

**POLSON CITY COMMISSION MEETING MINUTES
CITY HALL – CITY COMMISSION CHAMBERS
THURSDAY, SEPTEMBER 12, 2013, 8:30 AM**

ATTENDANCE: Mayor Pat DeVries presiding. City Commissioners: John Campbell, Todd Erickson, Fred Funke, Mike Lies, Dan Morrison, Stephen Turner, and City Clerk Cora Pritt.

Mayor Pat DeVries called the meeting to order. The pledge of allegiance was recited.

APPROVAL OF PROPOSED AGENDA: Commissioner Morrison moved to approve the proposed agenda, seconded by Commissioner Turner Commission discussion: None Public Discussion: Andrew Speer asked about subcommittee’s simultaneous interviews. Mayor DeVries explained that there will be a Search Committee panel interviewing and an Employee panel interviewing. The only interview session that will be open to the public is the one being conducted by the City Commission. This question/answer interview session will be conducted in the Council Chambers. **Vote: Unanimous. Motion carried.**

PANEL ORIENTATION: Mayor DeVries then turned the meeting over to Mr. Greg Prothman for an orientation. Mr. Prothman advised the panels to please stay on task. There will be 3 interviews being conducted simultaneous. The Search Committee will be conducting interviews in the Library Conference room; Employee Interview Panel will be in the Firehall, and the Commission in the Council Chambers. Carlissa London will also be taking each candidate on a tour of Polson. The question/interview process will be approximately 40 minutes. Then give the candidate about 5 minutes to ask any questions he may have. At approximately 45 minutes to the hour, spend a few moments debriefing, then take a short break. Please focus on the candidate’s strengths and weaknesses. Eye contact is important, inject humor when possible, help the candidate to relax this makes for a better interview. Caution-federal mandate to select on the candidates strengths not because of gender, religious preference, and be aware of the conversation traps. Watch out for the non-legal questions.

CITY MANAGER CANDIDATE INTERVIEWS (9:00 A.M.-12:00 P.M.) & (12:30 P.M.-2:30 P.M.)

9:00 A.M.-ROGER BENNETT

Q. Mr. Prothman-Welcome Roger. What surprised you the most about Polson?

A. Mr. Bennett-Its beauty, warm climate, the activity level of the community and the spirit of volunteerism.

Q. Commissioner Campbell-What would the organizational culture of the City look like after 1 year under your guidance? 3 years? 5 years?

A. Mr. Bennett-Management philosophy is based on values. I have a service attitude. We are here to take care of things not run things. I expect everyone to be honest, a high level of integrity. Public employees should be treated well, work hard, and competently, responsively, and sensitively. The customer is the community. Culture would be hard workers, responds sensitively to the community. I would fall in, be a leader and set an example.

Q. Commissioner Turner-Would you consider yourself a “hands-on” or “hands-off” manager? Tell us about your leadership style and what it is like to work for you.

A. Mr. Bennett-I am very team oriented. Manager’s place is to lead, describe the intended outcome. To provide the appropriate tools, support, delegate. I also have very high expectation. The person doing the job to do it the best way they know how and get it in the recipient the best way possible and on time. If this is not possible, then to communicate that fact clearly about the limitations and when the result could be expected. I am not in to micromanaging and I do not want the Commission to be either.

Q. Commissioner Funke-What experience have you had with grant writing and share what successes have you had?

A. Mr. Bennett-I haven’t personally written a grant for quite a while. Grant writing in an art and probably isn’t as important in local government as it once was. The most important thing to know about grant writing is 1). It comes from a community driven plan. 2). Understand what the granting agency has in mind for the money they are going to give to you.

Q. Commissioner Lies-Briefly describe your preferred budget process and highlight where you see the Commission having input in the process.

A. Mr. Bennett-First it is important to know that the budget is not money. The budget is a tool to implement the communities plan. I believe that 1). The budget does not belong to the staff. City Commission should feel like they own the budget. It is really a policy for the City Staff to follow. My budgeting process is to: 1). Engage the Department heads 2). Assimilate in to a non-number set of priorities. 3). Apply fiscal reality as to what is out there. 4). City Commission directs the budget. 5). City Commission owns the budget 6). You should require the City Manager to apply and proved you with updates.

Q. Mayor DeVries-What types of reports would you provide the Commission and how often would you give these reports?

A. Mr. Bennett-You should be given Department Head reports and Project reports monthly. Budget reports monthly and warrant run. An interim report would be provided on the subject

matter what may be going on in the community. This can be provided via phone, email, drop by City Hall. The best thing that a City Manager can offer the Commission is trust.

Q. Mayor DeVries-How would you communicate/work with 7 people on an on-going daily basis? What would we expect?

A. Mr. Bennett-Hopefully I wouldn't have to work with anyone but the Mayor on a daily basis. The Commission; I would need to know how approachable are you? If you work full-time, when is the best time to contact you? All would get the same information, in the same manner as everyone else does.

Q. Mr. Prothman-How do you keep in touch with a Council member who feels maybe a little bit disenfranchised? How do you keep him moving forward?

A. Mr. Bennett-It is situational. Treat that person the same way you treat everyone else. Assure the person it is not the manager's job to make policy decisions. It is not the manager's job to run up votes. That is the Council's position. If you want something to happen, you have to have 3 friends to make that happen. The City Manager works for a majority of the City Commission. I would treat that person with respect, sensitivity, and honesty and frankness.

Q. Mr. Prothman-How do you work with the City's critics that may not be in favor of where the City is going? How do you reach out to them? How do you stay in touch?

A. Mr. Bennett-The same way. It is important to know that almost everybody has the same end result in mind. 1). Listen 2). Explain a community value/consensus. 3). Make sure the person does not feel discounted in any way if that progress takes place.

Q. Commissioner Erickson-Whom would you rely on for your decision making?

A. Mr. Bennett-Depends on the level of decision. Understand other peoples input. I gather information, I analyze quickly, I make judgments rapidly, sometimes too rapidly. I rely upon the consensus clear direction and good advice and information. Always follow the rules; legal, ethical, moral.

Q. Commissioner Morrison-What process would you follow to bring a new item or issue to the City Commission?

A. Mr. Bennett-It will be situational. If it is a new item, it has a community based impact, I will first of all verbally brief the City Commission that it is coming and why. Make sure that the staff is tuned in as to what is going on. Write it all down, make sure it is clear, research has been done, then it will be taken to the Commission with a recommendation, fiscal impact, alternatives for other decisions, and let people know what is going on. It is a procedural thing we do. Have answers for potential questions.

Q. Commissioner Campbell-What is your style in operating a meeting? If someone stands up with a question, and the council doesn't know the answer, how would you handle that situation? Do you do your best to answer? How do you deal with this in an open meeting?

A. Mr. Bennett-Is there a policy that the Commission has? Staff should keep quiet until the Mayor says you may respond. If the Mayor says you may speak, then you should respond.

Q. Commissioner Erickson-If you answer a question from the public, and have been set up for an agenda item, any advice? Or how would you control that situation? Do you feel this is your role to control this situation?

A. Mr. Bennett-Answer very honestly, "you may be speaking about something that I need more information on." If you understand that you are being set up or you have a concern about being set up the best thing is silence. So, it just depends on who is asking.

Q. Commissioner Morrison-What are your thoughts on notifying the person or company that is not hired or awarded a contract?

A. Mr. Bennett-Be courteous, sensitive to other people. Give them a telephone call. Understand that you are really in the human business.

Q. Commissioner Erickson-Due to the location of Polson there are multi-jurisdictional issues with the Tribes, State, County, etc. What is your relationship with dealing with the tribal cultural differences? A diverse group of interest and economical community.

A. Mr. Bennett-The Reservation/Homesteader relationship is unique. This adds a layer that many, many people have never seen. I have spent a good many years working with several different tribal nations. Dealing with a tribe is like dealing with another country. They are a sovereign nation. What has worked for me is to understand that listening is a lot better than talking. Working with the tribes can be very beneficial if there are common goals i.e.; economic development. I am the ultimate collaborator. If we work together, share our interest, and explain our needs, we can all walk away with more than we started with if we share. It doesn't matter if it is the State, County, Tribes, the private sector, or the public sector; partnering and collaborating is the way to get the things done that need to be done. Working together progress can be made. If you understand what the other person or agency has in mind, it may not be all that different as to what you have in mind.

Q. Mayor DeVries-Is there anything you would like to add? Any questions you have for us?

A. Mr. Bennett-You have a good direction of what your community needs. I congratulate all of you on being elected to office. The job of the elected official is tougher than that of the City

Administrator. You have my admiration and appreciation for being able to stand up for your community. Thank You.

Q. Mr. Prothman-Any question you may have for Council? Is this a good fit for you?

A. Mr. Bennett-Well obviously the next question is what do you expect? What do you need?

Commissioner Erickson answered that a vision would be nice. What you see as the concerns of the City. Due to the amount of business interest coming in to the area, where are we going to put the workforce that will be coming in to the area? Commissioner Campbell and I represent constituents that have a lot more money than either one of us combined, and also constituents that are at poverty level in our ward. Affordable housing and labor supply is where I'm going with it. We have an issue for labor, for good jobs. Do you have any experience with affordable housing? Mr. Bennett answered that housing today is run by housing authorities. I have past history in developing funded low income housing. More recently I have experience in working with a consortia in developing a number of programs. Rural Development (RDA) is the highly competitive, possible way to go. Also dealt with Self-Help Housing where the new home owner helps build their home. Cities may use their TIF funds to assist in this development.

Commissioner Campbell expressed that what he expects from a City Manager is: honesty, and trust. From that point everything else can be built.

10:00 A.M.-JOHN "JACK" CAMERON

Q. Mr. Prothman-Welcome John. What surprised you the most about Polson?

A. Mr. Cameron-The scenery is nicer than I imagined it was. Interacting with the public was surprising. That doesn't happen everywhere. The format that is being used

Q. Commissioner Turner-Would you consider yourself a "hands-on" or "hands-off" manager? Tell us about your leadership style and what it is like to work for you.

A. Mr. Cameron-Not a hands on but in a smaller location there will be some hands on. I don't micro-manage. Management style: build trust, build team, honesty, integrity, have a vision. Encourage to learn, make mistakes, learn from those mistakes.

Q. Commissioner Erickson-How do you formulate and communicate your vision?

A. Mr. Cameron-Doing specific action and reinforce customer service. Small touches with personnel. Looking ahead, knowing where the vision is headed.

Q. Commissioner Campbell-What would the organizational culture of the City look like after 1 year under your guidance? 3 years? 5 years?

A. Mr. Cameron-Teamwork-everyone pulling in the same direction. This takes about 4 years to get to that point. I believe in customer service, the culture would be teamwork and customer service.

Q. Commissioner Funke-What experience have you had with grant writing and share what successes have you had?

A. Mr. Cameron-I have done grant writing through State and Federal agencies for infrastructure projects. We've gotten a number of those grants. It is important to know the information the agency is looking for and to properly complete the application.

Q. Commissioner Lies-Briefly describe your preferred budget process and highlight where you see the Commission having input in the process.

A. Mr. Cameron-There is revenue and expenses. First look at what the projected revenues will be for the next year. In February revenue projection would begin and hopefully have this in place by May, passing the budget in June. Each department would report where they are operationally, what they will need for next year. The capital/operational ideas vs. revenue side and make decision. In March/April this would be communicated to the Council so they are aware of what is coming. Give Council at least 2 months to review and understand what the numbers are. Look at possible grant possibilities and debt structure too.

Q. Mr. Prothman-How do you manage the process of reporting to Council departmental staff's thought process that may exceed the budget presentation or is that part of the process?

A. Mr. Cameron-Working through the discussion with the department staff there is an understanding and the discussion wouldn't need to go any further. If the department heads want to go to Council, that's not a good situation. It may be preferred that Council wants to hear what was left on the cutting board. It would be my preference to come out of meetings with the department heads and report to Council and have a discussion on their level.

Q. Commissioner Morrison-What process would you follow to bring a new item to the City Commission?

A. Mr. Cameron-I would ask how you wanted me to do this. I would expect to have a foreshadowing of things to come and give you a heads up as soon as I can. Certainly transparency and not having something dropped on you at the last minute is best. Sometimes it would happen, and I would have to explain it and hope you understand.

Q. Mr. Prothman-How do you do it now in your current city?

A. Mr. Cameron-We have monthly meetings, staff meetings. The agenda goes out on Friday and the meeting is on Tuesday. Basically the understanding is you have those 4 days to know what is on the agenda. There is a working meeting the week prior.

Q. Mayor DeVries-What kind of reports to you give to your council at the meeting, on a regular basis? What would we expect to see from you in the line of reports?

A. Mr. Cameron-We currently go to committee meetings. There aren't a lot of formal reports that I give to Council.

Q. Mayor DeVries-So how would you interact with 7 people?

A. Mr. Cameron-Working meetings would be one way. Email exchange would be with the understanding that you don't reply. We're not getting into a debate. Certainly there will be times when a phone call is preferred.

Q. Mayor DeVries-How often would you call on an individual basis?

A. Mr. Cameron-I don't know how often. That would be reserved for the real sensitive issues like personnel. Certainly anyone could call but me to call all 7 person is probably going to happen infrequently.

Q. Commissioner Morrison-What are your thoughts on notifying the person or company that is not hired or awarded a contract?

A. Mr. Cameron-Whomever bid would get a follow up in either a phone call or a note.

Q. Commissioner Campbell-If a question comes up in a public meeting and the Council is not able to answer it, you could answer the question, how would you handle it?

A. Mr. Cameron-It depends how you run your meetings. If you wanted me to respond, that would be fine. I've seen where that gets out of hand if the issues are heated. If it's one person, maybe take the person out in the hall and answer the question. My suggestion would be to keep it your business meeting and not try and open the thing up to a whole public debate. There are forums to do that different than the actual Council meeting. I have no problem answering a question.

Q. Commissioner Erickson-How will you make yourself available for public comments? Will you make yourself available? Time management would be a huge thing?

A. Mr. Cameron-Outside the public meeting? The thing I have come to enjoy about the job is being able to talk to people and help them with an issue. I will talk to anybody, any time, about anything. I want people to have the right information.

Q. Commissioner Campbell-You would return every phone call to every person? Whether it would be the hard one or the easy one?

A. Mr. Cameron-Yes. I enjoy the interaction. One of my goals is that you would never hear from anyone that they called the city manager and he never called me back. That isn't going to happen. That's my role to make it easier on the Council. You don't need to deal with the day-to-day stuff. Not everybody is going to get a yes, but you need to say no with compassion.

Q. Mr. Prothman-How do you keep those who are not happy with a decision engaged in the discussion?

A. Mr. Cameron-I've found that a non-returned phone call makes it worse. It's customer service. Engage, make the call back is 75% of the battle. Have someone who says, "I understand what you are saying but I still have to go this direction with it."

Q. Commissioner Erickson-What experience do you have in bringing affordable housing to rural communities and supply labor market?

A. Mr. Cameron-I have not dealt directly with affordable housing. One of the things is to network with regional county or statewide. I would have someone out there learning those things. You need to decide if you want to be proactive or reactive as a community. Being reactive is things happen and you deal with them as they happen. Being proactive you are going out and deciding who you want to be, what your best case scenario is, maybe market realities. Workforce will be an issue you have to understand and decide the industries you want to tap in to with your workforce. The proactive side is easy to say but will take years to get to. There's no silver bullet that's going to get you there. Land is an asset that could be looked in to.

Q. Commissioner Erickson-Do you have any experience working with Tribal entities?

A. Mr. Cameron-I do not. I have experience with other agencies but not tribal council.

Q. Mayor DeVries-Is there anything you would like to add? What questions do you have for us?

Q. Mr. Cameron-What are you looking for from me? Or what didn't work with the past person? I don't want to step in to a situation where I don't fit.

A. Mayor DeVries-Answering telephone calls, communicating with the Council.

A. Commissioner Campbell-Trust and honesty.

A. Commissioner Erickson-Response to criticism that Council may have. Have follow through with creditable comments. Communicate better with Council and public.

Q. Mr. Cameron-what things would you point at; what things do you see? Economic development is an important piece that you are looking for.

A. Commissioner Campbell-We recently did several sessions on strategic planning with the department heads. What we would like to see is that plan followed through and put in to effect. We have all this information and ideas.

Q. Mr. Cameron-the acceptance of someone from the outside, is this a problem?

A. Mayor DeVries-that won't be problem. It's a real welcoming community. Most people who move here stay.

11:00 A.M.-MARK GLOVER

Q. Mr. Prothman-What surprised you most about Polson?

A. Mr. Glover-It's larger than I thought. It looks better. I was expecting something smaller, run down in some places, but I haven't seen that. I wouldn't call it a resort community but pleasantly surprised at the way it looks. Very attractive, being spread out is a challenge for snow removal, police, and fire, water/sewer maintenance. The staff seems to be up for the challenge, doing an adequate job. A little thin on the number of staff.

Q. Commissioner Turner-Would you consider yourself a "hands-on" or "hands-off" manager? Tell us about your leadership style and what it is like to work for you.

A. Mr. Glover-I manage by walking around. I like to walk both in the organization and the community. I believe in face time, talking not texting, unless that is the preferred way of communicating. That's fine. I like numbers. I like accountability numbers wise, not just the budget but performance indicators that are tied back to goals and objectives that have been adopted as part of the budget. Demonstrate that we are making progress and looking good. I want to show we set targets and are on target or over target. I want monthly meetings with department heads about that. I don't like to continually tell someone they are not getting it done when it was pretty clear on how to get it done. At that point, I would have to take a corrective action. I like plans, budgets, indicators, managerial skills. Management is science, leadership is art. I have a gentle personality. That's not a weakness. I'm a nice guy, but not a weak guy.

Q. Commissioner Erickson-Can you give me an example of your corrective action? An idea you have for a corrective action?

A. Mr. Glover-I would start with what is the root reason for why we're just not where we need to be with this? We're not on target. Why am I getting calls from the Commissioners constantly about "X"? I need to get to the reason why. Then I need to know what the decision making was that lead up to just not getting this done. Where's the deficiencies? My initial approach is to diagnosis this thing before I jump in and take corrective action. Give a corrective plan and as

long as there is progress then I am okay with that. If not, I am going to say that it is okay to leave. I will help them find a new job. That would be my approach.

Q. Commissioner Campbell- What would the organizational culture look like after 1 year under your guidance? 3 years? 5 years?

A. Mr. Glover-Step up in some areas. You need someone who is on top of the development side of this. Someone who will continue with the flow of the Heart & Soul and make sure that doesn't get dropped. Become more of a tourist destination area. You need somebody working for you full time. I would mentor the department heads and have crackerjack managers.

Q. Commissioner Lies-Briefly describe your preferred budget process and highlight where you see the Commission having input in the process.

A. Mr. Glover-Be involved constantly. Budgeting is a 12 month deal. We should be talking now about the 2015-16 budget; maybe not specific dollars and cents but in a strategic point of view. Strategic planning reinforces what is important to us. Vision is good. Goals and annual objectives are good. Citizen engagement side of it feeds in to it too. Council needs to help represent what the citizen's want. That is not the city manager's job. I am not elected to represent anybody. I am not going to step up and be Mayor or City Commission because there is a vacuum there. I can answer a policy question. I like a Capital Improvement Budget. This is on-going and it need to be finalized. You need to do a better job at that. We have to have that. On the operating side, we need to make sure that we keep good people. You can't keep losing good people. You don't want to keep doing that, just be a training ground for people. You are making investments in people. You want budgets that can do that. Good people can go anywhere and they know it.

Q. Commissioner Funke-What experience have you had with grant writing and share what successes have you had?

A. Mr. Glover-Quite a bit in Colorado. We had capital expansion in water/sewer. We had 20% a year growth. In Haden it was power plants and coal mines. It has been a few years since then. Recently I have been approaching some foundations for the non-profit I am involved with right now. Funding has been cut back.

Q. Commissioner Erickson-What experience do you have in bringing affordable housing to rural communities?

A. Mr. Glover-I would need to look at what the State of Montana is doing. I would sit down with the developers, real estates, see what they are doing. Affordable housing is tough. Somebody has to pay for it. If it is a big priority, I am going to look in to that quick and make sure that we are taking advantage of what is out there.

Q. Commissioner Erickson-Have you any experience dealing with the tribes? They are a major important player.

A. Mr. Glover-They are a very big player here. I don't have any direct experience. I have spent the last 4 years dealing with different cultures, Afghanistan, and Iraq. I had language barriers and they did not want American's there. It was hard, but there were opportunities to deal with them and I had to take advantage of those. Where would I have opportunity here? I would sit down, make a game plan, and pay a good wage. I would spend face time with the tribe.

Q. Mayor DeVries- How would you see your interaction with the Council and the Mayor?

A. Mr. Glover-Very close. I would want a complete open door. I need to know from you that you are understanding what I am saying. I need to know from you what you are hearing out there. That means face time from you in order to do this.

Q. Mayor DeVries-What kind of reports would we expect to see from you if you were City Manager here?

A. Mr. Glover-I would have to sit down with you and ask what you want reported on. There is a level of reporting that I called Commission reporting. There's another level that I call department head reporting. We're going to give you the reports you want.

Q. Mayor DeVries-In the Commission level of reporting, what would those reports consist of?

A. Mr. Glover-Tracking progress on the projects we have. I like G.A.M.P charts and milestones. This will tell us where the project is. To a certain extent we are involved in project management here. I don't want to bury you with things you don't want. I need to know what you want to spend your meeting time with. If I meet with one of you, I will report to the others what was discussed. I will keep everyone in the loop, otherwise the team breaks down.

Q. Commissioner Morrison-Are you going to return phone calls?

A. Mr. Glover-Yes, every one of them. I will prioritize them. The quicker the better.

Q. Commissioner Morrison-What are your thoughts on notifying the person or company that is not hired or awarded a contract?

A. Mr. Glover-They should be contacted. There's no reason to keep them in the dark. We owe them an explanation; maybe tell them how they could be better.

Q. Commissioner Erickson-What is your communication style with City staff?

A. Mr. Glover-My best communication style is impromptu. If I want to talk with a department head, I go to them. I don't like meetings in my office. I go down to where they are at. I like the same thing with the Commission. I like to talk things out.

Q. Commissioner Erickson-As a Commission we're not micro-managers, but how would you communicate your whereabouts? What your schedule would be?

A. Mr. Glover-how would you like to know? If you need to talk to me, just call my cell phone 24/7. That's not a problem. I have no problem of you knowing where I am, what I'm working on, no problem. There will be people in the office that will know where I am.

Q. Mayor DeVries-Is there anything you would like to add? What questions do you have for us?

A. Mr. Glover-I have no questions for you. I was surprised there is no visitor's center here. There should be a world class visitor's center when you come down that hill. That would be impressive. Where Wal-Mart goes, the economy goes. I appreciate the invitation and time. The gatherings last night was fun. It was a huge turn-out.

12:00 P.M.-12:30 P.M.-LUNCH

12:30 P.M.-MARK SHRIVES

Q. Mr. Prothman-What surprised you about Polson?

A. Mr. Shrides-It's been 9 years or more since I was back through here. It's growth is the biggest change.

Q. Commissioner Turner-How do you look at growth? Controlling growth so that it is positive for the community and the surrounding area.

A. Mr. Shrides-Not sure you can control growth. Growth is going to go where it is going to go based on the ability to build in certain areas or to expand the City either commercially or residentially. The important part is that as you are growing think forward to infrastructure and the ability to provide the services. When you do expand those services, have the developers pay their fair share. It is a balancing act of how much growth is good vs. how much you can afford. Make sure you are growing to fit the needs of your infrastructure.

Q. Commissioner Funke-What experience have you had with grant writing and share what successes have you had?

A. Mr. Shrides-I am not the guy that sits down and particularly writes the grant. What I have experience in and done, it to gather the right group of people together so that we can put the ideas down and get grants. While in Hamilton, we got several grants for the water and wastewater projects. That was collaboration with myself, the engineer that was on the project, and the finance director. Grants are so specific, get the information that is needed.

Q. Commissioner Campbell-What would your organizational culture of the City look like after 1 year under your guidance? 3 years? 5 years?

A. Mr. Shrives-I don't specifically have a grand vision for Polson, I'm the new guy in town. I want to work with the City Council, who are the policy makers that are listening to their constituents and bringing their ideas in. I will sit down and talk about what is working, what isn't working, I want to hear what Polson wants.

Q. Commissioner Lies-Briefly describe your preferred budget process where you see the Commission having input in the process.

A. Mr. Shrives-One thing I will say, Montana's process is easier. I don't try to spend everything that is in the budget. Set a budget, during the year we look at what is being spent, look at funding. I like to start the budget process in January. Looking at the cost, revenues, and sit down, talk with the City employees and discuss wages, benefits. I work with the Finance director in drawing up the draft. Then I will bring this to the City Council sometime in the Spring. I would have a work session to review the budget. I will meet with City Council as many times as City Council wants to meet.

Q. Mayor DeVries-How would you see the interaction with 7 people on a day-to-day basis? What kind of reports might we expect to see?

A. Mr. Shrives-My door is open, so if someone wants to come by and see me or call me I am more than happy to do that. I particularly prefer questions before City Council meetings that I am going to need an answer to. I refer to this as "stump the chump". Communication is very important. If there are questions, communication is critically important. Reports, I don't have any specific report until I hear what you would like. I like to put an agenda item summary together. I include any past history of an item if there is any. I will put down a staff analysis. Show the financial impact, then a staff recommendation. I will even put down a suggested motion. That gives you as the Council the opportunity to look through that. If you do not like my suggested motion, that's fine. It helps get through that item. That's more of a process instead of a report.

Q. Mr. Prothman-If you know that this is a contentious item, do you put in a second motion to balance that process out?

A. Mr. Shrives-Sometimes I may not even make a staff recommendation. If it is an issue to be discussed at that point it may not be appropriate for staff to make a recommendation until there has been more discussion.

Q. Commissioner Campbell-How do you deal with everyday business? There will be hard calls and easy calls?

A. Mr. Shrives-You take all the calls. If I get a call, I take it. If a voicemail is left, I will return the call. I return all my calls. You can't hide for very long. I like communication. I go down to where the employees are working. You learn so much when you go down to where the employee is. I don't just sit in the office. I like to get out. I like to learn what they are thinking. My emails come to my phone too.

Q. Commissioner Turner-Would you consider yourself a "hands-on" or "hands-off" manager? Tell us about your leadership style and what it is like to work for you.

A. Mr. Shrives-I am not a micro-manager. I am not the expert in finance, water, sewer, and streets. That's why there are superintendents. I trust people. They are in the position that is their job. I ask questions and we talk about things. I like to have a staff meeting at least once a week so that everyone can hear what the others are doing. I don't micro-manage until someone shows me that I shouldn't trust them anymore or they haven't completed what needs to be done then I change my way of manage. I haven't had to do that very often. I know it is my responsibility to make sure things get done. I ask questions and we talk about things. I like to have a staff meeting at least once a week so that everyone can hear what the others are doing. I don't micro-manage until someone shows me that I shouldn't trust them anymore or they haven't completed what needs to be done then I change my way of manage. I haven't had to do that very often. I know it is my responsibility to make sure things get done.

Q. Commissioner Erickson-How would you communicate with your staff? What's the best way to know your whereabouts so that they know where you are?

A. Mr. Shrives-Hopefully somebody will know where I am at. We have a staff meeting at least once a week. My door is open. If they have an issue, they need to come see me. I have always been pretty open. I've always been pretty available. I let people know where I'm at, and I have a cell phone.

Q. Commissioner Erickson-What is your experience with Tribal entities, State, and County agencies?

A. Mr. Shrives- In Montana and Oregon I have worked with State and County. I sit on several regional boards in Oregon. In Montana I spent 6 years on the MMIA Board of Directors. I have not had a lot of experience with Tribal. The year I spent working in Africa gave me a lot of opportunity to learn to collaborate. I worked with 16 member states in Africa. We also had the United Kingdom, France, and Germany included in this collaboration. So, I have worked with a lot of people with a lot of different ideas.

Q. Commissioner Morrison-What process would you follow to bring a new item or issue to the City Commission?

A. Mr. Shrives-Part of it would be the agenda item summary. That's a good way to start the discussion. It gives some background. If someone brings something to me that needs to go before the Council, I will ask that individual to come and either send a letter or come to the meeting and start the conversation. I think it is important that whoever is wanting something from Council, I think it is important that the individual shows their face so Council knows who is asking.

Q. Mr. Prothman-If you have an issue emerging, do you call Council that and let them know this may be coming up at the next meeting? Or somehow advise them?

A. Mr. Shrives-It goes back to communication. If it is a big issue then hopefully part of it has been on the agenda item summary. Hopefully you will get the agenda packet in time to call about it. The other thing I have done in the past is work with the Mayor and Council President that if there was a big issue I would bounce it against the Mayor. I don't want Council to be stumped or a big surprise. It will depend on the situation.

Q. Commissioner Morrison-What are your thoughts on notifying the person or company that is not hired or awarded a contract?

A. Mr. Shrives-I make sure a letter goes out. If it is an interview, then I make a personal telephone call. In bidding process a little bit different. Contractors are present at the bid opening. So, they know that day who was awarded the bid. A Request for a Proposal would be a personal telephone call. Maintain a good relationship for potential future projects.

Q. Commissioner Erickson-What experience do you have in bringing affordable housing to rural communities? Labor market too.

A. Mr. Shrives-Affordable housing is tough. In Oregon impact fee's hurt affordable housing. Possibly waive the fees in order to pay for affordable housing. Set the policy that if it met a certain threshold the City would be willing to waive those impact fees.

Q. Commissioner Erickson-What is your collaboration or partnership with the City Attorney?

A. Mr. Shrives-I try to work to keep the City Attorney bill down. If I am questioning where we're at then I will call and ask the City Attorney about it.

Q. Mr. Prothman-How do you differentiate between a policy question that has a legal implication and a legal question that has a policy issue? How do you keep their advice at a legal level as opposed to their providing advice on a policy question?

A. Mr. Shrives-It is a gray area. There needs to be a relationship with the City Attorney. This is a trust and communication factor.

Q. Mayor DeVries-Is there anything you would like to add? What questions do you have for us?

Q. Mr. Shrives-What are you looking for in a new City Manager?

A. Commissioner Morrison-Someone who returns calls is very high on the list.

A. Commissioner Campbell-Honesty & truthfulness. Open with the public

A. Commissioner Funke-Good communicator.

A. Commissioner Turner-Interaction with the public. No gray area.

A. Mayor DeVries-someone who wants to live here and make this community theirs.

A. Commissioner Erickson-someone interested in the community.

Q. Mr. Shrives-Has the Council sat down and looked at long term goals?

A. Commissioner Campbell-In the last 4 or 5 months we completed a strategic meeting between the Council, City Manager, and the Department Heads. We put together a list of priorities. We want you to take that plan and run with it. It would be easy to do. Some of the things we could afford, some we couldn't. There are things on there that are dreams, some are realities.

1:30 P.M.-BRUCE SNELL

Q. Mr. Prothman-What surprised you most about Polson?

A. Mr. Snell-A little different than what I read on the internet. I expected some tension, but it seems like a pretty calm, collective community.

Q. Commissioner Funke-What experience have you had with grant writing and share what success have you had?

A. Mr. Snell-The first grant writing I had was in the City of Mason back in 2001. I didn't know anything about grant writing. I followed up with a phone call, and we got the grant. I was involved with getting a grant in Waynesville for hydrant replacement.

Q. Commissioner Morrison-What are your thoughts on returning telephone calls? Are you good at returning calls?

A. Mr. Snell-I do return calls. They don't just go away. I make it a practice to return calls.

Q. Commissioner Erickson-How is your communication with staff, commissioners, and the public in general? How will you foster better communication? What will your techniques be?

A. Mr. Snell-I would meet with department heads every other week. Have staff meetings. We generally have staff meetings the day after Council meetings just to let them know what is going on. I would strive to meet with individual council members weekly too. I would let Council know what is going on with staff. As far as the public, just going down on Main St. and

talking with the merchants. I would stop in at the Chamber a couple of times a week. Keep the lines open.

Q. Commissioner Erickson-How accessible to the Council would you be? Would you return telephone calls?

A. Mr. Snell-I would think that returning calls to Council and being accessible would be good for any Manager's longevity.

Q. Mayor DeVries-Any thoughts about our Main St.? We have a lot of empty buildings?

A. Mr. Snell-There isn't a magic formula. Diversify helps. Have different types of stores. Maybe form a business economic development group to help revive the downtown area.

Q. Commissioner Erickson-Do you have any experience with Tribal forms of government?

A. Mr. Snell-We don't have tribal forms of government in Ohio.

Q. Commissioner Erickson-So could you pull in from your inner-governmental agencies?

A. Mr. Snell-I would find some good sources here to learn from. I would get tutored in that area as fast as I could.

Q. Commissioner Campbell-What would the organizational culture of the City look like after 1 year under your guidance? 3 years? 5 years?

A. Mr. Snell-My concern whether the town as a whole kind of just going over the hump of progressing. Seems everyone isn't on board yet. I could see it progressing, doing more with less. In Ohio cities are getting less from the State, local government fund is going down. So we are a lot more self-reliant. Working with other cities or agencies if possible. Progress forward.

Q. Commissioner Turner-Is there anything that Polson is missing?

A. Mr. Snell-Townships.

A. Mayor DeVries-We have Recreational Districts and School Districts. That may be similar.

A. Mr. Snell-I didn't notice anything missing. I was trying to take it all in. You have some of the same issues any community this size is going to have. You have one nice community.

Q. Commissioner Turner-Would you consider yourself a "hands-on" or "hands-off" manager? Tell us about your leadership style and what it is like to work for you.

A. Mr. Snell-I lead from the front and by example. I am a communicator. I like to try to manage the way I want to be managed. I try to give people a chance to learn and not to walk on egg shells. Employees work best when they are relaxed. I like to know what is going on. I want employees to feel comfortable talking with Council. Open communication goes a long way.

Q. Mr. Prothman-How do you overlay the chance to learn with the accountability? How do you make sure they are accomplishing the goals and getting work done? How do you hold those folks accountable within that model?

A. Mr. Snell-Making sure that expectations are clear. It's Council's expectations carried out through the Manager. Following up with a meeting with staff. Monitor their progress.

Q. Commissioner Erickson-How will we monitor your progress? Know where you are at?

A. Mr. Snell-I generally use Outlook calendar. My staff could look at it. Everyone knows where I am at. When I walk out, I will let them know where I am going. As a public employee we are being watched all the time so I don't have any problem with telling someone where I am at.

Q. Commissioner Lies-Briefly describe your preferred budget process and highlight were you see the Commission having input in the process?

A. Mr. Snell-Commissioners would want to be involved pretty early. Get Council's input, priorities, goals. Keep Council apprised of budget for staff. I would want to give you the information 3 – 5 months ahead of time.

Q. Mr. Prothman-If a really good idea shows up 4 months in to a new budget, how would you incorporate that? What would you do?

A. Mr. Snell-I would check with staff. What do really need? Do we have any fluff in the budget? I would ask Council, and then build a consensus with Council and staff. There is no magical way to do it, just communication. If there are reserves, maybe use the reserves or table the new project.

Q. Commissioner Morrison-What are your thoughts on notifying the person or company that is not hired or awarded a contract?

A. Mr. Snell-I thought you had to tell them. I would notify them. I would strive to notify them so that no one would learn about something by reading it in the newspaper.

Q. Mayor DeVries-What kind of reports would the Council expect to receive from you on any kind of a regular basis?

A. Mr. Snell-Whatever reasonable expectation you might have. What I have done in the past is the Friday before the meeting I would give them a report. Sometimes then there would be telephone calls over the week-end. Give as much information before a Council meeting.

Q. Mayor DeVries-How far in advance would Council get their agenda?

A. Mr. Snell-Our council gets their agenda on Friday at Noon for Monday meeting.

Q. Commissioner Erickson-What experience do you have in bringing affordable housing to rural communities? Labor Market?

A. Mr. Snell-There was a big development but Council rejected the development. It ended up in court. The developer won, but there hasn't been a house built. That was my experience. I could help manage growth working with staff. If not possible, then get a consultant to help get us off the ground. We could use our resources and get through it. There would be a learning curve.

Q. Mayor DeVries-Is there anything you would like to add? What questions do you have for us?

A. Mr. Snell-Well, first I want to thank you, the residents, and the business community for bringing my wife and I out here. We appreciate it and have enjoyed our stay here. You have a very hospitable community. It is a very warm and friendly group.

Q. Mr. Snell-Is Council looking to go forward with the Council form of government? Is that the objective? Do you see Council being fractured on that?

A. Commissioner Lies-We don't know either for sure. It goes to vote on the ballot next year I believe.

A. Mayor DeVries-First it goes on the City ballot in 2015. It asks do you want your local government form studied. You answer yes or no. If the vote is yes, then there is an election to elect a local government study commission. Then they meet for 2 years. They come with a report. If there is no change requested then there is no vote. If they want to change the form of government then it goes to the public to vote to adopt whatever form of government they are proposing. It is a pretty long, drawn out process. Mayor DeVries explains the various forms of Government that the State of Montana permits. Commissioner Lies explains that there are actually only 3 forms due to the population of the City of Polson; Full-time Mayor, Part-time Mayor, or City Manager.

Q. Mr. Snell-What kind of challenges has presented itself since you have had the City Manager?

A. Mayor DeVries-Finding the right person for the job.

A. Commissioner Campbell-The lack of fit was a good explanation.

A. Commissioner Lies-Both of them did not fit.

A. Commissioner Campbell-Trust, integrity are the 2 things I am looking for.

A. Commissioner Morrison-and return everyone's calls.

A. Commissioner Lies-and honesty.

A. Commissioner Campbell-that's a pretty good description of what we didn't get out of the last one.

Q. Mr. Snell-Are your constituents wanting to move forward, like the status quo, or like it the way it was?

A. Mayor DeVries-I think it does want to move forward. If you are not moving forward, you are moving back.

A. Commissioner Erickson-we want to move forward with the strategic plan we participated in. As a budgetary issue, and a planning documentation it would be nice to be able to have somebody in charge that would use it.

A. Commissioner Campbell-As a new City Manager that would be a really valuable document and an easy way in. It's already done. It was finished a few months ago, but never acted upon.

A. Commissioner Turner-we need a manager that will go to the public with this plan. It will get everyone on board so that everyone is looking at the same future. If we can listen to each other, it will help finish our vision and help guide the Manager in the direction we all want to go. It will help the manager understand where we are now, and where we want to go.

PUBLIC COMMENT ON SIGNIFICANT MATTERS TO THE PUBLIC NOT ON THE AGENDA-Murat Kalinyaprak stated that the process of interviews and selection of the City Manager violated the State of Montana Open Meeting law. It will probably be overturned in Court if challenged by the citizens. Murat questioned if the Executive Session was a requirement or a forced action. Murat feels that the candidates are being interviewed and hired in a way that violates the State of Montana law. It is illegal and that the person is being hired by a corrupt City government. Bob Fulton complimented the Mayor and Mr. Prothman on the assembly of candidates. Bob encouraged thoughtful deliberation, and please take all the time necessary to select the candidate. Heather Knutson thanked the Council. Heather stated that this whole process has been very helpful and that last night's event went well. Heather commented that there is a tough job ahead of the Council in selecting a good candidate. Heather reminded the Commission on the answer to Mr. Shrives question as to what the Commission was looking for: honesty, truthfulness, live in community, return all calls, communication. Elsa Duford commented that she was disappointed to learn about the Executive Session. That is wasn't all going to be open as the interviews had been in 2008. Elsa felt that this was not an open meeting since the public didn't get to hear all 3 panel's interviews. Rory Horning commented that the State of Montana Constitution allows the public to hear your deliberation. Mr. Horning had commented to Commissioner Turner that the Commission was dissatisfied with the former City Manager, yet when the public would come to them about his performance the Commission would chastise the citizens who came. You are very gracious to visitors but not to your neighbors. We're not strangers here. Mr. Kalinyaprak walked in to the meeting 10 minutes before the meeting recessed. He referred to the Commissioners as corrupt, and criminals. Commissioner Morrison stated that this is a hate free zone and that he did not appreciate the comments.

EXECUTIVE SESSION

PERSONNEL-MEET WITH INTERVIEW PANELS AND DELIBERATE ON SELECTION OF CITY MANAGER.

NEW BUSINESS (CONTINUED)

AUTHORIZE MAYOR TO NEGOTIATE AND CONCLUDE A FINAL BARGAIN WITH A CITY MANAGER CANDIDATE.

Polson City Council reopened the meeting at approximately 4:30pm on 9-12-13. Commissioners Erickson and Turner were not present at this meeting. Mayor DeVries asked for any comments from the public. Rory Horning asked if a City Manager had been chosen and Mayor DeVries responded that a contract had not been signed. Mr. Horning said that was not what he asked. Mayor DeVries responded that she had no comment at the present time.

Meeting adjourned at approximately 4:20pm.

Mayor Pat DeVries

Attest: Cora E. Pritt, City Clerk