



SAN MARCOS

**ASSISTANT  
CITY MANAGERS**  
City of **San Marcos, Texas**

Recruitment Services Provided By



# The Opportunity

With the retirement of two esteemed Assistant City Managers, the City of San Marcos has two exciting opportunities for the role of Assistant City Manager. This presents a unique chance to elevate your career within a dynamic, flourishing city located in the heart of the highly sought-after Texas Hill Country. Join us in shaping the future of San Marcos, a city celebrated for its diversity, vibrancy, and rapid growth.



# About San Marcos

San Marcos, Texas, the proud home of Texas State University, serves as the county seat of Hays County. A vibrant community with over 80,000 residents across 40 square miles, it's a gem nestled between the San Marcos and Blanco Rivers along Interstate Highway 35, perfectly positioned between San Antonio and Austin. Millions of visitors are attracted to San Marcos to experience the serene beauty of the Texas Hill Country and some of the most popular attractions in the state. San Marcos has been named one of the "Best Places to Raise Your Kids" by Business Week and was named the "#1 Retirement Community" by Forbes. Residents enjoy convenient access to an array of amenities and unmatched recreational opportunities.

San Marcos, Texas, was founded in 1851 and incorporated in 1877. It sits at the headwaters of the beautiful San Marcos River. Archaeologists have discovered artifacts indicating the area is one of the longest continuously inhabited places in North America. The City has flourished for almost 170 years and is proud of its heritage. As it grows, San Marcos makes efforts to preserve its culture and traditions while promoting sustainable economic development. The Texas Historical Commission and the National Trust for Historic Preservation designated San Marcos an official Main Street City in 1986. Due to its passionate commitment to community preservation efforts, San Marcos was distinguished as a "Texas Treasures Community" and a "Bicycle Friendly Community" by the League of American Bicyclists, showing the City's support for active and alternate transportation. The City has a charming

downtown and historic districts featuring great restaurants, unique locally owned shops, and eclectic markets. San Marcos is an international destination for shopping and retail development, which plays a vital role in the community's thriving economy.

The City hosts a variety of popular annual festivals, such as the Mermaid Festival, Mardi Gras Parade, MLK March, Sights and Sounds of Christmas Festival and the Sacred Springs PowWow. Fun can be had at Art Squared, the Farmer's Market, and by walking down the City Square's famous Kissing Alley. Summer family-friendly events include Party in your Park, Movies and Music in Plaza Park, the annual 4th of July fireworks show, and Summer Splashes. The local art scene is also thriving with over 42 city-sponsored outdoor murals and 54 works of public art, plus many community-organized markets and activities.

Recreational opportunities for outdoor enthusiasts abound in San Marcos. The San Marcos River winds through 120 acres of parkland and, since it is always a refreshing 72 degrees, the river is enjoyed year-round. At the source of the river are the San Marcos Springs, the third largest collection of springs in Texas, which are fed by the Edwards Aquifer. The river provides excellent opportunities for swimming, canoeing, and tubing. Residents and visitors enjoy glass bottom boats to see hundreds of bubbling springs at Texas State University's Meadows Center, a unique aquatic observatory that features habitats for endangered and

threatened aquatic species, archeological sites, a wetlands boardwalk, and more. The City is home to many parks providing quality programs to residents of all ages.

Most of the City's K-12 students are served by the San Marcos Consolidated Independent School District. The District provides quality education to approximately 8,200 students across 12 campuses. A portion of the City is served by the Hays County Consolidated Independent School District, and there are also private school options available. For those seeking higher education opportunities, Texas State University has a 507-acre campus, with 220 buildings, and 38,873 students. The Science, Technology and Advanced Research (STAR) Park covers 73 acres and includes two buildings. And Austin Community College, located nearby, provides additional educational opportunities.

# City Government

The City of San Marcos operates under the council-manager form of government. The City Council is comprised of six Council Members and a Mayor, all elected at-large. The City provides a wide array of municipal services through 850 employees in twenty municipal departments and has an all-funds budget of \$259 million. In addition to the general government functions discussed above, the City has several enterprise funds including electric utility, storm water management, transit, resource recovery, and water and wastewater. The City operates the coordinated public transit system with Texas State University, a regional airport, and a cemetery.

The goals of the City of San Marcos are to safeguard the health, safety, and welfare of the City's residents, provide for a high quality of life, including neighborhood integrity, a clean and abundant water supply, a cost-efficient electricity supply, efficient police and fire departments, educational opportunities, effective road and transportation systems, a healthy business environment, and well-maintained parkland and recreational opportunities. The organization fosters intergovernmental collaboration and communication, encourages responsible citizenship, promotes sound community and economic development, promotes high-quality affordable housing, and conserves and protects the City's natural resources and environment, particularly the San Marcos River, its springs, aquifer, and tributaries.



# Strategic Plan

The City of San Marcos Strategic Plan was developed through a Visioning session and reflects our shared community goals and desired outcomes for public safety, environmental protection, economic vitality, mobility and connectivity, and quality of life. You can view the current Strategic Plan [here](#).

We have tied our Visioning directly to our budget, ensuring that we have the necessary funding and resources to implement our goals and meet the community's needs. Our multi-faceted approach focused on Council's priorities, budget and tax rate, capital improvement projects, and core services to ensure a holistic shared vision. As a result, the following goals were identified for our community:

- Quality of Life & Sense of Place
- Economic Vitality
- Public Safety, Core Services & Fiscal Excellence
- Mobility & Connectivity
- Environmental Protection

These goals, outcomes, and strategies serve as our roadmap for decision-making and operations, ensuring that we prioritize the emerging needs of the community at large. Furthermore, this living document highlights the vital contribution of each city employee and department to the progress of our community. We are committed to showcasing their efforts every step of the way and ensuring that the plan reflects the reality of how we can meet community needs.

More details, including quarterly update reports can be found at:

[Strategic Plan Quarterly Update](#)

# City of San Marcos CORE VALUES



# The Positions

Reporting to the City Manager, the Assistant City Managers are responsible for executive oversight for assigned departments and provide a key role for the City Manager's Office by ensuring that excellent customer service and responsiveness are provided by all employees. These positions function with a high degree of autonomy and corresponding responsibility and always require the highest ethical standards and integrity as a representative of the City's executive management team. Key responsibilities include:

- Serving as a member of the Executive and the Leadership Teams and advising the City Manager and City Council.
- Directing and managing the activities of assigned departments; ensuring high functional performance and that departments meet the City's mission.
- Developing and ensuring the appropriate implementation of policies and programs in support of the City's Strategic Plan.
- Establishing and/or approving performance standards governing the quality and quantity of work in assigned departments. Evaluating progress toward the accomplishment of goals.
- Developing and recommending to the City Manager and City Council program initiatives necessary to meet the goals of the respective departments and of the City in general.
- Ensuring that public funds are expended in a fiscally responsible manner including, but not limited to, guiding the departmental operating and capital budgets, making decisions on recommendations from departments, and advising on the effective use of resources.
- Initiating research and special studies as needed and providing reports with recommendations for further actions.

- Receiving public requests and complaints and preparing responses, or forwarding to the appropriate staff, for response and ensuring timely follow-up.
- Conferring with and advising department directors in the preparation and implementation of new programs.
- Working collaboratively to identify problems, facilitating resolutions and initiating and approving policy.
- Attending regularly scheduled and special meetings of the City Council, conferences, committee, and staff meetings, assisting the City Manager at meetings, and making recommendations on subjects under discussion.
- Representing the City Manager at the request of, or in their absence.
- Acting as liaison with outside entities, local, state, and federal agencies, universities, and the Chamber of Commerce on diverse issues.
- Maintaining knowledge of state and federal legislative initiatives and working with department directors and staff to analyze the effect of proposed legislation on the City of San Marcos.
- Developing and/or reviewing staff reports and agenda items for City Council, board, commission, and committee meetings.
- Providing guidance on projects and priorities.
- Providing coaching, counseling, and performance evaluations. Ensuring appropriate action of assigned department directors.

The City of San Marcos' organizational chart can be found [here](#).





# The Ideal Candidate

## Public Safety Portfolio

The next Assistant City Manager responsible for the public safety portfolio will oversee the departments of Emergency Management, Fire, Police, Neighborhood Enhancement (Health, Code Compliance and Animal Services, Resource Recovery, and WIC), and Park Rangers/City Marshals. Successful candidates should possess certain traits that will be essential for success:

- The most competitive candidates will have at least five years of executive leadership experience, preferably in a public safety role, such as City Manager, Assistant City Manager, Director of Public Safety, Police Chief or Fire Chief who thinks strategically and organizationally.
- Experience with Texas Municipal Civil Service Chapter 143 of the Texas Local Government Code and/or Meet and Confer Chapter 142 is desirable.
- Ability to carefully navigate politically sensitive situations. Approachable and ability to bridge varying interests and engage thoughtfully with stakeholders to create positive customer experience.
- Must be comfortable working in a fast paced, unstructured environment that values effective problem-solving skills, teamwork, and innovation.
- Ability to interpret and apply applicable laws, rules and regulations, analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.

- Ability to resolve conflict, manage change and sensitive topics, plan, analyze, and evaluate programs/services, operational needs, and fiscal constraints.
- Ability to listen effectively in a variety of circumstances and encourage others to offer suggestions and ideas.
- Ability to demonstrate awareness of and sensitivity to the audience, adjusting personal style accordingly and present information in a confident manner.
- Ability to write effectively in various circumstances using appropriate tone and appearance for the situation, and to cohesively present written recommendations.
- Ability to maintain excellent customer service to both internal and external customers, including regional and community partners.
- Ability to speak effectively and possesses the ability to maintain poise and professionalism in stressful or challenging situations.
- Actively support decisions and direction, regardless of personal bias or opinions.
- Ability to build trust and demonstrate integrity by being honest and honoring commitments.
- The ability to communicate in both English and Spanish is desirable.

# The Ideal Candidate

## General Services Portfolio

The next Assistant City Manager responsible for the general services portfolio will oversee the departments of Destination Services, Human Resources, Information Technology/GIS, Parks & Recreation, and Public Works. Successful candidates should possess certain traits that will be essential for success:

- Experience as a City Manager, Assistant/Deputy City Manager or senior department director in a contemporary small to medium sized municipality with a population of 50,000 or greater where growth management, customer service, high ethical standards and open communications are valued.
  - Ability to carefully navigate politically sensitive situations. Approachable and ability to bridge varying interests and engage thoughtfully with stakeholders to create a positive customer experience.
  - Must be comfortable working in a fast paced, unstructured environment that values effective problem-solving skills, teamwork, and innovation.
  - Ability to interpret and apply applicable laws, rules and regulations, analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
  - Ability to resolve conflict, manage change and sensitive topics, plan, analyze, and evaluate programs/services, operational needs, and fiscal constraints.
- Ability to listen effectively in various circumstances and to encourage others to offer suggestions and ideas.
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  - Actively support decisions and direction, regardless of personal bias or opinions.
  - Ability to build trust and demonstrate integrity by being honest and honoring commitments.
  - The ability to communicate in both English and Spanish is desirable.







## Qualifications

The following are the minimum qualifications for the position of Assistant City Manager:

**Education:** A Bachelor's degree in Public Administration or a related field is required. A Master's degree is highly desirable.

**Experience:** Ten years of progressively responsible management experience in managing municipal functions, with at least five years in executive leadership such as a Director, Assistant City Manager, or City Manager.

# Salary & Benefits

The salary range for this position is **up to \$220,000** for well-qualified candidates. The City of San Marcos offers an excellent benefits package including the following:

**Retirement:** Texas Municipal Retirement System (TMRS) is provided with an employee contribution of 7% of salary and a 2:1 matching contribution by the City. Employees vest in 5 years and are eligible to retire after 20 years of service at any age. TMRS allows for service credit from other public agencies. Additional information can be found at [www.tmr.com](http://www.tmr.com).

**Insurance:** The City provides excellent insurance plans for employees and their dependent family members, including health, dental, life, long-term disability, and voluntary vision coverage. A Sick Pool Bank is offered in lieu of short-term disability.

**Leave:** 15 vacation days, 15 sick days, 6 personal leave days, and 12 holidays are provided annually.

**Relocation Expenses:** Assistance toward moving expenses will be negotiated with the selected candidate.

The City of San Marcos offers a wide array of additional benefits. Review the [2023 Employee Benefits Guide](#) for more information.





# Application and Selection Process

This recruitment is scheduled to close on **Monday, May 20, 2024**, however the City may close the recruitment at any time once a sufficiently qualified pool of candidates has been established. Interested candidates should immediately submit a comprehensive résumé and compelling cover letter at:

[www.mosaicpublic.com/careers](http://www.mosaicpublic.com/careers)

## CONFIDENTIAL INQUIRIES ARE WELCOMED TO:

Greg Nelson | [greg@mosaicpublic.com](mailto:greg@mosaicpublic.com) | (916) 550-4100.

Bryan Noblett | [bryan@mosaicpublic.com](mailto:bryan@mosaicpublic.com) | (916) 550-4100.

**This recruitment incorporates existing rules and regulations that govern public sector recruitments in the State of Texas. In accordance with public disclosure/open record laws, information submitted for consideration may be made available to the public upon request by interested parties.**

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

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