



City of Lawton

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

Committee on Performance Excellence

Special Meeting Agenda

Friday, June 5, 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. 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. Review and accept minutes from 27 April meeting.
2. Review compliance with Council Policy 04-08 (Maximize Taxpayer Value Strategy) during development of the Fiscal Year Ending 2027 budget; consider future performance measure improvements; and take action as deemed necessary.
3. Discuss potential revisions to Council Policy 04-08 (Maximize Taxpayer Value Strategy) following the first iteration of implementation and take action as deemed necessary.
4. Review and discuss process mapping of the contract approval and signature process and take action as deemed necessary.
5. Discuss future process mapping review of the inspection/permitting process and take action as deemed necessary.
6. Discuss performance management and incorporation of Lean Methodology as a future committee topic 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:

Review and accept minutes from 27 April meeting.

Initiator: Donalynn Blazek-Scherler, City Clerk

Information Source: Donalynn Blazek-Scherler, City Clerk

Background:

The minutes of the April 27, 2026 meeting have been drafted and are awaiting approval.

Once approved the minutes will be posted on the City of Lawton 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.

ATTACHMENTS:

1. 04.27.26 Performance Excellence Minutes



City of Lawton

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

Committee on Performance Excellence

Minutes

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."

Meeting called to order by Chairman Kirby Brown.

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

Donalynn Blazek-Scherler, City Clerk confirmed compliance with the Oklahoma Open Meeting Act.

Roll Call

Present:

Councilman - Ward 3 Kirby Brown
Councilman - Ward 6 Bob Weger
Councilman - Ward 2 Taron Epps

Absent:

Councilman - Ward 5 Allan Hampton

Also Present:

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

Introduction of Guests

Tiffiney Dimery, Ward 4 Councilmember, introduced herself.

Business Items

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

Chairman Brown summarized the discussion held during the committee's previous meeting. He noted that the committee had thoroughly discussed the committee's role in the budget process and determined that it would not be appropriate for the Committee of Performance Excellence to conduct monthly budget meetings separate from the City's established budget process.

Chairman Brown also recalled discussion regarding peer city comparisons and the challenges associated with comparing cities that differ in structure, size, and operations. He stated that the committee had discussed the future development of performance metrics that City Council members could access and review. He noted that once the budget development process was completed, staff would be able to identify and recommend metrics for tracking and reporting purposes.

Motion by Bob Weger, Second by Taron Epps, to approve the minutes of the March 6, 2026 meeting. AYE: Kirby Brown, Bob Weger, Taron Epps. NAY: None. Motion Passed.

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.

Chairman Brown stated that the committee was seeking an update regarding the current budget development process and implementation timelines associated with Council Policy 04-08. He noted that the policy contains significant specificity and suggested that, after working through the budget cycle, Council may wish to revisit portions of the policy for clarity.

City Manager John Ratliff provided an update on the Fiscal Year budget process.

Ratliff explained that the City was currently facing approximately a \$7 million gap between projected revenues and expenditures. He stated that multiple rounds of departmental budget reductions had already been completed and that staff had reached a point where further reductions would likely result in reductions to services or personnel.

Ratliff stated that he was confident staff had exhausted most opportunities to reduce expenditures without affecting operations. As a result, attention was shifting toward revenue enhancements.

Ratliff discussed the proposed utility rate increase scheduled for Council consideration on May 12. He explained that utility rates had not been increased in approximately four years and that Lawton's utility rates remained among the lowest when compared to peer cities.

He further stated that, in several cases, the City was losing money when providing treated water to industrial customers. While the City had made progress toward

correcting those issues, he explained that changes had to be implemented gradually to avoid placing an undue burden on residents and businesses.

Ratliff stated that staff would present a phased plan to increase industrial water rates through 2030. He explained that industrial customers historically had negotiated individual contract rates, including entities such as Goodyear, Republic Services, and Fort Sill. Moving forward, staff intended to standardize industrial rates rather than continuing individualized agreements.

Ratliff noted that previous administrations had used utility rates as economic development incentives but stated that the City was moving away from that practice.

Ratliff emphasized that additional revenue would be necessary to close the budget gap.

Ratliff discussed the City's recently completed peer-city staffing comparison and stated that the analysis provided an objective review of staffing levels and organizational structure across departments. He explained that the information would be used to help identify areas where staffing levels may differ from peer communities and to guide future workforce planning efforts.

Committee members discussed the challenges associated with evaluating staffing levels, operational demands, and community expectations as part of the budget process.

Chairman Brown asked whether the City maintains a prioritized list of services and programs to assist with future budget decisions, particularly as revenue projections and operating costs continue to be evaluated. He noted that future budget cycles could require difficult decisions.

Ratliff responded that staff has discussed a variety of options for reducing expenditures and acknowledged that additional reductions beyond those already identified could result in reductions to services. He stated that while future challenges are possible, staff remains focused on improving efficiency, right-sizing the organization through attrition, and pursuing economic development opportunities that may strengthen the City's revenue base.

Ratliff also discussed ongoing efforts to improve operational efficiency and stated that workforce planning considerations would continue to be evaluated as part of the budget process and future organizational planning efforts.

Ratliff expressed optimism regarding future economic development projects, including Firehawk Aerospace, and stated that staff remains focused on positioning the City for long-term financial sustainability.

Epps noted that the budget process for next year is dependent on what action Council takes.

No action was taken on Item No. 2.

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.

Blazek-Scherler provided an update regarding development of a performance metrics dashboard and heat map.

Blazek-Scherler reported that department directors had identified three to five performance metrics associated with their strategic plans. She explained that each department had then selected one key metric for inclusion on the proposed dashboard.

She stated that the information had been provided to the City's GIS Division, which was currently developing a heat map website. GIS staff were using sample data to ensure functionality before populating the system with actual departmental information.

Blazek-Scherler advised that once a prototype became available, it would be brought back to the committee for review.

Chairman Brown discussed his vision for the dashboard and suggested a simple, easy-to-understand format displaying each metric, its target, acceptable performance range, and current status using visual indicators.

Blazek-Scherler confirmed that the vision described was the direction she was heading.

Weger agreed with the described layout.

Chairman Brown noted the importance of developing a system that would provide useful information without creating excessive administrative burden.

Blazek-Scherler explained that the dashboard would be supported by underlying spreadsheets that would contain explanatory notes and additional information when performance measures required context.

No action was taken.

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.

Chairman Brown introduced discussion regarding process improvement and process mapping. He explained that one of the responsibilities assigned to the Committee of Performance Excellence is to evaluate City processes and identify opportunities to improve efficiency and effectiveness. He stated that while methodologies such as Lean

Six Sigma and other performance management systems may eventually be considered, he believed the City should begin with smaller pilot projects to better understand its processes before pursuing a larger initiative.

Chairman Brown proposed using the City's contract signature process as the committee's first process-mapping exercise. He explained that once a contract is approved by the City Council, it moves through a series of reviews, approvals, and signatures before becoming fully executed. He stated that the committee's goal would be to document each step in that process, identify where documents are routed, determine how long each step takes, and identify any delays or bottlenecks that may exist.

Chairman Brown distributed examples of a gantt chart and a process flow diagram. He explained that a gantt chart could be used to measure the amount of time spent at each stage of a process, while a process flow diagram could visually identify each decision point, approval, and transfer of responsibility. He stated that combining those tools would allow the committee and staff to better understand how work moves through the organization and identify opportunities for improvement.

Epps asked for clarification regarding the committee's role and whether the committee would be reviewing individual processes on a recurring basis.

Chairman Brown confirmed that the committee would focus on one process at a time and review a different process during future meetings. He emphasized that the objective was not to direct staff on how to perform their work, but rather to understand existing processes and determine whether improvements could be made.

Ratliff provided the example of the building permit process and explained how process mapping can help visualize workflow, identify decision points, measure timelines, and reveal opportunities to improve service delivery. He noted that previous efforts to review and streamline permitting processes had resulted in measurable improvements.

Epps expressed support for the initiative and stated that documenting and visualizing processes could help both staff and Council better understand how work is completed. He further stated that process mapping could create opportunities to incorporate technology, automation, and artificial intelligence into City operations in the future.

The committee discussed the broader benefits of process mapping, including improving transparency, helping answer citizen questions regarding the status of projects or requests, identifying inefficiencies, and creating data that can be used to evaluate organizational performance.

Chairman Brown emphasized that the committee's goal was not to criticize departments or suggest that existing processes were broken. Rather, he stated that the committee sought to understand how processes currently function and to support staff in identifying opportunities for increased efficiency and effectiveness.

Ratliff cautioned committee members to approach the process with humility and an open mind. He noted that staff members work directly with citizens and operational challenges every day and often possess valuable insight into why processes function the way they do. Ratliff stated that successful process improvement efforts require listening to staff, understanding operational realities, and avoiding assumptions about solutions before fully understanding the process.

Epps agreed and stated that employee participation would be critical to the success of the initiative. He emphasized the importance of ensuring employees view the process as a collaborative effort rather than a critique of their work.

Ratliff and Epps continued to discuss the importance of this being a collaborative effort and that staff's insight should be considered.

Weger agreed that staff's input was important and acknowledged staff's position in this process.

Epps noted the end result would be the data and processes that will exist after changes in leadership.

Blazek-Scherler stated that the contract signature process would be an appropriate first project because it is already tracked, benchmarked, and known to contain opportunities for increased efficiency. She noted that documenting the process would provide a useful case study for future process improvement efforts.

Chairman Brown concluded by reiterating that process owners would remain the subject-matter experts and that the committee's role would be to support staff in understanding and improving workflows. He stated that the contract signature process would serve as the committee's first pilot project and that additional processes could be considered in future meetings.

Motion by Taron Epps, Second by Bob Weger, to approve the process-mapping initiative and direct staff to prepare documentation of the contract signature process for review at a future meeting. AYE: Kirby Brown, Bob Weger, Taron Epps. NAY: None. Motion Passed.

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

Chairman Brown stated that he would like the committee to begin meeting on a monthly basis to review a specific process or operational area during each meeting. He explained that the contract signature process would serve as the committee's first pilot project and suggested that future meetings continue focusing on one process at a time.

Epps asked how future topics would be selected and whether the committee should begin identifying and prioritizing potential processes for review. He suggested that

committee members and staff could collaborate on developing a list of future topics and potentially forecast several meetings in advance.

Chairman Brown agreed that future planning would be beneficial but stated that he would prefer to initially focus on one topic at a time until the committee gains more experience with the process mapping initiative. He stated that after the contract signature review is completed, the committee could discuss and select the next process for evaluation.

Chairman Brown further suggested that future agenda items could include discussion of potential topics for subsequent meetings, allowing committee members and staff to provide input regarding which processes may benefit most from review.

The committee discussed whether monthly meetings should occur on a fixed schedule or remain flexible.

Blazek-Scherler asked whether the committee preferred establishing a recurring meeting date, such as a specific day each month, or whether scheduling should remain flexible based on member availability.

Ratliff stated that he would prefer maintaining flexibility, particularly while the City is actively engaged in the budget development process. He noted that scheduling demands may vary during budget season and suggested that flexibility would allow the committee to accommodate other City priorities and member schedules.

Committee members expressed agreement with maintaining a flexible schedule. Blazek-Scherler stated that staff could coordinate with committee members prior to each meeting and identify dates that would work best for all participants.

Chairman Brown stated that staff could begin preparing the next agenda in the coming weeks and that the committee would continue refining its approach to selecting and forecasting future topics as the process improvement initiative develops.

Motion by Taron Epps, Second by Bob Weger, to establish monthly meetings with scheduling flexibility and to continue reviewing process improvement topics on a recurring basis.. AYE: Kirby Brown, Bob Weger, Taron Epps. NAY: None. Motion Passed.

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 Bob Weger, Second by Taron Epps, to adjourn the meeting of April 27, 2026. AYE: Kirby Brown, Bob Weger, Taron Epps. NAY: None. Motion Passed.

There being no further business, the meeting adjourned at 12:01PM.

Item Title:

Review compliance with Council Policy 04-08 (Maximize Taxpayer Value Strategy) during development of the Fiscal Year Ending 2027 budget; consider future performance measure improvements; and take action as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3, John Ratliff, City Manager

Background:

One of the responsibilities assigned to the Committee of Performance Excellence under Council Policy 04-08, Maximize Taxpayer Strategy, is to review the implementation of the policy and evaluate whether the City's budget development process aligns with the standards, benchmarks, and performance expectations established by the City Council. As part of that responsibility, the Committee requested a review of the recently adopted Fiscal Year Ending 2027 budget to evaluate the extent to which the budget development process complied with the provisions of the policy.

As part of that review, the Committee may discuss whether the budget development process followed the requirements and intent of Council Policy 04-08 and identify any areas where additional clarification, implementation, or future action may be warranted. Specific discussion topics may include whether the City met the training requirements established by the policy; whether the Fiscal Year Ending 2027 budget reflects costs at or below peer city averages; whether any departments, services, or functions exceeded peer city averages and, if so, whether a waiver or exception was requested or approved by the City Council; whether the City calculated and evaluated the Peer Six average plus Consumer Price Index (CPI) adjustment for the overall budget; and whether the current performance measurement framework contains an appropriate number of departmental metrics or should be aggregated, disaggregated, simplified, or otherwise refined to focus on the most critical measures of organizational performance.

The Committee may also consider whether a formal report should be prepared for the City Council summarizing compliance with Council Policy 04-08, identifying areas of success, noting any exceptions or deviations from the policy, and providing recommendations for future budget cycles.

Correlation to the True North Statement:

Efficiency

Exhibit:

Council Policy 04-08

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Review compliance with Council Policy 04-08 (Maximize Taxpayer Value Strategy) during development of the Fiscal Year Ending 2027 budget; consider future performance measure improvements; 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 15th day of September, 2025.

 _____

TIMOTHY WILSON, Interim City Attorney

Item Title:

Discuss potential revisions to Council Policy 04-08 (Maximize Taxpayer Value Strategy) following the first iteration of implementation and take action as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

One of the responsibilities assigned to the Committee of Performance Excellence under Council Policy 04-08, Maximize Taxpayer Strategy, is to evaluate the effectiveness of the policy and recommend improvements when appropriate. With the completion of the first iteration of the budget development process under Council Policy 04-08, the Committee requested an opportunity to review the implementation of the policy and discuss lessons learned during development of the Fiscal Year Ending 2027 budget.

As part of this discussion, the Committee may consider whether any provisions of the policy were unclear, difficult to implement, overly burdensome, or produced unintended consequences during the first iteration. The Committee may also discuss whether additional guidance, clarification, definitions, timelines, reporting requirements, benchmarking methodologies, training requirements, performance metric requirements, waiver procedures, or other provisions should be revised to improve the effectiveness of the policy.

The Committee may further discuss lessons learned from the first iteration of implementation, including feedback from City Council, City administration, and staff involved in the budget development process. Particular attention may be given to identifying provisions that worked as intended, provisions that require refinement, and opportunities to simplify or strengthen the policy while maintaining the City Council's objectives.

Following discussion, the Committee may make a recommendation to City Council regarding potential amendments to Council Policy 04-08 for future consideration by the City Council.

Correlation to the True North Statement:

Efficiency

Exhibit:

N/A

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Discuss potential revisions to Council Policy 04-08 (Maximize Taxpayer Value Strategy) following the first iteration of implementation and take action as deemed necessary.

ATTACHMENTS:

None

Item Title:

Review and discuss process mapping of the contract approval and signature process and take action as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

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

Background:

At its previous meeting, the Committee of Performance Excellence identified the contract approval and signature process as the first process improvement initiative to be reviewed as part of the Committee's ongoing efforts to evaluate organizational effectiveness and operational efficiency. The Committee directed staff to document the process beginning with City Council approval of a contract and continuing through execution, distribution, and issuance of the fully executed agreement.

As part of this review, staff will present a process map identifying the steps involved in routing contracts through the organization, including departmental reviews, legal review, signature requirements, document routing, and final issuance. The process map may also identify decision points, responsible parties, estimated processing times, and any known bottlenecks, delays, or opportunities for improvement.

The Committee may discuss the documented process, evaluate whether the process accurately reflects current practices, identify areas where additional information may be needed, and consider opportunities to improve efficiency, transparency, accountability, and tracking of contracts throughout the approval process. The Committee may also discuss whether additional process mapping exercises should be undertaken in future meetings and identify potential topics for subsequent review.

Following discussion, the Committee may provide direction to staff regarding additional analysis, modifications to the process map, or potential process improvement opportunities for future consideration.

Correlation to the True North Statement:

Efficiency

Exhibit:

Contract Approval and Signature Process Map

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Review and discuss process mapping of the contract approval and signature process and take action as deemed necessary.

ATTACHMENTS:

1. Post_Council_Gantt_Chart
2. Contract Approval and Signature Process Map

Post-Council Document Signature Process Gantt Chart

CURRENT STATE (7-10 Business Days)

Task	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10
Clerk Preparation	■ ■ ■									
Attorney Review & Signature		■ ■ ■ ■	■ ■ ■ ■							
Mayor Review & Signature				■ ■ ■ ■	■ ■					
Attestation & Seal						■ ■				
Upload & Notify Staff							■ ■	■ ■	■ ■	

Potential Delays:

- Missing contracts before Friday deadline
- Interim attorney not always in office
- Mayor unavailable due to meetings/travel
- Multiple physical handoffs between offices
- No real-time document tracking

Future State (E-Signature Workflow)

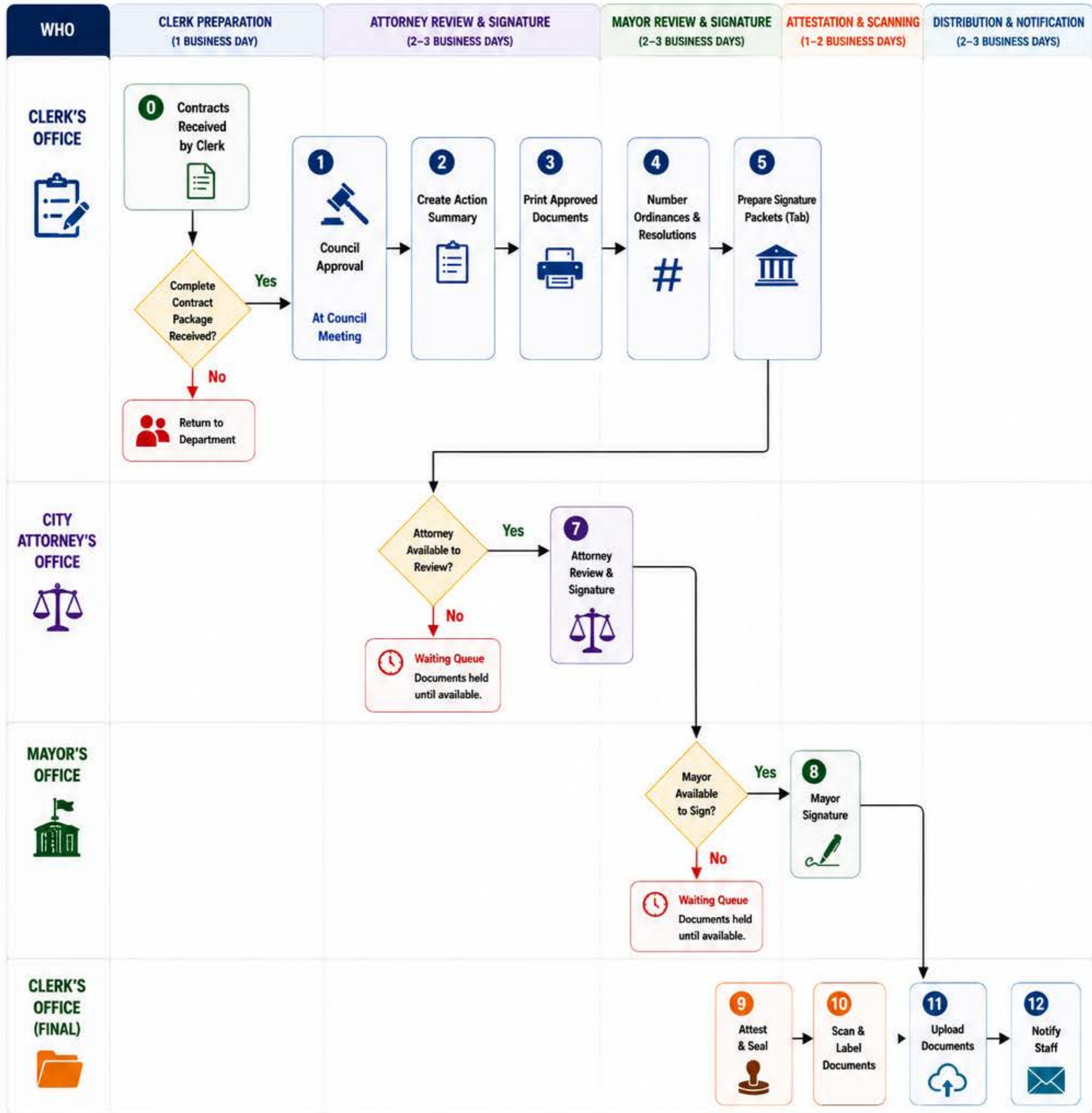
Task	Day 1	Day 2	Day 3	Day 4
Workflow Setup	■ ■ ■			
Attorney E-Signature	■ ■	■ ■		
Mayor E-Signature		■ ■	■ ■	
Clerk E-Attestation			■ ■	
Automatic Storage & Notification			■ ■	■ ■

Benefits:

- Real-time tracking
- Automatic reminders
- No physical routing
- Complete audit trail
- Sign from any location
- Automatic notifications

CURRENT POST-COUNCIL DOCUMENT SIGNATURE PROCESS MAP (CURRENT STATE)

TOTAL TURNAROUND TIME: 7-10 BUSINESS DAYS



POTENTIAL PROBLEMS / RISKS AT EACH STEP

- 0 Missing contracts before Friday deadline
- 1 Agenda changes after cutoff
- 2-5 Manual printing; tabs missing or misplaced documents
- 6 Physical delivery required; folder may sit unattended
- 7 Interim attorney not always in office; no automatic reminders
- 8 Mayor out of office; travel, meetings, emergencies
- 9-10 Manual scanning and indexing; risk of errors
- 11-12 Manual uploads and notifications; no real-time tracking

KEY

- Clerk's Office
- City Attorney's Office
- Mayor's Office
- Clerk's Office (Final)
- Decision Point
- Delay / Waiting

IMPACT OF CURRENT PROCESS

- No real-time tracking of document location
- No automated workflow notifications
- Reliance on physical paper movement
- Delays when signers are out of office
- Manual follow-up required by Clerk's Office
- Risk of lost or misplaced documents
- Multiple handoffs increase processing time
- No comprehensive audit trail

TOTAL TURNAROUND TIME: 7-10 BUSINESS DAYS



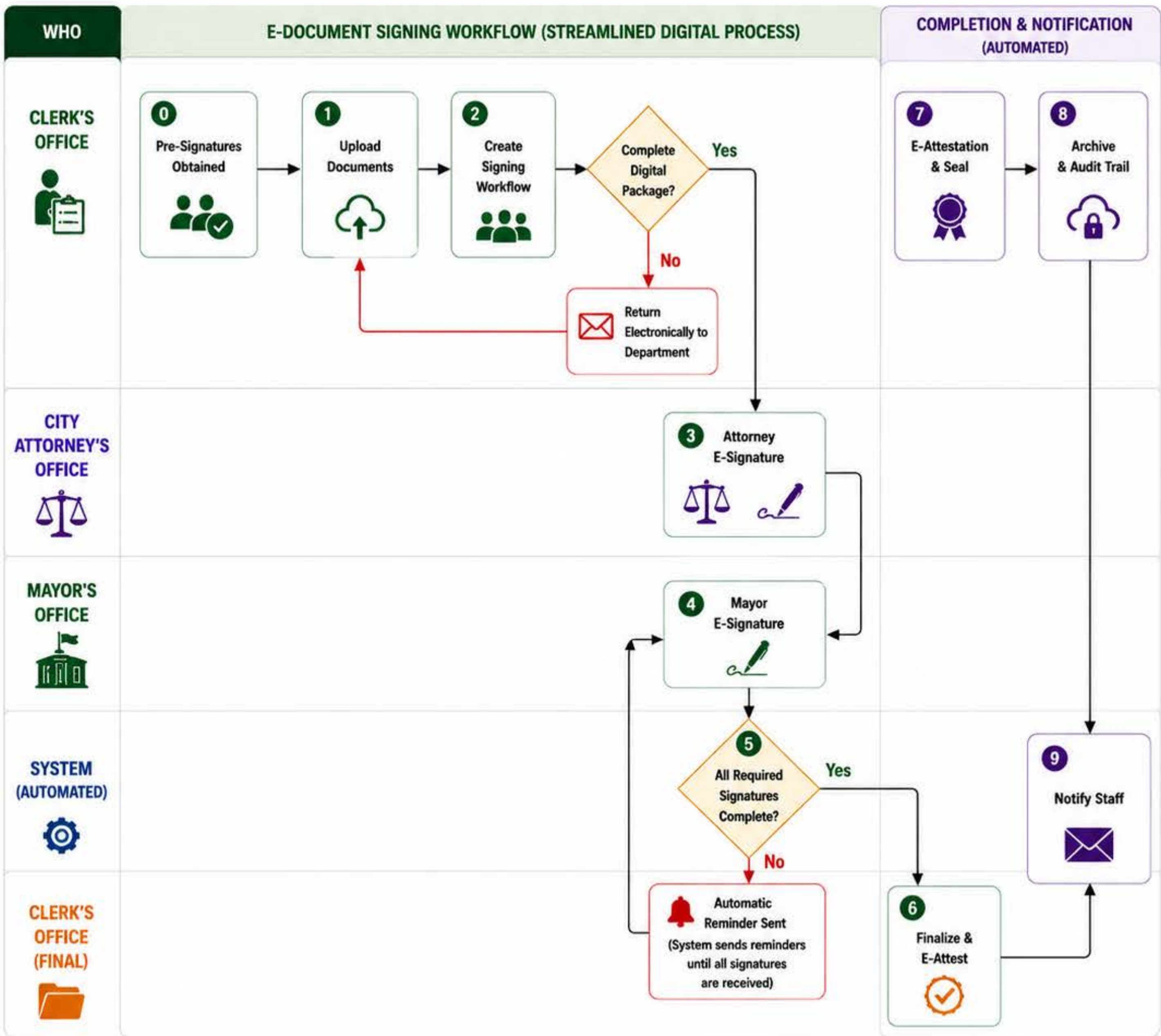
This current process relies on paper movement and manual follow-up, which increases the risk of delays, errors, and lost documents.



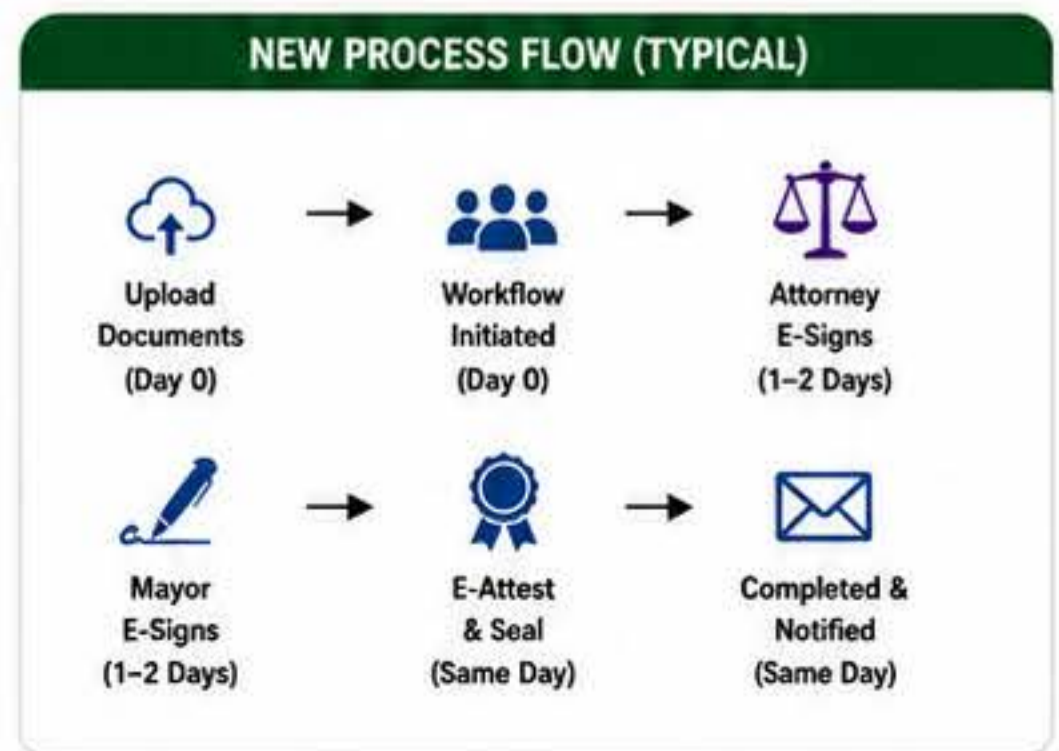
AVERAGE TURNAROUND TIME
7-10
BUSINESS DAYS

IMPROVED POST-COUNCIL DOCUMENT SIGNATURE PROCESS MAP (FUTURE STATE)

TOTAL TURNAROUND TIME: 2-4 BUSINESS DAYS



- ### KEY IMPROVEMENTS
- Eliminates printing and manual delivery
 - Reduces turnaround time significantly
 - Documents tracked in real-time
 - Audit trail ensures accountability
 - Secure, centralized storage
 - Automatic notifications keep staff informed
 - Sign from any location



Item Title:

Discuss future process mapping review of the inspection/permitting process and take action as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

As part of its ongoing process improvement and performance excellence efforts, the Committee of Performance Excellence has begun reviewing City processes to better understand workflow, identify opportunities for increased efficiency, and evaluate the impact of operational improvements. During the City Council meeting of May 12, staff presented enhancements to the inspection permit process, including implementation of a new digital method that eliminates one required physical trip for customers and staff.

The Committee requested discussion regarding the inspection permit process as a potential future process mapping project. As part of this discussion, the Committee may review the general workflow associated with permit applications, inspections, approvals, and issuance, as well as recent process improvements implemented through technology and digitization efforts.

The Committee may also discuss whether a formal process map should be developed to document the current process, measure processing times, identify decision points, evaluate customer impacts, and assess additional opportunities for efficiency and service improvements. Consideration may be given to how recent technological enhancements have affected the process and whether additional improvements could further reduce delays, eliminate unnecessary steps, or improve the customer experience.

Following discussion, the Committee may recommend the inspection permit process as a future process mapping initiative and provide direction regarding the scope of the review.

Correlation to the True North Statement:

Efficiency

Exhibit:

None

Key Issues:

N/A

Funding Source:

N/A

Recommended Action:

Discuss future process mapping review of the inspection/permitting process and take action as

deemed necessary.

ATTACHMENTS:

None