



Andrea Weckmueller-Behringer
City Manager

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Honorable Mayor, City Commissioners, and Fellow Residents of the City of Shawnee:

The City of Shawnee's annual budget is our largest and most significant policy document, and its development is one of the most important and challenging responsibilities of the City Manager. Following months of preparation and cross-departmental teamwork, I am pleased to present to you the recommended Fiscal Year 2023-2024 Budget. The process leading up to its creation invited honest conversations about the critical functions we perform, the identification and closure of existing gaps, the areas of desired improvement, and the financial groundwork for future growth. This budget demonstrates our City's commitment to high-level community priorities and shared values.

In accordance with the City's Municipal Code, Section 2-96, and in compliance with Title 11 of the Oklahoma Statutes, Chapter 1, Section 17, the City of Shawnee operates under an annual budget. Spanning July 1, 2023, through June 30, 2024, the City's budget has been prepared using best practices and techniques recommended by the Governmental Accounting Standards Board (GASB). The budget is adopted at the fund level and is prepared by fund and department. In general, appropriations lapse at the end of the fiscal year, although appropriations for capital projects may be excepted and carried forward. Within the best practices and regulatory framework as well as the financial policies adopted by the City Commission, the Fiscal Year 2023-2024 Budget again demonstrates the City's progress towards attaining financial resiliency, securing sustainable City growth, and enhancing the community's quality of life.

The City of Shawnee encompasses a general government component as well as two public trusts, specifically the Shawnee Municipal Authority and the Shawnee Airport Authority. The general government supports administration, code enforcement, community development, engineering, financial management, municipal court, parks and recreation, public safety, streets and traffic, and tourism. The Shawnee Airport Authority oversees capital improvements, maintenance, and operation of the Shawnee Regional Airport. Last but not least, the Shawnee Municipal Authority is comprised of administration, wastewater collection, two wastewater treatment plants, water distribution, and one water treatment plant.

The Fiscal Year 2023-2024 Budget continues the path set by the three preceding years. General Fund revenues were again estimated conservatively and represent a nine (9) percent increase over the Fiscal Year 2022-2023 Original Budget. This growth stems from the average in actual tax receipts for the most recent three years. Revenue projections for other funds are also based on the analysis of historical data.

It is of particular importance to note that the Fiscal Year 2023-2024 Budget was developed in close collaboration with each City department as well as guided by the “Budgeting and Financial Planning Policies”, which were adopted by the City Commission on March 7, 2022. These policies specifically set the following framework:

- The City will not borrow from any external source to fund ongoing operations.
- Excess Fund Balances should not be used to support ongoing operations but may be budgeted to fund one-time expenditures.
- Each City fund should include a Contingency Reserve of no less than two (2.0) percent of the fund’s budgeted operating expenditures.
- Specifically, the General Fund must maintain Operating Reserves at the beginning of each fiscal year in the amount of no less than fourteen (14.0) percent and no more than twenty (20.0) percent of the total General Fund budget. Other funds that also support personnel or operating expenditures must maintain operating reserves at a target level of five (5.0) to twenty (20.0) percent of the total budgeted expenditures.

Maintaining the required operating reserves and contingency reserves, has resulted in a conservative position budget which is accompanied by multiple high priority capital improvements:

- The five (5) full- and part-time airport employees encumber 28.6 percent of the Shawnee Airport Authority’s operating budget. With a total of fifty-two (52) positions, employee costs account for 21.2 percent of the Shawnee Municipal Authority’s operating budget. In support of critical general government activities, four new positions are proposed for a total of two-hundred-forty-five (245) full- and part-time employees, which encumber 72.4 percent of the General Fund operating budget; these new positions include an Assistant Engineer, a Residential Building Inspector, a Special Events and Volunteer Supervisor, and an Animal Welfare Officer. A total of four (4) positions are in various other funds for a total of three hundred six (306) full- and part-time positions across all funds.

Four additional new position requests from various departments had been received. These requests are on hold until further operating funds can be secured.

- Accounting for a combined total of over \$100 million, the majority of top priority capital requests from each one of the general government City departments as well as the Shawnee Airport Authority and Shawnee Municipal Authority have been accommodated within the Fiscal Year 2023-2024 Budget, including the following planned improvements, most of which have already begun*:
 - Wastewater treatment plant updates* (continue through 2024-2025)
 - Water treatment plan update*
 - Water and wastewater line replacements* (ARPA-funded; continue through 2024-2025)
 - Woodland Veterans Park reconstruction*
 - Roadway panel replacements and overlays (continue into FY 2024-2025)
 - Kickapoo Avenue widening*
 - Main Street Bridge replacement*
 - Highland Street sidewalk*
 - Twin Lakes dam repair*
 - 45th Street Phase 1 design and right-of-way*

- New animal shelter*
- Boat dock for Shawnee Twin Lakes patrol*
- Airport improvements
- Public safety gear replacements
- Replacement vehicles for fire, police, and public works
- Information Technology upgrades and routine equipment replacement
- Additional major equipment replacement

Noteworthy is the fact that, as part of the new Capital Improvement Plan process instituted City-wide, additional capital needs have already been identified and prioritized for implementation in subsequent years.

- Lastly, the Fiscal Year 2023-2024 Budget also includes the continuation of consultant service agreements which had begun in previous years:
 - Unified Development Code (final phase and close-out)
 - Phase 2 of the Twin Lakes Survey

In closing, I would like to thank the departments and department directors for their work on this year's budget. Shawnee continues to have a solid foundation, which is due in large part to a common understanding of our financial policies all through the organization. All departments came together under the guidance of Ms. Lindsey McNabb-Fox, the City's Finance Director, and made choices that were difficult, as they put the good of the organization over the interests of specific departments.

As a result, this Fiscal Year 2023-2024 Budget makes strategic investments in our future, maintains services to follow the community's growth, and anticipates financial uncertainties. Prepared and ready, we now look forward to a successful year, full of meaningful activities and projects, and strategic renewal.

Sincerely,



Andrea Weckmueller-Behringer, AICP, GISP, RAS
City Manager