



# EXECUTIVE DIRECTOR *DOWNTOWN ODESSA*

POP. 126,753

The Opportunity

The Ideal Candidate

Odessa, Texas is seeking an *Executive Director of Downtown Odessa* with expertise in one or more of the following:

- ◇ Economic Development, Financing, Banking
- ◇ Downtown Revitalization, Urban Renewal
- ◇ Architecture, Urban Design, Master Planning
- ◇ Historic / Cultural Preservation

The new *Executive Director* has the opportunity to become a powerful leader in one of Texas' fastest-growing cities. What we're looking for:

- ◆ *Public-Private Partnerships*
- ◆ *Actualizer, Influencer, Visioncaster*
- ◆ *Project Manager, Collaborator, Leader*
- ◆ *Skilled Communicator, Customer-Driven*
- ◆ *Technically-skilled, Educated, Experienced*

**"Platinum Leadership Circle Award"**

*Texas Comptroller, 2009*



**MUNICIPAL  
SOLUTIONS<sup>®</sup>**

EFFICIENCY. TECHNOLOGY. SAFETY.

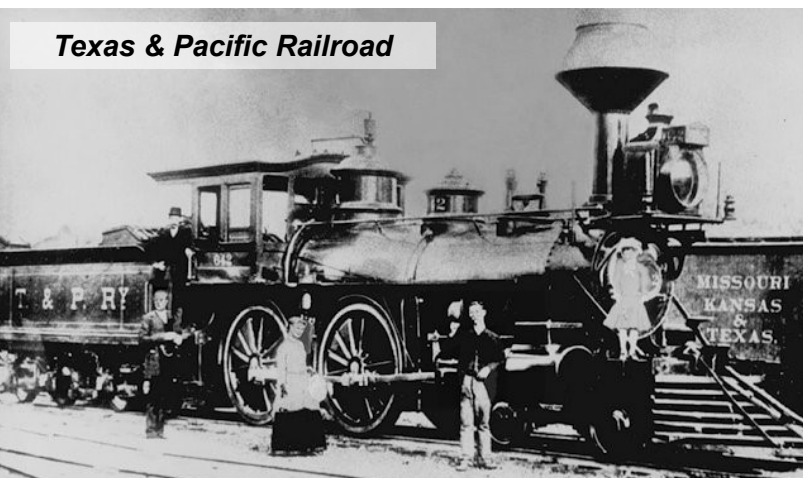
**OPEN UNTIL FILLED  
EXPRESS INTEREST TODAY**



## HISTORY

Odessa was founded in 1881 as a stop on the Texas and Pacific Railroads. As the railways extended across the South Plains, there was a need to provide water for the steam engines. A local legend associates the town name with a Native American princess who wandered into the railroad camp of the Texas and Pacific Railroad but it was more likely named by the railroad workers who thought the region's shortgrass prairie resembled Ukraine's steppe landscape.

*Texas & Pacific Railroad*



Perhaps no region of the state was more attuned to the development of ranching than West Texas. Many believe the region was custom-made for the growth and development of ranches and the region's history. Lured by the availability of inexpensive land, settlers began to move to the area around 1879, and the first ranchers arrived in 1885. By the mid-1890s, the City was well-established as a cattle shipping center.

*Texas Longhorns*



In 1885 C. W. Rathburn became the first postmaster of the newly established post office. The actual platting of Odessa took place in 1886; 300 acres of the original town site are now at the center of the city's downtown. Odessa became the county seat when Ector County was formally organized in January 1891. In 1927 Odessa incorporated as a city.

The discovery of oil in 1926 brought an influx of people and the local economy transformed from a ranching base into an industrial one. The Texas oil boom - **the Gusher Age** - arrived with the discovery of a large, unprecedented petroleum reserve near Beaumont and it ushered in an age of rapid regional development and industrialization that has few parallels in U.S. history. Texas quickly became one of the leading oil-producing states in the U.S., along with Oklahoma and California; soon the nation overtook the Russian Empire as the top producer of petroleum. By 1940 Texas had come to dominate U.S. production. Some historians even define the beginning of the world's Oil Age as the beginning of this era in Texas. Reserves were found and wells were constructed in North Texas, East Texas, and the **Permian Basin** in West Texas. Odessa's first producing oil well was completed Dec. 28, 1926.



*Oil in the Permian Basin*

Today, the Permian Basin (a large sedimentary deposit containing reserves of oil and natural gas) is the largest petroleum-producing basin in the United States and has produced a cumulative 28.9 billion barrels of oil and 75 trillion cubic feet of gas. While oil and gas are still the area's largest industry, Odessa's other large employers include education, government and healthcare.

# GEOGRAPHY

Odessa is located in the heart of West Texas at the midpoint between El Paso and Dallas along I-20 within the Permian Basin where the High Plains, Trans Pecos, and Edwards Plateau converge. The city covers a total area of 47 square miles, of which 46.9 is land and 0.1 square miles (.05%) is water. The City is relatively flat and 2,900 feet above sea level.

# COMMERCE

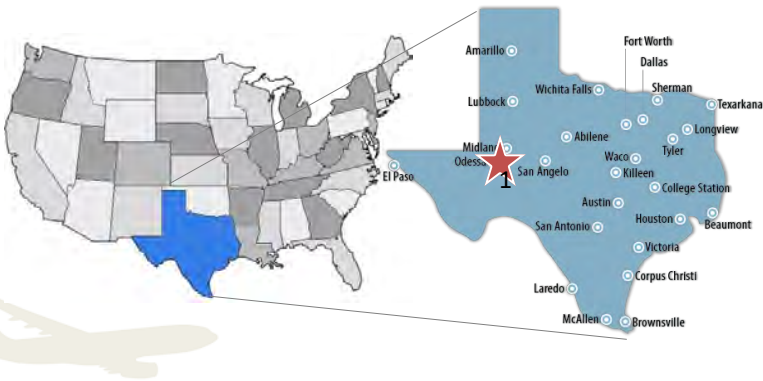
Historically, the Odessa economy has been driven by the area's oil industry, booming & busting in response to rises and falls in the crude oil price. Many of the city's largest employers are oilfield supply companies and petrochemical processing companies. City leaders are trying to decrease the city's reliance on the energy industry to develop greater economic sustainability.

In 2014, Odessa was hailed as the third fastest growing city in the country by Forbes Magazine. Between 2001 and 2015, the community experienced one of the most dynamic periods in its economy with a 45% increase in job growth, a per capita personal income growth of 49.4%, and 23.8% population growth.

While oil and gas are still the largest industries, Odessa is fast becoming a major health industry hub with two hospitals, a cancer center, and a variety of medical specialists.

## Odessa Top 10 Principal Employers

Rank	Employer	Employees
1	Ector County—ISD	3,873
2	Halliburton	2,700
3	Medical Center Hospital	1,922
4	Keane Group	1,593
5	Odessa Regional Medical Center	1,000
6	Saulsbury Companies	1,000
7	Walmart	938
8	City of Odessa	900
9	Weatherford	900
10	Ector County	668



## Driving Distances

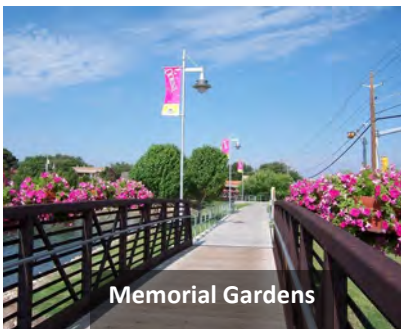
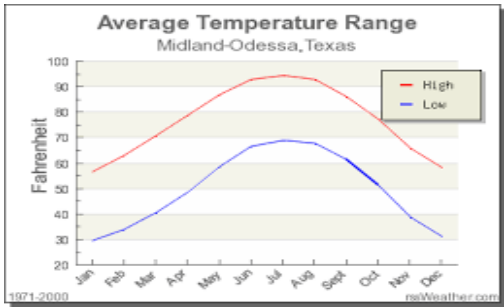
**El Paso (4 hrs) San Antonio (5 hrs) Austin (5 hrs) Dallas (5.5 hrs)**  
**Laredo (7 hrs) Tulsa, OK (8.5 hrs) Santa Fe, NM (7 hrs)**  
**Phoenix, AZ (10 hrs) Ciudad Juarez, Mexico (4.5 hrs)**

## Airports

- ♦ **Midland International Air & Space Port (MAF)** located 11 miles from Odessa: *American, American Eagle, United Southwest and United Express.*
- ♦ **Top destinations include:** *Dallas & Fort Worth, Houston, Denver, Las Vegas, and Phoenix.*

# CLIMATE

Odessa has the semiarid climate typical of West Texas. Summers are hot and sunny. Winters are mild and dry. The area exhibits a large temperature range and frequent high winds. Most rainfall occurs in late spring and summer; snowfall is rare. Summer thunderstorms are common but tornados are rare. The area receives about 45 days with rain, and 14.6 inches annually. Average nighttime lows in January, average 35°F and summer highs can exceed 94°F .





## DEMOGRAPHICS

**POPULATION.** 2017 US Census Bureau estimates the city's population is 126,753, which represents a 18% increase since 2000. The City's median age is 30.6 below the national average of 36.8.

**LANGUAGE.** 59% speak only English while 41% speak other languages (39% Spanish).

**ETHNICITY.** Ethnicity of the local population is 58.7% Hispanic, 34.5% White, 4.14% African American.

**MEDIAN INCOME.** Based on 2017 estimates, the median household income is \$61,500.

**EDUCATION.** 29% has a high school diploma, 32% some college, 19% have a Bachelor's Degree or higher, and 5.3% have a Graduate Degree.

**PROPERTY VALUES.** The median property value in Odessa was \$120,000 in 2017—which increased 7.6% between 2016 and 2017.

### 2017 Population by Age

Age Group	Percent
< 5	9.1%
5-17	<b>20%</b>
18-24	9.6%
25-34	<b>14%</b>
35-44	9.5%
45-54	8%
55-64	7.9%
65-74	4.5%
75+	3.6%

(source: statisticalatlas.com)

## MUNICIPAL GOVERNANCE

### Form of Government / Governing Body

The City of Odessa is a Home Rule City with a **Council-Manager form of government**. The Council is comprised of the Mayor, and six (6) City Council members who serve four-year terms with a two-term limit. City Council approves contracts, adopts ordinances and resolutions, approves the annual budget, sets the tax rate, provides direction to Council appointees—including the **City Manager**—and provides a forum for active community participation in setting and achieving City policies, goals, and objectives.



City Council

### City Management

The City Manager, functions as the **Chief Executive Officer**, implementing policy and handling operations as directed by the City Council. Mr. Michael Marrero has assembled a highly-qualified Senior Management team dedicated to operating the City at a high standard of excellence. Mr. Marrero joined the City of Odessa in 1996 and has served as City Manager since 2018. He has also served as Assistant City Manager and Director of Community Development.



MARRIOTT HOTEL & CONVENTION CENTER



## DOWNTOWN ODESSA, INC.

### *About Downtown Odessa, Inc.*

**Mission:** Downtown Odessa, Inc. aims to revitalize Odessa as a center of commerce for the city and residents, who have continued to express an interest in a vibrant downtown.

**Legal Status:** In 2007, Main Street Odessa incorporated as an IRS 501(c)-6 non-profit to facilitate revitalization and growth of the downtown. In 2015, **Main Street Odessa** re-branded to **Downtown Odessa Inc.**, incorporating as a I.R.S. 501(c) 3 non-profit to allow businesses and individuals the ability to make tax-deductible donations.

**Budget:** The 2014-2015 allocated budget for Downtown Odessa, Inc. was **\$349,386** which will be entirely funded by the city, donations, and grants. Currently, Downtown Odessa, Inc. also seeks sponsorships, grants, donations, and in-kind donations, with all monies going toward beautification projects for downtown Odessa.

**Board of Directors:** The Downtown Odessa Board of Directors is comprised of seven (7) individuals appointed by each City Council member and the Mayor. Each Board Member serves concurrent terms with the council member who appointed them. The Mayor, City Manager, One council member, the Executive Director, and a City of Odessa legal rep serve as *ex officios* to the Board.

[www.downtownodessatx.com/](http://www.downtownodessatx.com/)

### *City Management Team*

- ◇ **Assistant City Manager over Community Services** has been with the City for 13.5 years serving in three positions during that time.
- ◇ **Assistant City Manager over Administrative Services** has been with the City nearly 12 years.
- ◇ **Finance Director** has been serving with the City going on 2 years.
- ◇ **Human Resources Director** has been serving with the City going on 2 years.
- ◇ **Fire Chief** has been with the City for 12.5 years.
- ◇ **Police Chief** has been with the City for 25 years.
- ◇ **Director of Communications** has been with the City for nearly 3 year.
- ◇ **Director of Public Works / Utilities** has been with the City 9 years.
- ◇ **Executive Director of Downtown Odessa\*** took a position in the Private Sector after 4 years with the City.

*\*Reports to the City Manager.*



TORCHY'S TACOS DEVELOPMENT



# THE EXECUTIVE DIRECTOR

## About the Executive Director position

The **Executive Director** serves as the City's Revitalization agent and principal Redevelopment Advisor to the City Manager who has recently evolved this position, expanded the role to include: *creating financial deals, exploring tax & financing incentives, participating in negotiations, public outreach, and community education.*

Duties include:

- ◆ *Serves as the City's principal Point-of-Contact for business attraction & retention using various financial instruments, business connections & advocacy with City departments;*
- ◆ *Plans, coordinates and manages the **Downtown Master Plan**, the City's **Comprehensive Master Plan**, and the **Downtown Revitalization Plan**;*
- ◆ *Maintain a Benchmarking System of key downtown indicators for business development including but not limited to: local sales tax, building permits, real estate data, new and expanding businesses, etc.;*
- ◆ *Manage Tax Increment Finance (TIF) operations including business outreach and support, eligibility determination, fiscal analysis, economic impact analysis, contract management and program performance measurement;*
- ◆ *Personally shepherd development proposals and navigate the City's development approval process by working with Public Works, Planning, Finance & other City departments;*
- ◆ *Serves as liaison for existing/prospective downtown occupants with City planning, permitting, inspection functions;*
- ◆ *Oversees the development of business attraction and retention strategies and other recruitment tools;*
- ◆ *Plans, coordinates a variety of different events and activities designed to bring visitors to downtown;*
- ◆ *Negotiates contracts and agreements with development partners;*
- ◆ *Coordinates, develops economic strategies, marketing programs & concepts involving downtown revitalization;*
- ◆ *Represents the community and Downtown Odessa to important constituents at the local, state & national level;*
- ◆ *Researches, applies for and administers grants for revitalization projects;*
- ◆ *Supervises, trains, & evaluates personnel performance;*

# RECENT SUCCESSES OF FORMER DIRECTORS

- ◆ **\$161,000,000** reinvested into the downtown.
- ◆ **66 storefront rehabilitations** w/ increased occupancies.
- ◆ **45 new businesses** downtown have opened since 2016.
- ◆ **Marriott Hotel and Conference Center** completed in the downtown including 18 event rooms, 33,374 sq ft of meeting space, and 200 guest rooms. Project was a well-defined, well-managed *Public Private Partnership*.  
**Project Value: \$75,000,000**
- ◆ **Historic Ector Theater** - a reinvestment / renovation project created a 700-seat, multi-purpose facility within a historic theater. **Project Value: \$10,500,000**
- ◆ **Torchy's Tacos**. Development was of one of the largest in the State of Texas. Torchy's Development Agreement requires **a \$2,000,000 investment** in downtown and maintenance of 60 jobs.
- ◆ A **Grant Program** was created to assist new and existing businesses with façade and infrastructure grants to improve existing and new construction downtown .
- ◆ **+50 downtown events** which have attracted more than **300,000** people to the downtown.

# OPPORTUNITIES & CHALLENGES

We are 'handing the keys' of a well-established Downtown Plan to a new Executive Director. No preliminary work is needed. The new Executive Director can expect to face the following opportunities and challenges:

- *A professional with strong independent motivation and decision-making will thrive in this environment.*
- *The Downtown Plan is turn-key and ready to implement. The new Director can be immediately successful.*
- *Understanding the City's development processes and quickly establishing relationships with City Departments will streamline processes and remove obstacles.*
- *Communicating the value of tax payer-funded incentives to members of the public and constituencies who may not have this experience will be important.*
- *Developing and maintaining high-quality relationships with existing businesses, new businesses, investors and the public will be essential.*

# THE IDEAL CANDIDATE

## The ideal candidate's experience is described as:

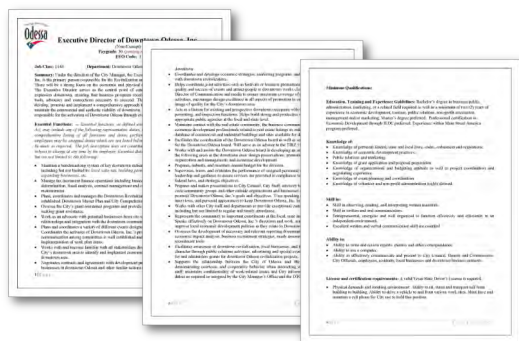
- ☐ Someone ready to immediately be successful.
- ☐ Experience in *revitalization, urban renewal, analytics and strategic planning.*
- ☐ Effective financial investor, negotiator, and deal-maker.
- ☐ Student of debt Instruments, Tax Increment Financing, Tax Abatements, and Public-Private Partnerships.
- ☐ A proficient community outreach, education, business attraction and business retention.
- ☐ Highly-effective communicator in the public forum of the value of taxpayer-funded incentives.
- ☐ High-caliber professional who can facilitate and bring opportunities to the City Manager for review.

## Attributes might include:

- ☐ Self-directed, creative and detail-oriented
- ☐ Authoritative, responsible & accountable
- ☐ Brings public & private sectors best-practices
- ☐ Possess an infectious, positive outlook who embodies customer service;
- ☐ Team-builder and Master of Relationships

## Skills might include:

- ☐ Ability to actualize the Downtown Plan;
- ☐ Analysis, technical writing, and public speaking .
- ☐ Ability to direct conversions of hardware & software.
- ☐ Embodies creativity, optimism, and vision and implements strategy by example;
- ☐ Excellent communicator, accepts input from others, and is a decisive decision maker.



LINK: Director's complete [Job Description](#)

# QUALIFICATIONS

## *Experience*

- ☐ Minimum of Two (2) years experience managing projects or programs in *economic development, tourism, public relations, non-profit association management and / or marketing; Five (5) years preferred.*

## *Education*

- ☐ Bachelors Degree in Architecture, Marketing, Tourism, Economic Development, Public Administration, Public Relations, Urban Planning OR an equivalent combination of education, training and experience.
- ☐ Masters Degree *preferred* but not required.

## *Certifications & Licenses*

- ☐ Clean background check &TX Driving License.
- ☐ Main Street America program experience *preferred.*
- ☐ IEDC professional certification *preferred.*

# COMPENSATION

## *Compensation*

The City Manager has recently evolved expectations for this position, expanding the role significantly in the areas of identification and negotiation with potential businesses.

Although the salary range has been \$62,112 to \$84,024, this role expansion will likely require a higher rate of pay.

## *Benefits*

**Holidays:** 12 paid holidays per year

**Unileave (Vacation / Sick):** 17 days per year first 4 years, 22 days 5-9 years, 27 after 10 years. Unlimited accrual.

**Texas Municipal Retirement System (TMRS)** Employees contribute 7%, **City matches 14%.** 5-year vesting.

**Health:** City provides full-service health clinic.

**Medical / Dental / Vision / one of the most affordable plans in Texas for employees and dependents.**

**Gym/Wellness Center, Employee Recognition Programs**

**Voluntary deferred compensation plan**

**Credit Union, Tuition Reimbursement**

**Professional dues; Conference Attendance**

LINK: [City's Benefits Program](#)

# LOCAL EVENTS



**FIRECRACKER  
FANDANGO**

**Parade  
of Lights**

**Falloween**



**DOWNTOWN  
EGG HUNT**



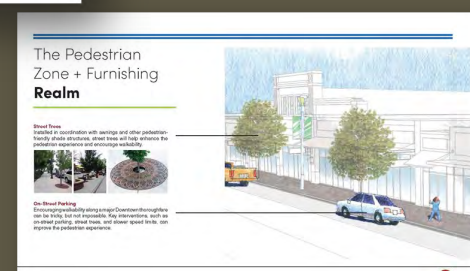
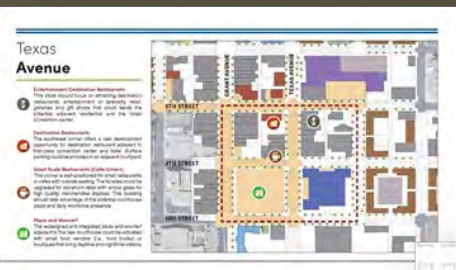
**DOWNTOWN  
ODESSA**

**Winterfest**



**STATE OF DOWNTOWN  
ODESSA ADDRESS**

## SPOTLIGHTS, REPORTS & PLANS

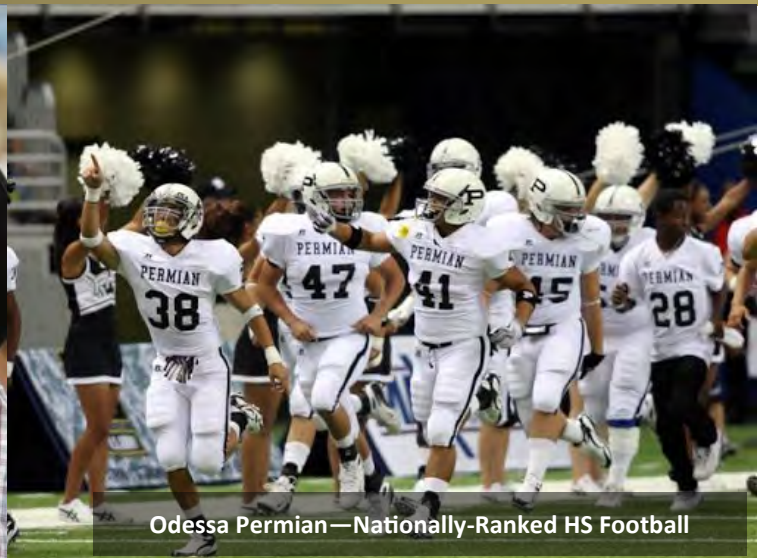


**Read or Download**

[Downtown Master Plan \(2016\)](#)  
[Envision Odessa Master Plan \(2016\)](#)  
[Economic Index Report \(June 2020\)](#)



# REGIONAL AMENITIES



Odessa is commonly known for its cowboy, ranching and cattle-drive culture, legion of oil wells, dusty plains, and Permian Odessa—one of the nations famous high school football teams highlighted in the movie Friday Night Lights. Although its history is rich, modern Odessa is sure to satisfy.

- ◆ A family day to **Monahans Sandhills State Park**, or **Odessa Meteor Crater**.
- ◆ A working re-creation of **William Shakespeare's Globe Theatre** and full-scale replica of **Stonehenge**.
- ◆ Intercollegiate athletics of all types can be enjoyed at the **University of Texas of the Permian Basin**.
- ◆ A thriving arts scene with world-class performing arts centers, museums and top-class performers at the **Midland-Odessa Symphony & Chorale**, the **Ellen Noël Art Museum**, and **Permian Playhouse**.



Ellen Noël Art Museum



# REGIONAL AMENITIES

Sandhills Stock Show, Lamb Show and Rodeo  
Midland– Odessa Symphony & Chorale  
Monahans Sandhills State Park  
Odessa Meteor Crater Museum  
The Permian Playhouse  
Ellen Noël Art Museum

Jack Ben Rabbit—*“the World’s Largest Rabbit”*  
Stonehenge Odessa replica Historic Site  
University of Texas of the Permian Basin  
White-Pool House Museum  
Chris Kyle Memorial  
Jamboree Rabbits



Midland-Odessa Symphony Orchestra



Shakespeare Globe Theater Replica



Historic White-Pool House



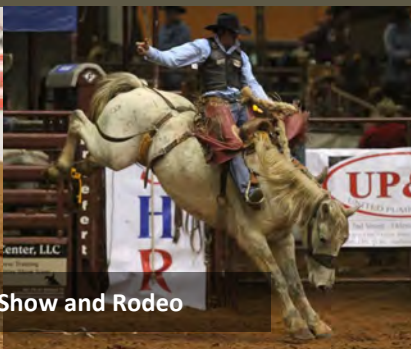
Stonehenge Replica



Jamboree Rabbits & Jack Ben Rabbit



Sandhills Stock Show and Rodeo



Sandhills State Park



University of Texas of the Permian Basin



All these elements combine to make Odessa a modern *“City of Contrasts”*.



# EXECUTIVE DIRECTOR



DOWNTOWN  
ODESSA

## Past Directors

Three (3) Directors have served since 2012. One Director moved out of state after 4 years of service. Another left after 2 years of service with the City and is now working with a large public agency in the DFW Metroplex. .

## Equal Opportunity

The City is an Equal Opportunity Employer that values public service, equal opportunity and diversity in the workplace. The City is committed to building a workforce which serves residents and businesses with commitment to the following values:

**Responsibility, Respect, Teamwork, Honesty, Professionalism and Diversity / Inclusion.**

Veterans, all ethnicities & genders invited to apply.

## Confidentiality

For candidates who formally apply with the City, all application materials are subject to the Texas Public Information Act.

## Residency

Residency within the City limits is not required.

*This recruitment assisted by:*



## TIMELINE & SELECTION

**June 7: Recruitment Opens**

**Candidate screening** (*ongoing*)

**Preliminary Interviews** (*ongoing*)

**Candidate Background checks** (*finalists only*)

**Finalist interviews & selection** (*to be determined*)

**Desired Hire Date: ASAP**

## EXPRESS INTEREST

Resume and Letter of Interest by EMAIL only to:

**[ExecDirOdessa@municipalsolutions.org](mailto:ExecDirOdessa@municipalsolutions.org)**

Direct questions to the email or call (888) 545-7333.



OPEN UNTIL FILLED  
EXPRESS INTEREST TODAY