

**SPECIAL MEETING OF THE COUNCIL OF THE CITY OF NOVI
TUESDAY, SEPTEMBER 9, 2014 AT 5:00 P.M.
COUNCIL CHAMBERS – NOVI CIVIC CENTER – 45175 TEN MILE ROAD**

Mayor Gatt called the meeting to order at 5:00 P.M.

PLEDGE OF ALLEGIANCE

ROLL CALL: Mayor Gatt, Mayor Pro Tem Staudt, Council Members Casey, Fischer, Markham, Mutch, Wrobel

ALSO PRESENT: Victor Cardenas, Interim City Manager
Thomas Schultz, City Attorney

APPROVAL OF AGENDA:

CM 14-09-141 Moved by Wrobel, seconded by Casey; **CARRIED UNANIMOUSLY:**
To approve the Agenda as presented.

Roll call vote on CM 14-09-141 Yeas: Staudt, Casey, Fischer, Markham,
Mutch, Wrobel, Gatt
Nays: None

AUDIENCE COMMENT - NONE

MATTERS FOR COUNCIL ACTION

1. Approval of Claims and Accounts – Warrant No. 923

CM 14-09-142 Moved by Casey, seconded by Wrobel; **CARRIED UNANIMOUSLY:**
To approve Claims and Accounts – Warrant No. 923.

Roll call vote on CM 14-09-142 Yeas: Casey, Fischer, Markham, Mutch,
Wrobel, Gatt, Staudt
Nays: None

2. Interview candidates for City Manager

Mayor Gatt said the purpose of the special meeting is to interview candidates for City Manager. The format is each candidate will have the opportunity to make an opening statement. Then, in a round robin fashion, each Council member will have the

opportunity to ask one question and again, in a round robin fashion ask a second question. At the end of Council's questions, the candidate will be given the opportunity to make a brief closing statement.

1. Peter Auger

Mr. Auger noted Novi is in a great location for culture, business activities, close to major thoroughfares, and it is near an international border. Novi is within a 500 mile radius of 40% of the US population and within 500 miles from 50% of the Canadian population. There is a diverse housing stock with renters, condos, homes and businesses with everything from start-ups to overseas businesses making Novi their home. Pride is something that comes out in the conversation about Novi. People take pride in where they live and in the community. Everything is well maintained in Novi. He has four children, all daughters and has been a Michigan resident all his life. He has been exercising leadership in the public sector for 26 years.

Member Casey asked what he would like to accomplish in the first year. Mr. Auger noted getting to know the community would be important including staff, operations, civic events, accomplishing all the things the previous City Manager began. The first year it is important to catch up, immerse in the Charter and learn contract language. He hopes to figure out where staff is as far as professional development. After the first year he hopes everyone will say he is Novi.

Member Mutch noted he was looking for a City Manager to elevate the performance of government and asked how he would accomplish that. Mr. Auger said by exercising leadership. He was a police chief in a small town and filled in a lot support positions, but in a community, such as Novi, most of the time it's about exercising leadership, teaching, and learning from any mistakes. He explained that there should be training of at least 2 people under each of staff member so that anyone can replace a worker if someone needs to move forward.

Member Fischer asked his experience in motivating employees, keeping morale high, and encouraging high performance. Mr. Auger answered it all goes back to trust. Trust has to be built amongst the team and a good leader does this by example. Never ask anyone to do something that he wouldn't do. Everyone should have access to the City Manager. There will be issues, but he found the most successful strategy is to ask what do you want and what are you willing to give up to get there. It has to be a win-win situation because we are all on the same team.

Mayor Pro Tem Staudt noted that the City is still in a growth mode. What did he feel is the role of the economic development process in a community? Mr. Auger said economic development is not a one person game. The whole organization should be infected. We all have to do economic development. He cited examples of how employees behave anywhere in the city is considered economic development. He noted the idea of "radical hospitality". It's about getting others to be "raving fans" and

to also tell our story. The City Manager should be as an ambassador. It's about getting everyone on the same page.

Member Wrobel mentioned the concept of shared services is becoming more prominent in local communities. He asked if he had any experience with this and what is his opinion of shared services. Mr. Auger thought it is an individual situation and first, it should be determined if it will benefit the city. The largest one he participated in was with City of Davison. It is 78 square miles where they provided recreation for both the township and the city. By getting the school district and two townships to work together, they created a new organization. They consolidated to reduce costs. It also brought the community together. It builds a team together by working toward a win-win situation.

Member Markham asked if he had any suggestions of elevating the level of retail. Mr. Auger said the City has a lot of potential with major footprints with two big malls and other outlets. The City has some higher density residential close to retail that could have more mixed use to feed the businesses nearby. Get a clear vision of what you want to do. He cited the idea of too much parking and what could be done differently. It would be towards moving people nearer to retail.

Mayor Gatt asked him to define the word loyalty and asked how he would be loyal to the new employer, the citizens of Novi, the employees, and to Mayor and Council. Mr. Auger thinks loyalty is often overused and it is doing the right thing at the right time for the right reason. Being loyal might be telling someone he disagrees with them. The loyalty also turns the other way and his job would be to inspire the employees to follow up after a Council decision and to do it to the best of their ability.

Member Mutch asked him what are the key elements of developing a successful downtown area that local government has the responsibility or the ability to provide. Mr. Auger said first of all there must be infrastructure and the second is it revolves around the zoning. Then you need critical mass of people for retail. Traffic counts don't always matter. The city should make sure the utilities, roads, and fire-police protection are all available to the area.

Member Fischer asked him to think of a time when he had to divert Council's decision and how he got them back on track. Mr. Auger gave the idea of the Village Center. They wanted to go in a different direction but when looking at the plans for what's been invested and doing something different by looking at what the market supported within a five-mile radius. They brought additional information to the Council.

Mayor Pro Tem Staudt noted Public Safety is the largest segment of the City resources and how would he work with them to keep the public safe. Mr. Auger said he would work with Public safety to see if they are meeting the numbers in the budget. He is not a micro manager. He believes that communication should come from department heads and deputies. It is his practice to build trust and back them up when they're right.

Member Wrobel asked what approach he would take with Oakland County Road Commission to maximize the funds that we get from them to fix the roads in Novi. Mr. Auger said every community faces that. It is necessary to get them to prioritize and have them see your priorities as theirs. Sometimes it takes leverage and creating partnerships. He asked Oakland University for assistance and they gave funds for a road design. He explained that sometimes it's important to get out of a comfort zone and do different things. Communication is key. He already has the connections and relationships with Road Commission for Oakland County and Michigan Department of Transportation. It is important to build relationships and we need good information first.

Member Markham asked what experience he had with tax abatements and under what circumstances does he find them useful and appropriate? He said it depends on the community. He just came from a community that lived and breathed by tax abatements. As long as the model is built on that, then you will know what your tax rate is. But that community has an advantage of 80% of taxes coming from commercial development. Other communities are more diverse and are not as aggressive with tax abatements. There should be a claw back that at the end, where a company moves four years beyond the full years of the abatement, they should have to pay the back taxes.

Member Casey asked for an example of how something didn't go the way he planned it or wanted it to go? How did he fix it and get back on track. Mr. Auger gave the example of the "Divergent Diamond" for his community. It wasn't their bridge but they came up with a solution. MDOT said no that it wasn't their bridge so don't worry about it. It was a major entrance into the community and it was decaying. The challenge was whether it was worth pursuing or should they focus on something else. No wasn't an option. Also, how would they move forward and then fund it. Their solution was when there are no conflicting turns, they will have less accidents occur on that section of highway. Once that was determined, the need was to inspire your staff to keep moving.

Mayor Gatt asked what was his greatest success and most memorable failure, what did he learn from these to help improve as a professional manager and leader? Mr. Auger said his greatest failure was a city hall renovation in the City of Davison. They felt they were too far ahead of the community with regards to communication and the community couldn't catch up in time. They got all the funding in advance except for two million dollars. The citizens were upset because it was already funded before they knew about the project. But unless everyone is involved and informed at the same time, it could kill the project. The best success is putting the right people in the right place. His dad was a coach and had a good eye for putting people in the right place. That's his greatest accomplishment too. When he encountered things like someone without a degree but who also had the passion, he would give them a shot to succeed. He thought his best success story was putting people where they can succeed.

Mr. Auger thanked everyone. He was impressed, after he applied, with his research on Novi. He was aware of the caliber of Victor Cardenas when he stepped in and did a fine job. He thought it was easy to see why two top publications in the country picked

Novi as a place to live and work. He mentioned the three step approach with needs, wants and dreams. Novi is really very politically stable. He would like the opportunity to take the City to the next level.

Council recessed at 5:40 p.m. and reconvened at 5:50 p.m.

2. Paul Brake

Mr. Brake felt honored to speak to Council about his qualifications. He is a credentialed City Manager and a certified economic developer. He has broader based experience and worked as a Human Resource Director, Finance Director, and has worked in economic development. He also held an Assessing Certification.

Member Fischer asked for his philosophy on ways to motivate employees, keep morale high, and encourage high performance. Mr. Brake believes his role is to empower, engage, and enable the employees. He thinks that encouragement, proper feedback, transparency, knowing resources of the organization are all important elements to engage employees. Simple appreciation is important. Providing positive feedback is important. Novi also does a great job with their quarterly recognition awards. He's also done personal written correspondence with employees.

Mayor Pro Tem Staudt asked what he saw the role of City Manager in economic development initiatives. Mr. Brake said the most important role is to express that vision to the stakeholders. He had a unique role serving as Chairman and President of a regional economic entity called the I-69 International Trade Corridor. It's given him a good perspective of how we connect to a local economy. The approach he would take is to further the economic engine of southeast Michigan. Job creation is in our existing industries, so enabling entrepreneurs and retention is very important.

Member Wrobel asked what would be his approach to joining a new community. Mr. Brake said part of it is being visible, identifying key stakeholders, and to be available. Transition would involve interaction with Council. He's involved in Chamber of Commerce and County Chamber for updates. Also, face to face interaction with stakeholders is important.

Member Markham noted that he described himself as imaginative, open minded and intuitive and she asked for an example of these skills as a City Manager. Mr. Brake discussed starting a book club and the book was Crucial Conversations. It was a simple tool that engaged department directors and was a good opportunity.

Member Casey asked about what it would be like at the end of a year in review. He explained his successes would be building organizational capacity, working with department directors on charting the course for the next years, making a successful transition, discussing Council priorities individually and collectively and to help advance those. What is most important here is that of measurable deliverables, such as a

strategic planning session, looking at unfinished business, and to see what was accomplished.

Member Mutch asked what he thought would be the future trends that will have the biggest impact over the years. Mr. Brake said, based on what has happened in the real estate market and the restrictions through Proposal A and the Headley Amendment, adequate funding for transportation, budget, millage for infrastructure improvements. Financially, he felt we were still in the loss decade and not out of that yet.

Mayor Gatt asked him to define the word loyalty and asked how he would be loyal to the new employer, the citizens of Novi, the employees, and to Mayor and Council. Mr. Brake said being loyal is someone who is trustworthy, follows-up on their word, that they value relationship building, which takes a period of time. It was mentioned in the recruitment brochure a length of commitment of a five to ten year period of time and he saw this as a destination, not a pass through.

Mayor Pro Tem Staudt said public safety is our biggest department in the city and asked how does he see working with the Director of Public Safety to ensure the citizens of Novi remain safe? Mr. Brake said he thought through measurement standards, and noted if you can't measure it, you can't manage it. Look at measurable outcomes and make sure the department is productive, that they have the right tools to do the job. It would be the approach he would take from a dashboard perspective of how we are doing. They have a comparable team in Meridian Township. He is acquainted with the personnel issues of both Police and Fire departments.

Mr. Wrobel asked about shared services and what was his opinion and any experience with implementation of them? Mr. Brake said Grand Blanc entered into contract with Fenton for an Assessor. He also shared services with the township of Grand Blanc. He's seen it from the formation and noted communication in partnerships are important. His experiences with knowledge of how townships and counties operate are helpful.

Member Markham asked what was his experience using tax abatements. Mr. Brake said he's prepared a few but none have been finalized other than his Brownfield Development. With an investor, it should not be the first topic that is discussed but rather look at what tools are needed to bring that employer or investor. They did grant an abatement of Personal Property Tax for Vlastic Pickles in Imlay City. Jobs were created there but it may not be the right situation everywhere.

Member Casey asked for a recent example of what happened when something didn't go as planned. Mr. Brake said they've been working on trying to assemble land. It has not gone as smoothly as previous projects. Persistence has been key and it is still not completed.

Member Mutch noted Novi has had development challenges at Grand River and Novi and asked what the key elements to developing downtown area are. Mr. Brake said he brought forward in Grand Blanc the Michigan Mainstreet program. It helps to support local business areas. One example is in the North end of Lansing, it is now

called Old Town and was once a run-down area but lots of festivals occur there now. Previous to Grand Blanc, he began a DDA in Meridian Township. Over time, there was an art festival that brought people into the downtown area. Crowdfunding also gets people engaged in going to businesses and makes people feel vested in the downtown area.

Member Fischer asked if there ever was a time when Council was headed in the wrong direction and how he handled it. Mr. Brake said land use decisions are an area where lawsuits can occur. He had conversations when a proposal was being made and he's been able to assist in the decision-making based on a sound principles.

Mayor Gatt asked him to describe his greatest success and most memorable failure and what did he learn from the situations to help improve as a manager and leader. Mr. Brake felt the greatest success was the redevelopment project where 40,000 cars pass each day. He worked with a developer for a redevelopment project that brought new life to that area. Most memorable failure was the tax abatement questions in Meridian Township. He had already accepted the position in Grand Blanc and the project fell apart shortly after he left. Most appear to be clear cut, straight forward, but many times they're not. What may appear to be the solution at the onset may not be the ultimate solution once delving into the issues.

Mr. Brake asked Council how they define success for this position. Mayor Gatt said a successful City Manager is a person that would guide the City of Novi to greater heights and embrace the hardworking employees and engage in the community on a regular basis.

Mr. Brake said he is truly interested in and would give his heart and soul to a long term commitment in developing those relationships, making those connections with the stakeholders in southeast Michigan, and this is the engine to the economy in southeast Michigan. He would like to be a part of small job creation and exports to help the economy. He has strong economic development experience and knows the day to day elements to run a successful city.

Council recessed at 6:20 p.m. and reconvened at 6:40 p.m.

3. Peter Dame

Mr. Peter Dame thanked Council for the opportunity to interview. He is currently City Manager for Grosse Pointe. It has a hospital and it is a full service community. It's known for its high level of customer service. He also worked in Illinois. He served as Public Information Officer and started a government access channel, he's also been the parking director, deputy and village manager. He's primarily focused on economic and community development. He graduated from University of Michigan.

Member Wrobel asked his opinion of shared services and whether he had any experience with sharing services. Mr. Dame said he's always been assigned the intergovernmental role for all the communities he has worked for. In the two communities he was the lead staff person that led to the consolidation of dispatch services. Their city has led the example for greater cooperation. He is for it, but not appreciative when the governor says we have to do it.

Member Markham appreciated his redevelopment of the retail site when Jacobsen's left the area. She asked if there was anything Novi could do to elevate the retail centers. Mr. Dame said he's helped many communities beginning with working with Fred Upton, Congressman. In Grosse Pointe he was hired for his past economic experience and the intent was for mixed use development. He has a broad range of economic experiences that could help Novi.

Member Casey asked what they would be talking about at his performance review in a year. Mr. Dame expects working with Council to identify the kind of projects that he should work on. He's had great success in fulfilling the Council's objectives.

Member Mutch asked his opinion of the key elements of developing a downtown area that local government is responsible for providing in terms of services. Mr. Dame said Novi is blessed with being next to a main highway. Basic economics are so good for Novi. Most communities would like even 1% of what Novi has. He thought the growing demand for housing hasn't been met for this area. The design and layout of a downtown is most important. He's worked with traditional downtowns. Novi has post WWII development of a downtown. He thinks being able to walk to a downtown would be best for a central downtown.

Member Fischer asked what he's done to motivate employees, keep morale high and encourage engagement. In the past, Mr. Dame tried not to impact services as little as possible. It was inevitable that they had to reduce employee costs in Grosse Pointe. They've had non-essential services cutbacks 5-6 years with no raises, lost employees through attrition and helped employees manage as best as possible.

Mayor Pro Tem Staudt asked about his experiences with economic development and noted Novi still has space available. What role should a City Manager play in economic development initiative in the community? Mr. Dame said he would like to be directly involved because it is an area of his expertise. He would lead both economic development and planning staff in those areas.

Mayor Gatt asked him to define loyalty and how he would be loyal to his new employer, to the citizens of Novi, to the employees and to Mayor and City Council. Mr. Dame said it's a characteristic of the personality. He's only had 3 positions in 25 years and would show that same loyalty if chosen. He would give 100% of his effort and commitment to employees, residents and Council.

Member Markham asked about his experience with tax abatements and under what circumstances are they appropriate if at all? Mr. Dame said he often sees local

government acting as the instrument to provide a bit of financing for a project. The approach should be not to give everyone an abatement that asks for it but use the test of economic feasibility. Don't give away public dollars to a development that doesn't need to be given away.

Member Casey asked for an example of something that didn't go his way and what did he do to get it back on track? Mr. Dame noted an analysis was done about combining the entire public safety with Grosse Pointe Park. There was some momentum but in the end, neither community was able to reach a conclusion. They completed this in a way that made sense for both cities. Rather than give up on any intergovernmental cooperation, they refocused on shared fire services.

Member Mutch asked him what he saw as future trends that will have greatest impact on Novi. Mr. Dame answered unlike the last five years, there will be continued growth and expansion. Some feel negative about the prospects of retail because of internet sales, but he feels Novi will continue to be a growing community. He's interested in promoting growth and in a way that preserves quality of life. He grew up in the City of Portage which is still well planned and developed and he sees as similar to Novi. They built trails, medians, with forward thinking types of things that he would like to be a part of.

Member Fischer asked if there was ever a time Council was headed in the wrong direction and how did he handle that. Mr. Dame noted he is very direct, open, and honest and can share his opinions with City Council. He provides recommendations that are well thought out to Council, when needed he writes detailed memos, but in the end, it is the Council that makes the decision.

Mayor Pro Tem Staudt asked what his role would be in working with public safety to keep our city safe. Mr. Dame said for most cities, it is the largest expenditure in almost every budget. He believed we had fine leaders of our Public Safety Department. He wouldn't second guess public safety officials and would provide those resources to make sure they keep the community safe.

Member Wrobel noted there is limited money for roads. What would his approach be to work with the County? Mr. Dame said in Grosse Pointe, they'd never received any County money until he got there. Every road that is eligible has received money. He thinks it is important to take advantage of the resources that are out there. He would enjoy working with Oakland County to bring a fair share to Novi.

Mayor Gatt asked him to describe his greatest success and most memorable failure and what did he learn to improve as a professional manager and leader. Mr. Dame said his success was working with the Neighborhood Club which is a non-profit service provider. They initially wanted to remodel the facility but he encouraged him to think bigger. They facilitated zoning to assist with their wellness facility and recreation center. They constructed and financed a \$12 million dollar project that provides an opportunity to play, shop and work. In terms of a failure, work related, he wished they would've

been able to handle the employees of Grosse Pointe better during the cutbacks. It will take a long time to get everyone on the same page.

Mr. Dame appreciated the interview and an opportunity to work for Novi. He has a proven track record, passionate, dedicated and will work to achieve goals. Council would not regret giving him the opportunity.

Council recessed at 7:10 p.m. and reconvened at 7:15 p.m.

4. Vincent Pastue

Mr. Pastue thanked Council for the opportunity. He's been in Farmington for 11 years, done some consulting and ready to explore new opportunities. He's interested in southeast Michigan.

Member Casey asked if he were City Manager and sitting here in one year, what would be the successes he had in his first year. Mr. Pastue said part of it would be an evaluation and would include work plan and key dates for achievement.

Member Mutch mentioned the success of downtown Farmington. He asked what are the key elements to creating a successful downtown environment in Novi that the local government has a role in providing in terms of services or managing the kind of development that takes place. Mr. Pastue answered Farmington was designated as a Main Street Oakland County Community over eleven years ago. The consultants brought asked where was the center of Downtown Farmington. There was no core location to identify. They developed a downtown master plan. As part of place-making, that was their focus to create a sense of place. Their DDA did a wonderful job in making their effort in coordinating office and residential to have a core commercial retail.

Member Fischer asked for his philosophy on motivating employees, keeping morale high, encouragement of high performance in good times and bad. Mr. Pastue said he would prefer to inspire people. Part of it is to express the vision of the organization, why it is important, and have them engaged in the process. He felt it was important to walk around and communicate with employees being honest and up front. Develop a culture of exceeding, developing best practices, supporting the employees and providing recognition.

Mayor Pro Tem Staudt asked what role the City Manager would play in economic development. Mr. Pastue explained Farmington is more redevelopment and focusing on commercial areas. The City Manager needs to be at the forefront. The southwest corner of the city is still a large open area. A quality of life issue needs to be compatible with resources needed to sustain the city. He's always played a prominent role in that process and structuring financial incentives. In his experience, Riley Park was

primarily a donation to complete it. He related a story where he met with the developer and closed the deal out of State.

Member Wrobel asked his opinion of the shared services concept and if he had any success stories? Mr. Pastue shared services with Farmington Hills over the last couple years. The most notable was their public safety dispatch. Their IT utilizes the same voter registration file that the state provides and CLEMIS information. He thought those types of things were important and in doing so there needs to be a level of trust. He related that there was important timing. He cited an earlier project that wasn't good at the time but in a few years, became a win-win for both communities. In Clare, they did a lot of shared services with the adjoining township and with the schools. He thinks everyone has opened up to the idea of shared services.

Member Markham explained Novi has four school districts and has some geographic boundaries; her question is what steps as City Manager he would take to bring a more unified community feel. Mr. Pastue said sometimes you just have to go out to those other areas. Even in Farmington, some felt they were being neglected so they began going out to meet with them on a regular basis. They place it in their work plan to meet with particular sections of the city. He would prefer to get out to the site, but certainly make the extra effort to contact them if there is an issue.

Mayor Gatt mentioned Mr. Pastue has been a long time City Manager for the City of Farmington. It is surrounded by Farmington Hills. If he was fortunate to be chosen, how would he handle the change when dealing with Farmington Hills? Mr. Pastue said he's handled these transitions before. When you leave, you need to be accessible for a short period of time, but his allegiance is for the new community. It's a short drive but all energy and focus have to be at the job at hand. Mayor Gatt clarified that he asked about Farmington Hills because the relationship is much different. Mr. Pastue thought it would be more of a partnership. The size of the communities is equal and comparable and would give some perspective. The relationship is much different and the needs are much different. We still want a good working relationship with them.

Member Mutch is looking for a City Manager who can elevate the performance of the City and the reputation. How will he make that happen? Mr. Pastue thought by taking advantage of the good organization that already exists. Department heads are the inspiration that can facilitate changes. "The enemy of excellence is good" was a quote by Jim Collins. Recognizing and celebrating accomplishments builds inspiration throughout the organization so different departments can follow suit. He thinks it is important to provide resources and expectations. His role as a Manager is to make everyone better.

Member Fischer asked if there was a time where Council was headed in the wrong direction and asked how he handled it. Mr. Pastue did not have much experience like that, but at Clare, it was somewhat of a challenge. He cited an airport expansion project. That was more of a challenge with a split Council on the project. Also there were different factions in the community. He felt it was important to meet quarterly to tell Council what's coming and ask their feelings.

Mayor Pro Tem Staudt asked what kinds of things are part of his makeup that prepared him to take on an opportunity 2-3 times larger than what he is managing. Mr. Pastue said at one time he managed 200 employees and span of control is not significant. Earlier in his career he managed 1,500 employees that gave him an opportunity to see how the organization functions. The right people need to be talking to each other. The system here is working well. He is prepared to take on the opportunity to be Novi City Manager.

Member Wrobel noted that an area of concern is the condition of the roads; he asked what his approach would be with Oakland County to make sure Novi gets its fair share to maintain the roads. Mr. Pastue said it is a challenge for everyone but using some of the resources of the road millage that was recently expanded helps. If it happens at the State level, that they provide funding, they earmark it for capital needs. The PASER ratings also help to prioritize. The tri-party agreements and the transportation development funds are earmarked for the 80-20 for the major arterials that are a source of funds. He gave examples of working with Road Commission for Oakland County (RCOC) on Drake Road. RCOC doesn't have any other outside tax revenue to help them.

Member Markham noted they have done a lot of redevelopment work in Downtown Farmington and asked his experience with tax abatements. Mr. Pastue said he's not opposed to tax abatements as additional revenue because it is better than having nothing at all. He doesn't want to create any friction by dismissing the idea. He noted it could become contentious with business and that's not something you want. Looking at who uses your services is also an important topic as industrial doesn't use much of your resources because they provide most of their own security; they have fire suppression systems, etc.

Member Casey asked for an example of something he worked on that didn't go the way he planned and how did he get the project back on track. Mr. Pastue said he had a downtown contractor that caused some issue with snagging natural gas lines. He required them to have additional training and the project finished up well. They achieved everything they thought it would. Ultimately it worked out.

Mayor Gatt asked him to define the word loyalty and how does he plan to be loyal to his new employer, the citizens of Novi, the employees, and Mayor and City Council. Mr. Pastue thought that loyalty comes with trust and honesty. Everyone needs to be sure to work in the same direction and work together. Whatever you do, people do watch. There is a period of legitimate skepticism and over time, that will abate as a Manager continues to work. Farmington has his best effort day in and day out. That's how you demonstrate loyalty by working at 5:30 in the morning or on weekends. People will recognize loyalty over time.

Mr. Pastue appreciated the opportunity to interview and noted it is flattering to be considered a finalist. He's very interested in the position and knows it's a great community.

ADJOURNMENT – There being no further business to come before Council, the meeting was adjourned at 7:51 P.M.

Robert J. Gatt, Mayor

Maryanne Cornelius, City Clerk

Transcribed by Jane Keller

Date approved: September 22, 2014