TO: **THE HONORABLE MAYOR AND COUNCIL**
CITY OF MUSTANG

FROM: **TIMOTHY D. ROONEY**
CITY MANAGER

RE: **CITY MANAGER'S REPORT**

DATE: January 30, 2026

"It is not always the same thing to be a good man and a good citizen."

\- ***Aristotle***

MANAGERIAL:

WINTER WEATHER – The most recent winter weather event resulted in around the clock road treatment by our streets contractor – Silver Star Construction – beginning at approximately 6 PM on Friday, January 23, 2026 through Monday morning, January 26, 2026. Pre-treatment of walking surfaces and some road surfaces began prior to that time frame.

During an extreme winter weather event like this, a concentrated effort is placed on making sure the emergency services facilities – Police and Fire Stations – are kept in a state where response is not hampered. This is accomplished by both materials and equipment being located at each facility to allow for rapid treatment of adverse conditions. Then focus is placed on the arterial streets (SW 89th Street, Frisco, Clear Springs, Sara, and Morgan Roads. Both Mustang Road and Highway 152 are plowed and treated by the State of Oklahoma, while SW 59th Street and Countyline Road are treated by the City of Oklahoma City. Following those areas, City facilities in and around Town Center are the focus.

A review of information from the period beginning at 6 PM on Friday through 6 PM on Monday indicate just one vehicle accident that required Police response within the City of Mustang. I believe this can be attributed to the citizens of Mustang and our surrounding communities taking the storm event seriously, as well as a great plan of action by Silver Star Construction.

CMAO WINTER CONFERENCE – Mr. Battles and I attended the City Management Association of Oklahoma's Annual Winter Conference in Edmond, OK on January 21-22, 2026. Mr. Battles serves as CMAO's President and the conference broke attendance records both in participants and vendors.

I provided a session on Succession Planning – highlighting many of the successes we have experienced in Mustang across several different departments. The PowerPoint from that presentation is attached for your information and review. Special thanks to both Mr. Battles and Mr. Conner for assistance with the content and presentation.

HOLIDAY CLOSURES – Upcoming holiday closures are outlined below:

- Monday, February 16, 2026 – Presidents' Day – All City Administrative Offices - including the Library and Active Adult Center - will be closed. The Recreation Center will operate as normally scheduled. Refuse services will operate as normally scheduled so be sure to have your polycart to the curb by 7:00 AM.

ASSISTANT CITY MANAGER:

PROJECT UPDATES – The following updates are provided for various projects, including ongoing Capital Projects:

- SH-152 Reconstruction Project (ODOT) - Work on the ODOT reconstruction of SH-152 between Mustang and Union City is ongoing. The contractor is continuing work on the section of the project in Mustang between Frisco Rd. & Clear Springs Rd. **SH-152 will remain closed to ALL WESTBOUND TRAFFIC from Clear Springs Dr. to west of Frisco Rd**. Local traffic will need to utilize the following detour routes for access:
  - Local Traffic Between Frisco Rd. & Clear Springs Rd. – Local Traffic between Frisco & Clear Springs will need to utilize the detour along SW 59th to Frisco Rd and follow the eastbound traffic through the work zone.
  - Local Traffic Between Richland Rd. & Frisco Rd. – Local traffic between Richland Rd. & Frisco Rd. will need to utilize the detour along SW 59th to Richland Rd. and follow the eastbound traffic through the work zone.
  - Local Traffic West of Richland Rd. – Local traffic west of Richland Rd must utilize the detour along SW 59th to Richland Rd. Eastbound traffic will be allowed along SH-152 from Richland Rd.
  - Commercial & Thru Traffic. – ALL commercial and thru traffic traveling westbound along SH-152 will need to utilize the ODOT detour along SH-4, I-40, & US-81.

  Traffic has been shifted onto the eastbound lanes, and the contractor is constructing street returns on the westbound lanes. This phase of construction is anticipated to be completed in early 2026. TJ Campbell previously resurfaced SW 59th West from Clear Springs Road as the detour route for this phase of the project. Please follow the detour and construction signage and expect delays when traveling in the area.
  More information on the ODOT project along SH-152 can be found on ODOT's website in their 8-year construction plan, which can be found at the following link. https://oklahoma.gov/odot/programs-and-projects/projects/8-year-construction-work-plan.html
- S. Meadow Lane – Road crews have completed the repairs at the intersection of S. Meadow Lane and SH-152.
- Belt Filter Press – Contractors are 90% complete with the replacement of the Belt Filter Press at the Sewer Treatment Plant. The previous Belt Filter Press had been in service for decades, and the cost of maintenance and the difficulty of sourcing replacement parts for the old equipment led to a need for its replacement. The new Belt Filter Press will go into operation this month. The replacement is being funded in part with infrastructure funds from the American Rescue Plan Act.

- 16" Water Infrastructure Project along State Highway 152 – Construction on the 3-mile project, putting in a new 16" waterline to service the West side of the City of Mustang is 70% complete. Minor impacts to traffic and water service in the area will continue during construction. The project runs along State Highway 152, just west of Mustang Road to Clear Springs. This project is being funded in part with infrastructure investment funds from the American Rescue Plan Act and Community Project Funding requested through Congressman Frank Lucas' office and approved by the House Committee on Appropriations. The project is anticipated to be completed by Spring of 2026.
- Groundwater Treatment Project – The Groundwater Treatment Units have been assembled, and installation at the well sites is underway. The additional treatment units will be installed on wells 5 and 6, helping to provide our community with safe drinking water for many years to come. This project was made possible with infrastructure investment funds from the American Rescue Plan Act. The project will be completed by March 2026.
- Southwest 89th Street (Highway 4 to Mustang Road) – Engineers have completed the design for the expansion of Southwest 89th Street. The project includes all of Southwest 89th Street between Mustang Road and State Highway 4, the far south portion of Mustang Road from the railroad tracks south to Southwest 89th Street, and Southwest 89th Street just east of State Highway 4. This project was included in the Sales Tax Extension approved by voters on August 23, 2016. Utility relocation coordination on this project is underway. Several utilities will require engineering and coordinated relocations. Due to the complexity of these relocations, this project phase is anticipated to take 18-24 months.
- Mustang Multimodal Phase 1 Project - Cowan Group Engineering has submitted final plans for this project. ODOT is reviewing the final plans, and the environmental study for the project is complete. The City is working to acquire the necessary right-of-way for the project and anticipates construction to begin in the Summer of 2026. The first phase of this project will provide protected sidewalk connectivity between Mustang Public School facilities within the city limits and the Town Center. More information about Mustang's Multimodal Continuity Plan can be found here: https://www.cityofmustang.org/article/1240322
- Mustang Trails Project - The Mustang Trails Project will provide a walking trail between SH-152 on the west side of Fire Station #1 and the existing walking trails in the SW Corner of Wild Horse Park. The engineer has submitted final plans for this project. A field review of the plans was held on October 10th, and the engineer has begun preparation of the final construction plans. The environmental study for the project has been completed, and the City is working to acquire the necessary right-of-way. Construction is anticipated to begin in the Spring of 2026. This walking trail was included in the Imagine Mustang Comprehensive Plan. Information on the 2017 Imagine Mustang Comprehensive Plan can be found here: https://www.cityofmustang.org/documents/2017-comprehensive-plan/396233

COMMUNITY DEVELOPMENT:

DEPARTMENT NEWS - The Department has launched the building permit & contractor module of a new software called GovWell. This software will allow builders, contractors, and citizens alike to submit their projects digitally and allow for more transparent and timely review turnarounds, inspection requests, and overall system tracking. The link to GovWell can be found

on the City's website when searching for Forms and Permits. Additional online modules for business licensing and code enforcement will be coming in the next few months.

PLANNING COMMISSION – The Planning Commission will meet on Tuesday, February 10, 2026 to discuss the following agenda items:

- Public Hearing – Request to rezone approximately 6.64 acres of land located at the 200-400 Block of N. Czech Hall Rd from the C-3 & C-4 Zoning Districts to a Planned Unit Development (PUD) titled "State Highway 152 & Czech Hall Rd PUD" with C-3 & R-4 Zoning Districts.

BOARD OF ADJUSTMENT – The Board of Adjustment will not meet on Tuesday, February 10, 2026 due to a lack of agenda items.

TRAFFIC COMMISSION – The Traffic Commission will meet on Wednesday February 4, 2026 to discuss the following agenda items:

- Placement of a Speed Table along W. Lodge Way – between N. White Tail Way & N. Clear Springs Rd.

MONTHLY REPORTS – The report from the Community Development Department and Code Enforcement for the month of December and 2025 totals are attached for your information and review.

NEW BUSINESS ACTIVITY – The following is a brief review of new business activity within the City of Mustang:

- La Linea has applied for a business license for a barber shop at 214 N. Mustang Mall Ter.

ONGOING COMMERCIAL PROJECTS – The following is a brief review of ongoing commercial activity within the City of Mustang:

- WEL Trucking has been issued a permit at 500 S. Industrial Ln. This will be a truck service business with a 11,900-sqft building. 50% walkthrough inspections have been completed.
- Mustang Public Schools is constructing a new building at the High School campus. The building will be a two-story, 86,967-sqft structure containing a new cafeteria and classrooms. Sheathing has been installed along the exterior walls.
- Reign Athletics has been issued a permit for a 11,972sqft building at 600 E State Highway 152, south of Chicken Express and Freddy's Restaurant. 50% walkthrough inspections have been completed.
- Ashton Gray has been issued a permit for a retail center at 215 N Sara Road with a 8,023sqft building. Exterior veneer bricking is being placed.
- Lee Storage is constructing a storage facility at 721 N Clear Springs Road. The trades are finishing their final inspections.
- Public Storage along W. Armstrong Dr has been issued a permit to remodel some of the existing buildings on site for additional storage.
- Roam Studio is constructing a 2-tenant 6,000 SqFt office building at 500 S. Symes Ln. The building has been framed and rough-in trades are being completed.

SUBDIVISIONS – The following is a brief overview of subdivision activity in Mustang:

- Red Barn Acres, an 8 lot R-E subdivision at 1500 E Lily Lane has completed the water line. Paving will be the next stage.
- Riverwood Addition**,** a 61-lot duplex subdivision on SW 89th Street between Mustang Rd & Sara Rd, will be installing the water line after receiving engineering and ODEQ approvals.
- Calvary Court, a townhouse subdivision of 4 buildings with 4 residential dwelling units in each has completed their water, sewer, and paving infrastructure. The location is at 948 W State Highway 152. The building plans will be reviewed next.
- Clear Springs Senior Independent Living near the intersection of W. SH 152 & Clear Springs Rd will feature 43 senior housing units in 3- & 5-unit buildings with a community space. The sewer infrastructure is nearly complete. One of the water connections has been tapped.

LOT INVENTORY – A breakdown of the current lot availability within the City of Mustang is included below:

Subdivision	Available Lots	Total Number of Lots
Gabe's Crossing	12	27
Hunter's Hill 5	22	68
Hyde Park Addition	7	35
Magnolia Trace 6	1	34
Spitler Lake Estates 2	5	58
Spitler Lake Estates 3	28	50
Wild Horse Canyon 3	35	108
	110	380

FINANCE:

FINANCIAL REPORTS – Attached you will find the monthly (un-audited) financial reports ending December 31, 2025, and sales tax report for January 2026.

General Fund**:**

- Positive month: $372,493
- Positive Year-to-Date (YTD): $125,677
- Ending balance as a percentage of annual revenues (cash reserve): 20.39%

Mustang Improvement Authority:

- Negative month: $-52,389
- Year-to Date (YTD): $651,120 (excluding construction projects)
- Ending balance as a percentage of annual revenues (cash reserve): 32.78%
- Payment to Crossland Heavy Contractors for ARPA Belt Filter press $476,456.54
- Payment to Patriot Underground for SH152 Waterline Project $307,576.69

Sales Tax:

- Sales tax: $1,397,086.30
- Variance from monthly projection: Positive $82,086.30 or 6.2%
- Use tax monthly reporting: $305,341.06.

These figures provide insights into the financial performance of the General Fund, the Mustang Improvement Authority, and sales tax revenue for the specified period. As expected, sales tax revenues rebounded for this reporting period (November 16. 2025 – December 15, 2025)) due to the Federal Government shutdown ending.

1099-MISC, 1099-NEC, AND W-2's - The city has provided the W-2 and 1099 forms to its employees and vendors meeting the January 31, 2026 deadline. All forms were filed electronically with the IRS and Oklahoma Tax Commission.

FIRE:

ACTIVITIES AND EVENTS - The following is a summary of current or recent activities and events at the Fire Department:

- Oklahoma Fire Chiefs Association (OFCA) - Chief Carruth, Battalion Chiefs Willrath, Sprague, and Sylvester, attended the Chief's Winter Workshop in Stillwater. Fire Department members were able to receive leadership education from fire service leaders locally and nationally.
- 2025 Service Awards - Battalion Chief Andy Willrath celebrated 30 years of service. Reserve Firefighter Brian Brady celebrated 15 years of service. Corporal Clayton Harland celebrated 5 years of service. Corporal Cade Green celebrated 5 years of service. Thank you, for your commitment and service to our department and city!
- Retirement - Mustang Fire Department would like to recognize Corporal Larry Storck for dedicating 23 years of service to our Department and the City of Mustang. Larry began his career with us in February of 2003 and will retire January 31, 2026. Corporal Storck, we thank you for your friendship and service. Congratulations on your retirement and we celebrate your next chapter with you!!!
- Executive Fire Officer - Captain Josh Moore has been accepted to attend the 2026 cohort. This cohort is set to begin in February and proceed through May. The Oklahoma Executive Fire Officer Leadership Program is an intensive, executive-level leadership course that focuses on ethical decision-making, leadership philosophy, and organizational effectiveness for current and aspiring fire service leaders. It benefits attendees by sharpening strategic leadership skills, strengthening professional credibility, and building a statewide peer network they can rely on throughout their careers.
- Guardians Conference 2026 - In February, Members of the Mustang Fire Department will attend the Guardians EMS Conference in Quapaw. This conference provides EMS/Fire responders with the latest in hands-on EMS training, as well as, expert-led workshops and breakout sessions.
- 2025 Year in Review - This year providing a performance breakdown of the department has presented to be challenging at best. The U.S. Fire Administration (USFA) directed a nationwide mandate to update fire reporting. The National Fire Incident Reporting System (NFIRS), which was built in the 1970s, was given a sunset date (nationwide) of December 31, 2025. The new replacement of NFIRS, the National Emergency Response Information System (NERIS), officially began nationwide January 1, 2026. As part of the transition, Oklahoma was scheduled for a July, 2025 migration. Mustang Fire Department successfully made the transition July 1, 2025. This transition coincided with a new Reports Management Software (RMS) upgrade within the department. Due to the combined

transitions, we are still in the process of merging all of the department's data. At this point, I can with certainty provide that from January 1, 2025 to December 31, 2025 Mustang Fire

Department responded to 2467 emergency calls for service (CFS). Over the course of the year Mustang Fire Department responded to all CFS in an average time of three minutes and forty- three seconds (3:43). The department is currently working with the RMS provider to gather and combine the data in order to produce further detailed department statistics.

HUMAN RESOURCES:

EMPLOYEE ANNIVERSARIES – The following employees achieve important employment milestones with the City of Mustang during the month of February:

• Craig Carruth	Fire	27 years
• Christopher Edwards	Fire	19 years
• Eric Halter	Fire	19 years
• Joshua Moore	Fire	16 years
• Justin Marschall	Fire	12 years
• Bryon Smith	Fire	12 years
• Jon Miller	City Attorney	9 years
• Justin Goodwin	Community Development	8 years
• Michelle Burrell	Parks & Rec	7 years
• Marisol Gonzalez	Parks & Rec	7 years
• Jake Montgomery	Fire	7 years
• Seth Roecker	Police	7 years
• Courtney Kettler	Parks & Rec	2 years
• Matthew Schurig	Parks & Rec	1 year
• Autumn Mcholland	Park & Rec	1 year
• Dani Stidham	Parks & Rec	1 year
• Tamara Munson	Parks & Rec	1 year
• Max O'Nan	Parks & Rec	1 year
• Allison Smith	Parks & Rec	1 year

INFORMATION TECHNOLOGY:

MONTHLY TECHNOLOGY TIP – Did you know there are several alternative ways in which to close programs and tabs? Here are a few ways in which to do so:

- Use 'Alt + F4' to close any programs
- Ctrl + W' to close any tabs
- You can also use 'Alt + F4' to bring up the shutdown menu on the Windows desktop.
- 'Ctrl + W' can be used to close tabs in web browsers, file explorer, and many other applications that use a tabbed interface.

LIBRARY:

ADULT PROGRAMS AND ACTIVITIES – (Adults 18+) The following is a brief overview of current, upcoming, or recently offered Adult Programs and activities at the Library.

- Paperback & Playdates Book Club – Friday, February 6, 2026 at 10 AM. A low-pressure book club for stay-at-home parents. You are welcome to bring your children and we will have a play area set up. Theme/genre this month: Love.
- Brown Bag Book Club – Tuesday, February 17, 2026 at 11:30 AM. Bring your own lunch and discuss *Remarkably Bright Creatures* by Shelby Van Pelt. Dessert will be provided.
- Crafternoon – Tuesday, February 17, 2026 at 1 PM and Saturday, February 21, 2026 at Noon. Come make a different craft with us each month.
- Geeky Cauldron Book Club – Thursday, February 26, 2026 at 6 PM. A book club for adults who love reading Young Adult books. Limited copies of books are available through the library, so please plan accordingly. This month: *The Underwood Tapes* by Amanda DeWitt.

ALL AGES EVENTS – The following is a brief overview of current, upcoming, or recently offered Family Programs and activities at the Library. Register online at mustangpubliclibrary.eventbrite.com

- Lego Club – Tuesday, February 10, 2026 at 6 PM. Put together a creation based on each month's challenge. This month: Pets.

TEEN PROGRAMS AND ACTIVITIES – (Grades 6-12) The following is a brief overview of current, upcoming, or recently offered Teen Programs and activities at the Library. Events are on Thursdays at 4:30 PM unless otherwise noted. All supplies for programs are provided.

- Dungeons & Dragons: - Feburary 5 & February 19, 2026. Take up a weapon and defeat various foes. Create your own character or utilize premade characters to join the campaign. Email sbarnard@cityofmustang.org if interested.
- Teen Kickback – February 12, 2026. Kickback and relax in the Teen Zone of the library. There will be games, snacks, and craft supplies available.
- Jewelry Making – February 26, 2026. Use our supplies to create your own jewelry masterpieces.
- Teen Zone: Pop & Palette – Saturday, February 21, 2026 from 2:30 PM – 4:30 PM. Wear clothes that can get messy and create a step-by-step painting with artist, Anne Morales.

TWEEN PROGRAMS AND ACTIVITIES – (Grades 3-5) The following is a brief overview of current, upcoming, or recently offered Tween Programs and activities at the Library. Events are held on Mondays at 4:30 PM.

- Dirt Babies – February 9, 2026. Join Courtney Keck from the OSU OKC Extension Center to make DIY Chia Pets. .
- Kokedama – Febrary 23, 2026. Join Courtney Keck from the OSU OKC Extension Center to create a moss ball planter.

ELEMENTARY PROGRAMS AND ACTIVITIES – (Grades K-2) The following is a brief overview of current, upcoming, or recently offered Elementary Programs and activities at the Library. Events are on Wednesdays at 4:30 PM.

- Book and Cook – February 4, 2026. Read a great book and then try out a new recipe.
- Shrinky Dinks – February 18, 2026. Make your drawing into a tiney work of art.

INFANT, TODDLER, & PRESCHOOL PROGRAMS AND ACTIVITIES – Children will listen to stories, enjoy songs and rhymes, and/or participate in a craft activity. All programs take place in the education room of the library and require registration unless noted.

- Preschool Story Time – Mondays at 9:30 AM & 11:00 AM.
- Mother Goose – Wednesdays at 9:30 AM & 10:30 AM in the Banquet Hall
- Baby Goose – Thursday, February 5, 2026 at 10:00 AM.
- Bilingual Story Time – Monday, February 23, 2026 at 9:30 AM.
- Mother Goose at Night – Tuesday, February 24, 2026 at 5:30 PM.

BRAINFUSE - Check out BrainFuse, an online live tutoring service and more. This program also provides college prep services, college entrance test prep, ASVAB, TABE, Nursing School Practice Tests, U.S. Citizen Test Prep, High School Equivalency Tests, Computer Skills, etc. This is available through the Oklahoma Department of Libraries.
www.brainfuse.com/highed/helpNow.asp?a_id=655B4EAB&ss=&r=

INFANT CRISIS BABY MOBILE – The Infant Crisis Services Baby Mobile will be in the Town Center South Parking lot on Friday, January 16, 2026 from 10 AM to 2 PM. The Baby Mobile is a mobile formula, food and diaper pantry for children from birth to 4 years old.

LIBRARY BOARD - The Library Board will meet Thursday, February 26, 2026.at 5:15 PM.

DISPLAY - Come see the display for the month of February – Abstract Art.

NOTE: All programming is subject to cancellation and/or change. Please call (405) 376-2226 or check Facebook for updates. Registration for all programs online at
www.mustangpubliclibrary.eventbrite.com

PARKS:

DEPARTMENT ACTIVITIES – The following is a brief overview of activities occurring within the Parks and Recreation Department:

- Dad & Daughter Dance – February 28, 2026 – Tickets for the annual Dad and Daughter Dance "Sneak into a Royal Ball" are on sale now at https://secure.rec1.com/OK/Mustang-OK/catalog?filter=c2VhcmNoPTQwNzcwNjI= . Tickets will be $15 for each attendee. Two dance times are available: one from 5:00 – 6:30 PM and the other 7:30 – 9:00 PM.
- Summer Camp Registration – March 2, 2026 – Registration will open up 9:00 AM on Monday, March 2, 2026. The summer camp program is for campers who are currently in grades Pre-K - 5th grade (of the current school year they are completing). Camp dates June 1 - June 26 with no camp June 29 to July 3 and restarting on July 6 – July 31 with the time of camp being 7:30 AM - 5:45 PM daily. Registration will cost a nonrefundable

registration fee of $50 then $125 per week will be due the Friday before each week of Summer Camp. Spots fill up extremely quickly so please plan accordingly.

For information on all Parks and Recreation events, please go to
www.cityofmustang.org/o/parks

RECREATION CENTER – The following is an overview of programs and activities offered at the recreation center:

- Children 13 years and under must be accompanied by an adult when entering the Recreation Center.
- Open Pickleball
    - Mondays 10:00 AM – 1:00 PM
    - Wednesdays and Fridays 9:00 AM - 12:00 PM
    - Sundays 1:00 – 5:00 PM
- Open Volleyball
    - Youth Volleyball - Tuesdays 4:00 - 6:15 PM
    - Adult Volleyball – Thursdays 6:00 – 8:30 PM and Saturdays 9:00 AM – 5:45 PM
- Pick Up Basketball Games
    - 9 – 14 year-olds Mondays 5:00 – 8:00 PM
    - 15 years and up Wednesdays and Fridays 5:00 – 8:00 PM
- Rock Wall – Hours
    - Mon – Fri 5:00 – 8:00 PM
    - Sat 9:00 AM – 5:00 PM
    - Sun 2:00 – 5:00 PM
- Personal Training
    - Personal Training sessions are available at the Recreation Center for $30 per session. For an additional $10 you can bring a buddy. Call 376-3411 to reserve a spot.
- Drop-in Childcare – Drop-in Childcare is offered for children from 6 months to 8 years of age at the Recreation Center with the purchase of an adult or family fitness pass. Please see the website for hours and prices. www.cityofmustang.org/o/parks
- Fitness
    - Yogalates – This fitness class is a fusion of yoga and Pilates that builds core strength, improves flexibility, and enhances posture. This class is for all levels and you will need to bring a yoga mat. This class is included in your fitness pass membership. For additional information call Shannon at 405-376-1297 or email swillis@cityofmustang.org
    - The Recreation Center offers a variety of fitness classes every day in the gym! First time visitors are encouraged to try their first class free! Memberships offer reasonable rates based on individual needs and no contracts are required. Fitness instructors teach everything from yoga to hip hop.
    - The Recreation Center was visited 19,775 times during the month of December 2025.
    - Fitness Classes in January had 2,965 attendees.

For information on schedules, passes, and rates, please go to
www.cityofmustang.org/o/parks or call 405-376-3411.

ADULT PROGRAMS – The following is an overview of adult programming activities and services:

- Adult Activities
  - Mustang Masterpieces – February 13, 2026 – This is an Acrylic Painting Art Class with a Valentines Theme. Cost is $25 per person and that includes an 11 x 14 canvas, supplies, and step by step instructions. Light refreshments will be provided but guests are welcome to bring in your own wine and snacks. Ages 18+ are welcome and school age children must be accompanied by a guardian. Please preregister by calling 405-376-1297.

    For more information about Adult Activities, please call 405-376-1297, email apatten@cityofmustang.org, or stop by the Active Adult Center's front desk.

- Active Adult Center 55+
  - Sequence – The Game – Adults are invited to play Sequence every Thursday in February at 9:00 AM. Sequence is a game where 2-12 players create a row on a board by matching cards in their hand to spaces on the board. Don't know how to play? Just show up and learn! It is free to come play and registration is not required.
  - Caregivers and/or Grandparents Raising Grandchildren – 2nd & 4th Monday of every month – This coffee and chat caregiver support group will focus on caregivers and/or grandparents raising their grandchildren. Come share experiences, learn new tips, and join a new community. For additional information contact Marcie Bullock at Aging Services Inc. at 405-343-3464.
  - Knitting & Crochet Lessons – This free class will be held every Thursday from 9:00 – 10:30 AM. Participants will need to provide their own supplies. All skill levels are welcome to attend. Beginners will be shown the basics and experienced participants can socialize and help with others in the class. For a list of supplies, please come to the class and speak to the instructor. Supplies will vary depending on each individual project.
  - Aging Services Food Service serves lunch for ages 60+, with a suggested $3.00 donation. To reserve a meal, contact Aging Services at 405-376-9874. Meal reservations are due the business day before, by noon. Copies of the lunch menu are available in the Active Adult Center.
  - In January 2026, the Active Adult Center served 885 people for lunch provided by Aging Services.
  - 1,964 Active Adults participated in a variety of activities including music, games and group activities. For a calendar of activities, stop by the Active Adult Center 55+ front desk.

For a complete list of programs and activities at the Active Adult Center 55+ go to www.cityofmustang.org/o/parks/page/active-adult-center or email Ashley at apatten@cityofmustang.org or call 405-376-1297 for more information.

YOUTH AND FAMILY PROGRAMS – The following is a brief overview of youth and family programs and services:

- One Day Camp – February 9, 2026 – While Mustang Public Schools are out on February 9, 2026 there will be a One Day Camp held from 7:30 AM to 5:45 PM for grades Pre-K to 5th Grade. All kids will be able to participate in games, crafts, and activities. Preregistration is required and space is limited. Register at https://secure.rec1.com/OK/Mustang-OK/catalog?filter=c2VhcmNoPTQwOTA5Nzk=

SPORTS COMPLEX AND FACILITIES – The following is a brief overview of the sports complex and facilities:

- Mustang Youth Baseball and Softball
  - Mustang Youth Sports Spring league baseball and softball signups have ended. Teams will be formed soon and info will be sent to the coaches. Please visit https://www.mustangyouthsports.com / for more information.
- Adult Sports
  - Signups for adult slow pitch softball will open on Tuesday, February 3, 2026.
- Mustang Youth Soccer
  - Registration for the Spring 2026 soccer league season has ended. Teams will be formed and info sent to coaches. Please visit mustangyouthsoccer.com for more info.

For more information about sports go to www.cityofmustang.org/o/parks or email Blake Dickson at bdickson@cityofmustang.org

For more information on any of the upcoming events and activities, please check out the city website at www.cityofmustang.org/o/parks , call 376-3411, or follow Mustang Parks & Recreation Special Events on Facebook at www.facebook.com/mustangokparks
Discover the Fun!

POLICE:

PERSONNEL - The following is a brief overview of personnel transitions within the Police Department:

- Cadets Mitch McNamara and David Sebring started the Basic Peace Officer's Course at Moore Norman Technology Center.
- New officers Darius Jones, Ethan Moody and Guadalupe "Lupita" Salayandia were sworn in at the December Council Meeting and are progressing well in the Field Training Program.

TRAINING - The following is a brief overview of training occurring within the Police Department:

- Sergeant Kevin Parker taught the annual Taser Recertification Course for our agency's personnel.
- Deputy Chief Carpenter taught Report Writing at the Basic Peace Officer's Academy at Moore Norman Technology Center.
- Office Administrator Cheryl Lones attended the monthly Administrative Assistant's meeting which included a training luncheon and tour of the CLEET facility in Ada, Oklahoma.

SPECIAL PROJECTS – The following is a brief overview of special projects performed by department personnel within the last month:

- Our agency facilitated a DUI Checkpoint in December that was very successful in deterring impaired driving, especially around the holiday celebrations. We were assisted by several metro agencies, to include; Union City Police Department, Oklahoma Highway Patrol and Oklahoma County Sheriff's Office.
- Support Services Specialist/Dispatcher Shanna Mitchell, completed the coursework necessary to earn her Bachelor's of Arts Degree from the University of Arizona's Global Campus, where she majored in Social and Criminal Justice. Along with earning her degree, Shanna finished with a perfect 4.0 GPA, graduating with the Honor of Summa Cum Laude.

MONTHLY POLICE STATISTICS – The December Call Report is attached to this report.

ATTACHMENTS:

1. Succession Planning PowerPoint
2. Community Development Monthly Report for December, 2025.
2. Code Enforcement Monthly Report for December, 2025.
3. Financial Reports for Period Ending December 31, 2025 and Sales Tax for January, 2026.
4. Police Department December Call Report

The next City Manager's Report will be available on Friday, February 27, 2026.

Succession Planning

Timothy D. Rooney - City Manager
City of Mustang



"One of the things we often miss in succession planning is that it should be gradual and thoughtful, with lots of sharing of information and knowledge and perspective, so that it's almost a non-event when it happens."

– Anne M. Mulcahy

1. Guiding Principles

- Promote from within whenever possible
- Develop people, not just positions
- Culture, culture, culture
- Continuity of service to residents
- Knowledge transfer before transition

2. Critical Positions

Identify roles where turnover would significantly impact operations or public confidence.

Typical critical municipal roles include:

- City/Town Manager or Administrator
- Department Directors (Public Works, Finance, Police, Fire, Parks, Utilities)
- Assistant Directors / Supervisors
- Specialized technical or regulatory roles

2. Critical Positions

For each role, document:

- Core responsibilities
- Required competencies (learned/taught)
- Institutional knowledge
- Key external relationships

3. Talent Identification (Internal Pipeline)

A. Identify High-Potential Employees

Use a combination of:

- Performance evaluations
- Supervisor recommendations
- Culture fit
- Demonstrated leadership behaviors

3. Talent Identification (Internal Pipeline)

B. Look for employees who show:

- Willingness/Interest to grow
- Consistent performance
- Problem-solving ability
- Emotional intelligence



4. Individual Development Plans

Each identified employee receives an Individual Development Plan aligned to future leadership roles.

IDP components:

- Target future position(s)
- Skill gaps
- Training needs
- Timeline (1-3 years)
- Assigned mentor



5. Training & Learning Opportunities

A. Internal Training

- Cross-departmental projects
- Acting or interim assignments
- Committee leadership
- Policy development participation

5. Training & Learning Opportunities

B. External Training

- CMAO, OMMS, OML, OMAG
- Leadership academies
- ICMA, GFOA
- Local colleges or certification programs

Encourage job shadowing of directors and managers.

6. Mentorship & Knowledge Transfer

A. Formal Mentorship

- Pair emerging leaders with senior staff
- Focus on real-world decision-making
- Discuss public accountability and political navigation, ethics



6. Mentorship & Knowledge Transfer

B. Knowledge Capture

Before retirement of departure:

- Document processes
- Create transition manuals
- Record key contacts and history
- Conduct exit knowledge interviews

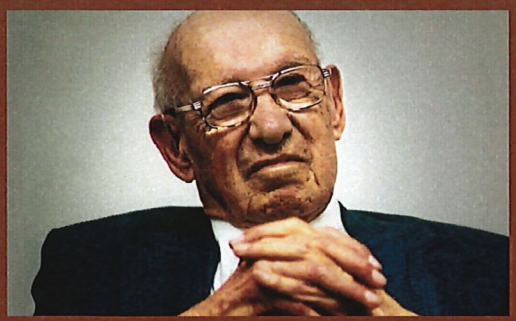


7. Rotational & Stretch Assignments

Provide opportunities that safely stretch employees beyond their current role:

- Temporary supervisor assignments
- Project leadership
- Budget preparation
- Council or board presentations
- Interdepartmental initiatives

These experiences build confidence and readiness.



"There is no success without a successor."

– Peter F. Druker

Succession Planning



Timothy D. Rooney - City Manager
City of Mustang

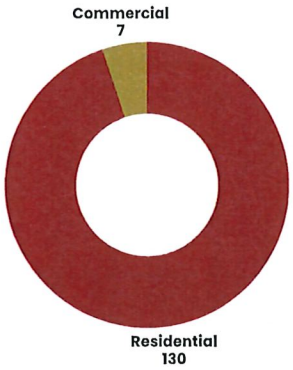
December 2025

City of Mustang
Community Development

Permits & Licensing

	Dec 25'	From Previous Month	2025 Totals	From Previous Year
Residential Building Permits	5	▼ 28%	130	▲ 58%
Commercial Building Permits	1	— 0%	7	▲ 40%
Trade Permits	64	▼ 9%	807	▲ 25%
Other Misc. Permits	15	▲ 200%	215	▼ 14%
Total Inspections	274	▲ 18%	3,809	▲ 52%
Permit Fees	$21,105.86	▼ 17%	$427,900.32	▲ 52%
License Fees	$4,420.00	▼ 19%	$85,224.60	▼ 5%
Total Dept. Fees	$31,458.96	▼ 15%	$558,513.05	▲ 26%

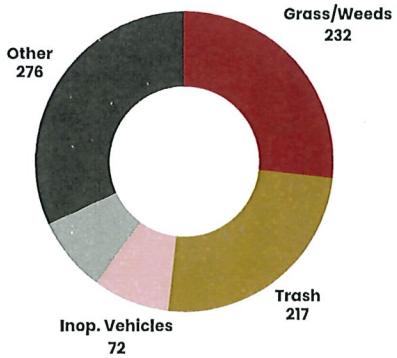
New Construction Permit Tracking All of 2025



Code Enforcement Violations

	Dec 25'	From Previous Month	2025 Totals	From Previous Year
Grass/Tall Weeds	0	▼ 100%	232	▼ 37%
Trash	33	▲ 200%	217	▼ 5%
Inoperable Vehicles	2	▼ 50%	72	▼ 49%
Front Lawn Parking	5	▲ 25%	70	▼ 63%
Other	6	▼ 50%	276	▲ 22%
Illegal Signs Pulled	168	▼ 43%	3,244	▲ 4%

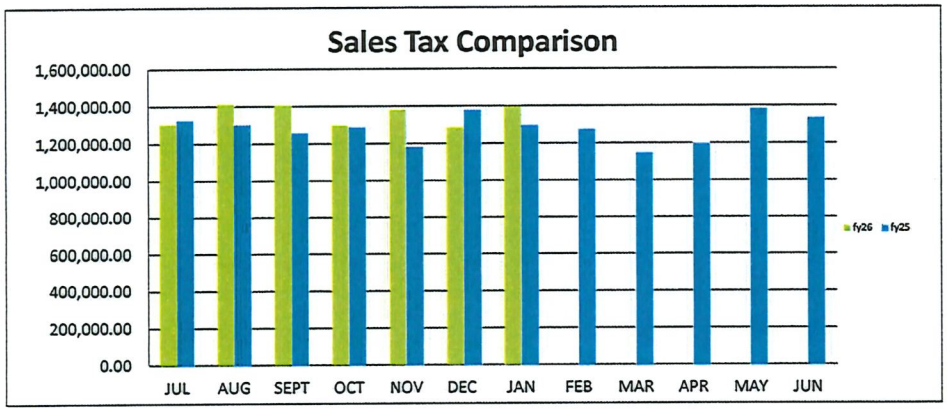
Code Violation Types All of 2025

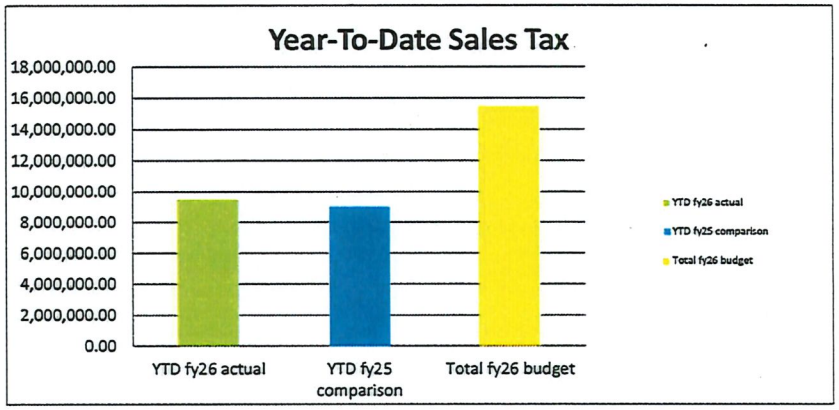


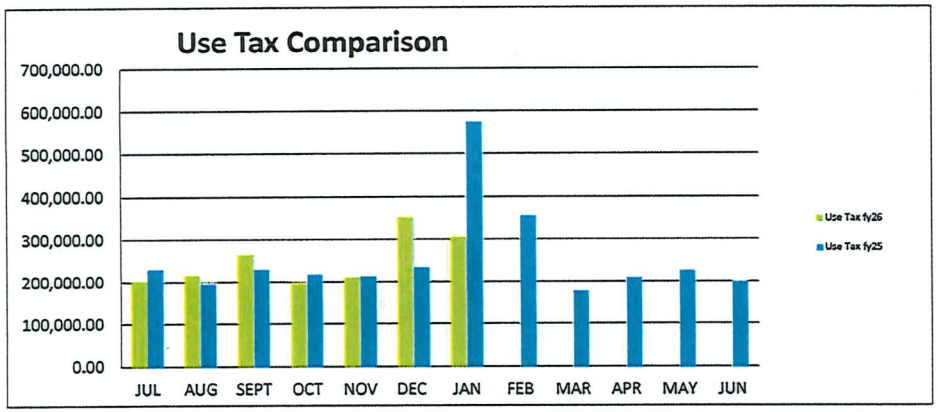
City of Mustang
Code Enforcement Log
DECEMBER 2025

DATE	ADDRESS	GRASS	TRASH	INOP VEH	PARKED ON FRONT LAWN	OTHER COMPLAINTS	ACTION	DATE CLOSED
12/4/2025	1821 W JJ CT WAY					TO MANY CHICKENS	TALKED WITH OWNER WILL BE REHOMING	12/5/2025
12/8/2025	225 W SPLIT BRANCH WAY					LEAF BAGS OVER METER	TALKED WITH OWNER AND REMOVED	12/8/2025
12/8/2025	CURTIS PARK		1				TOOK FURNITURE TO DUMPSTER	12/8/2025
12/9/2025	731 S PLEASANT VIEW DR				1		LETTER TO OWNER	12/19/2025
12/9/2025	1755 W LAKEAIRE DR				1		LETTER TO OWNER	12/19/2025
12/9/2025	2317 W KEENS DR		1				LETTER TO OWNER	AGR
12/9/2025	1726 W DAVID DR					2 TRAILERS IN DRIVE	LETTER TO OWNER	12/19/2025
12/9/2025	525 S LAKEHOMA PLACE DR		1				LETTER TO OWNER	12/19/2025
12/9/2025	2044 W AUTUMN WAY		1				LETTER TO OWNER	12/19/2025
12/9/2025	1839 W LAURA DR		1				LETTER TO OWNER	12/19/2025
12/12/2025	547 W GERONIMO CT WA		1				LETTER TO OWNER	12/19/2025
12/12/2025	220 N LAKESIDE TER		1				RED TAG	12/19/2025
12/12/2025	1430 W LINDEN DR					BRUSH	CHECKED BRUSH WAS BUNDLED/OEMA	12/12/2025
12/15/2025	1113 N CHARLOTTE TER		1				TRASH WAS ALREADY REMOVED	12/15/2025
12/15/2025	433 W JUNIPER DR		1				LETTER TO OWNER	12/25/2025
12/15/2025	343 W BIRCH DR		1				LETTER TO OWNER	12/25/2025
12/15/2025	429 W JUNIPER DR					BRUSH NOT BUNDLED	LETTER TO OWNER	12/25/2025
12/15/2025	620 W CARSON DR		1				LETTER TO OWNER	12/25/2025
12/15/2025	643 W FORSTER DR		1				LETTER TO OWNER	12/25/2025
12/15/2025	722 W JUNIPER DR		1				LETTER TO OWNER	12/25/2025
12/15/2025	547 W GERONIMO CT WAY		1				LETTER TO OWNER	12/25/2025
12/15/2025	1840 E LAKE PARK LANE			1			LETTER TO OWNER	12/25/2025
12/15/2025	1824 E LAKE PARK LANE			1			LETTER TO OWNER	12/25/2025
12/15/2025	1810 W ROSE OAK DR		1				RED TAG	12/19/2025
12/15/2025	1915 W ROSE OAK DR				1		FOUND NO CAR IN YARD	12/16/2025
12/17/2025	913 W PRAIRIE WIND WAY		1				LETTER TO OWNER	12/25/2025
12/17/2025	712 S SHEPHERD DR		1		1		LETTER TO OWNER	COURT SUM
12/17/2025	CHINA HOUSE					GREASE SPILL	TALKED TO OWNER	12/19/2025
12/17/2025	447 E CARSON LN		1				LETTER TO OWNER	12/25/2025
12/17/2025	723 S PLEASANT VIEW DR		1				LETTER TO OWNER	12/25/2025
12/17/2025	1017 W KYLE WAY		1				LETTER TO OWNER	
12/17/2025	917 S CZECH HALL RD		1				LETTER TO OWNER	12/25/2025
12/17/2025	1121 W KYLE WAY		1				LETTER TO OWNER	12/25/2025
12/19/2025	704 W HILLCREST DR		1				FOUND NO TRASH UPON ARRIVAL	12/19/2025
12/19/2025	716 W ELDER DR		1				LETTER TO OWNER	12/25/2025
12/19/2025	538 S WOODLAND DR		1				LETTER TO OWNER	12/25/2025
12/19/2025	658 W HILLCREST DR		1				LETTER TO OWNER	12/25/2025
12/19/2025	729 W ELDER DR				1		LETTER TO OWNER	12/25/2025
12/30/2025	1750 W ROSE OAK DR		1				NO TRASH AT ADDRESS	12/19/2025
12/19/2025	541 W PINE ROSE CT WAY		1				NO TRASH AT ADDRESS	12/19/2025
12/19/2025	309 N GERONIMO WAY		1				NO TRASH AT ADDRESS	12/19/2025
12/29/2025	116 W LYNN CT DR		1				NO TRASH AT ADDRESS	12/29/2025
12/29/2025	658 W HILLCREST DR		1				NO TRASH AT ADDRESS	12/29/2025
12/29/2025	813 W CABILLO WAY		1				NO TRASH AT ADDRESS	12/29/2025
12/29/2025	808 E JUNIPER LN		1				NO TRASH AT ADDRESS	12/29/2025

Mustang's Tax Comparison
January 2026







CITY OF MUSTANG
GENERAL FUND
FISCAL YEAR 2025-2026
Statement of Revenues & Expenditures
As of December 31, 2025

	MONTH TO-DATE	YEAR TO-DATE	BUDGET	PERCENT OF BUDGET
REVENUES:				
Charges for Services	80,679	638,545	1,570,000	40.67%
Taxes and Franchise	1,705,388	10,312,830	20,423,000	50.50%
Licenses and Permits	23,429	170,485	351,100	48.56%
Fines	27,180	146,453	357,000	41.02%
Miscellaneous	56,600	389,448	1,080,253	36.05%
Reserved Carryover	-	-	9,188,144	0.00%
TOTAL REVENUES	1,893,276	11,657,762	32,969,497	35.36%
EXPENDITURES:				
Mayor and Council	-	77,419	121,241	63.86%
City Attorney	26,628	151,885	357,313	42.51%
Information Technology	23,195	98,738	213,045	46.35%
City Manager	163,546	635,274	1,481,729	42.87%
Library	48,136	286,263	647,414	44.22%
Parks and Recreation	102,024	744,410	1,594,573	46.68%
General Government	33,247	1,004,407	2,210,773	45.43%
Increase to Fund Balance	-	-	7,997,302	0.00%
Town Center	29,099	176,807	435,570	40.59%
Ball Complex	24,866	316,401	817,722	38.69%
Aquatics	9,681	233,442	504,173	46.30%
Finance	131,062	559,380	1,183,408	47.27%
Community Development	57,111	361,259	886,565	40.75%
Police	324,861	2,143,108	4,811,804	44.54%
Animal Welfare	18,821	136,986	371,278	36.90%
Hwy Safety Grant	2,528	16,865	46,032	36.64%
Support Services	62,308	390,494	880,530	44.35%
Fire	330,936	2,011,759	4,519,018	44.52%
Streets	1,955	94,071	251,571	37.39%
TOTAL EXPENDITURES	1,390,004	9,438,968	29,331,061	32.18%
REVENUES OVER EXPENDITURES	503,272	2,218,795	3,638,436	60.98%
TRANSFERS IN (OUT):				
Transfers in	1,180,040	6,185,889	12,296,564	50.31%
Transfers out	(1,310,819)	(8,279,007)	(15,935,000)	51.95%
TOTAL TRANSFERS	(130,779)	(2,093,118)	(3,638,436)	57.53%
NET CHANGE IN FUND BALANCE	372,493	125,677	-	
FUND BALANCE (GAAP Basis)				
Beginning Balance (Audited)		10,429,032		
Ending Balance		$ 10,554,709		
FUND BALANCE (Budgetary Basis)				
Beginning Balance		9,103,183	8,000,000	
Ending Balance		$ 9,228,860	$ 8,000,000	

CITY OF MUSTANG
GENERAL FUND
FISCAL YEAR 2025-2026
Balance Sheet
As of December 31, 2025

Notes:

	YEAR TO-DATE	
ASSETS:		
Warrant Intercept.	500	Warrant account for court
EV Charging Station	610	EV Charging Station Account
Cash	4,091,107	Cash on hand
Petty Cash	500	Discretionary funds for expenditures not sensible to process check
Cash on Hand	3,350	Cash drawers
Investments	5,209,947	Certificate of deposits
Due from Other Governments	2,392,230	Sales & use tax, and other intergovernmental shared revenues measurable at year-end. Collectible within 60 days after 6/30)
Franchise Tax Receivables	155,233	Franchise tax (alcohol, utilities, excise, motor vehicle, tobacco) revenue accruals measurable at year-end
Municipal Court Receivables	1,070,010	Municipal court revenue (fines) accruals measurable at year-end
Inventory	94,902	Year-end inventory on-hand (office supplies, concessions-aquatic/ball fields, Silver Star)
Prepaid Expense & Other	-	Expense split between years
Other Receivables	-	Grant and miscellaneous accruals at year-end
TOTAL ASSETS	13,018,390	
LIABILITIES:		
Prepaid License & Permits	13,567	Prepayment of licenses/permits received by contractors (deferred revenue)
Warrant Intercept Program	-	60 day holding account
Accounts Payable	61,582	Money owed by City to its suppliers
Payroll Payable	407,051	Payroll deductions, tax expenses, and benefits owed
Deferred Revenue Court	985,856	Court revenue received yet judge has not ruled
Escrow Payable	9,152	Escrow holding for Symes Detention Pond
Escrow Payable	937	Escrow for Wildhorse Sidewalk
TOTAL LIABILITIES	1,478,145	
CAPITAL:		
Reserve for Encumbrance	83,444	Encumbrance recognized towards budget - Homeland (formerly Cash Savers) Incentive
Reserve for Encumbrance	399,056	Encumbrance recognized towards budget - Atwoods Incentive
Fund Balance	10,932,068	Fund Balance Equity
Will Close to Fund Balance	-	
TOTAL CAPITAL	11,414,569	
EXCESS REVENUES OVER EXPENSES:	125,677	Gain or Loss

CITY OF MUSTANG, OKLAHOMA
GENERAL FUND
SIX MONTHS ENDED DECEMBER 31, 2025

	GENERAL FUND BUDGET	GENERAL FUND YTD ACTUAL	% OF BUDGET
BEGINNING FUND BALANCE	**$ 8,000,000**	**$ 9,103,183**	
REVENUES	$ 32,969,497	$ 11,657,762	35%
EXPENDITURES	$ (29,331,061)	$ (9,438,968)	32%
REVENUES OVER (UNDER) EXPENDITURES BEFORE TRANSFERS	**$ 3,638,436**	**$ 2,218,795**	
TRANSFERS IN	$ 12,296,564	6,185,889	50%
TRANSFERS OUT	$ (15,935,000)	(8,279,007)	52%
NET TRANSFERS	**$ (3,638,436)**	**$ (2,093,118)**	
INCREASE (DECREASE) TO BEGINNING FUND BALANCE	**$ -**	**$ 125,677**	
	$ 8,000,000	**$ 9,228,860**	
ENDING FUND BALANCE	**$ 8,000,000**	**$ 9,228,860**	
ENDING BALANCE AS A PERCENTAGE OF ANNUAL REVENUES	**17.67%**	**20.39%**	

Amount of unrestricted and unobligated cash and investments carried over from the end of the prior year.

The end of December 2025 represents 50% of the fiscal year. This % is a basic measure of where the Fund should be year to date compared to budget.

This represents the amount by which fund revenues exceed expenditures prior to net transfers (subsidies) from/to other funds.

Indicates the current budget, as amended, plans on spending more than it takes in; thereby, increasing the fund balance by the end of the fiscal year by this amount.

This indicates the Fund has received revenues and transfers to date that exceeds

This amount reflects the uncommitted fund balance at the end of the month. This amount should never go below $0 per State law.

This amount is considered the Fund's unappropriated cash reserves. Fiscally prudent goal is to keep this amount at no less than 15-20% of annual revenues.

MUSTANG IMPROVEMENT AUTHORITY - OPERATING FUND
FISCAL YEAR 2025-2026
Statement of Revenues & Expenses
As of December 31, 2025

	MONTH TO-DATE	YEAR TO-DATE	BUDGET	PERCENT OF BUDGET
OPERATING REVENUES:				
Sales Tax	1,285,440	8,102,358	15,500,000	52.27%
Water	333,475	2,484,388	5,440,000	45.67%
Wastewater	227,261	1,364,326	2,700,000	50.53%
Sanitation	265,978	1,566,262	3,120,000	50.20%
Sanitation-Restricted	1,408	8,215	16,000	51.34%
Recylcing	7,069	39,958	80,000	49.95%
Tree Limb Removal	407	8,908	50,000	17.82%
Ambulance	32,840	196,378	400,000	49.09%
Other fees	70,796	423,671	1,018,000	41.62%
Interest & other	48,278	330,102	775,050	42.59%
Reserved Carryover	-	-	11,730,000	0.00%
Auction Surplus	-	-	100	0.00%
TOTAL OPERATING REVENUES	2,272,951	14,524,566	40,829,150	35.57%
OPERATING EXPENSES:				
General Government	42,371	363,843	1,389,200	26.19%
Fund Balance Reserve	-	-	11,422,306	0.00%
Water	233,410	2,066,501	4,162,605	49.64%
Sewer	78,599	543,152	1,470,139	36.95%
Sanitation	131,167	803,460	1,859,025	43.22%
TOTAL OPERATING EXPENSES	485,547	3,776,956	20,303,275	18.60%
REVENUES OVER EXPENSES	1,787,405	10,747,610	20,525,875	
TRANSFERS IN (OUT)				
Transfers in	-	-	200,000	0.00%
Transfers out	(1,839,794)	(10,096,490)	(20,624,500)	48.95%
TOTAL TRANSFERS	(1,839,794)	(10,096,490)	(20,424,500)	49.43%
NET INCOME (LOSS)	(52,389)	651,120	101,375	
WORKING CAPITAL - Beginning Balance		12,799,034		
WORKING CAPITAL - Ending Balance		13,450,154		
2017 CONSTRUCTION LOAN				
Restricted Carryover (2017 Note)	-	-	640,000	0.00%
Expenditures of 2017 Projects	-	(9,639)	(640,000)	1.51%
TOTAL 2017 REVENUE NOTES	-	(9,639)	-	
2020 PROCEEDS AND EXPENDITURES				
Restricted Carryover (2020 Note)	-	-	580,000	0.00%
Expenditures of 2020 Projects	-	(93,600)	(681,375)	13.74%
TOTAL 2020 REVENUE NOTES	-	(93,600)	(101,375)	
TOTAL NET INCOME (LOSS) - INCLUDES NOTES	(52,389)	547,882	-	

CITY OF MUSTANG
MUSTANG IMPROVEMENT AUTHORITY
FISCAL YEAR 2025-2026
Balance Sheet
As of December 31, 2025

	YEAR TO-DATE	Notes:
ASSETS:		
Cash	5,868,254	Cash on hand
Depository Cash	1,250	Cash in depository account (imprest account)
2017 Construction Fund	627,056	2017 construction fund (project account) - EOC construction (partial), upgrade dispatch system, public safety vehicles/equipment, widening Sara Rd, 89th widening (partial), overlay residential streets, splash pad, animal shelter, lighting (2) soccer fields, market place
2020 Construction Fund	479,517	2020 construction fund (project account) - Sewer lift station, belt filter press, sewer basin, sewer line project, arsenc treatment skids, county line water tower improvements and drainage projects
Accounts Receivable	557,887	Utility services rendered to customers for payment
Unbilled Receivables - Audit	817,299	Utility accounts receivables earned at year-end and not yet received
Allowance for Doubtful Accounts	(2,087)	Allowance for uncollectible accounts receivable at year end
A/R - Unapplied Credits	(50,478)	Unapplied transactions on customer A/R waiting to be applied i.e. customer paying more than what is owed
Investments	6,952,859	Certificate of deposits
Property, Plant and Equipment	69,256,625	Long-term operating assets used by Authority. The City's capitalization threshold is $5,000
Accumulated Depreciation	(32,386,377)	Represents the expired value of an asset
Construction in Progress	3,819,041	Costs of construction work, not yet recorded
Inventory	35,692	Year-end inventory on-hand (public works)
Prepaid Expense & Other	-	Expense split between fiscal years
Other Receivables	-	Grant and miscellaneous accruals at year-end
Deferred Outflow - ARO	2,539,800	GASB 83 – WWTP Retirement Obligation
TOTAL ASSETS	58,516,336	
LIABILITIES:		
Accounts Payable	141,702	Money owed by Authority to its suppliers
Asset Retirement Obligation	2,765,560	GASB 83 – WWTP Retirement Obligation
TOTAL LIABILITIES:	2,907,262	
CAPITAL:		
Fund Balance	55,061,193	Equity
TOTAL CAPITAL	55,061,193	
EXCESS REVENUES OVER EXPENSES:	547,882	

CITY OF MUSTANG, OKLAHOMA
MUSTANG IMPROVEMENT AUTHORITY
SIX MONTHS ENDED DECEMBER 31, 2025

	MUSTANG IMPROVEMENT AUTHORITY FUND		
	BUDGET	YTD ACTUAL	% OF BUDGET
BEGINNING FUND BALANCE	**$ 12,000,000**	**$ 12,799,034**	
REVENUES	$ 40,829,150	$ 14,524,566	36%
EXPENDITURES	$ (20,303,275)	$ (3,776,956)	19%
REVENUES OVER (UNDER) EXPENDITURES BEFORE TRANSFERS	**$ 20,525,875**	**$ 10,747,610**	
TRANSFERS IN	$ 200,000	$ -	0%
TRANSFERS OUT	$ (20,624,500)	$ (10,096,490)	49%
NET TRANSFERS	**$ (20,424,500)**	**$ (10,096,490)**	
INCREASE (DECREASE) TO BEGINNING FUND BALANCE	**$ 101,375**	**$ 651,120**	
ENDING FUND BALANCE	**$ 12,101,375**	**$ 13,450,154**	
ENDING BALANCE AS A PERCENTAGE OF ANNUAL REVENUES	**29.49%**	**32.78%**	
2016, 2017, 2020, & 2020A RESTRICTED	$ 1,220,000	$ -	
2016, 2017, 2020 & 2020A PROJECT EXPENDITURES	$ (1,220,000)	$ (103,239)	
	$ -	$ (103,239)	
TOTAL NET INCOME (LOSS) - INCLUDES CONSTR NOTES	**$ 12,101,375**	**$ 547,882**	

Amount of unrestricted and unobligated cash and investments carried over from the end of the prior year.

The end of December 2025 represents 50% of the fiscal year. This % is a basic measure of where the Fund should be year to date compared to budget.

This represents the amount by which fund revenues exceed expenditures prior to net transfers (subsidies) from/to other funds.

Indicates the current budget, as amended, plans on spending more than it takes in; thereby, increasing the fund balance by the end of the fiscal year by this amount.

This indicates the Fund has received revenues and transfers to date that exceeds

This amount reflects the uncommitted fund balance at the end of the month. This amount should never go below $0 per State law.

This amount is considered the Fund's unappropriated cash reserves. Fiscally prudent goal is to keep this amount at no less than 15-20% of annual revenues.

MONTHLY OPERATING STATEMENT

For the Month Ending December 31, 2025

Mustang Improvement Authority
1501 N. Mustang Road
Mustang, OK 73064

Operating Revenue:	
Water sales	333,475
Wastewater treatment charges	227,261
Refuse and recycle sales	274,455
Tree Limb Removal	407
Ambulance	32,840
Other fees	70,796
Auction Surplus	-
TOTAL OPERATING REVENUE	939,234
Operating Expenses:	
Operating & maintenance	209,766
General & administrative	193,648
Purchased water	82,133
Capital outlay	-
TOTAL OPERATING EXPENSES	485,547
NET OPERATING INCOME (LOSS)	453,687
Non-operating income (expenses):	
Interest income	37,490
Sales tax	1,285,440
Miscellaneous	10,788
Transfers In	-
TOTAL NON-OPERATING INCOME	1,333,718
NET INCOME BEFORE OPERATING TRANSFERS	1,787,405
Operating transfers out	1,839,794
NET INCOME (LOSS)	(52,389)

Monthly Debt Payments: *Included in transfers	
Oklahoma Water Resources Board - 2009	21,519
Revenue Note 2016	95,911
Revenue Note 2017	86,168
Revenue Note 2020	12,271
Revenue Note 2020A	92,284
TOTAL MONTHLY DEBT PAYMENTS	308,153

City of Mustang
Monthly Sales Tax Revenues
Five Year Comparison

	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022
Jul	$ 1,308,396.50	$ 1,329,719.09	$ 1,378,867.49	$ 1,288,315.31	$ 1,109,162.30
Aug	1,413,457.29	1,305,653.04	1,224,504.99	1,227,397.16	1,114,534.20
Sep	1,410,487.58	1,259,553.89	1,243,068.11	1,245,616.92	1,105,675.97
Oct	1,300,815.87	1,292,183.28	1,259,929.04	1,272,688.74	1,162,800.86
Nov	1,383,760.70	1,185,757.24	1,234,088.30	1,207,197.00	1,091,410.06
Dec	1,285,440.15	1,383,566.90	1,218,829.02	1,213,212.51	1,122,514.50
Jan	1,397,086.30	1,301,228.98	1,220,957.52	1,267,375.22	1,163,230.73
Feb		1,277,939.37	1,231,626.12	1,255,351.39	1,219,286.13
Mar		1,149,469.97	1,102,999.17	1,112,938.81	1,009,468.36
Apr		1,199,244.66	1,196,856.70	1,185,947.39	1,099,212.34
May		1,388,533.26	1,355,139.27	1,295,251.63	1,194,667.26
Jun		1,338,192.65	1,215,513.21	1,269,049.90	1,212,457.66
	$ 9,499,444.39	$ 15,411,042.33	$ 14,882,378.94	$ 14,840,341.98	$ 13,604,420.37
Avg	1,357,063.48	1,293,951.77	1,240,198.25	1,236,695.17	1,133,701.70
% increase	4.88%	4.33%	0.28%	9.08%	8.58%
projected Increase	-	528,663.39	42,036.96	1,235,921.61	1,074,702.14

City of Mustang
Sales Tax Report
Budget to Actual Comparison
January 8, 2026

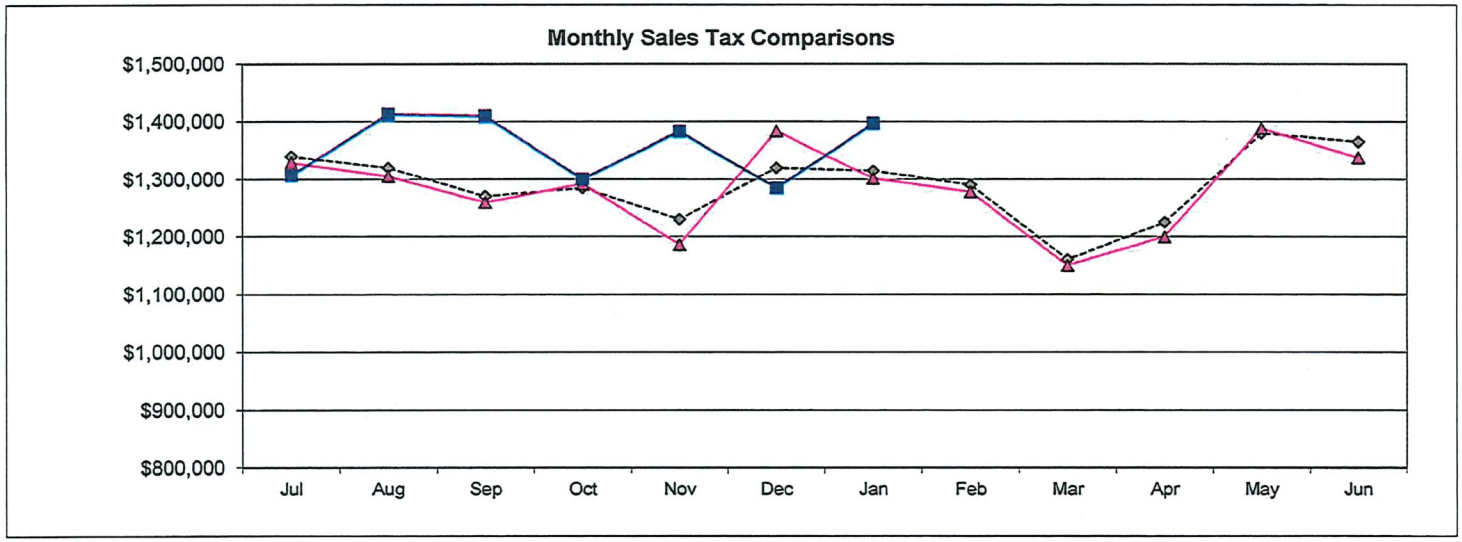
	Actual Collections		Budget Projections		Over (Under) Projection	
	Amount	Percent	Amount	Percent	Amount	Percent
Jul	$ 1,308,396.50	8.4%	$ 1,340,000.00	8.6%	$ (31,603.50)	-2.4%
Aug	1,413,457.29	9.1%	1,320,000.00	8.5%	93,457.29	7.1%
Sep	1,410,487.58	9.1%	1,270,000.00	8.2%	140,487.58	11.1%
Oct	1,300,815.87	8.4%	1,285,000.00	8.3%	15,815.87	1.2%
Nov	1,383,760.70	8.9%	1,230,000.00	7.9%	153,760.70	12.5%
Dec	1,285,440.15	8.3%	1,320,000.00	8.5%	(34,559.85)	-2.6%
Jan	1,397,086.30	9.0%	1,315,000.00	8.5%	82,086.30	6.2%
Feb						
Mar						
Apr						
May						
Jun						
Totals	$ 9,499,444.39	61.3%	$ 9,080,000	58.6%	$ 419,444.39	4.6%
	Average					
	$16,284,762		$15,500,000			

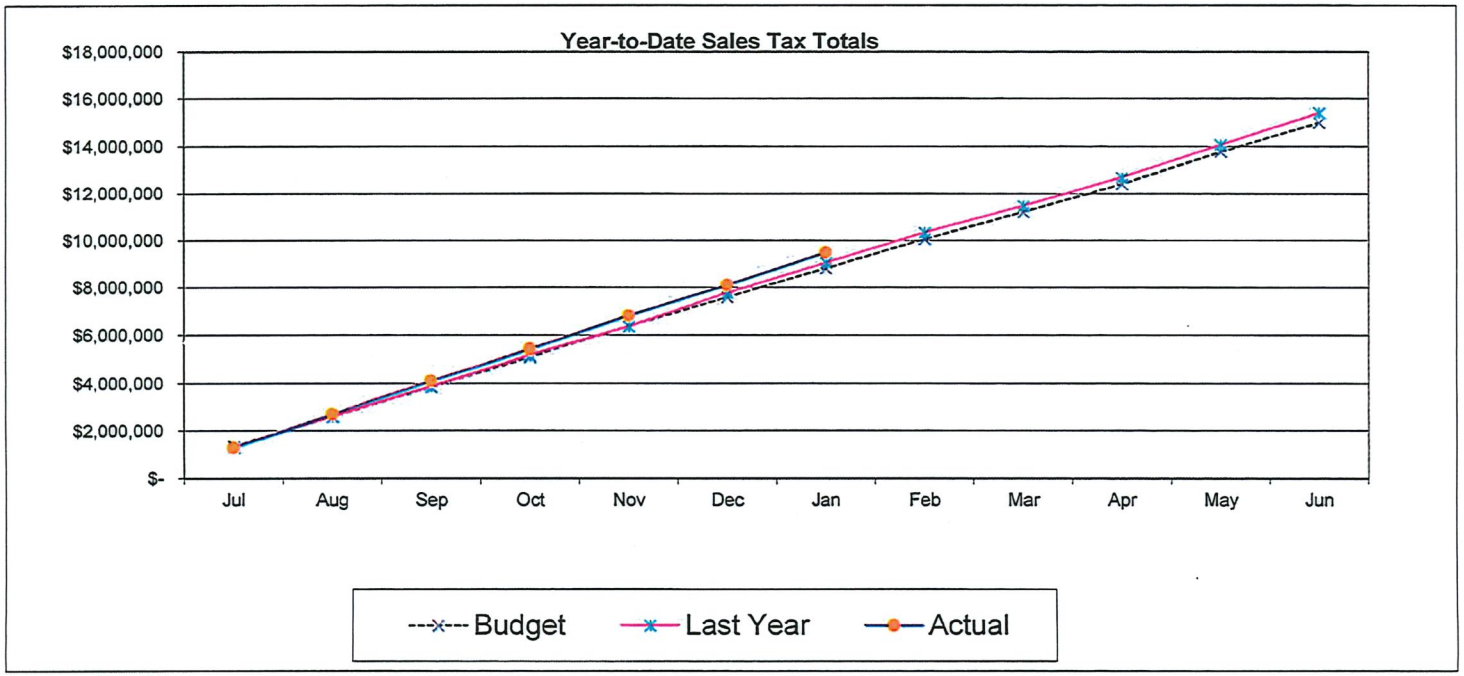
City of Mustang
Sales Tax Report
Two Year Comparison
January 8, 2026

	Fiscal 2025-26		Fiscal 2024-25		Increase or (Decrease)	
	Amount	Percent of Budget	Amount	Percent of Budget	Amount	Percent
Jul	$ 1,308,396.50	8.4%	$ 1,329,719.09	8.6%	$ (21,322.59)	-1.60%
Aug	1,413,457.29	9.1%	1,305,653.04	8.4%	107,804.25	8.26%
Sep	1,410,487.58	9.1%	1,259,553.89	8.1%	150,933.69	11.98%
Oct	1,300,815.87	8.4%	1,292,183.28	8.3%	8,632.59	0.67%
Nov	1,383,760.70	8.9%	1,185,757.24	7.7%	198,003.46	16.70%
Dec	1,285,440.15	8.3%	1,383,566.90	8.9%	(98,126.75)	-7.09%
Jan	$1,397,086.30	9.0%	1,301,228.98	8.4%	95,857.32	7.37%
Feb						
Mar						
Apr						
May						
Jun						
Totals	$ 9,499,444.39	61.3%	$ 9,057,662.42	60.4%	$ 441,781.97	4.9%

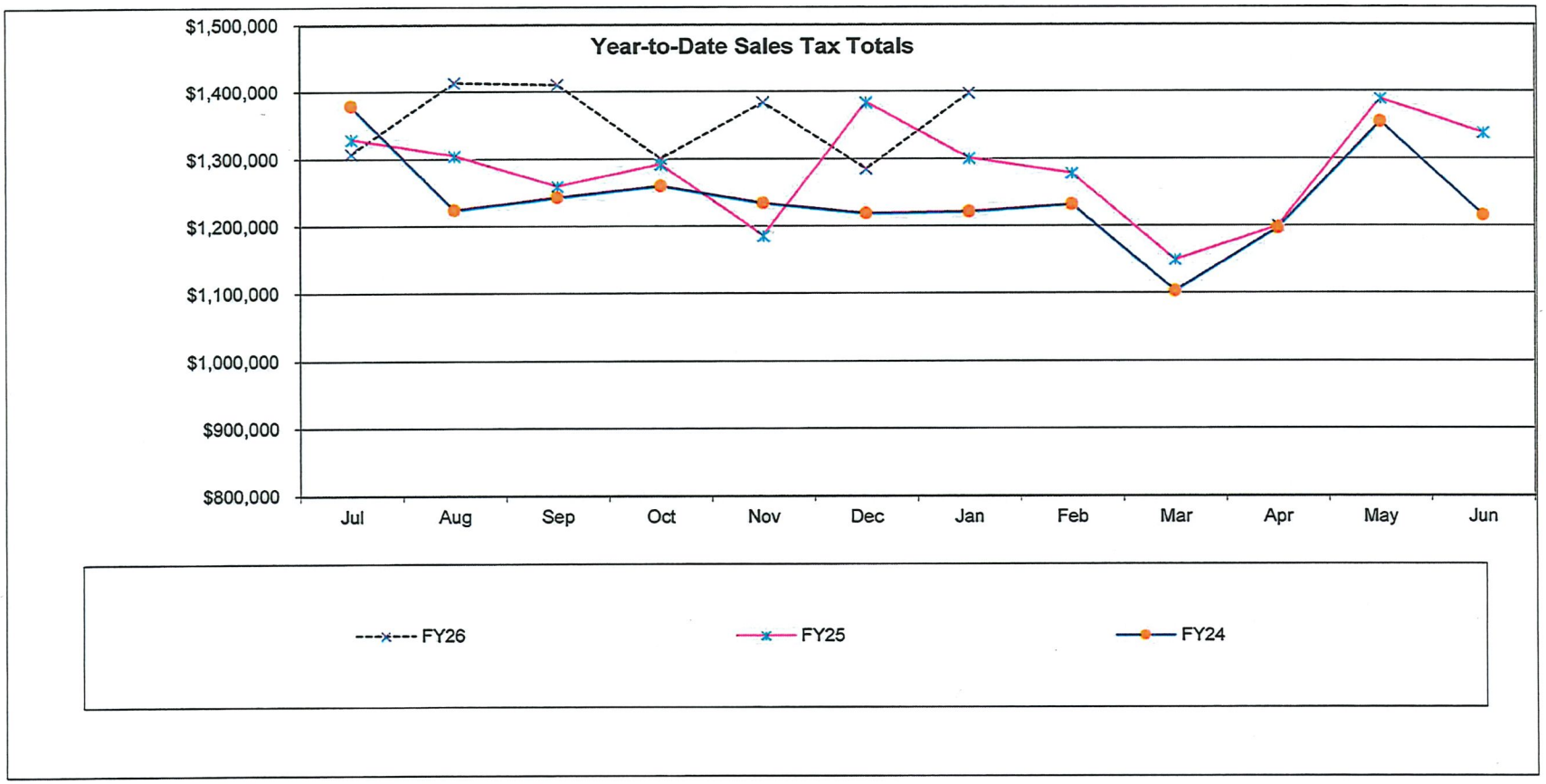
Budget 2026	Budget 2025
$ 15,500,000	$ 15,000,000

City of Mustang FY 2025-2026





City of Mustang



City of Mustang
Monthly Use Tax Revenues
Five Year Comparison

	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022
Jul	$203,984.66	$231,921.50	$206,216.23	$174,259.95	$138,480.67
Aug	216,793.37	196,310.89	184,710.46	174,582.80	153,000.26
Sep	265,623.01	230,154.47	214,659.39	208,867.44	130,491.41
Oct	197,291.38	218,429.40	185,507.90	169,891.28	140,866.53
Nov	211,454.51	213,530.45	176,333.95	150,463.53	142,718.87
Dec	352,528.77	234,213.22	227,506.12	180,122.13	158,087.26
Jan	305,341.06	575,650.75	274,004.92	232,402.69	235,231.83
Feb		356,519.30	294,662.00	264,437.32	282,869.85
Mar		178,618.90	175,875.89	145,497.15	157,699.63
Apr		211,045.26	279,276.71	170,384.72	133,087.96
May		227,890.49	212,571.18	226,130.17	176,586.23
Jun		201,390.90	227,368.76	190,797.92	226,366.07
	$1,447,675.70	$3,075,675.53	$2,658,693.51	$2,287,837.10	$2,075,486.57

Note: Fiscal Year 2026 Use Tax Budget is $3,380,000

avg mo	$250,430.97	$271,458.67	$221,557.79	$190,653.09	$172,957.21
% increase	-7.75%	22.52%	16.21%	10.23%	19.72%

City of Mustang
Use Tax Report
Budget to Actual Comparison
January 8, 2026

	Actual Collections		Budget Projections		Over (Under) Projection	
	Amount	Percent	Amount	Percent	Amount	Percent
Jul	$ 203,984.66	6.0%	$ 281,667	8.3%	$ (77,682.01)	-27.58%
Aug	216,793.37	6.4%	281,667	8.3%	(64,873.63)	-23.03%
Sep	265,623.01	7.9%	281,667	8.3%	(16,043.99)	-5.70%
Oct	197,291.38	5.8%	281,667	8.3%	(84,375.62)	-29.96%
Nov	211,454.51	6.3%	281,667	8.3%	(70,212.49)	-24.93%
Dec	352,528.77	10.4%	281,667	8.3%	70,861.77	25.16%
Jan	305,341.06	9.0%	281,667	8.3%	23,674.06	8.40%
Feb						
Mar						
Apr						
May						
Jun						
Totals	$ 1,753,016.76	51.9%	$ 1,971,669	58.3%	$ (218,651.91)	-6.5%

AVG	BUDGET
3,005,172	$ 3,380,000

MUSTANG POLICE DEPARTMENT
Memorandum

POLICE MONTHLY STATS:

