

City of Portland

City Manager Search Subcommittee

Meeting



Thursday, January 19, 2023 at 8:00 AM

To submit written public comment on an agenda item, email [INSERT_EMAIL_ADDRESS_HERE](#). Submissions must be received by 12:00 pm the day before the [COMMITTEE_NAME](#) meeting to guarantee their inclusion in the agenda packet. All submissions must include the commenter's name and legal address. To help ensure your comment is submitted for the correct item, please include the name of the agenda item (see below).

REMOTE ACCESS INFORMATION:

The City Manager Search Subcommittee will conduct this meeting remotely via Zoom pursuant to the Remote Meeting Policy adopted by the Portland City Council. Allow your computer to install the free Zoom app to get the best meeting experience. If you are not able to attend live either in person or via Zoom, a recording will be available in the [Agenda Center](#) following the meeting.

For public comment via Zoom, you will need to use the "raise your hand" feature. To raise your hand via the telephone, please hit *9. You will be unmuted by the host when it is time for public comment.

Please click the link below to join the webinar:

<https://portlandmaine-gov.zoom.us/j/84713408102?pwd=N2N2MFAvc1lOa3ROck84Ylp6eEh3QT09>

Passcode: 733777

Or One tap mobile :

US: +16469313860,,84713408102#,,,,*733777# or +19292056099,,84713408102#,,,,*733777#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 646 931 3860 or +1 929 205 6099 or +1 301 715 8592 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 669 444 9171 or +1 669 900 6833 or +1 689 278 1000 or +1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or +1 564 217 2000

Webinar ID: 847 1340 8102

Passcode: 733777

International numbers available: <https://portlandmaine-gov.zoom.us/j/84713408102?pwd=N2N2MFAvc1lOa3ROck84Ylp6eEh3QT09>

1. Call to order
2. Review Baker Tilly timeline
 - a. Timeline
3. Discuss status of posting/final brochure
 - a. Final posting brochure
 - b. City Manager Job Description

City of Portland
City Manager Search
Subcommittee Meeting

Thursday, January 19, 2023 at 8:00 AM

4. Discuss stakeholder survey tool
 - a. Baker Tilly Memo - Next Steps/Survey Tool
 - b. Stakeholder Survey
5. Discuss process once applications are received
6. Determine and set Next Meeting Date
7. New Business (5 minutes)
8. Adjournment

CITY OF PORTLAND, MAINE
City Manager Search Timeline
Updated: December 8, 2022

Project Tasks	Deliverables	Target Date
Project Kickoff	Kick off meeting with Mayor and staff	December 7, 2022
Prepare Draft Recruitment Brochure	Conduct 1/1 kick off calls with City Council and designated staff; Online kick off survey completed by designated staff not participating in calls	December 12, 2022 – January 13, 2023
Brochure Approval	City reviews and approves the brochure	January 19
Stakeholder Survey	Stakeholders participate in survey to provide feedback	TBD
Stakeholders Survey	BT compiles community survey report for City to review	TBD
Advertising and Recruitment	Deadline for receipt of resumes and application materials	February 16
Leadership-Management Style Benchmark	City completes Benchmark Survey	TBD
Applicant Review	BT to screen applications and administer/review supplemental questionnaires; video interviews; media background checks; initial telephone interviews	February 17 – March 3
Semi-Finalist Report and Video Interviews	City receives confidential Semi-Finalist Report and reviews candidate written materials and recorded video interviews	Week of March 6
Finalists Selected	City selects finalists; discuss preferences for the interview process	March 16
Background Check/Reference Checks	BT completes reference checks/background checks/academic verification on finalists (10-15 business days to complete)	March 17 – April 7
Finalist Report	City receives Finalist Report.	Week of April 10
Interviews with Finalists	City conducts interviews with finalists and select top candidate	TBD
Employment Offer Made/Accepted	Employment offer extended to selected candidate	TBD



CITY MANAGER

CITY OF PORTLAND, MAINE

First Review of Applications: February 16, 2023

THE COMMUNITY

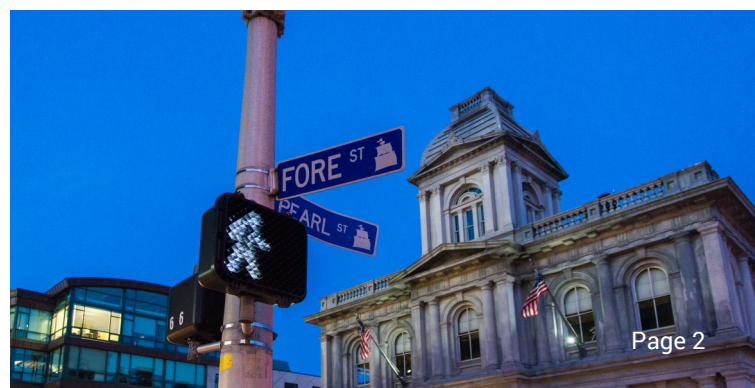
Located in the scenic Northern New England, the City of Portland is the population, financial, and cultural center of the State of Maine. Historic architecture blends with new; a working waterfront borders the cobblestone streets of Old Port and vibrant Arts District, which is pebbled with five-star gourmet restaurants.

Portland offers world class events at Merrill Auditorium, an AA league professional baseball team, minor league hockey team, and NBA G-League basketball team. Portland residents and visitors alike enjoy miles of trails, parks, and beaches, as well as ski resorts, lakes, and mountains within just a few miles of the city's borders. The Portland Harbor is the heart and soul of this dynamic city, accommodating container ships and luxury cruise ships along with ferries and colorful pleasure boats. Its natural deep water, ice-free harbor is among the best protected on the East Coast. Commercial fleets as well as passenger boats find a welcome refuge here as they enjoy the rare beauty and great opportunities the Portland area provides.

The City of Portland showcases its strength in education by being home to the University of Southern Maine, the University of New England, the Muskie School of Public Policy, the University of Maine Law School, and the Roux Institute of Northeastern University. The Southern Maine Community College System is just a short drive across the Casco Bay Bridge.

Portland has been nationally recognized as one of the best places to live, ranked #8 on *U.S. News & World's Report's 2022-2023 Best Places to Live!* and is named on Livability.com's on the top 100 places to live in the U.S. The City is also known for its best practices, opportunities, and work towards diversity and inclusion. The City has earned a 96 on the Human Rights Campaign's MEI Scorecard (2022), due to its commitment to inclusive policies and ordinances, and became the first city in Maine to become Certified Welcoming and was among the first in the New England region to earn this status. In testament to Portland's commitment to being a welcoming city, the City has continued to be a sought-after destination by asylum seekers and refugees. The City's Health and Human Services Department operates two emergency shelters, one for single adults and one for families, and has consistently been providing shelter to more than 1,000 people on a nightly basis for over a year.

Portland is a city of neighborhoods rich in diversity of character and design and offering a broad spectrum of housing choices for residents from dense urban neighborhoods to island communities. While it is the largest city in Maine with a metro population of 230,000, Portland still maintains its small-town feel with a strong sense of community and neighborhood support.

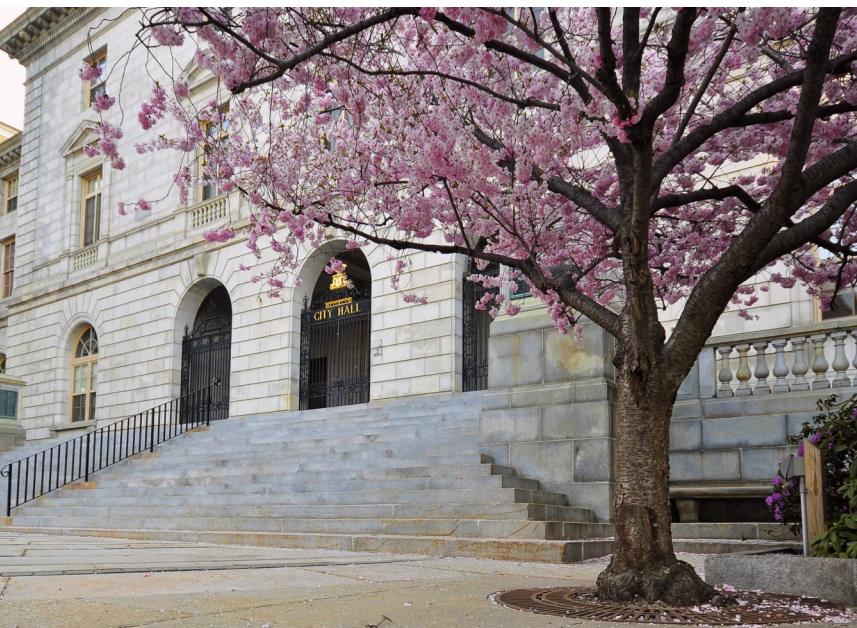


THE ORGANIZATION

The City of Portland operates under a Council-Manager form of government with a nine-member City Council. Each of the city's five voting districts elects one Council member, with an elected Mayor and three at-large members elected by the entire city. The Mayor is elected for a four-year term and Councilors are elected for three-year staggered terms. The City Council provides community leadership and develops policies to guide the city by setting strategic goals, passing ordinances, adopting resolutions, and appointing the City Manager, Corporation Counsel, and City Clerk.

The City Manager oversees the day-to-day operations of the city. They are the Chief Administrative Officer of the city and responsible to the City Council for the administration of all departments. The City Manager prepares the annual budget and presents it to the City Council for approval. In addition, the City Manager's office directly oversees the City's economic development, waterfront policy, island and community outreach, and regional communications operations in the Portland area, which includes the City, South Portland, and the Town of Cape Elizabeth.

The City of Portland is widely recognized as a well-managed, full-service municipality providing valued services to its residents. In fiscal year 2022-23, the City Council approved a General Fund Budget of \$212 million with 1,271 full time employees.



68,313
Population



\$212M
City Budget



1,271
FTEs

THE POSITION

The City Manager is part of the Executive Department and serves as the chief administrative officer of the city. The Manager's primary responsibilities include providing and maintaining essential city services through the efficient and effective management and operation of the city under the direction of the Mayor and City Council. The City Manager executes the policy direction set by the Mayor and City Council and directs the day-to-day operations of the City through the management of 13 city departments and over 1,200 employees.

The City Manager is responsible for preparing and administering the annual budget approved by the City Council, developing and administering city policies and personnel under their authority, and recommending new policies or programs to the City Council. The City Manager represents the City of Portland, ensuring that citizen complaints are handled professionally and serving as a member and city representative for a variety of boards, organizations, committees, and commissions.

DESIRED CAPABILITIES

The ideal candidate must be able to establish and maintain effective working relationships with elected officials, the city's leadership team and staff, and the community while remaining apolitical. The future City Manager will have a commitment to foster collaboration and communication, create an inclusive work environment with the city staff, and invest in their people to create an inclusive environment. The City Manager will be collaborative, approachable, and a strategic leader that is visible and accessible to the City Council, staff, and to the public. Candidates should possess a record of exceptional leadership and unquestioned personal and professional ethics and be able to use a collaborative and team-oriented approach. They should have the ability to effectively speak in public, write proficiently, and encourage effective communication and transparency throughout the city organization.

The next City Manager will be a strategic and innovative thinker who is collaborative and responsive to all stakeholders and able to bring new ideas and programs to the City Council to better serve the community. They will be diplomatic, honest, and confident to ensure that the community's trust in the city is enhanced and sustained. They will be a proven and successful leader who upholds Portland's values, leads by example, and inspires respect from the leadership team and staff. Desirable candidates will be experienced in municipal finance and budgeting, with an ability to lead and manage a multi-faced full-service organization.

The next City Manager must be sensitive to the culture of both the organization and community and possess the ability problem solve while remaining focused on innovation and the pursuit of continuous improvement. Candidates with a record of listening to and facilitating compromise and problem solving among competing stakeholder interests will have an advantage. The City Manager will be expected to effectively negotiate on behalf of the city with developers, neighborhood groups, and other governmental and nonprofit agencies. Experience working for a similar sized municipal or county organization or an organization of similar complexity in an executive and management capacity is important.

The selected candidate will be an effective team builder focused on leadership development and succession planning and should exhibit a collaborative style that is committed to mentoring and developing employees. Skills in organizational development and building a strong leadership team are equally important. The City Manager will have the opportunity to build a strong executive team and having the ability or experience in working with a diverse population or workforce will be an advantage.





LEADERSHIP OPPORTUNITIES

Below is a brief list of opportunities in which the next City Manager will be focused but is not considered all-inclusive:

Organizational Management and Development. The City Manager will fill the senior leadership team positions at the department director level and build a cohesive team through a strong leadership style which comes through vision, trust, respect, effective communication, and relationship building. With over 200 staff openings, the City Manager will ensure the city has a plan to recruit and retain a highly qualified workforce that represents the diversity of the City of Portland.

Climate Action. The City of Portland is implementing a forward thinking plan, with collaboration reduce community wide greenhouse gas emissions by 80% by 2050 and transition to 100% clean energy for municipal operations by 2040. The Portland City Council approved the One Climate Future Plan with South Portland, and the City Manager will work to implement the 68 strategies outlined. To view the strategies and learn more about this plan, please visit: <https://www.oneclimatefuture.org/>.

Improving and Streamlining the Permitting Process. The Permitting and Inspections Department is currently implementing improvements to streamline the permitting Process. This includes the implementation of an updated version of Energov software and creating policies around new technologies. The City Manager will have the opportunity to work with various departments to improve the permitting processes for residents and customers.

Affordability and Economic Opportunities. The City of Portland has experienced growth and the impacts of tourism. It is working on various development projects to increase access to rental, home ownership, and cooperative housing at all levels of affordability for the unhoused or housing insecure. This continues to challenge city services and staff's ability to respond. The City's economic development approach needs to be clearly defined with benchmarks and regular report updates.

Public Safety Review. Alongside the Racial Equity Steering Committee, the City Manager will examine the role the police play in our community, and work alongside area agencies, organizations, and non-profits to enhance public safety in the City. The Police Department requested a report by the University of Southern Maine and Northeastern University to analyze data between 2018 and 2020 (Assessing Arrest & Traffic Stop Patterns in Portland, ME)

Justice, Diversity, Equity, and Inclusion. The City Manager will provide vision for implementation of changes related to two important work efforts in Portland. In 2021, the City of Portland's Racial Equity Steering Committee completed a review to address the charges outlined in Resolve #1, passed by City Council in July 2020. Work of the RESC can be found at [Racial Equity Steering Committee | Portland, ME - Official Website \(portlandmaine.gov\)](https://portlandmaine.gov/racial-equity-steering-committee). Subsequently, Portland has created the City's first Office of Justice, Diversity, Equity, and Inclusion. The JDEI Director will act as an advisor to the City Manager on issues of diversity, equity, and inclusive practices throughout both the City government and throughout the broader community.

EDUCATION AND EXPERIENCE

A bachelor's degree from an accredited college or university in public administration, business administration, or a closely related field, and considerable experience in a responsible managerial position, preferably in local government is required. Experience in municipal management, financial management, accounting procedures, budgeting, and investments is preferred. The ideal candidate should have working knowledge of principles of personnel administration and labor relations. Experience in a union environment is desired.

A master's degree is preferred. The ideal candidate should possess or have the ability to obtain a valid Maine driver's license.

COMPENSATION AND BENEFITS

The annual salary range for this position is **\$190,000 - \$225,000** depending on skills and experience plus an annual bonus (subject to approval of a majority of the Councilors), along with excellent qualifying employee benefits including either the Maine Public Employees Retirement System consolidated plan in the City's regular plan, or in the City's qualified retirement plan for the City Manager under Section 401(a) of the Internal Revenue Code, and ICMA Retirement Corporation's 401(a) Executive Deferred Compensation Plan; 100% medical employee only coverage, automobile allowance, and vacation and sick leave accruals.

More information on our benefits can be found at [Benefits | Portland, ME - Official Website \(portlandmaine.gov\)](https://portlandmaine.gov/benefits).



APPLICATION AND SELECTION PROCESS

We invite qualified professionals to submit a cover letter and resume by visiting our website at:

[Governmentjobs.com/Careers/Bakertilly](https://www.governmentjobs.com/Careers/Bakertilly)

This position is open until filled; however, a first review of resumes will occur on **Thursday, February 16, 2023**. Following this date, applications will be screened against criteria outlined in this brochure. The City will consider offering an interview to candidates named as finalists, with reference, background, and academic verification checks conducted after receiving candidates' permission.

For more information, please contact Anne Lewis at Anne.Lewis@Bakertilly.com or 703-923-8214.

The City of Portland is strongly committed to diversity in its workforce.
We are an Affirmative Action/Equal Employment Opportunity Employer.

[Please view the City of Portland's YouTube video here by clicking here](#)

[Live & Work in Maine](#) is a great website with useful information about living and working in Maine, including the Portland area.





**City of Portland, Maine
JOB DESCRIPTION**

Class Title:	City Manager	FLSA:	Exempt
Class Grade:	Council Appointee	EEO Category:	Professionals
Date:	February 2022	Risk Code:	8810

Nature of Work

This is the executive position in the City of Portland, responsible for managing all administrative operations and affairs under the policy direction of the Mayor and City Council in keeping with the City Charter, ordinances, and the laws of the State of Maine and of the United States. The Manager advises the Mayor, Council and general public on the current status of all affairs of the City.

The Manager is responsible for hiring, supervising, evaluating and disciplining employees in those positions brought under their authority by the City Charter. The Manager is responsible for the annual preparation of a proposed budget and the administration of the budget, once adopted. The Manager is also responsible for developing administrative procedures and for ensuring adherence to these procedures by all departments and employees.

The Manager is responsible for identifying service needs and developing and implementing operational solutions. The Manager is expected to offer guidance and advice to elected officials in the development of policy solutions, and is responsible for the implementation of policy mandates established by the Council body.

The Manager is responsible for developing and maintaining strong, productive relationships between the City, Superintendent of Schools, and other governmental and non-governmental organizations that have a stake in the City of Portland, including the various Boards and Commissions of the City.

Supervision Received

Works under the general direction of the Mayor and City Council.

Supervision Exercised

Supervises all City Department Heads, including Assistant City Managers, and their support staff.

Essential Duties and Responsibilities

Carries out the directives of the Mayor and City Council; prepares reports and written recommendations as part of these activities.

Attends meetings of the City Council, and prepares and provides supporting documents and information pertinent to agenda items.

Develops the budget and monitors all financial affairs of the City; works closely with Department Heads in the development of a comprehensive budget and work program.

Evaluates the job performance of all Department Heads and Executive Office staff.

Ensures citizen complaints are handled in a timely and professional manner.

Serves as a member and represents the City on a variety of Boards, Committees, and Commissions.

Develops and implements administrative policies and procedures.

Serves as liaison between the City and the School Department, METRO, Council of Governments, Regional Waste Systems, and the Library.

Represents the City to a variety of outside organizations including, but not limited to, Maine Town and City Management Association, International City Management Association, and Maine Municipal Association.

Performs related work as required.

Requirements of Work

Bachelor's degree in public administration or related field or any equivalent combination of education and experience.

Considerable experience in a responsible managerial position, preferably in local government; strong background in financial management, organizational development, and strong human relations skills.

Thorough knowledge of municipal management, municipal government programs, community problems, and decision-making processes.

Thorough knowledge of municipal financial management and accounting procedures, budgeting and investments.

Working knowledge of State and federal programs and decision-making processes.

Working knowledge of principles of personnel administration and labor relations.

Excellent communication skills.

Proven analytical skills.

Proven experience maintaining positive internal relations and directing, motivating and evaluating staff.

Good organizational and time management skills.

Ability to listen and to accept criticism

Must possess conflict resolution skills and public relations skills.

Demonstrated success working with diverse groups.

Experience and Training Desired

Master's degree in public administration or related field preferred.

Necessary Special Requirements

Must possess a valid Maine Class C driver's license.

Must have and maintain a good driving record.

Physical Demands and Work Environment

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the functions.

This position mostly involves light levels of physical activity. Exerting up to 20 pounds of force occasionally and/or 10 pounds of force frequently, and/or a negligible amount of force to move objects.

Activity	Frequency	Activity	Frequency
Climbing: Ascending or descending ladders, scaffolding, ramps, poles and the like, using feet and legs and/or hands and arms. Body agility is emphasized.	Rarely if ever	Balancing: Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces.	Rarely if ever
Stooping: Bending body downward and forward by bending spine at the waist.	Occasionally	Kneeling: Bending legs at knee to come to a rest on knee or knees.	Rarely if ever
Crouching: Bending the body downward and forward by bending leg and spine.	Occasionally	Crawling: Moving about on hands and knees or hands and feet.	Rarely if ever
Reaching: Extending hand(s) and arm(s) in any direction	Occasionally	Standing: Particularly for sustained periods of time.	Occasionally
Walking: Moving about on foot to accomplish tasks, particularly for long distances.	Occasionally	Pushing: Using upper extremities to press against something with steady force in order to thrust forward, downward or outward.	Rarely if ever
Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.	Rarely if ever	Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position.	Occasionally
Repetitive Motions: Substantial repetitive movements (motions) of the wrists, hands, and/or fingers (picking, pinching, typing).	Frequently	Grasping: Applying pressure to an object with the fingers or palm.	Rarely if ever
Feeling: Perceiving attributes of objects, such as size, shape, temperature or texture by touching the skin, particularly that of fingertips.	Rarely if ever	Talking: Expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.	Frequently
Hearing: Ability to receive detailed information through oral communication, and to make fine discriminations in sound, such as when making fine adjustments on machined parts.	Frequently	Seeing: The ability to perceive the nature of objects by the eye.	Frequently

Note

This job description in no way states or implies that these are the only duties to be performed by the employee(s) incumbent in this position. Employees will be required to follow any other job-related instructions and to perform any other job-related duties requested by any person authorized to give instructions or assignments.

All duties and responsibilities are essential functions and requirements and are subject to possible modification to reasonably accommodate individuals with disabilities. To perform this job successfully, the incumbents will possess the skills, aptitudes, and abilities to perform each duty proficiently. Some requirements may exclude individuals who pose a direct threat or significant risk to the health or safety of themselves or others. The requirements listed in this document are the minimum levels of knowledge, skills, or abilities.

This document does not create an employment contract, implied or otherwise, other than an "at will" relationship.

Reviewed with employee by

Signature:		Name (print):	
Title:		Date:	

Received and accepted by

Signature:		Name (print):	
Title:		Date:	

The City of Portland is a drug free work environment and is an equal opportunity and affirmative action employer strongly committed to diversity, equity, and inclusion in its workplace.

Memo

To: Mayor Kate Snyder and Members of the Portland Search Committee

From: Anne Lewis, Director

c.c. Anne Torregrossa, Human Resources Director
Tom Caiazzo, Labor Relations Manager
Cecilia Hernandez, Senior Recruiting Analyst (Baker Tilly)

Date: January 19, 2023

Subject: Portland, Maine – City Manager Search

The purpose of this memo is to provide an update on the City Manager Search and describe the next steps: position advertising, the leadership and management style assessment, and stakeholder survey.

Position advertising. We are scheduled to finalize the brochure and begin advertisement and outreach with a first review date of February 16. We will advertise in the following locations:

- International City/County Management Association
- Maine Municipal Association
- Maine Town, City and County Management Association
- National Forum for Black Public Administrators
- National League of Cities
- Local Government Hispanic Network
- Engaging Local Government Leaders
- Women Leading Government
- Town and City Manager Jobs
- LinkedIn
- University/Alumni Job Boards

Leadership and management style assessment. While we are conducting outreach to candidates, the Search Committee will be asked to participate in a talent assessment to identify the leadership traits and management style desired in your next City Manager. We will utilize the Search Committee's aggregated results (the benchmark) to compare against the individual results of your finalists to identify possible gaps in their leadership and management styles. While there are no right or wrong management styles, understanding how candidate competencies, driving forces, and behaviors compare to the benchmark can help determine a candidate's fit with the position. This will serve as another data point in your decision-making process.

Stakeholder survey. Attached to this memo is a draft survey for interested stakeholders to provide input on the desired qualifications for the next City Manager and identify issues and priorities in Portland that will create leadership opportunities for this position. The City's Communications & Digital Services Department is responsible for the distribution and marketing of the survey. We recommend allowing 2-3 weeks for completion. Following the survey close date, we will provide the results to the Search Committee.

Following our first review date, the candidate pool will be narrowed to a smaller group of the most qualified candidates. To do this, I will conduct telephone interviews with candidates, and I will invite the most qualified candidates to respond to a series of written questions and complete a video interview. The purpose of candidates completing these activities is to gather additional data about them that is important to the City and may not be presented in the candidate materials. Question will be designed to understand the candidate's professional experience and how they approach their work and staff. The draft questions will be presented to the Search Committee for approval.

The questionnaire is complemented by the video interview. The candidates will be given three questions total, one at a time. They will have 30-seconds to review the question and three minutes to respond. The interview is on a timer, so if they do not complete their answer in the time given – they will be cut off. To begin, candidates are able to 'practice' as many times as they like to feel comfortable speaking to a computer. Once the actual recorded interview begins, they cannot stop, pause, restart, or redo any portion of the exercise. A part of the strategy is to determine how well candidates can respond extemporaneously.

The Search Committee will be presented with a Semi-Finalist Report during the week of March 6. The report will contain the candidates' cover letter, resume, candidate questionnaire, due diligence form, and a link to the video interview. Combined, this will provide information for the Search Committee to consider which candidates to bring forward for an interview.

The Search Committee will select candidates and design the interview process, including determining the interview date(s), during a future meeting. They will select questions for the interview process(es) which will delve even deeper to understanding their professional experiences, understanding of the City, and fit to the organization. Once candidates have been selected to interview, we will complete reference checks, background checks, and academic verifications.

We remain on track with our timeline to present a Semi-Finalist Report during the week of March 6 using these steps.

Next Meeting Tasks.

- Review of Leadership and Management Benchmark
- Provide summary of Stakeholder Survey results
- Approval of candidate questionnaire and video interview questions

**COMMUNITY STAKEHOLDER SURVEY
CITY OF PORTLAND, MAINE
CITY MANAGER**

The City of Portland has retained Baker Tilly to conduct a search for a new City Manager. As we initiate the search, the City Council would appreciate any input that community stakeholders wish to contribute on the experience, management, and leadership qualities they would like to see in the Portland's next City Manager, along with any other issues they may feel are relevant to the selection process.

Survey results will be compiled to help inform the Portland City Manager Search Committee as they move forward in the recruitment process. The Search Committee and City Council will receive a copy of the results when completed. Also, the number of participants and the collected results will be made publicly available by the City after receipt, though the identities of respondents will not be known or available.

The City values your input and thanks you in advance for your time to complete this survey. **Please respond no later than (date).**

Question 1: Demographics

Age range

Ethnicity

Type of community member: business owner, resident, City staff, other

Question 2:

What are the most important areas of professional experience and expertise that the new City Manager should have? Please select **four** from the following list:

- ☐ Experience in managing a City or other local government of similar size and complexity to the City of Portland
- ☐ Cultural competency on and commitment to justice, equity, diversity, and inclusion
- ☐ Prior experience in managing climate change initiatives
- ☐ Skilled in external communications with the public and business community
- ☐ Skilled in internal communications with City staff and elected officials
- ☐ Participation in City and community events
- ☐ Skilled in administrative and financial management
- ☐ Skilled in aligning the organization with the strategic direction established by the governing board
- ☐ Skilled in intergovernmental relations and advocacy
- ☐ Strategic planning
- ☐ Commitment to following Council's lead on policy issues
- ☐ Experience in helping elected bodies be effective in Council's work of policy setting
- ☐ Business acumen

- Skilled in the utilization of technology
- Measuring staff performance and accountability

Question 3:

What are the most important management and leadership qualities that the new City Manager should demonstrate? Select up to **six** critical qualities from the following list:

- Leadership, integrity, and character
- Customer service focus
- Teamwork and collaboration
- Interpersonal communications and the ability to actively listen to concerns of others
- Relationship building
- Negotiation
- Transparency
- Adaptability and resiliency
- Organizational savvy
- Coaching and developing others
- Commitment to values-based leadership
- Visioning
- Conflict management
- Cultural competency (ability to work well with a wide variety of citizens)
- Developing and articulating a vision for City staff
- Championing change
- Decisive judgment
- Problem solving
- Fiscal prudence
- Able to balance competing priorities
- Driving for results
- Continuous improvement

Question 4:

What are the highest priority issues and greatest challenges that the new City Manager must be prepared to address? Please select **six** from the following list:

- Quality of life issues
- Establishing community partnerships
- Creating an equity, diversity, and inclusion framework
- Community engagement
- Multi-cultural trust
- Board development and governance
- Maintaining a positive workplace culture within City government

- One Climate Future Plan
- Housing affordability
- Economic opportunities for the City
- Financial sustainability
- Planning for and funding capital improvements
- Use of technology to make the City more efficient and effective
- Restoring service reductions that occurred during the pandemic
- Recruiting and retaining highly capable personnel
- Establishing a staff development and succession plan to ensure the City is well-managed in the future

Open-Ended Questions

If you could ask candidates for the City Manager position one question, what question would you ask?

Please provide us with any other perspectives you think might be important for the Mayor and City Council to consider in selecting a new City Manager.

Thank you for completing this survey. Your responses are greatly appreciated.