

AGENDA: 08/19/2025
ITEM: 3 (C)

NOTICE: On Monday, July 28, 2025, at or before 4:59 p.m., amended agenda was posted at the front doors of City Hall, on the bulletin board in the lobby of City Hall, and on the City of Bethany website: cityofbethany.org. The City of Bethany encourages participation from all its citizens. If participation at any public meeting is not possible due to a disability, notification to the City Clerk at least 48 hours prior to the scheduled meeting is encouraged to make the necessary accommodations. The City may waive the 48-hour rule if signing is not the necessary accommodation.

BETHANY CITY COUNCIL

SPECIAL CALLED MEETING/WORKSHOP

MONDAY, AUGUST 4, 2025
11:00 A.M. – 5:00 P.M.

OKLAHOMA MUNICIPAL ASSURANCE GROUP
3650 S BOULEVARD
EDMOND, OKLAHOMA 73013

MEMBERS PRESENT:	Amanda Sandoval	Mayor (<i>arrived @ 11:04 a.m.</i>)
	Chris Powell	Council Member
	Ken Smart	Council Member
	Burt Falkner	Council Member
	Kathy Larsen	Council Member
	Chandra Ford	Council Member
	Brian Magirowsky	Council Member
	Aja Triana	Council Member (<i>arrived @ 11:15 a.m.</i>)
MEMBERS ABSENT:	Peter Plank	Vice Mayor
OTHERS PRESENT:	Elizabeth Gray	City Manager
	Ray Jones	City Attorney
	Lori Mueller	OMAG
	Justin Battles	Mustang Asst. City Manager

Mayor Sandoval called the Special Called Meeting/Workshop to order at 11:05 a.m.

MEMBERS OF THE BETHANY CITY COUNCIL WILL GATHER FOR A WORKSHOP WITH REPRESENTATIVES FROM THE OKLAHOMA MUNICIPAL ASSURANCE GROUP (OMAG) FOR THE PURPOSE OF STRATEGIC PLANNING, GOAL SETTING, AND LEADERSHIP TRAINING. (AMANDA SANDOVAL, MAYOR AND ELIZABETH GRAY, CITY MANAGER)

THIS MEETING IS FOR TRAINING PURPOSES ONLY, WITH NO BUSINESS TO BE ACTED UPON BY COUNCIL.

See Exhibit A. No action taken.

Mayor Sandoval adjourned the meeting at 4:54 p.m.

MAYOR

CITY CLERK



COUNCIL RETREAT: DESIGNING OUR FUTURE

OMAG

OVERVIEW

Retreat Goals

- The role of the Council
- Council purpose and focus
- How will we achieve our purpose and focus
- Develop relationships to best serve OUR community

Agenda

- Introduction – why we are here
- Ice Breaker – Mapping Our City
- City Council’s Role
- Mission & Common Purpose
- Communication Styles
- Current Challenges
- Your Vision for Your Community
- Consensus of “Must Do” versus “Want to Do”

The Council's Role

DUTIES: Care | Obedience | Loyalty

RESOURCES: Time | Money | People

JOBS: Set direction for the municipality | Approve policies that move the municipality in that direction | Monitor results

STRATEGIC: Visionary, innovative ideas, seeing interconnections, wants/needs, tactical ear & strategic view, long & short-term goals

TRUSTEE: Fiduciary, partnerships, basis of our meetings, hold the greater good, long-term considerations

ADVOCATE: Service, a big part of the role, can be rewarding; relationships & trust

COMMUNITY BUILDER: Being present, let people see the City in action, communications, connections & opportunities

DECISION MAKER: Reading, preparing, listening to expertise

OVERSIGHT: Reviews, process, evaluation

Rank the following based on how you view your role. 1 -6, 1 being the most important.

___ Strategic Vision – Big Picture

___ Trustee - Steward

___ Advocate - Representative/Constituent Advocate

___ Community Builder – Bringing People Together

___ Decision-maker – Reviewing Information and voting

___ Oversight – accountability

Our Why

What's Our Why?

Create the kind of community that attracts QUALITY individuals; that want to:

live,

work, and

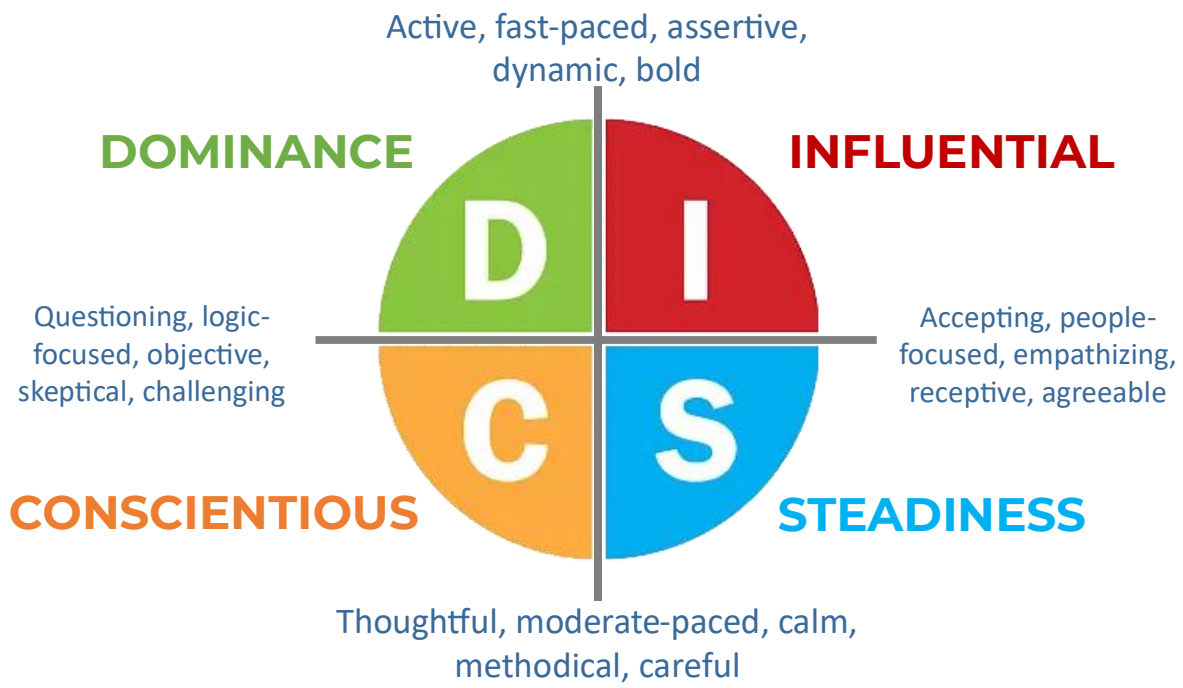
raise families

HERE!

Collective Summary: To strengthen our community through transparent leadership, civic engagement, and accountable governance, driven by a shared commitment to service, local autonomy, and meaningful representation.

COMMUNICATION STYLE MATTERS

What do you see? _____



Dominance – “The Winner”

- Places emphasis on accomplishing results and “seeing the big picture”
- Confident, sometimes blunt
- Outspoken, demanding

Motivated by winning, competition, and success. Prioritize action, accepting challenges, and achieving results. Described as direct and demanding, strong-willed, driven, and determined. Tend to be outspoken but can be rather skeptical and questioning of others.

Fears: being seen as vulnerable or being taken advantage of

Values: competency, action, concrete results, personal freedom, and challenges

Overuses: the need to win, resulting in win/lose situations

Influences others through assertiveness, insistence, competition

In conflict speaks up about problems; looks to even the score

Could improve effectiveness with patience, empathy

Influential – “The Enthusiast”

- Places emphasis on influencing or persuading others
- Enthusiastic, optimistic, open
- Trusting, energetic

Motivated by social recognition, group activities, and relationships. Prioritize action, collaboration, and expressing enthusiasm. Described as warm, trusting, optimistic, magnetic, enthusiastic, and convincing.

Fears: loss of influence, disapproval, being ignored, rejection

Values: coaching and counseling, freedom of expression, democratic relationships

Overuses: optimism, praise

Influences others with charm, optimism, energy

In conflict expresses feelings, gossips

Could improve effectiveness by being more objective, following through on tasks

Steadiness – “The Peacemaker”

- Places emphasis on cooperation, sincerity, loyalty, and dependability
- Tend to be calm, deliberate disposition
- Don't like to be rushed

Motivated by cooperation, opportunities to help, and sincere appreciation.

Prioritize giving support, collaborating, and maintaining stability. Described as calm, patient, predictable, deliberate, stable, and consistent.

Fears: change, loss of stability, offending others, letting people down

Values: loyalty, helping others, security

Overuses: modesty, passive resistance, compromise

Influences others through accommodation, consistent performance

In conflict listens to others' perspectives; keeps their own needs to themselves

Could improve effectiveness by being more self-confidence, revealing their true feelings

Conscientious – “The Analyst”

- Places emphasis on quality, accuracy, expertise, competency
- They enjoy their independence, demand the details
- Often fears being wrong

Motivated by opportunities to gain knowledge, show their expertise, and produce quality work. Prioritize ensuring accuracy, maintaining stability, and challenging assumptions. Described as careful, analytical, systematic, diplomatic, accurate, and tactful.

Fears: criticism and being wrong; strong displays of emotion

Values: quality and accuracy

Overuses: analysis, restraint

Influences others with logic, exacting standards

In conflict focuses on logic and objectivity; overpowers with facts

Could improve effectiveness by acknowledging others' feelings, looking beyond data

Tips For Communicating According To Style

Communicating with a D Style

- Open with the bottom line
- Be brief
- Stay focused
- Avoid generalizations
- Refrain from repeating yourself
- And stick to solutions rather than problems

Communicating with an I Style

- Share your experiences
- Allow them time to ask questions and talk themselves
- Focus on the positives
- Avoid overloading them with details
- Do not interrupt

Communicating with a C Style

- Focus on facts and details
- Minimize "pep talk" or emotional language
- Be patient
- Be persistent
- Show diplomacy

Communicating with an S Style

- Be personal and amiable
- Express your interest in them and what you expect from them.
- Be polite
- Avoid confrontation
- Take time to provide clarification

MEASURES THAT MATTER

Measures that Matter Survey Results

	State Average	Bethany
Financial Stability: Does your municipality have enough money to operate?	7.01	7.67
Governing Body Stability: How stable is your governing body?	7.38	7.67
Meetings: How effective are your meetings?	7.46	8.56
Employees: How capable, good is your workforce?	7.51	8.89
Public Perception: What does the public think of your municipality?	6.28	6.33
Crisis Management: How well does your municipality handle a crisis?	7.93	8.00
Economic Development: How active are you with economic development?	7.02	6.00
Planning and Goal Setting: How well do you plan and set goals for municipal projects?	6.78	6.33
Administration: Over the last 5 years, how stable has your upper management been?	7.50	8.78
Communication: How well do you communicate with each other?	6.93	7.67
Total	71.79	75.90

Best Practices to Improve Your Scores:

1. FINANCIAL STABILITY

- a. Create a written policy that establishes financial goals for the city, approved by council resolution that gives clear direction to staff
- b. Determine an appropriate reserve policy with realistic goals
- c. Clear, simple monthly reports to elected officials

2. GOVERNING BODY STABILITY

- a. Annual training, including training to staff and the elected officials about meeting protocol.
- b. Create an elected official handbook
- c. Regular meetings with staff to ensure that all are working on the projects that are important
- d. Code of ethics for the elected officials
- e. Best Practices resolution for oversight
- f. Professionalism will attract professionals
- g. Does your Mayor know the role the Mayor should have in your form of government?
- h. Develop a transition training program for newly elected officials that is consistent and complete.

3. MEETINGS

- a. Respect for fellow elected officials
- b. Business meetings
- c. Clear meeting rules
- d. A good balance of public input limited to agenda topics

4. EMPLOYEES

- a. How do you instill pride in their work?
- b. Improve uniforms/appearance with employee input.
- c. Good salary and benefits
- d. A sense of being a part of a team that works toward a common goal
- e. Do you show appreciation to your employees?

5. PUBLIC IMAGE

- a. Good meetings
- b. What do your city properties look like
- c. What does your city equipment look like
- d. Do you distribute public information (newsletter; email list) that gets the good news of the city out to the public
- e. Do you show appreciation to your vendors?
- f. Do you pay on time?
- g. Customer Service training
- h. Create a list of what your city does well and get the message out!

6. CRISIS MANAGEMENT

- a. Understand everyone's role
- b. Understand operations before an event
- c. Have elected officials toured emergency management facilities and understand who is in charge during various emergencies?

7. ECONOMIC DEVELOPMENT

- a. Have you set goals for economic development
- b. Does the city own land for development
- c. Does your city have an economic development director or contract

8. PLANNING AND GOAL SETTING

- a. Annual or regular goal setting meetings with written results
- b. Short term and long range planning
- c. Clear communication about goals

9. ADMINISTRATION

- a. Identify strengths and a good working relationship
- b. Communication about expectations
- c. Best Practices for oversight
- d. Build trust and maintain trust between the elected officials and administration

10. COMMUNICATION

- a. Create a communication system that is agreed to, that may include:
 1. Weekly reports
 2. Annual report City newsletter
 3. Employee newsletter
 4. Email of important events
- b. Council committees
- c. Informal time with elected officials for management

Demographics



POPULATION

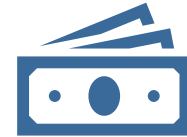
20,606



POPULATION EMPLOYED

12,466

60.5% of population



MEDIAN HOUSEHOLD

INCOME

\$55,063

\$61,364 Oklahoma Median



COLLEGE EDUCATED

28%

28.5% Oklahoma; 37.7%
Nationally



MEDIAN PROPERTY VALUE

\$161,500

\$212,722 Oklahoma Median



MEDIAN AGE

31.5

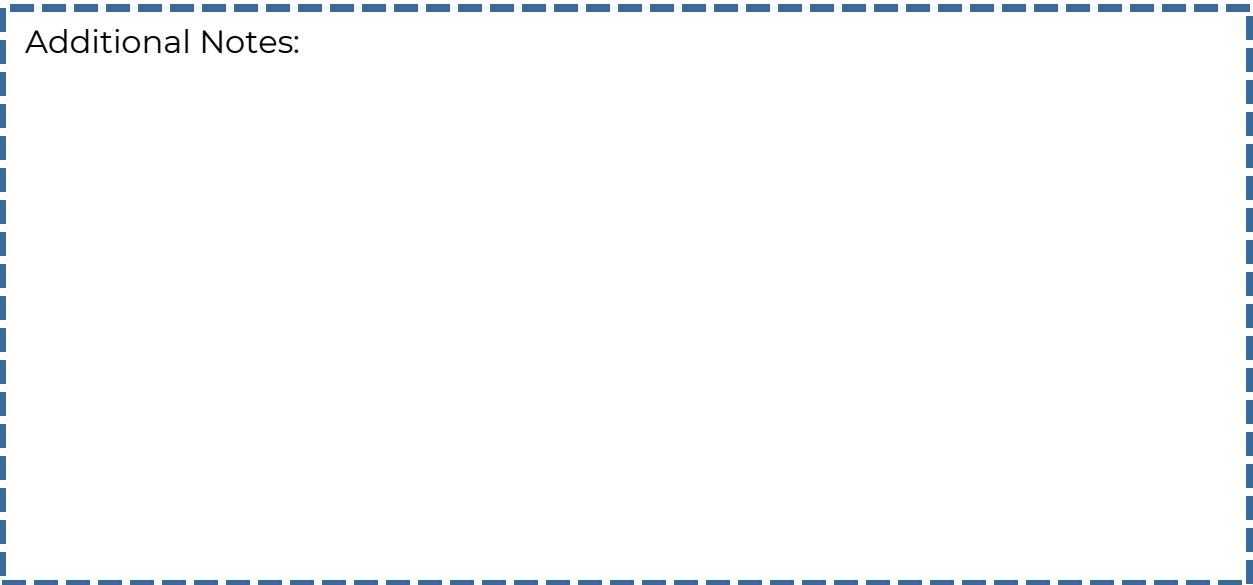
36.9 Oklahoma Median

Source: Data USA, <https://datausa.io/profile/geo/bethany-ok#economy>

Current Challenges

Collective Summary: Limited funding, staffing shortages, and resistance to change—both from the public and leadership. Issues such as outdated mindsets, complacency, risk-averse attitudes, and practical constraints like land availability and weak business attraction. Achieving progress is seen as requiring greater collaboration, patience, and openness to long-term solutions and diverse community needs.

Additional Notes:



Vision for the Future

Vision (Council)

Collective Summary: To build a vibrant, inclusive, and thriving city with engaged residents, strong leadership, and strategic growth—fostering pride, improving infrastructure, and attracting businesses while meeting challenges with collaboration and resilience.

Additional Notes:



How We Achieve Our Vision – Collective Summary:

1. **Economic Development & Business Attraction**

- Focus on bringing in anchor businesses, grocery stores, restaurants, and experience-based venues to grow the tax base and enhance local appeal.
- Includes calls for additional revenue strategies (e.g., penny sales tax) and business-focused revitalization of key corridors like downtown and Route 66.

2. **Infrastructure Improvement & Maintenance**

- Widespread concern for roads, utilities, storm drainage, and long-term water security.
- Emphasis on transitioning from “replacement mode” to sustainable maintenance and securing funds (e.g., GO bonds) for infrastructure needs.

3. **Community Engagement & Governance**

- Desire for more community events, town halls, and council-led direction-setting.
- Includes strengthening partnerships with local institutions (schools, health centers, SNU) and ensuring balanced influence in city decision-making.

Resources to Achieve our Vision

1. Economic Development & Business Attraction

- There is a strong call for proactive marketing of available commercial land, especially along strategic corridors like 39th Street, to attract taxable businesses instead of low-return uses (e.g., more car dealerships).
- Respondents emphasized the importance of incentives, such as sales and use tax, and direct outreach to targeted business types (e.g., grocery stores).
- There's a desire for access to data on comparable cities' successes and targeted recruitment efforts to better inform economic growth strategies.

2. Infrastructure Improvement & Maintenance

- Several noted the need for modern infrastructure to support business activity and improve livability—especially through multimodal transportation access to key areas like downtown.
- Maintaining focus on strategic, realistic planning and following through on current improvement plans was mentioned, as was replacing aging utility lines and expanding infrastructure gradually, supported by tools like GO bonds.

3. Community Engagement & Governance

- A true communications and marketing staff role was suggested to improve outreach, transparency, and branding—underscoring the need for clearer communication with both residents and potential investors.
- Establishing an events group to activate community spaces like parks was seen as vital for building local pride and engagement.
- There is also emphasis on the need for leadership that models collaboration, as well as volunteers or staff to support outreach, grant writing, and project implementation.

Barriers to Achieve our Vision

1. **Resistance to Change** – Outdated mindsets, complacency, and short-term thinking among leaders and the public hinder progress and innovation.
2. **Limited Resources** – Insufficient funding, staffing, and strategic coordination restrict the city’s ability to invest in infrastructure, services, and development.
3. **Lack of Business Appeal** – Challenges such as being landlocked, restrictive zoning, and weak marketing efforts make it difficult to attract and retain new businesses.

Additional Notes:

COUNCIL RETREAT: DESIGNING OUR FUTURE



OMAG



INTRODUCTION

OMAG

RETREAT GOALS

- Council purpose and focus
- How will we achieve our purpose and focus
- Develop relationships to best serve OUR community





MAPPING OUR CITY

OMAG

DONALD'S
NEW POCKET MAP
OF
MUSKOGEE, OKLAHOMA

COUNCIL RETREAT: DESIGNING OUR FUTURE



OMAG

What gets measured

Gets done

What gets measured with
feedback

Gets improved

What gets measured and
rewarded

Gets repeated



THE COUNCIL'S ROLE

DUTIES: Care | Obedience | Loyalty

RESOURCES: Time | Money | People

JOBS: Set direction for the municipality | Approve policies that
move the municipality in that direction | Monitor results

THE COUNCIL'S ROLE

STRATEGIC: Visionary, innovative ideas, seeing interconnections, wants/needs, tactical ear & strategic view, long & short-term goals

TRUSTEE: Fiduciary, partnerships, basis of our meetings, hold the greater good, long-term considerations

ADVOCATE: Service, a big part of the role, can be rewarding; relationships & trust

COMMUNITY BUILDER: Being present, let people see the City in action, communications, connections & opportunities

DECISION MAKER: Reading, preparing, listening to expertise

OVERSIGHT: Reviews, process, evaluation

THE COUNCIL'S ROLE

STRATEGIC VISION – Big Picture

TRUSTEE – Steward

ADVOCATE – Representative/Constituent Advocate

COMMUNITY BUILDER – Bringing People Together

DECISION-MAKER – Reviewing Information and Voting

OVERSIGHT – Accountability

Review how you feel about each role and rank them based on how you view your role. 1 – 6, 1 being what you think is the top priority.

THE COUNCIL'S ROLE

**What roles do you feel you should focus on more
(as an elected body) to enhance effectiveness?**

STRATEGIC – Vision, Big Picture

TRUSTEE – Steward

ADVOCATE – Representative / Constituent Advocate

COMMUNITY BUILDER – Bringing People Together

DECISION-MAKER – Reviewing Information and Voting

OVERSIGHT – Accountability

PLOW. PLANT. WATER. WEED. WAIT



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WHY

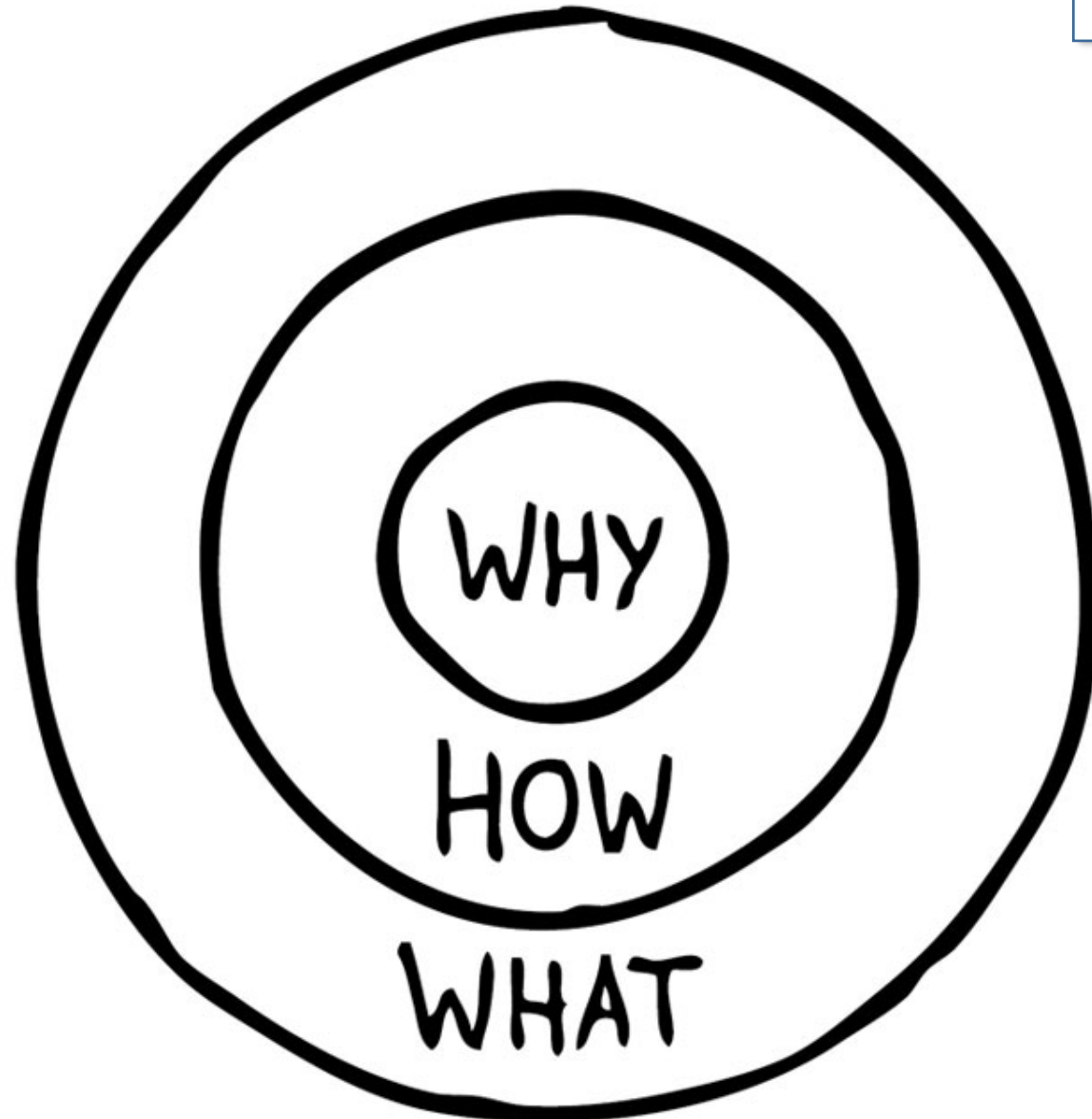
your purpose, beliefs,
cause

HOW

process, actions

WHAT

products or services;
roles we play



WHAT'S OUR WHY?

Create the kind of community that attracts QUALITY individuals;
that want to:

live,

work, and

raise families

HERE!

WHAT'S OUR WHY?

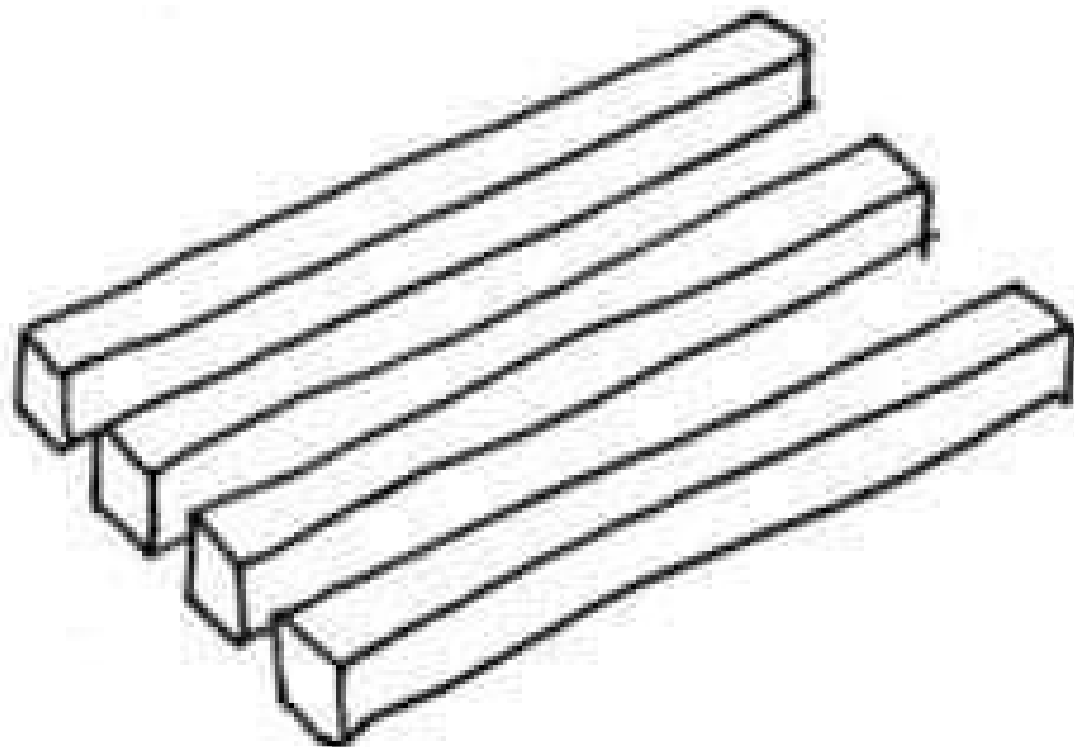
Collective Summary: To strengthen our community through transparent leadership, civic engagement, and accountable governance, driven by a shared commitment to service, local autonomy, and meaningful representation.



COMMUNICATION: STYLE MATTERS

OMAG

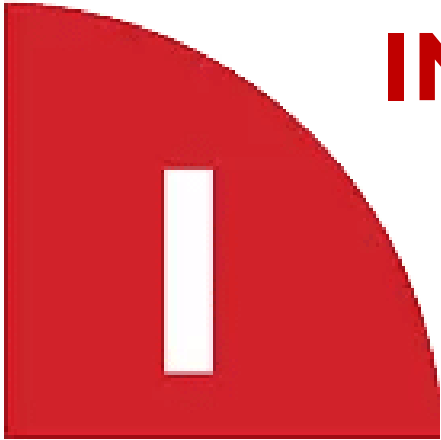
WHAT DO YOU SEE?



Active, fast-paced, assertive,
dynamic, bold

DOMINANCE

INFLUENTIAL



Questioning, logic-
focused, objective,
skeptical, challenging

Accepting, people-
focused, empathizing,
receptive, agreeable

CONSCIENTIOUS

STEADINESS

Thoughtful, moderate-paced, calm,
methodical, careful

DOMINANCE – “THE WINNER”

- Places emphasis on **accomplishing** results and “seeing the big picture”
- Confident, sometimes **blunt**
- Outspoken, demanding



INFLUENTIAL – “THE ENTHUSIAST”

- Places emphasis on **influencing** or persuading others
- Enthusiastic, optimistic, open
- **Trusting**, energetic

STEADINESS – “THE PEACEMAKER”

- Places emphasis on **cooperation**, sincerity, loyalty, and dependability
- Tend to be calm, deliberate **disposition**
- Don't like to be rushed



CONSCIENTIOUS – “THE ANALYST”

- Places emphasis on **quality** and accuracy, expertise, and competency
- They enjoy their independence, demand the **details**
- Often fears being wrong



MEASURES THAT MATTER

OMAG

STABILITY SURVEY RESULTS

	State Average	Bethany Council
Financial	7.01	7.67
Governing Body	7.38	7.67
Meetings	7.46	8.56
Employees	7.51	8.89
Public Perception	6.28	6.33
Crisis Management	7.93	8.00
Economic Development	7.02	6.00
Planning & Goal Setting	6.78	6.33
Administration	7.50	8.78
Communication	6.93	7.67
Total	71.79	75.90
Results reflect past decisions		



DEMOGRAPHICS



POPULATION

20,606



POPULATION EMPLOYED

12,466

60.5% of population



MEDIAN HOUSEHOLD INCOME

\$55,063

\$61,364 Oklahoma Median



COLLEGE EDUCATED

28%

28.5% Oklahoma; 37.7% Nationally



MEDIAN PROPERTY VALUE

\$161,500

\$212,722 Oklahoma Median



MEDIAN AGE

31.5

36.9 Oklahoma Median

CURRENT CHALLENGES

OMAG

CURRENT CHALLENGES

Collective Summary: Limited funding, staffing shortages, and resistance to change—both from the public and leadership. Issues such as outdated mindsets, complacency, risk-averse attitudes, and practical constraints like land availability and weak business attraction. Achieving progress is seen as requiring greater collaboration, patience, and openness to long-term solutions and diverse community needs.

**It's 2055, you
open your tablet
to read the
news, the
headline reads...**





VISION FOR THE FUTURE

OMAG

VISION FOR THE FUTURE

Collective Summary: To build a vibrant, inclusive, and thriving city with engaged residents, strong leadership, and strategic growth—fostering pride, improving infrastructure, and attracting businesses while meeting challenges with collaboration and resilience.

**It's 2035, you're reflecting on
the great the Council did 10
years ago – describe your city
and what's happening**

**PAUSE
&
REFLECT**

HOW WE ACHIEVE VISION?

Collective Summary:

1. Economic Development & Business Attraction
2. Infrastructure Improvement & Maintenance
3. Community Engagement & Governance

RESOURCES TO ACHIEVE VISION?

Collective Summary:

1. Economic Development & Business Attraction
 - Marketing Land
 - Incentives
 - Access to Data

RESOURCES TO ACHIEVE VISION?

Collective Summary:

2. Infrastructure Improvement & Maintenance

- Modern infrastructure improve livability
- Focus on strategic, realistic planning

RESOURCES TO ACHIEVE VISION?

Collective Summary:

3. Community Engagement & Governance

- Communications and marketing staff role
- Events group
- Model collaboration

BARRIERS TO ACHIEVE VISION?

Collective Summary:

1. Resistance to Change
2. Limited Resources
3. Lack of Business Appeal



FOCUS

CONSENSUS – “MUST DO” VS. “WANT TO DO”

GOAL:

Speak with one
voice to staff and
community



**THINK
MORE**

OR

DECIDE