



### 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

### City Council Key Focus Areas

- Communication • Customer Service
- Economic Development
- Fiscal Responsibility & Accountability
- High-Performing City Team • Legislation
- Quality of Place • Technology Improvements
- Infrastructure

### 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.



– Mayor and City Council →



Lori Blong - Mayor



John Burkholder At-Large



Robin Poole At-Large



Brian Stubbs District One



John Norman District Two



Jack Ladd District Three



Amy Stretcher Burkes District Four



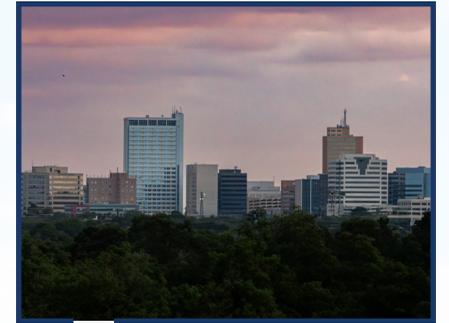
Check out our website to follow the progress!  
[midlandtexas.gov](http://midlandtexas.gov)  
432-685-7100



2024  
↑ to ↓  
2029  
Strategic Plan

### The City of Midland

has developed a five-year strategic plan with long-term objectives, new mission and vision statements, and a course of action to carry out goals established by and for our community.



This includes strategic priorities that will address our economy, infrastructure, quality of life, standards for a safe and secure city, plus much more that's detailed in this pamphlet.



We hope you join us on this exciting journey and to be part of the energy toward a successful and prosperous Midland!



# Strategic Goals

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.

## 1 Strong Economy with More Quality Jobs

### 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** Adopt a Holistic Approach to Address Barriers in Downtown Midland. Implement a comprehensive strategy to identify and address the challenges hindering infrastructure growth and new business development in Downtown Midland. This approach will focus on collaboration across departments, stakeholder engagement, and data-driven analysis to create long-term solutions.

**1.3.2.** Review and refine current code enforcement practices to better support redevelopment efforts in Downtown and South Midland. This includes evaluating existing policies, identifying areas for improvement, and ensuring enforcement strategies align with the city's vision for growth and revitalization.

**1.3.3** Develop and implement diverse programming and entertainment initiatives to attract residents, businesses, and visitors to Downtown Midland. This will focus on creating vibrant events that support economic activity, cultural experiences, and community engagement.

### 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** Expand Sports Commerce and Tourism Opportunities. Identify, develop, and promote sports-related commerce and tourism initiatives that attract regional and national events, support local businesses, and enhance Midland's reputation as a premier destination for athletic activities and events.

### 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.

## 2 Set the Standard for a Safe and Secure City

**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.

### 2.1 Be the Safest City in West Texas:

Enhance public safety programs.

**2.1.1** Foster meaningful community involvement with the Midland Police Department through ongoing outreach, partnerships, and transparent communication, while continuously adopting and integrating best practices from across the state and region to enhance public safety and trust.

### 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 as well as fire reduction

## 3 Quality of Life and Place for Recruitment and Retention

### 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** Develop and support clear minimum requirements for quality of place amenities in new developments to ensure they contribute to a vibrant, attractive, and livable community that enhances the overall well-being of residents and supports sustainable growth.

### 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.

## 4 Transparent and Consistent Communication

**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.

### 4.1 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 Elevate 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 and Fiscal Management

### 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

### 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** Proactively identify, pursue, and maximize state, federal, and other funding sources to support Midland's strategic initiatives and enhance the city's financial sustainability.

### 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 evaluate emerging technologies to enhance the city's long-term traffic plan, with a focus on improving pedestrian infrastructure and supporting multi-modal transportation options.

### 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.