



ANNUAL REPORT 2019

 **MIDLAND**[™]
DEVELOPMENT CORPORATION

INVESTING IN MIDLAND'S FUTURE

WE ARE MIDLAND

Midland, Texas is more than high skies and open spaces. It is the place where businesses come to grow, and families put down roots. Midland is home to large national companies, high-paying jobs for both blue and white-collar workers, and a close-knit community with a strong sense of identity. We are talented, dedicated, hard-working, innovative, and thriving. We are Midland, and we invite you to join us.

TABLE OF CONTENTS

- 01** About Us
- 06** Education & Workforce
- 10** Healthcare
- 14** Long-Term Planning



- 16** Business Expansion & Recruitment
- 20** Workforce & Economy
- 22** Infrastructure
- 26** Marketing

Chairman's Letter

Since I joined the Midland Development Corporation (MDC) Board of Directors in January 2014, the MDC's strategic efforts have been focused on improving infrastructure, higher education, and healthcare in Midland. Our organizational mission is to enhance and diversify the Midland economy, and our work is congruent with that aim: without sufficient roads, educational opportunities, and attainable healthcare, our city's explosive growth would be stifled.

During my six-year term, the MDC has invested in the following:

- Infrastructure construction donation agreements with TxDOT: \$9 million
- Incentives to private industry for new and expanded businesses in Midland, including downtown revitalization: \$24.8 million
- Healthcare partnerships with Midland Health and Texas Tech University Health Sciences Center: \$15.8 million
- Higher education initiatives with Midland College, UTPB, and others: \$12.7 million
- Workforce training programs: \$.5 million

Midland is one of the fastest-growing cities in the nation. The needs of our population are ever-increasing, outstripping the resources available to local taxing entities. Utilizing existing revenue streams, the investments made by the MDC have leveraged returns in the form of increased private, state and federal funds that would have been otherwise unavailable.

When the MDC committed \$9 million to hasten the completion of four crucial intersections in Midland, \$96 million in additional dollars from TxDOT and the Federal Highway were obtained to complete the projects. UTPB's \$55 million College of Engineering facility was completed because of \$5 million from the MDC. Centennial Park, a \$14 million public-private partnership that will transform Midland's central business district, was secured by the MDC's agreement to accelerate downtown revitalization. And most recently, \$5 million from the MDC for the expansion of Texas Tech's Physician Assistants program in Midland brought in \$20 million from the state legislature to advance higher education.

The topics in this annual report are not an exhaustive listing of MDC's ongoing initiatives but are highlights of new projects and those that have reached fruition in 2019.

It has been my privilege to serve as the Chair of the MDC Board of Directors. The projects we have accomplished through collaborative work will serve Midland for decades, improving our home and offering opportunities for generations to come.



Brent Hilliard
Chairman of
the Board

Board of Directors

A five-member board appointed by the City Council governs the Midland Development Corporation.



Wesley Bownds,
1st Vice Chair

Wesley Bownds is the Permian Basin Regional President for Frost Bank. Prior to his forty-year banking career in Midland, he earned a Bachelor's of Business Administration degree from Texas A&M University. Along with the MDC board, Wesley serves on the Midland Chamber of Commerce Board of Directors, the Board of Governors for the Permian Basin Area Foundation, and the board of the Salvation Army of Midland.



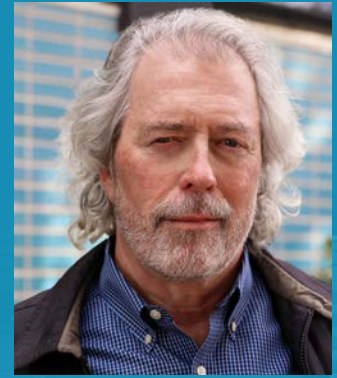
Stephen Lowery,
2nd Vice Chair

Stephen Lowery is a managing principal of Red Beard Capital LLC (RBC). Prior to co-founding RBC, he was employed in business development by the Henry Investment Group. Stephen is a CPA and earned his MBA from the University of Texas of the Permian Basin. Along with the MDC board, Stephen has served on the board of the Boys & Girls Club of Midland for the past 10 years.



Chase Gardaphe,
Secretary

Chase Gardaphe is a real estate developer focused on developing and managing manufactured housing communities. He is a graduate of the Texas A&M School of Architecture and received his MBA from Southern Methodist University. Chase serves on the board of Healthy Minds and as the chairman for Stewards of the Wild Chase. He also has served on the Planning and Zoning commission for the City of Midland since 2014.



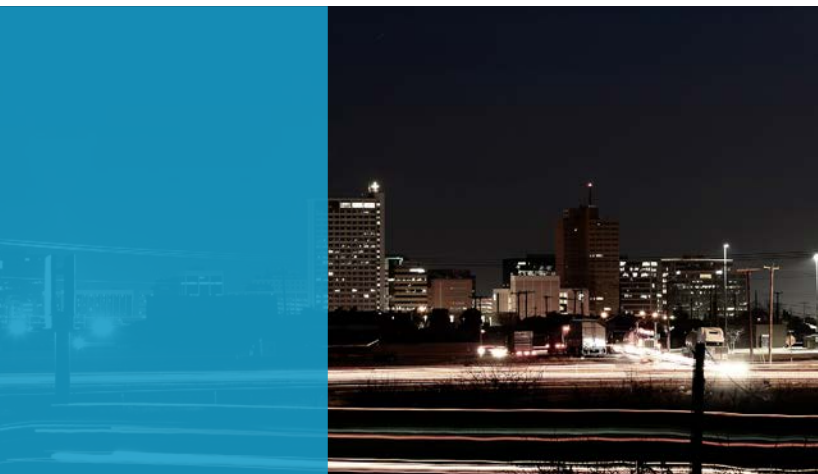
Berry Simpson,
Treasurer

Berry Simpson is a registered Professional Petroleum Engineer. He has worked with a variety of oil and gas producers in Midland since 1982, including Apache, Williamson, EGL Resources, BP, Great Western, and many more. He earned a Bachelor of Science in Petroleum Engineering from the University of Oklahoma in 1979. Berry served on the Midland City Council from 1995 to 2007.

ABOUT US

The MDC was created in January 2002 to promote business expansion, job creation and capital investment to diversify and strengthen the Midland, Texas, economy.

We do so by offering incentives to qualified new and existing employers who create jobs for the community. Midland voters made these incentives possible when they approved a quarter-cent increase in the local sales tax rate, with additional revenues earmarked to promote economic development and diversification.



MISSION

Promote and advance opportunities that enhance and diversify the strength and stability of the Midland economy.

GOALS



The MDC will attract diversified industries and business to Midland.



The MDC will provide assistance to develop areas of Midland that meet the city's development objectives.



The MDC will retain and encourage expansion of existing businesses.



The MDC will market, recruit and strengthen Midland's workforce for current and future employers.

PROFESSIONAL STAFF



**JOHN
TRISCHITTI III**

Executive
Director



**SARA
HARRIS**

Director of
Operations & CFO



**GARY
LAW**

Director of Project
Development



**BLAIR
FLANAGAN**

Administrative
Assistant



**TIM
DANIELSON**

Director of Business
Development



**KORI
WOOTEN**

Marketing
Coordinator



Midland Entrepreneurial Challenge awards \$500,000 among local small businesses

Initiated in 2017 and administered by the Small Business Development Center (SBDC) at the University of Texas Permian Basin, the Midland Entrepreneurial Challenge has since been an annual event that functions to identify and nurture new businesses in Midland through a rigorous process of business plan creation, market research, and financial training. Five businesses were selected as winners of the 2019 challenge by an independent panel of judges comprised of local business owners, bankers, and prominent community members.

The ten winning businesses from the 2017 and 2018 challenges are all successful enterprises, with a combined taxable revenue of \$6 million, and the creation or retention of 58 full-time jobs and 11 part-time jobs. The Midland Entrepreneurial Challenge continues to provide expanded funding opportunities for Midland's vibrant and diverse small business community.

Midland College Transportation Training Program

Midland College has an outstanding commercial driver's license (CDL) training program with a history of producing successful, well-paid graduates who are essential to the local economy. However, the training program's capacity was limited by a lack of instructors and aging equipment for training. Long wait times for testing at Midland's local Department of Public Safety (DPS) were also hindering graduates of the program, who were facing months-long delays between program completion and state accreditation.

In 2018, the MDC's board approved an agreement to sponsor the expansion of Midland College's transportation training program. This sponsorship was comprised of two parts: monies for the purchase of new equipment for student training; and funding for additional faculty members, program expansion needs, and the designation of Midland College as a third-party DPS testing facility.

Partnering with the Permian Basin Workforce Board and the Texas Workforce Commission, the MDC obtained a \$100,000 grant, which was added to \$113,000 in MDC funds to purchase new equipment. The MDC committed an additional \$221,000 for costs associated with faculty and program expansion.



This workforce development initiative represents a direct economic benefit to Midland.




At the end of 2019, Midland College certified the results of the program expansion. Midland College was contractually obliged to graduate at least 100 students from the transportation training program, of whom 90 were obligated to obtain their CDL. That represented a doubling of Midland College's prior yearly graduation rate. As of October 31, 2019, Midland College graduated 109 students in the 2018-2019 academic year, of whom 103 passed their CDL test. Some students were sponsored by major corporations in Midland, some by non-profits, and many through self-pay. For all, becoming licensed to drive commercial vehicles represented enhanced employment opportunities and significant future wage growth. This workforce development initiative represents a direct economic benefit to Midland.

Midland College Pre-K Charter School

Midland has a burgeoning population of young professionals who are starting their families. The lack of quality Pre-K education underserves this demographic, decreasing workforce participation rates for primary caregivers. This year, the MDC partnered with Midland College to initiate the Midland College Pre-K Academy, an in-district charter school to provide quality primary education for 160 four and five-year-olds.

Midland College is uniquely positioned to increase the availability of Pre-K programming in Midland College, with an established base of accredited childcare providers, and previous experience operating highly respected childcare centers. MDC's promotional agreement with Midland College provided for \$379,500 in funding for the first phase of the Pre-K Academy, which opened its doors to students for the 2019-2020 school year.



The University of Texas Permian Basin College of Engineering

MDC Invests in Higher Education with New UTPB College of Engineering

In 2017, the MDC saw the opportunity to make a key investment in education in Midland by committing \$5M to the University of Texas Permian Basin (UTPB) to fulfill their vision of higher education in Midland. MDC's funds went to complete the build-out of the third floor of UTPB's College of Engineering in Midland. Accomplishing this initiative required collaboration between many different entities, exemplifying a shared confidence in Midland's future.

MDC's investment in UTPB's Engineering program is part of our mission to contribute to the development and diversification of Midland's economy by providing job training and expanded opportunities for higher education.

"If we want Texas to remain the envy of the nation with its economy, then we need more of the engineers that will come from this building." - James Milliken, UT System Chancellor

UTPB's Engineering program will enable Midland students to pursue a high-quality degree and obtain a well-paying job without having to leave home or accrue burdensome debt. The number of high-quality engineering graduates in the Permian Basin will be significantly increased, ready to meet the needs of one of the world's most important energy-producing regions. Petroleum engineering graduates from UTPB can expect a median starting annual salary of \$119,500, positioning them for long, successful careers.

Nearly three years ago, MDC leadership negotiated this partnership with UTPB, and the project has now come to fruition. The College of Engineering facility opened to its first incoming class in August 2019, ready to serve generations of Midlanders in their pursuit of higher education. Long-term planning is slow and complex, without immediate gratification, but the results are the essential investments that will propel Midland forward to its highest potential.





10,577 PATIENTS

2 PHYSICIANS

2 FELLOWS

TTUHSC Child & Adolescent Psychiatry Fellowship Program

MDC's partnership with Texas Tech Health Sciences Center (TTUHSC) to establish a Child & Adolescent Psychiatry Fellowship Program was conceived in 2018 as a solution to the lack of mental health care in Midland. Prior to the inception of the program, there was no psychiatric fellowship program in the entire Permian Basin region, coupled with limited mental health care capacity. Long wait times for patients were common, and the dearth of care caused financial hardship for parents who were required to travel long distances to Austin, Houston, or Dallas-Fort Worth to obtain care for their children.

TTUHSC, a leader in healthcare in Texas, presented an excellent opportunity for collaboration with the MDC, resulting in an \$8.4 million commitment over eight years for staffing and operations of the psychiatry fellowship program. Additional funding was provided by the Texas Higher Education Coordinating Board and the Scharbauer Foundation, indicating broad-based state and local support.

The Midland facility opened its doors in November 2018, and after one year of operations, has far exceeded projections by serving over 10,577 patients who are cared for by two licensed psychiatrists and two fellows. The number of fellows will grow to four in 2020, further increasing capacity. The success of this program helps to ensure a pipeline of mental health care providers in Midland, since fellows are more likely to remain and practice in the region in which they were trained.

Business and industry assess the quality and availability of medical care for their employees prior to expanding in a community. This program puts Midland at an advantage for business recruitment, as well as attracting young families who want to live in a city with accessible medical care.

MDC Commits \$5 Million to PA Program

During the 2019 legislative session, Representative Tom Craddick secured \$20 million in state funding to expand the Physician Assistant (PA) Program that TTUHSC operates on the campus of Midland College. To this state commitment, the MDC's board of directors agreed to add \$5 million, which will combine with a further \$5 million to be raised by TTUHSC to construct a new and expanded \$30 million facility.

The lack of primary care physicians has long been a challenge in Midland and across the Permian Basin. Out of the 50 states, Texas ranks 47th for the ratio of primary care doctors to patients, and this lack is even greater in our region. The versatility and cost-effectiveness of training PAs allow for the amplification of the reach and care delivery of primary physicians, increasing the availability of healthcare.



...it is so important to have this partnership, so we can provide more access to health care for the people of the Permian Basin.



Christina Robohm-Leavitt
Regional Dean & PA Program Director

The new 32,500 square-foot PA Program facility is anticipated to be completed in mid-2022, and will add capacity of at least 30% to each graduating cohort. Many PAs who graduate from the Midland program will go on to practice in Midland, broadening the pipeline of healthcare providers that are accessible in the Permian Basin.



Midland Memorial Hospital Physician Recruitment Program

2019 marked the fifth year of MDC's physician recruitment agreement with Midland Memorial Hospital (MMH), the terms of which provide for up to \$450,000 per year in reimbursements to MMH for expenses associated with recruiting new physicians to provide healthcare for Midlanders. The initial commitment of \$2 million from the MDC from 2014-2019 has enabled MMH to recruit more than fifty doctors with crucial specialties that Midland previously lacked, such as otolaryngologists, orthopedic surgeons, dermatologists, rheumatologists, and family medicine practitioners. The cumulative retention rate for recruited physicians is 80% over the last five years.



The cumulative retention rate for recruited physicians is 80% over the last five years.



Senior Life Midland

With a promotional agreement, the MDC has partnered with Senior Life Midland to provide \$50,000 to pave the parking lot for Senior Life Midland's signature fund-raiser, the Texas Size Garage Sale. This annual event brings in over 30% of the funding for each year's Meals on Wheels program, which provides both nutritious food and social interaction for senior homebound Midlanders.



In fiscal year 2019, eight new physicians were recruited to start practice in Midland, including a cardiologist, a hospitalist, and specialists in family medicine, internal medicine, and infectious diseases.

Making quality healthcare readily available in Midland not only eliminates the economic hardship of having to travel long distances to see specialists, it also positively impacts Midland's economy. On average, each physician supports 17 jobs, \$1.4 million in wages and benefits, and \$126,000 in local and state tax revenues.* The average per capita economic output of each patient care physician in Texas is \$2,296,768.** Using that data, the 2019 economic impact to Midland was eight new physicians supporting 136 jobs, \$11.2 million in wages and benefits, and \$1 million in local and state tax revenues. This helps to achieve the MDC's mission of enhancing the strength and stability of Midland's economy.

**"The Impact of One Physician: A Note on National Doctor's Day," 2018, from 2014 survey*

***The Economic Impact of Physicians, Merritt Hawkins, 2018, based on 2016 survey*

Priority Midland

Priority Midland is a community-led initiative designed to bring together Midland-area citizens, taxing entities and other stakeholders into a collaborative forum to provide input into the development of a roadmap for the community, increase overall funding available for projects, and reduce timeframes in which projects are started and completed. The initiative will provide a framework and blueprint to help guide Midland's future growth and development.

Priority Midland was initiated with seed funding from the MDC, and remains an MDC initiative. This is congruent with the directive in MDC's bylaws for the MDC to research, develop and prepare an economic development plan for the City of Midland, including both short-term and long-term goals for the development and growth of the City.



Midland is one of the fastest growing cities in the nation, putting immense pressure on our infrastructure and resources. Public funding capacity is insufficient to meet current and future needs, and inaction is not an option. This moment is unlike any other in Midland's history, and it calls for all Midlanders to step up. Priority Midland is a unified effort bringing together the community with taxing entities and other stakeholders to enable Midland to reach critical goals.

Priority Midland's mission is to lead collaboration among elected officials, community leaders and stakeholders to drive solutions and accelerate resourcing for our growing community. This will be accomplished by aligning community priorities, identifying new sources of funding and resources, accelerating project timelines, and creating a roadmap for the future of Midland. The funding of these efforts is being supported by Priority Midland's aim to make dollars go further by providing expertise and data to support better-informed decision making across the community. Where greater investment is needed, Priority Midland is identifying new, creative sources of funding and resources. Sources might include private investors, private sponsorships, state/federal grants, foundations, or philanthropy.

PRIORITY MIDLAND

Dr. Ray Perryman



Priority Midland focuses on education, health and wellness, housing, infrastructure, and quality of place.

Five major focus areas have been identified for Priority Midland: education, health and wellness, housing, infrastructure, and quality of place. Lead by a Steering Committee made up of key community leaders, Priority Midland initiated working groups tasked with identifying solutions to key issues in each of the primary focus areas.

In August 2019, Priority Midland released the Midland Economic Impact Study, a comprehensive report from economist Dr. Ray Perryman and The Perryman Group, which was commissioned to define the implications of Midland's anticipated growth. The study quantifies the magnitude of the expected industry, population and economic expansion, and identifies the challenges and opportunities the energy sector's surge presents to Midland and its residents.

Every organization, business, and citizen in Midland is an important stakeholder in the Priority Midland initiative and the future of the community. Nearly 750 people have attended a Priority Midland event. 135 people have attended a core working group in at least one of five focus areas. Eighty unique organizations have been represented at a core working group session. And the many others continue to provide feedback via the Priority Midland website and social media platforms.



Weir Oil & Gas

In 2017, the MDC entered into an economic development agreement with The Weir Group's oil & gas division. Weir already had a presence in the Permian Basin, providing products and services that support oil well drilling, completion, and production. Because of Midland's strategic importance in the Permian Basin, Weir wanted to expand its capacity. This presented the opportunity to partner with the Midland Development Corporation to achieve a complementary set of goals that have increased employment and economic activity in Midland.



With the purchase of 20 acres with frontage on Interstate 20, Weir is now the first tenant of MDC's David Mims Business Park. The new Midland service center had its grand opening in 2019, revealing the 92,000 square-foot facility, and adding more than \$30 million in capital and personal property to Midland's tax base, along with more than \$11 million in annualized payroll and benefits.

Economic Data



PERMIAN BASIN

Oil & Gas *(through Nov. 2019)*

Rig Count	408 rigs
Oil Price	\$57.03/barrel

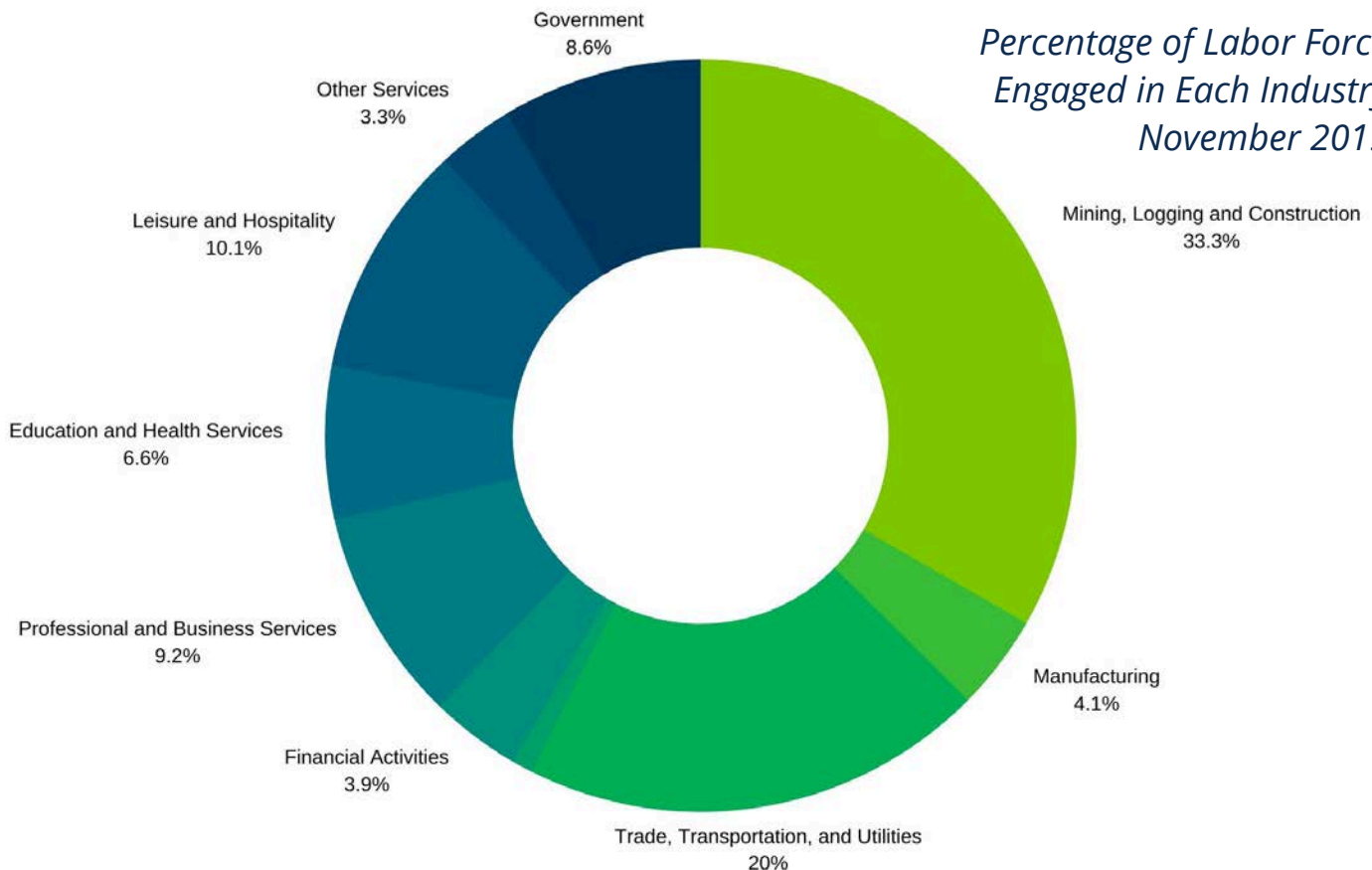
MIDLAND

Housing *(through Oct. 2019)*

Days on the Market	24.5
Homes Sold	2,184
Average Price	\$288,450

MIDLAND MSA

*Percentage of Labor Force Engaged in Each Industry
November 2019*



Downtown Hotel Development



NEW HOTEL PROJECT WILL BRING GREATEST ECONOMIC RETURN FOR MIDLAND

In December 2019, the MDC board and the City Council approved an investment to develop the Western United Life Building downtown into a four-star, full-service hotel. The total investment via the MDC is \$20.6 million. This includes the \$3.6 million expended in 2018 to purchase and partially remediate the building, an additional \$2 million for further building remediation, and a \$15 million cash incentive to be disbursed as the project reaches key milestones.

This investment will see a financial benefit to Midland taxpayers of approximately \$31 million in added tax revenue over the next 22 years (two years of development and the first 20 years of operation), paid by outside visitors and guests of the hotel. There will also be continued tax revenue for the life of the hotel. That's approximately \$10.4 million in tax revenue exceeding the initial tax dollar investment in the project over the first 20 years of operation. The taxes that will be generated by the hotel are property taxes, sales taxes, hotel taxes, and parking fees.

Every taxpayer will benefit from the added \$31 million in tax revenue via the following entities: Midland ISD (26%), the City of Midland Hotel Occupancy Tax (25%), Midland Development Corporation (1%), the City of Midland (27%), Midland County (13%), Midland College (3%), Midland Hospital (3%), and the Downtown Midland Management District (2%).

This investment will not burden the taxpayers with any additional or increased taxes. This project requires nothing more of Midland taxpayers, since the MDC's investment is comprised of funds already collected.

BUSINESS EXPANSION & RECRUITMENT



In addition to the added tax revenue, this investment in a full-service hotel will encourage new investments and property updates downtown, likely increasing area property values. It has the potential to attract greater private investment downtown and across Midland. It will help Midland become a more competitive destination for larger conferences, more events, and a larger share of regional tourism. This will have a positive economic impact for the whole community – bringing increased revenue, raising Midland’s profile, and improving the city’s brand nationally.



This is an investment in Midland’s future and progress we should be proud of.

Stephen Lowery
2nd Vice Chair, MDC Board

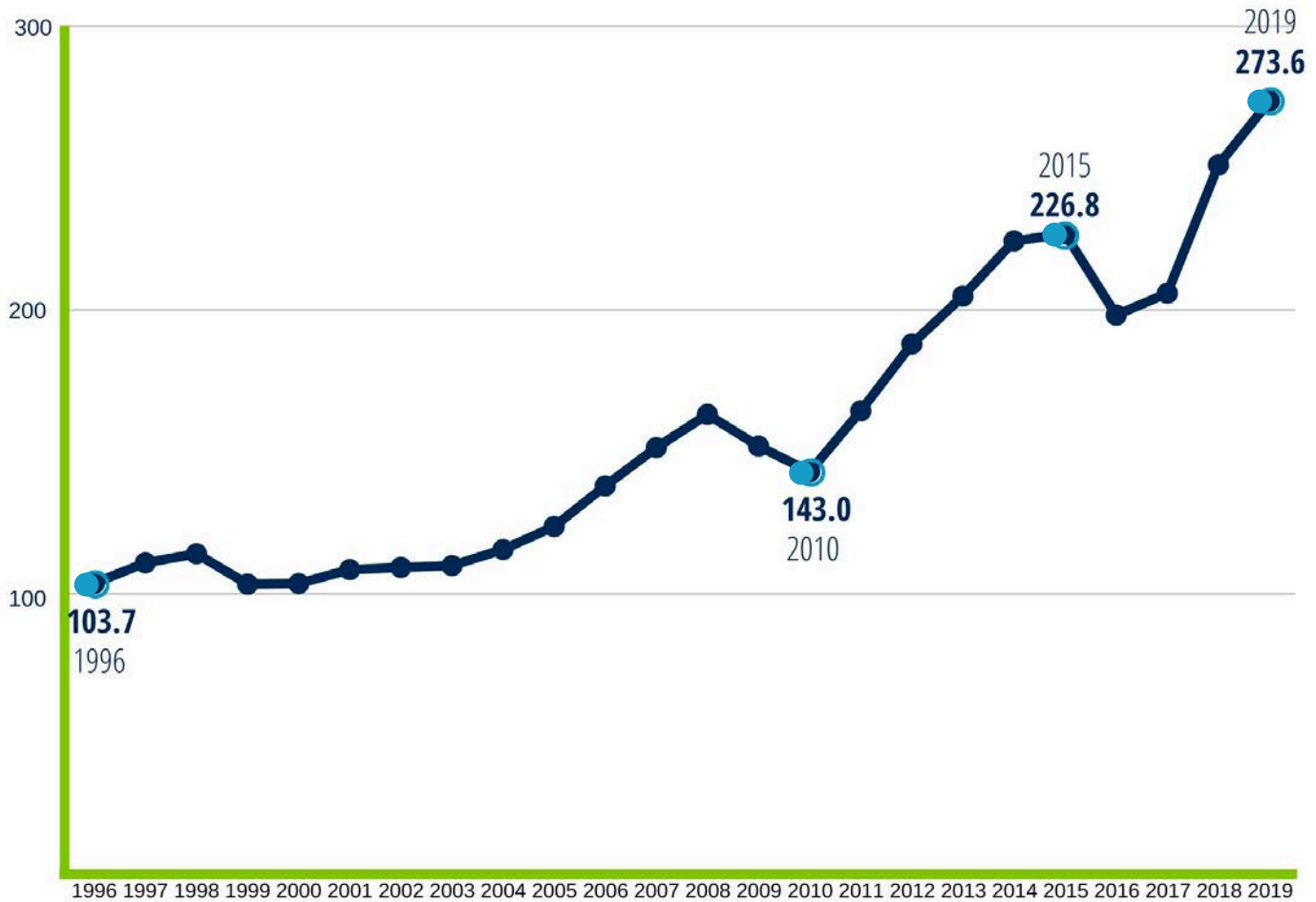


Why a four-star, full-service hotel?

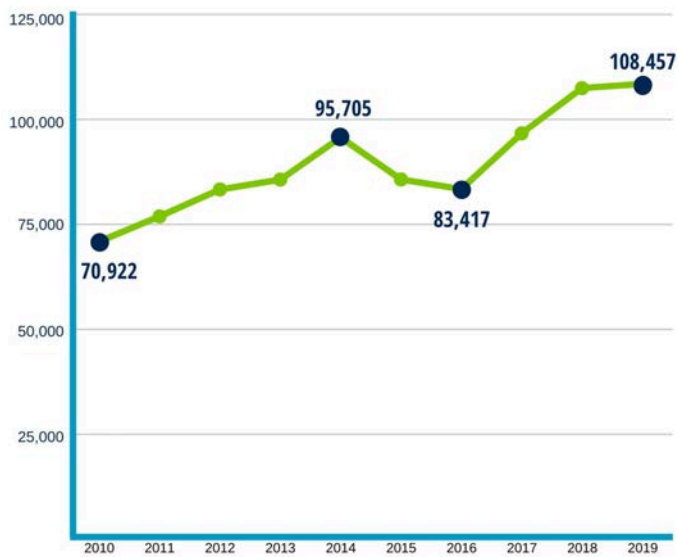
A full-service hotel drives the most value per square foot, providing Midland’s taxing entities the greatest tax revenue, while simultaneously creating minimal demand upon local services such as the hospital, school district, first responders, and infrastructure. Creative solutions like a four-star hotel – a high-value property with small footprint – drive more revenue to taxing entities in need of greater resources without passing the costs onto the local taxpayers.

As the world’s energy hub and the nation’s leader in the oil and gas industry, Midland provides revenue for the rest of the state and country. We should take every opportunity to collect revenue from entities that benefit from our hard-working community. This is an investment in Midland’s future and progress we should be proud of.

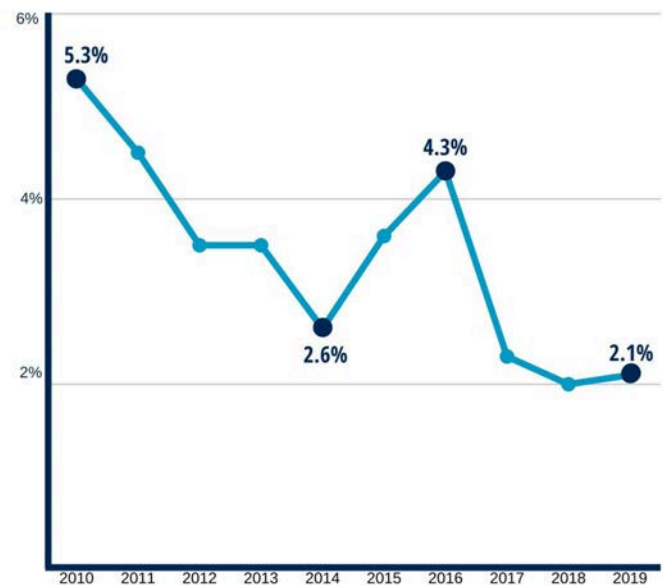
MIDLAND ECONOMIC INDEX 1996-2019



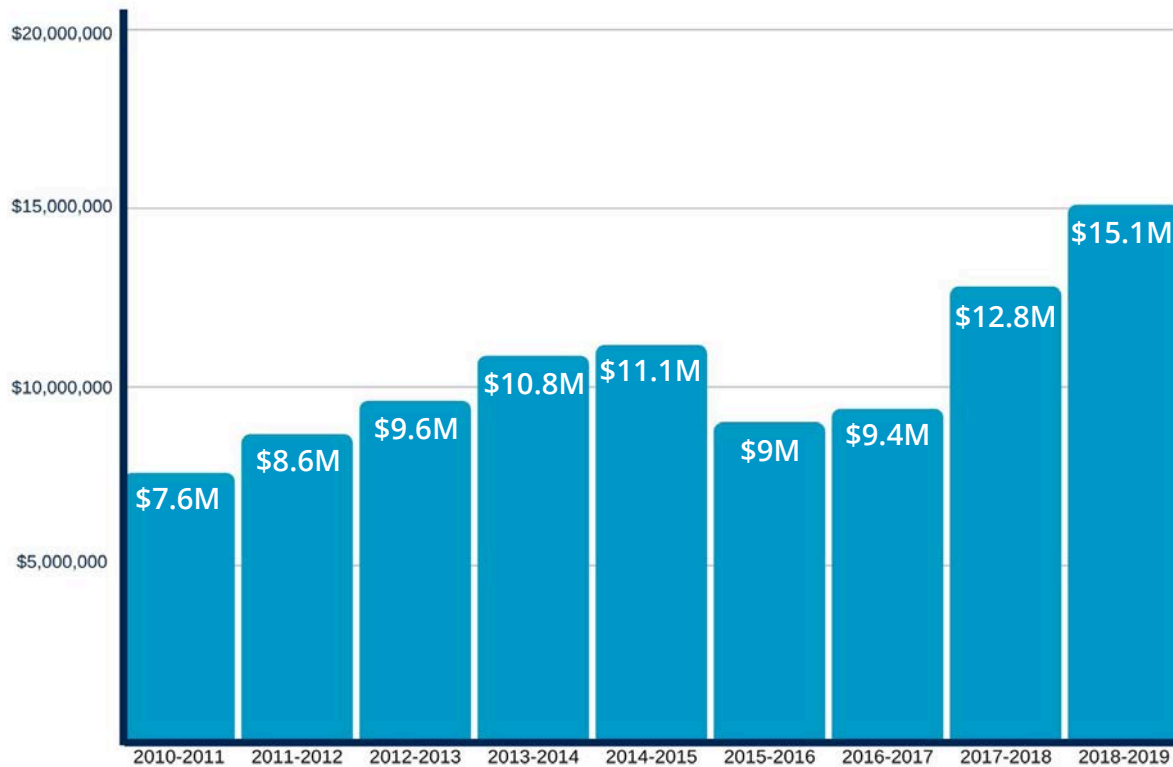
MIDLAND CIVILIAN LABOR FORCE



MIDLAND UNEMPLOYMENT RATE

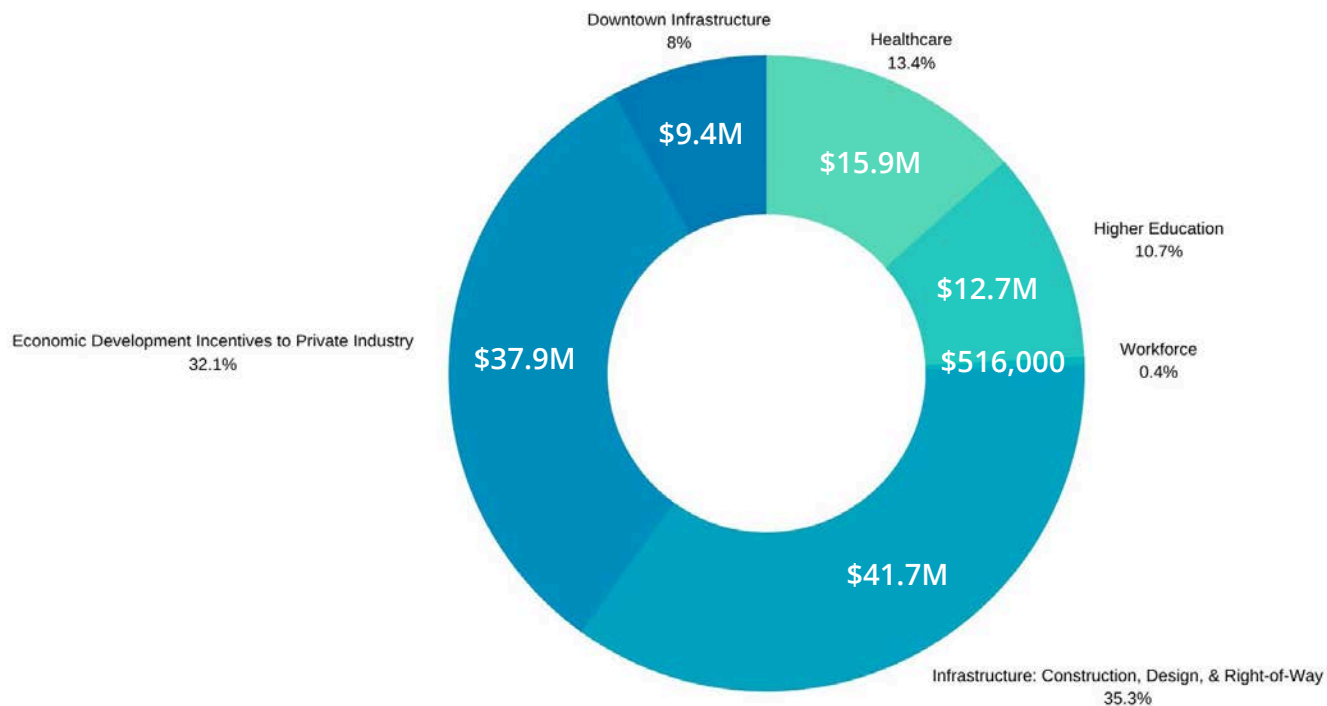


2010-2019 TYPE A SALES TAX REVENUE



TOTAL EXPENDITURES

A breakdown of MDC'S investments since inception in 2002



Spaceport Landscaping

The landscaping of the Spaceport Business Park and the now-completed Enterprise Lane was finalized in 2019, adding the softening touch of greenery to the industrial park. Utilizing trees, shrubs, and grasses that are native or naturalized to West Texas, the new plantings will flourish with low water use and minimal maintenance. Elements of hardscaping also enhance the park's usability and visual appeal. AST & Science, the anchor tenant of the Spaceport Business Park, as well as prospective future tenants will benefit from the improvements to the area.





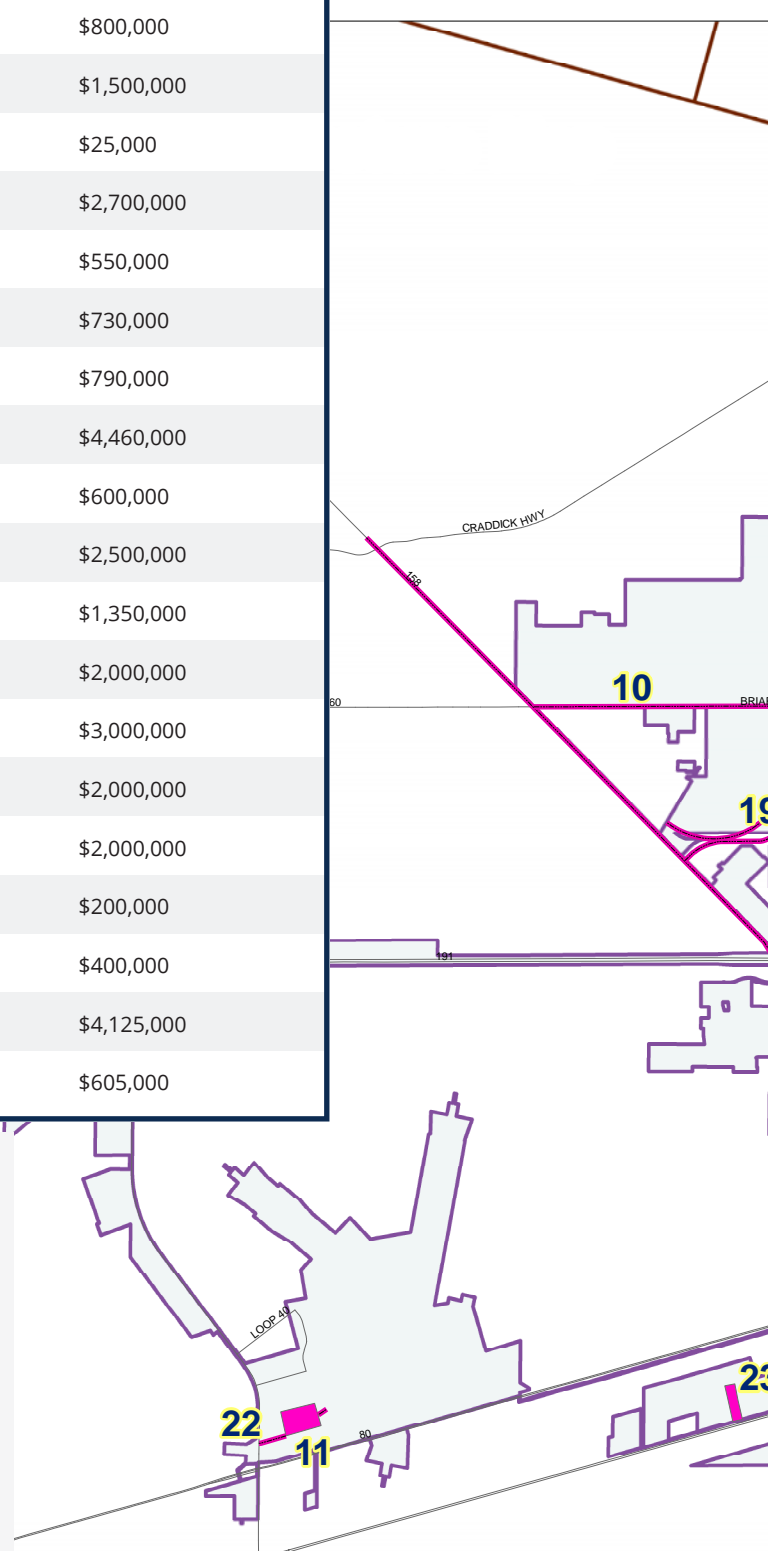
Pilot Avenue

Previously a caliche utility corridor being used unofficially as a road, Pilot Avenue will be constructed and paved under an agreement between the City of Midland and the MDC. Pilot Avenue provides a more direct connection from the Spaceport Business Park to the state and federal freight corridor of SH 349/ FM 1788. Its completion will enhance traffic flow to and from the Midland International Air and Space Port, as well as provide access to Midland Odessa Urban Transit District headquarters and EZ-Rider, the only provider of public transportation in the Midland-Odessa metropolitan areas.

#	PROJECT NAME	PROJECT TYPE	INITIATION	MDC EXPENDITURE
1	Highway 349 improvements	construction	2011	\$27,000
2	Briarwood widening (Phase I)	construction	2012	\$4,680,000
3	Garfield Street extension	construction	2012	\$1,800,000
4	Market Street utilities	water/sewer	2012	\$30,000
5	Midkiff Drive water main	water/sewer	2012	\$800,000
6	Southwest Crossing	water/sewer	2012	\$1,500,000
7	Midland Drive water bore under I-20	construction	2013	\$25,000
8	Tradewinds Boulevard utilities	water/sewer	2013	\$2,700,000
9	Avalon Drive extension	design	2014	\$550,000
10	Briarwood widening (Phase II and III)	design	2014	\$730,000
11A	Spaceport Business Park design/plan	design	2014	\$790,000
11B	Spaceport Business Park Construction	construction	2016	\$4,460,000
12	Fairgrounds Road ROW	right-of-way	2016	\$600,000
13	Carver & Scharbauer Drainage Improvement Project	design & construction	2017	\$2,500,000
14	Highway 349 expansion	design & construction	2017	\$1,350,000
15	TXDOT - Loop 250 & CR 1150	design & construction	2017	\$2,000,000
16	TXDOT - Loop 250 & CR 1140	design & construction	2017	\$3,000,000
17	TXDOT - Loop 250 & Highway 191	design & construction	2017	\$2,000,000
18	TXDOT - Midkiff & I-20	design & construction	2017	\$2,000,000
19	Wadley ROW	right-of-way	2017	\$200,000
20	Avalon Drive right-of-way	right-of-way	2018	\$400,000
21	Tradewinds Boulevard extension	design	2018	\$4,125,000
22	Pilot Avenue	construction	2019	\$605,000

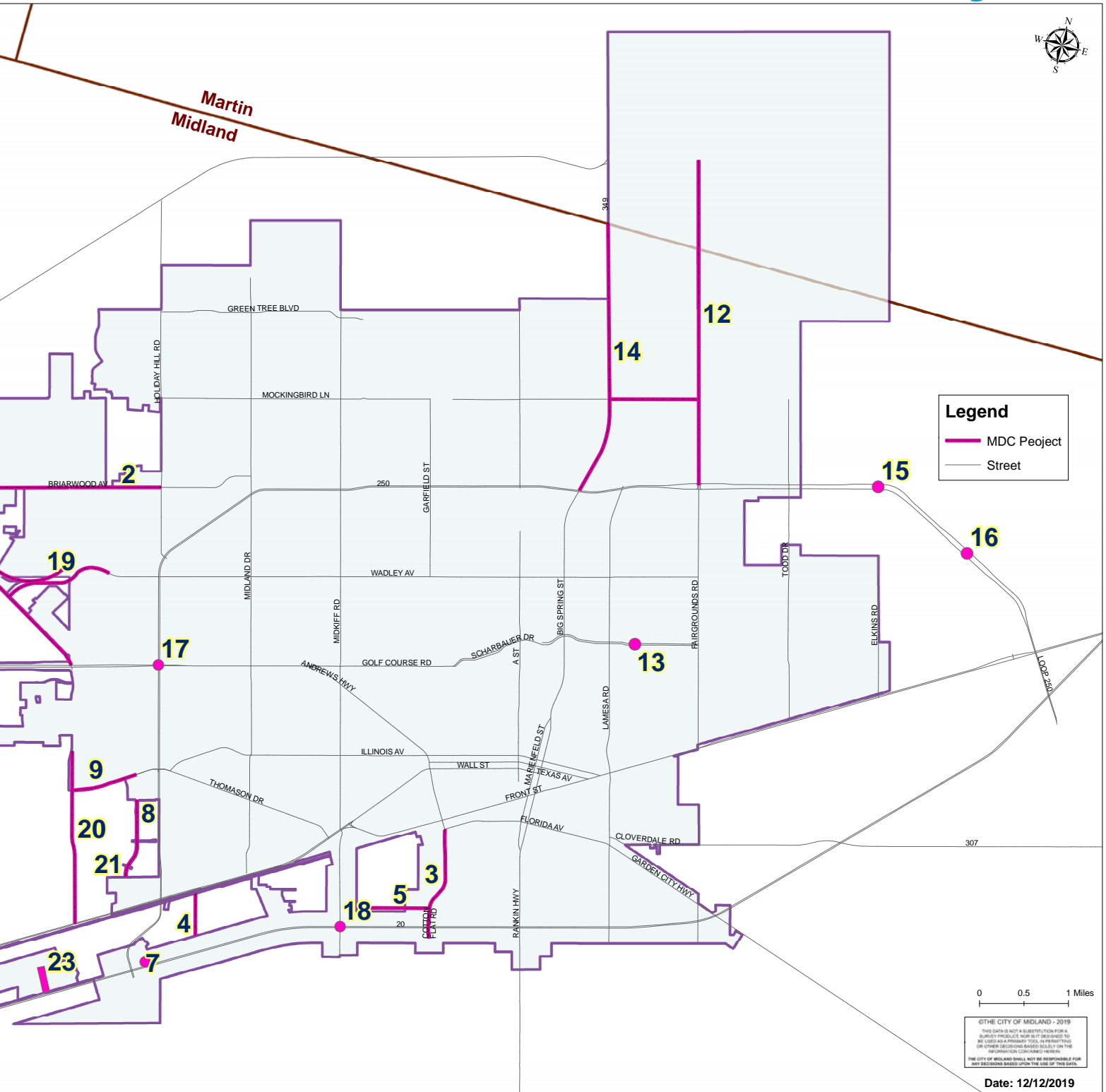
NOT SHOWN:

\$17,000	Airways Drive
\$13,000	Jal Draw
\$13,000	Midland Draw
\$29,000	David Mims Business Park infrastructure Phase I
\$13,000	David Mims Business Park infrastructure Phase II
\$1,300,000	David Mims Business Park infrastructure construction
\$1,552,000	City of Midland Communication Ring
\$1,000,000	Parkhill, Smith & Cooper - design for City of Midland projects
\$500,000	Kimley-Horn - design for City of Midland projects
\$365,000	Freese & Nichols - design for City of Midland projects



INFRASTRUCTURE

MDC Infrastructure Projects



Social Media

Social media plays a large part in our marketing strategy. By sharing updates on projects, local data, and relevant articles, we contribute to the community conversation.

 **844**

FOLLOWERS ON INSTAGRAM

 **1,756**

FOLLOWERS ON TWITTER

3,988 TOTAL FOLLOWERS

 **889**

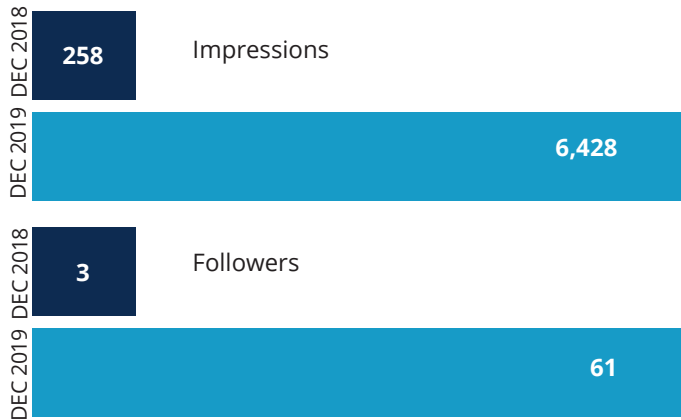
FOLLOWERS ON FACEBOOK

 **499**

FOLLOWERS ON LINKEDIN

Across these four platforms, we have 3,988 followers who subscribe to our content updates.

LINKEDIN



INSTAGRAM



FACEBOOK

59.8%
INCREASE

From December 2018 to 2019, our Facebook page likes increased by 41.5%.

78.4%
INCREASE

In 2018, the total views in one day peaked at 40. In 2019, it peaked at 185, a 78.4% increase.

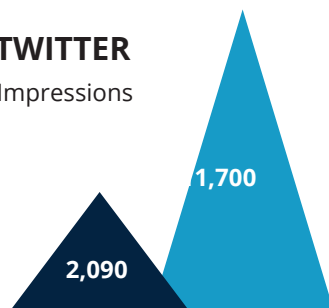


101

Our average post reach in 2019 was 101 people. This metric counts anyone who saw our post at least once.

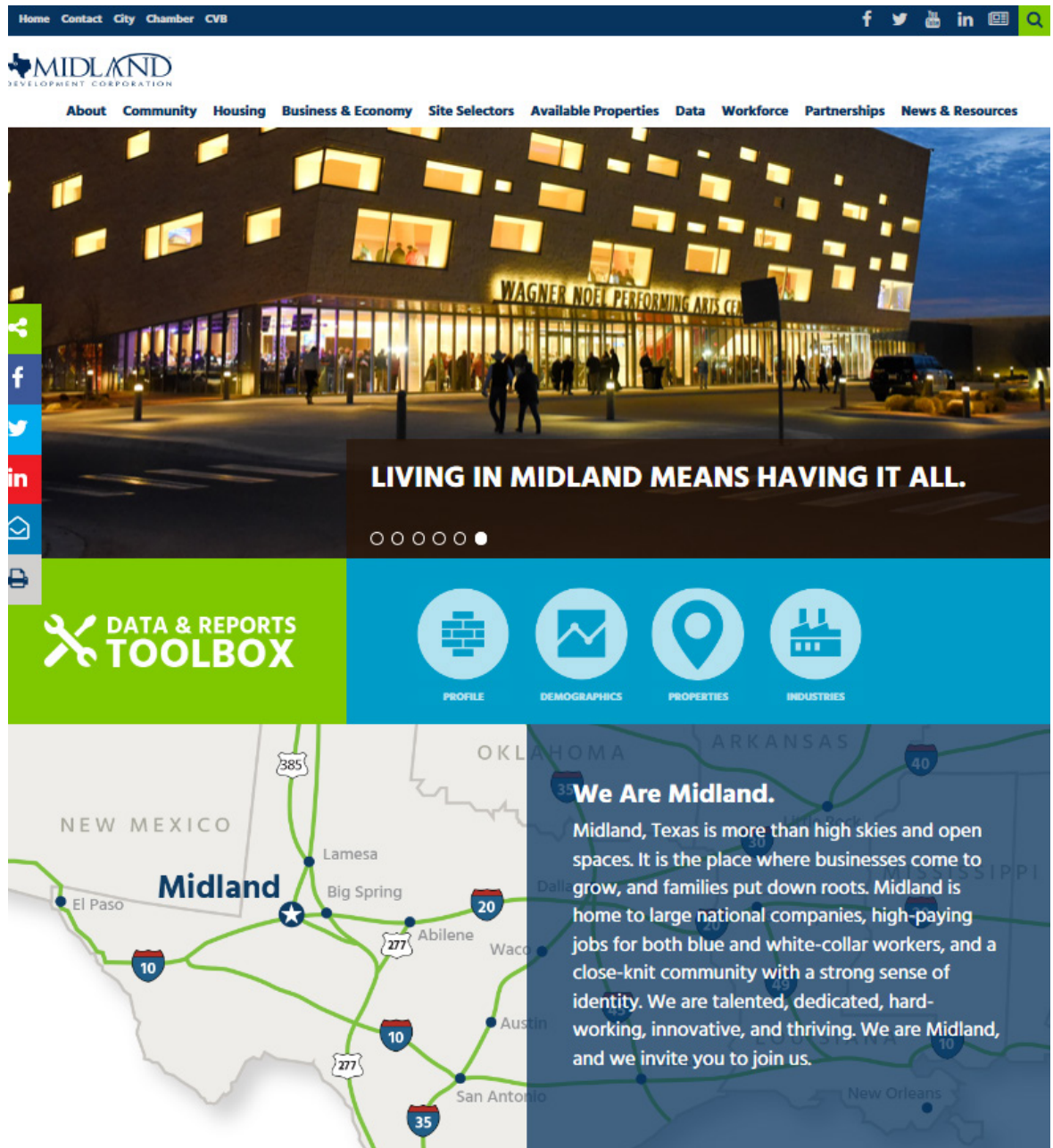
TWITTER

Impressions



In the first half of 2019, we were mentioned 19 times in other tweets and in the second half of 2019, we were mentioned 52 times. In Dec. 2018, our tweets received 3,938 impressions and our profile received 3 new followers. In Dec. 2019, our tweets received 11,700 impressions and our profile received 4 new followers.

Website



On the MDC website, new users increased by 1,831 between Q3 2018 and Q3 2019.



From Q3 2018 to 2019, the bounce rate decreased from 75% to 73%, meaning viewers stayed on the website longer.

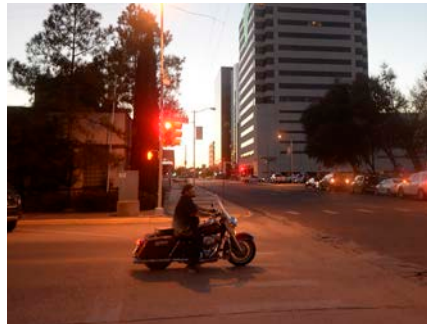
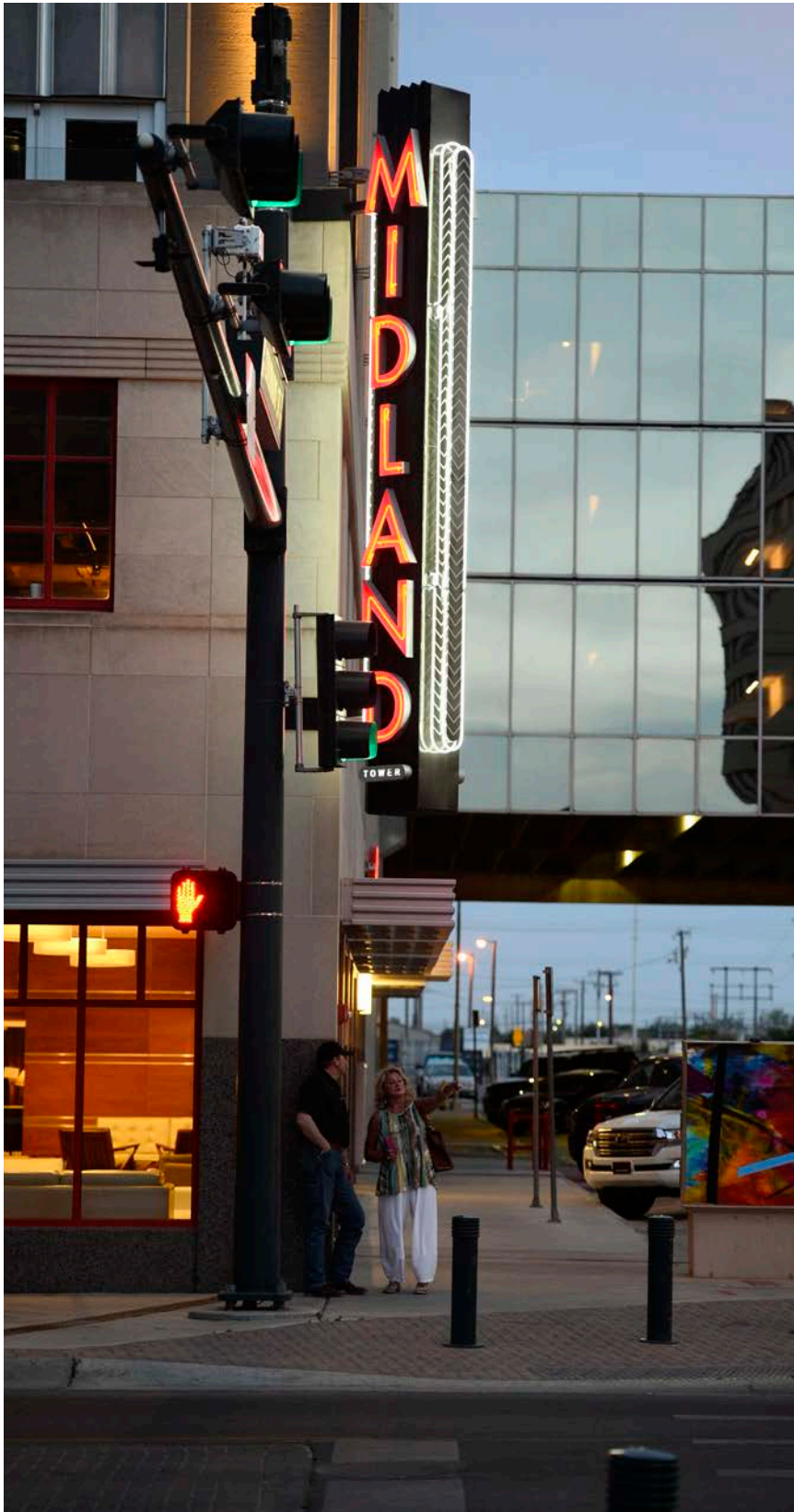


The website increased traffic between Q3 2018 and Q3 2019, receiving 3,909 more views.

OVERVIEW

MDC's website is a wealth of information that is available for citizens, companies, and site selectors.

The "Quality of Place" and "News & Resources" pages are updated frequently with pertinent information regarding the happenings in the Midland community.



2019 at a Glimpse

MARKETING

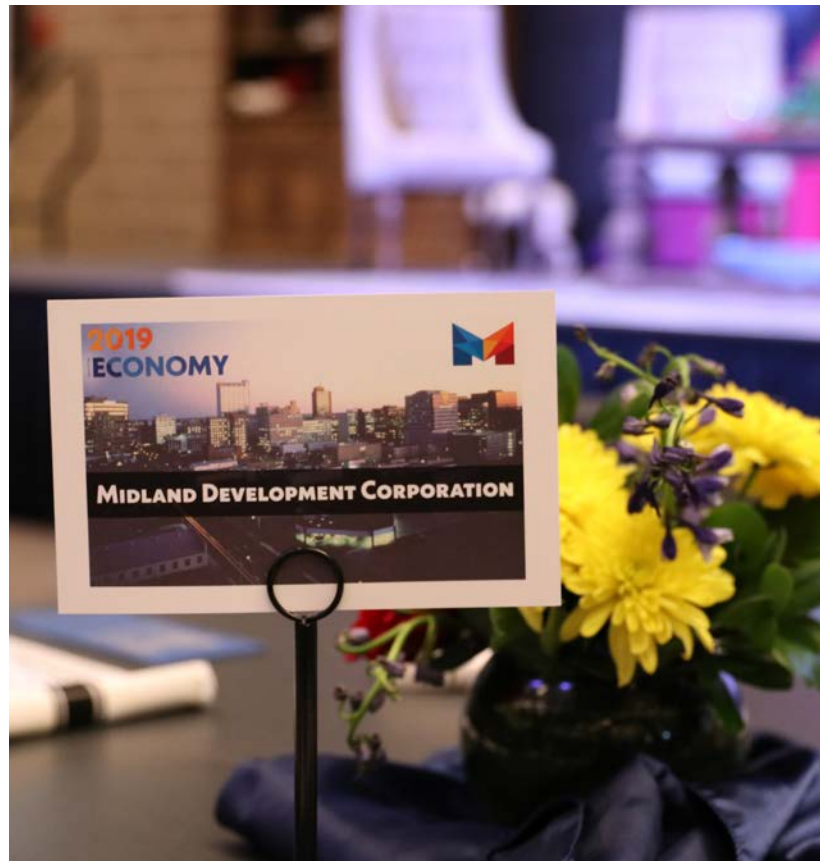


We are extremely grateful for MDC's generous investment, bringing us one step closer to our goal.



Tedd L. Mitchell, M.D.,

Texas Tech University System chancellor, regarding the funding of the TTUHSC PA program.





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