



Corpus Christi, TX Assistant City Manager

Apply by August 2, 2013

While Corpus Christi has won awards as an All-American City, as the Fifth Most Desirable City for Relocating Families, and as one of the most technologically advanced cities of its size in America, it is really a diamond in the rough, a city brimming with potential and the place to be if you want to be part of an organization that is on the move. Known as the Sparkling City by the Sea, Corpus Christi offers some amazing opportunities.

Located on Texas' Gulf Coast, it is hard to find an area surrounded by more natural beauty. Part of the City itself lies on Padre Island (the world's longest barrier island) and just to the south lies the Padre Island National Seashore. The park is 70 miles long and hosts 63.5 miles of Gulf Beach. Also nearby are

Aransas National Wildlife Refuge, the Rob and Bessie Welder Foundation and Refuge, Goose Island State Park, and Lake Corpus Christi State Recreation Area. Together these provide a variety of pristine beach, dune, and tidal flat environments. Recreational opportunities include boating, swimming, fishing, camping, bird watching, windsurfing, kite boarding and turtle watching. Not far to the west is some very good hunting (doves, quail, deer, turkey and hogs). The City's marina is a real treasure and one of a very, very small number worldwide where you can tie up your boat and walk across the street to have dinner.

The two mile seawall protects the downtown from storm surges and is a great place to walk, run or rollerblade. The skyline is on one side and the bay

on the other. Sailing races are held weekly off the downtown marina every Wednesday, where spectators watch vessels competing during sunset. The City hosts a number of annual festivals and events including Buccaneer Days, the All-Texas Jazz Festival, the Navy Relief Festival, the New Year's Day Swim, and the Cinco de Mayo celebration.

The City is home to a number of professional sports teams including the Ice Rays of the North American Hockey League, the Hooks of the Texas League (Double A baseball) and the Hammerheads of the Intense Football League. Corpus Christi is also home to a rugby club that is a member of the Texas Rugby Union. But it is not all about the sports and the outdoors. The City is home to a number of popular destinations such as the Texas State Aquarium and the USS Lexington (a retired aircraft carrier) Museum. Nearby museums are the Museum of Asian Cultures, the Corpus Christi Museum of Science and History, the South Texas Institute for the Arts, and the Harbor Playhouse Theatre (one of the oldest continually operating community theatres in Texas). Heritage Park includes a number of older restored houses. The downtown area is home to skyscrapers such as One Shoreline Plaza, company offices, various shops and the City's marina. The Texas Surf Museum is also there and explores the history of surfing and focuses on surf culture along Texas' 367-mile (591 km) coast.

Life in the community is pleasant and neighbors know and help each other. So it is a friendly place. Equally important, house prices are quite



reasonable. A very nice 2,400 square foot home (three or four bedroom, two baths) can be purchased for between \$150,000 and \$300,000. The City has five public school districts. The City does have some excellent private schools as well. The institutions of higher learning include Del Mar College and Texas A&M University at Corpus Christi (including the Harte Research Institute). Nearby is the University of Texas at Austin Marine Institute in nearby Port Aransas.

Shopping and restaurants are diverse and quite good. If you want to get away, the Corpus Christi International Airport is served by Southwest, United and American Airlines. San Antonio is just two hours to the northwest by car and Houston is four hours to the northeast.

History

In 1519, on the Roman Catholic Feast Day of Corpus Christi, Spanish explorer Alonzo Alvarez de Pineda discovered a lush semi-tropical bay on what is now the southern coast of Texas. The bay, and the city that later sprung up there, took the name of the feast day celebrating the "Body of Christ."

Corpus Christi began as a frontier trading post founded in 1838-39. It remained an obscure settlement until July 1845, when U.S. troops under General Zachary Taylor set up camp in the area and remained until March 1846, when it marched southward to the Rio Grande to enforce it as the southern border of the United States. About a year later, the city took the name Corpus Christi and it was incorporated in 1852. The city charter was adopted in 1876 and the city's first ordinance, adopted in early 1879, made it against the law to let hogs and goats run loose.

The chief impediment to growth, however, was the lack of a deep water port, a problem that occupied the town's leaders for the next seventy years. Large ships, unable to enter Corpus Christi Bay, were forced to anchor offshore where supplies were offloaded onto lighters, shallow-draft vessels capable of

navigating the narrow, twisting channels of the bay. During the early years of the Civil War, Corpus Christi served as an important crossroads for Confederate commerce. In defiance of the Union blockade, small boats sailed inside the barrier islands transporting goods from the Brazos River to the Rio Grande or delivering them for overland transport to Mexico.

Between 1870 and 1880 Corpus Christi was the center of a wool market. But the growth of the cattle industry had the greatest impact on the town's economy in the post-bellum period. During the great cattle boom of the 1870s Corpus Christi emerged as an important shipping point for cattle from the South Texas plains, and in the 1880s packing houses, stockyards, and markets for hides, tallow, and other cattle by-products flourished.

As the city grew in importance as a shipping center, efforts were made to improve access to the ocean. In 1874 the main sea channel was dredged to a depth of eight feet to allow large steamers to navigate. The railroad also reached the town in the mid-1870s. The decades of the 1880s and 1890s brought other signs that Corpus Christi was developing into a modern city. Many of city's streets were paved for the first time, a street railway system was built in 1889, and a public water system opened in 1893. By 1914 Corpus Christi was served by four railroads

In September, 1919, the City was hit by a powerful hurricane that destroyed much of the North Beach area and the central business district and killed some 350 to 400 people. The tremendous economic loss convinced civic and business leaders that for the city to recover and prosper it would be necessary finally to build a deep water port. Various city and local organizations lobbied the federal authorities to build a thirty-foot-deep channel from the gulf to a protected harbor in the city. In 1922 President Warren G. Harding approved a river and harbors act that authorized construction of the ship channel. Dredging and construction began the following year. Finally, on September 14, 1926, seven years to the day after the hurricane hit, the jubilant city celebrated the opening of its deep water port.

During the Great Depression growth slowed. The discovery of oil in the county in 1930 and the continued development of the port of Corpus Christi, however, helped to offset the depression's worst effects. In the years since, the City has continued to grow.

The City's economic future is bright. The Eagle Ford shale oil and gas fields run from the Mexican border to an area northwest of Houston with the heart of the fields being between San Antonio and Corpus Christi. The result has been a significant amount of development northwest of the City that has already had a positive impact. Also, planned is a 574 acre mixed use development on Padre Island (inside the city limits) with the highlight being a new Schlitterbahn water park with lodging (scheduled to open in March, 2014). It also includes a marina and a golf course.

Commerce

Key industries include petrochemical, tourism, health care, retail, education, shipping, agriculture and the military. Over the years, Corpus Christi has grown into a regional hub for marketing, processing, packaging and distributing agricultural commodities for a 12-county trade area. The majority of Corpus Christi working population is employed in the services, wholesale and retail trades, and government sectors. The Port of Corpus Christi, which is the fifth largest U.S. port and deepest inshore port on the Gulf of Mexico, handles mostly oil and agricultural products.

In 2010, the Port was ranked as the 54th largest in the world by cargo tonnage. The City is home to two military installations: the Corpus Christi Army Depot (the largest helicopter repair facility in the world) and Naval Station Corpus Christi. The City's major employers are shown in Table II.

Table I: Corpus Christi Population by Decade

| Census | Population | Percent Change |
|--------|------------|----------------|
| 1860 | 175 | — |
| 1870 | 2,140 | 1123% |
| 1880 | 3,257 | 52% |
| 1890 | 4,387 | 35% |
| 1900 | 4,703 | 7% |
| 1910 | 8,222 | 75% |
| 1920 | 10,522 | 28% |
| 1930 | 27,741 | 164% |
| 1940 | 57,301 | 107% |
| 1950 | 108,287 | 89% |
| 1960 | 167,690 | 55% |
| 1970 | 204,525 | 22% |
| 1980 | 231,999 | 13% |
| 1990 | 257,453 | 11% |
| 2000 | 277,454 | 8% |
| 2010 | 305,215 | 10% |

Source: U.S. Census

Table II: Corpus Christi Principal Employers

| Rank | Employer | Employees |
|------|--|-----------|
| 1 | Corpus Christi Army Depot | 5,800 |
| 2 | Christus Spohn Health System | 5,400 |
| 3 | Corpus Christi Independent School District | 5,178 |
| 4 | H.E.B. Grocery Company | 5,000 |
| 5 | City of Corpus Christi | 3,091 |
| 6 | Naval Station Corpus Christi | 2,822 |
| 7 | Bay Ltd. | 2,100 |
| 8 | Driscoll Children's Hospital | 1,800 |
| 9 | Del Mar College | 1,543 |
| 10 | Corpus Christi Medical Center | 1,300 |

Source: Corpus Christi 2011 CAFR

Table III: Climate data for Corpus Christi, TX, 1981-2010 Normals

| Month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Year |
|-------------------------|------|------|------|------|------|------|------|------|------|------|------|------|-------|
| Average High °F | 66.9 | 70.4 | 75.9 | 81.7 | 86.6 | 91.0 | 93.1 | 94.4 | 90.1 | 84.3 | 76.0 | 68.4 | 81.6 |
| Average Low °F | 47.2 | 50.5 | 56.3 | 63.0 | 70.0 | 73.9 | 74.8 | 75.0 | 72.0 | 64.8 | 56.2 | 48.6 | 62.7 |
| Precipitation in Inches | 1.54 | 1.92 | 1.89 | 1.84 | 3.07 | 3.36 | 2.79 | 2.92 | 4.97 | 3.64 | 1.97 | 1.82 | 31.73 |

Source: NOAA

Other companies based in Corpus Christi include Stripes Convenience Stores and AEP Texas. The City was also home to the headquarters of Whataburger (a fast food restaurant operator and franchiser with 650 stores in ten states and Mexico) before it moved to San Antonio.

Geography

Corpus Christi lies on Corpus Christi Bay on the Gulf of Mexico and covers a total area of 460.2 square miles, of which 154.6 square miles (33.6%) is land and 305.6 square miles (66.4%) is water. Most of the City is located on the mainland but a portion is on Padre Island— a barrier island which is 113 miles long and the second longest island in the United States. The City is relatively flat and is an average of 27 feet above sea level.

Climate

Corpus Christi has a humid subtropical climate meaning it has long hot summers and very short mild winters. Average nighttime winter lows in January, the coldest month, are a little less than 50 °F. In December 2004, the city experienced snowfall on Christmas Eve, the City's largest recorded snowstorm at 4.4 inches. The snow stayed until Christmas Day and melted the day after. Corpus Christi tends to be windy, with gusts often reaching more than 40 miles per hour. Interestingly, in spite of its location on the Gulf Coast, Corpus Christi is rarely impacted by hurricanes. In fact the last one that struck the City occurred over 40 years ago.

Demographics

As can be seen from Table IV, the population of Corpus Christi is spread relatively equally among the age groups under the age of 65. In terms of race, the population is 81% white, 4% African American, 2% Asian and the remainder are some other races and two or more races. Hispanics (all races) make

up 60% of the population. The most recent available Census report a median household income of \$43,457. In terms of education, slightly over 20% of the City's population did not have a high school degree. 59% had a high school degree but not a Bachelor's Degree. Finally a little over 20% had a Bachelor's Degree or higher.

The Government

Corpus Christi has a home-rule government with a mayor, eight council members and a city manager. The city

Table IV: Age Distribution

| Age Group | Percent |
|-----------|---------|
| Under 5 | 7% |
| 5 to 15 | 15% |
| 15 to 25 | 15% |
| 25 to 35 | 14% |
| 35 to 45 | 13% |
| 45 to 55 | 14% |
| 55 to 65 | 11% |
| 65 to 75 | 6% |
| 75 to 85 | 4% |
| 85 + | 1% |

| | |
|------------|------|
| Median Age | 34.1 |
|------------|------|

Source: U.S. Census

manager functions as the chief executive officer, carrying out policy and handling operations as directed by the city council. Five of the Council Members represent single member districts while the other three and the mayor are elected at large. All serve two year terms and are limited to four consecutive terms with a limit of six consecutive terms in any combination of mayor and council member. Further, once term limited, an elected official must sit out three consecutive terms before running again. Elections coincide with the national elections and all nine Council Members are up for election at the same time. The government has been relatively stable for the last 30 years.

Corpus Christi is a full service city providing police, fire and emergency medical services, health, parks and recreation (which include youth and senior programs), a natural history museum, libraries, golf courses, an airport, a marina, water, wastewater, gas, garbage collection, recycling, street maintenance, traffic signs and signal maintenance.

The City places strong emphasis on recreation and cultural amenities. Part of that commitment includes substantial funding for local arts organizations. Citizens and visitors can easily access any one of six libraries, or spend a day at the Corpus Christi Museum of Science and History. Another beautiful and popular attraction has always been the bayfront marina, located a stone's throw from downtown Corpus Christi. To enhance economic development efforts, the city provides funding and support to the Corpus Christi Regional Economic Development Corporation.

The City of Corpus Christi constantly strives to continuously improve the programs and services it provides for local residents and visitors, with a special importance placed on responsive customer service. In fact, the city's



organizational goal is to be a national leader of excellence in public service.

The City's General Fund Budget is \$205.1 million and the Total Operating Budget is \$730.4 million. The City has 3,134 FTEs. Of those, approximately two thirds are in the General Fund. Overall, the City is in good financial condition in terms of day-to-day operations. As can be seen in the appropriate section, some challenges exist for the long term.

The Position

The position we are recruiting for is the Assistant City Manager for Public Works and Utilities. Specifically it oversees the following functions: Capital Projects, Engineering, Comprehensive Planning, Land Use, Master Plans and Environmental Services, Storm Water, Streets, Solid Waste Operations and Pride/Clean City and Gas, Water and Wastewater. The City does not use a third party contractor for Solid Waste.

In terms of capital assets, the ACM is responsible for 3.7 million square feet of government buildings, 1,181 miles of streets, 17,315 street lights, 242 traffic signals, 1,654 miles of water main, 10,451 fire hydrants, 501 miles of stormwater drainage ditches and 630 miles of underground pipe, 1,402 miles of gas mains, 1,286 miles of sewer lines and 100 lift stations. The maximum daily water treatment capacity is 103 mgd and the maximum wastewater treatment capacity is 84 mgd. City has approximately 93,900 water connections, 84,300 wastewater connections and 62,300 gas connections.

The Opportunities and Challenges

The City is sound financially but has a number of items it needs to address – the most significant of which fall under the purview of the ACM for Public Works and Utilities.

Road and street maintenance has been deferred (55% of all streets are categorized as failing) and now must be addressed. The estimated cost is \$1 billion dollars over the next 30 years. The City also has some issues with sanitary sewer overflow

and some estimates place that at another billion. Stormwater issues need to be addressed and many vehicles in the City's fleet are 10 to 15 years old. By the same token, maintenance of many city facilities has also been postponed. The City is currently performing an assessment to determine what should be replaced, renovated or sold. Finally, the automated meter reading system is on the verge of becoming obsolete. The City has quite a few capital needs that must be addressed but does not yet have the resources or a plan to address all of them. A recent step in addressing the capital needs was the overwhelming passage of a \$55 million bond referendum to help fix the roads in the November 2012 election. It is intended that the referendum would be repeated every two years until the roads are repaired. Planning to determine how to resolve the other capital needs is not as far along.

Other capital and maintenance issues involve the need to update the master plans for the utility system, complete the development of a facilities master plan and complete the implementation of the Engineering group's project management system. Some inefficiencies in the procurement of engineering and capital project contractual service also need to be addressed as well as the identification of alternative water supply sources.

In terms of the issues the individual will need to address within his/her area of responsibility, the most prominent is the wide array of activities and capital programs the ACM is and will be responsible for. The individual will be juggling many balls at once. In one sense the individual will need to advocate for these activities. At the same time, the ACM will need to be evaluating business practices to ensure they are state of the art. In another, he/she will need to know how to balance the competing interests and building a team while making some difficult decisions. The second challenge/opportunity is the skilled and aging work force. Plans need to be made so that the City will be ready to replace the individuals when they retire or leave for some other reason. This issue will become more critical as the Eagle Ford shale fields continue to develop. The oil companies will be looking for skilled tradesman and

employees, some of which the City has. The third item that needs to be addressed is the City Manager has only been with the City for a little over two years. He is working hard to change the organizational culture and to make positive changes. This ACM will play a very significant role in that effort and need to recognize coming in that not everyone will be eager to make changes or is even fully on-board with the idea. It should be noted that the City Manager and his ideas have been very well received. Finally, the City's compensation plan is not competitive with many other cities. It will either need to be improved or the ACM will need to find ways to work within it to get the very best people. In fact, compensation could become a very serious issue. As noted, as the Eagle Ford shale oil project grows, the oil industry will be need and be willing to pay for skilled workers and tradesmen.

The Ideal Candidate

The ideal candidate is someone who is an experienced leader and manager and who has already overseen (in a city) most if not all of the functions this position is responsible for. The individual will have a strong moral compass and will be highly ethical. He/she will not have to ponder what the right thing to do is – the individual will know. The ideal candidate will be a problem solver and someone who does not wait for instruction but who moves projects forward. The ACM will occupy a senior level position and is expected to act accordingly. The individual will embrace the City's vision, mission and values and advocate for them. The City Manager is working hard to change the organizational culture and expects this ACM to play a major role in that effort.

The ideal candidate will work as a partner, a supporter and a trusted advisor to the City Manager and other key staff. The individual



will know who the boss is and respect his decisions. By the same token, the City is not looking for a yes man or woman but rather someone who will present what he/she feels is best for the City and to do so forcefully. The person will be a team player and once the decision is made, fully and enthusiastically support it.

The ACM must have a good understanding of administration and finance. The Department Directors the individual oversees are very capable so the selected candidate need not be a subject matter expert in any or all of the areas. He/she will have the knowledge and experience, however, necessary to manage them properly. The ACM will set boundaries for subordinates and provide guidance but then let them do their jobs. Creativity and stepping outside the box will be encouraged. The ACM's direct reports will need to be continually challenged to identify and implement better ways of doing business. The individual will expect results and hold staff accountable. At the same time, he/she will build teams and motivate employees at all levels. The ACM will be a motivator and encourage staff members to be all they can be.

The ACM will be self-confident but open minded, always listening and analyzing. The way it has always been done will not be an acceptable answer unless it has been recently reviewed and found to be the best way. The ideal candidate ACM will like people and be liked by them. Many of the projects and functions within the individual's span of control have a direct impact on the public. As such, he/she will enjoy working with citizens and community groups. Outstanding communications and people skills are an absolute must as is the ability to make complicated things simple. The individual will be approachable, always looking for ways to make the government more responsive. The ideal candidate will place a high priority on customer service and businesses and residents are treated with dignity and respect.

The key to success in this position will be to be intelligent, upbeat, friendly, outgoing, organized,

positive, and progressive – someone with a can do attitude and who is visionary yet practical. She/he will be resolute yet flexible, consistent, cheerfully persistent, high energy but patient, and a leader – not a bureaucrat. Some difficult decisions will need to be made and intestinal fortitude will be required. He/she will be someone who finds solutions to problems as opposed to someone who finds reasons to say no. He/she will believe in transparency but also realize its limits. Good judgment and common sense are essential.

In terms of specific experience, the ideal candidate will have a demonstrated track record of achievement overseeing public works, utilities and ideally planning. Experience holding contractors' feet to the fire is necessary. It will be a plus if the candidate brings experience in the High Performance Organization model and the ability to speak Spanish. The position requires a Bachelor's degree in business administration, public administration, public policy or related field and seven to ten years of increasingly responsible experience as a senior level government or private sector executive. A Master's degree is preferred. An engineering degree is not required but the ability to deal with technical matters is essential.

Endurance will be important as the solutions to the challenges this ACM faces will take time to identify and implement. The selected candidate will be expected to make a five year commitment to Corpus Christi. This position should not be viewed as a stepping stone but as a gem in its own right.

Compensation

The starting salary will be between \$120,000 and \$150,000. Benefits are excellent. Police and General Employees participate in the Texas Municipal Retirement System.

Residency

Residency within the city limits is required.

How to Express Interest

E-mail your letter of interest along with your resume to RecruitNine@cb-asso.com by August 2, 2013. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

Confidentiality

Any materials sent directly to the City are public records so if you wish to maintain confidentiality, send your materials to the recruiter only – that is, to the email address in this brochure. If you are selected as a finalist, your name will be released but that will not be until September. You will be notified prior to release.

Other Important Information

Corpus Christi is an Equal Opportunity Employer that values diversity. It encourages females and minorities to apply for this position.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

Assistant City Manager

