



The City Council convened in **Special** Session in the University of Texas of the Permian Basin C.E.E.D. Building, Midland, Texas, at 9:00 AM, Thursday, October 26, 2023.

Council Members present: Amy Stretcher Burkes, Dan Corrales, Robin Poole, Lori Blong, Scott Dufford, Jack Ladd, John Norman

Council Members absent: None

Staff members present: City Manager Tommy Gonzalez, City Attorney John Ohnemiller, Deputy City Manager Morris Williams Jr., Assistant City Manager Tina Jauz, Assistant City Manager Jose Ortiz

The meeting was called to order at 9:20 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.

Mayor Blong opened the meeting with a statement on “what is politics”.

Dr. Mac McGuire, CEO, Quality Texas, and Philip Huntley, Chief Transformation Officer for the City of Midland both introduced themselves.

Dr. McGuire, City Manager Tommy Gonzalez and Mr. Huntley made up the Presentation team.

City Manager Tommy Gonzalez reported on succession planning & implementation, animal services restructuring, water billing restructuring & action plan, focus groups for customer service, reestablishing the TIRZ, and the one-stop-shop.

Council Member Corrales would like to revisit the 5 year plan at least yearly.

Dr. McGuire discussed the Value of Strategic Planning and High-performance workforce training such as Baldrige Organizational Leadership Examiner Training, Baldrige Leadership Development Seminar and TMAC Lean Six Sigma.

Phillip Huntley reported on best practices in several areas that would provide improvements in the overall function of the organization.

Council moved to approve the City of Midland Strategic Plan for 2024 through 2029 in it's entirety which is listed below:

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.

Key Focus Areas:

Communication

Customer Service

Economic Development

Fiscal Responsibility & Accountability

High-Performing City Team

Legislation

Quality of Place

Technology Improvements

Strategic Priorities:

1. Strong Economy with More Quality Jobs

Goals:

- **Increase the Midland Sales Tax Base:** Develop strategies to expand the tax base by attracting businesses and supporting local commerce.
- **Enhance visitor revenue opportunities:** Boost tourism through marketing and infrastructure improvements.
- **Continue Downtown and West Midland Redevelopment:** Promote revitalization efforts for a vibrant downtown.
- **Nurture Development Districts:** Establish key action plans honed to enhance Development Districts.
- **Grow the core business of air transportation:** Develop and transform the Midland airport system.
- **Diversify Midland's Economy:** Support initiatives that diversify the local economy and enhance resilience.
- **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.

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

Goals:

- **Be the safest city in West Texas:** Enhance public safety programs.
- **Improve pedestrian and motorist safety:** Invest in traffic management and infrastructure.
- **Implement effective code enforcement strategies:** Address nuisances to improve overall health and safety.
- **Revitalize neighborhoods:** Utilize best practices to support the redevelopment of neighborhoods.
- **Enhance animal services:** Ensure the welfare of pets and wildlife in the city.
- **Grow and retain public safety resources:** Expand law enforcement presence and fire reduction & prevention programs while reducing attrition.

3. Quality of Life and Place

Goals:

- **Enhance Community Engagement:** Champion innovative recreational, educational, and cultural programs that enrich residents' lives in partnership with the business community.
- **Foster relationships with foundations and outside businesses:** Collaborate to create world-class facilities and amenities.
- **Create an attractive and inclusive living environment:** Develop and enhance live, work, and play opportunities for our citizens.
- **Establish beautification programs:** Implement initiatives to make the community clean and bright.
- **Nurture and promote a healthy community:** Increase healthy community living and education opportunities for citizens of all ages.
- **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

Goals:

- **Set a climate of respect, collaboration, and team spirit:** Cultivate a culture of openness and respect.
- **Enhance communication efficiency and effectiveness:** Leverage and expand the use of technology to facilitate the exchange of information.
- **Enhance internal communication and employee engagement:** Strengthen information flow and collaboration among city staff.
- **Advance two-way communication of key messages:** Engage effectively with external stakeholders; foster community engagement.

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

5. Provide Sound Governance & Fiscal Management

Goals:

- **Recruit and retain a skilled and diverse workforce:** Invest in talent and diversity; grow our local pipeline of skilled employees.
- **Enhance Citizen Experience:** Improve employee working conditions to better serve citizens.
- **Hone Public Servant Proficiency:** Cultivate a culture of professional growth, skilled mastery, and information exchange.
- **Implement cutting-edge practices:** Harness automation and Artificial Intelligence technology for efficient resource utilization.
- **Promote a well-balanced customer service philosophy:** Consistently deliver excellent service to residents.
- **Deliver services timely and efficiently:** Prioritize continuous improvement.
- **Ensure continued financial stability and accountability:** Maintain financial transparency.
- **Deliver effective and efficient processes:** Maximize value in procurement.
- **Ensure reliability and safety:** Maintain existing assets and develop new city asset opportunities, including parks and other facilities with a standard of excellence.
- **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

Goals:

- **Provide reliable and sustainable utilities:** Guarantee water supply and distribution systems security and longevity.
- **Enhance infrastructure for economic growth:** Improve competitiveness through infrastructure investments that includes collaboration with neighboring jurisdictions and exemplary peer agencies.
- **Streamline and consolidate City Facilities:** Create synergy for improved services.
- **Standardize infrastructure processes across the city:** Ensure consistency, timeliness, and accountability in infrastructure development.
- **Implement a funding stream for infrastructure:** Establish reliable funding for continual improvements.
- **Strategize for and monitor City Growth:** Develop proactive responses to growth rather than reactive.
- **Develop and Implement Comprehensive Road Planning and Maintenance Initiatives:** Ensure safe and maintained roads for existing and new developing areas and main thoroughfares.

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

Slogan and Logo:

Feel (Crossed-Out)> “Be The Energy”

2. 130-2023 – Motion approving the City of Midland Strategic Plan for fiscal year 2024 and beyond (DISTRICT: ALL) (CITY MANAGER)

Dan Corrales moved to approve Motion No. 130-2023; seconded by John Norman.

The motion passed by the following vote:

AYE: Stretcher Burkes, Corrales, Poole, Blong, Dufford, Ladd, Norman

NAY: None

ABSTAIN: None

ABSENT: None

All the business at hand having been completed, the meeting adjourned at 12:44 p.m.

PASSED AND APPROVED November 14, 2023.

Lori Blong, Mayor

ATTEST:

Marcia Bentley-German
City Governance Officer/City Secretary