MINUTES OF THE SPECIAL WORK STUDY SESSION HELD BY THE MOORE CITY COUNCIL MAY 1, 2026 – 8:30 A.M. FIRST UNITED BANK 420 SW 6TH STREET, 2ND FLOOR MOORE, OKLAHOMA

The City Council met at the Public Safety Center, Emergency Operations Center Conference Room, 109 E. Main Street on May 1, 2026 at 8:30 a.m. with Mayor Mark Hamm presiding.

Adam Webb *Councilman, Ward I*	*Kathy Griffith* *Councilwoman, Ward I*
Melissa Hunt *Councilwoman, Ward II*	*Rob Clark* *Councilman, Ward II*
Sid Porter *Councilman, Ward III*	*Louie Williams* *Councilman, Ward III*

PRESENT: Griffith, Porter, Hunt, Williams, Webb (arrived late), Clark, Hamm
ABSENT: None

STAFF MEMBERS PRESENT: City Manager, Brooks Mitchell; Assistant City Manager, Jerry Ihler; Assistant City Manager, Deidre Ebrey; Community Development Director, Elizabeth Jones; Emergency Management Director, Gayland Kitch; Assistant Fire Chief, Terry Morrison; Parks and Recreation Director, Sue Wood; Assistant Parks and Recreation Director, Whitney Wathen; Police Chief, Todd Gibson; Public Works Director, Dennis Bothell; Manager of Information Technology, David Thompson; and Veolia Water Project Manager, Robert Pistole;

Mayor Hamm expressed appreciation to the Council and department heads for their attendance at the meeting.

Agenda Item Number 2 being:

RECEIVE PRESENTATIONS FROM DEPARTMENT HEADS AND CONDUCT COUNCIL DISCUSSION REGARDING PLANS AND PROJECTS FOR FUTURE CONSIDERATION.

OPENING SESSION WITH DR. RITA M. MURRAY:

Mayor Hamm introduced Dr. Rita Murray, an expert in organizational leadership and communication. Dr. Murray led teambuilding exercises and discussed ground rules for effective communication and collaboration among leaders. The session focused on improving team communication, understanding the balance between control and collaboration in meetings, and fostering a psychologically safe, high-performing team environment. The retreat combined interactive exercises, group discussions, and practical frameworks to address real-life leadership challenges.

DISCUSSION REGARDING CITY CHALLENGES:

Deidre Ebrey, Assistant City Manager, distributed a consolidated list of challenges facing the City. She indicated that some of the issues to be discussed came from 18 responses received from an online survey. Ms. Ebrey led the discussion which centered on identifying and discussing the top challenges as perceived by council members and staff. The top two challenges were consolidated into five key topics. The session included detailed discussion on each challenge, explored supporting data, shared practical examples, and brainstormed opportunities for improvement and future planning. The five topics included:

- Growth outpacing revenue and strategic economic development
- Maintaining curb appeal, community pride, and quality of life
- Inadequate infrastructure in area of roads, drainage, traffic, sewer, and water systems
- Balancing citizen expectations with Revenue, Communication and Trust.
- Strategic Planning for the Future

Action Items and Next Steps:

- Staff tasked with formulating a revitalization and development plan for key areas.
- Commitment to regular updates on bond and infrastructure projects; improved project tracking.
- Continue updating codes and standards on beautification initiatives, increase enforcement where possible, and encourage community pride.
- Enhance communication by exploring new methods, such as partnerships with HOAs and targeted event participation.
- Address staffing shortages for maintenance and communication roles where feasible.

The discussion concluded with a plan to break for lunch and resume with departmental presentations.

DEPARTMENT UPDATES

This portion of the meeting was a comprehensive, multi-departmental update and strategy session featuring detailed presentations from Public Works, Parks and Recreation, Community Development, Fire Department and the Police Department. Each department shared recent accomplishments, ongoing initiatives, challenges, and future plans, with a focus on operational efficiency, community engagement, public safety, and beautification.

PUBLIC WORKS:

Dennis Bothell, Public Works Director, begin his presentation by discussing the divisions of the department which include Animal Control, Fleet Maintenance, Building Maintenance, Sanitation, and Streets and Drainage.

Animal Welfare:

- 1,591 community callouts; 1,153 animal impounds; 641 adoptions; 179 animals returned to owners (as of July 1, 2025).
- Achieved a 98% live outcome rate (above ASPCA's 90% goal).
- Facility capacity: 56 cats, 118 dogs; with a current staff of 14.

Fleet and Building Maintenance

- 1,140 work orders; 8.5 staff for 413 pieces of equipment.
- Shift to Enterprise vehicle leasing for cost savings.
- 810 building maintenance work orders; citywide custodial and repair services.
- Recent projects: City Hall renovations, HVAC upgrades, station shower resurfacing, sign shop renovation, and pool repairs.

Sanitation:

- 8 daily routes, optimized by new software.
- 7,735 bulk pickups; 6,196 polycart pickups/repairs; 22,137 households serviced weekly.
- Over 2 million carts are handled annually.

Streets & Drainage:

- 1,644 work orders (857 completed in 11 months); staff of 15.
- $2 million in maintenance and repairs across the wards.
- Major projects: Hillcrest, Norman, Arnold, Turner sidewalk, Sendera Lakes channel, NE 12th Street, snow removal.

Innovation & Technology:

- Routeware software for real-time sanitation tracking and route optimization.
- Custom work order tracking system for streets/drainage and animal shelter management (ShelterPro).
- Data-driven budgeting and performance measurement.

Future Initiatives:

- HA-5 Street Preservation ($301K), sidewalk repairs and ADA compliance ($150K), comprehensive sidewalk inventory, targeted street panel replacements, dam and bridge maintenance, city fence upgrades, increased staff training and certification.

PARKS AND RECREATION:

Presentation was made by Sue Wood, Parks and Recreation Director, and Whitney Wathen, Assistant Parks and Recreation Director.

Key Accomplishments:

- Tree planting and replacement. Fifty new trees at Central Park.
- Improved mowing/landscaping contracts and pond maintenance.
- Creation of four practice fields for community use.
- Sidewalk safety improvements, especially for seniors.
- Playground equipment upgrades; trash pickup best practices.
- Formation of specialized crews (beautification, mowing, Central Park).
- New splash pad equipment at Apple Valley, new playground at 5th & Markwell.
- Volunteer engagement for litter and beautification events (e.g., OU Big/Little Events).

Recreation Expansion:

- Community center upgrades (new bleachers, storage, painting).
- Over 100 campers daily in summer programs.
- 20 plus free programs (e.g. Spanish, ASL), expanded health and wellness offerings (over 22 fitness classes).
- "Walk the Park" initiative for fitness and community engagement.
- Monthly special events (e.g. July 4th, Christmas, movie nights, scavenger hunts).
- Enhanced childcare areas for older children in expanded facilities.

Administration & Communication:

- Staff reorganization for efficiency.
- Maintenance staff now under Public Works for better coordination.
- Improved communication: park banners, expanded social media, emergency texting for pass holders.
- Policy and procedure updates for national accreditation (CAPRA).

Funding & Grants:

- Successful grants for trails, fitness courts, and park improvements (CDBG, National Fitness Program).

Upcoming Projects:

- Central Park: Permanent parking lot expansion.
- Phillips 66 Park: Drainage, trail, parking, and future landscaping.
- Fairmoore Park: Splash pad expansion, new amenities, horseshoe court relocation.
- Buck Thomas Park: New restrooms, adaptive baseball field, comprehensive long-range plan.

COMMUNITY DEVELOPMENT

Presentation made by Elizabeth Weitman, Community Development Director.

Major Initiatives:

- Commercial landscaping compliance: 259 properties inspected, 148 violations, 97 voluntary corrections, 31 active abatements.
- 175 trees and 300 shrubs planted through compliance.
- Hired dedicated landscaping staff.

Land Development Code Update:

- Focus on raising standards for new/redevelopment (landscaping, housing density, open space, building form).
- Stakeholder engagement (citizens, developers, designers).
- Planned public hearings for citizen input.

Beautification & Placemaking:

- Projects: 34th Street overpass engraving, new welcome signs, LED street sign standards, neighborhood entry sign inventory.
- Enhanced streetscape maintenance contracts.
- Greenway Trails easement acquisitions.

Code Enforcement:

- Online anonymous complaint portal.
- Color-coded notice system (orange/yellow/red) increased compliance from 80% to 95%.
- Proactive commercial/residential property maintenance checks.
- Success stories: visible improvements to properties after notices.

Home Repair Program:

- Grants of $7,000–$9,000 per home; 18 applications, 9 projects completed.
- Goal: Help low-income residents address property maintenance issues.

Development Areas:

- Old Town Renaissance: New construction, engaged stakeholders, alignment with previous revitalization plans.
- Cleveland Heights: Visionary framework for 800 living units with open space.
- Southeast Moore: Considering future density and commercial development due to turnpike expansion and annexations.

FIRE DEPARTMENT:

Presentation given by Assistant Fire Chief Terry Morrison.

Personnel & Equipment:

- 4 promotional processes (new chief, deputy, battalion chiefs, captains, drivers).
- Loaner bunker gear program for post-fire safety (13 sets purchased).
- Increased training/certification in swift water rescue; new boat trailers.
- Upgraded station alerting systems.
- New fire engines: 4 added in 2 years.
- Policy/procedure updates via Lexipol platform.

Current Initiatives:

- Ongoing hiring; new SCBAs on order; another engine arriving soon.

Training Facility Needs:

- Current training relies on makeshift structures and condemned buildings, posing health and safety risks (asbestos, structural hazards, unsanitary conditions).
- Lack of repeatable, realistic training environments.
- Visited purpose-built training facilities in Owasso, Oklahoma and Dothan, Alabama as models.
- Emphasized need for local, dedicated, multi-story, and fire-resistant training structures for realistic, safe, and repeatable training.

Real-World Risks:

- Shared example of a firefighter injury during an actual fire response highlighting the dangers of current training limitations.

POLICE DEPARTMENT:

Presentation given by Police Chief Todd Gibson.

Philosophy & Strategy:

- Emphasis on community trust, proactive and data-driven policing, and leveraging technology/civilians for efficiency.
- Strategy document outlines standards and expectations for officers and community.

Challenges:

- Increasing call volume and complexity, higher expectations, need for transparency and accountability.
- Balancing proactive (crime prevention) and reactive (incident response) policing.

Leveraging Civilians & Technology:

- Transitioning some roles from sworn officers to civilians for cost-effectiveness.
- Major investment in new CAD/RMS system for faster, more accurate reporting and data extraction.
- Adoption of Data-Driven Approaches to Crime and Traffic Safety (DDACS) for targeted deployment.
- Plans to expand use of drones (DFR—Drones as First Responders), cameras, and other tech as force multipliers.
- Example: Drones can respond to incidents in 45–60 seconds, potentially handling 33% of calls without officer dispatch.

Community Engagement:

- Side-by-side policing through trust, partnerships, and innovation such as the Burgers and Badges event.
- Uniforms are designed to foster approachability, not a militaristic image.
- Geographical policing: Officers and lieutenants assigned to specific districts for accountability.

Accreditation:

- State accredited and pursuing national CALEA accreditation (anticipated July 2027).

Future Focus:

- Investing in technology over human capital to maintain or improve service levels without expanding force size.
- Continued emphasis on transparency, standards, and community trust.

CITY OF MOORE: STRATEGIC FUNDING AND PROJECT PLANNING DISCUSSION

This meeting was a comprehensive strategy session among City of Moore leaders and department heads, focusing on funding mechanisms for critical projects following the failure of a proposed permanent one-cent sales tax. The dialogue covered current and future infrastructure needs, voter concerns, alternative funding options, major economic development news, and methods to improve public trust and communication. The group brainstormed actionable ways to repackage funding proposals, address resident objections, and enhance the City's identity and quality of life.

- **Funding Alternatives Needed**
  The failed permanent sales tax requires exploring hybrid funding options including GO bonds and temporary sales taxes.
- **Voter Concerns Centered on Permanency and Transparency**
  Main objections included the permanent nature of the tax, unclear project allocation, and tax burden on vulnerable populations.
- **Enhanced Voter Engagement Strategies**
  Future proposals will focus on temporary terms, detailed project lists, micro projects, and personal outreach to build trust.
- **Significant Economic Development Progress**
  The pharmaceutical distribution center project creates a major opportunity with TIF funding to support local improvements.

Funding Critical City Projects

Unfunded Priority Projects:

- Two major east side drainage/flooding projects (Ramblin' Oaks and NE 20th & Lincoln)
- New public safety facility (estimated at $65 million)
- Wastewater treatment facility upgrades

Original Plan:

- These were to be financed by the failed one-cent sales tax.

Alternative Funding:

- Historical funding via water bill increases. In this case approximately $4/month
- Remaining $49.36 million in General Obligation bond authorization for street and infrastructure projects, with repayment schedule extending to 2039
- Discussion of possible hybrid funding (mix of GO bonds and temporary sales tax)

ANALYSIS OF SALES TAX ELECTION FAILURE

Election Results:

Failed 56%-44% (lost by 538 votes out of 4,000+ cast; 33,000 registered voters)

Main Objections Identified:

- Permanency of the sales tax was a major concern
- Lack of clarity on specific project allocations
- One-cent rate perceived as too high, especially for lower-income and elderly residents
- General fatigue with new taxes and desire to see completion of approved projects

STRATEGIES FOR FUTURE FUNDING PROPOSALS

Temporary Sales Tax Proposal:

- Consider seven or eight year terms with potential for renewal, instead of a permanent tax.
- More detailed, transparent project lists, with annual progress calendars
- Inclusion of "micro projects" (10% of budget) for visible, quick community improvements such as a basketball court at Buck Thomas Park or beautification of 12th Street and 19th Street retail corridor)
- Staged construction for large projects like the public safety facility
- Flexibility to address unanticipated needs such as storm damage with a discretionary fund

Voter Engagement:

- Commitment from council and staff for personal outreach such as knocking on doors
- Enhanced public education on city budget realities and inflationary pressures

Election Timing:

- Preference for odd-year elections to avoid confusion with other tax renewals
- Consideration of general versus special elections for broader voter participation

Economic Development Update: McKesson Project

Major Win for Moore:

- Fortune 7 company that will build a 330,000 sq. ft. pharmaceutical distribution center
- Tax Increment Financing ("TIF") District created
- Taxable inventory will generate revenue
- Potential for additional 200,000 sq. ft. facility adjacent to the pharmaceutical distribution center.
- TIF funds over $30 million to be reinvested in infrastructure and quality-of-life projects within the district

PROJECT UPDATES AND COMMUNITY CONCERNS

Old Town Revitalization:

- Five-year marketing and improvement plan, driven by both merchants and the city; focus on low-cost, high-impact projects

Flooding and Drainage:

- Urgency to address east side flooding, with engineering and planning estimated to take 1–1.25 years even after funding approval

Underpass Project:

- Delays due to BNSF Railroad approval processes; best-case completion March 2027, worst-case December 2027

Sewer Odor Issues:

- Ongoing investigation into industrial contributors; discussion of stricter fines

City Identity and Beautification

Micro Projects:

- Small-scale, visible improvements to boost community pride and voter satisfaction
- Examples: new municipal flag, signage at city entrances, corridor beautification, public art, and parks enhancements
- Measurable Goals: Aim to be recognized as the "best suburb in the metro" through cleanliness, safety, and quality amenities

Leadership, Communication, and Motivation

Public Trust:

- Need for clear, specific communication about project timelines, costs, and outcomes
- Regular updates to demonstrate progress and accountability

Inspirational Closing:

- Mayor shared the "Carrot, Egg, and Coffee Bean" parable, urging leaders to be agents of positive change despite external pressures

ACTION ITEMS & NEXT STEPS

- Prepare detailed scenarios for funding options (GO bond, sales tax, hybrid)
- Develop transparent, phased project lists with cost breakdowns and timelines
- Increase public education efforts about City finance and project status
- Plan for targeted voter outreach ahead of next funding proposal
- Continue progress on Old Town, TIF, and beautification projects
- Solicit feedback on new municipal flag and city identity initiatives

The City Council meeting was adjourned at 4:00 p.m.

TRANSCRIBED BY:

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RHONDA BAXTER, Executive Assistant

FOR:

____
ADAM WEBB, MPWA Secretary

These minutes passed and approved as noted this ____ day of __________________, 2026.

ATTEST:

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VANESSA KEMP, City Clerk