

Regional Assessment and Funding Feasibility

Prepared for:

**G R E A T E R
O K L A H O M A C I T Y
C H A M B E R**



by:

Resource Development Group, Inc.

www.rdgusa.net

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ASSIGNMENT

Resource Development Group (RDG) was retained by the Oklahoma City Chamber of Commerce for the following:

Conduct a minimum of 40 one-on-one interviews with public and private sector leaders to determine the following:

- Depth of understanding and support for the Chamber's economic development program of work FORWARD OKLAHOMA CITY III (FOKC III)
- Test the FOKC III program initiatives as outlines in the Pre-Case document
- Identify sources of FOKC III funding and test the funding potential for a new five-year cycle commencing in calendar year 2006
- Identify potential leadership for the FOKC III Campaign

Define the key elements of a funding campaign including strategy, timing and approach.

The results of this Assessment are summarized herein.

METHODOLOGY

Resource Development Group experience –

- Participation in formulation and budgetary funding for more than 80 economic and community development organizations throughout the country. Collectively, these total close to \$400 million in operating capital and include both Chambers of Commerce and stand alone economic development corporations.
- Familiarity with numerous economic and community development programs throughout the United States

Background information provided by the Chamber staff

Individual interviews with 66 strategically identified private sector leaders. See Appendix C: - Leadership Interviews

The Assessment focused on:

- Leadership perceptions of the Forward Oklahoma City II program, its successes, shortcomings and future potential.
- Identifying challenges that will need to be overcome for the FOKC III funding campaign to be successful.
- Identification of leadership for a funding effort.
- Testing the viability of a private sector funding campaign to raise sufficient funds for a multi-year budget.

KEY FINDINGS

1. How would you rate the Oklahoma City Chamber of Commerce’s effectiveness in driving economic development strategies, delivering economic development services and achieving results during the Forward Oklahoma City II program?

100% of the assessment participants were very complimentary of the Chamber’s leadership and ability to promote big ideas, implement and drive important projects, develop positive momentum and work effectively with the City of Oklahoma.

Roy’s tenure with the Chamber has provided continuity and momentum, viewed by many as an important ingredient to the Chamber’s success. The Chamber is viewed as more inclusive than in the past and a continuation of that trend would be well received in the general business community. The Chamber staff is viewed as hard working and very professional.

There is a very level of enthusiasm and energy about the progress the Oklahoma City regions has achieved over the past 5 years. Additionally, there is broad consensus that the Chamber’s regional approach is on the right track and the Chamber’s Board leadership has been and continues to be viewed very favorably by business and community leaders throughout the region.

2. In your view, what are the key priority issues/problems, which currently impact the Oklahoma City region’s economic growth potential?

<u>ISSUES</u>	<u>RESPONDENTS</u>
• Worker’s Compensation	75%
• Tort Reform	65%
• Downtown Development	50%
• Retention/Attraction of young workers (19 – 28)	50%
• Image Enhancement	50%
• Tax Reform	40%
• Enhanced Airline service	30%
• Small business support	20%

It is important to view these stated priorities in context. Many of the respondents offered more than the requested list of three. Often priorities were lumped together, for example “worker’s comp, tort reform and tax reform” may have been suggested as one key priority (and frequently were). Thus, the numbers appear to be somewhat skewed and out of balance. It is particularly important to understand that this list in no way reflects a general view that small business support, for example, is not important. It does, however, display a strong sense that key legislative reform at the state level —workers comp, tort reform and tax reform-- will have a far reaching and over-riding impact on many economic development initiatives, including small business support among others, and therefore, are a higher priority than other activities that are also important.

KEY ISSUES

Top 20 Investors/ Assessment Participants

Workers Comp
Tort Reform
Downtown
Image Enhancement
Youth Retention/Attraction
Tax Reform
Air Service
Transportation
Small Business

All Other Assessment Participants

Workers Comp
Downtown
Youth Retention/Attraction
Image Enhancement
Tort Reform
Air Service
Small Business
Tax Reform
Transportation

3. What are the key measurements, benchmarks and return on investment criteria that you would like to see incorporated to grade the FOKC II program?

85% of assessment participants want to see more specific program goals established. A combination of some hard target output goals, such as number of new jobs, new companies, etc. along with attainment/completion of specific projects should be considered. There is universal support for the Chamber's leadership in the area of Special Projects and more outcome specific measurements about current and future projects is desired.

There is support for developing a comparative matrix measuring Oklahoma City against 6- 10 peer cities and 6 – 10 higher tier markets utilizing macro and micro economic indications. For instance:

Macro-Measures

- New earnings and other components of personal income
- Labor market developments/trends
- Unemployment
- Demographic changes, vital statistics and migration
- Revenue and expenditures of governmental units

Micro-Measures

- Company closings and relocations
- Local plant expansion projects
- Public infrastructure developments
- New job creation
- New home sales
- Retail sales
- Capital investment

4. What are the top three (3) objectives which need to be successfully accomplished during the next several years for the FOKC III program to be viewed as very successful?
- Passage of Workers Compensation, Tort and Tax reform
 - Leveraging the success of MAPS, continued support for MAPS for KIDS and passage of MAPS III. It is important to note that this relates to both program initiatives and the ancillary image enhancement that comes as a result of continued emphasis on this priority. It also reflects the importance or continuing to promote and “market” these initiatives, particularly as the community build toward a MAPS III referendum.
 - Foster and facilitate high quality job creation through retention/expansion, new business recruitment and small business support, while continuing to build local capacity and systems to foster economic development.
5. What are your specific reactions to the currently identified key objectives for OKC III as outlined in the Pre-Case document (see appendix A).

OBJECTIVE #1 (POSITION)

Maximize Opportunities for Economic Growth and Job Creation

Business Retention/Expansion/Recruitment

- Expanded Retention & Expansion Calling program
- Bio-Sciences Sector Strategy
- Aerospace Sector Strategy
- Energy Sector Strategy
- Supplier Recruitment

There is broad consensus and support for an expanded corporate calling program for the delivery of R& E services. In expanding the corporate calling program, a number of criteria should be used to strategically deliver services, including:

- Potentially at-risk companies/sectors
- Growth companies/sectors
- Base companies with high job multipliers

Our findings confirm that there are three principal business sectors (Bio-Science, Aerospace and Energy) and more than 80% of respondents agreed that the Chamber should continue and expand its service delivery to these key business sectors.

There is universal support for the Chamber’s active involvement in supporting the growth of the Bio-Sciences sector. However, there do appear to be gaps in the delivery system for this initiative. For example, some suggested the apparent lack of

local Angel Funding for bio-medical and bio-science start-ups. The creation of a local Angel Fund could greatly enhance the location of new start-ups in Oklahoma City. This should be examined in the broader context of the Bio-Science efforts to determine if and how the Chamber can impact this need.

It is anticipated that BRAC 2005 will represent the last round of military base closures. In light of this fact, coupled with the knowledge of the continued importance of Tinker Air Force Base to the regional economy, it was suggested now is the time to examine our Tinker strategy in a broader context. Specifically, how does Tinker fit into the broader strategy of enhancing the Aerospace sector.

“Sustainment” of the Navy and Air Force’s aircraft is very important to the military. Tinker AFB is centrally located in relation to other aerospace communities including Wichita, Tulsa, Fort Worth and Greenville, Texas, and should be continually promoted as the ideal hub for sustainment operations.

The Energy Sector remains very important to the regional economy and it needs to be acknowledged, supported and leveraged.

Reputation Management

- Tier II Visitor Strategy
- Sports Event Recruitment
- Cultural/Arts Marketing
- Public Relations and Image Enhancement

Most assessment participants believe that tourism remains an important component to our overall economic development strategy. Program investors will need more explanation about the Chamber’s role and relationship with other local organizations involved in these areas (Allied Arts, All Sports Group, CVB)

The OKC CVB currently ranks 13th out of 16 peer organizations in peer cities in terms of funding and staff size. An observation was made to hire an outside consultant to conduct a performance audit on our CVB and make program and funding recommendations. Additionally, the CVB might consider moving its office into the Bricktown area.

Ongoing image marketing and public relations will continue to be a key foundation for all activities of FOKC III. So many items fall into the public relations arena but are often not categorized in that manner. Continued promotion of MAPS, aggressive efforts aimed at key legislative reform, continued and enhanced business attraction efforts all rely on strong marketing and public relations, for example. It is critical not to lose sight of this key underpinning of all economic development activities.

One element of image enhancement related to Highway/Beautification/Signage Improvements. According to a number of assessment participants the highways are in tough shape, the signage should be improved and a general beautification effort is needed to enhance the “First Impressions” of visitors and business executives investigating the Greater Oklahoma City area.

OBJECTIVE #2 (PLACE)

Create a Globally Competitive Environment

Government Relations

- Workers Comp Reform
- Tort and Tax Reform
- Pro-Business Public Policy
- Issue Advocacy – Ballot Initiatives/Referendums
- Transportation Infrastructure Funding
- RIED Support/Prosperity Project

These initiatives have been ranked in importance with Worker’s Compensation reform being viewed as the most important legislative reform measure. There are a number of local and statewide organizations involved in these important issues and it would be helpful for many if we could clearly illustrate the Chamber’s role and collaborative relationship with others organizations actively involved in governmental relations. Where does the Chamber lead, support or advocate?

Continued Development of the Central City

- Multiple master plan development implementation
- 10th Street, I-40 realignment, housing & retail
- Support Downtown OKC
- Land use, river area zoning

There is a broad base of support for continued emphasis in projects which will improve Downtown Oklahoma City. To some, how Downtown Oklahoma City is viewed by the outside world determines their impression of the entire region, so continued “product development” is important.

The Chamber needs to remain aware that to some business leaders located outside of Downtown, there is a perception that it’s a Downtown Chamber of Commerce. They would welcome additional outreach into areas of Oklahoma City and other outlying communities.

This general philosophy and approach to implementation of Chamber programming and activities should extend throughout the 10-county region as the Chamber continues to build the regional economic development network through FOKC III.

OBJECTIVE #3 (PEOPLE)

Develop, Retain and Recruit Tomorrow's Talent

- Support K-12 Education
- MAPS for Kids
- Grad Capture/Attract – Attract Back
- Business/Education Partnerships

There is universal support for the current MAPS for Kids program. K-12 education is viewed my most as very critical to our future, but the Chamber's role in dealing in this very large area needs to be clearly defined and understandable for program investors.

The Workforce Investment Board is improving under the leadership of Lee Symcox, but it still needs a champion to boost its credibility and critical mass to achieve its mission of providing a qualified workforce to the local business community.

The Grad Capture/Attract was widely accepted (90%+ of respondents) as an important initiative which the Chamber is indeed well positioned to implement and manage. The key demographic group is young workers ranging from age 19 – 28.

OBJECTIVE #4 (SPECIAL PROJECTS)

- MAPS III
- Develop an Economic Development Strategic Reserve Fund for the City of Oklahoma City

Some assessment participants are anxious to learn of the next big idea to be incorporated in MAPS III. The Chamber should facilitate a planning/visioning group to begin discussions about potential big projects and initiatives in MAPS III.

Most assessment participants agreed that Oklahoma City needs to have all of the available economic development tools in order to compete for new projects, which would include a Reserve Fund. However, it has been recommended that very careful planning be used in developing the scope and protocols for utilizing these public funds. There is some real sensitivity to the use of big incentive packages for new companies looking for the best deal, particularly companies outside of our target sectors of Bio-Science, Aerospace and Energy.

PROGRAM RECOMMENDATIONS

Generally, the Pre-Case outline of key initiatives was broadly accepted and endorsed by the Assessment Participants. The initiatives outlined in the Key Findings section **were broadly supported and strongly endorsed by the interview pool**. Two additional areas that did receive attention and deserve consideration of inclusion in the FOKC III agenda are:

1. Expand local retention/expansion calling program

A Chamber commitment to dedicate additional resources (human and financial) to enhance the scope of support service delivery to existing industry would be very well received and supported by program investors.

2. Lead the effort to create an Angel Fund for Bio-Science start-up

There is substantial interest in the Bio-sciences sector and what role the Greater Oklahoma Chamber of Commerce and FOKC III might play in helping to grow this industry cluster. While acknowledging that FOKC II funding was used to develop a Regional Bio-science Strategy (to be completed Fall 2005), it will be important that the implementation portion of this strategy be utilized to develop the 2006 – 2010 work plan for FOKC III, allowing the Chamber to discuss with it's partners the Chamber's proper role.

Investor Relations

We recommend a thorough review of the current Investor Relations program to examine those elements that have been impactful and utilized by the program investors. The goal will be to refine and streamline current offerings to be as efficient and meaningful as possible to the FOKC III investors. New methods are being advanced and utilized successfully in other markets, many of which may be helpful for FOKC III. Key components will emphasize:

- Regular e-mail bulletins and updates
- Consideration of bi-annual membership meetings
- Leadership executive briefings for investors at certain key levels
- Effective usage of current and future opportunities – Company Announcements, Chamber Meetings, Press Conferences, etc.

FOKC III FUND DEVELOPMENT CAMPAIGN

FUNDING RECOMMENDATIONS

The Regional Assessment process indicated the following:

- Very strong support for the proposed FOKC III program or work as outlined in the Pre-Case document;
- Confidence in the Chamber's Board leadership and staff;
- 90%+ of assessment participants were willing to renew their level of support and 65% are willing to consider an increase of their current annual investment level, some significantly.

RDG recommends a five-year funding cycle, commencing January 1, 2006, that totals \$14 million in revenue to be secured from a representative base of program investors from throughout the 10 county region. Our analysis indicates that \$14 million is an aggressive, yet attainable funding target.

RDG also recommends that a minimum annual investment for FOKC III be established at \$2,000. While this will result in the loss of some FOKC II investors, RDG believes the aggregate dollar impact from investors at (\$2,000 annually and below for FOKC II) will increase. Please see our specific Funding Analysis that begins on page 16.

We also recommend a working task force of the current FOKC Steering Committee be convened to review and consider various governance issues, including:

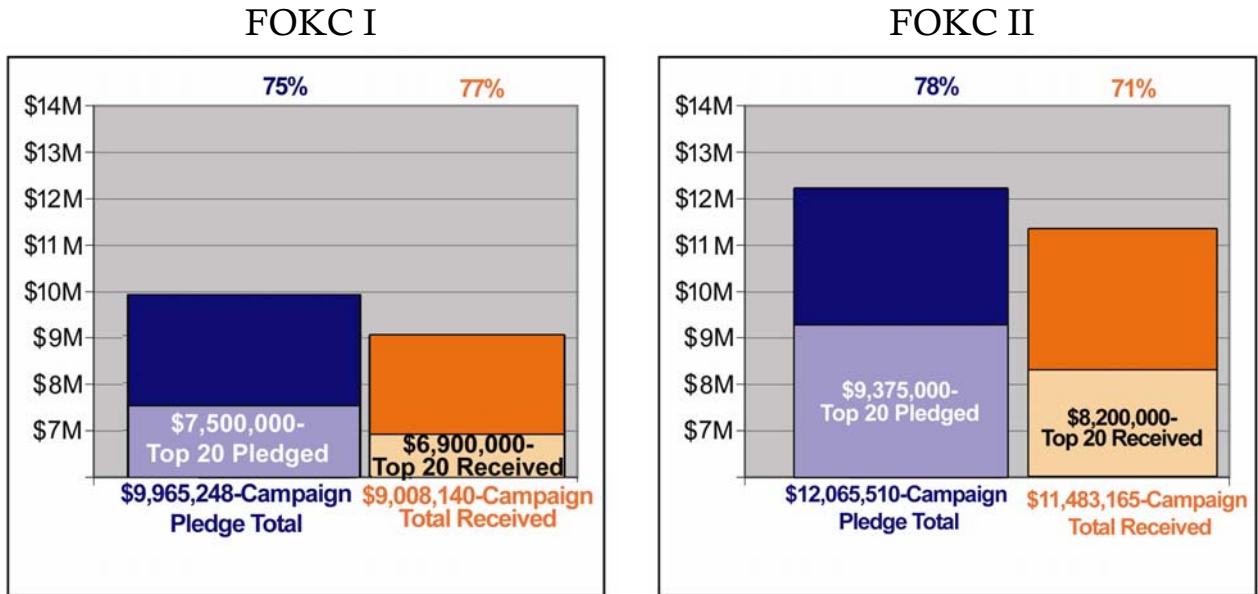
- The desired and proper role of the FOKC Steering Committee
- Meeting frequency
- Composition
- Relationship to Oklahoma City Chamber of Commerce Executive Committee and Board of Directors

FOKC II REPORTING

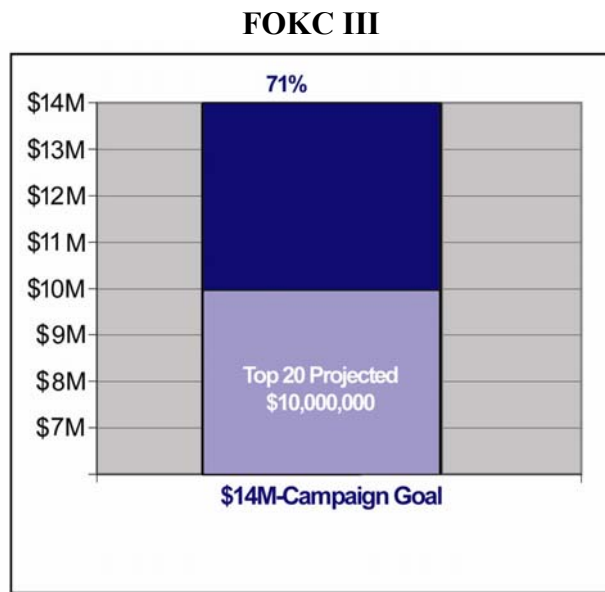
We recommend that as an important element of the FOKC III campaign preparation, the Chamber develop a FOKC II summary reconciling activities, achievements and how the funding resources were spent. More than 25% of Assessment Participants, representing nearly 50% of the total dollars raised would like to see FOKC II program results and how resources were allocated.

It will also prove helpful if we can illustrate which program initiatives will be funded by the various sources of financial support (FOKC III funds, Chamber Funds and City funds)

The following graphs display the 20 largest investors to FOKC I and FOKC II and the aggregate amount of their total investment versus the total amount received in those funding cycles. As displayed, there is a consistent trend from the first campaign to the second relative to this group's impact on the overall campaign. In FOKC I, the Top 20 investors comprised **75%** of the total pledged, while in FOKC II this group represented **78%** of the total pledged.



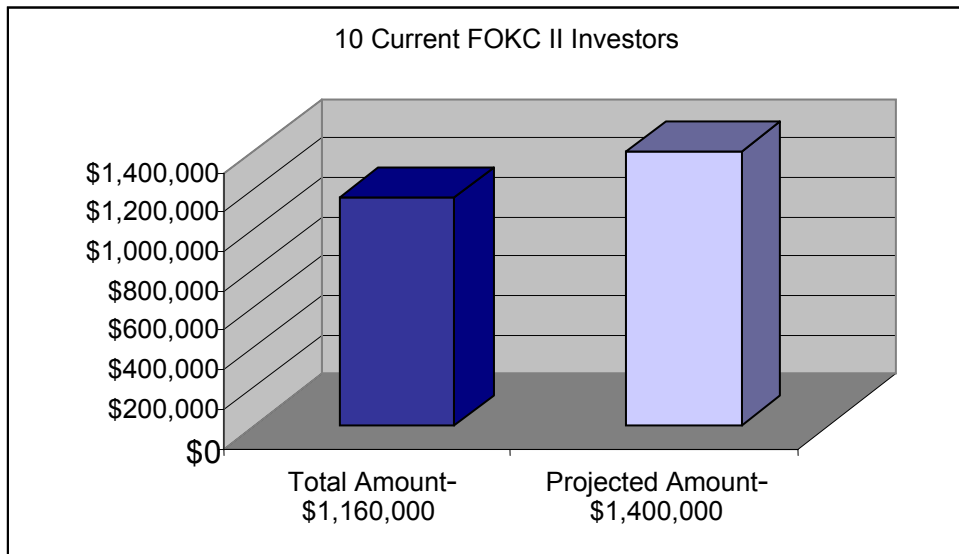
The following graph illustrates RDG's view of FOKC III utilizing these same ratios. Specifically, based on our analysis, RDG believes the Top 20 investors for FOKC III will commit a total dollar amount of approximately \$10 million. Taking the average of FOKC I and FOKC II indicates the Top 20 investors in FOKC III will comprise approximately **75%** of the total dollars raised. \$10 million is approximately 70% of \$14 million, suggesting a goal of \$14 million for FOKC III is realistic and attainable.



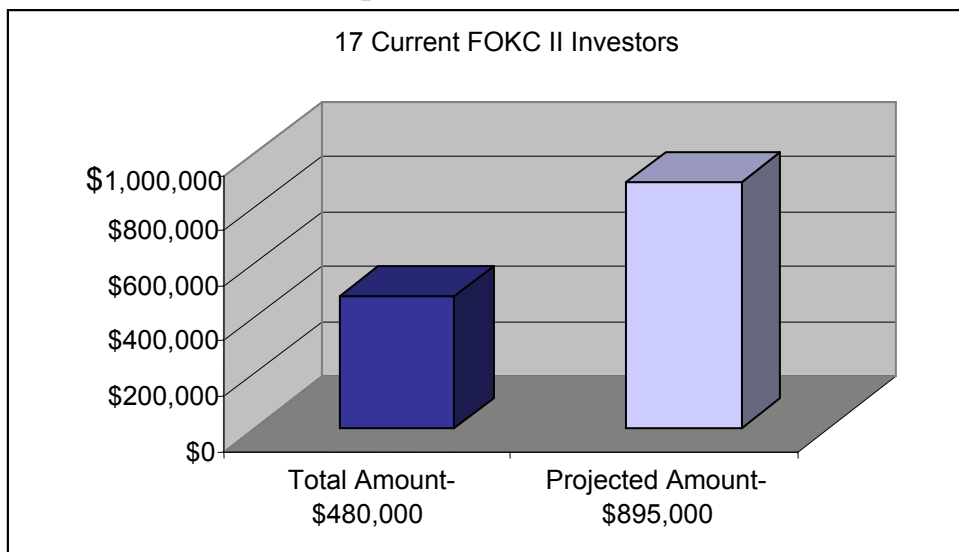
The next two graphs display in summary fashion our projections related to base-broadening potential. We generally believe there is good potential to increase from among the current investor base (FOKC II) based on our interview pool. 65% of those interviewed indicated a willingness to increase their current investment in FOKC III.

The following graphs specifically display aggregate responses from current mid-tier investors (\$100,000 - \$200,000), current lower level investors (\$10,000 - \$50,000) and current Non-Investors. Base on our interviews, RDG is projecting an average increase among mid-tier investors of 20% and perhaps as high as 50% for lower-tier investors.

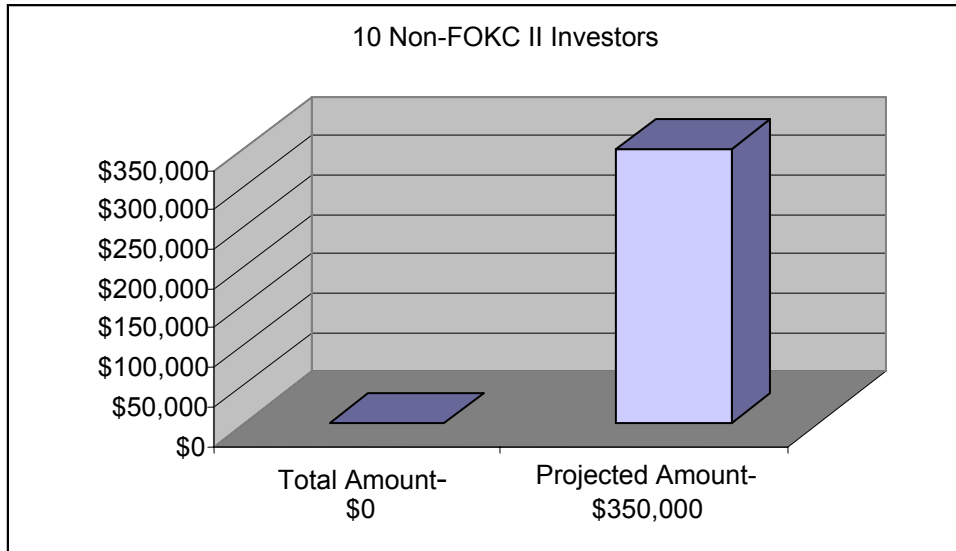
Group 1 (\$100,000-\$200,000)



Group 2 (\$10,000-\$50,000)



Group 3 (\$0-\$350,000)



RDG examined FOKC I and FOKC II investors at \$10,000 and below to determine if a minimum investment level is appropriate and if so, what should it be.

FOKC I

Number of Investors at \$10,000 or below	60
Total Pledged amount from this group	\$406,500
Total amount received form this group	\$368,200

FOKC II

Number of Investors at \$10,000 or below	141
Total Pledged amount from this group	\$384,000
Total amount received form this group	\$360,000

RDG recommends establishing an entry level for minimum investment of \$2,000 annually for the FOKC III campaign. This will potentially result in some FOKC II investors not participating in FOKC III; however, we believe that in the end, there will be some fall off in terms of the total number investors in this group, but that overall funding from this group could increase as much as two-fold. Given the strength of the Chamber's program, we believe that a good number of current investors at \$1,000 - \$1,500 annually could elevate to the \$2,000 level.

Forward Oklahoma City III

An Economic Development Enhancement Strategy for Greater Oklahoma City

What is Forward Oklahoma City?

The Forward Oklahoma City program was created in 1995 by the Greater Oklahoma City Chamber of Commerce to reposition Oklahoma City in the competitive world of economic development and leverage our advantages to grow the region's economy. While the first five years of Forward Oklahoma City was about "catching up," Forward Oklahoma City II focused on serious business climate issues and maintaining the jobs momentum.

The next five years are critical. The tremendous success seen in changing the community and growing the economy could cause some investors to become complacent. The Forward Oklahoma City III program will include those basic elements that will contribute to our success. It will also include new initiatives to address current issues and emerging opportunities designed to put Oklahoma City on a track to not follow the pack, but set the pace for economic development.

What are the Key Concepts of Forward Oklahoma City III?

- 1 A strong Government Relations/Public Policy theme, including but not limited to Workers' Comp reform and Tort reform to help us strengthen our pro-business environment.
- 2 Creation of a public fund for economic development projects such as Dell, Quad Graphics and Dayton Tire so that we can remain competitive.
- 3 Continued support for Tinker Air Force Base, our largest single employer.
- 4 Redevelopment of our Central City/Urban Core as we capture the excitement and energy of existing projects and ideas as well as new opportunities.
- 5 Build on and enhance our core job retention, expansion and recruitment program base.

KEY ACCOMPLISHMENTS OF FORWARD OKC I & II

- Announced 45,673 new primary jobs, another 78,368 secondary jobs and more than \$2 billion in capital investment, including Quad Graphics and Dell, Inc.
- Led the efforts to pass MAPS Extension, MAPS for Kids, Right to Work, Hotel/Motel Tax Increase, and Save Tinker Bond Issue.
- Created a 10-county Regional Partnership for Economic Development, bringing the economic development community together to market the region and improve service delivery to clients.
- Supported pro-business programs such as RIED and the Prosperity Project, creating a more business-friendly Oklahoma legislature.
- Protected Tinker AFB from BRAC in 1995 and 2003; secured additional workload and employment for Tinker; and led development of the MROTC on Tinker's east boundary.

POSITION MAXIMIZE
**OPPORTUNITIES FOR ECONOMIC
GROWTH AND JOB CREATION**

Business Retention/Expansion/Recruitment

- Enhanced Retention & Expansion Calling program
- Expanded Global Business Cluster Recruitment
- Implementation of the Bio-sciences strategy
- Ongoing support and complimentary development of Tinker Air Force Base

Reputation Management

- Development of a Tier II Visitor Strategy
- Implementation of an aggressive Sports Event Recruitment Program
- Development & Implementation of a Cultural/Arts Marketing Plan
- Aggressive Public Relations/Image Enhancement Strategy

**Objectives of
Forward Oklahoma
City III**

PLACE CREATE A GLOBALLY
COMPETITIVE ENVIRONMENT

Government Relations

- Pursue Tort Reform
- Support Workers Comp Reform
- RIED Support/Prosperity Project
- Pro-Business Public Policy advocacy
- Transportation Infrastructure Funding
- Issue Advocacy – Ballot Initiatives/Referendums

Redevelopment of the Central City

- Multiple master plan development implementation
- 10th Street, I-40 Realignment, housing and retail, etc.
- Support Downtown OKC
- Land use, river area zoning

PEOPLE DEVELOP, RETAIN AND
RECRUIT TOMORROW'S TALENT

- Support K-12 Education
- Complete implementation of MAPS for Kids
- Develop and Implement a Grad Capture/Attract – Attract Back Plan
- Foster Business/Education Partnerships

PROJECTS MOVE FORWARD
**CREATIVE, INNOVATIVE
INITIATIVES WITH A JOB FOCUS**

- Creation of localized/regional development districts
- Develop an Economic Development Strategic Reserve Fund for Oklahoma City
- MAPS III and other community issue campaigns

Forward Oklahoma City: Leveraging Economic Development Funding

The objectives of Forward Oklahoma City III are achievable if our investors are willing to work with us to develop a funding strategy for implementation.

As we look at how the Greater Oklahoma City Chamber of Commerce can lead and partner on these initiatives, the funding structure will include our Chamber membership resources; our public partners (City of Oklahoma City and Oklahoma County); and Forward Oklahoma City investors who step forward to make a financial investment in our community's future.

The successful and purposeful leveraging of these funds adds benefit for each of the partners. And the economic development strategy grows and becomes more successful because of this collaboration.

The dynamic growth of Oklahoma City and the development and implementation of aggressive economic development programs are no coincidence. For Greater Oklahoma City's phenomenal growth to continue, the focus and funding of significant and innovative strategies is imperative.

PRE - FORWARD OKC

Marketing
Recruitment
Business Retention & Expansion
Annual Chamber Funding: \$653,000
Annual City Funding: \$306,000
Total Annual Funding: \$959,000

FORWARD OKC I

<i>Technology Development</i>
<i>International Business Development</i>
<i>Aviation & Aerospace Development</i>
<i>Center City Development</i>
<i>Entrepreneurship</i>
<i>National Image Development</i>
<i>National Public Relations</i>
Marketing
Recruitment
Business Retention & Expansion
Annual FOKC Funding: \$1,660,000
Annual Chamber Funding: \$672,000
Annual City Funding: \$365,000
Total Annual Funding: \$2,697,000

FORWARD OKC II

<i>Local Image Development</i>
<i>Cluster / Target Marketing</i>
<i>Campaign Funding</i>
<i>Education & Workforce Development</i>
Technology Development
International Business Development
Aviation & Aerospace Development
Center City Development
Entrepreneurship
National Image Development
National Public Relations
Marketing
Recruitment
Business Retention & Expansion
Annual FOKC Funding: \$2,231,000
Annual Chamber Funding: \$623,000
Annual City Funding: \$641,000
Total Annual Funding: \$3,495,000

FORWARD OKC III

<i>Regional Bioscience Strategy Implementation</i>
<i>Tier II Visitor Strategy</i>
<i>Sports Event Recruitment</i>
<i>Cultural/Arts Marketing</i>
<i>Land Use/River Zoning Strategy</i>
<i>Grad Capture/Attract-Attract Back Plan</i>
<i>Business/Education Partnerships</i>
<i>Localized/Regional Development District</i>
<i>OKC Strategic Economic Development Reserve Fund</i>
Local Image Development
Cluster / Target Marketing
Campaign Funding
Education & Workforce Development
Technology Development
International Business Development
Aviation & Aerospace Development
Center City Development
Entrepreneurship
National Image Development
National Public Relations
Marketing
Recruitment
Business Retention & Expansion

Initiatives in bold and italics represent new initiatives added during each Forward Oklahoma City program cycle. Dollar amounts are average, per year, based on five-year program cycle, with the exception of the 1995 - Pre-Forward OKC amount.

APPENDIX B: CAMPAIGN OUTLINE AND TIMELINE

FORWARD OKLAHOMA CITY III

Phase I	Phase II	Phase III
April/May	June - October	November/December
<ul style="list-style-type: none"> • Complete Foundation Screen • Review and adopt new investment / benefit levels for FOKC III • Identify and recruit campaign leadership • Complete prospect identification, screening and rating • Develop and produce campaign materials • Solicit top 30 prospects 	<ul style="list-style-type: none"> • Secure benchmark commitments • Selected leadership functions • Intense solicitation of all business sectors and selected individuals • Complete all initial meetings and presentations • 300+ solicitations estimated • Grant application process • Kick-off Event ?? (July – August) 	<ul style="list-style-type: none"> • Follow up and closure • Close out function? • Records hand-off • Initiate investor relations

APPENDIX C: - ASSESSMENT PARTICIPANTS

Ackerman McQueen, Inc.	Mr. Lee Allan Smith Vice Chairman
Ackerman McQueen, Inc.	Mr. Edmund Martin Chairman of the Board
Advanced Financial Solutions, Inc.	Mr. Gary Nelson Chief Executive Officer
Arvest Bank	Mr. Brad Krieger Chairman
Avaya	Mr. Keith Jones General Manager
BancFirst	Mr. David Harlow President
BancFirst	Mr. David Rainbolt Chairman
Bank of Oklahoma	Mr. Burns Hargis Vice Chairman
Ben E. Keith Foods	Mr. Kirk Purnell General Manager
Blue Cross/Blue Shield of Oklahoma	Mr. Ronald King Chairman & CEO
Boldt Construction	Mr. Jerry Ennis President – Southern Operations
Chesapeake Energy Corporation	Mr. Thomas Price, Jr. Vice President
City of Oklahoma City	Mr. Mick Cornett Mayor
City of Oklahoma City	Ms. Cathy O'Connor Budget Director
City of Oklahoma City	Lawrence McAtee City Councilman

City of Oklahoma City	Mr. Jim Couch City Manager
Computer System Designers	Mr. Terry Salmon President
Cox Communication	Mr. Dave Bialis President
Crowe & Dunlevy	Mr. Michael M. Stewart Director
Dealers Auto Auction of OKC, Inc.	Mr. Gary Smith Owner
Devon Energy Corporation	Mr. Larry Nichols Chairman & CEO
Dolese Brothers Company	Mr. Denver Woolsey Chief Financial Officer
Dorchester Capital	Mr. Clayton Bennett President
First Fidelity Bank	Mr. Lee Simcox President & CEO
Frankfurt – Short – Bruza Associates	Mr. William Frankfurt President
General Motors	Mr. Tyree Minner Plant Manager
General Motors	Mr. Bruce Bruce Plant Controller
Gibraltar Investments, LLC	Mr. Kirk Humphreys President
Hudiburg Auto group	Mr. David Hudiburg President
IBC Bank	Mr. Randy Roper President of OKC Region
INTEGRIS Health	Mr. Stan Hupfield President & CEO

Jean I. Everest Foundation	Mr. Jimmy Everest President
JPMorganChase Bank, N.A.	Mr. Jim Young President – OKC Market
Kerr-McGee Corporation	Mr. Luke Corbett Chairman of the Board
Love’s Travel Stops/Country Stores, Inc.	Mr. Greg Love President & COO
McAfee & Taft a Professional Corporation	Mr. John Hermes Managing Director
M-D Building Products	Mr. Loren Plotkin Chief Executive Officer
Mercy Health Center	Mr. Michael Packnett Chief Executive Officer
NEWS 9/Griffin Communication	Mr. Dave Griffin Chief Executive Officer
OG&E Energy Corporation	Mr. Steve Moore Chairman of the Board
Oklahoma City Community Foundation	Dr. Nancy Anthony Executive Director
Oklahoma City University	Mr. Thomas McDaniel President
Oklahoma County	Mr. Jim Roth Commissioner
Oklahoma Industries Authority	Mr. Paul Strasbaugh Director
Oklahoma Medical Research Foundation	Dr. J. Donald Capra President
Oklahoma State University	Dr. Joe Alexander President Research Foundation
Oklahoma Natural Gas	Mr. Sam Combs

	President & COO
Oklahoma University Medical Center	Mr. Gerald Maier President & CEO
PDC Multimedia Production	Mr. Patrick Boylan President
Premium Beers of Oklahoma	Mr. John Cresap President
Presbyterian Health Foundation	Mr. Mike Anderson President
Price Edwards & Company	Mr. Carl Edwards Managing Partner
Quad Graphics, Inc.	Mr. Steve Horning Plant Manager
Renaissance Oklahoma City Hotel	Mr. John Pasley General Manager
SBC	Mr. Don Cain President – SBC Oklahoma
SMG	Gary Desjardins General Manager
Stillwater National Bank & Trust Company	Mr. Joey Root President
Stonegate – Hogan	Mr. Randy Hogan Principal
The Benham Companies, L.L.C.	Mr. Lance Benham President & CEO
The Boeing Company	Mr. Jack Warner Manager – Business Development
The Fred Jones Companies, Inc.	Mr. Fred Hall President
The Oklahoma Publishing Company	Ms. Christy Everest Chairman & CEO

The Oklahoma Publishing Company

Mr. David Thompson
Publisher

UMB Bank

Mr. Royce Hammons
Chairman of the Board

W.H. Baum, Inc.

Mr. Drew Braum
Director of Operations

Wiggin Properties, LLC

Mr. Charles Wiggins
President