



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

**DECEMBER 14, 2018**

On December 14, 2018, a Retreat of the Odessa City Council was held at 8:00 a.m., at Dee's Bistro, 622 N. Lee Ave., Odessa, Texas.

City Council present: Mayor David R. Turner; Council members: Dewey Bryant, District Two; Detra White, District Three; Tom Sprawls, District Four; Mari Willis, District Five; and Peggy Dean, At-Large.

Council member absent: Malcolm Hamilton, District One.

Others present: Michael Marrero, City Manager; Norma Aguilar-Grimaldo, City Secretary; Cindy Muncy, Interim Assistant City Manager; Gary Landers, Interim City Attorney; Mike Mowery, Strategic Government Resources, \_\_\_\_\_, Strategic Government Resources; and member of the news media.

Mayor Turner called the meeting to order and the following proceedings were held:

Mayor Turner thanked Mr. Marrero. He gave the invocation.

Dr. Mowery provided an introduction on SGR Strategic Government Resources. He stated that the Council going in the same direction would provide successes throughout the community. He reviewed the Council's responses with strategic vision, which was Council's role. He stated that strategic planning was staff roles. The strategic issues were addressed. The common themes of the responses included housing, goals, roles and responsibilities, teamwork, infrastructure and communication.

**Discussion of good governance principles and how they relate to the Council's task of creating a strategic vision.** Dr. Mowery stated that due to the demand and growth the roles and responsibilities needed to be reviewed every year. He explained the leadership pyramid. He emphasized that relationships was a healthy foundation. Other elements included operational, systems and strategic. He stated that Council instilled the culture from the top down.

Dr. Mowery explained the strategic vision process. Mayor Turner stated that planning was needed to continue to grow. Dr. Mowery stated that behaviors create culture. Cultural trump everything.

There was a short break from 9:04 a.m. – 9:14 a.m.

Discussion was held on Council's governance.

Dr. Mowery identified governance challenges by board. The challenges included the changing environment, external forces and staff relations and communications. Council discussed their most concerned issues that included staff relations and communication, effective use of good people and day-to-day operations with the environment.

The governance challenges by the CEO's were identified. The challenges included Council involved in details, complexity of issues facing Council, and loyalty to community or organization. The Council's concern included the Council being too involved in details. Dr. Mowery explained managing by the Council versus the City Manager managing. The behavior created the culture for the organization. Council member Bryant stated that if information was needed that it should be all of the Council interested in the information, which would be accepted favorably by staff. Dr. Mowery stated that there must be a balance of trust. Council member Dean stated that the City's website was a great resource of information.

Dr. Mowery identified characteristics of boards to govern effectively. It included respect communication with each other, and loyalty. Organizational characteristics of the board to govern effectively were discussed. It included to excellence, mission, vision and core values.

Two challenges to overcome were citizens against virtually everything and articulating incompetents. Dr. Mowery explained to hot deal with the challenges, as it required healthy deliberation.

There was a short break from 10:18 a.m. – 10:27 a.m.

Roles and responsibility of members were discussed. Roles included: external communicators, internal communicators, fiduciary overseers, policy developer, information systems overseer and priority enforcer. The mission statement was reviewed. Strategic vision determines where Council would like to go and identify the milestones.

There was a short break from 11:13 a.m. – 11:25 a.m.

**Discussion and adoption of the reputational drivers for The City. This answers the question, "What do we want to be known for in the coming years"** The City Council identified reputational drivers for the City of Odessa. Drivers included progressive, quality of life, place to live, service providers to be user friendly, respected, pride and the cleanest city. Council member Bryant stated that time should be spent on education and our successes must be showed. Dr. Mowery stated that the City must buy in with its leaders and provide a positive image. He stated that the ramifications for the drivers was the revenue.

Council took a break for lunch at 12:03 p.m. – 12:35 p.m.

Council member Bryant stated that the Council should be involved with the community as a volunteer or donate their meeting payment to charity. He stated that the Council should set the example. Discussion was held on ways to volunteer and donate.

**Discussion of the pressing needs facing residents.** Council identified the pressing needs of the citizens. Needs included affordable housing, affordable child-care, infrastructure, safety, traffic, education, hunger, educated trained workforce and animal shelter. Dr. Mowery emphasized that the Council needed to communicate including with employees that needed encouragement.

**SWOT Analysis of the City.** Council identified the following as a SWOT analysis:

Strengths: City staff, revenue stream, water and entrepreneurial can-do attitude. Discussion was held that the revenue stream was a strength and weakness with the environment.

Weaknesses: volatility, workforce, business not community minded and education.

Opportunities: infill land development, downtown development, organizational of taxing entities, petroleum partnerships and diversification.

Threats: downturn of economy, legislature, lack of service providers of educators, police and firefighters.

Council discussed how to cope with the SWOT in the future as it included a conservative budget, taking care of infrastructure and be invested and maintained.

There was a short break from 1:56 p.m. – 1:56 p.m.

**Strategic Thinking about the future for The City as it relates to items such as: Infrastructure, transportation, economic vitality, Diversity, Parks & Trails, Innovation, Community Involvement, Sustainability, Customer Satisfaction, Financial Health, The Arts, and Safety.** The Council worked on a scenario of a successful City. The common items included innovation, improved quality of life, planned growth and economic vitality.

**Identifying the key pillars of the Council's Vision of the future, top priorities in their Strategic Vision.** Council identified top priorities. Discussion was held on the listed priorities. Council member Bryant stated that the revenue must be enhanced. Council member Dean stated that innovation should be part of the strategies. Council member Sprawls stated that partnerships were needed that would open many opportunities. After further discussion, priorities were narrowed to updated infrastructure, encourage customer service, support staff, building partnerships and promote innovation. Discussion was held on the listed priorities.

There was a short break at 3:09 p.m. - 3:21 p.m. Council member Bryant left the retreat.

**Key Milestones for each Council pillars.** Milestones for each priority were identified. For update infrastructure milestones included: follow long-range plans and stay on schedule, roadways, work with Council to find funding, continue working with CRMWD for water. For the encourage of customer service, milestones included encourage excellence, be a facilitator and not a roadblock, create WIG when possible, and facilitate departments, and staff represent the city well. Mr. Marrero reported that the management team was working together and enhancing the working relationship. For support staff, milestones included publically and privately support staff and daily operations, planning to the City Manager, adopt an ethics policy and consider other conduct policies needed. Mayor Turner stated that requests for information should be requested as a Council request not by individual Council member's request. For building partnerships, milestones included revitalize over use of committees, pull taxing entities together and address issues, and private-public priorities, Mr. Marrero stated that would elevate the quality of life with private funds. For Promote innovation, milestones included being creative, think outside the box related to financing, education of options for financing.

**Discussion of the ramifications of the Strategic Vision for the Council in their work together.** Council member Sprawls stated that each Council member must hold each other

accountable. Council member Willis thanked Dr. Mowery, as it was most beneficial. She stated it gave her direction on roles and responsibilities and brought out issues to be aware. Council member white stated that it gave direction as a group to focus. The information was a reinforcement. Council member Dean stated it was great information and it provided direction and boundaries were understood. Each City staff provided comments. Dr. Mowery thanked the Council for their input and participation. Mr. Marrero stated it made staff aware of Council thinking and the important factors that provide direction. Mayor Turner stated it was a great opportunity. He stated that each of the leaders would have a common ground to work together for the betterment of the City.

There was no other business, the meeting adjourned at 4:01 p.m.

ATTEST:

APPROVED:

Norma Aguilar-Grimaldo, TRMC, CMC  
City Secretary

David R. Turner  
Mayor