

# Vision 2025

## From the Board of County Commissioners REPORT Tulsa County

### American Airlines & Tulsa: Working Together

The American Maintenance and Engineering Center, which has been located in Tulsa for 60 years, employs 6,945 people and impacts an additional 12,084 jobs in the surrounding communities. American purchases \$72 million annually from local vendors and suppliers, and has a total economic impact of about \$2 billion.

The Tulsa base is the largest private aircraft maintenance facility in the world. It's a full-service aircraft repair and overhaul facility that hosts tremendous capabilities and can manufacture, repair and overhaul many of its own landing gears, engines, components and airframes.

#### What if it disappeared?

As all airlines struggled following 9/11, American Airlines, the world's largest airline and the largest private employer in Oklahoma, was not immune. In early 2003 American officials and the general public knew the company was on the verge of bankruptcy. City, county and state officials approached American to see what they could do to help.

Internally, American was working to significantly cut operating costs and four aircraft fleets (types of airplanes) were retired. Without this work, more than 2,200 jobs at the Tulsa Maintenance and Engineering Center were in jeopardy as was Tulsa's most significant private employer. American executives, the Transport Workers Union, and frontline employees shared with elected officials a number of things that could be done to bring additional work to Tulsa to preserve these jobs, but retooling was costly and American had no available capital.

City, county and state officials recognized the positive impact American had on the local economy and realized what would happen if the airline minimized or ceased operations here. Several other legacy carriers had already filed

for bankruptcy and were selling off their maintenance facilities. It was clear the same thing could happen in Tulsa.



**Vision 2025 Sales Tax Overview Committee visit projects at American Airlines.**

County officials were already working on a program, yet to be named, that would provide tax dollars to fund Tulsa County economic development initiatives which, as a public program, became Vision 2025. When offered to voters as a "stand alone" choice, Proposition 2 for Capital Improvements/American Airlines provided \$22.3 million (2.5% of a penny) to retain existing jobs and attract new ones at the Tulsa Base by providing funds for capital improvements, equipment and tooling.

As a result of voter approval authorizing Vision 2025 funding, a number of products have been brought to the Tulsa Base or transferred here from other American Maintenance Centers to aid with employee retention. These products range from engines, landing gears and components to entire fleets of aircraft.

In early 2004, Tulsa executives and union officials launched the "Working Together" process. The strategy is to use a permanent collaborative structure to allow the company, unions, and frontline employees to function as true business partners. This process provides the means for cooperative teaming on business objectives from daily decisions to annual budgets. The goal they've set is to lead the Tulsa Base to become a profit center and achieve \$500 million in cost savings and revenue by the end of 2006. At this writing, it appears they will make that goal.

*Continued on page 2*



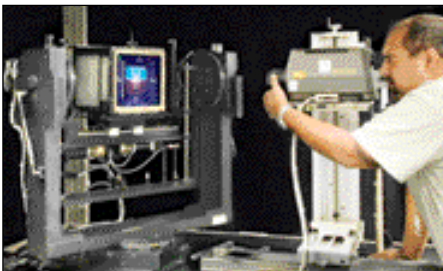
*American Airlines continued*

Currently, all funds from Vision 2025 issued to American have been assigned to specific projects. Incredibly, most of these have been completed under budget. As a result, additional items are now being reviewed to utilize these funds made available through under-spending. American takes this program very seriously and scrutinizes every project carefully. Each project must meet stringent criteria for return on investment or operational need. If a project doesn't make the cut, it is not included. In short, the objective is spending each penny wisely.

### **A Sampling of American's Projects Funded by Vision 2025**

*CFM56 Gantry: \$2,809,722*

This unique locally engineered system for disassembly, repair and assembly of engines was designed by Tulsa employees. It provides American the ability to bring those engines in-house. The engine overhaul business is very competitive, and changes are required as fleets mature through their life cycle. Within the industry, this is a young engine program in common use worldwide, powering many fleets which provides for much opportunity. To capitalize on this, a team of mechanics in Tulsa designed a system capable of producing 500 engines annually, at competitive cost targets and world-class turn times. Vision 2025 funds made this team's creative ideas a reality.



**Gilbert Sanchez at the ATEC 6 Avionics test stand.**

*ATEC 6: \$1,983,278*

The ATEC 6 is an Avionics test stand for American's 737 and 777 Digital Flight Data displays. This equipment has provided American with the technology they needed to in-source these and other cockpit instrument repairs. As a result, American is saving approximately \$40,000 on every unit overhauled.

*IRIS 2000 RF ATE and IRIS 2000 TCAS: \$1,976,000 and \$1,039,099, respectively.*

The IRIS 2000s are test stands for 737, 757, 767, 777, MD80, and A300 Avionics

units, which include Flight Management Computers, Auto Throttle Computers, Traffic Alert and Collision Avoidance Systems, ATC Air Traffic Control Transponders, and various Navigation/Communication transceivers. With acquisition of the two IRIS 2000 Automated Test stands, American has been successful at in-sourcing several avionics units that were previously serviced elsewhere. American is now realizing significant savings and aggressively pursuing new customers for this additional capability.



**Gene Beaver operating the 5-axis Router.**

*5-axis Router – Plastic Shop: \$287,938*

With this unit, American now produces many of its own cabin and interior parts in a fraction of the time. As a result, they expect to save over \$1 million annually on parts.

*Paint Booth Expansion and Ventilation: \$674,025*

With 737 out-of-warranty work and thrust reversers from the 757 fleet, shop volumes have nearly doubled this year and additional capacity meeting EPA regulations was needed.

### **Future Growth**

According to Steve Glime, American Airlines Manager of Product Support and the on-site Vision 2025 Project Manager,

**“American now has new technologies and capabilities that allow us to in-source many of our own components and attract outside customer work as well.”**

Steve Glime, American Airlines Manager of Product Support and the on-site Vision 2025 Project Manager

“American now has new technologies and capabilities that allow us to in-source many of our own components and attract outside customer work as well. The equipment purchased through Vision 2025 has provided a significant boost for our Tulsa employees and we are all extremely grateful for what the company and community have done together.”

The transformation of the Tulsa Base from cost center to profit center appears to be working with the help of Tulsa County Voters who approved Vision 2025. While most airlines have off-loaded their heavy maintenance work, American, by truly choosing a different path, has kept this work in Tulsa and stabilized Oklahoma's largest employer while positioning the company, work force and the community for future growth.



**Jim Jespersen runs tests on the IRIS 2000 RF ATE.**

# Oklahoma Aquarium: A Vision 2025 Project?

Fresh water that gently meanders down the Arkansas River through Tulsa County wasn't always so unhurried. It once splashed down mountainsides, raced along Colorado trout streams, and carved its way through deep valleys. From its icy beginnings, the journey is far from over in Tulsa as it will continue to weave its way to the Mississippi River, spilling into the Gulf of Mexico and out into the open sea. The Oklahoma Aquarium is the story of this water told through the beautiful and diverse life forms it sustains.

Did you know the Oklahoma Aquarium in Jenks is a Vision 2025 project? Proposition 4 included \$12 million to support the facility. Susan Bramsch, Chief Operating Officer/Director, said, "Vision 2025 has been instrumental in helping to secure our future. While the Aquarium was already built, it is partially but importantly capitalized with Vision 2025 funds."

"The Aquarium has a staff of 60 full- and part-time employees and 200 volunteers instrumental in our day-to-day operations," said Bramsch. "In addition to serving as guides, our volunteers act as ambassadors and are trained to know the area —

every day they give directions to restaurants, shopping centers, and the airport. They really serve as a catalyst to send visitors out into Tulsa County."

"I don't think people realize that this isn't just a Tulsa County attraction," Bramsch said. "We receive visitors from all 50 states. In the month of June alone, we had visitors from 38 countries — and that's just one month. So the Aquarium truly is a tourism destination and good for economic development."

The Oklahoma Aquarium is credited with significant and numerous unique contributions to science. From display concept and design to animal husbandry, the Aquarium staff has established a reputation for innovation. The Discovery Channel, Dateline NBC, and the British Broadcasting Company have all filmed inside the Oklahoma Aquarium. Scientific innovations include design of unique filtration components to reduce costs and increase effectiveness of the display systems, the first breeding and fertilization of a captive bull shark, the first successful molting of an Alaskan red king crab in captivity, and the first successful long-distance transport of adult bull sharks weighing over 250 lbs.

"The aquarium is truly an authentic scientific accomplishment," Bramsch said. "We have the largest bull sharks in captivity — anywhere in the world — and we're working with the National Oceanic and Atmospheric Administration on research projects." NOAA research provides early warning of dangerous weather conditions developing over the oceans. The NOAA's National Data Buoy Center utilizes the Oklahoma Aquarium sharks to test "bite proof" cables used for weather buoys vital to the study of weather patterns. If not stronger than a shark bite, expensive buoys and

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detailed data are lost.

Bramsch says the future of the aquarium includes exciting plans, pairing with other Tulsa-area attractions to draw visitors. "She added, "There is a synergy between the different attractions and a growing economic development impact."





# TASM Lands New Director

The opening of the new Sky Theater brings the Tulsa Air and Space Museum (TASM) its first Planetarium Director, Christopher Pagan. With a degree in Physics from Valparaiso University and previous experience as Planetarium Director of the South Florida Science Museum, Pagan leads the educational mission of Tulsa's newest science attraction.

"My wife and I joke that after three hurricanes in three years, we are delighted to be in Tulsa," Pagan said, "but it is really the higher level of friendly cooperation in Tulsa that is so wonderfully remarkable. People will go out of their way to help you here and that makes Tulsa County a marvelous place to live."

"Professionally, this is a state-of-the-art facility. There is none better in the world and there are only two others presently like it anywhere else. Here I can use cutting edge technology and that was a huge draw."

TASM is dedicated to preserving not just general aviation history, but Tulsa's aviation history – most people don't realize how rich, diverse and important a role the city has held in the field since 1928.

Tulsa's collective aviation enterprises are a \$3 billion per year industry and, as a result, corporate and community support for TASM is strong. Completed just prior to the completion of the Planetarium, Hangar One – a 43,000-sq.-ft. main museum – features interactive, museum and aircraft exhibits.

Pagan said many opportunities for the community are available with the new Planetarium. "We can do live shows and shows about the planets and the universe with digital video that brings the science in a most personal way to the audience."

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Christopher Pagan,  
Planetarium Director

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"In the older systems," Pagan continued, "you might see a little planet in the sky sitting up on the dome. With this Electric Sky Theater system, we can bring that planet all the way up to where it fills the whole dome, so the audience can see the details of the different features of the planet as we talk about them. It's so much better than just looking at a point of light in a dark sky."

"When people go to a movie they expect more and more special effects so Planetariums had to change the same way. We couldn't keep showing people little points of light. With a facility like this, the science comes alive at its most entertaining," Pagan said.

The unique theatre is designed to display images on a 360-degree dome screen.

Projections can be made of tonight's stars from any vantage point on this planet or from any year in history, or even what the night sky will look like over Tulsa in September of 5006. "You can even go to the vantage point of another planet and see what their star pattern is like," Pagan said.

"We have one show now from the perspective of fish living in the ocean and it explores how the moon affects tides here on earth. You can have what almost seems like unrelated topics and still draw the audience interest to an astronomy-based idea."

Currently TASM is enjoying strong attendance and much of that from school tour groups. The majority of those groups are from Oklahoma, but students from southwestern Missouri, southern Kansas, western Arkansas, and beyond have traveled here to learn. Approximately 15 percent of attendance is from outside Oklahoma. In the first two months of operation the Planetarium has hosted over 12,000 people.



**Vision 2025 Sky Theater.**

TASM will be adding new full dome shows continually. The most recent, titled "Big," premiered in September and explores the size of the universe from very small things to very big things.

"When you can show students science rather than just presenting abstract ideas, they retain the information better – it becomes real to them," Pagan said. "Full dome video shows run just like a movie. With our live shows we can have pre-planned features, but still interrupt at any point to draw up a universe or planet for full view to answer an audience question or better illustrate a concept."

For more on TASM visit their Web site at [www.tulsaairandspacemuseum.com](http://www.tulsaairandspacemuseum.com).



**Tulsa Air and Space  
Museum Campus.**

[www.Vision2025.info](http://www.Vision2025.info)

# Vision 2025 Projects: Progress at a Glance

*Estimated % Complete at September 1, 2006 by funds expended*

## Proposition I: Boeing

As a result of Boeing not choosing Tulsa for the 7E7 assembly plant, the incentives which were approved by voters were not utilized and this portion of the Vision 2025 sales tax did not go into effect.

## Proposition II: American Airlines

1. American Airlines is continuing to progress on projects. Intended to stabilize and enhance jobs at the Tulsa base.

Allocation: \$22.3 million; 70% complete

## Proposition III: Economic Development / Educational / Health Care and Events Facilities

2. **OU-Tulsa:** Vision 2025 funds, paired with University funds, are constructing a 98,000-sq.-ft. Research and Medical Clinic which integrates teaching, research, and community service.  
Allocation: \$30 million; 80% complete

## 3. OSU-Tulsa:

Vision 2025 funds, along with University funds and significant private contributions, are constructing and equipping The Advanced Technology Research Center. This unique, 110,000-sq.-ft. facility will house laboratories and educational programs for the development of future composite materials and technology that will continue to be in demand for applications in the aerospace, biotechnology, telecommunications, and manufacturing industries.

Allocation: \$30 million; 37% complete

4. **NSU-Broken Arrow:** Phase II of the NSU-Broken Arrow Campus expansion project, primarily funded by Vision 2025, includes the construction of separate classroom, science and library buildings, the first of which is complete and being utilized. When fully complete, the Vision 2025 campus expansion will accommodate an anticipated 4,000-student increase in the next few years.  
Allocation: \$26 million; 83% complete

5. **Langston-Tulsa:** Presently the architects are proceeding with the preparation of construction bid documents. The University has scheduled construction to begin in February 2007.  
Allocation: \$8 million; 3% complete

6. **Tulsa Community College:** Southeast Campus: Construction is largely complete. The new 39,500-sq.-ft. Medical and Biotechnology Learning Center will begin training students for employment within these growing fields in the spring. TCC announced having rapidly reached the mid-point of its private fundraising goal for

enhancements to the project, which demonstrates the need for these facilities.

Allocation: \$8 million; 95% complete

## 7. Common ED Funding for Instructional Material:

Funds have been allocated proportionately to all of Tulsa County's public school districts based on the student populations within each district at the time the initiative was approved. Each district receives funding for needed instructional materials and equipment, such as computers, books, science kits and student furniture, as the individual districts assess their individual needs. Approximately \$8 million has been dispersed to the school districts to date.

Allocation: \$11.3 million; 71% complete

8. **Morton Health Care:** The clinic is complete. The Morton staff is presently moving in and preparing to serve patients in a 60,000-sq.-ft. primary care medical clinic. Meanwhile, work is beginning on an ancillary building to support the clinic's patient transport fleet. These new facilities will offer additional services, including medical, dental, behavioral health, pharmacy,

x-ray, optometry and podiatry. Patient education, WIC services, patient transportation, and after-hours care are available. Providing opportunity for low-income Tulsans to reach both preventative and full-service health care reduces the burden on area emergency rooms and the general cost of health care in Tulsa.

Allocation: \$14 million; 92% complete



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**9. Arena / Convention Center:** BOK Center: Construction on the BOK Center continues with structural concrete work on the inner portions of the structure. The City has awarded additional construction packages. Convention Center: The Design Development phase of architectural work is complete and has been presented to the Convention Center staff for review. Allocation: \$228.5 million; 19% complete

**10. Expo Square:** The first series of projects which feature the livestock complex is complete. The Central Park Hall, a new upscale, multi-use facility proposed to front the racing grand stand, is being readied for construction bids. Allocation: \$40 million; 78% complete

**11. Tulsa County Parks:** Allocation: \$12.7 million; 52% complete

**Jenks/Glenpool Community Center:** The project which includes a multi-function community center and outdoor pool is complete and in use.

**Haikey Creek Park Improvements:** The Parks Department is presently evaluating improvement options for this area.

**LaFortune Park Recreation Center:** Landscaping and site development is underway. The building package bid was accepted and construction will begin this fall on an exciting project combining the center with the new Herman and Kate Kaiser Library which is separately funded.

**LaFortune Park Par 3 Golf:** The project schedule prioritizes this with other park improvements to avoid adverse impact during golf season surrounding the upcoming 2007 PGA Championship being hosted in Tulsa.



**O'Brien Park:** Construction of the Baseball Area Restroom and Concession Building is complete. Construction on the Practice Golf Course and Golf Operations Building continues. The training Golf Course is in the grow-in period and the new main park roadway is complete.

**12. Broken Arrow Community Center and Swimming Pool:** Masonry work continues on the Community Center and roof decking is complete. Construction on the Swimming Pool is scheduled to be complete in 2007. Allocation: \$6 million; 33% complete

**13. Collinsville City Hall & Fire Station / EMS Station:** Projects complete. Allocation: \$2.3 million; 100% complete

**14. Owasso Community Center Projects:** The Community Build Park and significant HVAC improvements to the Community Center are complete. The Veterans Memorial is complete. The new multi-source funded YMCA is complete. Allocation: \$1 million; 92% complete

**15. Skiatook Community Center and Swimming Pool:** Construction of the Swimming Pool project, which is jointly funded by the Town of Skiatook and Vision 2025, is underway and construction of the Bathhouse is complete. Allocation: \$600,000; 65% complete

# Program Timeline

## Major Project Highlights

July	September	January	February	March	April	May	June	July
Commissioners authorize and direct the calling and holding of a special election in Tulsa County for Vision 2025 and the establishment of a sales tax overview committee.	On September 8, 2003 Tulsa County approved a one penny 13-year increase in the Tulsa County Sales Tax. Vision 2025 Approval Proposition 1: 60% Proposition 2: 62% Proposition 3: 62% Proposition 4: 60%	6/10 penny in sales tax collections begin in Tulsa County. First Sales Tax Overview Committee Meeting is held.	Preliminary design: OU-Tulsa, OSU-Tulsa, NSU-Broken Arrow, TCC Southeast Campus, Expo Square and TASM. Morton Health Care building program and budget approved. Jenks/Glenpool site selected and approved. Project design for Owasso Medical Complex is complete.	Site selection confirmed for OSU-Tulsa and Langston-Tulsa. Morton Health Care site selected and design work begins. Collinsville City Hall structural evaluation complete. Owasso Community Center and Route 66 in preliminary design. Design is complete and land acquisition begins for Osage Trail.	Schematic design approved for Morton Health Care. Preliminary programming study for the Arena is complete and property acquisition is underway. Phase I of Jenks downtown project is under construction.	Preliminary design is underway for Osage Trail. Tulsa's Union Depot property acquisition is completed for the Oklahoma Jazz Hall of Fame.	Liberty Public Schools utilizes Common Education Funding for Instructional Materials. Route 66 signs are installed along the route through Tulsa County. Design work is underway for 61st Street (West portion) and 36th Street North.	
Foundation construction for Morton Health Care is underway. Construction of Expo Building Concessions, Restrooms and HVAC system improvements are beginning. Construction for O'Brien Park's Baseball Area Restroom and Concession is underway. Conceptual plan is complete for Sand Springs Triangle Park.	Playground at Owasso's Fantastic Park is complete. Sperry Community Center roof replacement is complete. Owasso's 2-million-gallon water tank has been raised to the pedestal. Design for 36th Street North is complete and right-of-way acquisition is underway.	Construction begins at NSU-Broken Arrow. Expo's Barn E steel erection is complete and the construction of the VIP Booths in the Pavilion begins. Broken Arrow Swimming Pool design is underway. Restoration of the Route 66 Meadow Gold sign is underway.	Construction begins at TCC-Southeast Campus, TASM's Sky Theater, and OU-Tulsa. Sand Springs Keystone Corridor Redevelopment Phase II environmental study is complete.	Collinsville Fire Station/EMS is the first new Vision 2025 building to be completed. The site acquisition for the Arena is complete and the ceremonial groundbreaking is held.	Morton Health Care structural steel construction is complete. The design development phase on the Arena is complete. Expo's North Arena, Barn E, VIP seating in the Pavilion, Expo's roof replacement, two new restrooms and two new concession areas are complete. Construction begins on the East portion of 61st Street project.	The Bank of Oklahoma is awarded naming rights for the Arena; the Arena is now the BOK Center. Demolition has begun at Expo Square to make room for the new Super Barn D. Design for 36th Street North is complete.	Site work is underway at OSU-Tulsa and Expo's Super Barn D. American Airlines continues on schedule to complete Vision 2025 related improvements by mid-2006. The Centennial Walk Concept Design Plan has been approved. Design and right-of-way acquisition are complete for 36th Street North.	
April	May	June	July	August	September	October	November	December



**16. Sperry Community Center:** This project is complete. The community will be able to enjoy this enhanced former WPA constructed armory building for many years.  
Allocation: \$500,000; 100% complete

**17a. Tulsa Air and Space Museum's Sky Theater:** The project is complete and in operation with TASM providing all operating funds.  
Allocation: \$2 million; 100% complete

**17b. Mohawk Park:** Construction on the Oxley Nature Center continues with remedial work to correct deterioration of the structure discovered during the roof replacement. The majority of work to date has been funded by the City of Tulsa.  
Allocation: \$6.4 million; 1% complete

**18. Osage Trail:** The project is under budget and 100% complete. Remaining funds in this project account are being reserved for future improvements to the Trail as Tulsans utilize it and necessary enhancements are identified.  
Allocation: \$3.7 million; 99% complete

**19. Midland Valley Downtown Trail Extension:** Advertisement for construction bids is scheduled to occur in late 2006.  
Allocation: \$1 million; 10% complete

**20. Arkansas River Low-Water Dams:** The U.S. Army Corps of Engineers is presently in the selection process for consultants to assist with the Planning Assistance to States (PAS) study that will develop the baseline data necessary to obtain the permit for the proposed facilities.  
Allocation: \$5.6 million; 3% complete

**21a. Zink Lake Shoreline Beautification:** Identification of the specific project to benefit from these funds is pending. It is possible that this project could proceed in conjunction with proposed private funding pledges to the community.  
Allocation: \$1.8 million; 0% complete

**21b. Zink Lake Upstream Catch Basin and Silt Removal:** Development of the project scope and implementation schedule is underway and will be coordinated with potential downstream improvements, which are presently being studied by INCOG.  
Allocation: \$2.1 million; 0% complete

**22. Route 66:** Historic route markings are in place. The Avery Plaza design is approximately 75% complete and is scheduled for construction in 2007. In addition, the City of Tulsa released consultants to proceed with the design of several

elements identified in the Route 66 Master Plan.  
Allocation: \$15 million; 13% complete

**23. Oklahoma Aquarium:** Three annual payments have been made for a total of \$2,769,230.  
Allocation: \$12 million; 23% complete

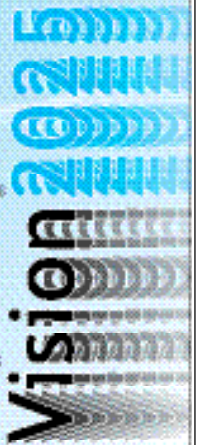
**24. Oklahoma Jazz Hall of Fame:** Construction in the Union Depot is scheduled to begin in the fall of 2006.  
Allocation: \$4 million; 60% complete

**25. American Indian Cultural Center:** The Vision 2025 portion (public infrastructure to the site) of this project is on hold awaiting results of private fund raising activities necessary to construct the Center.  
Allocation: \$2 million; 0% complete



[www.Vision2025.info](http://www.Vision2025.info)

August	September	October	November	December	January	February	March
The first work on the Owasso Community Center is complete. Contracts are released for construction at Expo Square. Activity on the Arena project is on schedule with conceptual design, land acquisition and future operational plans being addressed by the project team.	The first funding is processed for American Airlines. Conceptual Design for the Arena is approved. Groundbreakings held for Collinsville City Hall and 61st Street (West portion). Rails to trails right-of-way purchase for Osage Trail completed. Skibby downtown renovation, demonstration project, and Jinks downtown Phase II are completed.	Expo Building roof and ventilation improvements are underway. Collinsville Fire Station/EMS is under construction. 11th Street and Riverside Drive site purchased for Route 66 attraction development. The first annual debt reduction payment is made for the Oklahoma Aquarium. Owasso YMCA design is complete.	Expo Square Central Plant construction and North Arena expansion begin. The design is complete for Barn E and continues on new Barn D and Central Park Pavilion. Collinsville's 5th and Main Street signalization project is complete.	Plans and specifications completed for Morton Health Care. Arena site demolition begins. Site work is underway for Jinks/Glenpool Community Center. Preliminary Design for the Skistook Swimming Pool approved. Tulsa has begun the Neighborhood Project submittal process.	The roof replacement for Skistook Community Center is underway. Schematic Design for the Arena is 75% complete. The first phase of the land acquisition for O'Brien Park is proceeding. TASM building and Sky Theater system are in the design phase.	Architectural program and schematic design approved for OSU-Tulsa. Schematic Design of the Arena is complete. The Master Plan for O'Brien Park is complete. East bound lanes of 61st Street (West portion) are complete.	Jinks/Glenpool Community Center and Owasso YMCA are under construction. Skistook Community Center's roof is complete and Sperry Community Center roof replacement has begun. Glenpool and Jinks downtown projects are complete. Construction of the West portion of 61st Street is complete.
January	February	March	April	May	June	July	August
Construction continues at NSU-Broken Arrow. Design development is complete for the Convention Center. Broken Arrow Community Center construction has begun. Owasso's Veterans Memorial is complete. Sand Springs' Redbud Tree Sidewalk Projects are complete.	Foundation work is underway at BOK Center. Construction begins on O'Brien Park's water features and new roads. Skistook Swimming Pool begins construction. Property acquisition and design have begun for Broken Arrow's Farmer's Market and History Museum. Sand Springs' Redbud Tree Project completed.	Construction of O'Brien Park's Golf Training Facilities begins. Collinsville City Hall construction is complete. Mohawk Park's Oxley Nature Center construction resumes with remedial work to correct extensive termite damage to the structure. Construction begins for Skibby's Downtown Streetscape Project.	Roof replacement work is underway on Expo's National Guard Armory. O'Brien Park's Baseball Area, Restroom and Concession Building is complete. Structural concrete work is ongoing on the BOK Center's lower structure and concourse level. Route 66's Avery Plaza design is 70% complete.	OU-Tulsa's Parking Garage is substantially complete. Langston-Tulsa design is 80% complete. TCC's East addition, Expo's Super Barn D, Osage Trail, Jinks/Glenpool Community Center, and Sand Springs Triangle Park are complete.	OU-Tulsa's Parking Garage is complete. O'Brien's Golf Course water features are full and roadway construction is complete. The Broken Arrow Community Center continues with the completion of the roof structure. Construction on Skistook Swimming Pool's Bathhouse is underway.	NSU-Broken Arrow's Classroom Building is complete. Design development is complete for Langston-Tulsa. Interior work on Morton Health Care completed. Work has begun on Glenpool's Elwood Roadway Improvement Project.	





## **26. Downtowns/Neighborhoods:**

**26a. Bixby:** The Downtown Streetscape Project construction is complete. The construction and installation of security improvements in the public parks are underway. Allocation: \$852,941.40; 98% complete

**26b. Broken Arrow:** Design for the proposed Farmer's Market and Broken Arrow History Museum are complete. Potential projects identified for the Neighborhood funds include new street lighting, neighborhood entrance sign replacements, drainage and street improvements and various park improvements. Allocation: \$3,972,953.93; 8% complete

**26c. Collinsville:** Design for the Main Street Master Plan and Phase I Main Street Enhancement project is underway. Preliminary designs for the Community (Park) Shelter have been approved and construction bid advertisement is scheduled for the fall of 2006. Allocation: \$239,286.73; 41% complete



**26d. Glenpool:** The first downtown/neighborhood project, paving and sidewalk improvements, is complete. Work has begun on the Elwood Roadway Improvement Project. Allocation: \$459,388.00; 43% complete

**26e. Jenks:** Construction is beginning on the Veterans Park Playground and Restroom Pavilion Projects. Allocation: \$612,759.72; 65% complete



**26f. Owasso:** Design and coordination of the underground utility relocation is underway with overall project completion scheduled for early 2007.

Allocation: \$1,143,463.90; 93% complete

## **26g. Sand Springs:**

Applications for a downtown Façade Improvement Grant program have been received and reviews are underway. The bids for the Internally Lighted Street Identification Signs (Streetscape Enhancements) have been accepted. The City Council authorized PSO to construct the Downtown Street Lighting project and construction is underway. The Triangle Park project bids have been received and are under consideration. The Design for Spring Park Phase I is underway. New entrance marker signage has been installed at River City Park and landscape improvements are underway. Allocation: \$969,396.51; 21% complete

**26h. Skiatook:** A local Boy Scout has volunteered to make park improvements in cooperation with the Town's project. The Town is soliciting proposals from landscape architects for improvements along Main Street. Allocation: \$99,507.03; 1% complete

**26i. Sperry:** Construction of the Main Street and the 2nd Street Sidewalk Projects are complete. Allocation: \$58,954.70; 83% complete

**26j. Tulsa:** The Centennial Walk Conceptual Design is complete and includes the streetscaping of more than 20 blocks as well as the construction of "Centennial Green," a half-city block park on 6th Street from Main Street to Boston Avenue. Fifty-four applications for the neighborhood enhancement programs have been awarded and nine are presently being implemented. The Downtown Housing Developer Assistance project is in contract negotiations between the Developers and the City of Tulsa.

Allocation: \$21,591,348.09; 6% complete

## **27. Haikey Creek Flood Prevention:**

Development of the U.S. Army Corps of Engineers' Feasibility Study continues. Allocation: \$12.2 million; 1% complete

**28. Owasso Medical Complex:** The new two-million-gallon elevated water tank and the Phase I water transmission line are in use. Construction of the Phase II water transmission line is presently underway. Allocation: \$4.5 million; 93% complete

**29. Sand Springs Keystone Corridor Redevelopment:** Property acquisition is 89% complete. Relocations and demolition activities are already underway. Allocation: \$14.5 million; 69% complete

**30. 61st Street (US 169 to 145th E. Ave.):** The City of Tulsa Portion has been complete for some time, and the Tulsa County Portion is nearly complete with both coming in under budget. Allocation: \$13.5 million; 98% complete



**31. 36th Street North (Cincinnati Avenue to the Osage County Line):** This project has been bid and awarded. Pre-construction utility relocations are underway with roadway construction beginning this fall. Allocation: \$4 million; 1% complete

## **Questions or Comments? Call Your Commissioner.**

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# Take me to the River

Tulsa County is embracing our 42 miles of the Arkansas River, and river development has become the prime priority with planning by several groups rapidly moving forward. At press time, here is the latest.

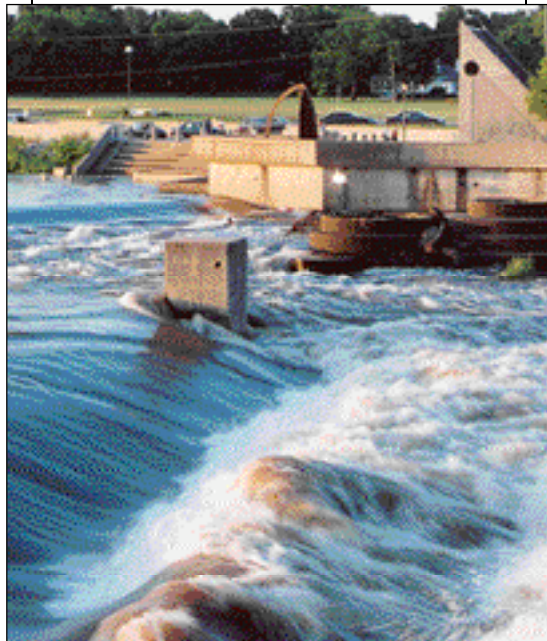
Planning Phases 1 and 2 are complete with the finalization of the Arkansas River Corridor Master Plan, which has been approved and adopted by the Planning Commission, Tulsa City Council, Indian Nations Council of Governments (INCOG), Tulsa County Commission, and the City of Jenks. The City of Sand Springs and other municipalities are expected soon to adopt the plan for their areas.

Presently, with the exception of Jenks, most of the comprehensive plans in the communities along the river do not have a river corridor component to them, with most treating river land as flood plain. The river corridor needs special guidelines, along with comprehensive plans, to guide the quality of development along the river, but development is both proposed and beginning.

Unfortunately, many do not really understand how long it takes to develop something on an environmentally protected river like ours. Both public and private officials are working quickly with diligence and ask for the community's patience.

INCOG sponsored Phases 1 and 2 on behalf of the area communities to develop the plan with the Army Corps of Engineers. Now Tulsa County, through Vision 2025, has stepped up to be the overall sponsor of the corridor plan and has provided the 50 percent funding to the Corps to undertake Phase 3 with Vision 2025 funds. This phase is primarily focused on collecting field data for environmental clearance of the major public venues along the corridor, such as the low-water dams and walking trails and so forth. Obtaining the federally required permits involves the collection of vast quantities of specific environmental data, a process which will take a little over a year.

The Arkansas River is home to three endangered species and one threatened species. The Interior Least Tern requires the most diligent protection, because they nest and raise their young here. The American Bald Eagle nests and winters here. The Piping Plover and the American Burrowing Beetle are the other two species in the area that must be considered when developing river projects.



The level of water in the river is one of the prime factors needing improvement. While the Arkansas is a great river, it naturally doesn't have much water. Plans focus on building a consistency of water in the river by adding low-water dams and pools at selected locations. Overall, the 42 miles of Arkansas River in Tulsa County will be a healthy mix of natural habitats, recreation, and development opportunity.

The first two areas to be studied are the sediment accumulations behind the dam in Zink Lake and shoreline beautification. The third is the building of the low-water dams. All three of those efforts were included within Vision 2025 with at

least partial funding.

In addition to the Arkansas River Master Plan, funds from the Oxley Foundation have been used to start a whitewater study proposed by a group of avid local kayakers. They urged the construction of a whitewater park below Zink Dam in the area called the Tulsa Wave. The Tulsa Wave is not well-known – to most Tulsans – as an area for recreation on the water. But to kayakers in the know throughout the U.S., it is one of the best summertime areas for whitewater competition in the region and with help could be significantly improved.

For this evaluation, INCOG contracted with Denver-based McLaughlin Whitewater Engineers, a consulting firm that has designed a number of major whitewater attractions. During their visits to Tulsa, they discovered that the area below Zink Dam has tremendous potential for a major world-class facility.

Public Service Company recently improved the river bank and access to the Tulsa Wave – and they've also put up "Tulsa Wave" signs near the power plant. The next idea that goes along with that – and PSO is very interested in the possibility – is to convert the Tulsa power station to a community facility, a gathering place, and an observation point focused on kayakers.

Another component is development of an extended waterfront in Sand Springs that would create a lake for additional park facilities, educational facilities, natural habitats, etc. The South Tulsa/Jenks low-water dam will provide water for an already-vibrant commercial area. Water taxis are expected to run between attractions along the river.

There were reasons why Tulsa turned its back on the river in the past. It's been a dangerous river for flooding. It's been a river dominated by industrial activity, as waste would go in the river without any care. Now the waste has been removed and future pollution forbidden. The fish are safe to eat, but the water will always look a bit brown since it is moving

vast amounts of soil. However, with those concerns now alleviated, both residents and visitors are embracing the Arkansas River as a fun place to be. The momentum from the upcoming public infrastructure projects has sparked the imaginations of private investors who will drive forward their own plans for many new projects – which means the best is yet to come for all of the 42 miles of Arkansas River within Tulsa County.

For more information related to the Arkansas River Corridor visit [www.incog.org](http://www.incog.org).

[www.Vision2025.info](http://www.Vision2025.info)



# NSU & Vision 2025: A Perfect Match

Through the generosity and support of the Broken Arrow community, Northeastern State University-Broken Arrow opened its doors in August 2001 with three buildings and the promise to provide quality educational opportunities to the citizens of the Greater Tulsa Metropolitan Area.

The Vision 2025 package approved by voters in September 2003 provided for a \$26 million package to complete Phase II construction on the campus which includes science, library and classroom buildings. Once completed, the expanded campus will be able to accommodate 8,000 students annually, providing for increased economic growth for the Tulsa metropolitan area through a well-educated workforce. This talented workforce, in turn, will provide incentive for new employers to establish businesses in the region.

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**"The foresight of  
Tulsa County voters is  
helping NSU-BA reach  
its full potential."**

Dr. Larry Williams,  
NSU President

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"We greatly appreciate the faith the people of Broken Arrow and Tulsa County have placed in our university by approving Vision 2025," said NSU President Dr. Larry Williams. "The project is a valuable investment in the future for the Tulsa area."

The new NSU-BA facilities provide residents of the Tulsa area access to many of the 80 highly

respected degree programs that have become synonymous with NSU throughout its nearly 100-year history.

## **INNOVATION FROM THE GROUND UP**

Heating and cooling a facility as large as NSU-BA is an important part of building and operation costs. The architects and engineers explored every option with Northeastern officials, opting for a unique geothermal system which uses approximately half the operating energy required to heat and cool campus buildings when compared with traditional systems.

The system utilizes water source heat pumps either to dissipate heat into the earth for summer cooling or to pull heat from the earth for winter heating. The closed loop system stretches 290,000 feet, or 55 miles, and uses a series of wells 300-ft. deep as a heat transfer medium.

In addition to cost efficiency, the system is exceptionally quiet with no cooling towers, boilers or condensers. Equipment for the system is located within the peaked roof of each building and the well fields are under the parking lots.





# Arena Update

With construction in full drive, the BOK Center is changing daily the skyline of downtown Tulsa. You can watch construction progressing live online from two cameras providing both an east and west view at [www.Vision2025.info](http://www.Vision2025.info) or simply drive by on Denver from 1st to 3rd Street.



This facility has some interesting innovations. Arenas generally have taken the ancillary functions —

the restrooms, the mechanical rooms, show offices — and crammed them into little slots all around the arena bowl. Instead, these activities are pulled away from the center of the arena to the outer area. This will open up wider sections of view to the bowl from anywhere around the concourse.

Another feature is the house-darkening system. For a large concert or convention, there would be no house-darkening necessary. But for smaller events, the entire upper bowl can be blacked out, or the house can be divided in half for a black-box type of performance.

What's already been happening, even as



the construction packages are bid and work is going on, is a flurry of private economic development all around the arena. Several major private contracts are in negotiation. The face of downtown Tulsa is changing in many positive ways.

# Expo Success Draws Growing Interest

With nearly 30 years in public facilities management, Rick Bjorklund, Expo Square's new President and CEO, is excited about the opportunity to lead what he knows is the best facility of its kind in the nation. That's why he moved to Tulsa.



"In public facility management circles, Tulsa is known as 'The One,'" Bjorklund said. "It is unquestionably being developed into one of the best equestrian facilities in the country, but beyond that, it is the model across the country that everyone else wants to subscribe to and wants their governments to subscribe to, as to how to fund a public facility and take it forward.

"When I address civic groups and other organizations, my usual opener is that it's not an anomaly that facilities across the nation like Expo Square or the convention center can fall into

disrepair — they're large, public facilities, and they do depreciate. The anomaly is that our leadership did Vision 2025 right. They were strong, they were right, and they took it forward. They were visionary and statesmanlike. That doesn't happen everywhere — it's the exception that our community leadership 'gets it' and gets it so well."



"I foresee more events coming here, now that the improvements have come out so well," Bjorklund said. "The paying public doesn't want to attend events at old, decrepit facilities and the promoters and the producers certainly don't want to bring their events to old decrepit facilities.

"Growing our event base is an absolute priority. The wonderful thing about Expo is that it's multi-dimensional. We produce horse racing and the state fair, but we don't produce all the events that take place here. We work with promoters and we lease or rent the facilities, depending on what the event needs are. We produce the racing events and the state fair in-house with outstanding staff recognized nationwide as second to none. If somebody doesn't want to produce an event we have the strength, the talent, and the capability to produce it for them.

"It's a wonderful, dynamic, challenging business to work in, and I'm spoiled by a work environment that literally changes by the day and the hour," Bjorklund said. "I'm talking different languages with different people at different times — by that I mean that the language of the horse show industry is different than the language of the boat show industry, or the stage and entertainment industry, or the sporting industry — and I get to touch them all. That's fun and I'm excited about our role and expanding our place in the community."

**"It is unquestionably being developed into one of the best equestrian facilities in the country, but beyond that, it is the model across the country that everyone else wants to subscribe to."**

Rick Bjorklund,  
Expo Square President and CEO

"Tulsans are renowned within the industry for embracing this facility — they love the Golden Driller (known throughout the country as one of the best icons in the business) and the Expo Building which was built during Tulsa's oil boom days," Bjorklund continued. "Building from that base with the new additions and parlaying it all for the best interests of the metropolitan area is going to be great fun and good business."

[www.Vision2025.info](http://www.Vision2025.info)

# Chairman's Report

By Commissioner Wilbert E. Collins, Sr.

When I was first elected to the County Commission in 1998, it soon became clear that public improvement needs were greater than the operating budget. The Commissioners debated and I argued for a citizen's vote on capital improvements. Several packages have since been passed for the betterment of Tulsa County. Thank you.

Our families deserve safe roads and bridges, nice parks and community amenities and local businesses need the infrastructure to be successful— to build prosperity for future generations.

I believe Tulsa County has and should continue to unite cities and towns, and cooperate with the state and the federal government and the Indian Nations to work together. There is no better example of this cooperation than Vision 2025.



**Commissioner Wilbert Collins**

When Vision 2025 was developed, the leadership demanded attention to specifics. Tulsa voters have rallied to support local growth packages, especially when presented in specific detail with results clearly visible to the public. Those results are listed here in every

project. The successful model Tulsa County developed is working. In less than three years, the program at this time is 40% complete and taxpayers are able to follow its progress each step of the way.

While the Sales Tax Overview Committee meets monthly to review each project in open meetings, taxpayers are also welcome to review the program Web site at [www.Vision2025.info](http://www.Vision2025.info), peruse annual newsletters, and visit the Vision 2025 booth at the Tulsa State Fair. While at Expo Square, see for yourself the improvements there, and as you have the opportunity, visit OU-Tulsa, OSU-Tulsa, the new Morton Health Center and other Vision 2025 projects throughout Tulsa County — the projects you approved that are making a difference for a better life countywide.

This public report is a direct effort to keep you current on all the projects and includes program highlights. Tulsa County's forward momentum will continue as more major projects open to the public. I invite you to review these details and if you have any questions, call me.

A handwritten signature in blue ink that reads "Wilbert Collins".

[www.Vision2025.info](http://www.Vision2025.info)



**Tulsa County**

Commissioner Wilbert Collins, Chair  
Board of County Commissioners  
Tulsa County Offices  
500 South Denver  
Tulsa, OK 74103



*Tulsa County Commissioners: Wilbert Collins, Bob Dick and Randi Miller*

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