Tulsa's central location and long involvement in international commerce (among other factors), elected to stay in Tulsa. One result was the nine-square block development on a formerly rundown section of Tulsa's downtown that now features Tulsa's

Performing Arts Center, and the 52-story Bank of Oklahoma Tower.

With no Williamses in the wings, the company made a smooth transition into new leadership whose careers at Williams made them "a Williams" in everything but name.

Helmerich & Payne's history is another Tulsa family business legend.

The corporate history relates that it started in South Bend, Texas, "in 1929, on a Star 29 cable rig with two people: Walter 'Walt' Helmerich II, an outgoing, adventure-loving, barnstormer from Chicago, and William 'Bill' Payne, a quiet, hard-working microbiologist from Shawnee, Oklahoma."

The company moved to Tulsa in 1926 and grew. And in 1960, Walt Helmerich III, became president of the company.

Under the second Helmerich to head the firm, H&P grew its global operations (which began in 1958) and expanded its domestic operations to the point that the company was recognized as the largest active provider of land drilling rigs in the U.S.

Walt III also expanded the company's interests into real estate—purchasing Tulsa's first shopping center, the mid-town Utica Square.

As Walt III would recall upon H&P's 80th anniversary, "I had been president of Helmerich & Payne for about three years and all of a sudden you notice and feel the burden of all the problems you and your company face...and, oil and gas exploration is so uncertain and risky.

"Driving into work one day, I began thinking about real estate—you buy it, leverage it, the rental income comes in, and you pay down the debt and increase your equity. I was almost to the office and coming upon Utica Square and thought, 'This is a premiere property in Tulsa.'"

Negotiations with the original owners fell through, but eventually Helmerich purchased the property from its second owner's family.

"Peggy [Mrs. Walter Helmerich] and I embarked on bringing in upscale, luxury clients. 'Oklahoma?' they would say, 'Are you kidding?' We'd reply, 'Just fly to Tulsa and see the city.' We'd interest a lot of people that way. But it took years and years until the turning point when we got Saks Fifth Avenue. After that it was easy to bring prospective clients in to look," said Helmerich.

This "family business" success story continued when one of Walt and Peggy's three sons, Hans, was named chief executive officer in 1989—and the company's growth and commitment to Tulsa continued. In 2014, the first "CEO-not-named-Helmerich" assumed H&P's leadership.

In addition to sharing a "family business" legacy, Ernie Graves Company (EGC) shares another quality with Williams and H&P—Tulsa real estate—though on a smaller, yet still significant scale.

Ernie Graves founded his flow measurement and process controls company in his garage in 1955, and after it grew to a rented office in midtown, he asked his elder son, Ken, an architect, to find him new space. He did, soon announcing to his father that he had bought a building.

Frank, his younger son who would become the second Graves in charge, relates that his father was incredulous. Ernie had never seen the building, plus it had been the home of a tire company that advertised used tires for 98 cents from a sign on the roof of the building. Soon, however, the building at 201 S. Houston Ave. was renovated as EGC's new headquarters in 1964.

Ernie was old-school when it came to running his company, son Frank recalls. "He put in 60 and 80 hour weeks and expected everyone to." Frank, himself, started out as a "Saturday janitor" as a youngster, and eventually learned how to calibrate and otherwise operate the fluid control and measuring devices EGC represented. He did not, however, learn anything about the money-making side of the business—sales and manufacture relations.

As a result, when his father died suddenly from a heart attack, all Frank could do was "rally the troops" and start to learn the business side on the job. Both projects, rallying and learning, worked.

Frank handled his son's transition into the firm differently. Colby notes that when the time came, "I was absolutely ready."

That hardly happened over night, and today, Colby admits there was a time when he was drifting and even boomeranged home at one point. "I was out with friends and we had jobs such as waiters, bartenders, and I looked around and realized that there wasn't one of them who would not go to work for their father's family business if they had the chance. And here I was and didn't."

He did. And the training Frank gave him after he joined the company in 1997 paid off. Another point common to Tulsa's two more famous family businesses is shared by EGC; the company has grown under each new generation of leadership. Sales have nearly doubled under Colby's leadership.

In addition to a family heritage and Tulsa real estate, EGC shares yet another trait with Williams and H&P—community commitment—with strong support over the years for Tulsa's United Way and the Autism Center of Tulsa.

There's one difference (in addition to size), however. While the family management chain has been broken at Williams and H&P, Colby notes that he and his wife have two sons, ten and seven, and with a smile he says, "Who knows?"

Tulsa—not only good for families, but also good for family businesses. ❖

Tulsa City-County Library

Tulsa City-County Library (TCCL), composed of 24 public libraries located throughout Tulsa County, provides informational, educational and recreational resources and services to more than 505,600 registered library cardholders.

The prestigious Central Connecticut State University's 2014 Most Literate Cities Study, released in February 2015, ranked Tulsa No. 7 in library services in the nation, moving up two spots since 2013. Tulsa remained in the Top 25 Most Literate Cities in the overall study. TCCL's resources and accessibility regularly have placed Tulsa among the Top 10 libraries in the country. Libraries and locally produced publications were the two measures vaulting Tulsa into the Top 25. Tulsa has ranked in the Top 25 in the overall study since it was first initiated in 2003.

Each and every day, TCCL changes someone's life for the better – whether it is providing free online tutoring for a student struggling with his studies, showing an entrepreneur the steps to start a small business, assisting an unemployed worker with his résumé, or helping a parent improve her reading skills so that she can share a story with her child.

TCCL's mission statement is "Libraries Change Lives." TCCL envisions Tulsa communities working together, where all are knowledgeable, and where everyone is reaching for his or her full potential. TCCL changes lives through its five strategic goals:

Children of Tulsa County will grow up able to compete globally.

The library will be financially sound and an engine of economic growth for the region.

The library will conduct business using innovation and best practices.

The library will have a reputation as a best place to work.

The library will be a center for community, reading, lifelong learning and access to information for all.

To help children succeed and grow up able to compete globally, TCCL offers a multitude of resources, programs and services, including a free online homework assistance service powered by Brainfuse HelpNow, free After-School Homework Clubs staffed by AmeriCorps members, preschool and lapsit storytimes, and an annual Summer Reading Program, to name just a few. In addition, TCCL uses two nationally recognized programs: Family Place Libraries and Every Child Ready to Read.



Tulsa City-County Library's Central Library currently is undergoing a total transformation to turn this midcentury building into a library of the future where 21st century customers can engage in lifelong learning, as well as convene, collaborate and create. The renewed Central Library is scheduled to reopen in summer 2016. This architectural rendering showcases the library, located in the heart of downtown Tulsa at Fifth and Denver.

Tulsa City-County Library Means Business!

TCCL's goals also encompass great aspirations for Tulsa County's economic development. TCCL's Research Wizard is a unique service offering professional research and information gathering assistance to companies, organizations and individuals. The service designs tailored on-demand information products for its clients and delivers them on a fee basis.

Research Wizard relies upon TCCL's extensive business and technology collection, as well as additional sources outside the library's collection, to match business problems to sources that will provide good solutions. Robust subscription databases representing major national publishers of business information are among its cache of tools. Research projects are generally directed toward the following broad categories:

Customers and Competitors: Research Wizard helps companies find information on their competitors and locate new customers.

Market Research and Industry Analysis: Research Wizard queries a highly diverse collection of information sources to help companies and organizations identify and understand their markets.

Intellectual Property Protection: Research Wizard performs full trademark screenings for companies and law firms.

Technology, Products and Processes: Client research incorporates technology reviews, patent literature, new product announcements, government regulation and industry codes.

GIS Mapping and Graphic Presentation: Through its GIS mapping services, Research Wizard identifies, collects and manages statistical data for demographic and market analysis.

Global Business: Research Wizard uses library tools to identify the best foreign markets and global suppliers.

Database Construction Services: Research Wizard will build custom databases for clients.

Research Wizard has been a part of TCCL for more than 30 years. Visit researchwizard.org or call 918.549.7431 for more information. To learn more about TCCL and all the many great resources, services and programs it has to offer the community, visit tulsalibrary.org or call 918.549.7323.

Hogan Assessments

The Science of Personality

When University of Tulsa professors Drs. Bob and Joyce Hogan launched their small startup in 1987, the business plan was simple: build a team of talented, ambitious people and get out of their way. Nearly three decades later, Hogan Assessments has evolved into the global leader in personality assessment and leadership development. With products and services in 57 countries and 46 languages, Hogan's footprint spans the globe, serving approximately 75 percent of the *FORTUNE 500*. However, they are firm believers in remaining true to their roots as an integral part of Tulsa's future.

Grounded in more than 40 years of validated research, Hogan's assessments were the first to scientifically measure personality for business. Hogan challenged decades of academic tradition and criticism to become the first to demonstrate personality's impact on organizational success, pioneering the use of personality assessment to improve workplace performance.

Inspired by the Civil Rights Act of 1964, which made discrimination illegal in the hiring process, the Hogans were dedicated to developing non-discriminatory personality assessments. As a result, Hogan's assessments allow employers to turn a blind eye to gender, ethnicity, and race as a part of the selection process.

The Hogan brand was built on prestige and quality. There are numerous assessment providers, but Hogan guarantees the highest quality assessments to ensure business success, drawing from the latest findings and research practices to develop new products. This approach coupled with bold, swing-for-the-fence mentality has allowed Hogan to stay ahead of the competition. While other providers have merged with large corporations, Hogan stands alone as the last of the true independents.

From the very beginning, company culture was Hogan's top priority. Simply put, their employees are their family. In fact, Joyce Hogan often referred to her employees as her kids. And like all strong families, they work hard to provide

for one another, and believe that the family that plays together stays together.

Over the last decade Hogan experienced rapid growth in their employee base and global distributorship. As a result, they needed more space. In November 2015, Hogan moved into a new 35,000-square-foot global headquarters in downtown Tulsa at First and Greenwood. The state-of-the-art facility allows Hogan to meet their growth expectations, while also providing them with a first-class venue to host clients, distributors, and partners from across the globe.

Moving forward, Hogan will continue working toward the same goal that has driven this company's success since the beginning: improving the global workforce. Hogan believes their assessments will allow them to accomplish that goal for many decades to come, and they'll do it from their downtown Tulsa headquarters.

Tulsa is Hogan's home, and the rest of the world is their playground.



Program Management Group (PMg)

PMg has been helping project owners sort through the complicated design and construction process for almost 20 years. PMg is construction consultants, owner's representatives, and project managers. They manage commercial construction projects, both public and private, for building owners who lack time or the construction knowledge to do it themselves. Because they understand every aspect of the design and construction process, they are able to save owners time and money.

PMg started overseeing projects within the Tulsa community in 1999. Today their highly skilled team includes professionals in architecture, engineering, finance, and construction. They have been involved in a staggering number of projects totaling well over \$1.2 billion of in-place construction across the U.S.



SEG's Geophysical Resource Center.



River Spirit's Resort and Casino.

PMg's largest current project is the Margaritaville-themed resort and casino expansion on the banks of the Arkansas River. PMg is working with River Spirit Casino to make their \$350 million resort at 81st and Riverside the new standard of excellence for gaming and lodging throughout the region.

PMg's latest completion, SEG's corporate expansion at 91st and Yale, represents their commitment to the owner's vision. Stunningly beautiful, the project was completed on time and in budget. Executive Director Steven Davis stated "...I could not be more pleased with the degree to which our project intentions have been met and the way in which the PMg staff has ushered us through this entire process."

For more information, visit pmsgtulsa.com.

Stava Building Corporation



Memorial Park Cemetery's Family Center.

Since its establishment in 1988, Stava Building Corporation (SBC) has grown from a staff of three employees to 24, and from \$1 million in annual revenue to nearly \$20 million. Over the past several years, Stava has been a part of an array of projects such as automobile dealerships, more than 130

Dollar General Stores, Memorial Park Cemetery improvements, and numerous local credit unions.

Stava takes time to get to know each unique client in order to add value to their organization. Focusing on teamwork, goals, problem solving, continued improvement, and support, SBC is able to work with their clients on creating the outcome they desire.

Teamwork—SBC's Design/Build Team is all under one roof, not a joint venture. This allows projects to flow smoothly from start to finish.

Goals—Quality, upfront scheduling and pricing is of utmost importance to SBC. Being able to communicate the realities of a client's project during pre-construction ensures value is created for them.

Problem Solving—As issues arise during a project, SBC doesn't simply tell the client about the problem, they solve it for them.

Continued Improvement—SBC continuously strives for better processes and communication for and with its clients.

Support—Even when the job is complete and operational, Stava continues to serve through their warranty guarantee, walk-throughs and continued support.

Stava Building Corporation is passionate about supporting the growth and future of Tulsa. The well-known entrepreneurial spirit that ignites the Tulsa community is exemplified in Stava's culture and endeavors. For more information, visit stava.com.

climate

Weather Information
 National Weather Service website:
nws.noaa.gov
 Learn more about tornadoes and thunderstorms from these websites:
 The National Severe Storms Laboratory, Norman, Oklahoma:
nssl.noaa.gov
 The National Weather Service Storm Prediction Center, Norman, Oklahoma:
spc.noaa.gov

The fall of 2014 and winter, spring, and summer of 2015 were characterized by a warmer and drier year than normal. However, hidden within a year's worth of statistics were two significantly cold months and one very wet month.

As fall began in September, the prolonged drought that had plagued much of Oklahoma continued. Both September and October were warm and dry. November, while still dry, was unusually cold, with an average monthly temperature over five degrees below normal.

As winter arrived, the mild weather returned and both December and January were above the seasonal temperature average. February was a bitterly cold month, with eighteen individual days below average. The final average monthly temperature in February was more than six degrees below normal, and was the 12th coldest February on record. All of the winter months were below normal in precipitation.

Springtime in Oklahoma means warmer weather and frequent showers and thunderstorms. This year was no exception, as temperatures were above normal most of the spring, and rainfall was almost record setting. The three-month period of March, April, and May was the third wettest spring on record with 22.58 inches of rainfall recorded. The month of May alone saw 14.77 inches of rainfall, which was the second most received for the month of May. For reference, weather records in Tulsa have been kept since 1888. While the excessive rains did produce significant flooding, the drought that began in 2011 was declared over.

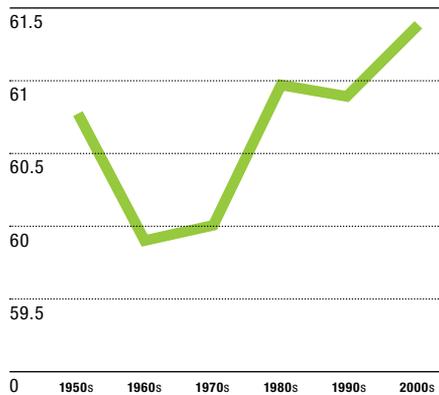
The summer of 2015 was relatively unremarkable with the usual hot and humid conditions returning. Temperatures were slightly above normal, and rainfall was below normal. ☔

TULSA CLIMATE MONTHLY SUMMARY

MONTH	HIGH TEMP	LOW TEMP	AVERAGE TEMP	RAINFALL	SNOWFALL
January	72	-2	35.8	.13	1.1
February	74	8	36.5	.32	3.9
March	82	4	46.7	2.36	2.4
April	87	30	59.2	2.13	Trace
May	94	37	70.5	3.51	0.0
June	94	58	78.2	4.67	0.0
July	101	57	78.2	4.42	0.0
August	102	60	82.8	.98	0.0
September	97	51	73.8	2.19	0.0
October	93	33	65.3	4.82	0.0
November	79	14	45.1	2.10	0.4
December	65	18	42.5	1.97	2.0

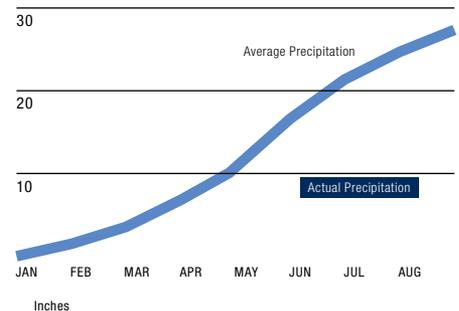
Precipitation: Inches.
 Temperature: Fahrenheit.
 Source: National Oceanic and Atmospheric Administration (NOAA).
 National Climatic Data Center, 2015.

YEARLY AVERAGE TULSA TEMPERATURE



Tulsa Average decadal temperatures in Fahrenheit

TULSA AREA PRECIPITATION



communications

When economic uncertainty dominates the headlines, we usually expect to see catch phrases like innovation and disruption shortly after. It's the natural order of the universe—a strained economy or a distressed industry might mean challenges for some, but others see opportunity.

In Tulsa, one of the more innovative industries to make headlines is the very industry that usually writes the headlines.

While acquisitions dominated the media landscape in recent years, we now see a number of media companies embracing change. New product launches and even new company launches prove that Tulsa's media companies clearly see opportunity.

Long Live Art Deco

Tulsa's daily newspaper, the *Tulsa World*, has been very busy. The company announced plans for the redevelopment of the historic Palace Building as a 58-unit apartment building. About one-fifth of those units would be dedicated for low-income housing.

Community leaders praised Tulsa World Media Company for the adaptive reuse of the building, which opened in 1913. The Palace Building is adjacent to the *Tulsa World* building and is located in central downtown. This redevelopment follows the positive trend of once-empty buildings being renovated and reused in ways that create a unique sense of place for downtown.

Tulsa World Grows

As its news product grew, Tulsa World Media Company announced earlier in the year that it acquired seven local publications, including the *Tulsa Business & Legal News* and six suburban newspapers including the *Broken Arrow Ledger*,

the *Sand Springs Leader*, the *Coweta American*, the *Wagoner Tribune*, the *Owasso Reporter*, and the *Skiatook Journal*.

The move allows the staffs of these publications to stay in their local communities and cover the news and issues as they always have. However, the publications now have great operational support that will allow for enhancements in the future. Many observers recognize this change shows that Tulsa is clearly more than just Tulsa—it's a broad and diverse community comprised of many different municipalities, each with its unique cultural, business, and recreational opportunities.

The Tulsa World Media Company also launched a new product called *Tulsa Magazine*. This quarterly publication promises to tell Tulsa's story and drive a conversation about the community's entertainment, culture, and people. Readers can enjoy the glossy publication at newsstands or as part of their regular newspaper home delivery.



In-Depth Journalism Goes Digital

Former *Tulsa World* publisher, Robert E. Lorton, III, launched The Frontier, an online-only media company delivering in-depth news coverage, feature stories, and investigative journalism. The startup company launched in the spring with an award-winning staff of journalists including Pulitzer award finalists Ziva Branstetter and Cary Aspinwall as well as Kevin Canfield and Dylan Goforth.

The news team has been at the forefront of Tulsa's most impactful newsmakers, ranging from City Hall and our state penitentiary to A Gathering Place for Tulsa, a world-class park being built by the George Kaiser Family Foundation. In addition to online articles, the staff offers a variety of videos and podcasts as well. It's no secret that news is going digital and this team gets it.

Broadcast Turns Up the Volume

The E.W. Scripps Company completed its merger of numerous broadcast assets of Journal Communications. In Tulsa, the Scripps family now includes radio stations KFAQ 1170 AM (news/talk), KHTT 106.9 FM (top hits), KVOO 98.5 FM (country), KXBL 99.5 (classic country), and KBEZ 92.9 FM (classic hits). The company also owns KJRH Channel 2, an NBC affiliate.

Another company, Clear Channel Communications, announced nationally that it renamed itself iHeartMedia, a clear effort to rebrand itself in the digital age. The company is by far the largest operator of radio stations in the United States, but it has invested heavily into the digital world, namely mobile devices. In 2008, the company launched iHeartRadio, a free streaming radio application for smartphones. As the company integrated the apps more and more into its operations and culture, the name stuck, hence iHeartMedia.

Locally, iHeartMedia is heavily active. The organization played an integral role in the creation of a three-day hard rock music festival called Rocklahoma. The event has been a smashing success with an estimated attendance of 100,000 per year, or about 30,000 people per day. Located just outside of Tulsa in Pryor, Oklahoma, it bills itself as the loudest weekend in Oklahoma. And they are probably right!

All of this change means one thing—more choices and more value for customers. People in the Tulsa area (and well beyond), have more media content than ever before to enjoy. From hard-hitting news and thoughtful feature stories to music and special events that make the pulse quicken, Tulsa has stepped on the gas in a major way. ➡



energy



WPX Energy is investing hundreds of millions of dollars to increase oil production in the western U.S.

MAJOR PUBLIC OIL AND GAS FIRMS IN THE TULSA AREA 2015

COMPANY	2014 TOTAL ASSETS ¹	2014 TOTAL REVENUES ¹	2014 NET INCOME ¹	2013 WORLDWIDE PRODUCTION	
				LIQUIDS ²	NATURAL GAS ³
ConocoPhillips	116,539,000	55,517,000	6,938,000	270.0	1,443.0
WPX Energy, Inc.	8,798,000	3,493,000	171,000	15.5	335.4
Cimarex Energy Co.	8,725,293	2,424,176	507,204	26.98	155.1
Unit Corp.	4,473,728	1,572,944	136,276	8.473	58.85
Laredo Petroleum Holdings, Inc.	3,932,549	793,885	265,573	6.901	28.97
Midstates Petroleum Co., Inc.	2,475,793	794,183	116,929	7.561	25.01

¹ Thousands of dollars.

² Million barrels.

³ Billion cubic feet.

Source: *Oil & Gas Journal*, September 7, 2015.

Here in Tulsa, our history is still making history. We remain as energy-rich as ever. What we're doing locally has a world-wide impact.

The United States is now the largest energy super power in the world. No other nation produces more oil and natural gas than we do.

Our city and state are in the middle of it all. Oklahoma ranks fifth in energy production and sits atop more than a billion barrels of proved oil reserves and 29 trillion cubic feet of proved natural gas reserves.

Developing these natural resources—and encouraging alternative energy sources such as solar and wind power—contributes to the economic health of our community and country.

In Oklahoma, energy directly accounts for \$27.1 billion in gross state product and boasts jobs with average compensation of \$133,000. Additionally, the industry comprises 8 percent of the entire U.S. economy.



Employees at Helmerich & Payne analyze data from drilling rigs around the globe to optimize efficiencies.

Tulsa has been a birthplace and a boom town for energy exploration, services, and manufacturing. Oil was first discovered in our area in 1901, just three years after Tulsa incorporated. In the 1920s, Tulsa became known as the “Oil Capital of the World” following a surge of discoveries.

Today, Tulsa is making more headlines. *FORTUNE* magazine counts two of our local employers among the “World’s Most Admired Energy Companies” and the “Best Workplaces for Millennials.”

Make no mistake, Tulsa has some of the brightest minds, top energy talent, and best training around. We’re a part of America’s energy future, which is becoming greener, cleaner, and more diverse. It’s why Tulsa supports using compressed natural gas (CNG) in transportation.

Energy is a high-tech industry where professionals use computer touch screens and video-game-like joystick controllers to steer drilling bits up to three miles deep and up to three miles horizontally to unlock resources in shale rock.

Our local service companies are leading this radical advancement, developing drilling rigs that run on natural gas instead of diesel and require less land on the surface to drill more wells than ever before—up to 20 to 30 wells from a single location.

Great ideas are born and bred in Tulsa. But we’re not stopping. One of the things that makes Tulsa so special is how quickly we diversify and innovate. I call it resilience.

Tulsa’s higher education opportunities are nearly unmatched. *U.S. News & World Report* recognized The University of Tulsa’s School of Energy Economics, Policy, and Commerce, which features an online master’s degree in Energy Business. The University of Oklahoma and Oklahoma State University both have campuses in Tulsa, offering master’s degree programs in fields such as Organizational Dynamics and Engineering and Technology Management.

About a quarter of future energy jobs is expected to be in science, management, and engineering. According to research by the globally renowned JHS Group, the number of opportunities for women in these skilled professions is expected to grow by almost 70,000 new jobs by 2030.

Energy offers a lot—jobs, contributions to quality of life, and an absolute abundance of resources. You don’t have to look far to find all of these assets in Tulsa. ↔



Tulsa is an environmental leader in using natural gas as a transportation fuel.

ONEOK



ONEOK is headquartered in the heart of downtown Tulsa in ONEOK Plaza.

The ONE in Energy

Founded more than a century ago as an intrastate natural gas pipeline business in Oklahoma, today ONEOK (pronounced ONE-OAK) is one of the nation's premier energy companies involved in the natural gas and natural gas liquids (NGL) businesses. Its talented employees work each day to provide safe, reliable energy and services to a wide range of customers in more than a dozen states.

The company's roots can be traced back to 1906, when it built an intrastate natural gas pipeline from Tulsa to Oklahoma City—a pipeline that remains a part of ONEOK Partners.

In early 2014, a new ONEOK was created when the company separated its natural gas distribution business into a separate, stand-alone publicly traded company. This separation is consistent with ONEOK's commitment to create long-term, sustainable shareholder value and was the result of a shift in business mix that has occurred as ONEOK has grown over the years.

Today, ONEOK is the general partner, and as of Sept. 30, 2015 owns 41.2 percent of ONEOK Partners, one of the largest publicly traded master limited partnerships in the country. ONEOK Partners owns one of the nation's premier

NGL systems, connecting NGL supply in the Mid-Continent, Permian, and Rocky Mountain regions with key market centers, and is a leader in the gathering, processing, storage, and transportation of natural gas in the U.S. ONEOK is a FORTUNE 500 company and is included in Standard & Poor's (S&P) 500 Stock Index.

While much has changed in its more than 100-year history, ONEOK has stayed true to the fundamentals that have worked all along—sound business practices, a commitment to profitable growth, and solid returns for its investors.

ONEOK continually reflects on its core values as it makes decisions. These guiding principles—ethics, quality, diversity, value, and service—define what ONEOK is and how it works.

ONE In Community

ONEOK believes that a vibrant Tulsa is key to its ability to attract and retain the employees the company needs today and in the future.

With corporate headquarters located in Tulsa for more than a century, the company has a long-standing commitment to Tulsa and Oklahoma. Nearly 1,000 of its more than 2,300 employees work in ONEOK Plaza in downtown Tulsa.

From its contributions to ONEOK Field and its \$10 million pledge toward the development of the first phase of A Gathering Place for Tulsa to its annual campaign for the Tulsa Area United Way and its

support of local colleges and universities, ONEOK is dedicated to enhancing the quality of life and economic well-being of the communities where it operates and where its employees live and work.

By investing in programs that align with its values, ONEOK supports education, helps families in need, and enhances the quality of life in its communities. From corporate gifts to generous donations of time and money by its employees, ONEOK is making a positive difference.

The dedication of ONEOK's employees doesn't end when they leave the office. They take pride in contributing their time and money to positively impact the communities they work and live in. Volunteers With Energy, the company's volunteer program, has volunteered thousands of hours on projects ranging from the Special Olympics to building houses with Habitat for Humanity.



ONEOK employees help with the construction of a Habitat for Humanity house.



ONEOK's Canadian Valley plant, located west of Oklahoma City, is the company's largest natural gas processing facility in Oklahoma.

Public Service Company of Oklahoma

Tulsa-based Public Service Company of Oklahoma (PSO) provides safe, reliable electricity in sustainable ways and works for a stronger Oklahoma.

PSO offers excellent value for the energy dollar with electricity prices about 30% below the national average. Along with low prices, PSO's electric service ranks among the nation's most reliable. Standard industry measures show PSO customers experience fewer and shorter power outages than most other utility customers in the state and nation.

PSO is addressing the technological transformation our nation's electric power industry is undergoing to meet changing environmental regulations and customer demands. It will increase the use of clean natural gas and renewables, like wind turbines and large-scale solar power.

PSO is a leader in providing wind power for customers, with wind representing nearly 15% of its energy mix. By the end of the year, this will increase to about 20% when new, low-cost Oklahoma-based wind resources are brought online. These will bring significant savings for customers for the next 20 years.

PSO is installing small solar energy systems to help power three PSO work locations. It also plans to add 50 megawatts of large-scale solar per year between 2021 and 2024, for a total of 200 megawatts.

Under the Environmental Compliance Plan, the company is equipping PSO power plants to run cleaner and comply with federal environmental requirements. This Plan, which was approved by the U.S. Environmental Protection Agency, lowers initial costs to customers, allows rates to remain competitive, and includes the added economic benefit of increasing by more than 30% PSO's use of Oklahoma-produced natural gas to generate electricity.

Technology is also changing customer expectations and providing new ways to add value. The company is installing Advanced Metering Infrastructure to enable two-way communications between customers' electric meters and PSO.

This technology offers a number of new capabilities to allow customers to wisely manage their energy usage and increase convenience, including:

Rate plans that provide customers with lower prices for off-peak usage.

Energy management information that customers can use to achieve energy savings.

Improved service quality via electronic meter reading, and remote connections and disconnections.

Additionally, through the PowerForward program, PSO offers a series of incentives to customers for making investments in energy efficiency in their homes and businesses.

PSO is committed to community involvement. Its employees provide volunteer service to numerous nonprofit and community organizations to improve quality of life. To support and encourage volunteerism, employees may apply for mini-grants for organizations in which they are involved. PSO also provides financial support to hundreds of organizations contributing to community well-being and vitality in areas such as education, economic development, environmental stewardship, human needs, and the arts. In 2015, Tulsa Public Schools named PSO "Partner of the Year" for its 30 years-plus partnership with Central High School and the substantial support employees provide to students and staff.

As part of the American Electric Power system, PSO supports awarding of grants from the AEP Foundation to important projects and organizations in Oklahoma, especially education. PSO and AEP Foundation contributions to education initiatives total more than \$5 million since 2005. In 2015, PSO announced an AEP Foundation grant of \$3 million over five years to the Tulsa Community College Foundation which will be used to launch the Credits Count program. This incorporates Science, Technology, Engineering, and Mathematics (STEM) curricula into Tulsa Public Schools high schools via dual enrollment.

PSO is proud of its more than 100 years of service to Oklahomans.



With its distinctive marquee, PSO's Tulsa Power Station is a familiar landmark to Tulsans. The 319-megawatt, natural gas-fired power plant is located south of downtown Tulsa on the west bank of the Arkansas River.

finance

Tulsa is and has been a growing city with a low cost of living and competitive wages for the region. The projected 2016 fiscal budget for the City of Tulsa increased by 7%, growing to nearly \$760 million. The same report produced by the city reveals that wages and salary for the metro area increased for the fourth consecutive year and that the population continued to grow in 2014. As the city continues to develop, there are a couple of dynamics to highlight (from among many): an educated work force and a favorable cost of living.



Commercial Banks in Tulsa County

BANK NAME	ASSETS ¹	DEPOSITS ¹
American Bank and Trust Company	210,287	174,834
American Bank of Oklahoma	219,838	178,894
Arvest ²	15,412,577	13,251,681
AVB Bank	282,373	241,797
BancFirst ²	6,484,144	5,858,620
Bank of America ²	1,606,232,000	1,243,040,000
Bank of the West ²	72,545,497	51,400,733
Bank SNB	2,023,162	1,666,991
BOKF, N A	30,615,811	21,502,228
Central Bank of Oklahoma	650,257	519,526
Commerce Bank ²	23,584,129	19,291,998
CrossFirst Bank ²	1,418,569	1,160,402
First Bank of Owasso	259,287	226,718
First Fidelity Bank, NA ²	1,415,442	1,159,171
First Oklahoma Bank	378,878	331,887
First United Bank & Trust Company ²	3,073,699	2,546,959
Firststar Bank, NA ²	507,257	439,084
Freedom Bank of Oklahoma	47,372	44,068
Grand Bank	258,219	213,365
IBC Bank ²	9,828,015	6,952,280
JPMorgan Chase Bank, NA ²	1,971,380,000	1,330,275,000
Mabrey Bank	788,259	707,676
MidFirst Bank ²	11,662,004	6,434,729
NBC Oklahoma ²	598,027	528,764
Patriot Bank	217,606	173,062
Peoples Bank	98,087	86,413
Prosperity Bank ²	21,673,941	17,022,609
Regent Bank ²	212,508	180,168
Security Bank	503,917	437,775
SpiritBank	730,165	521,457
The Exchange Bank	89,127	79,758
The First National Bank and Trust Company of Broken Arrow	192,553	174,735
Triad Bank	168,900	148,520
UMB National Bank of America ²	18,107,920	14,639,191
Valley National Bank	422,387	379,401

¹ Thousands of dollars.

² Banks headquartered outside Tulsa County.

Data Notes: Financials represent total amounts for all locations of each bank.

TMSA (Tulsa Metropolitan Statistical Area) is comprised of Creek, Okmulgee, Osage, Pawnee, Rogers, Tulsa and Wagoner Counties.

Source: Federal Deposit Insurance Corporation, Statistics on Depository Institutions. Data as of June 30, 2015.

The cost of living in the Tulsa area is low when compared to regional peers. Part of the value of the Tulsa metro area is that the composite cost of living is lower than a number of large cities in the region, including Dallas, Kansas City, Little Rock, and Oklahoma City. This composite score is set by a number of factors from the cost of housing and utilities to groceries and transportation.

While cost of living builds a competitive edge, Tulsa also has a highly competent workforce. According to recent census data, Tulsa exceeds regional peers when it comes to the education

of its citizens. Tulsa has one of the highest high school graduation rates (88.5%) exceeded only by Kansas City at 90% among surveyed regional cities. Dallas is at 84% and Houston is at 82%. With nearly 30% of the population having earned a bachelor's degree, Tulsa is very competitive regionally. The Tulsa area offers talented people for local companies.

Tulsa's top executives of public companies based here are paid competitively. After reviewing a few of Tulsa's most notable public companies and the total compensation for their top executives, it is

clear Tulsa companies are able to compete with firms of larger regional cities on total compensation. As companies and individuals are considering where they can maximize their talents and resources, these are surely factors to consider.

Tulsa has a great financial outlook with a growing population and a high quality of life. Tulsa is a city built on hard work, and it continues to be a city that has a great wealth of opportunity for those who capitalize on what it has to offer. 🏠

Central Bank of Oklahoma

Central Bank of Oklahoma, formerly ONB Bank, is a \$600 million community bank with eight locations in Oklahoma, including the communities of Tulsa, Sapulpa, Owasso, Stillwater, and Edmond. Central Bank of Oklahoma is part

of Central Banccompany, a \$10 billion holding company with 13 full-service community banks and more than 250 locations in 66 communities serving consumers and businesses in Oklahoma, Missouri, Kansas, and Illinois.

For the sixth year in a row, the prestigious business publication, *Forbes Magazine* has recognized Central Banccompany as one of America's Best Banks in its annual review of the nation's 100 largest financial institutions.

In 2015, all Central Banccompany banks adopted the Central Bank name—now Central Bank of Oklahoma shares the same dogwood logo and a name that unifies all 13 banks. In addition, customers are able to utilize banking services at any one of the Central Bank locations across the region.

Central Bank of Oklahoma is safe and secure because of its strong roots and commitment to prudent banking practices. It is committed to being a leading financial services provider in the communities it serves by continuing to provide customers with quality financial solutions and exceptional customer service.

Let Central Bank of Oklahoma be your business resource. Contact Central Bank of Oklahoma at 918.477.7400 for the financial tools and expertise you need to grow your business or handle your personal financial needs. More information is available at centralbankok.net.



Tulsa Federal Credit Union

For more than 70 years, Tulsa Federal Credit Union has thrived from the legacy of its membership and its commitment to the community. Starting with just 12 members and \$240 in assets, its devoted members and knowledgeable staff have helped it grow to 60,000 members and more than \$700 million in assets, with 16 convenient branches located throughout Tulsa, Broken Arrow, Claremore, Jenks, Owasso, Sand Springs, Sapulpa, and Skiatook. It is the essence of Tulsa Federal Credit Union's mission to be the life-long financial compass for its members, a positive force in the community, and the best at making each member's experience exceptional. Its commitment to trust, integrity, teamwork, and making a difference is what makes it a reliable partner.

Tulsa Federal Credit Union offers competitive rates on consumer and business loans, individual and corporate checking accounts, savings programs, and a wide variety of mortgage plans, with advanced online and mobile banking technology. While Tulsa Federal Credit Union offers many of the same types of products as other financial



Jesse Kreiner, Commercial Loan Manager, and Andrew Winslow, Small Business Development Officer.

institutions, it's the individualized approach to providing a wide range of financial services by following the credit union philosophy of "people helping people" that makes it the premier financial institution in Northeast Oklahoma.

Tulsa Federal Credit Union understands the impact small businesses have on the continued success

of the local economy. That's why it is devoted to helping small businesses thrive by providing them with an array of products from merchant services to a variety of business lending products. In addition, Tulsa Federal Credit Union offers a small business comparison analysis to help increase the business's bottom line and support their success.

Tulsa Federal Credit Union took small business lending beyond the conventional Small Business Administration (SBA) designation when it was granted Express authority. With this authority, Tulsa Federal Credit Union can streamline the loan application and closing process by processing the loan in house thus reducing the time it takes to close on a loan and thereby decreasing the borrower's cost for smaller, less complex loans. Tulsa Federal Credit Union's business loan offerings include lines of credit, secured and unsecured term loans, working capital loans, and a wide-range of real estate, vehicle, commercial, and industrial loans.

For more information, visit tulsafcu.org.

Grand Bank

"Let us help you build your legacy".

*—Austin Buerge,
Grand Bank President & CEO*

It takes a special breed to realize a dream. Careful planning. Fiscal discipline. The ability to spot the perfect opportunity. The courage to make the leap. Luckily, one bank makes it their mission to help you prevail.

From simple beginnings reaching back three generations, Grand Bank understands the heart and soul of the entrepreneur. It's where "family owned and operated" still means something, a rarity in today's banking world. This proud legacy provides them with unique insight into what the success of a small business ultimately means. It's about all those whose lives a business touches. Every customer and employee who walks in your door.

That's why the entire Grand Bank culture is built around one simple premise: empower their clients to win. They bring local decision-making, expertise and a culture of teamwork into their passion to help clients build their own legacies.

Start a conversation today. Visit GrandBank.com.



Circa 1960.

From humble beginnings, the Buerge family legacy was built on treating people right and forging strong relationships. Family patriarch and entrepreneur, Paul Buerge, far right in checkered shirt, meets with other business owners who he also considered friends.

aviation & aerospace

#FlyTulsa—That was the theme of a campaign the airport promoted this year, encouraging the Tulsa community to take to the skies. Commercial air travel has never been easier through Tulsa International Airport. Five airlines provide nonstop service to and from 18 airports across the country with flights operating from 5 a.m.–midnight. More than 85% of the airport terminal has been renovated, with the recent completion of a \$60 million project to upgrade facilities and systems of both concourses. Travelers now encounter modern gates with integrated power outlets and complimentary wireless service throughout the terminal, reflecting the community's commitment to supporting technology-equipped travelers.

Tulsa's air transportation system extends beyond the terminal to include a thriving corporate aviation presence at Tulsa International Airport with six Fixed Based Operators (FBO's) providing aircraft maintenance, charter services, and fueling. R.L. Jones, Jr. Airport in south Tulsa is home to more than 500 based aircraft, two FBO's, and is the hub of flight training activities with six flight schools. R.L. Jones, Jr. Airport is the busiest airport in the state of Oklahoma with more than 141,000 aircraft operations in 2014.

In addition to directly supporting the needs of air travelers, Tulsa International Airport plays a significant role in the nation's aerospace industry

as home to the city's largest industrial complex. Within the airport's 4,711-acre campus are 67 firms employing 13,500+ people in highly skilled and specialized positions. Global leaders in aircraft maintenance, repair, and overhaul services share the airfield with manufacturers of aircraft structures and interiors. Specialty avionics and technology firms provide expertise in support of the nation's defense system from their operations located at Tulsa International Airport. The region's aerospace industry is thriving and Tulsa International Airport is laser-focused on continuing to build on its success.

CONTINUED ON PAGE 72



CONTINUED FROM PAGE 71

The foundation of the region's growth strategy begins with education and training specifically tailored to the careers that support the aerospace industry. In August 2015, the city's first Aerospace Academy opened at Tulsa Technology Center's Riverside Campus. The program is designed to provide exposure for high school juniors and seniors to aviation maintenance, pilot training, computer networking, and cyber security, ultimately leading to internship placement within Tulsa's aerospace industry.

Spartan College of Aeronautics and Technology offers pilot training, aviation maintenance, electronics, and non-destructive testing courses at their Tulsa International Airport and R.L. Jones, Jr. Airport locations. Spartan is recognized as a global leader in post-secondary education and training because they recognize the importance of partnering with industry to identify key areas of focus needed to support emerging technologies and modern airframe manufacturing demands.

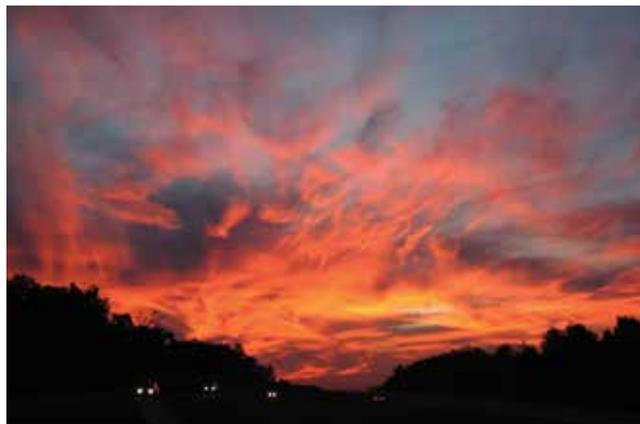
In addition to supporting the development of a highly skilled workforce, Tulsa International Airport is working with industry to identify opportunities to expand Tulsa's regional capabilities and attract new business. The airport has more than 700 acres available for development, including 160 acres with immediate airfield access. One tool the airport is proposing to support development efforts is the creation of a tax increment financing district that would be used to improve infrastructure and invest in equipment and tooling. Federal and state resources are also being leveraged to provide multiple channels for businesses to utilize in support of their Tulsa operation.

The aerospace industry continues to be a jewel in Tulsa's crown, providing an annual economic impact exceeding \$3.2 billion. As investments continue in the workforce and infrastructure, Tulsa is setting its flight plan for a path of continued success. ✈️

TULSA REGION MAJOR AVIATION COMPANIES 2015

COMPANY	INDUSTRY	EMPLOYEES
American Airlines, Inc.	Aircraft Maintenance & Aviation Services	6,000
Spirit Aerosystems, Inc.	Aircraft Components Manufacturing	2,000
The Nordam Group, Inc.	Aircraft Components Manufacturing & Structural Repair	1,500
FlightSafety International, Inc.	Flight Simulators	750
Primus International, Inc.	Aircraft Parts Manufacturing	300
Cymstar	Flight Training Technology	250
Bizjet International	Aircraft Service & Maintenance	220
Precise Machining & Mfg., LLC	Aircraft Parts Manufacturing	210
Navico, Inc.	Sonar Systems & Equipment	200
Southwest United Industries, Inc.	Aerospace Industry Metal Finishing	175
Ducommun LaBarge Technologies, Inc.	Space Vehicle Communication Equipment	170
Pryer Machine & Tool Co., Inc.	Aircraft Parts & Navigation Equipment Manufacturing	155
Accurus Aerospace Corporation	Aircraft Components Manufacturing	150
Limco Airepair, Inc.	Aircraft Repair Services	150
Lufthansa Technik Tulsa Corp.	Air Transportation Equipment Services	120
Honeywell Aerospace Tulsa Lori, Inc.	Aircraft Components Manufacturing	100
Helicomb International, Inc.	Helicopter Parts Manufacturing	100
Precision Components Co., LLC	Aircraft Engines & Parts Machining Services	85
CSI Aerospace	Aircraft Equipment & Parts Wholesale	85
LMI Finishing, Inc.	Aircraft Parts Finishing	80
Covington Aircraft Engines	Aircraft Engine & Engine Parts Manufacturing	80
L-3 Aeromet	Aerospace Electronics	75
Safety Training Systems, Inc.	Airline Training Devices Manufacturing	75
Vertical Aerospace	Aircraft Servicing & Maintenance	65
First Wave Aviation, LLC	Aircraft Equipment & Parts Wholesale	60
Drake Air, Inc.	Aircraft Maintenance & Repair Services	60
Autopilots Central, Inc.	Avionic Equipment & Repair	50
Mercury Air Center Tulsa, Inc.	Aircraft Repair & Wholesale	50

Source: Dun & Bradstreet & Reference USA, 2015. Number of employees may be estimated.



FlightSafety International

Founded in 1951, FlightSafety International is the world's premier professional aviation training company and supplier of flight simulators, visual systems, and displays to commercial, government, and military organizations. FlightSafety is dedicated to improving aviation safety by providing the best possible training products and services. The company provides more than 1.3 million hours of training each year to pilots, technicians, and other aviation professionals from 167 countries. FlightSafety operates the world's largest fleet of more than 300 advanced full flight simulators at training locations in the United States, Australia, Brazil, Canada, China, France, Japan, the Netherlands, Norway, South Africa, and the United Kingdom.

FlightSafety has been a proud and active member of the Tulsa area community for nearly 40 years. FlightSafety's Simulation Division is headquartered in Broken Arrow in a recently completed 375,000-square-foot, state-of-the-art manufacturing facility. More than 750 employees use cutting edge technology to design, manufacture, test, and support a multitude of advanced flight simulators and other training



devices for FlightSafety's worldwide network of Learning Centers as well as a wide variety of commercial and government customers.

For more information on FlightSafety International's services, products and employment opportunities, please visit flightsafety.com.

Neosource, Inc.

Founded in 1989, Neosource, Inc. is truly a ground up organization. Starting as an FAA repair station, Neosource has grown to include Waterjet Cutting and precision computer numerical code (CNC) machining for the local, U.S., and overseas markets. Aerospace component repairs, waterjet work and CNC mill/lathe work are standard Neosource services. Visit neosource.net.

Starting in a small 2,000 sq. ft. Quonset building, the initial two-partner staff included a mechanical engineer and a professor of fire prevention teaching night classes at Tulsa Junior College (now Tulsa Community College). With the addition of their spouses, Neosource had a staff of four with a two person payroll. American Airlines was their first customer.

Over many years, Neosource expanded repairs to every major North American Boeing/Airbus air carriers as well as many worldwide carriers. Regional jet component repairs flourished in subsequent years. In 1998, Neosource moved to an air-conditioned, 15,000 sq. ft. single story building, providing much needed room for business expansion.

Neosource gradually evolved into waterjet cutting. With Nordam as an initial customer, high quality aluminum and Inconel sheet metal were cut with great precision and fast delivery. Today, two Omax Waterjets service well over a hundred customers.

High precision CNC machining for the aerospace and the oil/gas industries became an integral part of Neosource's business strategy many years ago. Steel, aluminum and stainless are machined using

three, four and five-axis CNC vertical machining centers and CNC live tooling lathes. Neosource's team of 18 very talented individuals keeps the business running with high-quality, fast turn product. Locally, the company relies on Tulsa's great availability for raw materials, machine tooling, inspection services (MPI, penetrant, X-ray, etc.), and full plating and anodizing services.

Neosource embraces supporting the greater Tulsa area community, seeking to emulate Tulsa's many philanthropic providers. See 12 years of participation in the United Way's Day of Caring at neosource.net/about.html. Additionally, Neosource supports several local schools, as our children are indeed our future.



manufacturing

The stark realities of a sagging oil and gas sector began to settle over the metro area last year as manufacturing activity slowed and economic uncertainty plagued the industrial landscape. Despite this weakness, however, local business owners look to the future and remain optimistic. Determined attitudes are confident that better times lie ahead. The ability to endure is a trait that has served Tulsans well over the past century, and that enduring nature provides a backdrop for the cautious optimism that prevails among area manufacturers.

“Even after years of diversification, local manufacturers are still firmly grounded in the

petroleum industry,” says Joe Genet, vice president of the Oklahoma Manufacturing Alliance. “Low oil prices have certainly had a noticeable and detrimental effect, but manufacturing related to natural gas is still relatively robust. And some of that diversification is paying off, as well. Aerospace is a big part of our local economy and that sector is vibrant.”

The impact of a healthy manufacturing sector on Tulsa’s economy can’t be overestimated. In the region, manufacturing pays 40 percent higher salaries when compared to all other industries. There are about 52,500 manufacturing wage earners in the metropolitan area, according

to the Bureau of Labor Statistics. Nearly one-in-eight Tulsa-area workers is employed by a manufacturing-related business.

“It’s also important to remember that even though large manufacturers often grab headlines when they are expanding or closing, the vast majority of production is done by small and medium-sized companies,” Genet says. “These manufacturers are flexible and better able to adapt to changing conditions. That’s a real advantage when dealing with economic uncertainty.”

Brian Miller operates one of those small companies. He is president of Midwest Precision,



a versatile sheet metal fabricating firm that his father founded in 1972. While many second-generation companies begin to falter, Midwest Precision continues to grow and progress.

“While business could be better, we are more adept at adjusting to the workload and maintaining efficiency,” Miller said. “We have access to more opportunities than I would have imagined, but competition is fierce. Starting last year, I gave my sales people a mandate to reduce our exposure to the volatility of oil and gas markets. We were successful and timely in that effort. Unfortunately, it seems the downturn has affected other areas, too. But our labor force is smaller, so we are using

this time to bolster our training: quality systems, safety, etc.”

Across town, Brad Frank is in a similar position. Frank is president of Tulsa Tube Bending, a family-owned business and one of the most efficient pipe and tube bending facilities in the United States. The company serves a diverse list of buyers with pieces varying from traditional petroleum applications to modern architectural designs.

“It has taken a while for the downturn to reach our level,” Frank says. “But our overall activity has dropped approximately 15 percent. Interestingly, the number of projects hasn’t changed as much

as the size of the projects. Our projects this year are considerably smaller. Right now, we are concentrating on all the obstacles that might prevent us from landing new orders. We always focus on doing the best job possible with the work we have.”

That’s an attitude shared by Evan Hudson at Tulsa Centerless Bar Processing. His company is home to more than 40 employees. From its 35,000-square-foot factory, the company turns out the highest quality grinding, straightening, saw-cutting, sandblasting, and heat-treating services for long bar products.

“Business levels have certainly slowed,” he says. “Because of uncertain times and in an effort to keep inventories to a minimum, our customers are delaying their buying decisions as long as possible. Being able to meet the customers’ needs with very short delivery dates is the challenge.” But Hudson, like most area manufacturers remains upbeat about the situation. “Business will get better as oil prices stabilize. There has been a drive to reset the breakeven level in the oil field and industry will adjust to these new levels in the long run.”

Even with fewer orders, finding skilled employees remains a fundamental challenge at most northeastern Oklahoma factories. “It’s an epidemic problem,” says Cheryl Hill, owner of Hill Manufacturing in Broken Arrow.

“Securing people with the right attitude and right skills is hard,” Hill says. “We can invest in educating and teaching the skills necessary for a high-paying career, but too many just don’t have any interest in working to get ahead. It wouldn’t matter how much they were getting paid. I do have hope we can find some way to improve the

TULSA MANUFACTURING MIX 2015

SECTOR	SIC	FIRMS	EMPLOYEES
Primary & Fabricated Metal Industries	33-34	451	15,840
Machinery (except electrical)	35	444	11,193
Transportation Equipment	37	102	7,552
Food, Beverage, & Tobacco	20-21	88	4,190
Measuring & Analyzing Instruments	38	126	3,534
Computers, Electrical & Electronic Equipment	36	124	2,982
Printing, Publishing & Allied Industries	27	287	2,606
Petroleum Refining & Related Industries	29	33	1,910
Plastic & Rubber Products	30	75	2,500
Glass, Stone, Clay & Concrete Products	32	68	2,080
Chemicals & Allied Products	28	107	1,675
Miscellaneous Manufacturing Industries	39	216	1,377
Paper Products	26	25	1,101
Apparel, Textiles, Leather	22,23,31	115	1,035
Lumber & Wood Products	24	79	618
Furniture & Fixtures	25	34	395
Total		2,374	60,588

Sectors are based on SIC (Standard Industrial Classification) codes 20-39.
 Geographic Region: Tulsa Metropolitan Statistical Area.
 Source: Based on data from Dun & Bradstreet, September 2015.
 Compiled by Research Wizard, Tulsa City-County Library.

CONTINUED ON PAGE 76

culture. We have made great strides but we still struggle to remain fully staffed.”

There are several Tulsa-area organizations working on that “skills gap.” A couple of years ago, TCC (Tulsa Community College), launched its “Demand Driven Training Program.” The 16-week course offers students the opportunity to develop skills they need to enter the manufacturing workforce. Participants include recent high school graduates, veterans, and workers looking for a new, higher-paying career. Students earn several nationally portable industry certifications and are given job-placement assistance.

The Tulsa Regional Chamber also understands the importance of manufacturing. The Chamber regularly consults with manufacturers when establishing its legislative agenda while working with local and state political leaders to create a pro-business climate.

A plethora of other local resources help maintain the city’s progressive atmosphere. Tulsa’s higher-education institutions provide strong support for the industry. The University of Tulsa and Northeastern State University-Broken Arrow work closely with the Oklahoma Manufacturing Alliance and area manufacturers to strengthen the workforce. Another valuable educational resource supporting manufacturing development is the Advanced Technology Center at OSU-Tulsa.

The Business and Industry Training Service at TulsaTech is among the most effective in the nation. TulsaTech’s automotive, robotics, and manufacturing facility at its Broken Arrow Campus is growing each year. Programs there focus on advanced manufacturing principles with an emphasis on alternative fuels technology. Workforce Tulsa is among the most effective organizations in the country at connecting businesses in our region with job-ready talent through public-private partnerships.

“Dream It Do It Oklahoma” is a new coalition of workforce, education, and industry leaders dedicated to raising awareness of manufacturing careers. “The initiative showcases the incredible career opportunities available in manufacturing to the emerging workforce,” says Stephanie Cameron, executive director. “Dream It Do It works to change perceptions of manufacturing careers by connecting manufacturers with students, parents, and educators. Key programming elements include classroom visits, internships, job shadows, educator and student tours, career fairs,

collaborative training programs, and an awareness campaign.”

Robert Tipton, chief operating officer at Tulsa’s OCV Control Valves, says local manufacturers also face challenges on a more global scale.

“One of our biggest concerns at the moment is the growing strength of the U.S. dollar,” Tipton says. OCV has called Tulsa home for more than 70 years. The company has more than 50,000 square feet of manufacturing space in one of the country’s most modern facilities. “Exports are about 55 percent of our sales. With a strong dollar, it makes our product more expensive overseas, so our business in Brazil and Europe is very quiet, as examples. We have strategies for growth in each of our markets, as well as strategies for cost reduction. But an unsettled global economy is a real threat even to us in Oklahoma.”

The Oklahoma Manufacturing Alliance’s Joe Genet says despite certain impediments foreign sales are an opportunity for manufacturers to grow their business and expand into new markets.

A recent report by the Brookings Institution shows the Tulsa metropolitan area exports about \$7 billion worth of goods and services annually and is among the fastest growing exporters in the country. The area’s export growth rate has been about 10 percent a year recently. The report ranks Tulsa as the 23rd fastest growing metro area for exports over the past five years. Over the past decade, Tulsa ranks as the 13th fastest growing metro area for exports.

The Oklahoma Manufacturing Alliance coordinates a program that helps state manufacturers increase their foreign-customer base. A joint effort with the Oklahoma Department of Commerce, ExpoTech helps companies enter or expand into global markets. It assists in the development of a customized international growth plan, which is vetted by experts and supported by a team of organizations that helps companies move quickly beyond planning to actual export sales. Participants work as a group through a process to accelerate the pace and increase the success rate of international sales efforts. Unlike a static classroom environment, this course is customized to the specific learning needs of participants and produces an international growth plan for each company. During the three sessions, spanning approximately three months, the participating companies gain an understanding of how exports can be a major growth driver, identify hurdles to expansion, and work with the facilitators to

develop a customized international growth plan for their company.

One state manufacturer recently completed the program and exports increased a dramatic six-fold. The company—which entered the sessions with few foreign sales—anticipates exports will now remain about 40 percent of its total revenue.

Also, the Manufacturing Alliance recently launched a new Innovation Management System to help smaller companies commercialize unique and cost-effective ideas. It’s an accessible process for businesses that may not have the internal resources to develop new ideas and move unique products to market.

“Innovation and the adoption of new technologies are essential to the continued success of American manufacturing,” Genet says. “We know from experience that manufacturers who innovate are much more profitable than those that focus on low-cost production, delivery times, or even on quality. Fortunately, we have a long tradition of innovation in Tulsa, dating back to the earliest days of the petroleum revolution. Over the years, we have developed a solid support system that fosters ingenuity.”

Brad Frank says it is more than just territorial pride.

“The concentration of industries in Tulsa creates a wealth of support services not always found in other areas of the country,” he says. “It essentially reduces our cost of operation, improves our response time, increases our selection of raw materials, and expands our collective knowledge.”

Genet adds to the list of quantifiable advantages, “With a central location, the proximity keeps freight bills lower and insulates us from the overpriced functions of both coasts. The Port of Catoosa, America’s most inland river port, is a big plus right in our own backyard. Beyond that, the manufacturing community seems to embrace each other and share ideas to make us all successful.”

Cheryl Hill concludes, “I think manufacturing is truly the backbone of northeastern Oklahoma. Manufacturing is the foundation for so many vital industry sectors like aerospace, transportation, and of course, oil and gas. Most manufacturing companies are small like ours, but we are the ones putting our time in every day to keep the train moving. We’re all blessed to live in such an energetic region.” ❖

IC Bus/Navistar

IC Bus, a subsidiary of Navistar, is the nation's largest integrated manufacturer of school buses. Building on more than 100 years of transportation expertise, Navistar continues to be the global leader in passenger protection, chassis design, engines, and ergonomics.

Since commencing manufacturing operations in the Tulsa community in 2001, the facility has been a key factor in IC Bus' increased market share from a distant third place, to number one, capturing over 50 percent of the available market in North America school buses. For the past 11 years, IC Bus has held strong as the number one bus manufacturer and takes pride in transporting 15 million children to school every day.

The Tulsa plant also has a long history of excellence. Originally built in the 1940s, the plant

was used to assemble bombers for the Army Air Corps, specifically B-24 Liberator bombers during World War II. Following the war, the plant continued operations as a military and commercial aircraft maintenance center.

IC Bus takes much pride in this history and has taken many strides forward to transform the



mile-long plant into a leading facility. In 2012, the plant added a side assembly line for the company's rear-engine school buses, resulting in an 80 percent improvement in quality. The plant and its roughly 1,000 employees continue to look for ways to simplify and standardize bus operations.

As the industry leader with high standards in building a better bus, it's important to remember how much is riding on each one. That's why, before a single weld is laid or bolt is torqued, staff is reminded that buses are as much about the moments that go on inside as they are about the sheet metal that goes on the outside. That standard is one of the reasons IC buses are chosen to carry more of this country's precious cargo than any other brand of school bus.

For more information, visit icbus.com.



international trade

Tulsa leads the state in international trade with more than 56% of Oklahoma's exports, according to 2014 data from the U.S. Department of Commerce, Office of Trade, and Industry. Tulsa was also the 58th highest exporter among U.S. metropolitan areas in 2014 according to Export Monitor 2015 by the Brookings Institute. This reflects Tulsa's natural advantage of a high concentration of manufacturers, a history of international activity, and connections that stem from our early oil industry entry, and the presence of an ocean-access port, the Tulsa Port of Catoosa at the head of the 445-mile-long McClellan-Kerr Arkansas River Navigation System.

The recent drop in energy prices and stronger dollar had a negative effect on Oklahoma exports. They decreased almost 9% over 2013, but still are above the 2011 total according to U.S. Department of Commerce data. Recent metropolitan Tulsa data shows similar change. Currently, Tulsa exports more than \$3.6 billion per year, approximately 11.7% of area Gross Domestic Product.

Tulsa's major exports are in manufacturing of: machinery, transportation equipment, petroleum and coal products equipment, fabricated metal, and electrical equipment. These line up well with the state's major export industries: machinery (non-electrical), computer and electrical products, fabricated metal products, transportation equipment, and electrical equipment.

Overall, Oklahoma's top five national customers, in order, are Canada, Mexico, Japan, China, and Singapore. Success in such diverse markets is a positive signal for the future.

The range of Tulsa firms and organizations engaged in international business is quite broad, across both industries and firm sizes.

Headquartered in Tulsa and employing 2,500 people across nine facilities on three continents, NORDAM is one of the world's largest

independently owned aerospace companies. The firm designs, certifies, and manufactures integrated propulsion systems, nacelles and thrust reversers for business jets; builds composite aircraft structures, interior shells, custom cabinetry, and radomes; and manufactures aircraft transparencies, such as cabin windows, wing-tip lens assemblies, and flight deck windows. Other NORDAM facilities are located in Mexico, the United Kingdom, and Singapore.

NORDAM is also a major third-party provider of maintenance, repair, and overhaul services to the military, commercial airline, and airfreight markets.

Another Tulsa manufacturing company, Vacuworx Global, is a world leader in innovative lifting solutions. Vacuworx manufactures, sells, and rents heavy-duty lifting systems for the oil and gas, water, sewer, utility, and road construction industries. Started in Tulsa in 1999, Vacuworx has grown to have a strong presence worldwide with 35% of sales being international. The company has sales support in Latin America, Australia, Africa, Russia, Middle East, and most recently in Europe.

Tulsa is a major exporter of education through the international students and dependents who come to Tulsa for both undergraduate and graduate education. According to the Institute for International Education in Washington, D.C., during the academic year 2012-2013,

Oklahoma hosted 9,050 international students who, along with their dependents, brought more than \$215.4 million into the state, making Tulsa near the middle among the 50 states. Area schools that have relatively high international student enrollments include The University of Tulsa, Oral Roberts University, Tulsa Community College, Northeastern Oklahoma University, and Oklahoma State University.

The University of Tulsa currently has 1,222 international students from 80 countries. Heavily represented countries include China, Saudi Arabia, Oman, India, Angola, and Malaysia. The direct annual impact of these students is roughly \$38.4 million.

The global market offers Tulsa firms opportunities to expand sales of both goods and services. The U.S. Department of Commerce has a Tulsa office staffed with excellent counselors who can do one-to-one consulting. They also provide workshops and have on-line data available. The Tulsa City-County Library has available two international market research databases.

In addition, Tulsa Global Alliance provides cultural information and networking opportunities with individuals and firms in Tulsa's eight international Sister Cities as well as U.S. State Department international visitors. ❖



Tulsa Global Alliance

Your Global Connection to the World

Hundreds of international visitors come to Tulsa each year. Have you met them?

There are dozens of fabulous international events in Tulsa each year. Have you attended any of them?

There are educational opportunities each year to broaden our children's understanding of the world. Have your children or grandchildren attended?

For answers, turn to Tulsa Global Alliance (TGA). We create opportunities for you to interact with our international visitors, attend unique and colorful events, and for our children to grow as global citizens. TGA is your global connection to the world.

Tulsa Global Alliance is dedicated to increasing global understanding and linking people and institutions worldwide. To achieve its mission, TGA hosts international visitors, facilitates Sister City activities, promotes global education and economic development, collaborates with international organizations and serves as a resource for area governments, businesses, educational institutions, organizations, and residents.

Bringing the world to individual Tulsans and exposing what Tulsa has to offer to the rest of the world goes to the heart of the mission of TGA.

Tulsa's International Sister Cities

Tulsa's Sister Cities program provided many opportunities to bridge cultures in the past year. TGA is a member of Sister Cities International, a citizen diplomacy network that connects cities around the world. Tulsa currently has eight Sister Cities: San Luis Potosi, Mexico; Kaohsiung, Taiwan; Beihai, China; Tiberias, Israel; Utsunomiya, Japan; Zelenograd, Russia; Celle, Germany, and Amiens, France.

More than 45 members and guests joined us for the 2015 Spring Festival and Lunar New Year Celebration held at Royal Dragon Restaurant in Tulsa in February.

In March the Circle Cinema and Tulsa-Zelenograd Partnership offered a Russian-themed reception and screening of award-winning Russian film *Leviathan*—first and only in Tulsa.

Six high school students from the Tiberias, Israel area received home hospitality from Tulsa families in March. They visited schools, toured downtown Tulsa, met with tribal members of

the Oklahoma Indian Bikers Club, watched a Tulsa Oilers hockey game and experienced the Oklahoma City National Memorial.

French music was in the air in Tulsa—twice—in the Spring of 2015! Modigliani String Quartet gave a special Chamber Music Tulsa performance at Harwelden Mansion, thanks to Emily Wood. Another group, Touchez Pas Au Grisbi was the musical guest at Savoring Sister Cities in April!



Tulsa Global Alliance Legislative Fellows from Pakistan, funded by the U.S. State Department, at the Tulsa City Council.

The Utsunomiya, Japan Partnership sponsored several exchange programs. Twenty middle school students and three chaperones came to Tulsa from Utsunomiya in March. Nine high school and college students and one chaperone visited Tulsa in April. Eighteen college students and one chaperone from Tulsa visited Utsunomiya in May.

Tulsa Global Alliance brought home the award...again! TGA received Sister Cities International's 2015 Best Overall Program Award which recognized Sister City programs that demonstrated outstanding accomplishments in 2014 in advancing the goals and mission of the sister cities movement. This was the second time in three years TGA was bestowed this honor.

International Visitors

TGA hosted more than 316 guests in the past year through the International Visitor Leadership and Youth Ambassador Programs, funded by the U.S. Department of State's

Bureau of Educational and Cultural Affairs, Open World, funded by the Library of Congress, and Sister Cities program. These international visitors were from 67 countries including Azerbaijan, Pakistan, Iraq, Bolivia, Costa Rica, El Salvador, Afghanistan, Ukraine, Peru, and Venezuela. They occupied more than 779 hotel room nights, had meetings with more than 290 professionals in various industries, and accounted for more than 210 visits to cultural entities, providing a local economic impact of more than \$900,000 in the past year.

Global Education

Local children can go around the world in Tulsa every other year at the Kids' World International Festival, a hands-on exploration of world cultures. In November of 2016 thousands of schoolchildren, teachers, and families will connect with more than 35 global cultures, opening our children's minds through food, music, entertainment, customs, language, art and geography.

Open a box, open the world. The Culture Box Program offers collections of artifacts from 44 countries. Coordinated by Eisenhower International School, these little worlds-in-a-box are checked out by teachers, scout leaders and civic groups to use as a hands-on tool to learn more about our global neighbors.

Teachers have a chance to open up the world to their students every day, and we can help. TGA has established the Tucky Roger Education Fellowship, a grant supporting professional development in the area of global education for pre K-12 teachers and educators.

Join Us!

TGA Members have many one-on-one opportunities to be a part of the international ripple. Toast the Travelers continues to be a popular bi-monthly event that offers members a chance to stop by after work for happy hour to meet with our international visitors in a relaxed, casual atmosphere. Members can get up close and personal by hosting guests in their home for dinner or overnight stays. One thing for sure, TGA Members have plenty of opportunities to make a global impact one handshake at a time.

TGA cannot operate without the assistance of its members, donors, corporate sponsors, local supporters and hundreds of volunteers—all citizen diplomats—who give countless hours of their time to help spread TGA's mission. Join us—be globalized! Find out how to get involved at tulsaglobalalliance.org.

environmental management

There are many factors that can make a city desirable. It could have a thriving arts scene, a strong economy for young people to start their careers, possess beautiful architecture, or the chance to experience scenic natural wonders. Tulsa, Oklahoma is lucky to have all three of those things. Tulsa's music and visual arts culture is renowned; it made Top ten lists for jobs for young professionals, and many would be hard pressed to decide in a popularity contest matching the Art Deco buildings and the serenity of hiking on Turkey Mountain overlooking the Arkansas River.

There are also factors that make a city less desirable including crime, decay, and environmental problems like unhealthy water and air, trash, and lack of green space. Many parts of the country struggle with this, but Tulsa has very few of these problems in part because of a history of strong leadership combined with civic support. When the citizens believe in something, they support funding and then volunteer to make it happen. The Tulsa community is blessed with many citizens who are willing to pay more or work harder to live in a cleaner city and a better community for all.

That relationship is why Tulsa shines in environmental management. Its past reveals many successful votes for infrastructure, and locals recently stepped up to privately fund a third of billion-dollar park alongside the Arkansas River. Another reason why Tulsa succeeds in green efforts is the many government employees who spend time everyday running facilities while keeping them in compliance. It is this trio of resources—public investment, city employees, and civic volunteers that has helped Tulsa go from the Dust Bowl to Green Country in just a couple of generations.

Let us start with water. How a community delivers and takes away water can be one of the truest tests of environmental management. The treatment, the testing, and the water/wastewater connections to the home are a real measure of civilization. Tulsa planned ahead, building a dam and pipeline system to Tulsa from Spavinaw Creek 54 miles away back in the early 1920s. In the early 1950s, it added additional lines to Lake Eucha. It followed these with lines to Hudson Lake in the year 2000.

It is because of these investments that Tulsa has plenty of available water for its citizens. Even with a decade-long drought in the middle and southern parts of the country, Tulsa has not been forced to restrict water usage since 1981. The average daily use is around 98 million gallons. The two treatment plants that get water from the above mentioned lakes can pump up to 210 million gallons a day. Both treatment plants performed wonderfully in 2015 with no issues or violations.

Tulsa treatment plants supply drinking water daily to 140,000-metered accounts or more than 500,000 people in the metro area. The hundreds of employees in the water and sewer department take pride in their work and are often lauded by their peers. Tulsa residents can be proud of a full supply and high quality water for generations to come.

The air is also tested by environmental professionals and stays clean because of volunteer participation. Air quality is as highly regulated as water quality in urban areas. The area has five monitors plus a warning system in place to make citizens aware of potential problem episodes. Tulsa's past has shown a history of high ozone levels on certain hot, windless days of summer. It is caused by both local industry and motorized vehicles. Managing the air can be tricky. High ozone days are infrequent and actions sometimes ineffective, and little wind during that season can transport pollutants from larger cities south of Tulsa in Texas.

In 2014, the five monitors showed readings slightly above the regulatory limits. The three-year average used to determine compliance showed readings ranging from 77 parts per billion to 80 parts per billion of ozone, while the limit is 75 parts per billion. Non-compliance can put a community on the dirty air list. That happened in other regional cities like Dallas and Kansas City and it looked like Tulsa would surely be added.

But a combination of two good things happened. First, Tulsa had three mild summers in a row, and second, thousands of citizens made small changes in their lives to reduce their emissions. Tulsa had decent rain and wind during the three summers. Most importantly, citizens stepped up and changed their habits. Carpooling made a comeback and bus ridership soared. Riding a bicycle became popular and the City of Tulsa added artistic bike racks around the downtown area.

In 2015, the 4th highest ozone reading was down to 67 parts per billion. This dramatic improvement in air quality lowered Tulsa's three-year rolling average below regulations and kept Tulsa in compliance. A team of public employees and private stakeholders worked to get the message out. Tulsa's ozone alert program has won awards for its creative television and radio ads and now



hundreds of Tulsa businesses have identified a point person responsible for notifying employees on potential bad air days. Most impressively, thousands of Tulsans have downloaded information to get text messages or emails on upcoming Ozone Alert days. Also important, Tulsans began to embrace biking as transportation and not just exercise.

A nice green thing to occur in downtown Tulsa in 2015 was a strong commitment to plant trees among the downtown streets and right-of-ways. It started in 2013 through a partnership with the publicly funded Downtown Coordinating Council and the non-profit Up With Trees. That first year, 166 trees were planted in the three-square-mile area of downtown Tulsa. In 2014, another 353 trees were added, and in 2015 another 200 more were planted along the entrances into downtown with a focus on 1st Street and Detroit Avenue. Each tree can be adopted by residents and businesses for a chance to be rewarded with a small, tasteful plaque for their donation. The \$600 per tree amount will ensure that the trees will be properly maintained and watered in the future.

The City of Tulsa also runs a green waste site to handle broken or dead trees. This east Tulsa site is large enough to handle the large debris with room to provide citizens and contractors a chance to drop off tree debris, such as limbs, after a storm. Most years Tulsa's green waste sites handle almost 100,000 tons of green debris, which is quickly mulched and made available to residents free of charge. Large branches are set aside so citizens with chainsaws can come and cut their own firewood. The savings to the city is great and the convenience for residents is wonderful. Consolidating all of these efforts in one location showed smart and sustainable thinking.

One of the best Tulsa environmental stories of 2015, was Tulsans' love of green space. Where people used to meet at the mall, now they meet at Guthrie Green downtown. The most popular place to jog is at LaFortune Park where hundreds of people run or stroll around the golf course and ponds, with a backdrop of office buildings, large hospitals, and skyscrapers. Mountain biking and hiking enthusiasts embraced Turkey Mountain Park at such levels that new coalitions of friends pushed each other to get out into the wooded trails.

The River Parks authority follows this crowd of joggers, bikers, and strollers and worked hard to keep the green recreation folks happy. Construction on the \$350 million A Gathering Place for Tulsa shut down more than a mile of the most popular section of the east bank of the Riverside Trail. Parks employees scrambled to get the west bank festival site up with a \$5.5 million remodel ready just in time for the large Oktoberfest event.

Environmental management was easy for Tulsa in 2015. Earlier generations invested in the infrastructure to insure quantity and quality of water. The past summers have been mild so energy bills and ozone levels were lower than expected and among the lowest in any nearby state. Non-profits and volunteers planted trees along highways and city sidewalks to give the citizens shade and songbirds. Tulsans got outside and played like never before. Clean water and air combined with new trees and people wanting to be outdoors is the recipe for a desirable city. Tulsa had it all last year. ♡

Doerner, Saunders, Daniel & Anderson



From left: William C. Anderson, Michael C. Wofford, James R. Barnett, and Linda C. Martin.

Many businesses operating in or relocating to Oklahoma look for legal expertise to navigate state and national environmental issues arising within the state. The Tulsa-based law firm of Doerner, Saunders, Daniel & Anderson, LLP, is one of the state's preeminent providers of environmental and water law representation. The firm's environmental team has more than 150 years of combined experience helping clients with a full range of Environmental, Energy/Natural Resources, and Water Law issues.

The firm's environmental and water lawyers handle regulatory guidance and permitting as well as environmental litigation before federal and state agencies and courts. Doerner Saunders has been engaged in these areas of practice during the development and evolution of federal and state statutes and rules, making the firm particularly effective and knowledgeable advocates—insightful advisers about whether and how best to negotiate or fight questionable or inappropriate regulatory or court challenges.

Top Areas of Focus:

Environmental permitting

Securing and permitting of access to water, water rights, and water use

Hazardous waste management, spill control and claims, and site remediation

Superfund claims and defense

Landfills and waste storage sites

Threatened and endangered species management and response

Air quality and government climate change issues

Toxic Substances Control Act

Due diligence, environmental risk analysis, and assistance for clients purchasing or selling a business, business assets, or real estate

Clean Water Act permitting and litigation, including water pollution, wastewater, and stormwater issues

Environmental, water rights, and natural resources litigation

Doerner Saunders is a full service law firm serving its clients' legal needs since 1896 and has offices in Tulsa, Oklahoma City and Norman.

dsda.com

commercial real estate



OFFICE

Tulsa's economy has largely escaped a significant impact from the fall in crude prices, specifically in key office-using employment sectors such as professional and business services. Overall, since May 2014, the private sector has grown by 8,800 jobs. Education and health services, construction, and professional and business services are offsetting losses in mining and logging which has resulted in only a net loss of 600 jobs in the Tulsa market, getting a boost with the consolidation of several oil and gas companies' offices to Tulsa. However, Tulsa has still seen Apache Corp. close its Tulsa office and DCP Midstream significantly reduce its Tulsa staff. The current oil and gas job cuts have mainly been felt in rural areas of Oklahoma and within the industrial sector. Overall, many job losses have been absorbed by local companies or other industries, keeping Tulsa's unemployment below 4% as of May 2015.

Market Trends

Overall trends in the market still see tenants seeking quality space. Downtown development has increased the submarket's profile as a key

player in office space. Downtown's Class A market remains near full occupancy. Tenants attracted to the downtown core include a wide array such as creative businesses, finance, oil and gas, and professional and business services. The Brady District and Blue Dome/East Village continue to attract warehouse and building conversions of older industrial properties into loft-style office space. This trend is echoed in the current renovations of the 8:10 building at 7th Street and Cincinnati Avenue that will provide 53,547 sq. ft. of loft-style office space, and has experienced high tenant interest with more than 75% pre-committed.

Sublet space has increased, particularly in Class A product, due to the consolidations and contractions of oil and gas companies. The largest impact has been felt in the South submarket at the Warren Place I and II properties. Several floors of sublet space have come onto the market in these two properties during the first half of 2015. Other notable Class A properties coming into the market were One Tower and One Williams Center in the CBD (Central Business District). Samson Resources, headquartered in the CBD, made public its efforts to reorganize the company and subsequently layoff local employees which will likely result in several floors of sublet space coming to the market. Even with the downsizing of oil and gas companies in the region, sublet space still remains below 3% of the total vacancy.

Investment Sales

Investment sales for the first half of 2015 totaled \$16 million. Notable property sales included Southern Oaks, 4750 South Garnett, and 3223 East 31st Street.

Overall, local investors have remained active in the market despite the slump in crude prices. National investors have not followed suit, as many have shown hesitancy over fears the local economy is too dependent on oil and gas firms. However, Tulsa's economy has remained resilient

even through the recent layoffs, which presents buying opportunities for investors.

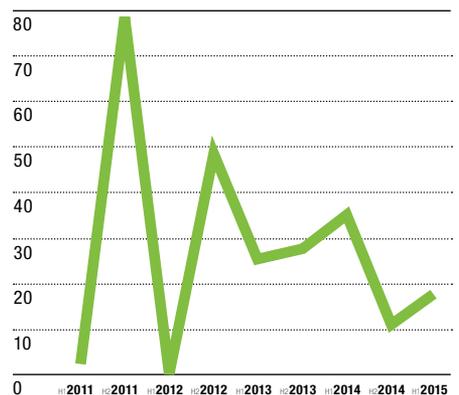
Net Absorption

Net absorption for the first half of 2015 was 144,481 sq. ft. Some local oil and gas companies have continued to grow their headquarters as consolidations and closures of regional offices have increased their Tulsa staffing headcount. Growth was mainly driven by smaller tenants under 10,000 sq. ft. Large tenant movement has been uncommon in the Tulsa area, due in large part to limited new development, unless the tenant is willing to do a build-to-suit development such as Unit Corp., Hogan Assessments, or Ross Group are constructing. Large blocks of space, particularly in Class A buildings, are limited even with the recent sublet space becoming available at Warren Place.

Vacancy

Overall vacancy in Tulsa continues to decline and Class A space is maintaining its downward trend as well, with new speculative construction limited. Vacancy rates may increase in the next year as several build-to-suit projects deliver,

TULSA OFFICE HISTORICAL INVESTMENT Sale Volume



Source: CBRE Research, H1 2015

including Unit Corp., Gateway Mortgage, Ross Group, and others who are vacating Class B buildings in order to move into their new locations. Overall vacancy throughout metropolitan Tulsa is limited to a select few properties. In total, four Class B properties account for 1.8 million sq. ft. of it, which is approximately 60% vacant. Current total Class A vacancy is at 3.9%, which clearly means tenants have a dearth of space options.

Asking Rates

Tulsa's office asking rents climbed again in the second quarter of 2015. The increasing rates can be attributed to the positive demand and limited availability in the prime office category. Asking rates averaged \$20.65 per sq. ft. for Class A, \$14.25 per sq. ft. for Class B, and \$12.48 per sq. ft. for Class C.

Class A asking rates in Midtown are the highest in the region, ending the first half of 2015 at \$23.00 per sq. ft. for a full-service lease. The Downtown submarket is the region's second highest market for Class A with asking rates ending the first half of 2015 at \$21.56 per sq. ft. for a full-service lease.

Construction

New construction in the Tulsa market is still primarily limited to build-to-suit projects. Projects delivered in the first half of 2015 included QuikTrip's 80,000 sq. ft., \$43 million headquarters expansion in the East submarket and Melton Truck Lines' 77,000 sq. ft. headquarters expansion in the North submarket. Gateway Mortgage began construction in the first half of 2015 on their new 85,000 sq. ft. headquarters location in the Southwest submarket. Tulsa Teacher's Credit Union also announced their new 90,000 sq. ft. headquarters location in the South submarket in the first half of 2015 and began construction in the second half of 2015. Tulsa has seen limited speculative development in recent years, keeping the

supply of large blocks of space limited. New construction on the horizon will test the speculative construction market as nearly 200,000 sq. ft. of space is planned in a new mixed-use development in the CBD.

RETAIL

Tulsa's economy has largely escaped significant impact from the fall in crude prices. Education and health services, construction, and professional and business services have offset the 600 job losses in the mining and logging sector. Retail job growth has been strong, with 4,100 net new jobs created since May 2014. Total non-farm jobs created (year-over-year total) 9,500 with 8,800 of these jobs created in the private sector. Continued oil price constraints will likely see more job losses in the mining and logging sectors, but job growth in other sectors will keep Tulsa's economy stable and Tulsa's retail market resilient.

Market Trends

Major trends in the market still see tenants seeking quality space as Class A vacancy remains under 4%. New construction has been clustered around several nodes such as the CBD, Midtown, Tulsa Hills in the Southwest submarket, South Memorial, and the 169 Corridor in the North submarket. Both the CBD and Midtown have seen a growing presence of mixed-use developments with a combination of office/retail or multifamily/retail mixtures. The CBD remains popular with local retailers while national tenants such as Urban Outfitters, Trader Joe's, and Noodles and Company are moving into the Midtown neighborhoods of Cherry Street and Brookside.

National tenant demand continues to remain strong in the Woodland Hills, South Memorial, and Southwest submarkets. Landlords in the Woodland Hills submarket have successfully repositioned many previously empty spaces vacated during the recession, and the submarket

now has the lowest Class A vacancy rate in the Tulsa region. The Tulsa Hills Power Center has continued to attract the attention of national retailers as major construction projects continue at the Walk at Tulsa Hills with Carmike Theaters as well as an additional 30,000 sq. ft. of multi-tenant space. Aldi and Gander Mountain completed their spaces in the first half of 2015 along with Main Event's new 49,000 sq. ft. project across US 75 from Tulsa Hills.

Tulsa's Outlet Mall race continues as Simon Properties, Woodmont Outlets, and Horizon Company moved forward with plans for 300,000 sq. ft. of premium outlet space. Simon Properties ran into resistance from local environmental groups due to their original proposed location adjacent to the Turkey Mountain Urban Wilderness Preserve and will now be focusing on a Jenks location. Likely, only one of the three proposals will be built.

Outside of the proposed outlet malls, the Shops at Aspen Creek remains the region's largest proposed retail center with an additional 500,000 sq. ft. of power center retail space to be constructed adjacent to the recently opened Warren Theater once pre-leasing levels are reached.

Grocery tenant activity in the Tulsa market has grown. New to the market are Natural Grocers, Sprouts, Costco, Fresh Market, and Trader Joe's. Long-time established local grocery chain, Reasor's, has also been active with efforts to attract high-end customers.

Investment Sales

Investment sale activity remained strong in the first half of 2015 with \$99.7 million in retail properties exchanging hands, down from the record in the second half of 2014 where \$193.4 million in retail properties changed hands. Overall,

CONTINUED ON PAGE 84

CONTINUED FROM PAGE 83

multi-tenant investment sales have driven the majority of investment sale activity in the Tulsa market with triple net investment sales also seeing a strong total sales volume in the first half of 2015. Investment sales for retail centers in the Tulsa market continued to see strong numbers at the close of 2015 as the national economy remained strong, interest rates remained low, and the regional economy continued to gain jobs even with slumping oil prices.

Net Absorption

Net absorption for the first half of 2015 was 305,018 sq. ft. Absorption rates were primarily driven by new construction deliveries. Main Event, Aldi, and Gander Mountain completed projects in the first half of 2015, and as a result, the Southwest submarket saw the largest absorption rate of 114,786 sq. ft.

Absorption rates will likely remain strong in key submarkets surrounding the regional malls and power centers. Absorption rates will also be dependent on the amount of new construction as there is limited vacancy in freestanding, power centers, big box/anchor, and regional mall/lifestyle centers in Tulsa.

Vacancy

Vacancy in Tulsa continued to decline as the first half of 2015 rate was 6.3%. The majority of vacancy in the region remained in neighborhood centers, which had an overall vacancy of 10.2%. Big box/anchor, freestanding, and power center retail all had vacancy rates below 5%. Class A space also remained in limited availability with a vacancy rate at the end of the first half of 2015 of 3.5%. The Woodland Hills submarket remained the region's tightest with an overall vacancy rate of 1.7% and 0.3% in Class A product. Vacancy rates remained low as no large, speculative retail projects broke ground in 2015,

Asking Rates

Rental asking rates in Tulsa continued to increase as the first half of 2015 overall NNN (net, net, net) asking rate was \$10.51 per sq. ft. Class A overall NNN asking rates increased over the first half of 2015 to \$20.06 per sq. ft. Class A rates remained the highest in the South Memorial submarket at \$25.46 NNN per sq. ft. The CBD had the region's highest overall asking rates at \$22.44 NNN per sq. ft. mainly due to the market consisting primarily of freestanding retail with small spaces which attain higher rates than large spaces in other retail types. Behind the CBD, Midtown had the highest overall asking rates at \$13.08 NNN per sq. ft. Rates remained on an upward trend as tenant demand remained strong, there was limited vacancy, and limited speculative development.

INDUSTRIAL

Tulsa's economy has largely escaped significant impact from the fall in crude prices. However, industrial-related markets have seen the brunt of oil and gas related job losses as manufacturing and goods producing sectors have combined to shed 3,300 jobs since May 2014 with most of these coming since January 2015. Oil and gas industrial users and contractors have been the first to see personnel and real estate footprint contractions as the number of active well sites in Oklahoma has dropped by 50% over the year, which has contributed to job losses for consecutive months in both manufacturing and goods-producing sectors

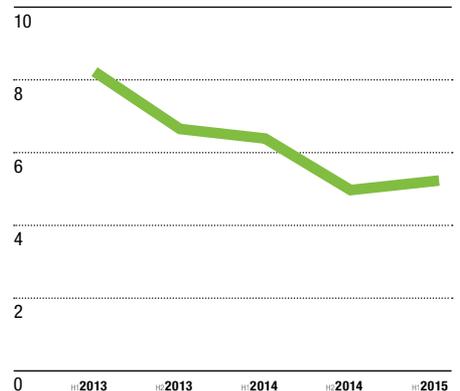
Market Overview

Major trends in the market still see tenants seeking quality space, which remains limited. As vacancy remains low at 5.1%, and most of that space is in older, obsolete properties, competition in the market for tenants to find suitable space is high. The limitation of quality space in the Tulsa market has forced many tenants to evaluate build-to-suit-options.

The Port of Catoosa continues to be a major growth driver in the industrial market in Tulsa. The Port has grown from 850,000 sq. ft. in 1990 to nearly 2.6 million sq. ft. of industrial product as of the first half of 2015. Shipments in the Port continue to rise and account for nearly 15% of all cargo transported in the McClellan-Kerr Arkansas River Navigation System. In total, the 2,500-acre industrial park employs more than 4,000 people and is home to 70 companies. The increasing shipping and growth in industrial product around the port in recent years will continue to make this location a key growth sector for the Tulsa industrial market in coming years as Port officials continue infrastructure upgrades such as the \$12.3 million dock capacity increase project currently underway.

Mid-America Industrial Park announced plans for major expansion efforts during the first half of 2015. In total, plans are to invest more than \$50 million to make the park's remaining 4,000 acres developable by the end of the decade. Currently, more than 3 million sq. ft. of existing industrial product has been constructed in the park with notable tenants such as

TULSA INDUSTRIAL VACANCY RATE



Source: CBRE Research, H1 2015

Google, Airgas, Cabot Norit Americas, Endot, NORDAM, and Unified Brands. In addition to the development infrastructure investment, park officials will be constructing a 100,000 sq. ft., \$10 million Mid-America career center. Plans for three speculative buildings were announced as well, which will include a 37,500 sq. ft. light manufacturing building, a 45,000 sq. ft. crane-ready building, and an 84,000 sq. ft. multi-tenant warehouse, currently making the park the largest concentration of speculative development for industrial space in Oklahoma.

CenterGate Business Park, the former Ford Glass Company Plant/Zeledyne Glass Plant, continues to see redevelopment efforts expand. In total during the first half of 2015, three new properties were announced for construction; a 61,000 sq. ft. and 113,120 sq. ft. warehouse facility along with a 38,000 sq. ft. flex building. During the second half of 2014, Harsco occupied 553,000 sq. ft. that helped set off the redevelopment of this shuttered plant. In total, more than 1 million sq. ft. of new industrial space will be constructed on the site in coming years.

Investment Sales

Investment sales activity remained strong in the first half of 2015 with \$64 million and 1.6 million sq. ft. exchanging hands. The Broken Arrow Expressway–BNSF rail corridor in the Southeast experienced the majority of investment sales in the first half of 2015. Per sq. ft. average during the first half of 2015 was \$40, while the average per sq. ft. price between the first half of 2013 and the second half of 2014 was \$34, signaling a continued rise in industrial value in the Tulsa MSA.

Net Absorption

Net absorption for the first half of 2015 was 1,292,802 sq. ft. Absorption rates were driven by the delivery and occupancy of the Macys/Bloomington distribution center which totals

1,388,555 sq. ft. As a new-to-the market tenant, this project contributed significant growth to the market in the first half of 2015. Net absorption without the delivery of Macy's facility was relatively flat as the closure of the Team Oil Tools 134,000 sq. ft. facility and Hilti's relocation of its North American headquarters to North Texas, vacating 122,000 sq. ft. of space, offset other tenant growth in the market during the first half of 2015. While other industries in Tulsa, such as aerospace and distribution, are likely to benefit, the reduction of oil and gas companies in industrial space will likely offset much of the growth in other sectors.

Vacancy

Vacancy in Tulsa remained stable ending the first half of 2015 at 5.1%. Shadow space and availabilities continued to rise in the industrial market. During the height of crude prices, many oil and gas related companies secured space for future growth needs, which has resulted in many firms choosing to relist this space as oil field contractors who are typically big players in industrial space have been hit the hardest

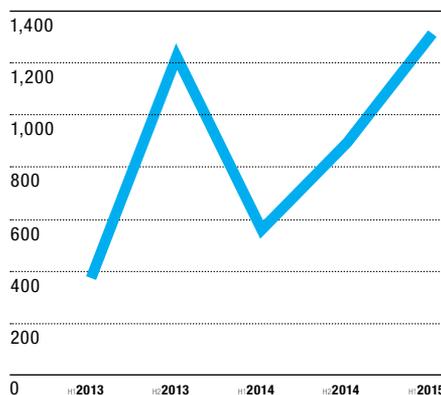
by the recent crude price decline. As the decline and suppression of crude price continued, it began to impact vacancy rates in the industrial market in the second half of 2015 and it is predicted to continue into 2016. However, vacancy remained under 5%, well below the U.S. industrial average of 10.1%.

Asking Rates

Rental asking rates in Tulsa continued to increase in the first half of 2015 as overall NNN asking rate was \$5.55 per sq. ft. Rental rate increases were reflective of the other lack of quality space in the market, allowing landlords to continue to increase asking rates. Rental rate growth has been the strongest in the South Central and Southeast submarkets, as they are well positioned along major highways and rail infrastructure with limited availability of land for new construction. ➔

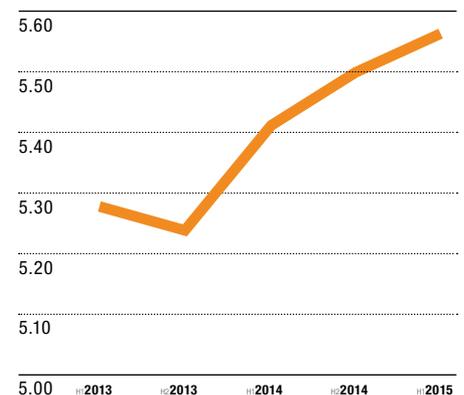
Disclaimer: Information contained herein, including projections, has been obtained from sources believed to be reliable. While we do not doubt its accuracy, we have not verified it and make no guarantee, warranty or representation about it. It is your responsibility to confirm independently its accuracy and completeness. This information is presented exclusively for use by CBRE clients and professionals and all rights to the material are reserved and cannot be reproduced without prior written permission of CBRE.

TULSA INDUSTRIAL NET ABSORPTION



Source: CBRE Research, H1 2015

TULSA INDUSTRIAL ASKING RATES NNN Average Annual



Source: CBRE Research, H1 2015

workforce development

The Tulsa area economy has fared much better than the majority of the United States during the latest economic downturn, ranking 11th in *Wallethub.com*'s 2014 ranking of the most-recovered cities from the 2008 recession. And 9th in *Area Development* magazine's ranking of "Leading Locations for 2013: The Recession-Busting MSAs." However, the downturn in the oil & gas sector has begun to hit Tulsa in recent months, resulting in layoffs in an otherwise strong job market.

Tulsa's entrepreneurial spirit is strong, beginning as early as statehood. The tremendous momentum created by the expansion of the oil industry in the 1920s carries forward today, resulting in Tulsa being ranked 1st among the Top 10 best U.S. cities for young entrepreneurs by *Nerdwallet.com* and 2nd best city in the United States for starting a businesses by *Wallethub.com* in 2015. Start-up companies at Tulsa's The Forge and soon-to-be created, 36DegreesNorth, create wealth and jobs for the Tulsa community.

During the last economic downturn, the Tulsa metropolitan area's annual unemployment rate went only as high as 6.9% (in 2010) compared to the nation, which had an annual unemployment rate of 9.6% that same year. In 2012, the metro area unemployment rate steadily dropped from a high in January of 7.0% to just below 5% in 2013 and has hovered around the 5% mark ever since.

Though a rate of 5% represents what economists generally consider "full employment," that rate does not include people who choose not to participate in the workforce for whatever reason and thus are not represented in the unemployment rate. In Oklahoma, the number of people who choose not to participate in the workforce (i.e. not to seek a job) is historically high. Only 57% of women in Oklahoma choose to seek employment, which is the second worst participation rate for

MAJOR PRIVATE COMPANIES HEADQUARTERED IN TULSA MSA

COMPANIES	ESTIMATED SALES
QuikTrip Corporation	8,770,000,000
Continuum Energy Services, LLC	2,092,791,000
Willbros Downstream LLC	2,018,783,000
Matrix Service, Inc.	1,343,000,000
Rooney Holdings, Inc.	1,100,000,000
The NORDAM Group, Inc.	831,280,000
McGraw Davisson Stewart, Inc.	800,00,000
Cherokee Nation Businesses, LLC	781,886,547
GBK Corporation	765,850,000
Navico, Inc.	472,180,000
A G Equipment Company	402,070,000
Latshaw Drilling & Exploration Company	367,210,000
United States Beef Corporation	322,710,000
The Bama Companies, Inc.	312,030,000
John Zink Company, LLC	263,750,000
Alliance Resource Holdings, Inc.	246,100,000
IC Bus of Oklahoma, LLC	228,870,000
CCI Corporation	203,080,000
National Truck Parts of the Midwest, Inc.	176,670,000
Mazzio's, LLC	151,380,000

In dollars.
Geographical Area: Tulsa Metropolitan Statistical Area.
Source: Dun & Bradstreet; Hoovers, 2015.
Compiled by Research Wizard, Tulsa City-County Library.



TULSA METROPOLITAN STATISTICAL AREA INDUSTRY RANKING BY PAYROLL 2015

Manufacturing	3,040,584	17.4%
Professional & Business Services	3,006,350	17.2%
Education & Health Services	2,779,371	16.0%
Transportation & Utilities	1,641,053	9.4%
Financial Services	1,314,912	7.5%
Retail Trade	1,309,332	7.5%
Construction	1,083,046	6.2%
Wholesale Trade	987,741	5.6%
Mining & Natural Resources	832,871	4.8%
Leisure & Hospitality Services	669,132	3.8%
Information Services	472,625	2.7%
Other Services	335,124	1.9%
Total	17,472,141	100.0%

In thousands of dollars.

Source: U.S. Bureau of Labor Statistics, October 2015.

PERCENTAGES OF TOTAL EMPLOYMENT BY INDUSTRY CATEGORY

CATEGORY	TULSA MSA 2014	TULSA MSA 2015 ¹	USA 2014	USA 2015 ¹
Construction	5.0	5.3	4.4	4.5
Financial Activities	5.2	5.2	5.7	5.7
Government	13.2	13.0	15.7	15.4
Information	1.7	1.7	2.0	2.0
Manufacturing	11.8	11.2	8.8	8.7
Natural Resources & Mining	1.8	1.7	0.6	0.6
Retail Trade	11.0	11.3	11.1	11.0
Services	42.1	42.2	43.8	44.1
Transportation, Warehouse, & Utilities	4.8	4.7	3.7	3.7
Wholesale Trade	3.6	3.7	4.2	4.2

¹ 2015 data is based on the first eight months of the year.

Data series is not seasonally adjusted.

Industries based on the North American Industry Classification System.

Services include Professional & Business, Education & Health, Leisure & Hospitality, and Other.

Sources: U.S. Bureau of Labor Statistics; Research Wizard, Tulsa City-County Library.

women in the nation, behind Utah. Only 73% of Oklahoma men participate in the workforce. These two numbers combined indicate that there is a large, untapped pool of workers who could fill open positions within our many growing Tulsa-area companies.

There are many factors that contribute toward Oklahoma's low labor participation rate. According to Deidre Myers, Oklahoma Deputy Secretary of Workforce Development, those include our culture, health issues, aging populations, and increased household wealth during the 2000s. But the factor that appears to have the biggest impact is that of a skills mismatch. Tulsa has many growing companies with open positions, coupled with workers who choose not to seek jobs because their skills don't match what companies are seeking.

Workers with skills can find plenty of work in Oklahoma. For those with some college or an Associate's degree, which includes certificate programs from Oklahoma's award-winning vocational-technical centers (CareerTech), a relatively small portion choose not to seek jobs, and the unemployment rate for this group is only 4.3%. Those with a Bachelor's Degree or higher have a similarly small percentage who choose not to seek jobs and have a 2.7% unemployment rate. The low unemployment rates for these groups illustrate the need for more workers with these skills to join the workforce.

Conversely, of those who are high school graduates with no further education, nearly 340,000 choose not to seek jobs, and even with that very substantial number, the unemployment rate for this group is still only 5.3%. Finally, for those without a high school diploma or GED, 143,000 choose not to seek jobs—nearly one-and-one-half times the number whom have

CONTINUED ON PAGE 88

MAJOR PUBLIC COMPANIES HEADQUARTERED IN TULSA MSA

COMPANY	ESTIMATED SALES
ONEOK, Inc.	14,602,717,000
ONEOK Partners, LP	11,869,273,000
NGL Energy Partners, LP	9,699,274,000
The Williams Companies Inc.	6,860,000,000
Williams Partners, LP	6,685,000,000
Helmerich & Payne, Inc.	3,719,707,000
WPX Energy, Inc.	2,761,000,000
Alliance Resource Partners, LP	2,205,561,000
Magellan Midstream Partners, LP	1,897,606,000
ONE Gas, Inc.	1,689,952,000
SemGroup Corporation	1,427,016,000
BOK Financial Corporation	1,359,843,000
Unit Corporation	1,351,850,000
Matrix Service Company	1,263,089,000
Rose Rock Midstream, LP	766,526,000
Laredo Petroleum, Inc.	665,257,000
AAON, Inc.	321,140,000
Webco Industries, Inc.	189,300,000
Apco Oil and Gas International, Inc.	149,023,000
AADvantage Technologies Group, Inc.	35,888,692
Educational Development Corporation	26,097,000
Greystone Logistics, Inc.	23,449,936
Osage Bancshares, Inc.	6,100,000
American Natural Energy Corporation	3,321,670
Totally Green, Inc.	1,600,000
Drone Aviation Holding Corporation	1,454,337

In dollars.

Geographical Area: Tulsa Metropolitan Statistical Area.

Source: Dun & Bradstreet.

Compiled by Research Wizard, Tulsa City-County Library.

TULSA MSA LABOR FORCE

YEAR	LABOR FORCE	UNEMPLOYMENT RATE %
1997	424,613	3.6
1998	437,004	3.5
1999	442,481	3.4
2000	440,192	2.9
2001	443,206	3.4
2002	446,630	4.8
2003	440,430	5.9
2004	438,023	5.0
2005	442,814	4.4
2006	443,294	3.9
2007	438,611	4.0
2008	441,791	3.7
2009	441,425	6.8
2010	462,935	7.3
2011	459,430	6.3
2012	465,962	5.4
2013	467,155	5.4
2014	463,143	4.5
2015	472,431	4.3

2015 data based on the first eight months of the year.

Sources: U.S. Bureau of Labor Statistics; Research Wizard, Tulsa City-County Library.

CONTINUED FROM PAGE 87

jobs, and the unemployment rate for this group is still 7.5%.

Fortunately, the mismatch between Tulsa's available workforce and the jobs that area companies are creating can be remedied via education and training. And, as a region, the Tulsa area is addressing the need from an economic development and workforce development perspective. The Tulsa metro, operates regionally—in partnership with chambers, economic development professionals, CareerTech, colleges and universities, and countless other agencies and non-profits that share in

a targeted effort to put people to work. Tulsa has an advantage over other areas because its CareerTech system can create customized training that is industry-driven in order to meet a company's needs. Tulsans are also fortunate that several years ago, Tulsa Community College created Tulsa Achieves, a gap-funding program that provides up to 100% of tuition and fees to Tulsa County high school graduating seniors. Tulsa Technology Center has a similar program, the Accelerating Independence scholarship. These cutting-edge programs help to build a long-term pipeline of highly skilled workers for Tulsa.

In recent years, collaborative efforts have led to the creation of innovative programs that also help to build a long-term worker pipeline for Tulsa area businesses. Dream It Do It is a national initiative

that helps teachers, students, and parents learn about job opportunities in manufacturing, for example. Collaborative efforts have also resulted in the Roadtrip for Teachers series that introduces teachers in the Tulsa metro area to job opportunities in different industries so they can integrate that knowledge into their curriculum. Recently, the governor announced a statewide emphasis on workforce development that resulted in the creation of regional Key Employer Networks, which in Tulsa is led by President and COO of Public Service Company of Oklahoma, Stuart Solomon.

The Tulsa metro area offers many more resources than these for both the employer and the job seeker. For more information, please go to workforcetulsa.com. 

high tech

In a study published by *ChangeTheEquation.org* last year, Tulsa ranked fifth among the nation's 100 largest metro areas for advanced manufacturing. This type of manufacturing relies on high tech infrastructure and workers trained to meet the demands of rapidly evolving high tech industries. The study found that Tulsa had rapid growth in advanced manufacturing jobs, a rise of 27% from 2009 to 2014. This did not occur by accident, but rather by careful and persistent planning by Tulsa community leaders. In an interview published in the *Tulsa World* last October, Chuck Prucha of the Oklahoma Manufacturing Alliance asserted that the rapid growth in this technology sector was due to "... a coordinated effort over a number of years by many organizations like the Oklahoma Manufacturing Alliance, Tulsa Tech, Tulsa Community College, the Tulsa Regional Chamber, and private firms."

Tulsa has been fortunate that its community leaders and fellow Tulsans have consistently had the foresight to acknowledge the importance of community collaboration in bringing high tech training, advanced infrastructure, and, ultimately, high tech jobs to the city. Another example of this community foresight was the approval in 2003 by the Tulsa County voters of "Vision 2025." Among numerous other important provisions, Vision 2025 enabled Tulsa Community College (TCC) to construct a 34,000 square-foot, state-of-the-art Medical and Biotechnology Learning Center at its Southeast Campus in Tulsa. In 2006, TCC was able to accept its first declared biotechnology majors. This was the beginning of a very successful program in training biotech workers for the region and led to the receipt of multiple large federal grants for biotech training. In 2014, the founder of this program, Dr. Diana Spencer, received the Community Recognition Award presented by the Oklahoma Bioscience Association in recognition of this program's impact on the Tulsa community.

One of the most exciting recent demonstrations of Tulsa's ability to collaborate as a community in support of high tech infrastructure was the construction of the Tandy Supercomputer Center in downtown Tulsa. This center opened its first nodes to operation in 2013, providing Tulsa with the nation's first community supercomputer. The Tandy Supercomputer Center provides access to corporate, government, entrepreneurial, and university researchers. In just two years, the center has amassed more than 100 users and has attracted nearly \$4 million in research grants to the state. The project was led by the Oklahoma Innovation Institute, a 501(c)(3), not-for-profit corporation committed to building an innovative economy in the Tulsa region with the central

theme of "Research to High Impact Jobs". The Tandy Community Supercomputer Center project has brought Tulsa national recognition, enhancing the city's reputation as a rising high tech hub. Last year, the Oklahoma Innovation Institute was awarded the Journal Record Innovator of the Year Award for its work on this project.

As Tulsa moves forward in this technology-dominated world economy, it must continue working to establish itself as a high tech hub. The recent emergence of unique, community-wide collaborative efforts, and unprecedented shared infrastructure suggest Tulsa is on a path to a vibrant future in this vital sector of its economy.



city government

The City of Tulsa was founded on the frontier in 1898 when Oklahoma was still Indian Territory. Oklahoma became the 46th state in 1907. A year later, in July 1908, Tulsa adopted its first city charter.

For about 80 years, a board of commissioners led Tulsa. The city commission included a mayor and four commissioners: police and fire; streets and public property; waterworks and sewerage; and finance and revenue.

On Valentine's Day in 1989, the citizens of Tulsa voted to change to a mayor-council form of government. This replaced the outdated city commission in an effort to create a more effective city government. It was the biggest change in Tulsa's city government since the 1908 charter.

Tulsa's mayor-council form of government resembles the structure of the federal government with its three branches: the mayor; the city council; and the city auditor.

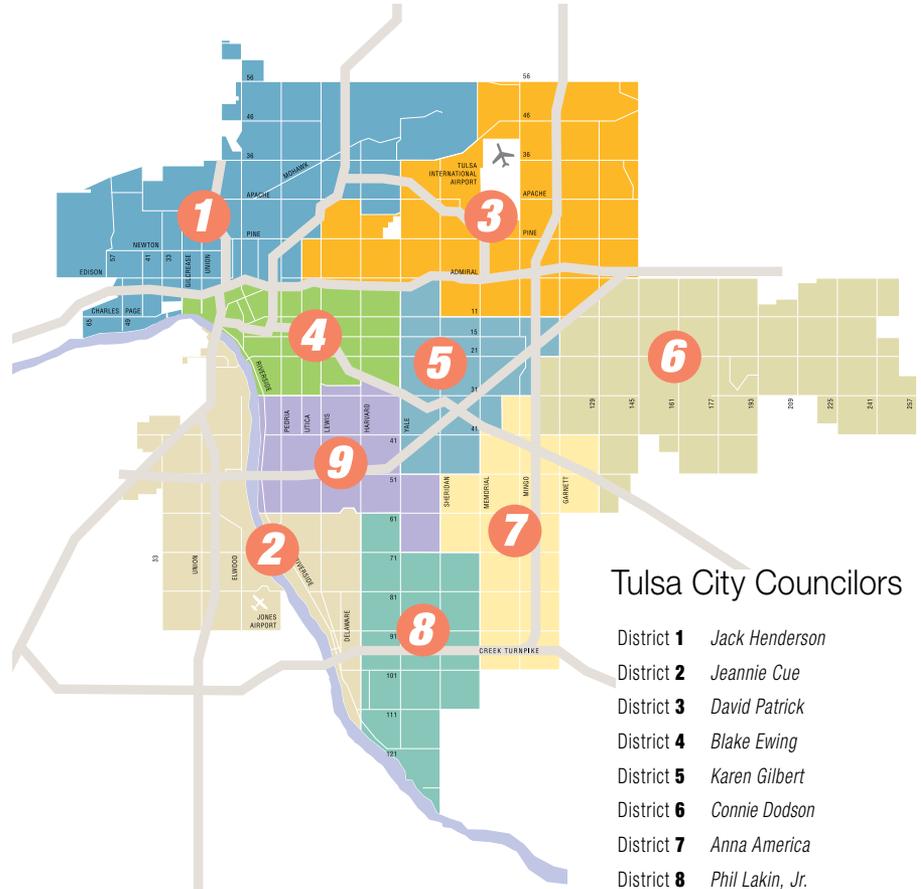
The mayor

The mayor serves as chief administrator and manages the day-to-day operations of the city. Other responsibilities of the mayor include: managing all administrative departments, submitting an annual budget to the city council and appointing citizens to authorities, boards and commissions.

The mayor of Tulsa serves a four-year term. The current mayor is Dewey Bartlett, Jr.

The city council

The Tulsa City Council serves as the legislative branch of city government. There are nine city councilors elected by the citizens in each of Tulsa's nine council districts. The city council passes all local laws and establishes city policy. The city council also reviews and approves the



Tulsa City Councilors

- District 1 *Jack Henderson*
- District 2 *Jeannie Cue*
- District 3 *David Patrick*
- District 4 *Blake Ewing*
- District 5 *Karen Gilbert*
- District 6 *Connie Dodson*
- District 7 *Anna America*
- District 8 *Phil Lakin, Jr.*
- District 9 *G.T. Bynum*

city's annual budget, as well as confirms mayoral appointees to authorities, boards and commissions.

Councilors serve a two-year term. The current chair of the city council is Jeannie Cue and the vice-chair is Anna America. The chair and vice-chair serve for one year.

The city auditor

The city auditor serves as an independent eye on city operations and resources. The auditor regularly reviews the city's financial activities, using these findings to make recommendations to the mayor and the city council on how to become more financially efficient.

The city auditor serves a two-year term. The current city auditor is Cathy Criswell.

Authorities, boards, and commissions

While the mayor, city council and city auditor make up the three branches of Tulsa's city government, groups of citizens also serve to provide elected leaders with information and recommendations to help them make better decisions. These groups of citizens are known as authorities, boards and commissions. The advice provided by these groups helps create city policies and programs.

The City of Tulsa currently has dozens of citizen groups covering a variety of topics and interests. Citizens are welcome to apply to serve on any authority, board or commission. For more information, visit cityoftulsa.org.

tgov tulsa

Watch government in action

The city council's standing committee meetings take place on Thursday afternoons on the fourth floor of City Hall. The city council has its regular meeting every Thursday (excluding holiday weeks) at 6 p.m. on the second floor of City Hall. The public is encouraged to attend and provide input at the Thursday night meetings.

The city council meetings are broadcast live on Tulsa Government Access Television, known as TGOV, on Cox Cable channel 24. Or viewers can watch meetings online via the live streaming and video on demand services at tgovonline.org. TGOV also broadcasts the meetings of select authorities, boards, and commissions.

Agendas and back-up materials for city council meetings are available at the city council office in City Hall, or online at tulsacouncil.org. Agendas for authority, board, and commission meetings are available at cityoftulsa.org.

Contact information

The mayor, city council and city auditor offices are all located in City Hall at:

One Technology Center
175 E. 2nd Street
Tulsa, OK 74103

Mayor's Office: **918.596.7411**

City Council Office: **918.596.1990**

City Auditor's Office: **918.596.7511**

Customer Care Center: **918.596.2100**

Find more information on the City of Tulsa's website: cityoftulsa.org

And on the Tulsa City Council's website: tulsacouncil.org



TGOV is...

Tulsa Government Access Television—known simply as TGOV—gives citizens an eye into City Hall. TGOV broadcasts on digital cable and online 24 hours a day, seven days a week.

Since its debut on July 4, 2004, TGOV has been the go-to resource to view local government meetings. At its start, TGOV only broadcast live meetings. Over the years, it has expanded into a multimedia resource offering information about daily government operations and city services.

...Informational and educational

TGOV broadcasts a variety of live meetings, such as regular meetings of the Tulsa City Council and the City Council's standing committees. TGOV also covers select live and pre-recorded meetings of authorities, boards and commissions to give citizens more windows into government decision-making processes. Meetings are rebroadcast throughout the week, giving viewers opportunities to catch up on developments they may have missed.

When TGOV is not broadcasting meetings, it airs a variety of programming designed to educate and inform. TGOV staff covers current city events and press conferences. They also collaborate with other city departments to expand the reach of public information. Additional segments cover public safety information and helpful services citizens may not know about.

According to a 2011 Citizen Survey commissioned by the City of Tulsa, TGOV is viewed by nearly 50 percent of Tulsa households. Of those viewers, 85 percent expressed satisfaction with TGOV's content.

...Online

Tulsans no longer have to come to City Hall to watch local government meetings; they can watch them anywhere with an Internet connection via TGOV's video on demand and live streaming features.

TGOV also has a presence on YouTube, offering videos about city services, events, and more. Citizens can keep up to date with TGOV's television schedule and new programs on Facebook and Twitter.

...Looking to the future

Over the past decade, TGOV has continually created more options for the public to participate in the governmental process and to stay informed. TGOV plans to continue to grow and expand, bringing Tulsans even more access in the future.

On television: Cox Cable channel 24

Online: tgovonline.org

Some Meetings You Will Find On TGOV

Board of Adjustment

Tulsa Metropolitan Area Planning Commission

Transportation Advisory Board

Hispanic Affairs Commission

Indian Affairs Commission

Mayor's Commission on the Status of Women

H.U.D. Community Development Committee



economic profile

2015 TULSA ECONOMIC INDICATORS					
	2002	2003	2004	2005	2006
Personal Income¹ (millions of dollars)					
Tulsa MSA/Current	26,872.9	27,162.0	28,616.5	31,365.5	34,657.7
Tulsa MSA/Real	31,293.8	31,016.8	31,901.4	33,996.5	36,586.2
Tulsa County/Current	19,726.9	19,893.1	20,919.6	23,100.3	25,468.3
Tulsa County/Real	22,972.2	22,716.3	23,321.0	25,037.9	26,885.5
Labor Market/Tulsa MSA					
Total labor force (thousands)	446.6	440.4	438.0	442.8	443.3
Wage & salary employment (thousands)	410.1	398.3	400.5	413.9	426.8
Unemployment rate (percent)	4.8	5.9	5.0	4.4	3.9
Construction/City of Tulsa					
Single-family units	490	463	506	677	693
Multi-family units	392	128	14	87	0
Finance					
Tulsa prime rate (percent)	5.9	5.4	5.6	7.43	8.81
Transportation					
TUL passengers	2,907,308	2,747,203	2,943,919	3,132,962	3,168,716
TUL air freight (tons)	48,188	51,059	54,825	53,578	56,784
Port barge tonnage (tons)	2,223,103	2,250,139	2,220,871	1,819,905	2,321,448
Consumer Price Index/All Urban Consumers					
(1982 – 1984=100) (points)	179.9	184.0	188.9	195.3	201.6
Personal Consumption Expenditures/Implicit Price Deflator					
(2009=100) (points)	85.873	87.572	89.703	92.261	94.729
Gross Domestic Product/U.S.					
Real GDP in billions 2009 inflation adjusted dollars	12,908.8	13,271.0	13,773.5	14,234.2	14,613.8

¹ 2014 Personal Income estimates.

Real = deflated dollars. Personal Income series is expressed in 2009 dollars using the Implicit Price Deflator as an adjustment factor.

Tulsa MSA is comprised of Creek, Okmulgee, Osage, Pawnee, Rogers, Tulsa, and Wagoner counties.

Sources: Tulsa City Council; Research Wizard, Tulsa City-County Library.

2007	2008	2009	2010 ¹	2011	2012	2013	2014
35,533.1	39,612.0	35,667.9	37,027.0	40,875.0	44,512.2	45,479.3	48,228.6
36,593.6	39,586.3	35,667.9	36,424.9	39,246.6	41,944.7	42,278.0	44,203.8
25,618.9	28,983.4	25,111.0	26,131.2	29,195.6	32,110.7	32,889.7	34,719.8
26,383.5	28,964.5	25,111.0	25,706.3	28,032.6	30,258.6	30,574.6	31,822.4
438.6	441.8	441.0	462.9	459.4	466.0	467.2	463.1
435.1	440.6	420.6	413.4	415.4	425.0	432.1	439.8
4.0	3.7	6.8	7.3	6.3	5.4	5.4	4.5
664	429	372	340	320	420	429	382
9	399	344	73	695	744	78	902
8.85	6.00	4.58	4.58	4.58	3.44	3.44	3.44
3,218,429	3,180,765	2,812,295	2,763,562	2,707,668	2,654,189	2,647,889	2,760,705
60,103	59,334	58,975	54,675	55,743	56,372	58,148	58,627
2,010,505	2,050,394	2,058,191	2,266,893	2,160,624	2,702,464	2,700,990	2,367,127
207.342	215.303	214.537	218.056	224.939	229.594	232.957	236.736
97.102	100.065	100	101.653	104.149	106.121	107.572	109.105
14,873.7	14,830.4	14,418.7	14,783.8	15,020.6	15,354.6	15,583.3	15,961.7



LIFE TAKES HEART

For over 25 years, at Oklahoma Heart Institute we've known that living well takes a healthy heart. That's why our 4,100 specialists are dedicated to diagnosing and treating cardiovascular, metabolic and sleep problems with a team approach and unmatched, advanced technology. We tackle even the most difficult problems, so you can get better results. When you need complete heart care, trust the doctors of OHI. We have what it takes so you can live well. Our patients are living proof.

TECHNOLOGY AND KNOW-HOW FOR RESULTS YOU CAN DEPEND ON.



Oklahoma Heart Institute

Nationally Recognized Cardiovascular Specialists

918.592.0999 | www.oklahomaheart.com

1120 S. UTICA AVE. Oklahoma Heart Institute (THE HEART HOSPITAL) | 1265 S. UTICA (UTICA PHYSICIANS OFFICE) | 9228 S. MINGO (SOUTHPOINTE PHYSICIANS OFFICE) | 8801 S. 101ST E. AVE. (HILLCREST SOUTH)

ARE WE THERE YET?



A timeless question for sure. But it's not one we parents only hear coming from the backseat. It's a question we ask everyday at IC Bus when we design and build our buses to stay on the road longer and keep our children safe. When coming through on the promise of the highest quality products. It's the question that drives us to be a partner you can count on with best-in-class customer service and support. And to keep up with technology like OnCommand™ Connection and buses powered by propane. Helping all of us to keep an eye on the road ahead. As a leader, we think about creating access for the future generations getting on and off our buses everyday. And that's why, when we ask ourselves, "Are we there yet?". The answer will always be . . . **N E V E R .**

Proudly built in **TULSA, OKLAHOMA**

IC BUS. DRIVING OUR FUTURE.™



acknowledgments

Principal Contributors

Drew Rees, *City Council Administrator/Chief of Staff*, received his B.S. in Finance, with a minor in Economics from Oklahoma State University, and his J.D. from the University of Tulsa in 1993.

Megan Boyd, *Council Video/Media Specialist*, received her B.A. in Journalism from Oklahoma State University. She is a contributor to and content coordinator of *Vision Tulsa*.

Martha Gregory and **Jennifer Pawlowski**, *Economic Development Information Center, Tulsa City-County Library*, have been instrumental in gathering information for *Vision Tulsa*. Without their able, cheerful assistance, this publication would not have been possible.

Very Special Thanks

Tom Baker
City of Tulsa

Dewey F. Bartlett, Jr.
Mayor of Tulsa

Ed Bettinger
Public Service Company of Oklahoma

Jesse Boudiette
Propeller Communications

Megan Boyd
Tulsa City Council

Ken Busby
Route 66 Alliance

Shelley Cadamy
Workforce Tulsa

Hunter Cates

Jamie Christiansen
Home Builders Association of Greater Tulsa

J. Markham Collins
Collins College of Business University of Tulsa

Jeannie Cue
Tulsa City Council

Joe Epperley
Oklahoma Manufacturing Alliance

Blythe Fowler
Sparrow Speak Services

Barbara Gibson
Indian Nations Council of Governments

John Hamill

Thomas Hemphill
Tulsa Global Alliance

Nancy Hermann
Tulsa Performing Arts Center

Bill Hinkle
Hinkle Creative Services

Brandon L. Jackson
Home Builders Association of Greater Tulsa

Pam Listar
City of Tulsa

Jeff Mulder
Tulsa Airports

Michael S. Neal
Tulsa Regional Chamber

Chad Oliverson
Arts Alliance Tulsa

Michael Patton
Land Legacy

Christopher Payne
Tulsa Public Schools

Viplava Putta
Indian Nations Council of Governments

Don P. Quint
Don P. Quint & Associates

Tami Rosson
CB Richard Ellis/Oklahoma

Dave Rowland
Oklahoma Manufacturing Alliance

Mary E. Smith Crofts
Tulsa Airports Improvement Trust

Kent Teague
The University of Oklahoma-Tulsa

Mike Teague
National Weather Service, Tulsa

FOR ADDITIONAL INFORMATION ABOUT THE CITY OF TULSA, PLEASE CONTACT:

Tulsa City Council
175 East 2nd Street
Tulsa, OK 74103
918.596.1990
tulsacouncil.org

FOR INFORMATION ABOUT RELOCATING OR DOING BUSINESS IN TULSA, PLEASE CONTACT:

Tulsa Regional Chamber
Two West Second Street, Suite 150
Tulsa, OK 74103
918.585.1201
tulsachamber.com

Director of Economic Development
City of Tulsa
175 East 2nd Street
Tulsa, OK 74103
918.596.7411
cityoftulsa.org



Sponsor Index

Cancer Treatment Centers of America **53**

Central Bank of Oklahoma **69**

Doerner, Saunders, Daniel & Anderson **81**

FlightSafety International **73**

Gilcrease Museum **17**

Grand Bank **70**

Hillcrest HealthCare System **54**, *Inside Front Cover*

Hogan Assessments **59**

Holland Hall **36**

IC Bus/Navistar **77, 95**

McGraw Realtors *Inside Back Cover*

Monte Casino **1, 40**

Neosource, Inc. **73**

Oklahoma Heart Institute **94**

Oklahoma State University Center for Health Sciences **39**

Oklahoma State University-Tulsa **41**

ONEOK **66**

Oral Roberts University **42**

OSU Medical Center **55**

Program Management Group (PMG) **60**

Public Service Company of Oklahoma **67**

River Spirit Casino **23**, *Back Cover*

Saint Francis Health System **50-51**

Stava Building Corporation **60**

The Henry Kendall College of Arts and Sciences at The University of Tulsa **42**

The University of Oklahoma **37**

Tulsa City-County Library **58**

Tulsa Community College **41**

Tulsa Federal Credit Union **2, 70**

Tulsa Global Alliance **79**

Tulsa Tech **43**

Tulsa Zoo **22**

Veolia Energy Tulsa, Inc. **47**

Photo credits

BOK Center **19** Kimberly Butler **16** Cains Ballroom **20** City of Tulsa **65** CityScapes **20, 21** Gilcrease Museum **14, 15** Jennie Cluck **20** Nathan Harmon **14** Helmerich & Payne **65** Rosie Hinkle **21** Nisian Hughes **17** Oklahoma Jazz Hall of Fame **21** Alvin Perkins **18, 20, 21, 27, 80** Propeller Communications **26** Philbrook Museum of Art **15** Nace Roberts **16** Tulsa Ballet **12** Tulsa Drillers **27** Tulsa Opera **12** Tulsa Performing Arts Center **14** Tulsa Symphony **17** Eric Waltrip **82** WPX Energy **64**
The remainder of photos ©2016 Shutterstock

Fulfilling the Real Estate needs of Northeast Oklahoma since 1938.

Residential | Commercial | Property Management & Leasing
Relocation | Abstract & Title | Mortgage Services



Experience, Expertise, Excellence.
McGrawRealtors.com

918.592.6000

McGraw
REALTORS®

 /mcgrawok
 @McGraw_Realtors
 @mcgraw.realtors



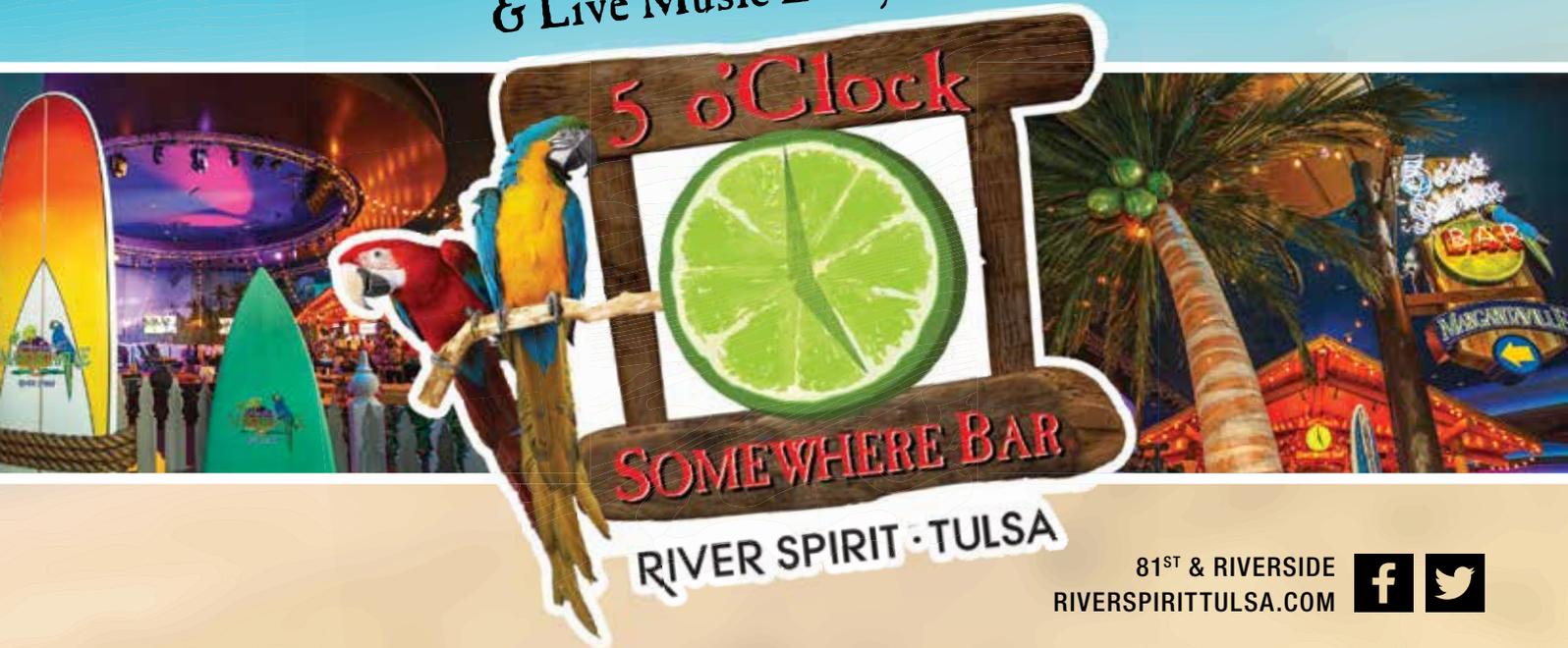
RIVER SPIRIT[®] *Casino*

WE'RE BROADENING OUR HORIZONS!

River Spirit Casino will soon be home to one of Tulsa's premier destinations.

Plans include a luxury hotel, convention and meeting center, fitness center and resort pool area, showroom theater, Margaritaville[®] Casino, Jimmy Buffett's Margaritaville[®] Restaurant, & a premier steakhouse restaurant!

Enjoy Signature Drinks
& Live Music Every Weekend



81ST & RIVERSIDE
RIVERSPIRITTULSA.COM

