



CITY ADMINISTRATOR RECRUITMENT COMMUNITY STAKEHOLDER INPUT MEETING

On May 29, 2019, a community stakeholder input meeting was conducted by consultant Gary Phillips of Bob Murray & Associates to gather feedback regarding the recruitment for Madera's next City Administrator. Mr. Phillips facilitated the meeting using the following questions:

1. What are the most important issues/priorities facing the City of Madera that the new City Administrator should help address?
2. What skills, experiences and leadership attributes are the most critical to a new City Administrator's success in Madera?
3. How would you like the City Administrator to interact with the community?
4. Where do you see the City of Madera in 10 years?
5. Is there anything else you would like the City Council to consider when selecting a new City Administrator?

Responses provided by the participants are captured on the next pages. The City wants to thank everyone who took the time to participate, either online or by attending the meeting.

What are the most important issues/priorities facing the City of Madera that the new City Administrator should help address?

- Infrastructure – roads; was told they were going to widen Olive and it's been about a year; it's very slow and nothing happens.
- Crime – break-ins, they don't create an inviting community – public safety is not getting better
- Staff at my job are frustrated at the lack of things for teenage children to do in town which leads them to find other undesirable things to do.
- Work on our blighted areas and neighboring neighborhoods; work on areas with lots of rentals; a lot of the homes are just destroyed on the East side of town.
- Work with County equally and fairly; stop the power trip and work together to cleanup downtown, bring in jobs, bring in retail – work together on that – we're all one, we're Madera
- I've lived in large cities, mid-level, small towns – Madera has very little growth; it looks like it did 18 years ago. Nothing grabs hold; restaurants open but they don't stay open.
- City won't let Walmart build bigger because of the fight between the City and County.
- Downtown – more thrift stores than anything
- Dollar and 99 cent stores everywhere
- When we look better in the future, hopefully we can get bigger/better stores instead of traveling to Herndon
- Working with the school district; stop lights/stop signs/ traffic signs when they build new schools
- Who is marginalized and who is neglected? Hope is a big issue. Can't bring up only one area/person. What are the challenges: bilingual has to be addressed; bringing people to the table where they can communicate; people have to have ownership; issues with apathy in our community; matters of communication – language and demographics; needs a bilingual sensitivity and know how to bring groups to the table.
- We have a big water issue for the City, County, Irrigation Districts and they need to work together; getting the sense this is a little hard.
- Was able to go to a class here in Madera about starting a business; gentleman that works for Madera brought up how do we bring people in/companies and stuff; the gentleman said that's his job and he goes to tradeshows. He asks them how come they aren't coming to Madera at these tradeshows. Issue is the income of the people; income is very low. We need to bring the income level up and that would be more jobs besides agriculture; other long term, stable type of jobs.
- City budget – currently projecting a deficit; someone who is able to be visionary and innovative and has experience bringing a community through that
- Homelessness – so far really thankful regarding everybody working together; a lot has been accomplished but it is time consuming; how can we help out the individual? If they are making a decision, giving them assurance of feeling safe – it's a cycle, a spiritual warfare cycle. We need to take ahold of that and take ownership. For men, men don't have kids. Men have kids because of the women. So how do we help the men? How can we create something that has the reason, has the management, has the support where the management can direct and give support. Need to have the right people for the right atmosphere. How to help the men for child support? You could get a job, you could get a pay check. Bombarding them with stuff from society. They can get their area cleaned up and thrive.
- We face some budget challenges; leadership challenges – infighting amongst political insiders (recall election); good town but facing challenges.
- Active group promoting cultural arts center and refurbishing downtown; new person should be supportive of that.
- Homelessness – City Administrator needs to work with non-profits and faith-based communities; need to understand correlation between homeless and AB64 law. 13+% increase

since passing AB64. It's not going to go away anytime soon; don't know what solution is so City Administrator needs to be smarter than me.

- Homelessness – Need to make this more like a job, not we need funding, we need this, we need that. I hope you received the information I provided you and I need confirmation that you received it. There's a lot already being done and there are services available. Can the management go talk to Donald Trump and get society together; find a resolution not excuses. Understand the individual – if I need to go to counseling so I can understand that individual then I need to go to counseling. Need to hit with the heart instead of finding homes; need to direct where the need is at. Not trying to retaliate.
- There's been a decrease in disabled adults participating in work programs and there's been a decline in the number participating because there's no growth and no one to talk to about employing them. Can't go to Millview because homeless take the pavilion. Certain parks can't be used because of restrooms and homelessness.
- Need to face problems – it's a big problem not a little problem.
- Need good businesses
- There's definitely a leadership opportunity; need strong, strong leadership. How do we integrate the community college into more vocational training? What are some of the arteries that can be developed – transportation, ag businesses, etc.?
- There are some training programs out there, but no jobs to get once they have the certificate.
- Jobs need more than salary – benefits like health and retirement, like Starbucks.
- Bring people together looking at larger goals. For example refurbishing downtown – need participation and have a hearing. Don't know personal relationships of existing leadership and if they can put aside issues if there are any.
- Bring resources together with an eye to who and what is being neglected.
- Affordable housing and development management; homelessness; communication and cooperation with other entities; having knowledge of what groups and folks are here in the City; have a plan; know their audience – who are they trying to serve?
- Need to be progressive on housing – need affordable but also higher-end; mixed use like commercial downtown with multi-family; need administrator where it doesn't stop with him because it's too hard. Housing tracts can't just be a grid track – circular driveways, green space would be great; attractive housing tracts attract higher incomes, higher incomes attract retail and the jobs; need an administrator who's going to communicate with his own staff about the culture here in town – say we're going to build things but when I and my builders go to the counter at City Hall it's not the same thing.
- Working with Advisory Commissions; neighborhood safety; work with law enforcement, both police and sheriff.

What skills, experiences and leadership attributes are the most critical to a new City Administrator's success in Madera?

- Experience; ability to organize new opportunities; feedback to the City
- Integrity, honesty, open, ethics, motivated
- One of the downfalls of former City Administrator was lack of communication; getting out and getting involved – don't think prior CA was involved enough and communicated enough with his people or the business community.
- There's got to be transparency – has to be a great communicator in the sense of delivering the state of the City – where it's moving where it's going; someone who knows folks and can motivate people
- Someone who is culturally aware of the demographics in Madera; feels like town is very divided right now; someone who can unify the town
- Develop a vision and have the commitment to stick to it

- Develop a vision and execute that – really good communication, lots of people to the table, celebrate the small wins, and commitment to stick to the vision
- City Administrator who can facilitate a strategic plan with Council
- Needs to be a proactive leader but needs good follower skills; he needs to make sure he understands what the Council and Mayor want and do everything possible to make it succeed; needs to communicate well with subordinates and public and make sure overall vision is well understood. Set culture from the top based on priorities set by Council – has to set and enforce standards; has to get out around the City and around Departments to observe, not interfere, and make staff use metrics to show him they're doing what needs to be done.
- The strategies and goals need to be more important than personalities.
- Need to be familiar with our City; not from another State or too-far-away town. (Led to general discussion on casting a wide net and City Administrator/Manager average tenure in California of 4 ½ years. Talk of movement vs. staying till retirement because of politics).
- General discussion of compensation/salary. A good superstar candidate is usually not the cheapest candidate. Need to educate the community on what is comparable for a good candidate. You don't necessarily want to be the highest or the lowest but be in the middle; get the right person not the cheapest person.
- Think tenure of 4-4.5 years is a good thing. This Council and Councils past have had zero vision. They nibble at the edges of vision; they shake hands, kiss babies and open up businesses. Need City Administrator who is looking for 4-7 year tenure and then they won't procrastinate addressing the vision/strategy.
- If they are a contract employee and they are pushing the Council agenda and communicating well with the community, why would you want to get rid of them/limit their tenure?
- General discussion about baby boomer retirements and preparing the next generation for City Management.
- Go through all the work to find a City Manager and it takes one Councilmember to screw up the whole works; you're going to go through all that trouble to find a leader and one Councilmember can mess it up.
- Issue with City Administrator pushing the Council agenda – what if Council agenda is status quo and not visionary and doesn't move things forward? Sometimes firing someone is the catalyst to better things – it's a rebel rouser to the Board like what happened at the School District.
- Change is good.
- City Administrator who can play a role in facilitating a vision.
- Good leader; open doors.
- Past City Councils have had a vision to remain a small town. We are next to Fresno and we are constantly swept aside. We need a City Administrator who can help the Council accept growth.
- Regardless how each individual ends up landing it will be on record; what do you expect and can you tell me what the vision is for the City, the County, where the heart is?

How would you like the City Administrator to interact with the community?

- Open doors
- Be involved – goes to activities; we're an apathetic community and we're not together – we're asking for superman and we're not together
- Have an open forum like Steve Frazier did as Police Chief
- Live here, on the East Side, maybe B Street
- This person needs to volunteer in their community – it shows integrity and that you care
- Culture at City Hall – set the culture, feel like some are helpful but overall culture is “no”

- Take it on tour – visit Rotary, other clubs, go out and promote – take the City on the road and visit all the spots and bring staff with them so staff can take criticism; I've been to citizen's academy twice – staff comes but it's like deaf ears; You talk about stuff and they say yeah, we want to see ideas like that but when you actually go in to do it, it's a no or no growth to stuff they said they wanted. People feel like they didn't talk to the right person or ask the right question.
- Comfortable; transparent.
- Go out and visit all the groups; go to functions;
- Experience services – get on bus, sit at the transit bench, school bus, visit housing, neighborhood watches, festivals/park activities

Where do you see the City of Madera in 10 years?

- I see it growing and becoming a better place to raise our families and increase business.
- Better income
- A 4th high school; 3-lanes on Highway 99 both ways; mixed use downtown Yosemite; a really nice housing tract (side bar: City doesn't have anything to do with 99; they say that but they really do)
- Unity
- Get State to maintain Hwy 145
- Look for land that can be used for funding to come in, society can invest in the County. Just a thought where management can communicate that for the generation that is coming to bring in funding; percentage income donated to the community.

Is there anything else you would like the City Council to consider when selecting a new City Administrator?

- A diamond in the rough from within who knows the City, knows the people and you don't have to train them on the community. Example: School District Superintendent.
- Don't expect too much out of the next generation; can't get them off their phones now.
- Don't think this next administrator should be someone on the way up; should be an outsider to rebuild the staff and promote those people and the next one should be an internal; specific reference to school district process and wants to repeat what the school district went through with Ed Gonzalez and then Todd Lile.
- Somebody willing to serve, not be served.
- Somebody local, not necessarily from within but really like that Mr. Frazier knows the community and the people; the next person needs to be just as familiar to address our concerns. New person would have to rely on staff. It needs to be somebody in our Valley.
- I hope they don't decide to be like the Bay Area where all the agricultural used to be and look at it now.

General Comments

- We need someone who can bring the community together and keep working to make us all believe we are a good community and have a lot to offer
- Madera used to have a lot and be very nice; came to Madera in 1946 and we had a lot but not anymore
- We want to grow and attract new business
- General discussion about 5-year strategic plans vs long range plan like Vision Plan