MIDLAND CITY COUNCIL
MINUTES
March 6-7, 2013

The City Council, pursuant to Texas Government Code §551.041, met in Special session at the Junior League of Midland, 902 West Dengar Avenue, Midland, Texas, to meet together with its administrative staff, department managers and others in a workshop to discuss and consider public policy, personnel issues, annexation issues, water-related issues, land acquisition and disposition issues, leasing city owned property for oil and gas development, park development and funding issues, street paving, infrastructure needs, redistricting for City Council Member Districts, privatization of City services and recreational activities, development issues, economic development issues, public health issues, public safety issues, issues related to Type A and Type B corporations pursuant to Chapters 504 and 505 of the Texas Local Government Code, operational procedures of the City, and to develop priorities for the upcoming year and for long-term planning. The City Council shall also discuss and consider the goals and development of the City. The meeting will include discussion with chairs of the following boards and commissions, but not limited to, Planning & Zoning Commission, Midland Development Corporation, Midland Football-Soccer and Baseball Complex Development Corporation, and Parks & Recreation Commission.

The meeting convened at 8:52 a.m. on Wednesday, March 6, 2013, with the following Council members present:

Council Members present:	Mayor W. Wesley Perry, Mayor Pro Tem Jeff Sparks (District 1), Council Member Jerry Morales (At-Large), Council Member Scott Dufford (At-Large), Council Member John Love (District 2), Council Member John James (District 3), and Council Member Michael Trost (District 4).
Staff members present:	City Manager Courtney Sharp, City Attorney Keith Stretcher, Deputy City Manager Tommy Hudson, Assistant City Manager Jim Nichols, Presiding Municipal Court Judge Robin Smith, City Secretary Amy Turner, Internal Auditor Debbie Gotovac, Engineering Director Jose Ortiz, Utilities Director Stuart Purvis, Finance Director Bob McNaughton, Director of Airports Marv Esterly, Police Chief Price Robinson, Fire Chief Robert Isbell, Director of General Services Robert Patrick, Director of Administrative Services Catherine Clifton, Community Services Director Tina Jauz, Chief Information Officer Sharlett Chowning, Public Information Officer Sara Higgins, Downtown Development Director Genora Young, Director of Solid Waste Morris Williams, and City Engineer David Beard.

PLANNING SESSION

Mayor Perry welcomed everyone in attendance and made introductions. He hoped that this retreat would allow the Council to delineate its goals and desires and to develop an executable plan that would be to the benefit of Midland.

City Manager Courtney Sharp addressed the unprecedented growth that Midland is experiencing. He shared that the City of Plano experienced a similar situation in the early 90's and announced that City Manager of Plano, Bruce Glasscock, would join the group via a conference call to address issues they faced and to answer questions.

Dealing with Rapid Growth

Meeting Facilitator Ron Holifield, of Strategic Government Resources, noted that the book “Good to Great” looked at several great businesses, and that greatness is not necessarily sustainable. He noted that Midland is in a unique situation and has the opportunity to ensure that it is able to sustain its growth. Plano had leaders that had a 50 year vision, so Mr. Glasscock was asked to share some of his experiences.

Plano City Manager Bruce Glasscock shared that when they were experiencing their growth they required developers to dedicate rights of way for future 6-8 lane thoroughfares, planned where infrastructure would go, built fire departments where future growth was heading, carefully zoned the city, and addressed issues of when they had no more zoned residential areas. He discussed how changing the zoning impacted the school district.

When asked if Plano expected developers to pay for growth or whether the residents subsidized growth by paying for parklands and other items, Mr. Glasscock responded that they used impact fees. After they were built out they found it difficult to continue to ask for impact fees. Now they require developers to at least put in green space in residential areas. He also addressed the importance of having capital reserves and that it takes political courage to keep adequate reserves for emergencies. He noted that their level of service to both corporate and residential is at a Mercedes level and that their citizens are willing to pay for that service.

Mr. Glasscock addressed transportation issues noting they worked with their local COG and TxDOT with fund sharing. They couldn’t build roads quickly enough to handle their transportation needs and looked to light rail and other options to help alleviate traffic congestion. He emphasized the importance of looking 20-25 years down the road and that it takes political courage to confront tough decisions that may not be popular at the time but are necessary for the future of the City.

Mr. Holifield agreed that, politically thinking, 50 year decisions are not necessarily good for the short term but are better for the long term. When Plano had bond elections they engaged more citizens in the election planning process than what it would take to pass the bond election. They were great at staying connected with the community.

City Manager Report
City Manager Sharp reviewed previous strategic goals from 2008-2009 to present and provided an update as to what has been accomplished.

Financial Condition of City
Finance Director McNaughton reviewed the financial condition of the City and reported on the various fund balances. He noted that overall the City is in very good shape. He answered questions about revenues versus expenditures, overtime costs and salaries.

Staff Outlook
City Manager Sharp reported that staff went through a workshop “The Five Dysfunctions of a Team,” and developed the following goal: “Seize the opportunity to develop premier infrastructure, facilities and technology, to engage citizens and employees and to be the flagship city.”

He reviewed the CO issuances for 2012 and the projects scheduled for 2014 noting he would like to increase developer participation in the future.

City Manager Sharp explained that staff had the opportunity to address capital improvements needed in their areas and then share with their peers the importance of those projects. Staff then ranked those projects. The top general fund results were as follows: new city hall, park land acquisition, playground renovation, cardiac monitor replacement, new operations facility, Briarwood Avenue (Holiday Hill to SH 158), update master drainage plan, roof projects, Empress replacement, fire training field upgrades, and five additional police officers. He also shared the needs of the Airport and Solid Waste Departments.

Discussion ensued about the need for a new City Hall.

Council Projects and Priorities

Mr. Holifield asked each Council Member to address their top priorities which resulted in the following list:

- Road infrastructures
- Parks and hike/bike trails
- Water
- Infrastructure development deferral policy
- Revamping the zoning code
- Becoming more development friendly
- Notification process for developing around oil and gas wells
- Extending Mockingbird Lane from Garfield to State Highway 349
- Big Spring to the north
- The role the State plays in Midland Housing Tax Credits
- Address the development community to address their need of only having two years of developable land
- Drainage plan update
- Communicating more effectively
- City wide wireless internet
- Community connectivity (Are we using outdated methods of communications?)
- Cyber security
- City Council Chamber security/access issues
- Natural gas vehicle assessment.

The group broke into seven smaller groups to discuss City facilities and what the City is trying to accomplish with facilities. The results of the group were as follows: facilities that better serve the community with technology and programs that more efficiently connects with the citizens; create a comfortable working environment that instills pride in staff and the citizens; change the way the city interacts with citizens and encourage positive interactions; develop a consistency in design of all facilities that is easily recognized throughout the City; one stop shopping that is convenient for the community; facilitate growth and collaboration among agencies.

When asked how the City can engage with the community rather than simply being a service provider, the result was technology. Ways that could happen would include: city wide wireless, kiosks in strategic places to accommodate citizens, electronic plan review, a city app that integrates city services, televise City Council meetings and allow the public to wirelessly interact with comments, better connectivity between field workers and City Hall, and wireless meter reading.

EXECUTIVE SESSION

At approximately 3:00 p.m. on Wednesday, March 6, 2013, Mayor Perry announced it would adjourn to executive session pursuant to Texas Government Code §551.101, which is closed to the public, to discuss the following matters as permitted under the following Texas Government Code sections:

Personnel Matters, Section 551.074

Deliberate the employment, evaluation, compensation and duties of the City Manager, the City Attorney, the City Secretary, the Municipal Court Presiding Judge and the Municipal Court Associate Judge.

Deliberate Regarding Economic Development Negotiations, Section 551.087
Discuss business prospects that the City seeks to have, locate, stay, or expand in or near the City of Midland, Texas, and discuss possible incentives.

The Council met in executive session until 6:35 p.m.

Mayor Perry recessed the meeting until Thursday, March 7, 2013 at 9:00 a.m.

PLANNING SESSION (CONTINUED)
The workshop reconvened at the Junior League of Midland facility for its second session at 9:00 a.m. on Friday, March 7, 2013, with the same Council Members and staff present.

Ron Holifield apologized for not keeping the meeting moving more quickly the day before and noted that the day would be spent prioritizing Council hot topics and projects. Each Council Member was asked to write down their top three items they wished to discuss. Each Council Member then was allowed to electronically rank the priority of those items with the following results:

1. Traffic
2. Infrastructure to new areas
3. 4A/4B
4. Land banking
5. Housing
6. Plan to pay for large expenditures
7. Alternative revenue sources

Traffic
When asked what the traffic needs were, Council developed the following list:

1. quicker commutes
2. stop red light runners
3. red light back-ups
4. streets overflowing into neighborhoods
5. on/off ramps back-ups
6. congestion
7. auto signal synchronization
8. emergency opticom improvements
9. traffic calming devices
10. dealing with heavy trucks/oil field trucks
11. variable lane directions
12. TxDOT funding
13. creating accessing from Mockingbird to inside the Loop
14. one-way/two-way streets.
15. bike lanes/sharing
16. enforcement

Goal #1 City Wide Traffic Study
A company will be hired by the end of June to do a City Wide Traffic Study and they will have recommendations for Council by their next retreat.

Goal #2 Traffic Plan
For those issues that can be addressed more quickly, staff will bring back recommendations to Council within 60 days.

Housing
When asked what the housing issues were the following items were discussed:
- streamlining the development process
- ensuring a quality product is produced
- What is a reasonable expectation for approval process?
- What is the economic result of having specific standards?
- goal is to develop standards that are prompt and predictable
- allow for outside outsourcing to fast-track at an additional cost.

Goal #3 Development Processes
1. **In 60 days define a reasonable development process based on staffing levels and brief the City Council on the process.**
2. **Within 60 days of #1, have a contract in place to be able to fast-track at the developer's expense.**
3. **Complete an operational analysis/cost of service to determine if development is paying for itself.**
4. **Have a developer forum checking standards versus process.**

Infrastructure extension to new areas
Discussion ensued regarding the need for a policy recommendation from staff as to how to choose the appropriate areas for the City to advance infrastructure in order to spur growth. Locations to expand could be chosen based on the policy.

Goal #4 Infrastructure Extension
Develop infrastructure extension policies and plans that could include Airpark and land banking.

4A/4B
Consensus was received that 4A had already been addressed and that the 4B could be discussed at a future briefing session.

Land Banking
Discussion ensued as to whether this item should be included in infrastructure to new areas. It was determined that it should be added as part of the goal for infrastructure. Parks and schools should be considered together. Consider developing an ordinance that determines that if a set amount of acres is being developed, then park land dedication would be required.

Goal #5 Land Banking
Staff to develop a policy recommendation that includes:
1. **ISD collaboration**
2. **Parks/open space**
3. **Future City facilities**
4. **Developer participation**

Housing (Continued)
Discussion ensued about it not being the Council's role to control housing prices but Council does not want a product that they would not be proud of in the future. Discussion ensued about codes, zoning, aesthetics and subsidies.

Goal #6 Housing Tax Credit Strategies
Staff to initiate how to be more aggressive in pursuing housing tax credits for eligible projects and develop housing tax credit strategies.

Plan to pay for large expenditures:
Discussion ensued regarding how to fund large expenditures. It was determined that the priority of projects should be set first and then funding options could be addressed. Council would like a complete analysis of potential funding of any big ticket item.

Goal #7 Cost of Service
Staff to complete internally a cost of service fee study to be completed through the budget process.

Alternative Revenue Sources
Discussion determined that the definition of alternative revenue sources is looking for non-traditional revenue sources.

Goal #8 Explore Alternative Revenue Sources
Explore non-traditional revenue sources.

Ron Holifield reviewed the eight goals set by Council and received unanimous consensus to move forward with those goals.

All of the business at hand having been completed, the meeting adjourned at 11:47 a.m.

PASSED AND APPROVED the 26th day of March, 2013.

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W. Wesley Perry, Mayor

ATTEST:

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Amy M. Turner, City Secretary