



The City of Glendale, Arizona

Invites Qualified Candidates to Apply for

CITY MANAGER



THE COMMUNITY – With a diverse and growing population of more than 237,000, Glendale is the fifth largest community in the Phoenix metropolitan area which has an overall population of 4.4 million. Glendale revels in the national spotlight of its sports and entertainment district which has hosted two Super Bowls, two BCS National Championship football games, and countless world-class concerts. The community is also known for its famed historic downtown shopping district, other well-preserved 100-year-old historic districts, and contemporary upscale neighborhoods.

THE ECONOMY – Glendale has a diversified economic base comprised of a number of well-known companies such as Honeywell, Bechtel, CSAA/AAA, Banner Health, and Conair. Also, Luke Air Force Base has been one of Glendale's major employers since 1941. The Base which is the training site for the F-35 airplane currently has 700 residents and 5,500 employees. These employers and many others have chosen Glendale not only because of its progressive and agile city government but also because of its lifestyle, amenities, and diverse population.



Sports and Entertainment District

Glendale which has one of the most dynamic sports and entertainment districts in the nation is home to the NFL's Arizona Cardinals, NHL's Arizona Coyotes, and the spring training home of the MLB's Los Angeles Dodgers and Chicago White Sox. The



district which annually hosts the Tostitos Fiesta Bowl will host the 2016 College Football Playoff National Championship game and the 2017 NCAA Men's Basketball Final Four Championship. This vibrant regional destination is becoming a major employment corridor and has transformed Glendale into a full-service community featuring world class amenities.

The Westgate Entertainment District which is adjacent to the NFL stadium is an urban lifestyle center featuring excellent dining and unique retail options. Offering a vibrant outdoor setting with distinctive water features, Westgate delivers an interactive shopping, dining, and entertainment experience.

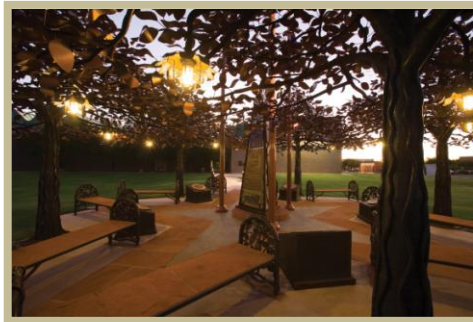
For additional information about the City of Glendale, please visit the following website—www.glendaleaz.com

Downtown

Downtown Glendale attracts more than 300,000 visitors annually for its award-winning community festivals. The historic downtown incorporates two distinct neighborhoods that are home to more than 90 specialty shops and restaurants. The Glendale Convention and Visitors Bureau (GCVB) plays a major role in attracting visitors to downtown to shop and attend its many festivals. Of special note, there are four festivals (Glendale Glitters, Jingle Bell Rockin' Nights, Winter Wonderland, and Spirit of Giving) that take place on four consecutive weekends between Thanksgiving and Christmas. Other festivals occur downtown throughout the year.



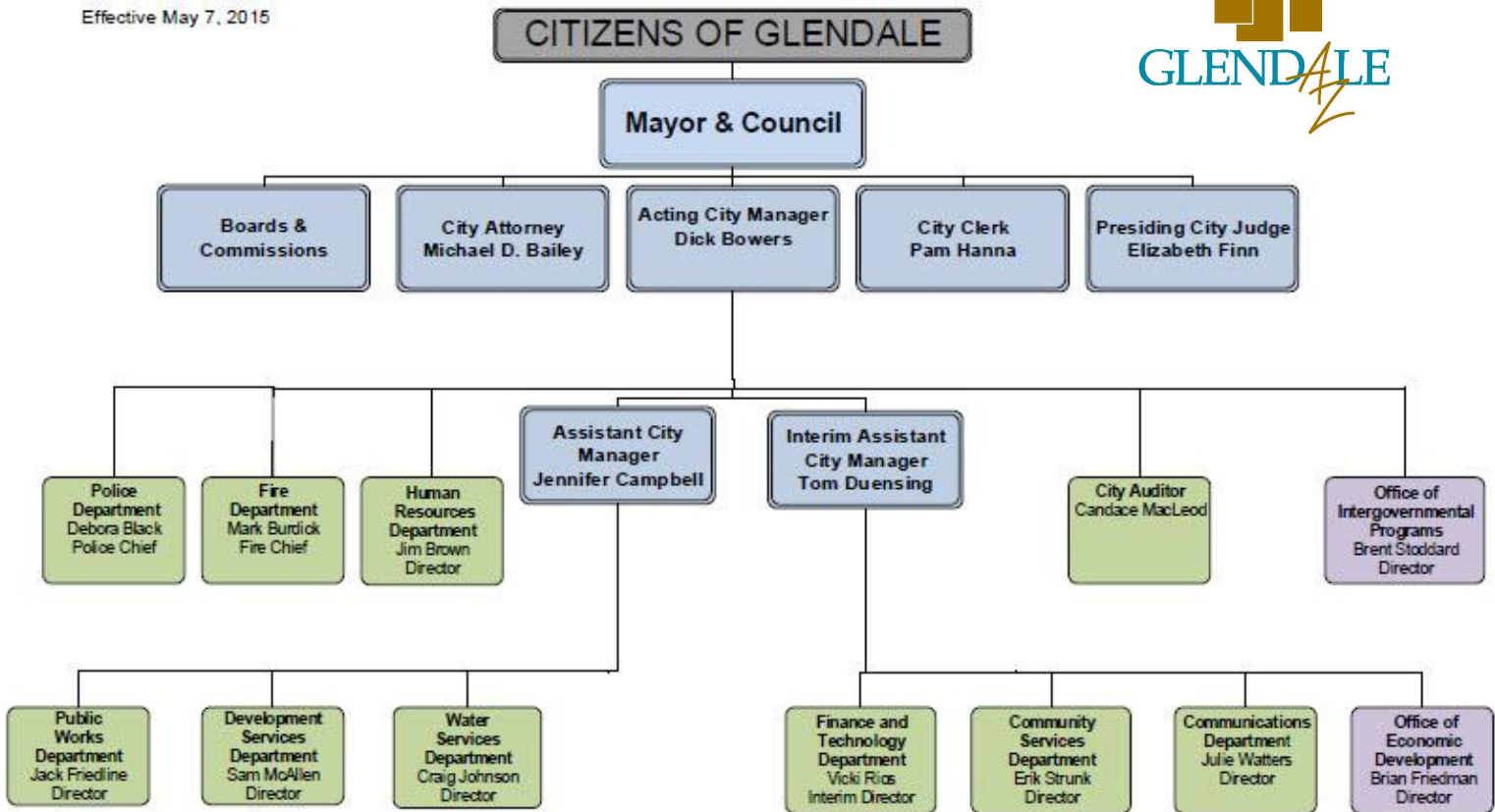
RECREATION AND LEISURE – Glendale’s desirable climate with more than 300 days of sunshine annually allows residents to enjoy the outdoors year-round. Recreational opportunities are abundant for the outdoor and athletic enthusiast. Thunderbird Conservation Park hugs the northern edge of the community and welcomes hikers, bikers, and equestrians of all abilities. Views from the top of this park include an overview of Arrowhead Ranch which is an upscale community of homes, parks, and lakes within Glendale. In total, Glendale has 55 neighborhood parks, nine community parks, six regional parks, a conservation park, six recreation centers, two swimming pools, and two golf courses.



EDUCATION – Glendale has excellent public and private schools including the Glendale Union High School District and the Glendale Elementary School District. The community also has award-winning libraries and institutions of higher education including Arizona State University (ASU) West, Glendale Community College, Midwestern University, Thunderbird School of Global Management at ASU, and DeVry University.

THE ORGANIZATION – The City of Glendale which has operated under the council-manager form of government since 1957 is a home-rule City with a Charter adopted by its voters in 1957. The City Council is comprised of a Mayor elected at-large and six members elected from districts on a non-partisan basis to four-year overlapping terms. There are no term limits.

The City Council employs a City Manager to oversee the operation of the City. Glendale has had three City Managers in the last 30 years. Glendale is a full-service City including four water treatment plants and two wastewater treatment plants designated as Grade 4 facilities (highest level), a general aviation airport, landfill, and cemetery. The City has an annual budget of \$642 million, a five-year CIP budget of \$313 million, and 1,700 FTE's. The City operates on a July 1-June 30 fiscal year.



MISSION STATEMENT

A partnership of employees and community working together to create a better quality of life for Glendale



The City has received more than 25 awards and recognitions during the past two years including:

- ❖ Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting annually for past 30 years;
- ❖ GFOA Distinguished Budget Presentation Award annually for past 19 years;
- ❖ International Association of Chiefs of Police (IACP) Excellence in Victim Services Award in 2014;
- ❖ Best of Arizona Business Outstanding Meeting Facility Award in 2014 for Civic Center; and
- ❖ AZ Central's Best Readers' Choice Awards — second place for Best Holiday Lights and Best Outdoor Festival in 2014.

The following three City departments are nationally accredited:

- Fire Department—accredited through Commission on Fire Accreditation since 2002;
- Police Department—accredited through Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2000; and
- Parks and Recreation Division—accredited through Commission for Accreditation of Park and Recreation Agencies (CAPRA) since 2014.

CORE COMPETENCIES

Customer Service
Decision Making
Futuristic Thinking
Political Savvy
Teamwork
Creativity/Innovation
Continuous Learning
Communication
Diversity

The City has a meet and confer negotiations process with its two bargaining units, one for Police (Sergeants and Police Officers) and one for Fire (Captains, Engineers, and Firefighters). The City typically enters into two-year agreements with each union.

ISSUES AND OPPORTUNITIES

Financial Management

Like most cities Glendale experienced the impact of the Great Recession including service reductions and employee layoffs. The City has taken many actions to address these impacts and provide for long-term financial stability.

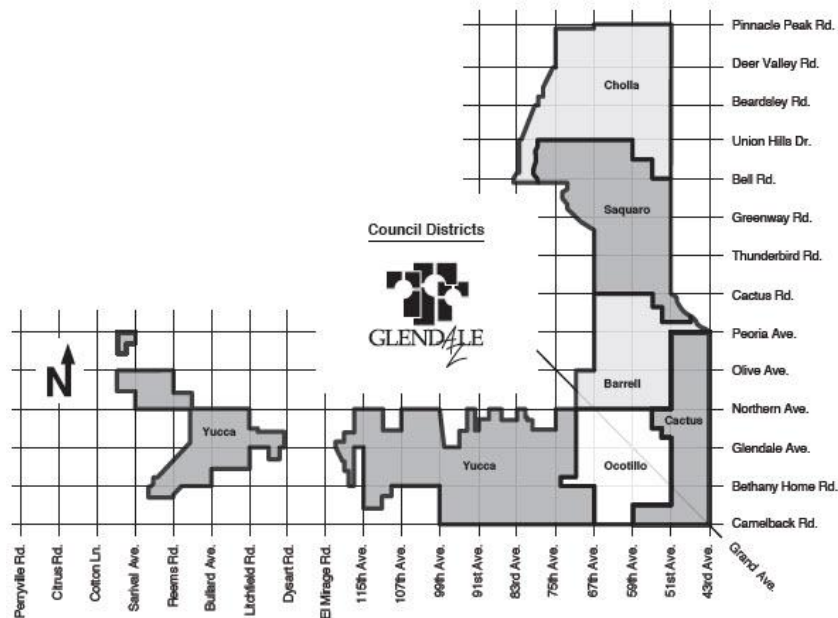
In 2013 the City and the Arizona Coyotes' owners entered into a twenty-year contract for the lease and management of the City-owned arena. Also in 2013 a high profile public audit found fiscal inefficiencies within the City organization which resulted in creating stronger internal processes.

In 2014 the City's structural deficit was erased and the City Council adopted a balanced budget. Also in late 2014 the City Council approved a five-year financial plan which includes General Fund buildup of cash reserves to 25 percent of General Fund expenditures. The City has issued significant debt in support of the professional hockey arena (Gila River Arena), spring training stadium (Camelback Ranch—Glendale), and other citywide projects. In early 2015, the city refinanced bonds which produced a long-term savings of \$48 million. The City expects to have a 2014/15 General Fund surplus, and the current General Fund balance is \$25 million, or 12.5 percent of General Fund expenditures. The City has an A3 general obligation bond rating from Moody's and a BBB+ bond rating from Standard and Poor's.

The City Council and the City's Executive Leadership Team (ELT) which is comprised of seasoned professionals with decades of local knowledge and municipal government experience are committed to continuing to improve the City's financial condition.

Economic Development

Glendale has many development and redevelopment opportunities. Approximately 38 percent of Glendale's Municipal Planning Area (MPA) is presently undeveloped. The MPA which is 92 square miles represents the anticipated ultimate city boundaries. Glendale currently has 60 square miles within its boundaries. The Maricopa Association of Governments (MAG) projects Glendale to have a population of 357,500 by 2040. Some of the transportation infrastructure needed to facilitate this growth such as a portion of the Loop 303 Freeway and the Northern Parkway have recently been constructed.



The City is presently undertaking two significant studies that will impact Glendale's economic future. The first is a General Plan update also known as "Envision Glendale 2040". The second is the development of a mass transit plan to study among other things options for connecting downtown to the existing 20-mile Valley Metro Light Rail Transit (LRT) starter line. This connection may be through LRT and/or through Bus Rapid Transit (BRT).

In addition to downtown redevelopment, transit oriented development (TOD), and infill opportunities throughout the community, the City manages growth in the undeveloped land within Glendale's MPA. Issues regarding development of this raw land include infrastructure development, safeguarding sufficient and economical long-term water rights, determining if water service will be provided by the City or private water companies, and ensuring land uses are appropriate and compatible with adjacent uses including Luke Air Force Base and the Glendale Airport.

Role Definition

The current City Council is relatively new compared to those of the last two decades. Also, there has been some ELT turnover due to retirements and other factors. The next City Manager will be expected to help clarify the appropriateness of team members' roles.

Strategic Plan

The City has several elements of a comprehensive strategic plan. However interest has been expressed in having a strategic plan with some or all of the following components: a statistically valid community survey; a community-based strategic plan; improved performance metrics; and ensuring reporting and accountability occur so that the plan becomes a living document.

JOB REQUIREMENTS – Any combination of education and experience that provides the required knowledge and abilities is qualifying. The City prefers candidates with a Master's Degree in Public or Business Administration, Management, or a related field and prior experience as a City Manager or Assistant City Manager in an organization of similar size and complexity to Glendale.

DESIRED PROFESSIONAL AND PERSONAL ATTRIBUTES – The following are the *desired* professional and personal attributes for Glendale's next City Manager.

- Financial management acumen who holds financial transparency as core value
- Visionary collaborative leader who is outside the box progressive thinker
- Open, accessible, and approachable with good listening skills
- Leads with calm strength and communicates well without taking others' comments personally
- Works equally with all Council Members
- Track record of professional and personal integrity
- Politically astute yet apolitical
- Appreciation for all forms of diversity
- Holds staff accountable without micro-managing them
- Experience effectively working with City unions and building positive morale in organization's workforce
- Experience working for full-service local governments and growing communities
- Oversight of large venue management
- Experience in complex negotiations with entities such as professional sports teams, Native American communities, and federal military bases
- Fosters community engagement and is visible in community with large employers, regional associations, and community at-large
- Understands value of new technology and supports Information Technology (IT) strategic plan
- Experience with philanthropic solicitation



COMPENSATION

The City of Glendale will offer a highly competitive compensation package commensurate with the successful candidate's qualifications and match with the attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Manager who is required by City Charter to live in Glendale.

The City also offers an excellent benefits package that includes: 11.5 holidays annually; vacation and medical leave; choice of two medical and dental insurance plans; flexible reimbursement accounts; long and short-term disability insurance; paid life insurance equivalent to annual salary; Arizona State Retirement System; and voluntary 457 deferred compensation plans.

To Apply:

The position will be open until filled. Please send your resume and cover letter with current salary to pwconsulting@cox.net. The first review of resumes will occur on **June 15, 2015**. For additional information about this job, please contact:

Paul Wenbert
Western Regional Manager
Slavin Management Consultants
480-664-2676
pwconsulting@cox.net

Robert E. Slavin
President
Slavin Management Consultants
(770) 449-4656
slavin@bellsouth.net



AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER