

City Council Work Session Meeting Minutes

Bixby Municipal Building
111 N. Cabaniss Ave., Bixby, OK 74008
July 28, 2025 at 5:00 PM

The agenda for the regularly scheduled meeting of the City Council Work Session of the City of Bixby was posted on the bulletin board at the Bixby Municipal Building, 111 N. Cabaniss Avenue, Bixby, OK 74008 on February 2025, on or before 5:00 p.m.

Call to Order

Mayor Girard called the City Council Work Session Meeting to order at 5:06 pm.

Roll Call

Shannon Duran, City Clerk, called the roll, and the following were present:

Members Present

Mayor Girard
Vice Mayor Schultz
Councilor Hirshey
Councilor David
Councilor Payne

Staff Present

Joey Wiedel, City Manager
JT Hammons, City Attorney
Shannon Duran, City Clerk
Charles Barnes, Finance Director
Bea Aamodt, Public Works Director
Todd Blish, Police Chief
Joe Sherrell, Fire Chief
Gladys Gill, City Planner

Agenda

- 1) Presentation and discussion on the Organizational Assessment and Strategic Plan for the City of Bixby Proposal.

Mayor Girard said Item 1 on the Agenda is up for discussion and consideration.

Item presented by Joey Wiedel, City Manager

Others who spoke: Kim Coody (Executive Assistant to the City Manager)

Handout was provided to the Council for reference and attached to minutes for reference.

Joey Wiedel introduced Kim Coody, and she presented a brief overview of the Organizational Assessment and Strategic Plan Proposal done by the Public Policy & Management Center (PPMC) at Wichita State University and provided a handout of the proposal. PPMC has agreed to a meeting to answer any questions the Council may have.

- 2) Presentation and discussion on the Trash Collection Ordinance.

Mayor Girard said Item 10 on the Agenda is up for discussion and consideration.

Item presented by Joey Wiedel, City Manager

Others who spoke: Paul Ross (American Waste) and Scott and Kyle Owens (Owens Trash)

Handout was provided to the Council for reference and attached to minutes for reference.

Discussions ensued between council, staff, Paul Ross, Scott Owens, and Kyle Owens pertaining to the current trash collection times and the request to amend the City Ordinance. American Waste (Paul Ross) and Owens Trash Collection (Scott and Kyle Owens) are requesting to amend the current ordinance start time of 7:00 AM for services. They are asking for a 5:00 AM start time but will accept a 6:00 AM start time. A handout was provided by Paul Ross showing the collection start times for the surrounding cities. Revising the start time would bring the city into alignment with established regional practices while also supporting the safety and well-being of essential workers. Discussion ensued, and the Council agreed that a 5:00 AM start time and no later than 10pm is appropriate to accommodate trash collection services. The council asks that a notice be provided to customers of when to place their trash bins outside. An ordinance is to be brought back to a future council meeting.

- 3) Discussion on the intent of the existing driveway permit, and how current and future works align with the building code, the permit conditions, and council expectations, to ensure all parties are working in good faith.

Mayor Girard said Item 10 on the Agenda is up for discussion and consideration.

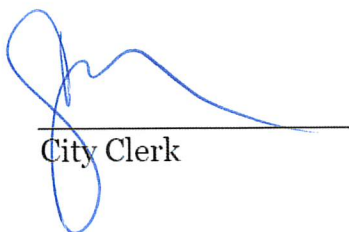
Item presented by Joey Wiedel, City Manager

Others who spoke: Bea Aamodt (Public Works Director), JT Hamons (City Attorney) and Mark Stone

Discussion ensued between the Council, City Attorney, and staff regarding the existing driveway permit regulations and applicable statutes. Mr. Stone was present and spoke, requesting clarification on the language of the current driveway permit, building code, permit conditions, and permit expectations. Further discussion followed concerning driveway engineering standards and which aspects fall under the City's responsibility or within the scope of its permit processes. Following the discussion, it was determined that the current issue is a civil matter between builders and homeowners and falls outside the City's inspection practices. The City Attorney and staff will look into the matter further and bring any recommended changes back to the Council within 60 days.

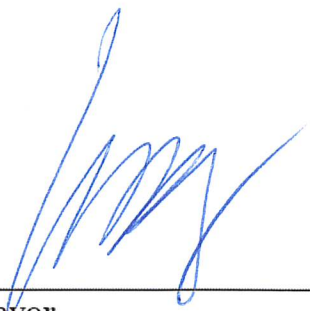
- 4) Adjournment

Adjournment was called at 6:01 pm



City Clerk





Mayor

Refuse & Recycling Collection Start-Times

Regional Comparison – Tulsa Metro Area

To support a proposed ordinance, change in the **City of Bixby**, we have compiled a regional comparison of municipal refuse and recycling collection start-times across key cities in the Tulsa Metropolitan Area. The goal is to align Bixby with operational norms while maintaining neighborhood quality-of-life standards and prioritizing worker safety.

City	Set-Out Time	Collection Start Time
Tulsa	By 5:00 AM	5:00 AM
Broken Arrow	By 6:00 AM	6:00 AM
Jenks	By 6:00 AM	6:00 AM
Glenpool	By 6:00 AM	6:00 AM
Coweta	By 6:00 AM	6:00 AM
Catoosa	By 6:00 AM	6:00 AM
Sand Springs	By 12:00 AM (midnight)	6:00 AM

Key Takeaways:

- - The prevailing start time across the Tulsa metro is 6:00 AM.
- - Bixby's current 7:00 AM is different than neighboring cities and haulers.
- - Aligning with the regional norm reflects common practice across the area and reinforces what has become a standard expectation in municipal waste services.
- - Earlier start times allow routes to be completed before the peak heat of the day, reducing the risk of heat-related illness or death for sanitation workers.
- - The proposal maintains respect for quiet hours (ending at 6:00 AM in most jurisdictions)

Recommendation:

Revise the City of Bixby's ordinance to allow refuse and recycling collection to begin at 6:00 AM, bringing the city into alignment with established regional practices while also supporting the safety and well-being of essential workers.



WICHITA STATE
UNIVERSITY



PUBLIC POLICY & MANAGEMENT CENTER

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316-978-6537



Organizational Assessment and Strategic Plan Proposal

City of Bixby | July 2025

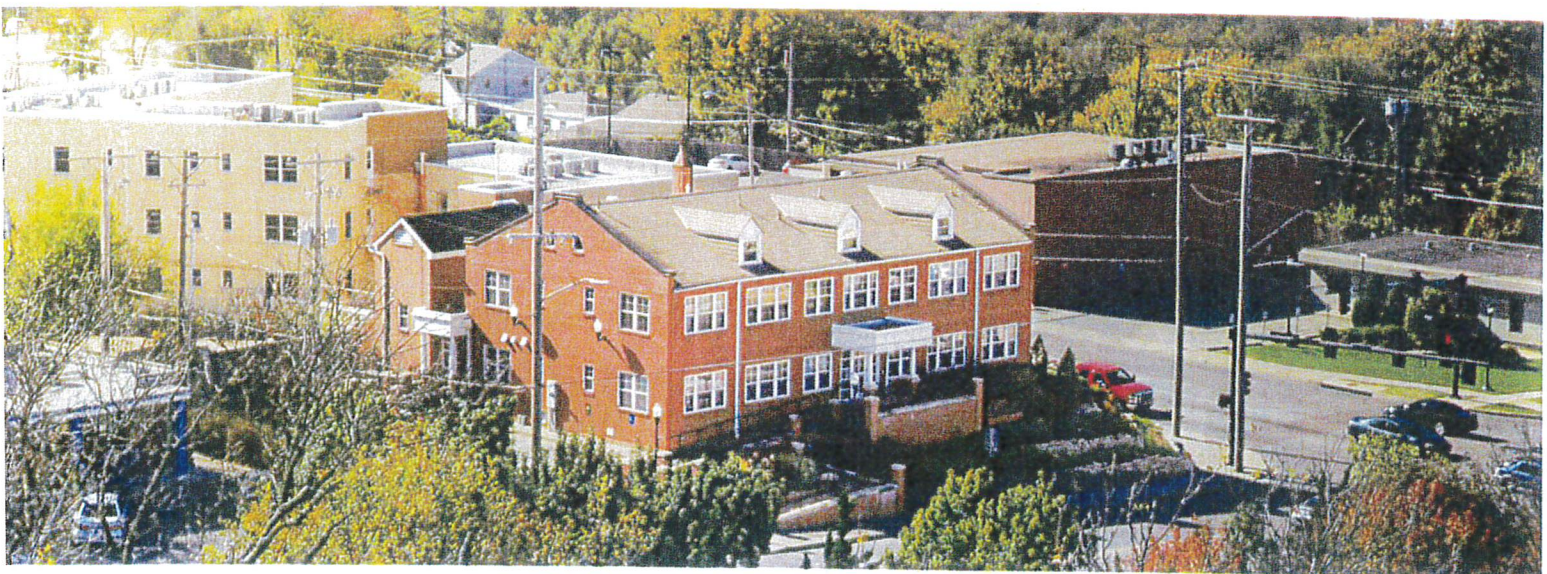
Background

In response to a request for services from the City of Bixby, Oklahoma, the Public Policy & Management Center (PPMC) at Wichita State University proposes to assist the City of Bixby with a two-phase project: an organizational assessment leading to a strategic plan.

The PPMC team will provide independent facilitation, research, and extensive stakeholder involvement to create an action-oriented plan for both phases of this project.

The PPMC brings experience and expertise to this project with a history of successfully working with local governments, nonprofits, and community organizations across the state and region. The PPMC provides cost options that deliver quality results while empowering the City of Bixby to meet its strategic needs.

In recent years, the City of Bixby has experienced turnover and transitions among key leadership positions. Current leaders desire assistance in assessing staffing levels, span of control, and other indicators of organizational readiness. This proposal suggests a two-phase process. Phase 1 involves engagement of internal staff and elected officials to identify organizational opportunities, concerns, and recommendations for actions to take in the near-term. Phase 2 launches the strategic planning process to identify key goals and strategies to ensure organizational advancement over the next five years.



Purpose

The purpose of Phase 1 is to focus on internal organizational processes and capabilities to prepare a solid operational foundation for strategic planning. During Phase 1, engagement will capture historical knowledge of City staff and the vision and direction desired by the governing body. Phase 1 focuses on building trust within the organization to produce a more cohesive team that best serves the people of Bixby. With the input of City staff and the governing officials, the PPMC will facilitate and engage a diverse audience of City officials and staff to create shared commitment in this phase of the project. Special attention will be given to strategies to prepare for transitions over the next few years as required by expected retirements of key personnel.

Once Phase 2 is initiated, the strategic planning process will follow industry best practices and bring the innovation necessitated for the constantly changing, complex environment of the public sector. Strategic Planning will build on the Organizational Assessment and targeted research to ensure the organization has cumulative information from stakeholders to clearly define where it wants to be in the future. With guidance from a Steering Team, the PPMC will work with the governing body, staff, community, and stakeholders to develop the strategic plan.

The PPMC proposes the following tasks to achieve this purpose.

Process

Phase 1: Organizational Assessment

Task 1. Project Initiation and Steering Team

In accordance with best practices, a Steering Team will guide and inform the organizational assessment and strategic planning processes. This team of five to eight key staff members should include a City Council representative, City Manager, and key internal stakeholders.

The Steering Team will be responsible for process guidance, support for data collection, staff engagement, reviewing products as they are developed, and guiding the overall process.

The Steering Team and PPMC will conduct virtual monthly 45-minute meetings throughout the duration of both phases of the project. After each session, the PPMC will provide brief meeting summary reports to ensure clear communication and transparency as the work progresses. Ongoing project management between the Steering Team and PPMC will occur as needed, with these tasks coordinated by a designated City staff member from the Steering Team and the PPMC project manager. These include meeting scheduling, materials, minutes, other logistics, and final plan development and adoption.

Task 2. Internal Engagement

Department Leadership

To understand each of the department's needs, the PPMC will conduct eight to ten 60-minute focus groups in-person with staff leadership within each department. These sessions will be designed to learn about the organization's culture and to understand the themes of mission, vision, and values as currently understood by individuals and departments within the organization. The PPMC will also inquire about specific planning documents created in recent years, which may provide relevant stakeholder input.

Elected Officials

The PPMC's Senior Management Consultant, Kathy Sexton, will conduct individual interviews with each of the five members of the governing body and the city manager. A similar set of questions will be used to understand the perspectives of elected officials. With this information, the PPMC will be able to develop a better understanding of alignment, opportunities for clarification, and priorities for the organization.

A summary report of themes will be created from these engagements.

Task 3. Management Consulting and Support

Senior Management Consultant Kathy Sexton will provide up to 10 hours of management support and guidance for City leadership to support efforts around personnel development, succession, structure of middle management, future growth needs and opportunities, and organizational structure. Specific needs will be identified through the engagement process and as the project progresses. Use of management consulting and support services will be coordinated between the City Manager and the Senior Management Consultant.

Task 4. Employee Survey

Following internal engagement, the PPMC recommends engaging employees to understand their priorities and perspectives. The PPMC will design an employee survey informed by themes from internal employee engagement, according to best practices in employee survey methodology. An electronic survey will be created and distributed to employees through Qualtrics, a secure online survey tool. Together with the Steering Committee, the PPMC will develop a comprehensive communications strategy that encourages participation among employees.

The PPMC will be responsible for receiving data, coding, and analyzing the survey results. The PPMC will conduct a comprehensive statistical analysis to identify key trends, patterns, and areas of concern or strength within the organization. Analysis will include both quantitative metrics and qualitative feedback to provide a complete picture of employee perspectives.

The results of this survey will inform the mission, vision, values, and strategic issues for the city. By engaging employees, leadership can begin to understand where there is alignment in the organization and where issues might need to be addressed. Most importantly, a survey is an opportunity to build trust with staff through defining clear priorities for the organization.

A survey summary report will be developed.

Task 5. Organizational Assessment Presentation

The PPMC will report on Phase 1 at a City Council meeting or work session, including a presentation on key themes from the Organizational Assessment. PPMC project staff will be available to answer questions and provide a preview of the strategic plan process in Phase 2.

Phase 2: Strategic Plan

The strategic planning process will build on knowledge gained from the Organizational Assessment. The proposed services and timeline provide recommendations for the work based on our experience and may be revised after consultation with City leadership.

Task 6. Steering Team

As the project pivots from the Organizational Assessment to the Strategic Plan, the membership of the steering team may continue or be reviewed. The team will continue to conduct virtual monthly 45-minute meetings to guide the Strategic Plan process.

Task 7. Influencing Factors Report

To best inform the strategic planning process, the PPMC recommends development of an Influencing Factors Report. Based on already existing administrative or publicly available data, this report will update, analyze, and forecast trends relevant to local government decision-making. Designed to be user- and public-friendly with a lifecycle well beyond the planning process, the report will be contained in 10 pages.

Themes and data needs identified in Phase 1 may be included in this report and guided by the Steering Team. This report may include key data points for the City based on demographic, housing, human resources, financial, and other information.

Graphic design services are provided to develop infographics of valuable data to enable distribution using social media, email, website, and other desired methods.

Task 8. Plan Development Workshop

The PPMC will facilitate a workshop with the Bixby City Council and staff leadership to build a mission, vision, and values statement for the City and conduct preliminary goal development. Additional virtual meetings will be conducted with the City's Leadership Team to prioritize goals and strategies to ensure the mission and long-term vision are accurate and achievable. The plan will have the following specific components:

- Mission, Vision and/or Values Statements
- Goals and Strategies
- Action Items assigned to specific champions and timelines
- Implementation Workplan (Excel file) to report progress by quarter

Task 9. Stakeholder Input

The PPMC recommends conducting strategic focus groups with key external stakeholders to review goals and priorities with representative members of the community. The PPMC will conduct up to two 60- to 75-minute focus groups as identified by the Steering Team. The PPMC recommends one internal focus group with City staff and one external focus group with community leaders. The PPMC will plan one trip to the City for both focus groups or may conduct virtual sessions.

Task 10: Final Report

The PPMC will create a strategic plan for review and approval by the City Council and will present the plan at a City Council meeting. Included in the cost is a strategic plan document created in Microsoft Word and delivered in .docx and .pdf formats with limited graphic elements. The PPMC will also provide a Microsoft Excel file to be used for tracking progress on the completion of action items.

The PPMC will provide a six-month follow-up with the City Manager to help assess progress made toward objectives.

Optional: The PPMC will provide a graphically dynamic, professionally branded strategic plan document for publication and/or distribution purposes. This additional strategic plan document would be created in Adobe InDesign and delivered in pdf format. *Additional fee for the professionally branded piece is \$1,800.*

Deliverables

The PPMC is responsible for the following deliverables:

1. Organizational Assessment Report (Including all Phase 1 reports)
2. Influencing Factors Branded Report
3. Strategic Plan Final Report and Excel Workplan File

Timeline

The PPMC will begin this project in early Fall 2025, with a total timeline of nine to twelve months for completion of both phases of the project. Organizational Assessment results are anticipated in the first quarter of 2026, and the final Strategic Plan will be developed by Fall 2026.

This proposal and timeline are valid for 60 days from the date received. Modification of proposed timelines may occur during the contract process, as a result of delays in proposal acceptance, or by mutual agreement during the project.

Budget

The PPMC offers the above services for a lump sum fee of \$69,594 with the understanding that the City will:

- Provide logistics support and facilities for in-person focus groups, workshops, and public meetings
- Provide any food, drinks, and other hospitality to participants

The City of Bixby also may elect to approve Phase 1: Organizational Assessment at this time and make a decision about Phase 2: Strategic Plan at a later time. Future approval of Phase 2 may result in some changes in timeline and/or cost.

Travel for five (5) total trips from WSU to the City of Bixby is included in the tasks of the following budget. Any additional trips will be billed separately to recoup travel costs. If the City wishes, some tasks proposed as in-person may be able to be completed via virtual meetings.

Expense	Cost
Phase 1: Organizational Assessment	
Task 1 – Project Initiation and Steering Team	\$7,508
Task 2 – Internal Engagement	\$13,715
Task 3 – Management Consulting and Support	\$1,925
Task 4 – Employee Survey	\$8,759
Task 5 – Organizational Assessment Presentation (In-Person)	\$5,410
Phase 1 TOTAL	\$37,317
Phase 2: Strategic Plan	
Task 6 – Steering Team	\$5,005
Task 7 – Influencing Factors Report	\$8,855
Task 8 – Plan Development Workshop (In-Person)	\$7,705
Task 9 – Stakeholder Input (In-Person)	\$4,433
Task 10 – Final Report (In-Person)	\$5,684
Phase 2 TOTAL	\$31,682
Total Both Phases	\$68,999

Any additional service outside of the scope outlined above will be billed at \$175/hour. Translation services and fees related to reasonable accommodation requests will be the responsibility of the City of Bixby.

Payment Process

The PPMC will bill 50 percent (\$34,500) upon execution of the contract. The PPMC will bill an additional 25% upon completion of Phase 1, Organizational Assessment, and the final 25% upon completion of Phase 2, Strategic Plan.

Services not included in the initial contract can be added later at the hourly rate of no more than \$175/hour, assuming availability.

Project Management

Sarah Gooding, PPMC Community Program Specialist, will serve as project manager. Isabel Ebersole, PPMC Research Project Manager, will serve as research lead.

About the PPMC

The PPMC, located at Wichita State University, is a nonprofit, nonpartisan, self-funded organization, operating as a small business with a public purpose: *Enhancing public service to best serve your community.* The PPMC specializes in strategic planning, customized training, professional development, certification, applied research, stakeholder engagement, and community access. For more than 65 years, the PPMC has worked directly with governments and nonprofit organizations in the areas of applied research, technical assistance, facilitation, and professional development. The PPMC has the professional knowledge and capacity to implement, manage and ensure the successful completion of client projects.

Recent Related Projects

City of Maize Community Survey & Strategic Plan (2023-24)

Pending retirement in 2023 of the city administrator of 23 years, Senior Management Consultant Kathy Sexton worked with key city leaders to adopt a council-manager form of government, create a governing body manual, and fill key vacancies to position the organization to meet the expectations of the elected officials.

In 2024, the PPMC developed and implemented a comprehensive statistically valid survey targeting registered voters to assess community priorities and willingness to pay for municipal investments for the City of Maize. Using Dr. Mark Glaser's research framework, the survey provided reliable data about voter preferences regarding tax structures and investment priorities. The results informed the City Council's subsequent decision to put the city's first sales tax question up for election in August 2025. Results informed the public communications strategy as well as development of a strategic plan to help City officials align their decisions with community values and priorities.

Nick Gregory, City Manager

ngregory@maizeks.gov

City of Hutchinson Employee Survey (2025)

The PPMC worked with the City of Hutchinson to conduct a comprehensive employee survey as part of an organizational assessment and strategic planning initiative. Analysis of response variance patterns provided actionable insights about organizational strengths and opportunities for improvement. Phase 2 is currently in process to develop a strategic plan.

Dave Sotelo, Director of Strategic Growth

Dave.sotelo@hutchinsonks.gov

Kansas Municipal Utilities Employee Satisfaction Survey (2024-25)

In 2024, the PPMC's Senior Management Consultant facilitated a two-day planning retreat of the board and key leadership staff to craft a new set of goals and strategies to comprise the operational plan for the upcoming three years.

In 2024-25, the PPMC worked with KMU to perform an employee survey resulting in 100% employee participation. Key findings were reported, as well as detailed analysis and specific recommendations for enhanced employee development and internal communications.

Brad Mears, Executive Director

bmears@kmunet.org

(620) 241-1423

City of Abilene (2023 and 2024)

In 2023, the PPMC assisted Abilene, Kansas with an economic impact and feasibility study for a proposed sports complex, which included a community willingness to pay survey component. This project used a public survey approach open to all residents. The survey assessed the public's satisfaction with existing facilities, investment priorities, and willingness to support potential sales tax funding for the project. This information provided valuable context for decision makers alongside the economic impact analysis and feasibility assessment.

In 2024, the PPMC's Senior Management Consultant facilitated a process culminating with a city council workshop and a workshop of staff leaders to prioritize the 300 goals in their new Comprehensive Plan and Parks Master Plan into a realistic and manageable three-year plan.

Ron Marsh, City Manager (Public Works Director at City of Salina, as of 6/27/25)

rmarsh@sktc.net

League of Kansas Municipalities Strategic Planning (2023)

Senior Management Consultant Kathy Sexton led the PPMC team to perform an extensive strategic planning process for the League, including focus groups, an online membership survey, facilitation of several regional meetings, and a board retreat. The resulting three-year plan was designed to guide operational and financial decisions, resource allocation, and project priorities. Timelines and clarity about who is responsible for the implementation of each actionable strategy were built into the plan to ensure every chance of achieving the plan's three goals over three years. [Strategic Plan - League of Kansas Municipalities \(lkm.org\)](#)

City of Mulvane Employee Opinion Survey (2024)

The PPMC worked with the City of Mulvane to conduct employee focus groups followed by an all-staff survey. The purpose of the survey was to provide recommendations to improve employee satisfaction and engagement, noting where the city was doing well and any opportunities for improvement through initiatives or policy changes.

Austin St. John, City Administrator

astjohn@mulvane.us

City of Lawrence Employee Engagement Survey (2022-23)

The PPMC worked with the City of Lawrence to complete an employee survey. The process involved pre-survey engagement through focus groups with employees from all City departments. All employees were asked to complete the engagement survey. Key findings from the focus groups and survey were reported, along with overall recommendations for improving employee engagement.

Megan Dodge, Human Resources Director

mdodge@lawrenceks.org

(785) 832-3202

PPMC Project Team



Sarah Gooding, Community Program Specialist

Sarah is a passionate community builder who enjoys the challenge of understanding and addressing complex community needs, as well as navigating the networks and processes needed to achieve this work.

She spent nearly two decades working in newspapers and received the Victor Murdock Award for her person-centered coverage of poverty issues in Southeast Kansas. She brings this same compassion, insight, and attention to detail to her work in public service. Prior to joining the PPMC, Sarah worked as Assistant to the City Manager for the City of Derby and as the Real Property Section Manager for the City of Wichita. She has a Master of Public Administration from WSU and a BA in Communications from Baker University.



Kathy Sexton, Senior Management Consultant

Kathy joined the PPMC in 2022 following 30+ years of professional public service primarily in city and county management (Derby City Manager and Assistant Sedgwick County Manager). She served several years as a state of Kansas Budget Analyst and a six-month stint in 2022 as Interim Assistant City Manager of Wichita, Kansas. Her superpowers are in economic development, budgeting & finance, and local government management. Kathy has a Master of Public Administration and a BA in English from WSU.



Isabel Ebersole, Research Project Manager

Isabel, a Wichita native, joined the PPMC in 2021. In her role as a Research Project Manager, she works with the Applied Research & Collaboration team to conduct focus groups, create and administer surveys, conduct research, and write reports. Isabel holds a BA in Political Science from the University of Tulsa.



Dr. Nigel Soria, Research Economist & Data Scientist

Nigel uses data and economic theory to study programs and address questions that impact individuals, families, and communities. His expertise includes applied econometrics, causal inference (a component of program evaluation), and predictive modeling. Specific fields of interest include labor economics, health economics, and child and family welfare. Prior to joining Wichita State, he held roles at Koch Industries Flint Hills Resources, Rice University, and the Kansas Department of Commerce. Nigel has a BBA in Finance and an MA in Economics from WSU and a Ph.D. in Economics from Rice University.



Patrick Heath, Communications Specialist

Patrick is passionate about the power of clear communication, strong visuals, and thoughtful storytelling to create meaningful connections. As Communications Specialist at the PPMC, he helps organizations share their impact through clean visuals, strategic branding, and targeted messaging. He believes that consistent communication strengthens brands and builds trust within communities. A Wichita State University graduate, Patrick is committed to fostering collaboration and ensuring that good communication is backed by strong values and purpose.



Christian Holley, Financial Specialist

Christian Holley is a Wichita Native who joined PPMC in 2023 as the center's Financial Specialist. In his current role, he supports the PPMC operation finances and is the administrative assistant. Christian is a Wichita State University Alumni and holds a bachelor's degree in finance.

Other PPMC professional staff, project associates, and/or student workers may contribute as required.