

AGENDA

AGENDA OF THE WORK SESSION OF THE MAYOR AND COUNCIL OF THE CITY OF BISBEE, COUNTY OF COCHISE, AND STATE OF ARIZONA, TO BE HELD ON TUESDAY, MARCH 26, 2019 AT 5:30 PM AT THE CITY HALL BUILDING, 915 S. TOVREAVILLE ROAD, BISBEE, ARIZONA.

THE MEETING WAS CALLED TO ORDER BY _____ AT _____ PM.

ROLL CALL

COUNCIL

Councilmember Gabe Lindstrom, Ward III
Councilmember Joni Giacomino, Ward II
Councilmember Bill Higgins, Ward I
Mayor David M. Smith
Councilmember Leslie Johns, Ward I
Councilmember Joan Hansen, Ward II
Councilmember Anna Cline, Ward III, Mayor Pro Tempore

STAFF

Stephen Pauken, Interim City Manager
Ashlee Coronado, City Clerk
Keri Bagley, Finance Director
Vacant, Personnel Director
Vacant, Public Works Director
Albert Echave, Police Chief
George Castillo, Fire Chief

CITY ATTORNEY

Elda Orduno

THE FOLLOWING ITEM WILL BE DISCUSSED AND/OR CONSIDERED AT THESE MEETINGS:

1. Discussion and Possible Direction regarding the City Manager recruitment procedure.
Stephen Pauken, Interim City Manager

ADJOURNMENT

Individuals with hearing disabilities can contact the City Clerk's Office (520) 432-6012 to request an Assisted Listening Device, at least 24 hours before the meeting.

Anyone needing special accommodation to attend this meeting should contact Ashlee Coronado at (520) 432-6012 at least twenty-four hours before the meeting.

Public documents referred to herein may be viewed during regular business hours at the City Clerk's Office at 915 S. Tovreaville Rd., Bisbee, AZ.

Pursuant to A.R.S. § 38-431.03(A) (3), the Council may vote to enter executive session at any point during this meeting for discussion or consultation for legal advice with its attorney(s), who may appear telephonically.



AGENDA ITEM NUMBER 1

MAYOR & COUNCIL WORK SESSION FOR MARCH 26, 2019

DATE ACTION SUBMITTED: March 20, 2019

DISCUSSION/PRESENTATION ONLY

SUBJECT: **DISCUSSION AND POSSIBLE DIRECTION REGARDING THE CITY MANAGER RECRUITMENT PROCEDURE**

FROM: Stephen Pauken, Interim City Manager

RECOMMENDATION: DISCUSSION ONLY

PROPOSED MOTION: WORK SESSION ONLY

DISCUSSION:

Mayor and Council will discuss how they would like to proceed with the process of searching and hiring a City Manager.

FISCAL IMPACT:

DEPARTMENT LINE ITEM ACCOUNT:

BALANCE IN LINE ITEM IF APPROVED:

Prepared by:

Ashlee Coronado
Ashlee Coronado
City Clerk

Reviewed by:

Stephen Pauken
Stephen Pauken
Interim City Manager

Bisbee City Manager Recruitment Timeline

1. Define Position and Profile (Completion date 3/28/19)
 - a. Return change requests no later than 3/27/19.
 - i. Sample job description attached.
 - ii. Sample profile attached.
2. Prepare Advertisement and Salary Range (Completion date 3/28/19)
 - a. Return change requests no later than 3/27/19.
 - i. Sample profile attached.
 - ii. Suggested Salary Scale \$.
 1. Used League of Cities report to determine.
3. Decide where to advertise (Completion date 4/4/19)
 - a. Return suggestions by 4/3/19.
 - i. League of Cities website
 - ii. ACMA/ICMA website & publication
 - iii. City of Winslow website
 - iv. Linked-In
4. Launch Recruitment by 4/8/19.
 - a. Suggested advertisement period of 4 weeks.
 - b. Close submission by 4/30/19.
5. Send acknowledgment Letters to Applicants
 - a. Send as soon as application received.
 - b. Sample flyer used for Winslow City Manager attached.
6. Screen applicants (Complete by 5/10/19)
 - a. Give direction on type of screening process.
 - b. Suggest staff narrow to top 10 at most.
 - c. Council narrow to 3-5 at 5/14 Special Meeting.
7. Background checks (Complete by 6/4/19)
 - a. Internal or external?
 - b. Notice finalists 6/11/19.
8. Schedule Interviews (Complete by week of 6/14/19)
 - a. Suggest Council interview as panel.
 - b. Suggest special meeting for interviews.
 - c. Sample questions provided.
 - d. Each Council member should provide two questions.
 - e. Decide on public input component.
9. Deliberation, Selection, and Negotiation.
 - a. Suggest Council deliberate and select immediately after interviews.
 - b. Give HR Director and City Attorney direction on negotiation.
 - c. Bring contract to Council for approval 7/16/19.
10. New Manager Start Date ???

Mayor
Thomas L. McCauley

(928) 289-2422



Council Members
Robin Boyd
Samantha Crisp
Judy Howell
Rickey Jackson
Marshall Losey
Robert Schlesinger

Discover Winslow-A City in Motion

September 27, 2018

Tedmond J. Soltis
121 South Ironwood Lane
Wilcox, AZ 85643

Dear Tedmond:

Thank you for your recent application for the City of Winslow City Manager.

I am pleased to inform you that you have been selected as a finalist and you are invited to attend an interview session beginning on Thursday October 11, 2018 in Winslow, AZ at 10:00 am.

If you must travel to the interview session, all arrangements shall be made by the candidate. The City of Winslow will reimburse your travel costs with the proper documentation being provided to our Human Resources department.

If you have any particular requirements in relation to the interview or the prospective job, please let us know immediately so we can discuss any equipment or facilities you may need. We are requesting this information to make the process as equitable as possible for each candidate.

The City of Winslow will provide a hotel room to each candidate. The rooms are available for check-in on Wednesday October 10, 2018 and you may check-out on Friday October 12, 2018. The lodging at this establishment includes a hot breakfast. Room expenses are being paid for by the City of Winslow, any ancillary charges must be paid by the candidates. The name and location of the establishment is as follows:

Best Western Plus
Winslow Inn
816 Transcon Lane
Winslow, AZ 86047

As we discussed on the phone, the interview process will be an all-day event, commencing on Thursday October 11, 2018 at 10:00am. Lunch will be provided to the candidates and staff. The candidates may invite one person to accompany them at the luncheon, please RSVP in advance so we can make the necessary accommodations.

Morning Session

Thursday October 11, 2018 10:00 AM
Winslow Chamber of Commerce & Visitor Center (Hubbell Trading Post)
523 W. 2nd St.
Winslow, AZ 86047

The candidates will be provided a short historic tour, on foot, by our Chamber and Visitor Center Director Bob Hall. The walk shall be less than a mile and if any accommodations will be required, please let us know in advance.

Thursday October 11, 2018 11:00 AM
City of Winslow City Hall
119 E. 1st St.
Winslow, AZ 86047

The candidates will be provided an informal luncheon with senior staff. A menu will be provided via email in the near future. As stated earlier, you may invite one (1) guest to attend with you. Please RSVP in advance so we can provide the additional menu for the guest's selection as well.

Thursday October 11, 2018 1:00 PM
City of Winslow Council Chambers
115 E. 2nd St.
Winslow, AZ 86047

The City Council oral board will be a seven (7) person panel consisting of the Mayor and six (6) Council members. Each candidate will be provided fifty-five (55) minutes to answer 14 questions. The Staff Q&A will be comprised of the City of Winslow department directors. The Q&A will be an informal session designed for the staff to meet the candidates and both parties to ask questions. You will be candidate three (3) or C3 on the legend below.

	Council Panel	Staff Q&A
1:00pm	C1	C2
2:00pm	C2	C1
3:00pm	C3	C4
4:00pm	C4	C3

Thursday October 11, 2018 7:00 PM
Winslow Chamber of Commerce & Visitor Center (Hubbell Trading Post)
523 W. 2nd St.
Winslow, AZ 86047

An hour will be allotted for the community to come meet the candidates at our Visitor Center. Refreshments and snacks will be provided for the candidates and community members. If you have a guest, they are welcome to attend.

The candidates will be dismissed upon completion of the public event. The City Council will convene in a special meeting after the community meet and greet to discuss the selection of the City Manager. Staff will keep in touch with all candidates as we proceed through the final stages of the recruitment.

Please confirm by no later than 4:30 pm MST Friday September 28, 2018 your attendance of this event by email to dcoolidge@winslowaz.gov . Thank you for your interest in employment with the City of Winslow.

Yours sincerely,
David Coolidge
Human Resources Director

Community Invitation



CANDIDATE MEET & GREET

Thursday October 11, 2018

7p.m. to 8p.m.

Winslow Chamber of Commerce

(Hubbell Building)

523 W. Second St.



**Join us to meet the City of Winslow City Manager candidates.
The hour provided will be an opportunity to mingle with the
candidates and ask them your questions.**

City Manager Position Profile

City of Winslow

The Winslow City Council agrees on the following attributes and characteristics they would like to have in an ideal City Manager.

General

1. Education: Minimum requirement of a Bachelor's degree in Business or Public Administration or a closely related field from a regionally accredited college or university (master's degree a plus). ICMA Credentialed Manager a plus.
2. Experience: Minimum of seven (7) years in municipal management or equivalent experience. Relevant private sector experience may be considered.

Skills and Past Performance

1. Administrative Ability. The Manager should see the big picture of his or her management responsibilities and avoid being a micro-manager. Open, honest communication is required as is the ability to prioritize the workload to be most effective for the city as a whole. The Manager should be clearly in charge of city operations without being heavy handed. When follow up is necessary, it should be done promptly and fairly. The Manager should have a strong personality yet be willing to listen to the input of others and consider their point of view. He or she needs to maintain a positive attitude and "play well with others."
2. Budget/Finance. The Manager needs to work cooperatively with the finance department staff and bring a good working knowledge of municipal finances to the job. The city expects a conservative approach to taxing and spending, and seeks a balance between the needs of payroll and capital needs in the city budget. While grants may sometimes be beneficial for some projects, they should be pursued carefully and with discretion so as not to inappropriately burden future budgets.
3. Personnel/Labor Relations. It is important that the Manager trust, empower and support the heads of various city departments. He or she must have open communications with all staff members, including being receptive to suggestions, and treat everyone fairly and without favoritism. When disciplinary action is needed, it should be done promptly and in a firm but fair manner so employees know what is expected of them. With the expected departure of experienced staff members, the Manager needs to be able to recruit skilled employees and be able to build a high-performing team.

July 26, 2018

4. Community Relations. The Manager is expected to be a full member of the community, making a residence in Winslow and being an active, involved citizen. He or she needs to be “sold” on Winslow and be a proud advocate for the city. The Manager should be accessible to members of the public and always willing to work on solving problems. The Manager is the primary contact for the news media and needs to be skilled in media relations.
5. Council Relations. Once again, open communication is the foremost attribute of the Manager in dealing with members of the City Council. One on one meetings with each council member may be set up, or other meeting options developed to keep each one fully informed. The Manager must be able to work with a diverse group of people and show no favoritism. He or she needs to understand the roles of the Council-Manager form of government and be comfortable working in that framework. The council expects to get their news from the Manager first, no surprises.
6. Intergovernmental Relations. There are many intergovernmental relationships that need to be monitored and staffed, some by the manager and some by other staff or elected officials. A working knowledge of state politics and the political system in the county and region would be helpful. The Manager needs to maintain positive, cooperative relationships with sister governments and other related groups, and be able to work together; with particular emphasis on Navajo County and local Tribes.
7. Other Important Skills, Attributes. Familiar with blight removal as the City has engaged in an initiative to eliminate blight over the last five (5) years. Lead the City and community in revitalization of downtown Winslow and its neighborhoods. It would be helpful for the Manager to have experience with water issues, workforce development and economic development. Additionally, knowledge of real estate practices and trends and expertise in housing development would be a plus. Someone who has experience working with diverse cultures—as a Peace Corps volunteer, for example—would be a plus. He or she needs to appreciate the unique, positive attributes of being in a small town.

6. **(Judy) If you were the successful candidate, what would be your vision for Winslow in the next five (5) years?**

7. **(Thomas) What is your first impression of Winslow? What would have made your first impression better?**

8. **(Marshall) If you are the successful candidate, what will your first steps be upon assuming responsibility in this position?**

9. **(Samantha) Do you prefer to work one-on-one with an individual, in a small group, or present to a large group? Why?**

10. **(Bob) What is your experience with water rights?**

11. **(Rickey) Describe your experience, if any, in dealing with charges of discrimination or grievances filed against you or the city you served.**

12. (Robin) All cities have a crisis that they go through on occasion. Can you recall a crisis that you were involved with and how it was handled?

13. (Judy) What attracted you to Winslow or what is it about Winslow that made you apply for this position?

14. (Thomas) Have you ever been released from a job for not getting along with staff or council? If so, what happened?

Mayor
Thomas L. McCauley

(928) 289-2422



Council Members
Robin Boyd.
Samantha Crisp
Judy Howell
Rickey Jackson
Marshall Losey
Robert Schlesinger

Discover Winslow-A City in Motion

September 21, 2018

Dear Mr. Soltis:

This is to advise you that the Winslow City Council will meet in executive session on Tuesday, September 25, 2018, at 6:30 p.m. for a personnel matter to review and discuss your application for the position of City Manager. You may request that the discussion take place during the public meeting rather than in executive session.

Please contact me no later than Monday, September 24, 2018 at 4:30 p.m. if you do not wish to be discussed in executive session.

Sincerely,
David Coolidge
Human Resources Director

	Applications		Meets Qualifications		Does Not Meet Qualifications		
City of Winslow Website	2	2.70%	0	0.00%	2	100.00%	TRUE
League of Cities Website	2	2.70%	2	100.00%	0	0.00%	TRUE
ICMA Website	15	20.27%	14	93.33%	1	6.67%	TRUE
Government Jobs Website	6	8.11%	3	50.00%	3	50.00%	TRUE
Indeed Website	30	40.54%	4	13.33%	26	86.67%	TRUE
LinkedIn Website	19	25.68%	14	73.68%	5	26.32%	TRUE
Town Crier	0	0.00%	0	#DIV/0!	0	#DIV/0!	TRUE
Navajo-Hopi Observer	0	0.00%	0	#DIV/0!	0	#DIV/0!	TRUE
The Tribune	0	0.00%	0	#DIV/0!	0	#DIV/0!	TRUE
Total	74	100.00%	37	100.00%	37	100.00%	TRUE

The following lists some suggested interview questions. Of course, the questions you choose to ask should be custom-fit to your entity's particular needs and circumstances. Typically, 15 to 20 well-planned questions will create sufficient responses for an hour-long interview.

1. How would you characterize your style of management?
2. What style of management do you use when in an emergency/stressful situation?
3. How do you relate to employees, department heads, advisory committees, the council, and the general public? How would they describe your ability to relate to them?
4. What do you perceive to be the manager's role in dealing with the council?
5. What do you do when an individual councilor asks you to perform a task that is not approved by the entire council?
6. How do you view the role of the council in dealing with the manager and the administration?
7. Based on your education, experience and background, what do you consider to be your strengths in dealing with local government problems? What are your weaknesses?
8. Recognizing the limits of span of control in an organization, how and when do you delegate responsibility and authority?
9. In your opinion, what role should the manager play in the community?
10. What benefits, if any, would a manager or the city gain if the manager became an active member of a service organization within the community?
11. To what extent do you believe contact with citizens and citizen groups is important? How do you typically handle this responsibility?
12. What is your approach in dealing with the news media?
13. What approach have you used in dealing with personnel problems?
14. What personnel skills have you used in disciplining, demoting or firing an employee?
15. What experience have you had in training or motivating employees?
16. What steps have you taken to adhere to state and federal laws relating to diversity in the work place, non-discrimination and equal opportunity?
19. Describe your experience, if any, in dealing with charges of discrimination or grievances filed against you or the city you served.
20. What involvement have you had in developing personnel rules, regulations and procedures?
21. What is your municipal finance experience?

22. What role have you played in the preparation of a budget?
23. In budgets that you have prepared, how do you communicate the effectiveness of service delivery?
24. Have you ever gone to a vote of the people for a funding measure?
25. What was your role in the campaign?
26. What was your rate of success? What would you consider to be the keys to success?
27. Have you ever been involved in a vote on a new tax base?
28. What is your experience with debt management?
29. What is your experience with enterprise funds?
30. What experience have you had in administering various grant programs?
31. What success have you had in attaining grants for various projects in a city?
32. Specifically, what programs have you administered with either state or federal grants?
33. Describe any experiences you may have had in developing and recommending policies to the council relating to growth (e.g., annexation, expansion of utilities, subdivision standards, etc.).
35. In the field of intergovernmental relations, what experience have you had in dealing with:
 - a. Councils of government or regional governments
 - b. Neighbor counties
 - c. Neighbor cities
 - d. State agencies
 - e. Federal agencies
 - f. State Legislature
 - g. Congress
36. What legislative committees have you appeared before?
37. In what way have you been an active participant in the activities of the International City/County Management Association (ICMA) and other professional organizations?
38. What is the extent of your experience in the field of public works, and did it cover the following:
 - a. Street maintenance and construction
 - b. Operation, maintenance and construction of utilities
 - c. Supervision of construction projects

d. Seeking funding

39. What advantage would there be for a city to form a local improvement district (LID)?
40. If you have been involved with the formation of an LID, what cities were involved?
41. What was being constructed or improved?
42. How would you put together a general obligation bond measure?
43. What experience have you had in land use planning and zoning requirements?
44. Why did you apply for this position?
45. What conditions would you set up for accepting the appointment if it were offered?
46. What will your first steps be upon assuming responsibility in this position?
47. What would you hope to accomplish in the first year?

City Manager Recruitment Timeline

1. Define Position and Profile (Completion date 7/24/18)
 - a. Return change requests no later than 7/20/18.
 - i. Sample job description attached.
 - ii. Sample profile attached.
2. Prepare Advertisement and Salary Range (Completion date 7/24/18)
 - a. Return change requests no later than 7/20/18.
 - i. Sample profile attached.
 - ii. Suggested Salary Scale \$110,000-145,000 DOE.
 1. Used League of Cities report to determine.
3. Decide where to advertise (Completion date 8/7/18)
 - a. Return suggestions by 8/3/18.
 - i. League of Cities website
 - ii. ACMA/ICMA website & publication
 - iii. City of Winslow website
 - iv. Indeed????
4. Launch Recruitment by 8/17/18.
 - a. Suggested advertisement period of 3 weeks.
 - b. Close submission by 9/7/18.
5. Send acknowledgment Letters to Applicants
 - a. Send as soon as application received.
 - b. Sample flyer used for Police Chief attached.
6. Screen applicants (Complete by 9/21/18)
 - a. Give direction on type of screening process.
 - b. Suggest staff narrow to top 10 at most.
 - c. Council narrow to 3-5 at 9/25 meeting.
7. Background checks (Complete by 10/5/18)
 - a. Internal or external?
 - b. Notice finalists 9/26/18.
8. Schedule Interviews (Complete by 10/12/18)
 - a. Suggest Council interview as panel.
 - b. Suggest special meeting for interviews.
 - c. Sample questions provided.
 - d. Each Council member should provide two questions.
9. Deliberation, Selection, and Negotiation.
 - a. Suggest Council deliberate and select immediately after interviews.
 - b. Give HR Director and City Attorney direction on negotiation.
 - c. Bring contract to Council for approval 10/23/18.
10. New Manager Start Date
 - a. Suggest December 3 or 10 as start date.