

FRASER RIVER VALLEY HOUSING PARTNERSHIP

Regular Meeting

Monday, February 27, 2022

Winter Park Town Hall

3:00 pm



Agenda

1. Meeting Call to Order

- a. Pledge of Allegiance
- b. Roll Call of Board Members

2. Public Comment

4. Action Items

- a. Resolution 16: Authorizing Debra Brynoff, Chair and Michael Johnson, Treasurer as authorized signers to establish accounts with Bank of the West
- b. Resolution 17: Accepting a Proposal and Approving a Professional Services Agreement with Mosaic Public Partners

5. Discussion Items

- a. Executive Director Job Recruitment Ad with Julie Baca, Mosaic Public Partners
- b. Draft Strategic Work Plan

6. Working Group Update

7. Other Items for Discussion

Zoom:

Hi there, You are invited to a Zoom webinar.

When: Feb 27, 2023 03:00 PM Mountain Time (US and Canada)

Topic: FRVHP Regular Meeting

<https://us02web.zoom.us/j/84465531133?pwd=alFOaEUvMFZVNDN4d05vQ0ZCZ1Mvdz09>

Passcode: 926369

Or One tap mobile :

US: +17193594580,,84465531133#,,,,*926369# or +13462487799,,84465531133#,,,,*926369#

Webinar ID: 844 6553 1133

Passcode: 926369

FRVHP RESOLUTION 17, SERIES 2023

RESOLVED, that THE FRASER RIVER VALLEY HOUSING PARTNERSHIP (the "Entity") authorizes the following individuals named below who hold the indicated titles,

_____ Name/Title	_____ Name/Title
_____ Name/Title	_____ Name/Title

(each an "Authorized Representative"), acting alone, to (1) establish now with Bank of the West (the "Bank") one or more deposit accounts, all deposit accounts having the same ownership and Authorized Signers as provided on the current Business/Non-Personal Signature Card for the Entity, dated _____ ("Signature Card"); (2) open one or more additional deposit account(s) at a future date under the Signature Card provided the ownership and Authorized Signers of the new deposit account(s) is/are the same as reflected on the Signature Card; (3) designate from time to time persons to manage, operate, or otherwise provide instructions regarding each deposit account ("Authorized Signers"); and (4) contract for such other banking services as any Authorized Representative deems necessary or appropriate to manage this Entity's deposit accounts;

RESOLVED FURTHER, that this Entity adopts for each deposit account (a) the Bank's Deposit Account Disclosure and Safe Deposit Box Rental Agreement Terms and Conditions for Business Accounts and Schedule of Fees and Charges for Business Deposit Accounts, as those documents are added to, deleted from or otherwise amended from time to time; (b) the Entity's Signature Card; and (c) any addenda thereto, each of which is incorporated by this reference, for each deposit account it opens;

RESOLVED FURTHER, that the person(s) designated as Authorized Signer(s) are authorized to transact on all current and future deposit accounts opened under the Signature Card. The authority granted to each Authorized Signer includes, but is not limited to, authority to sign checks and other items and to give Bank other instructions to withdraw funds, to endorse and deposit checks and other items that are payable to or that belong to the Entity, and to transact other business relating to each of this Entity's deposit accounts.

RESOLVED FURTHER, that the authority conferred is intended to replace any resolution provided on the Signature Card and is in addition to any other, including conflicting authorizations, in effect and shall remain in force until Bank receives written notice of its revocation at the office where the account is maintained or at such other location as the Bank may direct.

CERTIFICATE

I further certify that the Authorized Representatives are authorized to (a) establish deposit accounts on behalf of the Entity; (b) designate persons to operate each deposit account; and (c) provide Bank with future instructions regarding the opening, closing, or management of any of this Entity's deposit accounts, including the designation of Authorized Signers and the certification that such Authorized Signers' signatures are accurate and genuine.

I certify that I am the _____ of the Entity named above; that the foregoing is a complete, true and correct copy of resolutions of the Board of Directors of the Entity, of a duly authorized committee of the Board, duly and regularly adopted by the Board of Directors of the Entity in all respects as required by law and the bylaws of the Entity; and that the resolutions are still in full force and effect and have not been amended or evoked and do not exceed the objects or powers of the Entity or the powers of its directors.

IN WITNESS WHEREOF, I have set hereunto my hand as _____ of the Entity.

Dated: _____

By: _____

Name: _____

Retention: 7 years from account closure.

030-13150 (11/22)

**FRASER RIVER VALLEY
HOUSING
PARTNERSHIP**

**RESOLUTION NO. 17
SERIES OF 2023**

**A RESOLUTION ACCEPTING A SCOPE OF WORK AND PROJECT ESTIMATE FROM
MOSAIC PUBLIC PARTNERS**

WHEREAS, the Fraser River Valley Housing Partnership board has incorporated into its strategic planning discussions efforts to hire an executive director;

WHEREAS, the Board has directed staff to solicit proposals for a full-service recruitment firm;

WHEREAS, the Board has reviewed the attached proposal and professional services agreement from Mosaic Public Partners;

NOW THEREFORE, BE IT RESOLVED by the Board of Directors of the Fraser River Valley Housing Partnership, in the County of Grand, State of Colorado, as follows:

1. The board of directors accepts the proposal from Mosaic Public Partners and estimated expenses.
2. The board authorizes the chair to execute the attached professional services agreement subject to approval and edits of legal counsel.

ADOPTED and APPROVED this 27th day of February, 2023 by a vote of _____ to _____.

FRASER RIVER VALLEY HOUSING
PARTNERSHIP

Debra Brynoff, President

ATTEST:

Sandra Scanlon, Secretary



MOSAIC
PUBLIC PARTNERS

EXECUTIVE SEARCH PROPOSAL



EXECUTIVE DIRECTOR

FRASER RIVER VALLEY HOUSING PARTNERSHIP

DATE SUBMITTED
FEBRUARY 1, 2023

SUBMITTED TO

Ms. Alisha Janes
Assistant Town Manager
Town of Winter Park, CO

PREPARED BY
GREG NELSON

MOSAIC PUBLIC PARTNERS
200 Gateway Dr., #1908, Lincoln, CA, 95648
916-550-4100
greg@mosaicpublic.com
connect@mosaicpublic.com



MOSAIC

PUBLIC PARTNERS

February 1, 2023

Ms. Alisha Janes
Assistant Town Manager
Town of Winter Park
50 Vasquez Road
Winter Park, Colorado 80482

***RE: PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES –
EXECUTIVE DIRECTOR FOR THE FRASER RIVER VALLEY HOUSING PARTNERSHIP***

DEAR MS. JANES:

Mosaic Public Partners is pleased to have the opportunity to present our qualifications and approach to your executive search needs for the position of Executive Director. 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 can deliver a better client experience and results, while staying within the constraints of the public sector.

Members of our project team are seasoned public sector executives who have a true passion for the work of public agencies. Mosaic Public Partners believes deeply in the value of building teams made up of diverse members and ensuring our search processes are inclusive and reflective of our client's unique expectations. Our consultants have conducted over 200 executive searches across the United States, bringing both experience and a national perspective on current trends and issues.

If selected as the Partnership's search firm for this recruitment, Ms. Julie Baca would be assigned to lead the project in partnership with the newly formed Fraser River Valley Housing Partnership (FRVHP), with the support of both principals of the firm. This would provide the FRVHP a local Colorado consultant supported by a team with a track record of performing housing authority executive searches across the nation. Ms. Baca's has extensive experience in Colorado housing issues and programs from her executive and volunteer roles.

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,



Greg Nelson
Founder and Managing Partner
greg@mosaicpublic.com



Bryan Noblett
Founder and Managing Partner
bryan@mosaicpublic.com

INDEX

- 1 Professional Qualifications**
- 3 Why Choose Mosaic Public Partners?**
- 4 Relevant Experience**
- 5 References**
- 6 Approach And Search Methodology**
 - 6 Project Management
 - 6 Candidate Profile Development
 - 7 Outreach And Recruiting
 - 8 Candidate Screening And Evaluation
 - 8 Presentation Of Candidates
 - 8 Background And Final Qualification
 - 9 Closeout Communications
- 9 Executive Search Timeline**
- 11 Project Team**
- 15 Cost Proposal And Guarantee**

PROFESSIONAL QUALIFICATIONS

Mosaic Public Partners was founded to create a better partner for public agencies needing to fill critical positions. We bring higher levels of innovation and client collaboration to the tried-and-true principles of executive search. Using private sector technologies and search methodologies, squared within the constraints of the public sector, allows us to deliver an improved client experience and better results.

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.

Mosaic Public Partners is a Limited Liability Company (LLC) registered in the State of California. Mr. Greg Nelson and Mr. Bryan Noblett are the founders and managing partners of Mosaic Public Partners with 55% and 45% respective ownership. There are no known conflicts of interest related to this executive search and no subcontractors are utilized.

MOSAIC APPROACH

Placing today's public leaders is our mission. Aligning the right candidates with the right opportunities helps our clients to 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.

The use of our innovative executive recruiting platform allows our clients unparalleled real-time access and visibility of the search process. Our commitment is that clients have a 360-degree view of all elements of their recruitment at any time. Our clients can see the candidate pool in real-time while the recruitment is progressing, rather than having to wait until the recruitment period closes to learn about the candidate pool. This type of transparency ensures our recruitment efforts are properly calibrated to our client's expectations. We are proud to bring this private sector software to our public sector searches to make them as efficient and transparent as possible for our clients.

PROFESSIONAL QUALIFICATIONS (CONT.)

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 their public service careers, our founding partners became experienced executive search consultants, bringing with them 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 representative of the communities they serve. 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. It is no longer adequate for public employers or executive search firms to speak about increasing DEI efforts; rather, intentional efforts must be woven into our cultures and work practices. 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 certainly be seen in our placements over the past several years.

WHY CHOOSE MOSAIC PUBLIC PARTNERS?

NATIONAL REACH

We have extensive experience conducting searches across the nation, bringing a valuable perspective on issues and candidate markets to our clients. We invite you to view our consultants' body of executive search experience at: mosaicpublic.com/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've 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

The following are housing authority searches conducted by the consultants in the last several years. These searches were conducted by the consultants during their tenure at a previous firm.

Bremerton Housing Authority – Executive Director

Bremerton, WA

2020



Fort Worth Housing Solutions – Executive Director

Fort Worth, TX

2017



King County Housing Authority – Deputy Executive Director

King County, WA

2017



Berkeley Housing Authority – Executive Director

Berkeley, CA

2016



Housing Authority of the County of Santa Clara – Executive Director

Santa Clara, CA

2015



REFERENCES

The consultants at Mosaic Public Partners are proud of their past work and are happy to provide the following references that we believe are relevant to Fraser Valley Housing Partnership in this Executive Director search.

Our consultants' most recent housing authority search:

BREMERTON (WASHINGTON) HOUSING AUTHORITY

JEFFREY FLOOD, BOARD CHAIR

Phone: 360-479-3694

jflood@bremertonhousing.org

Search: Executive Director

Our consultants' most recent Colorado executive search:

CITY OF WESTMINSTER, COLORADO

JODY ANDREWS, DEPUTY CITY MANAGER

Phone: 303-658-2003

jandrews@cityofwestminster.us

Search: City Economic Development Director

A general reference from a client with multiple searches:

CITY OF DENTON, TEXAS

SARA HENSLEY, CITY MANAGER

Phone: (512) 965-3338

Sara.Hensley@cityofdenton.com

Searches: Deputy City Manager *, Controller, First Assistant City Attorney, Assistant/Deputy City Attorneys (6), Assistant City Manager, Assistant Parks and Recreation Director, Parks and Recreation Director, Police Chief, Chief Technology Officer, Assistant General Manager/Power Supply, Electric Utility General Manager, Executive Manager of Business Services, Executive Manager of Energy Delivery.

* Current Search

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

The consultant of the project team, Ms. Baca, will initially meet with the key staff supporting this project. The objectives of this meeting are to learn points of contact and communication preferences. If not already established, we recommend the Board establish a Search Committee of up to three members as the search firm's interface to the Board outside of key milestone meetings. We would then seek to meet via videoconference with the Search Committee to conduct a stakeholder analysis, develop the project timeline, and to create the preliminary selection process.

CANDIDATE PROFILE DEVELOPMENT

Based on the project management kickoff meeting, Ms. Baca will meet with the Board members individually, as well as identified stakeholders to solicit input on the desired qualities sought in FVRHP's first Executive Director, as well as anticipated challenges and opportunities the Executive Director will likely face. Ms. Baca will also gather important documents, information, and media from the Partnership to be used in the development of the candidate profile.

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 Search Committee, the candidate profile serves as the standard by which all prospective candidates are evaluated, as well as for guiding the search strategy.

The 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. The Search Committee may also use this online portal to provide the full Board with timely information on the status of the search, as desired. If desired, the consultant team is available to provide updates directly to the Board on the status of the

APPROACH AND SEARCH METHODOLOGY

search during meetings. 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 Search Committee, Mosaic Public Partners will immediately launch targeted and comprehensive search efforts that source candidates from 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, Facebook, Instagram, and Twitter accounts 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 extensive candidate networks in Colorado and 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.
- **Indirect Outreach:** By using the same candidate networks, Mosaic Public Partners is able to 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.

APPROACH AND SEARCH METHODOLOGY

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 profiles, along with all internal candidates, are interviewed via videoconference to further evaluate their qualifications and fit for the position.

As a result of the initial screenings, the most well-matched candidates 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.

SELECTION

PRESENTATION OF CANDIDATES

Ms. Baca will meet with the Board in executive session via videoconference to present the candidates that have submitted interest in the position. From this meeting, a small group of candidates is invited to participate in the selection process.

SELECTION PROCESS

Mosaic Public Partners will provide facilitation of the interviews. We will design and provide tailored interview materials for interview panels and ensure the Board 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 Board.

BACKGROUND AND FINAL QUALIFICATION

Once the Board has identified its candidate of choice, the search consultants will perform thorough background investigations 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 Partnership's behalf to succeed in reaching an agreement with the selected candidates. Across earlier candidate conversations, the search consultants attempt to ensure the candidates' salary and benefit expectations are in accord with the Partnership's to prevent surprises at this critical culmination of the recruitment.

APPROACH AND SEARCH METHODOLOGY *(CONT.)*

CLOSEOUT COMMUNICATIONS

Throughout the search process, Mosaic Public Partners maintains professional communications with all candidates involved. We realize that we are representing the FVRHP throughout the recruitment and ensure that each person we interact with is left with a favorable impression of the Partnership. In this final communication, we inform all candidates who were not selected of their status and the Board'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 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 16-21 weeks.

A more specific timeline will be crafted in collaboration with the Search Committee during the first steps of the search engagements. We are confident that we can deliver a successful search effort that meets the needs of the Partnership.

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

EXECUTIVE SEARCH TIMELINE

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
	Candidate Screening and Evaluation 2 Weeks
SELECTION	Paper screening Screening interviews News and internet research
	Presentation of Candidates 1 Week
	Client meeting to review candidates and select those to advance Candidate updates
	Selection Process 2-3 Weeks
	Consult and design interview process Facilitation of on-site interview process, typically 4-7 candidates
	Background and Final Qualification 1-2 Weeks
	Background investigation and thorough reference checks for finalist candidate
Negotiation 1 Week	
Negotiation with Mayor's selected candidate assistance with offer letter	
Closeout Communications Concurrent	



PROJECT TEAM

If awarded the search Ms. Julie Baca, supported by both Founders and Managing Partners of the firm, would serve on the project team. The project team will be also staffed with the firm's Business Support Manager, a Research Associate, and a Graphics Designer.

JULIE SZYMULA BACA **SENIOR CONSULTANT**

Julie Szymula Baca has over thirteen years of experience in City Management. She holds a Master's in Public Administration from Southern Illinois University and an undergraduate degree from Western Colorado University in Political Science with a law emphasis. As a previously ICMA Certified Administrator, Ms. Baca served on the ICMA Diversity Committee and had the pleasure to serve on various executive Boards throughout her career.

Julie also served for over twelve years as an executive in higher education, filling the roles of Chief Financial Officer, Chief Administrative Officer and Vice President of Finance and Administration. Julie has extensive experience in the areas of talent management, grant management, capital construction, community engagement as a certified mediator, and enjoys working with both internal and external organizational stakeholders. Julie has also served on various community boards and commissions to remain engaged in strategic community planning and policy generation for local governments. She is a community builder with public service at her core.

Working for the State of Colorado as a State Building Delegate Julie oversaw more than \$150 million in intuitional construction, including a \$20 million 200 bed student housing complex. During her tenure at Western, she worked with the community on numerous workforce housing projects and developed private-public partnerships for Western faculty-staff housing. She continues to work with the One Valley Leadership Council on this critical issue and serves on the sub-committee for the Housing Action Team in Gunnison County. Just this October, she served on the review committee to appoint Andy Kadlec as Executive Director of the Gunnison Valley Regional Housing Authority.

As a Senior Consultant with Mosaic Public Partners, she leverages her extensive public sector leadership experience to serve public agencies with gaps in leadership to gain the most continuity of service possible. Her focus is to provide efficient and effective executive search services in order to deliver the highest quality experience for the candidates and clients we serve.



PROJECT TEAM

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 field 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 Town 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.



PROJECT TEAM

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 a number of 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 2 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 excited to focus on client needs and work with candidates to place today's public leaders.



PROJECT TEAM

SHERI NOBLETT

BUSINESS SUPPORT MANGER

Sheri Noblett spent over 30 years working in the public sector in the Greater Sacramento Region. Over the course of her career, she had direct involvement in the design and implementation of numerous infrastructure and leisure service projects that improved the lives of many in the region. Sheri is a highly skilled project manager and utilized her keen organizational skills to deliver stellar projects on time and on budget.

Her extensive experience in the public sector and working in collaboration with multiple project stakeholders makes Sheri a valued partner with respect to integrating the input from others to deliver the best possible project outcomes. She possesses a strong customer service orientation and has a wealth of understanding of municipal service. Sheri holds a Bachelor's degree in Landscape Architecture, is licensed in California and possesses many certifications that bolstered her public service career.

COST PROPOSAL AND GUARANTEE

COST PROPOSAL

Our flat fee to provide executive search services as outlined in this proposal for the position of Executive Director is \$29,500.

The flat fees include both professional services and consultant expenses related to the aforementioned work plan. These expenses include graphic design, advertising, consultant travel, administrative support, printing, postage, technology, educational verifications on top candidates and background checks on the selected candidate.

Invoicing will be in four installments for the Executive Director search:

1. Upon Execution of the Professional Services Agreement:	\$8,850
2. After Presentation of Candidates:	\$8,850
3. After Initial Interviews:	\$8,850
4. After Accepted Offer of Employment:	\$2,950

The flat fee is based upon up to one consultant trip to facilitate interviews. All other client meetings will be conducted via videoconference or teleconference. Should the Partnership request additional consultant trips, they will be invoiced at \$1,500 per day, per consultant, plus actual 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 Partnership.

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

\$29,500 FLAT FEE

COST PROPOSAL AND GUARANTEE

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 voluntarily resigns or is dismissed for cause, Mosaic Public Partners will conduct another search effort without additional fees for professional services. The Partnership would be expected to reimburse the firm for all expenses incurred, which are approximately 30% of the flat fee.

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 Partnership would be expected to pay for all expenses incurred.

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

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
Data Breach Liability	\$250,000



Professional Services Agreement

This Agreement is made by and between the Fraser River Valley Housing Partnership (“the Client”), and Mosaic Public Partners (“the Consultant”).

1. **Search Engagement.** The Client agrees to engage the Consultant to perform those services described below, for completion of the project described as follows: Executive Director Executive Search Services (“the Search”).
2. **Services.** The Consultant agrees to perform certain services necessary for completion of the Search, which services shall include, without limitation, the following:
 - a) Kickoff Meetings, Position Analysis and Consultation
 - b) Candidate Profile Development to include client and stakeholder meetings via videoconference
 - c) Advertising Campaign
 - d) Candidate Identification and Recruitment
 - e) Candidate Screening Interviews and Assessment
 - f) Resume Review and Recommendations
 - g) Facilitation of Interviews
 - h) Client/Finalist Interviews
 - i) Final Interview Assistance
 - j) Background Investigation and Detailed Reference Checks
 - k) Assist with Negotiations
 - l) Follow-up Correspondence
3. **Relationship.** The Consultant is an independent contractor and is not to be considered an agent or employee of the Client.
4. **Compensation.** As full compensation for the Consultant’s professional services performed hereunder, the Client shall pay the Consultant the flat amount of \$29,500 (Twenty Nine Thousand Five Hundred Dollars) (“flat fee”). Expenses included in the flat fee include such items as advertising, clerical, graphics, research, background and public records searches, education verification and credit checks. The flat fee is based upon up to one consultant trip to facilitate interviews. All other client meetings will be conducted via videoconference or teleconference.. All other meetings and interviews will be conducted by videoconferencing unless otherwise stated in this agreement. All work products provided to the client will be electronically transmitted.

5. **Compensation for Additional Services.** In the event the Client requires services in addition to those described in Paragraph 2, the Consultant shall be compensated at the Consultant's standard hourly rates for professional services plus reimbursement of expenses as follows:

- Onsite community, staff or stakeholder forums: \$1,500 per day/per consultant, plus expenses
- Additional on-site meeting days: \$1,500 per day/per consultant, plus expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$750/candidate
- Other services: \$250/hour or \$1,500 per day/per consultant plus applicable expenses

6. **Method of Payment.** The Client will be invoiced in 4 (four) payments as follows:

- Upon Execution of this Agreement – \$8,850 (Eight Thousand Eight Hundred Fifty Dollars)
- After Presentation of Candidates – \$8,850 (Eight Thousand Eight Hundred Fifty Dollars)
- After Candidate Interviews – \$8,850 (Eight Thousand Eight Hundred Fifty Dollars)
- Upon Accepted Offer of Employment – \$2,950 (Two Thousand Nine Hundred Fifty Dollars)

Invoices shall be submitted to the following individual or department in the Client organization:

Invoicing/Billing Contact:

- **Term.** The term of this agreement shall commence on **START DATE**, at which time the Consultant shall begin work on the Search and shall continue, subject to the termination provisions of Paragraph 9, until the date that the Consultant completes

the Search. The time of completion of the Search is estimated to be 75 to 90 days (seventy-five to ninety days) from project initiation.

- **Guarantee.** If, during the first year of employment, the new Executive Director resigns or is dismissed for cause by the Client, the Consultant agrees to perform another search for a Executive Director for no professional services fee. The Consultant shall be entitled to reimbursement of expenses described above and incurred during such search. Should the initial outreach efforts not result in a successful placement, the Consultant will conduct a second outreach effort with no charge for professional services. The Client would be expected to pay for all incurred expenses.
- **Termination.** This agreement may be terminated: (a) by either party at any time for failure of the other party to comply with the terms and conditions of this Agreement; (b) by either party upon 10 days prior written notice to the other party; or (c) upon mutual written agreement of both parties. In the event of termination, the Consultant shall stop work immediately and shall be entitled to compensation for professional service fees and for expense reimbursement to the date of termination.
- **Insurance.** The Consultant shall maintain in force during the term of the agreement, Comprehensive General Liability Insurance with the General Commercial Liability, including Personal Injury; Automobile Liability Insurance, including Non-Owned and Hired Liability; and Workers' Compensation and Employers' Liability Insurance. Such insurance shall be in amounts reasonably satisfactory to the Client.
- **Hold Harmless.** The Consultant shall be responsible for its acts of negligence, and the Client shall be responsible for its acts of negligence. The Consultant agrees to indemnify and hold the Client harmless from any and all claims, demands, actions and causes of action to the extent caused by the negligent acts of the Consultant, its officers, agents and employees, by reason of the performance of this agreement. This indemnity shall not be construed to require indemnification of others.
- **Miscellaneous.**
 - The entire agreement between the parties with respect to the subject matter hereunder is contained in this agreement.
 - Neither this agreement nor any rights or obligations hereunder shall be assigned or delegated by the Consultant without the prior written consent of the Client.
 - This agreement shall be modified only by a written agreement duly executed by the Client and the Consultant.

- Should any of the provisions hereunder be found to be invalid, void or voidable by a court, the remaining provisions shall remain in full force and effect.
- This agreement shall be governed by and construed in accordance with the laws of the State of Colorado.
- All notices required or permitted under this agreement shall be deemed to have been given if and when deposited in the United States mail, properly stamped and addressed to the party for whom intended at such party's address listed below, or when delivered personally to such party. A party may change its address for notice hereunder by giving written notice to the other party.

APPROVED:

Mosaic Public Partners

Fraser River Valley Housing
Partnership

By: _____

By: _____

Name Printed: _____

Name Printed: _____

Title: _____

Title: _____

Date: _____

Date: _____

200 Gateway Drive #1908
Lincoln, California 95648
(916) 550-4100
Website: *www.mosaicpublic.com*

CLIENT ADDRESS
CLIENT CITY, STATE ZIP
CLIENT PHONE
Website: *CLIENT WEB*

Fraser River Valley Housing Partnership Action Plan

Introduction

Purpose

This document is intended to guide the work of the Fraser River Valley Housing Partnership Board and staff in 2023 and until the next action plan update.

Vision

Working households have stable, desirable housing in the Fraser River Valley, enabling them to support our local economy, provide essential services, and thrive as vital members of our community.

Goals

Create and preserve 100-200 housing units over the next five years. Support the full spectrum of workforce housing needs from very low income through senior management positions.

Objectives

- Increase the preservation and creation of workforce housing to improve availability and affordability of housing to the workforce.
- Leverage our local funding source to attract outside investments that make below market housing possible. Use our scarce resources efficiently, seeking out partnerships that leverage the skills of private, public, and non-profit sectors to best make workforce housing successful.
- Make geographically strategic investments, supporting the housing needs across the region equitably. Match housing investments with areas of greatest need in the workforce community, tailored to specific conditions of that community and neighborhood.
- Provide stewardship so that workforce housing is desirable, reputable, affordable for the long term.
- Build a portfolio of workforce housing that supports the community, economy, and environment of the Fraser River Valley.

Values

The following core values emerged during the strategic planning process.

Collaboration and Partnerships

No single entity can solve the complex problem of our workforce housing shortage. The Fraser River Valley Housing Partnership will foster a strong collaborative approach, bringing together local government, private sector partners, non-profits, people who have experienced housing instability, and the broader community to harness the best innovations and solutions.

Private sector and non-profit partners also bring knowledge, skills, and resources that are vital to the success of this housing strategy. Private sector partners are anticipated to be integral to the design and construction of new housing. And non-profit partners are anticipated to be engaged in service provision, funding, and development.

Equity and Inclusion

All efforts to develop and preserve housing that is affordable to the local workforce will be inclusive and take particular care to support the populations most negatively impacted by rising housing costs. Each project and initiative that comes out of this strategic plan should proactively include and recruit members from the most vulnerable populations to ensure that housing is being built and marketed equitably.

Accountability and Stewardship

As stewards of taxpayer funds and the below market housing inventory, Fraser River Valley Housing Partnership will create transparent processes for allocating resources, prioritizing investments, ensuring fair access to the housing created, and managing the housing resources for the long term. The Fraser Valley will bring the talent and resources of the local and regional community together to address the financial gap that is a barrier to housing our workforce. The partnership will use State and Federal resources strategically, when their requirements align with the local market and community need. Additionally, they will leverage the expertise of the public and private sectors, to manage risk and use limited resources efficiently.

Market Indicators

The Housing Needs Assessment (HNA) documents several market indicators that have been trending negatively for workforce housing in the past decade. These market indicators have a scope beyond the control of a single entity, but can be helpful in understanding if community housing efforts are having an impact. We recommend FRVHP prepare a progress report to share with the community every few years. Some goals and objectives are easy to quantify, such as the number of workforce housing units created. Others may take more time can be updated less frequently.

Strategic Priorities

Partner to acquire and build housing that is affordable for the local workforce

Goals: Participate in making 3-5 projects economically feasible in the next five years. . While both ownership and rental opportunities are needed in the valley, the current focus of the FRVHP is rental inventory. Over time, we seek to make at least 70% of the units we invest in rentals with long term affordability for the workforce.

Tools: Special Limited Partnerships, direct investment, property tax exemption, advocacy, and support with grant writing, entitlements, and technical assistance.

Potential Partners: Local governments, non-profits, funders, employers and for-profit developers.

Support efforts to landbank parcels that are well suited for workforce housing.

Goals: Participate in securing 2-3 significant parcels across the region in the next five years.

Tools: Buy and hold, or joint venture with local government.

Potential Partners: local jurisdictions

Build our organizational capacity. This includes becoming a trusted partner for the implementation of workforce housing, growing the knowledge of our board and staff, and growing our portfolio of income and assets over time.

Goals: Hire an executive director, establish our operating procedures, grow our expertise and reputation as a strong community partner

Tools: TBD

Potential Partners: Local governments, non-profits, funders, employers and for-profit developers.

Steward our resources responsibly. This includes leveraging our investments to create more housing, ensuring that Fraser River Valley Housing Partnership has an ownership interest or long term benefit from the projects we participate in, and ensuring that all workforce housing created with our resources is secured for long-term affordability through a deed restriction, community land trust, land use regulatory agreement or other similar instruments.

Goals: TBD

Tools: TBD

Potential Partners: TBD

DRAFT Project Criteria – Redline 1/10/23

- ***Housing Need:*** are we responding the full spectrum of workforce housing needs in the valley, as documented in our Housing Needs Assessment? Our initial priorities are rental projects that support our essential workforce. Over time, we seek to support homeownership opportunities as well. We seek to support projects that have a strong alignment between the local market need and the housing type, size, and price point provided.
- ***Geographic Diversity:*** are our investments being made equitably across the geographic area? Our initial priority is to support development and preservation of housing in each of the three municipalities. Support for projects in the unincorporated county area will depend upon access to infrastructure (water, sewer, streets) and ability to meet the other project criteria such as value and housing need. Other geographic considerations include proximity to jobs, transportation, and services.
- ***Value and Fiscal Responsibility:*** how FRVHP can have the biggest impact within a given project, creating the most value with regard to funds invested/units created? Considerations include the value of predevelopment funds, gap financing, fee waivers, property tax and sales and use tax exemption, and the ability to leverage of other grants and resources like LIHTC. With limited resources, we seek to make impactful investments that catalyze projects that could not otherwise happen. We seek to make investments that will contribute to long term affordability in the community and have sound stewardship and property management plans in place.
- ***Partner Experience:*** what unique attributes and successful track record make them best suited to working in Fraser River Valley? We seek to create successful partnerships where each partners' role is clearly defined and a successful outcome could not be achieved without them.
- ***Community Planning and Public Engagement:*** what processes have been used to ensure there is public engagement and strong alignment with community documents such as master plans, comp plans, and land use code? Have these processes been inclusive of groups that are most impacted by the housing shortage? We seek to make investments where there has been robust public engagement and strong alignment with community values.
- ***Environmental Stewardship:*** How are energy efficient and low carbon building techniques being used? Is the property transit and pedestrian friendly? Is it clustered in already developed areas, helping to preserve open space and support a responsible wildlife/urban interface? We seek to support resource efficient, environmentally sustainable housing.

ADD THE BALLOT LANGUAGE AS AN APPENDIX