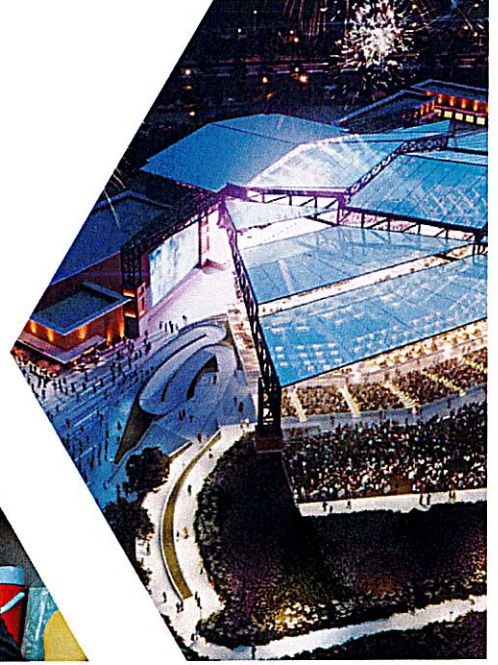
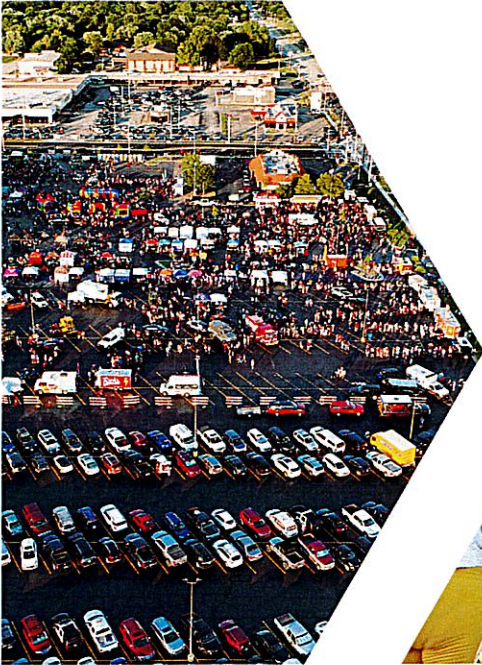




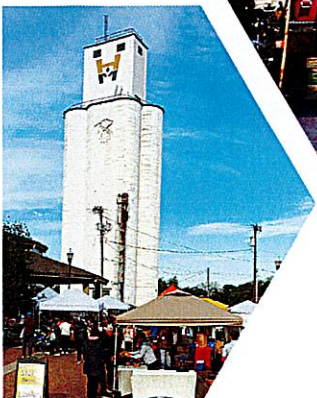
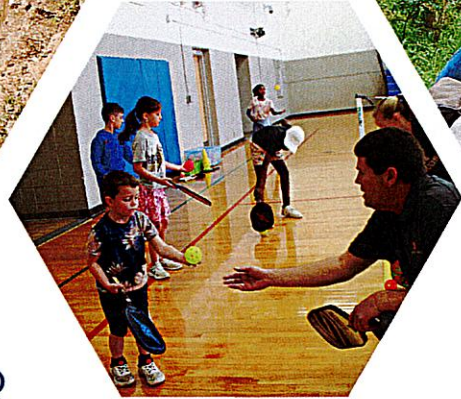
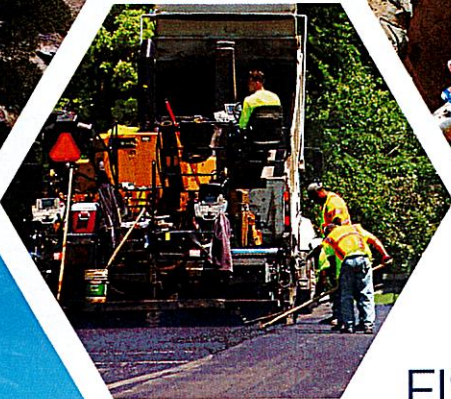
BROKEN ARROW

Where opportunity lives



CITY OF **BROKEN ARROW**

BROKEN ARROW, OKLAHOMA



FISCAL YEAR
2025 ANNUAL BUDGET
2026 FINANCIAL PLAN



EXECUTIVE SUMMARY



CITY OF
BROKEN ARROW

BROKEN ARROW, OKLAHOMA



May 7, 2024

Honorable Mayor Wimpee and Councilmembers,

What an exciting time of the year! We have so many wonderful things happening around our organization and community that I couldn't be happier to be submitting for your consideration and approval the operating and capital improvement budgets for Fiscal Year 2025 (July 1, 2024, to June 30, 2025). The submission covers the proposed plan for all our various operational and capital funds.

As tradition over the last nine fiscal years, my annual budget executive summary will serve as a comprehensive summary to the proposed FY25 Municipal Spending Plan and highlight a few projects and initiatives planned for the upcoming year.

Let me begin by thanking the Mayor and City Council, Leadership Team, and all City employees for the hard work this past fiscal year to help keep our city on course in providing the best public services possible to the Broken Arrow community. We do this while successfully managing costs and maintaining adequate financial reserves for unexpected circumstances and future budget years. Without question, much has been accomplished over the past few years and our future looks incredibly bright. It is gratifying to work alongside everyone in the organization in our ongoing effort to ensure our city remains a great place to live, work, and raise a family!

The City Council, Broken Arrow Municipal Authority (BAMA), and the Broken Arrow Economic Development Authority (BAEDA) are scheduled to discuss budget and policy related topics for the upcoming fiscal year at a special meeting on May 14, 2024. Correspondingly, a public hearing is scheduled for the regular City Council meeting on June 3, 2024, with adoption of the budget planned for June 17, 2024.

Finally, consistent with previous practices, this year's budget has been prepared in accordance with all approved City ordinances and relevant policies. Likewise, the budget message succinctly provides the governing body and general public details of the proposed FY25 Budget and Financial Plan. The members of the administration look forward to reviewing the proposed spending plan with the governing body later this month.

Respectfully,

A handwritten signature in black ink that reads "Michael Spurgeon".

Michael Spurgeon, City Manager

cc: Assistant City Managers - Kenneth Schwab and Norman Stephens
Department Directors
Communications Director - Aaron McColloch

EXECUTIVE SUMMARY

The annual budget process gives the Council and Administration the opportunity to do several things which include: (1) Carefully revisit the priorities of local government; (2) Gauge service levels; and (3) Take a careful and measured approach to planning strategies and then implementing them over the next year. It is critical that our proposed actions build upon past successes and continue to advance priorities of the organization and community.

To do this caliber of work on a continual basis, we must have a solid financial foundation and I am pleased to affirm that reality. As mentioned on numerous occasions, it will be the Administration's #1 priority to build a municipal budget that meets the community's expectations and is financially sustainable. This approach includes both a short-term and long-term viability of the organization, and the proposed budget for the next fiscal year does continue to employ a prudent approach to maintaining the great quality of life that currently exists in Broken Arrow. Our focus will always be on vision, mission, and opportunities that will accomplish the plan by maintaining our pledge to our top six organizational priorities which are as follows:

1. Public safety services and the community's well-being.
2. Economic development administration focusing on growth and prosperity.
3. Innovative municipal government operations.
4. Fiscal sustainability and strategic public investments (capital improvement program).
5. Transformational initiatives that help us remain a thriving and healthy community.
6. Transparency and Communications (ensuring we have a well-informed and engaged community).

The Finance team advises that our budget now has a total of 34 different funds. Included in the FY25 Budget Book is a breakdown on proposed expenditures and fund balances where applicable. The breakdown of all our various funds include:

- General Fund
- Three Enterprise Funds
 - Broken Arrow Municipal Authority
 - Broken Arrow Economic Development Authority
 - Battle Creek Golf Course
- Five Capital Improvement Funds
 - Sales Tax Capital Improvement Fund (STCI)
 - General Obligation Issue Funds of 1994, 2011, 2014, and 2018
- Debt Service Fund
- Two Internal Services Funds
 - Employee Group Health Care
 - Workers Compensation
- 22 Special Revenue Funds that have a specific revenue source and rules that govern expenditures related to each fund. Included in this category are the funds created by the Vision 2025 renewal tax: Street Sales Tax, Police Sales Tax, Fire Sales Tax, CARES Act, Opioid Settlement, and PSO Franchise.

MUNICIPAL BUDGET PROCESS

The budget process begins with a meeting with the Finance team to discuss the upcoming fiscal year and to establish budget parameters (e.g., revenue projections for the year ending, preliminary revenue projections for the upcoming FY, Council priorities, fund balances, etc.). This year we declared the week of March 11th, Budget Week. With this approach, it gives the Leadership team an overall picture of FY25 with the requests submitted. During Budget Week, we met with all department directors to discuss their operational and capital requests. Adjustments were made when deemed necessary to accomplish the goals and objectives and to focus on the following areas:

- How can we better serve the community through each respective department (customer focused)?
- Are there opportunities to run the operations more efficiently and effectively (internal business processes)?
- How do we manage our resources to ensure that our infrastructure is being maintained while preserving and enhancing our financial position?
- Update on our on-going development plans for employee training AND our succession planning efforts to prepare future organizational leaders and managers.

Once Budget Week was completed, my office worked with the Finance team to begin balancing the budget with the resources available.

BUDGET CONSIDERATIONS AND CONCERNS

Overall, the fiscal health of the city right now is very stable, which results from balancing operational needs with maintaining a conservative approach to the use of our available revenues. For example, and as mentioned in previous messages, every increase in “on-going” expenses are seriously evaluated since they will have an impact on future budgets. We will end FY24 strong with our estimated net income for FY24 at just over \$4 million in the General Fund.

Next, our reserves are adequate at this time to temporarily offset any unforeseen situation or circumstances we could face (e.g., natural or man-made disaster, down-turn in the economy, unanticipated increases in the cost of doing business, etc.). However, our reserves are only temporary relief.

Our operating revenues and expenses are sustainable currently but must be watched closely. We anticipate the expenses of the public safety departments, specifically police and fire, will exceed available revenues in the next few years. When this happens, we will become overly reliant on fund reserves. We need to continually monitor this inevitability until additional revenue sources can be identified and implemented. This is why the LifeRide funding source is so important to help pay for public safety services. Likewise, we need to continue to lobby the state legislature for implementing a different municipal tax model to create more sustainable revenue sources.

BUDGET CONSIDERATIONS AND CONCERNS (cont.)

Let me also mention that nearly everything costs more. Bottom line... you name it and we're paying more for it! Inflation, supply-chain issues, and availability of supplies and materials is a huge challenge right now. Knowing where our challenges lie is a critical first step in being able to address them. We've worked very hard to find solutions to organizational and community challenges. As stated last year, the Administration continues to have concern with the increased cost of projects and initiatives undertaken by the city. Municipalities are not immune to supply chain issues or inflation. For example, it's taking longer to obtain new vehicles. Likewise, options are limited on types of vehicles available and new vehicle prices are higher. Case in point, we normally budget around \$1 million annually for new police vehicles. This year that total is \$1.2 million. In addition, obtaining parts for our vehicles and equipment is much harder. Please know that we're taking longer lead-times into consideration. We will have to closely watch what we've budgeted for projects and plan our work accordingly to avoid long delays in the delivery of projects and services. Our team is attempting to overcome these challenges by: (1) Implementing a more comprehensive forecasting of needs; (2) Advancing purchases when possible (e.g., vehicles and equipment) to take advantage of pricing discounts, and (3) Rethinking how we do things where possible.

Next, our bond rating remains unchanged. This is good news as it helps ensure that we get the best rates when we issue bonds. I am pleased to report that our revenues through April 2024 are coming in above what we originally projected. This is largely due to our conservative approach and ability to prepare for the unknown.

Regarding our Manual of Fees, we are somewhat concerned about the cost of operations and the rate we charge our customers for services. Personnel and department operational expenses (wages/benefits, utilities, gas, and even pens, pencils, and paper, etc.) are all higher than in the past and there doesn't seem to be any relief in sight. During the fiscal year the Council and Administration will need to discuss important topics such as the LifeRide charge and utility rate model (water, sewer, stormwater, and solid waste).

Finally, as mentioned in all previous budget messages, Oklahoma is one of the last states in America that uses sales tax as the primary revenue source to fund General Fund operational expenses. It is enormously challenging to precisely estimate revenues in such an unpredictable system. Because our state continues to use this antiquated business model, we spend an excessive amount of time chasing sales tax type businesses to give our citizens more opportunities to shop local, therefore maintaining and growing our tax base.

Conversely, sales tax and other fluctuating revenues that under-perform lead to missed projections, causing reductions in operational expenditures. This could ultimately affect the level and breadth of services we provide the community. This will continue to be an issue until we have an overall better or more diversified source(s) of revenue for municipal operations.

In 2022, we learned that we may not have access to the opportunity to ask our voters to create a Public Safety District in the community. Our plan was for the City Council to place an initiative on a future ballot for Broken Arrow voters to consider propositions that would allow the approval and use of up to five mills of property tax revenue to help fund public safety operations (including capital) in the future. Several Oklahoma cities believe the way the law is currently written would conflict with our state's constitution. For Broken Arrow, one mil equals \$1.22 million annually. Until the Oklahoma Attorney General renders an opinion on this matter, I recommend we work to ensure we keep public safety our #1 priority but do so with known revenue sources.

FINANCIAL SUMMARY

PROPOSED FY 2025 MUNICIPAL BUDGET

After thorough consideration of requested expenses and available revenues, the proposed total for the Municipal Budget includes planned expenditures of \$472,198,240 an increase of \$117,307,464 or 33.05% over the FY24 originally budgeted expenditures of \$354,890,776. The primary reasons for the increase over last year's approved budget include the bond sale that took place in the fall 2023 and the proposed sale (fall 2024) of approximately \$21 million. There are also multiple capital projects that are in one phase or another of construction. The breakdown of the FY25 proposal are as follows:

- Operational Expenses - \$165,444,637 increase of \$10,112,784 or 6.5%
- Capital Outlay - \$267,160,803; increase of \$103,556,783 or 63.29%
- Debt Service - \$39,592,800; increase of \$3,637,897 or 10.1%

GENERAL FUND

The total proposed budget for our General Fund, which includes expenditures, transfers out, and budgeted ending Reserve and Unreserved Fund balances is \$151,142,668. Proposed expenditures, including transfers, is \$115,760,907, an increase of \$7,229,908 or 6.8% over the FY24 budget. The budget proposal shows a net income of \$108,961. Fund balance at the end of FY25 (June 30, 2025) is estimated to include \$19,839,780 in restricted fund balance (to meet our reserve policy and compensated absences) and \$15,541,980 unrestricted for a total of \$35,381,760 in fund balance.

PUBLIC SAFETY FUNDS

Concerning our public safety funding, let me start by mentioning that by ordinance (approved in 2015) we are required to ensure each department receives a dedicated portion (Police 36.7% and Fire 30.7%) of all available General Fund current operating revenues. Based on current total expenses for the police and fire departments, public safety consumes all operational sales tax we have available along with 23% of all other General Fund revenues available (e.g., franchise fees, permit fees, court, revenue, etc.) for all operations. This fact means that all our other General Fund departments (e.g., parks, community development, economic development, general administration, etc.) must operate with the remaining 77% of General Fund revenue.

As noted in previous budget messages, because of the ever-increasing costs of collective bargaining and maintaining a high-level of service the community has come to expect, we must find an additional dedicated funding source for public safety. The following is the current status of the police and fire sales tax funds respectively:

POLICE SALES TAX FUND

I'm pleased to report to Council that our Police Sales Tax Fund maintains a healthy balance. The anticipated fund balance ending June 30, 2024, is at \$22 million which is significantly higher than projected for FY24. This is a result of a conservative approach to revenue projections and approved expenditures. The Finance Department anticipates revenues for FY25 are at approximately \$38,914,447 and expenses of \$37,665,469 leaving a fund balance projection of just over \$25.2 million as of June 30, 2025. Please note we are currently in collective bargaining negotiations with Fraternal Order of Police Lodge #121. The results of the negotiations could change what has been included for FY25 expenditures which will change the ending fund balance. 50% of the requested police capital is reflected in their fund with the other 50% in the Sales Tax Capital Improvement Fund (STCI) - total capital for FY25 is \$2,059,050 which includes 22 fully equipped police vehicles that will replace older high mileage patrol cars, and miscellaneous other projects.

FIRE SALES TAX FUND

The Fire Sales Tax Fund is finally starting to build up its fund balance due to revenues coming in strong, and the one-time transfer in 2021. Estimated fund balance ending June 30, 2024, is \$12,894,537. Anticipated revenues for FY25 are \$31,871,687 with expenses of \$30,892,844 leaving a fund balance of close to \$13.8M. During FY24 negotiations with International Association of Firefighters Local #2551, the city negotiated a two-year contract, so salaries are adjusted to reflect the agreement for FY25. All capital, except the money that is a pass-through with Wagoner County comes out of STCI Fund. FY25 total capital is \$1,824,000 which includes: a brush truck, annual replacement of bunker gear, remount of three ambulances, replace two additional vehicles and various miscellaneous equipment.

PERSONNEL

Our employees continue to be the most critical piece of the organization's success and our most important resource in serving our citizens and businesses. Providing all the essential services necessary for the community to thrive is an extremely important responsibility, and we couldn't accomplish this without the hard work and dedication of so many.

Currently, we have a total of 1,011 authorized positions. (Full-time 902 Part-time 12 and Seasonal 97). Of these 1,011 positions, 720 are in the Governmental Funds including Police and Fire Departments.

A detailed analysis reveals that our personnel expenses make up 63% of the General Fund expenditures, we moved \$4,725,110 of salaries to American Rescue Plan Act (ARPA) which is a qualifying expenditure of ARPA Fund, 85% of the Police Sales Tax Fund, 89% of the Fire Sales Tax Fund, and 58% of the total operating city budget, excluding capital outlay, debt service and operating transfers out.

A cost-of-living adjustment has been included in the proposed budgets for all non-bargaining unit employees. Additionally, all non-public safety employees who meet their performance goals, are eligible to receive a merit increase within their salary ranges. For our organized labor units, we are in a two-year agreement with Fire Local #2551. With regard to the FOP Lodge #170, negotiations are on-going.

Each year, my office receives a multitude of requests for additional positions. These requests are evaluated very closely and then prioritized. My last step is to determine funds available to add any new positions. To ensure we meet the expectations the community has for our organization, as part of next year's spending plan, my budget proposal includes adding 11 new positions in the various funds. The new positions proposed are included on the following page.

NEW POSITIONS FOR FY25

- **Human Resources**
 - HR Specialist
 - **Parks**
 - Horticulture Crew Leader
 - Ground Crew Leader
 - Small Engine Mechanic
 - Irrigation Technician
 - **Utility**
 - Line Locate Technician
 - **Maintenance Services**
 - Asset Manager
 - **Engineering**
 - Right Away Agent
 - Utility Coordinator-relocation
 - **Police**
 - Real Time Crime Center (RTCC) Manager
 - Assistant Records Manager
 - **Fire**
 - Continue the initiative of over-hiring.
- Total of 12 for FY 25

POLICE DEPARTMENT

Regarding uniformed police officers, there is no doubt in my mind that in the coming years we will need to increase the current authorized force, which is 159. As you know we have a Needs Assessment study being done which will help us determine the strengths needed in the future. The challenge will be identifying the funding needed to implement the findings of the study. Currently we have been over-hiring officers to ensure we account for anticipated retirements. Right now, we are above 159 by one officer. By continuing to do this we will hopefully be able to remain at full strength.

FIRE DEPARTMENT

For fire personnel, last year I authorized, and Council approved, the Fire Chief to over-hire the current authorized strength by 6 firefighters/paramedics to help with day-to-day operations. This resulted in two additional personnel on each shift or 55 employees per shift. The recommended personnel will give us some additional capacity to avoid falling below the agreed upon minimum staffing number of 40, which triggers the need for call-back overtime. The justification is there to continue the over-hiring plan.

FY25 WORK PLAN PRIORITIES

Maintaining a long-term strategic vision for the City's operations and infrastructure are ingrained into our six most important responsibilities. There are so many opportunities on the horizon for our community. For example, estimates show that our population has surpassed 120,000. We're experiencing tremendous growth in south Broken Arrow and all signs lead to the fact that the east side of our city and Wagoner County are about to explode with new growth. Construction will start in the next couple of years for a new exchange on the Muskogee Turnpike which will have the potential to expedite this growth in that area of our city/county. We continue to see new businesses and housing in the Rose District. Finally, construction of a commercial project has started on the most visible parcel in the city along Highway 51 and Elm Place interchange. This will lead to additional growth in the north side of our community.

Maintaining a high quality of life in Broken Arrow is our focus. To ensure we stay on track, here are some important questions we must consider as part of this process: How do we maintain a "quality community?" What public improvements does the community want? What type of attractions or amenities do we want to see in Broken Arrow? How do we pay for future improvements? These are just a few of the questions the Administration discusses and brings to the City Council on a regular basis. On the following pages are highlights of initiatives and projects for FY25 that will help us meet expectations.

PUBLIC SAFETY SERVICES

FIRE DEPARTMENT

In FY 2023 and 2024, the department participated in a pilot program to hire six (6) extra personnel each FY to manage attrition. The additional firefighters were above the department's budgeted authorized strength of 175, which provided the department 181 total firefighters. During the pilot program, the department remained within its overall operations budget and reduced overtime expenditures compared to previous years. The additional personnel allowed the department to operate two additional ambulances (Squads 8 and 9), as needed, during peak hours. The extra staffing also reduced firefighter fatigue by reducing or nearly eliminating the need for mandatory overtime. In FY25, the fire department's pilot program will be expanded to allow for a total of 187 firefighters. It is not necessarily expected to further reduce the department's operating expenses, but these additional firefighters will continue to minimize overtime expenses while simultaneously increasing benefits to both the citizens and firefighters. The additional firefighters will allow for additional creativity in fire department deployments models, increased services to the citizens, greater training opportunities, and reduced firefighter fatigue. Hiring these firefighters in FY25 is paramount to prepare the department for the opening of the amphitheater in the late summer of 2025. We will have firefighters already trained and ready to provide fire and EMS services at the new venue. The fire department is also exploring community partnerships to address a growing number of mental wellness and substance abuse issues throughout the community. The opioid settlement funds may be a viable source to fund or subsidize some of these joint partnerships with the police and fire departments

POLICE DEPARTMENT COMPREHENSIVE NEEDS ASSESSMENT

Matrix Consulting Group was retained by the City of Broken Arrow to conduct a Police Department Comprehensive Needs Assessment. The completed report will have recommended analysis for current staffing in the Police Department. This study was commissioned to provide an independent and objective assessment of the Police Department's staffing and organizational needs based on the work that staff was currently handling in each functional area as well as alternatives to existing practices. Importantly, the study was to include a review of current staffing, complaint handling, policies, management systems and training. This study was designed to ensure that the Broken Arrow Police Department has appropriate and justifiable current and projected staffing levels along with modern management practices. Extensive input from departmental staff was sought as part of this process.

REAL TIME CRIME PREVENTION CENTER (RTCP) INITIATIVE

The Broken Arrow Police Department embarked on the Real Time Crime Prevention Center (RTCP) in 2023. Staff members researched other centers and interviewed various police professionals around the country. The RTCP can be defined as a diversified approach to proactive policing using technology. Technology has advanced to the point at which a RTCP is a force multiplier. In short, the RTCP is a five-phase endeavor. Future enhancements will include the ability for businesses, schools, and private entities to share video footage of public spaces if the need should arise for police involvement. The most notable scenario would be that of an active shooter. The school, hospital, or other entity would be able to share live footage to enable officers to quickly respond to the exact location and end the situation. A broad summary of RTCP as of today continues onto the next page.

REAL TIME CRIME PREVENTION CENTER (RTCP) INITIATIVE (cont.)

1. License Plate Readers/LPRs.
2. Create a non-profit foundation to support the RTCP and future projects.
3. RTCP Manager/One person to oversee the entire project and coordinate efforts.
4. Acquisition of software to combine and decipher data into actionable intelligence.
5. Create a physical center to accommodate a RTCP and Emergency Operations Center.

Phase 1

The first LPR deployment in 2023 was the intersection of Aspen and Kenosha. This intersection identified sixty-one stolen cars in one month of reads. We have solved numerous cases involving hit and runs and most recently an indecent exposure case at a nearby coffee bar. This first deployment was accomplished by cameras made by Leonardo/ELSAG. Since then, Leonardo has identified a partner company that uses the same software, but the cost of the cameras is significantly less. This development has sped up our deployment of LPR's ahead of schedule. We have nine additional locations under construction for FY24. The goal is to create a ring around the city with the first few deployments and fill in with additional resources when available. We have fourteen additional locations slated for deployment in FY25 budget if approved.

Phase 2

It was apparent that to fully create a RTCP additional funds would be needed beyond what is available through city sales tax. Accordingly, a number of individuals have been asked to serve on a non-profit, 501(c)(3) foundation to support the RTCP and future police endeavors. The Broken Arrow Police Foundation received the IRS designation as a non-profit in 2024. This group is modeled after the Tulsa County Sheriff's Foundation. This group is applying for grants to assist in the build out of the physical RTCP to be located outside the 911 Dispatch Center. The firm that built the Tulsa Police Department's Real Time Crime Center created a possible plan for Broken Arrow. The number one priority of the Broken Arrow Police Foundation is to assist the department with funding this center. The foundation will continue after the center is built to secure funding for future LPR deployments.

Phase 3

The proposed FY25 budget includes a new position for a RTCP Manager. This will be a civilian employee that will oversee the center and coordinate efforts between Patrol and Detective personnel using the center. This function will grow over time and future personnel requests will be expected. My office has already been contacted by qualified individuals wanting to be involved with our RTCP.

Phase 4

The proposed FY25 budget includes \$200,000 for software to manage all the data coming into the RTCP. There will be thousands of videos and LPR reads coming into the RTCP every day. There is software designed specifically for Crime Centers to assist in finding the right person of interest. The most preferable program I have seen is FUSUS, now owned by Axon/Taser. To define in the simplest of terms, FUSUS or any other software for Crime Centers help you find what you are looking for much like shopping on Amazon. The more details you put in the more accurate the search. This type of software is needed because you can't monitor all cameras all the time. This type of software makes it possible to manage a center with a small number of personnel.

REAL TIME CRIME PREVENTION CENTER (RTCPC) INITIATIVE (cont.)

Phase 5

The current Emergency Operations Center (EOC) located outside the 911 Center is specific to monitoring natural disasters and has been helpful in that arena. The creation of a RTCPC accomplishes two goals. This will serve as our central point for RTCPC operations and double as an improved Emergency Operations Center. The initial first phase will be the RTCPC and double as the new and improved EOC. Future phases will be built out as funding allows. The Broken Arrow Police Foundation will be applying for a grant to pay for the majority of the first phase. We will supplement with future funding to expand operations as the need increases.

ECONOMIC DEVELOPMENT ADMINISTRATION

We are experiencing growth and prosperity in all parts of our community. The creation of new jobs, quality housing developments, and additional opportunities to shop local continue to be our focus. Below are updates on a number of the exciting initiatives we have going on right now.

INNOVATION DISTRICT - ARROW FORGE

The Innovation District (ID) is moving forward now with a focus on recruiting companies in the important industries of advanced manufacturing and aerospace! We will publicly announce the new name, Arrow Forge, and logo of the ID this summer which will coincide with going out to public bid on the basic infrastructure (e.g., water/sewer, roads and stormwater, etc.) for the district. We're currently working on the zoning for the property in the Innovation District. The goal is to have the land shovel ready in the summer of 2025.

ROSE DISTRICT

The private sector continues to believe this area is still a great investment. Our downtown has seen a number of new commercial, retail, restaurant, and housing developments happen. It's great to see that growth and expansion further south on Main Street is coming to the downtown. Likewise, opportunities for entertainment type venues are happening in the area. I continue to believe we need to try to acquire property and/or work with developers that can bring opportunities for jobs and shopping local. A good example is the City's decision to purchase the Grain Tower and surrounding property. Preserving the tower is the #1 priority. With this acquisition we can look to expand the Farmer's Market.

NEW ORLEANS SQUARE (NOS)

The construction project to revitalize the intersection was completed approximately a year ago and the area looks amazing. I don't believe things are going to stop there! We have several new businesses in New Orleans Square that are drawing more people to the area. Plus, making NOS the home of our annual Block Party – 4th of July celebration is a big draw. The 2023 event saw over 30,000 folks attend. And finally, earlier this year, Council agreed to re-establish the Citizens Advisory Committee to continue the conversation on future development of NOS. The Committee will start meeting this spring with a goal of submitting a report and recommendations by the end of 2024.

ASPEN RIDGE (AR) AND SURROUNDING AREA

The project is coming to life with several new businesses opening in FY24. The public infrastructure for the project is complete. Reasor's will be open in the early fall timeframe. The developer is currently working on building the remaining 200,000 square feet in the agreement and finalizing a plan for the apartments. Likewise, the City sold 14 acres on the west side of Aspen Avenue in early 2024. The selected developer will bring additional commercial and retail development to the property.

ADAMS CREEK TOWN CENTER

When this project is completed, this will be a \$50 plus million commercial/retail project along County Line Road near the existing Lowe's home improvement store. The City will provide a sales tax only Tax Increment Finance District (TIF) to help with the necessary infrastructure investments. We believe this will be the catalyst for spurring more development in the east and northeast sections of our community. Due to some unforeseen obstacles, the developer had to push back plans to break ground until the end of 2024.

THE SHOPS AT ASPEN CREEK

With the City's impending purchase of nearly all of the remaining developable property, it's exciting to finally be talking about completing the project. Currently, the Administration is negotiating an economic development agreement to bring a large retail/commercial project to phase one of the four remaining phases. The partnership will bring national companies to the area and provide the community more opportunities to shop local.

PROJECT SUNSET - AMPITHEATER PARTNERSHIP WITH NOTES LIVE

In the fall of 2023, the Council entered into an economic development agreement with Notes Live to bring a 12,500-seat outdoor amphitheater to Broken Arrow; specifically, in our Events Park in the southeast section of our city along the Creek Turnpike. This is not only exciting for the city, but also NSU-BA. Once opened, the new venue will economically transform the southeast side of our community and become an entertainment draw for the entire city and region. Since the approval of the agreement last year, Notes Live has partnered with the promoter Live Nation to manage the venue. Development plans for the public/private partnership are currently underway by both parties. Construction is scheduled to begin this summer. It is estimated that concerts could begin in the fall of 2025. A more accurate schedule will be developed once the construction work begins.

GROWTH IN WAGONER COUNTY

Wagoner County is experiencing explosive growth at this time. The City should continue to take proactive steps towards improving our ability to provide services that preserve the quality of life that our community has come to expect and plan for the future growth that is coming. There are three critical initiatives we need to focus on, including: (1) The City must continue fostering a strong business relationship with Wagoner County Rural Water District No. 4 (WCRWD4) and partner with them to ensure Broken Arrow customers (current and future) can be adequately served. (2) In October 2022, the Council created a City-County Metropolitan Planning Commission Exploratory Committee to investigate and evaluate the possibility and potential to establish a planning commission to better provide stricter controls and requirements regarding development in and near the Broken Arrow area. The recommendations of the Committee need to be reviewed and implemented. (3) We need to work closely with the Wagoner County Commission and Wagoner County Economic Development Board when possible. These partnerships will be strategically important going forward.

INNOVATIVE MUNICIPAL GOVERNMENT OPERATIONS

NEW CITY HALL

The current Broken Arrow City Hall is nearly 50 years old. The north end and council chambers were originally constructed in 1974 with the south end expansion completed in 1982. A new facility that represents and meets the needs of a community the size of Broken Arrow is desperately needed. Without question, this initiative will improve the synergies and efficiencies of municipal operations. An architectural firm has been selected for the initiative. In early 2024, the Council approved the creation of a Citizens' Advisory Committee to review options to renovate and expand the current facility or build a new one. The Committee will hold its first meeting in the May/June timeframe. The goal is for the Committee to have a report by the end of 2024. Once Council has selected an option, we can begin the programming and design phase. This phase is crucial to the future of a new City Hall as it will determine which administrative and operational services should be housed in the new facility and how much space each service needs for its specific employees. Once we have all the programming information design of the option can begin. The overall goal is to have the design and permitting effort completed and the facility ready for public bid in the summer of 2026.

CITY OF BROKEN ARROW UNIVERSITY (COBA-U)

This internal leadership and management development program is designed to develop servant leaders who can advance the mission of the City in our on-going endeavor to better serve the organization and community. More specifically, dividends of the program include improving organizational efficiency, effectiveness, and succession planning. The year-long program focuses on (1) Understanding our responsibilities as a municipal government; (2) The importance of effective communications; (3) Cultural norm and relationship building; and (4) Development of the political adeptness needed to work in the public sector. I am proud to say that many of our future leaders will be graduates of this program.

CITIZEN SURVEY

Earlier this year, we surveyed the community asking for its feedback on the community's direction and their thoughts on the possible projects for the 2026 Bond Package. Regarding the portion of the survey on "how we're doing" as an organization, the results will help us determine what action steps are needed to better serve our citizens. Each director will review the findings in their respective areas and present my office with recommendations. Once accepted by the City Council (where applicable) and me, we will begin implementation. The results will be shared with the Council and community later this year.

FISCAL SUSTAINABILITY AND PUBLIC INVESTMENTS

In addition to day-to-day operations, some of the most significant areas of focus include communications and transparency, economic development administration, public safety, and public infrastructure. The proposed work plan continues the implementation of the priorities we have been discussing over the last couple of years. The following are some of the exciting highlights planned for the upcoming Fiscal Year.

CITY FINANCIAL POLICIES

The City Council has established budgetary policies that provide direction for the City Administration to follow as the budget is prepared and administered throughout the fiscal year. Resolution No. 1225 requires a 15% fund balance for the General Fund, and Resolution No. 944 requires 90 days for the BAMA emergency reserves. Going into FY25, we are fortunate to exceed both resolutions. Maintaining these balances helps in many ways, the main two being: (1) Funds for unforeseen circumstances that happen after the budget is adopted; and (2) Bond ratings for the issuance of debt for projects and initiatives.

STREET MAINTENANCE PROGRAM

The City has been collecting the repurposed Vision 2025 funds for street and road maintenance work since early 2017. It is estimated that the tax will generate almost \$5.1 million in FY25. Each Fiscal Year our Streets and Stormwater Department develops and implements a detailed work plan for use of the funds. As recommended by staff, Section 5 details the proposed use of funds for street maintenance and repairs for FY25. At the budget workshop, Acting Streets Director Tim Wilson will give the annual report on the proposed use of funds for FY25. The final element of our street maintenance plan is the use of funds from the 2018 GOB package - Proposition #1. There is \$25 million in the Prop #1 package for maintenance. Each year we try to issue bonds from this line-item to help make improvements to maintain our Pavement Condition Index (PCI). This year, just over \$2.4 million has been allocated for sale and use for our program.

PROPOSED 2024 GENERAL OBLIGATION BOND SALE

In the 2018 voter-approved Bond Package, there are 55 "named" projects and another 33 "unnamed" projects totaling \$210,525,000. Each year, the City sells a specific amount of this overall total. This amount changes from year to year based upon how much capacity is available for the City not to increase our property tax rate. The sale for this year is expected to be \$21 million. This will be the eighth sale of the 2018 GO Bond Program. We will not know the exact figure until after we receive our latest community assessed value. As of now, the City has sold \$151.25 million worth of projects and the proposed sale for this year will bring the total to \$172.25 million over the seven years. A detailed list of the projects that will be sold is provided in Section 6 of the budget document for Council's consideration. We will discuss these projects during the budget review process and finalize the actual list of projects and set them for sale. Please note that the Year #7 package Council approves could be sold sometime between July and October of this year.

SALES TAX CAPITAL IMPROVEMENT PROGRAM (STCI)

The Sales Tax Capital Improvement (STCI) Fund was established in 1970 and is 0.5% of the total municipal sales tax rate. The fund pays for a variety of pay-as-you-go type public improvements for our departments including vehicles, police units, fire trucks, ambulances, construction equipment, computer equipment, building improvements, road maintenance and park improvements. A substantial fund balance is maintained to ensure funding is available for emergency capital expenditures.

Revenue for FY25 is estimated at \$10,320,397. Total capital projects including rollovers is \$17,284,453 and \$1,950,000 for Debt Service. A complete listing of proposed expenditures is in the STCI section, Tab 4, page 7 of the budget book.

TRANSFORMATIONAL INITIATIVES AND HEALTH COMMUNITY

COMMUNITY-WIDE HOUSING STUDY

The final report will be submitted to the City Council in the May/June time frame. The results of this study will give the us some guidance on current housing trends and the potential impacts on our community. The Council and Administration, with input from our community partners, will hold a series of special meetings to review the results and consider the necessary policy decisions that will guide the community going forward.

PUBLIC TRANSPORTATION - MICRO-TRANSIT PILOT PROGRAM

Approximately three years ago, the Council commissioned an initiative to review opportunities to provide a more effective public transportation option for the community. After much deliberation and debate, it was decided to implement a ride-share program. The pilot program is under way and the results will be presented later this year. The results of the program will provide the Council and Administration with great data to formalize a plan of action for providing public transportation.

2026 GENERAL OBLIGATION BOND (GOB) PACKAGE

It has been determined that the city will present its next bond package to the community in April 2026. Broken Arrow has long enjoyed a history of citizen's supporting GO Bond elections that have helped the city develop, thrive, and provide a high quality of life for residents, businesses, and visitors. The package will include multiple propositions for such important projects and initiatives as roads, street maintenance, public safety, stormwater, parks and recreation opportunities, city facilities, and economic development infrastructure. The consulting firm of Jacobs Engineering has been retained to help prepare project estimates. There could also be a thorough review of the City's current tourism sales tax. The 2026 initiative officially kicked off in late April with a series of meetings with city facility user groups, sports organizations, and community partners to review their recommendations for the package. The Administration will also use the results of the recent Citizen Survey to help develop the bond package. In FY25 the following action steps will be completed: meetings with stakeholders to develop list of potential projects; formulation of project scopes and estimates for the package; and public education on the initiative priorities of the community.

INITIATIVE TO TRANSITION NSU-BA TO A TRADITIONAL FOUR-YEAR UNIVERSITY

For nearly 30 years, the City of Broken Arrow has been seeking to have the Northeastern State University Campus in Broken Arrow (NSU-BA) operate as a four-year university that offers full bachelors and graduate degree programs to better serve the students, businesses, and citizens of Broken Arrow. City officials have facilitated on two occasions having Broken Arrow citizens consider and approve temporary sales tax increase measures to help fund the different phases of the BA campus. As a result, the citizens of Broken Arrow have provided significant financial support for the purpose of operating a four-year university located within the City of Broken Arrow which NSU-BA campus does not currently provide to Broken Arrow. To-date, approximately \$43 million has been approved for the donation of nearly 200 acres of land to NSU for the campus. The time is now!!!! As demonstrated, Broken Arrow officials and local leaders have done their part to help secure a comprehensive four-year university in our community. The focus needs to be helping the Regional University Systems of Oklahoma (RUSO) Board of Regents to clear any obstacles or hurdles and find a path forward to present to the State Board of Regents a recommendation to make NSU-BA a four-year university.

TRANSPARENCY AND COMMUNICATIONS

Being transparent with citizens and communicating with them about the daily operations of the city, the capital improvement projects happening near their neighborhoods, incoming economic development opportunities, and so much more, is paramount to building a solid foundation with the community. The City of Broken Arrow firmly believes in order to build trust, we must create an environment of a more informed community that nurtures collaboration. Because in the end, we need each other.

Through a partnership with Polco, a leading civic engagement company, we will conduct several micro-surveys over the next fiscal year. These micro-surveys will be short in length and not require as much time for citizens to complete as did the comprehensive Citizen Survey that was completed in early 2024. We will use the micro-surveys to glean feedback from the community on different topics of livability here in Broken Arrow. Examples of the micro-surveys could include learning more about our parks and recreation offerings, sidewalk connectivity, economic development, and much more. These micro-surveys are great avenues for the City to engage with citizens to know their thoughts about potential growth opportunities in our community. Keep an eye on the City's social media channels to know when those micro-surveys are available!

During FY24 the Communications team launched the City podcast – The Vibe Broken Arrow. The idea behind the podcast was to expand the distribution of our informational and educational content to reach more citizens. While we have heard from many citizens that they “listened to your podcast,” the Communications team will expand its offerings and create more content. Since launch, the podcast has been typically recorded as one hour-long episode with four segments. In an effort to increase listenership, we will produce shorter, more-easily consumable content that doesn't require the user to commit an hour of his or her time. This strategy will help ensure we are producing content that meets the needs of the busy lifestyles of Broken Arrow citizens and help spread the message of the great things happening in our community.

BROKEN ARROW MUNICIPAL AUTHORITY (BAMA)

Our utility authority consists of several different departments, including:

- City Manager - Operations
- Finance - Revenue
- General Services - Operations, Building Maintenance, Logistics and Fleet Maintenance
- Solid Waste and Recycling
- Engineering/Construction - Construction, Engineering, Stormwater, and Planning
- Streets and Stormwater
- Utilities

REVENUES AND EXPENDITURES

Based on historical usage, we anticipate that the total available revenues from all sources, including fund balance, for BAMA for FY25 is \$179,378,650 million. Total proposed expenditures, including transfers over to the General Fund include just over \$158,113,117 million which will leave over \$19 million for emergency reserves which meets our target of 90 days of operating expenditures.

BAMA PERSONNEL

Currently there are 291 employees (full-time 288, part-time 3) in BAMA. These individuals are funded from the revenues received from utility services we provide. In terms of a wage adjustment, I am recommending as in past years we mirror what is approved for the General Fund employees. As part of next year's spending plan, my budget proposal includes adding four (4) positions. The proposed positions are noted as follow:

- **Utilities**
 - Line Locate Technician
- **Maintenance Services**
 - Asset Manager
- **Engineering**
 - Right Away Agent
 - Utility Coordinator-Relocation

UTILITY REVENUE STUDY

In April 2017, BAMA adopted a 5-year Utility Revenue plan for Water, Wastewater and Stormwater public utilities. Because of the COVID-19 Pandemic, we did not implement the fifth year of the approved study, 2021. Last year, BAMA entered into a professional services contract to analyze our Solid Waste and Recycling revenue in our overall plan.

The next five-year model is being prepared for discussion. The goal of the effort was to reach a point where each revenue stream for these four services could financially stand alone as a separate business enterprise. Toward the end of the calendar year 2022, the studies indicated that to reach these goals, both the Wastewater and Solid Waste and Recycling revenue streams would require significant rate increases, whereas that Water and Stormwater revenue streams are not expected to experience significant rate increases. There are a number of factors that contribute to the rates.

BAMA will re-evaluate its position to immediately create separate and stand-alone revenue streams. Instead, this goal may need to be implemented over a period in order not to create artificially high-rate structure for any one specific revenue stream. This revenue analysis and evaluation is expected to be complete in the summer of 2024. It will incorporate the proposed utility rate increase already included in this budget cycle. The Administration will discuss in greater detail during the budget workshop.

BAMA CAPITAL CONSIDERATIONS

The Broken Arrow Municipal Authority funds approximately \$8.5 million in capital from water and sewer rates. A detailed list is available in Tab 3, pages 38 through 42. Construction projects are funded through the Oklahoma Water Resources Board and a list of future projects can be found on Tab 6.

BAMA WORK PLAN HIGHLIGHTS

We will continue to work on the water and wastewater infrastructure as depicted in our five-year capital improvements plan. Let me point out that funds from the Oklahoma Water Resources Board (OWRB) are extremely important in helping fund many of our major capital improvement projects. A few of the projects that will be completed and/or started in FY25 include the following.

NEW ORLEANS AND LYNN LANE WATER TOWER

Several years ago, the Authority approved a plan to construct a new water storage tower in the southern portion of the city. The tower must be located strategically based upon ground elevation. A site near the New Orleans Street and Lynn Lane (9th Street) intersection was selected. The Authority purchased approximately 12 acres on the northeast corner of the intersection and the design commenced. The construction will begin this fiscal year. The project includes the completion of the 24-inch water line on the south loop and the tower. The total cost of the project is about \$8 million.

DOWNTOWN WATER MAIN IMPROVEMENTS

The downtown area is the oldest portion of the city's water distribution system. Some lines date back to our earliest infrastructure system days around the beginning of the 20th Century. Over the years, many of these water mains have deteriorated and corroded. Today, they need to be replaced. The city has been replacing many of these lines ahead of or during constructed improvements to our streets network, as well as replacing many line sections at a time. This fiscal year, our team has several downtown sections scheduled to replace as we continue to see more and more development in the downtown area.

WAGONER COUNTY TRUNK SEWER LINE REPLACEMENT

The Wagoner County Trunk Sewer line runs from about Washington Street and Evans Road (51st Street) intersection just east of Highway 51 cross-country to the County Line Trunk Sewer line near New Orleans Street and 23rd Street (County Line). It was constructed in the early to middle of the 1980s to collect and convey raw sewage from the eastern portions of the city to the Lynn Lane Wastewater Treatment Plant. The system is near the end of its useful life. We are experiencing several cave-ins along the line where the top of the pipe is collapsing. We have made several spot repairs over the past years and are now ready to replace a significant portion of this gravity sewer. Construction activity will commence soon and continue into the upcoming fiscal year. A good portion of this construction activity will occur in the Events Park and coincide with the work for the amphitheater. The cost of the next phase of this project is anticipated to be around \$4.1 million.

WATER SUPPLY SYSTEM INTERCONNECTIONS

As Broken Arrow continues to grow, specifically in the southern and eastern portions of the community, strategic water system interconnections with both the city of Bixby and Wagoner County Rural Water District No. 4 are needed to help provide additional resources and options should one of the three (3) of the systems experiences a significant disruption in critical water services. The three (3) entities have been working on a study to identify critical and strategic locations to install these two-way or one-way feed connections. Today, Wagoner County Rural Water District No. 4 is experiencing significant growth both in Broken Arrow and immediately adjacent to our city limits. Over the course of the past couple of years, they have required additional water supply from us in order to meet their peak summertime demand. In addition, there have been a couple of occasions where their plant has experienced significant operational issues and the City of Broken Arrow has had to provide substantial amounts of water to their customers. A few of the more critical interconnections are designed and the city is ready to commence with construction. Agreements between the individual entities still require completion and execution, but the construction is scheduled to commence this fiscal year. The total cost of construction is approximated at \$1 million. Cost sharing will apply in this situation

BAMA LONG-RANGE PLANS FOR WATER/SANITARY SEWER

LONG-RANGE WATER SUPPLY PLAN UPDATE

BAMA has adopted a course of action regarding its long-range water plan. The long-range plan enhances the community's overall water supply system and creates critical flexibility and necessary redundancy. The Authority is preparing a Memorandum of Understanding (MOU) with Oklahoma Ordnance Works Authority (OOWA) on a course of action that utilizes our 36" diameter supply line from the Mid-America Industrial Park to the Verdigris River Water Treatment Plant and addresses a secondary raw water source coupled with off-site raw water storage facilities. The line became operational in 1982 as the sole source of the community's drinking water. However, since 2014, the city receives its drinking water from the Adams Creek confluence on the old Verdigris River waterway. We treat this water in our microfiltration membrane plant. As of today, this is our only source of raw water. A secondary water source will help provide assurance that our community has another water source should the primary source become restricted through times of drought or by some other means. Once the MOU is executed, staff will work with OOWA to prepare an actual agreement and begin with the appropriate action steps.

ADAMS CREEK WASTEWATER BASIN UPDATE

BAMA contracted with a professional engineering consulting firm to investigate the future of the community with respect to the wastewater treatment alternatives specifically in the Adams Creek watershed. This study is complete, and the staff and professional team will present it to the Authority this fiscal year. The plan provides options of locating and constructing a separate wastewater treatment facility along Adams Creek or possibly Coal Creek in the northern and/or eastern reaches of our community versus possible continuing to pump all wastewater to the Lynn Lane treatment system. Once the Authority contemplates the recommendations and provides its directives, the staff will implement accordingly. This meeting is expected to be scheduled in the first or second quarter of the fiscal year.

CONCLUSION

Preparing the annual budget in a fast-growing and highly responsive organization like Broken Arrow can be challenging because there will always be more projects or needs than there are funds available. This is why we constantly focus on organizational priorities - operations and capital improvements that advance our community and separating the needs and wants and always funding our core responsibilities first. Couple this with my personal philosophy of trying to get to "Yes" in helping the citizens and businesses in our city, there is never a dull moment. As an Administration, we're good with this challenge because our community deserves our best efforts everyday!

As I mentioned last year, the budget process is more than just numbers and making them balance. Yes, my primary fiscal goal as City Manager will always be to find ways to sustain the financial health of our organization now and into the future. The credit in preparing this great document goes to Finance Director Cindy Arnold and her amazing team, all the department directors and their staffs, and the hard-working folks in the City Manager's Office.

The proposed total budget of \$490,455,349 represents what my office believes is needed for FY25 to meet the City's operational obligations, fund our aggressive capital improvement program, and cover our bond and other loan obligations. The budget is presented while maintaining adequate fund reserves for any unforeseen expenses and future budgets. The FY25 Budget continues the City's commitment to keeping Broken Arrow as a great place to live, work, and raise a family!

CONCLUSION (Cont.)

We have a healthy and forward-looking city government full of leaders that not only look at today but also at what is best for Broken Arrow's future and how to make that happen. If City Council approves the proposed budget, we will use approved funding to continue to provide great public services to our community and implement our multi-faceted capital program. With these funds the community will see advancements in public safety operations, and an organization that will continue to be responsive to its citizens and utility customers and be overly transparent on what's happening at City Hall.

Regarding public policy and capital projects, we will finalize and implement public policy decisions on important topics like our micro-transit pilot program to provide some level of public transportation, determine the best path forward on our housing report, finalize zoning and land use changes, and move forward with establishing a regional planning approach for future development in Wagoner County. In connection with our capital programs, we will continue implementing the 2018 GOB and utility department programs, begin construction on the outdoor amphitheater, with our partner Notes Live, and complete the initiative to determine the best option for a new City Hall. And finally in the area of economic development opportunities, work will continue at Aspen Ridge, jump-start progress at the Shops at Aspen Creek, the start of construction at the Adam's Creek development, and infrastructure advancements at our Innovation District – Arrow Forge.

I'll close using our City's motto – Broken Arrow is the city where opportunity lives! I am so proud to say that our decisions are made in full transparency and with the ability of all members of our community to fully participate in the public-policy process. Some cities say they're transparent, but in Broken Arrow we say it, mean it, and prove it on a daily basis. We look forward to discussing the proposed FY25 plan with the governing body at the upcoming meeting later this month.

Respectfully,

A handwritten signature in black ink, reading "Michael Spurgeon". The signature is fluid and cursive, with the first letter of "Michael" being a large, stylized "M".

Michael Spurgeon, City Manager

Norman Stephens, Assistant City Manager – Administration
Kenneth Schwab, P.E. - Assistant City Manager – Operations
Cindy Arnold, Finance Director
Department Directors

CITY OF BROKEN ARROW
BUDGET SUMMARY
FISCAL YEAR 2025

DESCRIPTION	GENERAL FUND 110	BROKEN ARROW MUNICIPAL AUTHORITY 220	EXCESS CAPACITY SEWER ESCROW 225	STORMWATER MANAGEMENT CAPITAL 226
Revenues:				
Taxes	71,388,609	-	-	-
Licenses & Permits	1,895,000	-	-	-
Intergovernmental	650,000	-	-	-
Charges For Services	16,742,726	73,023,353	175,000	1,100,000
Fines, Forfeitures & Assessments	1,003,000	1,100,000	-	-
Interest	300,000	13,000	6,000	-
Miscellaneous	1,575,000	125,000	-	-
Total Revenues	93,554,335	74,261,353	181,000	1,100,000
Other Financing Sources:				
Transfer of Fund Balance for Prior Year Capital Projects	-	-	-	-
OWRB Proceeds from Prior Years			-	-
Transfers In	22,315,533	20,665,533	-	-
Bond/Note Proceeds		84,752,734	-	-
Total Other Financing Sources	22,315,533	105,418,267	-	-
Total Revenues & Sources	115,869,868	179,679,620	181,000	1,100,000
Beginning Reserved Fund Balance:				
Emergency Reserve	16,649,995	19,138,311	-	-
Compensated Absences	3,000,000		-	-
Capital Projects			1,842,706	738,360
Debt Service			-	-
Other Purposes	15,622,805		-	-
Total Beginning Reserved Fund Balance	35,272,800	19,138,311	1,842,706	738,360
Total Sources	151,142,668	198,817,930	2,023,706	1,838,360
Expenditures				
Personal Services	16,957,773	26,071,158	-	-
Other Services and Charges	7,868,344	20,298,396	-	-
Materials and Supplies	1,888,525	7,444,800	-	-
Capital Outlay	-	90,738,763	225,000	1,142,667
Fiscal Agent Fees	-	-	-	-
Debt Service	-	13,560,000	-	-
Total Expenditures	26,714,642	158,113,117	225,000	1,142,667
Other Financing Uses-				
Transfers Out	89,046,265	21,265,533	-	-
Bond Issuance Costs	-	-	-	-
Total Other Financing Uses	89,046,265	21,265,533	-	-
Total Expenditures & Uses	115,760,907	179,378,650	225,000	1,142,667
Ending Reserved Fund Balance:				
Emergency Reserve	16,839,780	19,439,281	-	-
Compensated Absences	3,000,000	-	-	-
Capital Projects	-	-	1,798,706	695,692
Debt Service	-	-	-	-
Other Purposes	15,541,980		-	-
Total Ending Reserved Fund Balance	35,381,760	19,439,281	1,798,706	695,692
Total Budget	151,142,667	198,817,930	2,023,706	1,838,360

**CITY OF BROKEN ARROW
BUDGET SUMMARY
FISCAL YEAR 2025**

DESCRIPTION	CONVENTION & VISITORS BUREAU 227	SALES TAX CAPITAL IMPROVEMENT 330	POLICE ENHANCEMENT 331	PARK AND RECREATION CAPITAL IMPROVEMENT 332
Revenues:				
Taxes	910,000	10,320,397	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	48,000	-
Charges For Services	-	-	-	225,000
Fines, Forfeitures & Assessments	-	-	-	-
Interest	1,000	250,000	100	700
Miscellaneous	-	-	-	60,000
Total Revenues	911,000	10,570,397	48,100	285,700
Other Financing Sources:				
Transfer of Fund Balance for	-	-	-	-
Prior Year Capital Projects	-	-	-	-
OWRB Proceeds from Prior Years	-	-	-	-
Transfers In	-	-	-	-
Bond/Note Proceeds	-	-	-	-
Total Other Financing Sources	-	-	-	-
Total Revenues & Sources	911,000	10,570,397	48,100	285,700
Beginning Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	13,827,659	-	1,025,424
Debt Service	-	900,000	-	-
Other Purposes	1,614,219	-	148,925	-
Total Beginning Reserved Fund Balance	1,614,219	14,727,659	148,925	1,025,424
Total Sources	2,525,219	25,298,056	197,025	1,311,124
Expenditures				
Personal Services	-	-	-	-
Other Services and Charges	184,300	-	35,000	-
Materials and Supplies	76,800	-	53,100	-
Capital Outlay	260,250	17,477,297	25,000	46,000
Fiscal Agent Fees	-	-	-	-
Debt Service	-	1,950,000	-	-
Total Expenditures	521,350	19,427,297	113,100	46,000
Other Financing Uses-				
Transfers Out	300,000	-	-	-
Bond Issuance Costs	-	-	-	-
Total Other Financing Uses	300,000	-	-	-
Total Expenditures & Uses	821,350	19,427,297	113,100	46,000
Ending Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	4,970,760	-	1,265,124
Debt Service	-	900,000	-	-
Other Purposes	1,703,869	-	16,473	-
Total Ending Reserved Fund Balance	1,703,869	5,870,760	83,925	1,265,124
Total Budget	2,525,219	25,298,056	197,025	1,311,124

**CITY OF BROKEN ARROW
BUDGET SUMMARY
FISCAL YEAR 2025**

DESCRIPTION	CEMETERY CARE 333	STREET AND ALLEY 334	HOUSING AND URBAN DEVELOPMENT 335	E-911 336
Revenues:				
Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	1,200,000	632,450	-
Charges For Services	50,000	-	-	1,350,000
Fines, Forfeitures & Assessments	-	-	-	-
Interest	300	125,000	-	750
Miscellaneous	-	-	-	-
Total Revenues	50,300	1,325,000	632,450	1,350,750
Other Financing Sources:				
Transfer of Fund Balance for	-	-	-	-
Prior Year Capital Projects	-	-	-	-
OWRB Proceeds from Prior Years	-	-	-	-
Transfers In	-	-	-	-
Bond/Note Proceeds	-	-	-	-
Total Other Financing Sources	-	-	-	-
Total Revenues & Sources	50,300	1,325,000	632,450	1,350,750
Beginning Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	440,107	1,430,411	-	-
Debt Service	-	-	-	-
Other Purposes	-	-	246,196	1,787,051
Total Beginning Reserved Fund Balance	440,107	1,430,411	246,196	1,787,051
Total Sources	490,407	2,755,411	878,646	3,137,801
Expenditures				
Personal Services	-	-	-	-
Other Services and Charges	-	-	-	-
Materials and Supplies	-	-	-	-
Capital Outlay	85,500	200,000	632,450	192,000
Fiscal Agent Fees	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	85,500	200,000	632,450	192,000
Other Financing Uses-				
Transfers Out	-	1,100,000	-	1,000,000
Bond Issuance Costs	-	-	-	-
Total Other Financing Uses	-	1,100,000	-	1,000,000
Total Expenditures & Uses	85,500	1,300,000	632,450	1,192,000
Ending Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	404,907	-	-	-
Debt Service	-	-	-	-
Other Purposes	-	1,455,411	246,196	1,945,801
Total Ending Reserved Fund Balance	404,907	1,455,411	246,196	1,945,801
Total Budget	490,407	2,755,411	878,646	3,137,801

**CITY OF BROKEN ARROW
BUDGET SUMMARY
FISCAL YEAR 2025**

DESCRIPTION	CRIME PREVENTION 337	BATTLE CREEK GOLF COURSE 340	ALCOHOL ENFORCEMENT 341	STREET LIGHTING 342
Revenues:				
Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	30,000	-	-	-
Charges For Services	-	1,950,000	7,000	1,250,000
Fines, Forfeitures & Assessments	-	-	-	-
Interest	-	-	50	200
Miscellaneous	-	-	-	-
Total Revenues	30,000	1,950,000	7,050	1,250,200
Other Financing Sources:				
Transfer of Fund Balance for Prior Year Capital Projects	-	-	-	-
OWRB Proceeds from Prior Years	-	-	-	-
Transfers In	-	-	-	-
Bond/Note Proceeds	-	-	-	-
Total Other Financing Sources	-	-	-	-
Total Revenues & Sources	30,000	1,950,000	7,050	1,250,200
Beginning Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Other Purposes	103,938	523,328	94,955	827,551
Total Beginning Reserved Fund Balance	156,542	523,328	94,955	827,551
Total Sources	186,542	2,473,328	102,005	2,077,751
Expenditures				
Personal Services	-	-	-	-
Other Services and Charges	2,200	1,500,000	17,000	600,000
Materials and Supplies	19,967	250,000	25,000	175,000
Capital Outlay	-	-	-	500,000
Fiscal Agent Fees	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	22,167	1,750,000	42,000	1,275,000
Other Financing Uses-				
Transfers Out	-	-	-	-
Bond Issuance Costs	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Uses	22,167	1,750,000	42,000	1,275,000
Ending Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Other Purposes	164,375	723,328	60,005	802,751
Total Ending Reserved Fund Balance	164,375	723,328	60,005	802,751
Total Budget	186,542	2,473,328	102,005	2,077,751

**CITY OF BROKEN ARROW
BUDGET SUMMARY
FISCAL YEAR 2025**

DESCRIPTION	STREET SALES TAX 343	POLICE SALES TAX 344	FIRE SALES TAX 345	CITY CLERK TECHNOLOGY FEE 346
Revenues:				
Taxes	5,112,510	3,067,506	3,067,506	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	100,000	-	-
Charges For Services	-	-	-	-
Fines, Forfeitures & Assessments	-	-	-	35,000
Interest	100,000	400,000	75,000	-
Miscellaneous	-	12,500	8,000	-
Total Revenues	5,212,510	3,580,006	3,150,506	35,000
Other Financing Sources:				
Transfer of Fund Balance for	-	-	-	-
Prior Year Capital Projects	-	-	-	-
OWRB Proceeds from Prior Years	-	-	-	-
Transfers In	-	35,334,441	28,721,181	-
Bond/Note Proceeds	-	-	-	-
Total Other Financing Sources	-	35,334,441	28,721,181	-
Total Revenues & Sources	5,212,510	38,914,447	31,871,687	35,000
Beginning Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	8,251,247	-	-	-
Debt Service	-	-	-	-
Other Purposes	-	24,037,277	12,894,537	116,771
Total Beginning Reserved Fund Balance	8,251,247	24,037,277	12,894,537	116,771
Total Sources	13,463,757	62,951,724	44,766,223	151,771
Expenditures				
Personal Services	-	31,152,543	27,524,544	-
Other Services and Charges	-	3,122,100	1,991,400	30,000
Materials and Supplies	-	2,361,300	1,376,900	5,000
Capital Outlay	12,896,360	1,029,525	-	20,000
Fiscal Agent Fees	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	12,896,360	37,665,469	30,892,844	55,000
Other Financing Uses-				
Transfers Out	-	-	-	-
Bond Issuance Costs	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Uses	12,896,360	37,665,469	30,892,844	55,000
Ending Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	567,397	-	-	-
Debt Service	-	-	-	-
Other Purposes	-	25,286,256	13,873,379	96,771
Total Ending Reserved Fund Balance	567,397	25,286,256	13,873,379	96,771
Total Budget	13,463,757	62,951,724	44,766,223	151,771

**CITY OF BROKEN ARROW
BUDGET SUMMARY
FISCAL YEAR 2025**

DESCRIPTION	CARES ACT 347	AMERICAN RELIEF 348	OPIOID SETTLEMENT 349	PSO 1% FRANCHISE ECON DEV 350
Revenues:				
Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	715,000
Charges For Services	-	-	-	-
Fines, Forfeitures & Assessments	-	-	100,000	0
Interest	-	100,000	-	-
Miscellaneous	-	-	-	-
Total Revenues	0	100,000	100,000	715,000
Other Financing Sources:				
Transfer of Fund Balance for	-	-	-	-
Prior Year Capital Projects	-	-	-	-
OWRB Proceeds from Prior Years	-	-	-	-
Transfers In	-	-	-	-
Bond/Note Proceeds	-	-	-	-
Total Other Financing Sources	-	-	-	-
Total Revenues & Sources	-	100,000	100,000	715,000
Beginning Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Other Purposes	-	9,298,302	1,665,488	827,558
Total Beginning Reserved Fund Balance	-	9,298,302	1,665,488	827,558
Total Sources	-	9,398,302	1,765,488	1,542,558
Expenditures				
Personal Services	-	-	-	-
Other Services and Charges	-	-	-	500,000
Materials and Supplies	-	-	-	-
Capital Outlay	-	9,398,302	-	-
Fiscal Agent Fees	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	-	9,398,302	-	500,000
Other Financing Uses-				
Transfers Out	-	-	-	-
Bond Issuance Costs	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Uses	-	9,398,302	-	500,000
Ending Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Other Purposes	-	-	1,765,488	1,042,558
Total Ending Reserved Fund Balance	-	-	1,765,488	1,042,558
Total Budget	-	9,398,302	1,765,488	1,542,558

**CITY OF BROKEN ARROW
BUDGET SUMMARY
FISCAL YEAR 2025**

DESCRIPTION	PSO 1% FRANCHISE INFRASTRUCTURE 351	2008 BOND ISSUE 559	2011 BOND ISSUE 591	2014 BOND ISSUE 592
Revenues:				
Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	715,000	-	-	-
Charges For Services	-	-	-	-
Fines, Forfeitures & Assessments	-	-	-	-
Interest	-	20	100	36,500
Miscellaneous	-	-	-	-
Total Revenues	715,000	20	100	36,500
Other Financing Sources:				
Transfer of Fund Balance for	-	-	-	-
Prior Year Capital Projects	-	-	-	-
OWRB Proceeds from Prior Years	-	-	-	-
Transfers In	-	-	-	-
Bond/Note Proceeds	-	-	-	-
Total Other Financing Sources	-	0	-	-
Total Revenues & Sources	715,000	20	100	36,500
Beginning Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	-	258,691	5,474,805
Debt Service	-	-	-	-
Other Purposes	827,558	32,821	-	-
Total Beginning Reserved Fund Balance	827,558	32,821	258,691	5,474,805
Total Sources	1,542,558	32,841	258,791	5,511,305
Expenditures				
Personal Services	-	-	-	-
Other Services and Charges	-	-	-	-
Materials and Supplies	-	-	-	-
Capital Outlay	-	32,842	258,791	5,351,688
Fiscal Agent Fees	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	-	32,842	258,791	5,351,688
Other Financing Uses-				
Transfers Out	-	-	-	-
Bond Issuance Costs	-	-	-	-
Total Other Financing Uses	-	0	-	-
Total Expenditures & Uses	-	32,842	258,791	5,351,688
Ending Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	-	-	159,617
Debt Service	-	-	-	-
Other Purposes	1,542,558	-	-	-
Total Ending Reserved Fund Balance	1,542,558	-	-	159,617
Total Budget	1,542,558	32,842	258,791	5,511,305

**CITY OF BROKEN ARROW
BUDGET SUMMARY
FISCAL YEAR 2025**

DESCRIPTION	2018 BOND ISSUE 593	WORKERS COMPENSATION 660	GROUP HEALTH & LIFE 661	DEBT SERVICE 770
Revenues:				
Taxes	-	-	-	20,965,730
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	1,415,000	12,205,870	-
Fines, Forfeitures & Assessments	-	-	-	-
Interest	4,250,000	2,500	750	600,000
Miscellaneous	-	45,000	-	-
Total Revenues	4,250,000	1,462,500	12,206,620	21,565,730
Other Financing Sources:				
Transfer of Fund Balance for	-	-	-	-
Prior Year Capital Projects	-	-	-	-
OWRB Proceeds from Prior Years	-	-	-	-
Transfers In	-	-	-	-
Bond/Note Proceeds	21,000,000	-	-	-
Total Other Financing Sources	21,000,000	-	-	-
Total Revenues & Sources	25,250,000	1,462,500	12,206,620	21,565,730
Beginning Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	-	-	-
Debt Service	-	-	-	17,722,647
Other Purposes	100,288,297	(830,003)	(415,709)	-
Total Beginning Reserved Fund Balance	100,288,297	(830,003)	(415,709)	17,722,647
Total Sources	125,538,297	632,497	11,790,910	39,288,377
Expenditures				
Personal Services	-	-	-	-
Other Services and Charges	-	1,200,000	11,676,486	-
Materials and Supplies	-	-	-	-
Capital Outlay	114,251,202	-	-	-
Fiscal Agent Fees	-	-	-	12,000
Debt Service	-	-	-	21,513,337
Total Expenditures	114,251,202	1,200,000	11,676,486	21,525,337
Other Financing Uses-				
Transfers Out	-	-	-	250,000
Bond Issuance Costs	145,000	-	-	-
Total Other Financing Uses	145,000	-	-	250,000
Total Expenditures & Uses	114,396,202	1,200,000	11,676,486	21,775,337
Ending Reserved Fund Balance:				
Emergency Reserve	-	-	-	-
Compensated Absences	-	-	-	-
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Other Purposes	11,142,095	(567,503)	114,424	17,513,040
Total Ending Reserved Fund Balance	11,142,095	(567,503)	114,424	17,513,040
Total Budget	125,538,297	632,497	11,790,910	39,288,377

	BROKEN ARROW ECONOMIC DEVELOPMENT AUTHORITY 887	CREEK 51 TIF 888	DESCRIPTION	TOTAL
Taxes	-	50,000	Taxes	114,882,258
Licenses & Permits	-	-	Licenses & Permits	1,895,000
Intergovernmental	-	-	Intergovernmental	4,090,450
Charges For Services	-	-	Charges For Services	109,493,949
Fines, Forfeitures & Assessments	-	-	Fines, Forfeitures & Assessments	2,238,000
Interest	200,000	-	Interest	6,461,970
Miscellaneous	1,300,000	-	Miscellaneous	3,125,500
	1,500,000	50,000		242,187,127
g Sources:				
Transfer of Fund Balance for	-	-	Transfer of Fund Balance for	-
	-	-	Prior Year Capital Projects	-
OWRB Proceeds from Prior Years	-	-	OWRB Proceeds from Prior Years	-
Transfers In	5,925,110	-	Transfers In	112,961,798
Bond/Note Proceeds	12,397,167	-	Bond/Note Proceeds	118,149,901
ancing Sources	18,322,277	-		231,111,699
g Sources	19,822,277	50,000		473,298,826
erved Fund Balance:				
Emergency Reserve	-	-	Emergency Reserve	35,788,306
Compensated Absences	-	-	Compensated Absences	3,000,000
Capital Projects	-	-	Capital Projects	33,289,410
Debt Service	-	-	Debt Service	18,622,647
Other Purposes	(618,205)	59,628	Other Purposes	169,153,285
g Reserved Fund Balance	(618,205)	59,628		259,906,253
	19,204,072	109,628		733,205,078
Personal Services	-	-	Personal Services	101,706,018
Other Services and Charges	1,000,000	25,000	Other Services and Charges	50,050,226
Materials and Supplies	-	-	Materials and Supplies	13,676,392
Capital Outlay	12,397,167	-	Capital Outlay	267,160,803
Fiscal Agent Fees	-	-	Fiscal Agent Fees	12,000
Debt Service	2,569,463	-	Debt Service	39,592,800
res	15,966,630	25,000		472,198,240
g Uses-				
Transfers Out	-	-	Transfers Out	112,961,798
Bond Issuance Costs	-	-	Bond Issuance Costs	145,000
ancing Uses				113,106,798
res & Uses	-	-		585,305,038
d Fund Balance:	15,966,630	25,000		
Emergency Reserve	-	-	Emergency Reserve	36,279,061
Compensated Absences	-	-	Compensated Absences	3,000,000
Capital Projects	-	-	Capital Projects	9,862,203
Debt Service	-	-	Debt Service	900,000
Other Purposes	3,237,442	84,628	Other Purposes	97,791,325
served Fund Balance	3,237,442	84,628		147,900,040
	19,204,072	109,628		733,205,078