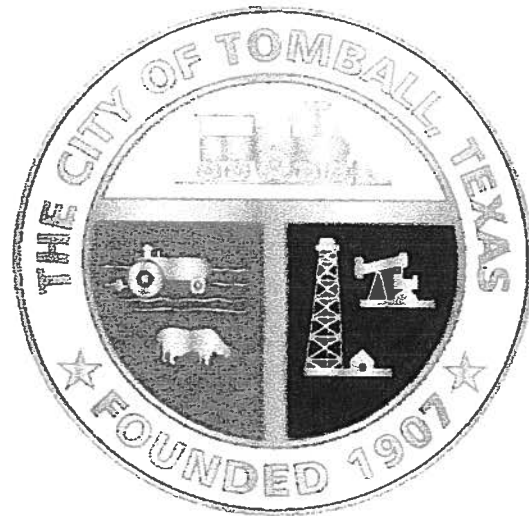


# The City of Tomball, Texas

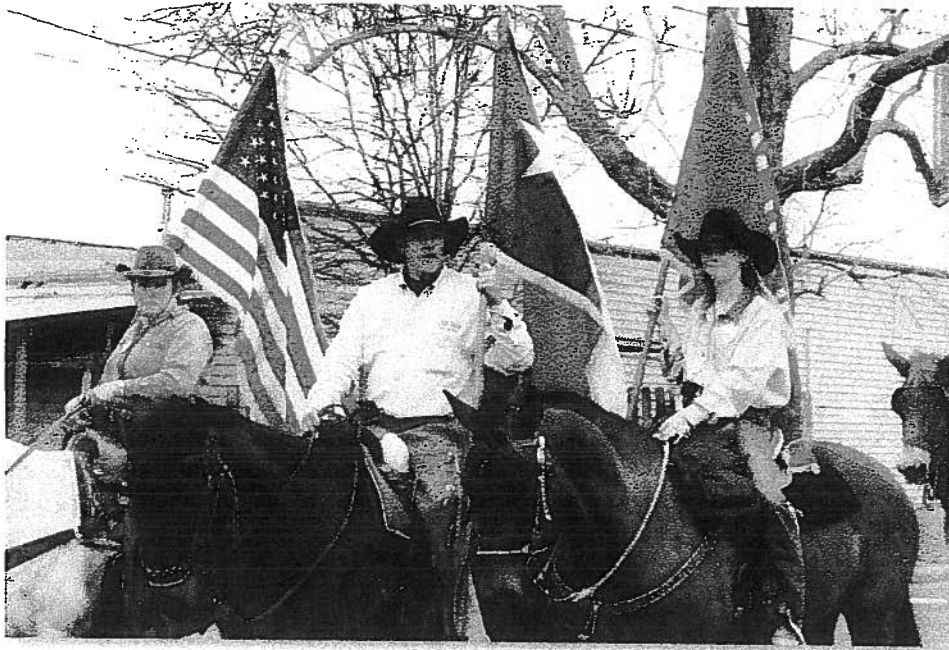
seeks an experienced Municipal  
Executive who will provide innovative  
and dynamic approaches to issues as  
its next...

## CITY MANAGER



 **WATERS-OLDANI**  
**EXECUTIVE RECRUITMENT**  
A Division of The Waters Consulting Group, Inc.





## THE COMMUNITY

Tomball is a historic city currently celebrating their 100th birthday; first known as a railroad town before becoming an oil town. The City was named after State Senator Thomas Henry Ball in 1907 due his leadership in establishing Tomball as the major railroad center for the transport of agricultural products. An oil boom hit Tomball during 1933 resulting in the attraction of hundreds of new residents. Located along State Highway 249, 28 miles Northwest of downtown Houston, Tomball does not consider itself "merely a suburb." The City has a vital economy and functions as a commercial center for a large portion of the rapidly growing north-west quadrant of Harris County. The Tomball area has developed a strong economic base that includes major

employers such as Hewlett-Packard Corporation, Kwik Kopy Corporation, Friendswood Development, BJ Services, Tomball Regional Hospital, Tomball College and others.

Tomball is comprised of nearly 11.2 square miles of land within the city limits with an additional 21 miles in the ETJ; the market area contains open rural territory, as well as abundant forested land. The availability of ample scenic land at attractive prices has been a strong factor in the growth of the City and in its strong economic growth. Tomball's commercial growth has led to the creation of thousands of jobs locally, particularly in the retail, medical and services categories. In addition, residents continue to be attracted to Tomball due to housing prices that range from a \$60,000 starter to a \$500,000 spread, with

plenty of options in between. Should residents or visitors decide to leave the city limits, there are a variety of recreation opportunities close by and any of the unique shops and malls.

A recreational opportunity includes Burroughs Park, a 330-acre Harris County recreational area northeast of Tomball, designed as a multi-use park. Spring Creek Park, at the northwest edge of Tomball, has 110 covered picnic tables, basketball and tennis courts, ball fields, camping, RV hookups and a playground. Smaller local facilities include Juergens Park, Matthews Park, and Dyess Park. The Tomball Sports Association, Cypress Creek YMCA, and Tomball Redcat Football run youth sports programs. Golfers will find outstanding courses at the Tomball Country Club (9 holes), Glenloch Farm Country Club and Houston Oaks Golf Club (formerly Links at Tennwood) featuring 18 holes. Tomball is also close to the 81 hole golfing complex at the Woodlands and several more courses in the FM 1960 area. Access to the historic side of Tomball can be found at The Tomball Museum Complex, a seven-building, historic museum center that features restored buildings, including the Farm Museum, one of the oldest surviving cotton gins in Texas. A country doctor's office, a log cabin, a country gazebo and a 1905 Trinity Evangelical Church are components of Tomball's historic preservation.



The Tomball Independent School District (TISD) serves residents providing K-12 education, and many private and parochial schools offer educational alternatives. A strong community commitment to education is reflected by the addition of several new schools within the district. Special features included are a high-tech design center and a life skills center. Tomball College provides residents with higher-educational opportunities with its 8,000 student campus.

Tomball area health care activity is dominated by Tomball Regional Hospital located in the heart of the community. It has become Northwest Houston's fastest growing acute medical facility. With over 250 beds and a highly trained and experienced medical staff that represents 30 specialties and sub-specialties.

## GOVERNANCE

The City of Tomball is a Home Rule Charter city that operates under the Council-Manager form of government. The City Council is comprised of the Mayor and a five-member Council; each are elected for three-year terms on a staggered basis. The Mayor is elected at-large and the Council Members are elected at-large by place (placed 1 - 5). The City Council appoints the City Manager who serves as the administrative and executive officer of the City and is

responsible for the day-to-day management of the City and its affairs.

The primary goals of the City, as set by the City Council, are:

- To conduct the business of the City in a financially responsible manner
- Keep the employment of high-quality oriented personnel
- Provide a safe environment

## AGENCY & POSITION OVERVIEW

The Mission of the City of Tomball is to promote a healthy and safe environment of increasingly higher quality of life for all citizens, with sensitivity to the financial burden it may impose.

The position of City Manager of Tomball presents a unique and rewarding professional challenge and opportunity. The Tomball City Council is seeking a City Manager to manage and direct the daily operations of the City and implement the policies of the elected City Council. Managerial competence, maturity of judgment, strong personal leadership and the ability to communicate effectively and positively with the staff and community are essential.

The previous City Manager served in the position for five years before his recent retirement. This position has been very stable historically, as there have only been three City Managers in the history of Tomball since the

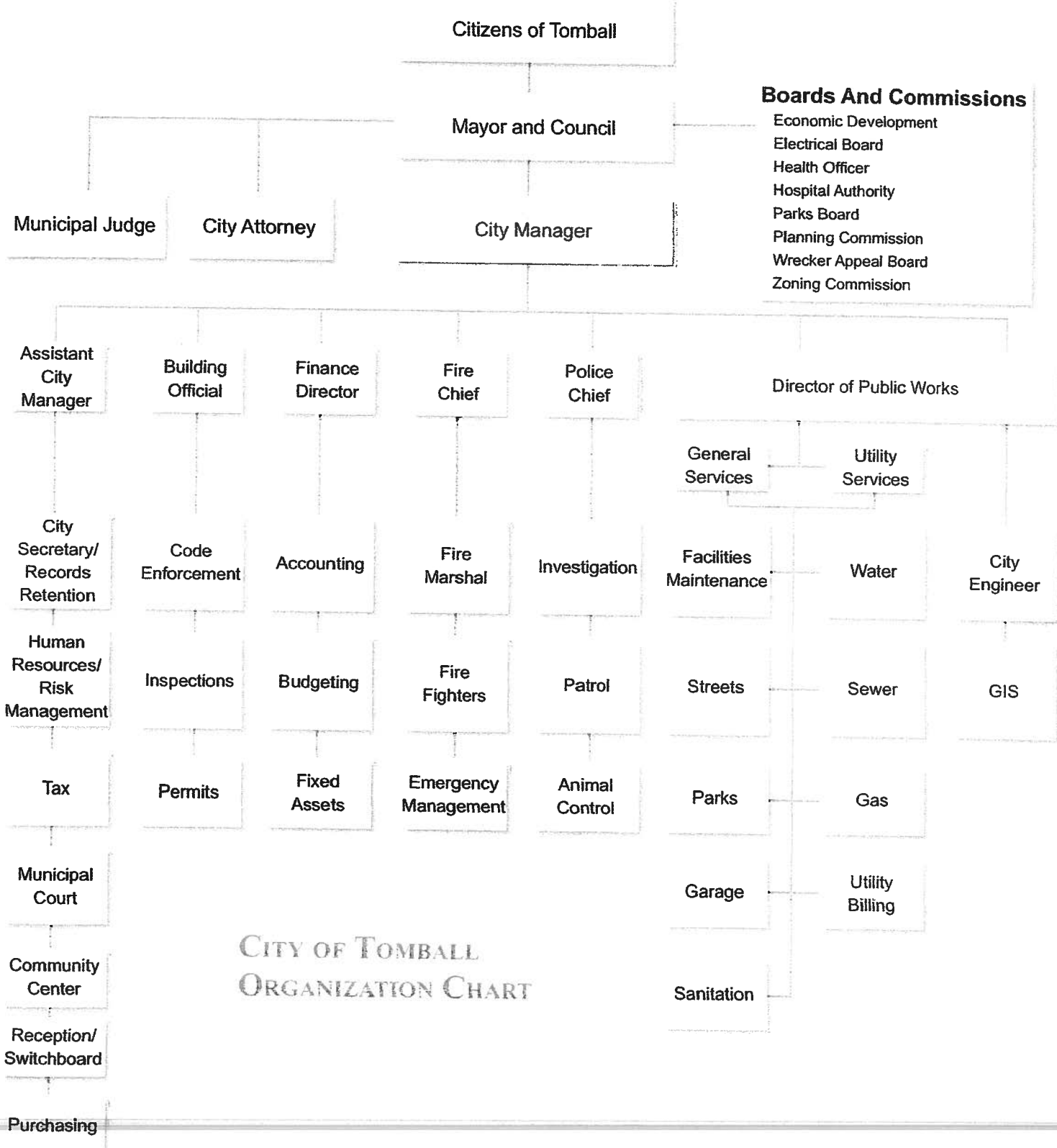
City adopted the Council/Manager form of government in 1986. The Assistant City Manager is serving as Interim City Manager and will not seek appointment as City Manager since she intends to retire in 2008.

Among other duties, the City Manager oversees the entire city staff, other than Council appointees, and presents the annual budget for adoption by the City Council. The City Manager is the Chief Executive Officer of the City. It is the Manager's duty, under the City Charter, to execute and implement policies established by the City Council. He/she is responsible for the overall coordination of the City's governmental activities, for the efficient operation of the City of Tomball, providing management and leadership to the staff and organization and communicating organizational goals and values to the public. For Fiscal Year 06-07, the City has a staff of 130 FTEs and 45 PTEs and has an annual operating budget of \$21.5 million.

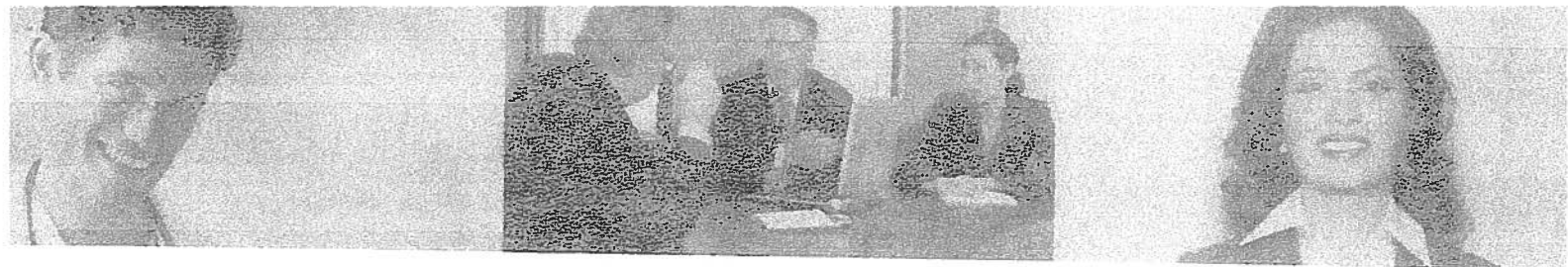
## CURRENT ISSUES

The following listing of current issues, challenges and opportunities for the City of Tomball is based on interviews with the Mayor and City Council. The listed items are representative of issues the new City Manager will deal with in the first twelve to eighteen months on the job and is not intended to be all encompassing in nature.





CITY OF TOMBALL  
ORGANIZATION CHART



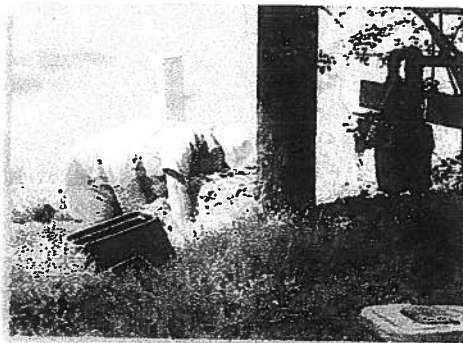
**Growth and Development** – The City of Tomball has experienced rapid growth and development over the past few decades, averaging about 5% annual growth. This rapid pace of growth has created pressure to provide adequate municipal services and infrastructure to service the developing area of the community plus those the City seeks to annex.

**Financial Stability** – The voters of Tomball have been fiscally conservative and interested in maintaining a low tax rate. Tomball is well funded and has one of the lowest tax rates in the state, primarily related to its sales tax income. The City Manager must provide ongoing guidance and recommendations to the Council regarding an effective balance between maintenance of an attractive tax rate and adequate funding needed to respond to infrastructure and street improvements, annexations and economic development initiatives.

**Strategic Planning** – Tomball has developed some master plans, including a five-year capital improvements plan and a ten-year master plan, but the City Manager will work with the Council in the development and implementation of longer-range strategic and growth management plans.

**Service Area and “Hub” Status** – Tomball serves as the service hub for retail, commercial, and medical services for Northwest Harris and Southern Montgomery County. Other communities in Montgomery County

and unincorporated Harris County are emerging and experiencing rapid retail and commercial development, which could be detrimental to Tomball’s economic interests and drain sales tax revenues. The City Council and Economic Development Board are proactively seeking to maintain their Hub position and expand the existing economic vitality of the City.



**Downtown Redevelopment** – The downtown area of Tomball is experiencing a relatively high level of vacancies in storefronts. The City Council is considering initiatives to redevelop and revitalize this historic area of Tomball. TX DOT is performing a study related to a potential widening of FM 2920, the main east/west arterial through downtown Tomball.

**Municipal Facilities** – The current City Hall is near its maximum capacity. Municipal departments are scattered in numerous individual sites. The City Manager will need to investigate the adequacy of municipal facilities and recommend a feasible plan for their expansion.

**Purchase of Hooks Airport** – Tomball is negotiating the purchase of

Hooks Airport, southeast of the City. The 600-acre airport is the largest general aviation airport in the Houston region and includes a control tower, a 7000-foot main runway and a seaplane landing strip. The City of Houston is supporting Tomball’s potential purchase and is interested in the Hooks Airport serving as reliever runways for the Houston Airport System.

**Zoning** – Like many Houston-area communities, Tomball does not have a zoning ordinance, an initiative that has twice been defeated in elections. A committee is currently studying a recommended ordinance intended to balance economic interests with the maintenance of quality of life for adjacent residents and businesses.

**Sense of Community** – As Tomball continues to grow at a rapid pace, the citizens are seeking to maintain the “small town” feel and “home town” atmosphere they cherish.

**Community Relations** – The City Council and staff will look to the City Manager for guidance and leadership in developing and maintaining a municipal organization dedicated to customer service and high performance standards. A genuine interest and willingness to meet with and listen to the various interests and stakeholders within the community is essential. The new City Manager must maintain a visible and accessible profile with the Tomball community.



## CANDIDATE PROFILE

Prepared in consultation with the Mayor and members of the City Council, the following listing reflects the management style and personal characteristics of the ideal candidate:

- A willingness to communicate accurately and in a timely, equitable manner with all members of the City Council.
- The ability to work with and communicate effectively with all levels of the organization and all elements of the community on a fair and equitable basis.
- The ability to maintain positive, productive relationships with the City Council, the general public, the business and commercial community, and development interests, and to balance responses to their respective needs for the interests of the entire community.
- The ability to maintain effective working relationships with the department heads and other City employees while maintaining a high level of control, accountability and productivity.
- The ability to be an effective and articulate advocate for the City's interests in discussions and negotiations with other organizations, including other cities, special districts, Texas Department of Transportation, and Harris County. The successful candidate will be comfortable in presenting the City's policies and interests in the State and federal legislative bodies.
- The ability to anticipate problems, identify alternative courses of action, and prepare proactive recommendations and to defend and support those recommendations before the City Council.
- Outstanding personal leadership, management and administrative skills.
- Highly developed financial management and budgetary skills.
- An approachable, friendly, open and participatory management style.
- A willingness to maintain a high degree of visibility in the community, both on and off the job. The successful candidate will have the desire to enter into a long-term relationship with the City and the Tomball community.
- A high level of personal energy and a positive approach, comfortable in a fast-paced environment with multiple stakeholders and interest groups.
- A visionary and positive outlook for the future of Tomball.
- Other required personal characteristics include:



- Outstanding written, oral and presentation/communications skills.
- Outstanding interpersonal and “people” skills.
- The tenacity to work through complex, long-term and often difficult issues and projects.
- Initiative, resourcefulness, creativity and problem solving ability.
- An understanding of the political process while avoiding personal involvement in political issues.
- Personal and professional integrity of the highest order, demonstrated in both the candidate’s public and private life.

## EDUCATION & EXPERIENCE

The successful candidate will hold a Bachelor’s degree in business or public administration, political science or a related field. A graduate degree in business or public administration or a related field is preferred. A minimum of five years service as a city manager or the equivalent in a comparable or larger community is sought. Candidates with service as a City Manager, Assistant/Deputy City Manager in a larger municipal organization or service as a department head in a large, complex municipal organization will be considered. Candidates with municipal management experience in other communities with challenges similar to those of Tomball may be

considered on a case-by-case basis. The candidate’s background and experience should include a diverse exposure to all aspects of managing a full service city, preferably in an environment near a major urban center and in a community undergoing substantial growth, redevelopment and revitalization. The City Council is open to candidates from any region of the United States with experience relevant to Tomball but will give preference to those candidates with relevant work experience in Texas municipalities.

The successful candidate will have a demonstrated record of accomplishment in the development and maintenance of a strong customer service focus in the delivery of municipal services. While strong financial and technical competence is needed, the successful candidate should be creative, articulate and focused on implementing City Council policies and directions for the community.

Particular skill, expertise and experience in cost containment strategies and financial policy alternatives for the governing body are essential, along with demonstrated experience with alternative, creative public financing strategies. He/she should possess competence and experience, with a demonstrated record of success, in economic development, planning, growth management and development/redevelopment, The City Man-

ager should be comfortable working in a diverse, involved community.

While the Tomball City Council has established minimum qualifications and credentials as described, each candidate’s background and employment history will be reviewed for an outstanding level of professional accomplishment, innovation, community interaction and ethical conduct.

## COMPENSATION & BENEFITS

The starting salary range for the next City Manager is open and competitive, with a potential range from \$100,000 to \$140,000 depending upon experience and qualifications, plus an automobile allowance. Tomball has an exceptional benefits package including TMRS, medical, dental, vision, life insurance, flexible spending account, and other highly competitive benefits. The City will negotiate employment agreement and relocation assistance with the successful candidate.





## APPLICATION PROCESS

Qualified candidates please submit your résumé online  
by visiting our website at  
[www.watersconsulting.com/recruitment](http://www.watersconsulting.com/recruitment)

This position is open until filled; however, the first review of applicants will take place on **July 6, 2007**. Following the first review date, résumés will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews with the Consultant. Those deemed qualified will be referred to the City for further consideration. Final interviews at the City of Tomball will be offered to those candidates named as finalists, with reference checks conducted after receiving candidates' permission. The final interview process will be held in early August 2007. For more information please contact Chuck Rohre by calling our toll free number 877.356.2924 or by visiting our website at [www.watersconsulting.com](http://www.watersconsulting.com)

**The City of Tomball is an Equal Opportunity Employer and values diversity at all levels of its workforce!**

Applicants for this position selected as finalists will be subject to a criminal history/credit/drivers license check prior to interview. Under the Texas Public Information Act, information from your résumé may be subject to release to the public.



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