



Invites Qualified Candidates to Apply for

## City Manager

### ABOUT LUBBOCK

Lubbock, Texas, is a city with a population of 250,000 within its 125 square miles and is home to Texas Tech University. Lubbock offers the amenities of a large city with the down-home friendliness and lower cost-of-living of a small town. Lubbock has experienced steady population growth of approximately 1.7 percent annually for many years making it the largest city in West Texas, the 11th largest in Texas, and the 84th largest in the U.S.

Lubbock has been referred to as the "Hub City", derived from being the economic, education, and health care hub of the multi-county region north of the Permian Basin and south of the Texas Panhandle. This area is commonly referred to as the South Plains.



Lubbock County was founded in 1876. Old Lubbock and Monterey were combined to form what is present day Lubbock in 1890. The following year the settlement of Lubbock was named the county seat for Lubbock County, and Lubbock was incorporated as a municipality in 1909. Lubbock was named after Thomas S. Lubbock, a former Texas Ranger and Confederate officer. His brother, Francis R. Lubbock, was the Texas Governor during the Civil War.



### RECOGNITIONS

Lubbock has recently received several national recognitions:

- Best Run City in America (2015)—from *WalletHub* for yielding highest return on public spending investments among 65 most populous U.S. cities;
- Fourth Best U.S. City for Employment (2015)—from *business.com* which indicated few communities have more to offer engineering, technology, and software professionals than Lubbock;
- Fifteenth Best City for People 35 and Under (2014)—from *vocative* for having median age under 30 with one- third of those being single, great jobs, lots of sunshine, and inexpensive housing and amenities; and
- Best Places for Business and Careers (2015)—from *Forbes*.

## ECONOMY

Post-secondary education, health care, and agriculture are the predominant economic sectors in Lubbock.

### Post-Secondary Education

There are five universities and colleges in Lubbock—Texas Tech University, Lubbock Christian University, Wayland Baptist University, Texas Tech University Health Science Center, and South Plains College. Texas Tech has 36,000 students in Lubbock and another 13,000 students in other Texas locations and has established a goal of having 40,000 students at its Lubbock campus by 2020. In total, Lubbock has more than 50,000 college students.

### Agriculture

The South Plains is home to one of the largest contiguous cotton growing areas in the world. In early 2016, Monsanto announced construction of a state-of-the-art facility in Lubbock. It is projected this plant will bag 80% of United States cotton when operational. Grapes are grown in the South Plains that are used for wine production locally and throughout the state.

### Health Care

Lubbock is home to several major health care facilities, including Covenant, University Medical Center (UMC), Grace Clinic, and the Lubbock Heart Hospital. Covenant Health, headquartered in Lubbock, is the largest health care institution in the region. UMC Health System has more than 3,200 employees serving West Texas and Eastern New Mexico. There are many other clinics and health care practitioners in Lubbock making health care a large and rapidly growing sector the economy. Lubbock has the largest medical industry between the Dallas-Fort Worth metroplex and Phoenix.

Even though 35,000 jobs have been added to the community in the last few years, the unemployment rate remains at roughly 3 percent. In 2015, there were 960 single-family building permits in Lubbock and similar construction activity is projected for 2016. The community's median single-family house value is \$112,000.

The Lubbock Economic Development Alliance (LEDA) is the primary economic development agency for the community working closely with many private partners and the City. LEDA is focused on business recruitment, business retention, workforce development, and marketing. Visit Lubbock is the community's tourism promotion agency. Since 2004, Visit Lubbock has booked 3,600 events or conventions resulting in 2.86 million visitors and \$297 million in direct economic impact to the Lubbock area.

## EDUCATION

Lubbock is served by three public school districts. The largest district is the Lubbock Independent School District with 30,000 students attending 52 elementary, junior high, and high schools. Lubbock High School has been recognized for three consecutive years by Newsweek as one of the top high schools in the United States for its international baccalaureate program. The other two public school districts in Lubbock are the Lubbock-Cooper and Frenship Independent School Districts. In addition, there are several private and public charter school options for Lubbock elementary and secondary students.

Lubbock also has several options for post-secondary education at Lubbock Christian University, Texas Tech University, Wayland Baptist University, South Plains College, and the Reese Technology Center. In addition to graduate programs, Texas Tech also offers educational opportunities through its law school and medical school.

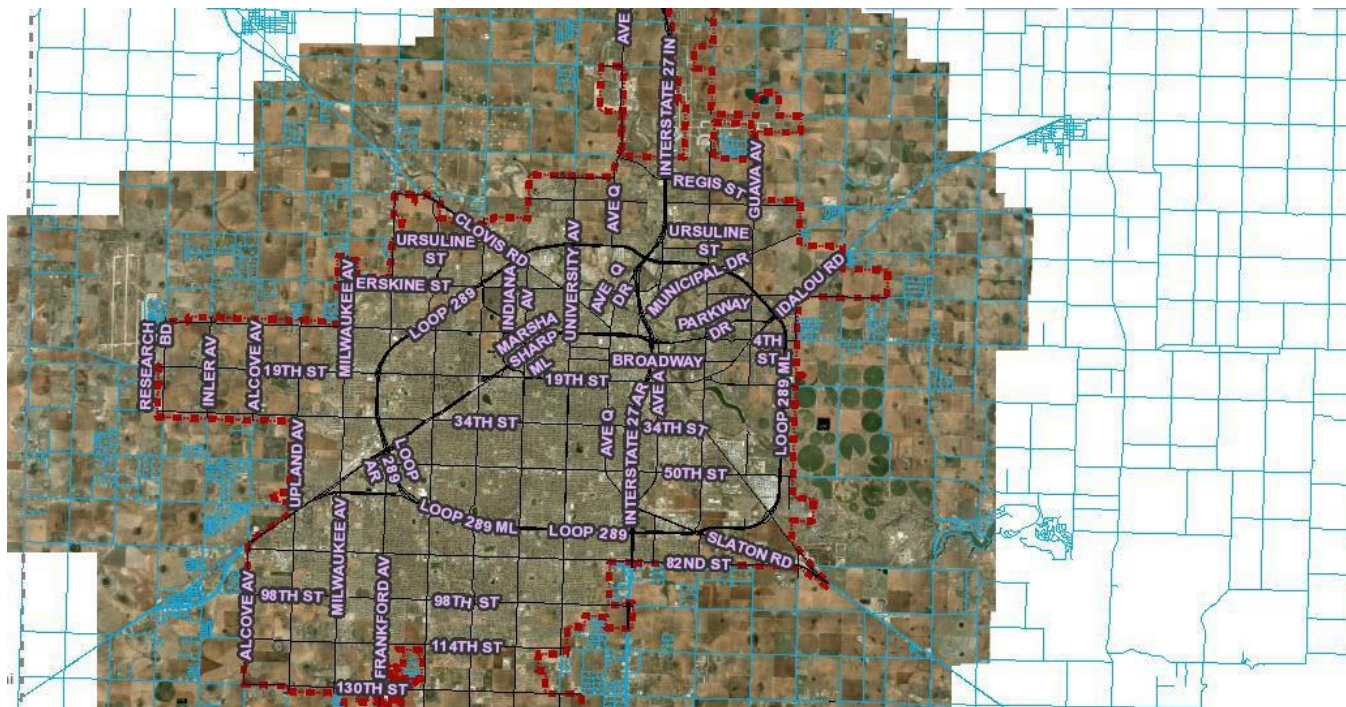
Texas Tech was recently designated a Tier One university by the Carnegie Classification of Institutions of Higher Education. This is the foremost measure of a university's research, academic scholarship, and teaching capabilities. This designation will assist the University in growing its Innovation Hub at Research Park. The goal is to become a major center for innovation and entrepreneurialism. The Hub recently opened its first building of 40,000 square feet which is a valuable research resource for the university's faculty and students as well as community members interested in launching new business ventures.





## TRANSPORTATION

Lubbock's streets are laid out in a north-south, east-west grid system, including Interstate 27 which links Lubbock to Amarillo and Interstate 40, Loop 289, and US Highways 82 and 84. The Texas Department of Transportation has plans to develop an outer loop in Lubbock to complement Loop 289. Construction of the outer loop is targeted to begin by 2020. Finally, Lubbock recently was named by Safeco Insurance as the #1 midsize U.S. city for the shortest work commute.



Lubbock Preston Smith International Airport is owned and operated by the City of Lubbock. It has a passenger count in excess of 1 million annually and is served by Southwest, American, and United. The airport is the eighth-busiest in Texas and includes significant Federal Express, UPS operations, and rental car services.

## COMMUNITY

Friendly, giving, caring, and gracious are the adjectives most often used to describe Lubbock residents. The South Plains Food Bank (SPFB), a non-profit organization, collects and distributes food to the hungry. The recent construction of a state-of-the-art warehouse enhances its capacity to feed the hungry.



The partnership formed between the Lubbock Police Department and the Carpenter's Church provides temporary housing and outreach assistance to the homeless. Also, United Way has strong support from the community with nearly \$6million raised in 2015-16.

## LEISURE AND CULTURE

Lubbock attracts 5.5 million visitors annually to its museums, sporting events, and concerts. Legendary rock 'n' roll musician Buddy Holly is one of Lubbock's native sons. The Buddy Holly Center is a museum in Lubbock with an outstanding collection portraying the life and musical contributions of Mr. Holly. Other notable musicians from the region include Mac Davis, the Maines Brothers, Joe Ely, Jay Boy Adams, and Richie McDonald, among many others.



Texas Tech University, which is a member of the Big 12 Athletic Conference, has seven Men's and eight Women's sports programs. Jones AT&T Stadium, home of Red Raider football, is arguably one of the most electric game day atmospheres in all of college football with 60,000-plus seating capacity. The United Supermarkets Arena (USA), which is home to Men's and Women's basketball and Women's volleyball has a 15,000-seat capacity. The USA also attracts a wide array of non-sports events such as concert headline acts including Elton John, George Strait, Aerosmith, the Eagles, Carrie Underwood, Pearl Jam, Shania Twain and many others and motivational speakers such as former U.S. Supreme Court Justice Sandra Day O'Connor. Finally, Dan Law Field at Rip Griffin Park is home to Red Raider baseball which after undergoing a \$5 million renovation in 2012 is one of the premier college baseball facilities in the country and seats more than 4,300.

The City of Lubbock operates and maintains more than 75 parks which include playgrounds, walking tracks, tennis courts, volleyball and basketball courts, golf courses, ball fields, picnic tables, park shelters, party houses, and restrooms. Other park amenities include two skate parks, specialty playgrounds, a BMX track, two disc golf courses, an equestrian trail, bird blinds, and fishing docks.

Other community attractions include the American Museum of Agriculture whose mission is to instill pride in American agriculture and values, the Windmill Museum which has become internationally recognized as the place to observe windmills in their natural setting, and the National Ranching Heritage Museum. Also, Texas Tech has a "one percent for the arts" program whereby one percent of the cost of every building construction project is used for public art making it one of the top ten university public arts programs in the country.

Lubbock offers community festivals and events including the "Fourth on Broadway" which attracts approximately 50,000 attendees each year. Also, Texas Tech provides outstanding performing arts events in Lubbock of Broadway and Lincoln Center caliber.

The Lubbock Entertainment/Performing Arts Association is in the process of raising funds for The Buddy Holly Hall of Performing Arts and Sciences. This venue, which will be located downtown, will include a 2,220-seat main theater, a 425-seat studio theater, a 6,000 square-foot multi-purpose room, and a bistro cafe. The Association has obtained \$91 million of the \$146 million funding required and expects architectural drawings to be completed by August 2016. The future College Baseball Hall of Fame will be located in the revitalized downtown area as well.

## CITY GOVERNMENT

The City of Lubbock operates under the city council – city manager form of government. The City is governed by a Mayor and six Council Members who are elected from six districts and serve four-year overlapping terms. The Mayor is elected at-large and serves a two-year term. There are no term limits and elections are nonpartisan. The next City Council election is May 2018.

In addition to the City Manager, the City Council appoints the City Attorney and City Secretary. The City Manager is responsible for ensuring the policy direction set by the City Council is carried out and recommending the budget to the City Council.



The City, which has not had any employee layoffs since 2003, is a full-service organization that includes electric, transit, commercial airport, water, water reclamation, and solid waste collection and landfill operations. The City has a \$734



million annual budget (FY 2015-16), \$604 million approved Capital Improvement Program (CIP), with additional planned projects over the next five years, and 2,200 full-time employees. The primary General Fund revenue sources include sales tax, property tax, and franchise fees. The General Fund has a fund balance of \$39 million, with a reserve policy of 20 percent of regular General Fund Operating revenues. The City's fiscal year begins on an October 1.

The City's current general obligation bond ratings are: Aa2 (Moody's); AA+ (Standard and Poor's); and AA+ (Fitch). The City's electric utility Lubbock Power and Light's revenue bond ratings are: A1 (Moody's); AA- (Standard and Poor's), and A+ (Fitch).



The City Manager is also responsible for hiring and providing managerial leadership to City staff. Police and Fire employees each have their own employee association but the City of Lubbock does not conduct collective bargaining with any employee groups. The City is in the process of rehabilitating the 11-story former Citizen's National Bank building into Citizen's Tower which will contain City Hall offices. This estimated \$60 million project will be completed in 2018 at which time the City will begin a \$15 million renovation to convert the current City Hall building into a Police Station. Both projects will provide the City with superior long-term office facilities.

The current City Manager is retiring after serving nearly 13 years for the City of Lubbock including the last three years as City Manager.

## ISSUES AND OPPORTUNITIES

This is a summary of the issues and opportunities to be managed by Lubbock's next City Manager.

- ❖ **Economic Development**—Lubbock Economic Development Alliance (LEDA) completed a strategic plan in November 2014, which can be viewed online. There are several community partners including the City, LEDA, Chamber of Commerce, and Lubbock's universities that are working collaboratively to achieve the economic development goals included in LEDA's strategic plan. Some of the key economic development items the next City Manager will be working on include downtown redevelopment funded partially through tax increment financing (TIF). Given Lubbock's low unemployment rate, workforce development and attraction are important to the community. Finally, assisting in attraction of both research companies and entrepreneurs to convert research into private sector jobs is a major priority.
- ❖ **Strategic Plan**—the City does not have a strategic plan. Strategic planning such as the plan created by LEDA will provide the Council and staff with a clear vision and roadmap to address Lubbock's future, complement LEDA's plan, and help clarify the appropriateness of Council and staff roles. Also, interest has been expressed in conducting a community survey which the City has not done for several years. This survey would provide statistically valid community input and help to link the City's strategic plan to community needs and wants. Finally, the City Manager should ensure reporting and accountability on the goals in the strategic plan occur so that the plan becomes a dynamic living document.



- ❖ **Electric Utility**—Lubbock Power and Light (LPL) is the third largest Texas municipally-owned electric utility with a \$220 million annual budget and a 633 megawatt (MW) peak load. The Director of Electric Utilities reports to the Electric Utility Board, which is appointed by City Council. The City Council is responsible for approving the LPL budget, bonding, rates, and use of eminent domain.

LPL is in the process of becoming a member of the Electric Reliability Council of Texas (ERCOT) which requires approval by the Public Utility Commission of Texas (PUCT). LPL presently has a 15-year contract to purchase power from Xcel Energy, which expires in 2019. If approved by PUCT, LPL will become an ERCOT member in 2019 which will offer more flexibility to achieve cost savings and additional power purchase options such as wind power. LPL owns three gas generators with a total generation capacity of 114 MW.



- ❖ **Water Management**—as with most southwestern communities, long-term water availability is crucial. The City has three sources of water, some of which are owned and managed in conjunction with the City of Amarillo and other cities. In addition, the City of Lubbock sells water to some smaller Texas cities.

The City is presently constructing an \$85 million Water Reclamation Plant that will provide Lubbock with additional water capacity. While the City of Lubbock has done a good job securing and managing its water rights, the City Manager is expected to be diligent in ensuring the same occurs in the future.



- ❖ **Media Relations**—while Lubbock traditionally has had a good relationship with local news media, the relationship has worsened in the last few years. One of the reasons for this is that the City's Public Information Officer (PIO) position is vacant. It is expected the City will fill the PIO position prior to the City Manager's hiring. The City Manager needs to play a more prominent and proactive role in managing and framing issues for the news media and ensuring the City provides information equally to all media sources. Finally, additional coordination among City, Police, and Fire PIO's would be beneficial.
- ❖ **Big City**—most Lubbock leaders today encourage Lubbock residents to welcome Lubbock as a large and growing city as opposed to a small town. Many local opinion-makers have indicated Lubbock is at a crossroads and that the hiring of the next City Manager will likely have great impact on the community for many years to come.

- ❖ **Established Community Areas**—there is a perception by some that Lubbock's annexation of land on the outskirts of the city has caused the older, more established areas of the community to suffer. Particular concern was expressed that the aging infrastructure in the established areas needs to be better maintained and/or replaced.



- ❖ **Diversity**—the Police Department is currently operating under a U.S. Department of Justice consent decree for physical testing requirements related to females and written testing requirements pertaining to Latino hiring. The next City Manager needs to be someone with cultural sensitivity who values diversity in City hiring and promotional practices especially for executive positions.
- ❖ **Succession Planning**—as with most employers the City will likely lose many baby-boomer employees with substantial institutional knowledge to retirement in the near future especially among senior staff. For example, the Chief Financial Officer (CFO) position is intentionally vacant now so the next City Manager can make that selection. It would be desirable for the next City Manager to grow and coach existing City employees and provide them with more professional development and training opportunities as well as encouraging other executive and management staff to do the same.
- ❖ **Technology**—some City operations could benefit from improved technology. For instance, the City only accepts paper submittals for building and zoning applications.



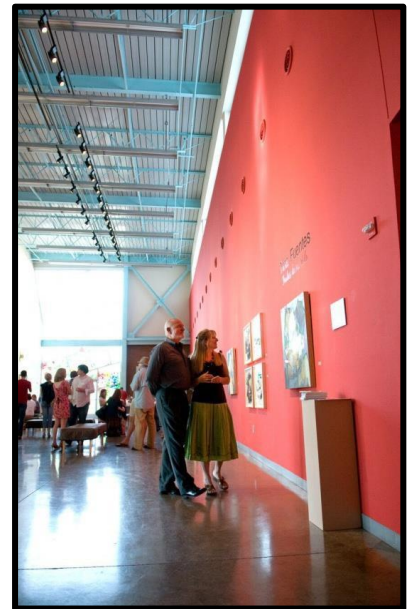
## JOB REQUIREMENTS

The minimum job requirements are: 1) Bachelor's degree in public administration, business administration, or related field with Master's degree preferred; and 2) seven to ten years increasingly responsible executive and administrative experience preferably in full-service local governments or comparable organizations.

### *DESIRED PROFESSIONAL AND PERSONAL ATTRIBUTES*

The City is looking for someone who will make a long-term commitment to the City Manager job and community and embrace Lubbock as their home. The following are the other desired professional and personal attributes of Lubbock's next City Manager:

- ❖ Strong, assertive, collaborative leader;
- ❖ Honesty and integrity with stellar reputation a must;
- ❖ Positive, non-bureaucratic attitude open to new ideas rather than defaulting to 'no';
- ❖ Willing to make tough decisions when necessary and have thick skin;
- ❖ Energetic and dynamic with down-to-earth, non-pretentious personality preferred;
- ❖ Communicates evenly with Mayor and all Council Members and provides them with regular reports on current issues/activities;
- ❖ Takes equal interest and ownership of community and City organizational issues and is visible in community and City organization;
- ❖ Good listener who communicates with clarity and persuasiveness;
- ❖ Adept at both operational and financial analysis;
- ❖ Enhances two-way communication between City Management and City employees and reinforces City employees' importance to City's success;
- ❖ Ability to coach/lead City staff in effective manner and hold them accountable without micro-managing them;
- ❖ Public power utility experience desired;
- ❖ Stays current with local government trends through participation in Texas Municipal League (TML), International City/County Management Association (ICMA), and other appropriate organizations;
- ❖ Experience working with large universities desired;
- ❖ Uses social media;
- ❖ Knowledge of water rights and water resource/reclamation issues helpful; and
- ❖ Experience overseeing renovation of City office facilities a plus.



### *COMPENSATION*

The compensation for the City Manager job is highly competitive with the starting salary dependent on the selected individual's qualifications and match with the desired attributes being sought by the City. Please be aware Texas does not levy an income tax, and the City of Lubbock contributes a 2-1 match to the Texas Municipal Retirement System (TMRS) on seven percent of employee's salary. The City will pay reasonable and customary moving expenses for the next City Manager who is required to live within the city limits.

### **ADDITIONAL RESOURCES**

City of Lubbock: <http://www.mylubbock.us>

Lubbock Economic Development Alliance: <http://www.lubbockeda.org>

Visit Lubbock – Convention and Visitors Bureau: <http://www.visitlubbock.org>



***To Apply:***

In order to be considered for this position, please send your resume and cover letter with current salary by **August 21, 2016** to [pwconsulting@cox.net](mailto:pwconsulting@cox.net). For additional information about this job, please contact:

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