



MOSAIC
PUBLIC PARTNERS

EXECUTIVE SEARCH **PROPOSAL**



CITY MANAGER CITY OF TIGARD, OR

DATE SUBMITTED
FEBRUARY 5, 2026

SUBMITTED TO
MAYOR YI-KANG HU

And Members of the City Council
City of Tigard

PREPARED BY
GREG NELSON

MOSAIC PUBLIC PARTNERS

200 Gateway Dr., #1908, Lincoln, CA, 95648

916-550-4100

greg@mosaicpublic.com

connect@mosaicpublic.com



February 5, 2026

Mayor Yi-Kang Hu and
Members of the City Council
City of Tigard
13125 SW Hall Boulevard
Tigard, OR 97223

RE: PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES – CITY MANAGER

DEAR MAYOR HU AND MEMBERS OF THE CITY COUNCIL:

Mosaic Public Partners is pleased to present our qualifications and approach to your executive search needs for the position of City Manager. Mosaic Public Partners was founded on the principles of providing higher levels of innovation and client collaboration to complement the tried-and-true principles of executive search. By using private-sector technologies and search methodologies, we deliver a better client experience and results, while staying within the constraints of the public sector. We pride ourselves on our speed, agility, thoroughness, and client communications.

Members of our project team are seasoned public sector executives who have a true passion for the work of public agencies. We understand the challenges that public agencies face and their unique needs. Our consultants have conducted over 345 executive searches across the United States, bringing both experience and a national perspective on current trends and issues. This has allowed us to develop an extensive network of executives as potential candidates that we will deliver to the City of Tigard if awarded this search. Our consultants' past work includes projects for the nearby cities of Tualatin and West Linn, providing both familiarity with the region as well as the unique requirements of public sector executive searches in Oregon. We believe this experience, along with our proven track record of successful recruitments, makes Mosaic Public Partners the ideal executive search partner.

After reviewing our proposal, please contact us at (916) 550-4100 if you have questions or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Best Regards,

A handwritten signature in black ink that reads "Gregory K. Nelson".

Greg Nelson
Founder and Managing Partner
greg@mosaicpublic.com

A handwritten signature in black ink that reads "Bryan A. Noblett".

Bryan Noblett
Founder and Managing Partner
bryan@mosaicpublic.com

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PROFESSIONAL QUALIFICATIONS

We are seasoned public sector executives who have profound respect for the work of public agencies. We are passionate about placing today's public leaders, which enables public agencies to deliver exemplary leadership to their constituents.

Following several years of experience in a leadership role with a well-known national public sector search firm, Greg Nelson founded Mosaic Public Partners with his business partner, Bryan Noblett, in January of 2022. Since the launch of our firm, we have conducted more than 175 successful executive searches and are operating in ten states. Including their experience with the prior firm, our consultants have led over 345 successful executive recruitments for public agencies across the nation.

Mosaic Public Partners is a Limited Liability Company (LLC) registered in the state of California. Greg Nelson and Bryan Noblett are the founders and managing partners of Mosaic Public Partners with 55% and 45% respective ownership, and both have the authority to bind the firm. There are no known conflicts of interest related to this executive search and no subcontractors are utilized. Mosaic Public Partners has never been involved in litigation, nor has it been involved in any form of financial insolvency.

MOSAIC APPROACH

Placing today's public leaders is our mission. Aligning the right candidates with the right opportunities helps our clients build effective teams. We enjoy building relationships with the people involved in our searches, whether it is the candidates, hiring managers, team members, or stakeholders. Establishing meaningful connections with those involved in our search processes is the basis from which we derive our success as a trusted partner and client-focused search firm.

CLIENT FOCUSED

Mosaic Public Partners provides a client-focused, customized approach to every search. We create an open, transparent, and interactive search process for both our clients and candidates. As a small firm, we remain highly responsive to client needs and objectives, along with being personally available during the search process. Honest communication, collaboration, and connecting with people are key components in a successful search. At Mosaic Public Partners, we pride ourselves on excellent customer service, agility, and responsiveness. We tailor our workload so that we can be readily available to assist with all elements of the search process for our clients and candidates alike.

Our use of innovative technology allows our clients unparalleled real-time access and visibility into the search process. We use an executive search software platform that provides a client portal for each project. Our commitment is that our clients have a 360-degree view of all elements of their recruitment at any time. As the only public sector search firm using this platform, we offer an innovative and collaborative experience to our clients that allows a higher level of partnership and transparency. We are proud to bring private sector technology to our public sector searches to make them as efficient and transparent as possible for our clients.

— *Placing today's public leaders*

TRUSTED PARTNERS

Our founding partners are two former public sector executives, each with exemplary service careers. We understand local government and the importance of accountability and responsiveness. Our combined career histories exemplify professionalism and a dedication to public service, along with a keen understanding of what it takes to be an effective leader in a public sector environment. Leveraging our public service careers, we became experienced executive search consultants, bringing with us a continued dedication to public service and an ethical, confidential, and discrete approach to assisting public agencies in the executive search process. Mosaic Public Partners is your trusted partner in placing today's public leaders.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

The Mosaic Team celebrates and prioritizes diversity, equity, and inclusion in its search practices and in its own organizational culture. We understand the dynamic nature of diverse teams and our clients' need to build organizations that are as representative of the communities they serve as possible. Simply stated, the need for public employers and public sector search firms to build recruitment processes anchored by a commitment to diversity, equity, and inclusion is more important now than ever. Mosaic Public Partners is committed to ensuring outreach to diverse candidate pools via inclusive and strategic advertising, targeted outreach, and other methods which are all intended to deliver a diverse, highly qualified candidate pool to our clients. Evidence of this commitment can be seen in the placements we have made by viewing [Mosaic Placements](#) on our website.

WHY CHOOSE MOSAIC PUBLIC PARTNERS?

NATIONAL REACH

While we have extensive experience conducting executive searches in the West, our work across the nation brings a valuable perspective on issues and candidate markets to our clients. We invite you to review our consultants' body of executive search experience by viewing our [Consultant Portfolio](#).

DIVERSITY

Today's public sector leadership teams thrive when they are diverse in race, ethnic and cultural identity, gender, background and thought. Mosaic Public Partners is here to assist, guide, and lead in that endeavor.

COLLABORATION

Mosaic Public Partners believes that executive searches are more successful when the consultants and clients work closely together throughout the engagement. We treat each search as a true partnership with our clients.

EXPERIENCE

Public service is the world in which we have lived. Our search team has over 80 years of public service experience. Having attained executive level positions in our public sector careers has given us valuable insight and an advantage in understanding and responding to the nuances and challenges of selecting public sector leaders.

SERVICE

Our team will be your partner from start to finish. We are committed to providing excellent service to clients and candidates alike, as well as representing our clients at the highest level.

INNOVATION

Applying private sector technologies to the tried-and-true practices of public sector searches allows Mosaic Public Partners to deliver needed agility and improved communications to our clients.

RELEVANT EXPERIENCE

Our consultants have conducted city management recruitments in the previous two years that position us to successfully complete this search on behalf of the City of Tigard. Below is a list of searches completed for cities large and small, and in multiple states, demonstrating our ability to successfully recruit in any environment.

City of Moorpark – Moorpark, CA

Population – 36,000

City Manager (2025)



City of Bloomington – Bloomington, MN

Population – 90,000

City Manager (2025)



City of Orange – Orange, CA

Population – 140,000

City Manager (2025)



City of Austin – Austin, TX

Population – 980,000

City Manager (2024)



ADDITIONAL EXPERIENCE

The following is the consultants' additional experience in conducting city management executive recruitments, some of which are attributed to their work with a prior firm (*).

YEAR	CLIENT	POSITION
2026	Town of Loomis – Loomis, CA	Town Manager (Current)
2026	City of San Angelo – San Angelo, TX	City Manager (Current)
2025	City of Lodi – Lodi, CA	City Manager (Current)
2025	City of Chico – Chico, CA	City Manager (Current)
2025	City of Pismo Beach – Pismo Beach, CA	Assistant City Manager (Current)
2025	Town of Sunnyvale – Sunnyvale, TX	Town Manager (Current)
2025	City of San José – San José, CA	Deputy City Manager
2025	Adams County – Brighton, CO	Deputy County Manager
2025	City of Midlothian – Midlothian, TX	Assistant City Manager
2025	City of Paso Robles – Paso Robles, CA	Assistant City Manager
2025	City of South Pasadena – South Pasadena, CA	Assistant City Manager/CFO
2025	Adams County – Brighton, CO	County Manager
2025	Town of Gilbert – Gilbert, AZ	Assistant Town Manager
2025	City of McKinney – McKinney, TX	Assistant City Manager
2025	Cosumnes Community Services District - Elk Grove, CA	General Manager
2025	City of San José – San José, CA	Deputy City Manager
2024	City of Arroyo Grande – Arroyo Grande, CA	City Manager
2024	City of Elk Grove – Elk Grove, CA	Assistant City Manager
2024	City of Cleburne – Cleburne, TX	Assistant City Manager
2024	City of San Marcos – San Marcos, TX	Assistant City Managers (2)
2024	City of Rancho Palos Verdes – RPV, CA	Deputy City Manager
2024	City of Venus – Venus, TX	City Administrator
2023	City of Burleson - Burleson, TX	Deputy City Manager
2023	City of Morro Bay – Morro Bay, CA	City Manager
2023	City of Brownsville – Brownsville, TX	City Manager
2023	City of Denton – Denton, TX	Assistant City Manager
2023	Town of Addison – Addison, TX	City Manager
2022	City of Riverbank – Riverbank, CA	Assistant City Manager
2022	City of Palm Desert – Palm Desert, CA	Assistant City Manager
2021	City of Burleson – Burleson, TX	Deputy City Manager*
2021	City of Lewisville – Lewisville, TX	City Manager*

2021	City of Indio – Indio, CA	City Manager*
2021	City of Austin – Austin, TX	Assistant City Manager*
2021	City of Lincoln – Lincoln, CA	City Manager*
2019	City of South Padre Island – South Padre Island, TX	City Manager*
2019	City of Denton – Denton, TX	Assistant City Manager*
2019	City of Sugar Land – Sugar Land, TX	City Manager*
2019	City of Bishop – Bishop, CA	City Administrator*
2019	The Woodlands Township – The Woodlands, TX	General Manager*
2019	City of Allen – Allen, TX	City Manager*
2018	City of Austin – Austin, TX	Assistant City Managers (4)*
2018	City of Brownsville – Brownsville, TX	City Manager*
2018	City of Austin – Austin, TX	Deputy City Manager*
2018	Town of Apple Valley – Apple Valley, CA	Town Manager*
2018	City of Lawrence – Lawrence, KS	City Manager*
2018	City of Suisun City – Suisun City, CA	City Manager*
2017	City of Morro Bay – Morro Bay, CA	City Manager*
2017	City of Moorpark – Moorpark, CA	City Manager*
2017	Big Bear City Community Services District - Big Bear Lake, CA	General Manager*
2016	City of McKinney – McKinney, TX	Assistant City Manager*
2016	City of Reno – Reno, NV	City Manager*
2016	City of McKinney – McKinney, TX	City Manager*
2016	City of South Jordan – South Jordan, UT	Assistant City Manager*
2015	City of Lawrence – Lawrence, KS	City Manager*
2015	City of Sanger – Sanger, CA	City Manager*

REFERENCES

The consultants at Mosaic Public Partners are proud of their past work and are happy to provide the following references to the City of Tigard in the City Manager search.

CITY OF BLOOMINGTON – BLOOMINGTON, MN

TIM BUSSE, MAYOR

1800 West Old Shakopee Road

Bloomington, MN 55431

952-457-7506 | tbusse@BloomingtonMN.gov

Search: City Manager

CITY OF ORANGE – ORANGE, CA

MONICA ESPINOZA, HUMAN RESOURCES DIRECTOR

300 E. Chapman Avenue

Orange, CA 92866

714-744-7255 | mespinoza@cityoforange.org

Search: City Manager, City Attorney, Community Development Director, and Finance Director.

CITY OF AUSTIN – AUSTIN, TX

KIRK WATSON, MAYOR

OR

SUSAN SINZ, DIRECTOR OF HUMAN RESOURCES

512-978-2100

kirk.watson@austintexas.gov

One Texas Center, 505 Barton Springs Road, Suite 600

Austin, TX 78704

512-974-3400 | susan.sinz@austintexas.gov

Mosaic Public Partners was selected to be one of the City of Austin's executive search firms through its current master agreement process.

Searches: Director of Economic Development, City Manager, Chief of Police, Assistant Director of Human Resources, Director of Homeland Security and Emergency Management, Deputy Director of Capital Delivery Services, Assistant Director of Austin Water, Assistant City Manager for Health & Environment*, Chief of Police*, Chief Information Officer*, Deputy Chief Information Officer*, Building Services Officer*, Deputy Director of Communications and Technology Management*, Assistant Director of Developmental Services*, Director of Watershed Protection Department*, Assistant City Manager for Culture & Lifelong Learning*, Deputy City Manager*, Assistant City Manager for Economic Opportunity and Affordability*, Executive Director for Austin Sobriety Center*, Assistant City Manager for Safety*, Assistant City Manager for Mobility*, and Public Works Director*.

*Projects completed during the consultants' tenure with a prior firm.

APPROACH AND SEARCH METHODOLOGY

We approach every executive search as a partnership with our client. In this light, we use a proven framework as the foundation for the project and collaboratively tailor the work plan to meet the unique needs and wishes of our clients. In every search, we aim to provide our client with three deliverables: 1) a diverse selection of qualified candidates, 2) a thoughtful, inclusive, and well-communicated search process, and 3) sound advice and consultation. The following is a representation of the approach and methodology to a Mosaic Public Partners Search.

KICKOFF

PROJECT MANAGEMENT

For council-appointed positions, such as the City Manager, our primary point of contact throughout the search will be a Search Committee of the City Council, along with designated staff contacts to support the search effort. The full Council is involved at critical points of the recruitment.

The Mosaic Team will initially meet via videoconference with the Search Committee, and others, as desired. The objectives of this meeting are to learn contact and communication preferences, conduct a stakeholder analysis, develop the project timeline, and create the preliminary selection process.

During this phase of the project, the consultants will review the organization's job description and review the salary and benefit offering for competitiveness in the market. The consultants will also conduct a stakeholder analysis with the City to determine the level and manner of community and stakeholder engagement necessary for a successful process.

CANDIDATE PROFILE DEVELOPMENT

Based on the project management kickoff meetings, the project team will meet with the Council members individually, as well as previously identified stakeholders to solicit input on the desired qualities sought in the next City Manager and anticipated challenges and opportunities they may face. The project team will also gather important documents, information, and media from the City to be used in the development of the candidate profile.

The Mosaic Public Partners team will meet with City staff and stakeholders individually or in small groups to gather their input relative to the desired characteristics sought for candidates, as well as challenges and opportunities facing the City of Tigard.

Utilizing the input received, Mosaic Public Partners will create a candidate profile that accurately and attractively presents the opportunity to prospective candidates. Once approved by the City, this candidate profile serves as the standard by which all prospective candidates are evaluated and for guiding the search strategies.

A sample brochure from the City of Bloomington, MN – City Manager recruitment is included in this proposal as a visual example of the quality way in which we represent our clients and market their search to potential candidates.

The City Council Search Committee will be provided with online access to Mosaic Public Partners' recruitment software through a client portal that ensures the search strategy and approach are properly calibrated for success. Our goal is to ensure that our clients are continually kept updated on the status of the recruitment.

OUTREACH

OUTREACH AND RECRUITING

Based upon the search strategy developed with the City, Mosaic Public Partners will immediately launch a targeted and comprehensive search effort that sources candidates from the following five primary categories.

- **Advertising Campaign:** Advertisements will be placed in sources targeted at attracting a diverse selection of highly qualified candidates.
- **Website and Social Media Campaign:** Mosaic Public Partners provides a comprehensive social media marketing campaign that includes custom graphics, eye-catching photos and distribution on LinkedIn to share the position with potential candidates. Social media posts are crafted at several points throughout the recruitment process. In addition, partners and recruiters share Mosaic Public Partners blog and social media posts on their respective LinkedIn accounts. Mosaic Public Partners will also highlight the position on our website with a blog post, listing in our "Upcoming Career Opportunities" and ultimately on our "Careers" page once the position is open.
- **Direct Outreach:** The search consultants have an extensive candidate network across the nation. These networks will be leveraged to identify and recruit candidates that appear well matched to the candidate profile.
- **Indirect Outreach:** By using the same candidate networks, Mosaic Public Partners can seek nominations from other leading public sector executives who often provide excellent insight into rising talent
- **Researched Outreach:** Using the search strategy as a guide, Mosaic Public Partners will apply innovative technologies to find and recruit candidates that may not have been identified through other methods.

Each potential candidate is personally engaged by the search consultants, and many hours are typically spent answering questions and providing information to candidates to minimize any barriers that may be a discouragement.

CANDIDATE SCREENING AND EVALUATION

The search consultants perform an initial evaluation of candidates based upon their submitted materials. Candidates who are well aligned with the candidate profile, along with all internal candidates, are interviewed via videoconference to further evaluate their qualifications and suitability for the position.

Candidates who are well matched to the candidate profile are identified and a thorough Internet and news search is conducted to help understand each candidate's public persona, as well as to ensure that any items that may be seen as controversial are known and understood.

PRESENTATION OF CANDIDATES

During an executive session meeting with the City Council, the search consultants will present the candidates that submitted interest in the position and make recommendations to the City Council. The meeting will be facilitated by Mosaic Public Partners' innovative client portal which provides the Council with direct access to all candidate materials. From this meeting, the Council decides on a small group of candidates that are invited to participate in the selection process.

SELECTION PROCESS

Having previously designed the selection process collaboratively with the City, the search consultants will provide on-site facilitation of the interviews. A typical interview process for a City Manager will include an interview with the full City Council and may also include other interview panels which represent community and staff perspectives. Mosaic Public Partners will design and provide tailored interview materials for all interview panels and ensure the City retains the completed materials for records retention needs.

Customarily, this initial round of interviews will reduce the field of candidates to a smaller number who are then invited for a second interview with the full Council.

BACKGROUND AND FINAL QUALIFICATION

Once the City has identified its candidate of choice, the search consultants will perform a thorough background check of the candidate, accompanied by a series of consultant-driven reference checks that seek input from people with a variety of perspectives to the candidate.

NEGOTIATION

Mosaic Public Partners will negotiate on the City's behalf to succeed in reaching an agreement with the selected candidate. Across earlier candidate conversations, the search consultants attempt to ensure the candidate's salary and benefit expectations are in alignment with the City's to prevent surprises at this critical culmination of the recruitment.

CLOSEOUT COMMUNICATIONS

Throughout the search process, Mosaic Public Partners maintains professional communications with all candidates involved. We realize that we are representing the City of Tigard throughout the recruitment and ensure that each person we interact with is left with a favorable impression of the City. In this final communication, we inform all candidates who were not selected of their status and the City's appreciation for their interest.

EXECUTIVE SEARCH TIMELINE

At the beginning of each search engagement, Mosaic Public Partners meets with clients to collaboratively craft a work plan and timeline that best aligns with our client's needs. Our consultants will suggest best practices and share examples from prior engagements to tailor a process that is thoughtful and well communicated.

The typical duration of a traditional search project is 12-17 weeks. Additionally, the selected candidate will customarily need to provide 30-60 days for notice and transition, if selected from outside of the organization. This brings the total duration to approximately 16-25 weeks.

A customized timeline will be crafted in collaboration with the City during the first step of the search engagement. We are confident that we can deliver a successful search effort that meets the needs of the City of Tigard.

The following timeline represents the typical key milestones of an executive search, including tasks and approximate durations.

KICKOFF	Project Management	1-2 Weeks
	Pre-kickoff meeting: project schedule, stakeholder analysis, communication methods, collection of background material	
KICKOFF	Candidate Profile Development	
	Client input meetings, stakeholder input meetings Drafting and layout of candidate profile	
OUTREACH	Outreach and Recruiting	4-6 Weeks
	Advertising strategy and campaign, candidate research and identification Seek nominations, recruit candidates	
OUTREACH	Candidate Screening and Evaluation	2 Weeks
	Paper screening, screening interviews, News and Internet research	
SELECTION	Presentation of Candidates	1 Week
	Client meeting to review candidates and select those to advance, candidate updates	
SELECTION	Selection Process	2-3 Weeks
	Consult and design interview process Facilitation of on-site interview process, typically 4-7 candidates	
SELECTION	Background and Final Qualification	1-2 Weeks
	Background investigation and thorough reference checks for finalist candidate	
SELECTION	Negotiation	1 Week
	Negotiation with final candidate Assistance with offer letter and employment agreement	
SELECTION	Closeout Communications	Concurrent

PROJECT TEAM

If awarded the search, both Founders and Managing Partners of the firm will serve on the project team, supported by the firm's Business Support Manager, Administrative Services Manager, Recruitment Support Specialist, and a Graphic Designer.



GREG NELSON

FOUNDER & MANAGING PARTNER

For the better part of a decade, Mr. Nelson has led a successful executive search practice for a national search firm. In his role, Mr. Nelson has successfully recruited public sector executives on a national scale for a diverse array of fields and positions. His work has included positions with intense community interest, high levels of stakeholder involvement, and those with political sensitivities.

In the first twenty years of his career, Mr. Nelson served leadership roles in municipal government where he was known for his progressive and principled leadership. Under his tenure, the City increased employee engagement, citizen satisfaction (amongst the highest in a national survey), and made drastic improvements in the labor-management climate. He created public-private partnerships that allowed for superior levels of service during budget shortfalls, while enhancing relationships with stakeholders in the community. Additionally, he has provided expert testimony for state and local legislative bodies. Mr. Nelson was a co-founder of a municipal Human Rights Committee, engaging businesses and citizens in workshops and community dialogue on diversity and social equity issues, in and out of the workplace.

Mr. Nelson holds a Master's degree in Public Administration from the University of Illinois-Springfield with a graduate certificate in Public Sector Labor Relations.

As a founder of Mosaic Public Partners, Mr. Greg Nelson leverages decades of experience in the public sector with many years of successful experience leading executive searches for a variety of client roles across the nation.

GREGORY R. NELSON | 916.550.4100

200 Gateway Drive #1908, Lincoln, CA 95648

www.linkedin.com/in/greg-nelson-95728113

greg@mosaicpublic.com

www.mosaicpublic.com

EDUCATION

Master of Public Administration – University of Illinois – Springfield, Springfield, IL

Graduate Certificate in Public Sector Labor Relations – University of Illinois – Springfield, Springfield, IL

Bachelor of Arts, Social Justice Professions – Sangamon State University, Springfield, IL

Federal Bureau of Investigations National Academy, Quantico, VA

EMPLOYMENT HISTORY

Mosaic Public Partners

January 2022 - Present

Founder and Managing Partner

Lincoln, California

- Together, with Bryan Noblett, founded the firm to provide higher levels of service and client collaboration in public sector executive search. As co-principals of the firm, we are building a winning employee culture which leads to exceptional customer service.

Ralph Andersen & Associates

February 2015 – December 2021

Vice President

Rocklin, California

- Led the firm's public safety practice area, as well as served a diverse client portfolio primarily in the Western Region of the United States (primarily California, Nevada, Texas, Washington and Oregon).
- Leveraged 20-year career in municipal policing to dramatically increase the firm's public safety practice area.
- Successfully performed executive recruitments for clients in a variety of environments, including populations served between 5,000 in population to well over 1 million; various forms of government, including cities, counties, special districts and non-profit.

Pekin Police Department

September 1994 – February 2015

Chief of Police (2011-2015), Deputy Chief of Police, Lieutenant, Sergeant, Patrolman (1994-2011)

Pekin, Illinois – Direct Report to City Manager (population 34,000)

- Created a goal-oriented organizational culture within the agency. Crime reduced over 20% in 2014.
- Worked cooperatively to establish the best labor-management climate in agency history.
- Focused on customer service; Participated in a national study of police-citizen encounters with a rating of 94% favorable, amongst the highest in the study.
- Led a state-wide legislative effort in controlling pseudoephedrine to solve the state's methamphetamine lab problem, building consensus of various stakeholders of government and business collaboration.
- Along with one other member, stood up the City's Human Rights Committee promoting community diversity in the workplace and the community.



BRYAN NOBLETT

FOUNDER & MANAGING PARTNER

Bryan Noblett spent over 34 years working as a public safety leader in the Greater Sacramento Region. The majority of his career was spent working in leadership and executive level roles. Bryan placed a strong focus on staff development and on ensuring his organization was responsive to community needs throughout his career. He possesses a strong commitment to customer service and worked diligently as a municipal government executive to ensure his organization was focused on partnering with the community it served. In addition, Bryan is well-versed in labor negotiations and working collaboratively with labor groups to achieve successful outcomes. Bryan's passion for leadership development, talent assessment and public service led him to accept a position with a nationally recognized public sector search firm shortly after his retirement. Bryan holds a Bachelor's degree in Criminal Justice, a Master's degree in Organizational Leadership and has attended several prestigious professional development courses.

As a long-time contributor to city executive teams, Bryan possesses a thorough understanding of all areas of public sector leadership. He spent the last 5 years partnering with municipal clients and communities across the country by assisting them in recruiting talented leaders to serve as Police Chiefs, City Managers, Chief Financial Officers, and other executive-level leadership positions. Bryan deeply values his connections with people, which has led to several outstanding placements and ongoing relationships with clients and candidates alike.

As a founder of Mosaic Public Partners, Bryan is very excited to focus on client needs and work with candidates to place today's public leaders.

BRYAN A. NOBLETT | 916.550.4100

200 Gateway Drive #1908, Lincoln, CA 95648
www.linkedin.com/in/bryan-nobleTT-47689131

bryan@mosaicpublic.com
www.mosaicpublic.com

EDUCATION

Master of Arts, Organizational Leadership – Chapman University, Orange, CA
Bachelor of Science, Criminal Justice – CSU Sacramento, Sacramento, CA
Senior Management Institute for Police – Boston University, Boston, MA
Federal Bureau of Investigations National Academy, Quantico, VA

EMPLOYMENT HISTORY

Mosaic Public Partners

January 2022 - Present

Founder and Managing Partner
Lincoln, California

- Along with Greg Nelson, founded the firm to provide higher levels of service and client collaboration in public sector executive search. As co-principals of the firm, we are building a winning employee culture which leads to exceptional customer service.

Ralph Andersen & Associates

October 2019 – December 2021

Executive Search Consultant
Rocklin, California

- Worked with Greg Nelson in the firm's public safety practice area, as well as served a diverse client portfolio primarily in the Western Region of the United States (primarily California, Nevada, Texas, Washington and Oregon).
- Leveraged 30+ year career in municipal policing to successfully complete several police chief searches in multiple states.

Elk Grove Police Department

July 2009 – September 2019

Chief of Police (2016-2019), Assistant Chief of Police (2015-2016), Captain (2009-2015)
Elk Grove, CA – Direct Report to City Manager (population 175,000)

- Established Chief's Community Advisory Board to increase community collaboration.
- Created mission, vision, values for the organization through collaboration and team building.
- Worked with City Council, City Manager and others to build a real-time information center to improve police response, along with increasing officer and public safety.

Lodi Police Department

February 1985 – July 2009

Lieutenant, Sergeant, Corporal, Detective, Police Officer
Lodi, CA (population 65,000)

COST OF SERVICES

Our flat fee to provide executive search services as outlined in this proposal for the position of City Manager is **\$37,500**. The flat fee includes both professional services and consultant expenses related to the aforementioned work plans. These expenses include graphic design, a single round of advertising, consultant travel, administrative support, printing, postage, technology, and educational verification and background check on the selected candidate.

Invoicing will be in four installments:

- Upon Execution of the Professional Services Agreement: \$11,250
- After Presentation of Candidates: \$11,250
- After Initial Interviews: \$11,250
- After Accepted Offer of Employment: \$3,750

Included in the flat fee is one consultant trip to facilitate candidate interviews. All other consultant meetings will be conducted via videoconference. Additional consultant trips, if requested, shall be supplementally invoiced at \$1,500 per day, per consultant plus consultant travel expenses. Any additional expenses will be invoiced at the end of the project and are supplemental to the flat fee. Candidate travel expenses shall be the responsibility of the City of Tigard.

This cost proposal and professional search services referenced herein are valid for 60 days from date of submittal.

\$37,500 FLAT FEE

OPTIONAL SERVICES

MARKET COMPENSATION STUDY

Should the City wish to better understand the competitive compensation landscape for the position, Mosaic Public Partners will conduct a market compensation study. This includes research and analysis of total compensation packages for comparable roles in peer agencies, with a focus on base salary, incentives, and key benefits. A summary report detailing the findings and recommendations will be provided to assist the City in determining an appropriate and market-aligned salary. The fee for a market compensation study is **\$2,000**.

CITY EMPLOYEE AND/OR COMMUNITY SURVEY

Should the City be interested in a utilizing a survey to extend opportunities for employees of the City of Tigard and/or the community to provide input into the recruitment and selection of the next City Manager, Mosaic Public Partners will develop a survey instrument and provide a summary report to help inform the selection. The City would be responsible for any announcements to create awareness of the survey opportunity. The optional fee for either an employee or community survey is **\$2,500** or **\$5,000** for both.

A sample employee survey and community survey from the City of Austin, TX - City Manager recruitment is included in this proposal as an example of the value and expectations a survey can provide the City.

GUARANTEE

Mosaic Public Partners offers an industry-standard one-year guarantee on our full search process. If, within a one-year period after appointment, the selected candidate in a search voluntarily resigns or is dismissed for cause, Mosaic Public Partners will conduct another search effort without additional fees for professional services. The City would be expected to reimburse the firm for all actual expenses incurred, which are approximately 30% of the flat fee and could include advertising costs, background checks, and consultant travel. This guarantee does not apply to the appointment of internal candidates or to candidates selected over the expressed objection(s) of the consultants.

If a placement is not made in the first search attempt, Mosaic Public Partners will conduct a second search effort with no charge for professional services. The City would be expected to pay for all actual expenses incurred in furtherance of the second search effort which could include advertising costs, background checks, and consultant travel.

Mosaic Public Partners will never actively recruit our placement while they are employed with the City of Tigard.

INSURANCE

Mosaic Public Partners maintains the following insurance coverage:

Errors and Omissions/Professional Liability	\$2,000,000
General Liability/Commercial	\$2,000,000
Automobile Liability (hired/non-owned)	\$1,000,000
Workers Compensation	\$1,000,000
Cyber/Data Breach Liability	\$2,000,000

SAMPLE CANDIDATE PROFILE

CITY OF BLOOMINGTON, MN – CITY MANAGER



CITY MANAGER

City of **Bloomington, MN**

Recruitment Services Provided By





The Opportunity

The City of Bloomington offers a rare and rewarding leadership opportunity for a visionary executive to shape the future of one of Minnesota's most dynamic, economically vital, and community-oriented cities. With its strong foundation of financial stability, thriving business community, expansive parklands, and commitment to equity and innovation, Bloomington stands poised for its next chapter.

The City Council seeks a collaborative and forward-thinking City Manager to lead transformational initiatives, guide a talented workforce, and work closely with a highly engaged Council and community to advance Bloomington's mission of being an enduring and remarkable community where people want to be. For an accomplished leader ready to leave a legacy, this is truly a career-defining role.

The City of Bloomington

Located just south of the Twin Cities of Minneapolis and St. Paul, Bloomington is a thriving community of 91,000 residents and the fourth largest city in the state. Home to Mall of America and adjacent to the Minneapolis-St. Paul International Airport, Bloomington is an employment and hospitality hub and an economic driver for the region. Bloomington has great freeway access and is served by light rail transit and the region's most connected transit station.

The city has many well-known national and international corporations within its boundaries. Headquarters that fall within Bloomington include HealthPartners, Thermo King, Donaldson Company, Seagate Technology, Toro Company, Skywater Technology, Dayforce (formerly known as Ceridian HCM Corporation), International Dairy Queen and Ziegler CAT, Inc. Additional large companies with a presence include Express Scripts, Polar Semiconductors, Hewlett Packard Enterprise, and SICK Inc. Professional and Business Services make up 30% of Bloomington's workforce in terms of industry; Trade, Transportation and Utilities comprise 19%.

There are almost 9,000 acres of parkland and open space in Bloomington, of which approximately 3,500 acres are City owned. More than 36 percent of the city's 38 square miles are parkland or open space. The extensive park system in Bloomington supports a comprehensive array of parks, arts, recreation, leisure and cultural programs to a diverse population with differing recreational needs.

City Government

The City of Bloomington delivers the full scope of municipal services with a full-time staff of more than 650 employees. City Hall is located in Bloomington Civic Plaza, a unique combination of municipal facilities and arts center. The Bloomington Center for the Arts contains a 366-seat performing arts theater, a black box theater, dance studio, two art galleries and clay, glass and additional arts education studios. The City provides its services with an FY 25 all funds budget of \$242 million and a general fund budget of \$110 million.

Bloomington is a home rule charter city, governed by a seven-member City Council and operates under a city manager form of government. There are two assistant city managers - one who oversees internal services and one who oversees external services.

The City has a robust community engagement philosophy that strives to include the voice of people impacted by decisions when those policies and actions are being considered. Additionally, the City Council values its advisory boards and commissions appointed to assist the Council in developing policies, programs, and services that meet the needs of the community.

Bloomington's Mission...

- To cultivate an enduring and remarkable community where people want to be. This mission statement was drafted by community members for the community and adopted by the City Council. Its foundation is in these core values:

Bloomington Believes...

- The community thrives when its members share responsibility for its well-being.
- Transformation will come through collective courage and the willingness to take risks.
- When diversity is embraced, the community is strengthened.
- Everyone benefits when there is equitable access to opportunity.
- Safety and security are critical components of a resilient and healthy community.

Importantly, Bloomington will not...

- Allow past practices to interfere with the consideration of new ideas.
- Add any program, project, policy, or service that is not consistent with its core values and aligned to our mission.

BLOOMINGTON.

tomorrow. together.

The City's strategic plan Bloomington. Tomorrow. Together. has three priority objectives:

- A Connected, Welcoming Community
- A Healthy Community
- A Community with Equitable Economic Growth

The City maintains a dashboard so the City Council and community can track progress to achieve its mission and to provide accountability to its stakeholders. Click [here](#) to learn more.

\$ 242M
All Funds Budget

650FTE
Employees



The Position

The City Manager is appointed by the City Council to implement and administer the City Council's decisions and policy directives. The City Manager has significant responsibility for the operation of the City including:

- Providing leadership and direction in the operational and strategic business of the City
- Researching, developing and recommending policy actions to the City Council
- Representing the City in local, regional, state and national activities
- Providing direct supervision to assistant city managers, senior leaders, and administrative support personnel
- Overseeing the implementation of all financial matters
- Regularly evaluating operations and services for continuous improvement
- Keeping the City Council informed and updated on actions and activities of the City
- Building a strong team of staff that works together in the administration of City business

For an extensive list of the City Manager's duties, click [here](#).





Ideal Candidate

The City Manager must be a highly experienced municipal executive with experience in the following areas:

- **Exceptional relationship-building and community engagement:** A track record of building trust, collaboration, and credibility with elected officials, staff, community partners, business leaders, and residents. A calm and approachable presence, skilled in listening, communicating effectively, and engaging authentically across a diverse and dynamic community.
- **Visionary leadership with strategic execution:** An entrepreneurial mindset and the courage to take calculated risks to advance Bloomington's priorities. The ability to recognize and leverage the city's unique assets, drive transformational initiatives, and ensure long-term financial and operational sustainability.
- **Strong fiscal and operational management:** Demonstrated experience in overseeing complex budgets and financial systems with a commitment to accountability, transparency, and responsible stewardship of public resources. A strong understanding of municipal finance, capital planning, and organizational efficiency.
- **Commitment to equity, inclusion, and belonging:** A values-driven leader who champions Bloomington's identity as a welcoming, inclusive community. Someone who fosters diverse participation in civic life, creates equitable access to city services, and embeds inclusion as a core organizational priority.
- **A leader of people and culture:** A motivational and inspiring manager who prioritizes employee engagement, professional development, and organizational excellence. Demonstrated experience in creating a strong, supportive, and accountable workplace culture that attracts and retains top talent.
- **A strategic partner and advisor to the City Council:** Politically astute but non-political; able to provide unbiased, well-reasoned advice and facilitate consensus-building among policy-makers. Experienced in helping elected officials operate effectively while maintaining clear governance and administrative boundaries.

Challenges & Opportunities

The next City Manager for the City of Bloomington will step into a pivotal leadership role with the opportunity to address key challenges and shape the city's future:

- **Financial sustainability and long-term planning:** Lead the development of a forward-thinking, responsible financial strategy to address deferred maintenance and capital needs in a fully built-out city. Balance the need for high-quality city services and infrastructure with the realities of budget constraints and taxpayer impacts, particularly amid an unpredictable political and economic climate.
- **Fire Department transformation:** Oversee and guide the transition of Bloomington's Fire Department from a paid on-call model to a full-time, professional department. This complex and visible initiative will require strong stakeholder engagement, change management, and workforce planning.
- **Economic development and business vitality:** Foster Bloomington's role as a major regional job center and continue building strong partnerships with the business community. Maintain a commitment to being a business-friendly city while preparing for growth and future workforce needs of young families and emerging industries.
- **Sustainability and environmental stewardship:** Advance Bloomington's long-standing commitment to environmental sustainability, open space preservation, and climate action. Ensure these efforts remain a defining feature of the community's identity and livability.
- **Community identity and demographic evolution:** Lead efforts to proactively manage Bloomington's evolving brand and vision as the community transitions from an aging population to a younger, more family-oriented demographic. Champion inclusive community engagement and strategic planning to reflect and celebrate this shift.
- **Innovation and organizational excellence:** Capitalize on a supportive City Council and talented staff to explore innovations in service delivery, technology, and resident engagement. Leverage emerging technologies to enhance efficiency and responsiveness.
- **Organizational culture and change management:** Address recent structural changes and leadership transitions that have created uncertainty among staff. Build trust, stabilize the organization, and unify the team around shared goals and a clear vision for the future.





Qualifications

Any combination of training and experience, which would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Education: Equivalent to a Bachelor's degree from an accredited college or university with major course work in public administration, business administration, economics, urban planning, engineering, government or a related field. A Master's degree is highly desirable.

Experience: Ten (10) years of increasingly responsible experience in city management, including a minimum of four (4) years of management, administrative, and supervisory responsibility.

Salary & Benefits

The Bloomington City Council will negotiate a highly competitive salary and executive benefits package with the selected candidate that is considerate of the candidate's experience and qualifications. The salary range for the City Manager position is **\$240,000 to \$290,000**, depending on qualifications.

Retirement: The City participates in the Public Employees Retirement Association (PERA), which offers a defined benefit retirement plan. The plan features three-year vesting, and a formula of 1.7% per year of service based on the highest five years, with a retirement age of 65. The employee contribution is 6.5%. The City also offers deferred compensation as an additional retirement vehicle.

Insurance: Generous medical, dental, vision, and life insurance benefits for employees and dependents.

Leave: A generous annual leave program, with negotiated accruals and starting balances.

Relocation: Relocation assistance, if appropriate, will be negotiated with the selected candidate.

Allowances: An automobile allowance will be negotiated with the selected candidate, and a cell phone will be provided for City use.

Social Security: The City participates in Social Security.





Application & Selection Process

Interested candidates are encouraged to apply no later than **Monday, June 16, 2025**. Submit a comprehensive résumé and compelling cover letter online at:

www.mosaicpublic.com/careers

CONFIDENTIAL INQUIRIES ARE WELCOMED TO:

Greg Nelson | greg@mosaicpublic.com | (916) 550-4100
Bryan Noblett | bryan@mosaicpublic.com | (916) 550-4100

Important Dates:

Deadline to apply and be considered:	Monday, June 16, 2025
Candidates selected for interviews:	Monday, June 23, 2025
Interviews:	Early-Mid July, 2025

The City of Bloomington is an Equal Opportunity Employer and is committed to creating a diverse workforce that reflects the community it serves.

Recruitment Services Provided By



www.mosaicpublic.com

SAMPLE SURVEY RESULTS

CITY OF AUSTIN, TX – CITY MANAGER

COMMUNITY OUTREACH AND ENGAGEMENT



CITY MANAGER
CITY OF AUSTIN, TEXAS

Outreach conducted by

MOSAIC
PUBLIC PARTNERS

BOARD/COMMISSION MEMBER SURVEY RESULTS



This report summarizes the results of the City of Austin Board and Commission Member Survey conducted as part of the City of Austin's City Manager recruitment and selection process. The survey was distributed to Board and Commission members by the Austin City Clerk's office. 46 responses were received.

Three questions were asked as part of the survey:

- Question 1 was designed to elicit the top priorities the next City Manager should focus on.
- Question 2 sought to collect the most important characteristics that best define the ideal City Manager for the City of Austin.
- Question 3 provided an opportunity for respondents to include any additional thoughts they desired to share regarding the selection of the next City Manager.

The responses to each question are summarized into categories of importance and are listed in order of priority. All categories receiving over a 5% response have been reported.

For clarification, percentages shown will not total 100%. Respondents often provided multiple topics, areas or characteristics of importance in their responses. Therefore, the results indicate the percentage of all respondents that included the category in their response.

BOARD/COMMISSION MEMBER SURVEY RESULTS

Question 1 - What do you believe are the areas that the next City Manager should prioritize?

EXTERNAL ISSUES

AREAS OF PRIORITY % OF RESPONDENTS

Housing Affordability	45.6%
Homelessness	34.8%
Transportation and Traffic	21.7%
Climate Change and the Environment	19.7%
Equity	19.6%
Crime, Public Safety, and Civic Disorder	13.0%
Open Space	8.7%
Building Public Trust	6.5%

INTERNAL ISSUES

AREAS OF PRIORITY % OF RESPONDENTS

Employee Recruitment and Retention	10.9%
Police Accountability	8.7%
Transparency	8.7%



BOARD/COMMISSION MEMBER SURVEY RESULTS

Question 2 - What characteristics do you believe best define the ideal City Manager for the City of Austin?

IDEAL CHARACTERISTICS % OF RESPONDENTS

Collaborative Relationship Builder	37.2%
Effective Communicator	34.9%
Equity-focused	18.6%
Experienced	16.3%
Leader	13.9%
Integrity - Honest and Ethical	13.9%

IDEAL CHARACTERISTICS % OF RESPONDENTS

Compassion and Empathy	13.9%
Transparent	13.9%
Visionary and Innovative	11.6%
Decisive Problem Solver	11.6%
Accountability	9.3%
Change Agent	7.0%



BOARD/COMMISSION MEMBER SURVEY RESULTS

Question 3 - Is there anything else you would like to share regarding the selection of the next City Manager?

The following is a list of the most mentioned topics provided during the free response question of the survey. The responses are grouped into themes or concepts for organizational clarity.

OTHER TOPICS	% OF RESPONDENTS
Experienced Leader and Decision Maker	22.2%
No Affiliation with Current Leadership	16.7%
Female Preferred	11.1%



COMMUNITY STAKEHOLDER SURVEY RESULTS



This report summarizes the results of the Community Stakeholder Survey conducted as part of the City of Austin's City Manager recruitment and selection process. The survey was developed to allow respondents the opportunity to provide input on the desired priorities for and characteristics of the next Austin City Manager. The survey was electronically distributed to identified community stakeholders and was open for nine days in February. The survey was first shared with identified stakeholders but was also distributed more broadly through Council office newsletters, etc. 1,558 responses were received.

Three questions were asked as part of the survey:

- Question 1 elicited input from the community stakeholders about the top priorities the next City Manager should focus on.
- Question 2 sought to collect the most important characteristics that best describe the ideal City Manager for the City of Austin.
- Question 3 provided an opportunity for respondents to include any additional thoughts they desired to share regarding the selection of the next City Manager.

The responses to each question are summarized into categories of importance and are listed in order of priority. All categories receiving over a 4% response have been reported.

For clarification, percentages shown will not total 100%.

Respondents often provided multiple topics, areas or characteristics of importance in their responses. Therefore, the results indicate the percentage of all respondents that included the category in their response.

COMMUNITY STAKEHOLDER SURVEY RESULTS

Question 1 - What do you believe are the areas that the next City Manager should prioritize?

EXTERNAL ISSUES

AREAS OF PRIORITY % OF RESPONDENTS

Homelessness	28.1%
Crime and Public Safety, and Civic Disorder	24.2%
Transportation and Traffic	23.7%
Housing Affordability	22.4%
Preservation - Parks and Green Spaces	7.5%
Climate Change and the Environment	7.4%

INTERNAL ISSUES

AREAS OF PRIORITY % OF RESPONDENTS

Police Staffing	14.2%
Managing Growth and Scaling of Services	10.9
Zoning, Codes, and Permits	5.87
Police Accountability	5.61%



COMMUNITY STAKEHOLDER SURVEY RESULTS

Question 2 - What characteristics do you believe best define the ideal City Manager for the City of Austin?

IDEAL CHARACTERISTICS % OF RESPONDENTS

Effective Communicator	20.0%
Integrity – Honest and Ethical	15.2%
Experienced	13.4%
Transparent	11.9%
Ability to uphold Council-Manager Roles	11.7%
Leader	11.2%
Fair and Equitable	8.4%
Collaborative Relationship Builder	7.8%

IDEAL CHARACTERISTICS % OF RESPONDENTS

Fiscally Astute	7.1%
Visionary and Innovative	6.6%
Decisive Problem Solver	5.9%
Accountability	5.4%
Compassion and Empathy	5.1%
Intelligence and Common Sense	5.1%
Accessible and Community First	4.3%
Politically Savvy, yet not Political	4.3%



COMMUNITY STAKEHOLDER SURVEY RESULTS

Question 3 - Is there anything else you would like to share regarding the selection of the next City Manager?



Upon review of the responses to this question, there was a wide variety of input with no dominant themes.

CITY OF AUSTIN EMPLOYEE SURVEY RESULTS



This report summarizes the results of the City Employee Survey conducted as part of the City of Austin's City Manager recruitment and selection process. The survey was developed to allow all respondents the opportunity to provide input regarding the desired priorities and attributes for the next Austin City Manager. The survey was electronically distributed to over 16,000 city staff members and given 11 days in February to respond. A total of 1,585 responses were received, which equates to 10% of city staff choosing to provide input as a part of this process.

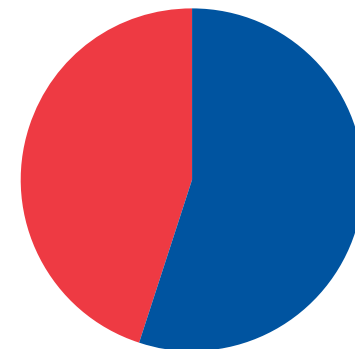
Five questions were asked as part of the survey:

- Question 1 collected residency information from employees.
- Questions 2 and 3 were designed to elicit from staff the most significant challenges the next City Manager should focus on and what areas should be improved.
- Question 4 sought to collect the most important characteristics staff are seeking in their next leader.
- The final question provided an opportunity for respondents to include any additional thoughts they desired to share regarding the selection of the next City Manager.

The responses to each question are summarized into categories of importance and are listed in order of priority. All categories receiving over a 4% response have been reported.

For clarification, percentages shown will not total 100%. Respondents often provided multiple topics, areas or characteristics of importance in their responses. Therefore, the results indicate the percentage of all respondents that included the category in their response.

45%
OF CITY STAFF
LIVE OUTSIDE
OF AUSTIN



55%
OF CITY STAFF
LIVE AND WORK
IN AUSTIN.

CITY OF AUSTIN EMPLOYEE SURVEY RESULTS

Question 2 – What do you believe will be the most significant challenges for the next City Manager?

POLITICAL ENVIRONMENT

CHALLENGES % OF RESPONDENTS

City Council and Politics	15.2%
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EXTERNAL ISSUES

CHALLENGES % OF RESPONDENTS

Homelessness	18.3%
Housing Affordability	16.2%
Crime, Public Safety, and Civic Disorder	7.7%
Transportation and Traffic	6.0%

INTERNAL ISSUES

CHALLENGES % OF RESPONDENTS

Managing Growth and Scaling of Services	17.6%
Employee Morale and Rebuilding Trust	16.2%
Employee Recruitment and Retention	13.9%
Police and Public Safety	13.1%
Telework Policy	10.6%
Compensation and Benefits	8.8%
Budget and Finances	4.9%



CITY OF AUSTIN EMPLOYEE SURVEY RESULTS

Question 3 -What do you believe are areas of improvement you would like to see the City Manager prioritize?

EXTERNAL ISSUES

AREAS OF IMPROVEMENT	% OF RESPONDENTS
Housing Affordability	15.7%
Homelessness	13.0%
Crime and Public Safety	12.55%
Transportation and Traffic	12.2%
Equity Focused	4.45%

INTERNAL ISSUES

AREAS OF IMPROVEMENT	% OF RESPONDENTS
Police and Public Safety	16.4%
Compensation and Benefits	16.1%
Telework and Flexible Work	15.9%
Morale and Organizational Culture	13.3%
Employee Recruitment and Retention	9.4%
Investments in Infrastructure	5.8%



CITY OF AUSTIN EMPLOYEE SURVEY RESULTS

Question 4 – What characteristics do you believe best define the ideal City Manager for the City of Austin?

IDEAL CHARACTERISTICS	% OF RESPONDENTS
Employee-focused	19.1%
Effective Communicator	17.6%
Integrity - Honest and Ethical	16.7%
Fair and Equitable	12.1%
Leader	10.4%
Visionary and Innovative	10%
Compassion, Empathy and Humility	8.7%

IDEAL CHARACTERISTICS	% OF RESPONDENTS
Transparent	8.5%
Strategic	6.3%
Community First	6%
Politically Savvy, yet not political	5.45%
Experienced	4.9%



CITY OF AUSTIN EMPLOYEE SURVEY RESULTS

Question 5 - Is there anything else you would like to share regarding the selection of the next City Manager?



Upon review of the responses to this question, there was a wide variety of input with no dominant themes.

CITY OF AUSTIN FOCUS GROUPS

During the month of February 2024 the consultants at Mosaic Public Partners met with several focus groups of identified stakeholders to solicit input on the City Manager recruitment. Participants were offered the opportunity to meet in-person or via videoconference. The vast majority of the meetings were conducted in-person. The following themes were identified in each of the group meetings:

CITY OF AUSTIN FOCUS GROUPS

CHALLENGES AND OPPORTUNITIES

	Mobility	Neighborhoods	Housing	Environment	Higher Ed	Business	Parks/ Trails	Black	Hispanic	Asian	Labor	Justice	Health	Transit	Total
Homelessness	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓		11
Housing Affordability		✓	✓		✓	✓		✓	✓	✓	✓	✓			9
Bureaucracy and Poor Execution	✓		✓	✓		✓	✓		✓	✓	✓			✓	9
Communication - Listening, Voice, and Trust	✓	✓		✓		✓	✓		✓	✓	✓				8
Equity		✓	✓		✓			✓	✓	✓	✓	✓			8
Austin PD - Staffing, Performance, and Accountability	✓		✓		✓	✓	✓		✓		✓		✓		8
Crime, Public Safety, and Civic Disorder	✓	✓	✓		✓	✓			✓		✓				7
Full Use of Council-Manager Government	✓	✓			✓	✓	✓							✓	6
Transportation and Traffic	✓				✓	✓			✓		✓			✓	6
Improved Partnerships			✓		✓		✓		✓					✓	5
Climate Change and the Environment		✓		✓			✓				✓				4
Employee Recruitment and Retention			✓	✓	✓						✓				4
Growth, Services, and Downstream Effects					✓	✓			✓		✓				4
Support of Arts and Small Business								✓	✓	✓		✓			4
Employee Morale	✓			✓							✓			✓	4
Improved Intergovernmental Relationships		✓				✓	✓								3
Action over Analysis							✓	✓			✓				3
Improved Services for Vulnerable Populations									✓	✓		✓			3
Stability and Change Fatigue				✓			✓				✓				3
NIMBYism			✓		✓										2
Streamline Legacy Policy Programs						✓								✓	2
Transparency and Accessibility to City Information		✓													1
Land Development and Zoning Code Rewrite			✓												1
Budget and Finance													✓		1
Healthcare													✓		1

CITY OF AUSTIN FOCUS GROUPS

IDEAL CANDIDATE CHARACTERISTICS

	Mobility	Neighborhoods	Housing	Environment	Higher Ed	Business	Parks/ Trails	Black	Hispanic	Asian	Labor	Justice	Health	Transit	Total
Effective Communicator and Listener	✓	✓	✓			✓	✓	✓	✓	✓	✓		✓		10
Effective and Willing to Execute	✓		✓	✓		✓	✓		✓			✓	✓		8
Long-range Focus with City's Best Interests			✓		✓	✓	✓	✓	✓		✓				7
Relationship Builder	✓	✓	✓		✓	✓					✓		✓		7
Balanced Decision Maker			✓	✓	✓	✓					✓		✓		6
Engaged and Accessible		✓	✓	✓	✓				✓					✓	6
Shares Austin's Progressive Values and Passion	✓		✓	✓			✓					✓			5
Transparency	✓						✓		✓		✓		✓		5
Experience with Complex Municipal Issues			✓			✓	✓					✓	✓		5
Strong Management Skills		✓			✓						✓		✓	✓	5
Hires Talented Leaders	✓		✓			✓		✓							4
Skilled Leader	✓				✓						✓		✓		4
Experience with Equity		✓	✓									✓	✓		4
Open-minded and Willing to Try New Ideas							✓				✓	✓	✓		4
Regional Knowledge		✓			✓		✓							✓	4
Ability to Merge Diverse Voices			✓			✓							✓	✓	4
Uphold Council-Manager Form of Government						✓	✓						✓	✓	4
Employee Empowerment	✓			✓	✓										3
Courage to Make Bold Moves and Changes						✓			✓		✓				3
Trustworthy, Integrity, and Follow Through	✓								✓				✓		3
Organizational Efficiency	✓									✓				✓	3
Politically Savvy, but not Political						✓						✓		✓	3
Inspirational	✓										✓				2
Data-based Decision Maker	✓		✓												2
Humility	✓							✓							2
Willing to Speak Unpopular Truths	✓	✓													2
Proven Experience with Emergency/ Crises Response		✓				✓									2

CITY OF AUSTIN FOCUS GROUPS

IDEAL CANDIDATE CHARACTERISTICS

	Mobility	Neighborhoods	Housing	Environment	Higher Ed	Business	Parks/ Trails	Black	Hispanic	Asian	Labor	Justice	Health	Transit	Total
Accountable and Fosters Accountability		✓							✓						2
Energetic with a Sense of Urgency						✓			✓						2
Business Accumen						✓				✓					2
Brave and Bold										✓		✓			2
Ability to Manage Diverse Stakeholders						✓							✓		2
Direct			✓											✓	2
Produce Quality Staff Work with Researched Recommendations	✓														1
Customer Service	✓														1
Use of Best Practices		✓													1
Experience with Rapid Growth			✓												1
Empathetic and High EQ						✓									1
Tolerant of Negative Criticism						✓									1
Grounded with a True North								✓							1
Skilled in the Nuances								✓							1
Values Diversity									✓						1
Bilingual									✓						1