



**City of Midland, Texas**

**Strategic and Implementation  
Plan  
2009**

**March, 2009**

**Prepared and Facilitated  
By  
Ron Cox Consulting**

**Vision**  
(Revised March, 2009)

**Midland 2021**  
is a **GROWING URBAN CENTER** in Texas,  
with a **HEALTHY ECONOMY** and  
a **VIBRANT DOWNTOWN**.

We enjoy **GREAT LIVING, ABUNDANT LEISURE**  
**QUALITY OF LIFE** and **ENTERTAINMENT**  
**OPPORTUNITIES**, and  
**EFFECTIVE TRANSPORTATION/EASY**  
**MOVEMENT** through our City.

Our diverse Midland Community **WORKS**  
**TOGETHER** for a bright sustainable future; our City is  
a **RECOGNIZED LEADER**.

# **Mission**

(Revised March, 2009)

**Midland City government is *Financially Responsible* and provides its citizens with *Quality City Services*.**

## **Mission-Guiding Principal 1-*Financially Responsible***

- Maintain a strong bond rating and financial reserves.
- Continually evaluate and update core city services and business operations.
- Facilities and infrastructure are well-designed, well-built, and well-maintained.
- Resources are leveraged to maximize return to the City and to invest in the City's future.
- Resources are adequate for City services and service levels.

## **Mission-Guiding Principal 2-*Quality City Services***

- Has a well trained, efficient and professional staff.
- Services are provided in a customer-friendly manner.
- Services and processes are continually improving, using new and innovative techniques.
- Continually plans and funds future service, infrastructure and resource needs.
- There is equity of city services in every neighborhood.

# **City Council Leadership Vision**

(March, 2009)

## **Council of the City of Midland will lead...**

By being a servant first  
By communicating-listening then responding  
By being objective  
By being involved  
By being focused  
By remembering the purpose of the City Council position  
By being vibrant and energetic  
With humility  
With diplomacy  
With honesty  
With vision  
By taking appropriate risk to try something new  
With courage and determination  
With integrity of purpose  
By acting in the best interest of the citizens  
By discussing issues without being disagreeable  
With a willingness to change ones mind after listening and  
discussing the issues  
By give credit for the good to others and taking responsibility  
for the bad

**City Council**  
**Leadership Ground Rules**  
(Revised March, 2009)

**The City Council of the City of Midland will ...**

Avoid surprises

Be courteous with each other

Negotiate to a compromise

Be informed-do our homework

Allow appropriate time to make a decision

Listen to each other-understand before judging

Serve as a Board of Directors

Appreciate other's viewpoints

Allow the person to change opinion and position

# City Manager Leadership Vision

(March 2009)

## **The City Manager will lead his staff in the following manner**

**Team Concept:** See the big picture, know where you fit in the big picture, non-compartmentalize pool knowledge together to help steer and direct the City.

**Inclusiveness:** Know and respect the skills of all employees and ensure they have the necessary tools and knowledge to do their jobs.

**Unleashed yet accountable:** Let managers and staff do what they do best: managers facilitate and guide others to do their best, guide staff on a course consistent with priorities set.

**Solutions-based:** Failure is allowed, be creative and innovative.

**Trainer:** Recognize the value of building a professional staff, be a mentor and seek one.

**Walking around:** Effective managers don't delegate from behind their desks. Make it a point to show up on job sites, visit employees.

**Build relationships:** Create, cultivate, maintain relationships, and treat everyone in the city (friend or foe) as if your success depends on the manner in which you handle his or her problem.

**Human capital:** Realize and respect the benefits and potential of staff, give credit where credit is due, and always give the Council all the credit you can, they will have to be re-elected.

**Communications:** Build trust through communications; serve as a conduit between Council and Managers/Managers and Staff.

**Values-based:** Be motivated, truthful, ethical, and trustworthy; one of strong character; be as humble as the humblest with whom you deal.

**Attitude:** Be positive, display contagious optimism, confidence not arrogance, believe in and share in the values of the organization, never forget you are a servant of the people and instill that philosophy in each of your employees.

**Be the best of the best:** Expect managers/employees to do their best at all times, want Midland to be known as the best run city, best managed city, a benchmark for others to follow.

# City Council

## Communication Protocols

(Revised March, 2009)

- **Protocol 1-Requests for Simple Information**
  - Go to the City Manager's Office (CMO)
- **Protocol 2-Citizen Service Requests**
  - Forward all requests received by Council members to CMO. That office will redirect to the appropriate Department.
- **Protocol 3-Requests for research**
  - Contact the City Manager or City Attorney
  - Council should be sensitive to staff's time
  - Staff should provide an estimate of the amount of time to conduct research
  - At discretion of City Manager or City Attorney, item may be brought to Council agenda prior to completing research
- **Protocol 4: Questions on Agenda Item**
  - Call City Manager or Department Head prior to Meeting
  - Do your homework-Read the Agenda Packet
- **Protocol 5: Sharing information with Council**
  - Same information goes to ALL Council members at the SAME TIME
- **Protocol 6: Executive Sessions**
  - Information stays in the Session-do not share with others, from spouse to friend
- **Protocol 7: Spokesperson for City**
  - Who speaks for the City?
    - Mayor on policy or general matters
    - City Manager on managerial or operational matters
    - Council on a specific topic (e.g. Liaison on a specific area of expertise)
- **Protocol 8: Representing the City and City Council as a liaison**
  - Keep Council informed of activities and issues
  - Share and speak for City Policy position
  - State personal position, making sure it is clear it is your position
- **Protocol 9: Vendor Contacts**
  - When contacted by the vendor
    - Refer the vendor to the staff
    - Avoid discussions

# **City Council Budget Expectations**

(March, 2009)

- **Identify the future fiscal impact of new projects and requests for funding for operations and maintenance for a five year period.**
  - **When estimating costs, figure on the high side to amply anticipate costs.**
- **Implement water billing system analysis to better understand the cost/benefit of the new electronic metering system.**
- **Identify and fully understand the marketing system and funding opportunities for the sports complex.**

# **City Manager Budget Philosophy**

(March, 2009)

- **The budget is a numerical representation of the strategic plan.**
- **Everyone needs to know and be involved in the whole process.**
- **Expect more City Manager involvement, more “hands on” in the budget process.**
- **Plan and prepare for the future, invent solutions.**
- **Be efficient and customer service oriented.**
- **Expect a “devil’s advocate” approach, so justify your request.**
- **Technology: when you buy it, use it.**
- **Train people to use the investment: When new equipment is purchased, provision must also be made to provide the training to use it properly.**
- **Set aside funds for future maintenance and replacement needs.**
- **The pay as you go philosophy is preferred.**

# Areas of Emphasis and Strategies

## Policy Agenda-Infrastructure

- **Fixing existing streets**
- **Paving unpaved streets**
- **Jal Draw deterioration**
- **Annexation plan**
- **I-20/Loop 250 Infrastructure (Major Projects)**
- **Storm water management**
- **City facilities**
- **Water treatment**
- **Non-traditional infrastructure**
- **Sewer lines**
- **Municipal Court Building (Major Projects)**
- **Unfunded mandates for utilities (Major Projects)**
- **Washington Park Clubhouse (Major Projects)**
- **Beal Park (Major Projects)**
- **Infrastructure Funding (Strategic Initiative)**
- **Workforce Development (Strategic Initiative)**
- **Water plan (Strategic Initiative)**
- **Seal coat Midland Dr., W. Illinois Rehab (Major Projects)**
- **Renovation and expansion of the Senior Citizens facility**
- **Renovation and expansion of the Animal Services building**
- **Renovation and programming for the MLK building**
- **Airport Capital Projects**

# **Areas of Emphasis and Strategies**

## **Policy Agenda- Economic Development**

- **MDC & City Council (Major Projects)**
- **Chamber of Commerce**
- **Downtown revitalization**
- **Building “A”**
- **Assistance to developers**
- **Recruiting “Green” businesses**
- **Energy epicenter**
- **Create under 35 environment (Strategic Initiative)**
- **Build infrastructure**
- **Diversification (Strategic Initiatives)**
- **Economic Development (Strategic Initiatives)**
- **Centennial Plaza (Major Project)**

# **Areas of Emphasis and Strategies**

## **Policy Agenda – Housing**

- **Work with developers**
- **Employee housing**
- **Condominiums**
- **Housing Standards Board (Major Projects)**
- **Housing (Strategic Initiatives)**
- **Rehabbing existing homes**

# **Areas of Emphasis and Strategies**

## **Policy Agenda – Funding**

- **4B Funds**
- **Homestead Exemptions**
- **County/City Intergovernmental Agreement**
- **Lower Taxes (Strategic Initiatives)**
- **CDBG (Strategic Initiatives)**
- **Comparative fee schedules**
- **Find funding opportunities for special projects**
- **Implement a park dedication ordinance**

# **Areas of Emphasis and Strategies**

## **Policy Agenda – Governance**

- **Succession Planning (Strategic Initiatives)**
- **Working Partnerships with other entities (Strategic Initiatives)**
- **“Green Issues” (Strategic Initiatives)**
- **Traffic Enforcement**

## **Agreed Economic Development Principals**

(March, 2009)

- **The overall objective of economic development for Midland is to diversify the economy.**
- **The broad picture should be considered in overall economic development, including maintaining lower taxes, providing good infrastructure, and the delivery of quality education.**
- **4A funds should be considered as only one of the tools available for the overall economic development in the community.**
- **Projects considered for funding should compliment existing resources.**
- **The use of innovative techniques and projects are to be considered within approved guidelines.**

## **Issues to resolve in the development of a formal process for project funding between City Council and MDC**

(March, 2009)

- **Develop a process for conveying and communicating strategies and projects brought forward by both the City and MDC to identify future funding opportunities and avoid duplication of effort.**
- **Develop a process of agreeing on funding for strategies and projects that may require funding from either entity and/or that may be funded jointly to accomplish the task.**
- **Determine the level of risk for venture investments the City Council and MDC Board are willing to accept when seeking and reviewing economic development opportunities.**
- **Develop guidelines on the timing, type, and level of reporting and information the City Council needs on projects and initiatives under consideration by MDC.**

# **City Council**

## **“Parking Lot” Issues**

(March, 2009)

- **Better define the role of Council Liaisons.**
- **Discuss the automated water meter system and related billing issues.**
- **Review the definitions and use of 4B Sales Tax revenue for the marketing and maintenance of the Sports Complex.**
- **Discuss and make plans for the possible renewal and expansion of the 4B Sales Tax before the expiration of the current authorization in 2014.**
- **Review and make recommendation for implementation and funding of “green” projects, including possible staffing and/or the use of the ATC.**
- **Review and determine if revisions are needed to building Certificate of Occupancy procedures.**
- **Review and determine if revisions are needed to codes relating to building facades.**
- **Find ways to partner with sponsors of various festivals held in the City through out the year.**
- **Review and determine a policy for the possible broadcast of City Council meetings over the city’s cable access channel.**
- **Develop a policy governing the City’s fiscal responsibility.**
- **Discuss and meet with the Chamber of Commerce relative to the working relationship between the two entities**
- **Discuss and review the existing policy of providing matching funds for private park improvements throughout the City.**

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**MAINTAINING EXISTING STREETS**

**Priority # 1**

• **PRIORITY**

- To crack seal, chip seal, resurface existing streets

• **PRIORITY RATING**

- #1 Major Projects/Infrastructure

• **TEAM**

- Courtney Sharp, City Manager
- Gary Saunders, Transportation
- Rick Crownover, Development Services
- Stuart Purvis, Utilities
- Purchasing, Mark Phillips
- Rene Franks, Engineering
- Rick Arrellano, Code Enforcement

• **PARTNERS**

- TxDOT
- County
- MOTRAN
- Citizens
- Motor MPO
- 4A

• **ACTION STEPS**

- Criteria in place: pothole repair, utility cut contract, vegetation control, level-up, crack seal, chip seal, emergency response, valley gutter construction, street sweeping, storm drain cleaning, curb and gutter repair, street markings, and shoulder widening.

- Pavement Management System: work order/asset management system, street striping lengths spreadsheet, and micropaver.
  - Weed sprayer on sweepers: sweep and vegetation control with one pass, advanced optics and computer circuitry sense if a weed is present.
  - Crack Seal and Chip Seal Material: crack seal in the winter (pavement preservation sealant) and chip seal in the summer (pre-coated gravel).
  - Street Analysis: perform an annual analysis of chip seal area, daily analysis of pothole repairs, and an analysis of drainage repairs and complaints.
- **TIMELINE**
    - Chip Seal: June – August
    - Thin Blade Level up: March – September
    - Crack Seal: November – March
    - Vegetation Control – October – September
    - Valley Gutter Construction: October – September
    - Street Sweeping: October – September
    - Pothole Repair: October – September
    - Utility Cut Repair: October - September
- **COST**
    - Valley Gutters – Recommended CIP Project
    - \$500,000 – \$700,000 Chip Seal appropriated annually through the General Fund
- **REPORTING**
    - Monthly to Management Team
    - Council – Quarterly- Bi-Monthly
    - Major Report – 6 months

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**MUNICIPAL COURT BUILDING**

**Priority # 2**

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- **PRIORITY**
  - Examine possibilities and costs for a new or renovated Municipal Court Building
  
- **PRIORITY RATING**
  - #2 Major Projects/Infrastructure
  
- **TEAM**
  - Robin Smith, Judge
  - Court Staff
  - Building Services representative
  - Court Users (Legal, P.D., Fire, Animal Control, Code, Etc.)
  
- **PARTNERS**
  - Architectural Firm
  
- **ACTION STEPS**
  - Select Architect
  - Select Facility and Site
  - Funding
  - Construction
  
- **TIMELINE**
  - Firm Selection – 60 days
  - Firm Selection – 8 months
  - Funding Vehicle – 9 months

- Construction – 1 - 3 years
- **COST**
  - \$1.5 Million funded through 2009 CO Bonds for architectural study
  - Estimated \$6.6 Million for construction
- **REPORTING Time**
  - Quarterly Updates

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**BUILDING INFRASTRUCTURE**

**Priority # 3**

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• **PRIORITY**

- Have sufficient infrastructure in place to meet the growing needs of the City and to partner with the Midland Development Corporation (MDC) to fund projects that are eligible for funding under Type A laws.

• **PRIORITY RATING**

- #3 Major Projects/Infrastructure

• **TEAM**

- Courtney Sharp, City Manager
- Marv Esterly, Airports
- Rick Crownover, Development Services
- Cameron Walker, Planning
- Sylvester Cantu, CDBG
- Stuart Purvis, Utilities
- Rene Franks, Engineering Survey

• **PARTNERS**

- Development/Developers in Community
- MDC
- Private Utility

- **ACTION STEPS**
  - Regular Planning/Development Meetings w/MDC and key staff.
  - Work at state level to ensure use of 4A funds is as flexible as possible.
  - Ensure Board Appointments are in line w/Council philosophy & priorities.
  - Joint meetings; City Manager with the MDC.
  
- **TIMELINE**
  - Ongoing – Minimum Quarterly Meetings.
  
- **COST**
  - Funding sources will include General Fund, Water & Sewer, and MDC appropriations.
  
- **REPORTING/TIMELINE**
  - Semi-annual

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**PAVING UNPAVED STREETS**

**Priority # 4**

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- **PRIORITY**
  - Paving All Unpaved Residential Streets.
  
- **PRIORITY RATING**
  - #4 Major Projects/Infrastructure.
  
- **TEAM**
  - Rick Crownover, Development Services
  - Stuart Purvis, Utilities
  - Survey
  - Rene Franks, Engineering
  - Bill Hodge, GIS
  - Mark Phillips, Facilities
  - Sylvester Cantu, CDBG
  - Courtney Sharp, City Manager
  
- **PARTNERS**
  - Outside Utilities (Gas, Elect, Phone, Cable)
  - Citizens
  - TxDOT
  - 4A
  
- **ACTION STEPS**
  - It is the desire of the current City Council to fund \$1.5 Million annually for the project from CDBG and the General Fund. Target areas (CDBG).

- Pave 15 blocks per year.
- **TIMELINE**
  - 12 – 15 Years (overall completion).
  - 12 – 14 Months to start (each phase).
- **COST**
  - In today's dollars, the cost of paving a residential block, including curb and gutter, is approximately \$70,000.
- **REPORTING**
  - Quarterly to management team.

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**COMPARATIVE FEE STUDY**

**Priority # 5**

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- **PRIORITY**
  - Complete a study to examine the fees currently being charged for city services.
  
- **PRIORITY RATING**
  - #5 Major Projects/Funding
  
- **TEAM**
  - Tommy Hudson, Deputy City Manager
  - Monette Burke, Community Services
  - Mark Phillips, Facilities
  - Stuart Purvis, Utilities
  - Tina Jauz, Public Information Officer
  - Bob McNaughton, Finance
  
- **PARTNERS**
  - Maximus
  
- **ACTION STEPS**
  - Phase 1 – Planning, Building Code, Transportation, City Secretary, Golf Course, Scharbauer Sports Complex, Sanitation, Garage, Water & Sewer Fund.
  - Phase 2 (2010) – Animal Services, Health, Parks & Recreation, Fire, EMS & Police.

- **TIMELINE**
  - Consideration and implementation of Phase I, Oct 1, 2009 (FY 2010) Sanitation/Garage.
  - Remainder Divisions/Department Oct. 1, 2010 (2011).
  - Educate the public as to new fees & effective dates.
  
- **COST**
  - Total expenditure is \$96,500 for the study. This was approved by the City Council on October 28, 2008.
    - Phase I - \$58,500.
    - Phase II - \$38,000.
  
- **REPORTING**
  - Department Staff Meetings, report to City Manager.
  - Bi-Monthly to Council.
  - Major projects every 6 months.

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**CITY FACILITIES**

**PRIORITY #6**

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- **PRIORITY**
  - Update the 30 occupied city buildings.
  
- **PRIORITY RATING**
  - #6 Major Projects/Infrastructure
  
- **TEAM**
  - Tommy Hudson, Deputy City Manager
  - Bob McNaughton, Finance
  - Mark Phillips, Facilities
  - Mark Garcia, Facilities
  
- **PARTNERS**
  - Appropriate Divisions/Departments depending on facility
  
- **ACTION STEPS**
  - Develop an inclusive facility needs assessment which will identify both physical renovation needs and future space planning requirements.
  - Develop and issue Request for Qualifications (RFQ) for engineering/architectural firms to develop appropriate long range facilities plans.
  - Present final Engineer Building Assessment to the City Council.
  - Establish Funding sources for prioritized item through the General Fund, Water & Wastewater, and CO Bonds.

- **TIMELINE**
  - FY 2009/10 - develop RFQ and select a firm.
  - FY 2010/11 – complete study.
  - FY 2010/11 – establish priorities and funding available.
  
- **COST**
  - \$100,000 + for study.
  
- **REPORTING**
  - Department Staff Meetings.
  - Major Projects – 6 months.

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**MDC/CITY COUNCIL**

**Priority # 7**

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- **PRIORITY**
  - Improve relations and communications between the Midland Development Corporation (MDC) and City Council for the benefit of the citizens.
  
- **PRIORITY RATING**
  - #7 Major Projects/Economic Development
  
- **TEAM**
  - Courtney Sharp, City Manager
  - Mike Hatley, MDC
  - Mayor Wes Perry
  
- **PARTNERS**
  - City Council
  - MDC
  
- **ACTION STEPS**
  - Continue to hold Joint Meetings between the two entities
  - MDC Executive Director in close communications with the City Manager.
  - Recommending to the MDC to set aside funding for Infrastructure Projects allowable under Type A laws.
  
- **TIMELINE**
  - September 30, of each year.

- **COST**
  - To be determined based on need.

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**STORM WATER MANAGEMENT**

**Priority # 8**

- **PRIORITY**
  - To meet the federal requirements of Storm Water Management (SWM).
  
- **PRIORITY RATING**
  - #8 Major Projects/Infrastructure
  
- **TEAM**
  - Courtney Sharp, City Manager
  - Rick Crownover, Development Services
  - Rene Franks (storm water study) Team may expand after looking at Rene's study, WDS
  - Ann Long, CISD
  - Tina Jauz, Public Information Officer
  - Bill Hodge, GIS
  
- **PARTNERS**
  - TCEQ
  - EPA
  
- **ACTION STEPS**
  - Visit with other cities who have implemented the SWM fee.
  - Review with the Council the SWM study already conducted in 2004.
  - Council decision on which SWM projects to fund.
  - Determine amount of SWM fee.

- Hire additional employee(s) to address federal mandates of the program.
- Educate citizens on federal EPA requirement.
- Enact fee.
  
- **TIMELINE**
  - Cities already contacted and input noted in a report.
  - Review SWM with Council in summer 2009.
  - Council addresses plan implementation on or before 7-30-10.
  - Council decides fee amount by 9-30-10.
  - New employee(s) hired and fee implemented by 4-30-11.
  - Projects will be ongoing for 10 years at a minimum, but can exceed timeframe depending on the projects selected and the fee charged.
  - Education will be ongoing.
  
- **COST**
  - Approximately \$60 million with the City's share estimated at \$46 million in 2010.
  
- **REPORTING**
  - Monthly reporting to Director of Development Services.

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**I-20/LOOP 250 INFRASTRUCTURE**

**Priority # 9**

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- **PRIORITY**
  - Provide Infrastructure to West Loop and Gateways to spur development in the area.
  
- **PRIORITY RATING**
  - #9 Major Projects/Infrastructure
  
- **TEAM**
  - Stuart Purvis , Utilities
  - Rick Crownover, Development Services
  - Rene Franks, Engineering
  - Cameron Walker, Planning
  
- **PARTNERS**
  - TxDOT
  - County
  - MDC
  - Developers
  
- **ACTION STEPS**
  - Complete service area study for area bounded by FM1788, SH349 Reliever Route, and City Limits.
  - Presentation and consideration of implementation by the City Council.
  - Identify funding sources.

- **TIMELINE**
  - 18 months to complete the study.
  
- **COST**
  - Study to cost approximately \$75,000 from Operating Revenue.
  - Variable depending on development.
  
- **REPORTING**
  - Director of Development Services and Utility Director.
  - Report monthly to City Management.
  - Monthly to City Council.

**City Council**  
**Major Projects**  
**Top Twelve Priorities**  
(March, 2009)

**Implementation Plan**  
(June, 2009)

**WATER TREATMENT PLANT**

**Priority # 10**

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• **PRIORITY**

- Upgrade water treatment plant to meet regulatory standards and increase demands.

• **PRIORITY RATING**

- #10 Major Projects/Infrastructure.

• **TEAM**

- Stuart Purvis , Utilities
- Rick Crownover, Development Services
- Jill Reed, Utilities
- Johnny Womack, Water Plant Superintendent
- Matt Kerley, Water Plant
- Bob McNaughton, Finance
- Bill Jones, Electrician
- Marcus Johnston, Assistant City Manager

• **PARTNERS**

- CDM, design firm
- Cajun contractors
- TCEQ
- Water Resources Committee

• **ACTION STEPS**

- Defined issues in 2004.
- Designed solutions in 2005.
- Funding of majority of work through 2007 Bonds.

- Currently under construction.
- Additional funds needed for raw water portion of the project.
  
- **TIMELINE**
  - 2004 – Defined issues.
  - 2005 – Designed solutions.
  - Feb 2006 sold bonds, CO Bonds in the amount of \$21.7 million.
  - Feb 2010 projected completion of project.
  - July 2012 completion of raw water.
  
- **COST**
  - Initial \$21.7 million – CO Bonds 2007.
  - An additional \$2.5 million will be needed for completion of raw water. To be included in the 2011 Bond sale.
  
- **REPORTING**
  - Director of Utilities report monthly to City Management.
  - City Council updated monthly.

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**TRAFFIC ENFORCEMENT**

**Priority # 11**

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• **PRIORITY**

- Focus on accident reduction, increased speed, red light and stop sign enforcement.

• **PRIORITY RATING**

- #10 Major Projects/Governance.

• **TEAM**

- Courtney Sharp, City Manager
- Price Robinson , Police Chief
- Jeff Darr, Deputy Chief
- Brian Bogart, Traffic Lieutenant
- Tina Jauz, Public Information Officer

• **PARTNERS**

- Gary Saunders/Transportation Manager.
- Robin Smith/Municipal Court.

• **ACTION STEPS**

- Identify high accident intersections & contributing factors.
- Gather speed data from traffic engineering and accident information from data base.
- Continue to vigorously work traffic complaints called in by residents.
- Disseminate information to traffic/patrol officers for deployment.

- Disseminate information to public about special enforcement projects and also communicate high accident intersections to the public.
- **TIMELINE**
  - 30 days to identify high accident intersections and contributing factors.
  - 30 days to gather information.
  - 60 days to disseminate information to officers.
  - 60 days to disseminate information to the public.
  - Education ongoing.
- **COST**
  - No extra budgetary impact at this time.
- **REPORTING**
  - From the Chief of Police to the City Manager and City Council.

**City Council  
Major Projects  
Top Twelve Priorities  
(March, 2009)**

**Implementation Plan  
(June, 2009)**

**NON-TRADITIONAL INFRASTRUCTURE**

**Priority # 12**

• **PRIORITY**

- Non-Traditional infrastructure includes technology, parking, sidewalks, and quality of place.

• **PRIORITY RATING**

- #12 Major Projects/Infrastructure.

• **TEAM**

- Marcus Johnston, Assistant City Manager
- Gary Saunders, Transportation
- Rick Crownover , Development Services
- Monette Burke, Community Services
- Chuck Gibson, CISD
- Bob McNaughton, Finance
- Cameron Walker, Planning

• **PARTNERS**

- MDC
- Tax Increment Reinvestment Zone (TIRZ)
- Developers/Property Owners
- TxDOT

• **ACTION STEPS**

- Determine private/public partnerships.
- Conduct a Downtown parking space study.
- Implement Downtown smart plan.

- **TIMELINE**
  - Implement, based on direction from City Council and partners.
  - Parking study conducted in FY 2009/10.
  
- **COST**
  - Funding based on City Council direction.
  
- **REPORTING**
  - To City Management and City Council Quarterly.