



VISION TULSA

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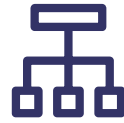
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For information about relocating to Tulsa, write to Tulsa Regional Chamber, Economic Development Division, Two W. 2nd Street, Suite 150, Tulsa, OK 74103; or by calling 918.585.1201.

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Cover photos: Rhys Martin, Rhys has traveled all 2,400 miles of Route 66. You can follow him at cloudlesslens.com.



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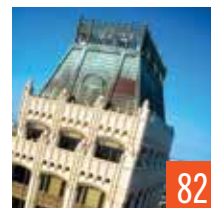
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Connie Dodson
Councilor District 6



Anna America
Councilor District 7



Phil Lakin, Jr.
Councilor District 8



Ben Kimbro
Councilor District 9



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- District **1** *Vanessa Hall-Harper*
- District **2** *Jeannie Cue*
- District **3** *David Patrick*
- District **4** *Blake Ewing*
- District **5** *Karen Gilbert*
- District **6** *Connie Dodson*
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Council Chair



It's Tulsa's Time to Shine

It's an honor and a pleasure to serve as chair for the third time on the Tulsa City Council. As a public servant for the citizens of Tulsa, this has by far been one of the most rewarding experiences of my life.

I grew up in a small, bustling town once called Dawson that was annexed into Tulsa in 1948. I knew Tulsa was a special place that would thrive, but Tulsa has far surpassed my wildest dreams. I never imagined Tulsa would have a downtown baseball stadium and a state-of-the-art arena, along with many other amenities. Now, Tulsa is looking forward to an iconic pedestrian bridge over the Arkansas River and the world-class public park that is the Gathering Place, a generous gift to our city from the George Kaiser Family Foundation.

I've been privileged to be involved with community improvements from the first Vision 2025 third-penny sales tax package to the recent Vision Tulsa tax-extension package. These programs cover everything from economic development and public infrastructure to capital improvements and public safety. Significant, progressive changes were made in Tulsa as a result of these public improvement packages and I'm immensely pleased to be a part of it.

Tulsa is home to historic Route 66, which in my opinion is one of the most promising Vision 2025 capital improvement projects. Vision Tulsa also allocated funding to promote tourism along this route. Visitors from all over the globe visit Tulsa every year to get a glimpse of the Mother Road, and I look forward to seeing it come to fruition.

Investing locally and connecting internationally has Tulsa primed for economic growth. As an entrepreneur, I'm pleased that Tulsa is still a safe haven for mom-and-pop businesses, which is a generator for Tulsa's continued success.

This year, I'm eager to work side-by-side with Mayor G.T. Bynum to help promote his innovative strategies and forward-thinking approaches to galvanize Tulsa to become more competitive with other top cities.

Tulsa is a diverse city, and as we further work toward cohesion and resiliency, I can't wait to see how our citizens and neighborhoods thrive. I'm looking forward to Tulsa's unrelenting success.

DAVID PATRICK CHAIRPERSON, TULSA CITY COUNCIL

Mayor of Tulsa



Tulsa's Spirit of High Expectations

All across our great community are the energizing sights and sounds of a city on the move. We're focused on completing Vision and economic development projects that will be a game changer for how our city will look in the next five years. So, what makes Tulsa a world-class city? Our people.

In 2016, the citizens of Tulsa came together to approve an \$884 million Vision sales tax renewal package. With that vote of confidence, we rolled up our sleeves and set out to fulfill our Vision plans to benefit all parts of our city—north, south, east, and west.

We asked citizens to dream big and help us decide what a new pedestrian bridge should look like. After receiving more than 300 submissions and 14,000 comments on our finalists, The Gateway Bridge will serve as an iconic centerpiece along the Arkansas River and complement the neighboring Gathering Place.

Vision Tulsa sales tax dollars helped make Sunday bus service a reality, offering citizens access to public transportation on the weekend—the first time in Tulsa Transit's history. Aero, the official name for Tulsa's enhanced Bus Rapid Transit Line service, will serve as a premium public transit service to connect Tulsans to jobs, educational opportunities, and destinations along Peoria Avenue and downtown.

And finally, we broke ground on our first new Vision Tulsa project to begin construction: Tulsa's Air National Guard Mission Training Center will be completed by the end of 2018. Using \$9.4 million in Vision funds, the 20,000-sq.-ft. Mission Training Center will feature four flight simulators offering realistic combat training for fighter pilots. The 138th Fighter Wing in Tulsa will be the first Air National Guard unit in the country to receive this cutting-edge technology and serve as a regional facility.

Tulsa is experiencing a great boon of economic development. It's exciting to know we've had more corporate relocation visits in the first quarter of 2017 than in all of 2016.

The Greenheck Group, a Wisconsin-based manufacturer of air movement, control, and conditioning equipment will build a new campus to serve the central and southern U.S. markets. Ingredion, Inc. will soon open a shared service center in downtown to house select finance activities for their U.S. and Canadian operations. Both companies credit Tulsa's skilled and stable workforce, affordable real estate, and strong community culture for playing a key role in their decision to locate here.

Exciting new venues in North Tulsa, such as the Osage Nation's \$150 million casino and hotel, will increase access to quality jobs and spur other business in the community. USA BMX will make their national headquarters here, bringing a high-flying Olympic sport and its national audience into the Greenwood District.

Looking ahead, we see increased growth plans from across multiple sectors of the city's existing industry as companies make major investments and expand their Tulsa facilities and workforce. Activity will only increase here as businesses and skilled talent realize the potential Tulsa offers.

All of our efforts are helping to make Tulsa the best place to live, work, and raise a family. Together, we're building a world-class city that will benefit us both now and for future generations.

G.T. BYNUM, MAYOR OF TULSA

Tulsa Regional Chamber



Tulsa is a city that inspires. It inspires investment. It inspires tourism. It inspires exploration, invention, and engagement. And, as we are increasingly seeing, Tulsa inspires other cities hoping to generate the same level of energy and excitement that we experience on a daily basis.

Tulsa is many things to many people. Tulsa is vibrant, offering a diverse mix of architecture, activities, and events—from arts and music to food and theatre. From \$1.5 billion in public and private investment in downtown, to quality of life improvements like the \$400 million Gathering Place river development, to marquee venues such as the BOK Center and ONEOK Field, our community is one our children and grandchildren will want to live in.

Tulsa is also active. Our citizens enjoy outdoor spaces like Guthrie Green and Turkey Mountain, and they compete in events like the Tulsa Run and Tulsa Tough. Our city makes it easy to walk, bike, and run or to simply relax and soak up the sun.

Tulsa is creative. Our citizens pursue opportunities to push the envelope and expand the knowledge base. Tulsa's creative thinkers are busy today imagining the jobs of tomorrow in fields such as computer science, aerospace, health care, and the arts.

Tulsa is also entrepreneurial. Our citizens like nothing better than to find a better way or a new solution. From our earliest days, we have been pioneers, and that pioneering spirit continues today in places such as The Forge, the Chamber's business incubator; 36 Degrees North, a co-working space funded in part by the Chamber; and the Chamber's own Small Business Connection, Northeast Oklahoma's leading network for connecting small businesses with the tools to grow in a competitive global market.

Tulsa is family-friendly. Our attractions—including our markets, parks, and amusements—appeal to young and old alike, making it easy for the entire family to enjoy our city. Tulsa is a great place to visit a fair, take in an outdoor concert, and splash in the water, no matter what your age.

And last but not least, Tulsa is historic. From our treasure trove of Art Deco architecture to iconic Route 66, our city offers sights and sounds that will appeal to anyone interested in the history of our great land. We also have world-class museums—including Philbrook and Gilcrease—that bring the history of our region, and of other regions, to life.

Suffice to say, Tulsa is as multi-faceted as its citizens, and we are certain that our best days are still ahead of us. Take a look—we believe you, too, will be inspired by Tulsa.

MIKE NEAL, PRESIDENT AND CEO, TULSA REGIONAL CHAMBER

Tulsa Global Alliance



Tulsa Global Alliance (TGA) is excited and honored to be a part of Vision Tulsa 2018. We are fully committed to hosting international visitors, coordinating Sister City exchanges, promoting global education, and facilitating international business development. We have seen first-hand that building relationships between citizens from around the world is one of the greatest tools we have in strengthening our national security and economic

prosperity. We firmly believe that citizen diplomacy, the idea that citizens have the right and responsibility to promote U.S. foreign relations one handshake and one host family at a time, is more important than ever, and we invite Tulsans to join us in building global community!

These are some of our successes in 2016-17:

Welcoming International Visitors to Northeastern Oklahoma

Two hundred eighty-six international visitors came to Tulsa, representing 72 countries, through the U.S. State Department International Visitor Leadership Program and other U.S. government-funded programs, with a total economic impact of over \$864,000. High school students from Brazil, Iraq, and Caribbean countries and energy professionals from 15 countries around the world are some of the people who paid visits to Tulsa.

Sister Cities Exchanges

On behalf of the City of Tulsa and its citizens, TGA coordinates exchanges and activities between Tulsa and our eight international Sister Cities. In 2017, TGA hosted exchange students from Amiens, France; Celle, Germany; Tiberias, Israel; Utsunomiya, Japan; and Beihai, China. Jazz musicians from Tiberias, Israel, visited Tulsa in May to perform at the Guthrie Green as part of SpiritBank's International Jazz Festival. Runners from Tulsa's Sister Cities participated in the 40th anniversary of the Tulsa Run, and organized a Walk Around the World event in downtown Tulsa on October 27, 2017, to honor the runners and raise awareness of our Sister Cities.

Opportunities for Businesses to Build Global Partnerships

TGA facilitates international business development by arranging opportunities for Oklahoma companies to meet business and government leaders from global trading partners. In 2017, TGA hosted receptions for local businesses to meet the Ambassador from Afghanistan to the United States, the Consul General of Canada in Dallas, and the Deputy Head of Mission from the Embassy of Israel in Washington.

Promoting Global Education

TGA provides opportunities to help children in Northeastern Oklahoma understand themselves and their opportunities in a global perspective. In 2017, TGA assisted 193 Tulsa school students and teachers with exchange programs. Tulsa-area children attended World in a Box Day on August 5, presented by TGA in partnership with the Tulsa Central Library. This event featured hands-on activities for children and families to learn about other countries.

BOB LIESER, VICE-PRESIDENT OF PROGRAMS AND INTERIM DIRECTOR, TULSA GLOBAL ALLIANCE

the capital of route 66

Route 66 has become a symbol for all endangered two-lane roads that were hijacked by the super slabs and turnpikes. The old road is a metaphor for America before our nation became generic and we lost our sense of place. Although we cannot get along without our superhighways, it is good to know Route 66 is still there as an alternative for those who value time and want to slow down and take the pulse of the land.

I am a true son of Route 66, born and bred on the old road. I also am proud that the historic path remains America's most beloved road and arguably the most famous highway in the world. Today, as an unprecedented revival of interest in the historic road continues, legions of travelers from around the world are finding that more than 85% of Route 66 still can be traveled. They also are discovering that Oklahoma is the heart and soul of the Mother Road.

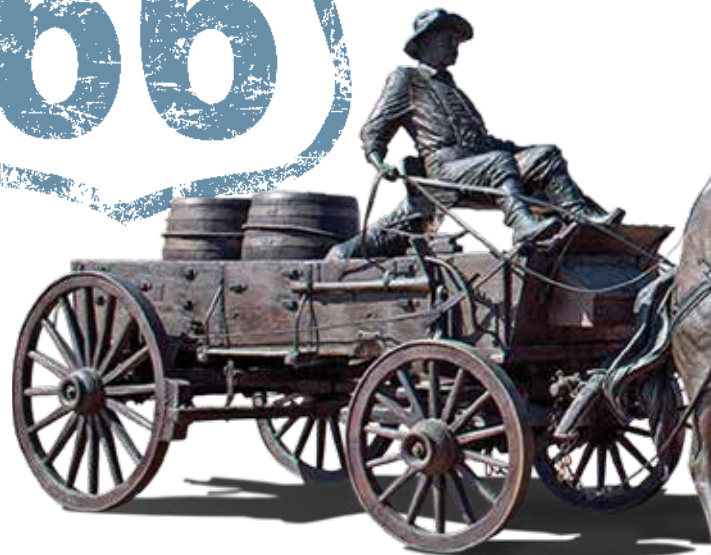
The 1990 publication of my award-winning bestseller, *Route 66: The Mother Road*, has often been credited with sparking the resurrection of the historic highway. The revival increased even more when I joined with Pixar Studios to create *Cars*, the animated motion picture released in 2006, as well as the creation of "Cars Land" in Anaheim, California.

Today the Route 66 Alliance, a nonprofit organization that I co-founded, is working—with help from the City of Tulsa and a growing list of corporate and private sponsors—to create the Route 66 Experience, a complex perched above Cyrus Avery Plaza at the historic Arkansas River crossing in Tulsa—the place where "East meets West."

The words "dream team" are often overused but not in this case. Headed up by Route 66 Alliance Executive Director, Ken Busby, the team we have assembled is a stunning array of talent—bringing together critical thinkers, preservationists, historians, architects, builders, designers, futurists, artists, and private and



Today the Route 66 Alliance is working to create the **Route 66 Experience**, a complex perched above Cyrus Avery Plaza at the historic Arkansas River crossing in Tulsa.



corporate partners that are working as one to establish a remarkable landmark. The proposed Experience will act as a magnet for thousands of domestic travelers and international visitors, as well as the citizens of Tulsa and the region. Busby and Cyrus Stevens Avery II—grandson of “The Father of Route 66”—are reaching out to local, national, and international patrons and partners to achieve our goals.

The complex will fill a void that many of us have longed to fill for a long time. The old highway has needed an all-encompassing national-international home—a place for the Route 66 Alliance to serve as a central clearing house and hub of our vast information network for the entire road. The interpretive center with the other ingredients in this delicious concoction of built architecture, flavored with the interactive history, art, and culture of our land, will lure Mother Road travelers, especially visitors from abroad, to stop in Tulsa and spend more time in our city and this area. It also will serve our greater community and become a haven of interest and learning for young and old alike.

This is economic development at its very best. It puts vehicular traffic in our state, our county, and our city. They will no longer continue to get on the interstate and bypass Tulsa. They will enjoy everything we have to offer. This project is imperative to the future of the historic road and to our city. Both are experiencing great revival. Both deserve what we aim to deliver.

Tulsa is the ideal location for the Route 66 Experience. The time has come to assume our city’s rightful place as the “Capital of the Mother Road.” 🍷



*The massive **East Meets West** bronze sculpture by Texas artist Robert Summers, features Cyrus Avery and his family in a Ford Model T as they encounter a horse-drawn carriage on its way from the West Tulsa oil fields.*

Robert A. McCormick

As a teenager, Bob McCormick's blonde hair fell past his shirt collar. From the teenage years, he kept the down-to-earth personality. Bob is that same unassuming person today—minus the long hair. It's cropped closely to his head now, definitely above his crisp suit jacket collar, and much more silver than blonde.

Bob is an avalanche of market updates, quotes from others, political commentaries, investments anecdotes, graphs, and data sheets. His sharp sense of humor and fun-loving nature may be the first attributes you notice upon meeting him. His tireless dedication to his Trust Company of Oklahoma (TCO) clients is a quality that stays with you.

Since he joined Trust Company of Oklahoma, Bob has been instrumental in achieving the company's growth from a little over \$0.5 million in 1992 to almost \$5 billion in client assets under management. Over his 25-year career at TCO, Bob has earned many titles and accolades. Currently, he is chief operating officer, senior executive vice president, and member of the board of directors. To meet him in the community, you would never know his professional roles. He is approachable, kind, and always interested in others.

Bob was born and raised in Tulsa, just a few blocks away from his wife of over 36 years, Julia. They met in college, though. He earned his bachelor's degree in finance and economics, then an MBA from Oklahoma State University. He joined TCO as a portfolio manager in 1992.

During his six decades as a proud Tulsan, Bob has seen the city's resilience shine through many booms and busts. He also witnessed TCO stay steadfast through the market's ups and downs, the tech bubble, the 2008 housing

market crisis, and many, many fads in the financial industry. He credits the longevity and strength of TCO to his experienced team of portfolio managers and trust officers who always stay true to the company's investment objectives and provide clients with myriad professional services with a fiduciary standard.

When Bob is not thinking about the impact of the markets on TCO's clients, you will find him dedicated to the San Miguel School's mission to break the cycle of poverty by providing education to children from challenging environments—regardless of race, nationality, or religion. Bob is an advisory board member and chaired San Miguel's 2017 annual fundraising event, which allows the institution to provide education to over 73 low-income students at risk of gang influence.

His vision for Tulsa is tied to the city's attitude towards immigrants and families in need: economic growth, but with inclusiveness, justice, educational opportunity, and freedom. He believes that any comprehensive vision for Tulsa that includes these core values is a roadmap for success.

Jeffery W. Davis

In 2017, Jeff Davis was the first Oklahoman to ever lead the nation's restaurant industry when he took the mantle as Chairman of the National Restaurant Association (NRA).

In Tulsa, Jeff serves as Chairman of United States Beef Corporation (U.S. Beef Corp), Arby's largest franchisee, owning and operating more than 360 Arby's restaurants throughout the Midwest and Western United States. U.S. Beef Corp also was Taco Bueno's very first franchisee, now owning six Taco Bueno's in Northwest Arkansas.

"Mom and Dad were always in the restaurant business. And growing up, they made it fun. The real turning point for my family was in 1969, when we broke all of our piggy banks and bought our first Arby's franchise as 42nd Street and South Peoria Avenue in Tulsa. I'm extremely proud of what we've been able to build since that August day in 1969, creating economy in the communities we serve and opportunity for more than 7,800 great employees."

Jeff Davis has received numerous awards for his leadership and growth of the Arby's system over the years, including two Arby's Franchisee of the Year awards, the Arby's Maverick award for innovation, and the Arby's Inspiring Growth award. And in 2016, he was recognized at the national Multi-Unit Franchising Conference with the MVP award for Mega Growth Leadership.

His peers in the industry and at Arby's have always looked to Jeff for his leadership. Not only was he the NRA Chair in 2017, but he also is on the board of the Oklahoma Restaurant Association and serves on the Board of Trustees for the National Restaurant Educational Foundation. He also has served as the Chairman of Arby's Franchise Association (AFA) and on the Board of Trustees for the Arby's Supply Chain Cooperative (ARCOP).

An Oklahoma native, of Osage Indian ancestry, Davis holds a Bachelor of Science in Marketing from The University of Tulsa, where he has been honored as a University of Tulsa Distinguished Alumnus, and was inducted into The University of Tulsa Business Hall of Fame in 2012, being presented the university's Outstanding Entrepreneur Award.

"We're looking forward to celebrating our 50th anniversary here in 2019. And we have one of the most aggressive development plans in the years ahead with Arby's. Exciting times ahead for our company as the next generation prepares for the next 50 years."

people of vision

Robert

Jeffery

Austin Buerge

Austin Buerge is president and CEO of Grand Bank, a family owned and operated community bank headquartered in Tulsa, OK. His father, Robin Buerge, started the company as Grand Lake Bank many years ago in Grove, Tulsa, and Claremore.

Before becoming community bankers, their business roots—as grain elevator operators and fertilizer suppliers—instilled in the Buerge family a strong sense of community. Now, three generations later, that same tradition of neighbors helping neighbors remains a big part of how they run their bank. No wonder they've made Tulsa their home, where a strong sense of community has always been a way of life.

But at the heart of it all, “this way of life is more than just an attitude. It's part of what helps communities thrive,” said Austin.

“When you buy from a local business, you're putting money back into your community by supporting a company that's generating local sales, paying a share of the taxes, and creating jobs right here in Tulsa. That's what we mean by neighbors helping neighbors.”

Austin added, “unlike larger regional banks that may take deposits in one place only to loan them in another, Tulsa's community banks reinvest in Tulsa. For every dollar you deposit in a community bank, 85% of it is loaned out, most of it right here in Tulsa. By comparison, other larger banks only loan out 70% on average, and it might not end up in your community at all.”

Because they make decisions locally, community banks can be more nimble, offering customized products and services. And while they hold less than 15% of total banking assets, they've provided almost half of all small business loans!

Austin understands the importance of local people helping and supporting local people. That has always been his vision and his mission. He knows when capital is the life blood of any economy — especially Tulsa's — he asks, “why risk having your deposits loaned outside of our city, or not loaned out at all?”

He makes a strong point.

Lynn Jones

From a decorated Tulsa police major to a constant, dedicated force in community service to her beloved home town, Lynn Jones is a true “person of vision” for our city.

In short, if a necessary duty arises Jones is ready, prepared, and eager to serve.

A 30-year veteran of the Tulsa Police Department, Jones has expanded her talents in areas desperately in need of her exceptional capabilities and bulldog mentality. She will not take ‘no’ for an answer. A graduate of The University of Tulsa (TU) with a Master of Science in Education and a Bachelor of Science in Police Science (with a minor in sociology), Jones has turned her life into one of “what can she do to help. Anywhere. Anytime.”

Currently, she works as president of Brave Woman, a national organization with a grassroots movement that is shifting personal and public perception of women facing domestic violence. She is a member of Tulsa's Human Rights Commission. She also is past president of the Tulsa Family Safety Center, and co-leader of its campus committee. She served on the board of Tulsa Transit, the Tulsa Mental Health Legal Law Enforcement Committee of the Mental Health Association, the YWCA Pinnacle Awards Committee, the Dillon International Gala Committee, and was past chair of the Ronald McDonald House Advisory Committee. Jones is a past president of the TU Alumni Association and the TU Heritage Committee along with a stint on the TU Board of Trustees. She was named a Distinguished Alumni by The University of Tulsa in 2011, among dozens of other honors and awards during her esteemed career.

Trying to “keep up with this Jones” would be a difficult task at best. Tulsa is fortunate to have a person of this caliber in our corner.

Ken Busby

Definitely a true visionary when it comes to what's best for Tulsa, Ken Busby embodies everything that help make this city the best place to live in America.

He is known as the “Cultural Czar” of Northeast Oklahoma. He also serves as executive director and CEO for the Route 66 Alliance. Previously, he served as executive director and CEO for the Arts & Humanities Council of Tulsa for 12 years. Prior to that, Busby was the director of development for Tulsa Zoo Friends and was with Gilcrease Museum for 8 years, serving as membership director and director of communication. A native of Tulsa, Busby holds a dual Bachelor of Arts in Communication and French from The University of Tulsa. He has a Master of Arts in Journalism from Indiana University at Bloomington. A member of Phi Beta Kappa, Busby also is a graduate of Leadership Oklahoma Class XVII.

Busby is the past chairman of the Tulsa Performing Arts Center Trust. He is the current chair of the Route 66 Commission in Tulsa. He also serves on the executive committee of the Tulsa Symphony and Workforce Tulsa, and serves on the Regional Tourism One Voice Legislative Committee for the Tulsa Regional Chamber. He is an adjunct professor at The University of Tulsa and serves as a consultant in the areas of fundraising, grant writing, strategic planning, and board development for nonprofits across the state. In 2008, Busby received the Governor's Arts Award for Community Service and the Global Vision Award from Tulsa Global Alliance. In 2011, he received the Distinguished Alumni Award from Holland Hall. In 2013, the Association of Fundraising Professionals named him its Outstanding Fundraising Executive, and in 2015, Busby was named the Leadership Oklahoma Distinguished Graduate.

No one loves his city more than Busby. But he'll be the first person to say “he's just getting started.”



Austin

Lynn

Ken

entertainment

"There is nothing permanent except change."

HERACLITUS

It's a universal truth: Change is the one thing we can count on, and it brings with it the promise of hope. Change is growth and it can be painful and messy, but, when embraced, it brings possibility, progress, and promise.

And so it is with downtown areas across the United States that are changing out of necessity to be competitive; Tulsa's downtown is no exception. You can see this change in every district within the current 1.4-square-mile loop that defines our downtown area and in the districts that reach beyond the loop, branching out in every direction, each with its own personality, each with its vision of the future.

Look up and see a new crane in the air, moving materials. Look up and see a new building growing out of a surface lot. Look up and see an historic gem finding its original brilliance as it is carefully restored and polished for a new purpose. It is in that moment we can see that change is the promise of innovation and progress.

In fact, without innovative, forward-thinking men and women we may still be a small cow town; we would not have some of the things we hold great pride in today. Our Art Deco architecture was the most progressive form of architecture of its time and our city leaders and our citizens knew we also must reach to the sky to stay competitive with cities to the east and west. Arts and new cultures were introduced to Tulsa, and we saw the birth of the Old Lady on Brady and Cain's Ballroom.

We saw trolley cars, newspapers, retail, dining, and glorious hotels that attracted stars from all across our country. That growth continued, bringing us a performing arts center and one of the tallest buildings in the State of Oklahoma. We saw tourism; we saw a magic city that grew from the banks of the Arkansas River. During the last decade, this spirit has found renewal, and we enjoy a new generation focused on progress.

At the heart of our renaissance is a list of new and upcoming projects to our downtown and surrounding districts. In fact, so much is happening, we don't have space to list all the many changes coming our way.

Find the latest information on all additions to downtown at downtowntulsaok.org.

DOWNTOWN BY DISTRICT

Blue Dome District **1** bluedomedistrict.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 original Route 66 trail.

So, what's new for "the Blue" in 2018? We see a large and continued expansion in its heart. Two city blocks, to be called Santa Fe Square, bordered by Greenwood and Elgin avenues and First and Second streets, is scheduled to break ground on 600,000 square feet of new construction consisting of retail space, office space, and 291 more living units in 2018. A highlight of this project started to rise from the earth in 2017. The 105-room Hotel Indigo (a national boutique brand) is set to open in 2018. Each new component of this master plan will be added bit-by-important-bit.

The Tulsa Performing Arts Center (PAC), located on the edge of the district, continues to provide tremendous opportunities and impact to downtown and the Tulsa region. And we now see important internal changes already underway that promise to keep us competitive with sister arts centers in our region. With hundreds of performances each year, the economic impact of the arts to the city is high. The true impact of arts and culture was just announced in 2017 via a national study in which Tulsa took part, showing that arts and cultural are real generators of income to our community and the numbers back it. (Visit: artsimpacttulsa.org)

The PAC Trust also has taken a large step toward downtown growth by voting for the sale of part of their lot. Just east of the PAC will be a mixed-use development featuring a multi-story parking garage with 600 spaces (currently 295 spaces are open for the public on the surface lot) to facilitate a proposed high-end apartment complex reaching 12 stories high. Perhaps the most exciting component is a high-end, urban grocery store that will serve not only the many new residents downtown, but also those who wish to pick up a few things before the drive home. If all promised elements fall into place, we could see groundbreaking in 2018.



The **Blue Dome** was built in 1924 and served as the White Star Gulf Oil Station.



Tulsa Arts District 2

thetulsaartsdistrict.org

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

In the past 20 years, the area has morphed into an eclectic collection of entertainment, restaurants, offices, retail, living, and arts establishments.

The First Friday Art Crawl continues to be a popular event, with many galleries and museums 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, which was considered a big change a few years ago. This hugely popular park is designed for live performance and community gatherings.

Construction was underway in 2017 for Flats on Archer Street. This 62-unit apartment complex is located in the heart of the district is set to open in late 2018.

The Archer Building exterior saw completion in 2017. This rehabilitated piece of history will house a number of businesses, artist studios, and apartments. Perhaps the most exciting thing to happen in 2018 is the groundbreaking of OKPOP!

A number of exciting annual events call the Tulsa Arts District home. Among a long list are Glow on the Green, Tulsa Tough bicycle race, and Hop Jam.

Cathedral District 3

tulsacathedraldistrict.com

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 growth by expanding their presence.



Arena District 4

Hampton Inn & Suites opened doors in 2017, just south of One Place, and has 125 rooms to welcome guests. Another hotel, joining a growing list in the district, is The Hilton Garden Inn, a mixed-use space set to break ground in 2018. Also joining the beautifully reinvented, state-of-the-art Tulsa City-County Library is the completed renovation of the historic YMCA, located on the corner of Sixth Street and Denver Avenue, the Y Lofts, in which 79 lofts show off unique architectural accents that can only be found here. Just north of that is the Residence Inn & Suites, featuring 110 rooms, which opened in 2017.

The BOK Center, recently named "Arena of the Year," has continually received high-ranking numbers in the United States 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. Every season at the BOK promises a phenomenal experience for Tulsa with many international celebrities appearing for the first time in Oklahoma.

Deco District 5

decodistricttulsa.com

The Deco District also has had high demand for more residential units. To meet that demand, renovation of the former Enterprise Building, now called Meridia, opened its doors in 2017 along with The Palace Building, adding 58 units and retail on the ground floor. Tulsa's historic and stunning Adam's hotel began renovation in late 2017 and will transform into apartments that boasts 50 units by the end of 2018.

Adding to our list of hotels is a new undertaking, the Tulsa Club, started in 2017. The historic building is set to be transformed into a boutique hotel, Curio by Hilton, featuring 98 rooms plus a restaurant and retail space.

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

It should always be noted that Tulsa has some of the greatest examples of Art Deco architecture in the nation. These cultural treasures bring people from all over to marvel at what we may take for granted. We owe much to our forefathers and mothers for being so forward-thinking in their design and style.

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Tulsa Union Depot was completed in 1931.
The Depot was rehabilitated in 2007 to become
the home of the Oklahoma Jazz Hall of Fame.

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East Village **6**

eastvillagetulsa.org

The East Village, centered at Third Street and 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 and entertainment experiences.

Like many other districts, the East Village is experiencing a boom in residential living, retail, and office options. The Boxyard became a very popular reality in 2017 with unique shops and aesthetics. The Hartford building began a visible transformation in 2017. While not all details are in, we should see mixed-use with apartments, restaurants and office space. These join a long list of recent developments in the area.

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 it became a prosperous center for commerce in the early 1900s. It also was a hotbed for jazz and blues, and it was 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 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 Reconciliation Park.

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

Greenwood also saw the historic Gates Hardware building re-purposed and now housing a brewpub and the offices of KSQ Architects. About one block south of this, plans are underway by Ross Group for a five-story, mixed-use (retail/office space) development that could break ground by 2018. Another exciting addition is that of a Holiday Inn Express (bordering Tulsa Arts and Greenwood districts on Archer Street) that is expected to break ground in 2018 and will feature 110 rooms.

Land also was cleared for a 200-unit apartment development, The View, located on the southeast corner of Archer Street and Elgin Avenue. It is set for a 2018 groundbreaking.

Add to all this 150 new pedestrian lighting and sidewalk rehabilitation, and an addition of 100 new trees that will bring the total of trees planted in a 1.4-square-mile area to 400 by 2018.

Beyond the Loop!

If a downtown area is considered the heart of a city, then the arteries that feed it live in a symbiotic relationship. One could easily say that Brookside, Cherry Street, The Pearl District, SOB0, North Greenwood, and Whittier have very cool vibes representing an eclectic mix of everything from Boho to Rodeo Drive with each having a unique soul of its very own. They, too, are seeing their fair share of revitalization and new construction.

Brookside, or "The Place to Be," has seen a major facelift in the last few years with facades that seem to blend seamlessly together creating a sense of sophistication while shopping, dining, or visiting. The most anticipated of its latest additions is Trader Joe's, which opened in 2017.

Cherry Street is another staple for those who frequent or live in Midtown Tulsa. It, too, has seen new construction in 2017 while enhancing its timeless charm. Great food, markets, antique shops, and well-planned renovations and new construction sum up this perfect place to stroll the day away.

The Pearl District has seen a true polishing. Its bohemian feel is a huge attraction and renovation of existing buildings seems to be the key. With the addition of new businesses and rehabbing of historic buildings, the highlight of 2018 may be the start of construction of Church Studio. Keep an eye on this area. More change is coming.

South Boston (AKA SOB0) is taking on some in-fill and doing it right. We see some amazing transformations starting in this area; perhaps the best-known is that of the new Double Shot Coffee House breaking ground in 2018.

As the Greenwood District stretches north, we hit the Oklahoma State University (OSU) Tulsa Campus and amazing beautification of land and streets. We can't wait to see how this campus grows.

The Kendall Whittier District has taken on a new energy. That energy may have started with the resurrecting of another Tulsa treasure, Circle Cinema, or a Tulsa favorite, Ziegler Art and Frame. The Cinema theatre is highly popular to say the least. The latest addition is TPC Studios with a total renovation of Swinney Hardware located on South Lewis Avenue. This district is now home to new art studios, coffee shops like Fair Fellow Coffee, and growing businesses. It's worth the short trip to see how creative Tulsans can restore life and passion into a neighborhood.

Each of these branches of the downtown experience continues to evolve and enhance unique experiences.

Today, Tulsa continues following the steps of those great visionaries who made downtown a true destination to be visited. It is our job, our challenge to continue that dream of making downtown Tulsa a destination, a place to live, work, and be entertained. ☘

the arts

Tulsa is a musical city—from the Tulsa Sound, to classical, to Jazz. At the heart of today's music scene in Tulsa is the Tulsa Symphony Orchestra (TSO). With classics and pops concerts, chamber music, outdoor concerts, and music education programs, TSO is heavily involved throughout this community. Internationally acclaimed pianist, Jon Kimura Parker, performed at the 2017 opening night gala of the Tulsa Symphony's 12th season. Proceeds from the gala

support the Symphony's partnership with Carnegie Hall's Weill Music Institute. Together, they present Link Up: "The Orchestra Sings," a participatory program in which students in grades 3 through 5 perform repertoire on recorder, violin, voice, or body percussion and take part in creative work such as composing their own pieces inspired by the orchestral music they have studied. In 2017, the Tulsa Symphony helped teachers integrate the Link Up program into the curriculum of every elementary school in Tulsa, Union, Jenks, Broken Arrow, and Sand Springs Public School Districts, reaching more than 17,000 students in the Tulsa area!

Of literary note, Magic City Books made a wonderful edition to Tulsa's cultural scene as an independent, nonprofit bookstore and café owned by the Tulsa Literary Coalition. Located downtown in the newly renovated Archer Building in the Tulsa Arts District, Magic City Books specializes in literary and popular fiction and narrative nonfiction for adults. They also offer carefully curated sections for children and teens.

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Acclaimed artist HOTTEA transformed the **Philbrook Rotunda and Mezzanine** with a large-scale, original yarn installation featuring miles and miles of yarn in 83 colors.





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

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Continuing on the literary front, the 2017 Peggy V. Helmerich Distinguished Author Award, presented through the Tulsa Library Trust, was given to American novelist and short story writer, Richard Ford. Ford is the Pulitzer-Prize winning author of the Frank Bascombe novels and the New York Times best-selling *Canada* (2012) and *Let Me Be Frank With You* (2014). He is the author of the renowned short story collections *Rock Springs* (1987) and *A Multitude of Sins* (2001). During his 40-year prestigious writing career, Ford has won many awards and honors, including a Guggenheim Fellowship and a National Endowment for the

Arts Fellowship. In 1995, Ford became the first author to win both the PEN/Faulkner Award and the Pulitzer Prize for Literature for a single novel (*Independence Day*).

The Tulsa Library Trust presented The Anne V. Zarrow Award for Young Readers' Literature to Laurie Halse Anderson. Anderson is recognized for writing more than 18 books of fiction and nonfiction for children of all ages that address life's challenges with honesty, humor, and sensitivity. *Speak*, her first young adult novel published in 1999, won the Edgar Allen Poe Award and the Los Angeles Times Book Prize, and was a finalist for the National Book Award for Young People's Literature.



The **Tulsa Performing Arts Center (PAC)** celebrated its 40th anniversary as "everyone's place" and began renovations of its lobbies and theatres to be even more inviting and accommodating to patrons.





On the music front, The University of Tulsa and the George Kaiser Family Foundation announced the acquisition of the Bob Dylan Archive, which highlights the unique artistry and worldwide cultural significance of Bob Dylan. Housed at The University of Tulsa's Helmerich Center for American Research, the archive includes decades of never-before-seen handwritten manuscripts, notebooks, and correspondence; films, videos, photographs, and artwork; memorabilia; personal documents; and unrecorded song lyrics and chords.

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*The University of Tulsa and the George Kaiser Family Foundation announced the acquisition of the **Bob Dylan Archive**.*



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Gilcrease Museum saw a leadership change as Susan Neal was named executive director. In addition to her current role as Vice President for Public Affairs, Research, and Economic Development at The University of Tulsa, Susan will oversee a completely reimagined Gilcrease Museum, thanks to the 2016 Vision Tulsa vote. 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.

Philbrook Museum of Art continues to innovate as new programs and exhibitions are created to engage diverse audiences. For the first time ever, Philbrook hosted the Internet Cat Video Festival, a notorious offline celebration of online cats, co-hosted by Philbrook Director Scott Stulen and Will Braden, featuring the best cat videos the

Internet has to offer. And acclaimed artist, HOTTEA, transformed the Philbrook Rotunda and Mezzanine with a large-scale, original yarn installation featuring miles and miles of yarn in 83 colors!

The Tulsa Community Foundation and the George Kaiser Family Foundation continued an important arts-funding initiative, Arts Alliance Tulsa, a United Arts Fund that strengthens and supports the arts through fundraising, support services, audience development, and allocations of resources. Thirty-nine cultural organizations in Tulsa are benefiting from this program designed to raise aware of Tulsa's rich arts scene.

The Arts & Humanities Council of Tulsa's Hardesty Arts Center (AHCT) presented ART 365, an exhibition from the Oklahoma Visual Arts Coalition that offers five Oklahoma artists one year and \$12,000 each to create innovative artwork in collaboration with a nationally recognized curator. This opportunity is offered once every three years. 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 10 area arts organizations. This program is focused on enhancing students' academic performance through the arts.

108 Contemporary offered several thought-provoking exhibitions, including Streets: Mark Lewis. Working in large-scale paper and graphite collages, Mark Lewis, an applied associate professor at The University of Tulsa, builds up layers of paper to create highly dimensional urban landscapes, both of Tulsa and invented city spaces.

The Woody Guthrie Center marked its fifth anniversary in the Tulsa Arts District. The Center is dedicated to celebrating Woody's life and legacy, and educating a new generation about his important role in American history. In addition, the Woody Guthrie Center presented Emmy



Henry H. Cross
Wild Bill Hickok
Oil on canvas, 1874
Gilcrease Museum.



Beaver Effigy Platform Pipe
Pike County, Illinois
Hopewell (ca. 200 CE)
Stone—Steatite
Gilcrease Museum.



Frederic Remington
The Stampede
Oil on canvas, 1908
Gilcrease Museum.

Philbrook Downtown.



Award-winning television producer, writer, and activist, Norman Lear, with the fourth annual Woody Guthrie Prize. The prize is given annually to an artist who best exemplifies the spirit and life work of Woody Guthrie by speaking for the less fortunate through music, film, literature, dance, or other art forms, and serving as a positive force for social change in America. Lear was the first recipient of the Woody Guthrie Prize whose work is in a medium other than music.

These organizations, 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 Art Crawl. The success of the Tulsa Arts District, as well as the resurgence of downtown Tulsa in general, truly showcases the arts as an economic driver for our city!

The Tulsa Performing Arts Center (PAC) celebrated its 40th anniversary as "everyone's place" and began renovations of its lobbies and theatres to be even more inviting and accommodating to patrons. The PAC also saw the retirement of longtime director, John Scott, who first worked in the building when it opened 40 years ago as a trumpeter with the Tulsa Philharmonic. Mark Frie, former director of the Broken Arrow Performing Arts Center, was hired as the new director of the Tulsa PAC. In addition, the Tulsa Performing Arts Center Trust took a big step by voting to sell an adjacent parking lot for a new mixed-use development that will feature Tulsa's first full-service grocery store in downtown in more than three decades. The development also will feature a 600-car parking garage, restaurant, retail space, and a 240-unit upscale apartment complex.

Among some of the finest performances on Tulsa's theatrical stage was Theatre Tulsa's *Ragtime*. Based on the 1975 novel by E. L. Doctorow, *Ragtime* tells the story of three groups in New York in the early 20th-century: African Americans, upper-class suburbanites, and Eastern European immigrants. Though set 111 years in the past, the themes presented strike one as almost uncomfortably contemporary. *Ragtime* was adapted for the stage by acclaimed playwright Terrence McNally with music by Stephen Flaherty and lyrics by Lynn Ahrens.

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Tulsa Symphony Orchestra launched a new partnership in 2015-2016 with Carnegie Hall's Weill Music Institute to present Link Up: "The Orchestra Moves," a highly participatory program in which students learn about orchestral repertoire through a yearlong, hands-on music curriculum.



The **Woody Guthrie Center** marked its 5th anniversary in the Tulsa Arts District. The Center is dedicated to celebrating Woody's life and legacy, and educating a new generation about his important role in American history.



**WOODY
GUTHRIE**
CENTER | TULSA, OK

Gilcrease Museum



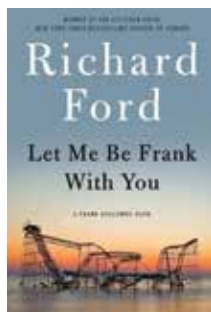
The Thomas Gilcrease Institute of American History and Art, commonly known as Gilcrease Museum, is one of the premier facilities for the preservation and study of American art and history. Gilcrease Museum houses the world's largest and most comprehensive collection of art and artifacts of the American 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 United States, to the American Indian attempts to maintain home territories during the 19th-century.

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.



The 2017 Peggy V. Helmerich Distinguished Author Award, presented through the Tulsa Library Trust, was given to American novelist and short story writer, **Richard Ford**.

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Tulsa Ballet continued to produce amazing works through its Creations in Studio K series. For its 11th year, Creations in Studio K was dedicated to the power of the female voice as it showcased three female choreographers who are at the height of their creative careers: Helen Pickett, Annabelle Lopez Ochoa, and Young Soon Hue. And for the first time in 10 years, *Don Quixote* triumphantly returned to the main stage at the Tulsa Performing Arts Center. Based on the timeless book by Miguel de Cervantes, this 19th-century classical ballet is one of the most entertaining and hilarious performances in ballet repertory.

A legacy of grand opera thrives in Tulsa. Tulsa Opera is the city's oldest performing arts organization and the nation's 12th oldest opera company. According to *Opera News Magazine*, Tulsa Opera is one of America's Top 10 favorite regional opera organizations. The 2016-2017 and 2017-2018 seasons offered a return of audience favorites: Puccini's *Tosca* and Gounod's *Faust*.

This was the ninth year for the presentation of the Tulsa Awards for Theatre Excellence (TATE Awards). Sponsored by the George Kaiser Family Foundation, the TATE Awards encourage Tulsa-based theatre groups to produce their finest

performances of straight plays, with the possibility of winning cash prizes—\$10,000 for first place. American Theatre Company won Outstanding Production for Sarah Ruhl's *In the Next Room*. *The Last Days of Judas Iscariot*, Theatre Pops' production of Stephen Adly Guirgis' drama of justice and punishment, faith and forgiveness, took second place. Theatre Tulsa's production of *Glengarry Glen Ross*, David Mamet's Pulitzer Prize-winning drama about a group of desperate, conniving real estate salesmen, earned third place. Clark Youth Theatre won Outstanding Youth Production for its version of Neil Simon's door-slamming farce *Rumors*. The Mary Kay Place Legacy Award was presented to Tom Poss, in honor of his more than 40 years as a stage designer and technical director. Poss served as technical director of the Tulsa PAC, and taught stagecraft at Webster, Memorial, Booker T. Washington, and Hale high schools.

The year 2017 continued to raise the bar in terms of the arts offerings in Tulsa. New hotels, apartments, restaurants, and businesses are springing up everywhere, and that, along with the numerous artistic and cultural happenings around town, make Tulsa one of the most vibrant and livable cities in the country. Creativity in all its forms awaits you in Tulsa. Come play your part!



The Tulsa Library Trust presented The Anne V. Zarrow Award for Young Readers' Literature to **Laurie Halse Anderson**.



living & lifestyles

Tulsa is the innovative fusion of big city amenities and small town comforts. Locals and visitors can go to world-class concerts at the Bank of Oklahoma (BOK) Center or watch a movie on the Guthrie Green lawn. Others are eager to explore the city's historic Route 66, rich Native American heritage, or Art Deco architecture. Whatever brings visitors here, they can expect great food, friendly conversation, and enough events to fill a weekend or a lifetime.

Boston Avenue United Methodist Church is considered to be one of the finest examples of ecclesiastical art deco architecture in the United States.



The Brady Arts District hosts their monthly First Friday Art Crawl, where families, young professionals, and artists of every kind stroll through numerous galleries in the area. Visitors can find street performers and jewelry vendors along the route, Glacier Confection to taste-test chocolates, Tulsa Glass Blowing to watch glass transformed into art, and the Brady Artists Studio teeming with potters at their wheel.

At the center of this activity is the Guthrie Green, where families come to watch movies, children play in the fountains, or couples enjoy the Tulsa Symphony playing under a shower of fireworks. The Green also is the site for local and international film festivals, yoga, a farmer's market, and Food Truck Wednesday.

Popular spots on North Main Street are 36 Degrees North, a basecamp for entrepreneurs; Prairie Brewpub, featuring artisan ales that can be enjoyed on an open-air patio; Ida Red, a vintage general store and soda station; and Chimera Cafe,

using responsibly sourced ingredients for amazing coffees, meals, and cocktails.

The Tulsa Arts District also houses the iconic Cain's Ballroom, built in 1924. This newly revitalized event space and the Brady Theatre make up downtown Tulsa's oldest concert halls. When the Brady Theatre officially opened in 1914, it was dubbed the largest hall between Kansas City and Houston.

Built with part of the city's Vision 2025 funds, the 19,199-seat BOK Center opened in 2008 to host the biggest names in entertainment, including Paul McCartney, Lady Gaga, Justin Timberlake, Carrie Underwood, and Taylor Swift. The highlight of 2016 for many Tulsans was Madonna and Coldplay's first-ever concerts in Tulsa. In 2017, Katy Perry, Foo Fighters, and Guns N' Roses graced the stage.

The BOK Center also hosts major sporting events, such as Oklahoma City Thunder exhibition games and Tulsa Oilers ice hockey.

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In the fall, it sponsors the Rock 'n Rib Festival and the annual Winterfest, complete with an outdoor ice-skating rink, in the winter.

Other downtown events include Tulsa International Mayfest, Scotfest, Tulsa Greek Festival, and a number of competitive runs and races. The Tulsa Run draws in runners from around the world. The Tulsa State Fair, along with Octoberfest and the Tulsa State Fair, gives locals and visitors a chance to enjoy Tulsa's colorful autumn weather. Speaking of weather, Tulsa is known for its unexpected climate changes. As many locals say, "If you don't like the weather, just wait five minutes!"

Another nationally recognized athletic race is Tulsa Tough, the country's largest urban bike race. The last leg of the race culminates into a famous party on a hill that famously has become known as Cry Baby Hill. Tulsa's Great Raft Race also is a fun, community-wide event held on the

Arkansas River during Labor Day, complete with a sand sculpture competition.

For golf-enthusiasts, Tulsa is home to beautiful courses and country clubs, with Southern Hills Country Club being the site of many PGA and U.S. Open tournaments. Soccer, rugby, and disc golf also are popular in Tulsa.

At the center of downtown is the Tulsa Performing Arts Center (PAC); it has four theaters and celebrated its 40th anniversary in 2017. With more than 500 events hosted each year and 14 arts groups that perform regularly, the Tulsa PAC is home to many skilled artists. The Tulsa Ballet, Tulsa Opera, and Tulsa Symphony are some of the most celebrated performance groups that grace the stages.

Hit Broadway shows, contemporary dance troupes, cutting-edge music, classical chamber music series, and the Tulsa Town Hall speaker series offer an immense variety of entertainment options in the area. Seven theatre groups, including Theatre Tulsa, which was founded in

1922, produce shows year-round. SummerStage and the Summer Heat International Dance Festival keeps stages busy at multiple venues.

Tulsa's history can be traced through an impressive array of architectural styles. In downtown's Cathedral District, churches such as the 1906 Trinity Episcopal, the 1914 French Gothic Holy Family Cathedral, and the 1929 Boston Avenue United Methodist Church speak



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





The refurbished 1928 **Circle Cinema** plays the city's largest selection of foreign movies and art films.

to Tulsa's ongoing taste for elegance and detail. Frank Wallace's futuristic vision is captured in Oral Robert University's 1960s architecture.

Numerous downtown buildings erected during the 1920s and '30s were designed in Baroque, Tudor Gothic, Neo-Gothic, Classical Revival, and Art Deco motifs. The ornate vaulting in the 1928 Philtower Building, the ornamental 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 also is home to a 1957 auto bank that has become a popular multi-level restaurant, The Vault.

Erected in 1925, the Mayo Hotel was modeled after The Plaza in New York City. It eventually reopened after decades of neglect and is now both an opulent downtown hotel and residence. Its guest list has included Bob Hope, Babe Ruth, Charlie Chaplin, and Charles Lindbergh. The Mayo's rooftop bar, with a bird's eye view of the city, is a sought-after nightspot. New hotels

opening in 2018 in the downtown area include Hampton Inn & Suites, Best Western Plus, and Promise Hotels.

The Blue Dome District is the site of the annual Blue Dome Arts Festival. 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 Yokozuna; a locally sourced meal at Juniper; munch on gourmet donuts at Hurts Donut Co.; or enjoy classic arcade games at The Max Retro pub.

Throughout the year, there is plenty of opportunity to view art outside the Blue Dome District. The Tulsa Artery displays and sells artwork from local artists. The Arts and Humanities Council of Tulsa puts on seasonal murder mystery dinners at the Harwelden Mansion and uses Hardesty Arts Center to showcase the finest in modern art. 108 Contemporary and Living Arts of Tulsa also contribute innovation and sophistication to the local art scene.

Anchoring the city center at the east end of downtown is ONEOK Field. Here, Tulsans cheer on their Texas League Tulsa Drillers, a Double A affiliate of the L.A. Dodgers, and the Tulsa Roughnecks soccer team. Close by the baseball complex is the John Hope Franklin Reconciliation Park. The park reflects upon the 1921 Race Riot; the Race Riot Commission will commemorate the tragedy's 100-year anniversary in 2021. The Reconciliation Park resides in the historic Greenwood District where the Greenwood Cultural Center honors and celebrates African-American heritage and their contributions to Tulsa.

Owned and operated by Oklahomans for Equality, the Dennis R. Neill Equality Center has served the Lesbian, Gay, Bisexual, & Transgender (LGBT) and allied community since its opening in 2007. It regularly hosts events, such as the Equality Gala and Rainbow Run. It also has a lending library and wellness center.

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Since the **Golden Driller's** first appearance at the 1953 International Petroleum Exposition, he has become a symbol of the city once known as the "Oil Capital of the World."



With its down-to-earth vibe and great nightlife scene, the **Blue Dome District** is one of the most popular entertainment districts in Tulsa.

Osage Casinos

New Osage Casino in Tulsa to open near downtown in August 2018

Slated to open August 2018, the newly constructed Osage Casino in Tulsa at 951 W. 36th Street North will be the closest and most luxurious casino for downtown Tulsa residents, businesses, and visitors.

The \$150-million Osage Casino rebuild will be 347,000-square-feet, including the casino, 141-room hotel, and event center at the foot of the Osage Hills. In addition, the expansion provides banquet and event rooms, a sports bar, grill, café, and resort-style pool for guests.

"We are extremely proud and excited to unveil this world-class gaming and entertainment venue," said CEO Byron Bighorse. "To have amenities of this kind just seven minutes from downtown would be unheard of in another city of our size."

The hotel includes both large and small banquet meeting rooms, providing a new option for private events, conferences, and corporate meetings. The casino's new restaurant will provide full-service catering.

"The views of the beautiful Osage Hills surrounding these event spaces are unlike anything you can find in Tulsa," Bighorse said. "We also created the layouts to be flexible and with top-of-the-line service in mind. We look forward to hosting groups in these spaces to show off our versatility."

New to any gaming facility in the area, Osage Casino will feature a fully operational brewery. Patrons will watch aspects of the on-site brewing process from an adjacent bar while tasting award-



winning beer from Nine Band, a Texas-based brewing company. With names like Cactus Cat Kolsch, Hoop Snake Hefeweizen, and Toad Choker Barley Wine, the offerings are designed to be fun, unique, and unlike anything offered in Tulsa.

"Nine Band brings a light-hearted brand to our new casino paired with a unique patron experience inside the brewery," Bighorse said. "We're excited to bring these new flavors to Tulsa's beer market."

Since Osage Casinos opened its first location in 2002, the growth has been continual, constant, and impressive. Osage Casinos now has seven gaming centers throughout Osage County, including Tulsa, Bartlesville, Sand Springs, Ponca

City, Skiatook, Hominy, and Pawhuska. All seven properties feature the latest in gaming action, as well as a variety of dining choices from a casual drink to an all-you-can-eat buffet. The newest Osage Casino in Tulsa also will feature a high-limit gaming area and poker tables.

"We are committed to providing for the Osage Nation and partnering with the communities in which we reside," Bighorse said. "With the completion of this long-term project nearing, we are pleased to present it to the public. We'll see you in August!"

Visit osagecasinos.com.



CONTINUED FROM PAGE 23

To break ground in 2018, the 30,000-sq.-ft. OKPOP Museum will be devoted to Oklahoma music, film, comics, TV, and literature. Here, the Oklahoma Historical Society will showcase the talents of local singers like Garth Brooks, the Hansons, Carrie Underwood, Reba McEntire, Kristin Chenoweth, Leon Russell, Blake Shelton, and many others.

Along South Boston Avenue, the SoBo District is enjoying new amenities, such as concerts, bars, a gallery, and the wildly successful barbecue joint, Burn Co. Moving north, to the heart of downtown, Elote Café and Catering offers eclectic but high-quality eating experiences. Capturing the essence of Art Deco in a quirky gift shop is Decopolis. It sells retro toys and candies, and regularly hosts art exhibits from local artists.

At the eastern fringe of downtown, newcomers like Marshall's Brewpub (The Taproom), Soul City of Tulsa, and other startups in the Pearl District are drawing crowds to the East Village. Girouard Wines turns out wines named after Tulsa Art Deco icons, such as "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 Tulsa 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, the authentic Calveras Mexican Grill, and local coffee roaster Fair Fellow. 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.

Along the 15th Street corridor, widely known as Cherry Street, locals can find antique stores, galleries, coffee houses, and a wide selection of excellent restaurants from The Palace Cafe at one end to SMOKE, Andolini's, and Kilkenny's at the other. The Saturday morning Cherry Street Farmers' Market is the largest in the city. Tulsans congregate to buy farm-fresh produce, eat, and listen to music.

Tulsans enjoy unique dining and shopping experiences 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 three Tulsa institutions—Queenie's, the Polo Grill, and Glacier Confection—still making the A-list of favorite haunts in the area.

Brookside is the trendiest shopping mecca along South Peoria. 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 are cute cottages and oil-boom-era houses in Maple Ridge and in the neighborhoods around 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 near Utica Square, Southern Hills, and farther south make Tulsa an interesting town for touring homes and neighborhoods.

Located in Mohawk Park, the award-winning Tulsa Zoo and Living Museum has the highest daily attendance of any attraction in the area. Its Tropical Rain Forest, Sea Lion Cove, Penguin Habitat, and

CONTINUED ON PAGE 26



Tulsa Community Mourns Beloved Kofi the Lion

*The Tulsa community is mourning the loss of its beloved male African lion, **Kofi**, who had been part of the zoo family since 2004. Kofi passed away on Nov. 11, 2017, surrounded by his caregivers.*

Kofi was born at the Oklahoma City Zoo on Dec. 26, 1998. He moved to the Tulsa Zoo in 2004. Kofi is remembered by his zookeepers as intense but goofy and enamored with his own roar. In fact, he roared into the corners of the den for maximum echo. He spent cool mornings snuggled with Shatari and, despite his deep affection for the lioness, refused to share bones with her.

CONTINUED FROM PAGE 25

Lost Kingdom are among the many exhibits enjoyed by all ages on the 85-acre property.

Tulsa has long been appreciated for its museums and Native American art collections. 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 in the Brady Arts District, named Philbrook Downtown, features modern and contemporary art as well as highlights from Philbrook's Native American art collection.

Just north of downtown, Gilcrease Museum houses the world's largest, most comprehensive collection of art and artifacts of the American West. The collections include stunning works by Frederic Remington and Thomas Moran and world-class touring art shows, such as the 2017 David Halpern photography exhibition.

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, according to the 2018 *U.S. News & World Report* rankings. The University of Oklahoma, Tulsa Schusterman Center, and Oklahoma State University are responsible for Tulsa's higher education offerings, as are Tulsa Community College with its four campuses, Tulsa Tech with its seven campuses, and Oral Roberts University.

Tulsa and surrounding cities are well known for their greenery, nature conservation efforts, and outdoor activity spaces. Area lakes are a short drive away and there is an abundance of parks and golf 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 Wilderness Area.

The Tulsa Botanic Garden provides 170 acres of nature for Tulsans and visitors. The Tulsa Rose Garden in Woodward Park houses more than 250 varieties of roses, and Tulsa Parks cares for 140 parks, stretching 8,278 acres. Another new river development, scheduled to open in 2018, is Gathering Place, a \$350 million public park designed by the architects of the Brooklyn Bridge

Park. Its combinations of gardens, pond, and river access for water activities, playgrounds, and multi-use sporting fields make this attraction one that visitors have to see to believe.

Tulsans enjoy entertainment and gaming in area casinos. The Hard Rock and Osage Casinos are minutes from downtown, and the River Spirit Casino on Riverside Drive recently opened Margaritaville Casino and Resort, a \$365 million expansion.

Another project to open in 2018 is the Route 66 Experience. This \$19.5 million museum has its heart in Route 66 culture and Tulsa history. It features interactive information centers and its own drive-in movie theatre.

While Tulsa is known for one of the shortest commute times for its size and population, this is not a city that visitors want to drive past. As Tulsa continues to surpass expectations of what a small city can provide, it will never lose its Midwestern hospitality and family-friendly sentiments. 🐾

Tulsa Zoo

The Tulsa Zoo started with a vision. Then Tulsa Parks Superintendent Will O. Doolittle imagined a zoo infused with conservation ideals. The zoo under Doolittle's direction championed

conservation causes. Zoo Director Hugh Davis worked with Doolittle during the 1930s and '40s, taking practical and political steps to protect wildlife.

The conservation influence Davis brought to the Tulsa Zoo shaped its future growth. He pioneered roomy quarters in harmony with the landscape. In the '50s and '60s, modern zoo design lead to the creation of the natural, moated, openness of barless exhibits, where visitors could have an unimpeded view of the animals.

The next era of the Tulsa Zoo—transforming into a living museum—was Dave Zucconi's brainchild. The nationally renowned Robert J. LaFortune North American Living Museum showcased the animals by habitat and their coexistence with humans.

The Tulsa Zoo continues to evolve, creating immersive habitats that allow zoo guests to feel transported to the native environments of the animals.

Tulsa can be proud of its zoo's commitment to high standards of animal care, for its contribution to global wildlife conservation, and for serving as an educational resource. Exhibits like the new Lost Kingdom help the zoo live its mission of inspiring a passion for wildlife in every guest, every day.

The region's largest daily attraction, the Tulsa Zoo in 2017 achieved record attendance, exceeding 700,000 for the first time in its 90-year history. Learn more at tulsazoo.org.



River Spirit Casino Resort

Much more than your average casino, River Spirit is a tropical-flavored destination resort that, with a little help from Jimmy Buffett's famed Margaritaville, brings a little slice of paradise to Tulsa. The addition of this new resort means River Spirit has two casinos in one, each with its own distinctive atmosphere and décor.

The centerpiece is a luxurious 483-room, all glass hotel tower rising 27 stories into the Tulsa sky. This hotel is a destination resort that will have you feeling like you're relaxing beachside in the Caribbean. Adjoining the resort hotel is a resort style pool complete with cabanas and LandShark Pool Bar where you can swim up and enjoy a frosty margarita.

River Spirit Casino Resort has a full array of other resort amenities such as retail shops and a 30,000-square-foot convention and meeting center. Plus, Paradise Cove Theater, a 2,500+ seat theater and showroom, complete with well-stocked VIP suites, hosts the biggest names in entertainment plus live sporting events, including championship boxing and mixed martial arts (MMA). Recent acts include Jimmy Buffett, Chris Young, Chris Rock, Brad Paisley, and Don Henley, just to name a few.

River Spirit's expansion also includes the legendary Margaritaville Casino and Jimmy Buffett's tropical themed Margaritaville Restaurant. With décor evoking Buffett's most famous songs, the 46,000-square-foot Margaritaville Casino is a jackpot for those who seek a gaming experience like none other. It's a player's paradise, packed with 820 of the latest electronic gaming machines and 16 live table games. Step into the two-story Jimmy Buffett's Margaritaville Restaurant, complete with an erupting volcano, two decks, epic river views, and live music.

Still hungry for more? The world famous Ruth's Chris Steak House is a stellar addition to Tulsa's culinary landscape. Other venues include the casual, fine dining restaurant Fireside Grill, Visions Buffet, Scoreboard Sports Bar, and Johnny Rockets all-American classic diner.

At River Spirit, the party never stops, especially at the 5 o'Clock Somewhere Bar, which features boat drinks inspired by the songs and lifestyle of Jimmy Buffett, along with local bands performing live.

The hotel recently opened Emerge Spa and Salon, with all the amenities expected from a world-class spa. Services include massage, facials, hair and makeup, and many other services designed to pamper and relax.

River Spirit Casino Resort is Tulsa's only luxurious tropical paradise, so sit back, relax and enjoy this unforgettable getaway! Visit riverspirittulsa.com.



our neighbors

Sand Springs

Founded in 1911 by philanthropist Charles Page, Sand Springs is a bustling community with nearly 20,000 residents that has deep roots into the past and a bright future.

Within a short drive to Keystone Lake and a stone's throw from the Arkansas River, Sand Springs has all the amenities that come with natural water attractions. It is also home to the 1,360-acre Keystone Ancient Forest, where 500-year-old cedars and 300-year-old post oak trees thrive in a preserved wilderness area. More than 80 species of butterflies as well as eagles, deer, and bobcats can be spotted in the forest.

For recreation, Keystone State Park, the nearby Osage Casino, and golf at The Canyons at Blackridge, which dates back to 1958, provide all varieties of family and individual fun. The Sand Springs' Herbal Affair and Festival is one of the largest herbal festivals in the state. Built in 1929 in Art Deco style, Sand Springs Cultural & Historical Museum continues to preserve and promote the city's heritage, culture, and arts.

One of the largest companies in Sand Springs is Webco Industries; however, Sand Springs is proud of its continual support for small businesses as well. With state-of-the-art early childhood education programs, the city's largest employer is the Sand Springs School System.

Broken Arrow

As Tulsa County's second largest city, Broken Arrow is a gem of a city. Once nicknamed the "City of Roses," Broken Arrow leaders and citizens alike are honoring the city's past by naming its arts and entertainment district, the Rose District, after the flower chosen to beautify the city. Spending more than \$4 million, the City of Broken Arrow is excited for the arrival of the Rose District, which will be a pedestrian-friendly area for those who seek great art, local music, and unforgettable dining experiences.

One of the Rose District's grandest attractions is the Broken Arrow Performing Arts Center (BAPAC). This 1,500-seat venue hosts all Broken Arrow Public Schools' fine arts program concerts and performances. It also is home to the Kristin Chenoweth Theatre, which was christened by the Broken Arrow native in 2014. To this day, Chenoweth remains engaged with the BAPAC through theatre, music camps, and mentorships.

For higher education, Northeastern State University's Broken Arrow campus is the most prominent institution of higher learning in the area. The campus serves more than 18,000 students through its many health science, mathematics, and business degrees.

The Rooster Day Parade, one of Oklahoma's oldest festivals, celebrated its 86th year in 2017 in Broken Arrow's Main Street.

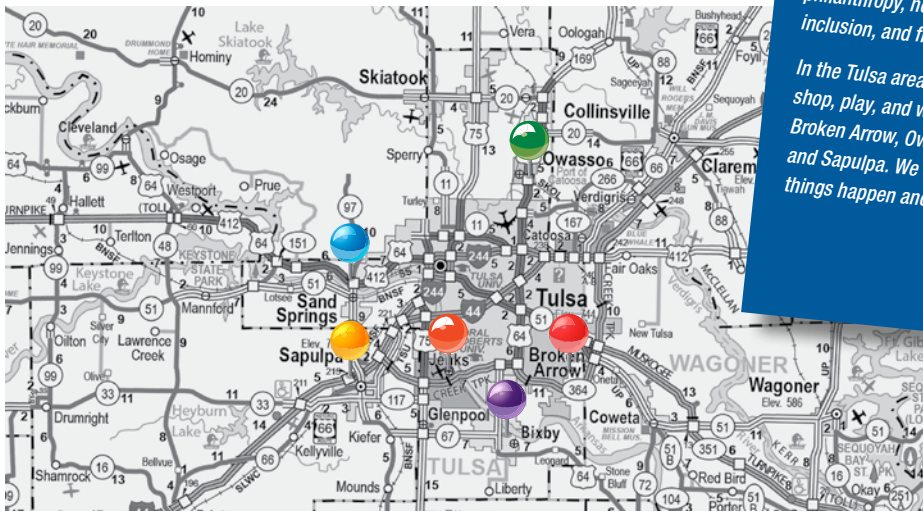
Sapulpa

Three historical things put Sapulpa on the map: Native American leadership, the railroad system, and, of course, the oil boom. In 1850, Chief Sapulpa established the town as a trading post; in 1905, the discovery of oil only six miles from the town added to Sapulpa's developing economy. Throughout the years, Sapulpa began producing brick and glass, which gave precedence for the internationally known Frankoma Pottery to be born. Sapulpa also has a presence in manufacturing; it employs more than 5,000 and is home to 120 manufacturers.

Within a nine-block area, downtown Sapulpa prides itself in the fact that 90% of the buildings were constructed between 1905-1952. Joseph Foucart, a Belgian architect who designed many notable buildings in Guthrie, Oklahoma, built many of them. To preserve this history, the Sapulpa Historical Museum has made a home on three floors of the 1910 Willis Building.

To the delight of many Route 66 enthusiasts, the heart of Sapulpa has miles of the original two-lane road. In June, the annual Route 66 Blowout Car Show and Festival entertains tourists and locals with vintage cars, family-friendly activities, and great dining.

Sapulpa also is the home for year-round cycling, golf, nature trails, and catfish and trout fishing at Sapulpa's Pretty Water Lake.



Tulsa has many points of pride. We take pride in our businesses, schools, communities, and places of worship. We also have a reputation that has us beaming with pride—both within the city limits and beyond. It is a reputation centered on philanthropy, healthy competition, diversity, inclusion, and friendly neighbors.

In the Tulsa area, many of us work, shop, play, and worship in Jenks, Bixby, Broken Arrow, Owasso, Sand Springs, and Sapulpa. We work together to make things happen and accomplish our goals.

Jenks

Jenks was ranked by Money magazine as one of the Top 50 places in the country to live. It is home to active, civic-minded citizens, who nearly doubled the population from 2000 to 2010.

While Jenks has access to many amenities of a large city, it's full of personable charm and hospitality usually found in quaint towns. Its past can be appreciated just by taking a stroll down Main Street, shopping for treasures in its many antique shops, or chatting with friends at local cafés.

The Jenks Public School system is nationally known and was the recipient of the prestigious Malcolm Baldrige Award, proving both the quality of the city's education and its 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 who choose to live in Jenks' booming housing market with beautiful neighborhoods also enjoy shopping and dining at Jenks Riverwalk Crossing. The South Lakes Golf Course serves golfers from the city and the nearby communities, and hikers take advantage of the city's trails, and Turkey Mountain Urban Wilderness Area, which connect to Tulsa's 80-mile trail system.

Jenks is home to many original festivals, including Art on Main, during which artists display their works, wineries sell their seasonal and best-selling bottles, and musicians play live.

Owasso

Northeast of Tulsa, the friendly city of Owasso is a great place to raise a family and a business.

The Cherokee Industrial Park employs thousands, and Tulsa's Port of Catoosa is in the city's backyard. American Airlines, Whirlpool, and the NORDAM Group are Owasso's largest employers.

The city is a convenient place for shopping as large retailers and one-of-a-kind specialty stores have made their home within the city limits. From a wealth of dining options to a great education system for children, Owasso has enough room for couples and families.

Owasso is home to three golf courses. Bailey Golf Ranch, a 400-acre public course, features creeks, lakes, and native grassland. The Owasso Golf and Athletic Club, a 252-acre-course, hosts the annual Lindsey Cup tournament and offers pristine amenities. The Patriot Golf Club was named by Golf Week 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 during Memorial Day weekend. It attracts celebrities and locals alike along with some of the nation's most well-known golfers.

One of the city's most popular celebrations is the Trail Days Festival, a four-day long event. The Gathering on Main, Owasso's premiere arts and entertainment festival, draws hundreds to view art, see friends, and eat delicious food.

Bixby

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

Anyone who has ever seen Bixby's open fields and green spaces will sing the city's praises as a pleasant, peaceful place to visit and to live.

Nearly 77% of Bixby households have an average annual household income of nearly \$90,000. New housing developments are keeping with the city's population growth as Bixby continues to be one of the fastest-growing communities in the state.

The Bixby Public School system is well-rounded in Science, Technology, Engineering, the Arts, and Mathematics (STEAM). Classes in agriculture, foreign language, and vocational and technical education also are available.

The Bentley Sports Complex is one of the most all-encompassing youth parks in Oklahoma, featuring baseball, softball, soccer, volleyball, and bocce ball. Walking paths nearby connect to trails along the Arkansas River.

People from surrounding communities come to Bixby each year to participate in its festivals. Green Corn Festival, held by the Bixby Optimist Club since 1975, is a local favorite with frog and turtle races, eating contests, and plenty of grilled corn. The Bixby BBQ 'n Blues event draws in equally large crowds with rows of flavorful baked beans, coleslaw, and, of course, barbeque pork, beef, and chicken.



sports

It was the return of the NCAA basketball regionals and Tulsa was ready, locked, and loaded. Every downtown hotel rolled out the proverbial red carpet. The restaurants and entertainment venues rocked and rolled with 24/7 music, food, and beverage specials. If you were an out-of-town visitor, you were consistently treated to the usual local hospitality and a smile-on-every-face our city is known for.

And, to say the rave reviews were plentiful would be a classic understatement.

One would only have to talk to the visiting throngs of people attending the NCAA basketball first and second round games held at the BOK Center in March 2017, to understand why Tulsa is recognized as a first-class location for anything sports. As Vince Trinidad, executive director of the Tulsa Sports Commission, puts it, "When we talk to people about bringing events to Tulsa, we tell them we are big enough to do what they need but small enough that we can hug them. We can honestly tell them that they will be very important in our city."

Armed with fabulous facilities, a thriving downtown, and citizens anxious to attend, Tulsa is primed for even more prestigious sporting events in the coming years. 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.

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 more, the downtown arena is positioned perfectly for any local, regional, and national sports event. There's truly not a bad seat in the house.

But there's 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 Fair Grounds that attracts rabid race fans by the tens of thousands. In fact, if you don't already have a ticket two 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.



The annual **Tulsa Tough** challenge.



The 32nd annual Lucas Oil **Chili Bowl** Nationals.



The **Tulsa Golden Hurricane** football program represents The University of Tulsa in college football at the NCAA Division I level, and competes in the American Athletic Conference since the 2014 season.

Already known as one of America's premier golf courses with seven previous major golf championships, Southern Hills Country Club recently announced the PGA is coming back with two more events, the 2021 KitchenAid Senior PGA Championship and a PGA tournament promised before 2030.

The University of Tulsa and its point-a-minute prolific offense thrilled thousands of big-time college football fans en route to a 10-3 record and a Miami Bowl win in 2016. The 2018 year promises to be equally as wild and crazy for the Hurricane who competes in the tough American Athletic Conference. Oral Roberts University plays Division 1 basketball in the luxurious Mabey Center and consistently competes at the highest level in collegiate baseball.

Tulsa's incredibly successful minor league baseball team, the Tulsa Drillers, routinely attract more than 400,000 fans to their plush downtown stadium (with a fabulous view of the skyline) during the season and 2017 was no exception. The Drillers also finished runner-up in the Texas League finals, losing in the final game of 2017.

Tulsa is home to a vast array of 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!

Like cycling? The annual Tulsa Tough challenge sponsored by Saint Francis Health System has grown into a three-day event that not only draws the best

cyclers of all ages, but also thousands of spectators who line the streets to cheer them on—especially the street known as “Cry Baby Hill.” If you're a runner of any kind, you'll enjoy the annual Tulsa Run sponsored by Tulsa Federal Credit Union that attracts 10,000+ runners on the last Saturday in October.

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 perfect setting. It's just one more reason why so many people now say, “why not Tulsa?” And then choose to make it happen!

Participant or spectator, the variety of Tulsa sports is virtually never ending! Many cities all over the country even bigger than Tulsa simply cannot provide the medley of athletic opportunities our town rolls out on a daily basis. So, enjoy it all. And the best news is... there's even more to come. ➡



Driller Stadium, at **ONEOK Field**, is located in the historic Greenwood District of downtown Tulsa. The stadium pays tribute to Tulsa's professional baseball past, the Greenwood District and the City of Tulsa. ONEOK Field officially opened on April 8, 2010. The **Tulsa Drillers** are The Los Angeles Dodgers' AA affiliation in the Texas League.

housing

The Tulsa housing market is one of the most exciting in the nation, as growth and housing starts are up, and cost of living is down.

Fall 2017 showed growth and continued recovery from the market crash nearly a decade ago, and the Tulsa housing market continues to rise. According to figures from the Home Builders Association of Greater Tulsa, housing starts are on a continual year-over-year rise. While new homes are being built in many parts of the Tulsa Metropolitan Statistical Area (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 (NAHB) 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 where a community stands in relation to a normal, sustainable market. Tulsa continues to be on the upswing in most categories, and is a growing city. By the end of the second quarter of 2017, Tulsa was already at 103% of normal overall, with home prices at 133% (up from 130% during the second quarter of 2015) of normal. Employment is down from 95% of normal in 2015 to 94% of normal in 2017, but that is attributed to the fluctuation in oil prices and, overall, does not have a significant (or any) impact on the ever-growing housing market.

August of 2017 saw 2,041 housing starts in the Tulsa MSA, which is a 9% increase from August 2016, and a 12% increase from August 2015. Comparing the second quarter of 2017 with the same period in 2011 shows just how far Tulsa has come, as housing starts have increased by more than 42% in just six years. Tulsa has a strong and formidable housing market, and the future of the industry is promising.

While home values continue to rise at a rapid pace, homes in Tulsa also are some of the most affordable in the country. *U.S. News* published an annual cost of living index for 2017, and Tulsa was ranked the sixth most affordable place to live in the United States, up from ninth in 2016.



COMPARISON OF MEDIAN HOUSING PRICES

METRO AREA	
Tulsa, OK	161,600
Memphis, TN	171,500
Albuquerque, NM	196,500
Kansas City, MO-KS	201,700
Charlotte, NC	234,300
Houston, TX	235,600
Orlando, FL	245,000
Phoenix, AZ	247,300
Dallas, TX	255,200
Minneapolis-St. Paul, MN	259,000
Chicago, IL	264,300
Austin-Round Rock, TX	308,000
Sacramento, CA	340,000
Denver, CO	424,500
Seattle, WA	475,400

Amount in dollars.

Median sales price for existing single-family homes.

Sources: National Association of Realtors, Second Quarter 2017, Preliminary.

TULSA METRO HOME SALES

YEAR	HOMES SOLD	MEDIAN SALES PRICE ¹
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	10,132	124,500
2012	11,839	129,000
2013	12,917	136,000
2014	13,457	139,000
2015	13,650	145,000
2016	14,243	149,500
2017 ²	11,074	155,000

¹ Includes single-family and condo sales. December year-to-date median sales price.

² September year-to-date.

Source: Greater Tulsa Association of Realtors.

Residents in the greater Tulsa area only spend 28.41% on living expenses, well below the national average. The possibilities for the housing market are endless, as recent Oklahoma college graduates have among the lowest levels of debt in the nation, at seventh overall.

The health of the Tulsa housing market is anchored by a strong local economy. While Tulsa has historically been a major beneficiary of the oil industry, the economic downturn of the last decade brought a diversification of industry, including finance, aviation, telecommunications, and technology. The local events scene also has

exploded, with Oktoberfest, Hop Jam, Rocklahoma, and many other events throughout the year gaining national recognition. The low Cost of Living Index makes Tulsa a good value for what is available.

Tulsa has historically been one of the best-kept secrets in the United States, but it likely won't remain that way for long. Low cost of living combined with a booming metropolitan area

is sure to attract many people wanting to flee the high cost of other areas in the country. In the next 10 to 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. ➡



McGraw REALTORS®

The legacy of McGraw begins with Dan Davisson Jr. who followed his father into the real estate business. Davisson originally partnered with Kenneth Crouch, who was the son of Tulsa pioneers, founding the company in 1938. Lee Mulhall, contractor and homebuilder, joined the company after World War II. For many years, the company was known as Crouch Davisson Mulhall and later became Crouch Davisson Stewart.

Tulsa native Joe McGraw Jr., son of noted local oilman Joe McGraw, entered the Tulsa real estate scene in 1961 when he joined Crouch Davisson Mulhall REALTORS®. After being elected to the state House of Representatives in 1964 as well as serving six years in the state Senate, McGraw returned to his full-time job as a Realtor in Tulsa. His leadership role began with Crouch Davisson Stewart in 1986 to form McGraw Davisson Stewart.

In August of 2017, McGraw's Board of Directors elected John Woolman as chairman of the board, and named Bill McCollough as chief executive officer. John Woolman's leadership as president and passionate vision has been the driving force of the company's success for the past 20 years. Successfully navigating the boom of online realty with the changes it brought to the real estate industry and growing to become Oklahoma's largest independent real estate company, Bill McCollough has been a McGraw shareholder since 2010 and is an accomplished land developer, award-winning home builder, and a lifetime rancher. He is a man full of energy, drive, and integrity perfectly suited to take McGraw into the future.

McGraw's commercial division specializes in buying and selling commercial properties, including office, retail, restaurant, service,

industrial, investment, municipal, nonprofit, multi-unit residential, and vacant land. Recently the commercial division has expanded to include commercial property leasing.

McGraw also includes a growing Property Management Division and services more than 500 residential doors in Tulsa and the surrounding areas.

McGraw's nearly 500 agents serve the real estate needs of Oklahomans out of offices in Midtown, South Tulsa, Broken Arrow, Coweta, Owasso, and the Grand Lake area. McGraw's residential and lake home inventory currently includes more than 1,000 listings.

The continuing success of McGraw REALTORS® is firmly anchored in the company's 80-year history in Tulsa. For more information, call 918.592.6000 or visit mcgrawrealtors.com.



Left to right: Bill McCollough and John Woolman.

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 2016 population count for the Tulsa MSA was 987,201, an increase of over 49,000 people since 2010. Tulsa County claims 65% of the MSA population, with a population estimate of 642,940 in 2016.

The City of Tulsa's 2010 population was reported by the Census Bureau to be 391,906. The 2016 population estimate shows our area growing by over 11,000 people to a total of 403,090. Reports

for several of the surrounding communities, based on 2016 estimates, list the population count in Bixby as 25,333; Broken Arrow, 107,403; Collinsville, 6,650; Glenpool, 13,479; Jenks, 21,812; Owasso, 35,784; Sand Springs, 19,822; and Sapulpa, 20,928.

The American Community Survey 2016 estimate reports that 25% of the City of Tulsa population was less than 18 years of age, whereas 13% of the population was 65 years and over. The working age population of 25 to 64 year olds comprised the majority of our population at 52%. The majority of our growth has been in our aging population brackets: 32% growth in the 62- to 64-year-old group, 61% growth in the 67- to 69-year-old

group, and 26% in the 75- to 79-year-old group. Overall, the older age groups experienced the largest growth from 2010 to 2016.

Minorities represent over 36% of the City of Tulsa population, with African American (15%) and two or more races (8%) together as the largest proportionate groups. The Hispanic community accounts for 16% of the City of Tulsa's population and increased by more than 17% from 2010 to 2016. One of the biggest changes in our population diversity is the rise in those persons who are two or more races, which has grown over 38% from 2010 to 2016. ➡

Source: US Bureau of the Census County and Place population estimates 2016, American Community Survey 2016 1 Year Data set—age and race data.

TULSA PERSONAL INCOME

YEAR	TULSA COUNTY	TULSA MSA ¹
2000	30,815	27,446
2001	30,280	27,586
2002	30,180	27,657
2003	30,696	28,083
2004	36,133	31,868
2005	41,293	35,605
2006	47,645	40,490
2007	48,080	41,372
2008	54,612	46,331
2009	42,763	38,402
2010	44,184	39,474
2011	50,838	44,294
2012	59,143	50,215
2013	65,593	54,746
2014	71,114	58,972
2015	68,883	57,727
2016	65,235	54,789

Amounts are in thousands of dollars

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	859,530
2010	391,906	603,403	937,478
2011 (estimate)	392,861	608,701	946,118
2012 (estimate)	394,736	614,814	953,210
2013 (estimate)	398,744	623,488	962,944
2014 (estimate)	400,217	630,428	970,107
2015 (estimate)	403,505	639,242	981,005
2016 (estimate)	403,090	642,940	987,201

Tulsa MSA represents Creek, Okmulgee, Osage, Rogers, Tulsa, and Wagoner Counties

Projections based upon 2000 Census figures from the Oklahoma Department of Commerce

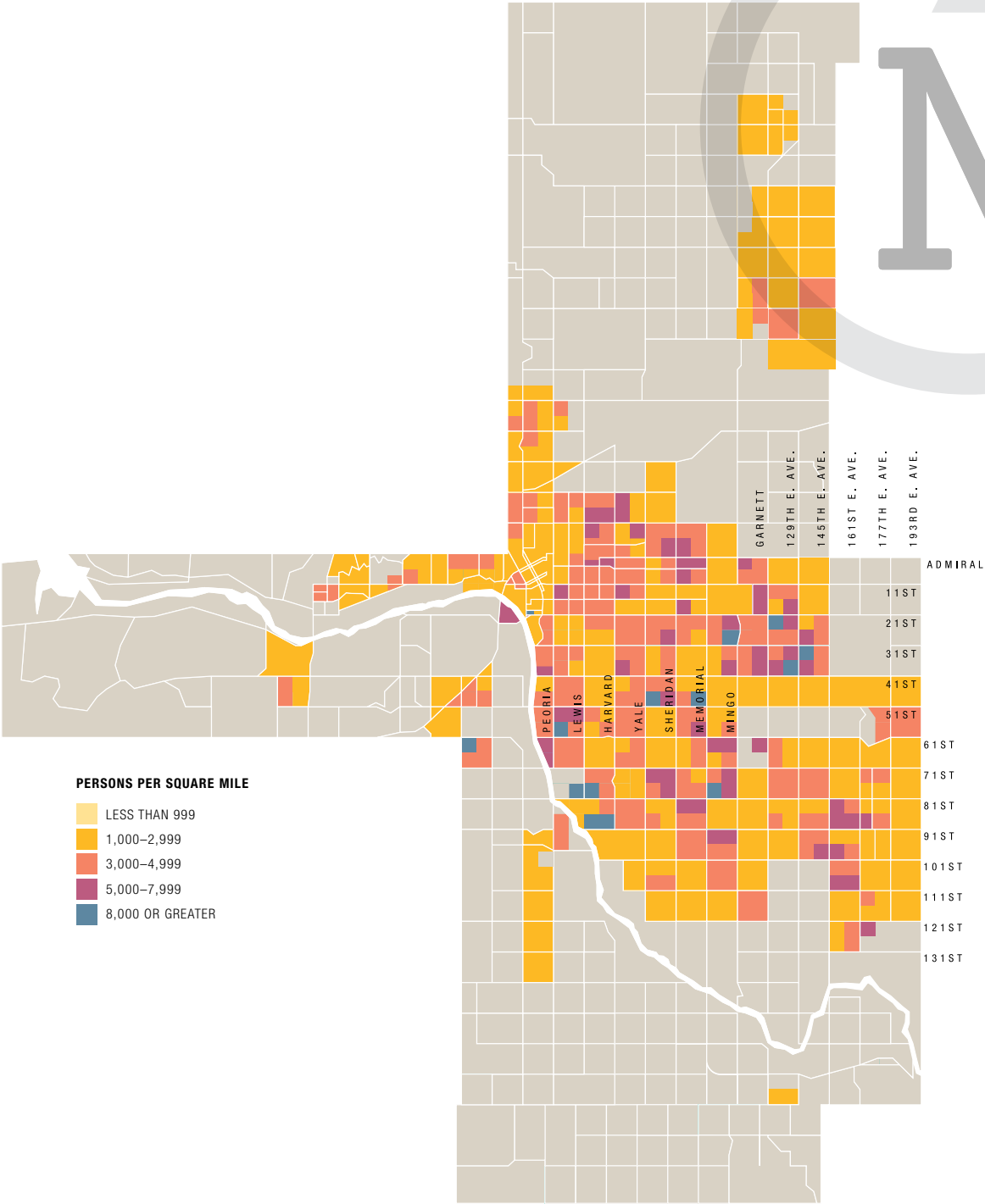
Sources: US Bureau of the Census and Oklahoma State Data Center

Prepared by Research Wizard, Tulsa City-County Library

Population Density

TULSA COUNTY 2012 CENSUS BLOCK GROUPS

DATA ACS 5 YEAR DATA SET 2011-2015

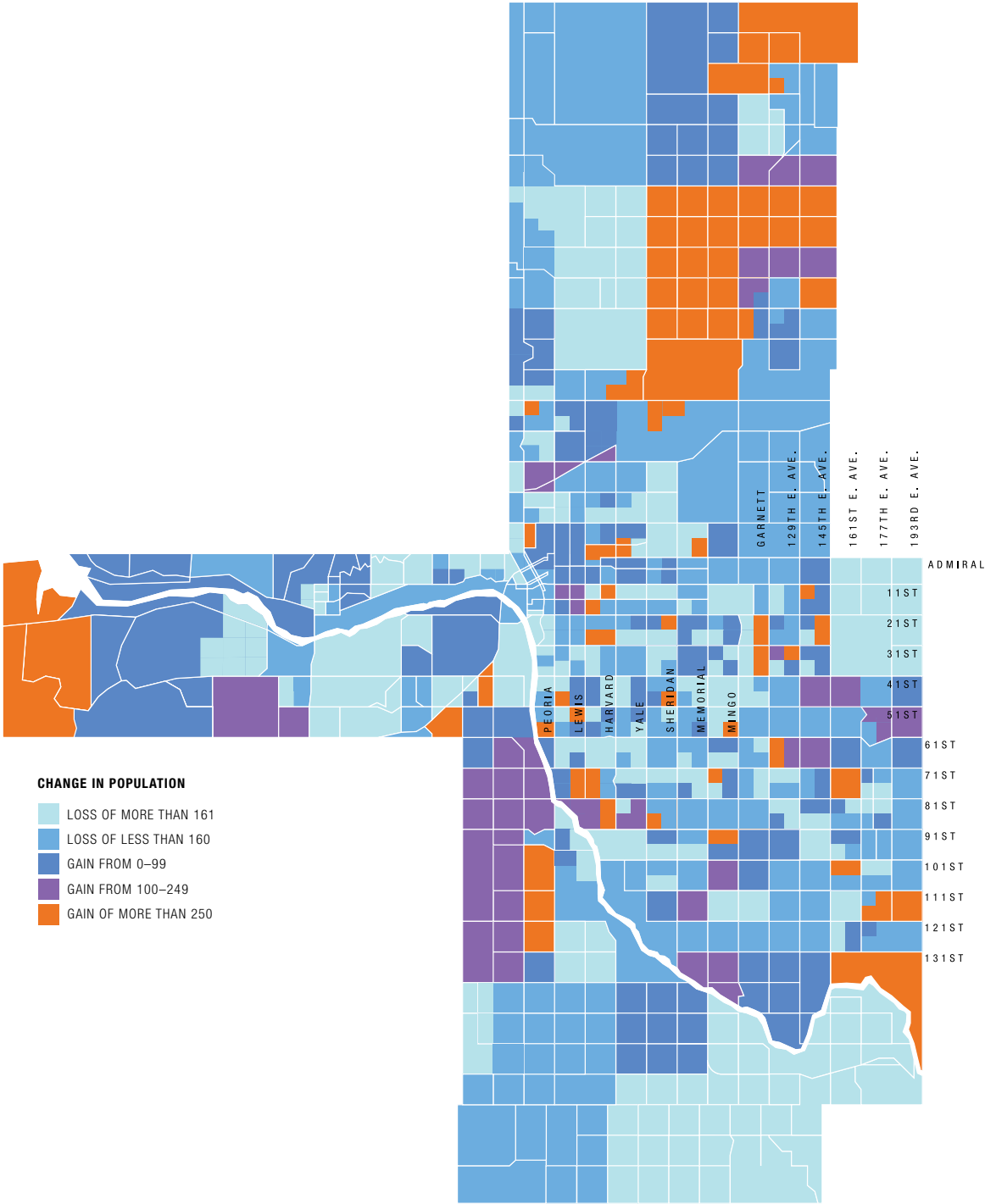


Data: 9/22/2017

Absolute Population Change

TULSA COUNTY 2012 CENSUS BLOCK GROUPS

DATA ACS 2009-2013



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

education

Tulsa is vibrant with a new energy that is proving transformative for the city's educational system. With the revitalization of downtown and exciting projects underway, such as Gathering Place, our city's economic future—and that of Oklahoma—depends upon a highly skilled workforce. Tulsa is brimming with a variety of educational opportunities to serve the needs of a growing community.

TULSA COUNTY PUBLIC SCHOOLS

SCHOOL DISTRICTS	ENROLLMENT
Tulsa	37,200
Broken Arrow	19,088
Union	15,850
Jenks	12,319
Owasso	9,745
Bixby	6,424
Sand Springs	5,109
Collinsville	2,784
Glenpool	2,793
Skiatook	2,546
Berryhill	1,240
Sperry	1,151
Liberty	530

Schools with grades K-12.

Data based on October 2017 enrollment.

Source: Direct contact with School Districts.

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

Currently, Oklahoma ranks 11th in the nation with more than 3,106 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 districts offer an abundance of educational opportunities.

One of those opportunities is the public school system. As one of the largest school districts in Oklahoma with 2,800 teachers serving 40,000 students across 86 campuses, Tulsa Public Schools (TPS) has something for everyone. TPS serves a wide range of interests by offering innovative early childhood and dual language immersion programs, magnet schools, and early college high school programs.



Union Public Schools recently announced a pilot program for Early College High School, allowing students to earn a high school diploma and an associate degree at the same time.



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			8	7	16
Oral Roberts University	37	10	30	16	14
OSU Center for Health Sciences					6
OSU-Tulsa	2	6	4	6	26
OU-Tulsa	1		3	7	32
Rogers State University	13	21	10	13	1
Spartan College of Aeronautics and Technology			1	4	
Tulsa Community College (TCC) ¹	5	19	40	40	
University of Tulsa	14	6	20	27	71

¹ Institution grants associate degrees only.
Source: Research Wizard, Tulsa City-County Library, 2017.

Tulsa Public Schools has an array of award-winning schools, including the prestigious Booker T. Washington High School, which was named a 2016 National Blue Ribbon School by the U.S. Department of Education. Edison Preparatory School—ranked fifth in the *U.S. News & World Report*’s “Best High Schools” in Oklahoma—offers a comprehensive liberal arts and pre-AP and AP curriculum, and is one of only four high schools in the state to offer the AP Capstone Diploma.

Innovation at TPS continues, with the conversion of downtown—serving Emerson Elementary into the state’s first Montessori public school. Beginning fall of 2018, TPS will phase in the Montessori program for the school’s youngest students in pre-kindergarten and 1st grade, with grades being added each successive year.

A new program called #TPSRides enables TPS high school students (grades 9-12) to ride Tulsa Transit buses free of charge seven days a week for school, extracurricular activities, work, and other destinations (Students must present a valid student ID). The program has proven to be highly successful in removing barriers to transportation for young people, with participation growing to 2,500 rides per week.

More than 12,000 students in Tulsa will participate in the Carnegie Hall Link Up program, a partnership with school music programs. For more than 30 years, Carnegie Hall Link Up has paired orchestras with students in grades 3-5 to explore orchestral repertoire and fundamental musical skills through a hands-on music curriculum. At the Link Up Family Concert featuring the Tulsa Symphony Orchestra, students join in the live performance by singing or playing the recorder from their seat.

CONTINUED ON PAGE 42

The University of Tulsa Law School graduation.

Holland Hall



What makes Holland Hall unique?

Start with the exciting possibilities of **and**—an array of electives, an apprenticeship in self-reliance, dozens of individual and team sports, transformative arts programming, flexible instructional approaches, and active learning opportunities—and connect them to the solid assurance of **all**—the complete educational experience that prepares students exceptionally well for college, work, and the world beyond.

Holland Hall students are encouraged to choose boldly from **all** it offers—to embrace adventure, take new paths, dare greatly, **and** engage fully with the exceptional opportunities at Holland Hall. Located on an impressive 162-acre campus, Holland Hall offers a lively, loving community that honors the individual integrity of each child while providing the bedrock education every student needs.

And and **all** highlight Holland Hall's inscribed values. It's a commitment so strong, it's quite literally who it is. Holland Hall—the possibilities of **and**, the assurance of **all**.

Holland Hall “by the numbers.”

Compared to other four-year high schools in Oklahoma, Holland Hall has the highest SAT scores with an average of 1366 (1600 scale) and the highest ACT scores with an average of 27.2.

100% of Holland Hall graduates attend a four-year college or university.

90% of graduates receive a significant college scholarship.

10–20% of the senior class is recognized in the National Merit program—that's the highest percentage out of four-year high schools in Oklahoma.

90% of its students who take an AP exam earn three or above.

Holland Hall is the only Cum Laude Society School in Tulsa and one of only three Cum Laude Society schools in Oklahoma.

Having a Cum Laude Society chapter is seen by colleges as the most critical mark of academic excellence.

Holland Hall's student-teacher ratio is 9:1, and on average there are 25 seniors per full-time college counselor.

70% of the Upper School faculty has an advanced degree, including six doctorates.

In the Upper School, Holland Hall offers 62 different art courses, 18 different individual

and team sports, and more than 30 different clubs and honor societies.

Holland Hall's Pre-K tuition is up to \$3k less per year than other comparable programs in Tulsa.

Holland Hall's overall tuition is less than comparable schools in Oklahoma City and across the country. It's higher than other local private schools, so it can attract and retain the best teachers, fostering a culture of excellence that results in amazing college and life outcomes for its graduates.

27% of Pre-K-12 students receive some form of tuition assistance. 32% of Upper School students receive some form of tuition assistance.

Are you ready to learn more about Holland Hall?

The Office of Admission 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 prospective students may shadow for an entire school day. The school also offers convenient open houses every other week on “Welcome Wednesdays.”

To learn more, please visit hollandhall.org or call 918.481.1111.

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 all public universities in the enrollment of National Merit Scholars and is a leading institution for academic excellence and value. OU is the only university in the nation, public or private, whose students have won Rhodes, Marshall, Mitchell, Truman, Goldwater, and Fulbright scholarships in the same year. OU has produced 29 Rhodes Scholars; no other university in Oklahoma has produced more than three. OU is the only public university to be awarded the Davis Cup four consecutive years for its record-setting enrollment of United World College International freshmen.

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 an Innovation Hub, 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. The university's first president, David Ross Boyd, is embodied in the now-famous Seed Sower, the central figure of OU'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 the United States' 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 88 countries around the world! OU also is home to nearly 2,000 international students. The OU Cousins program connects these international students with U.S. students to encourage sharing of cultures. OU has expanded study abroad programs to include international study centers in Arezzo, Italy; Rio de Janeiro, Brazil; and Puebla, Mexico. The Santa Chiara Monastery, home to OU in Arezzo, was dedicated in beautiful Tuscany,

and is named for the Kathleen and Francis Rooney family of Tulsa in recognition of Ambassador and Mrs. Rooney's leadership support. The 30,000-sq.-ft. facility can host up to 48 students at a time and features classrooms, conference rooms, and seminar rooms with restored frescoes from the 17th- and 18th-centuries.

OU-Tulsa

OU-Tulsa is a nationally-recognized center for higher education, offering a wide range of more than 30 undergraduate, master's, doctoral degrees, and graduate certificates. Programs include architecture, engineering, education, nursing, public health, occupational and physical therapy, human relations, library and information studies, organizational dynamics, public administration, and social work, as well as medicine through the OU-TU School of Community Medicine. Since 1957, OU-Tulsa has provided higher education to Northeastern Oklahoma and moved to the 60-acre Schusterman Campus in 1999. A recent gift from the Stuart Family Foundation of Tulsa will transform the Schusterman Center landscape and enrich the atmosphere of the growing campus to create a two-mile walking trail and two outdoor learning areas for students, faculty, and staff. Stuart Square will improve campus accessibility and provide recreation and wellness opportunities for the community.

For more information, visit ou.edu.



Suburban options include Union Public Schools—the seventh largest district in Oklahoma—serving 16,000 students in southeast Tulsa and a portion of Broken Arrow. The *New York Times* recently recognized Union for showing “what can be achieved when a public school system takes the time to invest in a culture of high expectations, recruit top-flight professionals, and develop ties between schools and the community.” The district has received national acclaim in four strategic areas: early childhood education, community schools, STEM (science, technology, engineering, and math), and college and career readiness.

Union is enhancing the workforce development pipeline in high-demand fields with a creative new program called Career Connect. High school juniors and seniors are selected for internships with Tulsa-area employers, helping them to gain insight and experience on a possible career, while providing employers with a pool of prospective employees. Partner companies host students on a daily or twice-a-week basis for up to two hours. Community service or unpaid job shadowing is available with a variety of employers. Students also can earn college credit and technical certifications while in high school.

With partner Tulsa Community College (TCC), Union Public Schools recently announced a pilot program for Early College High School, allowing students to earn a high school diploma and an associate degree at the same time. The program will start in the 2018-19 academic year. Fifty to sixty students will be selected to participate, with a strategic emphasis on first-generation college students. TCC faculty on-site at Union Collegiate Academy will teach courses.

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

Booker T. Washington High School
was named a 2016
National Blue Ribbon
School by the
U.S. Department
of Education.

HIGHER EDUCATION INSTITUTIONS IN TULSA 2017-2018

INSTITUTION	BUDGET (\$) 2017-2018	ENROLLMENT Fall 2017	FACULTY ¹ Fall 2017
Langston University–Tulsa ²	73,162,429	2,218	141
Northeastern State University–Broken Arrow ²	92,299,004	7,906	504
Oral Roberts University	115,000,000	3,919	467
OSU Center for Health Sciences	208,590,936	966	161
OSU-Tulsa	19,602,182	2,280	58
OU-Tulsa (Includes School of Community Medicine)	132,154,984	1,391	290
Rogers State University	32,830,669	3,729	243
Spartan College of Aeronautics and Technology	NA ³	840	97
Tulsa Community College (TCC) ¹	110,749,702	16,787	810
University of Tulsa	171,711,558	4,433	364

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, 2017.



Tulsa Community College

MAJOR PRIVATE SCHOOLS IN TULSA COUNTY 2016-2017

SCHOOL	GRADE LEVEL	ENROLLMENT
Metro Christian Academy	Kindergarten (age 3)-12	1004
Holland Hall School	Preschool (ages 3)-12	943
Lincoln Christian School	Pre-kindergarten-12	849
Bishop Kelley High School	9-12	819
Victory Christian School	Kindergarten-12	810
Monte Cassino School	Pre-kindergarten-8	754
Riverfield Country Day School	Infant-12	551
Cascia Hall Preparatory School	6-12	549
Summit Christian Academy	Kindergarten (age 5)-12	460
All Saints Catholic School	Pre-kindergarten-8	402
Marquette Catholic School	Kindergarten-8	398
St. Pius X Catholic School	Pre-kindergarten-8	373
School of Saint Mary	Pre-kindergarten-8	319
Mingo Valley Christian School	Kindergarten (age 4)-12	280

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

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 also is home to the Mizel Jewish Day School, three private 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 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 healthcare-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 can earn an associate’s degree from Tulsa Community College at no cost, provided certain academic qualifications are met. It covers 100% 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 between 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, management, and leadership development to prototype production, business start-up, and expansion. On average, Tulsa Tech serves more than 500 businesses, nearly 5,500 full-time students, and more than 30,000 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. ➡



Tulsa Community College (TCC) is a premier two-year college that combines campus life with academic excellence to prepare students for a four-year university or new career. With four fully equipped campuses in the Tulsa area, along with community campuses and satellite locations throughout Tulsa County, TCC serves 25,000 students annually.

Tulsa County graduating students can take advantage of the Tulsa Achieves program, which offers up to 63 hours of college credit at no cost. TCC offers an Honors Program, study abroad opportunities, and more than 100 transfer programs.

As Oklahoma’s largest community college, TCC reports the state’s largest enrollment of high school concurrent students and leads in offering online credit. A strong emphasis on graduation and completion spurred 2,181 graduates to earn degrees and certificates in 2016.

Through partnerships with educational institutions, businesses across the city, and a network of regional constituencies, TCC has connections to programs, resources, and industries that provide opportunities befitting the state’s third largest college.

TulsaCC.edu

University of Tulsa

The world of the 21st-century will be a mediated world. No matter what field of endeavor we consider—science, politics, the arts—success will depend on how well we understand the ways in which media work, and the ways to work with the media. Social media, search algorithms, big data, augmented reality, computer modeling, the network society... these are ideas that will continue to impact how we live, the choices we make, the career paths we follow.

It also impacts the way we think about the liberal arts. In the spring of 2017, Henry Kendall College at the University of Tulsa (TU) renamed its Department of Communication the Department of Media Studies, in recognition of the importance that media plays in our modern, globalized society. Along with the name change is a change in how and what we teach. One example: The Digital Studies certificate, which is crafting a new, interdisciplinary approach to digital technologies. Along with this, Associate Professor of Media and Film Studies, Justin Rawlins, has been working with students to create the TU Media Lab, focused on



multimedia production. The lab includes a new podcast facility, Studio 141.

Most recently, there has been a change in direction for TU's widely popular Advertising Program, under the co-direction of Bill Hinkle and Teresa Valero, with a growing emphasis on persuasive culture and digital marketing. Here again, this reflects a shifting reality in our modern mediated world. Students entering the 21st-century workforce must think

quickly and across boundaries, using technologies in new ways. However, they still need to master the skills of writing and speaking with self-confidence. They still need to be able to tell a story.

It's an exciting time to be teaching the liberal arts. It's a chance to change the world. The University of Tulsa invites all interested parties to help it do that.

For more information, visit utulsa.edu.

Cascia Hall Preparatory School

A Catholic Augustinian School

Come, see what we are all about!

An exceptional, educational experience for students in grades 6-12.



Cascia Hall was established in 1926 by the Order of St. Augustine. To educate the whole person, the school combines challenging academics, competitive sports, enriching activities, and community service in a supportive, Christian environment.



The school offers five world languages and 14 Advanced Placement Courses. The ACT 5-year average is 26.2. 100% of the seniors matriculate to college following graduation, and \$7 million in merit-based scholarships were offered members of the Class of 2017.

Cascia Hall has 17 girls' and boys' sports teams and more than 30 extracurricular clubs and activities. Members of the graduating Class of 2017 performed more than 8,800 service hours while in high school.

The administration, faculty, staff, and students of Cascia Hall are guided by the Augustinian values of Truth, Unity, and Love. With a total enrollment of 549 students and a 9:1 student teacher ratio, students are related to as individuals resulting in increased levels of motivation and success.



For more information, contact the Office of Admissions at admissions@casciahall.com or 918.746.2604.

Tulsa Tech



Make Your Own Path

Tulsa Tech is the state's oldest and largest career and technical 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, with several courses offered at area high schools. 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 5,500 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.

Accelerating Independence Scholarship:

The Accelerating Independence Scholarship covers 100% of tuition for students with GED or high school diplomas from any of Tulsa Tech's in-district, public, parochial, or home-schools through the age of 23.

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 entrepreneurship classes.

These customized services are provided to area companies at Tulsa Tech state-of-the-art campus locations, as well as onsite client facilities.

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 seven student organizations include Marketing Education DECA, SkillsUSA, Family, Career & Community Leaders of America (FCCLA), Oklahoma Society of Radiologic Technologists (OSRT), Health Occupations Students of America (HOSA), Business Professionals of America (BPA), and the Technology Student Association (TSA).

For more information, visit tulsatech.edu.

transportation



oters of the City of Tulsa approved a first-ever dedicated operational funding for the public transportation system. It enables Tulsa to move forward with implementing the Bus

Rapid Transit (BRT) on Peoria Corridor. The 11th Street corridor also will be further studied for BRT implementation. These efforts are the results of the regional transit system plan, the fast-forward plan for transit. These projects once implemented will foster economic development along the Peoria Corridor and significantly improve the mobility needs of all Tulsans.

The Regional Transit System Planning also included the recommendation of various corridors to connect Tulsa with the surrounding cities and address commuter travel within the metropolitan area. As a result of this study, the Peoria Bus Rapid Transit corridor has been identified as a transformational project for the City of Tulsa and the region.

Tulsa's comprehensive planning efforts ignited initiatives related to livable, context-sensitive design options surrounding public infrastructure that can be sustained with available funding. INCOG (Indian Nations Council of Governments) has been studying these efforts as public interest seems to be at its peak for making a change in transportation investments and finding real alternatives to personal transportation to keep up with mobility needs.

INCOG has completed the GO plan, an update to the Trails Master Plan, to enhance the Bicycle-Pedestrian Planning within the region. The study provides a blueprint at the planning level for a regional connectivity and focus to bicycle travel as well as pedestrian treatments in the region.

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, Connected 2045, is in its draft stage and was adopted by the end of 2017. The new plan features all modes of transportation including public transportation, bicycle and pedestrian facilities, and future roadway infrastructure based on needs.

TULSA METROPOLITAN STATISTICAL AREA TRANSPORTATION INDUSTRY EMPLOYMENT¹

INDUSTRY	AVERAGE EMPLOYED IN 2015
Transportation Industry	21,009
Air Transportation	6,258
Transportation Equipment Manufacturing	4,869
Warehousing and Storage	2,579
Trucking	2,375
Transportation Support Activities	1,953
Couriers and Messengers	1,451
Pipeline Transportation	1,191
Transit and Ground Passenger Transportation	334

¹ Does not include water, rail, postal, or scenic tour transportation.
Source: U.S. Census Bureau, October 2017.



Tulsa Port of Catoosa, located five miles from the City of Tulsa, opened in 1971.

Gilcrease Expressway has been studied by the Oklahoma Turnpike Authority and is included in a proposed package for funding as a part of the Driving Forward Oklahoma turnpike package. While the extent of the turnpike authority funding is not determined, as the cost and revenue figures are not completely developed, partnerships with the Department of Transportation as well as INCOG and City of Tulsa will enable the OTA to complete the project.

The 2045 Plan update improvises on the choices for roadway expansion and maintenance. The 2045 plan also incorporates the vision for International Technology System (ITS) and safety for all transportation users in the Tulsa metropolitan area. 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 using 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. The updated GO plan nearly quadruples the extent of the infrastructure planned for the Tulsa region.

One major objective of the plan is to encourage suburban communities to connect with community facilities via the new and improved trails system. Once connections are established, citizens will have an alternative transportation option to travel between communities and the City of Tulsa by bicycle or on foot.

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 and transported 48 million tons of cargo. Four hundred 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 project 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 underway, as well as taxiway improvements and runway extensions. 

AIR TRANSPORTATION

YEAR	TOTAL PASSENGERS	AIR FREIGHT
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	2,739,429	59,857
2016	1,368,304	53,612
2017 ¹	1,607,355	31,144

Air Freight in tons.

¹ 2017 is year-to-date total through July.
Source: Tulsa Airport Authority.

BARGE TONNAGE

YEAR	BARGE TONS
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	1,551,808
2016	2,260,837
2017 ¹	1,686,213

¹ 2017 is year-to-date total through August.
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 3,800 megawatts of generating capacity to supply its 545,000 customers statewide, including approximately 300,000 in the Tulsa metropolitan area. PSO is a significant provider of clean wind energy in the state. It has 1,137 megawatts of wind energy under long-term contracts, about 20% of PSO's energy, and plans to add more through the Wind Catcher Energy Connection project announced in 2017. This project will add 600 megawatts more to PSO's wind energy portfolio while saving PSO customers more than \$2 billion over the 25-year life of the project through lower fuel costs. PSO also has expanded into solar power, putting the sun to work at several PSO facilities and at The University of Tulsa's Case Tennis Center. PSO is an operating company of American Electric Power (NYSE:AEP), which is based in Columbus, Ohio. AEP is one of the largest electric utilities in the United States, delivering electricity to approximately 5.4 million regulated customers in 11 states. AEP ranks among the nation's largest generators of electricity, owning nearly 33,000 megawatts of diverse generating capacity, including 4,200 megawatts of renewable energy. AEP also owns the nation's largest electricity transmission system, and more than 224,000 miles of distribution lines.

Natural gas service is provided by Oklahoma Natural Gas Company (ONG), which has served Tulsa since 1906. ONG serves approximately 860,000 residential, commercial, and industrial customers in Oklahoma, including the Tulsa area, and has 19,200 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% 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 145,933 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 2015 was 102.52 million gallons per day. ➡

2017 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	327	445	1,736	3,409	15,737	30,691

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	63	89	140	441	1,080	2,356	11,483

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	2,465	4,659	8,531	20,581	103,716	203,371

WATER AND SEWER Commercial Service³

	INSIDE CITY	OUTSIDE CITY
Water	\$ 3.49	\$ 4.66
Sewer	\$ 7.30	\$ 11.92

WATER AND SEWER Industrial Service³

	INSIDE CITY	OUTSIDE CITY
Water	\$ 2.53	\$ 3.36
Sewer	\$ 7.30	\$ 11.92

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

¹ Does not qualify for transport and was based on Oklahoma Natural Gas Company's twelve-month average commodity price of \$4.64 per Dth plus monthly service fees.

² Qualifies for transport and third party gas. Costs were based on Inside FERC OGT Index twelve-month commodity price of \$2.72 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.

³ 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, 2017.

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

healthcare

Access to quality healthcare is one of the strongest drivers of a thriving community. It is impossible to have a healthy community without a healthy citizenry. Moreover, a strong healthcare sector also is key to a vibrant economy.

With unprecedented amounts of health information now available and easily accessible, consumers are increasingly becoming their own health advocates by seeking more convenient, practical ways to receive the care they need and deserve.

Tulsa's healthcare community is responding. Take, for example, the rise in popularity of urgent care centers. The Urgent Care Association of America reports in its 2016 Benchmarking Report that there are more than 7,350 urgent care centers in the United States. With roughly 40 urgent care clinics in the Tulsa Metropolitan Statistical Area (MSA), Tulsans can take advantage of the time efficiency and flexibility in scheduling that these clinics provide.

For those who eschew a traditional office visit altogether, Tulsa continues to facilitate telehealth technology as a new means to enhance and deliver care. Oklahoma Governor Mary Fallin signed into law SB 726 in 2017, a bill designed

to streamline telehealth practice standards within the state, an important recognition of this new and quickly evolving healthcare model.

When a hospital visit is necessary, Tulsans can choose between nine major medical centers with more than 3,100 total inpatient beds. Hillcrest HealthCare System, Saint Francis Health System, and St. John Health System encompass nearly 20 hospitals in the region and are joined by Oklahoma State University (OSU) Medical Center in Tulsa. High quality specialty care also is readily available in Tulsa, such as the Cancer Treatment Centers of America® (CTCA) Tulsa facility and other specialty providers.

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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 presence and healing ministry of Christ has been a guiding principle for its staff, physicians, and volunteers. With more than 9,500 employees, Saint Francis Health System is the area's largest private employer.

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

for more than 1,100 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 the Trauma Emergency Center and patient bed tower. The eight-story, 500,000-sq.-ft. facility includes increased acute and critical care capacity with a 150-bed patient care tower; an 85-bed Trauma Emergency Center; a spacious main lobby; chapel and convent; clinical education rooms; and administrative and physician office space.

The health system also is constructing 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 a freestanding emergency room, diagnostic imaging and laboratory services, new primary care physician offices, mammography and bone-density screening services, and outpatient physical therapy services.

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 in the region. The 162-bed, 265,765-sq.-ft. facility is recognized throughout the area for its advanced

Saint Francis Hospital



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



Warren Clinic

medical technology and team of skilled pediatric specialists. The Children's Hospital's 58-bed Henry Zarrow Neonatal Intensive Care Unit (NICU) provides the region's most advanced treatments and services for premature infants and critically ill newborns.

The Children's Hospital at Saint Francis also is home to Oklahoma's only St. Jude Affiliate Clinic. Opened in July 2016, the program makes treatments, developed as clinical trials, at St. Jude Children's Research Hospital available to more children by offering much of the care close to home.

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 in one easily accessible location. Located

on the Saint Francis Hospital campus, the five-floor facility provides patients with a welcoming environment as well as the latest in medical technology, diagnostic testing, interventional cardiology, electrophysiology, cardiac rehabilitation, and disease-prevention services.

Warren Clinic is home to 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, McAlester, and Muskogee. During the past several years, Warren Clinic has further extended its range of care by adding more healthcare providers to its extensive and varied team of specialists.

Laureate Psychiatric Clinic and Hospital is a private psychiatric 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 recognized eating disorders treatment program. With more than 70,000 outpatient visits per year, Laureate is one of largest behavioral health clinics in the region.

In 2016, Saint Francis Health System extended its commitment to the communities of eastern Oklahoma by establishing Saint Francis Hospital Vinita. With Saint Francis Hospital Vinita, Warren Clinic Vinita, and the Saint Francis Health Center locations in Langley and Monkey Island, residents of this area now have access to a wide range of quality healthcare services and the support of Oklahoma's largest healthcare network.

The most recent facility to join the health system is Saint Francis Hospital Muskogee. With two campus locations in the community, Saint Francis Hospital Muskogee provides comprehensive healthcare services to residents in a seven-county area in Eastern Oklahoma. This includes a nationally accredited cancer program, 24/7 emergency services, a Level III trauma center, women's health services and a primary stroke center. The expansion also included new Warren Clinic physician office locations in the Muskogee area.

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



Saint Francis Hospital Muskogee



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



Saint Francis Hospital Vinita

Healthcare in Tulsa would not be what it is today without the development of compassionate, skilled providers. The University of Oklahoma (OU) College of Medicine and Oklahoma State University (OSU) College of Osteopathic Medicine continue to produce outstanding healthcare providers that greatly enrich our healthcare system. These academic medical centers also are joined by the new Tulsa School of Community Medicine, a project of The University of Tulsa and University of Oklahoma—Tulsa.

A thriving healthcare sector does not happen in a vacuum; Tulsa's healthcare providers are supported by state and local leaders and Tulsa-area citizens with a combined focus on improving the health and well-being of Oklahomans. In 2011, health and business leaders, tribal representatives, nonprofits, and state and local

government agencies joined forces to develop the Oklahoma Health Improvement Plan (OHIP) to combat the state's health disparities.

Access to affordable health insurance remains an issue of utmost importance, and Community Care of Oklahoma and Blue Cross and Blue Shield of Oklahoma, both with headquarters in Tulsa, continue to work toward improving health coverage for all Oklahomans.

Healthcare also contributes to Tulsa's economic well-being, with an estimated impact of more than \$7.3 billion. Along with being one of the largest employers in Tulsa, the healthcare industry also is a significant tax contributor; in one year, Tulsa-area healthcare providers paid total sales tax of \$158 million and total property taxes of \$86 million.

With Tulsa's oldest hospital, Hillcrest Medical Center, celebrating its centennial in 2018, the possibilities of the next 100 years are limitless. A common thread is woven through the city's history and will no doubt continue into the future: an unwavering commitment to improving the health and well-being of Tulsans.

Hillcrest Healthcare System

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

HHS is comprised of eight 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, Hillcrest Hospital Pryor, and Bailey Medical Center in Owasso. Hillcrest HealthCare System also provides comprehensive primary and specialty care services through 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 healthcare delivered by highly skilled medical professionals. In the past decade, the health system has grown to become Tulsa's largest private employer with more than 9,600 employees and 800 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 Hospital Muskogee, Saint Francis Hospital Vinita, Saint Francis Cancer Center, 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.

*The **OU-TU School of Community Medicine** is an educational track within the University of Oklahoma College of Medicine.*



HEALTH SERVICES MARKET ANALYSIS 2018 REPORT

DESCRIPTION	COMPANIES	EMPLOYEES	SALES ¹
Physicians & Health Care Practitioners	2,842	24,990	3,036.5
Nursing & Intermediate Care ²	213	6,163	1,003.8
Hospitals & Clinics	161	15,411	3,208.8
Medical & Dental Laboratories	172	1,389	61.9
Other Health Care Services	1,291	10,140	356.1

¹ Estimated sales in millions of dollars.

² Facilities & Services.

Geographical area: Tulsa Metropolitan Statistical Area.

Source: D&B 2017



Morton Comprehensive Health Services

is recognized as a Federally Qualified Health Center, Joint Commission accredited, and a United Way Agency.

TULSA HOSPITALS

FACILITY	OPERATING BEDS	BASSINETS	BIRTHS	INPATIENT ADMISSIONS	OUTPATIENT VISITS	EMERGENCY VISITS
OSU Medical Center	249	15	445	6,565	19,224	43,539
Hillcrest Medical Center ¹	727	32	3,142	23,766	127,082	47,123
St. John Medical Center	503	20	2,478	30,799	438,019	61,029
Saint Francis Hospital	1,112	34	4,160	38,106	325,352	109,026
Laureate Psychiatric Clinic and Hospital	106	NA	NA	3,336	10,222	NA
Cancer Treatment Centers of America	40	NA	NA	702	29,810	NA
Hillcrest Hospital South	180	33	1,197	7,886	77,963	23,188
The Children's Hospital at Saint Francis	162	NA	NA	8,777	NA	NA
Saint Francis Hospital South	102	6	950	5,048	51,324	27,542

¹ Includes Peggy V. Helmerich Women's Health Center

Cancer Treatment Centers of America

As part of a national network of five hospitals, Cancer Treatment Centers of America® has offered an integrative approach to cancer treatment for 27 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 help reduce side effects for patients during cancer treatment.

A recipient of the Press Ganey Guardian of Excellence Award in Patient Experience for several years, CTCA is known for delivering the Mother Standard® of care to its patients and offering comprehensive care under one roof. In 2016, CTCA served patients from 32 states and three countries while reporting that 96% of its patients had a "likelihood of recommending their services to others."

Oklahoma State University College of Osteopathic Medicine

The Oklahoma State University College of Osteopathic Medicine (OSU-COM) trains physicians and other healthcare professionals for Oklahoma while providing vital healthcare 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 placed on students from Oklahoma and those who want to practice in Oklahoma.

The College of Medicine partners closely with the OSU Medical Center, which serves as the largest osteopathic teaching center in the United States, training 151 resident physicians in primary and subspecialty care each year.

OSU-COM is consistently ranked in *U.S. News and World Report* as one of the nation's top schools for primary care. It also has been named the most popular medical school in the country by *U.S. News and World Report*.

OSU Medical Center

OSU Medical Center is one of the nation's largest osteopathic teaching facilities in the United States, training more than 150 residents in primary care and subspecialties on an annual basis. Together with OSU Center for Health Sciences, more than 2,400 physicians have been trained, many of which are actively practicing in Oklahoma. The clinic system, OSU Medicine, consists of more than 20 clinics throughout the Tulsa area and the surrounding communities to serve you and your family's healthcare needs.

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The OU-TU School of Community Medicine
Tandy Education Center.

Hillcrest HealthCare System



Hillcrest Medical Center

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

Comprised of eight 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, Hillcrest Hospital Pryor, and Bailey Medical Center in Owasso. HHS also offers a network of primary and specialty care providers through Utica Park Clinic, as well as the state's most comprehensive cardiology care through Oklahoma Heart Institute.

Located in the heart of Tulsa, Hillcrest Medical Center (HMC) is a 727-bed facility recognized for its excellent quality outcomes. Hillcrest Medical

Center, Tulsa's first hospital, will celebrate its centennial in 2018. In addition to high-quality diagnostic, emergency, and tertiary services, HMC offers patients exceptional care through its highly specialized service lines, including the Oklahoma Spine & Orthopedic Institute, Kaiser Rehabilitation Center, the Alexander Burn Center (the region's only burn center), the Peggy V. Helmerich Women's Health Center, Oklahoma Heart Institute, and Oklahoma Stroke & Neurological Institute (a designated Comprehensive Stroke Center).

Hillcrest Hospital South offers full-service health care in South Tulsa, including the Peggy V. Helmerich Women's Health Center, Oklahoma Heart Institute, and the Tulsa Heartburn & Reflux Center. Hillcrest Hospital South, named one of the 150 Top Places to Work in Health Care by Modern Healthcare, offers patients access to some of the

region's most recognized teams of health care professionals in a convenient South Tulsa location.

In December 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 consistently recognized as a leader in quality care and patient satisfaction.

In addition to emergency and general medicine, Owasso's Bailey Medical Center is a recognized leader in 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's list of "150 Great Places to Work in



Hillcrest Hospital South

Health Care” and Modern Healthcare’s “Top 100 Places to Work” for several consecutive years.

The system’s five regional hospitals – Bailey Medical Center, Hillcrest Hospital Claremore, Hillcrest Hospital Cushing, Hillcrest Hospital Henryetta, and recently acquired Hillcrest Hospital Pryor – improve access to advanced services, technology, and providers in communities throughout the region. In 2017, Hillcrest Hospital Cushing was named to Modern Healthcare’s list of “Top 100 Places to Work” while Hillcrest Hospital Claremore received the Healthgrades 2017 Patient Safety Excellence Award.

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 16 regional clinics throughout Green Country.

Utica Park Clinic, one of eastern Oklahoma’s largest and most respected physician groups, offers a network of more than 250 primary and specialty care providers in more than 50 clinics across the region.



Oklahoma Heart

Although Hillcrest continues to break new ground by introducing innovative procedures, securing state-of-the-art technology, and developing unique programs not found elsewhere in the area, HHS never forgets that medicine is about more than science: it is the people and patients who always come first. Hillcrest HealthCare System’s team of 1,200 physician partners, 250 employed

physicians, and 5,500 employees are committed to changing lives for the better, together.

You are invited to experience the excellent care offered by Hillcrest HealthCare System. To find a primary care physician or specialist within the system, call 918.579.DOCS (3627). To learn more about Hillcrest HealthCare System, visit **hillcrest.com**.

Tulsa Hospital Facilities

- OSU Medical Center 1
- Helmerich Women's Center 2
- Oklahoma Heart Institute 3 11
- Hillcrest Medical Center 4
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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. At OU, physicians, their team of more than 300 doctors, and residents are dedicated to providing exceptional patient care, with many practices achieving National Committee for Quality Assurance (NCQA) Level 3 Patient-Centered Medical Home recognition, the highest level attainable.



St. John Medical Center

St. John Medical Center is an affiliate of St. John Health System and part of Ascension, the nation's largest Catholic and nonprofit health system. St. John Medical Center is a nationally recognized, fully integrated healthcare system recognized for excellence in cardiovascular, orthopedic, palliative, stroke care, as well as a regional leader in neurosurgery, surgical services, oncology, radiology, fitness/wellness, urology, and women's health.

St. John Medical Center's parent company, St. John Health System, is a not-for-profit Catholic healthcare system founded in 1926. St. John operates hospitals in Tulsa, Owasso, Broken Arrow, Sapulpa, Bartlesville, and Nowata, as well as physician offices throughout Northeastern Oklahoma and Southeastern Kansas.

MyHealth Access Network

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

MyHealth is a nonprofit health information exchange organization offering physicians and patients the most effective, industry-leading technology available in healthcare 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 healthcare quality and information in Oklahoma.

Morton Comprehensive Health Services

As a nonprofit corporation, Morton Comprehensive Health Services provides medical services to Northeastern Oklahoma and is able to offer its services on the ability of the patient to pay as defined by federal poverty guidelines. It is recognized as a Federally Qualified Health Center, Joint Commission accredited, and a United Way Agency.

Morton's mission is to provide quality-focused, cost-effective, and family-based health services with dignity and respect to all people without regard to finances, culture, or lifestyle, and to provide information and support to promote participation in healthcare decisions.

Tulsa County Medical Society

Tulsa County Medical Society, the professional organization for physicians in Tulsa County, has advocated for the practice of medicine, healthcare, 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; \$3.6 million in donated care has been coordinated through the program. The scholarship fund provides grants to Oklahoma medical students; 1,281 students have received grants totaling \$1.2 million.

Tulsa County Medication Recycling Program has distributed 215,590 prescriptions at a wholesale value of \$21.2 million to residents in need. 📌

Cancer Treatment Centers of America



As part of a national network of five hospitals, Cancer Treatment Centers of America® (CTCA) has offered an integrative approach to cancer treatment for 27 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 help reduce side effects for patients during cancer treatment.

At CTCA, physicians and clinicians function as a team to provide a collaborative approach with treatment advancements such as genomic testing and immunotherapy. And, multidisciplinary care teams utilize evidence-informed therapies while optimizing management of side effects and personalized care of health maintenance.

A recipient of the Press Ganey Guardian of Excellence Award in Patient Experience for several years, CTCA is known for delivering the Mother Standard® of care to its patients and offering comprehensive care under one roof. In 2016, CTCA served patients from 32 states and three countries while reporting that 96% of its patients had a "likelihood of recommending their services to others."

For more information, visit cancercenter.com/tulsa or call 800.333.CTCA.

professional & business services

Challenges Faced, Opportunities Made

"What a foolish idea / It will never work / What are those guys thinking—or drinking?"

I wasn't there when three Tulsans decided to build the 11th Street wagon bridge across the Arkansas River. And, to the best of my knowledge, there are no records memorializing reactions from their fellow citizens. Yet, I imagine some responded in a less-than-optimistic way. Why else would these three brave souls put up a sign reading, "You Said We Couldn't Do It, But We Did," once the bridge opened in early 1904?

Building a bridge across the Arkansas River would change Tulsa forever. The determination to do so set a tone that defines the Tulsa spirit to this very day.

Decades before Tulsa claimed the title "Oil Capital of the World," service businesses and professionals of all types planted roots and persevered to help build our city. The first store, hotel, doctor, and barbershop arrived in 1882—along with the obligatory cemetery. Then came lawyers, bankers, and eventually the oilmen. In some ways, today is not much different than Tulsa's earlier years. According to the Tulsa Regional Chamber, for every one professional service job today, nearly 1.4 jobs throughout all sectors of the local market are supported by their activities.

As this publication goes to press, Seattle-based Amazon is searching for a second corporate headquarters, and more than one local business and civic leader has advocated Tulsa as its new home. Audacious? Without a doubt. And you can attach your own odds to the likelihood of Tulsa landing the company.

However, there is an air of confidence in the Tulsa business community—a sense that we are hitting the inflection point of taking our beloved T-Town



Organizations such as **The Forge** and **36 Degrees North** are providing a unique collaborative environment for startup business founders in shared spaces, allowing for lower costs, stronger networks, and extensive idea pollination.

to the next level. I had the privilege to visit with several local leaders who shared their hopes and expectations with me—not only of the city, but visions for the entire Tulsa-metro area.

If the maxim "Build it and they will come" still has legitimacy, many business leaders are not only prepared for success, they are expecting it. Just ask Kerry Walsh, president of Walsh Branding. Walsh points out, "Incoming businesses today will, in many ways, be getting in on the ground floor of what promises to be a new era for Tulsa. Companies that move to Tulsa and become a partner in its growth will benefit tremendously."

Combined with a very attractive cost of living, particularly for housing, the opportunity for businesses is strong here. According to Bestplaces.net, Tulsa's cost of living is only 85%

of the national average. The city's unemployment rate and job growth also are superior to most other locations.

"Tulsa's low population density allows for significant growth while maintaining affordability for both businesses and residents," said Michael Render, CEO of RVA Market Research and Consulting.

Other community leaders pointed out all the development currently underway. Tulsa is investing in a way that could readily generate a breakout in growth. Mona Whitmire, executive director of Tulsa County Medical Society (TCMS), highlights the investments throughout the city, "from vibrant downtown districts to (the soon-to-be iconic park) Gathering Place."

Whether or not Tulsa ever lands an Amazon-like company, the city is already a great place for many companies seeking a home. Jim Ransbottom, president and owner of P-F Unlimited, notes the city is an ideal fit for firms with 100 to 1,000 employees. “The infrastructure is already built to meet the needs of these mid-size firms,” Ransbottom said. He acknowledges that Tulsa’s public school system is a work in progress with looming salary increases on the horizon, but he points out the abundance of higher education opportunities in the area. “The clustering of nine universities and colleges provides employers with an educated workforce in disciplines ranging from engineering to medicine,” Ransbottom said.

Tulsa’s Best Kept Secret

Business leaders consistently identify our secret sauce as our culture of ethics and relationships. “It’s the ‘Golden Rule,’” said Ransbottom. Handshakes aren’t just for greetings. They represent agreements.

Shane Bevel, owner of Shane Bevel Photography and the official photographer for Gathering Place, confirmed that his business often takes on clients based upon a simple handshake. He cited an example of an executive located in North Carolina who said she “doesn’t know what it is about Tulsa. I couldn’t do business like this (with just a handshake).”

Our business culture values relationships. These relationships keep organizations and the business community strong, something money can’t buy and tax subsidies can’t fund.

That’s not to say we’re on easy street. In fact, our streets are mentioned frequently as one of Tulsa’s bigger challenges — something we have probably

been saying since Main Street was first paved in 1907. Streets fall under infrastructure, and there probably isn’t a city or state in the United States that is satisfied with its infrastructure. This may come as a surprise, but the American Society of Civil Engineers ranks Oklahoma’s infrastructure stronger than the national average.

Aviation is one area of infrastructure that gets better-than-average marks. Walsh observed, “While we may not have all the flights in and out of town as Amazon might need, we have vastly improved our airport in recent years.” We have built Tulsa International Airport for the flights to come.

Healthcare is another challenge we must continue to address. But as Whitmire observes, “Healthcare needs go well beyond Oklahoma’s borders.” (Author’s Note: If the solutions were easy, the arguments in our nation’s capital would have ceased long ago.)

Numerous organizations, funded strongly by local businesses, provide healthcare services to those in need, including TCMS. Whitmire cites the many partnerships with TCMS to deliver much needed care to uninsured, low-income residents.

“We partner with most hospitals, many doctors, and other healthcare providers in Tulsa County,” she said. “Quality healthcare is also a big economic driver and job creator.” Also in the plus column for our healthcare, Bestplaces.net shows the Tulsa Metro Area has many more doctors per capita than the national average, and our healthcare is delivered at a lower cost than average.

A Home for Young Professionals

One critical component for future economic growth is the importance of producing and attracting young talent in the community. All the leaders I spoke with unanimously agreed that Tulsa excels.

For Walsh, much of this goes back to Tulsa’s founders. Their appreciation of arts and music laid the foundation for subsequent generations, he says.

Not only does this appreciation of the arts make Tulsa a dynamic place to live, it creates a dynamic talent pool in all areas of the business community.

“Tulsa may produce more creative people per capita in all fields than any other city in the nation,” Render affirmed.

Organizations such as The Forge and 36 Degrees North are providing a unique collaborative environment for startup business founders in shared spaces, allowing for lower costs, stronger networks, and extensive idea pollination. World-class expertise stretches deep into the digital economy as well—in perhaps unexpected ways. The University of Tulsa is one of less than 20 universities named as a Center of Academic Excellence in Cyber Operations by the National Security Agency (NSA).

Due in part to these strengths, NerdWallet.com ranked Tulsa number one among Top 10 best U.S. cities for young entrepreneurs in 2015. A similar ranking by WalletHub.com from 2016 listed Tulsa as the ninth best large city to start a business. Wow.

When given the opportunity to name a city that offered better resources to run their organizations, all leaders interviewed for this article agreed that there is no reason to pack their bags and hit the road. Young (and old) entrepreneurs can effectively compete and collaborate with their peers and other professionals worldwide — all from Fourth Street and Boston Avenue or 61st Street and Yale Avenue or 101st Street and Memorial Drive. The Tulsa metro area has it all.

“Tulsa is on the edge of greatness, and we should all get ready for what’s coming. Tulsa has the vibe,” Bevel said. 🍷

GableGotwals

Though Oklahoma-based, GableGotwals is a full-service law firm that represents a diversified client base throughout the United States and internationally, including Fortune 500 corporations, entrepreneurs, privately owned



companies, foundations, and individuals. Since 1944, clients have entrusted GableGotwals attorneys with the stewardship and strategic management of their legal challenges.

The firm combines the experience of more than 90 attorneys in virtually every discipline to meet clients' needs and ensure GableGotwals has the depth to serve both small and large clients. The firm is engaged in the general practice of

law in virtually all types of civil matters on both the litigation and transactional front. The wide range of expertise includes oil and gas, banking, bankruptcy, securities and finance, construction, real estate, mergers and acquisitions, intellectual property, health care, Indian and gaming, water, commercial law, environmental, tax, and employment law. One of the newest areas of the law where GableGotwals has developed a unique skill set not commonly found in other law firms is around cybersecurity.

GableGotwals is well-known for its quality legal services provided by highly experienced litigators and transactional attorneys who have been recognized by Chambers USA, Best Lawyers in America, Oklahoma Super Lawyers, Benchmark Litigation, and a number of federal, state, and county bar associations.

The firm of GableGotwals believes that diversity is an integral component of our commitment to achieve the highest level of client service, professional excellence, and integrity as individual attorneys and as citizens. It is held that diversity only further enhances the ability to problem solve and provide exceptional legal

advice and counsel to clients, who themselves are a highly diversified group.

GableGotwals also is committed to the recruitment, retention, and advancement of women attorneys and staff members of the firm. Ensuring a positive and supportive environment has been a priority of not only the firm's leadership but the company as a whole. Many of the firm's committees, including the Diversity Committee, are led by women attorneys.

GableGotwals attorneys believe one of the most important things they can do is give back to the community through time, talent, and resources. Many of the attorneys and staff volunteer their time and resources to a number of nonprofit organizations as well as providing free legal services in pro bono cases. The firm also contributes financially to numerous nonprofit organizations. GableGotwals' attorneys also are involved in a number of civic organizations, often reaching top leadership positions, allowing them to really take part in helping those in our communities.

Headquartered in Tulsa, the law firm also has offices in Oklahoma City and San Antonio, Texas.

Stava Building Corporation



A 70,000-sq.-ft. facility for Berendsen Fluid Power, Inc. provides employment opportunities for more than 200 employees in a brand new facility located near the Tulsa International Airport. Stava Building Corporation was proud to partner with

GH2 Architects to create the final design and construct this excellent structure.

Since the inception of Stava Building Corporation in 1988, the company has grown from three employees to a staff of more than 25. The



The Berendsen Fluid Power, Inc. building at 129th and Pine Streets.

company has built several iconic Tulsa projects, such as Inverness Continuous Care Retirement Center and the Light House Shopping Center. Continuing expansion of its footprint in the local community and surrounding states, Stava is developing retail and commercial projects in Kansas and Texas.

Stava Building 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. For more information see stava.com.

Tulsa City-County Library



Rejuvenated to meet the needs of the 21st-century customer, Tulsa City-County Library's state-of-the-art Central Library features an audio recording lab for budding musicians, a maker space with 3-D printers and desktop carver, and a digital literacy lab offering programs and workshops focusing on digital learning and videography, computer programming and coding, robotics, game design, and stop-motion animation production.

Tulsa City-County Library (TCCL), composed of 24 public libraries located throughout Tulsa County, provides informational, educational, and recreational resources and services to nearly 400,000 registered library cardholders.

The prestigious Central Connecticut State University's 2016 Most Literate Cities Study, released in February 2017, ranked Tulsa No. 8 in library services in the nation. 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 three main goals:

- 1) Promote lifelong learning and literacy in all forms;
- 2) Contribute to stronger communities;
- 3) Cultivate engaged employees.

To promote lifelong learning and 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, Build A Reader

preschool and lapsit story times, and an annual Summer Reading Program, to name just a few.

TCCL also offers programs that bring to Tulsa internationally and nationally acclaimed authors and individuals who represent the diversity of the community, including: the biennial American Indian Writers Award, which recognizes the written contributions of outstanding American Indian authors, poets, journalists, and film and stage scriptwriters; the annual Anne V. Zarrow for Young Readers' Literature, which recognizes nationally acclaimed authors who have made a significant contribution to the field of literature for children and young adults; the annual Book to Treasure program, which features a children's book illustrator to celebrate the beauty and power of children's literature; the annual Peggy V. Helmerich Distinguished Author Award, which recognizes internationally acclaimed authors who have written a distinguished body of work and made a major contribution to the field of literature and letters; and the biennial Sankofa Freedom Award, which recognizes a nationally prominent author whose life's work positively addresses the range and complexity of cultural, economic, and political issues affecting the greater African-American community.

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.

Jackie Cooper Imports

A place where you belong.

Jackie Cooper Imports of Tulsa is honored to have served the Tulsa area for more than 26 years. With brands like Mercedes-Benz, Porsche, Maserati, Infiniti, and Nissan, Jackie Cooper Imports is known as Tulsa's destination for driving in style. But more importantly, to Jackie Cooper team members, the family-owned dealership is Tulsa's only destination for a truly exceptional experience. Whether purchasing a new vehicle or needing service, Jackie Cooper guests leave feeling like a part of the family, not a customer. So, what sets Jackie Cooper Imports apart from other luxury dealerships in the market? It's their culture. One which can be defined by their team member mantra, 'This is where I belong.'

For years, owner Greg Kach and senior management have led by example as well as hired people who, too, believe in an exceptional culture. Hiring people with great ethics and personality over job experience and talent is key. "We really believe that we can train someone to be great at their career," said General Manager Steve Lujan. "We can't train them to be great people. Period. Anything less than 'great' erodes



team member satisfaction and then customer satisfaction follows suit."

It's Jackie Cooper team members who expand the 'this is where I belong' philosophy into the customer experience, making the dealership a place where anyone would want to be. "They will

be treated well here, they will be remembered by name here, they will be given every respect and courtesy that we give each other here," said Kach. "Our customers have become like family to us and it is that which has made Tulsa the community where WE belong."

Hogan Assessments



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. As they celebrate the company's 30th anniversary, it is clear why 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. However, the company remains committed to their roots as an integral part of Tulsa's future.

Challenging decades of academic tradition and criticism, Hogan's assessments were the first to scientifically measure personality for business and demonstrate its impact on organizational success. Inspired by the Civil Rights Act of 1964, which made discrimination illegal in the hiring process, the Hogans are dedicated to developing nondiscriminatory assessments that 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. This approach, coupled with a bold, swing-for-the-fence mentality, has allowed Hogan to stay ahead of the competition. Throughout the company's 30 years in business, there has been one primary goal: improving the global workforce. Hogan's 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. For more information, visit hoganassessments.com.

faith in tulsa

There Is a Place for You— and That's Something to Celebrate!

As you drive the streets of Tulsa, you truly will see “a church on every corner.” From mega nondenominational churches, to large churches associated with national and international organizations, to small neighborhood churches, to churches located in storefronts and schools—there is a worship service for everyone. In a 2015 Gallup poll, Oklahoma ranked in the Top 10 states in the nation in church population. Our city reflects its citizen's desire to be a part of a religious organization.

Among Tulsa's Christian community, the variety is staggering. Along with every denomination, there are a number of options for each Christian belief system. Tulsa's demographic changes are reflected in the sheer number of different languages spoken, styles of worship, and spectrum of beliefs represented in Tulsa's Christian community. Many of Tulsa's churches are imagining unique ways to reach people. These are only a few examples of hundreds. Servant's Table, an Evangelical Lutheran Church of America congregation, dines at a different restaurant with a different pastor every week. LifeChurch, a nondenominational congregation in the area, broadcasts its service for members so their message can be heard across the airwaves. The Burmese Christian Church represents the growing

population of migrants from Myanmar. Originally refugees, the Burmese are one of Tulsa's fastest-growing and most vibrant communities, and their various local churches reflect the strength and dynamism of their community.

Tulsa is becoming an increasingly diverse place outside of the Christian community as well. The Tulsa community has long been home to multiple Jewish synagogues. They, along with the communities they represent, are very active in the Tulsa area in both the arts and in service to the community. The Jewish Community Center has opened its doors to all as a gathering place.

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Joy Lutheran Church

Joy Lutheran Church is a congregation that enjoys sharing laughter and seeks to share celebrations, burdens, service, worship, and fellowship.

Much of its work centers around several key areas. Church members heavily engage in community outreach, spending a significant amount of their time and finances supporting other nonprofits, both locally and internationally. Family, of all kinds, is a strong focus for the people of Joy Lutheran, with activities and opportunities to strengthen families and support one another. Environmental stewardship is a priority at Joy Lutheran, which is evident through its work to care for creation, including its use of solar panels to help power its building. Members come together each week for worship, which includes an emphasis on music, Scripture, and communion.

Joy Lutheran Church is located at the northwest corner of 101st Street and Yale Avenue in Tulsa surrounded by oak trees more than 100 years old. Its membership represents communities within a 30-mile radius. Members are a mix of young and old, quiet and loud, transplants from other parts of the country and other churches, lifelong Oklahomans, and those willing to give it a try.



Joy Lutheran Church has worship services on Sundays at 8:30 and 11:00 a.m. with Christian Education classes for all ages at 9:50 a.m.

For more information, visit JoyLutheranTulsa.org.

Evergreen Baptist Church



Celebrating 18 years as a church family, Evergreen has shown growth and life in every season. It is evident in the vibrancy of its ministries, in the involvement of its people, and in its global reach. Members come together to study God's Word, to grow their faith, and to discover and live their purpose. At Evergreen, members joyfully serve by desire, within the church, within our city, and around the world. Evergreen is not a church of attenders, but a church of doers. It is a place to grow in relationship with Jesus, while building family among the fellowship of Believers. At Evergreen, pastors lead, and members minister, to others and to each other. There is a contagious delight in Evergreen members, because there is something amazing about the joy that comes from serving the Lord together.

Knowing God. Sharing Life. Changing the World.
Learn more at evergreenbc.org.

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The Islamic Society of Tulsa is active in the Muslim community and its website states, "Our goal is to support the local Muslim community and its spiritual development, provide education, and help build a stronger, more wholesome and successful Tulsa community through interfaith dialogue, community volunteerism, and helping the needy." There are two Hindu temples in the Tulsa area. The Hindu Temple of Greater Tulsa, established in 2001, serves the devotional, cultural, and spiritual needs of the Hindu community in and around Tulsa. The Buddhist Temple, Tam Bào, was established when Buddhist Vietnamese refugees, after the fall of Saigon, pooled their resources to purchase land and build a temple. Their mission statement is, "We are a diverse, democratically organized group who come together to learn and practice the teachings of the Buddha in a nonsectarian format."

This growing diversity is a strength for Tulsa. But with this diversity comes a unique challenge: How do we develop a community as children of God with such disparate backgrounds? As stewards of our city and our planet, Tulsa's citizens feel a call to act on our shared values and our desire to leave the planet a better place than we found it. The Oklahoma Center for Community and Justice (OCCJ) has worked for years to strengthen the bonds between the three Abrahamic religions: Christianity, Judaism, and Islam. The OCCJ offers tours of different worship centers, fosters inter-

faith study, and seeks to cultivate understanding between faiths. Tulsa Metropolitan Ministries, an organization native to Tulsa since 1937, seeks to bring together people of diverse backgrounds. This Tulsa-area organization was the first of its kind to accept a Roman Catholic congregation into their membership, as well as churches of color from the area. In 1971, Tulsa Metropolitan Ministries, at that time named the Tulsa Council of Churches, began work with area synagogues to create a more inclusive faith community. These two organizations, among others, are working to bring together those who are different in some ways, but alike in so many other.

Tulsa's religious reputation precedes it. But in a time of increasing cultural, social, and spiritual divide, Tulsa's citizens are working to bridge the gaps in our faith community. Many of Tulsa's citizens are heavily invested in their own faith life. Just as many are equally invested in reaching across the religious aisle to come together as a community. In the words of Mother Teresa, "Together we can do great things." ❖



Boston Avenue United Methodist Church

communications

The Public Communication Imperative

Richard Sennett, the Centennial Professor of Sociology at the London School of Economics, is a provocative, exasperating man. His book, *The Fall of Public Man*, was called courageous and troubling by *The New York Times*. Throughout his book Sennett argues that “a state of decay has set in public life because of the blurring of the necessary distinction between public life and private life.” Speaking about Americans, Sennett maintains that “we are losing our ability to interact effectively in public with those we do not know well: Increasingly, we want community and fraternity, and to get it we have retreated from public encounters in a modern, urban society of strangers, preferring instead to deal with those we know and with whom we share common values.”

The temptation to reject Sennett's indictment is almost overwhelming. As business people, educators, public servants, and citizens of a democracy, we would like to believe that we are competent public persons. We would like to believe, contrary to Sennett's ‘intemperate’ accusations, that we are capable of interacting with strangers as effectively as with people we know well. Unfortunately, however, there is abundant evidence to support Sennett's claim.

There is solid evidence of a remarkable and unmistakable fear of engaging in interactions with people we don't know well. In my role as a public communication consultant, I have met well-educated company presidents, chief executive officers, and other professional who describe an underlying anxiety of public speaking. On the one hand, they will acknowledge the need for making public presentations, but, on the other hand, they resist the idea that such presentations are their “personal responsibility.” Expressions like “This (public communication) is the least attractive part of my job” or “There have to be people in this organization who are better

equipped to do this” are common. Such comments suggest that otherwise competent professional people assume that. While public speaking competency may be nice for some people, it is not (or should not) be necessary for them. Or they believe that public communication competency is reserved for a select group of people who will serve as spokespersons on their behalf. Such rationalizations illustrate and support Richard Sennett's claims and present a serious problem for the health of public life in this country.

Fear of public speaking is very real. It is found in all walks of life and among all ages. Some years ago, the *Book of Lists* reported an impressively large survey among Americans in which respondents were asked to rank-order the thing that they feared most. The overwhelming majority of respondents listed “giving a public speech” as the thing they feared the most. Death was a distant sixth on this list! The perspective offered

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here is that fear of public speaking is, indeed, real, widespread, and, yet, it is surprisingly potentially helpful in developing public communication skills. By admitting and confronting our fear, we can discover its causes and the means to control it and turn it to our advantage.

Widespread fear of public communication has three common elements. First, professional people and others are plagued by serious ignorance of the nature of public communication. We know too little about the fundamental assumptions and requirements of public communication processes. Myths and misconceptions abound. Second, the lack of formal training leads too frequently to botched and embarrassing experiences with public speaking, further confirming our worst fears about such public encounters. Finally, professionals and others too often are unable to assess their public speaking experiences — the successes as well as the failures. They know too little about why some public encounters succeed and satisfy and why others fail miserably. Our inability to assess public speaking encounters makes it impossible for us to improve upon those encounters through informed and constructive criticism. Each new public speaking encounter carries the same vexing ambiguities and hazards that characterize all those in the past.

Understanding the fundamental assumptions of public communication encounters is critical in developing successful such encounters and reducing our fears. A major assumption of all public speaking encounters is that both the speaker and the audience accept personal and collective risks. Most speakers are keenly aware of their risks in public encounters. They understand intuitively, for example, that they will be judged for what they say and how they say it. Their personal competence, expertise, and integrity will be judged by the listeners. The speaker will reveal personal values, attitudes, and visions, and those too will be

judged. When you speak, you risk your credibility as a person and as a competent public speaker. And, if the audience does accept what you say, you see that failure in the face of the audience as you speak. That is a fearful prospect, indeed.

There is yet another major cause of risk for public speakers. When we speak in public, we speak for a specific purpose. We want people to understand, believe, and/or act on something. Each time we speak, then, we risk failure in achieving our purpose. No one likes to fail, and public failure is even more humiliating. The risks of public speaking are all too real, so we do well to consider those risks carefully before venturing into public communication encounters.

What is often not so clearly understood are the personal and collective risks the audience members must accept. Speakers, of course, offer everything from eternal life to hair restoratives to economic salvation. Audience members risk exposing themselves to such messages. This is to say nothing of the time expended by audience members attending to public messages. Listeners are no more anxious to waste time than are speakers.

Listeners risk accepting and empathizing with public speakers even when they do not accept fully the ideas, products, or behaviors those speeches offer. Early polls, for example, revealed that Americans admired and liked Ronald Reagan even though the same polls showed sharp disagreement with his economic and foreign policies. Nevertheless, President Reagan's personal popularity was skillfully used as a mandate for sweeping changes in economic, military, and foreign policies. Effective public communicators must be sensitive to the risks they impose on their listeners. Their efforts must then be directed to reducing not only their risks but also the risks their listeners confront as well.

A less obvious but important assumption of public communication is that all public speaking encounters assume mutual control. At the least, a public speaker works to attract and hold the attention of his listeners for some period of time. The speaker expects to exert enough control to have his message heard without

significant interruption. Beyond this, of course, speakers expect to direct the perceptions and understandings of listeners, introducing new ideas, changing existing ideas, and altering behaviors. All of this requires efforts by the speaker to control the audience.

Audience members control the speaker by requiring the speaker to speak to their concerns and needs, limiting the time they will attend to his remarks, and ultimately choosing to accept or reject all or parts of what the speaker presents.

Finally, all public communication encounters assume mutual benefits. Without some promise of reward there would be no reason to accept the risks inherent in public speaking encounters. Speakers, of course, expect to benefit from their public speaking efforts. The rewards of public speaking are easily enumerated. The speaker's image may be enhanced. Audience members may acknowledge their acceptance of the speaker's credibility. The speaker may be rewarded by having all or some of his purposes accomplished. When our ideas are understood, our beliefs adopted, our visions shared, our products bought, and our recommended courses of action followed, we, as speakers, experience the rewards of public speaking. Additionally but not insignificantly, public speakers may be rewarded by being given more opportunities for public communication. These rewards provide the motivation for speakers to confront the risks and demands of public communication again and again.

Public communication efforts fail, however, if audience members perceive the encounter as insufficiently rewarding. Simply put, audiences rightly demand from the outset that speakers make each public communication encounter worth their time and involvement.

What is a sufficient reward for an audience? The only acceptable answer: whatever they (the audience) feel they are reasonably entitled to receive, given their concerns, needs, interests, and what they feel their involvement is worth in a particular public communication encounter.



Richard Sennett, the Centennial Professor of Sociology at the London School of Economics.

Once we understand these fundamental assumptions we can proceed to craft messages that respond to our personal and public needs, concerns, hopes, and visions as well as those of our listeners. One definition of an effective public speaking encounter is that it is an encounter during which a speaker leads an audience to understand, believe, and act upon what he wants them understand, believe, and accept upon but for their reasons.

There is nothing in the crafting and delivery of public speeches. Students in middle schools, high schools, and colleges have, with only few

exceptions, learned all that is necessary to become effective public communicators. They thereby become more attractive job candidates with greater opportunities for promotion and advancement. They are frequently sought out to become community leaders and spokespersons for organizations of all kinds. And, of particular importance, they fulfill the expectations that the Founding Fathers had for full citizenship in our democratic republic. They become leaders for public discussions and debates concerning public policy at all levels. And, partly because they are competent public communication, many of them become those chosen to be leaders at all levels of government.

Public communication competency is not an option—it is an imperative. But, sadly, Richard Sennett's assessment of the status of public talk

is proving to be correct. Public speaking courses are disappearing from schools and universities. In the age of the Internet and smart phones, competent public interaction is becoming obsolete, with telling consequences. Friends often exist as little more than the names of people unevenly contacted for mostly mundane conversation. Smart phones and other electrical devices provide news, games, movies, reference materials, books, apps, and myriad other features that have become essential and frequently addictive to their users. We have become a nation of people who can and do spend much of our waking hours staring zombie-like at small screens. There is little interest or room in our lives for public encounters.

We have it within our capabilities to revive a vigorous, productive, fulfilling, and critically necessary public life. But only if, as individuals, we have the courage to accept the necessity of confronting our fears of public speaking encounters and use the resources available to us to recreate and sustain a vigorous and rewarding public life. Astrologist, Harvard University professor, and television narrator, Carl Sagan, in his book, *Broca's Brain*, wrote, "We are not fully mature, adult human beings until we become competent public speakers." The choice and the challenge is ours.

Editor's note: Robert (Bob) Doolittle, retired professor of communications at The University of Tulsa, has counseled many Tulsa businesses on the importance of excellent writing and oral persuasion skills. ❖



energy

MAJOR PUBLIC OIL AND GAS FIRMS IN THE TULSA AREA 2017

COMPANY	2016 TOTAL ASSETS ¹	2016 TOTAL REVENUES ¹	2016 NET INCOME ¹	2016 WORLDWIDE PRODUCTION	
				LIQUIDS ²	NATURAL GAS ³
ConocoPhillips	89,772,000	24,360,000	(3,559,000)	263.0	1,224.0
WPX Energy, Inc.	7,264,000	693,000	(601,000)	20.1	118.6
Cimarex Energy Co.	4,237,724	1,257,345	(408,803)	30.73	168.2
Unit Corp.	2,479,303	602,177	(135,624)	7.988	55.74
Laredo Petroleum Holdings, Inc.	1,782,346	597,553	(260,739)	13.23	29.54
Midstates Petroleum Co., Inc.	760,939	241,753	1,333,009	4.896	23.22
Mid-Con Energy Partners LP	276,286	43,908	(24,814)	1.386	0.55

¹ Thousands of dollars.

² Million barrels.

³ Billion cubic feet.

Source: *Oil & Gas Journal*, September 4, 2017.

To say that this is an interesting time in the energy industry would be an understatement. Depending on one's point of view, the volatility of opinions regarding the energy industry seems to have become the norm these last several years. That is true both locally, regionally, nationwide, and worldwide.

Do you recall the variety of conflicting interests involved with the oil pipeline from Canada into the United States to tie into existing pipelines connected to the pipeline interchange and storage facilities located near Cushing, Oklahoma? The eventual purpose of the Keystone XL pipeline is to daily deliver 800,000 barrels of crude oil from Canada and the northern U.S. oil fields to the markets in the Midwest as well as refineries on the Gulf Coast in Texas and Louisiana. I will mention the hurricane effect later.

Besides further cementing the crude oil trading relationship between Canada and the United States, the Keystone XL lessens our dependence upon the Organization of the Petroleum Exporting Countries (OPEC) for our crude oil import needs. Who better to buy crude oil from than our most significant trading partner, Canada? It also enhances our ability as an industry to export not only our U.S. domestically produced crude oil, but also the products refined from that crude oil.

A related advantage of the pipeline deals with our national security. While we are importing OPEC oil, we became very dependent upon that market to literally fuel our economy. That gives OPEC a tremendous advantage both politically and economically to influence U.S. policy and decisions. It certainly puts us in real jeopardy if our access

to those markets is suddenly stopped. When 25% of the world's crude oil is shipped by supertanker through the narrow passageway known as the Straits of Hormuz, a single-armed submarine or missile can cause an economic meltdown and armed conflict. Suddenly, the value of the Keystone XL pipeline becomes very apparent.

A benefit to the crude oil producers throughout the midsection of the United States will be an increase in the prices of crude oil and a more stable and less volatile pricing environment. Due to a lack of transportation of crude oil to markets, the pricing of oil produced in North Dakota was penalized \$10 to \$20/barrel until rail and pipeline transportation became an option. With the increased, stable pricing, the state governments are filling their saving accounts with their increasing tax revenues to be used for funding of infrastructure and public education. Everybody wins.

Once again, a recent hurricane, Harvey, vented his anger upon the Texas, Louisiana, and the Gulf Coast area with a concentration around the Houston area. We were all impressed by the recovery efforts led by the Texas officials and private citizens. Unfortunately, we also witnessed the vulnerability of the large number of refineries to adverse weather events. It also underscores what could happen if a national security event were to occur that took out those refineries for an extended period versus the few weeks that Harvey created.

The concentration of our major refineries, natural gas liquid and crude oil port delivery systems, and chemical plants transportation cries out for those facilities to be replicated in the midsection of the United States. I put forth Oklahoma as a strategically safe place to be promoted. For one thing, the major crossroads of pipelines at Cushing,

Oklahoma, is a very sensible location for refinery functions to be located.

Many times, it has been stated that the United States has not approved or built a new large refinery within the past 35+ years. We obviously cannot control weather, but we can control and limit the movement of people and equipment. Having a better diversified refinery system would be a smart decision that would benefit all citizens.

With improvements at Tulsa's Port of Catoosa, significant products from natural gas processing can be economically shipped to the Gulf Coast for further distribution and use. The current pricing of natural gas has greatly increased the demand for all products made from natural gas. Once again, being able to avoid Harvey-like events by simply locating facilities in a more stable environment would be a goal to pursue.

Despite greatly reduced prices of crude oil, the Oklahoma operators of horizontal exploratory efforts were rewarded by the technological advances of more efficient drilling techniques, improved fracking programs, and decades of sharply reduced tax rate incentives. Those financial advances became an attractive reason for financial equity providers to finance billions of dollars of investment within Oklahoma into the horizontal drilling of wells into some of the most prolific oil-bearing formations in the onshore producing areas of the United States. In my final two years as Mayor of Tulsa, I was proud to see close to 50 new exploration and service companies formed and located in Tulsa. They were reportedly backed by several billion dollars of equity capital.

The very talented local pool of geologists, engineers, and geophysicists have made entrepreneurial decisions that will create many new drilling

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opportunities and support high salaried employment for many years. The Oklahoma exploration areas are commonly known as SCOOP (South Central Oklahoma Oil Province), STACK (Sooner Trend Anadarko basin, Canadian, Kingfisher counties), and Northwest CANA. Those areas compare very favorably with their drilling counterparts in Texas, known as the Permian, and Delaware plays as well in North Dakota, known as the Bakken Play.

The Rates of Return (ROR) of the Oklahoma plays, according to the data contained in Continental Resources Investor Update, are even better than the ROR of the Bakken play in North Dakota.

In Continental Resource's CEO Energy report to Barclay's in September 2017, it is pointed out the price of crude necessary to break even is estimated to be less than \$30 per barrel in Oklahoma's STACK and SCOOP plays. Given the current price of crude oil is more than \$50, it appears that the stated high returns on investments are well-justified and will allow the Oklahoma plays to remain very attractive.

Another major operator in the SCOOP and STACK plays is Houston-based Newfield Energy. Their company spokesperson focused on the economic advantages of their substantial Oklahoma drilling investment. In Hart Energy's recent publication, he stated, "Stack/Scoop economics can weather lower crude price because the oil is high quality and lease operating expenses are contained due to little or no formation water. Further, producers can sell into Cushing for a Nymex price \$4 or \$5 better than Permian barrels fetch."

Newfield's president and CEO emphasized their confidence in Oklahoma by saying, "The Stack is the foundation for the company's transition to a company that 'can sustainably grow its production by double-digits within cash flow—even if today's oil prices persist.'" Their public decision to curtail any further drilling of their assets in the Bakken Play of North Dakota, underscore's their leadership's position.

The positions and revenues generated by these two leaders of exploration efforts are very similar to the large number of other players in the SCOOP, STACK, and NW CANA plays of Oklahoma. The billions of dollars invested in those plays are being returned to those companies quickly.

The large number of Tulsans and Tulsa companies involved in the above activities will continue to financially support the future of our city. It is our collective responsibility to make certain that we take advantage of the current state of energy and position ourselves for continued future success. ❖

Public Service Company of Oklahoma

PSO is committed to Tulsa and to Oklahoma.

PSO's team of 1,600 Oklahomans demonstrates daily their commitment to deliver affordable, reliable power, and help build communities, which are sustainable and strong. For decades, PSO's prices have been below state and national averages while its service is among the nation's most reliable.

One way PSO keeps prices affordable is diversifying energy resources. Its long-term plan calls for heavy reliance on natural gas and renewable energy. A long-time purchaser of wind energy, PSO recently announced its first ownership of a wind facility. PSO's share of the proposed Wind Catcher Energy Connection will add 600 megawatts of wind energy to serve PSO customers and save them more than \$2 billion over the life of the project.

Wind Catcher is a good deal for all. The \$4.5 billion project will provide more than \$300 million in property taxes over 25 years and \$60 million in sales and income taxes, along with \$2 billion in economic activity during construction.

PSO's energy efficiency programs help customers manage energy usage, and incentives encourage home and business owners to invest in energy-efficient lighting, windows, and other upgrades to gain savings. Customer service and

communications are enhanced through wireless capabilities offering convenient new options, such as remote service connections and billing, and outage alerts.

Making a positive difference in communities through charitable contributions and employee volunteerism are key to PSO's corporate citizenship philosophy. Each year, PSO provides charitable contributions to many Oklahoma nonprofit organizations in education, economic development, environmental stewardship, basic human needs, and the arts. PSO's parent company's AEP Foundation recently donated \$500,000 to the Tulsa Children's Museum Discovery Lab, being built in Tulsa's new urban park, Gathering Place. This will serve as the STEM Center for Tulsa Public Schools (TPS), offering hands-on exhibits and experiences in creativity, innovation, collaboration, and critical-thinking skills for pre-K – sixth grade students. AEP Foundation also recently funded a \$3 million STEM education Credits Count program grant to the Tulsa Community College Foundation to serve TPS students.

PSO is proud of its role in improving the quality of life of Tulsa and the metro area, and looks forward to continuing work with its partners to add to the vision, enthusiasm, and excitement of Tulsa's future.



The distinctive marquee on PSO's Tulsa Power Station is a familiar landmark to Tulsans. The 319-megawatt, natural gas-fired power plant is located near downtown Tulsa on the west bank of the Arkansas River. Headquartered in downtown Tulsa, PSO has been serving customers and the state of Oklahoma since 1913.

finance



Tulsa is and has been a growing city with a low cost of living and competitive wages compared to the rest of the region. Tulsa's metropolitan area makes up nearly 25% of the state population and accounts for nearly 30% of the state's economy. The 2017 fiscal budget for the City of Tulsa grew 7.3% from the 2016 fiscal year to \$824 million. The same report suggests steady population growth of 0.8% annually through 2021. In 2016, Tulsa voters approved funding increases that will both bolster local infrastructure and improve tourism opportunities. As the city continues to develop, are a couple of dynamics to highlight (from among many): an educated work force and a favorable cost of living.

A comparative composite cost of living score is set by a number of factors, from the cost of housing and utilities to groceries and transportation. Part of the value of the Tulsa metro area is that the cost of living in the Tulsa area is lower than several regional peers, including Dallas, Little Rock, and Houston. Tulsa also received favorable rankings on a number of 2017 lists. WalletHub ranked Tulsa as the No. 4 "Best Large City for Starting a Business," and Anderson Economic Group ranked Oklahoma as the No. 1 "State With the Lowest Overall Business Tax Burden."

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. When comparing the percentage of persons more than 25 years of age with a high school diploma, the Tulsa metro (88%) is exceeded only by Kansas City (91%). 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 a talented labor force for local companies.

Top executives at Tulsa-based public companies are paid competitively. After reviewing a few of Tulsa's most notable publicly traded companies and the total compensation of their top executives, it is clear that Tulsa companies are able to compete with firms in larger regional cities. 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 that capitalize on what it has to offer. ➡

Commercial Banks in Tulsa County

BANK NAME	DEPOSITS ¹	BANK NAME	DEPOSITS ¹
American Bank and Trust Company	169,535	Grand Bank	227,350
American Bank of Oklahoma	110,397	Great Southern Bank ²	86
American Heritage Bank ²	174,657	International Bank of Commerce (IBC) ²	276,309
Arvest Bank ²	1,827,380	JPMorgan Chase Bank, NA ²	759,397
AVB Bank	270,068	Mabrey Bank	605,875
BancFirst ²	815,816	MidFirst Bank ²	563,815
Bank of America ²	2,385,214	NBC OKLAHOMA ²	18,629
Bank of Commerce ²	2,447	Oklahoma Capital Bank	119,072
Bank of the West ²	45,302	Patriot Bank	288,561
Bank SNB ²	254,849	Peoples Bank	95,401
Blue Sky Bank ²	106,372	Prosperity Bank ²	1,081,797
BOKF, NA	8,308,555	RCB Bank ²	328,804
Central Bank of Oklahoma	480,285	Regent Bank	256,216
Central National Bank & Trust Co., of Enid ²	13,078	Security Bank	465,985
Commerce Bank ²	224,110	SpiritBank	415,553
CrossFirst Bank ²	308,179	The City National Bank and Trust Company of Lawton, Oklahoma ²	11,938
First Bank & Trust Company ²	16,813	The Exchange Bank ²	22,772
First Bank of Owasso	246,911	The First National Bank and Trust Company of Broken Arrow	138,926
First Fidelity Bank, NA ²	20,873	Triad Bank, NA	142,850
First Oklahoma Bank	455,032	UMB Bank, NA ²	34,892
First Priority Bank ²	26,262	Valley National Bank	402,241
Firststar Bank, NA ²	126,138	Yorktown Bank ²	45,823

¹ Thousands of dollars.

² Banks headquartered outside Tulsa County.

Data Notes: Financials represent total amounts for all locations within Tulsa County for each bank. Source: Federal Deposit Insurance Corporation, Statistics on Depository Institutions. Data as of June 30, 2017.

Central Bank of Oklahoma

Central Bank of Oklahoma 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 Bancompany, 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.

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

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.

Community. Integrally involved in its communities, you will find Central Bank of Oklahoma employees out in the community serving students in the classroom through several outreach programs, including Junior Achievement. Employees also are involved as members and leaders in local organizations, chamber of commerce, and local charities. Consistently recognized as a Gold level supporter of United Way, Central Bank of Oklahoma is proud to be part of each of its communities.

Your Business. Our Resources. Central Bank of Oklahoma understands your business challenges, which is why it offers diverse lending options and deposit accounts to help you manage the day-to-day finances, as effortlessly as possible. Trust its experienced lenders to evaluate your needs and custom fit lending options. Local lenders. Local decisions. Discover deposit products and services to fit your company size, account balances, spending habits, and technology preferences. The bank will assist you in finding the perfect fit for your business.

Your Business. Your Rewards. Central Bank of Oklahoma will help you automate your Accounts Payable and turn your payments process into a time saving, automatic process that adds incremental revenue to your bottom line; you earn cash when you pay your vendors electronically. Earn even more when you optimize your business travel expenses, purchasing, and fleet management with just one card.

Personal Banking. Banking YOUR Way. Take your personal checking to the next level with an outstanding package of technology products that will help you manage your money on your terms with a package of financial tools that allow you to access your accounts, transfer funds, create budgets, and make deposits virtually anywhere, at any time.

Let Central Bank of Oklahoma be your financial 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 on its website centralbank.net.



Tulsa Federal Credit Union



Tulsa Federal Credit Union (FCU) believes in making a difference by offering its business members personalized attention, flexible products, and quick responses to help them go beyond the ordinary.

For more than 70 years, Tulsa FCU has worked alongside the Tulsa-area community, partnering with individuals, businesses, and local charities to help serve and enrich the

lives of others. Because of its unique focus on solutions, not sales, Tulsa FCU has become one of the elite financial institutions in the state to receive Small Business Administration (SBA) Express Authority from the SBA. This allows it to go beyond the conventional SBA designation to streamline the loan application process for its members by processing SBA loans in-house, reducing the time required to close an SBA loan, and decreasing the borrower's cost.

SBA Express authorization has allowed Tulsa FCU to expand its business loan offerings to include lines of credit, secured and unsecured term loans, working capital loans, and a wide range of real estate, vehicle, commercial, and industrial loans. In addition, Tulsa FCU offers small business comparison analysis to help increase the company's bottom line and support its success.

"Our goal is to always deliver more to members than they expect," says Brendon Maguffee, Senior Vice President of Commercial Lending. "There's no substitute for having your financial institution take the time to really get to know you and your business. We talk about goals, understand any obstacles their industry may face, and their vision for the future so our members can feel comfortable that they're not getting a one-size-fits-all banking experience."

For more information, please visit ***TulsaFederalCU.org*** or call 918.610.0200.

BOK Financial

BOK Financial has long been dedicated to the success and development of Tulsa. They believe that when the city thrives, everyone thrives with it. Their history in Tulsa dates back more than 100 years to 1910, and since then BOK Financial has made it their mission to invest in the future to create a high quality of life where their employees live, to support economic development activities so their clients businesses can grow, and to build sustainable change that has a long-term positive impact on their community.

As a regional financial institution operating in eight states, BOK Financial proudly has their headquarters in Tulsa today as they have since day one. As their business has grown to be a \$33 billion bank, so have their charitable endeavors in Tulsa. In 2016 alone, BOK



Financial made over \$4.8 million in financial investments in the communities they serve.

Their staff also shares in this philosophy of giving back. BOK Financial employees pledged \$2.2 million to local United Way agencies, and, along with the corporate donation, their total commitment in 2017 was \$3.17 million. Over 650 nonprofits and organizations are impacted directly through their support.

BOK Financial will continue to work on behalf of Tulsa and their vision of providing sophisticated, nationally competitive products with personalized, responsive client service. They look forward to continuing to make Tulsa the best that it can be.

For more information, please visit ***BOKF.com***.

Trust Company of Oklahoma

Trust Company of Oklahoma (TCO) is the oldest and largest independent trust company in the state. What started in 1981 as a trust service to small local banks has grown to become the manager of almost \$5 billion in client assets. The firm currently operates over 17,000 oil and gas assets in 25 states and oversees more than 400 parcels of real estate. Over the years, TCO has expanded its services, but the company remains committed to providing sound financial advice and asset management to individuals, families, and organizations across the country.

Whether clients seek help planning for their family, growing their business, or preparing to retire, TCO provides them strategies, peace of mind, and assistance all the way through. Because of its independence, the company is free to make recommendations based solely on its clients' interests.

The experienced staff and board members are crucial for the longevity of the company and to the service to its clients. "We've built our reputation on knowing each client's needs and crafting a plan to address those needs," said Chairman, President, and CEO Thomas W. Wilkins.



Thomas W. Wilkins; president, chairman, and CEO of Trust Company of Oklahoma.

The firm also provides turnkey, customized retirement plans for business owners, and a variety of asset management solutions. "Our clients have trusted us with their family's and company's

well-being. It is a privilege to serve them and help them achieve their goals," said the CEO.

For more information, visit ***TrustOk.com***.

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

A stranger approached me in June of this year as I was standing in the State of Oklahoma's aerospace booth at the Paris Air Show. Governor Fallin was in one corner visiting with a group about relocating to Oklahoma; Senator Inhofe was there talking with an attendee about Washington politics; and this stranger in front of me, dressed in a foreign military uniform, announced that he learned to fly in Tulsa. "Is Spartan still around?" he asked. Indeed it is. In fact, this past summer Spartan hosted a large class of Chinese students who learned to fly right here in Tulsa. It is another one of those little known facts that the majority of Tulsans do not realize. Spartan College of Aeronautics and Technology has trained thousands of flight students in their 90 years of operation, and are now instrumental in developing pilots, mechanics, and technicians for positions around the world.

Moving passengers from one airport to another is just a fraction of what aviation is all about in Tulsa. The State of Oklahoma, through the Oklahoma Aeronautics Commission, released their findings of economic impact in 2017 that stated aviation and aerospace activity in Tulsa alone has an impact of \$11.7 billion dollars each year to the state and local economy! This activity is generated by 59,800 jobs that rely on the success and continuity of the local aviation and aerospace industry. It's a good bet that someone you know—your neighbor, relative, or golf partner—works at the airport. Whether their job is at American Airlines rebuilding an engine, Spirit AeroSystems building a part for a 747, Triumph assembling a wing for a new Gulfstream corporate jet, NORDAM pressing the glass you

TULSA REGION MAJOR AVIATION COMPANIES 2017

COMPANY	INDUSTRY	EMPLOYEES
American Airlines, Inc.	Aircraft Maintenance & Aviation Services	6,000
Spirit Aerosystems, Inc.	Aircraft Parts & Equipment	3,001
The Nordam Group, Inc.	Aircraft Parts & Equipment Manufacturing	2,413
Triumph Aerostructures Tulsa, LLC	Aircraft Parts & Equipment Manufacturing	800
FlightSafety International, Inc.	Flight Simulators	650
Cymstar	Flight Training Technology	578
Limco Airepair, Inc.	Aircraft Repair Services	416
Primus International, Inc.	Aircraft Parts Manufacturing	285
Cherokee Nation Businesses, LLC	Aircraft Components Manufacturing	281
Southwest United Industries, Inc.	Aerospace Industry Metal Finishing	275
Navico, Inc.	Navigational Systems & Instructions	250
Accurus Aerospace Corp.	Aircraft Parts & Equipment Manufacturing	210
Precise Machining & Mfg., LLC	Aircraft Parts Manufacturing	210
Ducommun LaBarge Technologies, Inc.	Space Vehicle Communication Equipment	195
Pryer Machine & Tool Co., Inc.	Aircraft Components Manufacturing	155
L-3 Aeromet	Aerospace Electronics	150
Orizon Aerostructures	Aircraft Components Manufacturing	141
NORDAM Group	Aircraft Components Manufacturing & Structural Repair	135
LMI Aerospace, Inc.	Aircraft Parts Finishing	126
First Wave Aviation, LLC	Aircraft Equipment & Parts Wholesale	120
Lufthansa Technik Tulsa Corp.	Air Transportation Equipment Services	101
Bizjet International	Aircraft Servicing & Maintenance	100
Drake Air, Inc.	Aircraft Servicing & Maintenance	100
Helicomb International, Inc.	Aircraft Components Manufacturing	100
Honeywell Aerospace Tulsa Lori, Inc.	Aircraft Components Manufacturing	100
CSI Aerospace	Aircraft Servicing & Maintenance	85
Rajon, LLC	Aircraft Parts & Equipment Manufacturing	65
Vertical Aerospace	Aircraft Servicing & Maintenance	65
Covington Aircraft Engines	Aircraft Servicing & Maintenance	55
Christiansen Aviation Maintenance	Aircraft Servicing & Maintenance	50
Kaman Aerospace Corp.	Aircraft Components Manufacturing	50
Safety Training Systems, Inc.	Airline Training Devices Manufacturing	50
Mercury Air Center Tulsa, Inc.	Aircraft Repair & Wholesale	50

Source: Dun & Bradstreet & Reference USA, 2017. Number of employees may be estimated.

look out of on an airplane, or Lufthansa Technik repairing an emergency slide, it is happening in Tulsa. In fact, more than 250 aviation firms are located within our MSA.

This of course is great news for Tulsa and our region. As we look to expand the footprint of aviation and aerospace in our community, we realize that we must continue to focus on building a workforce pipeline that can support the growth of our industry. This collaboration is already underway beginning with outreach to young students through

the Tulsa Regional Stem Alliance, STARBASE Oklahoma, and the Tulsa Air and Space Museum. Tulsa Technology Center, Tulsa Community College, and Tulsa Community WorkAdvance provide skills training and certification programs to students transitioning out of high school to meet the needs of aerospace manufacturing firms. For highly skilled engineering, technology, and management training, Oklahoma State University offers local courses that allow students to obtain a college degree while working full-time. Working together, these resources will play an integral role in the continued success of the aerospace industry in Tulsa.

One of my favorite quotes is, "A mile of highway will take you just one mile, but a mile of runway will take you anywhere." No matter where your travels take you, if you choose to fly, you may be on a plane engineered and maintained in Tulsa or flown by a Tulsa-trained pilot. As Tulsa's role in the global aviation industry continues to develop, I have no doubt that you too will one day cross paths with someone who got their start right here in Tulsa. ✈️

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.

manufacturing

It's a frenzied world for American manufacturers, and Tulsa-area companies have endured their share of economic roller-coaster rides in the past century. For the first time in years, however, local firms saw their output expand with renewed optimism that activity will continue to improve. A common thread woven through the decades is an ability to adapt and endure. That helps bolster a confidence in manufacturers' capacity to compete on a global scale from Northeastern Oklahoma.

"There is definitely a renewed enthusiasm that conditions are moving in the right direction," said David Wheeler, a manufacturing extension agent with the Oklahoma Manufacturing Alliance. "Even after years of diversification, local manufacturers are still firmly grounded in the petroleum industry. Obviously, oil prices are not back to where they were, but the sector is stabilizing and it allows manufacturers to better plan for future work. It's a positive economic trend."

The impact of a healthy manufacturing sector on Tulsa's economy can't be overestimated. There are about 60,000 manufacturing wage-earners in the 11-county metropolitan area, according to the Bureau of Labor Statistics. Manufacturing pays 40% higher salaries when compared to all other industries and every \$1 million in manufacturing output supports the generation of \$354,000 in additional revenue for all businesses. Every 10 jobs in manufacturing supports 16.8

additional jobs, and taxes collected on just manufacturing production in the area were more than \$150 million last year. Overall, the value of manufacturing output is \$30 billion annually.

"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," Wheeler said. "These manufacturers are flexible and better able to adapt to changing conditions. That's a real advantage when dealing with economic uncertainty."

Over the past few decades, diversification efforts have paid off for the Tulsa region. While the energy sector still dominates, aerospace manufacturing has become a significant part of Northeastern Oklahoma's economy. Companies like Tulsa-based NORDAM continue to expand

with new contracts from firms such as Boeing and Airbus. The Tulsa Regional Chamber says there is about a 50% higher concentration of aerospace-related businesses in the area compared to the country as a whole. Aviation and aerospace add \$11.6 billion annually to the Tulsa economy.

"Business for us and in the aerospace sector has been really strong over the past few years," said Michael Halsey, director of manufacturing for FlightSafety International in Broken Arrow. FlightSafety is the world's leading manufacturer of aviation training equipment and flight simulators. It is one of the most innovative companies in the world and is anchoring a region looking to help firms adopt new technologies.

In 2016, Broken Arrow, in partnership with community organizations and educational institutions, embarked on a new initiative to build



what will be known as an Innovation District—a hub of high tech manufacturing businesses and educational facilities, which will be the first of its kind in Oklahoma.

The focus on innovation, new technologies, and diversification will pay dividends as the energy business rebounds, according to Wheeler. “Manufacturers will be in a better position to capture traditional work along with new opportunities. It’s one of the reasons the Manufacturing Alliance helps companies implement continuous innovation programs.”

“Innovation and the adoption of new technologies are essential to the continued success of American manufacturing,” Wheeler said. “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.”

Announcing expansion plans recently was Alfa Lava; the Sweden-based company is expanding its Broken Arrow operations by building a new Competence Center to manufacture its spiral and air-cooled heat exchanger ranges. “Alfa Laval’s decision to concentrate its manufacturing in Oklahoma showcases that our state has much to offer international companies,” Governor Mary Fallin said. “We have positioned ourselves well in the global marketplace.”

Wisconsin-based Greenheck Group agrees with the Governor’s assessment. Greenheck broke ground in 2016 on a new campus that will create between 800 and 900 jobs. The Northeast Tulsa location will eventually include two large factories for its Accurex brand of commercial kitchen ventilation systems and its Greenheck Tempered Air Products line. “Tulsa is an extraordinary community,” Greenheck Group

CEO Jim McIntyre said. “This is going to be a central location for our customers in this part of the United States. It is a robust and growing business area and has ready access to a smart and talented workforce. It made our decision in our next location choice an effortless one because of the people involved and what you have to offer in this beautiful community.”

Eighty-year-old Bama Companies is a Tulsa manufacturing cornerstone. It opened a \$33 million expansion in 2016, and production now includes 900 local employees making millions of pies, biscuits, and hotcakes each day. “I love growing, I love new products, I love building plants, and providing jobs,” CEO Paula Marshall said.

Of course, expanding business means increased competition for skilled employees. It’s a shrinking labor pool as life-long employees retire and fewer younger people are interested in manufacturing careers.

“Securing people with the right attitude and right skills is hard,” SWEP’s Jared Lovelle said. “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. I do have hope we can find some way to improve the culture. We have made great strides, but we still struggle to remain fully staffed.”

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TULSA MANUFACTURING MIX 2017

SECTOR	SIC	FIRMS	EMPLOYEES
Primary & Fabricated Metal Industries	33-34	689	17,314
Machinery (except electrical)	35	773	12,141
Transportation Equipment	37	173	10,118
Food, Beverage, & Tobacco	20-21	171	4,642
Measuring & Analyzing Instruments	38	189	4,509
Computers, Electrical & Electronic Equipment	36	214	4,190
Printing, Publishing & Allied Industries	27	704	3,996
Plastic & Rubber Products	30	125	3,579
Petroleum Refining & Related Industries	29	53	2,446
Miscellaneous Manufacturing Industries	39	520	2,191
Chemicals & Allied Products	28	203	2,122
Glass, Stone, Clay & Concrete Products	32	131	2,090
Paper Products	26	37	1,602
Apparel, Textiles, Leather	22,23,31	230	1,311
Lumber & Wood Products	24	190	919
Furniture & Fixtures	25	70	723
Total		4,432	73,893

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 2017.
Compiled by Research Wizard, Tulsa City-County Library.

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There are several Tulsa-area organizations working on that “skills gap.” Tulsa Community College (TCC) has specialized programs that offer 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 can 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

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 another nationally regarded organization that connects businesses in our region with job-ready talent through public-private partnerships.

Dream It Do It Oklahoma is an emerging 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,” Executive Director Stephanie Cameron said. “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.”

Manufacturing Alliance’s Wheeler 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 is a big plus with America’s most inland river-port right in our backyard. Beyond that, the manufacturing community seems to embrace each other and share ideas to make us all successful.” ➡

FlightSafety is the world’s leading manufacturer of aviation training equipment and flight simulators. It is one of the most innovative companies in the world and is anchoring a region looking to help firms adopt new technologies.



international trade

With 95% of global customers residing outside the United States, the importance of export from, and international investment into, Oklahoma for economic development and job creation are tremendous. Tulsa and Oklahoma have many strengths that enable us to excel in this opportunity for international economic connection. State businesses, with support from state and local chambers of commerce, state government, and local governments of our larger metropolitan areas, and our colleges and universities are all aligned with strong interest to pursue these global connections. Tulsa has always had an entrepreneurial spirit going back to the infancy of the oil industry in our area. It is the persistence of this spirit that continues to keep Tulsa highly ranked in innovative manufacturing, including in the Top five cities in the United States for Advanced Manufacturing in 2014, as determined by Change the Equation. Due to the excellence of our higher education programs, Oklahoma colleges and universities also continue to draw significant levels of exceptional international students into the state.

Tulsa continues to lead the state in international trade with approximately 53% of Oklahoma's total exports, according to data from the U.S. Department of Commerce's International Trade Administration. Tulsa also was the 65th highest exporter among U.S. metropolitan areas in 2016, according to the Brookings Institute Export Monitor 2017. These statistics reflect Tulsa's developed advantage of a high concentration of manufacturers, a history of international activity and connections that stem from Tulsa's 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 aerospace industry in Oklahoma represents a continuing success of diversification of industry in the state, highlighted by these statistics obtained from the Oklahoma Department of Commerce. More than 500 aerospace organizations operate in Oklahoma, including: FAA, the Boeing Company, American Airlines, Spirit AeroSystems, and NORDAM. The Oklahoma aerospace industry accounts for \$27 billion in exports to 170 countries annually. Oklahoma has more than 120,000 workers employed in aerospace and defense. The U.S. Central Federal Aviation Administration (FAA) and U.S. Department of Transportation (USDOT) support and training facility educates 20,000 students annually.

Tulsa's major exports, which reflect its improved diversification, are in manufactured goods: machinery, transportation equipment, petroleum and coal products equipment, fabricated metal, and electrical equipment. These goods line up well with the state's major export industries: machinery, transportation equipment, computer and electronic products, fabricated metal products, and chemicals.

Overall, Oklahoma's Top 10 national customers, in order, are Canada, Mexico, Germany, Singapore, Japan, China, India, United Kingdom, Netherlands, and Saudi Arabia. Success in such diverse markets is a positive signal for the future.


Approximately 3,200 companies export from Oklahoma locations, and about 85% of these are small- and medium-sized companies. Tulsa is a true hub of international business. The range of firms and organizations engaged in international business is quite broad, across both industries and firm size.

Economic development and job creation opportunities for Tulsa and Oklahoma also are present when collaborative international investment into the state occurs. Foreign-owned companies employ approximately 50,000 Oklahoma workers, which is about 3.8% of all Oklahoma private-industry employment. Companies from the

United Kingdom, Canada, France, Germany, and Switzerland are significant contributors.

Similarly, Tulsa is a major exporter of education through the international students and dependents that come to Tulsa for both undergraduate and graduate education. According to the Institute for International Education in Washington, D.C., during the academic year 2015-2016 Oklahoma hosted 10,330 international students who, along with their dependents, brought over \$274.8 million into the state, making Oklahoma number 27 among the 50 States. Area schools that have relatively high international student enrollments include The University of Tulsa, Oral Roberts University, Tulsa Community College, and Oklahoma State University.

Tulsa Global Alliance, which recently celebrated its 40th anniversary, 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. During the 2016-2017 fiscal year, international visitors from 72 countries came to Tulsa. According to Global Ties U.S., the total beneficial economic impact in Tulsa during fiscal year 2015 from this program was almost \$865,000, which puts the City of Tulsa near the top among the 50 largest cities in the United States who have international visitation programs.

Industry leadership and excellence are top priorities for Tulsa and Oklahoma companies; locals and visitors alike can continue to expect great things from the city's continued global connections. 

environmental management

There are many ways a city can attract newcomers and engage with locals. It could have a thriving arts scene, a strong economy for young people to start their careers, possess beautiful architecture, or the opportunity to experience scenic natural wonders. Tulsa, Oklahoma, is lucky to have all four. Our music and visual arts culture is renowned, we made Top 10 lists for jobs for young professionals, and many would be hard pressed to decide in a popularity contest between the ornate Art Deco buildings and serene hiking on Turkey Mountain overlooking the Arkansas River.

There also are ways in which a city can be inhabitable. Crime, neglect, and environmental problems—unhealthy water and air, trash, and lack of greenspace—can lead to mass exodus. Many parts of our country struggle with these issues, but Tulsa has a history of strong leadership combined with civic support to combat them. When the citizens support funding and volunteer, our community is able to live in a cleaner city and a better environment for all.

It is that relationship that allows Tulsa to shine in environmental management. Our past reveals many successful votes for infrastructure, and locals have stepped up to privately fund Gathering Place, a new park alongside the river. The combination of citizens voting for funding and private donors adding millions more is just another reason why Tulsa succeeds in green efforts. Many government employees spend time everyday managing facilities while keeping them in compliance with the trio of public investment, city employees, and civic volunteers.

Let us start with our water. How a community delivers and takes away water can be one of the truest tests of environmental management. The treatment and testing of water and wastewater connections for homes are real measures of modern technology and comfort. In anticipation of drought, Tulsa planned ahead by building a dam and pipeline system from Spavinaw Creek 54 miles away, in the early 1920s. In the early '50s, Tulsa added additional lines to Lake Eucha. It followed these with lines to Hudson Lake in 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 Midwest and South, Tulsa has not been forced to restrict water usage since 1981. The average daily pumpage is around 98 million gallons; the two treatment plants that get water from local lakes can pump up to 210 million gallons a day.

Equally important to water quantity is water quality, and both treatment plants performed without issues or violations in 2017. Tulsa treatment plants supply drinking water daily to 140,000-metered accounts for 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 ceremonially recognized by their peers. Tulsa residents can be proud of both high quality and quantities of water for generations to come.

The air we breathe also is tested by many environmental professionals and stays clean because of volunteer participation. Air quality is as highly regulated as water quality in urban areas, and the area has five monitors plus a warning system in place to make citizens aware of potential problem episodes. Our past has shown a history of high ozone levels on certain hot, windless days of summer. We know it is caused by both local industry and mobile sources, such as cars. Managing the air quality can be tricky. High ozone days are infrequent, but city actions can be ineffective due to the little wind we have and pollutants migrating from larger cities around us.

In 2017, the area's five monitors showed readings way below the regulatory limits. The three-year average used to determine compliance showed readings ranging from 62 parts per billion to 64 parts per billion of ozone, and the limit is 70 parts per billion. Non-compliance can lead to a community being classified on the dirty air list. That is what has happened in other regional cities, such as Dallas and Kansas City. It looked like Tulsa would surely be added.

But a combination of mild weather and environmentally friendly habits from citizens prevented it. First, Tulsa had three mild summers full of decent rain and wind. Second, thousands of citizens made small changes in their lives to reduce



*Tree School is a youth education program designed to utilize trees as a cross-curricular learning tool sponsored by **Up With Trees**. The goal of the program is to engage students through tree curriculum and hands-on tree planting and care based on the needs of the school.*

Progress continues on America's largest privately developed park; **Gathering Place**. Play structures in Gathering Place's children's area were designed and constructed by award-winning European playground architects. The interactive structures were built in Germany and Denmark, disassembled, shipped to Tulsa, and reassembled on site.



pollution emissions. 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 2017, the fourth highest ozone reading was down to 64 parts per billion. This dramatic improvement in air quality is proof that Tulsa is dedicated to keeping its air clean.

Tulsa has a strong commitment to plant trees, particularly among the downtown streets and right-of-ways. It started in 2013 through a partnership with publicly funded Downtown Coordinating Council and the nonprofit 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; in 2015, another 200 more. In 2016 and 2017, the maintenance of these trees showed excellent growth. Many trees can be adopted by residents and businesses for a chance to be rewarded with a plaque for their donation. The \$600 per tree amount ensures the trees will be properly maintained and watered in 2018 and

beyond. This effort has not gone unnoticed. The national tree advocacy group Arbor Day Foundation brought their annual tree conference to Tulsa in November of 2017.

The City of Tulsa also runs a green waste site to handle broken or dead trees. This East Tulsa site is large enough to provide citizens and contractors a drop off point for tree debris, such as limbs after a storm. Tulsa's green waste site handles almost 100,000 tons of green debris a year, which is quickly mulched and then given back free to residents. Large branches are set aside so citizens with chainsaws can come and cut their own firewood. This saves the city money and is a great convenience to residents. Being an example of smart and sustainable thinking, Tulsa continues to plant trees and use the whole tree after it has died for the benefit of all.

Of all the environmentally conscious habits most embraced in Tulsa in 2017, the city's love of greenspace is best known. Where people used

to meet at the mall, now they meet at the Guthrie Green urban park downtown. It has become so popular that in 2017 the University of Oklahoma design class began plans for building another venue in a small city park on Sixth and Main streets. Tulsans continue to expand our greenspace and it in turn expands our economic growth.

The most common place to jog is LaFortune Park, where hundreds of people stroll around the golf course and ponds with a backdrop of office buildings, large hospitals, and skyscrapers. Mountain biking and hiking enthusiasts have embraced Turkey Mountain Park at such levels that the Tulsa Urban Wilderness Coalition was created in 2014 to promote and preserve Tulsa's wilderness areas.

No discussion of the environment or greenspace would be complete without discussing the excitement of Gathering Place along the Arkansas River. Tulsa is a town of greenspace and recreation for all ages, and this new park will bring thousands of visitors to see how pristine our urban forest and crisp, clean air are. This new park is a gift from generous Tulsans who saw the joy that greenspace provides and want us all to enjoy it.

Altogether, environmental management was easy for Tulsa in 2017. Earlier generations invested in the infrastructure to insure quantities 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. Nonprofits and volunteers planted trees along highways and city sidewalks. Tulsans spent more time outside than ever before and we used that momentum to move our politics to be a little greener. Clean water and air, new trees, and people playing and exercising outside are the recipe for an attractive, successful city. Tulsa certainly has it all. 🌿

commercial real estate

Office Market



nemployment rates dropped to 4.6% in the first half of 2017. The rates were pushed lower by employment gains in manufacturing, business, and professional services.

The rebound in manufacturing is expected to be bolstered by demand from aerospace and energy through the remainder of 2017. Moody's Analytics projects unemployment to reach 4.3% by year-end; if accurate, it will be the strongest rate since the pre-financial crash of 2008. Although Gross Metro Product (GMP) was expected to face slight contraction in 2017 with a negative 0.6% change year-over-year, forecasts indicate steady growth ahead from 2018-2022.

The CBD and South submarkets experienced an increase in vacancy in H1 2017, primarily due to the downsizing of energy firms. The CBD contributed the majority of negative net absorption, with 104,234 sq. ft. returned to the market. Samson Resources relocated within the CBD to First Place Tower and reduced their footprint to 60,000 sq. ft., which is one-third of their previously occupied space in Williams Center Tower II. The South submarket also has been impacted by the energy crunch with either space reductions or vacancies from Houston Interests, SEM Group, and Murphy Energy. However, even as oil and gas companies continue to be in flux, the expectation is that they have right-sized and will not continue to overshadow the positive growth absorption Tulsa has experienced. As this happens, the momentum will shift back to the black.

*The **Mid-Continent Tower** started out as the 16-story Cosden Building, built for oil baron Joshua Cosden in 1918.*

The building was restored in 1980, and in 1984 a new 20-story tower was cantilevered over it, bringing the total number of floors to 36.



Industrial

At the end of H1 2017, Tulsa's industrial market posted net absorption of more than 1 million sq. ft., nearly triple the net absorption in H2 2016. About 260,000 sq. ft. of net absorption was from the delivery and subsequent occupancy of one new build-to-suit project in the South Central submarket. Compared to H2 2016, the NNN average asking rate decreased by \$0.03 per sq. ft.

The local market remained active with about 140 transactions that closed during H1 2017. Two-thirds of all transactions were under 10,000 sq. ft. and the average transaction size was 15,000 sq. ft. The market saw a mix of user sales, expansions, and renewals, but new leases accounted for the vast majority of activity. About 76% of transactions were in the South Central and Southeast submarkets. Tulsa's industrial investment market also was active; the largest deal was the purchase of three Airpark Distribution Center buildings, a total of 300,000 sq. ft., by Tulsa Airpark Industrial LLC.

Compared to \$80.08 million in H2 2016, Tulsa saw \$84.1 million in sales in the first half of 2017.

The vacancy rate dropped from 4.7% in H2 2016 to 4.1% in H1 2017, the lowest rate in the current cycle. The market rate has fallen by 140 basis points (bps) since H1 2016. All submarkets, except the Northeast, saw vacancy rate decreases. The largest decline, 290 bps, was in the Southwest submarket. This submarket saw few transactions but had almost 260,000 sq. ft. of gross absorption and only three new, small vacancies. The vacancy rate uptick in the Northeast submarket was due to database adjustments and the delivery of a vacant 24,000-sq.-ft. speculative project.

Retail

Increased occupancy and retail growth signal positive momentum for the Tulsa market. Occupancy maintains a healthy level: a steady climb to 95%.

Overall, the past few years have shown increasing occupancy throughout the area. Rising population, purchasing power, and total retail sales have resulted in constricted vacancy within existing centers, as well as expanded growth in the Blue Dome and Tulsa Arts entertainment districts.

Utilizing repurposed shipping containers, the innovative retail center 'The Boxyard' opened its doors on East 3rd Street, within the Blue Dome

District. Sweet Boutique, WIRWAR Tulsa Belgian Honky-Tonk, and Beau & Arrow are just a few examples of local retail talent taking space inside this exciting new area.

A new 40,000-sq.-ft. shopping center is currently under construction on the southwest corner of 61st Street and Yale Avenue. Bringing a variety of retail and restaurants to the area around the Warren Place office towers, tenants are expected to include an upscale steakhouse and craft beer pub. 🍷

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.



workforce development

The Tulsa area is booming. Tulsa fared much better than most metros during the 2008 recession, and has successfully weathered the most recent downturn in the oil and gas industry as well. With other sectors going strong, those who were laid off have quickly found new jobs because Tulsa-area companies are continuing to grow and hire at very strong rates.

Tulsa's entrepreneurial spirit is strong and began 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 first for women to start a business (Thumbtack.com 2016), first among the Top 10 best U.S. cities for young entrepreneurs by Nerdwallet.com, and second best city in the United States for starting a businesses by Wallethub.com in 2015. Start-up companies at The Forge and 36 Degrees North 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



In the last few years, Tulsa was ranked

- # 1** Among the Top 100 U.S. metros on growth and inclusion
Brookings Institute 2016
- # 1** Among Top 10 U.S. cities for young entrepreneurs
- # 3** most popular city for extremely active millennials
ActiveNetwork.com 2017
- # 1** City among Top 10 U.S. cities for number of manufacturing graduates
Site Selection 2015
- # 3** Nationally for new and expanded facilities among tier II cities
Site Selection 2016
- # 4** Best North American city for aerospace
The World's Most Competitive Cities 2015
- # 5** Best city for first-time homebuyers
Smartasset.com 2017
- # 5** Among the Top 14 coolest urban spaces in America for downtown's Guthrie Green
Thrillist.com 2015

MAJOR METROPOLITAN STATISTICAL AREA INDUSTRY RANKING BY PAYROLL 2017

INDUSTRY	ANNUAL PAYROLL	%
Education & Health Services	3,030,210	17.3
Professional & Business Services	3,008,226	17.2
Manufacturing	2,646,843	15.1
Transportation & Utilities	1,623,961	9.3
Retail Trade	1,473,430	8.2
Financial Services	1,341,961	7.7
Construction	1,179,455	6.7
Wholesale Trade	1,024,711	5.9
Leisure & Hospitality Services	757,675	4.3
Mining & Natural Resources	623,655	3.6
Information Services	492,153	2.8
Other Services	348,970	2.0
Unclassified	106	0.0
Total	17,482,724	100.0

In thousands of dollars.

Source: U.S. Bureau of Labor Statistics,
Average Annual Pay 2016.

PERCENTAGES OF TOTAL EMPLOYMENT BY INDUSTRY CATEGORY

CATEGORY	TULSA MSA 2016	TULSA MSA 2017 ¹	USA 2016	USA 2017 ¹
Construction	5.2	5.2	4.7	4.7
Financial Activities	5.2	5.2	5.7	5.8
Government	13.2	13.1	15.4	15.2
Information	1.7	1.7	1.9	1.9
Manufacturing	10.4	10.3	8.6	8.5
Mining & Logging	1.3	1.2	0.5	0.5
Retail Trade	11.3	11.0	11.0	10.8
Services	43.0	43.4	44.4	44.8
Transportation, Warehouse, & Utilities	5.1	5.2	3.8	3.8
Wholesale Trade	3.7	3.7	4.1	4.1

¹ 2017 data is based on the first nine 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.

to seek employment, which is the second worst participation rate for 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, formerly the 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

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jobs — nearly one-and-one-half times the number who have jobs, and the unemployment rate for this group is 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 nonprofits 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 also are 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 Tech 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 also have resulted in the Roadtrip for Teachers series that introduces teachers in the Tulsa metro area to job opportunities in different



MAJOR PRIVATE COMPANIES HEADQUARTERED IN TULSA MSA

COMPANIES	ESTIMATED SALES
QuikTrip Corporation	9,160,000,000
Continuum Energy Services, LLC	3,219,936,000
Samson Resources II, LLC	1,430,184,807
Cherokee Nation Businesses, LLC	1,020,997,552
McGraw Davisson Stewart, Inc.	800,000,000
Flintco, LLC	770,837,860
International Chemical Company	775,000,000
GBK Corporation	667,038,221
The Nordam Group, Inc.	665,968,788
Manhattan Construction Company	632,482,363
T. D. Williamson, Inc.	539,544,000
Argonaut Private Equity	476,814,677
Crosby US Acquisition Corp.	408,623,644
Blackhawk Industrial Distribution, Inc.	405,123,805
Latshaw Drilling & Exploration Company	399,890,756
Vanguard Car Rental USA, Inc.	382,492,500
United States Beef Corporation	351,138,626
Ors Nasco, Inc.	332,407,798
John Zink Company, LLC	289,484,409
Metro Trucking & Reload	282,949,363
The Bama Companies, Inc.	257,931,393
JCT Holding Co., LLC	250,000,000
Anchor Drilling Fluids USA, LLC	249,171,929
Spectrum Paint Company, Inc.	246,224,404
Pennwell Corporation	242,535,556
A G Equipment Company	240,260,335
Nadel and Gussman, LLC	229,159,400
IC Bus Of Oklahoma, LLC	228,869,740
GAFP, Inc.	224,297,374
Citgo Investment Company	221,893,053
Omni Air International, LLC	206,198,617

In dollars.

Geographical Area: Tulsa Metropolitan Statistical Area.

Source: Dun & Bradstreet, 2017.

Compiled by Research Wizard, Tulsa City-County Library.




TULSA MSA LABOR FORCE

YEAR	LABOR FORCE	UNEMPLOYMENT RATE %
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	458,978	6.2
2012	466,883	5.4
2013	467,826	5.3
2014	464,690	4.5
2015	475,806	4.4
2016	475,645	5.0
2017 ¹	473,737	4.7

¹ 2017 data based on the first eight months of the year.

Sources: U.S. Bureau of Labor Statistics; Research Wizard, Tulsa City-County Library.

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. 

MAJOR PUBLIC COMPANIES HEADQUARTERED IN TULSA MSA

COMPANY	ESTIMATED SALES
NGL Energy Partners, LP	13,022,228,000
ONEOK, Inc.	8,920,934,000
ONEOK Partners, LP	8,918,459,000
The Williams Companies Inc.	7,499,000,000
Williams Partners, LP	7,491,000,000
Magellan Midstream Partners, LP	2,205,410,000
Alliance Resource Partners, LP	1,931,453,000
Helmerich & Payne, Inc.	1,624,232,000
BOK Financial Corporation	1,503,137,000
ONE Gas, Inc.	1,427,232,000
SemGroup Corporation	1,332,164,000
Matrix Service Company	1,311,917,000
WPX Energy, Inc.	693,000,000
Unit Corporation	602,177,000
Laredo Petroleum, Inc.	597,378,000
Navico, Inc.	529,863,893
Webco Industries, Inc.	481,714,612
AAON, Inc.	383,977,000
Midstates Petroleum Company Inc.	365,145,000
Cypress Energy Partners LP	297,997,000
Educational Development Corporation	106,628,100
TV Guide, Inc.	72,630,405
Magellan Midstream Partners LP	69,498,049
L-3 Communications Westwood Corp.	46,768,066
Magellan Midstream Partners LP	46,768,066
Mid-Con Energy Partners LP	43,896,000
Addvantage Technologies Group, Inc.	38,663,264
Limco-Piedmont, Inc.	29,878,313
Greystone Logistics, Inc.	26,340,405

In dollars.

Geographical Area: Tulsa Metropolitan Statistical Area.

Source: Dun & Bradstreet, 2017.

Compiled by Research Wizard, Tulsa City-County Library.

high tech



The National Academy of Sciences, the National Academy of Engineering, and the Institute of Medicine joined to produce the study “Rising Above the Gathering Storm:

Energizing and Employing America for a Brighter Economic Future.” The study warns, “Without high-quality, knowledge-intensive jobs and the innovative enterprises that lead to discovery and new technology, our economy will suffer and our people will face a lower standard of living.” In Tulsa, we are fortunate that local leaders from the business, government, nonprofit, and higher education communities recognized many years ago that the keys to a vibrant economy and rising standard of living are the creation of knowledge-intensive jobs, innovative companies, and new technologies. Our leaders joined forces in a forward-thinking and collaborative way to respond. Access to higher education is a key factor in creating a setting that cultivates the production of a high-tech workforce; in the Tulsa region, such access to higher education has never been better. Our technology centers, community colleges, regional universities, and comprehensive doctoral-granting universities give students a wide variety of science, technology, engineering, and mathematics (STEM) educational programs to choose from. Further, more emphasis is being placed upon graduates in STEM fields to satisfy the ever-growing needs of our technology-focused employers. However, producing more college graduates in STEM fields requires a robust pipeline of pre-K through 12th grade students that are academically prepared

to pursue higher education. To facilitate and ensure this pipeline, the Tulsa Regional STEM Alliance (TRSA) was established to “build broad, deep, and innovative pathways for students to access high-impact careers in STEM.” In 2017, more than 33,000 Tulsa-area students had been reached through the activities of the TRSA.

Tulsa’s research community is growing, fostered by leading-edge investigations within our comprehensive universities in partnership with industry, government, and nonprofit organizations. Our regional high-tech strategic research focus areas include information security and technology, aerospace, bio-life sciences, advanced materials, alternative energy sources, and telecommunications.

There are several key state and regional entities that support Tulsa’s researchers, entrepreneurs, and small businesses, such as the Oklahoma Center for the Advancement of Science and Technology (OCAST), which funds basic and applied research, and student internships to assist companies with job creation in the high-tech sector. OCAST helps build collaborations between companies and research institutions to promote economic growth; it has achieved an impressive 22:1 cumulative return on investment over the past 30 years. OCAST partners with Innovation to Enterprise (i2E), Inc., a nationally well-known, private not-for-profit corporation with a mission to promote innovation and grow small enterprises in Oklahoma. For example, i2E provides venture advisory services, access to capital (concept, seed stage, and start-up), and opportunities for entrepreneurial development. Yet another exemplar is 36 Degrees North (36°N), “Tulsa’s

basecamp for entrepreneurs.” 36°N serves as the principal gathering site for Tulsa’s entrepreneurs, community resources, and startup programs, and notably benefits from partnerships with the George Kaiser Family Foundation, Lobeck Taylor Family Foundation, Tulsa Regional Chamber, TulsaTech.edu, Oklahoma State University, and The University of Oklahoma.

In his book *A Letter to America*, University of Oklahoma President, former Oklahoma Governor, and U.S. Senator David L. Boren writes, “Innovation is the key to what is America. In a world where manufacturing, services, and energy production are all outsourced, the next economic frontier for America is what has always been America’s best frontier: innovation, creation, and anticipation of the future.” Tomorrow’s high-tech researchers and innovators—engineers, scientists, and technologists—can be found today in the classrooms and laboratories of Tulsa’s comprehensive research universities, regional universities, community colleges, technology centers, and primary and secondary schools. From this new generation of high-tech specialists will emerge future leaders who, through their creativity and perseverance, will ensure our prosperity in the global economy of the 21st century, thereby enhancing our community, standard of living, and quality of life.





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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 February 14, 1989, the citizens of Tulsa voted to change to a mayor-council form of government. This replaced the outdated city commission 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.

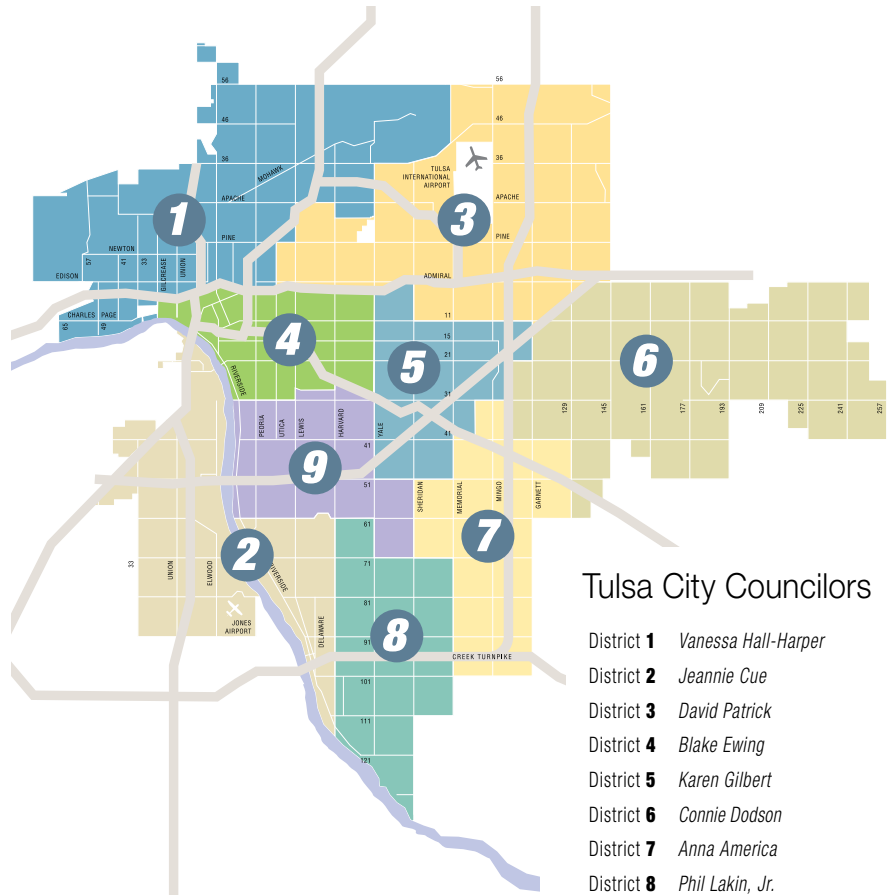
The Mayor

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 G.T. Bynum.

The City Council

The 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 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 David Patrick.

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, and uses 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 Wednesday afternoons on the fourth floor of City Hall. The city council has its regular meeting most Wednesdays (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 Wednesday night meetings.

City council meetings are broadcast live on Tulsa Government Access Television—known as TGOV—on Cox Cable channel 24. And viewers can watch meetings online at tgovonline.org or on Facebook at facebook.com/tulsacitycouncil. 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: **311** in Tulsa
918.596.2100 outside Tulsa

Find more information on the City of Tulsa's website: cityoftulsa.org

And on the Tulsa City Council's website:
tulsacouncil.org



TGOV is...



ulsa 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 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% of Tulsa households. Of those viewers, 85% 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

2018 TULSA ECONOMIC INDICATORS

	2004	2005	2006	2007	2008
Personal Income (millions of dollars)					
Tulsa MSA/Current	27,980.5	31,434.4	36,198.6	37,501.6	42,463.1
Tulsa MSA/Real	31,192.3	34,071.2	38,212.8	38,620.8	42,435.5
Tulsa County/Current	20,456.4	23,462.8	27,396.7	27,987.1	32,139.7
Tulsa County/Real	22,804.6	25,430.9	28,921.1	28,822.4	32,118.8
Labor Market/Tulsa MSA					
Total labor force (thousands)	438.0	442.8	443.3	438.6	441.8
Wage & salary employment (thousands)	400.5	413.9	426.8	435.1	440.6
Unemployment rate (percent)	5.0	4.4	3.9	4.0	3.7
Construction/City of Tulsa					
Single-family units	506	677	693	664	429
Multi-family units	14	87	0	9	399
Finance					
Tulsa prime rate (percent)	5.6	7.43	8.81	8.85	6.00
Transportation					
TUL passengers	2,943,919	3,132,962	3,168,716	3,218,429	3,180,765
TUL air freight (tons)	54,825	53,578	56,784	60,103	59,334
Port barge tonnage (tons)	2,220,871	1,819,905	2,321,448	2,010,505	2,050,394
Consumer Price Index/All Urban Consumers					
(1982–1984=100) (points)	188.9	195.3	201.6	207.342	215.303
Personal Consumption Expenditures/Implicit Price Deflator					
(2009=100) (points)	89.703	92.261	94.729	97.102	100.065
Gross Domestic Product/U.S.					
Real GDP in billions 2009 inflation adjusted dollars	13,773.5	14,234.2	14,613.8	14,873.7	14,830.4

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.

2009	2010	2011	2012	2013	2014	2015	2016
35,707.3	37,104.6	41,907.1	47,865.7	52,717.2	57,019.3	52,841.0	49,475.9
35,707.3	36,501.2	40,237.6	45,104.9	49,024.7	52,236.1	48,265.0	44,657.8
25,561.6	26,739.9	30,945.2	36,362.2	40,896.6	44,611.6	40,175.6	36,831.5
25,561.6	26,305.1	29,712.4	34,264.8	38,032.0	40,869.2	36,696.4	33,244.8
441.4	462.9	459.0	466.9	467.8	464.7	475.8	475.6
420.6	413.5	415.5	425.2	432.3	440.6	447.5	444.4
6.8	7.3	6.2	5.4	5.3	4.5	4.4	5.0
372	340	320	420	429	382	349	432
344	73	695	744	78	902	611	584
4.58	4.58	4.58	3.44	3.44	3.44	3.46	3.58
2,812,295	2,763,562	2,707,668	2,654,189	2,647,889	2,760,705	2,739,429	2,727,913
58,975	54,675	55,743	56,372	58,148	58,627	59,857	53,612
2,058,191	2,266,893	2,160,624	2,702,464	2,700,990	2,367,127	1,551,808	2,260,837
214.537	218.056	224.939	229.594	232.957	236.736	237.017	240.007
100	101.653	104.149	106.121	107.532	109.157	109.481	110.789
14,418.7	14,783.8	15,020.6	15,354.6	15,612.2	16,013.3	16,471.5	16,716.2

acknowledgments

Principal Contributors

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We Are Cybersecurity

Technological advances have allowed companies and individuals to produce, collect and analyze enormous amounts of data, some of which must be secured and protected. The GableGotwals Cybersecurity and Data Privacy Group regularly assists clients in identifying and fulfilling their legal, regulatory and contractual responsibilities with respect to such sensitive data. Through risk assessments informed by practical experience, we work with clients to develop and implement the requisite policies, agreements and internal prevention training programs in advance of an incident. If an incident has occurred, we assist clients with required notifications, enforcement of third party responsibilities, and help identify how the client's processes can be improved.

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