



City of Lawton

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

Committee on Performance Excellence

Special Meeting Agenda

Thursday, August 27, 2026

3:00 PM

City Council Conference Room

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

Business Items

1. Review and accept minutes from 20 July 2026 meeting
2. Discuss and review a second iteration of permit inspection process map from 20 July review. (permit process map for permit inspections contrasting original process with change mentioned by Mr. Parks in previous City Council meeting) and take action as deemed necessary.
3. Discuss Status of Ongoing Projects:
 - A. Discuss status of e-signing contracts initiative and, if any, implementation issues. Have we gathered enough data to build metric and include in heat map draft? Is draft heat map operational and behind firewall.
 - B. Status and progress check on staff review of Norman metrics and internal metrics comparison. Intent is to build first recommended list of consolidated metrics for 22 Sept 26 city council meeting to approve provisionally and establish progress towards meeting intent of policy 13-02 and 14-08. Will need for this group to meet and endorse before city council 22 Sept meeting. Expectation is this list provides single set of approved measures to evaluate performance and are published in heat

map. Additionally, if needed recommend to council on changes to policy 04-08

- C. Continue discussion on after-action of peer city review, recommendations for reducing scope, creating a single spreadsheet to summarize and timing for annual update in conjunction with budget cycle. Expectation is to continue use and streamline.
 - D. Update/progress report on process for warehousing digital process maps and development 72-hour heat map from Policy 04-08.
 - E. Review progress and approach of the standing committees that could be eliminated or combined with other committees to reduce the number requiring staff support. Include justification logic. End goal would be proposal for change with the City Council and change to policy 1-6. (derived from city clerk peer six report). Discuss target date.
 - F. Discuss and review progress for approaches to identifying and codifying a list of rate payer funded services; that are provided under agreements with external entities. The list should be inclusive and identify all agreements including status of cost, date of agreement, annual renewal date. Discuss target date.
4. Discuss Potential New Projects:
- A. Discuss and consider if Mr. Park's weed abatement briefing and pilot experiment needs to coordinate with this committee or be a direct council item.
 - B. Discuss and consider a detailed review of the housing permit timeline for a house built on 160 acres north of MacArthur school. The owner stated it took three years to work through all permitting. If considered, then consider asking a former city council member to do an independent review and report back to the committee.

Future Meeting Topics

Continue discussion on Policy 04-08 adding to whom is required... add in CIP, authorities, others.

Next Meeting

September 14, 2026- 3:00PM- Lawton City Call- City Council Conference Room Topic review of proposed consolidated metric list.

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 20 July 2026 meeting

Initiator: Donalynn Blazek-Scherler, City Clerk

Information Source: Donalynn Blazek-Scherler, City Clerk

Background:

The minutes of the 20 July 20 2026 meeting have been drafted and are awaiting approval.

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

Correlation to the True North Statement:

Transparency

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

Approve the minutes of the 20 July 2026 meeting.

ATTACHMENTS:

1. 07.20.26 Performance Excellence Minutes



City of Lawton

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

Committee on Performance Excellence

Minutes

Monday, July 20, 2026

2:00 PM

City Council Conference Room

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

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 Oklahoma Open Meeting Act, 25 O.S. 301-314.

Roll Call

Present:

Councilman - Ward 3 Kirby Brown
Councilman - Ward 6 Bob Weger

Absent:

Councilman - Ward 2 Taron Epps

Also Present:

John Ratliff, City Manager
Donalynn Blazek-Scherler, City Clerk
Charlotte Brown, Deputy Director of Community Enrichment
Larry Parks, Community Enrichment Director

Introduction of Guests

Charlotte Brown, Deputy Director of Community Enrichment and Larry Parks, Director of Community Enrichment, introduced themselves.

Business Items

1. Review and approve the minutes of the June 5, 2026 meeting.

Chairman Brown reviewed the discussion from the Committee's June 5, 2026, meeting and summarized several areas of work identified during that meeting. He stated that the Committee had discussed reviewing the two sets of Norman performance metrics along with metrics previously developed by City Manager John Ratliff, with the goal of developing a standardized set of meaningful performance measures for the City. Chairman Brown said the Committee anticipated taking a more detailed look at the metrics in September and determining whether the Norman metrics, the City's existing metrics, or a combination of the two should form the basis of a recommended performance measurement framework.

Chairman Brown also recalled discussion regarding creation of an aggregate summary of the peer city comparison worksheets completed during the budget process. He suggested developing a consolidated document identifying the individual comparison areas and providing a high-level indication of how Lawton compares with its peer cities. Chairman Brown stated that he did not believe the individual peer city worksheets needed to return to the City Council for separate approval because the information had been included as part of the budget process already approved by Council. However, he believed a consolidated summary would be useful as the Committee continued developing performance metrics.

Chairman Brown discussed the need to reduce the amount of information being measured to those data points that provide meaningful insight into City operations. As an example, he referenced the Library peer city comparison and the usefulness of comparing the cost of providing library services on a per-citizen basis rather than focusing solely on individual expenditure categories. He stated that the ultimate goal should be to distill the various performance measures already developed into a manageable set of metrics that can be used both for peer city comparisons and for evaluating the City's own performance over time.

Chairman Brown explained that the individual process improvement projects being considered by the Committee, including the contract execution process and other departmental processes, were intended to help the Committee determine what performance management methodology would work best for the City. He discussed several performance management approaches, including Lean, Lean Six Sigma, Baldrige, and Kaizen, and stated that each methodology has advantages and disadvantages. Chairman Brown said he believed City staff, the City Manager, and the Committee could develop an approach appropriate for Lawton without unnecessarily adopting every component of a particular management philosophy.

Chairman Brown stated that he favored the appropriate use of process mapping combined with meaningful performance measures. He explained that once a process is

mapped, appropriate metrics can be established and tracked over time, allowing the City to evaluate its own performance and identify areas needing improvement. He cautioned against collecting excessive amounts of data simply because it can be measured and emphasized that the ultimate purpose is to develop a practical system that provides useful information to City leadership.

Motion by Bob Weger, Second by Kirby Brown, to approve the minutes of the June 5, 2026 meeting.

Weger asked Chairman Brown to further explain which performance management approach he believed would be most appropriate for the City.

VOTE ON MOTION: AYE: Kirby Brown, Bob Weger. NAY: None. Motion Passed.

Following the vote, Chairman Brown responded to Weger's question. He stated that his concern with some formal performance management systems is that organizations may initially embrace them enthusiastically but later stop using them. He said he believed the Committee should determine the appropriate approach as it works through individual process improvement projects rather than selecting a methodology in advance. Chairman Brown reiterated his preference for process mapping when used correctly, with meaningful metrics tied directly to the process, while eliminating unnecessary terminology and administrative requirements.

John Ratliff, City Manager, stated that he had some previous experience with Lean Six Sigma and shared some of Chairman Brown's concerns. Ratliff said that, in his experience, the process could result in tracking an overwhelming amount of information and potentially distract employees from their primary responsibilities. He noted that technology for collecting and analyzing data has improved considerably, which may reduce some of the administrative burden, but emphasized that performance measurement should not interfere with the actual delivery of City services.

Chairman Brown agreed and stated that the end goal should be a data-centered system that demonstrates how effectively the City is serving its citizens. He cited the reduction in the number of water main breaks as an example of a potentially meaningful performance measure because it reflects both financial impact and disruption to citizens. Ratliff stated that the number of water main breaks had been reduced to approximately 300. Chairman Brown said this type of measurable operational improvement could provide meaningful information regarding the City's effectiveness in delivering services.

Weger thanked Chairman Brown and Ratliff for explaining their perspectives on performance management.

Chairman Brown provided the Committee with a copy of its charter and reiterated that he intended to continue moving the Committee toward development of a practical performance management framework while avoiding becoming overly directive

regarding City operations. He stated that the Committee's work should remain focused on its assigned purpose and that the individual projects undertaken by the Committee would help establish the appropriate approach moving forward.

2. Discuss a change to the Committee of Performance Excellence's organizational membership.

Chairman Brown reported that Councilmember Hampton resigned from the Committee in July due to his service on several other committees. Chairman Brown noted that Hampton's resignation was not related to disagreements that had occurred during previous Committee discussions and stated that he and Hampton had worked through those differences.

Chairman Brown stated that he discussed the vacancy with Mayor Booker and suggested that, rather than appointing another Councilmember to replace Hampton, the Committee could continue with three members. He explained that maintaining a three-member Committee would also allow other Councilmembers to attend Committee meetings when a particular topic was of interest to them without creating a quorum of the City Council.

Weger agreed with the approach of continuing with three Committee members and allowing other Councilmembers to participate when topics of particular interest were being considered.

Chairman Brown stated that the Committee would proceed with its three remaining members rather than seeking an immediate replacement for Hampton.

3. Discuss and review the Inspection Process Map, including a comparison of the original process and the process changes presented by Community Enrichment at a previous City Council meeting.

Larry Parks, Community Enrichment Director, stated that during the budget presentations, the Community Enrichment inspection process was identified as a good candidate for a process-mapping exercise. Parks explained that staff reviewed the existing inspection process and developed a side-by-side comparison of the current and proposed processes. He stated that the purpose was to identify potential operational improvements and increase efficiency while maintaining accountability and compliance. Parks then turned the presentation over to Charlotte Brown, Community Enrichment Deputy Director.

Charlotte Brown, Community Enrichment Deputy Director, stated that four inspectors completed 5,467 inspections during the previous year. She explained that this included inspections citywide for commercial and residential properties, dilapidated structures, fire-damaged properties, and other inspection activities. In response to a question from Chairman Brown regarding dilapidated structures, Brown explained that staff conducts a pre-inspection before issuing a permit for a property that has been declared dilapidated. The pre-inspection allows staff to develop a more complete list of

necessary work before a property owner begins remodeling. She also confirmed that utility requirements are reviewed as part of the process.

Brown described the current inspection process. Contractors may request an inspection by telephone voicemail or through the City's online portal. She explained that most requests currently come through voicemail and must be manually entered into the system by staff. Although contractors can request inspections through the portal, Brown said one challenge is that general contractors do not always add trade contractors to the permit, preventing those trade contractors from accessing the permit online. She stated that additional contractor training would be necessary before the City could move fully to online inspection requests.

Brown stated that under the current process, an administrative staff member reviews each voicemail request, enters the inspection into the system, and verifies the contractor and permit information before the request is sent to an inspector. Inspectors have iPads that allow them to access the necessary information in the field and electronically document inspection results and deficiencies. If an inspection is rejected, inspectors are also directed to complete a violation notice and scan it into the electronic record. Once the inspection is closed, the system automatically sends the results to the person who requested the inspection.

Brown then reviewed the proposed process. Under the revised process, contractors would submit inspection requests electronically and the system would automatically assign the inspection based on the type of inspection requested and the inspectors authorized to perform that inspection. Brown stated that some administrative oversight would remain necessary because contractors may select the wrong inspection type. The inspection would then be conducted and documented electronically. The revised process would also include a supervisory quality review through periodic spot checks to ensure inspections and documentation are being completed consistently. Electronic notification of the result would then be sent to the contractor who requested the inspection. If an inspection failed, the contractor could review the inspection record and the inspector's notes before requesting a reinspection.

Chairman Brown asked about inspection stickers and whether that portion of the process could be completed electronically. Brown stated that physical stickers are still required for certain inspections. She also explained that the department allows photographic evidence in certain circumstances, including emergency situations or when an inspector qualified for a particular inspection is unavailable. The City Code had previously been amended to allow photographic and emergency inspections. Brown stated that photographic documentation can allow work to continue until staff can review the information. She noted that the department has excluded at least one contractor from using that option because of repeated rejected inspections.

Chairman Brown asked about the reduction in physical trips discussed during the Council budget presentation. Brown explained that when an inspection identifies only a few items requiring correction, staff may issue a partial pass or place the inspection on

hold and allow the contractor to submit photographs after completing the corrections. Staff can review the photographs and, when appropriate, approve the work without making another trip to the property. If the photographs show that the work remains deficient, staff can require further correction before another inspection is conducted.

Chairman Brown asked Parks what value he found in conducting the process-mapping exercise. Parks stated that it allowed staff to look at the entire process and evaluate each step for possible improvement. He also viewed the process map as a useful training tool for inspectors because it can clearly identify what should be reviewed before an inspection is approved.

Chairman Brown suggested that staff take the process mapping exercise to the next level before the Committee's next meeting. He recommended developing a more traditional process map that includes decision points showing how an inspection moves through the process depending upon whether particular requirements are met. He also recommended incorporating expected timeframes into the process. Chairman Brown explained that a detailed process map could be used not only as a training and operational tool but also as the basis for developing meaningful performance measures.

Parks stated that staff had developed a more detailed internal process map containing decision points but had not included timeframes. He agreed that staff could add that information.

Chairman Brown stated that once the process and time standards are established, the City could electronically collect performance information without requiring employees to manually compile statistics. Using the 5,467 inspections completed during the previous year as an example, he said the City could measure how many inspections were completed within the established standard. He emphasized that the goal should be to measure both efficiency and effectiveness because a process can be performed efficiently while still failing to produce an effective result.

John Ratliff, City Manager, agreed that asking staff to further develop the process map in that manner was reasonable.

Chairman Brown stated that the inspection process and the contract execution process were being used as initial projects to help determine a consistent process-mapping standard for the City. He said the goal was to establish a format showing the process, its decision points, how electronic systems are incorporated, and how meaningful performance data can be collected over time. He offered to meet with Community Enrichment staff to review the process map before the next Committee meeting if Ratliff approved.

Weger asked whether the City had considered allowing contractors or citizens to electronically print an approved inspection sticker in a manner similar to printing a return shipping label. Brown stated that she would need to research whether that would be possible. She explained that physical inspection stickers are placed in specific

locations and also discussed an existing issue in which some contractors contact inspectors directly rather than submitting inspection requests through the established process. This can result in inspection stickers being placed without a corresponding inspection request being properly documented in the City's system. Brown stated that the department is working to address that practice.

Chairman Brown stated that Weger's question illustrated the value of fully mapping a process. Once each step is identified, employees and supervisors can evaluate individual portions of the process and determine whether there are better or more efficient ways to accomplish them. He emphasized that those operational improvements are appropriately developed by the department and its employees, who understand the process and share the goal of delivering professional City services efficiently and effectively.

Chairman Brown requested that the inspection process return to the Committee at its next meeting with the additional decision points and time standards incorporated into the process map. Brown stated that staff already had much of the more detailed process map developed and could add the requested information.

Following the presentation, Chairman Brown thanked Parks and Brown and stated that the exercise was a good start. He added that the discussion itself was particularly useful because the individual projects would help the Committee, City Manager, and staff define the City's overall approach to process mapping and performance management.

4. Discuss the status of ongoing committee projects:

E-signing of contracts

Donalynn Blazek-Scherler, City Clerk, reported that the City's electronic contract execution process had been implemented using DocuSign. She stated that the first group of documents approved at a City Council meeting had been routed electronically and was currently awaiting review by the City Attorney. Blazek-Scherler stated that she had also routed individual documents to Mayor Booker through the system and that the signing process was significantly faster, with the executed documents returned quickly.

In response to Chairman Brown, Blazek-Scherler confirmed that the Legal Department had approved use of the electronic process. She stated that staff had identified certain documents that would continue to require original signatures, primarily documents that must be filed with Comanche County. Otherwise, the electronic process could be used for most documents.

Chairman Brown asked whether the electronic system would allow the City to begin tracking the amount of time required to fully execute contracts following Council approval. He referenced the Committee's previous discussion of establishing a performance standard and measuring the number of contracts completed within that

timeframe.

Blazek-Scherler confirmed that the information could be tracked and incorporated into the City's existing tracking system. Chairman Brown requested that staff provide an update at a future meeting demonstrating the contract tracking process and the performance data being generated.

John Ratliff, City Manager, stated that Blazek-Scherler had previously explained the new process to him and that he supported its implementation. Ratliff noted that under the previous process, several days could pass after a Council meeting while staff waited for physical signatures. He stated that electronic execution was considerably more efficient.

Blazek-Scherler added that the electronic process had also reduced costs associated with printing documents. She stated that it had significantly reduced the amount of time she personally spent physically tracking documents because the system allows staff to see where a document is located within the approval and signature process.

Chairman Brown stated that the electronic contract process was a good example of the type of process improvement the Committee was seeking. He explained that once the process is fully established, the City should be able to measure how many contracts are approved at each Council meeting, begin the performance clock following approval, and determine how many are fully executed within the established standard. Exceptions, such as documents requiring original signatures for filing with the County, could then be identified and appropriately accounted for.

Ratliff agreed that the ability to determine where a document is within the process would be particularly beneficial because staff frequently need to determine who currently has a document awaiting action.

Staff review of Norman metrics and internal metrics comparison.

Ratliff stated that staff had begun reviewing the City's performance metrics but had not progressed very far in the process. He said one question arising from the Committee's previous discussion concerned the City's existing policy, which requires use of the Norman metrics at a minimum. Ratliff asked whether the policy would need to be amended if the Committee ultimately determined that some or all of the Norman metrics were not useful measures of the City's effectiveness in delivering services.

Chairman Brown stated that he viewed the work as having two related components. The first was the City's peer city comparison and whether the amount of information collected during that process could be reduced to the most meaningful measures. The second was to compare those measures with the City's existing internal metrics and the Norman metrics and determine which provide useful information.

Chairman Brown stated that he continued to believe many of the Norman metrics could be improved because some simply count activities rather than demonstrate whether

services are being delivered effectively. He said that once Ratliff completed his analysis, the Committee could either recommend a consolidated set of useful metrics or recommend removing the policy requirement specifically referencing the Norman metrics.

Chairman Brown noted that the Committee's previous review of the Norman metrics identified information that was not particularly useful for evaluating performance. He supported reducing the measures to a smaller set of meaningful metrics.

Chairman Brown stated that the final number did not necessarily have to be 20 to 30 metrics, but the goal should be a manageable number that gives the City Council a meaningful view of City performance. He discussed his previous experience using performance measures and explained that meaningful statistics can allow leadership to immediately identify an area that is performing below an established standard without requiring extensive explanation. He emphasized that the value comes from selecting measures that reflect actual performance rather than simply collecting data.

Weger agreed.

Chairman Brown stated that once the City establishes a standardized set of meaningful measures, peer city comparisons would also become easier if other municipalities ultimately agree to measure the same information.

Blazek-Scherler referenced the City's policy directing future coordination with the Oklahoma Municipal League and stated that Lawton could potentially provide other municipalities with a framework that had already been developed and tested. She stated she believed Lawton could ultimately present a strong package of performance measures because much of the underlying work was already being completed.

Chairman Brown stated that he believed the City's staff had the ability to develop a strong system as long as the effort remained focused and did not become distracted by unnecessary measures or additional requirements.

Chairman Brown stated that the Committee would continue its review of the performance metrics and peer city comparison as an ongoing project, with a more detailed review anticipated in September.

Peer City Review After-Action Discussion

Chairman Brown explained this will be a standard agenda item to allow for this discussion to continue on as needed.

5. Discuss the process for warehousing digital process maps and future work.

Chairman Brown referenced the Committee's previous discussion regarding the storage of digital process maps and performance information. He stated that the City would eventually need an electronic location where process maps and the underlying

performance data could be maintained and easily updated.

Chairman Brown stated that the digital storage and tracking component would remain on the Committee's ongoing project list as the City continued developing its process-mapping and performance measurement framework.

6. Consider developing a review of standing committees, including justification logic for potential elimination or consolidation to reduce staff support requirements.

Chairman Brown stated that the issue arose from the peer city comparison presented during the budget process. He noted that Lawton had approximately 61 boards, committees, and authorities, while some peer cities had approximately 40 or 25. Chairman Brown recalled that the number of committees had also been discussed when the peer city information was presented to the City Council and stated that the Committee should determine whether Lawton has more boards and committees than necessary.

Chairman Brown reviewed the list of boards, committees, and authorities and questioned whether some bodies with narrowly defined responsibilities could be consolidated. He referenced the Ambulance Committee and the Building Materials Appeals Board as examples. Chairman Brown discussed whether certain specialized functions could be assigned to an existing board or committee rather than maintaining a separate public body. He acknowledged that the City would need to ensure that any consolidation preserved necessary appeal processes and complied with applicable legal requirements.

Chairman Brown stated that he did not yet have a specific recommendation regarding which bodies should be eliminated or consolidated. However, he emphasized that maintaining a large number of boards and committees creates a substantial administrative workload because records must be maintained for each body.

Donalynn Blazek-Scherler, City Clerk, stated that consolidation appeared possible, particularly among Council committees. She explained that the City frequently creates a specialized committee when a significant or high-interest issue requires detailed discussion before being returned to the full City Council for a final decision. Blazek-Scherler used the Ambulance Committee as an example and suggested that the City could consider establishing or using a general standing Council committee to address specialty issues rather than creating a separate committee for each individual topic.

Chairman Brown stated that such an approach would preserve the City's ability to thoroughly consider specialized matters without requiring a separate committee for every issue. He also referenced several employee-related boards and committees and questioned whether some of those responsibilities could similarly be consolidated.

Blazek-Scherler explained that the list provided to the Committee identifies the department responsible for the minutes and administrative functions of each board or

committee. She stated that the City Clerk's Office is involved with every public body on the list because her office is responsible for posting agendas and minutes and maintaining the associated records.

Chairman Brown stated that the administrative requirements associated with the City's numerous boards and committees demonstrated the potential value of consolidation. He proposed making the review of boards, committees, and authorities the Committee's third specific initiative.

Weger stated that he believed reviewing the City's boards and committees for potential consolidation was a good idea.

Ratliff stated that she already had several ideas for possible consolidation. He identified the Lands and Lakes Commission and the Parks and Recreation Commission as bodies whose functions may be appropriate to combine.

Blazek-Scherler stated that she intended to consult with the Legal Department regarding boards and commissions associated with the Planning Division. Blazek-Scherler acknowledged that some planning-related bodies are established or governed by state statute and therefore may need to remain separate, but suggested reviewing whether non-statutory functions could be consolidated into a single body. She stated that the same type of review could be conducted within other departments, including Human Resources.

Ratliff also noted that the Holiday in the Park Committee was no longer active and could be removed from the City's list.

Blazek-Scherler stated that the review should additionally identify entities for which the City is currently providing agenda-posting or other administrative services even though the City may not be required to do so.

Ratliff referenced the Lawton Housing Authority as an example, noting that it is a federal authority and questioning whether the City needed to continue providing posting services for that entity.

Blazek-Scherler clarified that the list included authorities receiving City funding in some form and stated that the Committee could review the complete list and develop recommendations regarding which bodies could be discontinued, consolidated, or otherwise handled differently.

Motion by Bob Weger, Second by Kirby Brown, to add the review of standing committees to the committee's list of initiatives. AYE: Kirby Brown, Bob Weger. NAY: None. Motion Passed.

7. Discuss alternative approaches to identifying, cataloging, and codifying ratepayer-funded services provided under agreements with external entities.

Chairman Brown stated that the issue arose from a recently adopted ordinance addressing special arrangements for City services. He recalled that the matter had been identified as an area appropriate for further review and stated that he did not want the Committee or City Council to lose track of the issue following adoption of the ordinance.

Chairman Brown suggested reviewing the City's existing agreements to identify arrangements under which an entity receives a special or preferential rate. He proposed creating a spreadsheet identifying each agreement, when it was last reviewed, the nature of the special arrangement, and when it should be reviewed again. He stated that the long-term objective would be to determine whether those arrangements remain appropriate and, when appropriate, return accounts to the City's normally applicable rates.

John Ratliff, City Manager, agreed that the issue warranted review. Ratliff stated that there were a number of existing agreements that may not be financially beneficial to the City and should receive a closer look. He referenced a lease recently discussed by the City Council as an example of an agreement that had been extended despite discussion regarding whether the arrangement should continue.

Chairman Brown and Ratliff discussed an existing master matrix of City agreements that could potentially serve as the starting point for the review. Chairman Brown stated that, because much of the information may already have been compiled, the project could potentially result in a relatively quick improvement.

Chairman Brown explained that the Committee's involvement could provide support for staff if the review ultimately resulted in recommendations to modify existing arrangements. He suggested that the information could eventually be presented to the City Council in a concise format identifying the agreements, the date each was last reviewed, the nature of the preferential arrangement, and a schedule for future review.

Chairman Brown stated that the initial presentation to Council could be informational rather than seeking immediate action on each individual agreement. He suggested informing Council that staff would systematically review the agreements according to an established schedule and return with individual recommendations when necessary.

Chairman Brown stated that approximately 99 percent of the agreements could likely be addressed administratively without requiring City Council approval, although there may be some agreements that require Council action.

Chairman Brown stated that establishing a clear inventory and review schedule would provide the City with a roadmap for addressing the agreements and would be consistent with the Committee's performance excellence responsibilities.

Motion by Bob Weger, Second by Kirby Brown, to add the review of existing City agreements providing special or preferential rates to the Committee's list of initiatives

as Initiative No. 4. AYE: Kirby Brown, Bob Weger. NAY: None. Motion Passed.

Future Meeting Topics

Continued discussion regarding Council Policy 04-08 and potential expansion of applicability to the capital improvements program, trusts, authorities, and other entities.

Chairman Brown stated that future Committee agendas could group the individual initiatives under an ongoing projects and initiatives item, with each project listed for an update as work progressed.

Chairman Brown stated that the Committee's next major review of performance metrics was planned for September. He said the Committee would review Ratliff's analysis of the Norman metrics at that time, along with the other performance measurement work previously discussed.

Chairman Brown stated that the Committee could meet in August to receive updates on projects that were ready for further review. He explained that he had intentionally limited Committee activity while staff was working through the City's budget process because he did not want to add to staff's workload during that time.

Chairman Brown identified the electronic contract execution process as one item that could return in August. He stated that by then the City should have some initial data from the new process and the Committee could review the contract tracking system and how long documents were taking to complete.

Chairman Brown also stated that the Community Enrichment inspection process could return for further review after staff incorporated the additional process-mapping elements discussed earlier in the meeting, including decision points and time standards. The Committee could then evaluate the revised process map as it continued developing a consistent approach to process mapping and performance measurement.

Chairman Brown stated that if work on the review of City boards, committees, and authorities was sufficiently developed, that initiative could also be brought back to the Committee for discussion.

Chairman Brown summarized that the Committee would continue addressing the individual initiatives as the work became ready, while the broader performance metrics discussion would remain scheduled for September. He stated that he hoped providing the City Council with these smaller pieces of work over time would demonstrate the value of the Committee's efforts and the reasoning behind the City's developing performance excellence framework.

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 Kirby Brown, to adjourn. AYE: Kirby Brown, Bob Weger. NAY: None. Motion Passed.

There being no further business, the meeting adjourned.

Item Title:

Discuss and review a second iteration of permit inspection process map from 20 July review. (permit process map for permit inspections contrasting original process with change mentioned by Mr. Parks in previous City Council meeting) and take action as deemed necessary.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

During the Committee's July 20, 2026 meeting, Larry Parks, Community Enrichment Director, and Charlotte Brown, Community Enrichment Deputy Director, presented a process map of the City's permit inspection process. The review compared the original inspection process with changes previously discussed by Parks during a City Council meeting, including opportunities to reduce physical inspection trips through electronic and photographic documentation. The Committee discussed further developing the map to include decision points, expected timeframes, and measurable performance data. Staff was asked to return with a second iteration of the process map incorporating those elements for further review by the Committee.

Correlation to the True North Statement:

Efficiency

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

Take action as deemed necessary.

ATTACHMENTS:

None

Item Title:

Discuss Status of Ongoing Projects:

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

The committee will review the status of all current initiatives approved by the committee.

Correlation to the True North Statement:

Efficiency

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

Receive an update on ongoing projects.

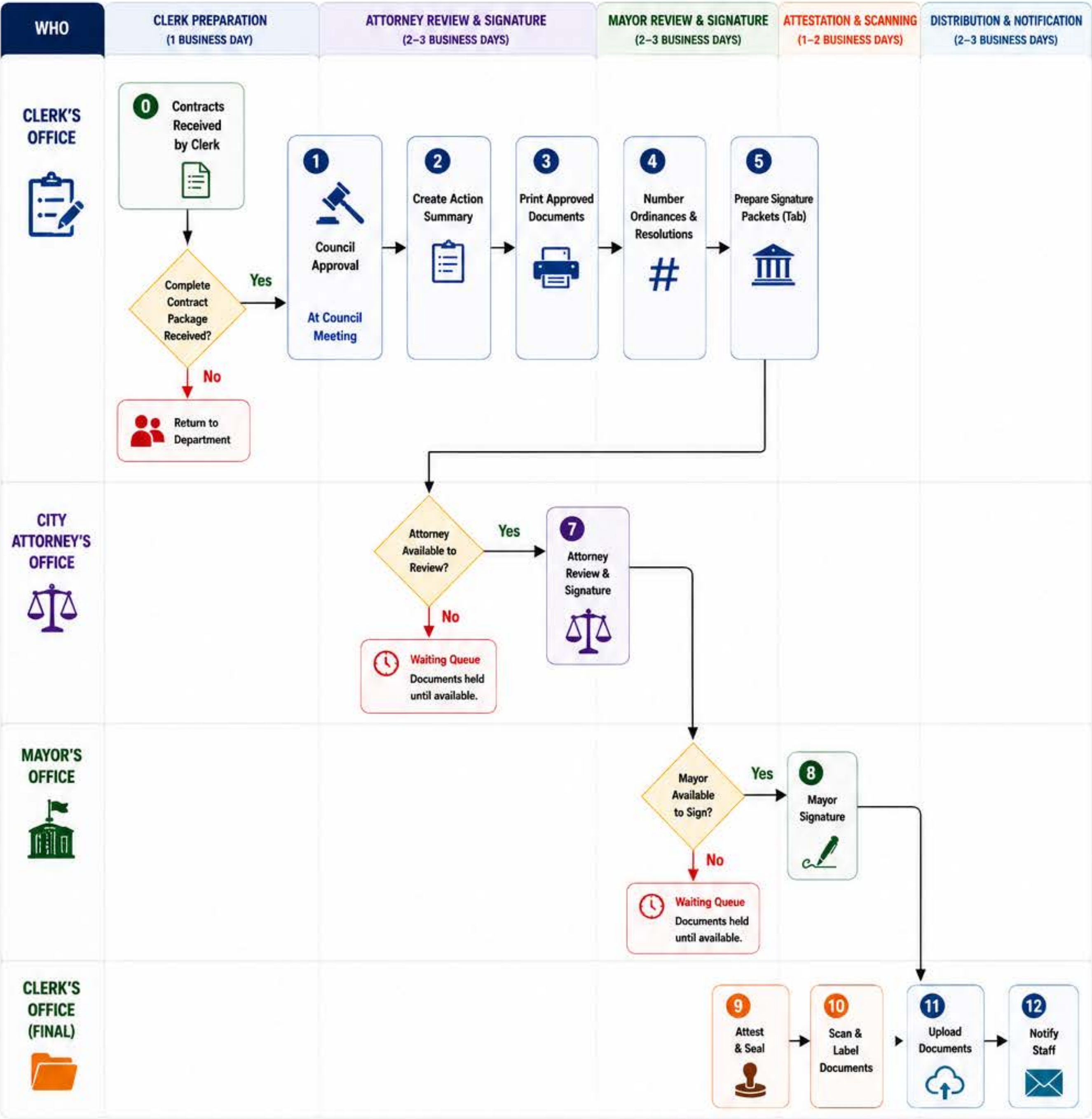
ATTACHMENTS:

None

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.

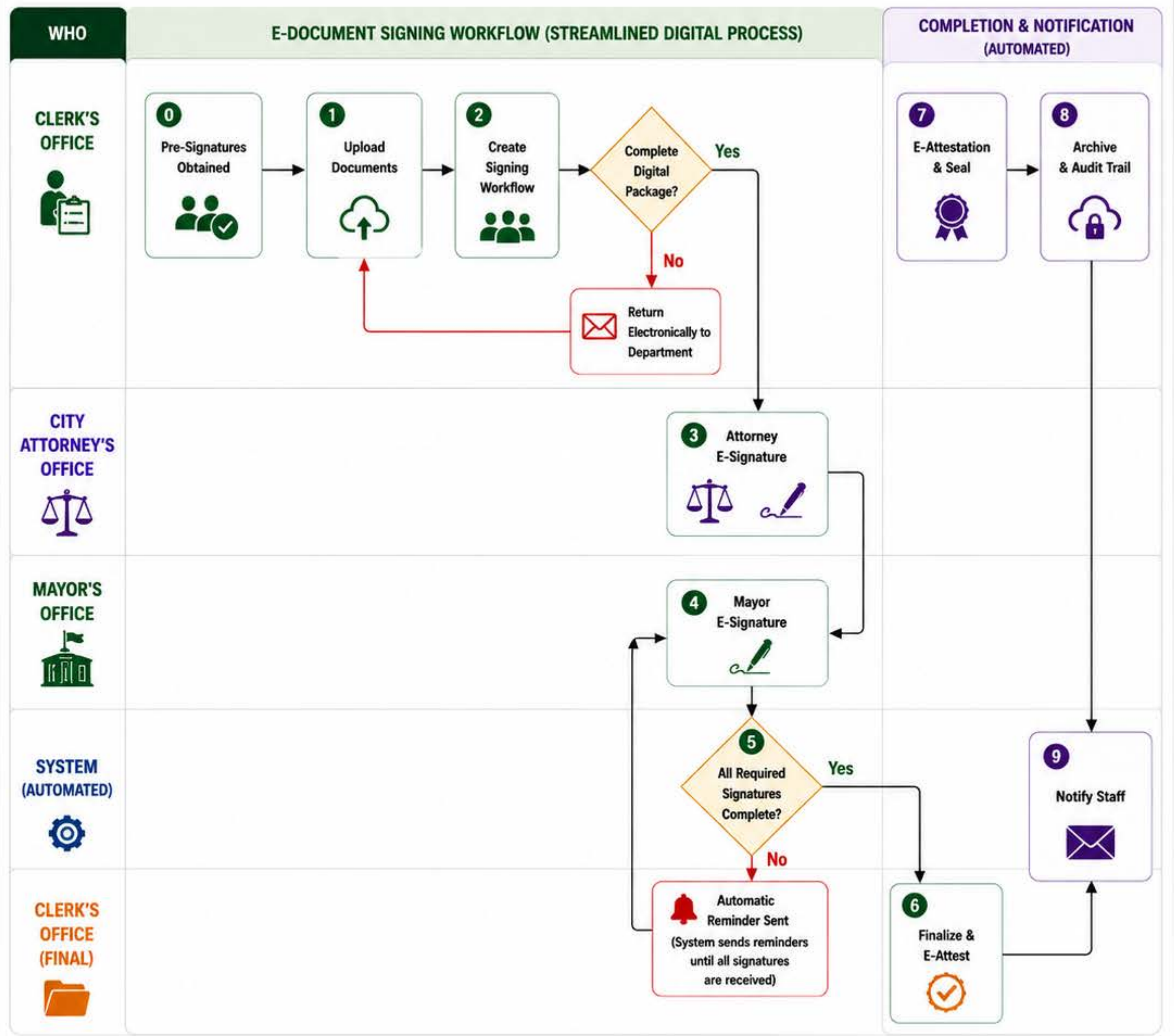
AVERAGE TURNAROUND TIME

7-10 BUSINESS DAYS

IMPROVED POST-COUNCIL DOCUMENT SIGNATURE PROCESS MAP

(FUTURE STATE)

TOTAL TURNAROUND TIME: 2-4 BUSINESS DAYS



KEY IMPROVEMENTS	TIME COMPARISON	NEW PROCESS FLOW (TYPICAL)
✓ 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	CURRENT PROCESS (Manual)  7-10 BUSINESS DAYS  NEW PROCESS (With E-Signature Software)  2-4 BUSINESS DAYS 50% - 70% FASTER	 Upload Documents (Day 0) →  Workflow Initiated (Day 0) →  Attorney E-Signs (1-2 Days) →  Mayor E-Signs (1-2 Days) →  E-Attest & Seal (Same Day) →  Completed & Notified (Same Day)

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

2026 Annual Meeting Notice Checklist

Ambulance Council Committee	City Clerk – Kobe Humble	
Arts for All	Karen Villarreal { artsforalllawton@gmail.com }	
Board of Adjustment (BOA)	Planning – Jennifer Wynne	
Building Development Appeals Board	Building Division – Madison Aust	(MEETS AS NEEDED)
Building Materials Review Committee	Planning – Jennifer Wynne	(MEETS AS NEEDED)
CIP Advisory Committee	City Clerk – Kobe Humble	
Citizens Advisory Committee	City Clerk – Tammy Branstetter	
Citizens Police Advisory Committee	Mary Fountain { mary3854@gmail.com }	
City Council	City Clerk – Donalynn Blazek-Scherler	
City Planning Commission (CPC)	Planning – Jennifer Wynne	
Committee of Performance Excellence	City Clerk – Donalynn Blazek-Scherler	(MEETS AS NEEDED)
Downtown Lawton Architectural Review Committee	Planning – Jennifer Wynne	(MEETS AS NEEDED)
Downtown Transfer Center Site Committee	City Clerk – Ashton Bailey	(MEETS AS NEEDED)
Employee Advisory Committee	Human Resources – Ashley Nauni	
FISTA	Charli Hall { chall@thefista.com }	
Fire VARB	Fire – Alyssa Lydon	
Freedom Festival	Arts & Humanities – Jason Poudrier or Reagan Williams	
Friends of the Library	Library – Kristin Herr or Megan Stockton	
General Employee Injury Review Board	Human Resources – Ashley Nauni	
General Employee Safety Committee	Human Resources – Ashley Nauni	
General Employee Vehicle Accident Review Board	Human Resources – Ashley Nauni	
Health & Wellness Committee	Human Resources – Mary Sellers	
H.E.L.P. Advocacy Center CCSART	Devin Ray { ndsacoordinator@mariedetty.com }	
Highland Cemetery Board	Parks & Recreation – Dylan Dunavin	
Historical Preservation Commission	City Clerk – Tammy Branstetter	(MEETS AS NEEDED)
Holiday in the Park	Candace Hammond { candace.hammond@sccl-lawton.org }	
Homeless Action Committee	City Clerk – Julia Mantzke	(MEETS AS NEEDED)
Honorific Naming Committee	City Clerk – Donalynn Blazek-Scherler	(MEETS AS NEEDED)
International Festival Committee	Arts & Humanities – Jason Poudrier or Reagan Williams	
Investment Committee	Finance – Kaitlin Nunley or Chevonne Asenap	
Juneteenth Committee	Bishop Dunaway { john.dunaway@yahoo.com }	

Lakes & Land Commission	Lakes – Misty Roberts
Lawton Access Board	Engineering – Mike Jones
Lawton All Hazard Mitigation Plan Review	Emergency Management – Clint Langford
Lawton Arts & Humanities Committee	Arts & Humanities – Jason Poudrier or Reagan Williams
Lawton Community Theater	Kristoffer Pendegraft director@lctok.com or
	Scott Hofmann {tetinc@yahoo.com}
Lawton Economic Development Authority (LEDA)	City Clerk – Tammy Branstetter
Lawton Enhancement Trust Authority (LETA)	City Clerk – Tammy Branstetter
Lawton Fort-Sill Chamber (Executive Committee)	Jamie Southerland jsoutherland@lawtonfortsillchamber.com
Lawton Fort-Sill Chamber (Board of Directors)	Jamie Southerland jsoutherland@lawtonfortsillchamber.com
Lawton Fort-Sill Habitat for Humanity	Patty Nuewirth habitat.lfs@sbcglobal.net
Lawton Heritage Association	Jim Whiteley jswhiteley@gmail.com
Lawton Housing Authority	Linda Johnson ljohnson@lawtonhousing.org
Lawton Industrial Development Authority (LIDA)	City Clerk – Donalynn Blazek-Scherler (MEETS AS NEEDED)
Lawton Metropolitan Area Air Quality Committee	Planning – Jennifer Wynne (MEETS AS NEEDED)
Lawton Metropolitan Area Airport	Pat Hurley pat@flylawton.org
LMPO Transportation Policy Board	Planning – Jennifer Wynne
LMPO Transportation Technical Committee	Planning – Jennifer Wynne
Lawton Philharmonic Society	Patty Nuewirth lawtonphil3647@sbcglobal.net
Lawton Urban Homesteading Agency (LUHA)	City Clerk – Donalynn Blazek-Scherler (MEETS AS NEEDED)
Lawton Urban Renewal Authority (LURA)	Planning – Jennifer Wynne
Lawton Youth Sports Trust Authority (LYSA)	City Clerk – Kobe Humble
Library Board	Library – Kristin Herr or Megan Stockton
Library of Tomorrow	City Clerk – Donalynn Blazek-Scherler (MEETS AS NEEDED)
Mayor's Commission on the Status of Women	Wyonna Alberty {relonahouse@gmail.com}
McMahon Auditorium Authority	Arts & Humanities – Jason Poudrier or Reagan Williams
Museum of the Great Plains	Rebecca Royal rebecca.r@discovermgp.org or Bart McClenny bart.m@discovermgp.org
Parks & Recreation Commission	Parks & Recreation – Dylan Dunavin
Pension Trust Commission	City Clerk – Tammy Branstetter
Race Relations Commission	Bishop Dunaway john.dunaway@yahoo.com
Redistricting Committee	City Clerk's Office (MEETS AS NEEDED)
Streets & Development Committee	City Clerk – Ashton Bailey (MEETS AS NEEDED)

Waurika Lake Master Conservancy

Youth & Family Affairs Committee (YFAC)

Charlotte Knutson – charlotte@wlmcd.net or

Dave Taylor – dtaylor@wlmcd.net

City Clerk – Tammy Branstetter

Item Title:

Discuss Potential New Projects:

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

The committee will review new areas of potential focus for the committee.

Correlation to the True North Statement:**Exhibit:****Key Issues:****Funding Source:****Recommended Action:****ATTACHMENTS:**

None

Item Title:

Discuss and consider if Mr. Park's weed abatement briefing and pilot experiment needs to coordinate with this committee or be a direct council item.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

At the July 28, 2026 City Council meeting, Larry Parks, Community Enrichment Director, provided a briefing regarding the City's weed abatement efforts and a proposed pilot experiment intended to evaluate potential improvements to the current process. The briefing was presented directly to City Council as part of staff's ongoing efforts to address weed abatement and property maintenance concerns.

This item is intended to allow the Committee on Performance Excellence to discuss whether further review of the weed abatement process and the proposed pilot experiment would benefit from coordination through the Committee, consistent with its focus on process improvement and operational efficiency, or whether future updates and recommendations should continue to be presented directly to City Council.

Correlation to the True North Statement:

Efficiency

Exhibit:

None

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

Discuss and consider if Mr. Park's weed abatement briefing and pilot experiment needs to coordinate with this committee or be a direct council item.

ATTACHMENTS:

None

Item Title:

Discuss and consider a detailed review of the housing permit timeline for a house built on 160 acres north of MacArthur school. The owner stated it took three years to work through all permitting. If considered, then consider asking a former city council member to do an independent review and report back to the committee.

Initiator: Kirby Brown, Councilman - Ward 3

Information Source: Kirby Brown, Councilman - Ward 3

Background:

A property owner who constructed a residence on approximately 160 acres north of MacArthur School has stated that it took approximately three years to work through the City's permitting process. This item is intended to allow the Committee on Performance Excellence to determine whether a detailed review of the permitting timeline for this specific project would be beneficial to identify where delays occurred, the reasons for those delays, and whether any opportunities exist to improve the permitting process.

If the Committee determines that a review is appropriate, it may also consider requesting that a former City Councilmember conduct an independent review of the project's permitting history and report the findings back to the Committee.

Correlation to the True North Statement:

Efficiency

Exhibit:

None

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

Discuss and consider a detailed review of the housing permit timeline for a house built on 160 acres north of MacArthur school. The owner stated it took three years to work through all permitting. If considered, then consider asking a former city council member to do an independent review and report back to the committee.

ATTACHMENTS:

None