

South Portland City Council
Position Paper of the City Manager

Subject:

**ORDER #29-17/18 – Accepting the Goal-Setting Workshop Highlights Report.
Passage requires majority vote.**

Position:

On June 7, 2017, the City Council went through a goal-setting exercise in hopes of developing a priority work plan for 2017-2020. Pam Plumb from Pamela Plumb & Associates facilitated the meeting and guided the Councilors through a series of questions geared to prompt the Council think long-term (3-years) and short-term (1-year) on the direction of the community.

Council arrived at seven goals and asked the City Manager to work with City staff and report back at a workshop the estimated staff time and financial impact of these goals. At your July 24, 2017 workshop, the City Manager presenting his findings (see attached memo). Also attached is Ms. Plumb's "workshop highlights report".

Council is now being asked to formally adopt these goals so that staff and the respective City Councilors can begin working toward implementing them.

Requested Action:

Council passage of ORDER #29-17/18.



City Manager

MEMORANDUM

TO: SOUTH PORTLAND CITY COUNCIL
FROM: SCOTT MORELLI, CITY MANAGER
SUBJECT: COUNCIL GOALS DISCUSSION
DATE: JULY 21, 2017

This memo is a follow-up to your discussion on June 7th regarding City Council goals. You asked staff to review your seven proposed goals for 2017-2020 and comment on their impact financially and on staff time. Below please find such an analysis.

Goal 1: A waterfront Master plan including desired uses and climate modeling for adaptation, brown field assurance and an evacuation plan.

<u>Councilor Assigned:</u>	Morgan
<u>Staff Involved:</u>	Asst. City Manager, Planning Dir., Parks Dir., Sustainability Dir.
<u>Est. Staff Time:</u>	Significant
<u>Est. Financial Impact:</u>	\$75,000+

Staff is interested in further discussing this item with you at your workshop to ensure we fully understand your desired outcomes. Based on our initial assessment and understanding, this goal appears to have three distinct components: 1) A look at zoning along our waterfront to ensure our Comprehensive Plan is consistent with what our community would like to see along these prime areas in terms of development/redevelopment, 2) A look at the impact of climate change on our shorelines and steps the City can take to adapt, and 3) Ensuring that there are sufficient funds in escrow with the Maine Department of Environmental Protection for if/when tank farms are identified as brownfield sites and require clean-up. The first item will require significant staff time and financial resources. Items two and three will be less intensive and require fewer staff hours and dollars.

A quick review of waterfront master plans for other communities shows that the process can run from 9 – 18 months. Although the scope of work will ultimately determine cost, I suspect this type of plan will have a similar expense to a full comprehensive plan. Thus, my preliminary cost estimate is \$75,000. This task will also require significant staff involvement, falling within the purview of the Assistant City Manager and Director of Planning, though others would also be involved as needed. Finally, staff believes this effort should be led by the Comprehensive Plan Implementation Committee (CPIC), which is currently spearheading other master plan efforts. Note that this process deals with land use issues only. If there are other things Council wishes to consider as part of this master plan, that could affect cost and staff involvement. Assistant City Manager Josh Reny, Planning Director Tex Haeuser, and Parks Director Kevin Adams will be present to further discuss this component of your goal.

In discussing component two of this goal with our Sustainability Director, Julie Rosenbach, I believe much of what you want to see accomplished will be handled as part of our current efforts on a Community Climate Action Plan (CCAP). While much of the CCAP will focus on strategies as to how the community can reduce greenhouse gas emissions, a portion of this plan will also include actions on resiliency and adaptation. Julie will be present at your workshop to further discuss this item

and ensure it focuses on Council's desired outcome. Based on my current understanding of this portion of your goal, it should not require additional staff time or financial resources.

The final component of this goal relates to funds set aside for testing and cleaning up petroleum sites that may have contamination, also known as assurance funds. This would require working with the State Department of Environmental Protection (DEP) and would involve little staff time and no outlay.

Goal 2: Diversity (ethnic, gender, age) in the city council, boards, committees and workforce. The city has assessed the barriers and mitigated them and has an outreach plan.

Councilor Assigned: Fox
Staff Involved: City Clerk, HR Director, Employee Relations Manager
Est. Staff Time: Medium
Est. Financial Impact: Less than \$10,000

There are two different aspects of this goal that require different staff members in helping to achieve them. The first portion, dealing with diversity on elected and appointed boards/committees, mainly pertains to the City Clerk. The other deals with reaching out to underrepresented populations to make them aware of openings within City government, which would result in a more diverse application pool and likely a more diverse staff. After being made aware of this tentative goal set by Council in early June, HR Director Don Brewer has asked Maine Intercultural Communication Consultants (MICC) for a quote to serve as a consultant to help us identify and mitigate barriers that minority populations may face in applying for City jobs and also how to reach out to these communities. MICC would also look at ways the City could better diversify its boards and committees. Don will also be meeting with the City of Portland's Workforce Diversity & Inclusion Specialist to gain additional insight into how our City can better attract minority candidates. This will require a good amount of staff time to accomplish these tasks and we estimate that the consultant will cost less than \$10,000 to provide us with a report/recommendations. There may be additional costs for implementing the recommendations as well. Several staff members will be present on Monday night to further explore this goal with you.

Goal 3: A contingency plan for economic resilience, including the possibility of marketing.

Councilor Assigned: Morgan
Staff Involved: Asst. City Manager, Finance Director
Est. Staff Time: Medium
Est. Financial Impact: TBD

As I understand this goal, Council is seeking to ensure the City's economy is diverse and can withstand the loss of a major business or industry. Part of such a strategy could include marketing of South Portland as a great place to establish a business. Some of this work is currently underway as the Assistant City Manager is working with a firm on branding for the City, to include literature and a new website focused on economic/community development. Additional work toward this goal would be shepherded by the new Economic Development Director (a proposal for which staff is currently working toward based on the feedback given to us at a recent workshop). Staff would like a little more guidance from Council on this goal to ensure we will meet your desired outcome.

Goal 4: Streets and continuous sidewalks that are in great condition so that no one notices it or complains. There are fewer vehicles, protected bike lanes, more pedestrians, effective public transportation and safe road crossings.

Councilor Assigned: Cohen
Staff Involved: Public Works Director, Planning Director, Transportation Director
Est. Staff Time: Medium
Est. Financial Impact: TBD

Public Works Director Doug Howard is currently working with Sebago Technics on a complete inventory of the City’s sidewalks. This inventory will not only identify the location of all of the City’s sidewalks, but also their condition, any gaps that exist within the system, and estimated costs. (A similar report is being generated on the City’s streets). The information is expected to be completed by late summer/early fall and will be the basis for a capital budget item for next fiscal year, where we expect to request a large sum to begin repairing the worst sidewalks and recommend an annual budget allocation thereafter to maintain the remaining sidewalks as they age to prevent them from falling into significant disrepair. This will be a very expensive endeavor (in the millions) though there are opportunities for using TIF funds, CDBG funds, and PACTS funds for some of this work.

Another component of this goal is also currently underway. Planning Director Tex Haeuser has a draft “Complete Streets” ordinance that is tentatively scheduled for workshop on September 25th. The “Complete Streets” concept means that when works is done on a street, it is designed to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit risers of all ages and abilities. This is commonly achieved by utilizing the entire right of way and could include new sidewalks, bike lanes, accessible bus stops, frequent and safe crossing opportunities, median islands, curb extensions, roundabouts, etc. As you can imagine, incorporating these things into a road project significantly increases both design and construction costs.

Several staff members will be on hand to further discuss this goal with you.

Goal 5: Encouraged development that is compatible with the comprehensive plan, meets zoning and has engaged the public and the neighborhoods in the process.

Councilor Assigned: Henderson
Staff Involved: Asst. City Manager, Planning Director
Est. Staff Time: Medium (Potentially Significant)
Est. Financial Impact: TBD

City staff has received the message on this. We are currently working to finish up the West End Master Plan and will then proceed to begin the Master Plan process for Knightville. Master Plans generally cost in the tens of thousands, depending on both the scope of the project and the geographic size of the area. These processes help ensure the public has been engaged in planning for future development of their neighborhoods. It also ensures staff and policymakers have clear guidance as to what, if any, changes need to be made to land use regulations to enable – or prohibit – different types of growth and redevelopment. In addition, staff will continue to work with the Comprehensive Plan Implementation Committee on proposing zoning amendments that are consistent with our 2012 comprehensive plan. Any development requiring a zoning change that differs from what is called for in the plan or is otherwise murky on whether is it supported by the plan will begin at the Council level, prior to engaging the Planning Board and Planning Department staff. This will ensure the City’s elected policy-makers are the ones determining the consistency of a project with the comprehensive plan.

Goal 6: Seniors who are connected with neighbors and the community, which knows what seniors’ needs are, and there are services to help seniors age in place.

Councilor Assigned: Beecher
Staff Involved: TBD
Est. Staff Time: Medium
Est. Financial Impact: Less than \$10,000

This goal is also currently underway, as Council is scheduled to have a workshop on Monday night to discuss creating an *ad hoc* Senior Citizen Advisory Committee. As proposed, this committee would identify gaps in service for seniors, recommend ways that available services can be better communicated to this constituency, and deliver recommendations to the Council. Staff involvement in this initiative will likely involve one of our General Assistance employees to serve on this committee. Costs for things like mailings to support the committee's efforts should be under \$10,000 over their estimated 16 months of work. Costs to implement any recommendations they might have will need to be determined at a later date.

Goal 7: Access to the detailed data that it needs to make well informed decisions on city policy.

Councilor Assigned: Rose
Staff Involved: Planning Director, Technology Director
Est. Staff Time: Medium (Potentially Significant)
Est. Financial Impact: TBD

The Planning Director will be present at your workshop so that he can better understand what type of information Council is looking for to make well-informed decisions. Is there existing data that Council may not be aware of that could be useful or is additional data and/or software applications being sought? For example, are there layers in our current GIS that could be added to the public face of the software that would enable Councilors (and the public) to have access to more robust information? Process decisions also need to be discussed in terms of information requests and staff workload. If a request will require additional staff time of, say, 10 hours, what amount of councilors need to be interested in having such information that would trigger staff to produce it: All? A majority? Just one? Having further clarification on this item will help us in providing better information to you in terms of costs and estimated staff time required.

Although the Technology Director is unavailable to attend your workshop, he will undoubtedly play a significant role with this item and can be available for future meetings if there are questions that arise Monday night that require his expertise. However, he did want to share a few tidbits with you that may assist in your discussions:

- **GIS** data is currently available by using ArcGIS online, through Vision, or through MapGeo. At this City moves forward with implementing a city-wide asset management solution, there may be other ways to access this type of data. Examples of GIS data include land parcels, property values, inspection histories, City fiber optic locations, and non-conforming lot locations.
- **Munis** is the City's main financial software system but it also has modules for permitting, inspections, and – in the near future – employment applications and business licensing. Data can be dumped into Excel spreadsheets but the output files need some massaging by staff in order to be useful to the average user.

Both City staff and I are looking forward to discussing these seven goals with you at your workshop on Monday night.



CITY OF SOUTH PORTLAND

PATRICIA A. SMITH
Mayor

SCOTT T. MORELLI
City Manager

SALLY J. DAGGETT
Jensen Baird Gardner & Henry

EMILY F. SCULLY
City Clerk

**IN CITY COUNCIL
ORDER #29-17/18**

ORDERED, that the *Goal-Setting Workshop Highlights Report* be and
hereby is accepted.

Fiscal Note: Less than \$1,000

Date: August 7, 2017

District One
CLAUDE V. Z. MORGAN

District Two
PATRICIA A. SMITH

District Three
EBEN C. ROSE

District Four
LINDA C. COHEN

District Five
BRAD FOX

At Large
MAXINE R. BEECHER

At Large
SUSAN J. HENDERSON

South Portland City Council Goals Setting Session
Wednesday, June 7, 2017
Summary

Meeting Summary: The South Portland City Council met in a workshop to develop goals for 2020. Present were Mayor Smith, Councilors: Beecher, Cohen, Fox, Henderson, Morgan and Rose, and Manager Morelli.

The group began by identifying the recent, major accomplishments in South Portland ranging from the greening of the city to the new public work facilities. The full list is in the notes that follow.

Then the group worked on developing goals for 2020 and they agreed on the following list including identifying the Councilor who has agreed to lead the effort:

By 2020 South Portland has.....

- a waterfront Master plan including desired uses and climate modeling for adaptation, brown field assurance and an evacuation plan. (5) **Claude (and bring on new counselors)**
- diversity (ethnic, gender, age) in the city council, boards, committees and workforce. The city has assessed the barriers and mitigated them and has an outreach plan (5) **Brad**
- a contingency plan for economic resilience, including the possibility of marketing (4) **Claude**
- streets and continuous sidewalks that are in great condition so that no one notices it or complains. There are fewer vehicles, protected bike lanes, more pedestrians, effective public transportation and safe road crossings (3) **Linda**
- encouraged development that is compatible with the comprehensive plan, meets zoning and has engaged the public and the neighborhoods in the process (3) **Sue**
- seniors who are connected with neighbors and the community, which knows what seniors' needs are, and there are services to help seniors age in place (3) **Maxine**
- access to the detailed data that it needs to make well informed decisions on city policy. (3) **Eben**
- (or has underway) an inventory of green assets and a 21st century green space plan (all green spaces, watersheds, urban forest, etc. (1) **Eben and Patti**

The Council did not have time to do the intervening goals for 2018 and 2019. It agreed have Manager look at the potential costs/staff needs for the goals and hold a workshop on them in July. The Council will vote on them in July or August and start work on them in September.

Meeting notes: (all the flip chart sheets)

Meeting Purpose: to agree on the key goals for the Council and City of South Portland for 2020

Desired Outcomes:

- A list of the key, agreed on goals for the Council and City of South Portland for 2020
- A list of the goals for years 2018 and 2019 for each goal 2020 goal
- A list of next steps

Agenda:

- 5:30 Arrive promptly, collect your supper and settle down to work
- 5:40 Meeting introduction: introductions; review the purpose, outcomes and agenda; establish ground rules for the evening
- 5:55 What have been some of the key accomplishments of the City in the last three years? What you feel great about?
- 6:10 What is a goal? What are the key goals that you want the City of South Portland to have accomplished by the end of 2020?
- 7:45 Break
- 7:55 What would be the intervening steps or sub-goals for each of the key 2020 goals for years 2018 and 2019? Who would be willing to be the flag bearer for each 2020 goal (the person that champions it and keeps it moving forward)?
- 9:10 Next steps in the process
- 9:20 Wrap up
- 9:30 Adjourn

Group Norms:

- begin and end on time
- share the floor and encourage all to speak up
- engage, but be concise
- disagree with ideas not people

Key accomplishments of the City in the last three years

- The greening of the city
- New public services facility
- Funding a sustainability coordinator
- Clear skies ordinance
- Comprehensive plan and implementation
- Not having propane; working through the conflict
- SP is ahead of others on the marijuana and other issues
- Successful interim and search for a new manager
- Trails system
- Revitalization of Knightsville and Thornton Heights
- Sewer separation

- Clarks Pond clean up

Key goals that you want South Portland to have accomplished by the end of 2020?

Group 1

- Waterfront Master Plan
- Open space plan
- Sidewalk / bike master plan
- Street paving/ sidewalks; more funding
- Maintain existing views of Casco Bay
- Market South Portland
- 25% of Directors/ Department Heads are women
- Assess current diversity (employee base) Use BP to encourage greater diversity in the work force
- Elder network
- Foster neighborhood associations (city liaison)

Group 2

- Review and reform the planning department; approaches and process
- Prepare the city to transition from local fossil fuel economy to the future economy
- Advance community-centric development
- Better and stronger contingency plans for existing anchor industries
- Commission deep-drilling economic studies, neighborhood to neighborhood, sector to sector with an eye to long term future trends
- Reduce the number of vehicles on the road
- Commission CO2 inventory of municipal and private properties as part of or anticipating a green space plan

Group 3

- City committees and community activities are integrated and immigrants / refugees feel engaged and welcome
- Seniors can age in place. They know what's available and whom to call when there is a problem. They have assistance with home repairs and services
- Growing up the west end. Continue the master plan process and support it financially

Summary of the council's goals: preliminary list

- Streets and continuous sidewalks are in great condition so that no one notices it or complains. There are fewer vehicles, protected bike lanes, more pedestrians, effective public transportation and safe road crossings (3) **Linda**
- A planning department with the ability to assess current state and plan in advance for future changes/circumstances (1)
- South Portland has a contingency plan for economic resilience, including the possibility of marketing (4) **Claude**

- There will be diversity (ethnic, gender, age) in the city council, boards, committees and workforce. We have assessed the barriers and mitigated them and have an outreach plan (5) **Brad**
- The city is actively involved in fostering neighborhood association with a liaison person. (0)
- South Portland encourages development that is compatible with the comprehensive plan, meets zoning and has engaged the public and the neighborhoods in the process (3) **Sue**
- Seniors are connected with neighbors and community, which knows what their needs are, and there are services to help seniors age in place (3) **Maxine**
- South Portland has access to the detailed data that it needs to make well informed decisions on city policy. (3) **Eben**
- South Portland has a waterfront Master plan including desired uses and climate modeling for adaptation, brown field assurance and an evacuation plan. (5) **Claude (and bring on new counselors**
- Have (or have underway) an inventory of green assets and a 21st century green space plan (all green spaces, watersheds, urban forest, etc. (1) **Eben and Patti**

Final consolidated list of Goals for 2020 (the number in () is the number of votes the item received in the multi vote) (listed in order of the number of votes received)

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Next steps:

WHAT	WHO	BY WHEN
Notes	Pam	6/9
Financial reality check materials and a workshop set up	Scott	July
A Council vote on the goals	Patti / Scott	July/Aug
A workshop on the framework of each goal and how to move forward	Each flag bearer	Aug/Sept