



City of Lawton

Lawton City Hall
212 SW 9th Street
Lawton, Oklahoma
73501-3944

Committee on Performance Excellence

Special Meeting Agenda

Friday, March 6, 2026

2:00 PM

Lawton City Hall- Wayne Gilley
Auditorium Conference Room

Meeting Called to Order

"Official action can only be taken on items listed on the agenda. As a recommending body, the Committee may review and discuss agenda items, propose and enact floor amendments, and then choose to make a recommendation to the City Council or provide direction to the City Manager. The Committee may also defer items for further review, refer matters to the City Attorney, or send items to standing committees, boards, commissions, or authorities for additional study. In some cases, items may be postponed to a later date or removed from the agenda entirely."

Statement of Compliance with Oklahoma Open Meeting Act, 25 O.S. 301-314

Roll Call

Introduction of Guests

Business Items

1. Discuss and reiterate the Committee's purpose and scope in alignment with Council Policies 04-08 (Maximize Taxpayer Value Strategy: Cost of Delivery of Services Per Capita) and 13-02 (Measurable Metrics and Performance Standards).
2. Discuss whether the replacement of the former Budget and Efficiency Committee and Process Oversight Committee with this Committee resulted in any responsibilities that should be brought forward and provide direction to staff as necessary.
3. Discuss the status of implementation of Council Policy 13-02 (Measurable Metrics and Performance Standards), including Phases One and Two, review an example metric construct, and provide direction to staff as deemed necessary.
4. Discuss the status of implementation of Council Policy 4-08 (Maximize Taxpayer Value Strategy: Cost of Delivery of Services Per Capita) including training requirements, real-time verification development, and budget build and provide direction to staff as deemed necessary.
5. Discuss the timeline and procedure for reporting Committee updates and

recommendations to the City Council and take action as deemed necessary.

6. Discuss the Committee's meeting cycle and scheduling approach and take action as deemed necessary.

Adjournment

The City of Lawton encourages participation from all of its citizens. If participation at any public meeting is not possible due to a disability, notification to the City Clerk at (580) 581-3305 at least 48 hours prior to the scheduled meeting is encouraged to make the necessary accommodations. The City may waive the 48 hour rule if interpreters for the deaf (signing) is not the necessary accommodation."

Item Title:

Discuss and reiterate the Committee’s purpose and scope in alignment with Council Policies 04-08 (Maximize Taxpayer Value Strategy: Cost of Delivery of Services Per Capita) and 13-02 (Measurable Metrics and Performance Standards).

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

This item is intended to reaffirm the purpose and scope of the Committee in alignment with the City Council’s oversight responsibilities and existing Council Companion Policies, including Policy 04-08 (Maximize Taxpayer Value) and Policy 13-02 (Measurable Metrics).

The purpose of the Committee is to strengthen City Council oversight of organizational effectiveness, organizational efficiency, and operational excellence by ensuring that Council decisions are informed by complete, accurate, and measurable data. This includes a focus on outcomes, performance results, and trends that support informed policy direction and accountability.

The scope of the Committee is limited to reviewing performance information and results at a strategic and policy level. The Committee is not intended to direct day-to-day operations or operational methods, which remain within the authority and purview of the City Manager and City staff. This distinction helps ensure appropriate governance oversight while respecting the established roles and responsibilities outlined in Council policy and the City Charter.

Correlation to the True North Statement:

Efficiency

Exhibit:

Council Policy 04-08; Council Policy 13-02

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Discussion only. No action needed.

ATTACHMENTS:

- 1. 04-08 Council Policy - Maximize Taxpayer Value Strategy-Cost of Delivery of Services Per Capita As Compared to Peer Cities
- 2. 13-02 Council Policy - Measurable Metrics and Performance Standards

COUNCIL POLICY NO. 04-08

MAXIMIZE TAXPAYER VALUE STRATEGY: Cost of Delivery of Services Per Capita As Compared to Peer Cities.

PURPOSE

This policy serves as a guiding principle for municipal budget development. Aligned with the City of Lawton's True North Culture Statement, which affirms that we exist solely to serve the citizens, the Maximize Taxpayer Value Strategy requires a fiscal stewardship in the City of Lawton's pursuit of excellence. The framework utilizes benchmarking against peer cities with the goal of optimizing taxpayer resources through data-driven decision making.

BACKGROUND

The City of Lawton [hereinafter "City" or "Lawton"] has long prioritized fiscal responsibility and efficient service delivery. As part of its continued commitment to maximizing the value of every tax dollar, the city council developed the "Maximize Taxpayer Value" strategy to establish a model for use of certain data in the development of the City's annual budget. This policy creates a data-driven framework that benchmarks Lawton's departmental budgets with comparable Oklahoma cities with the goal of ensuring the City's operational costs remain competitive without sacrificing service quality. It applies specifically to operational expenditures, excluding capital purchases and debt service. By formalizing these standards, the City aims to enhance decision-making, reinforce public trust, and align operations with the highest principles of good governance.

DEFINITIONS/ KEYWORDS

1. **Maximize Taxpayer Value-** The systematic optimization of City operations to achieve service delivery costs at or below the average of peer cities on a per capita basis, while maintaining or improving defined service quality standards and effectiveness. This initiative reflects the City's broader goal of becoming the most efficient municipality within our peer group, and ultimately, the most efficient city in the State of Oklahoma.
2. **Data Driven Decisions** – All budget decisions must to the extent possible be based on complete, measurable, and verifiable information. Every data submission must include the source of the information, how it was collected, and be able to withstand independent review. Staff are required to provide the full set of relevant data, not just selected pieces that support a conclusion. Any limits, exclusions, or conflicting data must be openly identified and explained so that decision-making remains objective and transparent.
3. **Per Capita Served-** The population that actually receives city services, excluding areas within city limits that do not receive municipal services. If a municipal service is provided to Fort Sill, then the population of the installation shall be included in determining the per capita cost of services. If a municipal service is not provided to Fort Sill, then the population of the installation shall not be included in determining the per capita cost of services. Bulk water sales or similar wholesale arrangements shall not be considered the

provision of municipal service to a population, as the City's responsibility ends at the point of delivery and does not extend to end users or downstream distribution systems.

4. **Real-Time Verification-** The ability for city council members to access underlying data sources, spreadsheets, and documentation within 72 hours of any data presentation or budget submission.

5. **Operational Expenses/Costs** – for purposes of this policy “operational expenses and costs” shall include: (1) personnel services, (2) materials and supplies, (3) other services and charges and (4) fund transfers as referenced in 11 O.S. §17-213. It shall not include: (a) capital outlays and (b) debt service as referenced in 11 O.S. §17-213.

POLICY/PROCEDURE

SCOPE AND APPLICABILITY

This policy applies citywide to all departments. It shall not apply to any City authorities required in their support agreements to follow City purchasing policies. The City Manager shall be responsible for ensuring full implementation of this policy across the organization.

PERFORMANCE GOAL AND BENCHMARKING STANDARDS

Primary Goal:

Each city department and the total city budget shall achieve operational costs at or below the average per capita expenditure of designated peer cities. The data from the peer cities shall include a CPI adjustment to account for the city budget being based on the peer cities' data from the previous fiscal year. Per capita calculations shall be based on the number of citizens served by the City of Lawton. The population figure used may fluctuate depending on the type of municipal service being provided. Any per capita calculation that includes Fort Sill, or any other area not ordinarily served by the City, must include written justification for its inclusion.

Peer City Selection Criteria:

Peer Cities consist of: (a) The next three (3) larger cities by population in Oklahoma, (b) The next three (3) smaller cities by population in Oklahoma, which collectively are Edmond, Broken Arrow, Norman, Midwest City, Moore and Enid. These six (6) Oklahoma cities shall serve as the peer city comparison group for all benchmarking purposes. The city council may modify the peer city list at its discretion, including but not limited to when: (i) population changes result in different cities qualifying under the size criteria above, (ii) a designated peer city ceases to provide substantially similar municipal services, (iii) a designated peer city undergoes significant structural changes affecting comparability. Any changes to peer cities must be approved by majority vote of the city council.

Service Protection Rule:

The City as a whole shall provide municipal services at or below the peer city average for comparable services. Any request for a waiver of this requirement shall require a two thirds (2/3) procedural vote of the city council to consider a waiver prior to a formal vote on whether to approve a waiver of the rule.

Departments must not reduce or eliminate services to meet budget limits. All efficiency efforts must preserve the established service quality standards, including response times, service availability, customer satisfaction, and performance metrics. If cost savings cannot be achieved without reducing services, the department must: (1) provide written justification to the city manager of the impact of the proposed budget limits being considered [who will forward the same to the city council during budget preparation], and (2) receive approval from city council during the budget process for an exception.

Budget Process

Departmental Limits – During each budget cycle, every department must calculate the average per-capita expenditure of the six designated peer cities, adjusted by the Consumer Price Index (CPI). The goal of this analysis is for the city manager to utilize this figure to set the maximum budget for the department in the preliminary budget for the upcoming fiscal year.

Citywide Budget – The City Manager, in preparing the fiscal year budget, will calculate the peer-six-plus-CPI average for the total city budget – utilizing information gathered by the departments - and compare it against projected revenues for the upcoming year. The budget must remain within available funds. The annual application of this policy in budget preparation for an upcoming fiscal year shall be contingent upon City Council’s approval of the annual adjustment of fees [where allowed by law] in accordance with Article A-1-2 of city code for the same upcoming fiscal year.

Allocations – After these limits are verified, staff may develop departmental spending plans within their allotments.

Notwithstanding this policy, Council, in adopting a final budget, retains authority to make budgetary adjustments that it deems are in the best interests of the City. It is the intent that any reduction in force that may occur due to this policy’s implementation will occur through attrition.

Third-Party Auditing & Verification

Annual Random Audits- the city council, at its discretion may utilize a third-party auditor to review any data submitted for accuracy, completeness, and compliance with this policy.

Training Requirements

Initial Training – All employees involved in budget preparation must complete mandatory training on this policy within **60 days** of adoption.

Ongoing Training – Any new employees promoted or hired into roles covered by this policy must complete training within **30 days** of assuming their position.

Training Records – The City Manager’s Office shall ensure and maintain a master list of employees who have completed training. No employee may be disciplined for violations of this policy unless it can be shown they received training.

Implementation Timeline

The City Manager shall ensure that the preliminary budget presented for Fiscal Year Ending (FYE) 2027 reflects costs at or below peer city averages.

True North Alignment

In alignment with the City of Lawton’s True North Culture Statement, this policy reflects the Efficiency pillar: “We embrace the venture of benchmarking against our peer cities, with transparency. We will deliver all services with efficiency and address all matters with a sense of urgency.”

The Maximize Taxpayer Value Strategy supports these principles by encouraging benchmarking as a guide for continuous improvement, promoting openness in processes, and fostering a proactive approach to delivering timely and efficient services to the community. In this way, the financial framework of the policy is reinforced by a cultural commitment to service excellence, urgency, and accountability.

Legal Compliance and Severability

This policy must comply with all applicable federal, state, and local laws, including the Lawton City Charter. If any provision is found invalid, the remainder shall remain in full force and effect.

ADOPTION

ADOPTED by the Lawton City Council this 9th day of September, 2025.



APPROVED: Stanley Booker
STANLEY BOOKER, Mayor

ATTEST:  _____

DONALYNN BLAZEK-SCHERLER, City Clerk

Approved as to form and legality this 15th day of September, 2025.

 _____

TIMOTHY WILSON, Interim City Attorney

COUNCIL POLICY NO. 13-02

MEASURABLE METRICS AND PERFORMANCE STANDARDS

Companion to Council Policy 04-08: Maximize Taxpayer Value Strategy

PURPOSE

The City Council of Lawton hereby establishes comprehensive measurable metrics for all city departments and divisions to support the Maximize Taxpayer Value strategy and enable accurate peer city comparisons. This policy creates standardized performance measurement systems that promote accountability, efficiency, and continuous improvement.

BACKGROUND

To support the City of Lawton's commitment to maximizing taxpayer value, this policy establishes a standardized system for measuring departmental performance. By adopting proven metrics from the City of Norman and collaborating with the Oklahoma Municipal League on statewide standards, the City aims to improve efficiency, accountability, and transparency through consistent benchmarking and data-driven decision-making.

POLICY/PROCEDURE

Section 1: METRIC STANDARDS AND FRAMEWORK

1. **Primary Metric Framework:** The City of Lawton hereby adopts the measurable metrics system currently utilized by the City of Norman, Oklahoma, as the foundation for all departmental and divisional performance measurement. This adoption includes:
 - a. All City of Norman Performance Indicators currently in use across comparable departments and divisions.
 - b. City of Norman's Measurement Methodologies including data collection protocols, calculation methods, and reporting frequencies.
 - c. City of Norman's Performance Targets as initial benchmarks, adjusted for local conditions where documented and approved by City Council.

2. **Oklahoma Municipal League (OML) Collaboration:** Recognizing the City's leadership role in expanding performance measurements across Oklahoma municipalities.
 - a. **OML Partnership:** The City shall actively participate in developing standardized municipal metrics through the Oklahoma Municipal League.
 - b. **Metric Standardization:** As OML develops standardized metrics for member cities, Lawton shall adopt these standards for peer city comparisons.
 - c. **Implementation Timeline:** OML standardized metrics shall be implemented within 180 days of their official adoption by OML.

- d. Transition Process: Norman-based metrics shall remain in effect until superseded by OML standards.

Section 3: IMPLEMENTATION PROCESS

1. Phase One: Norman Metric Adoption (0-90 Days)
 - a. Metric Inventory: The City Manager shall obtain complete list of Norman's current performance metrics.
 - b. Department Mapping: Each department shall identify applicable Norman metrics for their operations.
 - c. Baseline Establishment: Current performance levels shall be measured using Norman's methodologies.
 - d. Gap Analysis: Departments will identify areas where Norman metrics may not apply to City of Lawton operations.
2. Phase Two: Customizations and Enhancement (90-180 Days)
 - a. OML Collaboration: Actively participate in OML metric standardization efforts
 - b. System Transition: Migrate to OML standardized metrics as they become available.
 - c. Peer City Expansion: Utilize OML framework to facilitate comparison with broader peer groups.
 - d. Continuous Improvement: Regularly review and enhance metric systems.

Section 4: REPORTING

1. Reporting Requirements
 - a. Monthly Internal Reports: Each department will provide monthly metric updates to the City Manager.
 - b. Quarterly Council Reports: Comprehensive performance reports will be provided to the City Council. The quarterly report will include peer city comparisons.
 - c. Annual Public Report: Annual performance report will be included in the Annual Budget Book for public transparency.

Section 5: PERFORMANCE TARGETS AND ACCOUNTABILITY

1. Target Setting Process
 - a. Initial Targets: Begin with Norman's performance levels as baseline targets until OML approved targets become available.
 - b. Peer City Benchmarks: Establish targets based on average performance of all peer cities based on data collected through OML.
 - c. Continuous Improvement: Annually increase target by two percent for efficiency metrics where achievable.
2. Performance Accountability

- a. Department Reviews: The City Manager will meet quarterly with departments failing to meet targets.
- b. Recognition Program: The City Manager may formally recognize any department exceeding performance targets.
- c. Budget Implications: Performance results will be considered in budget allocation decisions.

TRUE NORTH ALIGNMENT

In support of the City of Lawton’s True North Culture Statement, this policy emphasizes the Efficiency pillar: “We embrace the venture of benchmarking against our peer cities, with transparency. We will deliver all services with efficiency and address all matters with a sense of urgency.” Departments shall apply this policy in a manner that reflects these principles by using benchmarking as a guide for continuous improvement, maintaining openness in processes, and working proactively to provide timely and efficient service to the community.

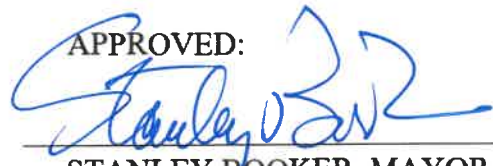
EFFECTIVE DATE AND TRANSITION

This policy takes effect immediately upon adoption. Norman-based metrics must begin within 90 days. Norman-based metrics must be fully operational within 180 days of policy adoption.

LEGAL COMPLIANCE AND SEVERABILITY

This policy must comply with all applicable federal, state, and local laws, including the Lawton City Charter. If any provision is found invalid, the remainder shall remain in full force and effect.

ADOPTED by the City Council of Lawton, OK this ___ day of September, 2025.

APPROVED:


 STANLEY BOOKER, MAYOR

ATTEST:


 DONALYNN BLAZEK-SCHERLER, CITY CLERK

APPROVED as to form and legality this 15th day of ~~August~~ ^{September}, 2025.



 TIMOTHY WILSON, INTERIM CITY ATTORNEY



Item Title:

Discuss whether the replacement of the former Budget and Efficiency Committee and Process Oversight Committee with this Committee resulted in any responsibilities that should be brought forward and provide direction to staff as necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

With the creation of this Committee, the former Budget and Efficiency Committee and the Process Oversight Committee were consolidated into a single body to streamline Council oversight and improve alignment with data-driven decision-making and performance measurement.

This item is intended to provide an opportunity for discussion on whether any responsibilities, focus areas, or oversight functions previously assigned to the former committees were unintentionally omitted during the transition. Staff will provide input to identify any gaps and to confirm whether additional subject matter or responsibilities should be formally brought forward to this Committee for consideration.

Correlation to the True North Statement:

Efficiency

Exhibit:

City Code Sections on Process Oversight Committee and Budget and Efficiency Committee; Ordinance creating Committee on Performance Excellence

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Discuss whether the replacement of the former Budget and Efficiency Committee and Process Oversight Committee with this Committee resulted in any responsibilities that should be brought forward and provide direction to staff as necessary.

ATTACHMENTS:

1. Budget and Efficiency Committee Code
2. Process Oversight Committee Code
3. Ordinance No. 26-04

2-3-16-400 Creation, purpose, membership, terms of office and duties.

- A. There is hereby established a council budget and efficiency committee for the purpose of: (1) meeting regularly with the city manager and staff in budget workshops and other regular/special meetings for the purpose of providing guidance to the city manager and promoting efficiency in the preparation of the city's annual preliminary budget for city council's consideration, and after the city manager's presentation of the preliminary budget to city council, (2) hold budget workshops on behalf of the city council to assist in the finalization of the annual budget for city council approval, (3) improving and measuring efficiency within municipal divisions and departments, (4) discussing and making recommendations on other financial matters the committee deems appropriate. Note: nothing contained herein is intended to usurp (a) the city manager's duty to prepare an annual preliminary budget as set forth in section C-3-3 of the city charter, nor (b) the city council's duties as set forth in section C-2-4 of the city charter, to include the adoption of an annual budget.
- B. The council budget and efficiency committee shall consist of three (3) council members who shall serve as voting members on the committee. Additionally, the mayor or mayor pro tem shall serve on the committee as the chairperson in a non-voting capacity. With the exception of the first three (3) councilmembers appointed to serve on the committee, the council members shall serve for a one (1) year term and will be nominated by the mayor and appointed by the city council as a whole during January of each new calendar year. The first three (3) councilmembers to serve on the committee will be appointed by the city council in the month during which this section becomes effective and will serve on the committee until the next January when new mayoral nominations and council appointments will occur for members to serve on the committee.
- C. Subject to the provisions set forth herein, the committee shall establish its own rules and procedures and publish by-laws. The committee shall follow and comply with the requirements of the Oklahoma Open Meetings Act.
- D. The committee shall meet at a minimum of once a month, provided that there is an agenda. The committee will also discuss and make recommendations on other financial matters it deems appropriate.
- E. The committee shall have the authority to hold budget workshops and other regular/special meetings with the city manager and the city's various department directors for the purpose of providing guidance in the creating of the preliminary budget. After the city manager presents the preliminary budget to the city council for consideration, the committee shall have authority to hold additional budget workshops on behalf of the city council to assist in the finalization of the annual budget for city council approval. Such workshops shall include but are not limited to workshops addressing: (1) personnel and salaries, (2) capital outlay, (3) city fee schedule, (4) capital improvement program, (5) materials and other services and charges (i.e. operating expenses). Nothing in this section shall prohibit the city council from also conducting budget workshops as it deems appropriate.
- F. Nothing set forth in this section will alter the deadlines and responsibilities applicable to the city and its governing body as set forth in Oklahoma Municipal Budget Act in 11 O.S. § 17-201 et seq.

(Ord. No.23-04, § 2, 1-24-2023, Ord. No.23-11, § 2, 3-7-2023; Ord. No. 25-12, § 1, 2-25-2025)

2-3-18-402 Creation, membership, terms of office, duties.

- A. There is hereby established a council committee to be known as the processes oversight committee. This committee shall consist of four (4) members: the mayor or the mayor pro tem and three (3) city councilmembers. All committee members shall serve a one (1) year term unless their term expires, or they do not seek or they are not re-elected to office. In such instances, the mayor will nominate a councilmember to finish the remainder of the councilmember's committee term. The mayor or the mayor pro tem will serve as the chairperson of the committee. The chairperson will be a non-voting member of the committee. The mayor will nominate and council shall appoint councilmembers to serve on this committee based upon their qualifications and experience.
- B. The processes oversight committee shall meet on a regular monthly basis at a predetermined location, date, and time. No meeting shall be called, unless 2/3 (two thirds) of the voting committee members are present. The city manager, or his designee, and a representative from the city attorney's office will serve as ex-officio members of this committee and provide technical expertise as needed. The municipal benchmark clerk will also attend regular meetings of this committee and shall provide reports on the achievement of key performance indicators as required. The committee shall comply with the Oklahoma Open Meetings Act. The city clerk or their designee will attend meetings and publish the minutes. Only the mayor or the mayor pro tem may call for a special or an emergency meeting of this committee.
- C. The purpose of the processes oversight committee is to assist municipal departments with establishing more efficient processes and procedures that increase accountability and better serve the citizens of Lawton.
- D. It shall be the duty of this committee to :
 - 1. Identify municipal departments that are performing below expectations.
 - 2. Provide solutions, recommendations and directives to the city manager or his designee in order to facilitate achieving stated municipal standards and goals.
 - 3. Provide a forum for citizens to report inefficient government practices or customer service.
 - 4. Consult with the city manager or the city attorney as appropriate on administrative or legal matters of common interest.
 - 5. Recommend changes to city ordinances as required to increase efficiency and provide better services to the citizens of Lawton.

(Ord. No. 23-02, § 1, 1-10-2023)

ORDINANCE 26- 04

AN ORDINANCE PERTAINING TO BOARDS, COMMISSIONS, AND COMMITTEES BY CREATING DIVISION 2-3-21, ARTICLE 2-3, CHAPTER 2, LAWTON CITY CODE, 2025 AND CREATING SECTION 2-3-21-400, DIVISION 2-3-21, ARTICLE 2-3, CHAPTER 2, LAWTON CITY CODE, 2025, IN ORDER TO ESTABLISH THE COMMITTEE OF PERFORMANCE EXCELLENCE; PROVIDING FOR CODIFICATION; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.

ORDINANCE

BE IT ORDAINED by the Council of the City of Lawton, Oklahoma, that:

SECTION 1. Division 2-3-21 is hereby created to read as follows:

Division 2-3-21 COMMITTEE OF PERFORMANCE EXCELLENCE

SECTION 2. Section 2-3-21-400 is hereby created to read as follows:

2-3-21-400 Creation, composition, meetings, purpose, and scope

1. Creation, Composition, Appointment, Terms, Chair, and Administrative Support.

- a. There is hereby established a council committee to be known as the Committee of Performance Excellence, which shall replace the former Budget and Efficiency Committee and the Process Oversight Committee, both of which are dissolved. The Committee of Performance Excellence is intended to consolidate and continue the oversight functions previously assigned to those committees, along with such other purposes and responsibilities as set forth in Section 3 of this ordinance.
- b. The Committee of Performance Excellence shall consist of up to four (4) City Council members. Committee members shall be nominated by the mayor and confirmed by the city council. The term of office for each committee member shall run concurrent with the member's elected term on the city council. A committee member's service shall automatically terminate upon:
 - i. Resignation from the City Council;
 - ii. Removal from office;
 - iii. A decision to not seek re-election; or
 - iv. Failure to be re-elected or otherwise re-obtain office.

Upon the occurrence of a vacancy, a new nomination shall be made by the mayor and submitted to the city council for confirmation.

- c. The mayor shall appoint the Chair of the Committee of Performance Excellence on an annual basis.

- d. The City Manager, or designee, shall provide information and administrative support as reasonably necessary to support the Committee in fulfilling its oversight role. The City Manager shall also ensure that appropriate staff are present at meetings to allow the Committee to effectively conduct meetings.

2. Meetings.

- a. The Committee of Performance Excellence Chair, in consultation with the City Manager or designee, shall determine the agenda and frequency of Committee meetings as necessary to effectively carry out the Committee's responsibilities.
- b. No meeting shall be called unless a quorum of the voting committee members are present. For purposes of the Committee of Performance Excellence, a quorum shall be constituted by a majority of the currently appointed and serving voting members of the committee, calculated as fifty (50) percent of the active membership plus one (1), regardless of the maximum authorized committee size. The city manager, or his designee will serve as ex-officio members of this committee and provide technical expertise as needed.
- c. The committee shall comply with the Oklahoma Open Meetings Act.
- d. The city clerk or their designee will attend meetings and publish the minutes.
- e. Only the chairperson or mayor may call for a special or an emergency meeting of this committee.

3. Purpose.

- a. The purpose of the Committee of Performance Excellence is to strengthen City Council oversight of organizational effectiveness, organizational efficiency, and operational excellence by ensuring that City decisions are informed by complete, accurate, and measurable data. In carrying out this purpose, the Committee shall focus its work on the principles and requirements established in Council Policy 04-08, Maximize Taxpayer Value Strategy: Cost of Delivery of Services Per Capita as Compared to Peer Cities, and Council Policy 13-02, Measurable Metrics and Performance Standards, which together establish the City's framework for data-driven decision-making, benchmarking, fiscal stewardship, and performance accountability.
- b. The Committee may select one primary area of focus each month for in-depth review and study, emphasizing service delivery efficiency, cost effectiveness, benchmarking against peer cities, and the use of standardized performance metrics consistent with these policies. In addition, the Committee may consider time-sensitive or emerging "hot-button" issues brought to the attention of the Committee Chair by the Mayor, the City Manager, or citizens, when such issues implicate operational performance, service outcomes, or the responsible use of taxpayer resources. Through this structured and focused approach, the Committee is intended to support continuous improvement, reinforce transparency and accountability, and ensure that Council oversight remains aligned with adopted policies, measurable outcomes, and the City's commitment to maximizing taxpayer value.

- c. The Committee is established in furtherance of the City of Lawton's True North Culture Statement, which affirms that the City exists solely to serve the citizen, embraces efficiency through benchmarking against peer cities, commits to transparency and accountable decision-making, and identifies excellence as the City's destination.
 - d. The Committee exists to support the City Council's role in establishing the strategic vision, priorities, and expectations for the City, while recognizing that the responsibility for carrying out that vision rests with the City Manager and City's professional administration.
 - e. For purposes of this section:
 - a. **Organizational effectiveness** means the extent to which City programs, services, and operations achieve the outcomes, service levels, and objectives established by the City Council, including reliability, responsiveness, service quality, and alignment with adopted policy direction.
 - b. **Organizational efficiency** means the degree to which City services and operations achieve those outcomes using the least amount of public resources reasonably necessary, while maintaining or improving service quality, minimizing waste and duplication, and maximizing value to the taxpayer.
 - c. **Organizational excellence** means the sustained ability of the City to deliver high-quality, reliable, and responsive services through a culture of continuous improvement, accountability, innovation, and learning, while consistently meeting or exceeding citizen expectations and aligning operations with the City Council's strategic vision and adopted policies.
 - d. **Quality-based management** means an outcomes-focused approach to managing City operations that emphasizes service quality, performance measurement, accountability, and continuous improvement, while preserving the City Manager's responsibility for operational processes and implementation.
 - f. The Committee of Performance Excellence is intended to assist the City Council's oversight of the City Manager in advancing a structured and measurable pursuit of excellence, grounded in organizational excellence, organizational effectiveness, and organizational efficiency, with the goal of:
 - a. First becoming the most efficient municipality among the City's designated six peer cities; and
 - b. Thereafter becoming the most efficient municipality in the State of Oklahoma.
 - g. Efficiency and performance shall be evaluated through standardized metrics, benchmarking, and comparative analysis, consistent with adopted City policies, including Council Policy 04-08, Maximize Taxpayer Value Strategy, and Council Policy 13-02, Measurable Metrics and Performance Standards.
4. Role and Scope.
- a. The Committee of Performance Excellence shall serve in an oversight and advisory capacity to the City Council.

- b. The Committee may review and discuss performance information related to budgets, organizational structure, operational processes, benchmarking, and metrics necessary to evaluate organizational effectiveness and efficiency.
- c. The Committee shall focus on reviewing outcomes, trends, and performance results rather than directing operational methods This is consistent with the role of elected officials in setting outcomes and the City Manager’s responsibility for managing operational processes.
- d. Nothing in this section shall be construed to grant the Committee authority over day-to-day operations or administrative functions, which remain the responsibility of the City Manager and City administration.

SECTION 3. Codification. Division 2-3-21 shall be codified in Article 2-3, Chapter 2, Lawton City Code, 2025. Section 2-3-21-400 shall be codified in Division 2-3-21, Article 2-3, Chapter 2, Lawton City Code, 2025.

SECTION 4. Severability Clause. If any section, sentence, clause, phrase, or portion of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, said portion shall be deemed a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portion of this ordinance.

SECTION 5. Effective Date. The provisions of his ordinance shall become effective thirty (30) days after the date of the ordinance’s passage

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Lawton, Oklahoma, that: SAID ORDINANCE IS ADOPTED.

ADOPTED and APPROVED by the Council of the City of Lawton, Oklahoma this 13th day of January, 2026.



Stanley Booker


STANLEY BOOKER, MAYOR

ATTEST:

Donalynn Blazek-Scherler

DONALYNN BLAZEK-SCHERLER, CITY CLERK

APPROVED as to form and legality this 13 day of January, 2026.


JARI ASKINS, INTERIM CITY ATTORNEY

ORDINANCE NO. 26- 04

AN ORDINANCE PERTAINING TO BOARDS, COMMISSIONS, AND COMMITTEES BY CREATING DIVISION 2-3-21, ARTICLE 2-3, CHAPTER 2, LAWTON CITY CODE, 2025 AND CREATING SECTION 2-3-21-400, DIVISION 2-3-21, ARTICLE 2-3, CHAPTER 2, LAWTON CITY CODE, 2025, IN ORDER TO ESTABLISH THE COMMITTEE OF PERFORMANCE EXCELLENCE; PROVIDING FOR CODIFICATION; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.

BRIEF GIST

This ordinance creates the Committee of Performance Excellence to support City Council oversight of efficiency, effectiveness, and data-driven decision-making in City operations. It establishes the committee's structure, purpose, and authority.

ADOPTED and APPROVED by the Council of the City of Lawton, Oklahoma this 13th day of January, 2026.



A handwritten signature in blue ink, reading "Stanley Booker", is written over a horizontal line.

STANLEY BOOKER, MAYOR

ATTEST:

A handwritten signature in blue ink, reading "Donalynn Blazek-Scherler", is written over a horizontal line.

DONALYNN BLAZEK-SCHERLER, CITY CLERK

(Published in the Lawton Constitution this ____ day of January, 2026.)

Item Title:

Discuss the status of implementation of Council Policy 13-02 (Measurable Metrics and Performance Standards), including Phases One and Two, review an example metric construct, and provide direction to staff as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: John Ratliff, City Manager, Donalynn Blazek-Scherler, City Clerk

Background:

Council Policy 13-02, Measurable Metrics and Performance Standards, establishes a standardized framework for measuring departmental and divisional performance to support the City’s Maximize Taxpayer Value strategy and enable accurate peer city comparisons. The policy adopts the City of Norman’s performance metrics as the foundational framework and directs collaboration with the Oklahoma Municipal League (OML) to support statewide metric standardization, transparency, accountability, and continuous improvement.

The policy outlines a phased implementation process. Phase One focuses on the adoption of Norman-based metrics and includes the development of a comprehensive metric inventory, department-level metric mapping, baseline establishment using Norman methodologies, and gap analysis to identify areas where metrics may require adjustment or may not apply to Lawton operations. Phase Two emphasizes customization and enhancement, including active collaboration with OML, transition to OML-standardized metrics as they become available, expansion of peer city comparisons, and ongoing refinement of the metric system.

This item provides an update on the status of Phases One and Two and includes a review of an example metric construct to illustrate how performance measures are being structured, tracked, and reported in accordance with Council Policy 13-02.

Correlation to the True North Statement:

Efficiency

Exhibit:

Excerpt from Council Policy 13-02; Sample Metric Construction

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Discuss the status of implementation of Council Policy 13-02, including Phases One and Two, review an example metric construct, and provide direction to staff as deemed necessary.

ATTACHMENTS:

1. Council Policy 13-02 Excerpt
2. Sample Metric Construct

COUNCIL POLICY NO. 13-02

MEASURABLE METRICS AND PERFORMANCE STANDARDS

Companion to Council Policy 04-08: Maximize Taxpayer Value Strategy

EXCERPT.....

Section 3: IMPLEMENTATION PROCESS

1. Phase One: Norman Metric Adoption (0-90 Days)
 - a. Metric Inventory: The City Manager shall obtain complete list of Norman's current performance metrics.
 - b. Department Mapping: Each department shall identify applicable Norman metrics for their operations.
 - c. Baseline Establishment: Current performance levels shall be measured using Norman's methodologies.
 - d. Gap Analysis: Departments will identify areas where Norman metrics may not apply to City of Lawton operations.

2. Phase Two: Customizations and Enhancement (90-180 Days)
 - a. OML Collaboration: Actively participate in OML metric standardization efforts
 - b. System Transition: Migrate to OML standardized metrics as they become available.
 - c. Peer City Expansion: Utilize OML framework to facilitate comparison with broader peer groups.
 - d. Continuous Improvement: Regularly review and enhance metric systems.

City of Lawton

Lawton City Hall
212 SW 9th Street
Lawton, Oklahoma



CITY ATTORNEY'S OFFICE

FYE 2027 BENCHMARKING AND METRICS SAMPLE

March 6, 2026

CITY OF NORMAN

25-26 PERFORMANCE MEASURES

From City of Norman FY25-26 Budget Book

**CITY OF NORMAN
DIVISION SERVICE EFFORTS
AND ACCOMPLISHMENTS**

LEGAL

GOALS:

- Continue to enhance tort claims process
- Process workers' compensation cases more efficiently
- Process expungements more efficiently to ensure statutory requirements are met
- Expand and enhance staff productivity through better use of technology by staff
- Develop debt recovery/collections process for reimbursement of damages to City property
- Develop and produce a departmental policies/procedures handbook

OBJECTIVES:

- Maintain periodic updates of departmental website
- Review and streamline process and tracking of tort claims
- Establish databases and tracking mechanism for workers' compensation cases, pre and post February 1, 2014
- Maintain database and streamline tracking mechanism for expungements
- Establish database and streamline tracking mechanism for collection process
- Allow easier transition and cross-training for departmental staff

PERFORMANCE MEASUREMENTS - RESULTS REPORT:

	FYE 23 ACTUAL	FYE 24 ACTUAL	PLAN	FYE 25 ESTIMATE	FYE 26 PROJECTED
PERFORMANCE INDICATORS:					
Quarterly review and update of departmental website	70%	70%		75%	70%
Process payment of tort claims within 30 business days of receipt of departmental response	70%	70%		75%	70%
Develop database to track current workers' compensation cases with dates of injury prior to February 1, 2014	95%	95%		98%	95%
Develop database to track current workers' compensation cases under new Act and guidelines effective February 1, 2014	95%	95%		98%	95%
Review expungement database and modify to include all necessary steps to finalize expungement of records	95%	95%		98%	95%
Expand use of various software packages to assist staff with tracking and maintaining updated information on departmental files and encouraging efficient use of time on the part of staff	40%	40%		50%	40%
Develop procedure and tracking mechanism for pursuing reimbursement of property damage to City property	95%	95%		98%	95%
Develop departmental policy/procedures handbook	50%	50%		75%	50%

CITY OF LAWTON- CITY ATTORNEY'S OFFICE

METRIC MAPPING

City of Norman v City of Lawton

RE-MAPPED METRICS- CITY ATTORNEY'S OFFICE

METRIC	NORMAL GOAL	NORMAN DEPT	MAP TO	NOTES
Develop database to track current workers' compensation cases with dates of injury prior to February 1, 2014	98%	City Attorney	Human Resources	
Develop database to track current workers' compensation cases under new Act and guidelines effective February 1, 2014	98%	City Attorney	Human Resources	

UNMAPPABLE METRICS

METRIC	NORMAN GOAL	NORMAN DEPT	NOTES
City Attorney's Office does not have any unmappable metrics			

CITY OF LAWTON- CITY ATTORNEY'S OFFICE

26-27 PERFORMANCE MEASURES

FYE 2027

**DIVISION SERVICE EFFORTS
AND ACCOMPLISHMENTS**
LEGAL SERVICES

GOALS:

- Continue to enhance tort claims process
- Process workers’ compensation cases more efficiently
- Process expungements more efficiently to ensure statutory requirements are met
- Expand and enhance staff productivity through better use of technology by staff
- Develop debt recovery/collections process for reimbursement of damages to City property
- Maintain and update departmental policies/procedures handbook

OBJECTIVES:

- Maintain periodic updates of departmental website
- Review and streamline process and tracking of tort claims
- Maintain database and streamline tracking mechanism for expungements
- Establish database and streamline tracking mechanism for collection process
- Allow easier transition and cross-training for departmental staff

PERFORMANCE MEASUREMENTS:

Metric	FY26/27 Goal	FY26/27 Actual
Quarterly review and update of departmental website	80%	
Process payment of tort claims within 30 business days of receipt of departmental response *Note – Has potential to conflict with current state law	75%	
Review expungement database and modify to include all necessary steps to finalize expungement of records	98%	
Develop procedure and tracking mechanism for pursuing reimbursement of property damage to City property	98%	
Maintain and update departmental policy/procedures handbook	75%	

CITY OF LAWTON- CITY ATTORNEY'S OFFICE

BENCHMARKING TRACKER

FYE 2027

QUARTER 1 (July 1 through September 30)

	Metrics	Goal	Actual	Outcome (Was Objective Completed)
1	Quarterly review and update of departmental website	80%		
2	Process payment of tort claims within 30 business days of receipt of departmental response *Note - has potential to contradict current law*	75%		
3	Review expungement database and modify to include all necessary steps to finalize expungement of records	98%		
5	Develop procedure and tracking mechanism for pursuing reimbursement of property damage to City property	98%		
6	Develop departmental policy/procedures handbook	75%		

Item Title:

Discuss the status of implementation of Council Policy 4-08 (Maximize Taxpayer Value Strategy: Cost of Delivery of Services Per Capita) including training requirements, real-time verification development, and budget build and provide direction to staff as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: John Ratliff, City Manager

Background:

Council Policy 04-08, Maximize Taxpayer Value Strategy: Cost of Delivery of Services Per Capita as Compared to Peer Cities, establishes a data-driven framework for municipal budgeting that emphasizes fiscal stewardship, benchmarking against peer cities, and the use of complete, measurable, and verifiable information to support City Council decision-making. The policy applies citywide and assigns implementation responsibility to the City Manager.

This item provides an update on the status of Policy 04-08 implementation, with specific focus on required training, development of real-time verification capabilities, and incorporation of policy requirements into the budget build process. Staff will outline progress to date and discuss how these elements are being implemented to support transparency, accountability, and informed Council oversight. The Committee may provide direction to staff as deemed necessary.

Correlation to the True North Statement:

Efficiency

Exhibit:

Excerpt of Council Policy 4-08

Key Issues:

N/A

Funding Source:

None

Recommended Action:

Discuss the status of implementation of Council Policy 4-08, including training requirements, real-time verification development, and budget build and provide direction to staff as deemed necessary.

ATTACHMENTS:

- 1. Council Policy 04-08 Excerpt

COUNCIL POLICY NO. 04-08

MAXIMIZE TAXPAYER VALUE STRATEGY: Cost of Delivery of Services Per Capita As Compared to Peer Cities.

EXCERPT....

DEFINITIONS/ KEYWORDS

4. **Real-Time Verification-** The ability for city council members to access underlying data sources, spreadsheets, and documentation within 72 hours of any data presentation or budget submission.

POLICY/PROCEDURE

PERFORMANCE GOAL AND BENCHMARKING STANDARDS

Budget Process

Departmental Limits – During each budget cycle, every department must calculate the average per-capita expenditure of the six designated peer cities, adjusted by the Consumer Price Index (CPI). The goal of this analysis is for the city manager to utilize this figure to set the maximum budget for the department in the preliminary budget for the upcoming fiscal year.

Citywide Budget – The City Manager, in preparing the fiscal year budget, will calculate the peer-six-plus-CPI average for the total city budget – utilizing information gathered by the departments - and compare it against projected revenues for the upcoming year. The budget must remain within available funds. The annual application of this policy in budget preparation for an upcoming fiscal year shall be contingent upon City Council’s approval of the annual adjustment of fees [where allowed by law] in accordance with Article A-1-2 of city code for the same upcoming fiscal year.

Allocations – After these limits are verified, staff may develop departmental spending plans within their allotments.

Notwithstanding this policy, Council, in adopting a final budget, retains authority to make budgetary adjustments that it deems are in the best interests of the City. It is the intent that any reduction in force that may occur due to this policy’s implementation will occur through attrition.

Training Requirements

Initial Training – All employees involved in budget preparation must complete mandatory training on this policy within **60 days** of adoption.

Ongoing Training – Any new employees promoted or hired into roles covered by this policy must complete training within **30 days** of assuming their position.

Training Records – The City Manager’s Office shall ensure and maintain a master list of employees who have completed training. No employee may be disciplined for violations of this policy unless it can be shown they received training.

Implementation Timeline

The City Manager shall ensure that the preliminary budget presented for Fiscal Year Ending (FYE) 2027 reflects costs at or below peer city averages.

Item Title:

Discuss the timeline and procedure for reporting Committee updates and recommendations to the City Council and take action as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

This item is intended to establish a clear and consistent timeline and procedure for how the Committee will report updates, findings, and recommendations to the City Council. Clarifying expectations for reporting supports transparency, ensures alignment with Council workflows, and promotes effective communication between the Committee, City Council, and City Manager.

The discussion will focus on the format, frequency, and timing of Committee report-outs, as well as the appropriate process for transmitting information and recommendations for Council consideration.

Correlation to the True North Statement:

Transparency

Exhibit:

None

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Discuss the timeline and procedure for reporting Committee updates and recommendations to the City Council and take action as deemed necessary.

ATTACHMENTS:

None

Item Title:

Discuss the Committee’s meeting cycle and scheduling approach and take action as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

This item is intended to provide an opportunity for the Committee to discuss and confirm its meeting cycle, including frequency, timing, and general scheduling considerations. Establishing a predictable meeting cadence supports effective planning, transparency, and coordination among Councilmembers, staff, and the public.

The discussion may include considerations such as alignment with the City Council calendar, budget and reporting cycles, and the Committee’s anticipated workload.

Correlation to the True North Statement:

Transparency

Exhibit:

None

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Discuss the Committee’s meeting cycle and scheduling approach and take action as deemed necessary.

ATTACHMENTS:

None