



**CITY COUNCIL RETREAT MINUTES  
CITY OF ODESSA, TEXAS**

**APRIL 9, 2021**

On April 9, 2021, a Retreat of the Odessa City Council was held at 8:28 a.m., at First Baptist Church, 709 N. Lee, Odessa, Texas.

City Council present: Mayor Javier Joven; Council members: Mark Matta, District One; Steven Thompson, District Two; Detra White, District Three; Tom Sprawls, District Four; Mari Willis, District Five; and Denise Swanner, At-Large.

Others present: Michael Marrero, City Manager; Norma Aguilar-Grimaldo, City Secretary; Natasha Brooks, City Attorney; Cindy Muncy, Assistant City Manager; Phillip Urrutia, Assistant City Manager; Scott Willingham, Strategic Government Resources; and member of the news media.

Dr. Willingham recapped yesterday's discussions and take-a-ways as there were many in agreement with issues. He stated last year had a lot of complexity and now it was time to manage through change.

Council member White arrived at 8:36 a.m.

**Five Pillar – new pillars defined that set the course for the city in terms of big priorities.** Dr. Willingham explained the definition and purpose of pillars. The pillars were strategic as opposed to tactical. The pillars took around five to seven years to accomplish. He provided sample pillars such as financial integrity, responsible growth management, and operational excellence.

There was a short break.

The Council worked on identifying pillars in groups. Discussion was held on each pillar. Mr. Marrero provided views on the pillars as it applied from the management side. He stated that there was good data for most of the pillars. Mayor Joven provided the purpose of the public information officer and how it has transitioned over time. He explained his vision for the marketing of the City. The following six pillars were defined: 1) upgrading infrastructure, 2) sports/recreation (destination), 3) facility analyses for growth, 4) comprehensive growth plan, 5) city driven marketing/community, and 6) improving partnerships.

**Milestones – mile markers defined for each pillar.** The Council worked in groups to identify milestones. The groups shared the milestones for each of the six pillars. For the sports pillar, milestones included UTPB project, parks master plan, explore corporate sponsorships and new tournaments. For the facility analysis pillar, milestones included prioritize needs, identify funding, begin major improvements and new assessment. For the marketing community, milestones included redirect/enhance public relations, image campaign, city council initiatives and surveys on-line. For the improving partnerships, milestones included roundtable discussions with partners, establish corporate relationships, visionary planning needs, joint meeting with taxing entities and Midland and Midland County relationships. For the upgrade infrastructure, milestones included the solid waste master plan, and follow the city's master plan. For the comprehensive growth plan, milestones

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included commercial and retail with zoning and planning and City's comprehensive master plan. Dr. Willingham stated it was time to plan, executive and evaluate the vision.

There was no other business, the meeting adjourned at 11:37 a.m.

ATTEST:

APPROVED:

Norma Aguilar-Grimaldo, TRMC, CMC  
City Secretary

Javier Joven  
Mayor