

MARK DION (MAYOR)
PIOUS ALI (A/L)
APRIL FOURNIER (A/L)
BENJAMIN GRANT (A/L)



SARAH MICHNIEWICZ (1)
WESLEY PELLETIER (2)
REGINA L. PHILLIPS (3)
ANNA BULLETT (4)
KATE SYKES (5)

CITY COUNCIL WORKSHOP

Goal Setting Session Hosted by Mayor Dion

December 9, 2024 at 5:00 PM in the Kippy Richardson Room

The City Council will conduct this workshop from the Kippy Richardson Room, located on the lower level of City Hall closest to the Myrtle Street entrance. The public may attend the workshop in person; however space is limited.

To watch this workshop virtually please visit: <https://portlandme.portal.civicclerk.com/event/7587/media>

AGENDA ITEMS:

Please refer to backup materials for the detailed agenda.

ADJOURNMENT:

Portland City Council Goal Setting Workshop Agenda



Monday, December 9, 2023, 5pm to 8pm, Room 24, Portland City Hall

About the Workshop

The City Charter requires the Mayor “To convene and lead an annual workshop session of the city council to discuss and identify the city’s goals and priorities in order to provide guidance for the city manager and to inform the public. The city manager shall attend this workshop session, and a summary of the session shall be made available to the public.” Basically, that’s what we’re here to do. Yet at the timely start of the term, we will also discuss how we want to work together as a Council.

Designed as in-person workshop, we expect to organize our ideas together on the wall and connect with each other in the room and over dinner. Members of the public are welcome to observe which is best done in-person, although a livestream will be made available.

Like last year, the workshop will be facilitated by Craig Freshley. [You can learn about Craig here.](#) In addition to facilitating the workshop, Craig will also provide us with Highlight Notes afterwards.

Objectives

- Discuss and identify the city’s top 3-5 goals to be achieved in the next year.
- Discuss and clarify how we expect to work together.
- Get to know each other and strengthen our relationships for a productive term ahead.

Ground Rules

- This is a discussion among City Councilors, the Mayor, and the City Manager
- Observers are welcome
- There will be no formal decisions
- We are looking for areas of agreement
- Let Craig manage the discussion
- Show what you think
- Forward focus
- Themes and conclusions now and later

Agenda

- 4:50 **Arrival**
- 5:00 **Opening**
- Mayor Mark Dion will welcome everyone and open the Workshop.
 - Craig Freshley will explain the agenda and a few simple ground rules.
 - We will do some quick introductions.
- 5:10 **Financial Context**
- Mayor Dion will kick off a discussion of financial and other constraints.
 - Before we discuss goals, let's make sure we understand the amount of our discretionary spending in the context of the whole city budget.
 - We will briefly discuss and come to some conclusions.
- 5:30 **Goal Setting – Ideas and Discussion**
- Before we begin, Craig will define the term "Goal."
 - Craig will then present the goals that emerged from last year's workshop, basically:
 - Improve DEI
 - Impact Housing
 - Act on One Climate Future
 - Improve Community Engagement
 - We will discuss the goals and the extent to which these goals are still a priority.
 - We will also discuss if new goals should be added.
 - We will then assign each goal to a Committee for further refinement and action
 - As time allows, we will generate ideas for implementation; for the committees to consider.
- 6:20 **Dinner**
- 7:00 **Goal Setting – Conclusion**
- Over dinner, Craig will prepare a draft statement of top priority goals.
 - We will review discuss, and revise the statement however we see fit.
- 7:10 **How to Work Together**
- Best Practices from Other Municipalities
 - Craig will remind us of some best practices from his experiences in working with municipalities across Maine.
 - Our Expectations for Working Well Together
 - As time allows, we will discuss and try to come to conclusions on the following topics:
 - How can we improve how we function as a group?
 - How should we treat each other when we disagree?
 - We will come to conclusions about our expectations for working together productively.
- 7:50 **Closing Comments**
- This is a chance for each Councilor, the City Manager, and the Mayor to make a brief closing comment, perhaps a reflection about the workshop or a hope for the future.
- 8:00 **Adjourn**

November 25, 2024



Policy Development Process

Policy initiatives are typically considered through a transparent, consensus-driven process that begins at the start of the Council year with the setting of City Council Common Goals. This process allows for thorough research, deliberation, and public scrutiny.

Policy can also be initiated outside this process, either as a result of emergency or another time-sensitive factor. However, unless immediate action and implementation is necessary to prevent a public health or safety hazard, deliberative consideration by a Council Committee (and then the Council), and connection to the Council's goals remains a hallmark of the City's policy making process.

Committee Initiative Process

As mentioned above, policy initiatives should reflect Council Common Goals (which are decided at the Council goal setting session in or around December of each calendar year). These initiatives/common goals are then made part of a Council Committee workplan and should generally be prioritized over the course of the year, subject to Council, Committee, and Staff time constraints.

1. Council Common Goals –
A guiding framework for Council/Council Committee policy initiatives over the course of the year.
2. Council Committees' Work Plans –
Based on Council Common Goals, a framework for the development and consideration of original policy initiatives over the course of the year. See "Committee Work Plan" document for more information.
3. Committee Policy Development Process –
This process typically takes two or three meetings per unique policy idea, and includes conceptualization, ordinance review, and a public hearing.

4. Committee Recommendation to Council –
After a committee makes its recommendation, for or against a policy initiative, the initiative will advance to the full body.
5. Public Hearing and Council Vote

Independent Policy Ideas

If an unanticipated policy issue is proposed by one or more Councilors, the Mayor and/or a Committee Chair may agree to include it for conceptual consideration on a Committee agenda. If the Committee decides to prioritize its development and consideration, other Committee work plan items may be deprioritized by the Committee, and the Committee may request that Corporation Counsel and Staff develop the policy issue for the Committee's review and recommendation to the Council .

1. Independent Policy Idea –
Conceptualized by a Councilor(s) outside the existing policy framework described above, and not included on a Committee work plan.
2. Consult with the Mayor regarding the proper process and necessary next steps, etc.
3. Confirm Committee Chair's support to include a conceptual discussion on a Committee agenda (if related to a committee's work) –
The Chair will consider current work plan capacity and competing priorities.
4. Council Committee Discussion –
This may include a conceptual discussion of the topic (as presented by the Councilor(s)); a discussion of potential legal issues; and/ or a discussion of fiscal considerations, with the goal of determining whether the Committee would like to include the proposed initiative as part of its work plan and the extent to which it should be made a priority.
5. Committee Policy Development Process –
This process typically takes two or three meetings per unique policy idea, and includes conceptualization, ordinance development and review, and a public hearing.
6. Committee Recommendation to Council –
After a committee makes its recommendation, the policy will advance to the full body.
7. Public Hearing and Council Vote



The Portland City Council established its 2025 Common Goals (included below) on **TBD**, formally communicating its policy priorities for the coming year and setting a foundation for the development of Council committees’ work plans.

The 2025 schedule currently includes 10 meetings for each committee, and the development of a single, original policy initiative typically takes two or three committee meetings. This includes conceptual discussion, review of a draft ordinance or other policy document, and a public hearing where the committee votes on whether or not to recommend that the City Council adopt the policy initiative. Based on those constraints, it is recommended that a committee work plan include no more than five original policy initiatives to start.

In addition to the development and consideration of original policy initiatives, committee work will also include consideration of items referred to a committee by the Council or brought by staff, as well as hosting panels or presentations as needed.

2025 City Council Common Goals

TBD

Committee Name
2025 Work Plan

Policy Initiative	Related Council Goal	Priority Ranking



Basics for Municipal Leaders

Why it pays to be a good leader

High functioning municipal leaders, boards, and committees aren't that way by accident, they work at it. They invest in themselves. They are continually looking at their behaviors and attitudes and deliberately making improvements. And the investments pay off.

Here are just some of the rewards that come from professional, competent, deliberate leadership.

Attract and keep good people

Good leaders attract good people. Highly competent leaders attract good thinkers and doers. Good leaders and high functioning groups attract good staff and have low staff turnover. Dysfunctional leaders and committees repel good people and attract people with, well, nothing better to do.

Get stuff done efficiently

One reason good leaders attract good people is because they don't waste people's time. "Want something done? Ask a busy person." Busy people who get stuff done hate inefficiency and don't have time for it. Leaders and groups who invest in self improvement don't waste time and money, or cause frustration.

Valued and praised by constituents

It's fun when you are getting positive encouragement. When people seeing you trying hard – trying to implement best practices for the good of the community – they are not so inclined to throw stones "from outside the circle." Good leaders and competent boards and committees are not always "in battle" with constituents and defending their actions.

Fun and rewarding to be part of

When a team gets good stuff done – when a team is winning – it's a fun team to be on. Participating or "having to go to meetings" is not a burden, a dread, a source of tension,

Make good decisions that serve their people well over time

Isn't this really why we are serving? To help our communities? We want to make good decisions that will work well over the long run. Decisions aren't always being revisited when they are made well in the first place. Good decisions reduce conflict and increase efficiency.

Serve as a good example for other groups

Good leadership is contagious. People in the community are watching community leaders; and copying their behaviors and attitudes. High functioning leaders and groups are not modeling, promoting, condoning unhelpful behaviors and attitudes. Rather they are modeling good behaviors and attitudes.

What good municipal leaders do

There are books and books about leadership and group dynamics. Here are a few basics from experience with Maine municipalities.

Clear roles and responsibilities

High functioning leaders and groups establish well defined roles and clear responsibilities. Each person knows what they are supposed to do and what not to do, who the got-to person is for each topic, and the next step in every process. The best way to ensure shared understanding of roles and responsibilities is to 1. Write them down, and 2. Enforce them. Enforcing them means paying attention, calling things out, and when things are out of alignment: either correct the behavior or amend the role or responsibility.

Do what you say

The most effective way to build trust is to say that we will do something and then do it. The most effective way to erode trust is to act in ways that are out of alignment with our words. For policies to have any effect, they need to be acted on. All talk and no action is just talk. Good leaders can be counted on to keep their word. And they are extremely careful about the commitments they make; what words they use.

Transparency

In a high functioning organization each participant knows how things work. Each person has access to information. Knowledge and information is not used to have power over you but rather used to empower you to be more effective at helping the group. Things are written down and available. When information can't be available, an explanation is provided.

Group first attitude

Good leaders are more interested in success of the group than in personal success. My job as a good team member is to help my teammates look good. A simple test for integrity? Is my behavior or attitude good for the group or is it good for me? If I act in self serving ways I am likely acting without integrity. Good leaders are not so concerned with credit or blame, only with what's best for the group or community. And it is the special leader who goes beyond assuming that "because I think it's good, it must be good for my community."

Respect

Good leaders demonstrate a basic amount of respect for every person in every situation, no matter how strong the disagreement or the dislike. When I show respect I get respect. And without a basic level of respect, we can't work together. And just because I disagree with you on one thing doesn't mean I won't work with on another thing.

Humility

Good leaders are not afraid to call out a good idea when they see it; even if it's not theirs. Good leaders are not afraid to say "I don't know" rather than fudge an answer with what they do know or sort-of know. Good leaders are not afraid to admit mistakes and/or apologize. It's rarely the mistake that gets a leader in trouble, it's the cover up.

Think strategically and regionally

Good leaders, boards, and committees get stuff done day-to-day but they also take time to think long term and big picture. They recognize that their community is part of a larger community and so although it takes time, they meet and make collaborative plans with other leaders and other communities. They also recognize their role as "stewards" in a long line of stewards who came before them and who will come after them.

Development

Good leaders, boards, and committees take time to invest in their own development. They take time to do strategic planning. They take time to learn new things about the economy, the environment, demographics, and social trends. They take time to learn new techniques for meetings, conflict resolution, and communication. They ask their constituents about how they can do better, and they pay attention to the answers.

The board acts as a whole

Members of high-functioning boards recognize the limits of their individual authority and recognize that true authority lies with the board as a whole; the corporate board. Members give individual opinions but do not speak for or decide for the board as a whole. Town and city managers and administrators report to boards, not individuals.

For Videos, Tips, and Handouts on all aspects of group dynamics, visit:

GoodGroupDecisions.com



Good Group Handout

by Craig Freshley

Public Engagement Guidelines for Elected Officials

Here are some things to keep in mind to honor civic process and allow residents to be heard.

Let people talk and then show them that they've been heard

Paraphrase what you heard back to them in real time verbally or in writing, or in the meeting minutes later.

Demonstrate respect to all people at all times

Remain calm and polite at all times. Treat people as equals, not as less-than. Do not ascribe motive or question identity.

Steadfast allegiance to established rules

Do not waver on following duly established governance rules and procedures. Don't treat anything as a crisis or as an exception. The fabric has been tested before. It will endure.

Constant reminders about our common goals

We want the same things: safety and peace in our communities for our children and families.
We are working on ____ for the good of our community.

Correct locally-grounded mis-information

When people state wrong facts or imply bad things about your government or community, stand up to them with correct facts, if not immediately then later. The audience is broader than one person, so what you say will be heard by many. If people say questionable things about national trends or issues, there may be no need to counter that.

Be curious

Don't get furious, get curious. Keep in mind: I can be curious about your beliefs without having to change my beliefs. You are on solid ground if you ask questions yet agree to nothing.

Act as a corporate body

Stick up for each other. No one go it alone.

Guidelines for Personal Peace

It can be hard and lonely to be criticized just because you don't buy into certain political views. Here are some things to help YOU, the honorable elected public official, sleep well.

It's not about me, it's not about now.

Do your best and let that be enough.

Seek compassion and counsel from peers.

Keep in mind that you and your town are being subjected to much larger forces at play.

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**CITY OF PORTLAND
IN THE CITY COUNCIL**

SARAH MICHNIEWICZ (1)
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**ORDER APPOINTING STANDING COMMITTEES, RULES COMMITTEE, AND
LIBRARY TRUSTEE FOR 2024-2025**

ORDERED, in accordance with Article II, Section 5 of the Charter, that the following members
are hereby appointed to standing Council committees, the ad-hoc Rules
Committee, and Library Trustee:

HOUSING & ECONOMIC DEVELOPMENT:	Pious Ali, Chair Kate Sykes Regina L. Phillips Sarah Michniewicz
FINANCE:	April D. Fournier, Chair Benjamin Grant Wesley Pelletier Mark Dion (Ex Officio/Non-Voting)
HEALTH & HUMAN SERVICES AND PUBLIC SAFETY:	Anna Bullett, Chair Sarah Michniewicz April D. Fournier Wesley Pelletier
LEGISLATIVE & NOMINATING:	Mark Dion, Chair Kate Sykes Benjamin Grant
SUSTAINABILITY & TRANSPORTATION:	Regina L. Phillips, Chair Pious Ali Anna Bullett
ETHICS:	Mark Dion, Chair Pious Ali Sarah Michniewicz Kate Sykes
RULES:	Pious Ali, Chair Benjamin Grant Anna Bullett
LIBRARY TRUSTEE:	Kate Sykes