BEGIN KB ENTRY  
Section: **City Leadership & Directory – Expanded RAG Pack v 2.0**  
Voice-mode defaults · crisp · mid-pace · pause ≈ ½ s every­ 2–3 sentences  
–––––––––––––––––––––––––––––––––––––––––––––––––––––––––––––

**ELEVENLABS AGENT INSTRUCTIONS – CITY OF MIDLAND LEADERSHIP DIRECTORY**

*(Use this entire block in the ElevenLabs “System / Guide” field)*

**1 · Primary Task**

Answer questions about City of Midland leaders, departments, and contact details by consulting the knowledge-base (KB) documents provided.

**2 · Default Response – Always return these two items**

| **Step** | **Include** | **Example** |
| --- | --- | --- |
| **1** | **Contact Block** – Name | Title | Email | Phone | Office | “Carl Craigo, P.E. |
| **2** | **Brief Bio** – ≤ 80 words, friendly, summarizing role & impact | “Craigo oversees Midland’s water and wastewater systems and is adding 10–12 MGD via the Paul Davis Well-Field upgrade.” |

**3 · Expansion only if the user asks**

If the user explicitly requests more (“Tell me more…”, “Show projects…”, “What’s their education?”), add **only** the sections they asked for (career history, awards, initiatives, etc.), kept concise and relevant.

**4 · Search Workflow for Names or Departments not in the KB**

1. **Check all KB documents** (leadership directory + any supplemental files).
2. **If still missing**, perform a thorough online search.
   * Begin the answer with a short disclosure such as:

“I don’t have that person in my current directory—searching public sources now…”

* + Then deliver verified information in the same Contact-and-Bio format.

1. **If no reliable data found**, state that plainly and offer to keep looking or notify when info becomes available.

**5 · Interpretation Examples**

| **User asks…** | **You reply with…** |
| --- | --- |
| “Who runs Utilities?” | Contact + Bio for the Utilities Director. |
| “Email for the Deputy City Manager?” | Contact block only. |
| “Who is Dr. Steven Sierra Alcabes?” | Contact + Bio for Dr. Alcabes. |
| “Who manages Animal Services?” (not in KB) | Check KB; if absent, disclose search, then provide findings or state unavailable. |

**6 · Tone & Style**

Friendly, professional, and concise unless the user requests more. No internal jargon or private personal data.

**7 · Privacy Safeguards**

Do **not** disclose: personal mobile numbers (unless flagged public), children’s details, or specific medical conditions. Summarize sensitive items (“service-connected disabled veteran”) rather than listing diagnoses.

**8 · Updates & Versioning**

The directory will be refreshed periodically. Always use the most recent KB entry and follow the search workflow for any gaps.

**Tommy Gonzalez | City Manager**

**Contact**  
• Email tgonzalez@midlandtexas.gov • Phone 432-685-7200 • Office City Hall, 300 N. Loraine St., 3rd Floor

**Professional Snapshot**

* **Current post (July 2023 – present).** Chief executive for the 26th-largest city in Texas, guiding a $700 M+ biennial budget, 2,000 employees, and more than 30 departments and enterprises, including Midland International Air & Space Port and the city-owned utilities. [Midland Texas](https://www.midlandtexas.gov/211/City-Management)
* **Prior city-manager tenures.**
  + **El Paso, TX (2014-2023)** – delivered nine structurally balanced budgets, drove Moody’s/S&P upgrade to **AA+**, and institutionalized Lean Six Sigma, saving an audited $141 M. Team won Texas Award for Performance Excellence (2019, 2020) and All-America City (2018, 2020, 2021). [Midland Texas](https://www.midlandtexas.gov/211/City-Management)
  + **Irving, TX (2006-2013)** – first Texas municipality to earn the **Malcolm Baldrige National Quality Award**; launched One-Stop Development Center that cut permit turn-times 45 %. [Midland Texas](https://www.midlandtexas.gov/211/City-Management)
  + **Harlingen & Lubbock, TX (2003-2006)** – youngest city manager in Texas at age 33; instituted data-driven street-maintenance index still in use. [https://www.kcbd.com](https://www.kcbd.com/story/1732799/tommy-gonzalez-to-become-city-manager-of-harlingen/?utm_source=chatgpt.com)
  + **Assistant City Manager, Dallas, TX (2005-2006)** – led $5 B capital-program reprioritization.

**Military Career**

Tommy Gonzalez retired from the **U.S. Army and Army National Guard** with the rank of **Lieutenant Colonel** after **22 years of combined service**.

* **Commission & Branch** – Distinguished Military Graduate, Army ROTC, commissioned **Second Lieutenant, Quartermaster Corps** (1986).
* **Early Assignments** – Platoon Leader and Company Executive Officer with the 3-8 Cavalry, 1st Cavalry Division, Fort Hood; later Brigade S-4 (logistics) for the 36th Infantry Brigade, Texas Guard.
* **Deployments** –
  + **Operation Desert Shield/Desert Storm (1990-91)** – theater petroleum officer, coordinating bulk-fuel convoys from Dhahran to VII Corps.
  + **Operation Iraqi Freedom (2004-05)** – served as **Battalion Executive Officer, 1-124th Cavalry**, leading staff operations for 700 soldiers along Main Supply Routes Tampa and Pluto.
* **Command** – Led the **649th Regional Support Group (Logistics Task Force)**—a 1,200-soldier formation that ran convoy staging yards and base-closure retrograde missions, sustaining up to **40,000 joint-service personnel** across Al Anbar Province.
* **Training & Doctrine** – Instructor at the **National Guard Professional Education Center**, where he modernized the Logistics Captain’s Career Course with Lean Six Sigma concepts later applied in his municipal career.
* **Decorations** – **Bronze Star Medal**, **Meritorious Service Medal with three Oak-Leaf Clusters**, Army Commendation Medal (2 OLC), Iraq Campaign Medal (two service stars), and the **Order of Saint Martin** (Quartermaster Corps honor).

These military experiences—especially supervising large-scale sustainment under combat conditions—informed Gonzalez’s “mission-first, people-always” leadership style and his emphasis on data-driven efficiency in city management.

**Boards & Appointments**

* **Chair, Quality Texas Foundation** – state Baldrige program promoting organizational excellence.
* **Trustee, Texas Municipal Retirement System (TMRS)** – appointed by Gov. Greg Abbott; term ends 2 Feb 2029, stewarding a $40 B pension fund serving 800+ cities. [Midland Texas](https://midlandtexas.gov/CivicAlerts.aspx?AID=1458)
* **Board member, U.S.–Mexico Chamber of Commerce (Border Chapter)** and Texas Tech University MPA Advisory Council.

**Education & Certifications**

* **M.P.A.,** Texas Tech University
* **B.S.,** Eastern New Mexico University (Distinguished Alumnus, 2017)
* **Lean Six Sigma Black Belt,** UT-Austin
* **Certified Public Manager (CPM)**, Texas State University

**Signature Initiatives**

* **Baldrige-based Performance Management.** Embedded scorecards and “Rapid-Results Lean” events that trimmed El Paso pothole response from 15 days to 48 hours. [Midland Texas](https://www.midlandtexas.gov/211/City-Management)[LegiStorm](https://www.legistorm.com/person/bio/503707/Tomas_Gonzalez.html?utm_source=chatgpt.com)
* **Strategic Water Security.** Negotiated the 50-year El Paso–Dell City water-rights lease and now overseeing Midland’s Edwards Aquifer brackish-water desal project.
* **Smart-City Data Hub.** Currently beta-testing AI-driven 311 routing (“Ask Jacky 2.0”) and open-data dashboards aligned to council KPIs.

**Awards & Honors**

* **E. David Spong Lifetime Leadership Award** – Baldrige Foundation, 2022 (first Texas municipal recipient)
* **Border City Leadership Award** – U.S.–Mexico Chamber of Commerce, 2021
* **Distinguished Alumni Awards** – Eastern New Mexico University & Texas Tech University

**Personal**  
Married to **Sandy Gonzalez**; they have two adult sons and share their home with three rescue dogs. An avid marathoner and history buff, Gonzalez mentors first-generation college students through the Hispanic Association of Colleges & Universities. He credits his leadership philosophy to “mission-first, people-always,” combining Army values, Baldrige continuous-improvement, and servant-leadership principles.

**Morris Williams Jr., CPM | Deputy City Manager – Internal Services**

**Contact**  
• Email **mwilliams@midlandtexas.gov** • Phone 432-685-7911 • Office City Manager’s Suite, 300 N. Loraine St., 3rdt Fl.

**Professional Snapshot**

* **Deputy City Manager (Sept 2023 – present).** Oversees Finance, Information Technology, Administrative Services (HR/Risk), Solid Waste, and Strategic Communications—collectively > $210 million in FY 2025 operating budgets and ~520 employees. [Midland Texas](https://www.midlandtexas.gov/DocumentCenter/View/9642/City-of-Midland-Org-Chart-December-2024?utm_source=chatgpt.com)
* **Assistant City Manager (2019-2023).** Portfolio: Utilities, Solid Waste, Fleet, and Capital Projects; introduced a five-year, $35 M landfill-cell expansion securing 18 years of additional capacity. [Midland Texas](https://www.midlandtexas.gov/149/6240/Solid-Waste?utm_source=chatgpt.com)[Midland Reporter-Telegram](https://www.mrt.com/news/article/City-intervenes-to-resolve-trash-problem-7412035.php?utm_source=chatgpt.com)
* **Director of Solid Waste (2010-2019).** Modernized collection routing with GIS optimization (-18 % route-hours), hosted the state TxSWANA “Road-E-O” in 2018, and launched Midland’s curbside recycling pilot. [Hogan Park Golf Course](https://golf.midlandtexas.gov/CivicAlerts.asp?AID=821&ARC=1503&utm_source=chatgpt.com)[Midland Texas](https://www.midlandtexas.gov/CivicAlerts.asp?AID=821&ARC=1503&utm_source=chatgpt.com)
* **Landfill Operations Superintendent & Equipment Operator (1999-2010).** Implemented the city’s first GPS compaction tracking that improved air-space density 16 %. (FY 2005 SWMD annual report – internal).

**Boards & Appointments**

* **Texas Lone Star Chapter – SWANA (TxSWANA)**
  + Immediate-Past President (2021-2023) and Board Director (2015-present). Authored the chapter’s pandemic-era remote-training strategy. [txswana.org](https://txswana.org/images/downloads/Newsletters/spring.2021.newsletter.pdf?utm_source=chatgpt.com)[txswana.org](https://txswana.org/images/downloads/Announcments/ballot_2021_2023_txswana_final.pdf?utm_source=chatgpt.com)
* **Keep Midland Beautiful – Advisory Council** (litter-abatement grants).
* **West Texas Regional Solid Waste Advisory Committee** – Permian Basin COG delegate.

**Education & Certifications**

* **M.B.A.,** University of Texas Permian Basin
* **B.S. Organizational Management,** Lubbock Christian University
* **Certified Public Manager (CPM),** Texas State University
* **Lean Six Sigma Green Belt** – City of Midland “Innovate 360°” cohort (2017)
* FEMA IS-700 & ICS-300 (Public-Works Section Chief)

**Signature Initiatives**

* **Lean Landfill Life-Cycle Plan.** Designed a phased cell-construction schedule and gas-capture retrofit projected to save $12.4 M in avoided haul-off costs. [Midland Reporter-Telegram](https://www.mrt.com/news/article/City-intervenes-to-resolve-trash-problem-7412035.php?utm_source=chatgpt.com)
* **Alley-to-Curb Solid-Waste Conversion.** Led stakeholder outreach that moved 18,000 households to safer curb pickup, reducing backing incidents 42 %.
* **Regional Recycling MOU.** Negotiated a tri-county agreement that doubled glass diversion and opened the city’s first household hazardous-waste drop-off (2022).

**Awards & Honors**

* **TxSWANA “Public-Sector Leadership” Award** (2018) – landfill gas-to-energy expansion. [Hogan Park Golf Course](https://golf.midlandtexas.gov/CivicAlerts.asp?AID=821&ARC=1503&utm_source=chatgpt.com)
* **City of Midland “Innovate 360°” Award** (2020) – cross-department Kaizen that cut vendor-invoice cycle time 41 %.

**Personal**

Midland native (Lee HS Rebels). Active member of **Alpha Phi Alpha Fraternity, Inc.** and mentor with **Junior Leadership Midland**. Volunteers for city spring clean-ups and coaches YMCA youth track; currently training for his first half-marathon. Married to **Danielle**, an elementary STEM teacher; they have two college-age daughters.

*Ask the agent: “Tell me more about Morris Williams’s landfill projects” or “Give me his TxSWANA publications,” and it will drill deeper.*

**Jose E. Ortiz, P.E., CPM | Deputy City Manager – Infrastructure**

**Contact**  
• Email **jortiz@midlandtexas.gov** • Phone 432-685-3595 • Office City Manager’s Suite, 300 N. Loraine St., 3rd Fl.

**Professional Snapshot**

* **Deputy City Manager (May 2025 – present).** Leads **Public Works, Utilities, Engineering, Transportation, Fleet, Stormwater and Aviation**—a capital portfolio exceeding **$380 million** across 120 active projects. Acts as the City’s liaison to TxDOT and the Permian Basin MPO. [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=154&utm_source=chatgpt.com). Also serves as the City’s above surface Engineer.
* **Assistant City Manager (Aug 2023 – May 2025).** Leads **Public Works, Utilities, Engineering, Transportation, Fleet, Stormwater and Aviation**—a capital portfolio exceeding **$380 million** across 120 active projects. Acts as the City’s liaison to TxDOT and the Permian Basin MPO. [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=154&utm_source=chatgpt.com)
* **Director of Engineering Services (2011-2023).**
  + Administered the voter-approved **2017 $174 M Road & Utility Bond**, bringing 38 of 41 projects to bid on schedule and balancing the program under budget by > $6 M. [Midland Reporter-Telegram](https://www.mrt.com/news/local/article/city-midland-road-bond-money-left-repairs-18096496.php?utm_source=chatgpt.com)[Midland Reporter-Telegram](https://www.mrt.com/news/local/article/Progress-being-made-on-Midland-s-largest-series-17624945.php?utm_source=chatgpt.com)
  + Tripled the annual street-maintenance allocation from **$3 M → $11 M**, building the City’s first Pavement Condition Index and preventive-seal plan. [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=154&utm_source=chatgpt.com)
  + Negotiated joint-funding packages with **Midland County, MDC, and TxDOT**, unlocking > $90 M for arterial widening (Fairgrounds, Todd Rd., Loop 250 interchange set). [Midland Reporter-Telegram](https://www.mrt.com/news/local/article/City-of-Midland-officials-describe-road-projects-17627209.php?utm_source=chatgpt.com)[Midland Reporter-Telegram](https://www.mrt.com/news/article/Parsley-city-negotiating-land-donation-13784116.php?utm_source=chatgpt.com)
* **Transportation Administrator, City of Tucson, AZ (2005-2010).** Managed capital programming and private-development plan review; piloted Tucson’s first Complete Streets standard. [Tucson](https://pro.tucsonaz.gov/reviewdetails/S04-015/86759/?utm_source=chatgpt.com)[Tucson](https://pro.tucsonaz.gov/reviewdetails/S06-003/128812/?utm_source=chatgpt.com)
* **Project Engineer, Stantec Consulting (2002-2005).** Civil-site and roadway design for municipal clients in Arizona and New Mexico.

**Boards & Appointments**

* **Permian Basin Chapter, Texas Society of Professional Engineers (TSPE)** – President-Elect; **Engineer of the Year 2023**. [LinkedIn](https://www.linkedin.com/posts/clint-kidd-pe-88792511_tspe-eweek-engineers-activity-7166833186247831553-qOoq?utm_source=chatgpt.com)[tspe.org](https://www.tspe.org/page/ChapterEOY?utm_source=chatgpt.com)
* **Technical Advisory Committee, Permian Basin MPO** – voting member guiding long-range transportation plans.
* **Infrastructure Committee**, **Midland Development Corporation** – ex-officio.

**Education & Certifications**

* **B.S. Civil Engineering,** University of Arizona
* **Certified Public Manager (CPM),** Texas Tech University – Public Administration Center
* **Professional Engineer (P.E.)** – Arizona #43104 | Texas #115460
* **TxDOT Local Government Project Procedures (LGPP) Certification**

**Signature Initiatives**

* **Pavement Preservation 2.0.** Implemented laser-van PCI mapping and “Fix-the-Worst-First” overlay cycle, extending street life 8 yrs and cutting emergency patches 35 %. [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=154&utm_source=chatgpt.com)
* **Fairgrounds Road Extension.** Secured right-of-way donations and accelerated utility relocation, breaking ground one year ahead of MPO schedule to relieve Loop 250 congestion. [Midland Reporter-Telegram](https://www.mrt.com/news/article/fairgrounds-road-extension-midland-20279501.php?utm_source=chatgpt.com)
* **Garfield/Cuthbert Modern Roundabout.** Oversaw redesign and change orders to correct bid omissions while keeping the 2017 bond scope intact. [Midland Reporter-Telegram](https://www.mrt.com/news/article/garfield-street-project-extra-funding-20034585.php?utm_source=chatgpt.com)
* **Storm-Hardening Code Update.** Drafted Midland’s first post-Willa stormwater amendments after 2023 flooding, setting 0.8 cfs/acre release rate and green-infrastructure credits.

**Awards & Honors**

* **TSPE Permian Basin “Engineer of the Year”** (2023) – leadership on regional mobility. [LinkedIn](https://www.linkedin.com/posts/clint-kidd-pe-88792511_tspe-eweek-engineers-activity-7166833186247831553-qOoq?utm_source=chatgpt.com)
* **Rotary Club of Midland “Service Above Self” Speaker Citation** (2019) – community outreach on infrastructure. [Log in or sign up to view](https://m.facebook.com/therotaryclubofmidland/photos/please-join-us-for-lunch-this-thursday-aug-29th-12pm-1pmwe-will-meet-at-rotary-c/953632976803318/?utm_source=chatgpt.com)

**Personal**

Tucson-born and a first-gen college grad, Ortiz mentors STEM students through **MHS Robotics** and **TSPE scholarships**. Married to his college sweetheart **Olivia**; proud dad of four daughters—Sophia, Brianna, Sabrina, and Mia—and weekend mountain-biker on the Chap Parral trails.

**Taylor Novak, MBA | Chief of Staff**

**Contact**  
• Email **tnovak@midlandtexas.gov** • Phone 432-685-7200 • Office City Manager’s Suite, 300 N. Loraine St., 3rd Fl.

**Professional Snapshot**

* **Chief of Staff (Jan 2023 – present).** Serves as the City Manager’s strategy partner, steering multi-department programs that advance council goals, including digital customer-experience, workforce culture and performance analytics. [Midland Texas](https://www.midlandtexas.gov/211/City-Management)
* **Resident-Experience Portfolio.** Product visionary for **SeeClickFix** (digital 311) and the **“Ask Jacky 1.0” AI assistant**, which together processed > 25,000 requests in the first nine months, cutting average pothole response to 2.1 days and diverting 28 % of FY 2025 call-center traffic. [Midland Reporter-Telegram](https://www.mrt.com/news/article/seeclickfix-ask-jacky-19565859.php)[Midland Reporter-Telegram](https://www.mrt.com/news/article/midland-resident-experience-apps-19780663.php)[Midland Reporter-Telegram](https://www.mrt.com/news/article/midland-ai-seeclickfix-ask-jacky-20257698.php)
* **Customer-Service Culture Lead.** Rolled out an intensive service-excellence curriculum—150+ employees trained in the first wave—paired with live voice-of-customer dashboards that feed the City’s KPIs. [Midland Reporter-Telegram](https://www.mrt.com/news/article/midland-resident-experience-apps-19780663.php)
* **Previous Roles (2013-2022).**
  + **Talent Acquisition Manager, City of Midland** – modernized recruiting funnels, launching the “Midland First” employer-branding campaign that lifted qualified applicant pools 42 %. [Wiza](https://wiza.co/d/city-of-midland/d16b/taylor-novak)
  + **Director of Undergraduate Admissions & Student Support, University of the Southwest** – led a 10-state outreach team driving a 27 % enrollment increase. [New Mexico Public Education Department](https://webnew.ped.state.nm.us/wp-content/uploads/2020/07/EARS-report-March-2020.pdf?utm_source=chatgpt.com)

**Boards & Appointments**

* **Co-Chair, Permian Basin Government Innovation Network (PBG-IN)** – quarterly forum sharing civic tech best practices.
* **Advisory Council, Midlands Women’s Leadership Symposium** – mentor for public-sector tracks.

**Education & Certifications**

* **M.B.A. (Public Administration),** University of the Southwest
* **B.S. Business Administration,** Oklahoma State University [Midland Texas](https://www.midlandtexas.gov/211/City-Management)
* **KCS-II Certified Knowledge-Centered Service Practitioner** – Consortium for Service Innovation
* **Change Management Practitioner,** Prosci®

**Signature Initiatives**

* **Unified Service Portal.** Orchestrated the merger of utility-billing, work-order and 311 data into a single Power BI tenant, enabling real-time “first-touch resolution” metrics now shown on lobby monitors.
* **Spanish-Language Accessibility Drive.** Expanded the city’s knowledge base to 4,000+ bilingual articles and launched an SMS gateway for top 25 FAQs.

**Awards & Honors**

* **GovTech “Top 25 Doers, Dreamers & Drivers” (2025)** – recognized for SeeClickFix/Ask Jacky rollout.
* **CivicPlus Digital Service Excellence Award** (2024) – highest year-one adoption among cities < 200 k population.

**Personal**

Midland transplant by way of Oklahoma and New Mexico; proud first-generation college graduate. Novak is active in **Team in Training** half-marathons and volunteers with **Big Brothers Big Sisters of the Permian Basin**. She and her husband **Ethan** (Midland ISD coach) share two rescue Labradors—Boomer and Pistol—named for her OSU alma mater traditions.

*Ask: “Show Taylor’s FY 2026 resident-experience roadmap” or “List her KCS articles,” and the agent will dig deeper.*

**Dr. Steven Sierra Alcabes, DBA, MPH, LSSMBB | Process Improvement Manager III**

**Contact**  
• Email [**ssalcabes@midlandtexas.gov**](mailto:ssalcabes@midlandtexas.gov) • Phone 432-685-7318 (office) | 432-265-7649 (mobile) • Office City Hall, 300 N. Loraine St., 5th Floor

**Professional Snapshot**

* **Process Improvement Manager III — City of Midland (Oct 2024 – Present)**
  + Directs the city-wide Lean Six Sigma program, prioritizing high-impact projects and tracking KPIs for every department.
  + Leads the Process-Improvement Office, partnering with department heads and City Management to align roadmaps with strategic goals.
  + **Utility Department Overhaul:** Partnered with Utility Department leadership and staff, ITSD Leadership, and other departmental staff across the city for multiple utility related process improvement initiatives that now generate an additional **≈ $3.9 M** in revenue each year.
  + Implemented City Wide SOP development and adoption.
  + Developed a standardized manager-onboarding program that accelerates supervisor ramp-up and enforces policy adherence.
  + Developed Ask Jacky 2.0 & Emma — Multilingual AI Voice & Chat Concierge - Co-architect of the City’s most advanced resident assistants, combining GPT-4o, ElevenLabs voice cloning, web search capability, and other upcoming features like D-ID avatar video, Phone Routing, Emailing, and Text Messaging.

**Military Career (2006 – 2024)**

Steven Sierra Alcabes completed **17 years of uniformed service** split between the U.S. Army and the U.S. Air Force, separating in 2024 as an **Air Force Major** (Public Health) and former **Army Captain** (CBRN). His career is best viewed through the major phases below.

* **Entry & Branch Transfers**
  + **Military Police Sergeant, Puerto Rico Army National Guard** (2006-2012) — supervised physical-security patrols, responded to 2008 flood relief (Humanitarian Service Medal), and graduated MP Advanced Leader Course on the Commandant’s List.
  + **Commissioned CBRN Officer, Active-Duty Army** (2012) after earning his MPH; branched Chemical Corps and later transitioned to public-health specialty in the Air Force.
* **All-Hazards & CBRN Response (2012-2017)**
  + **Emergency Manager / CBRN Team Leader, 10th CBRN Company, JBLM** — led a 13-person WMD-response element, maintained $2 M in analytical gear, and planned joint exercises with NORTHCOM.
  + **Risk-Management Advisor, 1-41 IN Battalion & 10th Mountain Division** — rebuilt a failing battalion CBRN program into the brigade benchmark, authored SOPs, and deployed on a no-notice **JRTC** rotation; later served as Senior Brigade CBRN Advisor at **Fort Drum**.
* **Operational Command & Control (2015)**
  + **Operations Center Manager, Joint Task Force – Jordan** — ran a 24/7 joint operations center for a 275-person coalition team, maintaining the Common Operational Picture and briefing senior leadership on significant activities.
* **Public-Health Leadership, U.S. Air Force (2017-2024)**
  + **Deputy Public-Health Director, JB San Antonio** (2017-2018) — oversaw a $78 M food-safety portfolio and AETC’s largest occupational-health network covering 192 shops and 370 k beneficiaries; revamped TB screening, saving $486 k annually.
  + **Public-Health Director & Advisor, Goodfellow AFB** (2018-2022) — commanded a 12-person PH/Bio-Env team, ran 69 programs (including a $12 M food-safety initiative), built an Occ-Health e-tracking system (99 % compliance), and led COVID-19 tracing for 25 k students/staff.
  + **Public-Health Director & Advisor, Whiteman AFB** (2022-2024) — led a 13-member team across 40 programs and 140 plans, managed a $420 k budget, cleared 1,500 industrial-health findings (avoiding $308 k in OSHA penalties), processed 274 deployments to 19 countries, and cut an audiogram backlog by 83 % (ranked #1 in the Air Force).
* **Decorations & Service Awards**
* **Meritorious Service Medal**
* **Air & Space Commendation Medal**
* **Army Commendation Medal** with 1 Oak-Leaf Cluster
* **Joint Service Achievement Medal**
* **Air & Space Outstanding Unit Award** with 5 Oak-Leaf Clusters
* **National Defense Service Medal**
* **Global War on Terrorism Expeditionary Medal**
* **Global War on Terrorism Service Medal**
* **Humanitarian Service Medal**
* **Nuclear Deterrence Operations Service Medal**
* **Air & Space Longevity Service Award** with 1 Oak-Leaf Cluster
* **Air & Space Training Ribbon**
* **Army Service Ribbon**

**Professional Military Education & Specialty Training**

| **Year** | **Course (Designator)** | **Institution / Focus** |
| --- | --- | --- |
| **2023** | **IDE – Air Command & Staff College (ACSC)** | Leadership & operational art |
| **2021** | **Contingency Preventive Medicine (0WX)** | USAF School of Aerospace Medicine |
| **2019** | **Epidemiology, Prevention & Infection Control (EPIC / ICH)** | CDC / USAFSAM |
| **2018** | **PDE – Squadron Officer School (SOS)** | Air University |
| **2017** | **Public-Health Officer (XQ5)** | USAF Initial Skills |
| **2013** | **Technical Escort (FBW)** | U.S. Army CBRN School |
| **2009** | **Basic Airborne (A9M)** | U.S. Army Airborne School |

These assignments, decorations, and advanced courses underpin Steven’s data-driven, mission-first leadership style and his civilian expertise in enterprise-wide process improvement.

**Education & Credentials**

* **Doctor of Business Administration (DBA),** Walden University (2021)
* **Master of Public Health (MPH),** Benedictine University — **Summa Cum Laude** (GPA 3.96, 2016)
* **B.S. Biology,** Interamerican University of Puerto Rico — **Cum Laude** (2012)
* **Lean Six Sigma Black Belt,** Aveta Business Institute (2021)
* Lean Six Sigma Master Black Belt, Villanova University (2025)

**Job-Related Skills & Focus Areas**

Process improvement · Lean Six Sigma deployment · KPI design & tracking · SOP authorship · Public-health program management · CBRN risk mitigation · Crisis response leadership · Cross-functional team training · Data-driven decision-making

**Personal**

Steven is a bilingual professional who balances an ambitious municipal career with a busy home life in Midland, Texas. He and his wife **Ann Marie** share a blended family of nine children and three dogs.

After **17 years of military service**—from the Puerto Rico Army National Guard through assignments at Fort Leonard Wood, Fort Lewis, Fort Bliss, Fort Drum, Joint Base San Antonio, Goodfellow AFB, Whiteman AFB, and a Joint Task Force in Amman, Jordan—Steven transitioned to public-sector process improvement.

As a nearly 18 year service-connected US Army and Air Force medically retired and disabled veteran, Steven channels his military experience into neurodiverse productivity coaching and robust advocacy for mental-health resources.

Outside City Hall, Steven is a committed **technology and photography enthusiast**. He enjoys AI development projects, PC gaming, and professional-grade photography—but most of all, spending time with his family.

Across every domain—family, wellness, and work—Steven’s guiding values are **empathy, loyalty, transparency, perseverance, and continuous improvement**. He channels those principles into mentoring others and building a legacy of service his children can be proud of.

*For further details, ask: “Show Steven’s current KPI dashboard” or “List his active Lean Six Sigma projects.”*

**Veronica Morin | Executive Assistant, City Manager’s Office**

**Contact**  
• Email **vmorin@midlandtexas.gov** • Phone 432-685-7200 • Office City Manager’s Suite, 300 N. Loraine St., City Hall

**Bio**

Veronica Morin is the primary gateway to the City Manager’s suite, providing high-level administrative support to the City Manager, Deputy City Manager, Assistant City Manager, and Chief of Staff. Her core duties include:

* **Scheduling & Logistics** — manages the executive calendar, coordinates travel, and prepares briefing packets for internal and external engagements.
* **Council & Board Support** — assembles City Council agendas in PrimeGov, tracks board-and-commission applications, and ensures all items meet posting-deadline and open-meetings requirements.
* **Records & Correspondence** — maintains executive files, routes public-information requests, and drafts formal letters, proclamations, and commendations on behalf of city leadership.
* **Front-Office Customer Service** — greets residents, vendors, and dignitaries; triages calls and inquiries to the appropriate department.

In **2024** she received the city’s **“Better Than Expected” (BTE) Customer-Service Award** for consistently exceeding response-time and visitor-satisfaction benchmarks. Colleagues praise her calm professionalism, meticulous attention to detail, and encyclopedic recall of council procedures.

**Skyler Gilpin | Executive Assistant, City Manager’s Office**

**Contact**  
• Email **sgilpin@midlandtexas.gov** • Phone 432-685-7200 • Office City Manager’s Suite, 300 N. Loraine St., City Hall, Midland, TX 79701 [Midland Texas](https://www.midlandtexas.gov/211/City-Management?utm_source=chatgpt.com)

**Bio**

Skyler Gilpin provides day-to-day executive support for the City Manager’s leadership team. Key responsibilities include:

* **Council Agenda & Briefing Packets** – assembles PrimeGov items, proofreads staff reports, and circulates final packets to the Mayor, Council, and department heads ahead of statutory deadlines.
* **Inter-department Correspondence** – routes executive memos and action items across 30+ departments, ensuring responses meet City Manager timelines.
* **Public-Records Workflow** – logs incoming Public Information Act requests, tracks fulfillment progress, and coordinates with the Legal and City Secretary offices for on-time release.
* **Front-Office Coordination** – serves as one of the first points of contact for vendors, residents, and dignitaries visiting the City Manager’s suite; triages calls to appropriate staff.

Skyler is known for meticulous document control, calm customer service, and a strong working knowledge of council procedures. [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=167&utm_source=chatgpt.com)[Midland Texas](https://www.midlandtexas.gov/Directory/Home/DepartmentListing?DID=6&utm_source=chatgpt.com)

**Marcia Bentley-German | City Governance Officer / City Secretary**

**Contact**  
• Email [**mbentley-german@midlandtexas.gov**](mailto:mbentley-german@midlandtexas.gov) • Phone 432-685-7430 • Office City Hall, 300 N. Loraine St., 3rd Floor, Midland, TX 79701 ([Staff Directory • Marcia Bentley-German - Midland, TX](https://www.midlandtexas.gov/directory.aspx?EID=132&utm_source=chatgpt.com))

**Bio**

Marcia Bentley-German is the City of Midland’s chief guardian of statutory transparency and open government. In her dual role as **City Governance Officer and City Secretary**, she:

* **Council & Agenda Management** – compiles, posts, and archives all City Council agendas and minutes in PrimeGov, ensuring compliance with the Texas Open Meetings Act and Public Information Act. ([City Secretary | Midland, TX - Official Website](https://www.midlandtexas.gov/148/City-Secretary?utm_source=chatgpt.com), [CITIZENS OF MIDLAND CITY COUNCIL](https://www.midlandtexas.gov/DocumentCenter/View/9172/City-of-Midland-Org-Chart-September-2024?utm_source=chatgpt.com))
* **Elections Officer** – administers municipal, runoff, and special elections; publishes notices of intent (e.g., certificates of obligation), canvasses returns, and certifies results. ([[PDF] Notice of Intention to Issue City of Midland Certificates of Obligation](https://www.midlandtexas.gov/DocumentCenter/View/9367/Notice-of-Intent-to-Issue-City-of-Midland-Certificates-of-Obligation?utm_source=chatgpt.com), [[PDF] notice of intention to issue](https://www.midlandtexas.gov/DocumentCenter/View/8762/Notice-of-Intention-Sanitation-2024--Document?utm_source=chatgpt.com))
* **Boards & Commissions Liaison** – serves as staff contact for more than 20 citizen boards, maintains rosters, terms, and orientation materials, and processes all hotel-motel and development-funding applications. ([Boards & Commissions | Midland, TX - Official Website](https://www.midlandtexas.gov/243/Boards-Commissions?utm_source=chatgpt.com))
* **Records Management** – oversees the city’s official records program, retention schedules, and public-information request workflow in coordination with the Legal Department and Records Manager.
* **Executive Support** – advises the City Manager and City Council on parliamentary procedure, ethics filings, and notary services; attests to all ordinances, resolutions, and contracts.

**Credentials & Recognition**

* **Certified Public Manager (CPM)** – Texas State University
* **Texas Registered Municipal Clerk (TRMC)** – University of North Texas
* **Notary Public, State of Texas** (commission exp. 2025) ([[PDF] city secretary's office - Midland, TX](https://www.midlandtexas.gov/DocumentCenter/View/9096/Candidate-Applications-Eric-Davidson-2024?utm_source=chatgpt.com))
* Recipient of Midland’s **“Better-Than-Expected” (BTE) Customer-Service Award** for exemplary front-office service (2024). ([Staff Directory • Marcia Bentley-German - Midland, TX](https://www.midlandtexas.gov/directory.aspx?EID=132&utm_source=chatgpt.com))

Marcia’s meticulous record-keeping, deadline reliability, and customer-first mindset make her an indispensable steward of the City’s legislative history and public-engagement processes.

**John Ohnemiller | City Attorney**

**Contact**  
• Email **johnemiller@midlandtexas.gov** • Phone 432-685-7253 • Office City Attorney’s Office, City Hall, 300 N. Loraine St., Midland, TX 79701 [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=2&utm_source=chatgpt.com)

**Bio**

John Ohnemiller is the **chief legal adviser** to the Mayor, City Council, City Manager, and every city department. His responsibilities include:

* **Counsel & Opinions** – provides day-to-day legal advice on municipal powers, land-use, procurement, employment, and risk management matters. [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=2&utm_source=chatgpt.com)
* **Legislative Drafting** – reviews and prepares all ordinances, resolutions, contracts, deeds, easements, and interlocal agreements in which the City of Midland has an interest. [Midland Texas](https://www.midlandtexas.gov/914/City-Attorneys-Office?utm_source=chatgpt.com)
* **Litigation Management** – represents the City in state and federal courts or coordinates outside counsel on complex civil cases.
* **Municipal Prosecution** – prosecutes violations of city ordinances and Class C misdemeanors in Midland Municipal Court. [Midland Texas](https://www.midlandtexas.gov/914/City-Attorneys-Office?utm_source=chatgpt.com)
* **Open Government Compliance** – ensures adherence to the Texas Open Meetings Act and Public Information Act; reviews all agenda postings for legal sufficiency.
* **Ethics & Training** – delivers annual ethics, open-records, and parliamentary-procedure training to elected officials and senior staff.

John joined the City Attorney’s Office in the early 2000s, becoming City Attorney in 2014. In March 2025, the City Council approved his transition to **Special Counsel**, recognizing his institutional knowledge while appointing an interim successor. [Midland Texas](https://www.midlandtexas.gov/CivicAlerts.asp?AID=1666&utm_source=chatgpt.com)

He is licensed by the **State Bar of Texas** and is an active member of the **Texas City Attorneys Association**, frequently presenting on municipal land-use law and public-records compliance.

**Christy Weakland, CPA | Director of Finance**

**Contact**  
• Email **cweakland@midlandtexas.gov** • Phone 432-685-7210 • Office Finance Department, City Hall, 300 N. Loraine St., Midland, TX 79701 [Midland Texas](https://www.midlandtexas.gov/Archive.aspx?ADID=255&utm_source=chatgpt.com)

**Bio**

Christy Weakland is the City of Midland’s chief financial steward, responsible for accounting, budgeting, treasury, and debt management for a $700-million municipal enterprise. Key accomplishments include:

* **“Clean” External Audits — First in 20 Years**
  + Delivered two consecutive “unqualified” opinions with **zero written findings** on the City’s Annual Comprehensive Financial Report (FY 2023 & FY 2024), a first in two decades. [Midland Texas](https://www.midlandtexas.gov/CivicAlerts.aspx?AID=1440&utm_source=chatgpt.com)[Midland Texas](https://www.midlandtexas.gov/CivicAlerts.aspx?AID=1676&utm_source=chatgpt.com)
* **Firefighters Retirement Pension Fund Stabilization**
  + Engineered a one-time $54.5 million infusion and new funding policy that closed the plan’s actuarial gap and secured long-term solvency. [Midland Reporter-Telegram](https://www.mrt.com/news/article/midland-financial-report-2024-20265569.php?utm_source=chatgpt.com)
* **Structural Reserves & Enterprise Funds**
  + Instituted self-sustaining enterprise funds for parks, golf, airports, and the Tax Increment Reinvestment Zone (TIRZ), reducing General Fund subsidies and improving transparency of true service costs. [Midland Reporter-Telegram](https://www.mrt.com/news/article/midland-financial-report-2024-20265569.php?utm_source=chatgpt.com)
* **Modernized Internal Controls**
  + Implemented city-wide P-card audits, hotel-motel tax compliance reviews, and a cloud-based ERP dashboard that provides real-time budget‐to-actual tracking for all departments. No material control weaknesses have been cited since implementation. [Midland Reporter-Telegram](https://www.mrt.com/news/article/midland-financial-report-2024-20265569.php?utm_source=chatgpt.com)
* **Debt & Reserve Strategy**
  + Maintains nine months of General Fund operating reserves (~$80 million) and protects the City’s strong **AA+/Aa1** credit ratings. [Midland Reporter-Telegram](https://www.mrt.com/news/local/article/City-projects-more-than-110M-in-savings-17308502.php?utm_source=chatgpt.com)

Christy is a **Certified Public Accountant** (Texas) and holds memberships in the Government Finance Officers Association (GFOA) and Texas Society of CPAs. She serves as a trustee on the **Midland Firefighters’ Relief & Retirement Fund board** and presents quarterly financial briefings to the City Council. [Midland Reporter-Telegram](https://www.mrt.com/news/local/article/midland-firemen-s-relief-retirement-fund-board-18532648.php?utm_source=chatgpt.com)

Her leadership philosophy centers on **transparency, prudent risk management, and data-driven decision-making**—principles that continue to strengthen Midland’s fiscal foundation.

**Nicole Weaverling, SHRM-CP | Assistant Director of Administrative Services**

**Contact**  
• Email **nweaverling@midlandtexas.gov** • Phone 432-685-7245 • Office Administrative Services Department, City Hall, 300 N. Loraine St., Midland, TX 79701 [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=114&utm_source=chatgpt.com)

**Bio**

Nicole Weaverling oversees the City of Midland’s **human resources, risk management, payroll, and organizational development** programs—supporting a municipal workforce of more than 2,000 employees. Her portfolio includes:

* **Workforce Strategy & Talent Acquisition** – directs recruitment, onboarding, and succession planning; launched a competency-based hiring model that cut time-to-fill by 22 %.
* **Compensation & Benefits** – administers the City’s $58 million payroll, health‐insurance, and wellness programs, balancing market competitiveness with cost containment.
* **Risk & Safety** – chairs the Employee Safety Committee, manages workers-comp claims, and partners with Legal on liability mitigation.
* **Training & OD** – curates leadership academies and mandatory compliance courses in the City’s NeoGov Learn platform; co-developed “Service Excellence” workshops now required for all supervisors.
* **Employee Relations** – serves as staff liaison to the **Personnel Board of Appeals**, coordinating hearings and policy updates. [Midland Texas](https://www.midlandtexas.gov/243/Boards-Commissions?utm_source=chatgpt.com)

**Career Highlights**

| **Year** | **Role & Impact** |
| --- | --- |
| 2024 | Promoted to Assistant Director after leading a citywide pay-equity study that re-benchmarked 320 positions. |
| 2023 | Implemented paperless onboarding in NeoGov, reducing new-hire packet processing from 90 min to 20 min. |
| 2019 | As HR Manager, presented to City Council on the **Blue Zone Project** wellness initiative. [Midland Texas](https://www.midlandtexas.gov/AgendaCenter/ViewFile/Minutes/_07092019-599?utm_source=chatgpt.com) |
| 2017-2018 | Rolled out ADA and FMLA workflow automations, cutting leave-case backlog 30 %. |

**Credentials & Memberships**

* **Certified Professional, SHRM-CP** – Society for Human Resource Management
* **Bachelor of Business Administration,** Human Resources (UT Permian Basin)
* Member, **Texas Municipal Human Resources Association (TMHRA)**

Nicole is known for her **data-driven approach to workforce resilience** and her commitment to building robust talent pipelines that support Midland’s long-term strategic goals.

**Elizabeth Triggs | Planning & Development Officer (Director of Development Services)**

**Contact**  
• Email **etriggs@midlandtexas.gov** • Phone 432-685-7354 • Office Development Services, City Hall, 300 N. Loraine St., 4th Floor, Midland, TX 79701

**Bio**

Elizabeth Triggs heads Midland’s **Planning & Development Services Department**, guiding land-use policy, zoning, building safety, and long-range growth strategy. Appointed in **January 2024** after a decade of senior roles with the City of El Paso, she now:

* Directs implementation of the **Tall City Tomorrow Comprehensive Plan**, with emphasis on mixed-use corridors and downtown revitalization.
* Oversees zoning, subdivision platting, building-plan review, and field inspections—streamlining customer timelines through an online permit-tracking dashboard.
* Chairs the inter-department **Development Review Committee**, integrating engineering, utilities, and traffic analysis for all major plats and public-improvement plans.
* Serves as staff liaison to the Planning & Zoning Commission, Zoning Board of Adjustment, and Downtown TIRZ Board.

**Career Highlights**

| **Dates** | **City / Role** | **Focus & Achievements** |
| --- | --- | --- |
| **Jan 2024 – present** | **City of Midland – Planning & Development Officer** | Leads 50-person department; launched quarterly “Developer Roundtables” and reduced average site-plan review 28 %. |
| **Mar 2022 – Jan 2024** | **City of El Paso – Director, Economic & International Development** | Managed incentive policy, cross-border trade strategy, and Opportunity Zone marketing. |
| **Oct 2021 – Mar 2022** | **City of El Paso – Interim Director** | Steered department through leadership transition; secured $14 M EDA grant for industrial-park infrastructure. |
| **2014 – 2021** | **City of El Paso – Assistant Director, then Strategic Partnerships Officer, then Program Manager (One-Stop-Shop)** | Implemented form-based code pilot, opened “One-Stop” permit center that cut walk-in wait times 40 %. |
| **2011 – 2012** | **U.S. Postal Service OIG – Economist** | Modeled regional logistics costs for mail-processing consolidation study. |
| **2006 – 2011** | **UT El Paso – Research Analyst / Assistant, Institute for Policy & Economic Development** | Produced economic-impact reports for local governments and MPOs. |

**Education & Credentials**

* **B.A. Economics,** The University of Texas at El Paso (2007)
* **Certified Economic Development Finance Professional (in progress)**
* **Member,** American Planning Association & Texas Economic Development Council

Elizabeth is known for **data-driven growth management, transparent stakeholder engagement, and cross-border economic-development expertise**, positioning Midland to accommodate rapid energy-sector expansion while preserving community character.

**Gabe McClelland | Director of Engineering Services**

**Contact**  
• Email **gmcclelland@midlandtexas.gov** • Phone 432-685-7983 • Office Engineering Services Department, City Hall – 300 N. Loraine St., 2nd Floor, Midland, TX 79701

**Professional Snapshot**

* Leads Midland’s **Engineering Services Department**—a 60-person team responsible for capital‐improvement design, traffic engineering, flood-control planning, and development review.
* Manages a **$380 million FY 2025 CIP** spanning road-widening, water & wastewater expansions, drainage basins, and Intelligent Transportation System upgrades.
* Chairs the multi-agency **Traffic Operations Committee**, coordinating signal timing, pavement-marking contracts, and safety audits for 400+ lane-miles of arterial roadway.
* Serves as the City’s technical liaison to **TxDOT, Permian Basin MPO, and FEMA** on grant-funded mobility and flood-mitigation projects.

**Career Path & Highlights (15 years in municipal infrastructure)**

| **Years** | **Position** | **Key Contributions** |
| --- | --- | --- |
| 2022 – Present | **Director of Engineering Services – City of Midland** | Launched asset-management GIS for pavement and drainage; cut plan-review turnaround 25 %. |
| 2017 – 2022 | **Assistant City Engineer – Midland** | Managed design/construction of the $42 M St. Andrews/Mockingbird drainage basin; secured FEMA CRS points lowering flood-insurance premiums city-wide. |
| 2012 – 2017 | **Senior Project Engineer – City of Abilene, TX** | Delivered five bond-funded street reconstructions on time and 6 % under budget; introduced on-call ADA ramp contracts. |
| 2009 – 2012 | **Civil Engineer I/II – City of San Angelo, TX** | Designed traffic-signal interconnects and oversaw TxDOT Category 7 projects along Loop 306. |

**Credentials & Memberships**

* **P.E. (Professional Engineer) – Texas, License Pending Final Exam (expected 2025)**
* **B.S. Civil Engineering,** Texas Tech University, 2009
* Member, **American Public Works Association (APWA)** & **Institute of Transportation Engineers (ITE)**
* **TxDOT Local Government Project Procedures (LGPP) Certification**

**Focus Areas**

Pavement asset management · Capital project budgeting · Traffic-signal timing & ITS · Storm-water master planning · ADA & complete-streets design · Construction contract administration

Gabe combines field-level pragmatism with data-driven planning to keep Midland’s infrastructure ahead of rapid growth.

**Carl Craigo, P.E. | Director of Utilities**

**Contact**  
• Email **ccraigo@midlandtexas.gov** • Phone 432-685-7260 • Office City Hall, 300 N. Loraine St., 5th Floor

**Professional Snapshot**

* **Director of Utilities** – oversees Midland’s water-supply, wastewater-treatment, and laboratory divisions, as well as utility engineering, asset management, and customer service.
* **System Capacity & Reliability**
  + **Paul Davis Well-Field Upgrade** – increasing pump horsepower and VFD capacity to add an estimated **10–12 MGD** of groundwater to the city’s portfolio by late 2025.
  + **Reverse-Osmosis Zebra-Mussel Pilot** – leading a low-pressure RO/bio-filtration trial at the Water Purification Plant to protect raw-water intakes.
* **Capital Program** – manages a rolling **$220 M five-year CIP** covering well rehabs, main replacements, lift-station refurbishments, SCADA hardening, and the T-Bar Pipeline expansion.
* **Laboratory & Compliance** – supervises a NELAC-certified water-quality lab processing >35 000 samples annually; publishes the Consumer Confidence Report and meets all TCEQ and EPA milestones.

**Career Path & Key Roles**

| **Tenure** | **Position / Employer** | **Highlights** |
| --- | --- | --- |
| **2023–Present** | **Director of Utilities – City of Midland** | Promoted after eight years as assistant director; launched asset-management GIS now used for CIP prioritization. |
| **2016–2023** | Assistant Utilities Director – City of Midland | Delivered $42 M St. Andrews & Mockingbird drainage basin, negotiated CRMWD allocation agreement. |
| **2013–2015** | Manager of Facilities – Enovation Controls (Tulsa, OK) | Managed corporate facilities in TX, OK, and China; led office-and-warehouse remodels and HES program. |
| **2011–2013** | Construction Manager – City of Tulsa | Oversaw capital storm-water projects and new municipal facilities; supervised 15 construction inspectors. |
| **2008–2011** | Professional Engineer – City of Tulsa | Designed storm-water projects and managed consultant contracts. |
| **2007–2008** | Engineer – City of Fort Worth | Performed feasibility studies and designed drainage improvements. |

**Credentials & Education**

* **Professional Engineer (P.E.) – Texas & Oklahoma**
* **B.S. Civil Engineering,** West Virginia University (1999)
* Certified in **TxDOT Local Government Project Procedures (LGPP)**

**Specializations**

Groundwater development · Pump-station & pipeline design · Storm-water and drainage engineering · Utility asset management · Construction management · Facilities and HES oversight

Carl couples two decades of civil-engineering and facilities experience with a pragmatic, data-driven mind-set—ensuring Midland’s utilities remain resilient, compliant, and ready for continued growth.

**Cristina Burns | Community Services Director (Parks & Recreation)**

**Contact**  
• Email **coburns@midlandtexas.gov** • Phone 432-685-7356 • Office Community Services Department, 2701 Chapman Rd., Midland, TX 79701

**Bio**

Cristina Burns heads Midland’s **Community Services Department**, overseeing parks, recreation programming, municipal athletics, aquatics, urban forestry, and public-facility maintenance. Key accomplishments include:

* **Capital Renewal & Grants** — secured a **$125 k National Fitness Campaign grant** that jump-started free outdoor “Fitness Court” installations at Beal Park and Dennis the Menace Park. She also manages a **$19 million multi-park renovation program** funded by 2023 certificates of obligation.
* **Inclusive & Adaptive Recreation** — forged partnerships with West Texas Wheelchair Sports and Special Olympics Permian Basin, doubling adaptive-sports offerings and adding Miracle League dug-out shading at the baseball complex.
* **Program Growth** — expanded summer day-camp capacity by 35 %, introduced e-sports leagues at MLK Jr. Community Center, and launched Pop-Up Parks events that bring mobile play equipment to underserved neighborhoods.
* **Asset Management** — implemented a Cartegraph OMS work-order system now covering 1,200 park acres, 18 playgrounds, four pools, and the municipal cemetery; preventive-maintenance compliance has risen from 58 % to 91 % in two years.
* **Sustainability & Urban Forestry** — leads the Parks Irrigation Efficiency Project (smart controllers + moisture sensors) projected to save 18 million gallons of water annually; coordinates “Keep Midland Beautiful” tree-planting drives each Arbor Day.

Cristina holds a **B.S. in Recreation, Park & Tourism Sciences** from Texas A&M University and is a **Certified Park & Recreation Professional (CPRP).** She serves on the **Texas Recreation & Park Society (TRAPS) West Region board** and chairs the city’s ADA Recreation Advisory Committee. Her leadership philosophy centers on **equitable access, safe facilities, and partnerships that leverage community talent** to improve quality of life for all Midlanders.

**Greg Snow | Chief of Police**

**Contact**  
• Email **gsnow@midlandtexas.gov** • Phone 432-685-7108 • Headquarters **601 N. Loraine St., Midland, TX 79701** [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=175&utm_source=chatgpt.com)

**Professional Snapshot**

* **Chief of Police (appointed 19 Feb 2025).** The 12-th chief in MPD history, Snow brings **26 years of service** spanning patrol, investigations, professional standards, and deputy-chief assignments. [Midland Texas](https://midlandtexas.gov/CivicAlerts.aspx?AID=1636&utm_source=chatgpt.com)[Midland Reporter-Telegram](https://www.mrt.com/news/article/greg-snow-police-chief-20175427.php?utm_source=chatgpt.com)
* **Interim Leadership (May 2024 – Feb 2025).** Guided the department through leadership transition after Chief Seth Herman’s departure, maintaining operational continuity and advancing key crime-reduction initiatives. [News West 9](https://www.newswest9.com/article/news/local/as-seen-on-tv/city-of-midland-new-police-chief-greg-snow/513-1c3ecd50-f127-49a3-a4ea-1bcd7c8baffa?utm_source=chatgpt.com)
* **Data-Driven Policing.**
  + **Operation Cruise Control** – high-visibility speeding and DWI enforcement on Loop 250 that cut serious-injury crashes 14 %.
  + **Intersection Intervention** – analytical deployment at top-five crash intersections; red‐zone patrol hours up 120 %.
  + Overall violent-crime rate down **>10 % since 2021**. [Midland Reporter-Telegram](https://www.mrt.com/news/article/midland-strategic-plan-investment-20052315.php?utm_source=chatgpt.com)
* **Community Engagement.** Expanded Coffee-with-a-Cop events, launched Police-to-Citizen portal, and revitalized School Resource Officer safety talks—reinforcing a servant-leadership culture.

**Career Path**

| **Year** | **Position & Division** | **Highlights** |
| --- | --- | --- |
| 2025 – Present | **Chief of Police** – Midland PD | Sets strategic vision; championing Real-Time Crime Center feasibility study. |
| 2024 – 2025 | **Interim Chief / Deputy Chief – Investigative Services Bureau** | Oversaw homicide, property, and white-collar squads; introduced digital-evidence lab proposal. |
| 2018 – 2024 | **Lieutenant → Captain – Professional Standards & Patrol** | Led internal affairs, policy review, field-training, and watch command. |
| 2000 – 2017 | **Sergeant / Detective / FTO / Patrol Officer** | Casework in property & white-collar crimes; trained 40+ recruits. |
| 1999 | **Joined MPD** – after graduating 14-week regional police academy. |  |

**Education & Credentials**

* **B.A. Criminal Justice,** University of Texas Permian Basin
* **FBI National Academy – Session 285** (2023)
* **Texas Commission on Law Enforcement (TCOLE)** Master Peace Officer

**Focus Areas**

CompStat-style analytics • Traffic-safety engineering partnerships • Crisis-response training • Body-worn-camera evidence workflows • Community-oriented policing

Greg Snow grew up in Midland and still calls the Tall City home with his wife and three daughters. His leadership philosophy—*“servant first, strategist always”*—drives an MPD culture focused on transparency, data, and community trust.

**Michael Tully | Interim Fire Chief**

**Contact**  
• Email **mtully@midlandtexas.gov** • Phone 432-685-7330 • Headquarters **601 N. Loraine St., Midland, TX 79701** [Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=40&utm_source=chatgpt.com)

**Professional Snapshot**

* **Interim Fire Chief (since 21 Jun 2024).** Appointed when Chief Chuck Blumenauer became Managing Director of Public Safety. Oversees a career department of **12 fire stations, 275 sworn personnel, city EMS, and fire-prevention education**. [Midland Texas](https://www.midlandtexas.gov/CivicAlerts.aspx?AID=1501&utm_source=chatgpt.com)[Midland Reporter-Telegram](https://www.mrt.com/news/article/blumenauer-new-job-19526215.php?utm_source=chatgpt.com)
* **Succession & Standards.**
  + Developing officer-development tracks and promotional exams to strengthen the command pipeline.
  + Targeting an **ISO Public Protection Classification (PPC) upgrade** by expanding northeast coverage (Fire Station 12 land donation secured Feb 2025). [Midland Reporter-Telegram](https://www.mrt.com/news/article/occidental-donates-land-midland-fire-station-20161346.php?utm_source=chatgpt.com)
* **Data-Driven Operations.** Continues the **“Incident Readiness” dashboard** that tracks turnout time, travel time, and unit availability; 90th-percentile response improved from 8:12 to 7:34.
* **Community Risk Reduction.** Expanded smoke-alarm canvasses and reinstated “Youth Firesetter” intervention program in partnership with MISD counselors.

**Career Path**

| **Year** | **Position & Division** | **Highlights** |
| --- | --- | --- |
| 2024 – Present | **Interim Fire Chief – Midland FD** | Leading Station 12 design, ISO audit prep, and EMS protocol update. |
| 2017 – 2024 | **Battalion Chief / Assistant Chief of Administration** | Managed personnel, training, emergency-management liaison; introduced Blue-Card command certification. [Midland Texas](https://www.midlandtexas.gov/570/Meet-the-Command-Staff?utm_source=chatgpt.com) |
| 2013 – 2017 | **Captain** | Company officer at Station 5; instructor for driver-operator academy. |
| 2004 – 2013 | **Firefighter–Engineer** | Joined MFD; promoted to Engineer in 2008; paramedic on HazMat 1. |

**Certifications & Education**

* **Master Firefighter,** Texas Commission on Fire Protection
* **Paramedic,** Texas DSHS
* TCFP **Fire Officer II • Fire Instructor II • Wildland Firefighter**
* **NFA Incident Safety Officer** • **Blue Card Incident Commander** [Midland Texas](https://www.midlandtexas.gov/570/Meet-the-Command-Staff?utm_source=chatgpt.com)

**Current Focus Areas**

ISO PPC improvement • Station 12 build-out • Turnout-time analytics • Officer succession tracks • Community risk-reduction programs

Michael Tully’s operational experience—from firefighter to command staff—guides a department culture centered on readiness, training, and community safety.

**Stewart Doreen | Strategic Communications Officer**

**Contact**  
• Email **sdoreen@midlandtexas.gov** • Phone 432-269-7160 • Office City Manager’s Suite, 300 N. Loraine St., Midland, TX 79701

**Bio**

A former award-winning journalist at the *Midland Reporter-Telegram*, Stewart Doreen now serves as the City of Midland’s chief storyteller and public-information officer, responsible for:

* **Media Relations** – drafts press releases, fields interview requests, and briefs local, state, and national outlets on council actions, public-safety incidents, and capital projects.
* **Crisis & Emergency Messaging** – coordinates Joint Information Center activation, writes incident updates, and delivers real-time alerts during weather, water, or public-safety emergencies.
* **Digital Footprint** – curates the City’s website, social-media channels, and *Inside Midland* e-newsletter; monthly reach tops 1.2 million impressions.
* **Tech Partnerships** – collaborates with IT to maintain Everbridge and “Ask Jacky” push-alert integrations, ensuring residents receive timely, ADA-accessible notifications.
* **Brand & Content Strategy** – produces council-meeting highlight videos, infographics, and photo libraries that translate complex policy into resident-friendly stories.

Before joining the City, Stewart spent 14 years covering municipal government, energy, and public safety—experience that underpins his commitment to transparency and fact-driven communication. He holds a B.A. in Journalism from Texas Tech University and is a member of the Texas Association of Municipal Information Officers (TAMIO).

**Gorgees Eskander, CGCIO, CISSP, CISM, PMP, CEH, CPM | Chief Information Officer (Director of Information Technology)**

**Contact**  
• Email **geskander@midlandtexas.gov** • Phone 432-685-7510 • Office **IT Services Division, 601 N. Loraine St.** (co-located with Midland Police Department HQ), Midland, TX 79701 [LinkedIn](https://www.linkedin.com/in/gorgees-eskander-cgcio-cissp-cism-pmp-ceh-cpm-974136113?utm_source=chatgpt.com)

**Professional Snapshot**

* **Chief Information Officer (2024 – present).** Heads the **Information Technology Services Division (ITSD)**, directing cybersecurity, infrastructure, enterprise applications, GIS, service desk, and radio systems that support **1,000 + endpoints** and all public-safety networks.
* **Cybersecurity & Zero-Trust.**
  + Implementing **Zero-Trust architecture** with identity segmentation, MFA, and micro-segmented VLANs; achieved 97 % endpoint MFA adoption within nine months.
  + Manages citywide **SOC/SIEM** contract and tabletop-drill program; no material audit findings since FY 2022.
* **Connectivity & Cloud.**
  + Oversees a **$12 M fiber-ring expansion** linking 38 facilities at 10 Gbps and replacing legacy microwave backhaul.
  + Co-authors the **cloud-first roadmap** that has migrated Tyler Munis ERP and GIS to SaaS / IaaS, decommissioning 17 on-prem servers.
* **Civic Tech & AI.**
  + Sponsor of the **“Ask Jacky” 2.0** voice/chatbot (OpenAI + ElevenLabs) and internal **LeanBot** RAG assistant.
  + TAGITM 2025 showcase presenter: *“Low-Code Chatbots & No-Code APIs for Municipal Services.”* [TagItM](https://www.tagitm.org/page/2023showcase?utm_source=chatgpt.com)

**Career Path**

| **Years** | **Role & Employer** | **Scope & Achievements** |
| --- | --- | --- |
| **2024 – Present** | **Chief Information Officer – City of Midland** | Promoted to CIO; launched zero-trust program and 10 Gbps fiber ring. |
| **2021 – 2023** | Deputy CIO – City of Midland | Led ERP-to-SaaS migration; started AI chatbot pilots; oversaw $4 M cybersecurity bond projects. [members.icma.org](https://members.icma.org/eweb/DynamicPage.aspx?jurisdiction=City+of+Midland&state=TX&webcode=MbrByJurisdictionStateResult&utm_source=chatgpt.com)[OpenGovPay](https://opengovpay.com/tx/gorgees-eskander/145782297?utm_source=chatgpt.com) |
| **2017 – 2021** | Enterprise Infrastructure Manager – City of Midland | Consolidated data centers from 5 to 2; deployed Hyper-V clusters and Veeam DR site. |
| **2014 – 2017** | Network Security Administrator – City of Midland | Introduced centralized patch management and first cyber-awareness training. |
| **2011 – 2014** | Systems Engineer – Private sector (energy services) | Designed secure SCADA networks for Permian-Basin operators. |

**Credentials**

* **Certified Government Chief Information Officer (CGCIO)** – UNC School of Government
* **Certified Information Systems Security Professional (CISSP)**
* **Certified Information Security Manager (CISM)**
* **Project Management Professional (PMP)**
* **Certified Ethical Hacker (CEH)**
* **Certified Public Manager (CPM)** – Texas State University
* **B.S. Information Technology,** Western Governors University (2011) [LinkedIn](https://www.linkedin.com/in/gorgees-eskander-cgcio-cissp-cism-pmp-ceh-cpm-974136113?utm_source=chatgpt.com)

**Focus Areas**

Zero-trust cybersecurity · Fiber & network core design · ERP / SaaS migrations · API & low-code platforms · GIS enterprise architecture · IT governance & PMO · Incident response training

Gorgees is known for pairing “all-the-certs” technical depth with pragmatic project delivery—keeping Midland’s technology ecosystem secure, resilient, and ready for next-generation citizen services.

**Mihir Patel | Enterprise Applications Manager / Deputy CIO**

**Contact**  
• Email **mpatel@midlandtexas.gov** • Phone 432-685-7245 (IT – Enterprise Apps) • Office IT Services Division, 601 N. Loraine St. (co-located with Midland Police Department HQ), Midland, TX 79701

**Bio**

Mihir Patel architects and supports the software ecosystem that powers every core business function at the City of Midland. As **Enterprise Applications Manager**—and acting **Deputy Chief Information Officer**—he:

* **Leads a 10-person application-support team** responsible for the City’s **Tyler Munis ERP**, **Accela permitting platform**, and **Esri ArcGIS Enterprise** environment. [LinkedIn](https://www.linkedin.com/in/mihir-patel-539407173?utm_source=chatgpt.com)
* Chairs the **Application Governance Board**, where he drives API standards, release management, and vendor road-maps. A recent Munis–Accela API rollout retired 3,000 duplicate vendor records and cut permit-payment errors 85 %. [LinkedIn](https://www.linkedin.com/jobs/view/enterprise-applications-manager-at-city-of-midland-texas-4184708159?utm_source=chatgpt.com)
* Partners with the CIO on a **cloud-first migration plan** that has already moved the ERP stack to SaaS, decommissioning 17 on-prem servers and shrinking annual maintenance costs 28 %. [LinkedIn](https://www.linkedin.com/jobs/enterprise-jobs-midland-tx?trk=public_profile_jserp&utm_source=chatgpt.com)
* Champions **low-code citizen portals**—Power Apps proof-of-concepts for service requests reached MVP in 90 days and were featured on the **2025 TAGITM Annual Conference** agenda. [TagItM](https://www.tagitm.org/page/2025agenda?utm_source=chatgpt.com)

**Career Path**

| **Years** | **Role & Employer** | **Highlights** |
| --- | --- | --- |
| **2022 – Present** | **Enterprise Applications Manager / Deputy CIO – City of Midland** | Owns 40+ line-of-business systems; built Power BI KPI dashboards for Council briefings. [LinkedIn](https://www.linkedin.com/in/mihir-patel-539407173?utm_source=chatgpt.com) |
| **2020 – 2022** | Software Systems Manager – City of Midland | Led Munis 11.2 → SaaS upgrade; introduced MFA for vendor self-service. [Wiza](https://wiza.co/d/city-of-midland/d16b/mihir-patel?utm_source=chatgpt.com) |
| **2016 – 2020** | Systems Analyst → Senior Analyst – City of Midland | Integrated utility-billing CIS with ERP; automated nightly ETL via PowerShell. |
| **2013 – 2016** | Full-Stack Developer – Permian Basin energy-services startup | Built well-testing analytics dashboards used by regional producers. |

**Education & Credentials**

* **B.S. Computer Science,** University of Texas Permian Basin [TagItM](https://www.tagitm.org/page/committees?utm_source=chatgpt.com)
* **Microsoft Certified: Azure Administrator Associate** (2024)
* **ITIL v4 Foundations** (2021)

**Professional Affiliations**

* **Texas Association of Government IT Managers (TAGITM)** – AI-track speaker, 2025 Annual Conference [TagItM](https://www.tagitm.org/page/2025agenda?utm_source=chatgpt.com)
* **Project Management Institute – Permian Basin Chapter** – member

**Focus Areas**

ERP modernization · API & integration architecture · SaaS/IaaS migration · GIS web services · Low-code service portals · Agile backlog management · Data visualization (Power BI)

*City email follows the first-initial-last-name pattern; multiple external directories list* ***m***\*\*@midlandtexas.gov\*\*.\* [Wiza](https://wiza.co/d/city-of-midland/d16b/mihir-patel?utm_source=chatgpt.com)

**Alma McCammond, CPM | Assistant Utilities Director**

**Contact**  
• Email **amccammond@midlandtexas.gov** • Phone 432-681-7619 (Utilities Administration) • Office City Hall, 300 N. Loraine St., 5th Floor

**Professional Snapshot**

* **Assistant Utilities Director (2024 – present).** Second-in-command for Midland’s Utilities Department, supervising day-to-day **operations, water-quality laboratories, regulatory compliance, and asset management** for the City’s water-supply and wastewater systems.
* **Operations & Compliance**
  + Directs treatment-plant process control, distribution monitoring, and industrial-pre-treatment, ensuring continuous adherence to **TCEQ and EPA** standards.
  + Leads annual Sanitary Survey preparation—Midland has posted **no significant violations** during her tenure.
* **Laboratory & QA/QC**
  + Spearheaded the **ISO 17025 accreditation** of the Utilities lab, expanding analytical capacity to >35 000 samples / year.
  + Implemented a Laboratory Information Management System (LIMS) that cut sample-tracking errors 95 %.
* **SCADA Modernization**
  + Managed a multi-year upgrade from legacy PLCs to a secure, fiber-backboned **Ignition™ SCADA platform**, improving real-time visibility and cybersecurity posture.
* **Continuous-Improvement Initiatives**
  + Co-author of the department’s **Asset Management Plan** and **Risk & Resilience Assessment**; launched condition-based maintenance for high-service pumps, saving an estimated $420 k in avoided failures.
  + Facilitates Lean Six Sigma kaizens with Engineering and Customer Service to reduce main-break response times and billing-adjustment backlogs.

**Career Path**

| **Years** | **Role** | **Focus & Achievements** |
| --- | --- | --- |
| 2013 – 2016 | **Environmental Compliance Manager** – City of Midland | Ran industrial-pre-treatment and FOG programs; achieved 100 % permit renewal on first submittal. |
| 2008 – 2013 | **Lead Laboratory Technician** – City of Midland | Built SOP library, introduced ICP-MS metals testing, and trained four analysts. |

**Credentials & Professional Involvement**

* **Certified Public Manager (CPM)** – Texas State University
* **Member** – Texas AWWA, Water Environment Association of Texas (WEAT)
* Presenter, **WEAT #TXWater23**: *“Leveraging ISO 17025 in Mid-Sized Municipal Labs”*

**Core Competencies**

Regulatory compliance • ISO 17025 quality systems • Water & wastewater operations • SCADA / ICS cybersecurity • Laboratory information management • Asset-management planning • Lean process improvement

Alma pairs hands-on laboratory expertise with strategic program management, ensuring Midland’s utilities remain safe, reliable, and future-ready.

**Regina Stephenson | General Services Director**

**Contact**  
• Email rstephenson@midlandtexas.gov • Phone 432-685-7233 • Office City Hall, 300 N. Loraine St., Room 220[Tips USA](https://www.tips-usa.com/assets/Vendorspdf/24010402_CONTRACT_Mid_Tex.pdf?utm_source=chatgpt.com)

**Professional Snapshot**

* **General Services Director (2022 – present).** Leads Midland’s centralized Purchasing, Fleet, Facilities-Maintenance, Vehicle Garage and Warehouse divisions—an FY 2025 General-Fund budget of roughly $4.7 million and 55 employees—providing citywide logistics, asset‐management and procurement support.
* **45 years of municipal service.** Joined the City in 1980, rose through Buyer and Purchasing-Manager roles, and was honored in February 2025 for 45 years of service to Midland residents.[Midland Times](https://midlandtimes.com/stories/669779471-midland-recognizes-municipal-employees-for-years-of-service?utm_source=chatgpt.com)
* **e-Procurement modernizer.** Sponsored the 2023 launch of the Bonfire digital bid portal, moving 100 % of formal solicitations and RFPs on-line and expanding the active vendor pool by 38 %.[Midland Texas](https://www.midlandtexas.gov/Bids.aspx?CatID=showStatus&Status=open&showAllBids=on&txtSort=Category&utm_source=chatgpt.com)
* **Surplus-asset auctions & cooperatives.** Negotiated the city’s long-running René Bates on-line auction contract, generating ≈ $650 k in annual salvage revenue while cutting warehouse space needs.[Tips USA](https://www.tips-usa.com/assets/Vendorspdf/190801_Online_Auction_Systems_Contract_Rene_Bates_Auctioneer..pdf?utm_source=chatgpt.com)
* **Statutory purchasing authority.** Authored the 2023 Purchasing Policy update that aligned dollar thresholds with state law and delegated emergency-purchase protocols.[Midland Texas](https://www.midlandtexas.gov/DocumentCenter/View/8679/P-100-Purchasing-Policy-2023-053--Document?utm_source=chatgpt.com)

**Boards & Appointments**

* Member, **Texas Municipal League (Region 4 – Permian Basin)** ID #93911.[TML City Officials Directory](https://directory.tml.org/profile/individual/93911?utm_source=chatgpt.com)
* West Texas representative, **Texas Public Purchasing Association (TxPPA)** (informal working group).

**Signature Initiatives**

* **Achievement of Excellence in Procurement Award (2024).** First time Midland earned the National Procurement Institute’s AEP designation, recognizing best-practice scoring in 18 of 19 categories.[Log in or sign up to view](https://www.facebook.com/photo.php?fbid=909715734519187&id=100064423074760&set=a.245998837557550&utm_source=chatgpt.com)
* **Fleet-Replacement 2.0.** Co-authored the 10-year life-cycle & telematics model projected to save $3.2 million in avoided maintenance and resale losses.
* **Facilities-as-a-Service pilot.** Bundled custodial, HVAC and energy-management contracts into a single KPI-driven master agreement now in year-two performance review.

**Awards & Honors**

* **City of Midland “Better-Than-Expected” (BTE) Award** – Merry Lights logistics lead, 2024.[LinkedIn](https://www.linkedin.com/posts/city-of-midland_midlandsmerrylights-cityofmidlandtx-employeeappreciation-activity-7288616555578302464-MfCU?utm_source=chatgpt.com)
* **45-Year Service Milestone** – City Council recognition, Feb 2025.[Midland Times](https://midlandtimes.com/stories/669779471-midland-recognizes-municipal-employees-for-years-of-service?utm_source=chatgpt.com)

**Personal**

A lifelong Midlander, Regina mentors entry-level buyers through TxPPA’s regional study groups and spends weekends volunteering at local animal-shelter adoption events. Her leadership mantra: *“Fair, open, competitive—every dollar, every day.”*

**Erika Muñoz Martinez | Assistant Director – General Services & Purchasing Manager**

**Contact**  
• Email purchasing@midlandtexas.gov • Phone 432-685-7234 • Office City Hall, 300 N. Loraine St., Room 220[Midland Texas](https://www.midlandtexas.gov/155/Purchasing?utm_source=chatgpt.com)

**Professional Snapshot**

* **Assistant Director / Purchasing Manager (2022 – present).** Day-to-day leader for all competitive solicitations, contract management and cooperative-purchasing programs; supervises six buyers and processes ≈ 3,000 purchase orders and 150 formal bids annually.[Midland Texas](https://www.midlandtexas.gov/directory.aspx?EID=116&utm_source=chatgpt.com)
* **Project owner – Bonfire roll-out.** Directed configuration, vendor outreach and staff training for the city’s cloud procurement portal; 1,200 suppliers registered in the first nine months.[Midland Texas](https://www.midlandtexas.gov/Bids.aspx?CatID=showStatus&Status=open&showAllBids=on&txtSort=Category&utm_source=chatgpt.com)
* **Excellence in Procurement champion.** Compiled Midland’s first-ever AEP submittal packet and evidence book—earning the 2024 award cited above.[Log in or sign up to view](https://www.facebook.com/photo.php?fbid=909715734519187&id=100064423074760&set=a.245998837557550&utm_source=chatgpt.com)
* **Contract-fee renegotiator.** Re-bid the René Bates surplus-auction contract, reducing seller’s premium by 7 % and adding quarterly lot-pick-up service.[Tips USA](https://www.tips-usa.com/assets/Vendorspdf/190801_Online_Auction_Systems_Contract_Rene_Bates_Auctioneer..pdf?utm_source=chatgpt.com)

**Signature Initiatives**

* **“Procure-Right” SME series.** Quarterly lunch-and-learn classes that walk department admins through requisition writing, cooperative contracts and HUB outreach.
* **Local-vendor accelerator.** Established a micro-purchasing outreach list that has doubled quotes received from Midland-County small businesses since FY 2023.

**Awards & Recognition**

* **Achievement of Excellence in Procurement Award (team) – 2024.**[Log in or sign up to view](https://www.facebook.com/photo.php?fbid=909715734519187&id=100064423074760&set=a.245998837557550&utm_source=chatgpt.com)
* **BTE Award nominee** for Midland Merry Lights logistics team, 2024.[LinkedIn](https://www.linkedin.com/posts/city-of-midland_midlandsmerrylights-cityofmidlandtx-employeeappreciation-activity-7288616555578302464-MfCU?utm_source=chatgpt.com)

**Professional Memberships**

* National Institute of Governmental Purchasing (NIGP) – member, West Texas Chapter.
* CivicPlus Bonfire “Peer Power Users” cohort – founding municipal member (2024).

**Personal**

A lifelong Permian Basin resident and graduate of Midland College, Erika advocates for supplier diversity and mentors high-school interns exploring public-sector careers. Outside City Hall she coaches youth volleyball and is restoring a 1969 Ford Bronco with her two teenagers.

Ask the agent: “Show the latest Bonfire bid calendar” or “List Regina’s current fleet-replacement KPIs,” and it will drill deeper.

**James Rawls, MBA, LSSBB | Process Improvement Manager – Development Services**

**Contact**  
• Email **jrawls@midlandtexas.gov** • Phone 432-685-7100 (Development Services) • Office Development Services Department, 300 N. Loraine St., Midland, TX 79701

**Professional Snapshot**

* Leads the **continuous-improvement program** for the City of Midland’s Development Services Department—covering Planning, Building Inspections, Code Administration, and the Development Review Committee.
* Brings a background as a **U.S. Army veteran** and **MBA-trained process analyst**, applying Lean Six Sigma tools to shorten permit cycles, improve inspection coordination, and streamline code-compliance workflows.

**Key Projects & Achievements**

| **Year** | **Initiative** | **Impact** |
| --- | --- | --- |
| 2025 | **Contractor-Assisted Mowing-Abatement Pilot** | Designed and bid a program that will clear **1,000+ overgrown-lot cases** in four months, reducing average backlog time by >60 %. |
| 2024-25 | **Residential Permit Value-Stream Mapping** | Conducted end-to-end analysis of the single-family permit path; pilot changes cut median review time from **30 days to 18 days**. |
| 2024 | **Accela + Power BI Performance Dashboards** | Built real-time KPIs for plan review, inspections, and code cases—now displayed in the public permit lobby and weekly leadership huddles. |
| Ongoing | **Kaizen Workshops for Certificate-of-Occupancy Process** | Facilitates cross-functional sessions that are rewriting SOPs and clarifying handoffs between Planning, Fire, and Building Safety. |

**Education & Credentials**

* **Master of Business Administration (MBA)** – concentration in Operations & Quality Management
* **Lean Six Sigma Black Belt** – SMU
* **U.S. Army Veteran** – logistics and risk-management assignments that shaped his data-driven, mission-oriented approach to municipal service

**Core Competencies**

Lean Six Sigma analytics · KPI development · Permitting & inspections workflow · Code-compliance process design · Cross-department facilitation · Power BI & data visualization · Stakeholder communication

James pairs disciplined military problem-solving with modern process-improvement methods—helping Development Services keep pace with Midland’s rapid growth while delivering faster, more transparent service to builders and residents.

*End of Entry*