



CITY MANAGER  
**FULSHEAR**  
— *Texas* —

EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES





# THE *Community*

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The City of Fulshear, which is approximately 11 square miles in area with a 45 square mile ETJ, is geographically situated at the crossroads of suburban and exurban Houston. According to the U.S. Census Bureau, it is the fastest growing city in Texas, having increased its 2010 U.S. Census population of 1,134 to its current estimated population of 9,600. Fulshear’s combined City/ETJ population is currently estimated to be 23,254, and a demographic consulting firm (Population and Survey Analysts) engaged by the City predicts that this figure will increase to 79,873 by 2026 (the 2026 City population is predicted to be 25,060 barring annexations). The City is located 30 minutes from downtown Houston and is conveniently located near key transportation corridors, including Interstate 10, State Highway 99, and the Westpark Tollway. Both George Bush International and Houston Hobby airports are less than an hour away.

Fulshear was established on July 16, 1824, by a land grant from Mexico to Churchill Fulshear—one of Stephen F. Austin’s original “Old Three Hundred.” The small agricultural community was centered around Fulshear’s plantation, which housed a cotton gin, flour mill, and a four-story antebellum brick mansion. In 1888, Churchill Fulshear, Jr. granted the San Antonio and Aransas Pass Railway a right-of-way through his land, which motivated many families to move to the area. In 1890, the town of Fulshear was laid out, platted, and granted a post office.

Today, Fulshear’s small-town charm still captures the heart of residents and visitors alike. This dynamic community boasts gourmet restaurants with world-renowned chefs, a weekly farmer’s market, and popular annual events. It is a thriving community that works hard to maintain its superb quality of life and foster a vibrant business environment. The City has received numerous

awards and accolades over the years for its livability, including “Best Place to Raise a Family in Greater Houston” (Niche.com) and “Fastest Growing City in Texas.” Additionally, the City’s police department has received the Texas Police Chief’s Association “Best Practice Department” recognition.

Fulshear’s Town Center is home to top-notch restaurants and quaint local businesses, and it serves as the site for community events like Fulshear’s Festival of Lights, Shamrock Shindig, and the Fulshear Freedom Fest. These events are wildly popular with residents and draw visitors from all over in search of family-friendly fun. Fulshear also boasts convenient access to a wide array of entertainment, recreational, and cultural amenities throughout the area. From Sugarland to Houston proper, there is a multitude of museums, concert venues, sports complexes, and parks within a 30-minute drive of downtown Fulshear.

# THE COMMUNITY CONTINUED

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The City straddles two consistently top-ranked school districts—Lamar Consolidated and Katy. Katy ISD is a flourishing suburban school district that encompasses 181 square miles in southeast Texas. In the 2014-15 school year, student enrollment grew to more than 70,000 served by 60 schools, including seven four-year high schools. Given the highest possible rating by the Texas Education Agency, Katy ISD offers an outstanding instructional program with facilities, equipment, and materials that are among the best in the state. Lamar CISD district has five four-year high schools, five junior high schools, and over 20 elementary schools. It is an HEB Excellence in Education Large District winner and a recent member of the comptroller's Honors Circle for financial and academic excellence. Fulshear High School and Leaman Junior High School opened for the 2016-2017 school year near downtown, and several new campuses are planned throughout the community in the coming years.

Within 30 miles of Fulshear are four exemplary universities: the University of Houston, the University of St. Thomas, Texas Southern University, and Rice University. The Houston Community College System and Wharton Junior College are also within a 30-minute drive. Texas A&M University and Sam Houston State University are both under two hours from Fulshear. Nearly 60 percent of the City's residents have attained a bachelor's degree or higher.

Fulshear has a median home value of \$409,500 and a median household income of over \$175,000. The City is undertaking some important planning initiatives and updates in FY18 that will affect economic development, including an H-GAC Livable Centers study and the development of Parks and Pathways Masterplan, just to name a few.



## GOVERNANCE *and* ORGANIZATION

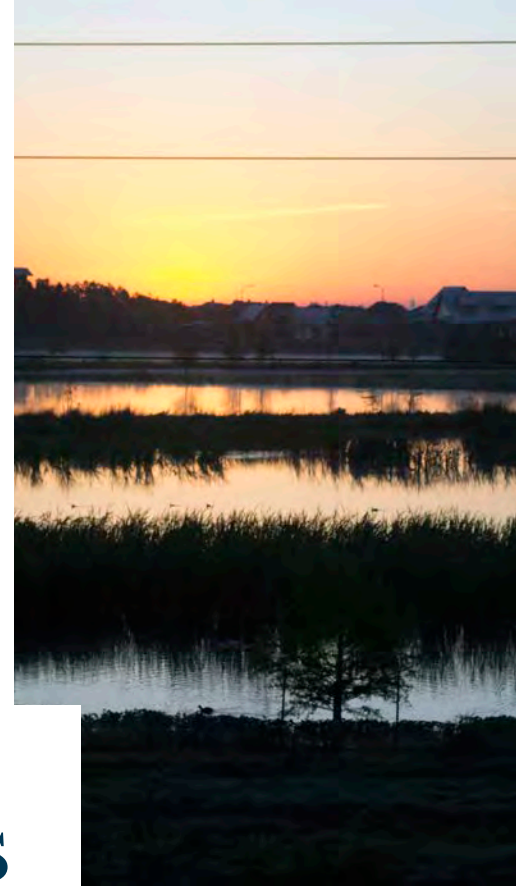
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The City of Fulshear operates under the council-manager form of government and became a home rule city in May 2016. Per the City Charter, there will be a total of seven Council members, with five being elected from single-member districts in which they reside and two being elected at-large, plus the Mayor. Currently, there are six Council members; the seventh will be elected in May 2018. The Council selects a professional City Manager to manage the day-to-day operations of the City. Fulshear has an annual operating budget of \$30 million, 45 full-time employees, and three part-time employees.

### VISION STATEMENT:

Fulshear is a community where residents, businesses, and civic leaders are committed partners in service to build a city of excellence.





## ISSUES *and* CHALLENGES

### MITIGATING FINANCIAL IMPEDIMENTS

Managing explosive growth in emerging municipalities can be difficult in the best of circumstances. Doing so in Fulshear is complicated by a multitude of municipal utility districts and development agreements that restrict the City's ability to increase the ad valorem tax rate, increase utility rates, consolidate operations, expand or replace facilities, and expand infrastructure. The incoming City Manager will be tasked with minimizing or eliminating the threat these entities and development agreements pose to the City's financial and overall well-being via mediation, negotiation, legislation, and/or litigation. The City seeks a tough negotiator with experience crafting "mutually beneficial" development agreements who will doggedly pursue the City's goal of long-term financial stability.

### MANAGING GROWTH AND PROMOTING ECONOMIC DEVELOPMENT

If Fulshear is to evolve into an even more desirable community, the new City Manager must ensure that its growth and development is properly planned, rigorously reviewed, supported by sustainable "mutually beneficial" development agreements, and effectively coordinated. The selected candidate, who will be a visionary

with advanced planning skills, significant growth management experience, and a record of economic development accomplishments, will also be responsible for promoting business, industry that is deemed compatible and primary job creation. Ensuring that City plans, policies, and personnel are "development and business friendly" without compromising quality or public safety will be an on-going priority.

### CREATING A HIGH PERFORMING ORGANIZATION

A major priority for the selected candidate will be creating a high performing organization that meets the needs of its citizens with effectiveness, efficiency, the utmost degree of professionalism, outstanding customer service, and transparency. Improving communications and instilling public trust in local government are particularly important to the City Council. The new City Manager will be responsible for designing and fully implementing a strategic operating plan, customer service plan, staffing plan, sustainable financial plan, and a budget process which incorporates performance metrics. Setting a new tone, creating a culture of excellence, promoting continuous improvement at every level of the organization, and transforming Fulshear into a model for small city government in Texas is essential.



# IDEAL *Candidate*

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The new City Manager should be a strong, entrepreneurial, visionary, but grounded servant leader with an outgoing personality and highly advanced interpersonal skills who is not afraid to say no, address difficult situations head on, challenge the status quo, or take measured risks to advance the City's interest. The City seeks a mature, emotionally secure, empathetic, thoughtful, ethical, transparent, disciplined, steadfastly strategic, collaborative, and results-driven municipal manager who inspires and motivates others by example. The person selected will smoothly facilitate Fulshear's rapid evolution into a uniquely livable and sustainable community by artfully blending its rich and charming past with a bright future.

The selected candidate must have highly developed problem solving, technical, project management, presentation, and media skills. An ability to identify and co-opt best practices, embrace emerging technology, increase professionalism, and promote innovation is important. The ability to unite the organization with a shared sense of purpose, promote teamwork, fully articulate expectations, delegate responsibility with clarity, and create a culture of accountability is absolutely essential.

If the City of Fulshear is to realize its full potential as a council-manager government, its next City Manager should be a skilled governance coach who ensures both elected officials and appointed officials stay within the functional lanes assigned to them by the City Charter. The City Manager should be as supportive and responsive to individual Council members as possible but never at the expense of the City Council as a body.

The ideal candidate will be an exceptional listener and communicator with the ability to skillfully guide the City Council through the decision-making process. Gaining an understanding of the City Council's preferred method of receiving information and fully informing its members in a timely manner will be important. The person selected will be politically savvy but never political. The City Council seeks someone who will communicate with it directly and frankly but always positively and respectfully. Creating a close, positive, productive, and lasting relationship with the City Council will be paramount for the incoming City Manager.

The City Council seeks a fiscally responsible City Manager with a sound business acumen and "lean" orientation. The ideal candidate, who will possess advanced finance and budget skills, will ensure that true cost-benefit analysis is always a component of the decision-making process, and the annual budget is as much a policy and creative performance guide as it is a sound financial plan. The next City Manager must have the knowledge, skills, and ability to expertly guide the City Council in cost management strategies, financial policy alternatives, creative public financing strategies, and public-private financing strategies.

The selected candidate will be a highly effective mediator who can build consensus and forge strategic partnerships within and beyond the community. It is important that the incoming City Manager establish and maintain highly productive relationships with the state, county, school districts, business community, municipal utility districts, homeowner associations and civic groups.

## EDUCATION *and* EXPERIENCE

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A bachelor's degree in public administration, business administration, or a related field from an accredited college or university is required. A master's degree is preferred. At least ten years of progressively responsible municipal government experience, including five years of experience as a city manager or assistant city manager, is required. Experience in high quality, growth-oriented communities is preferred. A familiarity with municipal utility districts or similar entities and experience negotiating development agreements is desirable.





## COMPENSATION AND BENEFITS

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The starting salary range for this position is \$145,000 to \$170,000 depending on qualifications and experience. The City provides a generous benefits program including health, dental, life insurance, paid vacation, and sick leave. The City participates in the Texas Municipal Retirement System (TMRS) at a 7% percent employee deposit rate with a municipal matching ratio of 2:1.

## APPLICATION PROCESS

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Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

**Mike Tanner, Senior Vice President**  
Strategic Government Resources  
[MikeTanner@GovernmentResource.com](mailto:MikeTanner@GovernmentResource.com)  
361-813-3707



This position is open until filled. To view the status of this position, please visit: <http://bit.ly/SGRCurrentSearches>

The City of Fulshear is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

## RESOURCES

**City of Fulshear**  
[fulsheartexas.gov](http://fulsheartexas.gov)

**Comprehensive Plan**  
[bit.ly/2C9dAck](http://bit.ly/2C9dAck)

**Fulshear Growth Study**  
[bit.ly/2z53dDU](http://bit.ly/2z53dDU)

**Fulshear Area Chamber of Commerce**  
[fulshearareachamber.com](http://fulshearareachamber.com)

**Fort Bend County**  
[fortbendcounty.com](http://fortbendcounty.com)

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