

**POLSON CITY COUNCIL MEETING MINUTES  
CITY HALL COUNCIL CHAMBERS  
FRIDAY, SEPTEMBER 26, 2008, 11:00 A.M. AND 1:00 P.M.**

**ATTENDANCE:** City Commissioners Bruce Agrella, Jim Sohm, Jules Clavadetscher, Elsa Duford. Fred Funke absent. Interim City Manager Mike Lies present. Mayor Lou Marchello presiding. City Attorney James Raymond present.

**CALL TO ORDER-** Mayor Marchello called the meeting to order at 11:00 a.m.

**APPROVAL OF PROPOSED AGENDA:** Motion made by Commissioner Clavadetscher, seconded by Commissioner Sohm, to approve the proposed agenda. Motion carried unanimously.

**CITY MANAGER INTERVIEWS**

**11:00 A.M. - PAUL H. POCZOBUT, JR.** – Mayor Marchello welcomed Mr. Poczobut and noted that this is a public meeting with the city commission and there are some members of the public present. He informed Mr. Poczobut that Commissioner Sohm would be asking the interview questions and that he should feel free to provide any input on the topics. Commissioner Sohm noted that during the interview process each candidate will be asked the same questions from a predetermined list. These questions were generated from the search committee members, city staff and city council members. Commissioner Sohm asked and Mr. Poczobut replied that the “c” is silent and is pronounced Pozobut.

**QUESTIONS**

? Please summarize for us your background and qualifications for this position and please include educational background and technical skills. **Answer:** I did 20 years in the Navy. I’ve always wanted to get involved in politics, but you can’t feed your family on what you get paid, so when I finished my bachelors in computers, I went into Troy State University at the military base and in Camp Zama where they offered a plan on public administration. They said with that degree you could be anything in public service and that’s what I wanted to do; to try and help communities to better themselves, and further themselves. He figured he would be good at it because he enjoys helping people and that’s why he chose public administration. He could have gone into personnel administration because his whole career in the navy was personnel but he wanted to do public administration. That was the groundwork and he got hired at Greensburg, Kansas, as a City Administrator there, unfortunately he served two years and that wasn’t because he wasn’t doing a good job but because when he came home from work his wife was in tears. If you knew where Greensburg, Kansas was, you have to go thirty miles to go to a MacDonalds and she’s from New York City. It was something he said he would never do again. He flew from Japan from the interview. So now his wife goes to all places he interviews and if she’s happy he’s happy. In Greensburg, Kansas, as his resume shows he did quite a bit of what he feels are good things there, especially when the Council said the pool is leaking a foot a week but you can’t use any of our funds. He said wait a minute, you want me to fix a 150’ x 50’ swimming pool without using any funds. So he found a water revenue bond they were paying almost 5% interest on. At that time, in early 2000 the interest rates were down, so he went to the bond agency and they told him they could finance it, lowered the interest rates and get the money up front, \$75,000, he went back to the Council and said whoopee, and they said go for it. That’s an example of how he looks outside the box. He gave another example of how he works. They had a weed ordinance that said you can’t have weeds over twelve inches high. This one gentleman didn’t like government and he said he had exotic weeds growing there. He asked the local horticulturalist at the local US Department of Agriculture to go with him to look at his exotic weeds. They identified the plants as indigenous and around the corner they discovered a large patch of Johnson grass, which is illegal in the state of Kansas. Hearing all that he still fussed that he didn’t want to cut his grass. Finally it comes to a point as sometimes it does that he wanted to talk to the council about it. He put him on the agenda and he told the council that he shouldn’t have to cut his grass. The council said, we think Paul is doing a great job, if you didn’t cut your weeds then we are going to and then we’ll put a lien on your house for the cost of cutting your weeds every time we do. He’s been cutting his weeds ever since. That is an example of how he feels when somebody comes in with a complaint to go the extra mile, really go the extra mile, because they are citizens, they have their rights too. That’s the way he

feels. In Turner, Oregon, they just completed a 1.3 million dollar reconstruction of the main area of town, which was a dangerous s curve. The project took the s curve out and went straight down with one looping turn. They didn't have sidewalks, walk paths or drainage and this project put in sidewalks and bike paths and turning lanes. Working with the state, county and the city, they got the project rolling and just completed it this year. Even though he has been away from there in two years he feels instrumental in getting the project started. They have had a moratorium on building there because they had to build a water tower on top of the hill and didn't want to use much of the current funds which would cost half a million dollars. They had a fifty unit subdivision that wasn't going through because they had a moratorium on water. The other tank was 100,000 gallons and was used by the other residents. There was another subdivision with a forty-four unit subdivision. He went to both developers and said you know about impact fees, you want to start building and you know you can't until we get the water tower built. Give us your impact fees for the units that you are approved for and want to develop. Give us that money up front and we will credit you that amount when you build the homes. This way instead of half a million dollars it only cost the city \$150,000, because the water capacity was needed by the developers to build their homes. It is the way he looks outside the box to try and find things. He loves challenges, council can tell him they can't do something, and he'll be the first to jump up there and figure out some way to do anything. You heard about the swimming pool, about the water tower, that's the way he is, you have to think outside the box. That's his past experience. In Taylor, where he is now, they have flooding issues, they are using state land to build a twelve acre detention basin, it doesn't keep the water there but it releases the water at a slower rate. City Hall flooded fourteen days before he got there they had about seven inches of water in City Hall. That's one of the things he is proud of working on. Another thing he believes is communicating with the public. He distributed three months of copies of Taylor Times, a newsletter that he personally does and he feels is valid in every community to reach out to the public. The paper doesn't cover everything. There's a lot of things the city does that the newspapers just does not cover and this is a way of getting it out. The top of the newsletter has [www.tayloraz.org](http://www.tayloraz.org), when it pops up you'll see on the right, click here for the newsletter. You can read all his newsletters that he had on there that he started in November of 2006. It tells everything that is going on. He also gets the police chief to write an article and the fire chief to write an article. It's very important they also communicate with the public. He is the City planner there so he takes care of the planning stuff and so it's very important to get it out to the public. He only produces about 120 of them and sets them on the counter for people to pick up when they come in for the water and sewer bill. It's the council's decision that they don't want the expense but he believes it should be sent out to each member of the community, so he believes in mailing them out. He tried to convince them that if they could get some of the businesses to advertise in the newsletter it would just about pay for itself. He figured it out that three quarters of the cost of mailing and producing it would be covered by advertisement. But they don't want to do that, they think people can read it on the internet and they can pick it up when they pay for their utility.

? You mentioned your computer degree. What are your technical skills? **Answer:** He completed a one week intensive course, it was done by the Grantsmanship Center in Los Angeles and was held in Mesa, November 2007. The other is he has a masters in public administration. One thing that is not on his resume that he recently did was that he applied through the International Management Association to obtain his credentials as City Manager through a program they offer called Credentials City Manager. You have to have been a city manager or assistant city manager for at least seven years and attended x amount of hours during those times and continue your education. So he applied for a City Manager Candidate because he doesn't have seven years but will have it next year. The he also applied for a two year program with International City County Manager's Association, the emerging developing leadership program. A two year program which he personally paid the \$500 and will find out October 1st if he was selected for that. There are only thirty selected annually. There are only 1,089 throughout the whole country who have the Credentials as City Manager. There are 32 candidates who within a year or two will have their Credentials as City Manager.

? How would you describe your management style? What most influences your management style and why? **Answer:** TQM is the management style developed by Mr. Edward Deming and Japan bought his style of management. His management style reflects getting all people, all the stakeholders, whoever is involved in it, whoever is going to be using it and use that as a management tool to bring ideas together. TQM, Total Quality Management, you get everybody to the table and work it out. He doesn't mean this as a negative but

there are some citizens who participate and always have an idea for everything that is going on. They come to the council and have ideas and things, a lot of times the ideas aren't that great, but someday they will come up with a great idea that the town will say, man, that's a good idea, we need to implement that. So I think, personally that you listen to all of them, if they come to me, I listen to all the citizens and what they have to say, because I work for them, they pay my salary, as well as I work for all of you all too. You all make the decisions, but listening to them is very, very important and listening to the whole public. Some people just blow these people off. Total quality management keeps everyone involved but if the decision is his to make as a city manager, then he makes that decision. If it comes under the council then he will take it to the mayor, then to the council, get it on the agenda and then you all make the decision, but he believes in total quality management. That's the only way to get things done is get everyone involved so that everybody can say that I have been able to give my two cents. Maybe it didn't mean anything in the long run but at least I was able to be heard and my suggestion was taken into consideration. He doesn't take kindly to individuals who put in their two cents and really feel that, yeah, they listened to me but didn't take my two cents and I'm ticked off and all that stuff, but he still listens to them, it's very important.

? How do you motivate others around you to achieve maximum success? **Answer:** It's another TQM type style. Getting them involved. For an example when it comes to budget time, I'm going to go to the departments and tell them, I want you to make a list of every single project that you feel needs to be done. I want you to prioritize it and then we will look it over and see what the prioritization is, see what's really needed and then go on to develop the budget. Then take the budget to the Council and let them prioritize what they feel should be prioritized among all of the project. He is sure that among all the projects, the one that a particular council member or mayor has in mind is on that list. If the department head is good he will have it on the list. That's how I get them to be motivated. Give them the tools. One of the things I believe strongly in motivation is, I'm not afraid to go out into the field, and I typically do this on Friday afternoon, go out into the field look at these different projects and talk to whoever is working on them and if they deserve a pat on the back. He'd say bravo zulu, good job, keep up the good work. You don't have to give them money or big awards and stuff. It feels good when someone comes up to you and tells you, hey, you're doing a good job, and that motivates people as well. That's how I get them to be motivated, successful and to do a good job.

? If selected as the new Polson City Manger how would you approach the first 30 days to get up to speed? **Answer:** One of the first things he would do is sit down with all the department heads and ask them to let him know what they need and tell him where they are having problems and where they are coming up against a brick walls that they can't knock down or where they are having trouble with. Once he has that, he hopes to have individual meetings with each of the council members and the mayor, who he will see several times a week. He'll sit down with each of the council members to ask what their issues are and what they think and here's what I'm getting from the department heads. I'll sit down and really get to know you all and find out what we need to get done. That's not to say I wouldn't want a work session to sit down and talk about these issues, but one on one is another thing he would like to do. After we finish the questions he will go into one of them with one of the council members that he sees and he thinks he might have a solution.

? Describe an instance where you demonstrated leadership, what you did and what were the results. **Answer:** He thinks he indicated a couple of them with the swimming pool and getting the 1.3million dollar project to take out the S curve in Turner, Oregon. He believes he explained it with that gentleman who just didn't want to cut his weeds. That's the way he looks at his leadership, he goes out there and goes the extra mile and in front of his department heads, show them that he is going into the trenches with them. He'll go out once a week on Friday's to mingle and get to know what's going on, instead of just sitting behind the desk and not knowing didly squat of what's going on in the town that affects all the town people. He also tries to go to all the businesses at least a couple of times a year to sit down with each business owner and say how's things going and is there anything the town can do for you. He thinks that is very, very important, because part of what keeps this city going is the businesses as well, not just the citizens. Of course if they don't live in the town and don't have a vote, that's fine, but they are bringing development into town, doing their business with the economy with the town, and they should be heard as well.

? Describe an instance when you were either responsible for economic development or supervised this function. **Answer:** He thinks everywhere he has been in Turner and Taylor especially now in Taylor they are going through an acid inventory. An acid inventory is, your operating, all your population, all the demographics, what businesses you have, what resources you have, what amenities you have and get that all on the website, so when businesses are looking to move into the town, they can see the population, education of the population, here's what they have available, here's their labor force, all that stuff. They are working on it as a county wide economic development with all the cities. They have a business park in Taylor, before he got there they got a \$90,000 grant for businesses to develop in the business park, but they had all kinds of restrictions on the funds. Why the person before him put in all the restrictions he doesn't know. Some were that they had to hire two new employees. It provided a loan from the city which was actually a grant from the Department of Commerce. The city loaned the money out to the businesses at five to twenty thousand dollars to help the business start up, it's not much but it may be just what they need. It was an economic development loan, low interest, the town sets the rate, whatever it wants to charge for it. There is a development agreement that the business owner signs. They had these restrictions that they had to have that, and they had to be in the business park, they had to be medical or current technology type stuff. With all these restrictions, they didn't have any takers, so he removed those building blocks, although they still didn't have any takers but that is how he feels. In Greensburg, Kansas, property taxes were paid to the county, school and the city. If you can get all three to agree you can do some very ingenious things. Say there is an old building, and its going to cost \$5,000 a year in property taxes but if you do three fourths of a million dollars worth of improvements inside, it's going to raise the taxes to \$20,000 or \$50,000 a year. Then you could say instead of paying \$50,000 a year property tax. It's currently \$5,000, that's \$45,000, take that divided by ten years comes up to \$4,500 a year is what the property taxes would go up each year until you get to the \$50,000 in ten years. That could draw businesses in, that's a tax break. Or even if it is bare land and they put a million dollar building on it, divide it by ten and you increase it by ten percent over the next ten years. That is what he did in Greensburg, Kansas. Those are just a couple examples.

? Polson has a volunteer fire department. What is your experience, if any, working with a volunteer fire department, maintaining a budget to satisfy needs and recruiting volunteers to keep this department staffed? **Answer:** Greensburg had an all volunteer fire department and since it was the county seat they had a joint fire department, but they were separate and each had their budgets but they worked together as one unit. If I'm not mistaken that is what the City of Polson is looking at right now. Mayor Marchello said that is correct and they have recently signed an interlocal agreement. Paul Poczobut replied that he looked at all the minutes as of March of this year, so he knows all their issues. He worked in that aspect. In Taylor they have a volunteer fire department with a full time paid fire chief and this year they hired another person to work with him. They also are in charge of the EMS, the ambulance services, which is separate but work together with the fire department. So budgeting and making sure they have up to date equipment. He saw mention in a recent council meeting, and he is NIMS qualified, he took that in Turner, Oregon which has a rural fire department. The police chief took the whole council and himself in 100 and 700 certification. So he is qualified there. He knows what we are going through to be certified.

? What do you believe is the most serious need in any small community and how have you addressed this need in your past experience? **Answer:** He feels personally that communication is of the utmost importance. If you don't have communication you do not have a working relationship. The newsletter is a perfectly good example of what he feels communication needs to be. It stops those rumors out there. It stops people from jumping up and saying city government doesn't do anything. They don't care about the people. It shows you do care about the people. It's just that they don't get the word of what you are trying to do for them and really listening to them. Like he said, that person who comes in with the crazy ideas, one of these days they're going to have an idea that's really going to help out our town and its really going to be worth listening to. So that's what he is talking about, really listening. He had so many times, people come up to him with a problem, when he finally got to the underlying root of the problem, it didn't even cover the problem they were stating, it was something entirely different that was really bothering them. If you can get to that then you are successful. And that's why he feels that communication is of the utmost importance. With that being said, he thinks budgeting smartly. If you called the Mayor in Kansas who was once of his references and when he first got there he thought he was out there to spend every dime they had. He wasn't the mayor at the time but became the mayor four months later. They were working with computers that were

using DOS base. DOS died with the dinosaurs is the expression he uses. He spent about \$15,000 upgrading their software and hardware. They didn't have a server that allowed the computers to talk to one another or any of that stuff. The mayor was thinking he was going to turn city hall into a big techno communication type thing and when he became mayor he will tell you that I am a penny pinching miser, which is what you have to be but you also need to know where investments need to be made. Investments that will improve things, not just to spend money. The Police Chief and the Fire Chief are two guys who love to spend money, no matter where he goes they both love to spend money. But they are spending money for the safety of their people, and don't just spend money on gadgets, although sometimes they do. That's where you have to know where that dividing line is.

? Please describe any grant writing experience you possess. **Answer:** He went to the grantsmanship and is a member of the American Association of Grant Professionals and a member of the Arizona Grant Professionals and he has written several grants. They are getting a three million dollar federal grant from Federal Aviation Administration to redo their 7,200 runway. He just got AWA system which is an all weather operating system for the airport. They were successful in getting a grant that covers 98.5% of the grant. They got one from the Arizona Department of Tourism where they put up poles for a banner across the highway that lists the three major events they have in the summer time. A Rodeo on the fourth of July, Trapper Days on Memorial Day weekend, and Labor Day is sweet corn festival along with the Arizona State Barbeque Championship. It was completely paid for by the Arizona Department of Tourism. He got a grant for the Trail of Many Tracks and that is just from Taylor. He received many other grants in other towns he worked in.

? If we polled employees who are currently working for you and those individuals you currently report to; how would they describe your efforts to streamline public government to make it more effective? How would they describe your planning and organization skills? Lastly how would they describe your skills to hold those reporting to you accountable? **Answer:** It's all encompassed in his management style, which is getting everybody involved. It's taking things from the lowest possible level and let it rise all the way to the top. The City of Polson Growth Policy is an outstanding document, this is streamlining. Adopting a growth policy is the best thing a town can do. It's the best way to streamline things, to have a strategic plan of what you want to do and how you want to get there. He did not read all 236 pages but he did read chapters 9 and 10 which describe the City's 44 objectives and 25 goals. This is the way you did it and he congratulated the City for doing this because not many communities do this. The list of people who were involved in it; you got the whole community involved in it. In Taylor, Arizona they have a general plan and its pretty much the same thing, showing how they plan on growing, what sections of town are zoned. He read in the minutes about the Polson Development Code and getting that done. He's working on exactly the same thing for Taylor, Arizona, where the original document is 120 pages and they are reviewing 20 pages once a month at work sessions to get thru it. He already redid the subdivision ordinance and got it passed. The rough draft copy was sitting on the shelf before he got there and after the town planner and airport manager left and he got the responsibility, he dusted it off and got it thru in November 2007. If it doesn't sound like he is answering the question, he thinks he is because these are very important documents and once you have your tools in there it streamlines things more efficiently and more effectively to have the rules out there for the public to see.

? How would they describe your planning and organization skills? **Answer:** He would follow total quality management. You make sure that all the parties involved get around the table. He was very pleased when the new Town Manager in Taylor came in and when a developer came in he had the manager, town planner-assistant manager (himself), fire chief, city engineer, public works director meet together when the developers say they want to develop in their community. He follows the same practice because if you don't have all of them there you are leaving out pieces of the pie to get this development done right the first time instead of going back to the table many times, you get all of them there. He didn't get to Polson a day early like his esteemed colleague who they will be interviewing next, because on Wednesday at nine o'clock in the morning he had a developer who had a preliminary plat done and he came in with his final plat to go to the council and the plans were very thick. He had the City Engineer, the public works director and the building official and the fire chief, we were all there looking at every page of the document. They went above the standards of the city because they want to build a first class development. He never saw the staff members

with their jaws dropping to the floor because it was such a perfect and beautiful development. But if you noticed he got everybody together and that's what they will say. He also tells people that they do a good job. He told that engineer for that developer if he ever is asked who someone should go to for an engineer, he would be the one he would send them to.

? Lastly how would they describe your skills to hold those reporting to you accountable? **Answer:** He is military. He has fired people in the past, pretty much it was for drug abuse, another person was for alcoholism. He believes in zero tolerance. They had a flooding problem and the street department left sandbags at the entrance to the council chambers and he jumped all over the public works crew since he and the finance officer had to remove the bags themselves before the meeting. He wasn't opposed to helping and assisting to help clean it up but they should have been able to take care of that without him telling them to.

?Are you more progressive or conservative in your fiscal policy. **Answer:** Is there a middle? He is conservative but at the same time there are investments that need to be made and those investments are critical and that's why the department heads would give him a priority list with costs included. He believes in setting up the budget where you have your non discretionary funds for those you gotta pay and then you have your projects and if you have money left over for other expenditures that the fire and police chief feel they really need.

? What internal controls have you used to ensure fiscal responsibility. **Answer:** Something he saw in the minutes that he understood Ms. Duford, was not very happy about not getting the claims every month. He understands that the council is actually responsible for the budget. It's not the town manager, it's the mayor and the council. He strongly believes in providing a monthly statement that says here's what was budgeted, here's what you approved to budget, here's what we spent year to date, here's what we spent during this pay period. It's not every line item but a summary of each section of the budget. And then a percentage of what was spent so far and a percentage that is left. He would put a cover letter on it that says at half way through the budget year the line items should be at 50%. There will be some that are out of whack because insurance premiums are due on the first month of the budget year. He will give the council a document that says why the line item is out of whack. That is what he thinks would help to show how much money was spent in each line item that was budgeted for. It is a tool that each of the council members should get. It tells you where the budget is at and that document should go out to the public as well. He believes that is very important.

? Please describe your level of expertise in completing a city budget. **Answer:** In Greensburg, Kansas he did the budget and the expenditures and the revenues were done by their auditors. In Turner, Oregon he did the revenues and the expenditures. He explained earlier how he would do that. In Taylor he only works on the airport budget. You have to get a list of projects and identify a strategic plan for budgeting purposes, that says the goals and objectives that we would like to see get done this year. With that information he could develop the budget. A strategic plan is a good because it measures his performance based on what council gave him to complete. There may be some legitimate stumbling blocks that he would explain to the council if projects didn't get done. It is very important in budgeting that during the budget process the council have a work session to come up with what they feel is their priorities are after he gets the department heads priorities. The department heads would be there to defend their prioritization. He may not get their way. He will always make a recommendation to them based on objectives and give several recommendations and let them know what staff recommends. If council does not agree, and they make a motion that they don't agree that is the way the staff and he should go, then he would support them 100% in that decision. If he messes up he would be the first to tell the mayor and council that he messed up and explain how to fix it. He has seen many times that city managers and department heads try to sweep something under the rug that they don't want to get out. Eventually it will catch up to them and he doesn't want to keep looking over his shoulder. If it comes up three months later the council would be harder on him. He currently goes to his city manager and tells him that he messed up.

? What creative methods have you used to stay within the budget in tight situations while still accomplishing the job. Commissioner Sohm noted that he answered this question earlier but asked if he would like to add something. **Answer:** Sometimes you have to make cuts. Is building declining to the point where an individual needs to be kept full time. Is the full time employee starting to lounge around. If the economy is going south then things aren't moving as quickly as before, staff isn't as busy as they were

before. You don't want to make work, although if there are other areas of deficiency that you could shift them to to get the job done, that's great. He read a lot about Mike Johnson and he seems like a great employee. So to have that continue on is great. You've got to be prudent with your budget and watch it. There are some things that happen that you find later on you can cancel. Department heads need to continually look at that. He watches the bills that are being very carefully. He found a number of bills that were paid and were processed to be paid again which he pointed out to the finance director.

? What is the financial status of the city you currently work in or most recently worked in?

**Answer:** Financially they are good, not great. There is a downturn and the state is coming after their money. It's a mess with the state. Two budgets he was totally responsible for in Greensburg, Kansas, when he came they had a reserve of \$700,000 and when he left they had a reserve of \$800,000. In Turner they had a reserve of 1.4 million dollars, when he left, because of projects instead of 1.3 million dollars they had 1.2 million dollars reserve. So he watches the reserves and the budget very tightly. He won't deny when they do the budget, for revenues you estimate low and expenditures you estimate high and have a medium there and as long as you do there is money left over.

? What is the toughest situation you have ever had to deal with and how did you handle it?

**Answer:** One was with employee insurance the city was paying \$500 a month and if you had other coverage and didn't need the coverage you could put it into an annuity. That's like giving an employee a \$500 pay raise. He found they were spending \$36,000 more than they needed to. He told the mayor they could save \$36,000 and the council approved it. A street department employee chewed him out saying he ruined his child's education by removing that benefit. He explained to the employee that he could have done the same thing and kept his mouth shut but he didn't because he is the city administrator and he has to make sure that budget is where it should be and not putting out money where it shouldn't be going to. He never said another word because he shot himself in the foot as well. He watches out for his responsibilities as a city administrator first, country before self, which he learned in the military. Another example was franchise fees. They were charging one and two percent in cable and franchise fees and could charge a maximum of 4%. He went to the council to suggest they could raise \$56,000 by raising franchise fees. They weren't raised for a number of years and the council agreed to go for it. The company representative agreed they could do that and when asked by one commissioner he said his company would pass that raise on to the citizens. Council didn't want to raise the franchise fees because the raise would go back onto the citizens. But he went to all that work to get it done and it was frustrating, but it was the council's decision.

? Describe for us what you believe to be your strongest personal characteristic. Please explain this answer.

**Answer:** Integrity. The mayor in Turner when they told him they would not renew his contract, said the most outstanding trait he had was integrity. They always knew where he stood, and he always stood for the people first.

? Which area of city government do you possess your strongest background and skills? **Answer:** It's a tie between managing employees and budget. In Taylor, a public works employee told him she worked there for fourteen years and he was the only person who came up to her once in a while and pointed out what she was doing well and pat her on the back. The other is the budget, which he scrutinizes so much. He wants to be sure what goes out needs to go out. He found a line item for fire boots listed as \$500 and found out it was not one boot but ten boots. That's how he scrutinizes the budget and makes sure everything is there.

? Describe your greatest achievement while working in city government. Commissioner Sohm said he believes he answered this question previously. **Answer:** The streetscape project, removing the s curve and putting sidewalks, curbs, bike paths, turning lanes to make them safer. The swimming pool repair to make it safer for the kids.

? What process would you use to keep the city council informed on a regular basis based on need? **Answer:** What he does in his agenda packets, he puts in a staff report on all the current projects and where they are. It's important that they keep up to date on the current projects. He will make a memorandum on agenda items and give recommendations with staff input. He talked to the mayor at least two times a day and the previous mayor once a day. Council members would come in to see him from time to time, which he had no problem in talking to but they needed to realize he had a job to do too.

? Situation: Polson is a small community with limited resources. Our streets are in need of attention. Due to budget constraints our history of street maintenance has been one of a band-aid approach of patch work repair and we are losing ground? How would you as Polson City Manager address this problem? **Answer:** The way they did it in Taylor, Arizona this year. Their street crew, public works director and city engineer were very knowledgeable. They did some street reconstruction. Where they had cracks in the street they put a small layer of asphalt and got a slurry seal. They cut the city into four or five sections to schedule the paving within the next five years, put slurry seal on and put the striping. The first year was \$890,000, they got under a county contract which was two years old. The cost is a lot higher now and they were able to slurry seal all their streets for under \$890,000 and get the striping done. They were blessed with that, it fell into their lap. They need to determine what section of town has the worst roads, get them done by getting a maintenance plan between the public works director and a city engineer and come to an agreement on what they have to do and they have to budget for it. They have to look to see if there is money for those things and see if there are any grants available. In Turner they used a \$250,000 Safe Route to School Grant to place a 3,300 foot sidewalk and bike path on one side of Centennial Lane. He is always looking for grants to help us do these kinds of things.

? What are your future plans and goals? **Answer:** He was in the navy for 20 years and since then they moved to three different places. They are looking to settle down and find a place to call home, and pitch tent for the rest of his life, and Polson fits that ideal they have. He loves to hunt and fish, he likes the weather and has always had a mystique for Montana. The weather is perfect and they don't like the high temperatures in Arizona. His wife would like Missoula to shop. She likes her anonymity which she didn't get in Greensburg and that was the problem there.

? If selected for the Polson City Manager position how soon would you be available to start work. **Answer:** Approximately 30 days from date of notification.

? What questions do you have of us? **Answer:** He won't deny that he had interviews previously. He understands it but the biggest stumbling block when he gets interviewed is that his competitors have worked their entire careers in city management, he hasn't. He put 20 years into the military and he hopes that is not going to be held against him. He put a lot of effort to this point, which he thinks is equivalent to someone who has 25 years because he has been in the military and leadership in the military counts a lot. Military leadership is not what it used to be like a military dictator type thing. Not even close to that anymore. He feels with his TQM, he thinks he would do a great job for Polson. He looked through the growth policy, researched the minutes to see the problems, talked to Mr. Steele of the Tribes about the water rights on the reservation, the annexation policy the city just adopted, the city's supports the tribes to gain water rights, the City's having problems drilling for water in some areas, developing plans for a new fire station, consolidated the libraries into a district, looking at new water reservoirs, failed to get water in an exploratory well, concern about the money invested but were able to use the casing, the growth plan. He believes closely in working with the chamber of commerce and city's should be a member. He would attend all sorts of meetings to make sure that Polson is represented and that Polson doesn't get stepped on. He read about the problems on Main Street to replace the water line. The streetscape coming on line looks good. The master plan for road maintenance would identify the highest priority. Rewriting the Polson Development Code. He is doing the same thing and has done the subdivision work. He has all this experience that they are looking at and has just completed. He can stand up to it, get the city going in the right track. The growth policy is really good and if that's what the council really wants it would be a good thing to develop a strategic plan year by year. He has a passion about his job, and may be self centered for saying this but he doesn't feel that a lot of city managers have the passion. He is compassionate. His condolences on the loss of Tom Jones. He read that he was a very neat individual and served on the council, his sympathy goes out to the council and the community. He would like to Tony Porrazzo about the new water reservoirs and searching wells, to Karen Sargeant, who had an issue with comp time and Mike Johnson an outstanding employee, to Fire Chief about building a new fire station, to the fire flow for fire protection throughout the city that needs to be worked on, to Marilyn Trosper, Library Director about the library district consolidation. He met Joyce Weaver and talked to her about the development and learned about the issue with the word "may", the developer needs to look up the definition of may. If he didn't feel this was a good match he wouldn't have investigated as much

as he did. He isn't putting in for anyplace to find a city manager job. He's looking for a place his wife and he can settle down and finally stay in one place to retire and live the rest of their lives, and this place fits the bill. As far as questions no, but as far as his passion he wanted to get that out on the table and hope that someone who has 30 years experience doesn't outweigh him because he only has 7 and he is taking care of those issues by getting further education which he believes strongly in. He hopes that whoever they pick does an outstanding job for them if it's not him. If they pick him he knows they will get an outstanding job.

Commissioner Sohm explained the remainder of the interview process. Mayor Marchello explained that the city commissioners are scheduled to meet on Wednesday, October 1 to vote on the successful candidate.

## **THE MEETING ADJOURNED FOR LUNCH.**

**1:00 P.M. - LARRY STOEVER:** Mayor Marchello called the meeting to order and asked Commissioner Sohm to introduce Larry Stoever to those attending the meeting and to continued the interview process. Commissioner Sohm thanked Larry Stoever for his interest and application for the city manager position and welcomed him and his family members to our community. He described the interview process, which included acquainting the candidates with the Polson community yesterday and today. There will be an Open House tonight at the Tee Box Restaurant at the golf course from 5:30-7:00 p.m. for the candidate to meet with the city staff and community in general. This will allow the candidates and community in general to share thoughts and ideas and determine if the job fit is right for both the candidate and community. Monday and Tuesday will be a reflection period for both the finalists and community in general. The Polson City Commission will meet in a special meeting on October 1, 2008 at 7:00 p.m. to listen to comments and make a selection for our new Polson City Manager. During the interview each candidate will be asked the same questions from a predetermined list. These questions were generated from the search committee members, city staff and city council members.

## **QUESTIONS**

? Please summarize for us your background and qualifications for this position. **Answer:** 10 years as City Planner and 40 years total career experience spent in government.

? How would you describe your management style? What most influences your management style and why? **Answer:** Rely on staff and create a team environment and with staff participation arrive at a conclusion. Main influence is the improve community and help the employee do their jobs. Does not emphasize hierarchy and provide staff with hands on help and make his presence in the field.

? How do you motivate others around you to achieve maximum success? **Answer:** Recognize good work and acknowledge employees who are doing the right thing, accurate and competent. Provide adequate reinforcement and evaluate staff in writing periodically.

? If selected as the new Polson City Manger how would you approach the first 30 days to get up to speed? **Answer:** Would get to know staff and community members, find out who to call on different issues. Meet with tribal officials and continue communication. Research grants available. Meet with business owners and citizens to find out their needs. Build a rolodex for contacts.

? Describe an instance where you demonstrated leadership, what you did and what were the results. **Answer:** Dealt with issue of high mineral content in local water supply. High iron content a long standing problem in the community shown as #1 concern by community survey. Had an engineer firm conduct a feasibility study that led to installation of reverse osmosis iron removal in the water supply. Provided information to community on the project and construction of the plant. Financing the six million dollar project was financed through use of a 2.5% revolving loan fund and a bond backed by increased rates.

? Describe an instance when you were either responsible for economic development or supervised this function. **Answer:** City Council wanted economic development but had no money and had high unemployment rate and wanted to provide a market for new industry. The City's 200 acre business district

site needed a plan. He acquired six grants and two bond issues and created a 205 acre industrial park with a water tower, which took six months of intensive work.

? Polson has a volunteer fire department. What is your experience, if any, working with a volunteer fire department, maintaining a budget to satisfy needs and recruiting volunteers to keep this department staffed? **Answer:** The fire district in Saline covered three townships and initially had one appointed fire chief with an all volunteer fire crew. He worked with them to increase the staff to six full time and 40 volunteers working under a cooperative agreement.

? What do you believe is the most serious need in any small community and how have you addressed this need in your past experience? **Answer:** Lack of money and where to find it. Without money cities get behind in infrastructure improvements, water, sewer and streets and the cost of improvements increase. He raised money to get a new city hall built and public works building through increased utility rates.

? Please describe any grant writing experience you possess. **Answer:** He applied for and received six grants for various projects and obtained a large sum through a 2.5% revolving loan fund, which provided huge savings overall.

? If we polled employees who are currently working for you and those individuals you currently report to; how would they describe your efforts to streamline public government to make it more effective? How would they describe your planning and organization skills? Lastly how would they describe your skills to hold those reporting to you accountable? **Answer:** Streamlining is not always productive and sometimes safety is sacrificed. It is very important for employees to have tools to do their job. He improved on efficiency and productivity by hiring few additional staff and increased the staff's use of technology to achieve their goals. To achieve planning and organization at all levels he used annual retreats with an independent facilitator with the objective of identifying priorities, strengths and weaknesses. He created a strategic plan getting that data together and provided the staff with information to make it work. He hold the staff accountable at all times. He is detail oriented and keeps track of projects with regular oversight. He has found in his years of experience in government that most of the department heads are committed workers and try their best to do a good job.

? Are you more progressive or conservative in your fiscal policy approach. **Answer:** He is both conservative and progressive, balancing his approach similar to a corporation where the taxpayers are the shareholders and they are all working to create a better place to live.

? What internal controls have you used to ensure fiscal responsibility? **Answer:** Annual Audit were conducted and he always had an unqualified opinion, owing to his careful oversight and critical cash flow of revenue, expenditure and balance sheet accounts.

? Please describe your level of expertise in completing a city budget. **Answer:** Prepared budget for 13 years in one position and 10 years in Salina until the finance director took over and he was in charge of reviewing the budget and evaluating the overall big picture of the budget.

? What creative methods have you used to stay within the budget in tight situations while still accomplishing the job. **Answer:** How to do more with less is always the challenge. He would try to create a stable workforce with adequate technology for employees to do their jobs efficiently. When housing values drop creating decreased revenue, he would try to do more with technology. It is easy to defer expenditures but it is not always the best long term approach.

? What is the financial status of the city you currently work in or most recently worked in? **Answer:** Salina had an A+ bond rating which is the highest score.

? What is the toughest situation you have ever had to deal with and how did you handle it? **Answer:** Salina had a downtown industry, which was a major tax revenue source for the city. It was in the process of being sold and the new owner wanted concessions to reduce their taxes to 10% of the assessed valuation or they would shut down the operation. This decline reversed the city's financial picture overnight. He helped the city to work through the budget. They found budget lines and reduced increased wages and cut

employee benefits to achieve a balanced budget. They cut, sliced and diced budget lines but had no lay offs or cut any services.

? Describe for us what you believe to be your strongest personal characteristic. Please explain this answer. **Answer:** Integrity is the most important characteristic. He will tell the truth, admit with no spin, when he made a mistake, and try to carry out his word to the best of his ability.

? Which area of city government do you possess your strongest background and skills? **Answer:** Personnel and human resource experience, Economic Development projects, management experience and success with water and sewer improvement projects.

? Describe your greatest achievement while working in city government. **Answer:** Developing the 205 acre Industrial Park, building a new City Hall and Police and Public Works Department facility to fill the need for increased size of facilities, creating adequate storage and a technology compatible buildings. Prior to building they performed a needs analysis for the next twenty years to provide a long term solution for the police and city hall. The conducted an information campaign and held public hearings, after which it was decided to tear down the old municipal building and build a new one. A six mill referendum was approved to build a new city hall and a public works facility which was reported as one of the best facilities in the country.

? What process would you use to keep the city council informed on a regular basis based on need? **Answer:** He would send E-mails to Council that are as balanced and succinct as possible. He would provide staff reports for each agenda which would include detail analysis of the items including what if, where and why.

? Situation: Polson is a small community with limited resources. Our streets are in need of attention. Due to budget constraints our history of street maintenance has been one of a band-aid approach of patchwork repair and we are losing ground? How would you as Polson City Manager address this problem?

**Answer:** In his previous position he used debt financing but tried to convince council to implement an 8 mil street maintenance district. He would identify the project and pursue funding sources including bonding or dedicating a street millage which would be a long term solution, pay as you go with no interest, since streets continually need significant resources to repair and maintain.

? What are your future plans and goals? **Answer:** He is in transition and would like to work and reside somewhere near Polson.

? If selected for the Polson City Manager position how soon would you be available to start work. **Answer:** The time it would take to find a house and move in.

? What questions do you have of us? **Answer:** Asked the Council what their top three problems and /or priorities for Polson were for the next two to five years. The council individually listed the following items; streets, infrastructure, Main Street infrastructure, money for equipment, inform public of city issues, resort tax, creative sources for funds to do projects, local options sales tax option for Montana cities, increases in property valuation, legislative cap on tax revenue, find best technology for sewage treatment plant upgrade (possibly activated sludge system).

Larry Stoever thanked the council for inviting him to be interviewed and expressed his honor to be chosen as a finalist candidate. He expressed his enjoyment in seeing the beauty of the area we live in and would very much like to be part of the community.

**PUBLIC COMMENTS :** No public comments were made.

**Meeting adjourned at 1:50 p.m.**

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**Lou Marchello, Mayor**

**ATTEST:** \_\_\_\_\_

**Aggi G. Loeser, City Clerk**