



City of Lawton

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

Committee on Performance Excellence

Special Meeting Agenda

Monday, April 27, 2026

11:00 AM

Lawton City Hall
City Council 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 or the City Clerk. 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. Consider approving the minutes of the March 6, 2026 meeting.
2. Receive an update from the City Manager and staff regarding the current budget build and incorporation of direction provided in Council Policy 04-08- Maximize Taxpayer Value Strategy, specifically the Budget Process and Implementation Timeline sections.
3. Discuss the development of a heat map or similar product to support the reporting requirement in Council Policy 13-02- Measurable Metrics and Performance Standards.
4. Discuss and consider approving a one-month focus area of review to be presented at the next committee meeting, with the suggested topic being the process map of contracts from City Council approval to final signature and issuance.
5. Consider creating a monthly meeting schedule 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:

Consider approving the minutes of the March 6, 2026 meeting.

Initiator: Donalynn Blazek-Scherler, City Clerk

Information Source: Donalynn Blazek-Scherler, City Clerk

Background:

The minutes of the March 6, 2026 have been drafted and are awaiting approval.

Once approved, the minutes will be posted on the City of Lawton's website at www.lawtonok.gov.

Correlation to the True North Statement:

Transparency and Trust

Exhibit:

Draft Minutes

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Approve the minutes of the March 6, 2026 meeting.

ATTACHMENTS:

1. 03.06.26 Performance Excellence Minutes



City of Lawton

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

Committee on Performance Excellence

Minutes

Friday, March 6, 2026

2:00 PM

Lawton City Hall- Wayne Gilley
Auditorium Conference Room

Meeting Called to Order

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Meeting called to order by Chairman Kirby Brown.

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

Blazek-Scherler confirmed the notice and agenda were posted in compliance with Oklahoma Open Meeting Act, 25 O.S. 301-314.

Roll Call

Present:

Councilman - Ward 3 Kirby Brown
Councilman - Ward 6 Bob Weger
Councilman - Ward 5 Allan Hampton

Absent:

Councilman - Ward 2 Taron Epps

Also Present:

John Ratliff, City Manager
Donalynn Blazek-Scherler, City Clerk

Introduction of Guests

George Gill, a citizen, introduced himself.

Business Items

Chairman Brown made opening remarks stating that the meeting would be limited to one hour regardless of whether all agenda items were completed.

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).

Chairman Brown stated that, as he read through the two policies and the new ordinance, the question that came to him was what had not been carried over from the previous two committees. He said that his analysis showed one item that appeared different, which was the requirement for a monthly meeting during budget build. He stated that this was the only thing he found that did not seem to be directly lifted into the new structure and asked whether that “rang a bell” with anyone. Members indicated that it did and that they had seen the same language. Chairman Brown stated that, other than that, the other documents did not really specify a time cycle, except for the language about monthly budget meetings with a group similar to this one. He asked whether the current ordinance already gave this committee that authority or whether the ordinance would need to be changed to specifically state that the Committee of Performance Excellence would be involved in the budget build on a monthly basis.

Ratliff responded that he believed the committee could do that without changing the ordinance. He stated that he did not think an ordinance change was necessary, although he acknowledged that the issue could be discussed.

Chairman Brown said he was not necessarily advocating for changing the ordinance but noted that this was the one thing he saw that was not directly carried over, so he wanted opinions on it.

Ratliff then added that he was very thankful the committee had not met until now, because staff had nearly completed all of the departmental and authority budget review meetings and only had one trust remaining, which he identified as FISTA. He said that because of that, he was in a much better position to discuss where things stood than he would have been a month earlier.

Chairman Brown responded that this was fair and stated that if they had met earlier, Ratliff likely would not have had much of the information he had now.

Hampton then asked whether, when the committee talks about these matters, it would be talking about performance, operational matters, or both. He said that metrics are the performance part of it, but operational matters tend to bleed into performance. He explained that one of the questions he had involved whether the committee would be talking about things that make it easier for citizens, and he gave the example of a citizen complaint involving a water bill. He said that in a case like that, the outcome reflects performance, but the operational side could include whether the person had been given a daily usage sheet that would have explained the bill and potentially resolved the issue. He stated that he was trying to understand whether the committee would be discussing those practical, citizen-facing matters too.

Ratliff responded that the committee could certainly ask about both because its job is oversight and making sure the policies are being implemented. He said both performance and operational issues were fair game in that context.

Weger then stated that if the committee is going to look at operations, it needs to be careful not to overstep its limitations because the City Manager is the one who manages the organization.

Chairman Brown agreed and said that was exactly what he had intended to emphasize. He stated that the charter of the committee is to review, not direct. He said that the committee may offer opinions.

Chairman Brown stated that the committee is not going to go build the water department's metrics and that none of the members are going to direct staff; instead, they are going to review what is brought before them and may offer thoughts.

Hampton asked whether Ratliff would be comfortable with suggestions or options from the committee.

Ratliff responded that he is comfortable with suggestions.

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.

Chairman Brown stated that the only note he had under this item was what he found on page 14 of the packet regarding budget workshops. He said that the conclusion seemed to be that no motion or formal action was necessary and that the one piece not carried over could simply be handled within this committee's work. He said the remaining question would really be how often the committee meets and what it talks about. He said he thought that during budget build the work would be cyclical and that this may be the committee that eventually goes back to the Council and says, "We've been through the budget. Here's our recommendation."

Hampton responded in agreement, though he said the process had not historically been very formal and that what usually happens is that Council members say what their opinion is.

Chairman Brown replied that, with the other two committees gone, this is now the only committee left that might perform that function, and he asked for comments.

Ratliff said he was fine with that and added that he had really just been ready to start talking about implementation of the policies.

Chairman Brown then noted for the record that the conclusion under this item was that the budget workshop component would be folded into the committee's normal

business.

Hampton asked about whether there was a list of responsibilities from the old committees, and Chairman Brown noted that those were in the packet.

Hampton said he wanted it brought up because in the future, if this is the one committee that remains, or if things someday have to be broken back apart, it is important to know what functions those committees previously served.

Ratliff stated that the old committees functioned separately for a little over a year. He also said he personally had not been a fan of the Processes Oversight Committee.

The discussion concluded with Chairman Brown summarizing that the budget workshops had been discussed and that the committee concluded the budget workshop function would be folded into the normal business of this committee because that was the only thing he saw that had not transferred over.

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.

Chairman Brown asked Ratliff how things were going.

Ratliff responded that he thought they were doing extremely well, but he added that it had been a challenge to get there because it is not always an easy comparison. He explained that, for example, the City Clerk's Office in Norman handles licensing and permits, whereas in Lawton that function is in the Department of Community Enrichment, so there had been a lot of back and forth in figuring out where things fit. He also said that in some cases Lawton performs functions that its peer cities do not perform. He gave the example of the lakes division, stating that Edmond has a lakes division, but the other peer cities do not. He said there was at least one other example where Lawton and one other city did something that the rest of the peers did not do, which made comparison difficult. He explained that to the extent possible, staff compared the City to all six peer cities, but in some cases the comparison was simply not applicable.

Ratliff then stated that another thing he noticed in the process was that while Norman is often held up as the gold standard for many things and does a lot well, when staff was told to adopt all of Norman's metrics, they discovered that some of those metrics were not actually measures of efficiency. He gave the example of Norman's licenses and permits department using the number of permits applied for each year as a metric. Ratliff said he would submit that this is not a measure of efficiency because the number could be high one year and low the next depending on external factors such as the economy. He stated that in some departments Norman's metrics were very good, but in others they had to be tweaked a great deal because they were really just number tallies and did not measure efficiency. He said that his understanding of the intent behind

metrics is that they must be measurable and must measure something tied to efficiency. He said there was a lot of tweaking that had to occur and that this was not simply a matter of taking Norman's metrics lock, stock, and barrel and implementing them across the board. He added that, quite frankly, in many cases Lawton's existing metrics were better than the ones he saw in Norman's budget. He said that was not territorialism, but simply the reality. He explained that in some cases staff implemented Norman's metrics where appropriate, in other cases modified them because they were not actually measuring anything, and in still other cases added Norman's and kept Lawton's too. He said it depended on the department and, in some cases, the division within the department. He stated that one of the most eye-opening parts of the process was that he had expected a clean adoption of Norman's metrics across the board, but instead found that Lawton often already had better metrics or that Norman's were not truly efficiency measures.

Chairman Brown responded that the policy language did say "Phase One, Norman metric adaptation," which sounded like a blanket instruction. He said that after reading that and thinking about it, he told the mayor that they were going to end up with apples, grapes, and grapefruit, and that is exactly what Ratliff ran into.

Chairman Brown said that if staff had been successful enough, in the amount of time available, to pull together two or three decent metrics at the appropriate level, then he thought they had met the standard. He stated that he had read Norman's budget book and that members needed to take his comments with a grain of salt, but in his view there is a difference between measures of efficiency and measures of effectiveness and they are not the same. He said he thought most of Norman's measures were not very robust.

Hampton then added that Brown's analogy was accurate because a grapefruit and an orange may look similar, but when you dig into them there are real differences, and he said that sounded like what staff had done. He commended Ratliff and staff for digging deep enough to realize that things that looked similar were in fact not the same.

Ratliff then said the City had spent a lot of time on the effort and noted that one employee, Kella Bertoch in Public Works, had spent 120 hours comparing the six divisions in public utilities to the six divisions in peer cities and had gathered all of that data together. He said it was impressive and that they had knocked it out of the park. He stated that this is the kind of work that sounds smooth when it is described at a high level, but when you get into it, it is not smooth at all because municipalities are structured differently and do things differently. He said there was a lot of energy and effort spent figuring out where functions belonged for comparison purposes.

Hampton responded by relating it to another field and said that when systems are built differently, the numbers and methods are different too, so the underlying work matters.

Ratliff agreed and added that Blazek-Scherler and Finance Director Chandra Yound had also done a great job of standardizing the metrics so they all look the same, are

uniform across the board, and all measure something. He stated that all of those metrics would be incorporated into the budget document.

The discussion then turned to Phase Two and the OML component. Brown said he was making an assumption because he had not seen anything from OML that had even started.

Ratliff noted that the City had already done initial training, and that since then he had met with every single department and conducted additional training with directors, deputy directors, and administrative staff. He said that from his perspective, they had met the internal training portion of the phase. Ratliff then said that before he forgot, he wanted to add that one of the implementation requirements in Council Policy 4-08 is that each department will be at or below the peer six, and he stated plainly that this is not going to happen. He said he had already given the mayor a heads up that Police would not be there.

Chairman Brown responded that fundamentally the City had just now built the data and is nowhere near being able to answer that question with accuracy yet.

Ratliff replied that, in reality, only about three or four departments are over and everyone else is under. He said that Police is likely to be the most offending department because Lawton has 176 police officers, which is about the same as Norman even though Norman has roughly 40,000 more people, so the per capita comparison is off. He stated there are historical reasons Lawton has more police and that he did not think there would be the political appetite to cut police officers. He added that the City is going to look at how it handles some non-uniform positions, giving the examples of a police motor sergeant and two uniformed officers who sit at the front desk, along with another non-police-role position. He said those may be converted into non-police positions because it would be cheaper.

Chairman Brown said that, fundamentally, this first iteration allows the City to see itself and kind of see the comparison, and that if the City simply shows what it has, the requirement cannot really be met at the first point until there is another year of data collection and a better understanding. He said that if a department is above or below the peer standard, the answer should simply be written justification explaining why, because there will be more discussion to come.

Ratliff agreed and said some of that justification would come from the feedback staff receives. He then identified another department that is over the per capita threshold, which is the City Clerk's Office. Ratliff said there is a very good reason for that and stated that the City has 65 committees, which is more than double the next closest peer, Norman, which has 29. He said that means lots of meetings and lots of minutes, which generates more work for the Clerk's Office.

Chairman Brown and others agreed that made sense as a justification.

Ratliff then highlighted the City Attorney's Office, stating that it is about half a million dollars above the peer average in per capita spending because the City gets a lot more lawsuits. He said peer cities average around seven and Lawton has twelve, so the City has to put more money into the City Attorney's professional services account to respond to petitions, litigation, and lawsuits. He stated that this is another example of a unique Lawton condition that makes the City different.

Chairman Brown said his only note under Item 3 was that staff had done Phase One as best they could, but that there had been no activity from OML, so he would not hold staff to Phase Two if they could not do anything about it. He stated that the committee could simply leave it there unless and until OML actually indicates interest and starts doing something. He asked whether a vote was needed, and it was discussed that a vote was not necessary unless the committee wanted to make a motion.

Chairman Brown then summarized that under Item 3, OML activity is indefinite because there has been no outside movement.

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.

Chairman Brown then stated that one thing they had not yet discussed was the real-time verification development requirement, which he said is clearly stated in the policy. He said the Council should be able to get some kind of real-time information and introduced the term "heat map." He asked whether staff was familiar with that concept and described it as a strategy where the top three metrics out of each division are identified as critical delivery items and codified into some kind of website or spreadsheet with a color code such as red, green, or yellow. He gave an example involving the installation of water meters and said that if the goal was ten per week, the annual goal would be 520. If performance went above the target by a certain margin, that would be a gold star; if it dropped below the range, that would show as a problem; and if it stayed within the band, it would remain green. He asked whether that made sense. Ratliff said it did.

Ratliff then said that his plan on that issue had been different and that he could not remember the exact policy wording. He thought it might refer to monthly or quarterly reporting, but Chairman Brown interjected that the one he had just read referred to real-time verification within 72 hours, something active that Council could pull up. Chairman Brown acknowledged that this is a hard requirement, but said it can be looked at in a different manner and that the City has to figure out what to measure, how to measure it, what it is doing, and what the critical items are that Council actually needs. He suggested that helping define that may be part of the charter of this group. Ratliff responded that he would have thought Council itself would provide that direction by saying which things it really cares about. Chairman Brown said that could also be the charter of this committee, to make a recommendation to Council on what the critical items are that should be on a spreadsheet or dashboard. He then asked Blazek-

Scherler if he was reading the policy correctly. Blazek-Scherler responded that the language is specific to documentation on budget submission and not necessarily metrics, and that she had not read it to mean that within 72 hours the City must provide data on a metric. Chairman Brown then reworded his thought and said perhaps what is needed is a heat map current within 72 hours, rather than literal real-time access to everything.

Hampton said some of that has to be done from the standpoint that categories cover different areas and that the deeper you go, the more detail there is. He said a heat map can include all detail or it can be very general, and that the real question is what is critical. Brown responded that not everything can be done within 72 hours, but there can be a priority of what is pertinent. He used the utility bill as an example and said he had recently been looking at landfill and sanitation, taking the sanitation charge and multiplying it by the number of bills to get into the ballpark. He said the point is that on the utility bill there are several components, but when citizens talk about it they usually focus on water, so a heat map might only need to focus on the critical part, such as water. He said Council is not going to be asking for obscure details but will want the key measures it has to answer for. Chairman Brown then said that this ties back to one point he did not know whether the committee had picked up, namely that there is specification in the ordinance regarding development of real-time verification for the Council, though it does not specify exactly how to do it. He said he may not have stated it well, but his point was that Council should be able to log in somewhere and pull up a key measure such as water flow, and the information should be current within 72 hours. He said one thing the committee may need to do is help scope what that is supposed to mean, and that this is probably something the group would take back to the Council.

Ratliff said that was fine, but that he had read the language more as “show your work” when you are doing a presentation rather than as a requirement for a heat map or dashboard. Chairman Brown said staff should study the issue and, if clarification is needed, it can be worked out. Ratliff replied that he is going to need clarification because he needs Council to tell him what it wants so he can think of a technical solution. Blazek-Scherler then said that if the City ends up getting Laserfiche, she may already have a solution because she could create subfolders of information that departments populate, and while it would not be a graphic heat map, it would provide a place for Council to go to get information. She said that if departments knew what to put into those folders, the information could be accessible to Council at any time. Brown said that would work. Hampton added that if departments are already providing information to Council, that same information could readily be made available when someone comes in asking questions. Brown stated that the groundwork the committee is laying will eventually lead to the larger question of how to show that Lawton is the most efficient city in Oklahoma. He referenced Lean Six Sigma and said the City is setting the stage for that kind of future work, though he was not saying to do that now.

Ratliff then raised a concern about how far this is going to go. He said that if a citizen calls and says they are being overcharged on a water bill, the answer cannot be that Council gets access to all of Utility Billing’s database to go look up an individual citizen.

He said he felt like there can be a constant thirst for more and more data, and that the City does not need all of that. Brown agreed and said Council does not need all of the information. He said there are probably only two or three key metrics per department that are needed to articulate whether the City is operating efficiently, and if departments have more than that they are probably wasting time. Ratliff agreed and said some of those metrics already exist, such as water levels in tanks or lakes, which staff can pull up on an app, but that is different from opening up all underlying systems. Brown responded that once the initial thrust of work is done, a database of information already exists, and the ongoing task is more maintenance and updating. He then said that, from his experience in large organizations, some policy language like this is simply not practical if fully implemented, because eventually you have to hire people to support it. He stated that if the City turns itself totally loose on this, it can crush the organization, and that is not what they are going to do.

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

Chairman Brown then stated that one thing they had not yet discussed was the real-time verification development requirement, which he said is clearly stated in the policy. He said the Council should be able to get some kind of real-time information and introduced the term “heat map.” He asked whether staff was familiar with that concept and described it as a strategy where the top three metrics out of each division are identified as critical delivery items and codified into some kind of website or spreadsheet with a color code such as red, green, or yellow. He gave an example involving the installation of water meters and said that if the goal was ten per week, the annual goal would be 520. If performance went above the target by a certain margin, that would be a gold star; if it dropped below the range, that would show as a problem; and if it stayed within the band, it would remain green. He asked whether that made sense. Ratliff said it did.

Ratliff then said that his plan on that issue had been different and that he could not remember the exact policy wording. He thought it might refer to monthly or quarterly reporting, but Chairman Brown interjected that the one he had just read referred to real-time verification within 72 hours, something active that Council could pull up.

Chairman Brown acknowledged that this is a hard requirement, but said it can be looked at in a different manner and that the City has to figure out what to measure, how to measure it, what it is doing, and what the critical items are that Council actually needs. He suggested that helping define that may be part of the charter of this group.

Ratliff responded that he would have thought Council itself would provide that direction by saying which things it really cares about.

Chairman Brown said that could also be the charter of this committee, to make a recommendation to Council on what the critical items are that should be on a spreadsheet or dashboard. He then asked Blazek-Scherler if he was reading the policy correctly.

Blazek-Scherler responded that the language is specific to documentation on budget submission and not necessarily metrics, and that she had not read it to mean that within 72 hours the City must provide data on a metric.

Chairman Brown then reworded his thought and said perhaps what is needed is a heat map current within 72 hours, rather than literal real-time access to everything.

Hampton said some of that has to be done from the standpoint that categories cover different areas and that the deeper you go, the more detail there is. He said a heat map can include all detail or it can be very general, and that the real question is what is critical.

Hampton stated that not everything can be done within 72 hours, but there can be a priority of what is pertinent. He used the utility bill as an example and said he had recently been looking at landfill and sanitation, taking the sanitation charge and multiplying it by the number of bills to get into the ballpark. He said the point is that on the utility bill there are several components, but when citizens talk about it they usually focus on water, so a heat map might only need to focus on the critical part, such as water. He said Council is not going to be asking for obscure details but will want the key measures it has to answer for.

Chairman Brown then said that this ties back to one point he did not know whether the committee had picked up, namely that there is specification in the ordinance regarding development of real-time verification for the Council, though it does not specify exactly how to do it. He said he may not have stated it well, but his point was that Council should be able to log in somewhere and pull up a key measure such as water flow, and the information should be current within 72 hours. He said one thing the committee may need to do is help scope what that is supposed to mean, and that this is probably something the group would take back to the Council.

Ratliff said that was fine, but that he had read the language more as “show your work” when you are doing a presentation rather than as a requirement for a heat map or dashboard.

Chairman Brown said staff should study the issue and, if clarification is needed, it can be worked out.

Ratliff replied that he is going to need clarification because he needs Council to tell him what it wants so he can think of a technical solution.

Blazek-Scherler then said that if the City ends up getting Laserfiche, she may already have a solution because she could create sub-folders of information that departments populate, and while it would not be a graphic heat map, it would provide a place for Council to go to get information. She said that if departments knew what to put into those folders, the information could be accessible to Council at any time.

Ratliff said that would work.

Hampton added that if departments are already providing information to Council, that same information could readily be made available when someone comes in asking questions.

Brown stated that the groundwork the committee is laying will eventually lead to the larger question of how to show that Lawton is the most efficient city in Oklahoma. He referenced Lean Six Sigma and said the City is setting the stage for that kind of future work, though he was not saying to do that now.

Ratliff then raised a concern about how far this is going to go. He said that if a citizen calls and says they are being overcharged on a water bill, the answer cannot be that Council gets access to all of Utility Billing's database to go look up an individual citizen. He said he felt like there can be a constant thirst for more and more data, and that the City does not need all of that.

Hampton agreed and said Council does not need all of the information.

Brown said there are probably only two or three key metrics per department that are needed to articulate whether the City is operating efficiently, and if departments have more than that they are probably wasting time.

Ratliff agreed and said some of those metrics already exist, such as water levels in tanks or lakes, which staff can pull up on an app, but that is different from opening up all underlying systems.

Hampton responded that once the initial thrust of work is done, a database of information already exists, and the ongoing task is more maintenance and updating. He then said that, from his experience in large organizations, some policy language like this is simply not practical if fully implemented, because eventually you have to hire people to support it.

Chairman Brown stated that in his own experience he has seen organizations crushed by over implementation of this kind of work. He said that employees already spend a large percentage of their time doing training and other non-core work, and if too much additional structure is added, the City will break its own organization. He said that was his first caution to the mayor.

Ratliff responded by saying that, for the benefit of everyone in the room, this has been a monumental lift. He said a lot of data and a lot of staff time went into it and that from an elected official perspective there is no way to fully know how much time was involved. He said this was not easy and not simply a matter of cutting and pasting Norman's metrics. He stated that he can already see the buckling in the organization and asked that the committee be cognizant of the fact that Lawton has 851 employees and large

organizations do not turn on a dime. He said the City is doing things at warp speed compared to how municipalities normally move, and that while it briefs easily when people hear “we’ll just do that,” the reality is very different up close.

Chairman Brown responded that he acknowledged that concern and said that if anyone thinks this is a lot, it is nothing compared to what process mapping and full Lean Six Sigma implementation would entail. He said he had already told his own bosses that he would not break his organization to do this kind of work, but that there is a happy medium. He stated that the City is in the middle of a culture change right now, because people are thinking differently, and that if staff has gotten as far as it has and incorporated some of this into the budget, then kudos to them because it was hard. He said refinement takes time and that it is a two- to three-year journey to get this to where it is usable.

Ratliff then raised another concern. He said his organization does not get the benefit of learning because last year was the first time the City implemented metrics, so he did not even get through a full budget cycle using those metrics, learning from them, adapting them, and making recommendations before a different set of standards was imposed.

Chairman Brown responded that this was interesting because he had gone back and read those quarterly metrics from a year ago and thought they were pretty good.

Ratliff said exactly, and that he did not even get a chance to have that system in place for a year before he was told to stop doing that and do something else.

Chairman Brown replied that maybe the committee can help with that.

Ratliff said that would be wonderful.

Hampton added that this can become burdensome and impractical if the City loses sight of its priority, which is to run a city and provide services. He said the City needs to prioritize the primary services it provides and then pick only the metrics that matter for the clientele being served, because that is what is going to come up. He said the point is to structure metrics around the highest amount of service possible, which usually means helping a citizen understand that things are okay.

Ratliff and Brown both indicated agreement with the concern and the need to keep this practical.

Blazek-Scherler offered Chairman Brown assistance in creating a heat map that shows one or two metrics for each department that Council can view at any given time.

Chairman Brown said that the only thing he would ask is that, as staff is building the metrics for the budget, it give some consideration to picking one or two critical items and building a simplistic map so the committee and Council can look at them in red,

green, or yellow form. He used an example of water produced every day and said it could be as simple as a small PowerPoint chart with a circle that says water and shows green. He said he did not need to know every detail, only the one critical thing, and that the point was to start thinking about how to do that and, by the time the budget is reached, pick those items for the next fiscal year.

Ratliff said that was fair.

Chairman Brown asked whether the group was okay with thinking through it that way, and the members indicated they were.

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

Chairman Brown then said that in terms of a timeline for recommendations to City Council, the only thing he knows the committee may need to come back to Council with is clarification on whether, if budget build is considered part of the committee's work, the committee would somehow be involved in budget workshops. He asked Ratliff if that was the intent or not.

Ratliff responded that normally the City does budget workshops at special meetings of the full Council and that there are usually four of them covering revenues, expenditures, CIP, and one other category he could not recall at the moment. He said that has proved efficient in the past. Ratliff then explained this year's timeline and said he is going to bring a water rate study to Council, first through the Fee Committee, and recommend a water rate increase. He also said he will bring a general fee increase to make up for losses and annual inflation. He said he plans to split those up rather than bring them at the same time. He then stated that he submits the preliminary budget first and then does the budget workshops, but he also noted that once he gets a thumbs up or thumbs down on his spending measures, that is when he moves forward.

Chairman Brown asked who gives him that, and Ratliff said the Council does, with the Fee Committee making a recommendation and the Council taking the formal action.

Chairman Brown then asked Ratliff what he sees as the role of this committee.

Ratliff replied that he sees it as an oversight committee to make sure he is implementing the two Council policies, with the possible exception of the 72-hour verification issue that had been discussed that day.

Chairman Brown said the City is not there yet because the metrics are not yet fully built by division, vetted, and analyzed with department heads to determine what is most critical. He said that means the City cannot be there yet.

Ratliff said exactly, but the City will get there. He said that is why he saw the committee as an oversight committee, but if the committee wanted to do budget workshops first, that could be discussed.

Chairman Brown asked Ratliff what he wanted and needed.

Ratliff responded that he would prefer to do the budget workshops in front of the Council as a whole.

Chairman Brown responded then the budget workshops will not be the purview of this committee and what was in the old structure should revert to the responsibility of the full Council. He then asked Hampton if he was okay with that. Hampton indicated he was.

Hampton then added that while everyone keeps using the word oversight, there is also a component of oversight where communication goes both ways and it becomes a team effort. He said that in his mind oversight should include feedback and conversation about how things are working, not just a one-way report to Council. He said he does not see it as “we’re the boss, you tell us what you’ve done,” but rather as all of them talking about it from their perspectives to make the City more efficient and improve service through standard operating procedures.

Chairman Brown said he understood, though, that this means the committee should stay within its purview and ignore the budget portion other than the metrics contained inside the budget. He said their portion is not to grade the budget but to help create how effectiveness or efficiency is measured within what is being presented. He noted that if you read through these materials, you can turn them any way you want, so he wanted the discussion on the record to make clear that the committee is not going to sit through five budget meetings. Instead, it is going to look at the metrics.

Hampton said that in the past budget workshops were often just Council saying it did not like something and wanted it fixed, but this should be more of a team effort where feedback is provided.

Chairman Brown then summarized that the important note out of the discussion is clarification that the committee’s role in the budget build process is clear: it will look at the metrics incorporated into the budget, but the broader budget workshops stay with the full Council. He said if that interpretation does not make sense later, staff should come back to the committee.

Chairman Brown asked about the committee’s meeting cycle. He said that if the old language regarding budget meetings were applied, this would result in some kind of monthly budget cadence, but he asked what the need is for this committee specifically.

Ratliff responded that he thought the committee should probably meet every month until the budget is passed.

Chairman Brown said he was fine with that.

Ratliff then suggested that when the committee meets in a month, they could do a

deeper dive on the departments that will not comply with the standard of being at or below the peer per capita rate and discuss why they are not there.

Chairman Brown asked whether the members saw that as a worthwhile discussion, and Hampton said he thought more information exchange like that would be useful.

Hampton agreed and said that would give them a more clear parameter of what needs to be tied up before the budget is finalized.

Chairman Brown stated that he and Blazek-Scherler work the agenda items and that they will start with the departments already identified. He said that if staff has gotten anywhere near putting together some kind of Council update, PowerPoint, or website-style item, that would also be fine to look at.

Chairman Brown added that he had reviewed Norman's metrics for Legal and found that out of the long list there was really only one true metric and the rest were tasks. Chairman Brown said that is where the City is headed: sorting out what is a metric of efficiency or effectiveness and what is just a task. He concluded that the real question is what critical things the City delivers as services to the citizens, and that is what this process ultimately needs to answer.

At the close of discussion, Chairman Brown summarized that the committee had covered all agenda items, had no motions it needed to make other than adjournment, and hoped Ratliff felt that he had support from the committee and that the committee was not going to deviate out of the oversight role. He further stated that he thought the committee is the "broker of rationality" between the mayor's expectations and what staff can reasonably implement, and he said that on the OML issue the committee had effectively given an indefinite waiver because OML had not acted. He added that, in his opinion, OML should be coming to the City, not the other way around.

Ratliff then stated that what the City is doing is "killing it".

Brown stated that eventually they will have something that says this is how the City does business.

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."

Motion by Allan Hampton, Second by Bob Weger, to adjourn. AYE: Kirby Brown, Bob Weger, Allan Hampton. NAY: None. Motion Passed.

There being no further business, the meeting adjourned at 3:01PM.

Item Title:

Receive an update from the City Manager and staff regarding the current budget build and incorporation of direction provided in Council Policy 04-08- Maximize Taxpayer Value Strategy, specifically the Budget Process and Implementation Timeline sections.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: John Ratliff, City Manager

Background:

The City Manager and staff will provide an update on the development of the upcoming fiscal year budget, including how direction from Council Policy 04-08, the Maximize Taxpayer Value Strategy, is being incorporated into the process.

Council Policy 04-08 establishes a data-driven approach to budgeting that emphasizes benchmarking operational costs on a per capita basis against peer cities to ensure efficiency while maintaining service levels . This update will include discussion of the policy’s Budget Process provisions, including the development of departmental spending limits and the alignment of the overall budget with projected revenues, as well as progress toward meeting the Implementation Timeline.

Correlation to the True North Statement:

Efficiency

Exhibit:

Council Policy 04-08

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Receive an update and provided direction as necessary.

ATTACHMENTS:

- 1. 04-08 Council Policy - Maximize Taxpayer Value Strategy-Cost of Delivery of Services Per Capita As Compared to Peer Cities

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

Item Title:

Discuss the development of a heat map or similar product to support the reporting requirement in Council Policy 13-02- Measurable Metrics and Performance Standards.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Donalynn Blazek-Scherler, City Clerk

Background:

At the March 6, 2026 committee meeting, discussion included the development of a heat map or similar visual tool to enhance the presentation and transparency of performance metrics. A heat map would provide a simplified, at-a-glance view of departmental performance, allowing Council and staff to quickly identify trends, areas of success, and opportunities for improvement.

This item is for a status update on the development and implementation of a heat map or similar reporting tool to support the reporting requirements outlined in Council Policy 13-02 and improve the accessibility and usability of performance data for decision-making.

Correlation to the True North Statement:

Efficiency; Transparency and Trust

Exhibit:

Council Policy 13-02; Sample Heat Map

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Receive an update and provide direction as necessary.

ATTACHMENTS:

1. 13-02 Council Policy - Measurable Metrics and Performance Standards

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.

Section 6: ORGANIZATIONAL CAPACITY FOR EFFICIENCY CONTINUOUS IMPROVEMENT

1. The City of Lawton recognizes that efficiency training and leadership development are foundational to the City's long-term growth, fiscal sustainability, and service excellence. The City shall prioritize the development of internal capacity for operational efficiency and continuous improvement as a core component of organizational advancement and responsible stewardship of public resources.
2. As part of the annual budget development process, the City Manager shall include funding necessary to support efficiency leadership development and performance improvement initiatives. Unless otherwise specifically authorized by the City Council, the proposed funding allocation shall be sufficient to provide efficiency-related training opportunities for no fewer than twenty-five (25) employees annually. Such funding shall be appropriated within the Mayor and City Council Annual Budget to reflect the governing body's policy-setting authority, its responsibility for establishing performance expectations, and its commitment to driving organization-wide accountability and measurable results. Placement within the Mayor and City Council budget affirms that organizational excellence is a strategic priority of the governing body and not limited to any single department.
3. Eligible initiatives may include:
 - a. Lean methodology training
 - b. Baldrige Performance Excellence Program
 - c. Six Sigma certification and process improvement training
 - d. Continuous improvement leadership development
 - e. Performance management and data analytics training
 - f. Facilitation or professional services related to operational efficiency initiatives
4. The proposed Annual Budget shall include a summary of organizational efficiency initiatives and identify any recommended investments in efficiency leadership development for Council consideration.

5. Such investments are intended to strengthen the City's ability to reduce waste, improve service delivery timelines, enhance productivity, and advance measurable outcomes aligned with adopted performance metrics and peer benchmarking standards.

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 10th day of March, 2026.



APPROVED:

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

STANLEY BOOKER, MAYOR

ATTEST:

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

DONALYNN BLAZEK-SCHERLER, CITY CLERK

APPROVED as to form and legality this 10th day of March, 2026.

A handwritten signature in blue ink, appearing to read "Jari Askins", is written over a horizontal line.

JARI ASKINS, INTERIM CITY ATTORNEY

COUNCIL POLICY 13-02 CHANGE SUMMARY- 03/10/26

This amendment adds Section 6, which establishes a framework for supporting efficiency training and performance improvement initiatives within the organization. The section provides for the inclusion of funding in the annual budget development process to support training and leadership development opportunities related to operational efficiency and continuous improvement.

The amendment also identifies examples of eligible initiatives, such as Lean methodology, Baldrige Performance Excellence, Six Sigma certification, performance management, and data analytics training. Additionally, the proposed annual budget will include a summary of organizational efficiency initiatives and any recommended investments related to efficiency leadership development.

Item Title:

Discuss and consider approving a one-month focus area of review to be presented at the next committee meeting, with the suggested topic being the process map of contracts from City Council approval to final signature and issuance.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3, Donalynn Blazek-Scherler, City Clerk

Background:

As part of the Committee’s ongoing role in promoting operational efficiency and organizational improvement, it is within the purview of the Committee to establish focus areas of review for detailed evaluation. This approach allows the Committee to take a more in-depth look at specific City processes, with the goal of improving transparency, identifying inefficiencies, and ensuring alignment with the City’s service and performance expectations.

For the upcoming month, the suggested focus area is the process map of contracts from the time of City Council approval to final signature and issuance. This review would examine each step in the post-approval process, including routing, required signatures, coordination between departments, and final execution, in order to identify opportunities for increased efficiency, clarity, and timeliness.

This item allows the Committee to discuss and consider approval of the proposed focus area

Correlation to the True North Statement:

Efficiency

Exhibit:

None

Key Issues:

N/A

Funding Source:

N/A

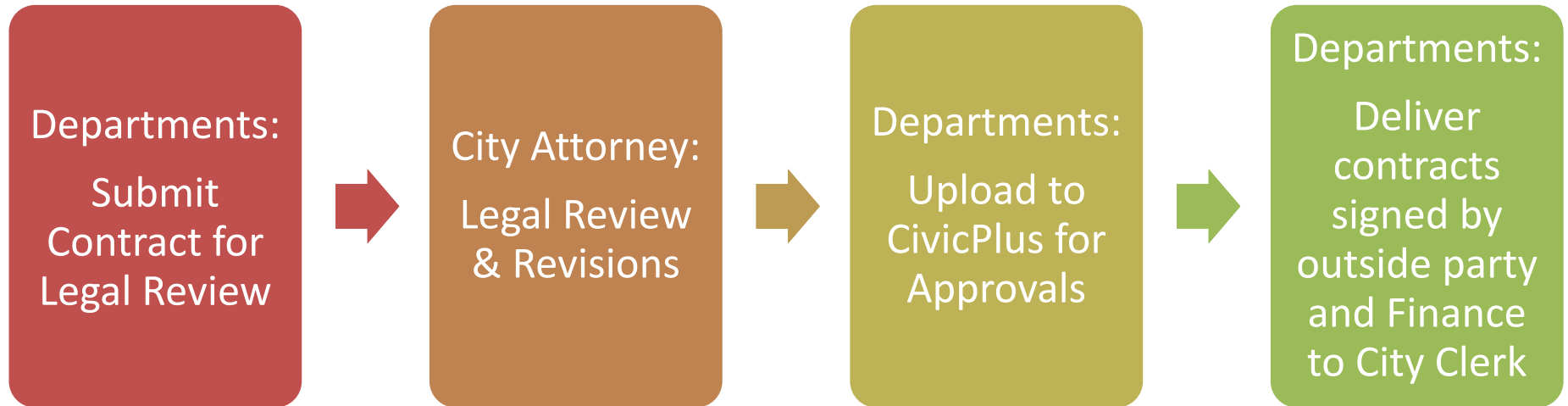
Recommended Action:

Approve a one-month focus area of review.

ATTACHMENTS:

1. Contract Signature Process Map

Starting 17 Days Before Each Council Meeting:



Starting the Day After Each Council Meeting:



Item Title:

Consider creating a monthly meeting schedule and take action as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

As the Committee continues to establish its structure and workflow, consideration of a regular meeting schedule will help ensure consistency in operations, timely review of focus areas, and alignment with ongoing City initiatives. Establishing a monthly meeting schedule may also improve coordination with staff, provide predictability for agenda planning, and support the Committee’s ability to effectively carry out its responsibilities.

This item allows the Committee to discuss the potential creation of a recurring monthly meeting schedule and to take any action deemed necessary to formalize that schedule.

Correlation to the True North Statement:

Efficiency; Transparency and Trust

Exhibit:

None

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Create a monthly meeting schedule.

ATTACHMENTS:

None