



# City of Lawton

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

## Processes Oversight Committee

### Special Meeting Agenda

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Thursday, December 11, 2025

9:30 AM

Lawton City Hall  
Wayne Gilley Auditorium  
Conference Room

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#### Recommending Body

"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."

#### Meeting Called to Order

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

#### Roll Call

#### Introduction of Guests

#### Unfinished Business

1. Discuss a reported programming error in a water meter and take action as deemed necessary.
2. Discuss the application processes within the License and Permits Division and take action as deemed necessary.

#### Business Items

3. Discuss Council Policy 13-02- Measurable Metrics, including a discussion on due outs for the first 90 days and take action as deemed necessary.
4. Discuss Council Policy 4-08- Maximize Taxpayer Value Strategy, including a discussion on due outs in this policy, 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 a reported programming error in a water meter and take action as deemed necessary.

**Initiator:** Stan Booker, Mayor

**Information Source:** Willie Whisenhunt, Director, Chandra Young

**Background:**

This item was discussed by the Processes Oversight Committee on November 19, 2025. During that discussion, it was noted that the processes related to billing, leak verification, and meter checks involve multiple departments. The Finance Department was not present at that meeting to address billing procedures and customer communications. As a result, this item is being brought back for further discussion with all relevant staff in attendance to ensure a complete and coordinated review of the process.

**Correlation to the True North Statement:**

Transparency and Trust; World Class Customer Service

**Exhibit:**

None

**Key Issues:**

N/A

**Funding Source:**

N/A

**Recommended Action:**

Discuss a reported programming error in a water meter and take action as deemed necessary.

**ATTACHMENTS:**

None

**Item Title:**

Discuss the application processes within the License and Permits Division and take action as deemed necessary.

**Initiator:** Stan Booker, Mayor

**Information Source:** Larry Parks, Director

**Background:**

At the November 19, 2025, meeting of the Processes Oversight Committee, members discussed opportunities to improve the ease and clarity of the application process for Licenses and Permits. The conversation focused on ways to reduce applicant confusion, improve efficiency, and ensure more complete submissions at the time of application.

Ideas discussed included providing applicants with a clear and standardized list of required documents at the beginning of the process, reviewing the current engineering review requirements related to driveway applications, and adding a declaration within the online application system affirming that all contact information submitted is true and correct.

This agenda item is intended to continue that discussion.

**Correlation to the True North Statement:**

Open for Business

**Exhibit:****Key Issues:****Funding Source:****Recommended Action:**

Discuss the application processes within the License and Permits Division and take action as deemed necessary.

**ATTACHMENTS:**

None

**Item Title:**

Discuss Council Policy 13-02- Measurable Metrics, including a discussion on due outs for the first 90 days and take action as deemed necessary.

**Initiator:** Stan Booker, Mayor

**Information Source:** John Ratliff, City Manager

**Background:**

On September 15, 2025, the City Council approved Council Policy 13-02, establishing measurable metrics and performance standards for all City departments. The policy outlines a phased implementation process, with the first phase requiring initial actions to be completed within 0–90 days of adoption.

The 0–90 day phase includes critical foundational steps such as identifying applicable performance metrics, establishing baseline performance levels, conducting gap analyses, and preparing departments for standardized benchmarking. Based on the September 15, 2025, approval date, the 90-day implementation deadline for these initial due outs is December 15, 2025.

This item is being brought to the Processes Oversight Committee to review the status of the 0–90 day due outs and discuss implementation progress.

**Correlation to the True North Statement:**

Efficiency

**Exhibit:**

Council Policy 13-02

**Key Issues:**

**Funding Source:**

**Recommended Action:**

Discuss Council Policy 13-02- Measurable Metrics, including a discussion on due outs for the first 90 days and take action as deemed 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.

**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.

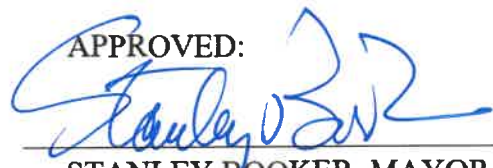
**EFFECTIVE DATE AND TRANSITION**

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 15<sup>th</sup> day of ~~August~~ <sup>September</sup>, 2025.

  
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 TIMOTHY WILSON, INTERIM CITY ATTORNEY



**Item Title:**

Discuss Council Policy 4-08- Maximize Taxpayer Value Strategy, including a discussion on due outs in this policy, and take action as deemed necessary.

**Initiator:** Stan Booker, Mayor

**Information Source:** John Ratliff, City Manager

**Background:**

On September 9, 2025, the City Council approved Council Policy 04-08, the Maximize Taxpayer Value Strategy: Cost of Delivery of Services Per Capita as Compared to Peer Cities. This policy establishes a data-driven benchmarking framework to ensure the City’s operational costs remain competitive with peer cities while maintaining service quality.

The policy includes several early implementation requirements that occur within the first 60–90 days following adoption. These include mandatory initial training for all employees involved in the budget process, the establishment of standardized benchmarking data using peer city comparisons, and verification protocols to ensure all budget data is complete, measurable, and independently verifiable. Additionally, the policy requires that per-capita cost calculations and departmental limits be integrated into the upcoming budget development cycle.

This item is being brought to the Processes Oversight Committee to review implementation progress to date, with a specific focus on early compliance steps, training completion, data readiness, and coordination between departments and the City Manager’s Office. This discussion will help ensure the City is positioned to fully apply the policy in advance of future budget cycles and long-term fiscal planning efforts.

**Correlation to the True North Statement:**

Efficiency

**Exhibit:**

Council Policy 4-08

**Key Issues:**

**Funding Source:**

**Recommended Action:**

Discuss Council Policy 4-08- Maximize Taxpayer Value Strategy, including a discussion on due outs in this policy, and take action as deemed 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 15<sup>th</sup> day of September, 2025.

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TIMOTHY WILSON, Interim City Attorney