

MINUTES OF THE SPECIAL MEETING OF THE HONORABLE MAYOR AND CITY COUNCIL OF THE CITY OF CHANDLER, ARIZONA, held at the Council Conference Room, 88 E. Chicago St., on Thursday, January 27, 2011, at 5:30 p.m.

THE MEETING WAS CALLED TO ORDER BY MAYOR JAY TIBSHRAENY.

The following members answered roll call:

Jay Tibshraeny	Mayor
Trinity Donovan	Vice-Mayor
Kevin Hartke	Councilmember
Rick Heumann	Councilmember*
Matt Orlando	Councilmember
Jack Sellers	Councilmember
Jeff Weninger	Councilmember

\*Councilmember Heumann participated in the meeting via telephone.

Also in attendance:

Mary Wade	City Attorney
Deb Stapleton	Human Resources Director
Rommel Cordova	City Clerk Assistant
Nanette Kahl	City Clerk Assistant

#### 1. DISCUSSION REGARDING CITY MANAGER RECRUITMENT

Mayor Tibshraeny introduced Stuart Satow from CPS Human Resources as the recruiter for the City Manager position.

MR. SATOW announced he had met with each Councilmember, Mayor Tibshraeny, each Department Head and with Assistant City Manager Pat McDermott. He stated he also participated in a Community Meeting where members of the Community were able to give their thoughts as to what would be the definition of an ideal candidate. Mr. Satow stated he would be reviewing with the Council the feedback that he had received from the community members, staff and the Council themselves.

Mr. Satow shared with the Council some of the things that the community members felt would be important elements in a City Manager candidate.

- Experience with a build out community/redevelopment/urban setting/sustainability
- Good career track record/credibility in the profession
- Someone from a comparable population
- Energetic/Accessible
- Creative with resources he or she has
- Airport/Airpark experience
- Appreciation for profit and non-profit sectors
- Someone who is personally engaged
- Effective multi-tasker, outstanding leader
- MPA Degree
- Ability to motivate and inspire employees
- Encourage open communication throughout the organization
- Ability to delegate

Mr. Satow stated that he had also received emails from individuals who were unable to attend the community meeting.

MAYOR TIBSHRAENY noted that he had also received emails from individuals who were unable to attend the meeting.

MR. SATOW summarized to the Council the list of elements he comprised after speaking with the City's Department Directors. Among those elements were:

- Prioritizing effectively
- Someone who is sensitive to needs of employees and community
- Assisting, motivating and encouraging employees based on realities of slower growth and slower revenue strains
- Continuing focus on Economic Development
- Transition from a high growth City to a "maintenance mode"
- Union relations - someone who is proactive
- Keep Fire Services progressing
- Interact with different interest groups
- Someone who will bridge gaps between Departments
- Engage in community
- Restore credibility and confidence in the City Manager's Office
- Working with Council as a policy sitting body
- Prepare for Succession Planning
- Someone who keeps employees informed
- Focus on infrastructure
- Neighborhoods
- Managing relationships between Council and staff

Mayor Tibshraeny announced that Mr. Satow would conduct telephone interviews with the leaders of the City's different bargaining units.

Other elements that Department Heads would like in a City Manager include someone who:

- Empowers Department Heads and relies on their expertise
- Approachable, personable, open communicator
- Passionate, driven, innovative
- Not seeking a retirement job
- Balanced experience
- MPA degree preferable
- Able to relate to all levels - internally/externally
- Open management style, firm but fair
- Consensus builder
- Able to balance the needs of various interest groups
- Someone who has worked at lower levels of government and can appreciate what his or her employees do
- Able to represent his or her views to Council and not afraid to represent views to Council
- Manages through open, honest and direct communication
- Experience in a City that has gone through similar issues such as growth and sustainability

- Strong fiduciary focus
- Understands Chandler's success due to Council and employees
- Understands importance of promotion from within
- Respects institutional knowledge of organization
- Has no bias to one particular part of the organization
- Doesn't lose side of non-represented employees to represented
- Effect multitasked, accessible, passion for public service
- Person who has experience in Western Cities

Mr. Satow stated that all of the information he compiled would help him put together the recruitment brochure but also allow him to better communicate to candidates what the Council's priorities are.

COUNCILMEMBER WENINGER noted that there were some characteristics/elements that were not really a consensus. He questioned how something would be put together without including one or two things that are not really a consensus but that could scare candidates.

Mr. Satow clarified that he would prefer to focus on what the Council shared with him and then decide if there was anything else that should be added to the list.

MAYOR TIBSHRAENY noted there were many common denominators among the lists.

MR. SATOW went over the major areas and priorities that the City Council would like a City Manager to work on.

- Financial stability
- Establish positive labor relations and have open dialogue with unions/Employee Council
- Economic Development/sustainability
- Maintaining and improving neighborhoods
- Embracing Technology
- Network with other regional agencies
- Assess organization and seek greater efficiencies in non-traditional ways
- Continue developing high capacity transit

Mr. Satow went over a list of skills that the Council would like to see in a City Manager.

- Ability to empower, challenge and delegate to staff
- Business staff
- Advanced degree
- Experience in comparable City as a City Manager or as an Assistant City Manager in a larger community

Mr. Satow then advised the Council to define how large or how small of a City would make a candidate viable.

- Energy to position; not looking to retire
- Offers ideas to Council but follows directive of Council
- Has interest of citizens at heart
- Collaborative and cooperative approach to working with all shareholders
- Experience with growth a plus but not essential

- Active in community
- Sense of humility, not a big ego, polite but direct, honest, outgoing
- Experience with Council-Manager form of Government
- Entrepreneurial spirit
- Strong communicator/negotiator
- High integrity
- Someone who is respected in profession

COUNCILMEMBER HARTKE noted that there were not many differences in what the Council was looking for to what was mentioned by staff and by community members.

Mayor Tibshraeny noted that staff would like someone with experience with the transition to more of a "maintenance mode". He asked the Council whether they would like to limit candidates that are from cities of certain population. He suggested that perhaps a candidate that was managing a City of less than 50,000 would not be the best candidate.

COUNCILMEMBER ORLANDO stated that by judging by maintenance and growth it would be important to have someone who is from a City that is the same size or larger than Chandler. He believed they would have already faced growth. He believed that there could be some Assistant City Managers out there that could be very successful.

COUNCILMEMBER WENINGER believed it would not cost the City any extra to vet the extra candidates. He believed there could be some great talent that was overlooked because they were not from a City with a comparable size.

COUNCILMEMBER HEUMANN believed that the Council should not limit themselves to a number. He stated that there could be a city of 50,000 people in six square miles or a city with 50,000 people that happens to be five times the size of Chandler. He believed that it was a different realm for cities with high density. He stated he would consider ruling out someone from a City of 10,000.

MAYOR TIBSHRAENY doubted someone from a city of 20,000 people would have the broad background that would be needed for the position.

MR. SATOW concurred. He stated he would be looking at the candidate pool and the Cities that the candidates have managed including similar settings and experience in growth. He indicated he would not stick to a hard number but would rather look at a comparable community instead of comparable size.

COUNCILMEMBER ORLANDO questioned what was meant by comparable community.

MR. SATOW responded that he would look for someone with experience in growth and someone who is not completely built out.

COUNCILMEMBER ORLANDO believed that a City of 50,000 would not be going through the same issues that a City like Chandler goes through. He stated that it would be easier for someone who has gone through similar issues to be more innovative.

COUNCILMEMBER SELLERS expressed concern with over emphasizing growth slowing and sustainability. He stated he wanted a City Manager that was savvy on Economic

Development. He noted there was a lot of area for growth in Chandler. He stated there were some corridors that were reserved for business growth. He wanted someone who was energetic and knowledgeable person to lead.

COUNCILMEMBER ORLANDO suggested defining growth.

COUNCILMEMBER SELLERS stated that residential build out was approaching but noted there were other areas that would grow.

COUNCILMEMBER ORLANDO noted growth in other areas such as Economic Development and community relationships. He stated that the City had to redefine its definition of growth. He stated that they had to maintain the quality of life but also grow other entities.

MAYOR TIBSHRAENY believed someone to be energetic was a common theme. He noted there would be high demands on the candidate. He stated that the Council could be able to tell if a person from a city of 100,000 would be appropriate.

MR. SATOW concurred. He stated that it would depend on the quality of the candidate pool.

COUNCILMEMBER HARTKE noted that there would be differences among cities and their position, like differences between cities such as Yuma and Gilbert.

COUNCILMEMBER ORLANDO asked if there were City Managers that had private industry experience or had gone back and forth from the private and public sectors. He questioned if it was legitimate criteria.

MR. SATOW replied that there had been some professionals who had gone back and forth but he believed it was important to consider how well they had done that. He noted that the City Manager in Surprise that was let go was a CPA and was an Engineer. He added that the mix did not work out in that community.

COUNCILMEMBER WENINGER stated it would be a positive to have someone who was involved in a business but he believed it would be more important to have someone who had experience running an organization with a lot of employees. He believed someone who had that kind of experience would know how to run a business with great customer service and would run it efficiently. He believed that kind of experience would be custom made.

COUNCILMEMBER WENINGER stated he would like someone who could run an organization efficiently with little overhead as possible while giving the best service possible to Citizens.

COUNCILMEMBER HEUMANN asked if there were cities that were not the biggest cities but had huge employment bases tremendous business parks. He asked if there were some Cities that were trapped out but had big build out of businesses.

MR. SATOW responded he would have to conduct some more research to better answer the question. He indicated that there were some cities in the West that were high tech industries. He stated there would be some communities that were not larger than Chandler but faced similar issues.

MAYOR TIBSHRAENY indicated it was critical to him to have someone who was experienced in the Council-Manager form of government.

MR. SATOW stated that he had heard from members of the Council and Department Heads that business experience would be a plus but that experience in government would be required.

COUNCILMEMBER WENINGER noted he felt it would be a plus if a candidate had experience in both sectors.

MAYOR TIBSHRAENY stated they would prefer someone with experience with Council-Manager form of government but would not discredit anyone else with any other type of experience.

VICE MAYOR DONOVAN noted that people from the private sector probably would not be reading the magazines that the position is advertised in.

MAYOR TIBSHRAENY and the members of the Council indicated they would be okay with a candidate that served as an Assistant City Manager.

MR. SATOW noted that he had also heard from various people that they would like the City Manager to be hands on and make connections with the entire organization and not just with senior staff.

COUNCILMEMBER ORLANDO added that he would want somebody who had experience in dealing with business leaders. He would like to know how the individuals had relationships with business leaders in their communities.

MR. SATOW stated it was his intent to take the information and craft it into a brochure and share with each candidate what the community is about. He stated he would summarize the information he has compiled after he speaks with the union reps and provide that information to the City's Human Resources Director. He indicated it was his intent to have the text of brochure would be available by the end of next week. He would then forward the brochure to the Human Resources Director, so she could provide it to the Council. He would be open to any comments or edits the Council has, but he would have a due date, to ensure he received them in a timely manner.

Mr. Satow addressed the issue of advertising for the position and informed the Council that the position would be advertised on the websites and publications, including the League of Arizona Cities and Towns, ICMA, Western City Magazine, GovernmentJobs.com, and Careersingovernment.com.

In reviewing the next steps of the recruitment process, Mr. Satow stated that he would be targeting City Managers and Assistant City Managers in large cities. He believed the networking process would start after the brochure became available. He hoped that a final filing date would occur in March. He would then review resumes, identify the pool of candidates, conduct preliminary interviews and prepare a report the week of April 4, 2011. He would then return to meet with the Council and discuss the candidates and the next steps in the process, including interviews. He estimated that interviews could take place on

the last week of April, followed by second interviews. He stated that ideally, he was hoping for an appointment date of mid-May with the candidate having a start date in mid-June.

COUNCILMEMBER WENINGER felt the timing was perfect as the new City Manager would take the position after the budget was finished.

MAYOR TIBSHRAENY thanked the prior Council for their work in having the timeline in place.

COUNCILMEMBER ORLANDO stated the firm had a list of over 100 names and stated they would be receiving direct communications.

MR. SATOW concurred. He indicated that emails or hard copies would be sent to those individuals with the recruitment brochure. He would also start networking with contacts as he did not want to rely on only the advertising. He also reminded the Council that there was also potential for internal candidates.

MAYOR TIBSHRAENY thanked Mr. Satow for his work.

Mr. Satow thanked the Council for the chance to learn about the community as well the chance to learn and gather information from the Department Directors.

Adjournment: The meeting was adjourned at approximately 6:26 p.m.

ATTEST: \_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Mayor

Approved: February 10, 2011

#### CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the special meeting of the City Council of Chandler, Arizona, held on the 27<sup>th</sup> day of January 2011. I further certify that the meeting was duly called and held and that a quorum was present.

DATED this \_\_\_\_\_ day of February 2011.

\_\_\_\_\_  
City Clerk