



MINUTES
City Council Goal Setting
Saturday, February 18, 2023 9:00 AM
Sandy Fire Annex
17459 Bruns Ave, Sandy, OR 97055

COUNCIL PRESENT: Chris Mayton, Councilor; Laurie Smallwood, Council President; Richard Sheldon, Councilor; Kathleen Walker, Councilor; Carl Exner, Councilor; Don Hokanson, Councilor; and Stan Pulliam, Mayor

COUNCIL ABSENT: (none)

STAFF PRESENT: Jordan Wheeler, City Manager; Jeff Aprati, City Recorder; Tyler Deems, Deputy City Manager; Angie Welty, Human Resources Director; Ernie Roberts, Police Chief; Greg Brewster, IT/SandyNet Director; Kelly O'Neill Jr., Development Services Director; and Sarah McIntyre, Library Director

MEDIA PRESENT: (none)

1. CITY COUNCIL GOAL SETTING

2. Introduction

- The **Mayor** provided introductory remarks on the value of goal setting
- The **City Manager** provided an overview of the agenda and the goal setting process, and observations on policy making versus operations. He recognized the importance of city staff and volunteers in accomplishing the goals set by the Council. Presentation slides that accompanied his remarks are attached to these minutes.

3. Goal Setting Overview

- 3.1.
- Goal Setting Process
 - Council and Staff Roles
 - Budget Process and Goal Alignment

9 - 18

[Goal Setting Overview Slides](#)

4. Break

5. Department Updates

- 5.1. **Police**

The **Police Chief** provided the Council with an update on the department's 2021-22 accomplishments, performance statistics, department goals for 2023-24, and anticipated challenges and constraints. Presentation slides were included in the agenda packet.

The following issues were discussed during the presentation:

- Status of body camera implementation; logistics of officers being able to view footage
- Possibilities for making policies available to the public on the website
- Disclosure of body camera footage via records requests
- Clarification on traffic officer duties
- Challenges re: training of reserve officers
- Impacts of the 12 hour schedule
- Urgency of adopting new RV parking regulations
- Suggestion for amending the word 'citizen' in the mission statement
- Importance of staggering fleet replacements
- Metrics used to determine when functions are understaffed
- Need for more code enforcement staffing; workloads of land-use violations versus other violations
- Observations on mental health related calls for service and needs for social work expertise
- Challenges related to the proper balance of carrots versus sticks in code enforcement
- Impacts of Measure 114 on the budget

5.2. **SandyNet / IT**

The **SandyNet / IT Director** provided the Council with an update on the department's 2021-22 accomplishments, performance statistics, department goals for 2023-24, and anticipated challenges and constraints. Presentation slides were included in the agenda packet.

The following issues were discussed during the presentation:

- Approaches to cyber security and cyber insurance
- Dangers of phishing
- Importance of robust backup processes
- Need for security training for elected and appointed officials
- Security of the City's data systems

- Opportunities to upgrade the speed of the fiber network
- Details on service provision processes outside of city limits

- Decision making processes and logistics for future expansion in rural areas
- Details of the ACP program
- Take rate in lower income areas
- Slowing rate of instalations
- Facility needs and the importance of a master plan
- Staffing competition with the private sector; importance of a rate study
- Importance of becoming revenue-neutral, achieving sustainable staffing, and addressing rate study and facility needs

5.3. **Development Services**

The **Development Services Director** provided the Council with an update on the department's 2021-22 accomplishments, performance statistics, department goals for 2023-24, and anticipated challenges and constraints. Presentation slides were included in the agenda packet.

The following issues were discussed during the presentation:

- Number of units expected with Cedar Creek Heights
- Discussion on mixed use; concerns about residential develop on top of storage units
- Impacts of impending state legislation; particularly HB 2889
- Opportunities to reimagine department staffing with turnover
- Workload of the Building Division
- Impacts on response time given limited staffing
- Department FTE changes over time
- Safe Routes to School opportunities
- Needs related to remediating derelict buildings

5.4. **Library**

The **Library Director** provided the Council with an update on the department's 2021-22 accomplishments, performance statistics, department goals for 2023-24, and anticipated challenges and constraints. Presentation slides were included in the agenda packet.

The following issues were discussed during the presentation:

- Separation of Sandy and Hoodland information in the upcoming budget
- Observations on the following programs: easy reader, civics challenge, and internet basics
- Possibilities for securing grant funding or Federal appropriations for a pop-up outreach vehicle

- Opportunities to work with Transit to connect more residents with Library resources
- Suggestions to track online users in addition to in-person
- Needs for more access to electronic resources
- Strategies for improving the City's IGA with the County related to the Hoodland branch

5.5. **Other Departments**

2021-22 accomplishments, performance statistics, department goals for 2023-24, and anticipated challenges and constraints for indirect service departments were included in the agenda packet.

The following issues were discussed:

- The need for economic development staff to focus on larger strategic business recruitment efforts, rather than focusing on a small business liaison activities
- Satisfaction with improvements to the City's communications
- Needs for more intergovernmental coordination and information exchange

6. **Lunch**

7. **City Council Goal Setting**

7.1.

The following topics were identified as important priorities during the goal setting discussions for each department. A specific list of goals for official Council adoption will be compiled by staff separately.

Organization-Wide

- Develop and implement a sustainable staffing plan to retain talented staff and attract quality applicants.
 - Pursue options to address the City's facility needs, including ensuring sufficient work space to meet the City's staffing needs

Police

- Create and fund an additional staff position to enhance the City's capacity to enforce the Municipal Code; focus the new position on enforcement matters related to planning and building to allow other code enforcement staff to focus on other matters
- Explore opportunities to diversify Sandy's police force
- Proactively pursue grant opportunities

Public Works

- Continue to plan and provide sustainable infrastructure
 - Continue work on ongoing critical public works infrastructure projects, including for the wastewater system and drinking water system.
- Strengthen the Stormwater Fund to prepare for developing a stormwater master plan in the future
- Work to improve the City's street system
 - Lower speed limits on certain streets to promote safety
 - Adopt and implement the Transportation System Plan and address needs at key intersections
 - Plan a solution to address safety concerns at the intersection of Hwy 211 and Dubarko
 - Implement reimbursement districts to recoup street investment costs
 - Pursue next steps in planning for a Hwy 26 bypass
 - Explore options to fund additional pavement maintenance; study possibilities for long term alternatives to gas tax revenue

Parks and Recreation

- Explore ways to connect Sandy residents with aquatic opportunities provided by other agencies
- Develop Winter Fest as a premier holiday event that drives tourism to Sandy, stimulates the local economy, and provides a first class festival for Sandy residents
 - Develop a program to encourage local businesses to participate in holiday lighting and decorations
- Develop Deer Pointe Park
- Pursue acquiring land for ball fields
- Secure a better agreement with OTSD for community access to facilities
- Implement a new volunteer program
- Empower parks staff to identify new homeless camps within and report them to police

SandyNet

- Develop a SandyNet master plan, including strategies for becoming revenue-neutral, achieving sustainable staffing, and addressing rate study and facility needs

Development Services

- Complete ongoing master plans

- Ensure fees cover the cost of service delivery
- Package regular code updates together in the interest of efficiency
- Ensure the City Attorney is keeping the City informed on new case law, legislation, and regulations
- Explore opportunities to control whether existing hotels within the city can be converted into homeless shelters
- Pursue strategies for preserving local control generally

Transit

- Explore strategies to limit impacts that homelessness originating elsewhere may have on Sandy via the transit system
- Pursue the possibility of a transit connection to Oregon City
- Increase branding and marketing efforts; leverage new holiday events
- Continue to implement the Transit Master Plan

Library

- Reduce dependency on the General Fund
- Pursue Federal funds to acquire an outreach vehicle
- Work with the County on a sustainable future for the Hoodland branch
- Increase the diversity of collection materials
- Work to ensure patrons can access more electronic resources

8. Break

9. City Council Housekeeping

9.1. General Housekeeping Discussion

The Council reviewed the upcoming schedule of meetings, and agreed to cancel meetings on July 3rd and August 21st.

Increased use of the Consent Agenda was discussed, and suggestions were made to send items to the Council in advance via email to receive early feedback.

The **Mayor** mentioned his intent to occasionally use virtual meetings when appropriate.

The Council agreed with the importance of improving the audio/visual infrastructure in the Council Chambers.

The **City Manager** suggested providing the Council with a draft schedule of upcoming meeting topics and items.

The Council expressed a desire to receive more frequent updates on new business activity.

It was suggested to hold an upcoming work session to review 2021-23 goals not yet accomplished.

9.2. **Council Rules**

The **Mayor**, **Councilor Hokanson**, and **Councilor Sheldon** will work with the **City Recorder** to develop a recommended update of the Council Rules.

The Council discussed roles and expectations vis a vis policy making versus operations. The following issues were raised during the conversation:

- The proper role of the Council versus advisory boards, and references to a specific instance in which a Councilor participated in an advisory board discussion
- Proper ways and times to provide input as Councilors
- Recognition that Councilors represent the City in the community
- Ways in which Sandy's governance approach has and should evolve as the city modernizes
- Concerns about serial meetings
- The importance of ensuring the full Council is informed of answers to policy questions
- Ways to leverage the knowledge and experience of Councilors without crossing the line into operations
- The process for requesting new agenda items, and concerns about recent parks SDC increases
- Consensus that Councilors should cc the entire Council when emailing staff with questions about an upcoming agenda item

10. **Wrap Up and Adjourn**



Mayor, Stan Pulliam

A handwritten signature in black ink, appearing to read "Jeff Aprati". The signature is written in a cursive, flowing style.

City Recorder, Jeff Aprati



City Council Goal Setting

Goal setting process and implementation

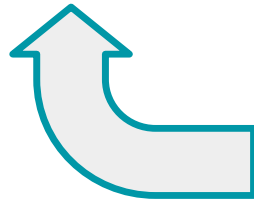
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Setting the Foundation

- Goal Setting Process
- Council and Staff Roles and Work Alignment
- City of Sandy Organizational Chart
- Budget Cycle



Goal Setting and Implementation Process



Councilor priorities
Community input
Staff input and information
Regulations/mandates
Adopted policies and plans



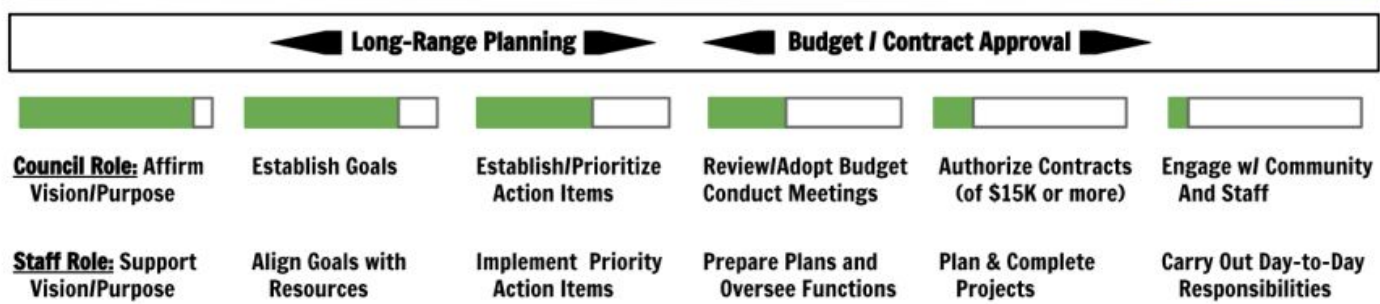
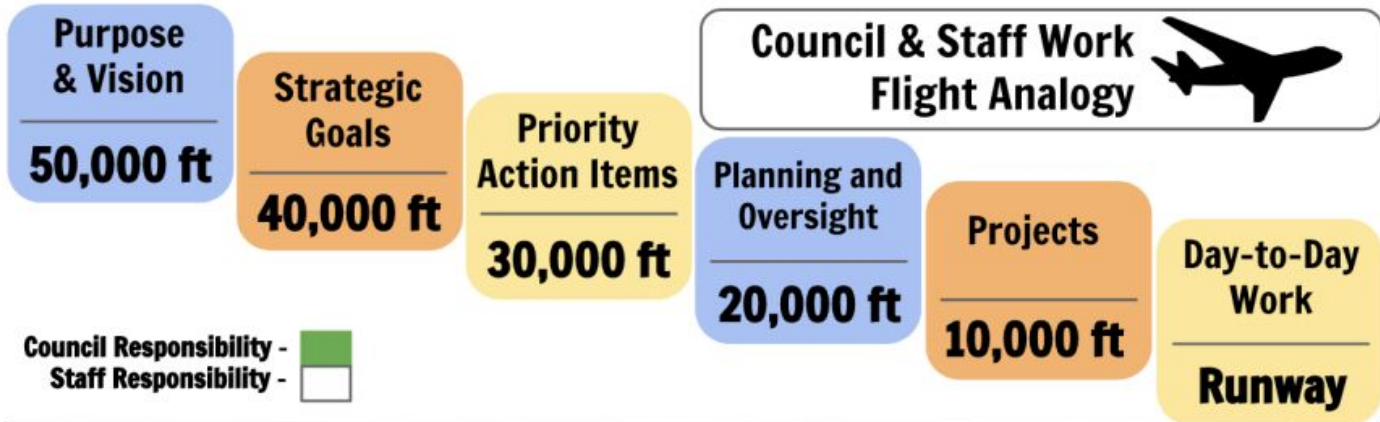


City Council Goals and Initiatives

Charting the course + creating policies,
new programs or services, special projects

Core and Baseline Services & Ongoing Projects:

- Administration
- Public safety
- Public Works and utilities
- Parks maintenance
- Recreation and special events programs
- Community development and planning
- Library services and programs
- Economic development
- Transit
- Code enforcement
- SandyNet municipal fiber internet
- Senior center and services
- Capital improvement planning and projects



Adapted from Deputy Village Manager Mike Baker, Village of Downers Grove, IL

Local Governance System

City Council Policy Level

- “Why”
- “What”
- “When”

Administrative Level

- How
- Who



Example Tasks and Responsibilities

Council examples	Staff examples
Create Vision and Goals	Provide guidance and advise
Adopt Budget	Develop budget
Approve contracts	Manage contractors and deliver projects
Appoint members to Boards and Commissions	Staff boards and commissions, assist with recommendations
Pass Resolutions and Ordinances	Draft reports, implement policy, create procedures
Identify and approve new programs, projects	Align resources, oversee procurement, issue RPPs, draft contracts
Monitor and review performance	Hire and develop staff, develop work plans

Boards and Commissions

- Planning Commission
- Budget Committee
- Parks & Trails Advisory Board
- Library Advisory Board
- Transit Advisory Board
- SandyNet Advisory Board
- Economic Development Advisory Board
- Public Arts Advisory Board

Citizens of Sandy
12,991

Mayor & City Council

Stan Pulliam, Laurie Smallwood, Carl Exner, Rich Sheldon,
Don Hokanson, Kathleen Walker, Chris Mayton

Sandy Urban Renewal
Agency Board
City Council + Fire District
+ Chamber of Commerce

City Manager

Jordan Wheeler

Director of Policy and
Community Relations
Jeff Aprati
2 FTE

City Recorder

Economic Development

Communications

Deputy City
Manager/Finance Director
Tyler Deems
4.5 FTE

Information
Technology/SandyNet
Greg Brewster
7.6 FTE

SandyNet

IT

Municipal Court
Judge Karen Brisbin

Finance

Human Resources
Angie Welty

Police
Chief Ernie Roberts
20 FTE

Public Works
Jenny Coker, PE
11.5 FTE

Public Works Operations
(Water, Sewer, Streets,
Storm)
Ryan Wood

Engineering

Water and Wastewater
Treatment Plants
(Veolia)

Development Services
Kelly O'Neill
5.5 FTE

Planning

Building

Parks & Recreation
Rochelle Anderholm-
Parsch
10.58 FTE

Recreation

Parks and Facilities
Maintenance

Senior Center & Services

Special Events

Transit
Andi Howell
3 FTE

Library
Sarah McIntyre
12.17 FTE

Sandy Public Library

Hoodland Public Library



Goal and City Workplan Alignment

- City Council agrees on new and continuing goals for the biennium, setting the direction and agenda for the next two years.
- Staff develops a work plan identifying the actions, schedule and milestones, department responsibilities, and resources needed.
- Identify resource needs and incorporate goals into Proposed Budget



Budget Cycle

- City Council Sets Goals
 - Staff Develops Budgets
 - City Manager Proposes Budget to Budget Committee
 - Budget Committee Reviews and Approves Budget
 - City Council Adopts Budget
 - Budget management and reporting