

Meeting Minutes

City Council Work Session

April 23, 2026 | 4:00 p.m.
Council Chambers Conference Room
88 E. Chicago St., Chandler, AZ



Call to Order

The meeting was called to order by Mayor Kevin Hartke at 4:02 p.m.

Roll Call

Council Attendance

Mayor Kevin Hartke
*Vice Mayor Angel Encinas
Councilmember Christine Ellis
Councilmember Jane Poston
Councilmember Matt Orlando
Councilmember OD Harris
Councilmember Jennifer Hawkins

Appointee Attendance

John Pombier, City Manager
Tawn Kao, Acting City Attorney
Jennifer Ekblad, City Clerk

*Vice Mayor Encinas arrived at 4:18 p.m.

Staff in Attendance

Tadd Wille, Assistant City Manager
Dawn Lang, Deputy City Manager / Chief Financial Officer
Ryan Peters, Deputy City Manager
Leah Powell, Deputy City Manager
Micah Miranda, Economic Development Director
Kimberly Janes, Tourism Senior Program Manager
Kristen Maier, Human Resources Director
Alicia Skupin, Presiding City Magistrate
Jenny Winkler, Assistant City Attorney
Caly Strickler, Tourism Marketing Analyst

Discussion

1. Tourism Strategic Plan Update

MAYOR HARTKE called for a staff presentation.

JOHN POMBIER, City Manager, introduced the discussion item.

MICAH MIRANDA, Economic Development Director, introduced the presentation.

KIMBERLY JANES, Tourism Senior Program Manager, presented the following presentation.

- Visit Chandler TSP Update
- Visit Chandler
 - The City of Chandler's Economic Development Division is the state-recognized Destination Marketing Organization (DMO) and operates a multi-layered tourism marketing program through the Visit Chandler brand.
Visit Chandler is charged with administrating tourism marketing programs for the City of Chandler as outlined in the city's tourism strategic plan. These programs include marketing to meeting professionals, group coordinators, event planners, and directly to business and individual leisure travelers to keep Chandler top-of-mind for travel.
The tourism program is also responsible for the development of local, regional, and national partnerships, media relations, and public outreach.
- Attractions
- Special Events
 - National Hot Rod Association (NHRA)
 - Active Sports Tourism
 - #AZ48 Half Marathon
 - SHE Power 10k & 5K
 - Youth Sporting Events
 - MLS Next Winter Fest
 - Section 7
 - Triple Crown Sports
 - United States Youth Soccer Association
- Seasonal Travel
 - High Season
 - Shoulder Season
 - Low Season
- Competitive Landscape
- Chandler Hotel Inventory
 - 2026 - 4,557
 - 2025 - 4,490
 - 2024 - 4,284
 - 2023 - 4,048
 - 2022 - 3,872
 - 2019 - 3,914
 - 2018 - 3,778

- 2017 – 3,618
- 2009 – 2,580
- 2000 – 1,731
- Total Hotel Rooms
 - East Valley
 - Chandler
 - % of Hotel Rooms by Class
- Tourism Strategic Plan
 - The Tourism Strategic Plan (TSP) is a five-year plan that identifies strategies to direct Visit Chandler's efforts toward meaningful and meaningful and measurable goals.
 - Define KPIs and align Chandler's tourism goals
 - Business Travel Programming
 - Leisure Travel Programming
 - Brand Development and Community Engagement
 - Administration

COUNCILMEMBER ORLANDO asked about the status of a bill that would allow hotels to raise tourism taxes through tourism improvement areas (TIAs).

MICAH MIRANDA, Economic Development Director, explained that the proposal would allow city councils and destination marketing organization (DMO) to establish geographic areas where properties within the area could opt in to a self-assessed tax, which would be collected by the Arizona Department of Revenue which will be distributed to DMOs used for tourism marketing such as Visit Chandler. He noted the bill is still under discussion in the legislature.

MS. JANES noted the proposal is still under negotiation.

COUNCILMEMBER ORLANDO sought clarification on how funds would be used.

MR. MIRANDA confirmed that the revenue would support tourism promotion by DMOs rather than be returned directly to hotels.

COUNCILMEMBER ORLANDO requested an update on the bill's status and whether the city had engaged in it.

RYAN PETERS, Deputy City Manager, responded that the city had provided input on the bill and staff would check on its status.

MS. JANES continued the presentation.

- Visit Chandler Branding
 - Messaging Strategy
 - Position Chandler as an innovative, interesting place for more than just business

- travel
 - Promote proximity to Metro Phoenix and Scottsdale
 - Encourage opportunities for meetings and events
 - Tone
 - Innovative, inviting, inspiring, and authentic to the Chandler Community
 - Encourage a work-life balance by incorporating concept restaurants, outdoor recreation, and annual events to further incentivize leisure travel
 - Tourism Strategies
 - Advance Tourism Brand
 - Develop Brand and Value Proposition
 - Engage Community
 - Solicit Partnership
 - Develop Programming
 - Pursue Meetings
 - Develop Campaigns for Corporate Travel
 - Execute Leisure Travel Strategies
 - Promote Weekend Promotions
 - Leverage Recreational Assets
 - Leverage Community Strengths
 - Measure and Evaluate
 - Visit Chandler Owned Media
 - Website
 - Showcases hotels, dining, events and attractions
 - Tools for meeting planners and business travelers
 - Blog content drives SEO and inspiration
 - E-Newsletter
 - 2x Monthly
 - 4,082 Contacts
 - -Avg. 50% Open Rate
 - Covers events, blogs, business highlights, specials
 - Visitors Guide (Print & Digital)
 - Annual, editorial guide (dining, events, family, fun, things to do)
 - Distributed at airports, visitor centers, hotels and fulfillment
 - Digital views: 13K (2023) 31K (2024) 28K (2025)
 - Social Media
 - Active, multi-platform presence
 - 2025 reach; 3.7M+ impressions, 159K+ engagements
 - 44K+ total followers

COUNCILMEMBER POSTON asked whether the newsletter is primarily read by local residents or by visitors.

MS. JANES explained that the tourism newsletter audience includes both locals and visitors, including meeting planners, travel buyers, and Chandler-based businesses, and noted steady subscriber growth.

COUNCILMEMBER POSTON asked how the organization attracts and supports special events.

MS. JANES said the city promotes Chandler through outreach to travel buyers, meeting planners, and sports organizers, ensuring hotels, dining, and local experiences are highlighted to encourage visitors to stay and spend locally.

MR. MIRANDA added that staff also work directly with event organizers to secure hotel partnerships, discounted rates, and curated itineraries to retain visitor spending in Chandler.

COUNCILMEMBER POSTON asked if special events are sought out.

MS. JANES said it is a mix of both planned recruitment for special events and organic event activity, supplemented by targeted marketing campaigns.

MAYOR HARTKE asked about tourism trends, including reported declines in Canadian visitor numbers.

MS. JANES acknowledged some softening in travel but noted that overall occupancy and bookings remain strong, with Chandler outperforming prior years despite increased hotel inventory. She added that recent changes include fewer Canadian travelers, more group bookings, and continued overall growth year-to-year.

MAYOR HARTKE asked about the details of retail tax data captured.

MR. MIRANDA reported ongoing year-over-year growth in monthly revenue from retail and hospitality taxes. He noted specific information will be shared with Council.

DAWN LANG, Deputy City Manager / Chief Financial Officer, reported that sales tax revenues for restaurants and bars are up 8.5% over the prior year, while hotel and motel revenues have increased by 19%.

MAYOR HARTKE commented that tourism continues to grow, stating that stronger city efforts are attracting more visitors overall.

MS. JANES continued the presentation.

- Engage The Community
 - Engage Development Advisory Board
 - Share with community partners

- Solicit community partnerships
- Chandler-based businesses
- National Travel & Tourism Week
- Programming
 - Driving business, meeting, and leisure travel through targeted, high-impact initiatives
 - Meetings
 - Target key meeting prospects
 - Maintain industry relationships
 - Promote weekend meetings
 - Business Travel
 - Leverage corporate connections
 - Create business-focused campaigns
 - Highlight team and wellness activities
 - Leisure
 - Digital marketing
 - “This weekend in Chandler”
 - Elevate recreational offerings
- Digital Marketing Partners
- Expedia Campaign
 - 2025 Campaign
 - 9,985 room nights booked
 - Rooms booked at every Chandler hotel
 - Landing Page
 - Things to Do Article Links
 - Hotel Profile cards
 - Extend Your Story Video
 - Social Media & Photo Gallery
 - Advertising
 - Banner Ads
 - Destination Landing Page Links

COUNCILMEMBER ORLANDO asked if all hotels are participants on Expedia.

MS. JANES responded that hotels can be listed on Expedia but must pay for those services.

COUNCILMEMBER ORLANDO asked if the city provides this service free of charge.

MS. JANES explained that the city provides this service for free to hotels as it supports marketing through grant funding by creating landing pages and curated itineraries that promote Chandler, particularly to compete with resort destinations.

COUNCILMEMBER ORLANDO asked what role hotels play.

MS. JANES stated that hotels manage their own inventory and participation.

COUNCILMEMBER ORLANDO asked how hotels participate.

MS. JANES explained that all Chandler hotels are included and notified to ensure room availability during campaigns.

MR. MIRANDA added that staff work with hotels to develop promotional packages or special offers to enhance marketing campaigns.

COUNCILMEMBER ORLANDO asked how many digital marketing partners the city pays for.

MS. JANES said the city works with multiple vendors for digital advertising and event outreach, including organizations focused on meeting planners.

COUNCILMEMBER ORLANDO asked about the overall budget.

MS. JANES estimated total marketing costs, including the website, at approximately \$300,000 to \$350,000 annually.

MAYOR HARTKE asked for the budget attributed to digital marketing.

MS. JANES shared the budget for digital marketing was roughly \$250,000 annually, noting additional costs for printing costs and event fees.

COUNCILMEMBER ORLANDO asked how the city leverages hotel marketing efforts.

MS. JANES explained that many Chandler hotels are part of major brands that conduct their own marketing, while the city collaborates with them on campaigns, events, and occasional joint outreach opportunities.

COUNCILMEMBER ORLANDO asked if without the city's marketing efforts on travel sites hotels would promote themselves.

MS. JANES clarified that hotels conduct their own marketing through their national brands, but the city's role is to promote Chandler as a destination overall. The purpose of this is to show Chandler as a destination rather than individual properties, helping differentiate the community and highlight its identity.

MR. MIRANDA added that as part of its role as a destination marketing organization, the city uses dedicated tourism tax funding from Maricopa County's Proposition 302 to market on behalf of

hotels, fulfilling a regional responsibility tied to those revenues.

COUNCILMEMBER HARRIS asked about the return on investment of how much sales tax revenue is generated relative to the city's marketing expenditure of approximately \$250,000 annually.

MR. MIRANDA noted that information will be shared later in the presentation.

MS. JANES continued the presentation.

- Choose Chandler
 - 8 Available Passes in FY 25-26
 - 145 Participating Businesses & Locations
 - 2,413 Pass Holders
 - 1,110 Check-ins and Redemptions
 - 920 Marketing Opt-ins
 - 4 Collaborative Passes
- Film Chandler
 - One of Visit Chandler's initiatives is to create partnerships with film industry professionals and generate awareness of Chandler's recognition as an Arizona Film Ready Community.
 - Film Chandler is used as a resource for filming industry prospects and partners looking for information on permits, procedures, and local suppliers in Chandler.
 - Arizona Film & Digital Media Office
- Where Are We Now?
- Goals and Strategic Priorities
- Tourism Industry Measurements

COUNCILMEMBER ORLANDO asked why Chandler is seeing increased hotel occupancy compared to the prior year compared to similar municipalities.

MS. JANES responded that Chandler has evolved from a convenient place to stay into a destination visitors actively choose, citing its reputation for cleanliness, safety, dining, and authentic experiences as key drivers of growth.

COUNCILMEMBER ORLANDO then asked whether there was a breakdown between business and leisure travelers.

MS. JANES stated that the city does not currently track that data, though some analysis was conducted during the tourism strategic plan process.

COUNCILMEMBER ORLANDO asked if hotels collect information whether booking a stay is for leisure or for business.

MS. JANES said hotels may collect that information, but do not share it.

COUNCILMEMBER ORLANDO noted that identifying whether growth is driven by business or leisure travel would help target marketing efforts more effectively and refine strategy moving forward.

MR. MIRANDA asked what the split might be between business and leisure travelers.

MS. JANES estimated it is roughly 60% business and 40% leisure, noting that the mix varies by season. She added that while the city does not formally track this breakdown due to limited resources, staff monitors campaign performance and gathers feedback from hotels to help guide marketing efforts.

COUNCILMEMBER HAWKINS asked how detailed the city's tourism data is, specifically whether it can identify higher-occupancy areas within Chandler regarding hotel occupancy.

MS. JANES explained that the city uses trend reports to benchmark performance against regional and national data, including comparisons with competitors.

COUNCILMEMBER HAWKINS asked about specific hot spots within the city that can be identified.

MS. JANES stated that due to privacy limitations, data cannot be broken down by specific areas or hotel clusters within Chandler. Data must be analyzed at the citywide level.

COUNCILMEMBER HARRIS commented on the city's use of TikTok influencers and asked if increased social media engagement contributes to improved tourism metrics.

MS. JANES responded that adding staff has enabled the team to create more original and engaging content across platforms such as TikTok and Instagram. She noted that in 2025, their efforts generated over 3 million impressions and 159,000 engagements, and said social media is a contributing factor, though resource capacity remains a limitation.

COUNCILMEMBER HARRIS asked whether marketing efforts could shift more in-house or if outside vendors remain necessary.

MS. JANES stated that both in-house staff and external vendors are needed, explaining that vendors provide specialized expertise, tools, and platform access that enhance the city's reach and effectiveness in tourism marketing campaigns.

COUNCILMEMBER HARRIS asked for an update on the film industry in Chandler.

MR. MIRANDA reported that the city's relationship with Film Arizona has improved. He credited

streamlined permitting processes and coordination for making Chandler more attractive to filmmakers. He noted that production activity brings economic benefits, such as hotel stays.

COUNCILMEMBER HARRIS asked about collaboration with the Chandler International Film Festival.

MR. MIRANDA said the city continues to work closely with the festival, which serves as a valuable partner in promoting Chandler as a filming destination. He added that while collaboration remains strong, accommodating larger events may present space constraints moving forward.

MAYOR HARTKE asked whether the city could leverage its tourism marketing efforts to request additional data from hotels in exchange for promotional support.

COUNCILMEMBER ORLANDO noted that is what he meant in a previous comment, in order to get more specific marketing information from hotels regarding business versus leisure travelers.

MS. JANES responded that this is possible and has been done in the past through visitor research efforts, though it can be complex due to the need to coordinate with corporate hotel offices and local properties.

VICE MAYOR ENCINAS asked if tracked clicks through social media metrics apply only to the Visit Chandler website.

MS. JANES confirmed that the data reflects only Visit Chandler social media and noted significant growth in audience engagement during fiscal year 2025, emphasizing social media's role in connecting visitors to authentic local experiences.

COUNCILMEMBER POSTON asked how many film, commercial, or related projects the city typically attracts each year.

MS. JANES estimated about 10 to 15 film projects yearly. She noted that many projects are based locally in the metro Phoenix area and that staff assists by providing local resources and coordinating with Special Events for permitting when needed.

MAYOR HARTKE noted that not all film productions require permits or information from the city.

MS. JANES said that was correct, the estimate of 10-15 films was composed of productions that reached out to the city.

MS. JANES continued the presentation.

- FY2025 Year in Review
- Chandler Market Review
- Hotel Supply and Demand

- Active Group Leads
- VisitHandler.com
- Transient Lodging Revenues
 - At 2.9%, Chandler's transient lodging tax rate is among the lowest in this comparison. Mesa, Tempe, Gilbert, Glendale, and Scottsdale assess a 5% transient lodging tax.

MR. MIRANDA noted that while the hotel transaction privilege tax (TPT) reflects part of the impact, the broader economic benefit of tourism is greater but harder to directly measure. He explained that visitor spending generates additional sales tax revenue which can exceed hotel tax impacts.

MS. JANES continued the presentation.

- Moving Forward
 - Recruitment Initiatives
 - Youth and amateur sporting events
 - Small meetings
 - Regional events
 - Marketing
 - Lead Development
 - Brand awareness
 - Event-driven campaigns
 - Increasing stakeholder participation
 - Update digital assets
 - Strategic Planning Update
- Thank you! Questions

COUNCILMEMBER HARRIS highlighted that local businesses have opportunities to be featured through the Tourism Department's promotional efforts and digital platforms.

MS. JANES responded that staff work to include as many businesses as possible through a visitor-focused lens, highlighting shopping, dining, and activities. Staff will incorporate businesses into marketing efforts or connect them with more appropriate opportunities.

COUNCILMEMBER ORLANDO asked about the capacity for small events.

MS. JANES explained that event size varies by venue, but Chandler's typical target range is 75 to 150 attendees, allowing for breakout rooms and flexible meeting formats.

COUNCILMEMBER ORLANDO noted that only a few hotels can accommodate that size.

MS. JANES confirmed that it is correct.

MR. MIRANDA added that meetings can be hosted at local event centers.

COUNCILMEMBER ORLANDO asked how spaces are marketed to event planners.

MS. JANES explained that the city uses meeting platforms that allow for advertisement.

COUNCILMEMBER ORLANDO referenced meetings in Chandler with around 150 attendees.

MS. JANES explained that while some events may reach 500–600 attendees, they are event-specific and not all in one room. She said the focus is on a smaller attendance to allow multiple hotels to participate and provide more options, noting that although one hotel can host a banquet of about 650 people, it lacks additional breakout meeting space.

MR. MIRANDA explained that room capacity often depends on how an event is set up, noting that configurations like round tables can limit space and that it depends on client preferences.

COUNCILMEMBER ORLANDO asked how many rooms are sold due to the city's lower tax rate.

MS. JANES responded that while lower taxes can be an advantage, especially for repeat or long-term stays, there is no clear way to measure that impact.

MR. MIRANDA added that lower taxes provide a competitive advantage but noted ongoing challenges in balancing that benefit with potential policy changes, such as TIAs, which could increase costs for business travelers and employers.

COUNCILMEMBER ORLANDO asked how short-term rentals, such as Airbnb, are tracked within the tourism industry.

MS. JANES explained that while some tools exist to monitor short-term rentals, they are not a primary focus due to their impact on housing and the difficulty of coordinating messaging compared to working directly with hotels.

COUNCILMEMBER ORLANDO asked what one strategic action the Council could take to boost tourism.

MR. MIRANDA suggested investing in meeting and event space, stating that the community currently lacks the capacity to host larger events, which limits competitiveness in attracting tourism.

COUNCILMEMBER ORLANDO inquired about the size of such a space.

MS. JANES stated that a facility accommodating approximately 200 to 250 guest rooms would be ideal, with an additional 15,000 to 25,000 square feet helping expand opportunities and capture

unmet demand.

MR. MIRANDA stated that another key need is a property type that the community currently lacks, specifically, a higher-end hotel product previously discussed by Council. He noted that employers have indicated that when they bring in meeting executives, they do not keep them in the city, resulting in lost opportunities.

MAYOR HARTKE asked about potential land opportunities for a convention center or similar development, referencing several possible sites and asking whether other locations might be available.

MR. MIRANDA responded that while some opportunities exist, not all would involve undeveloped land, and that certain redevelopment sites could be strong candidates to advance the city's tourism goals.

2. Presentation and Discussion of Performance Evaluation Process for Appointed Officials

JOHN POMBIER, City Manager, introduced the discussion item.

TADD WILLE, Assistant City Manager, presented the following presentation.

- Appointed Officials Performance Evaluation
- Why We Are Here Today
 - Today's session is designed to provide City Council with the opportunity to give direction to staff on how the performance evaluation process for the City's four Appointed Officials should be structured going forward.
 - City Manager
 - City Clerk
 - City Attorney
 - City Magistrate
 - Council will provide direction on three decisions:
 - Competencies to evaluate each official
 - Evaluation format – compiled document or discussion guide?
 - Ongoing touchpoints – October and January – with goal setting at the June evaluation
- How the Evaluation Process Works – End to End
 - The following sequence reflects staff's recommended framework for the full evaluation cycle – incorporating Council's input and direction from today's session.
 - 1 Set Competencies
 - Council determines which competencies each official will be evaluated on —universal core plus role-specific additions.

- 2 Establish Goals
 - As part of the June annual evaluation, Council and each official collaboratively set goals for the coming year — specific targets and directional priorities — tied to the agreed competencies.
- 3 October Check-In
 - Initial check-in (approximately October). Council and the official confirm that new goals are landing well and surface any early questions or concerns heading into the new cycle.
- 4 January Check-in
 - Mid-cycle check-in (approximately January). An honest review of goal progress and overall alignment. Surface concerns before year-end —no surprises at the June evaluation.
- 5 Official Submits Report
 - Prior to June, each Appointed Official submits an accomplishments report to Council — organized by competency and goal — for their reference before evaluating.
- 6 Council Fills Out Forms
 - Each Councilmember individually completes their evaluation form: comments per competency, goal assessment, areas exceeding expectations, areas for improvement, and suggested goals for next year.
- 7 Executive Session#1
 - Council meets with the official; forms guide the discussion. Official then leaves. Option A ends here —no formal document produced. Option B: staff compiles input into a final written document.
- 8 Executive Session #2
 - Option B only — Council walks the official through the compiled document, confirms next-cycle goals,

and finalizes compensation. Under Option A, goals and compensation are confirmed directly in Session #1.

- Universal Competencies – Applied to All Four Officials
 - Staff recommends these 6 universal competencies as the core evaluation foundation for all Appointed Officials. Council may confirm, swap in one of the two alternates, or suggest a modification.
- Staff Recommended (confirm or modify)
 - Ethics & Integrity RECOMMENDED
 - Upholds the public trust; models transparent, ethical conduct in all decisions
 - Council Relations RECOMMENDED
 - Responsive to Council direction; provides timely, complete, and accurate information
 - Professional Knowledge & Development RECOMMENDED
 - Maintains expertise in their field; stays current with legal, regulatory, and best practice changes
 - Communication RECOMMENDED
 - Communicates proactively and effectively with council, staff, and the public
 - Accountability & Responsiveness RECOMMENDED
 - Fulfills commitments reliably; responds to Council, staff, and the public in a timely and transparent manner
 - Public Trust & Community Stewardship RECOMMENDED
 - Upholds the City's reputation; acts in the public interest in all decisions
- Alternates (may substitute for any recommendation item above)
 - Strategic Planning Alternate
 - Anticipate future challenges; develops long-term solutions aligned with Council goals
 - Innovation & Continuous Improvement
 - Actively seeks better ways to deliver services; embraces change and new approaches
 - Council Direction Needed: Do you confirm these 6 universal competencies, or would you substitute one of the alternates?

COUNCILMEMBER HARRIS expressed support for the proposed framework, emphasizing accountability for direct hires and noting that the city manager has been working to strengthen evaluation processes. He suggested that strategic planning may be the only competency that applies specifically to the city manager, since Council develops the city's vision during strategic planning sessions and sets direction for implementation.

MAYOR HARTKE responded that strategic planning responsibilities may extend beyond the city manager to department heads as well, noting that each department should also have strategic goals aligned with the broader city vision.

COUNCILMEMBER HARRIS clarified that Council's strategic planning process is primarily used to set direction for the city manager, who is then evaluated based on how well those goals are achieved.

MAYOR HARTKE summarized that the city manager's performance is guided by the Council's strategic plan.

COUNCILMEMBER HAWKINS supported the competencies overall but suggested combining some overlapping categories, such as ethics, integrity, public trust, and community stewardship, and adding innovation and continuous improvement.

VICE MAYOR ENCINAS agreed with consolidating overlapping categories and supported strategic planning and innovation, noting that all staff contribute to achieving the city's strategic framework while also focusing on future improvements.

COUNCILMEMBER ORLANDO suggested that financial management should be recognized across all departments, including the city clerk, city manager, and others, as part of their responsibilities.

TADD WILLE, Acting City Manager, explained that while the framework could be expanded, it was intentionally limited to avoid dilution, emphasizing that it serves as a structured evaluation tool for Council.

MAYOR HARTKE asked how financial management would be reflected in the evaluation framework, noting that the city already sets a budget through its budget process and departments are expected to manage within those approved limits, and questioned what additional accountability this category would add.

COUNCILMEMBER ORLANDO responded that he recognized the importance of setting specific targets within the framework and expressed support for including measurable expectations tied to financial management.

COUNCILMEMBER POSTON said she supported combining ethics, integrity, and public trust, noting overlaps in some categories, such as accountability and responsiveness. She added that while the number of categories is not an issue, they should be clearly defined for evaluations. She also supported innovation and continuous improvement, as they align with strategic planning.

COUNCILMEMBER HARRIS suggested combining Council relations, accountability, responsiveness, and communication into a single category, noting that they overlap, as accountability is to the Council and responsiveness reflects communication.

COUNCILMEMBER ORLANDO questioned why ethics and integrity are evaluated, stating they

should be inherent expectations for all staff and that without them, no review would be necessary.

MR. POMBIER stated that it will be addressed in all evaluations.

COUNCILMEMBER POSTON said she recommended using the proposal as a starting point and suggested revisiting it after the first round to determine whether it was as valuable as initially expected.

MR. WILLE clarified that the process is directed by Council and will be guided by its priorities, noting that as the evaluation process moves forward, Council may choose to concentrate on or evaluate areas in greater detail.

MR. WILLE continued the presentation.

- Role-Specific Competencies – City Manager
- City Manager | In addition to 6 Universal Competencies
 - In addition to the 6 Universal Competencies, staff recommends the following role-specific competencies. Council may confirm these, swap one for a choice pool option, or add 1-2 from choice pool. Ideally, each official should have between 8 and 10 total competencies.
- Recommended (Staff Recommendation)
 - Operational & Fiscal RECOMMENDED
 - Delivers services efficiently; manages the City budget, resources, and staff with accountability
 - Organizational Leadership & Culture RECOMMENDED
 - Builds and sustains a high-performing organizational culture; develops staff, models city values, and leads through change effectively
 - Choice Pool (Add 1-2, or swap for a staff recommendation)
 - Community & Intergovernmental Relations Choose
 - Represents the city externally; builds partnerships with regional agencies, state, and federal entities
 - Innovation & Organizational Changes
 - Drives continuous improvement; leads the organization through change effectively
 - Organizational Resilience & Adaptability
 - Navigates complexity and change effectively; prepares the organization to withstand disruption and emerge stronger
 - Council Direction Needed: Confirm staff recommendations, add 1-2 from the choice pool, and/or swap a recommendation for a choice pool option. Ideally 8-10 total competencies per official.

MAYOR HARTKE emphasized innovation and continuous improvement as key areas and noted the importance of community and intergovernmental relationships...

COUNCILMEMBER HAWKINS asked for clarification on operational management.

COUNCILMEMBER POSTON said operations are broader than just the service, including whether departments meet deadlines, with community relations possibly falling underneath.

COUNCILMEMBER ORLANDO referred to the “accountability and responsiveness” section and asked whether the reference to timely and transparent responses to the public should be considered part of customer service expectations or defined more specifically within the competencies.

MR. WILLE continued the presentation.

- Role-Specific Competencies – City Clerk
- City Clerk | In addition to 6 Universal Competencies
 - In addition to the 6 universal competencies, staff recommends the following role-specific competencies. Council may confirm these, swap one for a choice pool option, or add 1-2 from the choice pool. Ideally, each official should have between 8 and 10 total competencies.
- RECOMMENDED (Staff Recommendation)
 - Election Administration RECOMMENDED
 - Manages municipal elections with integrity, accuracy, and adherence to all statutory requirements.
 - Legislative Process Support RECOMMENDED
 - Facilitates Council meetings effectively; manages agenda, minutes, and legislative documentation
- CHOICE POOL (Add 1-2, or swap for a staff recommendation)
 - Records Management & Compliance CHOOSE
 - Maintains official City records with precision; ensures full compliance with public records law.
 - Technology & Systems Management CHOOSE
 - Leverages technology to improve records access, archiving, and public transparency.
 - Public Access & Transparency CHOOSE
 - Ensures timely, complete responses to public records requests; promotes open government.
 - Council Direction Needed: Confirm staff recommendations, add 1-2 from the choice pool, and/or swap a recommendation for a choice pool option. Ideally 8-10 total competencies per official.

MAYOR HARTKE suggested adding the top two items and asked whether technology and systems would be covered under the innovation category.

COUNCILMEMBER ELLIS supported record management and public access, emphasizing transparency, accountability, and understanding community feedback regarding the office.

MAYOR HARTKE asked the Council for consensus on selecting the first and third items.

Council consensus was to proceed with Records Management and Compliance, and Item 3, Public Access and Transparency as City Clerk competencies.

MR. WILLE continued the presentation.

- Role-Specific Competencies – City Attorney
- City Attorney | In addition to 6 Universal Competencies
 - In addition to the 6 universal competencies, staff recommends the following role-specific competencies. Council may confirm these, swap one for a choice pool option, or add 1-2 from the choice pool. Ideally, each official should have between 8 and 10 total competencies.
- RECOMMENDED (Staff Recommendation)
 - Legal Counsel & Risk Management RECOMMENDED
 - Provides sound, timely legal advice; proactively identifies and mitigates the City's legal exposure.
 - Legal Review & Analysis RECOMMENDED
 - Oversees development and review of ordinances, contracts, policies, and legal documents for accuracy, completeness, and consistency with legal, regulatory, and procedural standards.
- CHOICE POOL (Add 1-2, or swap for a staff recommendation)
 - Policy & Document Accuracy CHOOSE
 - Ensures ordinances, contracts, and legal documents are accurate, complete, and legally defensible.
 - Legislative & Regulatory Tracking CHOOSE
 - Monitors changes in law and regulation; advises Council and staff on implications for the City.
 - Interagency Legal Coordination CHOOSE
 - Coordinates legal matters with regional partners, agencies, and intergovernmental bodies.
 - Council Direction needed: Confirm staff recommendations, 1-2 from the choice pool, and/or swap a recommendation for a choice pool option. Ideally 8-10 total competencies per official.

COUNCILMEMBER ELLIS requested adding document accuracy to ensure information reliability and correction, when necessary, as well as legal coordination to improve understanding of departmental operations and outsourcing decisions.

MAYOR HARTKE agreed, especially on legal coordination, emphasizing early legal involvement to

avoid issues, and suggested legislative and regulatory tracking may fall under intergovernmental relations.

Council consensus was to select Policy and Document accuracy and Interagency legal coordination as City Attorney competencies.

MR. WILLE continued the presentation.

- Role-Specific Competencies – City Magistrate
- City Magistrate | In addition to 6 Universal Competencies
 - In addition to the 6 universal competencies, staff recommends the following role-specific competencies. Council may confirm these, swap one for a choice pool option, or add 1-2 from the choice pool. Ideally, each official should have between 8 and 10 total competencies.
- RECOMMENDED (Staff Recommendation)
 - Judicial Impartiality & Due Process RECOMMENDED
 - Conducts proceedings with fairness, consistency, and strict adherence to due process requirements.
 - Judicial Education & Best Practices RECOMMENDED
 - Actively pursues continuing judicial education; applies current best practices and emerging standards to court operations.
- CHOICE POOL (Add 1-2, or swap for a staff recommendation)
 - Court Administration & Efficiency CHOOSE
 - Manages court operations effectively; ensures timely case processing and resource stewardship.
 - Community Justice & Division CHOOSE
 - Supports alternative sentencing and diversion programs that advance community outcomes.
 - Interagency Court Coordination CHOOSE
 - Coordinates effectively with law enforcement, prosecutors, and public defenders.
 - Council Direction Needed: Confirm staff recommendations, add 1-2 from the choice pool, and/or swap a recommendation for a choice pool option. Ideally 8-10 total competencies per official.

COUNCILMEMBER ORLANDO asked how law enforcement, prosecutors, and public defenders would be evaluated for effectiveness.

ALICIA SKUPIN, City Magistrate, responded that it is difficult because the court does not control the prosecutor's filings; it only controls the cases it receives. She noted evaluation would likely need to be coordinated through the city attorney's office, potentially using a defined process.

COUNCILMEMBER ORLANDO spoke in support of items one and two, noting concerns about how

court coordination could be effectively managed and measured through clear objectives.

MR. POMBIER expressed concern about including community justice and diversion, noting diversion programs start with the prosecutor's office and are not under the court's control. He cautioned that holding judges accountable for diversion outcomes would be inappropriate, though community courts may be more suitable since magistrates can develop specialized programs.

MAYOR HARTKE asked whether community outreach could be added, noting that it is already a strength of her work and could serve as a model for future efforts.

Council consensus was to proceed with Judicial Impartiality and Due Process and Judicial Education and Best Practices as City Magistrate competencies.

MR. WILLE continued the presentation.

- Goal Setting & Accountability – A Core Part of the Process
- Goals give the evaluation process its backbone. Without agreed-upon goals, performance conversations can feel subjective. With them, both Councilmembers and officials have a shared, documented basis for accountability – and a clear starting point for the following year.
 - GOAL-SETTING – At the Annual Evaluation
 - Collaborative by design
 - Council and the official jointly establish goals – not imposed top-down, but agreed upon. This builds ownership and shared clarity.
 - Mix of specific & directional
 - Some goals should be concrete and measurable (e.g., complex X by Q3); others may be broader priority areas (e.g., strengthen intergovernmental relationships).
 - Clarity is the constant – formality may vary
 - Goals are established at the close of the June evaluation. Under Option B (compiled document), they are formally recorded. Under Option A (guided discussion) they may not be written down – but both parties leave with a clear, shared understanding of what success looks like for the coming year.
 - GOAL ACCOUNTABILITY – Annual Evaluation
 - Official submits accomplishments report
 - Before the evaluation, each official prepares a written summary of what they achieved against each goal and competency – giving Councilmembers a documented record to reference.
 - Goals listed on the evaluation form
 - The evaluation form includes the prior year's goals for reference. Councilmembers provide their overall assessment – whether goals were collectively met, exceeded, or fell short – in their written narrative rather than

- rating each goal individually.
- Context matters – not just yes/no
 - Goals may not have been met for reasons outside the official’s control. The evaluation process invites that conversation rather than rendering a binary verdict.
- Informs next year’s goals
 - How goals were met – or why they weren’t – directly shapes what gets set for the next cycle. The process closes the loop.
- Key Principle: Goal-setting is not a separate event from the evaluation – it happens at the close of the June evaluation. Goals are then checked at the October and January touchpoints, so both parties are aligned well before the next evaluation cycle.

COUNCILMEMBER ELLIS stated that Council should not be responsible for writing reports.

MR. POMBIER clarified that he would be responsible for submitting reports outlining how he met competencies and goals, which would then be reviewed with Council during the June meeting and interim check-ins.

MAYOR HARTKE explained that the magistrate would present goals for Council consideration and approval, with Council providing feedback or requesting changes before finalizing expectations.

COUNCILMEMBER POSTON indicated that an important element was missing, emphasizing management skills and succession planning as key overarching criteria.

MR. WILLE continued the presentation.

- Evaluation Format – Compiled Document or Discussion Guide?
- This decision shapes how feedback is captured and whether a formal record is produced.
 - Note: the current process does not produce a formal written evaluation document.
 - Option A – Guided Discussion in Executive Session
 - No formal evaluation document is produced – this is current practice
 - Each Councilmember’s completed form serves as personal notes only, not an official record
 - Feedback is shared verbally with the official in executive session
 - Preserves candid dialogue and flexibility in the conversation
 - Option B – Compiled Written Evaluation
 - Staff compiles all Councilmember input into a single summary document
 - May be made available to the public as a matter of record
 - Provides a formal, documented basis for accountability
 - Goals are formally documented and signed off as part of the evaluation record
 - Consideration: Requires careful drafting; public release may affect candor
 - Council Direction Needed: Should the evaluation be a guided discussion in executive session (Option A), or a compiled written document (Option b)?

COUNCILMEMBER HARRIS asked whether the Council should formally meet with the clerk, city attorney, and judge to establish shared goals and expectations, similar to the strategic planning process used with the city manager. He suggested that setting common benchmarks together would ensure consistency in evaluations and help avoid differing individual expectations among Councilmembers.

MAYOR HARTKE said that the plan was for appointed officers to present their goals to Council, and then Council will review and evaluate them.

COUNCILMEMBER HAWKINS said Council could still meet informally to discuss goals and establish a framework without formal writing.

MAYOR HARTKE clarified that the process would involve oral discussion of goals, with Council potentially rating or adjusting them, rather than detailed written feedback.

COUNCILMEMBER POSTON expressed support for putting the evaluation in writing to ensure consistency over time and across different Councilmembers.

COUNCILMEMBER ORLANDO agreed that a written evaluation is appropriate, noting the format already requires documenting goals and categorizing performance as exceeds, meets, or needs improvement.

MR. WILLE continued the presentation.

- Ongoing Touchpoints Throughout the Year
- Staff recommends three structured touchpoints per year – each with a distinct purpose. Together they create a continuous performance conversation, ensuring alignment throughout the year and eliminating surprises at the annual evaluation.
 - 1 June Annual Evaluation
 - The formal evaluation. Council reviews performance against the prior year's goals and competencies. Goals for the coming year are collaboratively established at the close of the session — documented formally or not, depending on Council's format choice.
 - 2 October Initial Check-In
 - An early touchpoint (approximately October) to confirm that new goals are on track, surface any immediate questions or concerns, and ensure alignment between Council and the official heading into the new year.
 - 3 January Mid-Cycle Check-In
 - A mid-year check (approximately January) on goal progress and overall performance. Not a formal evaluation — an honest conversation to identify where things are going well and where support or course-correction may be needed.

DATED this _____ day of May, 2026.

City Clerk