

City of Portland

City Manager Search Subcommittee 2.9.23



Thursday, February 9, 2023 at 8:00 AM

To submit written public comment on an agenda item, email citymanager@portlandmaine.gov. Submissions must be received by 12:00 pm the day before the Committee 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:

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1. Call to order
2. Approve Minutes of previous meetings
 - a. January 12, 2023 Minutes
 - b. January 19, 2023 Minutes
3. Update from Baker Tilly
 - a. Baker Tilly Memo 2-06-23
4. Review Benchmark Survey
 - a. Benchmark Survey Results

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5. Review Community Survey Results
 - a. Community Survey Results
6. Discuss draft Interview Plan and Timeline
 - a. Draft Interview Plan and Timeline
7. Determine and set Next Meeting Date
8. New Business (5 minutes)
9. Adjournment

City Manager Search Subcommittee Minutes
January 12, 2023

The January 12, 2023 City Manager Search Subcommittee meeting was called to order by Subcommittee Chair, Mayor Kate Snyder at 8:01 AM via Zoom.

Mayor Kate Snyder (Chair), Councilor Mark Dion, Councilor Ali. Councilor April Fournier is unable to attend this meeting but has offered written feedback to items on the agenda. Tom Caiazzo (Deputy Human Resources Director), and Jessica Grondin (Communications Director) were present. Anne Lewis and Cecelia Hernandez from Baker Tilly were also present for the meeting.

The Mayor explained that we have a hard stop at 9:00 so she moved right into the agenda.

Approval of minutes from previous two meetings. Motion to approve the minutes from the December 19, 2022 meeting. The motion was made by Councilor Dion and seconded by Councilor Ali. Roll call vote Councilor Ali – yes, Councilor Dion – yes and Mayor Snyder – yes. Motion passed unanimously 3-0.

The Mayor turned the meeting over to Anne Lewis from Baker Tilly to give a brief recap on what Baker Tilly has been doing and an update on the stakeholder engagement process. Anne Lewis took over the discussion and gave an update on what work that Baker Tilly has been doing since the last meeting. Anne Lewis also gave an update on the stakeholder engagement process. Anne explained that she had conversations with several members of the full council as well as with City staff to gain a better perspective of what the City is looking for in a new City Manager. Anne then talked about using a more widespread survey tool once the position has been posted to give community members the chance to weigh in on what they would like to see from the next City Manager.

Mayor Snyder recapped what Anne had explained to the committee.

Mayor Snyder moved to the next agenda item, the salary range for the City Manager position. Mayor Snyder explained that the salary range needs to be reflected in the job posting. Several documents addressing a salary range for the City Manager position were included in the backup material for this meeting. The committee members gave feedback on the suggested salary range. The Mayor explained that once we got to the point of making an offer to someone for this position, there would be a negotiation that would include salary and other fringe benefits.

The next agenda item is to review and finalize the job description and the posting brochure. Tom Caiazzo, Deputy Human Resources Director explained how the attached job description was revised and edited. Anne Lewis explained that the job description would reside on the City's website and would not be attached to the recruitment brochure. It is possible to hyperlink the job description within the brochure. The committee members gave feedback on both the job description and the recruitment brochure.

After considering the valuable input of the committee, it was recommended that the committee approve the job posting after public comment. The committee took public comment on the elements of the job posting that have been discussed.

The committee took a roll call vote to approve the job description and job posting brochure with the changes that have been addressed today. Motion to approve the job description and the job posting brochure. The motion was made by Councilor Ali and seconded by Councilor Dion. Roll call vote Councilor Ali – yes, Councilor Dion – yes and Mayor Snyder – yes. Motion passed unanimously 3-0.

Baker Tilly has confirmed that they can make all of the discussed changes to the job posting brochure by early next week and that we should be able to meet the January 19, 2023 date to post the position.

The Mayor explained the next steps in the process and where the committee needs to go during the time that the job is actually posted. The Mayor is concerned with making sure we reach the community with the survey tool in order to get valuable input from the community.

There was no new business.

The next meeting will be held on Thursday, January 19, 2023 at 8:00 AM.

Motion made to adjourn by Mayor Snyder and seconded by the Councilor Ali. The motion passed unanimously. Meeting was adjourned by Chair Snyder at 9:02 AM.

City Manager Search Subcommittee Minutes
January 19, 2023

The January 19, 2023 City Manager Search Subcommittee meeting was called to order by Subcommittee Chair, Mayor Kate Snyder at 8:01 AM via Zoom.

Mayor Kate Snyder (Chair), Councilor Mark Dion, Councilor Pious Ali and Councilor April Fournier. Councilor Rodriguez was also present at this meeting. Tom Caiazzo (Deputy Human Resources Director), and Jessica Grondin (Communications Director) were present to provide staff assistance to the committee. Anne Lewis and Cecelia Hernandez from Baker Tilly were also present for the meeting.

The Mayor turned the meeting over to Anne Lewis from Baker Tilly to give a brief recap on what Baker Tilly has been doing and an update on timeline for hiring a new City Manager. Anne Lewis took over the discussion and gave an update on what work that Baker Tilly has been doing since the last meeting. Anne Lewis also gave an update on the timeline. Anne explained that are right on target with the timeline that has been provided in the backup material. Anne then talked about posting the position as well as advertising and outreach with a deadline of receiving applications and resumes on February 16, 2023. An updated timeline can be provided after this meeting dependent on our discussions around the additional agenda items today.

Mayor Snyder moved to the next agenda item, the posting brochure as well as the job description. The final job posting brochure and the job description were provided in the backup material to this agenda. Anne Lewis thanked the City staff that assisted with the edits to the brochure. The brochure is the springboard to everything we do from here. The committee gave feedback on the documents being discussed. Mayor Snyder asked for clarification that once the edits are made based on suggestions today, Baker Tilly would move forward with the final posting. Anne Lewis confirmed that this is correct.

The next agenda item is to review and discuss the Baker Tilly memo that talks about next steps in the process and then we can jump into stakeholder survey tool. Anne Lewis explained how Baker Tilly, through years of experience has developed their list of places/organizations where the job will be posted. The committee gave feedback to include a New England posting through ICMA as well as the Kennedy School at Harvard University. With these additions, the committee was comfortable with the list developed by Baker Tilly.

Anne Lewis talked about the benchmark survey tool. Anne will send a link to the committee (possibly the full Council) to take a survey that have multiple choice answers. It is meant to identify leadership traits and styles that the Council is looking for in the next City Manager. This has a scientific component to it in the way the results are analyzed and presented back, in aggregate form, to the committee. It is another tool that the committee can use to evaluate candidates.

The next agenda item is the stakeholder survey. Anne Lewis described how the survey was developed and how it can be used to gather input from the City staff and the community. Anne asked for input into the actual survey questions and how to get that out to the community. Jessica Grondin offered input into where the survey can be posted in order to reach the most people in the community. The Mayor wanted to make sure that the identified stakeholders who were previously listed are sent the survey via email. Anne Lewis said that Baker Tilly will do that. The committee provided feedback into the survey tool and how it would be distributed and

how the data will be gathered. Councilor Rodriguez offered some insight into his experience of coming to the State of Maine and trying to fit in and to share his experiences to make the City better. Councilor Rodriguez wants to ensure that the committee does not unintentionally set up a candidate for failure. He is curious to see if the community values having someone from Maine selected to the position as opposed to someone from away. The committee was in favor of adding a question to the survey that asks if there is preference for a local candidate as opposed to someone from outside of New England.

The next agenda item is to discuss the process of this committee once applications are received. The Mayor explained that she wanted feedback on when we should have the next meeting, knowing that the position will be live, the leadership style survey and the community survey will go out so we will have a lot to talk about at the next meeting. Anne Lewis suggested three weeks out because Baker Tilly will need some time to put together the results of both surveys. Anne also stated that she will be providing weekly updates once the position is live. The committee agreed that the next meeting will be held on Thursday, February 9th at 8:00 AM.

The next meeting will be held on Thursday, February 9, 2023.

There was no new business.

Motion made to adjourn by Councilor Fournier and seconded by Councilor Dion. The motion passed unanimously. Meeting was adjourned by Chair Snyder at 9:08 AM.

Memo

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

From: Anne Lewis, Director

c.c. Anne Torregrossa, Human Resources Director
Tom Caiazzo, Labor Relations Manager

Date: February 6, 2023

Subject: Portland, Maine: City Manager – Update and Next Steps

This transmittal memo will provide a City Manager search status update with:

- an overview of the recruitment;
- Community Stakeholder Survey results;
- Leadership and Management Benchmark;
- next steps; and
- interview process options.

Recruitment outreach and review

The Portland City Manager Search Committee approved the brochure and we began posting the job advertisement on January 19 on various websites including:

- International City/County Management Association
- Careers in Government with diversity
 - africanamericanjobnetwork.com
 - asianjobnetwork.com
 - disabilityjobnetwork.com
 - latinojobnetwork.com
 - lgbtjobnetwork.com
 - retirementjobnetwork.com
 - veteranjobnetwork.net
 - womensjobnetwork.com
- Town and City Manager Jobs
- Maine Municipal Association
- National Forum for Black Public Administrators
- National League of Cities
- Harvard Kennedy School of Government
- Local Government Hispanic Network
- Engaging Local Government Leaders
- Government Jobs
- Handshake - Alumni of 500+ Universities
- Virginia Women Leading Government
- LinkedIn

The first review of applications is on February 16, 2023; this position is listed as open until filled. As of date of this memo, we have 39 applicants for this recruitment.

Community stakeholder survey

The City published the link to participate in the Community Stakeholder Survey on Friday, January 20, with the deadline of Friday, February 3. An invitation to complete the survey was also emailed to City-identified community stakeholders. The survey results are attached.

Leadership and management assessment

The Leadership and Management Assessment was sent to the nine members of the Portland City Council on Thursday, January 19. A reminder was sent on January 27, 2023, with a due date of February 3. The aggregate results – the Benchmark - identify the preferred management styles, work related values and leadership competencies that will be essential for success in the City Manager position. The Benchmark is attached and will be discussed with the Search Committee during our meeting.

Next steps

After the first review date, we will screen the applications received based on the selection criteria listed in the recruitment brochure. To do so, we will invite the most qualified 10-15 applicants to submit more information on their experience and qualifications in the form of candidate questionnaires, as well as a one-way recorded video interview. I will also conduct telephone interviews.

The Search Committee will receive an electronic pdf Semi-finalist Report during the week of March 6 and a link to the video interviews. After review of the materials, the Search Committee members will individually complete a survey to identify their top five candidates. This non-binding survey will help guide the discussion of semi-finalists on March 16 when the selection of finalists will be decided.

Once finalists are identified, we will conduct an internet search, complete reference checks, and finalize the background check. We ask to allow 10-15 days to complete these tasks. Background checks will include information from the following:

- Consumer credit
- City/county – criminal
- City/county – civil litigation
- Judgment/tax lien
- Motor vehicle driving record
- Educational verification
- Bankruptcy
- State district Superior Court – criminal
- State district Superior Court – civil litigation
- Federal district - criminal
- Federal district – civil litigation
- Sex offender registry

The interview

There are several options for the Search Committee to consider for an interview process, the goal of which is to glean as much information as necessary for selecting your next City Manager. As I understand it, the City's past processes have included a tour of the city, one-on-one meetings with individual Council Members, and a full interview with City Council in closed session. This can be accomplished in 1.5 days. If the City desires to involve a staff panel interview, it could run concurrent with Council interviews. We can create a survey to solicit their qualitative feedback for each

candidate. We have scheduled time to debrief at the conclusion of the Council interviews. We are prepared to help negotiate with the top candidate if the City requests.

Please feel free to contact me at 703-923-8214 or at anne.lewis@bakertilly.com if you have any questions before our meeting.



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Multiple Respondent Job Report

Portland, ME City Manager - Benchmark
02.07.2023

Baker Tilly

Public Sector Executive Recruitment
2500 Dallas Parkway, Ste 300
Plano, TX 75093
(972) 481-1950
www.bakertilly.com



Hierarchy of Competencies



The competencies required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the competencies represents their relative importance to each other in producing superior performance in the job.



T: N/A



City of Portland, Maine City Manager Search

Community Survey

February 6, 2023



Anne Lewis, Director
8219 Leesburg Pike, Suite 800
Tysons, Virginia 22182
Anne.Lewis@bakertilly.com
703-923-8214

Survey Method

The City of Portland, Maine invited community residents, business owners, partners, and City employees to provide comments on the professional experience and management and leadership qualities they would like to see in Portland’s next City Manager, along with other issues they may feel are relevant to the selection process. The survey was open through February 3, 2023. Respondent’s comments were not edited.

720
Responses Received

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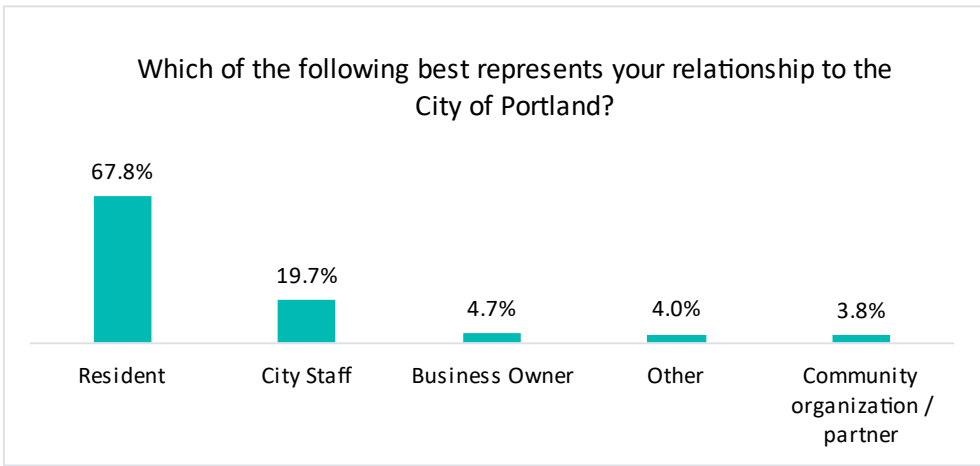
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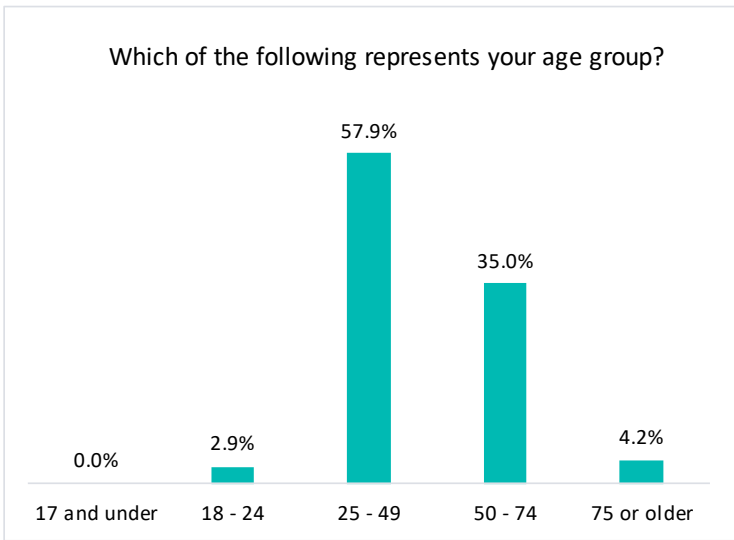
Demographics of Respondents



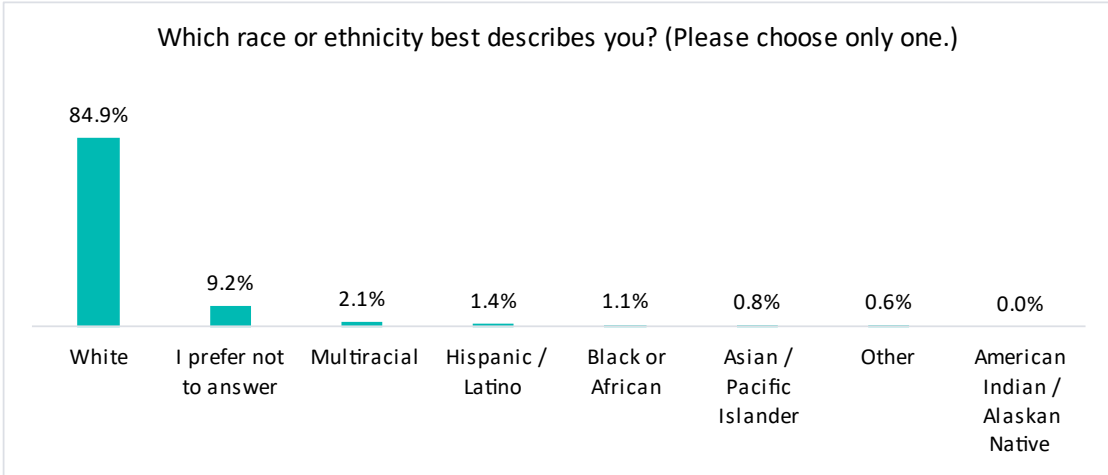
Other Responses

- Frequent visitors
- Retired Employees
- Portland Public School Employees
- Former residents

	Responses	
Resident	488	67.8%
City Staff	142	19.7%
Business Owner	34	4.7%
Other	29	4.0%
Community organization/partner	27	3.8%



	Responses	
17 and under	0	0.0%
18 - 24	21	2.9%
25 - 49	417	57.9%
50 - 74	252	35.0%
75 or older	30	4.2%



	Responses	
White	611	84.9%
I prefer not to answer	66	9.2%
Multiracial	15	2.1%
Hispanic / Latino	10	1.4%
Black or African	8	1.1%
Asian / Pacific Islander	6	0.8%
Other	4	0.6%
American Indian / Alaskan Native	0	0.0%

Important Areas of Experience and Expertise

Q4. What are the most important areas of professional experience and expertise that the new City Manager should have?

Answer Choices	Percentage All Respondents
Experience in managing a City or other local government of similar size and complexity to the City of Portland	62.4%
Cultural competency on and commitment to justice, equity, diversity, and inclusion	51.8%
Skilled in administrative and financial management	50.4%
Skilled in internal communications with City staff and elected officials	40.1%
Skilled in external communications with the public and business community	32.1%
Strategic planning	24.6%
Prior experience in managing climate change initiatives	22.1%
Skilled in aligning the organization with the strategic direction established by the governing board	20.0%
Skilled in intergovernmental relations and advocacy	16.9%
Experience in helping elected bodies be effective in Council's work of policy setting	14.7%
Commitment to following Council's lead on policy issues	14.2%
Measuring staff performance and accountability	11.1%
Business acumen	10.3%
Participation in City and community events	10.1%
Skilled in the utilization of technology	4.9%
New England professional work experience	3.9%

Desired Management and Leadership Traits

Q5. What are the most important management and leadership qualities that the new City Manager should demonstrate?

Answer Choices	Percentage All Respondents
Leadership, integrity, and character	73.9%
Interpersonal communications and the ability to actively listen to concerns of others	53.8%
Transparency	51.8%
Teamwork and collaboration	49.4%
Cultural competency (ability to work well with a wide variety of citizens)	48.2%
Problem solving	33.1%
Able to balance competing priorities	27.2%
Relationship building	25.8%
Commitment to values-based leadership	22.8%
Fiscal prudence	21.5%
Developing and articulating a vision for City staff	21.0%
Continuous improvement	17.6%
Conflict management	17.5%
Adaptability and resiliency	15.8%
Championing change	15.8%
Negotiation	12.8%
Decisive judgment	12.5%
Organizational savvy	12.2%
Customer service focus	10.8%
Coaching and developing others	9.7%
Visioning	9.6%
Driving for results	7.2%

Issues and Challenges to Address

Q6. What are the highest priority issues and greatest challenges that the new City Manager must be prepared to address?

Answer Choices	Percentage All Respondents
Housing affordability	70.0%
Addressing homelessness	63.9%
Recruiting and retaining highly capable personnel	47.2%
Financial sustainability	39.6%
Creating an equity, diversity, and inclusion framework	39.4%
Quality of life issues	36.7%
Maintaining a positive workplace culture within City government	35.3%
One Climate Future Plan	31.0%
Planning for and funding capital improvements	27.6%
Multi-cultural trust	27.5%
Community engagement	26.4%
Economic opportunities for the City	26.3%
Establishing a staff development and succession plan to ensure the City is well-managed in the future	25.6%
Use of technology to make the City more efficient and effective	21.4%
Establishing community partnerships	16.0%
Restoring service reductions that occurred during the pandemic	15.1%
Board development and governance	6.4%

Questions to Ask the City Manager

Q7. If you could ask candidates for the City Manager position one question, what question would you ask?

1. If you could be assured that you would achieve one substantive goal, what would it be?
2. If you could immediately fix any one thing in our city to improve the lives of our community members, what would it be?
3. How do you plan on retaining city staff? The city pays the lowest among other municipalities and has the least to offer. No four-day work week etc.
4. What is the most important job for a city manager?
5. What would you do about the political culture of the city bringing more crime and MEDCU related issues to the city while the police and fire departments appears to be an afterthought and falling apart, especially the police dept. when it comes to retention and hiring?
6. What is the first or most important task you want to dive into in your first few weeks as City Manager?
7. How do you plan to manage and oversee the Dept. Directors and their subordinates?
8. How might you reconcile the traditional organizational culture of City Hall (e.g., information silos, inflexible hierarchy, and inadequate pay) with the need to attract and retain new talent?
9. What approaches have other cities successfully adopted to reduce homelessness and panhandling that you believe could be effective in a city the size of Portland?
10. What makes you a good fit for this position and the city itself.
11. Why Portland? There's a lot that needs addressing here. This won't be a "casual" gig.
12. What is your approach to addressing homelessness in the City of Portland?
13. What do you see as the single most critical issue facing Portland, why is it challenging and what would you regard as success on the part of a City Manager in tackling it.
14. Share productive ways to increase accountability of city hall. For example construction at Congress Square has no accountability.
15. How do you plan to manage the lunacy that is our current City Council so that our City can continue to thrive?
16. How would you know if you were a successful leader?
17. What is your strategy for working with diverse and competing political interests of the City Council and School Board?
18. How will you align and streamline how the city operates the development review process, with all the competing goals of city departments (climate, life safety, public works, walkability, planning, arborist, housing) to ensure that the process is both efficient and aligns outcomes with big policy goals like climate and equity? Right now the development process is convoluted and slow, and doesn't necessarily result in projects that lead the city towards its stated vision.
19. Are you prepared to work in a city where we spend so much time and money supporting and/or legally challenging and trying to understand ill conceived citizen referendums when we could be using that time, money, and energy on improving the quality of life of Portlanders and making a real difference in people's lives?
20. What is the most important thing you're hoping to accomplish for the City of Portland.
21. I would ask the candidate what their top priority would be once in the position.

22. Please explain your understanding of the extent of the homelessness challenge that the City of Portland grapples with. What is the relationship with the State of Maine regarding homelessness in Portland and throughout the State? What solutions would you implement to address this issue?
23. What is your leadership style?
24. Tell us about the most complex situation you managed in your previous role. Problems and outcome?
25. How would you solve the problem of the stalled Bayside development?
26. What would you like to fix in Portland?
27. How would you provide for improvement to essential services while balancing the council's "Wish list" of progressive policies?
28. Which group of stakeholders in the city do you think are most critical to success of Portland in the long term?
29. What's your plan to improve Portland for residents with the most need?
30. How are your math skills?
31. Where would you look for resources needed for successful recruitment and retention within city staff?
32. How will you provide respectful advice to the Council in setting policy, especially in complex policy areas?
33. What is your vision to help Portland grow?
34. Can you stop Portland from becoming a play ground for the wealthy, and return it to those of us who live and work here?
35. What do you see as the top priority for making Portland a city that supports its most vulnerable citizens first?
36. What qualifies you to work well into the future as Portland's elected officials inevitably change?
37. Why do you want this position?
38. Tell me about a time when you had to implement policies decided by others, even if you didn't agree with them. How did you do it and what were the results?
39. In what ways are you willing to be held accountable to elected officials and their constituents?
40. The process to get good trades people to do work in residential homes is such a challenge, many are not willing to do jobs in Portland due to the permitting process. This discourages the improvement and maintenance abilities of homeowners. It certainly leaves a sour feeling when there are so many commercially built housing projects going on in the city. Our neighboring cities and towns seem to be more desirable to work in. What would be your plan to make these processes better to have more licensed trades people willing to want to do jobs in this city?
41. In order to relieve the stresses of ever-increasing property taxes, would you be in favor of establishing a 1% sales tax for the City of Portland to fund capital improvements for the Portland Public Schools? The tax would be a ballot question and voted on by residents every 4 years. This would include a tax exemption for residents 62 years and older from the school portion of property taxes.
42. Ideally, how would you envision finding a balance between creating housing, respecting neighborhood identities, and amplifying environmental improvements (more accessible green space for example)?
43. How will you maintain accountability for yourself and your staff?

44. Describe a situation in which you had to juggle conflicting priorities and how you resolved that situation.
45. Do you believe that there is a limit to development past which the character and quality of Portland is destroyed?
46. Where do you see the city in ten years?
47. How do you measure success of municipal leadership?
48. Portland is an exemplar of immigrant success and asylum seeker welcome and proactive enabling of New Americans' integration, one that could become a model for other comparable US urban areas, an inspiring and challenging trust. What will you do to protect and consolidate this very unique gift, when economic and political clouds and storms on the state and national levels threaten the city's remarkable character and achievement to date? It is our goose laying golden eggs. Let's not kill it.
49. How will you work with neighboring communities to share the expenses Portland incurs for social services by being the largest city in southern Maine?
50. What would you do if confronted by rigid or impractical ideology, or ideology that ignores the diversity of needs in the City?
51. How to handle the homeless & drug crisis in Portland to make the city more safe.
52. How is Portland, as a coastal city, going to prepare itself for the future - port (including fishing), tourism, cultural institutions, energy sources, workforce?
53. What have you read recently? Discuss.
54. what makes Portland Maine unique?
55. What problems do you think you need to fix in Portland?
56. How do you ensure that on-the-ground resources & services go where the need is greatest?
57. How do you close the gap between the haves and the have nots?
58. How would you address the city's housing crisis?
59. As the chief executive for the government of Portland, you will have the final say on many issues. That's most important? The throughput & speed of cars, or, the safety and convenience of bicyclists & Pedestrians? Do you plan to use the ""Automobile allowance?"
60. How would residents of the city hold you accountable?
61. How are you going to address the consequences of a political culture that has abandoned common sense, and "leaders" whose heads are buried in the sand?
62. What can the City of Portland do to make Portland a more attractive place for families to inhabit?
63. do you have a reputation for being and good listener and working collaboratively?
64. What will you do in the short term to make our city less car dependent?
65. How do you plan to take Portland into the future with consideration of all residents' quality of life as well as the preservation of the city itself?
66. What is the best way for Portland to form alliances or regional collaboratives to solve entrenched social issues: affordable housing, climate change, homelessness, and economic development?
67. How will you help Portland adapt to climate change—and particularly what is your vision to build a sustainable, less car-dominated transportation system and how will you work toward environmental justice.
68. If you were on your last day in office, looking back on your time as manager, what accomplishments, if done, would you imagine completing?
69. Where is the money going, we are a service city as we service all of the suburbs.

70. In light of burgeoning property taxes, shortages of affordable housing, and increases in crime and homelessness, what is your vision for assuring that Portland is a safe and livable city?
71. Can you help make Portland an affordable city to live in?
72. What can you do as City Manager to increase the supply of affordable housing?
73. Give me multiple examples of when you faced divisiveness and/or crisis situations. I need to see how you negotiated and promoted cooperation and collaboration when you have to obtain solutions to existing and emerging issues. I will need names of people I can contact to corroborate your stories.
74. Based on what you know about Portland, what is your vision of what the City should be and look like in 25 years.
75. How do you plan on dealing with the drug epidemic on the street through dealing with the police department.
76. What is your leadership style?
77. What is your plan to address the issue of housing affordability in our city?
78. Which option do you support for providing new housing: Less building code regulations on new buildings which may reduce cost and encourage more buildings to be built or supporting currently adopted codes that may make the new buildings more expensive but also make them some of the safest and most energy efficient buildings ever built?
79. What is your experience with business outreach and promotion of DEI? Can you share an example of how you have led a collaborative effort toward a shared goal?
80. How will you be able to keep the City of Portland sustainable as a great place for all of its citizens to live, work and play?
81. Building more is often cited as the only way to make housing more affordable, however doing so is a very slow process. What policy changes would you recommend as to get the fastest results to create more housing and make housing more affordable.
82. How would you promote increased density to create a more vibrant, resilient city?
83. How will you best elevate the needs of residents , especially to support sustainable land use and transportation policies, over the needs of commuters and commercial interests?
84. Given our city's limited resources, how would you address the complex problems of homelessness here? (this is a challenging and nuanced question, and the candidates' answers should illuminate their capacity for compassion and creative problem-solving)
85. How do you show integrity and leadership?
86. How do you ensure positive working relationships with other public agencies and service providers?
87. Who are you accountable to most? Taxpayers, Councilors, Community organizations, Influencers, Staff/employees, Unions, Special interests or Other?
88. What best describes your management style?
89. What is your take on employee safety, and what is the impact a poor safety program has on city finance?
90. How will you manage finances?
91. Who has the higher priority and accountability to: long term residence and quality of life issues or business?
92. City staff frequently complain about internal communications being poor. How would you address this concern and propose a solution to improve internal communications?

93. What is your experience managing (from initiation to completion) large multi-year urban redevelopment projects that involve federal, state and regional partners with multiple funding sources?
94. How will you address the racist history of the city manager position? And the implications moving forward?
95. What do you see your role as?
96. How do you plan to balance the need to fill vacancies in the city with the desire to wait for the best candidate?
97. How would you work with school board, pps administration, city council and community stakeholders to align PPS needs and opportunities with other city priorities in an effort to provide the support our schools need as a cornerstone to a vibrant and resilient community?
98. Based on everything they have seen in the news regarding city issues, what would be the top three priorities they would focus on to ensure the city's economic success 10+ / 20+ years from now?
99. What do you see as the biggest challenge ahead of you as Portland's City Manager?
100. What role does our transportation system play in climate, equity and inclusion, quality of life, economic development, and other sectors, and what type of transportation system do you see for the future of Portland?
101. How are you going to support asylum seeking individuals and specifically families?
102. What are some of your innovative ideas and successful municipal experiences in addressing homelessness, food insecurity, and housing affordability?
103. How would you organize the communication structure between Council, City staff, the City Manager, and the public, particularly related to sharing of information and data?
104. If they have any creative ideas to address the housing crisis.
105. How will you balance receiving community feedback and comments with not letting projects get bogged down by squeaky-wheel public commenting process?
106. How would you go about developing a multiyear (2-10) strategic plan that addresses positive economic development, promotes the working waterfront, protects seniors, resolves the issue of transients hanging out all over the city, deals with the parking nightmare?
107. What role do the Portland Public schools play in your vision of a prosperous city?
108. How will you approach balance waterfront economic development and climate change impacts?
109. What are program(s) would you consider reducing or eliminating to decrease tax burden?
110. Do you have an entrepreneurial spirit with an ability to gauge what your community needs to thrive?
111. What will you do to ensure that the City works for, serves, protects, and champions the people who actually live in the City?
112. What do you think are some effective strategies for employee retention in municipal government?
113. How can you quickly make the city denser and more pedestrian friendly.
114. What experience have you had making a city more bike/pedestrian/transit friendly?
115. How would you develop a plan for the City to move forward and what techniques would you use to get stakeholders to execute your vision?
116. When you look at the current citizens of Portland, where do you see yourself most represented? How will you connect with those who you do relate to as easily?
117. what would someone who doesn't like you say about you?

118. How will you balance the expectations of the public with what staff can accomplish and provide given staffing, budget, and other limitations?
119. How do you see your role in relation to that of the Mayor and City Council?
120. When will we have a centralized and modern community and recreation center.
121. What was the most helpful or important constructive feedback that you received from someone who worked for you?
122. What do you see as the single biggest challenge Portland faces over the next 5-10 years?
123. What do you see as the top priorities for Portland, Maine over the next 1, 3 and 5 years?
124. Is your priority working for the citizens of Portland or working for the developers who continue to build expensive housing and bypass creating workforce & low-income housing by paying a fee into a fund that does nothing for working citizens of Portland.
125. How will you balance Portland's need to grow and develop with the need of making it a financially inclusive and adorable City?
126. How many degrees do you have?
127. How do you think the recent large jumps in inflation has affected city employee's own personal bottom line and how do you plan to address that?
128. What are your suggestions for addressing the issue of homelessness, particularly in regard to the recent influx of asylum seekers, given the current limited and largely unaffordable housing market in Portland?
129. Have you read One Climate Future?
130. how do you get along with department heads and staff, how do you move this city forward
131. How do you feel you can best serve the City in its efforts to shift away from single-occupant vehicle oriented land use as well as increasing housing density and walkability throughout the City?
132. What is your stance on cutting core services and not paying cost of living adjustments when the cities population and cost of living continues to grow?
133. What ideas do you bring to help with living affordability/housing to Portland?
134. Where do you see yourself in 5 years.
135. What is your vision for the City of Portland?
136. This survey is a joke! You might as well have said ""How woke do you think our new city manager should be?
137. How do you see yourself in this role integrating city staff, constituents and the council to be most effective at meeting the needs of everyone in the community, particularly the most vulnerable? What is your philosophy of care for a community?
138. Please revisit the non-union pay plan
139. How would you open up opportunities for growth for the city of Portland while maintaining the uniqueness of our urban community?
140. What would colleagues at previous jobs say about you and about your management style?
141. In your view, what is an ideal work culture for people at all levels (directors, managers, supervisors, and staff) and what steps would you take to help develop that culture at the City of Portland?
142. What, if any, is your connection to the City of Portland prior to applying for this position? (Have you ever visited, lived, vacationed, volunteered, worked etc.....in the Portland area?)
143. What is your plan for fostering growth opportunities aimed at retaining long-term, dedicated staff?
144. As City Manager, what action steps would you take to empower the community of Portland?

145. If we were to ask the residents of the city/town/place you work for currently, what their favorite thing is about you, what would they say?
146. How do you plan to publicly support city employees?
147. After working this job for one year, what would the City employees and citizens likely say about you?
148. Your role will require you to make difficult decisions about supporting worthwhile competing plans and initiatives. How do you select competent advisors to guide you? What process do you use to make your final decision?
149. Questions around the following topics: Build Community. Improving work environment and culture. How do you plan to resolve homeless issues in Portland?
150. How do you intend to achieve a harmonious balance between the public, the City council and all staff?
151. What would be your plans on maintaining current staff, improve morale, and improving the work environment for all staff?
152. How you would support, encourage and/or challenge city employees to do their best work?
153. With homelessness on the rise, asylum seekers having to go to shelters, a very obvious move by the City to put these folks "out of sight and out of mind," what plans do you have to IMMEDIATELY address the pressing issue of homelessness and all that entails.
154. I am so worried about the homeless issue and wonder what your thoughts are about helping the unhoused and the agencies that work closely and daringly with this vulnerable population.
155. What is your plan to address homelessness in Portland, and the strain on resources caused by new residents moving here without the means to support themselves?
156. Tell us the steps you recommend and will enact to deal with the city's urgent housing crisis.
157. How do you get businesses, social justice and climate interests on the same page working together and not at the expense of each other?
158. Can you provide an example of a time when your opinion changed when presented with new information? What was your initial response and how did it change your actions from that point forward?
159. What can you do to make city employees' wages competitive with other local cities?
160. How will you deal with polar extremes within the political realm of the city?
161. What steps and plans do you have to help support and retain the current City of Portland workforce AND bring in new employees?
162. How do you respond when facing an extremely challenging question, event, or decision? (Especially when you don't agree.)
163. As the largest municipality in Maine, Portland is the largest "service-center" city. As City Manager, what would you do to get the State, County and other towns & cities to contribute more toward services currently paid for by Portland taxpayers?
164. What is your plan going to be for addressing our retention issues within the city.
165. What will you do to correct the city's poor fiscal practices over the last 25 years?
166. Are you willing to pay your Police Officers so Portland isn't viewed/used as a stepping stone for officers and rather a destination spot.
167. How will you address the homelessness problem as well as the surge in violent crime?
168. How would you create an innovative and effective vision for sustaining quality of life for the city of Portland?
169. Have you worked for diverse community.

170. How would you balance the competing budget challenges of providing services and bringing and raising staff salaries and benefits that are on par with surrounding and like communities.
171. Will you support significant wage increases for low-income City staff who have had stagnant wages while experiencing housing insecurity and the high cost of living in Southern Maine—many who have been driven from Portland itself while continuing to work for the City, while also looking to support affordable housing and services for the unhoused in Portland in general?
172. Portland is a small City with big City problems such as; parking, aging infrastructure, increased crime, homelessness, business/industrial development, etc. How would you approach or manage these big City problems under a tight small City budget?
173. How would you monetize city assets, such as the Portland Expo, Merrill Auditorium, Ocean Gateway, and Riverside Golf Course to be self funded as well as to assist subsidize other programs.?
174. Under your leadership what does the City of Portland look like in ten years.
175. Will you be willing to speak directly to unions during negotiations?
176. Prioritize City needs and infrastructure over political wants. Strong budget balancing and keeping property taxes low.
177. Whether driving, walking, sending emails, making phone calls, etc. there are frequently undercurrents of impatience, anger, entitlement and/or feelings of under representation among local citizens. How would you approach overcoming some of the social divisiveness in Portland?
178. Are you comfortable working behind the scenes in a managerial and administrative role that supports policymakers, and are you willing to defer to policy makers on questions and issues that a reasonable person could construe as a substantive policy decision?
179. How will you lead the City in making housing more available to a wide variety of incomes.
180. What is your 10 years plan for Portland's growth and City staffing plans in order to serve the public best.
181. How do you plan to ensure that every single person in Portland has safe, dignified, and consistent housing by the end of 2023?
182. What representation do Portland Jetport employees have within the City of Portland, and is there a way to strengthen this in a way that makes it feel more inclusive?
183. Do you understand that the majority of your employees cannot afford to live in or around Portland? And that your lowest paid staff could be making so much more somewhere else and that we will never hire decent employees because of this?
184. How will you help lead the development and strategic vision of neighborhoods that have been largely ignored, such as Allen's Corners and parts of North Deering?
185. How will you prioritize infrastructure for Bicyclists and Pedestrians Off-Peninsula.
186. what are your ideas for staffing shortages (police department/dispatch are very low)
187. What is your vision for a sustainable Portland in 2043, and how will you achieve your vision?
188. Why do you want this job, and what do you bring to it?
189. Are you Jon Jennings?
190. How do you think the City should deal with the issue of multiple citizen-initiated referenda overwhelming the City with mandates to undertake expensive and, sometimes, not particularly well-thought-out undertakings?
191. What is your background with addressing racial inequities?
192. What would be your approach to balance the inequity in funding and resources between certain departments so that citizens and visitors can maintain a higher quality of life?

193. Of the two following hypothetical Council goals, which would they think they could accomplish, (how?) and explain why one would have a greater impact on the city and its people. (Why?) 1.) Build on and convert a significant amount of the City-owned land and buildings into nonmarket housing, reducing demand for market rate housing and forcing the market to compete with the low cost of nonmarket housing with the goal of both increases housing stock and affordability throughout the city. -or- 2.) Shifts subsidies away from car ownership and infrastructure to other modes: transit, walking, and biking. By increasing the cost of parking, removing street parking, and instituting new tolls to drive downtown and at each 295 on ramp to expand and fully subsidize Metro service, to be free for all passengers, adding late buses, adding late night Down-easter service, update walking and cycling infrastructure to prioritize safety over driver convenience (such as continuous sidewalks instead of street corner ramps down to the street for crosswalks) and overhauling the sidewalks that make us one of the most inaccessible US cities to live in. Both would increase the happiness, health, and wealth of the people who live in and visit Portland. TL;DR Would they prioritize increasing access to housing or access to transportation and how? (Or more simply, which Council goal would they champion, how?)
194. Despite Portland's size, we have big city problems when it comes to affordable housing, homelessness, and the increase in asylum seekers coming to Portland. Are you prepared to address these concerns given the size of our budget and our existing resources?
195. How do you make Portland safer and more affordable for the average resident, while recognizing the increased importance of encouraging tourism?
196. You perhaps the most powerful person in city government, yet you are not elected. Can you give examples of ways you have exhibited a balance of strong leadership and accountability.
197. Will you manage in a fiscally responsible manner with the citizens of Portland as your focus ?
198. What are possibilities for opening up the aesthetic of city planning to encourage diversity of architectural styles.
199. How do plan on maintaining the quality of life and uniqueness of Portland that is rapidly disappearing
200. Name a challenge you have faced as city manager and how you resolved it.
201. What is your plan on attracting/retaining city employees?
202. Will you work with the city council?
203. Portland has experienced economic growth opportunities over the past 5 years with increased attention and inbound movement. What would you do to capitalize on this opportunity to ensure the city is set up for sustainable financial growth?
204. How will you help Portland move into the future. And why.
205. What would you to address the housing crisis in Portland and make housing more affordable here?
206. In your outside view, what are the three biggest challenges facing the Portland city government?
207. How would you propose to keep the integrity and uniqueness of Portland's very livable city of diverse people and income levels while adjusting to current and future changes? Meaning how would you keep citizens at the forefront and businesses thriving?
208. How are you planning on saving our city?
209. Would you be open to finding creative revenue sources to help replace and reduce property tax?
210. Where do you want to see the City in 10 years from now and what would that plan look like to get there?

- 211. What is your plan to make Portland affordable for people who work here, not just live here?
- 212. What does success in this role look like to you after 1-3 years?
- 213. What is your plan to combat the drug-addicted homeless population that is destroying our city?
- 214. How would you deal with the housing shortage and homeless problems?
- 215. What are your ideas to keep Portland livable for middle and working class citizens?
- 216. How do you plan to navigate the internal politics within the city government and bring both sides together in a bipartisan way to focus on Portland's economic growth and development?
- 217. If a main role is developing and administering city policies and procedures how will you manage the referendum policies that are so often half baked, contradictory, or have unintended consequences? The referendum system is terrible, how will you have success when it's a system that is deeply flawed.
- 218. How will you bring an equity approach to your work as city manager?
- 219. Share with us your experience running an organization.
- 220. As in most colitis's, Portland is made up of people with wide differences of opinion and will let you know it. How will you deflect criticism that will inevitably occur?
- 221. How will you bring a commitment to innovation to your work in order to create new efficiencies and bring new opportunities to the city— both on peninsula and off?
- 222. How to accomplish City and school goals without large property tax increases?
- 223. What would be your first steps toward recruiting and developing the City staff to fill the unfilled jobs and motivate team members to act more like the private sector, to be accountable.
- 224. What is your plan to make housing affordable for all Portland residents?
- 225. Can you talk about your experience and accomplishments in running a municipality or government entity of similar size and scope to the City of Portland?
- 226. Do you understand that you work for the city council and the public and not the other way around?
- 227. How will you increase minority community participation in city boards, meetings, and elections?
- 228. What is your leadership style?
- 229. How will you work with the Mayor and the City Council, including times when you might not agree with the direction, to get the best possible results for the City's residents?
- 230. How will you ignore the small minority that has the loudest voices, and instead focus on the majority of residents who want a place that is pro small business and property owner?
- 231. The citizens of Portland have defined the structure to have a City Manager and an elected Mayor. We now have our 3rd mayor under this structure - the 1st struggled with the role & its relationship with the Council; the 2nd struggled with his relationship with the Council and the City Manager - each one of these to the detriment of the City & its citizens. The current mayor has done a better job balancing the role but not without challenges. How will you balance the role, keeping operations, strategy and the partnership with the Council running effectively?
- 232. How are you planning to address the impacts of climate change on the city and it's most vulnerable residents?
- 233. How will you prioritize creating actual affordable housing for the workers of Portland?
- 234. Why is your position necessary?

235. What is your plan to address climate and social justice issues in the city, when both of these intersecting issues have been turned into partisan debates making the People at large, the losers in the long-term?
236. How does a city promote development in a way that has a direct positive impact on people effected by housing costs, homelessness, addiction, racism, inequity and climate change?
237. Can you tell me how your ability to make hard decisions has impacted the greater good?
238. What makes a city livable for all people, not just those with the most privilege?
239. What is your plan to make this city more accessible
240. How can we revitalize the North Deering neighborhood and give it the proper attention and consideration we do the rest of the city?
241. Why Portland?
242. Please give us five examples of how you've helped elected leaders implement their policy visions.
243. How does the city plan to keep middle to low-income residents in the city. With rental and cost of life prices soaring. Our middle to low income jobs are experiencing work shortages. This combined with continuing increases in city fees make Portland more and more inaccessible to middle to low income people. How will you address this?
244. In your prior experiences managing a city/town, what is an example of something that didn't go well and what did you learn from the experience.
245. Think of a city anywhere in the world that you would like Portland to be more like. What city is it? Why do you think that?
246. What improvements do you think the city needs?
247. What do you plan to do to ensure our residents that are financially struggling due to the housing crisis that they will be protected?
248. What are you going to do to keep residents of the city from having to move out of Portland because of rising costs and continuous tax hikes every year!
249. What are you going to do about the lack of housing and parking for people in the service industry (restaurants, shops, the ferry, waterfront workers etc.)?
250. How would you address the tension of working in a role that is historically constructed to perpetuate racial inequities (as evidenced by the excellent 99 years podcast) while using the role to reduce racial inequities?
251. What changes are you going to work for that would make Portland a city that is sustainable and successful within the climate crisis?
252. Are you crazy for applying to work with this council?
253. Why do you seek this position?
254. How can you, as an unelected executive, ensure transparency and public accountability in city government.
255. What is your first impression of Portland and what did you see that you would address in the first month on the job?
256. How are you planning to create community within all of Portland?
257. What is an example of a time you failed, and what did you do after?
258. How will you support the City Council in proposing and implementing policy that will prevent the alternative of governing through referendum?
259. What aggressive action are you willing to take to address issues rooted in capitalism, white supremacy, and patriarchy?

260. Please explain your interpretation of the housing crisis in Portland? How do you plan to address this issue?
261. How do you plan on addressing rising housing costs and the housing crisis the city is experiencing?
262. How will you handle the level of financial struggle being created for Mainers by the influx of larger business establishments such as hotels and condo complexes? Will there be attention paid to the struggle of Mainers who have to move cities in order to pay for rent? If so, what will be done in order to support them?
263. How are you going to address the housing and rental crisis in Portland helping currently unhoused residents of Portland and housed residents of Portland who's rent increases may be pushing them out of the city?
264. How can we continue to grow as a city but not lose our high-quality public schools and be sure that everyone benefits.
265. How can we make the roads better. Too many roads are in disrepair in Portland. Forest Ave, one of the main roads into town is awful, even before the current construction. Stevens Ave is better but why not continue repair toward Deering High? Infrastructure needs help here.
266. What concerns do you believe have led some in Portland to oppose the city manager position?
267. What do you see are the unifying values of and areas of connection for Portland residents and stake holders?
268. What experience do you have in putting together an inclusive process for the development of the vision for Portland and how would you go about the implementation in a culturally inclusive and sustainable manner?
269. How do you think about stepping into a role that is contentious with a significant segment of the city's population? How do you build a productive relationship with those who don't believe this role should exist? How do you establish trust?
270. how do you see your role as a way to combat many years of institutionalized racism
271. How would you improve conditions for low income Portlanders?
272. What is your hope to achieve in office?
273. What are you going to do to help our homeless neighbors?
274. How will you promote more growth within the core of Portland to try and limit urban sprawl?
275. What are three immediate steps you would take to ensure a wide variety of affordable housing will be available to current city residents?
276. What is the single most important skill of a leader of any organization? (Answer: active listening skill). What is the most important thing a good manager does? (Answer: Recruit talented people)
277. How will you balance financial constraints with competing requests from a variety of interest groups?
278. There has been a significant amount of city staff turnover and transition. How would you approach assessing and addressing these changes to ensure community needs are being met?
279. How do you plan to support citizens of Portland instead of just supporting developers.
280. What are you going to do to address Portlanders getting the city priced out from beneath their feet?
281. How can a hired manager work with an elected council without developing an adversarial relationship?
282. How will you handle the drug and homelessness issues?

283. What is a mistake that you made in a previous role? How did you deal with it at the time? What did you learn from the experience? How does that experience impact your work or your approach to work today?
284. How can the City stop property tax escalation and maintain and improve services for all Portland residents including new immigrants and longtime Mainers, particularly with affordable housing challenges?
285. How would you manage the demographic shift of young WFH professionals moving to Portland and the displacement and political strife it has caused?
286. How do you plan to approach the need for housing for the unhoused and help the drug/overdose problem.
287. What can or will you do about making Portland a safer place for pedestrians and bikers?
288. How will you focus on making Portlanders feel and know Portland is their home, rather than a space routinely catered to tourists and developers?
289. How do you intend to manage wants versus needs?
290. What would be your approach to the rapid rise in cost of living in Portland and the affordable housing crisis?
291. What is most concerning to you about the position of City Manager with its many opportunities for abuses of power?
292. How will you address the competing needs of residents and business?
293. How are you going to effectively address the housing crisis and protect renters rights?
294. How do you handle and manage conflict between two parties? Provide examples from the past.
295. Are you a democrat or republican?
296. How can we bridge development and take care of community?
297. How would you balance triaging immediate and emergency issues with the development of long-term, sustainable solutions?
298. Why do you want to work in Portland--do you see it as a city with great potential or a problem that needs fixing; do you love it as is, or think it's just a challenge to conquer?
299. Which issue do you recognize that the City is facing that you will find most challenging to implement a solution?
300. 1. What anti-bias/anti-racist work have you engaged in, how do you plan to continue engagement in this work, and how will you incorporate it into this role? 2. What climate justice work have you engaged in, how do you plan to continue this work, and how will you incorporate it into your role?
301. After working on this job one year, what will people living in Portland likely say about you?
302. What is the most valuable skill you can bring to this role, apart from the basics of the job description (effective communication skills, managing an organization the size of the City of Portland government, etc.)
303. Will you champion ALL of Portland's citizens including the poor and unhoused?
304. Are you willing to listen to ideas and support projects that improve the quality of life here in Portland?
305. How long will you stay?
306. How will you best manage conflicting priorities in growth and sustainability?
307. In whose interest would you make decisions?
308. How do you plan to address the affordable housing crisis in Portland?

- 309. What do you feel is the root cause driving housing costs in Portland and what is the most effective way to address it?
- 310. What is the biggest challenge to Portland's future and why is it the Democratic Socialists?
- 311. Why is it so hard to be a small business owner and work with the city of Portland.
- 312. What makes Portland different from other cities, in your own words?
- 313. What will you do to improve enforcement of existing tenant protections/rent stabilization ordinances, reduce homelessness, crack down on landlords skirting the laws, and get more truly affordable units built asap?
- 314. What crises do you see American cities sharing right now and what common threads underpin those challenges?
- 315. How are you going to prioritize the needs of Portland's unhoused and otherwise under-resourced communities?
- 316. Do you understand your role as reporting to the City Council? Not the other way around?
- 317. Can you give an example of a previous decision you've made where creativity and resourcefulness played a key role?
- 318. How do you plan to help people living at or below the poverty line in Portland?
- 319. What can you do to reduce speeding?
- 320. Will you push initiatives that are for the working people or for the tourists / rich folk moving in from larger markets?
- 321. When citizens raise issues, put questions on the ballot, show up for city government proceedings, etc, would that annoy you? Would you resent it? Or would you treat our concerns as opportunities to make this great city even more wonderful?
- 322. Why are landlords priority over tenants?
- 323. What do you plan to do to bring housing to the people who actually work in Portland, before they just decide to work where they can afford to live?
- 324. How can Portland's "small city" character and charm be maintained while taking advantage of opportunities for economic and creative growth?
- 325. For me, questions that help map out how this person thinks: Walk us through a time that you contributed to the solution of complex problem involving several stakeholders. How do you plan to help improvement the quality of life for Portland residents? Ideally, how would your first year in this position play out?
- 326. What would you do with outdoor dining and to keep Portland walkable (or make even more walkable with any future developments)? Feel like the city thrives when outdoor dining is allowed and having a city that is walkable is beneficial to all. Ground level of retail/developments being more welcoming leads to more people walking around, safer neighborhoods, and more prosperous businesses.
- 327. How do you plan on advocating for making this city, including and especially the peninsula, affordable and livable for people such as service industry workers who drive the economy of this city?
- 328. What will you do to help make property owning citizens feel like Portland is working for them and not just tourists and developers with deep pockets.
- 329. Does your network of people around you share the same vision for Portland?
- 330. How might they approach the housing issues Portland and Portland Residents are currently facing? Specifically the unaffordable housing prices, Airbnb/short term rentals, over development of luxury and high end housing and the unhoused community. And how does this candidate feel as though this problem has a ripple effect into the other areas of the city? (Ex. staff shortages, price of goods and services, food prices, etc.)

- 331. What motivates you be the city manager of Portland?
- 332. What proactive, concrete, and sustainable plans do you have for the most vulnerable in our community?
- 333. What is your daily anti-racist, or decolonizing practice at home with your family and friends.
- 334. How will you work to ensure that the city continues to attract a workforce that contributes to Portland's economic growth - yet can provide housing for these people?
- 335. What vision of Portland do have of Portland in 10-20 years and what roll do you see yourself in achieving that?
- 336. How are you going to balance out city results that both service residents/the community and businesses?
- 337. How do you believe equity and justice relate to the climate crisis? What do you see as Portland's greatest climate change challenges and how would you approach them while keeping equity and justice at the fore?
- 338. What is your vision for Portland? Who do you feel like it is most important to be accountable to as city manager?
- 339. What do you think should be the top priority for Portland right now?
- 340. Why do you want this job, and if hired, what would be your top priorities?
- 341. How do you see Portland growing and developing under your tenure?
- 342. What will you do to definitely fix basic infrastructure issues: roads are in poor, poor shape (eg, State St., Forest Ave); construction snafu after construction snafu; major safety issues (crime rate and policing -- enough already of police sitting at construction sites, and enough excuse-making for things like street lights missing city light bulbs!).
- 343. What do you think the city is doing well, and what needs improvement?
- 344. How will you demonstrate the value of all City services to voters, taxpayers, and the other stakeholders to which the City answers, in order to increase their support (financial and otherwise)?
- 345. What approaches would you recommend for ensuring that Portland remains an affordable city for all its residents?
- 346. Why do you want this job?
- 347. How will you balance city financial priorities with not raising taxes?
- 348. How can working Portlanders afford to continue to pay for housing if developers continue to get approved to build expensive/unaffordable units?
- 349. What is your vision for Portland and what milestones would you implement and track as key progress indicators for job performance? That is, what is the goal, what are key deliverables, and how/when will you track progress towards achieving the vision.
- 350. How can you be like John Jennings? Is fiscal responsibility your top priority?
- 351. Describe a scenario when you were able to turn around a growing problem with an innovative solution that had an immediate impact. Was the impact short or long lived?
- 352. How have you resolved problems with competing interests in the past?
- 353. How can you keep our taxes affordable while keeping services intact, are there opportunities to raise money in other means?
- 354. How would you describe Portland, Maine, five years after you start your job?
- 355. Do you support our beautiful Deering Oaks Park overrun by homeless camps? Seriously, I am extremely angry about what the city has allowed. It's a park. They are assaulting regular townspeople. Take the police and get them out. Be adults. Wtf

- 356. What commitment will you make to this city? Are you here long-term or just to polish your resume?
- 357. What can you do to help improve mental health access for Portland residents?
- 358. Why do you want this job?
- 359. How have you worked with neighboring cities and towns to address regional challenges and opportunities? How important is it to you that the City meaningfully plays a role in leading the region toward shared and sustainable prosperity?
- 360. What was the worst decision you made in a previous position and how would you handle it different now?
- 361. What policies will you implement to create more affordable homes in Portland?
- 362. How will you keep the city services functioning effectively and avoid internal conflicts?
- 363. How do you plan to make Portland a better place to live for everyone?
- 364. What experience or education best prepared you to be a city manager?
- 365. How will you address the housing crisis?
- 366. Why do you want this position, and why Portland?
- 367. How will you address poverty and homelessness in the city?
- 368. Describe your leadership style in 5 words.
- 369. Will you do your best to respond to citizens who wish to offer their opinions or suggestions regarding city matters? Communication is the most important duty of a person in a leadership position.
- 370. Are you a good communicator?
- 371. What is your plan to address the current housing crisis in Portland?
- 372. What is your plan or ideas for helping to correct the rental and housing crises in Portland?
- 373. How will you strategically move on the myriad issues you will be facing?
- 374. What are your strengths and weaknesses?
- 375. In what ways can the city prioritize hiring competent department heads that are committed to the city for the long term?
- 376. What do you see as the primary priority for Portland related to the middle class,
- 377. What do you do personally to educate yourself on anti-racism?
- 378. What is your political experience working with an elected city council?
- 379. What experience do you have working collaboratively with Portland stakeholders?
- 380. Describe your framework for resolving conflictual issues.
- 381. Would you be willing to attend neighborhood meetings for Q and A from the residents and seriously consider their suggestions for improvement of their district/neighborhood and for the City as a whole
- 382. How do you plan to address the critical number of vacancies in city positions?
- 383. Do you believe (like I do) that a strong public transit system is the backbone of a strong city?
- 384. How do you plan on making decisions when your personal opinion differs from that of the city council?
- 385. Talk about how you managed relations with the mayor and council in the communities in which you've worked.
- 386. What will you do to make Portland a more pedestrian and bike friendly city in order to reduce the use of cars, carbon emissions, and unsafe driving, while providing opportunities for all people to travel safely with a small climate footprint?
- 387. How could the power of decision making be shared with everyone in the community?

- 388. What are your values?
- 389. Will you be accessible to the public?
- 390. How will you make this City a better place to live for all, within our budget?
- 391. Describe a time you had an challenging ethical decision/dilemma and how you navigated it.
- 392. What do you plan to do to help overcome the challenges the city has when it comes to homelessness and overdose?
- 393. What do you see is the ideal role of police in the community?
- 394. What do you find special about Portland?
- 395. Portland is a unique city in a unique state (especially in terms of its size and demographics). Though it has a lot of big city problems (like affordability, homelessness, and drug use), its small size creates a unique opportunity for direct communication and action that feels personal. How will you maintain a balance between these two unique aspects?
- 396. Have you ever been homeless?
- 397. What steps will you take to have a more “open for business” approach for local businesses and development projects and reduce project timelines? Right now, Portland has a national reputation for not being business friendly and we need quality job creation for our residents.
- 398. If you had to choose a job/career other than City Manager, what would you do?
- 399. What was your biggest failure as a professional and how does that shape your leadership?
- 400. What is your vision now and the future for Portland?
- 401. What approach would you take to balance competing priorities, be specific
- 402. Please describe your leadership style
- 403. What do you think is the biggest challenge, why and what would you do about it?
- 404. How do you plan on addressing homelessness in Portland by prioritizing the needs and concerns of those currently unhoused and unsheltered as well as people with lived experience of homelessness?
- 405. What will you do to address the safety and well-being of our unhoused community members and those unable to afford to continue to live here?
- 406. If selected, how will you decide what your top three priorities would be?
- 407. Why do you want this job?
- 408. How can Portland best address sea level rise?
- 409. Which comes first for you, this city, it's citizens and their best interests or your career goals and please explain your answer.
- 410. Please describe your efforts to provide orientation training to newly elected city councilors, especially with the process for introducing policy discussions.
- 411. Even though they lost, the strong mayor coalition may push initiatives to chip away at the professional manager model. How would you handle that?
- 412. How would you articulate the roll of a City Manager in a community (beyond the day-to-day tasks taking place within City Hall)?
- 413. How well do you work with others, especially those who are different from you?
- 414. How will you work to reduce housing insecurity in Portland and help ensure that Portland remains an affordable place to live for those who work here?
- 415. Will you listen to the long-time residents, or will you be swayed by Corporate Interests and AirBnB owners/real estate greed?
- 416. What specific steps will you take to foster an attitude of responsive customer service by all City departments toward diverse constituencies?

- 417. Can you identify a major city to use as a model for your vision for Portland's future?
- 418. How do you respond to criticism?
- 419. How will you embody this position with equity and justice knowing it was created by the KKK?
- 420. Why Portland? (looking for an answer about us not an answer about how they want to make themselves better)
- 421. What is the biggest threat to Portland's growth in the next decade, and how would you address it (if they don't answer with housing affordability, homelessness, or climate issues, that should be a red flag!)
- 422. What are the negative aspects of Portland that makes you want to manage it and form change.
- 423. What do you think is important for a good quality of life for residents of a city like Portland?
- 424. What is the role of government in solving social problems?
- 425. Our current system of social services related to homelessness and a significant lack of truly affordable housing has been past a crisis point for years. What will your strategic plan entail to: #1 end homelessness in Portland, #2 streamline access to services in ways that include much easier access to services, much less bureaucratic paperwork, all information (written/spoken/printed/ social media, etc) automatically and effectively translated into all of the common languages spoken by the people who are newly arrived asylum seekers and other people of color who have different home languages & #3 increase easy, immediate and wrap around case management for members of these populations regardless of their ability to access MaineCare?
- 426. Please tell us about successes you've had collaborating with public sector unions.
- 427. Will you be responsive to media requests for your perspective on issues that affect the city?
- 428. Describe your ideas and thoughts around the steps Portland/Greater Portland Area needs to take in order to measure the feasibility (and fund the eventual implementation of) a more robust public transportation system, one that creates true connectivity between the communities, improves quality of life, and increases mobility and economic opportunity.
- 429. How important is reducing the city tax burden on residents to you?
- 430. How important do you think it is to work with Department Heads to increase revenue and streamline financial liabilities.
- 431. How can you hold the tension of working with democratically elected officials who hold a variety of constituent concerns in tandem with your own non-elected position that has certain goals and benchmarks you are trying to reach? How can you be just as connected to constituents or community concerns?
- 432. How are you going to address the ongoing housing crisis in Portland?
- 433. What do you feel is the most pressing issue the city of Portland faces today?
- 434. How would you balance a conflict between city staff and city council?
- 435. What experience do you have helping a City identify and access federal and state funding and incentives for strategic programs and initiatives?
- 436. Do you think the efficient delivery of core municipal services should be the principal focus of a city manager?
- 437. What do you envision for Portland's growth in the next five years?
- 438. Give me three actions you will champion to make Portland a more affordable place to live.
- 439. Are you going to do your best to represent the citizens, especially those who have been historically left out of the city planning?

- 440. How would you begin to address the homeless situation in Portland?
- 441. What is the balance between addressing homelessness/substance abuse and the well-being of residents in areas that are most affected by these concerns?
- 442. Are you willing to implement more housing first options and affordable housing?
- 443. Do you take money from real estate developers?
- 444. How will you center the people that you are serving in your work?
- 445. We saw some specific city management challenges during the pandemic, including staffing shortages that reduced or delayed services (public works, the library, etc), and the arrival of so many asylum seekers in a city already facing a extreme shortage of housing. On the other hand, there were huge infusions of federal aid during this time. As we move out of the pandemic -- and also lose that aid -- how do you see us moving forward?
- 446. How will you address the systemic issues leading to the housing crisis and how will you work with community organizations and policymakers to support the unhoused community, both in the short and long term?
- 447. If the candidate is a white person, what role does their whiteness play in how they approach problem solving and pursuing change? Please give both past and present examples.
- 448. More affordable housing and care based/ trauma informed strategies for caring for unhoused people and people struggling with mental illness and /or addiction.
- 449. Is it important to you that Portland dwellers hold and are able to express diverse opinions?
- 450. Describe the actions you will take to restore Portland to a city where working-class people can afford to live.
- 451. Do you believe Portland can become a leader in New England as a city that both attracts tourists and is a safe and thriving community for all of its members, including children and families, elderly residents, poor and low income Mainers, and future generations? How?
- 452. What do you know about the internal and external workings of Portland city government.
- 453. How will you work to address wasteful spending by the city of Portland?
- 454. What do you consider your most successful endeavor?
- 455. How will you break down department silos and encourage/require City departments to work together better for the applicant/economic development.
- 456. Will there be incentives to drive newfound homeownership within Portland rather than the current 'rural development' incentives currently in place?
- 457. Looking at successful initiatives and lessons from outside of Maine/New England, which do you see as 'right for Portland', as opportunities for the city to innovate and propel Portland toward a brighter future for it residents, visitors, and stakeholders?
- 458. How much damage does our car-centric infrastructure cost the city in terms of financial exposure and health risk? What are the best steps to creating immediate change?
- 459. Much of the current housing construction is too expensive for working class, low income or unhoused individuals local Mainers. These high price units are more likely to be purchased by wealthy, part time people who don't live here. Walk by the condos where Jordan's Meat used to be - no lights on at night - it's a ghost town. Not what we want for Portland - we want community! How do you address this issue?
- 460. If you could only be effective in one area of your job description, which area would you choose?
- 461. Will you engage your city councilors in a way that they feel heard so that there are no public rifts.

- 462. With the hard balances of creating an annual city budget, where do your priorities lie? What would be the first to be cut? Are you committed to keeping property taxes below annual inflation?
- 463. Please make Portland more competitive from a business standpoint and build more houses.
- 464. After your first year on the job, what 3 things would you want staff and the Portland community at large to say about you and your impact on the functioning of the City.
- 465. How would you fix the planning department disfunction which holds up building projects for months for permits, thereby encouraging property owners to do work without permits?
- 466. Will you use data to make decisions?
- 467. Knowing what you do about this city, what top three priorities do you think a new city manager could focus on and why.
- 468. How would you facilitate swifter implementation of the One Climate Future plan to help the city achieve its carbon reduction goals in a timely fashion?
- 469. Given that Portland is a city in transition, and a city with great ideological tension, how will you bring elected leaders and stakeholders together to forge a hopeful common vision for the future?
- 470. What will Portland look like in 5 years?
- 471. Do you see resident property owners as just another income source or as partial owners of Portland?
- 472. Envisioning Portland's future, should the best interest of Portland tax payers and their communities be a top priority for the city manager?
- 473. Do they consider racial and social justice to be crucial to the well-being of the citizens and the city; if so, are they willing to work towards increasing equity in the opposition of institutions, businesses, and individuals that seek to maintain the status quo and inequality.
- 474. A leader leads best when they can successfully motivate and support their team in being the best that they can be every day; from the highest level employee to the brand new employee. How will you achieve a strong and capable City team that will work every day to improve the lives of residents and business owners in the City of Portland?
- 475. What is your plan to combat the housing crisis and keeping Portland affordable for those who work here?
- 476. How do you envision improving conditions for Portland's most vulnerable? Do your values align with a more empathetic approach like housing first, or calling the police/sweeps?
- 477. How are you going to respond to the housing crisis in Portland?
- 478. What are you going to do about domestic terrorists, specifically white supremacist individuals and groups?
- 479. How do you approach taking care of your team so that you get the most out of them and they feel proud to work where they work?
- 480. Who do you represent?
- 481. Would you consider instituting a tourist tax like NYC and Boston have? It would be incredible to see that levied and put towards affordable housing for the people who actually live here year round.
- 482. Tell me about your experience in homelessness and poverty services and or lived experience with poverty and how you will hold corporations and developers accountable and pay their fair share towards taxes & social services to do business in our highly desirable city?
- 483. How do you view the racism in the history of the city manager role as informing your role today? How will an acknowledgement of that history inform your work?

- 484. Tell us how you think about the relationship between housing, transportation, equity and climate change.
- 485. With so many pampered organizations all fighting for more money and more recognition, are you going to cater to the needs of the many or the fantasies of the few?
- 486. How would you describe your approach to balancing and prioritizing competing needs?
- 487. What will you do to ensure that Portland homeowners can afford to stay in their homes when they age?
- 488. How are you planning on addressing the lack of housing and surge of housing costs in Portland?
- 489. How would you go about shifting our city's public safety strategy away from police-reliance?
- 490. How would you balance competing priorities within the resources available to the city among the Council members as well as city staff?
- 491. What is your plan to enact the initiatives prescribed in One Climate Future?
- 492. How would you enforce regulations already in place in the city as well as promote and fund parks/green space improvements and expansion?

Additional Perspectives

Q8. 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.

- I would hope that the new City Manager really love this city.
- We really need a leader in this city. Portland is very divided right now with huge economic and health disparities between the "haves" and "have nots". A City Manager with an eye toward community engagement to work with the community to improve our city for all who live here should be top priority.
- If you hire a City Manager with the personal, business and communication skills of Danielle West and Jon Jennings, who are both capable of doing the job and also supporting their staff to do theirs, then I think that is s a great start!
- That they are not inheriting a smooth sailing ship. City Manager should have considerable exp. fixing and correcting clear organizational challenges, such as dismal retention of talented employees. Worker-focused.
- We need a City Manager who can set goals and align leadership and teams at all levels to work toward those goals. The City needs a strategic plan. We need a City Manager who realizes employees should be rewarded based on their contribution and productivity, not their seniority. We need diversity & inclusion training as well as sexual harassment and identifying child abuse training. A City Manager who takes this seriously is badly needed.
- Do you get along with city council and others like them?
- Let's strongly consider an outsider who will bring fresh perspective and ideas to the city.
- This person has to be bold, competent, trustworthy and able inspire people.
- For the amount of work the non-profit community provides our citizens the City neither recognizes the work or how much we fill in the gaps that the city has abdicated responsibility. We need better communication and support for non-profits.
- For the Council: please set aside your political ideologies (and your financial supporters) and do what is right for the City.
- I want to know what criteria the candidate has for doing successful work. The candidate's responses will reveal character, ethics, and, most importantly, leadership values that Portland needs or does not need.
- Ideally, the new City Manager should have experience and familiarity with Maine and Portland culture.
- Maybe you can hire someone who isn't in lock step with the progressive ideology of most of our council men and women so that we can begin to consider all sides of an issue and represent ALL of the constituents in Portland - not just those who fall in line with the Biel/Figdor/Strimling/Sykes way of "punching up" and bullying those who don't agree with them.
- The first job of the city and the city manager is to manage the city well. Portland cannot take on all the issues of the world. We pay taxes for an effective city government, a well-run city with amenities, and value for only in our taxes. We are not going to solve climate change as an example, supportive sure, but it is not job one.
- Keeping good communication with the City Council is very important.
- To select a new City Manager that has extensive experience with Municipalities and commits to helping move the city forward by focusing on employee morale/engagement/retention and community needs.

- Familiarity and prior experience with the City of Portland. I hope we look internally to Danielle prior to going outside, she has been effective as interim and has all of the skills to be successful in a permanent appointment. Build the job around her, we would be lucky to have her.
- Extremely strong management skills
- Ability to negotiate the red tape and achieve results.
- The new city manager must have the ability to improve on essential services (Public safety, public works, infrastructure and staffing) in a sustainable way while being open and honest with a city council that sees essential services as an afterthought to progressive social policies (Trying to solve global/ cultural problems), pet projects (Arts, tourism, real estate development), and marketing.
- How do you view yourself in role of Manager in relation to Chamber of Commerce and other city businesses?
- The Jennings era stifled relationships with city staff and the general public/advocacy groups, leading to progress on important issues being stalled since he didn't like the changes. I would like to see a manager who allows city staff to communicate with the public and advocacy groups rather than refuses to allow much time for public communication as a way of shutting down projects the public wants.
- The common denominator for every challenge the City is currently facing is money. The City generates money primarily through taxing value. To increase the amount of money available to address its challenges, the taxable value within the City must grow. (The only other alternative is placing an ever-increasing tax rate on a stagnant tax base.) It is impossible to grow the taxable value in the City if we continue to be hostile to new development. "Hostility" takes many forms (restrictive regulations, development moratoria, flawed referenda, legal actions, lack of senior leadership supporting development, unfilled positions, etc...). We need a person who 1) understands this nexus between new development, taxable value, increased revenue and better city services (to help those in greatest need)and, 2) is willing to LEAD by fixing the 'hostility' where it exists in City administration/govt and by standing up to the hostility when generated by voices in the larger community. In the 25+/- years that I have lived here, Portland (citizens and govt) has never been sufficiently supportive of new development -- and, our services, schools and the neediest among us continue to suffer as a result. Now, more so than ever. If anything, things have gotten noticeably worse in the past couple of years. For example, the housing policies implemented by the referenda a few years ago are a complete disaster and will go down in Portland history as the most destructive thing to happen to this City since the Great Portland Fire.
- Please be open and ready to listen to business owners and employees in Portland. Place your priorities for addressing homelessness and affordable housing at the highest possible level of consideration for the best candidate. Listen to residents' concerns in the government of the city.
- The City Manager needs to demonstrate respect for each and every elected official. He/she might like some personally more than others, but must respect each and treat them equitably, so they feel they have equal access to the City Manager and are heard.
- Rather than look for someone with experience managing a city the size of Portland, we should look for someone with experience managing a larger city, i.e., someone equipped to help Portland grow.
- Please fix our roads, update essential infrastructure, more public safety and health, make the budget sustainable for young families and the working class.
- Please do not hire someone who is essentially a real estate developer or someone whose primary focus is on the business community.
- We need a great thinker who can make plans and follow through; and someone who knows and respects City workers.

- Please specifically include and reach out to candidates with disabilities, who are likely to be effective in serving Portland's disabled residents.
- Priority #1 must be listening to and acting on requests from citizens of Portland who have been most negatively affected and impacted by the city manager position, namely Black and Brown communities and those currently and historically discriminated against and marginalized through the city manager form of government.
- Portland needs a city manager who understands the citizens are not an endless revenue stream. Spending and addition of programs must be done responsibly, and Portland cannot continue to shoulder the burden for the county and region without support.
- Try to find a problem solver who helps build consensus in the process of discussing options. Experience and organizational creativity are very important. Find someone who loves the qualities of life possible only in a small city like Portland, and who wants to preserve those qualities while solving our problems.
- Ability to work with the mayor and city council on prioritizing policies.
- How is a city manager different from an elected mayor?
- These business developments within neighborhoods that ruin, even eliminate, the local character must be scaled back or relocated. Roux comes to mind.
- Experienced professional manager who will work collaboratively with city councilors, will push back on political nonsense but will follow will of entire council and mayor.
- CM must work collaboratively with Mayor and see elected officials as source of vision and policy direction. CM views role as facilitating implementation of policy from the council. CM embraces and facilitates community engagement and participation- Jennings and Covid killed citizen task forces and committee participation. CM with experience/strong understanding of urban setting. CM with personal vision that aligns with vision of City Council. CM that embraces- and can implement- local goals of housing for all people, shift away from auto-centric development, and strengthening walkability of neighborhoods. CM willing to hire expertise they lack and support them.
- Follow the lead and insights, creativity, and articulated vision of the BIPOC and community/nonprofit sectors serving city communities and New Mainers in particular. Their perspectives are grassroots-informed and vital.
- Fiscal responsibility & creativity w/the budget is crucial. Property taxes cannot be the default source of money for everything the city needs to pay for.
- The city manager is there to acknowledge existing complexity and diversity in opinions and needs of ALL citizens (often ignored by politicians whose single-note ideologies often propelled them to power) and to get things actually accomplished. The city manager must be a pragmatist. Governing is different from continually reiterating absolute ideological stands or feeling driven to prove that one is more ideologically pure than someone else. That works in a classroom, not in running a city. Hiring a city manager who sees themselves as a part of that will just exacerbate growing bitterness and division in the City. Learn from the Chesa Boudin debacle in San Francisco, who could see nothing that was not through his own lens. Hopefully the city manager will not reflect that and will be a source of quiet but effective competence.
- Please expand the people the City considers to be of importance to its future and consults with on a regular basis from business and religious representatives, to for example, younger residents - service workers (not that they are all young), students, professionals, business owners, advocates for the homeless - they're everywhere, immigrants and transplants. From what appears in the paper, the City reaches out to the same old, same old every time - and it's not getting us where we need to go.
- Since the City Council is so new and inexperienced, we need a very strong, capable, and experienced manager.

- The manager should focus on administering the will of the council.
- The estimated \$15M HHS funding cliff is going to be a major challenge for the next manager & council that will likely force very tough "either-or" budgeting priorities, given the already strained tax burden & worsening macro-economic trends. What we need most is no-nonsense practical skills managing a 9-figure organization with multiple streams departments and challenges.
- Be more than a voice. Be part of the community
- 1. Insufficient and unaffordable housing are the most drastic problems facing Portland, in my opinion. 2. The new city manager should be able to get along and work productively with a variety of personalities and political outlooks — thinking specifically of the mayor and City Council members.
- Among their many duties, the city manager holds the final say on a lot of transportation issues-hey are the Manager of the Planning Department & the Department of Public works- it's critical that they'll choose the kind of leaders who can move us forward, towards a inclusive future where those operating automobiles are not considered by city engineers to be any more important than anyone else. They are the only person who someone who submits a traffic calming petition & see's it denied can appeal to. It's critical that we select someone for the position who has experience managing successful vision zero initiatives in something like the executive role they'll hold in Portland. If we don't, any vision zero proposal we take part in will be bound to fail. This is super important, and it's really distressing not to see any questions about it in the survey portion of this survey. Really really distressing.
- Considering all residents not just asylum seekers and homeless. Regular residents are lost in the shuffle. Affordable home for Maine citizens not just looking out for asylum seekers.
- The previous City Manager showed a demonstrable preference for business interests, the Chamber and developers. I believe he and the planning department set the city on a course that has driven out many lower income and middle class families. We need a manager that is accountable to the actual residents, not just business interests.
- Morale in some pretty important city departments has never been lower. Better address that and fast.
- The City is hollowing out and becoming a place where poor people, immigrant, young-unmarried people and old people live. It is increasingly becoming a gentrified part-time refuge for well-to-do seniors from away or tourists seeking to try out the restaurants. We need to do what it takes to make Portland a place where middle-class families can live and bring up children again.
- We need someone with an even temperament.
- I think the City Manager should be someone who rides bikes, walks, and uses public transit.
- To find someone who isn't going to approve every major construction bid catering to an elite few. To choose a candidate with a proven track record to preserve an equitable quality of life for all.
- How should the city acknowledge and reconcile its history of slavery, racism, and Indigenous genocide as a means to heal and move forward with an equity perspective?
- I would love to see someone who has led an effort to make city streets safer, like vision zero or has helped increase and improve public transit in a similarly sized city.
- The Mayor and City Manager along with the entire City Council are the leadership of this city. They need to act accordingly, debate fairly, but always LEAD!
- As a former nurse in the Emergency Department at Maine Medical Center, how will you assist our problems with homelessness including the multi-faceted needs of the mentally ill. Example: if a person gets into a fight at Preble Street the police bring them to the ED. The majority of time they are intoxicated or high on street drugs. As you know there is not a pill that can help them. They do not need psychiatric services , they need a bed to sober up in. One night I asked a police person

why they were bringing a said person to the ED and not to jail. They responded because the paperwork was a lot shorter at MMC then CCJ. The end result is the acute psych beds are filled with impaired homeless people and thus not available to the people who really need a psychiatric bed and psychiatric services. The next day they are discharged by noon using the bed for another half day. Also as a former resident of Peaks Island I would be interested in having someone take a good hard look at Casco Bay Lines numbers. In the past 25 years they have never added up. Also instead of using Lionel Plante as the sole alternate transport service and being held to their extremely high prices I feel it would be wise to have some sort of competition in order to save much needed money. Thank you for the question.

- We do not want Portland to become “The People’s Republic of Portland” which the former mayor, Ethan Strimling, tried to achieve, nor do we want to achieve “shithole” status, as evidenced in Deering Oaks Park last summer. Thank you.
- Please be open minded, kind, focused, driven, and think outside of the box towards the problems you will face.
- Turnover in the city’s population and staff has accelerated dramatically over the past 5 years. I’d like the new Manager to be someone who experienced the city before gentrification took off, when urban neighborhoods were still affordable to the working class. Without knowing what true livability and quality of life were like then, it might be hard to champion those values.
- Although there is a temptation to hire the "perfect" candidate even if they come from some other part of the country, I think it's worth considering that regions have their own unique characteristics which impact things like problem solving and collaboration. I would also avoid a person who only spends a couple of years in a position and moves on - we don't need to be someone's steppingstone. We need someone who loves this region, wants to (or already has) establish roots and wants to help us succeed.
- One aspect of what makes Portland attractive to its residents and others is its walkable downtown. One challenge is how we can move toward being an increasingly car-free city while accommodating businesses, commerce, and the needs of those with limited mobility.
- Be a collaborator but be able to make decisions in the best interest of the city.
- Recruiting and retaining City staff in today’s job market is difficult. The new city manager should have a plan on how to both recruit the best people to fill opening and retain the outstanding staff that the city already has.
- Be a trusted leader.
- The ability and desire to communicate with the citizens, businesses, and organizations throughout the City in a meaningful and transparent way about the workings of the city’s government.
- Although the Council legislates policy, city staff has a great influence over policy. What tools does a manager have to make, set, direct, and recommend policy and how should it be used?
- I want a city manager subscribes to the Strong Town model of planning. Someone who is invested in increasing safety for pedestrians and bicyclists, increasing density, and strengthens community connections.
- Let's please NOT hire another shill for the Chamber of Commerce like Jon Jennings was. We need somebody who can balance competing interest, but who recognizes that there will be times where something has to give. In those situations, it is the residents of the City, not commuters, nor the business lobby, who should be given the top priority. That means sidewalks cleared as well as streets during snowstorms, meaningful transit expansion, and improved services like large-item pickup. We also need somebody who will oppose NIMBYism, supporting increased residential density and removing exclusionary zoning requirements like excessively large setbacks.
- Jon Jennings gave all of us a clear example of what a city manager should not be, and I hope that the council will hold the new city manager more accountable to meeting the benchmarks we need

them to meet: aggressively cutting climate-heating pollutants in our city and region, knowing the differences between incarceration and real public safety, the housing and homelessness crisis, etc.

- Please do not take Jon Jennings back. He was fired from the job in Florida. Hire someone that follows the leadership lessons in ""Master Your World"" by Mary Kelly. Mary is a 1987 graduate of the US Naval Academy with a Ph.D. in Economics. I have a copy of this book and a few of her other ones. Reward good behavior. Don't reward bad behavior. Be consistent. Communicate, communicate, communicate. Place the right people in the right jobs. Provide the right tools. Do the right things with the right spirit. Do the right things at the right time. Serve with a cheerful heart. Don't jerk the leash. Conclusion - Walk the Talk. "Master Your World - 10 Dog-Inspired Leadership Lessons to Improve Productivity, Profits, and Communication."" https://smile.amazon.com/Master-Your-World-Dog-Inspired-Communication/dp/1935733044/ref=sr_1_1?crid=22MP7F06LRQNF&keywords=master+your+world&qid=1674443410&srefix=master+your+world%2Caps%2C247&sr=8-1
- A good City Manager will have to respect and rely on the expertise of City staff and create a supportive work environment to avoid the attrition of key staff over the past few years.
- High moral character; Strong ethical background; transparency; not using Portland as a political stepping stone; fact oriented; clear understanding of underserved and underprivileged population needs. STEM background! Training in problem-solving methodologies.
- Past experience, integrity, and ability to balance the needs of the city financially and otherwise.
- We don't need more progressives!
- Use of technology and upgrades within the city, increase efficiency, upgrading to the city to a modern organization.
- Leadership qualities. Ability to make tough decisions supporting residents & businesses.
- A City Manager needs to balance being fiscally savvy while being proactive and progressive with concerning issues such as: 1) Affordable housing for all economic demographics including working and middle class and not pander to the wealthy or low -income federal housing grants; 2) Sustainability without polluting the environment, and not pander to the business people, 3) Prioritize public services and quality of life issues for residents who primarily fund the City of Portland budget.
- Poor internal communication has been a long-standing issue through several City managers. A manager that can work with staff to create a stronger, more informed, and more connected team is critical for employee morale and retention; as well as improving work efficiency. It is also critical for improving customer service, since a more connected and informed workforce would ensure customers are connected to the right people for their needs.
- We need a Manager that understands the City's need to grow (not just maintain) its population and tax base substantially in order to create the means to achieve an improved quality of life, equity and inclusion goals and meet climate goals. We also need a Manager who understands that their role is to support and mentor City Councilor while taking policy direction from them.
- Portland is at a major crossroads, where anyone not very wealthy or very poor are at risk of being forced out. Our taxes continue to increase, while services to tax paying residents do not seem to grow. Crime is on the rise, and we are experiencing record numbers of homelessness and drug abuse. Something needs to be done to create affordable housing, programs for getting those experiencing homelessness off the streets - and the rest of the state needs to participate. This is not just a Portland problem, but Portland is being run dry paying for all the services, and our parks, trails and streets are full of trash and needles. We need a city manager ready to roll up their sleeves and advocate for the community, and solve some major problems before Portland is no longer someplace people can afford to live.

- Transportation needs to be a higher priority: particularly the safety of pedestrians, cyclists and the disabled.
- We need a realistic leader. We no longer sustain the amount of handouts for homeless and asylum seeker and we need to maintain taxes and not keep increasing.
- Clarify this role. Is it board centric and about managing city employees and city functions or city centric and about community partnerships and economic development? No human can do all that well.
- Public schools - very surprised not within any of your questions!
- To this day, I still hear people speak of Bob Ganley, Portland's City Manager from 1986 - 2000, some of the most challenging but influential times in our city. During those years, the city evolved significantly from run-down, empty warehouses to a community where people wanted to visit and live. This is a remembrance from Congressman and Portland resident Tom Allen when Bob suddenly passed away from a heart attack. <https://www.congress.gov/congressional-record/volume-147/issue-47/house-section/article/H1392-3>
- I would far rather have someone with skill and integrity but less specific experience than someone with experience who will abuse their power. Someone who has worked within a council-mayor government would be highly preferable and might help make sure they understand the limits of their role. Also, I didn't select "New England experience" because I don't think it's absolutely necessary, but Portland is an unusual city in many ways, and experience in a larger city outside of the area, or in a town of 60,000 on the outskirts of a city of 250,000, isn't likely to translate well.
- The goal of creating multiple, diverse, vibrant village centers, connected by a modern transportation system throughout the neighborhoods of Portland is part of our Comp Plan, and if seen holistically, incorporates ALL of the issues a CM will manage.
- Asylum seekers are particularly vulnerable to homelessness and need support in expediting work permits so they can fill jobs. Homelessness broadly speaking is impacting all of us in the community and needs sustainable solutions.
- Someone with demonstrated Diversity, Equity and Inclusion commitment as an integrated component of addressing array of municipal issues such as homelessness, housing affordability, food insecurity, and economic issues with internal and external stakeholders.
- City manager needs to understand and support opportunities to lesson or dependence on private-vehicle use. Metro expansion, active transportation encouragement, and whole-streets redesign efforts.
- The city has never really had a unified forward moving strategic plan as far as I can tell. It's all over the place. There is always too much infighting. There is too much emphasis on cultural issues. There is no balance. Everyone should be treated well in the city. We all live here! It should not cost \$30+ to park for an evening out. The unified parking contract or sale is one of the city's stupid decisions. I live on Washington Ave and avoid going into the city because it is just a big hassle now. You can't go to the library or the post office without going through a throng of homeless people. I could go on but I think my point is clear.
- Fostering inclusive employment opportunities within both heritage industries and emerging industries.
- Live within your budget and stop with the we know what's best attitude. You're in this position to make difficult decisions, which need to include oversight and eliminating abused and or unnecessary policies. Work within your budget just like all tax paying constituents are expected and taxed for
- Key characteristics: Creative problem-solving and facilitative leadership - an ability to communicate with citizens from all walks of life. An entrepreneurial outlook and understanding on

what creates growth and how to attract outside funders. Ability to take risks for forward-thinking, long term investments.

- Please select someone who will not see the ambiguities in our charter and system as a political war to be won but as an opportunity to find collaborative solutions with many partners.
- Are they willing to care about renters and working-class folks.
- The last city manager was a conservative and siloed person who stoked division and created policy against Portland residents' wishes. I saw him hurt bikeability/walkability in Portland, ignore the asylum seeker and immigrant community, and show disdain for the unhoused. We need someone with compassion and who will do the job of fulfilling the will of the people.
- We need a strong manager who can create a clear path for all the departments to follow to move the City forward. They need to work to develop a culture of mentorship and accountability so the City can succeed moving into the future.
- The City Manager must be a skilled leader with years of demonstrated success managing a large workforce. It is essential that they are able to balance competing priorities that are extremely diverse in nature. The new City Manager also needs to be a skilled communicator that is able to make difficult decisions in the face of adversity.
- We need to elect a City Manager who is truly concerned about the well-being of all citizens of Portland.
- It will be important they cultivate a culture at City Hall that both empowers but also addresses existing challenges.
- The ability to be collaborative is the most important piece.
- Must really believe in inclusion and willing to elicit multiple perspectives as opposed to advancing their agenda.
- Odd that leadership was not a skill in the first question, glad to see it as a second question. The strategy and commitment to improvement are interrupted at every election. It is important for the City Manager to truly understand what was happening before their tenure and why, otherwise former investments are wasted and goals sacrificed just before they are realized. This needs to happen sometimes in business but should be the exception and not the norm. How can you tell if this candidate can see that bigger picture?
- Competent municipal staff leadership skills are essential. This is the person who must motivate and lead staff to implement the vision of the Council, while providing effective governance support to elected leadership. A heavy lift under any circumstances. Successful municipal experience, and demonstrable character and integrity are, in my view, the most important characteristics in a new city manager. Good luck, a difficult decision ahead.
- Transparency in spending money. The Last city manager decided to ramp up the July 4th celebration on eastern prom and spent city money to pay for it when private money promised didn't materialize. None of that anymore.
- I think that someone with a legal degree would be great.
- In the past we had a City Manager with a large ego that got in the way. Let's try to avoid that. Also, can we have prospective candidates meet with other forms of city management/union leadership during this process?
- Should strive to work with policy makers on collaboration with other Maine cities to find common goals and work together toward state and federal level advocacy.
- Someone who knows Maine and Portland area is critical - we are not New York or California, but a very unique culture and environment.
- This city has been destroyed by a liberal woke agenda! Keep hiring these people and it will continue to circle the drain of the grossest city in the state!

- I do not think that having managed a City is the biggest factor. City staff positions are there for a reason to discuss fiscal needs, programmatic issues etc. What is most important is that the person leads instead of manages and moves the City thoughtfully into the future amidst a potentially divisive political scene and agenda.
- Have current staff on the hiring panel.
- Forward thinking, inclusive, experience, and No desire to turn Portland in to "Boston North"!
- Experience in managing local/county governmental agencies.
- Recognize that the city manager's primary job is to make sure the day-to-day operations of the city are running smoothly. Values-based improvements are important, but these need to be integrated with due consideration for the primary purpose of a municipal government, and not be the main driver.
- We need a City Manager that has lived in Portland, has children that go to or have gone to school in Portland and sees Portland as their home. We do not need someone who is looking to make this a stepping stone for a bigger job in the future. We need someone with roots in this City.
- I believe the City Manager should shape their leadership approach around community-led initiatives. Any plans to address homelessness, for example, should include input from unhoused people in Portland. All initiatives directed at certain populations or communities should give agency to those communities. I believe that the future City Manager could, and should, facilitate this process.
- The City of Portland is special. We are known for things that other cities are not known for, for example the large amount of new Mainers we welcome with open arms. This is important to most folks here and needs to be understood by the new City Manager.
- I hope the new City Manager is as focused on the employees of the City of Portland as the interim City Manager has been.
- Emphasis needs to be placed on providing fundamental leadership to run the city. While many new initiatives and programs are taking the spotlight, the foundation of this job is to ensure that the City continues to provide basic services to its residents in a responsible manner.
- Need somebody approachable who makes themselves visible. I know this isn't necessarily easy to achieve, but a monthly in person one hour session for employees to ask questions or air grievances would be very welcomed.
- A city manager with budgetary expertise, experience working with a diverse population would be most important.
- Services need to be where the people ARE. They moved to the park because their previous places were shut down during Covid. Mega shelters do not work and have been proven NOT to work. Most studies show that housing first (see Columbus, Ohio, Salt Lake City, UT, Vienna, Helsinki) DRASTICALLY reduces homelessness. Let's give these people the decency they deserve, give them a home first and then help them find work (if they aren't working already) and/or treatment if needed. Importantly, this candidate should also support any Federal bills/programs that would reduce the time Asylum Seekers need to spend not working. These people want to work and get off of our support systems. The funding that the Public Library receives from taxes is paltry. Even a one cent increase on property taxes would benefit the library. We are still short staffed and desperately need work on DEI issues. All of us who work here want to expand hours so that we can better support this great community.
- I believe with all my heart that LISTENING to the history of what worked and what didn't over the previous years. To have an open-door policy. If the previous city manager had listened to what was working so well at the health dept before he decided to shut down 90 percent of PUBLIC HEALTH, we would have been much better prepared for pandemic. Now we have an amazing

new PH director and I can already see things turning around. He wants to know what worked and what didn't and what we think would make it better. Thank you for asking.

- The new city manager should be a person who utilizes their leadership team/department heads to make educated decisions and not try to micromanage their particular departments. Furthermore the candidate should take ownership in their decisions even if it not going to be popular with the public and or city council.
- We need a City Manager that backs the police and fire departments. Without these professionals, the homelessness issue would impact residents more so than it already does. As it currently stands, most firefighters and police officers can't even afford to live in Portland due to salary vs. cost of living.
- Having origins/lived connections in New England would make a huge impact, as well as being willing to listen to Portlanders of all social strata.
- Housing and parking are real issues for people who work in Portland and the need is still increasing. We need to find a way to reduce the hardship created with expensive housing and the difficulty some workers have in finding parking because they can't afford to live in Portland.
- Compassionate, humble, and kind leader willing to learn and grow with the position.
- Make sure the role of the city manager is clearly defined and understood by all participants (mayor, council and candidate).
- The new City Manager needs to be someone who can balance working for the citizens and supporting the staff that with for the City of Portland. The open employment listings over the past few years is a clear indicator that the COP staff are lacking what they need in order to continue to work for the City.
- Kindness, Caring, Compassion, for those that may be different or have different believes from the candidate. Open door policy to an extent, when possible, for community members and City staff, and/or to refer to other competent City personnel. Financial, Social, and Fair decision making. PATIENCE, and the ability to listen to others.
- The City Manager should be collaborative and decisive above all else.
- The City Council's priorities are absurd and not in line with the way most of the city and City Staff feel. Priorities of government at a city level are to provide the best level of customer service across all departments in a fiscally responsible manner. The out-of-control homeless situation needs to be addressed.
- The council is part of not the root of the fiscal problem in the city. I would keep them as far outside of the city managers search as possible.
- Make taking care of the people who make the City livable and workable and enjoyable a priority. STOP taking care of and coddling those who contribute nothing to society.
- Collaborative, able to listen to others, responsive, approachable.
- Ability to comprehend and balance the needs of City staff and the City along with articulating this to counsel.
- Please support meaningful pay increases for low-income City staff who provide essential, outstanding services for our community- in health, housing, the public library and branches, parks, and more.
- Finding someone who will build professional working relationships with both staff and elected officials so as to develop realistic goals that can be obtained with actual resources available. Also, someone who will be honest with elected officials about capacity and funding.
- To knock down the mentality of "Silo's" for each department. How can they get everyone working together as One City and not multiple departments. Efficiencies? What tools and support do city staff need to be more efficient and that can help drive a superior Customer Service to both

external (public) and Internal (City staff) customers. Look to enter the 21st Century for Technology.

- I view the CM role as less about advancing a particular important policy goal (climate, homelessness, housing affordability, economic development, transportation), as having an understanding of the various kinds of policy work the City of Portland is engaged in, so that they can help departments achieve their goals (which ultimately flow from Council goals). I say this in regard to the questions about CM priorities, such as one climate future, etc. There are many such activities being carried out by the departments that report to the CM, and an understanding of them and ability to support staff's needs in trying to achieve them (whether through funding or staffing, convening of stakeholders, communication with State and regional partners, communication to the Council, etc) is, to my mind, more important than proficiency in any one of those arenas. Of course there may be a need for the next CM to focus more on one or more of those topics during their tenure, but generally I would look for a broad understanding of what city initiatives require for success.
- Jennings was a vindictive, childish, coward of a man. Please select someone who will be the polar opposite of him.
- A person of color who has experience working on equity.
- It really helps to be a great listener.
- Seek someone with skill to manage/balance the City Counsels needs with City Programs and staff
- I think many voiced their feelings in November that having a City Manager, a position which is not democratically elected and is a holdover from the KKK, does not align with the direction we envision for our city. The City Manager should be acutely aware of the history behind this role and the Mayor and City Council should ensure this history is clear to every candidate.
- City employees at the Portland Jetport work in a different 'model' than most other city employees. Is there a way to align some of the activities so that they are accessible or also appealing to Jetport employees? (ie. We have to work 24/7 and don't get the holidays off - some of the celebrations that employees participate in could be duplicated with a second option outside of regular hours so that others can attend and feel included.
- Because of leaderships lack of understanding about where your staff have to commute from, deciding at 7:15am to close buildings for a snow day is dangerous because most of your staff were already risking their lives on the road trying to get to work.
- It is critical that the candidate understands though Portland has a thriving downtown and old port, North Deering is residential, and the residents often feel ignored, heavily taxed, and do not get attention for development and strategic planning. The residents in North Deering desire a community feel and with current design of the city, Washington Ave, Allen Ave, Forrest Ave are just connectors to other towns and to 95. We need to do better and encourage positive development while respecting the more residential feel of the neighborhood.
- Portland needs a long-range plan and a broader financial base.
- We need to bring in someone who is not only a skilled manager, but a skilled collaborator - someone who has the ability to work with all parties in City government to move Portland forward. Constant conflict - such as we saw during the Strimling administration - gets us nowhere. (The same advice goes for potential mayoral candidates.) Just shut up and do the job; stop fighting over turf.
- Total autonomy and independence.
- I think priority consideration should be given to a candidate who already has local knowledge, relationships with key individuals and experience with local issues. The ability to navigate quickly and with local knowledge is a benefit in itself which should not be undervalued.

- Not be in the back pocket of business interests. Have grounding in social service needs of Portland. Meet the needs of all residents- not just the wealthy ones.
- Climate resiliency and imminent threats to our tree canopy are real. Funding and resources are paramount if we are interested in mitigation.
- In addition to a lack of housing stock, one of the greatest issues aggrieving the most vulnerable members of our community is lack of transportation. In 2020, the Metro buses were made available for free, for all riders. The indigent could freely travel to work and appointments that support their bath out of houselessness. People like myself that can meet my basic needs but cannot afford transportation costs saw the velocity of our money increase and spread wealth throughout the city. I normally spend money at either the CVS or Hannaford's that are within walking distance of me. Being able to hop on and off the bus without mental accounting inspired me to see other parts of the city, paying for food, goods, and services I normally wouldn't seek out, but the free transit made it easy. Federal funding increases with ridership. As a matter of equity, inclusion, and belonging, please fund a pilot making the bus free as a means to making free transit sustainable. In the short term, it will immeasurably help New Mainers seeking asylum. If in our "new normal" making the bus free for all increases ridership, there should be new federal dollars to help sustain no cost rides. Free bussing has public health implications: people will be more able to go to the doctor and treat illness through physical access to providers outside of walking distance and by expanding where people are able to work; employer sponsored health plans and making money to afford those plans' providers and prescriptions would improve health. Each car trip the bus supplants reduces air pollution and the risk of collisions. Please make it easier take the bus instead of an owned car or rideshare/taxi for people that have that choice and make it even possible to ride the bus for our neighbors that have the least. Portland did great at living our values during the pandemic. I hope you find candidates that operate at the nexus of compassionate and capable, people that can identify the moving parts of policy and initiative to implement them in ways that materially improve our lives. (One last perspective: consider if a candidate has already demonstrated her capable and compassionate leadership in an interim capacity as City Manager, if such a person were to apply.)
- People avoid the city because parking is difficult and often very expensive. How can you change that?
- Main concern is the citizens of Portland. Not the rest of Maine, not the rest of the US and certainly not the rest of the world
- Balance: respect for what's come before and imagination for what's to come.
- We need to focus on what has made Portland a safe and desirable city for hard-working middle-class families for years. We need to shy away from the vocal minority who wish to make Portland something it isn't and never intended to be. Time to focus on the economy, affordability and safety.
- Priority to the importance and value of neighborhoods to the city. Policies that establish outcomes where possible. Rein in the Planning Department's disregard of approved city council ordinances - example: the City's Comprehensive Plan and Land Use Codes where their interpretation meets a desired outcome as opposed to the express purpose of such policies, frustrating the public in the process.
- The city manager is the highest paid and most powerful position in Portland government. This person should be a Portland resident.
- City manager needs to manage a city, they shouldn't worry about the social issues within the city. That is what City Council is for.
- Please hire a LICENSED city manager this time. Enough lawyers and basketball team managers running our city!

- To focus primarily on diversity, equity, and inclusion or to prioritize that over other skills and objectives in the hiring of a new city manager would be incredibly irresponsible and would set the city up for even more dysfunction. We need someone in this role who can integrate needs and objectives and lead the city through this incredible time of change it is experiencing, to come out on the other side with more opportunity, rather than less.
- It is crazy how much Portland relies on paper in government. From dog license to police reports. So much more could be done online helping cut down on costs resources & time plus add efficiency.
- How will you effectively work with and manage a diversity of opinions and experience on the city council?
- A strong city manager who always has the city as a whole in mind, not putting the mayor, city council or some developer (all of who change regularly) ahead of keeping Portland livable. That means socioeconomic diversity, adjusting for climate change, education, transportation, citizen diversity, immigration, etc., all citizens issues.
- Hire a public administration expert, not a politician. We have city employees and departments for things like racial justice and climate. Hire someone who can effectively lead so those departments can do their jobs.
- Can we not let the current mayor pick? She just puts on a good show and doesn't do anything. Like with the unhouses she cried on tv and hasn't done a thing. We have a city that's crumbling at the foundation and keeps building on top of it. We can't keep putting in these multimillion-dollar apartments building and expecting the people of Portland to afford rent that's 2k a month. We need someone now out of touch with the little people who run this city, who make it Portland.
- Make sure the manager is an advocate for police and supporting law and order and would not cave into any loony-toon activist demands that would compromise the safety of our city.
- I understand there are a lot of social issues (housing, homelessness, crime, etc.) to deal with, but I encourage the City to focus on the foundation of what keeps the City operating. That includes City Staff, local businesses, taxpayers, schools, and City infrastructure. In order to have a strong and healthy City, these foundational pieces need to be healthy in order to deal with all of the social issues. I don't want to see the social issues overshadow the foundational pieces of the City, which could result in the City deteriorating and become a non-desirable place to live with low quality of life.
- This role is like hiring for the CEO position of a large organization and the city council is like the board of directors. I hope we are providing significant enough compensation to attract very strong candidates.
- Maintain focus on making Portland work.
- Remember that we want a "manager" not a politician, we have a mayor and counselors who can address the politics and emotional issues.
- I would rather take a risk on someone with a lesser resume than accept a business-background wealthy white man. Please, you've got to help the city by choosing someone who can relate to the people of Portland more than they can to the out of state developers and businesses.
- Please select someone who is experienced in sustainable growth and development. Portland is changing and we need someone who can guide the city through that change without sacrificing what has always made this city so unique--its diversity (economic and demographic). No one wants Portland to become a satellite of Boston.
- Someone who puts politics aside and does what is financially responsible for the City of Portland.
- Ability to navigate affordable housing development.

- Someone who has an understanding of the context and history of Portland. Considers the contemporary issues we're facing and understand the policy and systems that have created these issues today and recognizes that shifts in those policies and systems is what will help ameliorate challenges we face.
- The City Manager must be a good planner with sure footed financial skills. With so many competing requests for a limited pool of funds and so much that needs to be done, this is no easy task.
- Some sincere desire to want to live in the community (not just Portland).
- This person has to be, above all other concerns, a knowledgeable manager of city functions, with the values and vision to create a competent, collaborative staff who know what they're doing and make it EASIER to live here. I would also be interested in someone with a strong background in urban transportation issues. Nowhere in this survey was transportation included as a key issue and it is one of the biggest quality of life problems here. (e.g., It is constantly frustrating to drive through this city - the number of traffic lights on Washington Avenue and Congress St alone add the bulk of time to my commuting. They aren't on sensors. The pedestrian walk lights aren't coordinated; they stop vehicular traffic entirely. It's often maddening.
- The mayor needs to consider why the last city manager was never held accountable in Portland the way he was in Clearwater and how to establish clear boundaries and accountability for the city manager in the future.
- It is of the utmost importance that we hire a culturally sensitive manager who can prioritize increased representation for minority communities. It is also imperative that we hire a manager who is able to create a desirable work environment to hire and retain capable city staff.
- It was hard to select only 4 to 6 items in the lists provided. There are so many priorities. I did not list homelessness because I think it could be addressed in part under the heading of housing affordability. Customer Service is a big issue - I run a construction company in Portland and it is remarkable to experience the challenges of dealing with a disorganized and occasionally disinterested staff - this despite the fact that building permit costs jumped 50% a few years ago. We assumed that things would improve with the ability to add staff, but they seem to have gone in the opposite direction. There is considerable waste and inefficiency in City processes, and it would be enormously helpful to have an executive who could conduct reviews of policies and procedures and make critical adjustments. Thank you for this opportunity.
- The city council is focused largely on things that impact a very small minority. They don't take active steps towards addressing anything instead doing things to appease the far progressive ideals of a very minor group. We need leadership focused on the majority of residents. We need to clean up this city and reduce the homeless population that moves here to take advantage of our aid that is meant for Maine residents. We need to support small businesses and encourage building. Ultimately, anything former mayor Strimling has done is a great blueprint for what not to do.
- Key demonstrated experience important to me: Fiscal responsibility - taxes are high in Portland and cannot keep going up. Work with labor - needs to effectively work with multiple unions across the workforce. Collaboration - ability to work with many constituencies, each with their own agendas, to effect the best outcome for the overall good of the City. Ability to stay above the fray & pettiness we have seen in the past several years.
- High level of training and work in equity, and an understanding of Maine's history of erasure of Indigenous populations.
- Recently I heard of an experience in the Falmouth School System that has reminded me, most administrative bodies are full of old people, blindly racist, sexist, and lacking in a certain critical vision needed when address the well-being of the City of Portland. Offloading the work of finding a new city manager onto a consultant firm— I would be impressed if anyone on city council could

explain to me what exactly consultants do besides shitty work with a PR campaign. Like Is this survey really supposed to give you an accurate understanding of what people want?? I had to dig into the links to find it. This is the lack of meaningful intuition that my younger self would have assumed ever present in a position of municipal leadership. Yeah, so, in conclusion I hope that you hire a city manager who understands History asks questions and does not give answers, someone who isn't naive and doesn't continue to just develop BEYOND ugly modern brick buildings and thinks deeply about people.

- Affordable housing needs to be addressed and be a priority. The unhoused population need support as well as those who are close to becoming unhoused due to the outrageous rent prices in Portland that cannot be met by the wages for the people who work to make this city a place people want to visit. Landlords are exploiting the people of this city. I rented a 2 bedroom an apartment in 2018-19 for \$1300 a month and it is now for rent for \$2400 with no improvements or renovations so out of state landlords can rent it as short-term rentals. I am on the brink of being homeless and am couch surfing with friends and family because I cannot find somewhere I can afford even while working a full-time job in Portland. People cannot afford to rent or buy.
- The position of City Manager has deeply racist roots and all the previous holder of this position have only perpetuated those ideals xoxo
- I think that a great skill would be the ability to not play partisan game or bothsidism. We need drastic change now, not more language.
- The course that Portland is currently on seems unsustainable in so many fashions. We need to take care of our workers, homeless, disabled, and marginalized peoples so much more than we have been. And it needs to happen now, not tomorrow. God, a person who is able to even recognize that would be a huge step forward. Also, let's find someone who would be open to the idea if assisting all of our workers in unionizing if they're interested.
- We need a city manager that will recognize revenue streams that have gone untapped. City entertainment venues should never be dark and should be viewed as the cash cows they truly are. Our manager should work to diversify and be more inclusive for all ethnicities in these public arenas to attract all colors and creeds. This manager cannot be afraid to make decisions that will directly benefit all citizens of this wonderful area.
- Refugee people should be actively involved in the process.
- How can we revitalize the North Deering neighborhood and give it the proper attention and consideration we do the rest of the city?
- Someone who can balance the needs or the business community and social needs.
- As a native Mainer and long-time Portlander, I find it odd that the "national" reach of an employee search is always emphasized. I'm not convinced that when it comes to managing Portland's city hall a person's national credentials mean much. I'd prefer to see a candidate with a long-standing commitment to Maine. Too often these national searches lead to hiring people who see Portland as a stepping stone to a bigger career goal and will be gone in a few years causing the city to spending a bunch more money on another national search. Maine is filled with talented people. When it comes to being a supporter of Buy Local, we also need to Hire Local.
- Portland has a long history of small tight knight communities that have helped it flourish into a desirable place to live. With the influx of large companies and a changing Portland it is becoming harder and harder to commit to providing services to citizen while not pricing them out. Restaurants have to reduce hours and days, middle to low-income people are struggling paycheck to pay check. Our city is an incredibly diverse place, with new arrivals spread from across the country to local fishermen and women of 4+ generations and a rich population of immigrants from around the world. The changing landscape of Portland is not unseen in the world or our country. There are smart solutions that many small towns and cities have taken to address the concerns of citizens. I would like to see a city manager who looks inward at us but also at our neighbors and

sister cities around Maine and the country to see what will work. Homelessness is not a new challenge, see what some of the more progressive cities are doing to treat people with humanity while solving real problems. Worker shortages and chain of labor issues is not a new problem, what have other places done to combat rising costs of living and working in their cities. Housing shortages are not a new problem, nor is the skyrocketing of rent. Rising taxes and increased cities fees are not a new problem either, but when combined with all the other problems you create a local population that can no longer afford their city. In the new age of information. Be informed. Lead with questions but then go and find answers to them. A leader doesn't need to have them already! Have the humility to ask for help and look for it in answers near and abroad. Portland can be better and I hope it will be before it's too late.

- The new City Manager should be their own person and not a yes person to the Mayor or City Council.
- The former President of the University of Southern Maine should be elected to this position. Glenn Cummings.
- Please do something about our taxes and cost of living in Portland. Also, there needs to be something done about the homeless population. Our city has turned into a war zone and I don't feel safe going downtown any longer. Our police department does a great job, but they need help and it's not up to just the city of Portland to take care of the homeless. My understanding is there are other towns/cities who drop off the homeless in Portland and this is affecting my taxes and ability to feel safe in my own city. It's not just Portland's problem and it's not up to us to have to fund those who are not willing to work and help themselves. Our parks are littered with needles and have been taken over by tent populations. If they aren't willing to work, they shouldn't receive city services! This is ridiculous! My kids played baseball in Deering Oaks and now I wouldn't want them anywhere near there!
- The next city manager must understand that families are continuously leaving Portland with their children because the city does not value high quality, well-run school focused on academics and it does not value youth recreation and programming. Youth sports leagues and other youth programs constantly struggle to with spaces, facilities, etc. Portland High's facilities, for example, have been totally overrun by professional sports teams that treat our children with disdain and limit our time on fields, diminishing the success of our children. Please focus on community and stop forcing people to the suburbs!
- Hire according to ability, not to check a box on the "first this or that".
- I think it's important to think outside the box with this hire. Don't take anything for granted about what is needed and be bold in interviewing candidates who might not be from Maine, or might not have local government experience. You want racial, gender, and other equity skill, you want experience problem solving and communicating, you want someone with great organizational development and strategic planning skill, and you want a great manager.
- I'm very interested in volunteering my time and supporting the community I live in, but it is very difficult to find ways to get involved if you have a full-time job. There are community members and skills that the city is not using to their benefit.
- I wish we could bring back Bob Ganley, but we can't. Jon Jennings would be the next best thing, but the community drove him away.
- The next city manager should be the opposite of Jon Jennings.
- Strong leadership
- Let's have effective and demonstrable progress on priorities that will prevent the need to initiate referendum campaigns.
- Please just not a white man.

- I would prefer the new City Manager to be a long-term Maine resident preferably a resident of Portland, ME. We need a City Manager that is unbiased. The City of Portland is changing...we need to redirect it's course back to a City that prioritizes all of it's residents, no matter their socioeconomic status.
- The unhoused community may not have access to this survey but they are valued members of the community that deserve a voice
- I think that Portland used to be a city for the people who lived here; it became a rich city through its cultural diversity, community events, and resources for people seeking asylum and or housing. In recent years, the wealthiest populations have been the people who are most catered to. We are seeing unhoused people being harassed and pushed out of camps, we are seeing rent skyrocket in areas that used to be considered "dangerous." As leaders for the city of Portland, I hope that there will be stronger protections and prioritization of unhoused people (through mental health programs, more beds in the shelter, etc), people experiencing financial struggles through further aid packages, tax breaks, and accommodations, and that we will see further celebration of people who really make Portland what it is. Bring back Live at Five concerts and the Old Port Fest. Stop pouring all of our resources into impressing people from New York who don't even shovel the snow come wintertime. Begin to prioritize full time, real, working class and struggling Mainers. Thank you.
- Considering equity and systemic racism when approaching problems, addressing and assisting un-house people in Portland as well as housed residents who are being pushed out due to million dollar condos increasing their rent. Address issues of no bathrooms/ trash cans in public spaces, address minimum wages increased and supporting service workers who are abused by tourists. Reduce the building of million-dollar condos in Portland and provide affordable housing options as well as increased mid income housing options so rent does not increase for us who are able the poverty line but barely scrapping by.
- Really having a plan for the environmental impacts of climate change on a coastal city.
- We don't want someone who is working to perpetuate systems for their own sake, listening only to the wealthiest and most established. There is a lot of suspicion and distrust, possibly less due to the position and more to previous position holders, but that will still need to be taken into account. Transparency is paramount, as is taking into account the aspirations of our city as a whole. Even if this is supposed to be just someone who manages the financials, details, etc, it's been made clear they affect much more without much oversight.
- You did not mention "ability to implement strategic plans," "ability to lead in a collaborative and facilitative manner" and "ability to lead projects and commitments to completion" as important skills for the City Manager.
- The people who make this city function can no longer afford to exist here.
- Likeability, good reputation.
- Solving homelessness and addressing substance use issues with a progressive approach, not just jailing them
- I feel we very much need an administrator- someone with financial acumen and experience running a city of this size. We have a lot of ideals in Portland and we also need the ability to be measured and responsible.
- While we need someone with professional experience and the needed skill set; Portland also needs a City Manager who understands and values the culture of Portland and Maine in general. A culture defined by our landscape and nature.
- Anti-racist values
- Gender matters. It may be high time for a female city manager for Portland, one who has learned from experience to listen, to act decisively, and to lead by example.

- I am always cautious about hiring people who are not from New England because the weather is harsh and folks from a warmer climate will likely not last in this environment for long, so I would prefer a candidate that is regional. It is important to have a strong leader and one who is able to work with and communicate the variety of departments throughout the city as well as the city's citizens.
- Public access to the city manager has been low the last several years. Consider how a new person in this position would actively look to engage with residents.
- A City Manager with empathy would go a long way. Our previous city manager was not empathetic or sensitive to community needs.
- We're coming off of years of real estate and other business interests turning Portland into a tourists' playground and the consequences displace and endanger members of our community. Portland must be livable for the many before catering to the moneyed.
- It is important for the City Manager to balance the economic growth of some areas of the city with sustainability across the entirety of the city. If we are a service economy, are we ensuring that our infrastructure and services support the frontline workers of that service economy. That is the population we need to build our city for, since they are critical to our economic success.
- The challenges of providing adequate social services for those in need while enhancing the quality of services for others.
- Experience working with the unhoused and a drug crisis.
- Just as fast as people were flooding to Portland a couple years ago, people are looking for ways to leave now. Cost of living is way too expensive, it's dangerous to drive and especially walk in because of the reckless driving and the amount of tow trucks on the road, and it has almost no public transportation compared to other growing cities. A new city manager needs to not only be aware of these issues but actively passionate about solving them.
- Fiscal discipline and knowledge.
- Please select a city manager that will promote city growth with real affordable housing rather than focusing on hotels and luxury apartments.
- Offer vision for balancing the needs of a livable city with economic sustainability. My son cannot afford to create his art and stay in Portland, never mind raise a family. I want to retire here but fear COL when I have fixed income.
- Unrelated perhaps but I really think the city needs to sort out how to have the council get paid so that it is more accessible for the people that should and could be representing us. They do a ton of work and don't get paid. We have outgrown our structure and it needs to be addressed.
- Public school priorities
- I feel it's important to hire someone who has significant experience dealing with housing issues. The problem has worsened significantly under the current mayor, and it'd be a disservice to the community to hire anyone who isn't well-versed in housing issues and policy. If the mayor doesn't think it's critical to offer shelter to our most vulnerable neighbors, then we need a city manager that does. It's literally a matter of life and death.
- Portland is building new buildings rapidly, and while these are necessary to improve housing density, so many people want to live here because of the unique sense of place that makes it special. We must invest in our existing infrastructure, both physical and social, and ensure that people can afford to live here, our historic structures are maintained, and that our neighborhoods provide safe, sustainable homes for ALL of our citizens, not just those who can afford luxury housing.

- The city manager should be both an effective administrator, and also a conduit for the City Council to enact the governance that's in line with their legislative consensus—and not be an unnecessarily ideological actor in the process.
- The City Manager needs to be able to actually move forward to improve the glaring problems in the city instead of turning their back on its citizens. We need a worker and problem solver who will work for everyone, not just the wealthy landowners.
- More transparency and public/stakeholder involvement is needed in community projects. This issue has plagued Portland for years and has negatively impacted many outcomes.
- Portland is changing and this hire is an opportunity to help direct that change. Financial Management, Community Engagement, Housing, Climate Resilience, Quality of life issues, DEI/J issues are not mutually exclusive. The new City Manager needs to understand this but doesn't need to be the singular person who solves it. Rather they need to be able to identify, empower, and guide staff to find the solutions. My ideal City Manager would be a women and/or BIPOC who firmly supports building housing (not just affordable housing), is committed to reducing car usage, and engaging the voices in our community not always able to participate and traditional excluded from local government conversations/decision making.
- I'd like a strong manager who tells the DSA, Strimling, et al that they can pack it up and move to Cambridge.
- The city of Portland has made it almost impossible for a small business to get started and thrive in the city. Way to many hoops to jump through and everything takes far too long and costs too much
- No real estate ties!
- Portland is at several crossroads, facing growth that could leave its core population unable to compete. Charting a thoughtful future that prioritizes people will require taking some risks - risks that put Portland at the forefront of climate, housing, and economic solutions. The current city manager is so focused on risk aversion that problems never get solved and people feel very unheard. Portland will never be a world class city that ALSO sustains its people by hiding from its challenges. It has to engage, lead and innovate. The thing that Jon Jennings did best was being available and accessible - and collaborative around solutions to problems in the community. The current administration says no before the question is complete, and it's stifling the good growth Portland is capable of.
- The city needs to care most about the most vulnerable, and the city manager should be able to articulate how to address those who need support.
- Portland is still a small city in a state, let's make sure the new city manager can keep things down to earth and fiscally responsible to our residents.
- Portland is going to turn into a ubiquitous and boring city with no arts or culture if the people that work in the arts, restaurants, small businesses etc. get pushed out
- This is an incredibly powerful and important position. Choose someone willing to consider all citizens' concerns - not only the concerns of outside business interests and the local elite. Making Portland better for those of us who have the least also makes it a better place for everyone else. If this person doesn't believe that they shouldn't have that kind of power.
- I'd prefer to see someone that represents the future of Portland. None of us need to see another cisgender white middle-aged male in a position of power.
- Considering that Jon Jennings, the previous city manager, all but destroyed any ability the people who make this city a fun and exciting place to live had at living here, we need someone actively invested in fixing the housing crisis he and people like Brit Vitalius created. Housing has become nearly impossible to get here and short-term rentals dominate the rental market, leaving very few options for affordable housing. What is available for long term rent is obscenely expensive, and way out of the price range for most average people who live here. The candidate needs to be

ethical and transparent, and advocate for the people of Portland, not real estate and hotel groups trying to make money by pushing the people who live and work here to the fringes of the city. They need to take care of us, not their wallets.

- Understanding the unique story of Por
- Someone that doesn't have ties/bias to business and/or real estate development.
- Listen to the Powerball revolution from Malcom Gladwell's revisionist history podcast. It's a valuable insight into picking leaders.
- Someone with a fresh perspective please, that will bring a new approach to the job. Not someone that is going to side with the over commercialization and gentrification of Portland. Overpriced housing and over development of unaffordable housing are having a gouging effect on the city and if this person can't address that, we will lose the Portland a large number of us love.
- Does Portland really need a city manager?
- I would like to see the new manager address the issue of homelessness in the city. We have pan handlers on every corner in the city. Homeless camps pop up everywhere, including public parks and civic buildings. This is an eye sore to a city that has a vibrant tourism industry and could potentially be a public safety issue.
- Building relationships and hearing from the community members what their needs are, instead of making assumptions, fixes problems and builds trust.
- Someone who has interpersonal skills!!
- The City Manager should be a champion for elected officials and be capable of supporting and guiding them in their objectives while maintaining a progressive view of Portland's future.
- In the era of Jon Jennings, Jennings did most of the governing in a structure that was not rooted in him being staff of the city council but rather in steering the city council's work. While I really would have liked to see the City Manager position eliminated through the citizen referendum last fall, I do still believe that we have the opportunity to hire someone who will be a champion of justice & equity, who will lead for the community and the council, and not in their own personal interests. The city manager should be the most comprehensive reflection of our community, since they work for the entire city. Please don't hire a white, cisgender, well-off man, we can do better and we really need to!
- Competent, treats all people with respect and dignity, culturally competent, able to utilize technology to make government more accessible to the public and transparent.
- It's important that the city manager understands the needs of the community and has a vision for how we can improve as a municipality.
- Based on these lists, you're expecting way too much of the city manager. First job is city functionality. Yes implement policy guidance, but not lead. City Council has a comparably major role in the responsibility to set the city up to work including a high functioning -- enabled, empowered, respected, collaboratively-approached -- city management. City Council -- not the city manager -- is responsible for guidelines and policies that encourage much-needed, diverse, stable, thriving business climate that like a rising tide, will lift all boats. City manager should be on the board/be a voice in those decisions too. Practicality and priorities must be common and basic working approach for a city to basically function. I'm very concerned about the City Council's ability to co-govern with its role; the quarreling, the poor priorities (e.g, rebranding more important than safety? I think not), etc. is concerning. Where did my 40% more in property taxes go? Certainly not into safety, not roads, not maintenance.
- City staff culture around efficient business practices should be improved. The City may not have to compete in a business marketplace to survive, but it should still follow proven business practices because the taxpayers and stakeholders in the community deserve to have services delivered as efficiently as possible.

- What economic, financial planning, fiscal management skills do you have?
- Portland has high property taxes and continues to increase taxes. This makes Portland unaffordable for the aged, the retired, homeowners and apartment renters. High taxes hurts all citizens of Portland.
- Acquisition of available (and scarce) land assets for garden, parks, and resident's use; there are no neighborhood gardens and any unoccupied lot is being developed without regard for character of city or neighborhood (example, Washington Street condo monstrosity). I would be interested in a perspective of how to manage growth of city to maintain quality of residential life versus letting the current real estate/developers strategy to run wild based on an assumed ""build at all costs"" approach.
- Someone from outside of Maine is not necessarily better for Portland!
- A strong city manager should not have to form alliances with council members or be responsible for political agenda of the Mayor and other elected official. Following a fiscally sound, yet ambitious, strategic plan is the city managers most important responsibility.
- Good business acumen, good community member.
- I think a City Manager should not necessarily be a very public facing personality. They should oversee, building, fixing and improving and allow the Council to be the face of the city. The references to "cultural sensitivity" seem to be odd here as that should be a normal human characteristic and not specialized to a city employee. Why would we hire a City Manager (or any city employee) who's not culturally sensitive?
- Let's grow this city! No reason why Portland can't become large and clean like Toronto, not so much Boston. Thank you.
- We need someone that can help guide the financial pitfalls due to the pandemic, help increase access to housing and healthcare, and can better help promote the growth of small businesses.
- Regional cooperation: The city shares climate, housing, transportation, economic opportunity, water and other challenges with the larger Greater Portland area. Having a City Manager that prioritizes collaboration with neighbors and regional organizations is critical to the whole region (and even the state) making progress on these goals.
- Be able to balance internal and external people and organizations.
- How can this individual spark more affordable housing construction by utilizing the City's financing levers, cut red tape in the Permitting & Inspections Dep't, accelerate Planning & Urban Dev't Dep't approvals, and push for reduced regulatory barriers in ReCode?
- Clear communicator and collaborator. Willingness to tackle tough issues"
- It should be a team player, someone not afraid of dealing with conflict and good at resolving differences.
- I just read the other day about how the doomsday clock is at 90 seconds - I think the City Manager should be prepared to tackle issues of the day with the urgency that they require. We all know city bureaucracy can be slow but issues like climate change, the housing crisis, systemic racism, and more are here and negatively impacting countless Portlanders' lives every day. We can't act like these are problems that can wait to be solved.
- Improve our roadways. Stop painting lines and start building overpasses and widening roadways for ever increasing traffic. Start with Morrills Corner and hire a new city engineer to accomplish this. Very little has changed in our city roads since the fifties. Use eminent domain as was done to build overpass at granite street. Improving our roadways, adding lanes, widening lanes, build overpasses. Use modern technology to make life easy in my city. Add bike trails in parks and woods away from roadways.
- Fiscal and people skills

- Ensuring the candidate is committed to diversity and equitable practices.
- We need a manager who is focused on restoring Portland as a community of residents and encouraging development that isn't just condos and high-priced luxury apartments. There is an urban flight happening in Portland as its residents who make it great are priced out and they are getting replaced by empty condos and Airbnbs. Those opportunities are going to dry up as the restaurants and other industries cannot find staff and the people who create the art and culture of Portland do it in other cities where they live instead.
- Keep politics out of it. Hire a capable CEO who's only interest is serving citizens, not politicians. But can we expect that from politicians? I hope so but have my doubts.
- Very strong leadership. Reasonable thinker!
- Outside hires have been hugely unsuccessful for many of the previous national searches. The city should have already developed, nourished and promoted talent from within and should strongly favor that now.
- How would the candidate deal with Portland's growing population of refugees and asylum seekers. Housing, food, employment?
- Consistent with national trends and politics we tend to have some polarizing concerns that seem to divide people. This position needs to have a skill set and some demonstrated experience to bridge these divisions.
- Please select someone who is not just a lap dog, but constructively works with City Council to solve problems. Remember the residents of Portland voted down a "strong" mayor form of governing. My concern is the ultra-liberals on the council (Democratic Socialist) trying to take over running Portland "their" way.
- We need to get the citizen referendums under control. The DSA is strong arming the City and making it impossible to have a multitude of voices on the City Council. If you aren't ultra-progressive, they blacklist you. It's making running a small business in Portland next to impossible. Permitting takes months longer than it should and the traffic situation is frankly a nightmare. Reducing High street down to one lane for six months in the height of tourist season was a complete mess. Worse, the majority of weekdays, no work was actually being performed in the work zone. There has to be a way to do impact studies on traffic and penalize contractors who take far longer than anticipated on projects
- I want a manager who is not a "yes-man" for the mayor, but who understands their role with the elected mayor and council. Elected officials still need guidance from their city manager, so someone who is too deferential will fail.
- I think that having an elected mayor and a salaried City Manager is redundant. I think if you want to find a capable and experienced City Manager, you should consult Tim Honey. When he left Portland and moved to Boulder, CO, he helped to develop a vibrant city with a pedestrian Mall main street (and we could do that on Congress St) as well as an amazing array of bike lanes, bike paths, walkways and city parks. Utilize a local resource!
- I don't like that the city manager is not elected and has a lot of power. I would prefer a city manager who would work with the council to achieve the goals of Portland's community, and care for our underserved populations.
- Ability to listen and wanting to.
- I think one of the most important qualities to seek in this role is a track record increasing equity — especially in the areas of class and race/ethnicity.
- We need transparency and someone who is accessible and responsive to the public
- Fiscal Responsibility. Don't spend or create programs with money that you do not have. Do not raise taxes anymore.

- A manager who understands that a huge part of their job is educating and developing the council. For council members to be effective, the CM should be providing guest experts, reading material, and elected official training opportunities. There are several Canadian firms that offer this kind of training which is more common there than in the US. The author of the book "whose driving the grader" is one example.
- Affordable housing is needed! The unhoused community is passing away at high rate and young ages. It has been a sad, cold winter. More public toilets! Help!
- The new city manager should NOT be a white, cisgendered male with a history of pro-capitalist leanings. The new manager should reflect the people living and working in Portland.
- I think the mayor and council have likely exhausted the multifaceted areas of concern facing this search.
- All city residents and business owners, especially those underrepresented like homeless individuals.
- Does the candidate have proven skills in addressing climate change and infrastructure resiliency?
- Danielle West has been doing a fabulous job as an interim and I hope you take into consideration her experience and proven track record.
- It is imperative that the new City Manager have a deep commitment to racial equity and inclusion which includes dismantling the criminalization of poor people in Portland.
- I don't understand why we would have a mayor and a city manager. It seems like we are paying for two people to do one job since one clearly has more power than the other. But since we are hiring one, what are they going to do to make Portland a safe, equitable place for everyone without investing more in policing (investing less would be better)? In what ways will they create more options for services that will help the community (mental health, food and housing security, help for families, etc) now and for years to come? It would be amazing to see Portland at the forefront of this kind of change.
- Plan to build affordable, sustainable housing, inside of favoring rich (frequently part time) residents and the developers who primarily focus on the needs of privileged Portlanders.
- What are some concrete steps for managing poor decisions that cost Portland taxpayers money; what is being done and what can be done to put an end to wasteful spending.
- Talk about the balance of supporting city councilors with process and information as they identify priorities and then lead in the implementation of council selected priorities.
- Many councilors did not support the professional manager model. That could put the new manager in a difficult position. The mayor and council need to find someone who can navigate the underlying philosophical challenges do getting the job done. They should find someone who can avoid being set up to fail.
- Understanding Portland's smallness although it is still the largest city in the state, seems important. It is a small city with big city problems and advantages.
- Courage to stand up to the insidious greed.
- Long-term commitment to the position, very strong commitment to ethics
- If we must have a city manager, they need to be able to follow the lead of our elected officials, act with equity, work towards understanding racial justice issues, and try on new ways of leadership at the local government level. It's clear what has been happening hasn't worked. We need a new and fresh take on the roll that brings folks together and protects the marginalized.
- The ability to work with the City Council to ensure that this role is not an unelected, unaccountable power broker like the previous city manager is vital. The City Manager's interpersonal skills and ability to listen to constituents--much like, for instance, the city's elected officials do--should be paramount.

- I'd like a city manager who looks at the complex issues and can compartmentalize them, moving forward multiple agendas in a balanced format, not focusing on one item or just short term goals. A manager who can work to reduce red tape on zoning issues, expediting planning procedures, getting the city working efficiently for the staff and the residents, understanding the complexity of this housing crunch and working to get more housing built quickly.
- Development of high-end condos and businesses has run amok in Portland for the last 5-8 years with a terrible effect on aesthetics, quality of life and most importantly lack of affordable housing. The only answer developers seem to get from the city is 'sure, go ahead' - it is the number one issue Portlanders talk about and needs to be addressed.
- Humility is key. The city manager is ideally a servant of the council, and not the city's leader. They must be humble in their intellect and temperament. They must evince a non-ideological willingness to implement the council's goals. They must show a consistent commitment to transparency, information sharing, and an ability to take criticism well. They must also demonstrate a concern for people in poverty by more than saying they care about people in poverty. They must have done something they can point to and say, "this is what I did to support, or to make the world better for, the people with the least power and resources." Doesn't matter how big or how small — they must have done something. Having experienced injustice isn't enough; they must have done things to try to achieve justice. Positive reviews from people they managed is also crucial. They need to have been a good boss.
- To be clear, the next City Manager must be prepared to have as their top priority homelessness and the services listed above. Also, many of the apartments that are passing inspection by City inspectors are an abomination. Training for those who serve in these positions needs to increase, some type of accountability needs to be put in place to assure that an apartment that is inspected is actually habitable and safe and more inspectors hired and trained if necessary. Also, an immediate (not in 18 months-2 years plan) for immediate temporary shelter needs to be implemented (see GPCOG's plan from last year that we were told the Governor supported as a start), then intermediate housing planning for homeless people and then effective long-term planning for the same. The money that is being spent on temporary, emergency shelter to the hotels in South Portland is a travesty. We can and must do much better with our planning and expenditure of money that is much less reactive and much more proactive and effective.
- Someone who recognizes that reaching out to diverse communities within the city is NOT in contrast to good organizational management.
- The new City Manager should lead with the progressive values that make Portland great but come with the applicable skills to effect healthy change. It would be great to see someone in the role who brings a strong balance of responsible public sector leadership experience (ideally in areas focusing on housing, transportation, connectivity, and climate action planning) with empathy and understanding of how communities can be engaged to form equitable policies.
- In my opinion, the City Manager's position is not political; it is a vital position that should be held by an individual who has strong management and business experience.
- Above all else, we must address the housing and mental health crises in this city. Instead of villainizing the houseless population or shipping them out to somewhere less visible, we must invest in the services needed to provide them with the support they need, including access to mental health services, drug treatment services, and education on how to stay safe while dealing with addiction. And generally, the cost of living, in particular housing prices, are out of control. It feels more and more inevitable that hardly anyone will be able to afford to live in Portland, at least in an affordable and comfortable space.
- This person needs to have great communication skills and have a plan that is aligned with what the communities really need. I also feel this person needs to have some sort of financial background.

- It would be smart to have an individual who has previously navigated public distrust, and/or at least understands the environment they're coming into. Portlanders (& Mainers) distrust of government/systems/processes is higher than other liberal areas, and their appreciation for public servants & the constant prioritization issues they deal with, is lower, unfortunately.
- I worry that, as the level of government that is closest to the people of Portland, City leadership is too often pulled away from its core mission and pulled into struggles that more appropriately belong before state and federal policy makers.
- Affordable, safe housing is an emergency-level issue. Without exaggeration, nearly every other person around my age I know has struggled to find secure, affordable housing this past year, many because the building itself was sold with the intent of either new tenants at higher rent or demolition. It is unsustainable and has pushed many Portland residents to unbearable levels of emotional and financial stress. This, in addition to the urgent need to aid a growing homeless population that has shouldered a highly disproportionate burden throughout the pandemic.
- Please choose someone who is interested in helping the people and not the money!!!!
- Needs to have a diverse background of working with many fields and having found solutions to similar problems Portland currently has.
- There is a housing emergency in our city. Please focus on making housing affordable and accessible and safe. Regulate corporations that are buying up residential units, keeping them vacant and raising the price on the ones on the market.
- Someone who has a priority on affordable housing.
- They need to be screened for any hateful / oppressive rhetoric or ideas. Current issues should be discussed with them and concerns that come up in that conversation need to be recorded and addressed before a decision is made.
- I would urge you to prioritize fiscal, management, and human resources competence. Mismanaged projects and unfilled frontline positions can really decrease quality of life in the city, making it less enjoyable and safe. And as a renter in a lower-cost rent-controlled apartment, I'm concerned about property tax increases that directly flow through to rent. Some increases may be okay if the results are good, but as we've seen with the school department's performance record, that's not always the case.
- A firm grasp of racial equity and social justice and how systemic barriers can be addressed through policy change.
- Finding a person who can be unifying and have the cognitive complexity to accept the perspectives and realities of different groups of Mainers as all valid.
- Families and individuals are unsheltered in the cold or having their rent raised and being forced out into the cold. We have to make plans to build affordable, accessible, safe and well-designed housing and green spaces for our cities marginalized and impoverished communities.
- Balanced budget, preparation for lean economic times.
- We need a leader who will prioritize the residents of Portland, not someone who will continue the recent status quo of catering to real estate speculators and landlords. Another business-oriented profiteer will not cut it. This new hire MUST be an advocate for the people.
- Creative problem solving and training in creative design / knowledge about innovative ideas for addressing some of our most entrenched problems feels essential to me. I would prefer a younger/open mindset (can be in an older body) than someone with a lot of fixed-ideas and experience; I would prefer someone able to respond to emerging issues with a values based lens than someone always committed to following the path of the current board (we don't know what we don't know and what might change, esp with climate change and pandemics and changing demographics!). Trustworthy with Portland's most vulnerable communities is the measure I'd most value.

- Don't go and find a candidate that doesn't know Maine or New England. Too many times Portland is a stepping stone and don't have the full commitment to the city. You have managers/departments/families living out of state and they travel every Friday and Monday to visit them. Find someone that is going to want to be here for a good duration and make themselves part of the community/region.
- This person should not be solely focused on "woke" issues. This person should be hired to keep our government running smoothly while protecting the valuable tax dollars that citizens provide to the city. This person is a human and financial capital manager first and foremost.
- Hiring and retaining qualified City Staff is critical.
- Staff retention and workplace culture is a critical issue that needs to be addressed through great leadership.
- We're turning into a tent city. Bayside area, Boulevard surrounding areas. All of the off/on ramps have some sort of tent encampment installed. It's very sad. Something needs to be done.
- How will the new City Manager exhibit leadership to help Portland balance the inherent tension between new and old, i.e. with regard to A) 'business as usual' versus implementing emerging ideas to build/retrofit/promote a city committed to sustainability/climate action/conservation of the natural assets etc. and B) preservation and celebration of 'historic' or 'charming' or core elements that already draw people to live/work/visit in Portland versus positioning the city to embrace new ideas in architecture or public spaces or modern transportation for connectivity between neighborhoods, etc. and C) foster an inclusive and welcoming city that recognizes there is strength and opportunity in diversity - racial, social, economic - and that all her citizens are integral to a vibrant and healthy city. Also, the new City Manager should be looking at Portland's relationship to the surrounding communities - not only is Portland a hub for enterprise, culture and recreation, but also it has the best capacity for addressing important social problems in the region, including homelessness and poverty. None of our communities exist or thrive in isolation.
- Would love to see somebody actually from the greater Portland area.
- The city manager should be analytical and practical.
- Your survey didn't ask about policing. I am very concerned about the lack of transparency in policing in Portland and throughout Maine. Our next police chief needs to be focused on transparency and building strong relationships with community and mayor and city manager should be pushing this.
- This person needs to be able to manage a broad organization and think about the best way to hire and retain good staff. They must also allow the council to feel heard so that the council doesn't feel like they need to micromanage staff.
- How do you motivate a city staff team and member to be efficient and productive.
- Experience in working with a waterfront City and a tourist population.
- Leadership! I would implore the city Council to not be afraid of a strong leader. There is no leadership at City Hall and has not been for a long time. It's eroding the morale and has created a toxic environment.
- Compassionate leadership should not be undervalued. Although I do believe this person should be committed to an inclusive and culturally diverse city staffing pool and in seeking out diverse and under-represented voices, the broad value of compassion would go a long way to mend distrust and engage the community. And creative problem-solving will be required to address the affordable housing crisis and homelessness. I've seen over 10 rental ads from the new Chestnut Street condo building this past week seeking renters for the units at over \$3,500 per month. Few people can afford that rent.
- Please make sure you include all voices in any outreach on this issue. Is this survey translated? Will there be other opportunities for community engagement? Do you have a plan for recruiting

BIPOC residents, newcomer residents who need language access services, people with disability, women, those who work multiple jobs, etc.

- We need someone who has demonstrated experience in navigating the conflict that comes with ideological tension. We need a team builder — someone who can listen with humility and generosity of spirit, and also bring her/his own intelligence (including emotional intelligence) and conviction — in order to build trust and inspire collaboration.
- Lower, LOWER, l o w e r property taxes and more equity among property owners i.e., residential property on the peninsula vs. off the peninsula.
- We need a honest, intelligent, responsible individual that puts the taxpayers and their communities first when it comes to all development especially when it involves the city's own special projects that could have a negative impact on a neighborhood.
- As a Mainer and current resident of Portland as well as a trauma informed licensed clinical social worker, I have observed the city over the years to push out native Mainers by not protecting tenants and those marginalized in terms of race, citizenship status, disability, and SES. As a mental health provider I understand that the most crucial thing for a person to survive is stable housing and income. When that is threatened, the well-being of the individual as well as the community is compromised. One of the most disheartening things about moving back to Portland is the lack of affordable housing and the likeliness of having to move out of Portland. As someone who was so eager to move back to Portland after spending 5 years in Boston for education, I have been concerned with the lack of value placed in taking care of community members through affordable housing, livable wages and access to mental health resources.
- A City Manager is the hands of the City Council. They should be working in concert with the Council to implement policy and provide the best environment for our city employees, residents and business owners. It's okay to push back based on experience and help the City Council see various sides of an issue. But it's not okay to constantly butt heads, have internal squabbles, or create a demoralizing work environment for city workers. Leave the ego at home, and work for the good of the City and the people who live/work here.
- Someone who will listen to the voices of people from all over the city and not just those with money. We all want Portland to succeed but it's hard when policies push people out.
- The homelessness crisis, the opioid crisis, the climate crisis, the real estate crisis. I hope our new city manager comes in with the mindset of change and empathy. What would Portland look like with community gardens everywhere (.that don't charge a fee?) Bike paths? Sustainable housing for everyone? Rail infrastructure? Knowing the neighbors and the neighborhood - a community based mutual aid mindset, an open heart. There's been a *lot* of damage, nationally and locally (didn't Jennings get fired out of Florida? And close the India Street clinic.) I hope we can find someone who can see that everyone has rights, to not (sometimes literally) bulldoze the downtrodden. Also, to communicate with the council!! I keep hearing from multiple councilors 'yeah this is the first we've heard of it', to doing silly things like ban the food trucks from the eastern prom without following the council's recommendations. That did not go over well with the council or the city.
- I think the new city manager has a lot of work ahead of them to restore the trust of a large part of the electorate. Working better with the city staff and councilors should be one of the top priorities and any prospective manager should have the skills and experience to address this issue.
- Must be anti-racist.
- Morale is low among city staff with the uncertainty in leadership for over a year, and with staffing shortages, they are over worked. A city manager cannot be successful if they don't have the buy in of the staff, so this person will need to be ready to do some repair work and get the most out of the staff. Any other priorities set will flow from a strong team and will flounder without one.
- See if John Jennings is willing to come back?

- I would love to see y'all reaching out to younger populations in Portland. Surveys like this are not going to capture information from people my age and younger for the most part.
- The city manager should NOT be as powerful as it is in its current iteration. What are ways to keep power in check, ensure transparency and accountability, and to ensure city department staff actually represent and care for the needs of Portland residents and are not just under qualified staffers sticking around for the generous union paycheck then going home to another community 30-45 min elsewhere at the end of the day.
- I was disappointed to read that the Black city council members felt blindsided and excluded by the interim city manager's response to the death of Tyre Nichols. Our new city manager has to be experienced in cultural competency, have worked with a diverse range of people, and have real ideas and experience about how to heal racial divisions and mistrust in our city.
- It is a must to address homelessness and crime. This does not mean start locking up folks who have no place to go. Help them whether it is shelters, recovery programs, affordable housing, equal opportunities. When I first moved here I felt safe to walk around my neighborhood at night. Now after being followed, neighbors houses being broken into, and the recent homicides I refuse to walk anywhere alone. I live in the West End and I am considering moving in the next couple months because I do not feel safe. I grew up in Richmond, Virginia, long time murder capital of the USA. Unfortunately I see Portland headed on the same track of crime
- That being successful in business is not a qualification for being a good City Manager.
- Are you willing to support good ideas even if they are unpopular and could impact your reappointment? Can you admit to mistakes when they occur or only after a legal battle?
- The City Manager needs to be an administrator, full stop. All else is secondary to running the city in a way that prioritizes economic and operational stability in order to fulfill the city's duties to its citizens.
- Stop worrying about the immigrants and help the people who have called this city their home for decades!
- The new city manager shouldn't just be culturally competent, they must actually be driven by a desire to make Portland safe and inclusive for all types of people.
- I am filling out this survey despite my concerns about the city manager position's rootedness in preserving structural white supremacy and how the position has in recent years been a mechanism for maintaining status quo deference to the owning class rather than the majority of people who make their home in Portland, and particularly those whose quality of life in Portland has suffered due to gentrification and the City's reluctance to address racism. In describing the type of person, I would want in this position, if we are going to have a city manager, I shied away from selecting vague characteristics such as "commitment to value-based leadership" because it matters what the "values" are. I hope the values that rise to the surface in this selection process are values of justice and care, and a recognition that if we do not guide our city's progress with anti-racist and feminist values we will not have a city worth living in, we will end up with a playground for the 1%, and that is not the vibe that lands Portland on dozens of "most desirable city" lists.
- It would be great to bring in someone is a as good listener and who can work with the council and staff to build on our strengths (civic engagement, historic city and seaport, easy access to the natural environment, entrepreneurship, food scene, etc) while as also addressing our challenges (economic inequality, housing affordability, homelessness and social service needs, equity and inclusion, etc)
- Proven ability to collaborate professionally with fellow government officials including mayor(s) and city councilors.
- Previous experience and vision

CITY OF PORTLAND, MAINE
EXECUTIVE RECRUITMENT – CITY MANAGER
INTERVIEW SCHEDULE

CANDIDATE TOURS	
Friday, (date), 2023 Starting Location: TBD	
<i>Candidates arrive 10 minutes prior to scheduled tour</i>	
Time	Candidate
8:00 am - 8:55 am	Candidate 1
9:00 am - 9:55 am	Candidate 2
10:00 am - 10:55 am	Candidate 3
11:00 am – 12:45 pm	<i>Box lunch provided to candidates and staff</i>

**CITY OF PORTLAND, MAINE
EXECUTIVE RECRUITMENT – CITY MANAGER
INTERVIEW SCHEDULE**

CANDIDATE INTERVIEWS WITH CITY COUNCIL (1:1) Friday, (date), 2023 Location: TBD <i>Candidate Arrival: 12:45 pm</i>									
	Mayor Kate Snyder	Council Member Pious Ali	Council Member Mark Dion	Council Member April Fournier	Council Member Victoria Pelletier	Council Member Regina Phillips	Council Member Roberto Rodriguez	Council Member Anna Trevorrow	Council Member Andrew Zarro
Interview Location	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
1:00 pm - 1:20 pm	Candidate 1							Candidate 3	Candidate 2
1:25 pm – 1:45 pm	Candidate 2	Candidate 1							Candidate 3
1:50 pm – 2:10 pm	Candidate 3	Candidate 2	Candidate 1						
2:15 pm – 2:35 pm		Candidate 3	Candidate 2	Candidate 1					
2:40 pm – 3:00 pm			Candidate 3	Candidate 2	Candidate 1				
3:05 pm – 3:25 pm				Candidate 3	Candidate 2	Candidate 1			
3:30 pm – 3:50 pm					Candidate 3	Candidate 2	Candidate 1		
3:55 pm – 4:15 pm						Candidate 3	Candidate 2	Candidate 1	
4:20 pm – 4:40 pm							Candidate 3	Candidate 2	Candidate 1
4:45 pm – 5:45 pm	Candidate dinner break and travel <i>Location: TBD</i>								
6:00 pm – 7:30 pm	Community Forum <i>Location: State of Maine Room</i>								

CITY OF PORTLAND, MAINE
EXECUTIVE RECRUITMENT – CITY MANAGER
INTERVIEW SCHEDULE

CANDIDATE INTERVIEWS WITH CITY COUNCIL	
Saturday, (date), 2023 Location: City Council Chambers	
Candidates arrive 30 minutes prior to scheduled interview and are free to depart at the conclusion of interview	
Time	Candidate
8:30 am – 9:30 am	Candidate 1
9:35 am – 10:35 am	Candidate 2
10:40 am – 11:40 am	Candidate 3
12:45 pm – 1:00 pm	Box Lunch provided to Council and staff
1:00 pm	City Council reviews candidates and discusses next steps Review candidates, set negotiation parameters and authorize commencement of negotiations with selected candidate