

**POLSON CITY COUNCIL SPECIAL SESSION  
KWATAQNUK KOOSTAHTAH ROOM  
WEDNESDAY, MAY 29, 2:00 P.M.**

**ATTENDANCE:** City Council: Bruce Agrella, Mark MacDonald, Tom Jones, Mike Lies, Tom Corse, Fred Funk. Mayor Jules Clavadetscher presiding. City Attorney James Raymond absent. Others Present: Greg Hertz, Ed Hamm, Irene Marchello, Karen Sargeant, Lee Manicke, David Devore, Doug Chase, Rory Horning.

**RYAN EVANS INTERVIEW:** Mayor Clavadetscher briefly reviewed the process and procedure by which the Council had reached their three final candidates and asked Ryan Evans if he had any questions in regards to the process. Ryan Evans answered that he did not. Mayor Clavadetscher asked Ryan Evans to give an example of when he brought different people together to achieve a goal and how he reached a consensus. Ryan Evans used the example of an ordinance in San Leandro, CA to reduce emissions 5% by 2020. He mentioned that despite it being a very industrial area, they were able to, with the help of the homeowner's association, several community meetings, and industrial round tables, gain the support from the public and business owners. Mayor Clavadetscher asked Ryan Evans to clarify the role of the City Council during that process. Ryan Evans explained it was a staff born ordinance that they chose to bring to the council with an education process they undertook. He said they had several meetings in which any questions or comments were addressed. He mentioned they set up goals within the framework of the State of California and their county. Mayor Clavadetscher asked how Ryan Evans convinced the businesses that were concerned about their bottom line that the environmental issues were worth pursuing. Ryan Evans responded that they made business aware it was an incremental process and more of a "can-do" ordinance as opposed to a "must-do" ordinance. He added it was educational and put them in touch with the proper resources (recycling agencies, etc.) and a lot of it was getting them to look at problems in a different way. Councilman Corse asked if they exceeded state goals. Ryan Evans replied that it did not percentage-wise, however the timeline was set collaboratively between several cities 5 years ahead of the State.

Mayor Clavadetscher asked Ryan Evans to briefly describe his management style. Ryan Evans replied that, both with projects and people, it is incremental. First, identify one main goal, which you can then break up into smaller, short term goals. He mentioned it was a flexible style to respond to the different people from staff, business, and the community. He explained it was empowering to give people goals, forcing them to take on leadership, which he defined as the ability to take something on bigger than yourself.

Mark MacDonald pointed out that on Ryan Evans resume it stated, "As a native Montanan I have a uniquely keen understanding of the economic and social issues facing many Montana towns as well as and understanding of the distinct strengths," and asked if Mr. Evans could substitute Polson in that statement. Ryan Evans replied he absolutely thought so. He explained that throughout the last few days he'd driven through the community and noted, that like much of Montana, real estate prices

and affordable housing were difficult for middle class citizens to afford to live. He stipulated that smart growth and the infrastructure to allow for it was another issue for western Montana. He advocated that a sense of community was a powerful tool, which Polson had shown at the Freedom Day Parade he had visited only a couple days before.

**Mayor Clavadetscher pointed out that an issue unique to Polson, was that it was on a reservation. He asked Ryan Evans how he would form a relationship with the tribe and how he would go about accomplishing city priorities with Tribal Government.** Ryan Evans replied that he had had many relationships with Native Americans growing up between two reservations in north central Montana. He advised the Council that he did not know all the current ins and outs of the relationship between the Tribes and the City of Polson, however, he advocated open communication between all manners of citizenry, including businesses and the tribes, to form relationships for city projects.

**Tom Corse noted that as City Manager Ryan Evans would be the primary supervisor. He posed the example of a personnel issue of an employee who just doesn't quite get it; marginally completes work, and their ability to work with others is causing friction with the rest of that department. He asked Mr. Evans what steps he would take to help the department head deal with that problem.** Ryan Evans replied that first he would sit down with the department head then get background on the employee their history with the organization, their primary duties and their specific responsibilities. If they're struggling with a job they have had for a long period of time it may be worth while to review their job description and have the department head sit down with them to discuss what they like and don't like doing. He pointed out that sometimes communication breakdown between employee and supervisor can cause problems. He suggested that if the employee has strengths in other areas they might be more suitable for another position. He said the source of the friction must first be identified. He admitted that although he wasn't completely familiar with City of Polson's personnel steps, he explained that verbal and written warnings were effective, and that sometimes a person just needs to be heard.

**Mayor Clavadetscher stated that all of the candidates for City Manager were from out of state, and asked Ryan Evans how he would establish a relationship with the current City staff.** Ryan Evans replied that he would like them to know, first thing, that he was not here to make drastic changes. He commented that from outsiders' point of view, the City seemed to have its act together, and that he was here to help enhance the current staff. He explained he would like to sit down with every department head, let them know how much he would be relying on them, and leadership would be expected from them. He commented the best manager surrounds himself with qualified, capable people, and that he would like to identify strengths and weaknesses and address them over time.

**Mayor Clavadetscher then told Ryan Evans that, if he, himself, were a manager, he would ask what do you bring to the party, what are you going to do to make a manager more effective and make his or her job easier.** Ryan Evans responded that he offers work ethic, energy, and the power of perspective. He explained he specialized in organizational change in his Masters thesis, and believes in change that does not ostracize or alienate employees.

**Fred Funke commented that Ryan Evans resume mentioned a grant application, and asked him to go over that in more detail.** Ryan Evans replied that any development or redevelopment grant goes through him, and one was a local transit bus system that would link a huge part of the city that had gaps in the local transit system. He explained that this program was set up for a business improvement district on the side, but then set up through public and private grants of 3-400,000 dollars. He did everything from the pre-application meetings, the application, approval through council, accepting and awarding the grants administration quarterly reports, public meetings for businesses and residents that might be effected, etc.

**Mike Lies asked how successful Ryan Evans had been at obtaining grants.** Ryan Evans replied that he had been fairly successful, which had to do with how they picked and chose grants they'd be more likely to receive.

**Mayor Clavadetscher asked how Ryan Evans established budget priorities in his community.** Ryan Evans replied that recently they had 4 of 7 Council members replaced with new Council people, which caused him to do an analysis of current programs and to plan for the next year including the budget requests from the current programs. He noted that public safety is the biggest item, explaining they had 87 police officers, with a goal for 100, since they had senior population and that reflected their wishes.

**Mayor Clavadetscher asked if they had grants for public safety to aide the police in various aspects of their performance.** Ryan Evans replied that his particular department did not, but the police department does for training at a subsidized academy, for regular equipment, and furthering education grants.

**Mayor Clavadetscher asked if the police department applies for grants separately from his office or if they come to him with grants they would like to apply for.** Ryan Evans answered that they are not in his office; they are a stand alone division. They all work within the city manager's office, but they work independently with their own specialized staff.

**Tom Jones asked Ryan Evans to explain more about his experience as a Human Resource Assistant position.** Ryan Evans answered that specifically he'd worked for a big corporation and within the government and had various tasks, from resumes, webpages, hiring, and firing, administrative tasks, etc.

**Mayor Clavadetscher asked if Ryan Evans had any experience with a municipal golf course, either managing or managing the manager.** Ryan Evans answered that they had an 18 hole executive golf course and a course similar to Polson's 9 hole course but that he had more experience managing the manager, explaining that he had to make sure it worked financially, which they did partnering with American Golf Corporation who paid to lease out the city property and were paid for their managing services. He noted they had limited management over the course since they were professionals, but they liked to be kept updated on what happened. **Mayor Clavadetscher asked if it was an enterprise fund.** Ryan Evans replied that it was a Shoreline enterprise fund, explaining the city owned 300 acres that both golf courses, restaurants, and other business paid rent to the city to pay for the marina.

**Tom Corse asked how Ryan Evans rated himself on computer skills.** Ryan Evans replied that his technical skills were great, he'd grown up his whole life with computers and different types of applications, from statistical projects to simple word programs.

**Tom Jones asked what kind of recreation department he was familiar with, and what programs Polson area might see in the future.** Ryan Evans answered that there was a wide variety of sports programs, which included a shuttle program for children and seniors as part of their park and recreation program. He commented that it was important for children and seniors to have recreational programs.

**Tom Jones asked Ryan Evans if he was aware of any available grants for recreational projects.** Ryan Evans answered that didn't know of any specifically, but reasoned that all other places in government have grants.

**Tom Jones asked Ryan Evans what his weaknesses in this position might be.** Ryan Evans replied that his biggest weakness was a lack of experience. He explained that despite only several years in municipal government, they had been very diverse and he had met with much success.

**Tom Corse asked Ryan Evans if he were hired, how long would he anticipate being the City Manager in Polson.** Ryan Evans answered that it was hard to say, but that he would want to commit a minimum of 5-10 years. He expressed that it would not be doing justice to the City if he were there less time.

**Mayor Clavadetscher advised that this is the first City Manager position, and it will be an education for the Mayor and City Council. He asked Ryan Evans how he would go about working with the Council, assuming the Council has never worked with a City Manager.** Ryan Evans replied that it would be a learning process for all sides. He commented that wouldn't have a past City Manager's example to look back on, that it was a whole new frontier, and for the community as well. He advised that he expected several months or maybe the first year to be a lot of communication and getting to know everyone and priorities.

**Mayor Clavadetscher asked what Ryan Evans valued and would want to emulate about the City Manager he currently works for.** Ryan Evans answered that he'd worked for their city for many years and he is a great communicator who is big on loyalty. He explained he was very personable with citizens and council members. He noted he was willing to make an unpopular decision if it's right, and to work with the people to reach understanding.

**Tom Corse asked if Ryan Evans had any experience with water and sewer infrastructure.** Ryan Evans replied "no", he was not part of that department. He mentioned he was only familiar with the people who worked in that department and their general job descriptions.

**Mayor Clavadetscher asked Ryan Evans if he had any questions for the council.** Ryan Evans asked the Council for background on the decision process or the circumstances that lead up to Polson switching to a Charter system of government. **Tom Corse replied that every ten years by statute the city may vote to keep or change their form of government. A commission was formed and looked at the several types of government options and recommended a Charter system, which was then presented to the public and voted on.**

**Ryan Evans asked if the City Manager for Polson would be more of a project or employee manager, or a hybrid of both.** Tom Corse replied that the statute included a list of duties for the City Manager. Mayor Clavadetscher added that it would certainly include managing the staff which would be looking for advice and direction. He added that it would also include the budget process. He advised that

the limited staff would include a lot of work for the City Manager, himself, and aiding the employees as best he can. Mark MacDonald informed that there was a wealth of knowledge and experience with Polson's government just between the current Council members that the City Manager could look to.

Ryan Evans asked the Council to describe the local residents community involvement. Mayor Clavadetscher pointed out that there are relatively small turnouts to public meetings, but he explained that they were generally supportive. He commented that most of the citizens will come to a meeting to speak out if there is an issue they want addressed.

Ryan Evans asked what the seasonal changes in Polson were like. Mark MacDonald replied that there haven't been exact stats, but he figured that in the June/July months the population nearly triples, which, he commented, puts a severe strain on the parks, police, and fire departments. Tom Jones added that the swelling of population is mostly residents from outlying areas along the lakeshore that strain much of the city services but do not add to the City's income. Mayor Clavadetscher commented that the surrounding residence of Lake County use city facilities that don't pay city taxes. He noted that recently there'd been a police levy because, although the city police do not patrol the county, many county perpetrators are cited or arrested within the city limits.

Ryan Evans asked if impact fees apply to only the city or to the adjacent county as well. Mayor Clavadetscher answered impact fees apply only within the city.

Ryan Evans asked what the City's general philosophy on business was. Tom Jones replied a lot of business is tourist based and he felt that the community was not opposed to major business names. He mentioned there are a few small manufacturing businesses in the area. He expressed that Polson was a pro-business community.

Ryan Evans asked if Polson had a business license fee. Mayor Clavadetscher replied no. Tom Corse mentioned that Polson was in the midst of another Wal-Mart. He added the old Wal-Mart store is under lease and in the process of a lawsuit, but the property for the new store was purchased.

Ryan Evans asked what is the number one problem facing Polson. Mark MacDonald replied growth and infrastructure are Polson's biggest problems. Tom Corse commented growth and change, considering most people do not like change; it causes factions in the community when changes happen as rapidly as they have. He also noted that housing cost issues have arisen with the wealthier influx of residents in the area. Bruce Agrella agreed growth and catching up with it were a big problem. Tom Jones mentioned that the water and sewer infrastructure were an issue due to the growth.

Ryan Evans asked where the Council saw Polson's general population and economy in 10-20 years. Mike Lies predicted a huge population increase. Tom Corse projected the population increase around 50% from 5,000 to 7,500 people in that time and that the City boundaries would be increased from annexations with property value increasing. He noted that septic systems will fail, adding to the City's strain. Mayor Clavadetscher explained to Ryan Evans that he would notify the candidates Friday June 1st, or Monday June 4<sup>th</sup>, of the Council's primary and secondary candidates. He also added that the City Manager would be looking at a hiring date

**of July first. Ryan Evans thanked the council for the opportunity. The Council Thanked Ryan Evans for applying.**

**The meeting adjourned at 2:50 p.m. to reconvene at 4:00 p.m.**

**Special Session reconvened and brought to order at 4:00 p.m.**

**JAY HENRY INTERVIEW: Mayor Clavadetscher briefly reviewed the procedure and process by which the council had reached the three final candidates and asked if Jay Henry had any questions in regard to the process. Jay Henry asked how they reached the process and the decision to hire the city manager and what kind of support there was for that decision. Mayor Clavadetscher replied that every 10 years the type of government is voted on by the City of Polson, and the previous November 54% had voted in favor of a Charter form of government which incorporates a City Manager. Jay Henry inquired as to what the Council's feelings were on the Change. Mayor Clavadetscher stated they had to follow the mandate of the voters. He noted the Advisor to the League of Cities and Towns had worked with Polson's Citizen Review Committee and recommended a process for the Council to follow. Tom Jones mentioned that he was originally not in favor, but in the last 5 months he changed his mind and felt this change in direction was good. Mayor Clavadetscher commented they had tried to be as objective and unbiased as possible. He then asked Jay Henry to give an example of when he brought together different groups to achieve an objective and reach consensus. Jay Henry replied that in the county he worked , due to lack of communication and growth, the building, planning and septic departments were in disarray, autonomous from each other. The County then formed a community development group and a new position was put together, for which he was hired, to keep the departments in check and cooperative with a set of clear standards. He commented that progressive discipline was required of some of the employees. In the end, he had a very communicative and support staff running smoothly and connected.**

**Mayor Clavadetscher asked Jay Henry to describe his management style. Jay Henry replied that he was a hands-off manager, he felt that support and aiding the department heads who already know what their position require worked much better than a heavy ended management style.**

**Tom Corse asked how Jay Henry would describe his computer skills: bellow average, average, or above average. Jay Henry replied above average, expressing that he had a background in computers and was proficient with their day-to-day use.**

**Mayor Clavadetscher pointed out that Polson is on a reservation, and asked how he would work with the Tribes to achieve mutually advantageous goals. Jay Henry answered that, because of the future of wastewater in the area, it was important to work with the Tribes. He explained that he'd had experience with tribes as sovereign nations, one in particular in which the Tribe was dealing with expensive private consultants on their buildings and did not have to follow building codes, which left many unsafe. The City wrote an intergovernmental agreement with the Tribe to have the city inspectors come through the Tribe's buildings at a standard rate and make recommendations the Tribe was under no obligation to follow. However, the city inspectors insured a higher**

level of safety. **Mayor Clavadetscher asked if the Tribe typically followed the City's advice.** Jay Henry replied that they did much of the time.

**Tom Corse inquired what Jay Henry's emphasis in his degree was.** Jay Henry responded that he had a dual emphasis, one in structural engineering and one in environmental engineering with a background in agriculture.

**Tom Jones asked Jay Henry what some of his strengths are that he could add to the City government in Polson.** Jay Henry replied leadership and managerial skills, a military history and managing the parks and solid waste departments, at which he'd done well, encouraging honesty among the department heads.

**Mayor Clavadetscher asked what kind of specific problems he'd experienced with solid waste.** Jay Henry answered that in Clements County he'd replaced a solid waste manager that had set them on a course to line their entire dump, which in the end would need to be replaced quickly and cost 21 million dollars. After he took the position he convinced his superiors to look for other options. They'd hired an economic commission which recommended to transfer the trash out of the county. He explained he researched a great deal on transfer stations. The County went through the bid process after settling on a multimotive transfer station that could use train or truck. He said there was a lot of public opposition to the transfer site, but it was eventually accepted and an ideal spot away from residents in an industrial area. **Mayor Clavadetscher asked how he dealt with the public opposition to the transfer station.** Jay Henry replied that the only way to deal with public opposition is to let everyone be heard; he commented that people feel better if they are allowed to speak even if a decision they don't like is reached. **Mayor Clavadetscher asked if the County Commissioner then decided on the location and type of transfer.** Jay Henry answered yes.

**Mayor Clavadetscher pointed out that all of the candidates are from out of state and asked Jay Henry how he planned to develop a relationship with the current experienced staff.** Jay Henry replied that a new manager cannot just come in and change things; that would be a recipe for disaster. He projected at least 6 months to get to know the staff and the area before making any major changes.

**Mayor Clavadetscher asked how Jay Henry would form a working relationship with the City Council.** Jay Henry suggested that whoever is chosen for the position should schedule a half day retreat for the City Manager and Council so they can establish everyone's vision and direction. He also explained he would make sure something one councilman got, everyone got so the flow of information was complete and even and establish a clear definition of Council and Manager roles, with much respect going both ways.

**Tom Jones noted that Jay Henry had acquaintance working with an experienced staff and asked if he felt comfortable coming in and doing the same thing in an unfamiliar location.** Jay Henry expressed that he didn't think it would be the same thing, since his former position that dealt with experienced employees was in response to a serious problem. He explained he felt this would be a different situation he could do well.

**Mayor Clavadetscher asked if Jay Henry had any expertise on the possible problems Polson will have with sewage waste treatment.** Jay Henry replied that he is currently in charge on-site septic treatment, mentioning he's researched it. He anticipated

that a packaged plan with a modular system that grows with the city would be cost effective and efficient for the City.

**Mayor Clavadetscher asked Jay Henry if he had any experience managing or managing the manager of a golf course.** Jay Henry replied that where he currently resides that are several impressive courses, but his county does not own or operate a golf course. He commented that the most similar thing he'd work on was managing the parks. **Mayor Clavadetscher asked what Jay Henry's goals or objectives were while managing the parks.** Jay Henry explained that they had a unique parks department that was funded by RV license fees and Organ State Marine Board, not at all from the general fund.

**Mayor Clavadetscher asked what Jay Henry would bring to the job to make the current staff better or enhance their current abilities.** Jay Henry replied that he would bring consistency, that everyone must be treated the same with a clear set of standards for performance. He also felt he could act as a helpful buffer between the council and department heads. He asserted that information should flow both ways through the City Manager functioning as support for the employees and council.

**Tom Jones asked Jay Henry if he had experience with writing grants.** Jay Henry responded that his county's parks had over \$500,000. He specified that the Marine Board was largely responsible for that. He commented that he was always very clear and transparent with how he applied grant money.

**Mayor Clavadetscher asked if Jay Henry had encountered any friction in the relationship between City and County government relative to the communities involved?** Jay Henry replied that he had, and commented that historically City and County government did not get along that well. He explained as an example that his communities had incorporated all the local towns and cities into one building department that had weekly meetings between the towns and the County to enable their building and planning departments to communicate and which allowed the cities to keep their own departments. He continued to explain that they had an Urban Growth Boundary which contained property out of city limits that had be developed to conform to city policies after which it would be annexed.

**Tom Jones asked Jay Henry he felt were his biggest weaknesses.** Jay Henry replied that when he first began his career in local government he had to slow himself down and wait for a great decision that will occur later rather than making a good decision immediately.

**Tom Corse asked Jay Henry how he would deal with a situation where there was an employee that doesn't get it, causes friction, and the department head has come to him for advice.** Jay Henry replied that you support your department heads and then conjectured that he would ask the department head if they'd given the said employee written or verbal notice which was clear and documented, documentation being paramount. He explained that if those warnings didn't work he would talk to both parties and try to establish why there was friction and what the background on the problems might be.

**Tom Corse asked if Jay Henry would consider involving the City Council in that situation.** Jay Henry firmly replied no, expressing that it was the manager's responsibility. He felt strongly that the City Manager must have the authority to deal with staff and personal issues.

**Tom Jones inquired as to what Jay Henry's experience had been with Human Resource. Jay Henry** replied that he'd studied it thoroughly finding it pivotal for military and municipal government bodies, commenting that leaders are made not born. He asked if there are any unions in Polson. **Mayor Clavadetscher replied that currently there were not, but with the growth they could be anticipated. Mike Lies asked Jay Henry if he was familiar with budgets and setting them up. Jay Henry** replied that he was in their solid waste department.

**Tom Corse asked Jay Henry how long the City of Polson could plan on him staying as the City Manager if they hired him for the position. Jay Henry** answered that he hoped to stay for a long time, pointing out that having a short-term manager would only serve to hurt the community. He also mentioned that he held his last position for 15 years and prefers not to move around much.

He asked the Council if there was any pending litigation for or against the City. **Mayor Clavadetscher replied the City was engaged in litigation, the primary case against the City being the result of the City rezoning to accommodate the Super Wal-Mart. He mentioned there were a couple human rights complaints, but they weren't litigation yet.**

**Jay Henry** asked what the biggest concerns they would bring to the City Manager to work on. **Tom Jones replied that growth, planning, expansion and infrastructure were his biggest concerns. Mark MacDonald asserted that planning for long-range infrastructure were his main concerns. Bruce Agrella agreed that his concerns mirrored those. Fred Funke commented that planning was his biggest issue, to deal with growth. Tom Corse explained that affordable housing was his main concern, expressing that he did not want the fabric of the community torn apart from the inevitable change. Mike Lies agreed that growth and infrastructure were his main concern. Mayor Clavadetscher informed Jay Henry that dealing with retail development was a big issue. He mentioned the downtown area that was struggling in the shadow of huge retail businesses. He explained that there was an active group of citizens working to improve and stabilize the downtown area.**

**Jay Henry** asked if the city had an active capitol improvement plan. **Mayor Clavadetscher replied that the City had no sinking or depreciating funds. He mentioned they had recently implemented impact fees to help with capitol improvements. Jay Henry** asked what the rules and restrictions were for impact fees. **Mayor Clavadetscher replied that it was very strict accounting and controls and the fees have to be applied to expanding infrastructure to accommodate growth, they cannot be spent improving existing infrastructure deficiencies. Jay Henry** asked if there was much opposition to the impact fees. **Mark MacDonald replied that there is not a large taxation base from wealthy local residents since most of them live outside city limits, so most of the tax burden falls on the senior, middle class, and lower class city residents.**

**Jay Henry** asked the council to predict this most difficult problem the City Manager would face coming into the position. **Tom Jones replied that getting to know the people in the community, including the Council and staff, and getting direction from them for where this community wants to go. He advised that dealing with day-to-day duties and establishing a relationship with the City of Polson would be difficult at first. Jay Henry** replied that he understood, trust was difficult to earn in a small town.

**Mayor Clavadetscher felt that building a relationship with the Council would not be as difficult as most of the community and agreed that trust was key.**

**Jay Henry asked if the department were apprehensive about the change of government. Mayor Clavadetscher replied that they made a point of having a department head on the Search Committee for the City Manager to make a route of communication to the other department heads. He advised that there was still some apprehension whenever someone gets a new supervisor or boss. Mark MacDonald pointed out that for the most part the citizens and employees supported the City Manager, considering they had voted for one. Bruce Agrella commented that being consistent will be important for everyone. Tom Corse opined that the department heads might find it easier to have only one person to deal with between them. He also felt the staff is willing to adapt to a City Manager. Mayor Clavadetscher added that all the staff want what is best for the city and would be supportive. He thanked Jay Henry for applying and explained that he would inform him of his decision Friday, June 1st, or Monday June 4<sup>th</sup>, at the latest. Jay Henry thanked the Council for the opportunity.**

**The meeting adjourned at 4:58 p.m.**

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**Jules Clavadetscher, Mayor**

**ATTEST: \_\_\_\_\_**  
**Kala Parker, Assistant City Clerk**