



# Invites your interest in its next CITY MANAGER

First Review of Applications: AUGUST 8, 2025







After nearly 10 years of developing a high-performing organization, the current City Manager has announced his retirement, and the Glendale City Council is in search of a new leader to guide the City. The current City Manager has developed a forward-thinking team that is considered a model within the Valley. The City Council would like its next City Manager to build on this foundation of success and not only find ways to maintain the momentum but also create strategies to take the City to the next level.

#### THE COMMUNITY

As the sixth largest community in the state of Arizona, located within the greater Phoenix metropolitan area, the city of Glendale is a socioeconomically diverse community of 254,000 residents. Within the last 20 years, Glendale has built a reputation as Arizona's sports and entertainment destination. The city hosted Super Bowls in 2008, 2015, and 2023, as well as the NCAA Division I Men's Basketball Final Four in 2017 and 2024. The community is also home to College Football's Fiesta Bowl, the National Football League's Arizona Cardinals and Major League Baseball's Spring Training for the Los Angeles Dodgers and Chicago White Sox.

Glendale has hosted mega concerts featuring legendary entertainers, including The Rolling Stones, Elton John and Taylor Swift at State Farm Stadium, home of the NFL's Arizona Cardinals. Positioning the city as a national entertainment mecca by creating the Westgate Sports and Entertainment District, Glendale has attracted destination restaurants and retail experiences enjoyed by thousands annually. In 2026, Glendale will also be home to the VAI Resort, a \$1.2 billion world-class 60-acre property that will be the largest in Arizona and will feature four hotel towers with more than 1,000 rooms, an 11,000-seat amphitheater, a 7-acre waterway with sandy white beaches, 12 restaurants, retail shops, bars, a 52,000-square-foot party island and the world's first Mattel-themed Adventure Park.





Incorporated in 1910, Glendale is home to some of the region's and country's most prestigious employers, including Luke Air Force Base, Conair, Honeywell Aerospace, Corning, as well as Banner and Dignity Health systems. The City enjoys a special relationship with Luke AFB, home of the 56th Fighter Wing, where it trains 75% of the country's F35 pilots and contributes more than \$970 million to the local economy.

The City is known for its diversity of neighborhoods and districts, including its famed historic downtown shopping district. The historic downtown incorporates two distinct neighborhoods that are home to more than 90 specialty shops and restaurants, and is noted for its events, including the annual regional holiday attraction, "Glendale Glitters," and many others. The strategy to further advance and increase the regional attraction and momentum of Downtown Glendale is an ongoing goal of the City Council.

Also in 2026, Glendale will be opening its newly renovated City Hall (e.g., Council Chambers, amphitheater, and a newly renovated Murphy Park) in the downtown district with over \$90 million invested in this stateof-the-art facility. The City is confident that these investments in major civic venues will generate renewed interest and investment in its historic downtown.

Recreational opportunities are another highly desirable quality in Glendale. The Greater Phoenix region benefits from an envied climate most of the calendar year, with over 300 days of sunshine annually. Recreational opportunities are abundant for those who enjoy the outdoors. The City owns and operates 73 parks (2,188 acres of parkland including open space), three community/recreation centers, 25 sports fields, 46 miles of trails, and three dog parks. The City also owns and operates four libraries.

The Glendale Convention & Visitors Bureau (CVB) has recently been rebranded as "Experience Glendale." The new brand works to attract thousands of visitors to the area while promoting the numerous events and activities the City has to offer.

Glendale offers an excellent quality of life and is a great place to live and raise a family. It is home to some of the highest rated public elementary, middle and high schools in Arizona. There are three elementary and high school districts, over 13 public charter schools, as well as parochial primary and secondary options. Residents also have access to award-winning libraries and institutions of higher education, including Arizona State University West Campus, Glendale Community College, Midwestern University and Arizona Christian University.







#### THE ORGANIZATION

The mission of Glendale is simple and community focused: **"We improve** *the lives of the people we serve every day.*" The city of Glendale is a full-service municipality that operates under the Council/Manager form of government in accordance with its charter, adopted in 1947. Legislative authority is vested in a seven-member City Council consisting of a Mayor elected at large and six Council members elected based on geographic districts. While the Mayor and Council are responsible for setting overall policy and goals, the City Manager oversees the day-to-day operations of the City. In addition to the City Manager, the City Council appoints the City Attorney, City Clerk, the Presiding City Judge, and City Treasurer. The City Manager's office includes two assistant city managers and two deputy city managers. There are 17 departments.



#### **A TOP RANKED CITY**

Recent awards and recognition received by the city of Glendale include:

- 2025: Best City for Business Arizona Chamber of Commerce & Industry.
- 2025: National Award of Excellence for Best Team and for Media Relations, Public Relations Society of America (PRSA), Glendale Communications Dept.
- 2024: Best Places to Go Frommer's Travel Guidebook.
- 2024 & 2025: National City-County Communications & Marketing Association, Best Marketing Campaign & Best Marketing Event - Glendale Communications Dept.
- 2023: International Economic Development Council (IEDC) Excellence in Economic Development Awards - Bronze award for Super Bowl activations.
- 2023: American Society of Civil Engineers (ASCE), and Excellence in Concrete Pavement Awards (ECPA) Best in Class, street reconstruction projects, Engineering Department.
- 2023: Innovative Program of the Year, AZ National Assoc. of Housing and Redevelopment Officials - (AZNAHRO) Glendale's master services agreement with Central Arizona Shelter Services, Community Services Department.





The City of Glendale's workforce is comprised of over 2,000 dedicated employees. The Fiscal Year 2026 budget is \$1.46 billion. The operating budget is \$710 million (49%), Capital is \$478 million (33%), a contingency of \$157 million (11%) and debt service is \$115 million (8%). Primary CIP program areas in the FY26 Budget include Water, Wastewater, Public Safety and Streets infrastructure. The City forecasts a \$249.9 million unassigned fund balance for FY26. Primary sources of revenue are City sales taxes, state shared revenue, enterprise funds, and grants. The City does have a primary property tax and has adopted a declining rate since 2016 from \$2.20/\$100 of assessed valuation to \$1.45/\$100 of assessed valuation. Of the total property taxes paid by the typical Glendale resident, the City's primary property tax represents only about 4% of their property tax bill. The City's credit rating was recently upgraded to Aa3 (Moody's), including a fall 2024 recent "AAA" G.O. Bond rating by Fitch Ratings Service

Glendale's employees pride themselves on their exceptional service levels, which are reinforced with highly positive citizen surveys and long-tenured employees across all departments. An alignment of values is evident between the City Council and the employees in all aspects of the organization. The City encourages cross-departmental teams, interdisciplinary collaboration, and outcomes driven solutions to complex challenges facing the community. As the largest city in the West Valley, Glendale is considered the model of organizational exceptionalism and is frequently consulted by its peers on common issues or challenges.









### ESSENTIAL DUTIES OF THE CITY MANAGER AS PRESCRIBED IN THE CITY CHARTER

Glendale's City Charter was adopted in 1947. The City Charter provides for the following prescribed minimum duties of the City Manager:

The City Manager shall be chief executive officer and head of the administrative branch of the City government. The City Manager shall be responsible for the proper administration of all affairs of the City and, to that end, subject to the provisions of this charter, shall have the power and shall be required to:

- 1. Devote his/her entire time to the discharge of his/her official duties, attend all meetings of the council unless excused therefrom by the Council or the Mayor.
- 2. See that all ordinances are enforced and that the provisions of all franchises, leases, contracts, permits, and privileges granted by the City are observed.
- 3. Appoint, and when deemed necessary for the good of the service, lay-off, suspend, transfer, demote, or remove all department heads, officers, and employees of the City, subject to such merit system regulations as the Council may adopt.
- 4. Prepare the annual budget estimates and submit them to the Council, and be responsible for the administration of the budget after adoption.
- 5. Keep the council advised at all times of the affairs and needs of the City, and make reports annually, or more frequently if requested by the council, of all the affairs of the City.
- 6. Have such other powers, duties, and functions as this charter may prescribe, and such powers, duties, and functions consistent with this charter as the Council may prescribe.



# **GLENDALE CITY COUNCIL**

**Bart Turner** Councilmember Barrel District **Lupe Conchas** Councilmember Cactus District Lauren Tolmachoff Vice Mayor Cholla District Jerry P. Weiers Mayor Dianna Guzman Councilmember Yucca District **Ray Malnar** Councilmember Sahuaro District Leandro Baldenegro Councilmember Ocotillo District









# **ISSUES AND OPPORTUNITIES**

Identified below are selected notable items that the City Council has identified that should be part of the next City Manager's ongoing work program(s) for the organization.

- Although the City is performing extremely well financially, with stable and growing revenues, it will be important for the next City Manager to have a skill set in the sustainability and performance characteristics of municipal revenues, with an emphasis on recurring revenues to support ongoing fixed costs. Identifying new recurring revenue sources is an important issue for the City's sustainability.
- Maintaining and elevating the City's economic development strategy for diversifying its employment base, with an emphasis on its sports and entertainment core sector. Additionally, a strategy for addressing vacant retail space in various areas within the City.
- A strategic emphasis on improving opportunities for the historic downtown's businesses as a destination for the City and region.
- Emphasizing a balanced approach to the use of capital and operational resources throughout the City while being sensitive to the City's strategic directives in historic and aging neighborhoods and related streetscape.
- Providing accountability and transparency in governance.
- Maintaining positive working relationships and create new pathways to reinvigorate communications with key community stakeholders, including historical neighborhoods, downtown businesses, sports, entertainment, and destination owners/operators.
- Work collaboratively with Public Safety and support them as an integral service that leads to the ongoing success of Glendale.
- Preserving and enhancing the organizational culture to ensure alignment exists at all levels within the organization with City Council goals and objectives.
- Preserving and sustaining the value and significance of Luke Air Force Base as a stakeholder and economic driver for the City and region.
- Implementing successful communication strategies when addressing community initiatives and policy actions taken by the City Council to advance long-term economic goals of the City.
- Embracing the community's diversity to positively impact the City's short and long-term successes
- Creating an equal, relatable, and accessible environment for stakeholders, including those individuals who have felt excluded, or may have disabilities.
- Relate to citizens and stakeholders on an individual level with empathy and sympathy and develop understanding of the issues they face.
- Creating a performance-based, service and community empowered code enforcement strategy that advances beautification, investment, and preserves value within neighborhoods and commercial centers.







# THE IDEAL CANDIDATE

The City is seeking a collaborative, proactive, and proven top executive candidate to serve as the next City Manager. A collaborative decisionmaker, the ideal candidate should encompass the qualities, traits, and skills as noted below:

- An individual who leads by example, sets reasonable goals to achieve outcomes, is supportive of the team culture, and has the highest standards of accountability.
- Experience in monitoring development and economic activity in the City, ensuring that from permitting to the completion of a project there are no additional obstacles under City control that would negatively impact the project being completed on time.
- Successful experience in the private sector or has an awareness of the risks of failure and obligations facing businesses with shifting economic challenges.
- An individual who is comfortable in their own skin, recognizes and appreciates constructive criticism, and who does not default to a defensive posture when receiving feedback.
- Develops processes where important information is provided in a timely manner equally to all elected officials, keeping them up-to-date regarding emerging situations within the community.
- Demonstrates an independent and professional approach to elected officials by treating all fairly, in a non-partisan manner, recognizes the paramount governance role of the City Council and provides proven leadership and management strategies that successfully implement the goals of the Council.
- Experience in developing a proactive agenda setting or planning system that acknowledges sensitive policy actions under consideration and the need for more discussion with Council.
- The strength to harness the collective desire and goals of the whole Council and be able to think "outside the box" at times asking the question, where do we want to go?
- A guide and counselor for the Council, respecting Council authority and constructive oversight, while concurrently being able to articulate the manager's thoughts.
- Demonstrates a deep respect for community voices, especially in neighborhoods impacted by housing insecurity, infrastructure needs and environmental inequities.
- Possesses a deep understanding of short and long-term municipal planning, a demonstrated commitment to supporting core city services, and a proven ability to balance growth with infrastructure and public safety needs, particularly in the rapidly developing western region of the City.
- Is politically astute but not politically active.
- A fiscally conservative budget philosophy that prioritizes available resources to the needs of the community.







- Committed to integrity, ethical conduct, and has a zero tolerance for retaliation or favoritism in the delivery of services.
- An individual with management experience who solicits, and recognizes, and values the ideas and views of all Council Members.
- An individual who sees the "big picture" vision for the City Council and who can help shape this vision for the community.
- An accomplished and articulate communicator who can distill complex matters simply for the public and maintain credibility under stressful situations.
- A manager who appreciates the credibility of the organization's subject matter experts but can swiftly recognize where special attention for improvement may be needed to deliver the levels of service desired by the City Council.
- A manager who values diversity, while also recognizing that diversity and merit-based hiring and promotion are not mutually exclusive philosophies.
- An individual who has strong ethical values and will articulate those values within the organization.
- An individual who can represent the City Council's collective vision, policy action(s), or direction to all City stakeholders, particularly the media or sensitive interests within the community, and has an overall persona of a "people person" with all stakeholders.
- Embraces equity, the diversity of languages and language accessibility to City services, disability inclusion, and a general sensitivity to culturally responsive service delivery.
- Glendale is known for being a "family-oriented" and "family-centered" community. An individual who has demonstrated success in advancing these ideals within a customer service philosophy.
- An individual who understands the holistic role of the position, being available when needed by the City Council and being visible at community and neighborhood events.
- Experience with code enforcement as a priority strategy for community beautification, wellness, and a tool for obtaining improved investment.
- An active listener and one who can balance their time and attention with the competing tensions from new economic development investment and established development interests, such as downtown.
- An individual who has experience and/or exposure to diverse cultures and has acknowledged the influence this may have had on their professional and life experiences.
- An individual who has identified the value of employees at all levels within the organization and appreciates that all employees are integral to accomplishing the outcomes and priorities desired by the City Council.
- Someone who understands the importance of labor relations, will prioritize open communication across all levels of the organization, and will avoid a top-down, disengaged approach to leadership.





#### **POSITION REQUIREMENTS**

Requires a combination of education and experience equivalent to attainment of an MPA or MBA, combined with at least 10 years of senior level and/or executive management experience. The 10 years of experience should include at least five years of increasingly responsible local government management experience gained in a community or other public agency similarly situated in population and complexity to Glendale.

Public sector executives in a mid-sized city within a metropolitan region may be considered if they possess the characteristics referenced in the profile. An individual with proven successful private sector experience at an executive level is valued, but with experience primarily managing public sector organizations. A credentialed manager within the International City County Management Association (ICMA) is preferred.

Experience in economic development, budget, finance, capital improvement programs, and/or development services is desired. This opportunity would be ideal for an individual who is an existing city manager with similar experience in the issues and opportunities identified herein. An experienced assistant or deputy city manager in another jurisdiction with a comparable sized city and/or organization may be considered, and with experience as stated.







# COMPENSATION

The City of Glendale will offer a highly competitive compensation package commensurate with the successful candidate's experience and qualifications. The City also offers an excellent benefits package that includes:

- 11.5 holidays annually
- Vacation leave
- Medical leave
- Choice of three medical insurance plans
- Choice of two dental insurance plans
- Flexible reimbursement accounts
- Long- and short-term disability insurance
- Paid life insurance equivalent to annual salary
- Arizona State Retirement System
- Voluntary 457 Deferred Compensation plans
- Technology Allowance
- Relocation Assistance

# TO APPLY

The recruitment will remain open until the position is filled. The first review of applications is scheduled for August 8, 2025. References will be contacted only following candidate approval. Finalist interviews will be held in the city of Glendale. Candidates will be advised of the status of the recruitment following selection of the City Manager.

To apply, please send a letter of application, detailed résumé, and salary expectations to: Robert E. Slavin, President or John Kross, Southwest Regional Manager



#### SLAVIN MANAGEMENT CONSULTANTS

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John Kross Contact Information: (480) 797-4487 johnkross@psmconsulting.us

Electronic submissions are preferred.

THE CITY OF GLENDALE IS AN EQUAL OPPORTUNITY EMPLOYER.