



City of Broken Arrow
Special Joint Meeting Minutes
City Council Meeting

City Hall
220 S 1st Street
Broken Arrow OK
74012

Mayor Craig Thurmond
Vice Mayor Scott Eudey
Council Member Johnnie Parks
Council Member Debra Wimpee
Council Member Christi Gillespie

Friday, March 12, 2021

Time 8:00 a.m.

**Stoney Creek Hotel and
Conference Center
200 W. Albany
Broken Arrow, Oklahoma**

1. Call to Order

Mayor Craig Thurmond called the meeting to order at approximately 8:00 a.m.

2. Roll Call

Present: 5 - Christi Gillespie, Debra Wimpee, Johnnie Parks, Scott Eudey, Craig Thurmond (Christi Gillespie arrived at 8:04 a.m.)

3. Pledge of Allegiance to the Flag

Mr. Jerry Denton led the Pledge of Allegiance to the Flag.

4. Introductions

Ms. Heather Lyell indicated she would be facilitating today's Meeting. She gave instructions regarding microphone use. She briefly introduced herself: recently worked at the State Department of Education, Chief of Public Affairs for Joy Hoffmeister, worked with countless stakeholder groups, tribal leaders, community leaders, and business leaders. She asked for all present to make introductions. Each of the following individuals introduced themselves and listed what they most appreciated about the City of Broken Arrow:

- City Attorney Trevor Dennis
- Curtis Green, City Clerk for City of Broken Arrow
- Council Member Johnnie Parks
- Vice Mayor Scott Eudey
- Mayor Craig Thurmond
- Council Member Debra Wimpee
- Council Member Christi Gillespie
- Assistant City Manager over Administration Norm Stephens
- City Manager Michael Spurgeon
- Assistant City Manager over Operations Kenny Schwab
- Davis Robson, EDC Board Member
- Greg Graham, Chairman and CEO of the First National Bank and Trust of Broken Arrow
- Jim Beavers, EDC
- Darla Heller, Vice President of Economic Development for the Chamber and EDC
- Mike Scrimsher, Vice President Royal Printing
- Alvin Bailey, Assistant GM for Bluebell Creameries
- Scott Wise, CEO Armada Consulting and Chairman of the EDC
- Jennifer Conway, President and CEO of the Chamber and EDC
- Lauren Smith, Chair of the Chamber Board
- Brittany Littleton, owner of Littleton Legal, General Counsel for the Chamber
- Michael Warden, External Affairs Manager for the Public Service Company of Oklahoma
- Mike Cooper, representing AT&T and the Military Installations in the State of Oklahoma
- Rosie Kramer with TTCU Federal Credit Union
- Aaron Morris, Director of Operations for Kinetic by Windstream, Chair Elect of the Chamber
- Ted Cundiff, AVB Bank
- Ashley Bowser, Chief Technology Officer for Broken Arrow Public Schools
- Karla Dyess, Associate Superintendent of Instruction with Broken Arrow Public Schools
- Lori Kerns, Assistant Superintendent of Personnel with Broken Arrow Public Schools

- Chuck Perry, Associate Superintendent for the School District
- Dr. Janet Vison, Superintendent of Broken Arrow Public Schools
- Steve Allen, Broken Arrow Board of Education President
- John Cockrell, Board of Education
- Jerry Denton, Broken Arrow School Board
- Natalie Eniff, Chief Financial Officer for Broken Arrow Public Schools
- Michelle Bergwall, Chief Operating Officer for Broken Arrow Public Schools

Ms. Lyell discussed Broken Arrow accomplishments and complemented Broken Arrow for its efforts.

5. City of Broken Arrow Top Priorities

A. Public Safety

B. Growing the Economy

C. Innovative Government

D. Fiscal Sustainability and Strategic Investment

E. Be a Thriving and Healthy Community

F. Managing Organizational and Community Change

City Manager Spurgeon stated he and the City Council were excited to be present.

Mayor Thurmond thanked all who were present for this meeting. He stated the partnership between the City, City Council, School Board, and Chamber was extremely important.

City Manager Spurgeon indicated Quality of Life was a Broken Arrow priority. He noted quality of life was a broad topic which included great schools, City safety, parks and recreation, and a functional transportation system, which Broken Arrow had. He stated local government was where leadership and public services mattered most. He noted City Leaders daily made decisions which affected the residents of Broken Arrow. He stated Broken Arrow Staff worked tirelessly to ensure the needs of the citizens and businesses within Broken Arrow were met. He stated Broken Arrow tried to stay focused on the bigger picture: maintaining quality of life in Broken Arrow, implementing policies and procedures which would best serve the Community of Broken Arrow. He noted Broken Arrow had over 850 city employees. He noted most communities of equal size had over 1,100 city employees which meant Broken Arrow was able to accomplish more with fewer people. He stated Broken Arrow had very talented employees able to be efficient and effective in the workplace.

City Manager Spurgeon stated Broken Arrow's economy was strong. He discussed the necessity to cut back on the City Budget in 2020 and 2021 due to COVID, use taxes being higher than expected, and the need to continue to be conservative in revenues and expenditures. He stated the City's population increased almost 14% in the last 10 years (approximately 115,000 residents). He reported the average household income was almost \$74,000 dollars. He noted there were over 320 manufacturing companies in Broken Arrow with more wishing to relocate to Broken Arrow. He indicated Broken Arrow was the safest city in Oklahoma and recognized as one of the safest in the country. He stated Broken Arrow had some of the best public schools in the State of Oklahoma. He reported last year Community Development issued over 840 new single family residential building permits, as well as 50 commercial building permits which demonstrated Broken Arrow was one of the best places in Oklahoma to make an investment, either private or business. He stated Broken Arrow was rated AA3 (Stable) by Moody and had adequate reserves to meet expectations should there be an unexpected disaster. He noted sales tax collections were above projections. He stated the third year of the 2018 General Obligation Bond package was sold and a recycling program was added in October of 2020.

City Manager Spurgeon indicated in order to improve quality of life it was important to be strategically focused in a few areas. He reported there were three things the City considered daily: Mission: being proactive in providing City services; Vision: consider where the City was and where the City was going; Opportunity: developing strong leadership and staff with an ability to address daily problems and adapt to changing circumstances. He stated he was proud of how City Staff handled COVID situations as circumstances continually changed.

City Manager Spurgeon discussed Broken Arrow's specific focuses which were employed to ensure good government: Transitioning local government operations to meet the needs of the Community; developing strategic partnerships which moved the Community forward; creating and maintaining financial stability; leadership development; heavy emphasis on economic development administration; and developing plans for a public infrastructure program to manage the growth in Broken Arrow.

City Manager Spurgeon explained in order to maintain a great quality of life in Broken Arrow it was important to focus on the priorities as there were always more wants than there were needs. He indicated there were five areas upon which Broken Arrow would continue to

focus: 1) Public Safety. He discussed the importance of trust and partnership between the Police Department, Fire Department, and the Community. He discussed the upcoming body camera program for the Police Department. He discussed the importance of maintaining an excellent Fire and EMS program. He stated an additional funding source for public safety was essential as sales taxes were not enough to cover the cost of providing public safety. He indicated the City was working with the State Legislature and the Governor, as well as Broken Arrow Citizens, to ensure Broken Arrow had the funding necessary to continue to be a safe city. 2) Economic Development Administration. He stated the EDC was an important entity in an important partnership with the City. He discussed the importance of public/private partnerships to promote the City and promote reinvestment. He noted the Rose District was an excellent example of a public/private partnership. He discussed the importance of economic development incentives and the importance of promoting local shopping. He reported Broken Arrow continued to pursue the purchase of land for the Innovation District in an effort to bring high tech, high manufacturing, and mixed-use job opportunities to the City. He stated the City continued to attempt to secure a grocery store and other commercial retail for south Broken Arrow. He stated the City was working to grow the manufacturing base. He indicated the revitalization of New Orleans Square was high priority. He noted there were several other areas which needed revitalization. He noted the Rose District was excellent but would also require reinvestment in the future in order to maintain its excellence. He discussed the importance of public infrastructure to support existing customers and growth. 3) Innovative Government. He explained the City had to continually consider the best way to serve Broken Arrow Citizens. He noted the revenue to support an additional 200 employees was not available; therefore, new technology would be utilized, along with excellent employee training and leadership growth. 4) Fiscal Sustainability and Strategic Investment. He discussed the importance of a balanced budget with the necessary reserves. 5) Healthy and Thriving Community. He discussed the importance of promoting health, as well as social cohesion. He discussed the transportation system, the importance of connectivity, and revitalization of Broken Arrow neighborhoods.

City Manager Spurgeon discussed the importance of cooperation in the following areas: 1) Economic Development. 2) Future Bond packages. 3) School District growth plans. 4) Business Development support. 5) Increased advocacy of the Chamber and EDC with City and School District officials on quality of life and growth opportunities in the City. He stated the City Council needed the cooperation of, support of, and input from these entities in order to make good decisions. He stated much of the success which existed in the City of Broken Arrow was attributed to the concerted efforts of the City, EDC, Chamber, School District, and local businesses.

6. Broken Arrow Public Schools Top Priorities

Dr. Janet Vison stated this was the first meeting she had attended in a very long time in which there was no planned discussion of COVID. She noted Broken Arrow Public Schools were very mindful of COVID, but it was refreshing to be looking toward the future. She stated she, Jennifer Conway and Michael Spurgeon worked hard to foster a working relationship and it was wonderful. She commended City Leadership and School Board Leadership. She discussed the accomplishments which were the result of an excellent partnership between the City, the School District, and the EDC, including TIF Districts and Project Pathways. She reviewed the topics which would be discussed including Bond Issues, top priorities of Broken Arrow Public Schools, future goals, ad valorem dollars, current budget, and budget challenges.

Ms. Michelle Bergwall discussed the 2015 Bond Issue titled Here We Grow. She reported Broken Arrow Schools grow by approximately 300 to 400 children annually. She reviewed 2015 Bond Issue facts: The bond issue was for \$370 million dollars over a period of 12 years which would be sold in four different phases; taxes would not increase; the demands of growing enrollment would be met by the addition of new schools and classrooms, as well as maintaining existing facilities; academic achievement would be supported through investments in facilities, instruction and technology; students would be kept engaged through student programs and facilities; and the projects listed in the bond issue could be reprioritized. She reported \$305 million would be sold as lease revenue bonds for capital projects. She discussed lease revenue bonds which were used to replace damaged trailer classrooms financed through the Tulsa County Trust Authority. She explained \$55 million dollars would be sold as general obligation bonds; Tulsa County Trust would not lend money for laptops or textbooks, only for assets which the Trust could hold the title for until the loan was paid off. She discussed the funding sources available to Broken Arrow Public Schools for Capital Projects: Trust bonds (lease revenue bonds); General Obligation bonds; Transportation bonds; Building Funds (money directly generated from Sinking Fund) which paid for utilities and building items; and Child Nutrition Funds. She explained General Funds could not be used for Capital Expenditures. She reported the 2015 Bond passed in 2015, and in 2016 \$90 million dollars was sold for Phase I: Timber Ridge Elementary School construction; extensive addition at Sequoya and remodeling; high school addition for science labs and field house repairs; soccer complex construction; 11 classrooms for Freshman Academy; a multi-handicap student suite at Sequoya; Central on Main window replacement;

lighting upgrade at Memorial Stadium. She reported the Transportation Bond Funds were used to purchase buses and a fuel island. She reported Phase II of the 2015 Bond Issue was sold in 2019 and the following was accomplished: Rosewood Elementary School opening; Childers Middle School renovation and expansion; Oliver Middle School renovation and expansion; High School STEM classroom addition (Vanguard Academy built in conjunction with Vo Ag money); Vocational Agricultural Facility opening; Elementary renovations for Lynn Wood, Oak Crest, Vandever, Wolf Creek; Land acquisition; Haskell renovations; West Wood renovations; SPED classrooms. She reported Phase II Transportation Funds were used to purchase buses. She reported Phase II General Obligation Bond funds were used for technology, instruction, textbooks, athletic uniforms, instruments, maintenance equipment, cameras, and furniture. She indicated GO Bond funds were used for HVAC projects, bleacher replacement, High School courtyard lighting and flooring, flooring at Centennial, roofing part of Central and Main, handwash station installations, and bipolar ionization installation. She stated Phase III would be sold in 2022, and Phase IV would be sold in 2025. She stated Phase III and Phase IV projects included middle school classrooms, elementary #17, auditoriums, activities spaces, natatorium, and additional SPED money. She indicated the GO funds would be annual allocations, and transportation funds would be for buses.

Ms. Natalie Eniff stated Ad Valorem taxes were very important to the School District as it represented approximately 50% of the Broken Arrow Public Schools funding source and determined the School District's bonding capacity and what tax dollars were received into the District. She stated her priority was to ensure the School District had the resources and funding available as needed to be successful. She stated school finances were very complex, as only certain dollars could be spent on certain items. She explained General Fund dollars went to pay teacher salaries, etc., and could not be used for capital expenditures. She explained ad valorem taxes: 1 mill equaled approximately \$1 million dollars levied with approximately \$970,000 dollars going toward principal. She stated assuming a 3% growth rate, the levy would then grow (adding 1 mill) to \$1,050,000 dollars with \$1,020,000 being principal. She indicated every year there was a 3% growth (adding 1 mill) which would add approximately \$50,000 dollars to the levied amount. She explained the cost of ad valorem taxes for the residents of Broken Arrow: for a \$100,000 dollar home, adding 1 mill would add approximately \$5 dollars to \$10 dollars in real estate taxes. She displayed and discussed the millage rate for Broken Arrow as compared with surrounding districts. She indicated the concern for Broken Arrow going forward, recovering from the pandemic, was the effect on commercial property due to COVID. She stated she was working, along with local county assessors, to determine the impact COVID would have on Broken Arrow.

Ms. Bergwall explained potential challenges faced by the School District included growth beyond the School District's ability to expand; the need for additional technology; and aging rooftops and aging rooftop units. She reported the School District was working to strategically purchase property throughout the District to build schools where needed. She explained how the School District worked to forecast where and when new schools would be needed. She discussed the need for additional technology and new technology to keep up with technological advances. She discussed the rooftop units and the difficulties faced in maintaining these units (approximately 1,300 units).

Ms. Eneff discussed the 2021 Budget shortfalls. She noted pre-pandemic things had been running smoothly, but unfortunately COVID negatively affected the school budgets. She reported in January of 2021 the midterm allocation revealed a cumulative loss of \$7.4 million dollars which amounted to a 10% cut in State aid. She indicated the District received \$1.6 million dollars from the first round of CARES funds, and \$6.4 million dollars from the second round of CARES fund, along with an additional \$4.2 million dollars thanks to Superintendent Hoffmeister. She stated the Broken Arrow Public Schools fund balance were what helped the District through the cash flow issues at the beginning of the school year. She noted there was very little revenue coming into the school at the beginning of the school year; therefore, the fund balance was vital. She explained the fund balance also protected the District and its employees from having to make reactionary decisions based on the instability of State funding. She thanked Superintendent Hoffmeister for the additional \$4.2 million dollars. She stated stimulus funds were used in Broken Arrow to stabilize operations and staffing. She stated a considerable amount had been spent in PPE to open schools safely this year. She noted the CARES funds were one-time funds and would be utilized in a responsible way.

Dr. Vinson noted a key component of the Broken Arrow Public Schools Leadership Team was transparency. She noted the entire Broken Arrow Public Schools Budget was online and available for review. She stated from this point forward she looked forward to shorter bonds with the next bond being in 2026. She stated the bond issue would be built with community partners. She indicated last year was the first group of graduates who graduated with an associate's degree at the same time as graduating from high school. She stated she was extremely proud of the Girl's Wrestling Team. She noted Broken Arrow was the first in the State to have a Girl's Wrestling Team and won a State Championship. She stated she was proud of the launch of eSports. She stated she was proud of the Broken Arrow Public

Schools System's growth.

Mr. Steve Allen, School Board President, thanked all who attended today's meeting on behalf of the Board of Education. He stated he appreciated being invited to the meeting. He indicated the School Board looked forward to healthy, productive conversations building communications between the District, the City, the Chamber, and the EDC, moving toward the ultimate goal of the best possible Broken Arrow.

7. Broken Arrow Chamber of Commerce and Economic Development Corporation Top Priorities

Ms. Jennifer Conway noted there was great overlap in the vision, mission, and goals moving forward for the community between the City, the School District, and the Chamber of Commerce/EDC. She stated the Chamber of Commerce and EDC were two entities closely entwined. She indicated the ultimate daily mission of both organizations were the same: Strengthen and grow the City of Broken Arrow with a core fundamental understanding that growth happened through economic growth. She indicated the four main focuses for the Chamber were: Advocate for businesses on the local, state, and federal level; encourage business growth; provide vital resources and education on relevant topics; develop and promote the community through large community events (such as Rooster Days), vital leadership programs (such as LBA), and more. She stated the Chamber believed where business grew, the community thrived. She reported the Chamber was governed by a member elected Board of Directors consisting of business, education, and city leaders. She discussed 2020 and how the Chamber was affected by COVID. She noted the Chamber of Commerce was funded by events and membership dues and surprisingly retained a larger portion of membership than expected. She noted the Chamber was able to grow in 2020 thanks to its members. She reported some businesses who had given the Chamber funds for the planned events which were canceled told the Chamber to keep the funds to help aid the Chamber. She stated the purpose of the Chamber of Commerce was to provide the vital resources and information businesses needed to succeed; and in 2020 this included information about PPE, information about shut down requirements, mask requirements, social distancing, which businesses were considered essential, etc. She indicated the Chamber worked hard to sort through this information and distribute the information to the applicable businesses. She noted net membership grew in 2020; 135 events and 900 hours of advocacy were completed in 2020. She indicated a new brand and new website were launched for both the EDC and Chamber. She reported 21 national relocation requests were answered and 117 entrepreneurial referrals were provided. She indicated the City of Broken Arrow grew in the year 2020 despite the odds.

Ms. Conway discussed BA Rising, a joint effort between the City, the Chamber, and the EDC. She stated a task force was created and Broken Arrow was one of the first communities in Oklahoma to do microgrants for businesses in need during COVID. She reported there were 40 industry group meetings which met regularly about the pandemic and the Chamber and EDC Staff made over 17,000 emails and calls to businesses during this period of time which showed how the Chamber and EDC were constantly communicating and helping local businesses to survive.

Ms. Conway reviewed key Chamber initiatives for 2021: 1) Advocacy: Heighten Broken Arrow's representation on the State and Federal level with a focus on pro-business growth legislation; 2) Community Development: Build a stronger pipeline of leadership and engagement with the next leaders of Broken Arrow through the Young Professionals Program, LBA Alumni Program, and Route2BA; 3) Business Resources: Providing key resources to help small businesses grow and new businesses launch through development of an entrepreneurial support network to launch and build more Broken Arrow business, as well as a resource database and mentorship program.

Ms. Conway discussed the Broken Arrow Economic Development Corporation and why it was created. She explained the EDC was created by and for the three governing entities (Broken Arrow City Council, Broken Arrow Public Schools, and Broken Arrow Chamber of Commerce) to further the economic development of Broken Arrow. She discussed the Economic Development Team which included members of the EDC, as well as Broken Arrow City Staff. She indicated the EDC worked with City Staff daily and effectively for economic development purposes. She stated the BAEDC priorities were to market Broken Arrow; to drive research for the Community; business retention and expansion; workforce development; and to facilitate new ideas (such as the Innovation District). She discussed the new EDC website which effectively marketed Broken Arrow and provided necessary information to potential businesses considering Broken Arrow; information such as available property, workforce, education, infrastructure, and possible incentives. She discussed the Work in BA Career Center/Workforce Center. She reported Broken Arrow was selected by the State as a Workforce Center of Excellence with a focus on STEM jobs. She indicated the Work in BA Center was both a physical and virtual space providing assistance to job seekers and employers.

Ms. Conway discussed what positioned Broken Arrow for strong growth, and why Broken Arrow was competitive. She noted Broken Arrow's utility costs were low and the education system was excellent. She stated Broken Arrow had the available land and infrastructure necessary to encourage growth. She indicated it was important to continue to invest in the schools and infrastructure. She noted she worked in many different communities and she appreciated Broken Arrow's City Leadership cooperation in ensuring economic growth was possible and encouraged. She stated the City Leadership worked with integrity and excellence. She stated businesses were looking for states which were pro-business, such as Oklahoma. She stated Broken Arrow schools were career oriented and tailored toward the businesses which were in Broken Arrow such as engineering and advance manufacturing. She indicated Broken Arrow had clustered innovative oil and gas companies, heat exchange, aerospace, and related supply chains which was a strength.

Ms. Conway discussed how the EDC was working to attract new industry sectors to diversify the businesses in Broken Arrow but also build upon the existing businesses within the City. She indicated it was important to strategically develop a place to attract businesses which was why the Innovation District was being developed. She explained the Innovation District would increase high wage paying jobs, increase daytime traffic to support and grow retail, would connect students to higher education, would grow new businesses and would create an entrepreneurial network in the community. She stated the Innovation District would attract more 20-year-old and 30-year-old individuals by increasing opportunities for employment and an urban lifestyle, as well as diversifying the Broken Arrow Economy. She stated with south Broken Arrow as a focus area, development of the Innovation District would provide class A office space, advanced manufacturing, collaborative spaces for residents, students, and businesses, and would support retail for a "live, work and play" environment. She stated the Innovation District would take the cooperation of the City Government and Staff, School System, the Chamber and EDC. She stated the Innovation District would launch Broken Arrow from the perception of a suburb to the leader in new industry growth in Oklahoma.

8. Break

Ms. Heather Lyell called for a 20-minute break at approximately 9:40 a.m. She called the meeting back to order at approximately 10:02 a.m.

9. Round Table Discussion: Fostering Partner Relations

Ms. Lyell stated there were incredible things happening in Broken Arrow. She noted the Community of Broken Arrow had great camaraderie. She indicated there were three areas upon which the meeting participants needed to focus during the remainder of the meeting: 1) Reflection on the top priorities of each of the entities; 2) Establishing communication standards for how each stakeholder group (entity) interacted and engaged with each other to build trusting relationships; and 3) How to accomplish the Next Big Things.

Ms. Lyell indicated the next portion of the meeting would focus on how each stakeholder valued fostering partner relationships and how this could be done through purposeful communication. She asked Ms. Lauren Smith to present first.

Ms. Lauren Smith with the Chamber Executive Board, quoted Elizabeth Roberts, "The notion of partnership is central to corporate citizenship agenda. Partnerships can serve as strong unifying forces gathering the complementary skills and inputs of the public sector, the private sector, and civil society in order to tackle complex social and environmental problems. Partnerships draw diverse resources together and therefore are a means to get things done that individual organizations cannot achieve alone. A key to ensuring strong relationships is healthy and productive communication between all partners. A second and foundational key to health communication is respect. Respect for each partner or organization's positions regarding their specific roles and responsibilities in the partnerships." She discussed how healthy and productive communication between partners had deteriorated over the past few months which put at risk the impact and progress which could be made. She indicated the Chamber Executive Board hoped to come to an understanding regarding health communication and how differing opinions should be handled in order to foster strong partner relations. She noted the region was watching Broken Arrow as an example of leadership.

Mr. Steve Allen with the School Board discussed the importance of holding these meetings between the School Board, City and Chamber/EDC regularly. He indicated this would be vital to communication and developing healthy relationships between the entities.

Mr. John Cockrell noted it was important for the School Board to focus on School priorities and it was important for the other entities to respect this fact. He noted it was important for the School Board to be consulted and informed when certain decisions were made.

Mr. Jerry Denton indicated he felt it was important to drive and foster relationships with open and candid conversations regarding concerns, perceptions, bias, and fact. He stated having candid conversation would improve communication and prevent future misunderstandings.

Mayor Craig Thurmond stated it was important as a group to continue the relationships in place. He noted he and the School Board President met monthly and in the future Scott Eudey and Debra Wimpee would be meeting regularly with the School Board and Chamber. He indicated strong partnerships were important; however, it was also important to respect how other entities functioned. He agreed candid conversations were vital.

Council Member Christi Gillespie indicated this was her first meeting as she had not been a City Council Member long. She stated partnerships should be based on trust. She stated perception was reality and it was important to be perceived positively. She indicated she believed the end goal of all three entities was to build a better Broken Arrow. She stated she looked forward to developing relationships with those present.

Council Member Wimpee noted it has been two years since the School Board, Chamber and City Council had met together. She discussed the difficulties which had arisen to prevent such meetings. She noted the country had caused division and isolation and she looked forward to rebuilding relationships once again.

Vice Mayor Scott Eudey indicated mutual cooperation between the three entities was vital to the growth of Broken Arrow. He discussed the rarity of the good relationship between the City Council, School Board and Chamber. He noted he was not equipped to run a school or worry about school finances; it was not his role. He stated he understood this was the School Board's purview and he would not become involved. He stated he was a member of the Chamber, but his role was not to run the Chamber; his role was to collaborate and contribute to the benefit of the business community. He indicated he was not an advocate for the business community; it was his responsibility to hear the business community's needs and respond to those needs in the City. He stated understanding his role and better understanding the Chamber's and School Boards' roles were key to good relationships. He indicated understanding how certain decisions impacted the other entities was also essential. He agreed continued communication was crucial.

Council Member Johnnie Parks discussed the importance of meeting and communicating. He noted it was imperative to work well with the Chamber, EDC, and School Board. He stated if the emphasis remained on good communication and strong partnerships, Broken Arrow would thrive.

Mr. Scott Wise, Chairman of the EDC, indicated effective communication required listening to each other and considering all views with an open mind. He stated the EDC, Chamber, City Council and School Board all had a heart to solve the problems which were limiting the City's growth. He noted effective communication began with listening. He agreed it was important to "check your ego at the door." He stated as leaders, it was imperative to avoid conflicts of interest whether the conflicts be financially or politically motivated. He indicated it was also important to ensure what was said was perceived correctly.

Ms. Lyell indicated all present wanted the best for the Community of Broken Arrow. She discussed the importance of respectful discourse, especially when opinions differed. She stated she wished to discuss what a systematic repeatable communication process might look like, along with how to encourage continuity and accountability. She asked what communications standards looked like to the participating entities.

Mr. Jerry Denton stated timeliness was an important communication standard. He stated he believed this new small group which would be meeting regularly (two members of City Council along with members of the Chamber/EDC and School Board acting as liaisons) would be a very strong platform for communication. He noted the scheduling of this meeting should be as frequent as necessary, increasing or decreasing in frequency as situations arose. He stated he felt it would be an excellent platform for passing along ideas, data, concerns, etc.

Mr. Mike Cooper discussed his career experience with AT&T. He indicated he had traveled extensively and served as a mayor of a community. He noted all communities had an idea of how to improve. He stated he believed in teamwork. He stated in the strategic planning process it was important to discuss priorities and express differing opinions, but it was equally important to always show a united front and always respect and support each other. He discussed the importance of a united front.

Mr. Scott Wise stated it was important to focus on the problem which needed to be solved, but it was equally important to understand whose responsibility it was to solve the problem. He stated he felt this would put checks and balances in place regarding communications.

Mr. Jim Norton stated each of the entities present underwent major leadership changes in the last five years. He stated it was unusual for the new leadership to be meeting with common goals. He indicated this would move Broken Arrow forward. He stated continuity in goals when there were leadership changes was imperative.

Vice Mayor Eudey stated communicating the positives was just as important as communicating the negatives. He stated Broken Arrow won awards in its work in Main Street development and Community development. He noted in the big picture Broken Arrow was doing extraordinarily well and he felt it was important to focus on the positives in the Community. He explained it was important to address the negatives, but not to dwell on the negatives. He agreed a united front was vital regardless of personal opinions.

Ms. Lyell discussed communication standards. She asked for discussion about key requirements and expectations regarding communication in a social media world.

Mr. Steve Allen discussed social media influence. He stated from a Board perspective he would support any decisions the City made; he would not use social media to express his displeasure with decisions made by the City, as he would support the City Council whether he agreed or disagreed. He stated he believed social media expectations needed to be established as social media had a very strong influence on the Community.

Ms. Lyell stated when disagreements occurred between individuals, said individuals should speak personally with each other and social media should always show a united front between the entities.

Ms. Conway stated she held conversations with three separate City Council Members this past week which had been powerful and healing. She agreed open and personal communication rather than social media or public statements would avoid pain and confusion. She stated a two-minute conversation could avoid misunderstandings keep things on track. She stated a respectful open-door policy would be effective.

Mr. Denton agreed. He stated open dialogue was essential. He indicated an agreement to pick up the phone when there was a disagreement or question should be standard practice, or alternatively asking the representatives to bring the disagreement or question to the group meeting for discussion. He stated it was important to understand how decisions effected the entities in this group.

Dr. Vinson stated it was important to communicate and discuss disagreements without airing said disagreements publicly. She noted intentions were always good; no one was making decisions in an effort to hurt or damage another entity. She stated Community success was the common goal.

Mr. Ted Cundiff stated there would be disagreements; disagreements were healthy. He noted the way in which disagreements unfolded was the key; a healthy method for handling disagreements was necessary. He stated communicating differing opinions in a respectful way would enable the City to move forward.

Ms. Lyell summarized the comments made by the group: 1) United front was imperative; 2) Open door policy for communication was necessary; 3) Always considering how a decision would affect all parties was vital. She asked if there were any additional comments.

Council Member Gillespie stated she wanted to make certain the City was being developed strategically. She indicated it was important for the School Board to be aware of any new potential housing developments. She noted there were only a couple of new schools in the bond projects left to be built. She stated she hoped to nail down more specifics regarding how to best communicate with each other. She noted “she did not even know what she did not know” and worried there were things the other entities felt were important which she was unaware of.

City Manager Spurgeon stated he was pleased with the recommendation for designated liaisons between each entity meeting regularly. He noted he was pleased the respective chairpersons of the School Board, Chamber and City Council met and he hoped to see this continue. He stated the meetings between liaisons and meetings between leadership would enable excellent communication. He encouraged those with questions, comments, or concerns, to bring these to the liaisons or the leaders to be discussed during one of the respective meetings. He stated it was important for the liaisons and the leaders to make a commitment to meet regularly and share what was discussed with their respective entities.

Ms. Lyell asked if the liaisons were the vehicle for communication between entities, when and how often would the liaisons be meeting.

City Manager Spurgeon stated the Mayor met with the other leaders monthly. He stated the decision regarding the liaison meetings had not yet been made. He agreed the liaisons should meet regularly. He stated he would like to see an update from the City Council liaisons included on the City Council Meeting Agendas monthly or bimonthly. He stated he felt it was also important to hold another large group meeting such as today’s meeting over the summer. He noted the large group meetings should be held two to three times a year. He

stated if the City met regularly and communicated well it would be unstoppable.

Vice Mayor Eudey stated at the Council level, when discussing this meeting, he recommended created the liaison committee concept, and his thought was with two liaisons each, quorum issues would not arise and if one liaison could not attend, at least one would be present. He noted he envisioned a monthly meeting, or at least a bimonthly meeting, during which each entity could inform the others about happenings in the City and discuss how each entity could support the others. He indicated the liaisons would then inform their respective boards of the discussions during the meetings. He stated the liaison meetings would lessen the burden of the Mayor, School Board President, and Chamber Chair.

Mr. Mike Cooper agreed with City Manager Spurgeon that an effective communication plan was vital. He stated he appreciated the idea of liaison meetings; however, he felt this expanded leadership group meeting should be held quarterly or semi-annually.

Mr. Scott Wise stated he believed the open-door policy was critical as the liaisons did not need to be managing relationships. He indicated everyone needed to be accountable for personal work relationship management and needed to “pick up the phone and have those conversations;” the liaisons did not need to be refereeing debates between entities.

Mr. Chuck Perry agreed with Mr. Allen; supporting each other in social media was critical. He indicated he did not like the 17 MPH speed limit near his home; however, in his position he felt he had given up the right to go online and make negative comments. He stated the entities present “were all in the same family, were all fighting for the same things for Broken Arrow and needed to support one another.”

Mr. Greg Graham agreed with Mr. Wise. He stated it was important to hold yourself accountable to the golden standard of communication (open-door, pick up the phone, policy). He explained working out disagreements privately rather than through social media would keep the City “off the Jerry Springer show.” He stated he liked the idea of assuming good intent, mutual agreement, and communicating privately regarding disagreements to preserve integrity.

Ms. Lyell recapped the communication standards expressed: 1) United front with the golden rule (open-door policy); 2) Understanding whether a communication or decision was healthy for all three entities; and 3) Being accountable for work relationships. She recapped action items: 1) Liaisons from each entity would meet monthly; 2) Including an Agenda item monthly for liaison updates; and 3) Holding large extended leadership meetings two to three times a year. She asked if she missed anything.

Dr. Vinson indicated it was also important to actively positively defend and support each other publicly. She explained while it was important not to publicly disagree and be negative, it was equally important to be supportive publicly and defend each other.

10. Round Table Discussion: The Next Big Things

City Manager Spurgeon explained he would be discussing his vision of the future of Broken Arrow. He stated he believed Broken Arrow, as a community, had the ability to accomplish anything it wished, but did not have the ability to everything it wished. He indicated it was important to be focused on an initiative which would advance the community in some way whether it was with respect to the School Districts, City, enhancing business industry, attract economic development opportunities, etc. He reported between the early part of 2015 and the summer of 2018, the Community passed \$580 million dollars of bond packages between the City and the School District. He stated in the fall of 2015, the City asked the voters to repurpose a vision tax for hiring additional police officers and fire fighters which passed. He stated in 2014 the City asked the voters to increase the tourism tax which failed as there was no plan associated. He noted this demonstrated the type of commitment the Community has shown over the years when something was presented which made sense and was affordable. He stated it was important to decide upon the next big initiative, stay focused on said initiative, and “sell” the initiative to the Community. He noted there was talk about the impact of eSports in Broken Arrow. He indicated the City had a proposal through the EDC for a study regarding the impact of eSports on the City and what type of impact it could have with a public/private partnership to develop an arena. He stated secondly, the School District had funds in the bond package for a swimming pool; there was conversation about the City and School District working together about parlaying the funds for the swimming pool into something bigger for the Community. He noted sports were a good way to attract visitors to the community. He noted the Events Park was just beginning to be utilized. He asked what the next big thing for Broken Arrow should be, which would grow the economy, create more jobs, provide more opportunities for local shopping, attract tourism, and create recreation for quality of life.

Ms. Lyell asked for thoughts and comments.

Mr. Scott Wise stated the eSports program was one of the biggest catalyst projects he had seen come through the EDC which effected the Community of Broken Arrow. He stated with what the Schools had been doing with the eSports league, the City needed to consider locations for a major destination catalyst. He noted there had been discussion about this for the past year. He stated this was one of the most exciting things the City could do as a community which affected all the residents and met the strategic goals of the City from an economic perspective. He noted this would be a major economic driver.

Mayor Thurmond stated he felt eSports was an idea which should be considered. He noted eSports was taking off nationally and Broken Arrow needed to consider moving forward with an eSports project immediately, otherwise it would be behind.

Mr. Chuck Perry stated next year would be the first year eSports would be added as a 6th hour class; currently it was an extracurricular afterschool subject but would be added as a cocurricular activity and as such would grow a competitive team. He stated eSports was engagement at its finest. He stated through eSports and women's wrestling a whole new segment of students were being reached.

Vice Mayor Eudey stated the City was primed to support a team effort project. He stated eSports could be a positive project which each entity could participate in. He noted his bias was towards the aquatic center as both of his children were competitive swimmers and he was a nationally certified USA Swimming Official. He stated Broken Arrow had some amazing student athletes and he would love to have a facility worthy of said athletes. He stated, however, an eSports or an aquatic center, provided an opportunity for the City, Chamber and School Board to collaborate.

Council Member Parks noted he spent ten years in prison teaching when he worked for a career tech and initiated programs in different State penitentiaries. He indicated while he was doing this, he learned from the inmates, a disconnect from school was a common denominator on the path to prison. He stated it was the extracurricular activities which kept student engaged. He stated both the eSports and aquatic center would keep the youth engaged and help keep them out of prison.

Dr. Vinson indicated the pool would be constructed regardless as it was part of the bond issue and was required to be constructed. She noted there might be movement among the phases and projects, but it would be completed.

Mr. Ted Cundiff stated the Innovation District was underway; the Innovation District tied the Chamber, School District and City together in new ways. He asked if there were a way to tie the eSports concept into the Innovation District. He stated eSports had all the right components for the Innovation District: education, data and computer programming, etc. He suggested a public/private partnership to tie this project into the Innovation District.

Mr. Chuck Perry stated this was a great possibility. He noted eSports students were highly sought after by colleges and received many college scholarships. He explained eSports students became the next computer programs and worked in the computer industry. He agreed an eSports concept fit well into the Innovation District. He stated in the High School level there was a lack of space. He noted an activities center was recently approved which would help house activities on campus. He stated volleyball, wrestling and cheering would be shifted into this multipurpose activity center which would in turn make room for basketball, fine arts, drama, etc. He stated the activities center would almost have a convention center type feel and would be able to house large events as well.

Mr. Jim Beavers stated the Innovation District should have an equal footing with any next big idea project, as the Innovation District would have an immensely positive economic impact on Broken Arrow. He asked which of the three projects, eSports, aquatic center, adult/youth sport center, would have the most positive economic impact on the City. He noted all would attract visitors and tourism dollars.

City Manager Spurgeon agreed the Innovation District was already moving forward and there needed to be some synergies. He reported the City had identified some property for the Innovation District and was working to make purchase arrangements. He stated he hoped the property would be secured and then the planning process could begin, and the EDC would have property to market to attract the manufacturing and other high-tech businesses for the Innovation District. He stated in 2017 City Staff attended a best practices trip and visited a sports facility which was a huge economic driver for the respective county. He noted Broken Arrow already had excellent facilities for youth sports, as such a solid plan would be needed to encourage the Community to approve a new facility. He stated he saw the eSports arena, youth sports facility, and the aquatic center as all having the potential to attract economic growth.

