



The City Council convened in **Special** Session in the Chevron Midcontinent Headquarters Campus, Midland, Texas, at 8:30 AM, Thursday, January 23, 2025.

Council Members present: John Burkholder, Amy Stretcher Burkes, Robin Poole, Lori Blong, Brian Stubbs, Jack Ladd, John Norman

Council Members absent: None

Staff members present: City Manager Tommy Gonzalez, City Attorney John Ohnemiller, Assistant City Manager Jose Ortiz, City Governance Officer/City Secretary Marcia Bentley-German, Solid Waste Director Jeffery Ahrlett, Managing Director of Public Safety Charles Blumenauer, Utilities Director Carl Craigo, Airports Director Justine Ruff, Presiding Judge Tim Meek, Associate Judge Wayne Frost, Director of Finance Christy Weakland, Administrative Services Director Mark Widmann, Director of Parks & Recreation Director Laurie Williams, Engineering Services Director Gabe McClelland, Planning & Development Officer Elizabeth Triggs, Interim Police Chief Greg Snow, Oil & Gas Officer Garrick Clayton, Interim Fire Chief Michael Tully

The meeting was called to order at 8:31 a.m.

SPECIAL SESSION

1. The City Council will meet with City Staff in a workshop to discuss and consider City governance, management, operations, policies, protocols, strategic planning, and priorities. The City Council may discuss issues related to streets, roads, and water and sewer infrastructure; water supply and resources; parks and recreation; community services; public health and safety; land use and development; economic development; personnel; airports; technology; solid waste management; real property acquisition and disposition; and oil and gas development and regulation. The City Council may develop and prioritize actions and goals in connection with the foregoing matters.

Catie Mathews, Chevron's Public and Government Affairs Advisor provided a quick update regarding fire safety.

Bobby Hulett, Chevron's General Manager of Operations, provided a brief update on the Permian Region.

Mayor Blong opened the meeting with a prayer, welcomed everyone and asked Council to speak regarding their expectations for the day and what has been accomplished for the past year.

City Manager Tommy Gonzalez reviewed accomplishments for the past year and the vision for the City of Midland.

Staff presented information on key focus areas including customer services and communications with related to the upcoming RingCX enhancement phone system update, customer service training, employee information central, SeeClickFix and Ask Jacky. They also discussed Economic Development initiatives such as Costco, development of the parks, indoor sports facilities, the Omni Midland and infrastructure investment planning & partnerships.

Planning & Development Officer Elizabeth Triggs spoke regarding how a high performing City team drives success and innovation.

Finance Director Christy Weakland reported on Strategic Connections, fiscal responsibility, strategic plan implementation and updates. She also spoke about the Fire retirement fund solution and the future stability of the fund. Mrs. Weakland also reported on property tax rates, grant programs, project and award funding and the audit with zero findings.

Chief Information Officer of Information Technology Services, Georgees Escander, reported on strategic connections, technology improvements SeeClickFix, AskJacky, the internet-based phone system. He also gave updates on the online bidding portal for increased transparency and fairness in the procurement process, public safety radio communications, the IT self-service ticket system, New Tee Time Software for Hogan Park Golf Course and the revamped City of Midland website.

Council Members inquired about the presentations that were made.

Assistant City Manager Jose Ortiz provided key results of the Midland International Air and Spaceport.

Planning & Development Officer Elizabeth Triggs reported the key results of permitting and customer service and the one stop shop reorganization for better service delivery. Mrs. Triggs also reported on Downtown Revitalization, the TIRZ being re-established, the Centennial entertainment overlay district, the downtown master plan, Omni Midland, and the Tapestry Hilton hotel. Mrs. Triggs reported on West Midland Developments.

Presentations were given by Interim Police Chief Greg Snow of the Midland Police Department regarding a drop in crime in Midland, Code Enforcement – Case Volumes, efficient enforcement, and the process for securing vacant and dangerous buildings such as the Vaughn Building.

Managing Director of Public Safety Chuck Blumenauer reported on the Fire Department IPAWS, Animal Services, Veterinarian and Global Health Specialist and the Midland Health

Department.

Staff provided informational updates on the parks, the Wildcatter Trail, the Wadley Barron Duck Pond fountain, Doug Russell, the Scharbauer Sports Complex and the Hogan Park Golf Course.

Utilities Director Carl Craig & Engineering Services Director Gabriel McClelland reported on strengthening and sustaining Midland's Infrastructure such as the approved MOU for the Fort Stockton Water Source which secures the City's next 100-year water source. They also reported on expanding the Paul Davis Well Field to deliver 10 million gallons per day.

Engineering Services Director Gabriel McClelland reported on keeping up with growth through partnerships, Traffic Operations – Vision Zero and the Bond Program (Main Street and Garfield Street). The focus is on Midland's most traveled roads. The key accomplishments for Solid Waste were reported, such as the Citizens Collection Center, phase one of the new landfill cell and landfill entrance road.

Chief of Staff Taylor Novak reviewed the Council Dashboard and its functionality. Mrs. Novak also reviewed the 2024 Annual Report.

Council Member Ladd provided a list of projects and ideas to improve Midland and its surrounding area.

Council reviewed the Core Values, Key Focus Areas, and Strategic goals and made suggestions for changes.

The Midland Strategic Plan for 2025 and beyond is as follows:

Core Values:

- **Commitment:** Duty to the public good.
- **Engagement:** Foster partnerships and collaboration.
- **Excellence:** Practice continuous improvement.
- **Innovation:** Embrace creativity and cutting-edge solutions.
- **Integrity:** Operate with transparency and accountability.
- **Inclusivity:** Ensure all voices are heard and valued.

City Council Key Focus Areas:

Communication

Customer Service

Economic Development

Fiscal Responsibility & Accountability

High-Performing City Team

Legislation Foster and support relationships with neighboring government organizations (Ector County, City of Odessa, and Martin County)

Quality of Place

Technology Improvements

Strategic Goals:

1 Strong Economy with More Quality Jobs

Strategies:

1.1 Increase the Midland Sales Tax Base: Develop strategies to expand the tax base by attracting businesses and supporting local commerce.

1.2 Enhance visitor revenue opportunities: Boost tourism through marketing and infrastructure improvements.

1.3 Continue Downtown and West Midland Redevelopment: Promote revitalization efforts for a vibrant downtown.

1.3.1 Holistic approach to solve or investigate Downtown Midland hindrances to growing infrastructure and new business development.

1.3.2 Evaluate or re-evaluate code enforcement strategies to continue redevelopment in Downtown and South Midland

1.3.3 Develop additional programming and entertainment options for Downtown Midland.

1.4 Nurture Development Districts: Establish key action plans honed to enhance Development Districts.

1.5 Grow the core business of air transportation: Develop and transform the Midland airport system.

1.6 Diversify Midland's Economy: Support initiatives that diversify the local economy and enhance resilience.

1.6.1 Develop sports commerce and tourism opportunities.

1.7 Expand opportunities and programming for general and small business: Foster the growth, retention, and expansion of local small businesses as well as business in general.

1.8 Improve Speed to Market for citizens, builders, developers, and contractors: Reduce wait times for permit review/approval and inspection process of permitted work.

1.9 Establish our community as a premier destination for retail and entertainment: Offer unique and compelling experiences that draw visitors, ultimately driving economic growth and community vibrancy, while increasing tourism and business development.

2 Set the Standard for a Safe and Secure City

Strategies:

2.1 Be the safest city in West Texas: Enhance public safety programs.

2.1.1 Continue to engage the community in involvement of MPD and implement best practices across the state and region.

2.2 Improve pedestrian and motorist safety: Invest in traffic management and infrastructure.

2.3 Implement effective code enforcement strategies: Address nuisances to improve overall health and safety.

2.4 Revitalize neighborhoods: Utilize best practices to support the redevelopment of neighborhoods.

2.5 Enhance animal services: Ensure the welfare of pets and wildlife in the city.

2.6 Grow and retain public safety resources: Expand law enforcement presence and fire reduction & prevention programs while reducing attrition.

3 Quality of Life and Place for Recruitment & Retention

Strategies:

3.1 Enhance Community Engagement: Champion innovative recreational, educational, and cultural programs that enrich residents' lives in partnership with the business community.

3.2 Foster relationships with foundations and outside businesses: Collaborate to create world-class facilities and amenities.

3.3 Create an attractive and inclusive living environment: Develop and enhance live, work, and play opportunities for our citizens.

3.3.1 Establish minimum requirements for quality of place amenities in developments.

3.4 Establish beautification programs: Implement initiatives to make the community clean and bright.

3.4.1 Elevate the visual experience of high visibility areas.

3.5 Nurture and promote a healthy community: Increase healthy community living and education opportunities for citizens of all ages.

3.6 Build the best parks system in our region: Offer diverse, accessible, and enjoyable green spaces, tournament ready ball fields, safe playgrounds, and unique recreational opportunities that enhance the quality of life/quality of place for our community.

4 Transparent & Consistent Communication

Strategies:

4.1 Set a climate of respect, collaboration, and team spirit: Cultivate a culture of openness and respect.

4.2 Enhance communication efficiency and effectiveness: Leverage and expand the use of technology to facilitate the exchange of information.

4.3 Enhance internal communication and employee engagement: Strengthen information flow and collaboration among city staff.

4.4 Advance two-way communication of key messages: Engage effectively with external stakeholders; foster community engagement.

4.5 Strengthen messaging opportunities through various media outlets: Communicate the city's achievements and initiatives.

5 Provide Sound Governance & Fiscal Management

Strategies:

5.1 Recruit and retain a skilled and diverse workforce: Invest in talent and diversity; grow our local pipeline of skilled employees.

5.2 Enhance Citizen Experience: Improve employee working conditions to better serve citizens.

5.3 Hone Public Servant Proficiency: Cultivate a culture of professional growth, skilled mastery, and information exchange.

5.4 Implement cutting-edge practices: Harness automation and Artificial Intelligence technology for efficient resource utilization.

5.5 Promote a well-balanced customer service philosophy: Consistently deliver excellent service to residents.

5.6 Deliver services timely and efficiently: Prioritize continuous improvement.

5.7 Ensure continued financial stability and accountability: Maintain financial transparency.

5.8 Deliver effective and efficient processes: Maximize value in procurement.

5.9 Ensure reliability and safety: Maintain existing assets and develop new city asset opportunities, including parks and other facilities with a standard of excellence.

5.10 Create a work environment that supports bleeding-edge practices: Encourage bleeding-edge practice that then cultivates an environment where employees can learn from their experiences and improve processes; thus, becoming a learning organization.

6 Strengthen and Sustain our Infrastructure

Strategies:

6.1 Provide reliable and sustainable utilities: Guarantee water supply and distribution systems security and longevity.

6.2 Enhance infrastructure for economic growth: Improve competitiveness through infrastructure investments that includes collaboration with neighboring jurisdictions and exemplary peer agencies.

6.3 Streamline and consolidate City Facilities: Create synergy for improved services.

6.4 Standardize infrastructure processes across the city: Ensure consistency, timeliness, and accountability in infrastructure development.

6.5 Implement a funding stream for infrastructure: Establish reliable funding for continual improvements.

6.5.1 Work to ensure we are maximizing state, federal and other funding opportunities.

6.6 Strategize for and monitor City Growth: Develop proactive responses to growth rather than reactive.

6.7 Develop and Implement Comprehensive Road Planning and Maintenance Initiatives: Ensure safe and maintained roads for existing and new developing areas and main thoroughfares.

6.7.1 Review and assess technology that affects the long-term traffic plan that includes pedestrian and multi-modal resources.

6.8 Empower Midland Through Smart and Secure Technology: Modernize IT infrastructure, enhance cybersecurity, and implement innovative technologies, including AI-driven automation, to improve efficiency, connectivity, and access to digital services.

Conclusion:

The City of Midland's strategic plan is a roadmap for creating a prosperous and vibrant community. Together, we will achieve these goals and continue building a city that we are **proud** to call home.

Vision Statement:

The City of Midland will be the premier and safest city in West Texas by providing world-class municipal services through operational excellence and a culture of innovation.

Mission Statement:

Deliver exceptional services and promote a high quality of life and place for ALL our citizens.

Guiding Principles: I-FORCE

- Integrity

- Financial Stewardship
- Outstanding Service
- Respect
- Collaboration
- Excellence

2. 010-2025 – Motion approving the City of Midland Strategic Plan for fiscal year 2025 and beyond.

Robin Poole moved to approve Motion No. 010-2025; seconded by Brian Stubbs.

The motion passed by the following vote:

AYE: Burkholder, Stretcher Burkes, Poole, Blong, Stubbs, Ladd, Norman

NAY: None

ABSTAIN: None

ABSENT: None

EXECUTIVE SESSION

3. Pursuant to Texas Government Code § 551.101, the City Council will hold an Executive Session, which is closed to the public, to discuss the following matters as permitted under the following sections of the Texas Government Code:

Mayor Blong recessed the Special City Council meeting to go into Executive Session at 2:00 p.m.

a. Section 551.074, Personnel Matters

a.1. Deliberate the employment, evaluation, and duties of the City Manager, City Attorney, City Secretary, Municipal Court Presiding Judge and Municipal Court Associate Judge.

All the business at hand having been completed, the meeting adjourned at 5:38 p.m.

PASSED AND APPROVED February 11, 2025.

Lori Blong, Mayor

ATTEST:

Marcia Bentley-German
City Governance Officer/City Secretary