



tulsa's  future  
2010 ANNUAL REPORT

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## Tulsa's Future

Tulsa's Future is an economic development plan created by the Tulsa Metro Chamber to build a highly competitive, globally integrated regional economy by mobilizing private-sector leadership to focus resources on economic growth and vitality.

## Five-year recap

The Tulsa metro region perfectly balances convenience and affordability with the advantages of a talented workforce, a central location and a pro-business atmosphere, which makes the region an ideal home for progressive companies competing in a global economy.

Your long-term investment in Tulsa's Future is responsible for the following accomplishments and more:

### 2006: Momentum launched

The Chamber's economic development team reintroduced the Tulsa region to the national marketplace through multiple channels and activities, all designed to increase deal flow and place more prospects into the pipeline. These efforts resulted in the creation of 4,422 direct jobs.

### 2007: Gaining ground

Building on the momentum of growth, concrete results were evident through the attraction of eight new companies and the expansion of the region's key growth industries: aerospace, manufacturing and information technology. Tulsa's Future assisted with the creation of more than 4,900 new jobs, of which 3,200 exceeded the minimum salary goal of \$45,500.

### 2008: Exceeding expectations

The business recruitment team worked through national site location consultants and corporate networks providing 43 briefings and participated in event-based marketing. During a tough economy, five new businesses and 24 local expansions equaling 3,258 future jobs were announced. Year-over-year, the metro region grew 6,200 jobs to exceed forecasted expectations.

### 2009: Economic impact

The national recession reached the borders of Oklahoma and while prospect activity remained at an all-time high, the closure of deals significantly slowed. In response, the economic development team launched its Business Retention and Expansion program to assist existing businesses in the Tulsa region. A new marketing campaign was developed to ensure Tulsa remained visible among site-location consultants. The year did see moderate job growth through the recruitment of one new company and 29 local expansions resulting in 1,409 jobs.

### 2010: Nationally recognized

Activity in the first half of 2010 was similar to the pace seen in 2009, but as the national economy began to recover, the Tulsa region experienced a number of positive announcements, including the state's largest jobs announcement in 2010. The Chamber ramped up its Business Retention and Expansion program, increasing the number of existing business visits from 189 in 2009 to more than 600 in 2010, and was therefore recognized as the top program of its kind in the country by Business Retention and Expansion International.



## Business Retention and Expansion

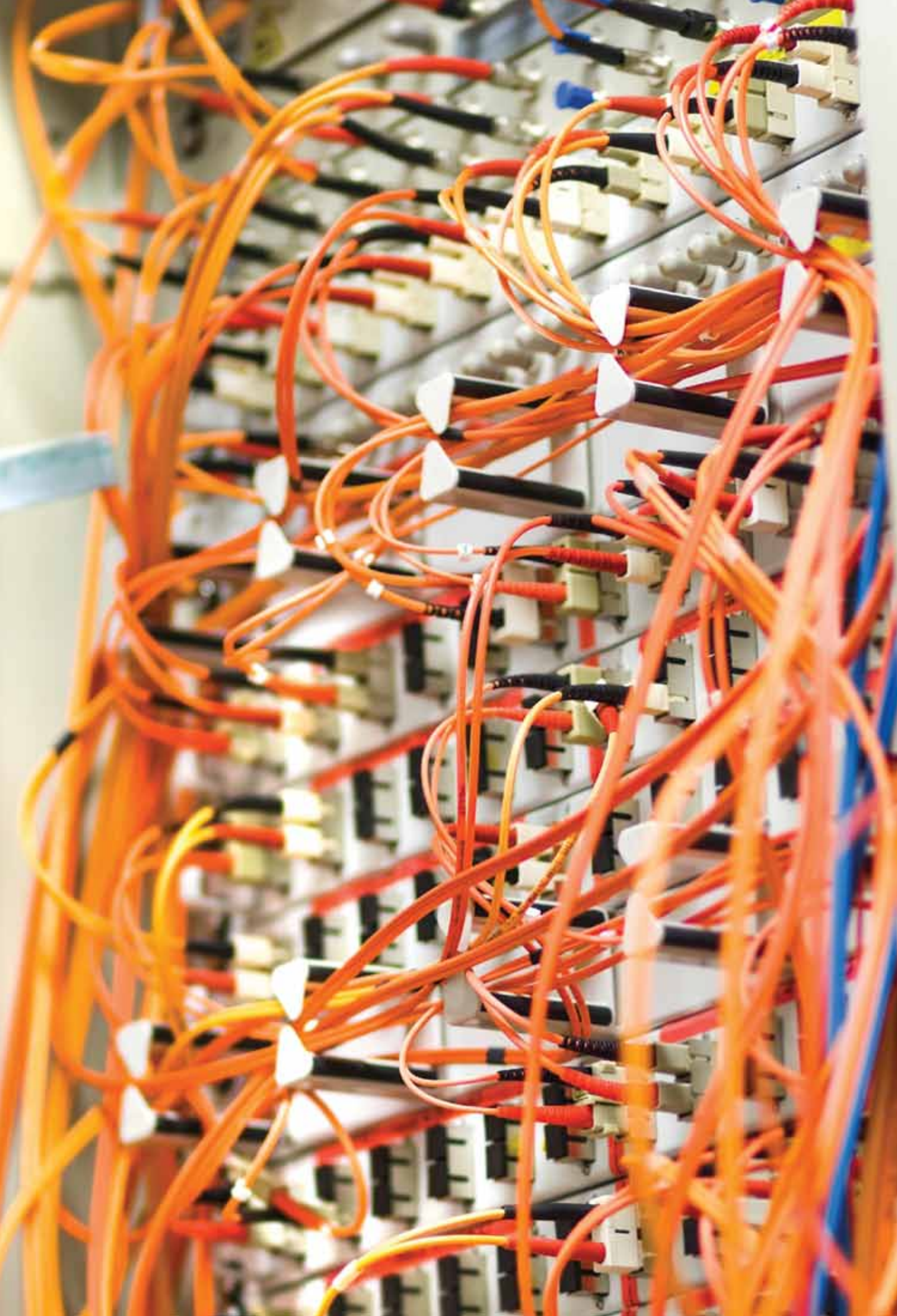
Tulsa Metro Chamber continued to grow its Business Retention and Expansion (BRE) program, increasing the number of existing business visits from 189 visits in 2009 to 603 in 2010. These visits represented 53,000 employees and provided assistance for 27 local expansions and the addition of 1,712 new jobs, including the state's largest economic development announcement in 2010 – Baker Hughes' addition of up to 667 jobs at its Northeast Oklahoma facilities.

In addition, Chamber staff visited 27 local companies' out-of-state headquarters and assisted 12 Tulsa-area companies in making announcements to the media and public-at-large about expansions and, in a few instances, participation in the Oklahoma Quality Jobs Program.

With the assistance of 150 volunteer business leaders who make site visits, the BRE program was recognized by Business Retention and Expansion International as the nation's top program of its kind in a community with a population of more than 100,000. BRE supports companies in a variety of areas, including barriers to growth, expansion, regulatory processes, mergers and workforce issues.



**In December, global oilfield products and services company Baker Hughes announced it would add up to 667 jobs at its Northeast Oklahoma locations, making it the state's largest economic development / jobs announcement in 2010.**



## Business Attraction Marketing

Staff submitted 58 comprehensive proposals and hosted 22 prospect site visits in the Tulsa region. In 2010, Tulsa's Future directly assisted with bringing three new businesses to the Tulsa region: Lansing Trade Group, Borets-Weatherford and Octavian, of which the latter two are international companies that established their North American headquarters in Tulsa.

The Chamber increased recruitment efforts making 27 business recruitment trips to the following:

Dallas reception; Houston call trip; Oklahoma Unmanned Aerial Systems Summit; Industrial Asset Management Council Professional Forum; CoreNet Spring Global Summit; Aviation Week's MRO Conference & Exhibition; CoreNet conference and call trip, London; Chicago call trip; Oklahoma Aerospace Summit and Expo; Area Development Forum; 2010 Governor's Economic Development Marketing Team Annual Meeting;

Tulsa Pipeline Expo; New York reception and call trip; CoreNet Fall Global Summit; Manufacturing Conference; Area Development Consultants Forum for Women; National Business Aviation Association's Annual Meeting and Convention; Atlanta reception; Dallas consultant event; International Downtown Association Annual Conference; Tinker and the Primes National Business Event; International Conference of Shopping Center Conference; Who Wants to be an Entrepreneur Conference; the TechFest Conference; Area Development Consultants Forum; Oklahoma Business Incubator Association; and International Conference of Shopping Centers Retail Forecasting Webinar.

The Tulsa Metro Chamber worked with Littlefield Brand Development firm to launch a brand for the region's economic development efforts. The brand was utilized in a national print advertising campaign, marketing collaterals, direct mail pieces and a new trade show display. The Southern Economic Development Council recognized the Chamber's efforts with a "Best in Class" award for overall marketing campaign.



**Borets-Weatherford, a global provider of Electric Submersible Pump systems for the oil and gas industry, announced in 2010 it would establish its North American headquarters and an R&D and training facility in Tulsa.**



## Entrepreneurship and Small Business Development

The Chamber introduced a number of new initiatives in 2010, including SourceLink Tulsa, a no-cost referral network based on a model created by the Kauffman Foundation that links small and emerging business owners to more than 70 area resource partners. The Chamber's rebranded "SourceLink" Business Center fielded more than 550 inquiries throughout the year; helped, coached and guided nearly 300 center visitors; made 140 referrals; and provided 16 individuals with one-on-one consulting.

The Chamber also formed the Entrepreneurial Venture Oversight Committee (EVOC) to serve as a catalyst for the creation of new and innovative services for the regional entrepreneurial community. And the Chamber started CEO Roundtables, which consists of groups of eight CEOs who serve as each other's advisory board.

Additionally, Tulsa's Young Professionals launched The Forge business development center in June 2010. The Forge was created to accelerate the development, success and sustainability of young entrepreneur start-ups in the region as well as create jobs and stimulate economic development.

The Chamber's business-to-business buy-regional initiative, Let's Do Business, grew to more than 1,150 participants, and the program's website, LetsDoBusinessTulsa.com, was redesigned in 2010 to better reflect the benefits of the program.

Also in 2010, the Minority Business Champion program assisted 18 minority-owned businesses with one year of free Chamber membership and attendance to all of the Chamber's "Circuit" networking events.



## Education and Workforce Attraction

The Tulsa Metro Chamber built upon its existing education programs with the creation of the College Access Career Readiness (CACR) program, a partnership with Tulsa Public Schools and the OU Community Engagement Center, to assist middle and high school students with career exploration.

The Chamber advanced talent recruitment efforts in 2010 through a number of initiatives, events and collaborative partnerships. The new Workforce Roundtable Series provided companies information addressing regional workforce issues. The Chamber also focused on diversity and inclusion as it relates to community enhancement, workforce attraction and economic development, and partnered to host the Return On Inclusion Summit for CEOs and top-level business leaders.

The Chamber was invited to join CEOs for Cities' National Talent Dividend Network, which provides resources and planning sessions to help raise Tulsa's college attainment rate. The Chamber also conducted audience-specific surveys to identify existing resources and gaps in the education pipeline and employee training.

Tulsa's Young Professionals continued its mission to attract and retain young talent in the Tulsa region, and 2010 was an exceptional year in the organization's history. Often looked to as a best-practice example for other communities, TYPros grew to more than 8,400 members with 600-plus volunteers active in nine work crews.



## Advocacy and Outreach

Uniting the region for political action has been one of the Tulsa Metro Chamber's top priorities in recent years, and through its efforts, legislative successes continued to mount in 2010.

Defeating State Question 744 became a top priority on the Chamber's legislative agenda and full lobbying support was devoted to defeating the measure. This constitutional amendment to fund per-pupil spending to the regional average would have had dire effects on state agency funding levels and placed Oklahoma's state budget in the hands of surrounding states. The Chamber was able to help influence the outcome of the vote and ensure education is funded appropriately and not at the expense of other critical programs.

The diligent efforts made on behalf of the Chamber and its regional OneVoice legislative advocacy partners to keep the region's priorities in front of legislators led to several other big wins during the 2010 session, including passage of the Gilcrease Expressway Feasibility study, which opens the opportunity for both capital investment and infrastructure improvements.

Other wins included Workers' Compensation reform and the continuation of the Investment tax credit and Historical Facility tax credit, after Senate Bill 1267 proposed a two-year moratorium on certain tax credits.





## Community Development

Recognizing downtown and the Arkansas River as key economic generators for the Tulsa region, the Tulsa Metro Chamber expanded its economic development division to include community development and capitalize on the progressive growth and public investment in downtown and the potential of the river.

Following a national search, the Chamber named Delise Tomlinson the executive director of downtown development responsible for the successful management of all economic development projects related to the development of property, new jobs, capital investment and projects in downtown Tulsa and on the Arkansas River.

Special emphasis was placed on marketing downtown and the river to destination retail; creating partnerships among organizations with similar interests in downtown development; and promoting office, residential, entertainment and other amenities to site consultants, developers and investors.

In 2010, Chamber staff completed more than 65 downtown-specific prospect development meetings.



### By the Numbers

	2006	2007	2008	2009	2010	Total
New prospect inquiries fielded	97	102	89	61	58	407
Recruitment trips made	14	14	21	22	27	98
Corporate headquarters visited	4	11	12	6	27	60
Visits to existing businesses to discuss expansion opportunities	239	180	172	189	603	1,383
Prospect visits hosted in the Tulsa region	26	30	22	4	22	104
Existing business expansions announced	19	22	24	29	27	121
New businesses recruited to the Tulsa region	2	8	5	1	3	19

### New jobs created

	2006	2007	2008	2009	2010	Total
Greater than \$45,500	1,592	3,204	1,997	356	520	7,669
Less than \$45,500	2,830	1,718	1,261	1,013	1,357	8,179
<b>TOTAL</b>	<b>4,422</b>	<b>4,922</b>	<b>3,258</b>	<b>1,409</b>	<b>1,877</b>	<b>15,848</b>

### New Jobs Announced Above \$45K Target

		Average Salary	Total Payroll
2006	1,592	\$65,506	\$104,252,500
2007	3,204	\$59,903	\$191,929,474
2008	1,997	\$66,734	\$133,268,146
2009	396	\$49,731	\$19,693,500
2010	420	\$68,861	\$33,471,500
<b>Four Year Summary</b>	<b>7,609</b>	<b>\$62,833</b>	<b>\$482,615,120</b>

### Impact of 2010 Job Announcements

In 2010, the Tulsa Metro Chamber's economic development staff assisted with the establishment of three new businesses and 27 expansions for a combined total of 1,877 announced jobs.

The economic impact is reflective of the time when all the 1,877 jobs announced in 2010 are filled for one year and are compared with the expected impact from 2009 announcements.

### Total Employment Impact 2006-10

Year	Direct	Indirect	Total
<b>2006</b>			
Employment	4,422	4,429	8,851
Income*	\$222,394,361	\$163,125,087	\$385,519,448
Output	\$628,060,512	\$455,803,809	\$1,083,864,321
<b>2007</b>			
Employment	4,922	8,375	13,297
Income*	\$345,160,525	\$325,739,804	\$670,900,329
Output	\$2,073,919,054	\$984,626,268	\$3,058,545,322
<b>2008</b>			
Employment	3,258	2,552	5,810
Income*	226,939,023	114,793,736	341,732,759
Output	894,392,402	385,153,608	1,279,546,010
<b>2009</b>			
Employment	1,409	995	2,404
Income*	\$93,790,022	\$41,176,627	\$134,966,649
Output	\$282,641,646	\$141,760,122	\$424,401,768
<b>2010</b>			
Employment	1,877	3,032	4,909
Income*	\$128,447,694	\$142,314,405	\$270,762,099
Output	\$617,820,337	\$474,434,761	\$1,092,255,098

\*Loaded. Divide by 1.3 to take out estimated benefits.



## Financial Report

### REVENUE

	2010 Actual	2010 Budget
Tulsa's Future	2,698,003	2,538,635
City of Tulsa Contract	200,000	200,000
Partnerships and Other	4,925	14,600
Interest Income	1,714	7,200
Chamber Funding	322,813	242,187
<b>TOTAL REVENUE</b>	<b>3,227,455</b>	<b>3,002,622</b>

### EXPENSES

Economic Development Staff	832,979	812,484
Administration and Overhead Allocation	548,236	378,650
Marketing	440,060	376,342
Professional Fees	413,503	392,608
Travel and Hosting	134,265	110,300
Research	53,490	74,927
Workforce Attraction Program Support	397,292	472,912
Tulsa's Young Professionals Program Support	94,677	71,205
Governmental Affairs		
Program Support	87,557	88,194
Issues Fund	225,000	225,000
Other	396	0
<b>TOTAL EXPENSES</b>	<b>3,227,455</b>	<b>3,002,622</b>
EXCESS (DEF) OF SUPPORT OVER EXPENDITURES	0	0
<b>Revenue Deferred to Subsequent Years: Program Revenue-Balance at 12/31/10</b>		<b>0</b>

### Tulsa's Future Program collections and expenditures since inception, as of 12-31-10

#### Pledges collected

2005	890,000
2006	2,580,000
2007	2,000,000
2008	1,700,000
2009	1,430,000
2010	1,459,000
<b>Total</b>	<b>10,059,000</b>

#### Program expenditures

2004	(101,000)
2005	(401,000)
2006	(1,409,000)
2007	(1,650,000)
2008	(1,880,000)
2009	(1,920,000)
2010	(2,698,000)
<b>Total</b>	<b>(10,059,000)</b>

#### Available for program expenditures

Available for program expenditures	0
<b>Add:</b>	
2010 pledges receivable	0

#### Less: 2011 budget

Less: 2011 budget	0
<b>Program funds remaining</b>	<b>0</b>

## 2010 Oversight Committee



**STEVEN J. MALCOLM**  
2010 Chair, Tulsa's Future



**THE HONORABLE DEWEY BARTLETT**  
Mayor  
City of Tulsa



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**STUART SOLOMON**  
President and COO  
Public Service  
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**DAVID STEWART**  
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Entertainment, LLC



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Dollar Thrifty  
Automotive Group, Inc.



**JOHN-KELLY WARREN**  
Chief Executive Officer  
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Chairman of the Board  
T. D. Williamson, Inc.



**DON WALKER**  
Chair  
Tulsa Metro Chamber  
President and CEO  
ARVEST

## Investors

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American Residential Group  
Anchor Stone Company  
Arthur J. Gallagher Risk  
Management Services, Inc.  
ARVEST  
AT&T  
AVB Bank  
Bama Companies, Inc.  
BancFirst-Tulsa  
Bank of Oklahoma  
Benham  
Blue Cross Blue Shield of Oklahoma  
Borg Compressed Steel Corp.  
Case & Associates Properties, Inc.  
CB Richard Ellis/Oklahoma  
Charlton Investments, Inc.  
Cherokee Nation Entertainment, LLC  
Citizens Security Bank  
City of Tulsa  
Commerce Bank  
Dollar Thrifty Automotive Group, Inc.  
Eller and Detrich, P.C.  
Fabricut, Inc.  
Flintco, LLC  
GableGotwals  
George Kaiser Family Foundation  
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REALTORS®  
Helmerich & Payne, Inc.  
Hillcrest HealthCare System  
Hilti, Inc.  
Howard G. Barnett, Jr.  
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IBC Bank  
Integrated Service Co., LLC  
Jim Norton Toyota  
John Zink Company, LLC  
JPMorgan Chase & Co.

King Investments  
KMO Development Group, Inc.  
KOTV / Griffin Communications, LLC  
Littlefield Brand Development  
Magellan Midstream Partners, L. P.  
MATRIX Architects Engineers Planners, Inc.  
Mazzio's Corp.  
MidFirst Bank  
Mill Creek Lumber & Supply Company  
Nadel and Gussman  
Oklahoma State University-Tulsa  
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The Robson Companies, Inc.  
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Summit Bank  
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