

**TRANSITION ADVISORY PLAN
FOR THE
CITY OF POLSON**

**Prepared
by the
Polson Local Government Review Study Commission**

January 7, 2007

TRANSITION PLAN

As provided by the Constitution and laws of the State of Montana the voters of Polson, Montana did, on November 7, 2006, adopt a self-government Charter with the Commission-Manager plan of government.

State law (7-3-157 and 7-3-193, M.C.A.) requires that, upon adoption by the voters of a new plan of government, the Local Government Review Study Commission shall prepare an advisory plan for orderly transition to a new plan of local government. This Transition Advisory Plan has been approved by the Study Commission and is hereby submitted for implementation to the City Council and Mayor of the City of Polson.

I. Effective Date and Scope of the Charter:

1. Pursuant to Section 6.02 of the Charter and 7-3-156 and 7-3-706, MCA, the Charter becomes effective on July 1, 2007.
2. Pursuant to Section 1.02(2) of the Charter, and 7-3-701 and Article XI, Section 5 of the Constitution of Montana, Charter provisions establishing executive, legislative, and administrative structure and organization are superior to statutory provisions.

II. Transition Procedures for City Employees and Elected Officers:

1. Pursuant to Section 7.02 of the Charter and 7-3-158, M.C.A., no City employee shall lose employment solely because of the adoption of the Charter.
2. Pursuant to Section 7.02 of the Charter and 7-3-158, M.C.A. the members of the City Council may continue in office until the end of the term for which they were elected and their salaries shall not be reduced. The Study Commission suggests that the incumbent members of the City Council be sworn in as the members of the new City Commission on or about the effective date of the Charter.
3. The transition provisions of the Charter (Section 7.02(3)) provide that the incumbent Mayor may continue in office until such time as the City Manager is sworn into office, at which time the office of Mayor in the existing council-mayor form of government shall be vacated. Pursuant to the provisions of section 2.08 of this Charter, the City Commission may then appoint the incumbent Mayor to serve as the Mayor of the new government until the expiration of his original term of office. Because the incumbent Mayor was appointed to that position in December 2007, his term of office as Mayor of the new government will continue until A. . . his successor is elected and qualified.@ Therefore, if the City Commission chooses to appoint the present Mayor to be the Mayor under the Charter, he may serve in that new office as the City Commission=s presiding officer until a new Mayor is elected, qualified and sworn into office, on or about November 6, 2007. (See the language at Section 2.08 and 7-4-4112, M.C.A.).

4. The Charter does not alter the status of the City Judge.

III. Transition Procedures Related to Self-Government Powers:

1. Pursuant to Section 1.01 of the Charter and 7-3-702, MCA and Article XI, Section 6 of the Constitution of Montana, the City of Polson shall have all powers not prohibited by the Constitution of Montana, the laws of Montana or this Charter. Refer to Part 1, Chapter 1, and Title 7 for limitations on self-government powers.
2. Pursuant to Section 1.03 of the Charter, the property tax mill levy limit of the City is limited to that of Montana municipal governments with general government powers, except with the prior approval of a majority of the City=s electors voting on the question. See 15-10-420, M.C.A for limitations on the calculation of the annual property tax mill levy and 15-10-425 M.C.A for the procedures required to place the question of a voted increase in the mill levy on the ballot for voter consideration.

IV. Transition Procedures Concerning the Election of City Officers:

1. Future elections of the City Commission and Mayor of the City of Polson remain unchanged. Pursuant to Sections 2.02, 2.03, 2.04 and 2.05 and 7-3-704 M.C.A., members of the City Commission shall continue to be elected by ward for overlapping terms of four years on a nonpartisan ballot. The mayor shall continue shall continue to be elected at large to a four year term of office on a nonpartisan ballot.

V. Transition Procedures Concerning City Ordinances and Resolutions:

1. Pursuant to Section 7.03 of the Charter and 7-3-159, MCA all ordinances and resolutions in effect on the date the Charter becomes effective shall remain in effect until repealed or amended as provided by law.
2. Pursuant to Section 7.03 of the Charter and 7-3-159, MCA, all City rules, resolutions and ordinances shall be reviewed and, where necessary, revised or repealed to provide for consistency with this Charter and state law no later than June 30, 2008.

VI. Transition Procedures Concerning Appointed Boards and Commissions:

1. Pursuant to 7-3-157(1), M.C.A. all boards, commissions and advisory bodies to the City of Polson in existence at the time the Charter becomes effective shall continue until reconstituted, reappointed or dissolved by the governing body.

VII. Transition Procedures Concerning Existing City Contracts and Debt:

1. Contracts in effect and debt owing by or due to the City of Polson at the time this Charter becomes effective shall not be thereby affected.

VIII. Roles and Responsibilities in the Commission-Manager Plan of Government

What follows is a brief summary of the most significant changes in the roles and responsibilities of the City Council and Mayor and the duties and responsibilities of the City Manager under the new Charter.

1. Role of the Mayor

The Commission-Manager plan of government set forth in the Charter differs from the familiar Council-Mayor form of municipal government primarily in terms of the degree of separation of the administrative and executive responsibilities of the chief executive from the policy-making powers of the commission. In the past, and as a practical matter, the Mayor of Polson has served as a necessary and active participant in the policy-making processes of the City Council. At the same time, the Mayor served as the chief executive officer, responsible for carrying out the policies adopted by the Council and for administering the day-to-day affairs of the City.

Under the Charter, the Mayor of Polson, who will continue to be directly elected by the voters to a four year term of office, will serve on the City Commission as its Chair, presiding over City Commission meetings with full voting power, but without veto power. He or she will be recognized as the head of the City government for ceremonial purposes and will usually perform ceremonial functions on behalf of the City. *The Mayor will have no executive or administrative responsibilities or authority, these being reserved entirely to the City Manager as provided by the Charter and state law.*

This particular role change for the Mayor has not always been an easy transition in other municipalities that have changed from the mayor-council form to the commission-manager form. Nevertheless, it is the critical transition that must be accomplished if the new government is to achieve its full potential.

2. Role of the City Commission

The method of electing candidates to the Polson City Commission will not change under the new Charter and Commission-Manager plan of government. As at present, the Commission will be comprised of six members, two of whom will be elected from each of three wards (commission districts) to four-year, overlapping terms of office in non-partisan elections. Candidates for City Commission must reside within the ward they seek to represent at the time of their election and throughout their term of office.

The role of the City Commission in the new form of government will, however,

change significantly. While the critical representational and policy-making functions of the City Commission remain essentially unaltered, the administrative roles customarily performed by Council members serving on standing administrative committees created by the Council to assist a part-time Mayor are not appropriate in the Commission-Manager form of government. Thus, all existing City Commission standing committees are to be abolished at the time the new City Manager takes office, thereby allowing the City Commission to focus its energies on its policy-making role. The new City Commission may create such new temporary or standing committees as it sees fit to meet its policy-making responsibilities (such as a budget and finance committee) while recognizing and respecting the separation of governing powers inherent in the commission-manager plan of government and set forth explicitly in the new Charter. (For an in depth discussion of the appropriate role of the new City Commission, see Chapter 10, especially "Roles and Responsibilities in the Commission-Manager Form" in *Governing Montana at the Grass Roots*, Second Edition, 2005 by Kenneth L. Weaver

Finally, and pursuant to Section 3.03 and 7-3-305 M.C.A., the Commission and its members shall deal with city employees who are subject to the direction and supervision of the City Manager solely through the City Manager, and neither the Commission nor its members may give orders to such city employees, either publicly or privately. Neither the Commission nor any of its members may dictate the appointment or removal of any city employee whom the City Manager or any of his subordinates are empowered to appoint. In short, all lines of accountability run from the City Commission *through* the City Manager to the department heads and their subordinates.

3. Duties and Responsibilities of the City Manager

Section 3.01 of the new Charter designates the City Manager as the chief executive and chief administrative officer of the City government, responsible for the efficient administration of all city departments. The City Manager is responsible to the City Commission for the administration of all local government affairs placed in the manager's charge by the Charter, law, ordinance, or resolution.

The City Manager is to be hired on the basis of merit alone and serves under a contract that must not exceed two-year duration and, therefore, serves at the pleasure of the City Commission. The City Manager's primary duty is to insure that the lawful policies adopted by the City Commission are carried out as efficiently, as fairly and as effectively as possible. The manager oversees the preparation of the city's annual general fund and enterprise budgets for submission to and review and approval by the City Commission. The manager also prepares and presents the City Commission's meeting agenda and provides whatever information may be requested by the City Commission and may make whatever recommendations on any matters, which require action by the City Commission.

Polson is faced with an increased rate of population growth and the challenges associated with that growth. The voters understood the need for professional management in our city government to deal with growth related problems and they approved this significant change in our government. They anticipate and look forward to changes in City Hall. Hence, one of the City Manager's primary responsibilities is to keep the Polson community fully informed about all City activities, programs and problems. To that end, the manager is expected to establish and maintain effective communication with the news media, community service and business organizations and with representatives of other governmental agencies and institutions located in the city, county and state. He or she is also expected to make him-self or her-self available regularly and frequently to receive citizen complaints and to hear ideas and proposals for the improvement of the City government and the Polson community.

The City Manager is also responsible for representing the City in the administration of any inter-local service agreements or intergovernmental agencies, and to serve as the City's administrative representative to various citizen advisory committees and volunteer groups.

Finally, and pursuant to Section 3.02 of the Charter, 7-3-304 M.C.A. and the terms of the manager's contract, the City Manager of Polson shall:

- (1) Enforce laws, ordinances and resolutions;
- (2) perform the duties required of him or her by law, ordinance or resolution;
- (3) administer the affairs of local government;
- (4) Direct, supervise, and administer all departments, agencies, and offices of the local government unit except as otherwise provided by law or ordinance;
- (5) carry out policies established by the commission;
- (6) Prepare the commission agenda;
- (7) Recommend measures to the commission;
- (8) Report to the commission on the affairs and financial condition of the local government;
- (9) Execute bonds, notes, contracts, and written obligations of the commission, subject to the approval of the commission;
- (10) Report to the commission as the commission may require;

- (11) Attend commission meetings and may take part in the discussion, but he\she may not vote;
- (12) Prepare and present the budget to the commission for its approval and execute the budget adopted by the commission;
- (13) Appoint, suspend, and remove all employees of the local government except as otherwise provided by law or ordinance;
- (14) Appoint members of temporary advisory committees established by the manager.

N.B. Pursuant to subpart (2), above, three additional duties were identified and mandated by the Council by Resolution 979 passed and approved February 18, 2009, and appear elsewhere in the City website.

4. Departmental Organization

The new Charter at Section 5.01 provides that the organization of City departments shall be prescribed by ordinance. Although mindful that Montana law provides a departmental structure for the statutory version of the commission-manager plan of government (See 7-3-4401, M.C.A. et seq), the Study Commission is aware that the inherent self-government powers of the Charter (See Section 1.02(2) and 7-3-701(2), M.C.A.) enable the establishment of any departmental organization deemed efficient and appropriate by the City Manager with the approval in ordinance form by the City Commission.

Therefore, the Study Commission recommends that the City=s existing departmental organization remain in place until such time as the new City Manger is appointed and has had reasonable opportunity to formulate an appropriate plan for organizing City departments. The resulting organizational plan should be developed in consultation with the City’s department heads and presented to the City Commission for consideration and approval at the earliest possible date but not later than January1, 2008.

5. Advisory Boards, Commissions and Authorities

As noted above, the following citizen advisory bodies and their members, previously established or appointed by the Polson City Council pursuant to law, ordinance or resolution, and in existence or in office at the time the new City Commission takes office, shall continue to function as prescribed by law, ordinance or resolution until discontinued, re-established or reappointed by the new City Commission:

1. City-County Planning Board and Zoning Commission
2. Board of Adjustment
3. Uniform Fire, Building, and Abatement of Dangerous Buildings Codes
4. Police Commission
5. City-County Health Board
6. Others – Golf, Parks, etc.

SECTION III
CITY MANAGER HIRING PLAN

CITY MANAGER HIRING PLAN

City Commission members who participate in the appointment of a City Manager are probably engaged in the most important task they will perform during their tenure in office. It is a task requiring careful planning, astute evaluation of candidates, and a clear understanding of relationships between the city government and its new manager and of the Charter defined responsibilities of the City Manager.

The following criteria, based upon the specific duties and responsibilities of the City Manager of Polson as set forth in the Charter and state law, must be applied to each applicant for the position of City Manager. No other criteria should be used in screening applicants to establish the "legitimate applicant pool." (Use Evaluation Form 1.) Use Letter Number 1 to notify all applicants of receipt of their applications as soon as each application is received. No application received after 5:00 PM on the deadline date should be considered in which case the applicant should be advised that their application was received after the deadline stated in the advertisement and will not be considered. Use Letter 2 to advise all unqualified applicants that they are no longer under consideration. The residual group of applications comprises the "legitimate applicant pool."

Upon completion of the search, the application files of all applicants along with the evaluation scoring sheets for each applicant should be sealed by the City Clerk and maintained as a City record for not less than the period of record retention required by law or five years, whichever is greater.

Minimum Qualifications The successful candidate must have:

1. EDUCATION: Bachelor's degree in Public Administration or other field of college or university study closely related to general government administration or operations such as, but not limited to, Accounting and Finance, Social Sciences, Engineering, or Business.
2. EXPERIENCE: Significant management level experience in local government administration or operations in at least one of the following fields: financial administration, budgeting, public works, public safety, or personnel.

The following *preferred qualifications* will be used to rank applicants *within* the "legitimate applicant pool" in order to select a group of "best qualified" applicants from whom a list of at least five references will be requested, checked and evaluated. (Use Evaluation Form 2.) Send Letter Number 3 to all candidates whom you now wish to release from further consideration bearing in mind that you may wish to maintain a small reserve group of candidates just in case no candidate in the "best qualified" group pans out. Use Letter Number 4 to obtain at least five references from each candidate in the "best qualified" pool. (*NOTE: Do not contact any reference until you have received written approval to do so from the candidate. If the candidate refuses to permit reference contact, release the candidate from further consideration.*)

Preferred Qualifications Preference will be given to the candidates who possess one or more of the following additional qualifications:

1. EDUCATION: Master's Degree in Public Administration or other field of college or university study closely related to general government administration or operations such as, but not limited to, Accounting and Finance, Social Sciences, Engineering, and Business.
2. EXPERIENCE: Three or more years of progressively responsible experience in local government management in one or more of the following fields: financial administration, budgeting, public works, public safety, or personnel. Familiarity with the Montana BARS budgeting system is also a preferred qualification.
3. OTHER PREFERRED QUALIFICATIONS as may be determined by the search committee.

Upon receipt of all responses to Letter 4 from the pool of "best qualified" candidates, divide references to be checked by assigning at least one reference for each candidate to each member of the Search Committee for contact. Use the Telephone Interview Reference Check guidelines below to conduct the interview and record the responses on Evaluation Form 3. Based upon the *combined* results of the application evaluation (Form 2) and the telephone reference check (Form 3), use Evaluation Form 4 to record each Search Committee member's overall impressions. Compare and discuss each Committee member's results and select the top two, three or four candidates to invite (with City Council approval) to Polson for personal interviews at the City's expense.

The conduct of the personal interview of the candidates in the "finalist pool" is critical. On the one hand the City Commission will wish to put the community's best foot forward and on the other hand you will wish to gain information not found in the candidate's written application or made available by references. It is important to remember that *each candidate should have the same opportunity to learn about your community and about its city government and that each candidate should be asked essentially the same questions.* (See the attached list of Permissible and Impermissible Questions Interview Questions.)

Following is a list of "Do's" and "Don'ts" adopted from the ICMA Career Development Series to be carefully considered in conducting the search process for a new City Manager:

DO:

1. Review the city's and community's needs.
2. Organize the selection procedure in advance.
3. Move rapidly toward a selection once applications are in.
4. Keep all candidates informed of their status at all times.
5. Carefully check references on those candidates judged best qualified.
6. Select a short list of the most promising candidates.

7. Call these candidates for interviews at your city's expense.
8. Send the candidates under consideration copies of your city's budget, annual report, and other pertinent documents.
9. Be prepared to enter into a formal employment agreement with the successful candidate.
10. Notify all other candidates when the selection has been made.
11. Keep all information strictly confidential during the recruitment and selection process until approved for release by final candidates.
12. Treat each finalist candidate exactly the same.

Don't

1. Don't limit your recruitment and investigation to "home towners" or to a single candidate.
2. Don't let the selection process last too long.
3. Don't expect to get all necessary information about candidates from written material.
4. Don't forget that you are seeking overall management ability, not technical competence in one specialized field.
5. Don't release for publication any names of cities or candidates until approved in writing by candidates.
6. Don't overlook in manager candidates the need for municipal administrative experience and the advantages and value of college or university training, post degree training, and continued participation in professional development experiences.

Following the completion of all personal interviews, once again conduct a "best qualified" evaluation of each of the finalists again using Evaluation Form 4 which summarizes each Commission member's evaluation of the candidate's overall ability to work with your commission in your community, based upon a composite consideration of all credentials, references and personal interviews. Based upon these comparative evaluations, the City Council should be prepared to select the best qualified candidate to be the City Manager and to negotiate the elements of the attached Employment Agreement.

Finally, it is of utmost importance that the hiring authority (City Commission) bears in mind that state and federal law impose strict requirements on all City Council members and Mayor in conducting the search and hiring process. Specifically, all applicants for employment in Montana are guaranteed freedom from discrimination on the basis of race, sex, color, national origin, religion and disability by Title VII of the Civil Rights Act of 1964 (78 Stat. 253, 42 USC), as amended, and by the Montana Human Rights Act of 1964 (49-1-102 and 49-2-308 MCA), which also include further guarantees on the basis of creed, physical or mental handicap, age and marital status. A list of permissible and impermissible questions relating to discrimination is provided immediately below. Moreover as a political subdivision of the State of Montana, the City is bound by Article II of the Montana Constitution pertaining to public participation in open meetings, as implemented by Part 2, Title 2, and MCA. This hiring plan has been constructed to help the City Council conform to the provisions of Montana's strict "open meeting" law. In this regard, there is no need or apparent justification to close any meeting of a quorum of the City Council in order to conduct, in executive session, any step of the above described hiring process.

CANDIDATE EVALUATION FORM 1
Minimum Qualifications

Committee Member: _____

<u>Candidates</u>	<u>Education</u> (Qualified/ Unqualified)	<u>Experience</u> (Qualified/ Unqualified)	<u>Include in Applicant Pool</u> (Yes/No)
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. _____	_____	_____	_____
6. _____	_____	_____	_____
7. _____	_____	_____	_____
8. _____	_____	_____	_____
9. _____	_____	_____	_____
10. _____	_____	_____	_____
11. _____	_____	_____	_____
12. _____	_____	_____	_____
13. _____	_____	_____	_____
14. _____	_____	_____	_____
15. _____	_____	_____	_____
16. _____	_____	_____	_____
17. _____	_____	_____	_____

CANDIDATE EVALUATION FORM 2
Preferred Qualifications-Best Qualified

Committee Member: _____

Candidate: _____

<u>Education</u>	<u>SCORE (0-10)</u>	<u>COMMENTS</u>
Consider level and field of degree.	_____	_____
<u>Experience</u>		
Consider extent of management experience in local government including level, progressive responsibility.	_____	_____
<u>Financial Administration</u>		
Consider experience in local gov including years/level.	_____	_____
<u>Budgeting</u>		
Consider extent of experience in local government including years and level.	_____	_____
<u>Public Works</u>		
Consider extent of experience in local government including years and level.	_____	_____
<u>Public Safety</u>		
Consider extent of experience in local government including years and level.	_____	_____
<u>Personnel</u>		
Consider extent of experience in local government including years and level.	_____	_____
<u>Labor Relations</u>		
Consider extent of experience in local government including years and level.	_____	_____
<u>BARS System</u>		
Consider extent of experience in local government including years and level.	_____	_____
TOTAL SCORE (MAX = 90)	_____	

TELEPHONE INTERVIEW REFERENCE CHECK OF FINALIST APPLICANTS

Each applicant in the finalist group should be asked to provide the Search Committee with the names, addresses and the telephone number of five references to be contacted. (See Candidate letter 4). Each committee member should check at least one reference for each applicant such that all Search Committee members will have reference input on every candidate finalist. The following format should be followed closely in conducting the reference check and the evaluation should be recorded on Evaluation Form 3.

Hello. My name is _____. I am a member of the Polson City Manager Search Committee and I am calling to learn your evaluation of _____ who has applied for the position of City Manager in our community. Your name was provided as a reference by _____.

- A. Do you know _____?
- B. For how long? _____
- C. In what capacity? _____
- 1. How would you evaluate _____ skills in working with an elected City Commission? Specifically,
 - a. How well does he/she communicate ideas?
 - b. How well does he/she plan?
 - c. How well does he/she get along with co-workers?
- 2. How would you evaluate _____ skills in working with City employees? Specifically,
 - a. How does he/she get along with city staff?
 - b. How experienced is he/she in conducting labor contract negotiations?
 - c. How effective is his/her financial management skills?
 - d. How effective are his/her budget skills?
 - e. How would you evaluate his/her other technical skills?
- 3. How would you evaluate _____ skills in working with the public? Specifically, do you think he/she could work effectively with:
 - a. The general public,
 - b. Organized citizen groups,
 - c. Business groups,
 - d. Developers,
 - e. Neighborhood improvement groups,
 - f. News media.
- 4. How would you evaluate _____ overall capabilities to serve a community of 5,000 people as City Manager?
- 5. List the most important strengths this person possesses.
- 6. List the most important weaknesses of this person.
- 7. Would you hire this person as a City manager (again)?

Please feel free to comment on any aspect of this person's ability to hold the position of City Manager or to clarify answers to the previous questions.

Thank you for your time, good bye.

EVALUATION FORM 3
Telephone Reference Check Scoring Sheet

Committee Member _____ Reference Evaluation of _____

Name of Reference _____

Know _____ How long _____
Capacity _____

Abilities	Don't Know	Poor 1	Fair 2	Good 3	Very Good 4	Excellent 5
1. To work with City Commission						
a. Communication skills (oral and written)						
b. Planning skills						
c. Human relation skills						
2. To work with City employees						
a. Staff relation skills						
b. Labor negotiation skills						
c. Supervisory skills						
d. Financial mgt. skills						
e. Budgeting skills						
f. Other technical skills						
3. To work with public						
a. General public						
b. Citizen groups						
c. Business groups						
d. Developers						
e. Neighborhood groups						
f. News media						
4. Overall Evaluation						
TOTALS (MAX = 80 Points)						

EVALUATION FORM 3 (Continued)
Telephone Reference Check Scoring Sheet

5. List the greatest strengths stated by reference:

6. List the greatest weaknesses stated by reference:

7. Would reference hire this person as manager again?

8. Any additional comments by reference:

EVALUATION FORM 4

Commission Member: _____

	<u>Education and Experience</u>	<u>Overall Technical Skills</u>	<u>Overall Communication Skills</u>	<u>Overall Management Skills</u>	TOTAL SCORE <u>MAX = 40</u>
Finalist Candidates:					
1. _____	_____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____	_____
5. _____	_____	_____	_____	_____	_____

PREFERRED CANDIDATE BASED UPON ABOVE SCORE: _____

LETTER NO. 1

Mail upon receipt of application.

Dear Applicant,

The City of Polson has received your application for the position of City Manager of Polson. We will be reviewing all applications during the next month. The City Council is responsible for the final screening of candidates and will be doing that during the month of _____. They hope to make their final selection towards the end of the month of _____.

We will communicate your status as soon as the preliminary screening is completed.

Sincerely,

City Clerk

LETTER NO. 2

Mail to all unqualified applicants upon completion of “fully qualified” screening.

Dear Applicant,

On behalf of the City Council of Polson, I wish to express their appreciation for your application for the position of City Manager.

I regret to inform you, however, that after careful review and consideration of your application, we find that the credentials you submitted do not meet the minimum qualifications for this position. As a result, I am informing you that you are hereby released from further consideration for the position of City Manager.

The Council also asked me to express their very best wishes for your further and continued professional success.

Sincerely,

Chair, Search Committee

LETTER NO. 3

Mail after the finalist and reserve pool of best qualified applicants has been selected.

Dear Applicant,

On behalf of the City Council of Polson I wish to express their appreciation for your application for the position of City Manager.

I regret to inform you, however, that after careful review and consideration of your application, the City Council unanimously agreed that the credentials you submitted were not as competitive as those submitted by the small group of finalists for the position. As a result, I have been requested to inform you that you are hereby released from further consideration for the position of City Manager.

The Council also asked me to express their very best wishes for your further and continued professional success.

Sincerely,

Chair, Search Committee

LETTER NO. 4

Mail after finalist pool of best qualified applicants has been selected.

Dear _____,

On behalf of the Polson City Council, I am pleased to inform you that your application file has been included among a small group of candidate finalists for the position of City Manager of Polson.

To complete the search process the Council would like to know the following information:

1. Are you still interested in the position at a salary level of \$_____?
2. Would you be available for employment on or before _____?
3. Would you be available for interview at City expense here in Polson during the month of _____?
4. Please provide the names, addresses and telephone numbers of five professional references who you agree may be contacted by the City Commission concerning your qualifications.
5. May we release your name as a finalist candidate on or after _____?

YES:_____ NO:_____

(If YES, please so indicate above and sign here::_____

Please return this letter with your responses in the enclosed envelope not later than _____. If we do not receive your response by that date we will release your file from further consideration.

Thank you for considering this position and we will continue to keep you informed concerning your status.

Sincerely,

Chair, Search Committee