



CITY OF STILLWATER
Budget in Brief: FY 2017/18
Adopted Operating & Capital Budgets



COWBOY SPIRIT

Stillwater is a forward-thinking city, proud of its past and alive with the youthful spirit and future-orientation of a university town and education community. Stillwater is a pioneering city with a vibrant downtown, healthy neighborhoods and a real commitment to education at all levels.

In order to keep moving forward, the City Council holds strategic planning sessions to evaluate and update our City's priorities. These priorities may slightly change from year to year, but they always aim to articulate the community's need for safe and livable neighborhoods; a sustainable and vibrant economy; efficient and responsive city services, utilities and infrastructure; and enhanced communications and community engagement. (Page 13)



MAYOR GINA NOBLE

mayor@stillwater.org

Elected to first term in April 2015

Term of Office: Three Years

Seat 5



VICE MAYOR PAT DARLINGTON

councilordarlington@stillwater.org

Elected to second term in January 2017

Term of Office: Four Years

Seat 4



COUNCILOR WILL JOYCE

councilorjoyce@stillwater.org

Elected to first term in April 2016

Term of Office: Three Years

Seat 1



COUNCILOR JOHN WEDLAKE

councilorwedlake@stillwater.org

Elected to first term in January 2017

Term of Office: Three Years

Seat 3



COUNCILOR ALANE ZANNOTTI

councilorzannotti@stillwater.org

Elected to second term in December 2015

Term of Office: Three Years

Seat 2

*The City of Stillwater maintains a website to provide information and assistance to the community at large.
We are at <http://stillwater.org>.*

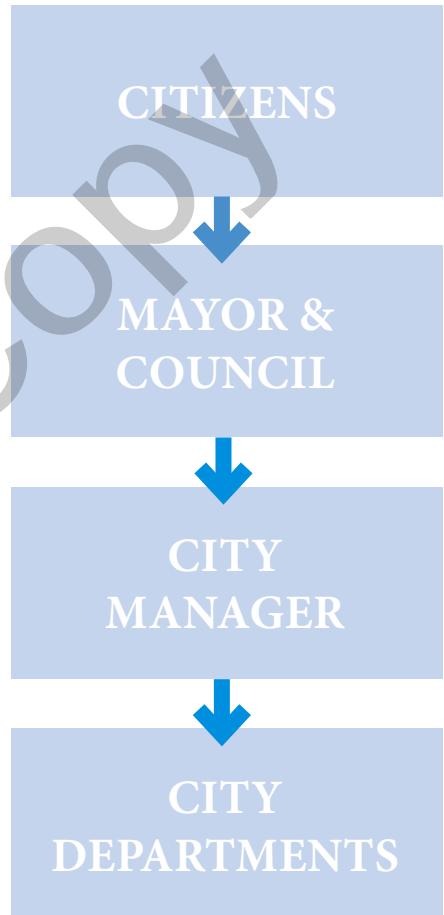
City Government

The City of Stillwater operates under a council-manager system. In this form of government, an elected city council is responsible for setting policy, passing ordinances and approving the City's budget. The mayor chairs meetings, authenticates documents and serves as the ceremonial head of the city. Council appoints the city manager, the city attorney and the municipal judge. As a resident, you are encouraged to be an active participant in local government.

Why Does the City Prepare a Budget?

A budget serves many purposes, which are listed as follows:

- Provides a flexible working plan for operating the City in the coming year.
- Converts the City's long- and short-term plans and policies into services and programs.
- Establishes the amount of revenue expected to be available, which sets limitations on the amount of expenditures that can be supported.
- Establishes the costs of providing services and programs.
- Sets priorities to determine how the resources will be allocated among the services and programs our citizens expect and need.
- Provides a benchmark to which actual revenues and expenses can be compared.
- To comply with the Oklahoma Municipal Budget Act, 11 O.S. 17-201.



You are a part of this process. The City encourages comment and participation of residents. Public hearing(s) are held in March-May concerning the proposed budget for the next year. Contact the City Manager's Office or visit the website for the specific times of these meetings.

STILLWATER AT A GLANCE

- Stillwater's total area is 28.4 square miles. Within 27.9 of that is land and 0.5 is water.
- The City is responsible for 5,000 acres of park land.
- The City is responsible for 400 lane miles of public roads, 50 miles of sidewalks, and 27 bridges within Stillwater.
- The City has approximately 460 miles of water mains and 230 miles of wastewater collection mains.
- In calendar year 2015, the City issued 100 commercial permits; in calendar year 2016, the City issued 91.
- In calendar year 2015, the City issued 128 residential permits; in calendar year 2016, the City issued 122.
- Total sales tax paid for purchases within Stillwater city limits is 8.813 percent (effective April 1, 2013). Sales tax is distributed as follows:
 - The City of Stillwater receives 3.5 percent.
 - 1 percent goes to the Stillwater Utilities Authority.
 - 2 percent goes to the General Fund.
 - 0.5 percent goes to the Transportation Improvement Fund.
 - Payne County receives 0.813 percent (effective April 1, 2017).
 - The State of Oklahoma receives 4.5 percent.
- Stillwater has an Insurance Services Office (ISO) public class rating of 2 on a scale of 1 to 10 with the smaller number providing greater insurance savings.
- General Obligation Bonding Rate is AA- from Standards & Poors.

City of Stillwater, Oklahoma Principal Employers*

| Employers (2016-17) | Employees | Percentage of Total City Employment |
|---------------------------------|-----------|-------------------------------------|
| Oklahoma State University | 6,007 | 57% |
| Stillwater Medical Center | 1,031 | 10% |
| Stillwater Public Schools | 779 | 7% |
| City of Stillwater | 570 | 5% |
| Wal-Mart (All Locations) | 540 | 1% |
| OK State Dept. of Career Tech | 222 | 1% |
| ASCO Aerospace USA | 186 | 1% |
| Stillwater Designs/Kicker Audio | 180 | 1% |
| National Standard | 165 | 1% |
| OnCue Marketing | 152 | 1% |
| | | |
| Others: | | |
| Meridian Technology Center | 129 | |
| Stan Clark Companies | 128 | |
| Frontier Electronics | 123 | |
| Bank SNB | 122 | |
| Armstrong World Industries | 107 | |
| Stillwater Milling | 65 | |
| Flir Technology | 56 | |

*Human resource departments of various local employers

City of Stillwater, Oklahoma
Demographic and Economic Statistics
Last Ten Fiscal Years

| Fiscal Year | Population (1) | Personal Income (in thousands) of dollar) (2) | Per Capita Personal Income | Median Age (3) | EDUCATION LEVEL IN YEARS OF SCHOOLING (3) | | K-12 School Enrollment (4) | Post-Secondary Enrollment (4) | Unemployment Rate (5) |
|-------------|----------------|---|-------------------------------|----------------|---|--|-------------------------------|----------------------------------|--------------------------|
| | | | | | Percentage High School Graduate or Higher | Percentage Bachelor's Degree or Higher | | | |
| 2007 | 46,383 | \$2,102,451 | \$27,050 | | | | 5,460 | 23,486 | 4.8% |
| 2008 | 46,976 | 2,306,093 | 29,290 | | | | 5,489 | 23,564 | 4.3% |
| 2009 | 47,653 | 2,314,505 | 29,030 | | | | 5,596 | 23,719 | 6.3% |
| 2010 | 45,688 | 2,402,414 | 31,021 | 23.9 | 92.5% | 46.6% | 5,780 | 24,018 | 5.8% |
| 2011 | 46,048 | 2,523,379 | 32,356 | 24.1 | 93.3% | 47.0% | 5,960 | 24,622 | 5.9% |
| 2012 | 46,560 | 2,836,935 | 36,186 | 23.7 | 93.4% | 49.0% | 6,061 | 25,623 | 5.1% |
| 2013 | 47,186 | 2,878,256 | 37,146 | 23.7 | 94.0% | 48.7% | 6,147 | 26,312 | 5.5% |
| 2014 | 48,406 | 2,991,209 | 38,028 | 23.7 | 94.5% | 48.5% | 6,212 | 27,974 | 4.8% |
| 2015 | 48,967 | ** | ** | ** | ** | ** | 6,285 | 28,030 | 4.2% |
| 2016 | ** | ** | ** | ** | ** | ** | 6,137 | 27,842 | 4.2% |

** Data not available at time of publication

(1) Population estimates provided by the City of Stillwater Department of Community Development and the U.S. Census Bureau.

2007 population estimate reflects the acceptance of the City's estimate challenge by the U.S. Census Bureau.

(2) Personal income estimates and per capita personal income provided by U.S. Department of Commerce.

(3) Median Age and educational attainment provided by U.S. Census Bureau.

Education attainment refers to those persons 25 years or older.

(4) Enrollment figures are for the Fall Semester immediately following the fiscal year indicated and include Pre-k full-time students.

Post-secondary enrollment includes enrollment at Oklahoma State University-Stillwater, Northern Oklahoma College-Stillwater, and full/half-time students at Meridian Technology Center.

(5) Unemployment rate provided by Bureau of Labor Statistics and is for Payne County.

POSITIONS & SERVICES

PARTIAL LIST OF CITY SERVICES

- Police
- Fire
- Municipal Court
- Emergency Management
- Code Enforcement
- Parks and Recreation
- Public Library
- Golf Course
- Community Center
- Airport
- Street Maintenance
- Development Services
- Environmental Programs
- Water & Wastewater Utilities
- Electric Utility
- Waste Management

The City's Workforce

City of Stillwater employees provide services to more than 47,000 residents over 28 square miles. The FY 2018 budget includes a total of 585 full-time and full-time equivalent positions. Full-time employees have provided an average of 12 years of service to residents, business and visitors.

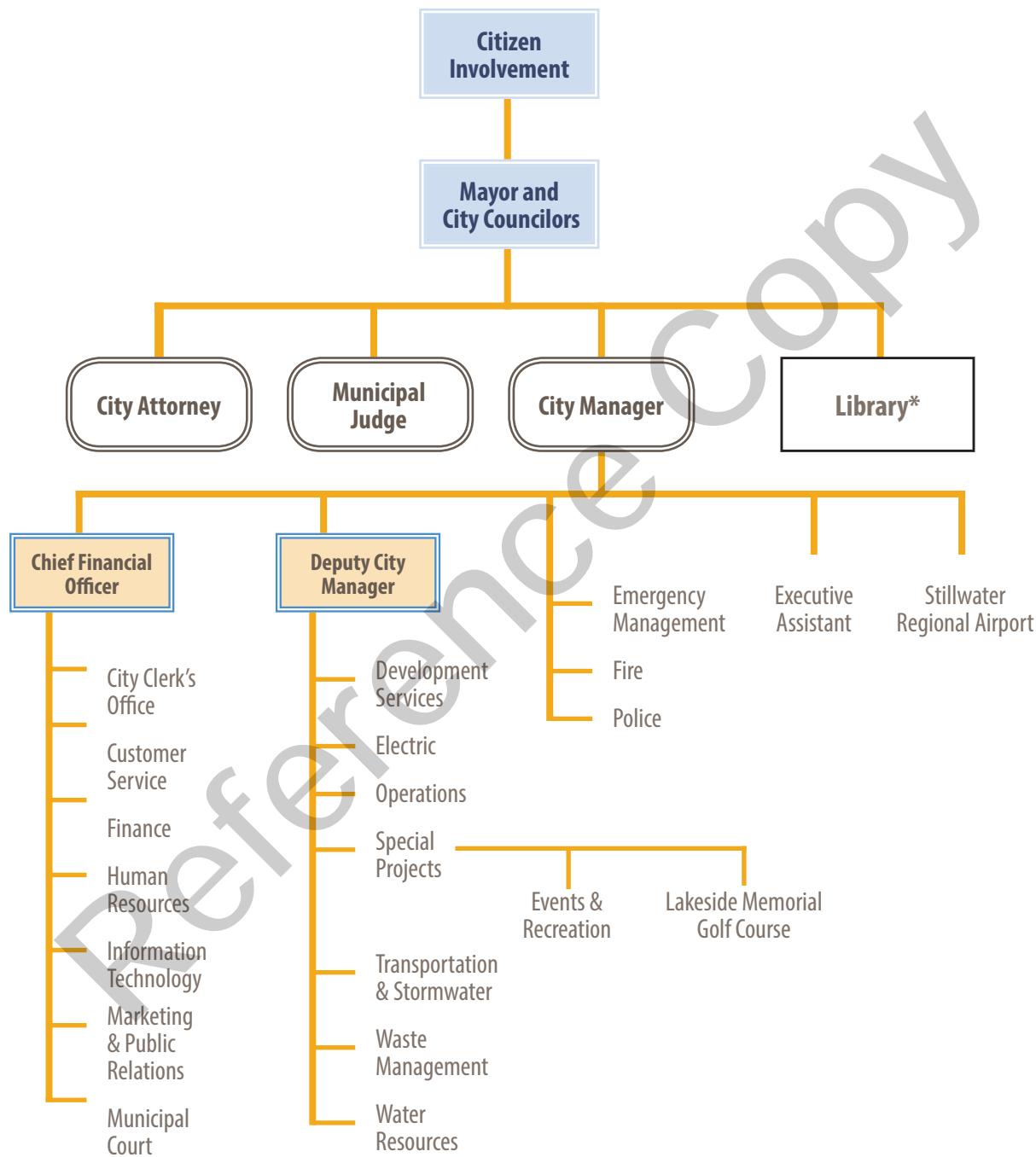
The chart below represents employees by work areas. Management and Support employees are employees working in areas such as Human Resources, Information Technology, Finance and other areas.

Proposed Full-Time Equivalents by Work Area

| | POSITIONS (FTES) | |
|------------------------|------------------|----------------|
| Management and Support | 73.50 | 12.56% |
| Development Services | 11.00 | 1.88% |
| Transportation | 6.00 | 1.03% |
| Operations | 44.00 | 7.52% |
| Recreation and Culture | 60.00 | 10.26% |
| Police | 128.00 | 21.88% |
| Fire | 76.00 | 12.99% |
| Airport | 11.50 | 1.96% |
| Fleet | 13.00 | 2.22% |
| Electric | 65.50 | 11.20% |
| Water | 44.50 | 7.61% |
| Wastewater | 24.00 | 4.10% |
| Waste Management | 28.00 | 4.79% |
| TOTAL | 585.00 | 100.00% |

CITY ADMINISTRATION ORGANIZATION CHART

As of Oct. 5, 2016



* As provided in Section 3-6 of the Stillwater City Charter, the Library Board has supervision and control of the public library including appointment of the Library Director and setting policies for the administration of the Library.

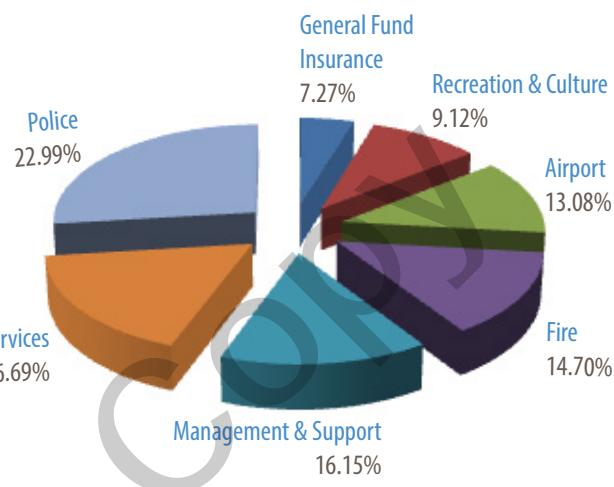
PROPOSED FY18 EXPENDITURES

Combined General Fund + SUA expenditures = \$105,291,898

Combined Positions General Fund + SUA FTEs = 585

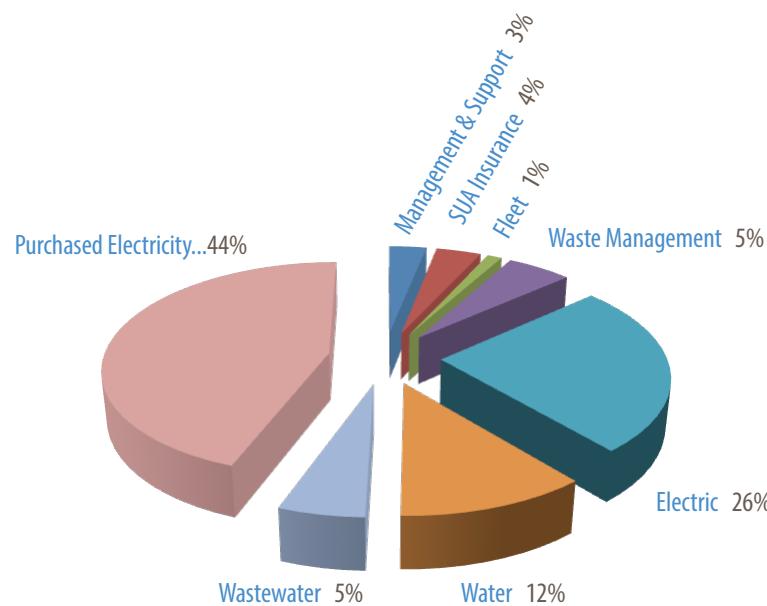
FTE is full-time equivalent

| | Positions (FTEs) | Proposed Operating Budget |
|--------------------------------|---------------------|---------------------------------|
| General Fund: | | |
| Management and Support: | | |
| City Management | 5.25 | \$542,389 |
| Information Technology | 12.00 | \$1,741,319 |
| Human Resources | 5.00 | \$486,855 |
| Finance | 17.00 | \$1,226,805 |
| Legal | 4.00 | \$516,786 |
| General Government | 5.00 | \$1,735,015 |
| General Fund Insurance | | \$3,745,602 |
| Services: | | |
| Development Services | 11.00 | \$885,969 |
| Transportation | 6.00 | \$502,477 |
| Operations | 44.00 | \$3,202,185 |
| Recreation and Culture: | | |
| Parks & Recreation | 33.00 | \$2,409,425 |
| Library | 27.00 | \$1,230,635 |
| Police | 128.00 | \$11,090,172 |
| Fire | 76.00 | \$7,454,297 |
| Airport | 11.50 | \$3,474,425 |
| Total City | 384.75 | \$40,244,356 |



GENERAL FUND PROPOSED FY18 EXPENDITURES

| | Positions (FTEs) | Proposed Operating Budget |
|--|---------------------|---------------------------------|
| Stillwater Utilities Authority (SUA): | | |
| Management and Support: | | |
| SUA Administration | 1.00 | \$663,190 |
| Customer Service | 22.25 | \$1,195,021 |
| Environmental | 2.00 | \$168,089 |
| SUA Insurance | | \$2,444,871 |
| Fleet | 13.00 | \$792,507 |
| Waste Management | 28.00 | \$3,519,452 |
| Electric | 65.50 | \$16,541,132 |
| Water | 44.50 | \$7,445,038 |
| Wastewater | 24.00 | \$3,378,242 |
| Purchased Electricity | | \$28,900,000 |
| Total SUA | 200.25 | \$65,047,542 |



SUA PROPOSED FY18 EXPENDITURES

PROPOSED FY18 REVENUE ESTIMATES

General Fund: Proposed Revenue Estimates (excluding transfers)

Revenues:

| | | |
|--------------------|--------|--------------|
| Sales Tax | 81.51% | \$28,400,000 |
| Other Tax | 9.62% | \$3,352,000 |
| Fines and Forfeits | 2.20% | \$768,000 |
| Fees & Rentals | 2.78% | \$968,350 |
| Licenses & Permits | 0.70% | \$245,500 |
| Interest | 0.20% | \$67,975 |
| Grants | 0.14% | \$50,000 |
| Other | 2.84% | \$990,800 |

Total General Fund Revenue Estimates: \$34,842,625

Proposed City Sales Tax Revenue

The 3.5% sales tax has been and continues to be the City's largest source of recurring revenue. Sales tax revenue projections are prepared using trend analysis. Of the total 3.5% sales tax collected, 1% is transferred to the Stillwater Utilities Authority and 0.5% is transferred to the Transportation Fund.

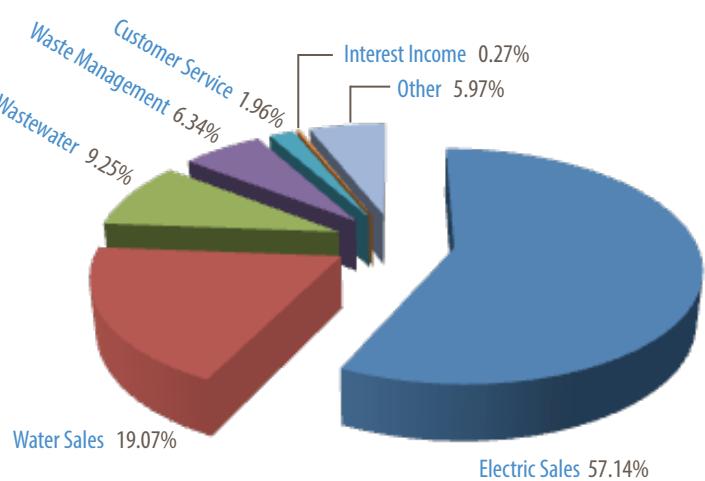
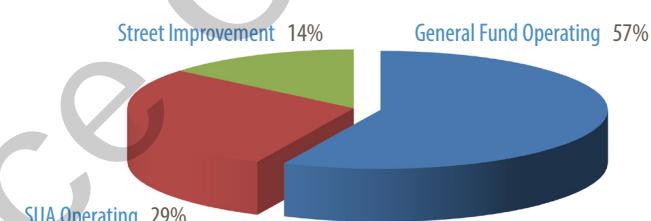
10 Year Sales Tax Trend

| Fiscal Year Ending 6/30 | Amount |
|-------------------------|--------------|
| 2008 | \$22,402,686 |
| 2009 | \$22,978,191 |
| 2010 | \$22,032,236 |
| 2011 | \$23,017,357 |
| 2012 | \$23,945,783 |
| 2013 | \$26,250,096 |
| 2014 | \$29,274,245 |
| 2015 | \$28,864,410 |
| 2016 | \$28,616,586 |
| 2017 Projected | \$28,400,000 |

SUA Revenue Estimate (excluding transfers)

| | | |
|------------------|--------|--------------|
| Electric Sales | 57.14% | \$44,595,283 |
| Water Sales | 19.07% | \$14,884,440 |
| Wastewater | 9.25% | \$7,215,000 |
| Waste Management | 6.34% | \$4,945,000 |
| Customer Service | 1.96% | \$1,528,000 |
| Interest Income | 0.27% | \$212,500 |
| Miscellaneous | 5.97% | \$4,659,000 |

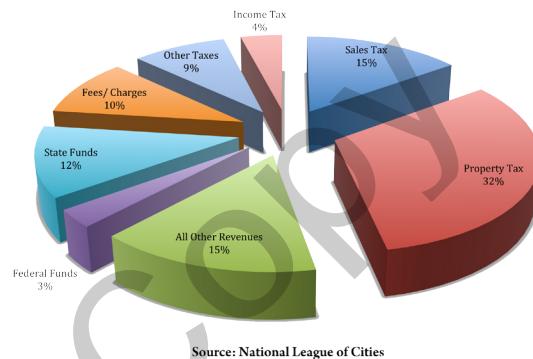
SUA Revenue Estimate \$73,039,223



REASONS TO SHOP LOCAL

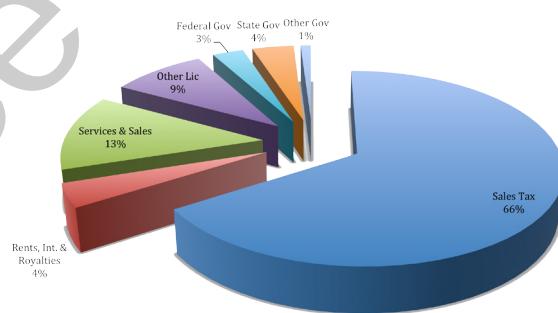
- When you shop local, you ensure that your sales tax dollars are reinvested where they belong — in your community.
- Consumer surveys repeatedly show independent businesses are rated high in overall customer satisfaction.
- Also, local ownership of business means residents with roots in the community are involved in key development decisions that shape our lives and local environment.
- Local businesses pick the items and products they sell based on what they know you like and want — in other words, we have a vested interest in serving you.
- Your local purchases support local jobs.
- You strengthen the local economy. Local businesses tend to buy and sell with other local businesses.
- Local business owners often sell local products, which helps preserve the community's distinction.
- Dollars you spend locally support vital public services in the city of Stillwater and Payne County—including public safety, parks, streets and other aspects of Stillwater's quality of life.

U.S. City Revenues FY 2010



Source: National League of Cities

Oklahoma Municipal Revenues FY 2013



Source: FY 2013 SA&I forms, Oklahoma State Auditor

Oklahoma is the only state in which municipalities are almost entirely dependent on sales tax for general operations.



City of Stillwater Oklahoma Notice of Budget Resolution for Fiscal Year 2018

The Stillwater City Council will consider resolutions concerning the proposed 2017/2018 budgets for the City of Stillwater, Stillwater Utilities Authority, Stillwater Public Works Authority, and Stillwater Economic Development Authority during the May 2, 2016 council meeting. The Council meeting will be conducted at the Municipal Building, 723 South Lewis, beginning at 5:30 p.m. and is televised on cable channel 14. The meeting is open to the public.

| RESOURCES | General Fund | Debt Service Fund | Tourism & Convention Fund | Rural Fire Grants | CBG Grants | Parks Grants | Comm Dev Rehab | Special Operations | Stormwater Management | Transportation Fee | Park Donations | Transportation Fund | G.M. Koch Donation | Self Insurance | Airport | SPWA | SEDA | SUA | TOTAL |
|-------------------------------|---------------------|--------------------|---------------------------|-------------------|------------|----------------|-----------------|--------------------|-----------------------|--------------------|-----------------|---------------------|--------------------|--------------------|--------------------|---------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance | \$336,873 | \$203,971 | \$172,949 | \$401,534 | \$1 | \$1,038 | \$17,893 | \$2,548 | \$273,957 | \$125,527 | \$80,902 | \$785,788 | \$44,160 | \$1,543,584 | \$4 | \$104,010 | \$6,197,778 | \$74,771,098 | \$79,985,615 |
| Sales Tax | 28,400,000 | | | | | | | | | | | | | | | | | | 28,400,000 |
| Use Tax | 1,150,000 | | | | | | | | | | | | | | | | | | 1,150,000 |
| Other Tax | 2,202,000 | 1,020,000 | 750,000 | 0 | | | | | | | | | | | | | | | 3,972,000 |
| Grants | 50,000 | | | | | | | | | | | | | | | | | | 1,388,206 |
| Fines and Forfeits | 768,000 | | | | | | | | | | | | | | | | | | 768,000 |
| Fees and Rental | 345,900 | | | | | | | | | | | | | | | | | | 862,100 |
| Parks & Rec Activity Fees | 62,450 | | | | | | | | | | | | | | | | | | 622,450 |
| Interest | 67,975 | | | | | | | | | | | | | | | | | | 284,825 |
| Ambulance | 0 | | | | | | | | | | | | | | | | | | 0 |
| Licenses & Permits | 245,200 | | | | | | | | | | | | | | | | | | 245,500 |
| Other | 990,800 | | | | | | | | | | | | | | | | | | 8,260,955 |
| Stormwater Fees | | | | | | | | | | | | | | | | | | | 290,000 |
| Electric | | | | | | | | | | | | | | | | | | | 44,595,283 |
| Water | | | | | | | | | | | | | | | | | | | 14,884,440 |
| Wastewater | | | | | | | | | | | | | | | | | | | 7,215,000 |
| Waste Management | | | | | | | | | | | | | | | | | | | 4,945,000 |
| Customer Service | | | | | | | | | | | | | | | | | | | 1,528,000 |
| Transfers In | 14,123,931 | | | | | | | | | | | | | | | | | | 36,529,519 |
| Total Resources | \$49,803,429 | \$1,223,971 | \$922,949 | \$16,334 | \$1 | \$1,038 | \$17,893 | \$6,548 | \$563,957 | \$328,827 | \$90,902 | \$4,842,931 | \$44,660 | \$9,333,841 | \$3,613,900 | \$104,060 | \$1,999,972 | \$162,511,480 | \$235,926,893 |
| Expenditures | | | | | | | | | | | | | | | | | | | |
| City Manager | | | | | | | | | | | | | | | | | | | \$242,389 |
| Information Technology | | | | | | | | | | | | | | | | | | | 1,741,319 |
| Human Resources | | | | | | | | | | | | | | | | | | | 486,855 |
| Finance | | | | | | | | | | | | | | | | | | | 2,136,405 |
| Development Services | | | | | | | | | | | | | | | | | | | 885,969 |
| Transportation | | | | | | | | | | | | | | | | | | | 578,472 |
| Operations | | | | | | | | | | | | | | | | | | | 3,202,185 |
| Parks & Recreation | | | | | | | | | | | | | | | | | | | 2,434,475 |
| Police | | | | | | | | | | | | | | | | | | | 11,101,172 |
| Fire | | | | | | | | | | | | | | | | | | | 7,664,288 |
| Library | | | | | | | | | | | | | | | | | | | 1,230,635 |
| Legal | | | | | | | | | | | | | | | | | | | 516,786 |
| General Government | | | | | | | | | | | | | | | | | | | 11,690,721 |
| Stormwater | | | | | | | | | | | | | | | | | | | 280,186 |
| Airport | | | | | | | | | | | | | | | | | | | 3,474,425 |
| Environmental Services | | | | | | | | | | | | | | | | | | | 3,474,425 |
| Administration | | | | | | | | | | | | | | | | | | | 168,089 |
| Customer Service | | | | | | | | | | | | | | | | | | | 663,190 |
| Electric | | | | | | | | | | | | | | | | | | | 1,195,021 |
| Water | | | | | | | | | | | | | | | | | | | 45,441,132 |
| Wastewater | | | | | | | | | | | | | | | | | | | 7,445,038 |
| Waste Management | | | | | | | | | | | | | | | | | | | 3,378,242 |
| Fleet | | | | | | | | | | | | | | | | | | | 3,519,452 |
| Transportation Debt | | | | | | | | | | | | | | | | | | | 792,507 |
| Indirect/Direct | | | | | | | | | | | | | | | | | | | 0 |
| Transfers Out | | | | | | | | | | | | | | | | | | | 0 |
| Total Expenditures | \$49,803,429 | \$1,096,429 | \$750,000 | \$209,991 | \$0 | \$0 | \$0 | \$0 | \$25,000 | \$323,232 | \$10,000 | \$8,253,100 | \$3,613,896 | \$0 | \$1,703,800 | \$81,199,043 | \$147,098,422 | | |
| Ending Fund Balance | \$0 | \$127,542 | \$172,949 | \$306,543 | \$1 | \$1,038 | \$17,893 | \$5,548 | \$223,455 | \$328,827 | \$65,902 | \$4,750,699 | \$34,660 | \$1,080,741 | \$4 | \$104,060 | \$296,172 | \$81,312,437 | \$88,828,471 |

Stillwater City Council

STRATEGIC VISION STATEMENT

GOALS

#1 Represent the needs of citizens first, being good stewards of all resources and maintaining relationships based on respect, integrity and accountability.

#2 Maintain fiscal sustainability and create the environment and opportunity for smart economic development and growth.

#3 Provide a well-maintained infrastructure that delivers reliable, efficient and affordable services to residents, visitors and businesses.

#4 Focus on the public's safety with proactive and preventive programs and effective and timely responses when an emergency or threat arises.

#5 Provide context and support for citizens, visitors and businesses to pursue a high quality of life with diverse opportunities for artistic, historic, cultural and recreational pursuits.

#6 Preserve livability in Stillwater's strong and distinctive neighborhoods.

STRATEGIC INITIATIVES

- Promote an open-minded, innovative and fiscally sustainable governance culture for the City.
- Strengthen community partnerships with citizens, business, industry, health, governmental and educational institutions.
- Support the city manager, city attorney and municipal judge by articulating clear goals and expectations with regular opportunities for review and evaluation.
- Develop multi-year financial plans that balance revenue and long-term facility needs with community defined service levels, contractual commitment and regulatory requirements.
- Develop strategic partnerships to grow jobs, income and a talented workforce.
- Create the environment and opportunities for local enterprises and companies to grow and flourish.
- Apply strategies to reduce the cost of providing City services.
- Create a readily identifiable downtown core that is unique and vibrant.
- Achieve exceptional customer service and a diverse City government workforce where customers and employees are respected and valued.
- Provide abundant and clean water, effective wastewater treatment and reliable electric service to meet current and future community needs.
- Provide well-maintained and adequate infrastructure and maintain city assets.
- Ensure effective and efficient public safety services.
- Reduce code violations, substandard housing.
- Preserve the community's viable historic assets.
- Engage and acknowledge citizens through a variety of communications.
- Encourage a range of housing types and sizes at a variety of affordable levels and coordinate agencies to ensure housing needs are met.



STREET MAP

10/17/2012



Brush Creek Rd



CITY OF STILLWATER, OKLAHOMA

Budget in Brief FY2017-2018

Adopted Operating & Capital Budget

723 S. Lewis Street | Stillwater, Oklahoma 74076-1499

stillwater.org | 405.372.0025

Reference Copy

The City of
Stillwater[®]
OKLAHOMA