



# City of Sandy

## Agenda

### City Council Meeting

Meeting Date: Monday, June 12, 2023

Meeting Time: 6:00 PM

Page

#### 1. MEETING FORMAT NOTICE

This meeting will be conducted in a hybrid in-person / online format. The Council will be present in-person in the Council Chambers and members of the public are welcome to attend in-person as well. Members of the public also have the choice to view and participate in the meeting online via Zoom.

##### To attend the meeting in-person

Come to Sandy City Hall (lower parking lot entrance).  
39250 Pioneer Blvd., Sandy, OR 97055

##### To attend the meeting online via Zoom

Please use this link: <https://us02web.zoom.us/j/81871099307>

Or by phone: (253) 215-8782; Meeting ID: 81871099307

#### 2. CITY COUNCIL WORK SESSION

##### 2.1. City Manager Recruitment: Position Profile and Hiring Procedures

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[City Manager Recruitment Position Profile and Hiring Procedures](#)

#### 3. ADJOURN



## Staff Report

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**Meeting Date:** June 12, 2023

**From** Jeff Aprati, Interim Deputy City Manager; Angie Welty, HR Director

**SUBJECT:** City Manager Recruitment: Position Profile and Hiring Procedures

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**DECISION TO BE MADE:**

Provide feedback to staff and the recruitment firm on the draft city manager position profile and hiring procedures

**BACKGROUND / CONTEXT:**

Official adoption of certain documents is required under Oregon law for a City Council to hold an executive session for the purpose of considering the employment of a new City Manager ([per ORS 192.660\(2\)\(a\) and ORS 192.660\(7\)\(d\)](#)). These documents include:

- Position Profile (containing Hiring Standards, Criteria, and Policy Directives)
- Hiring Procedures

The City of Sandy recruitment consultant, Jensen Strategies, LLC, gathered input through one-on-one interviews, online staff and community surveys, and an offered public input session, which was used to prepare a draft position profile and hiring procedures for the City's 2023 City Manager Recruitment. These documents are attached hereto as Appendices A and B, respectively.

The purpose of this work session is to provide Council feedback to staff and the recruitment firm on the documents, which will be brought for approval at a regular Council meeting that affords an opportunity for public comment (anticipated to be June 20th).

**LIST OF ATTACHMENTS/EXHIBITS:**

- Adoption of Official Position Documents cover page
- Attachment A: Position Profile (containing Hiring Standards, Criteria, and Policy Directives)
- Attachment B: Hiring Procedures

## **DISCUSSION DRAFT 6-8-2023**

### **SANDY CITY MANAGER RECRUITMENT 2023**

#### **Adoption of Official Position Documents**

Official adoption of certain documents is required under Oregon law for a City Council to hold an executive session for the purpose of considering the employment of a new City Manager (per ORS 192.660(2)(a) and ORS 192.660(7)(d)). These documents include:

- Position Profile (containing Hiring Standards, Criteria, and Policy Directives)
- Hiring Procedures

The City of Sandy recruitment consultant, Jensen Strategies, LLC, gathered input through one-on-one interviews, online staff and community surveys, and an offered public input session, which was used to prepare a draft position profile and hiring procedures for the City's 2023 City Manager Recruitment. These documents are attached hereto as Appendices A and B, respectively. The documents will be reviewed, considered, and if deemed appropriate, approved at a meeting of the Sandy City Council that affords an opportunity for public comment.

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### **APPENDIX A SANDY CITY MANAGER RECRUITMENT CITY MANAGER PROFILE**

#### **Required Minimum Education / Experience**

The City Manager position requires a bachelor's degree in public administration, planning, political science, or related field, and at least three years of upper-level government management experience. Equivalent combination of education and experience may be considered.

#### **Preferred Education / Experience**

The City prefers a candidate with an advanced degree in public administration or related field (e.g., Master of Public Administration), and five or more years of increasingly responsible public sector experience. Previous service as a City Manager as well as experience and/or training in economic development and growth management is highly desired. Experience working in Oregon is beneficial.

#### **Desired Skills / Attributes**

##### **Leadership and Management**

The City Manager should be a personable, visible, well-rounded, leader and manager for a dynamic and growing city. The City Manager should possess the ability to provide clear direction, effectively support and oversee multiple departments, balance priority initiatives, and foster a shared organizational vision. Management experience to effectively coordinate limited staff capacity, be accessible, support professional development, maintain accountability, and retain staff is important. A leadership style that values and practices consistent communication, organization, collaboration, team building, humility, professionalism, and integrity is essential. A personal demeanor which is approachable, patient, inclusive, respectful, and empathetic is desired. Experience in leading strategic workforce planning to meet current and future staff capacity needs to effectively serve a growing community with limited resources is attractive.

##### **Council Relations**

The City Council expects the City Manager to proactively facilitate a professional, responsive, fair, and inclusive relationship to support their work as the City's policy making body. A commitment to maintaining awareness of the City's operations and legal obligations to ensure regulatory compliance and informed decision-making processes is important. Skills to foster and maintain a working relationship that promotes and enhances Council's ability to address challenging policy issues and decisions by providing a framework for goal setting, provision of background information, collaboration, and consensus building.

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### **Communication**

It is imperative the City Manager have strong communication skills to provide excellent internal and external organizational coordination. An ability to effectively engage and/or collaborate with diverse City audiences and stakeholders including, but not limited to, City Council, staff, local government officials, community members and groups, nonprofits, and businesses are essential. The City Manager should demonstrate emotional competency, transparency, humility, inclusion, ethics, and accessibility when communicating with all individuals or groups. Further, the City Manager is expected to have experience and skills to facilitate and encourage respectful two-way dialogues on complex policy issues. Communication, both verbally and written, should be offered with clarity, substance, and conciseness.

### **Wastewater and Water Infrastructure**

The City Manager should possess demonstrated skills to facilitate large, complex capital projects for municipal infrastructure such as wastewater, stormwater, and water. Knowledge and expertise to effectively plan for current and future wastewater/stormwater conveyance and treatment, and water supply including planning, maintenance, and financing is important. Experience leading multi-faceted efforts to facilitate system expansion to meet growth needs while ensuring compliance with federal and state regulatory requirements. A capability to coordinate and collaborate with intergovernmental and community partners to expedite effective planning and completion of capital infrastructure projects. An ability to seek creative and effective financing approaches to fund needed infrastructure with sensitivity to impacts on taxpayers is important.

### **Community and Economic Development**

The City Manager should have knowledge and experience to plan and implement community and economic development initiatives to meet City goals and the needs of a growing community. An understanding and ability to anticipate the many facets of community needs related to livability and healthy local economies is important. A proficiency in strategic approaches in managing policy and operations to position the City to recruit and/or take advantage of economic opportunities is important. Professional experience and facilitation skills to lead meaningful community dialogues, develop placemaking initiatives, and foster a shared vision of growth is desirable. Knowledge of Oregon land use law and urban renewal management is beneficial.

### **Public Finance**

The City Manager should have excellent public finance skills to effectively support City needs by ensuring long-term organizational sustainability and an ability to provide high quality City services. Municipal finance proficiency to support responsible and strategic fiscal management, integrated with City goals, utilizing a diversity of revenue approaches, including urban renewal funds, to support priorities are important. Application of fiscally prudent approaches to manage taxpayer dollars and provide effective communication around decisions and/or potential outcomes is imperative. Experience developing and maintaining sustainable financial approaches to meet current and future service needs. Experience with Oregon budget law and requirements as well as growing communities is helpful.

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### **Facilities**

The City Manager should have experience in facility planning and management. An understanding of effectively integrating workforce space needs with current and future City facilities. Prudent facility planning to ensure efficiencies of operations within available resources. An ability to strategically plan for community needs in City facilities including, but not limited to, recreational resources, meeting spaces, and public facing administrative areas.

### **Transportation and Transit**

The City Manager should be able to effectively manage planning, maintenance, and construction of streets as well as a City transit system. Beneficial experience includes street asset maintenance and enhancement, traffic and parking management, coordination of intergovernmental projects, management of right of way issues, and efforts to enhance walkability. Experience developing traffic management approaches to support livability while facilitating a high volume of visitors and through traffic is beneficial. In addition, a familiarity with operating a regional transit system, as currently provided by the City, would be helpful.

### **Community Engagement**

The City Manager is expected to maintain and enhance City efforts to inform and engage the Sandy community in City activities and decisions that may impact them. The City Manager should be a visible leader that promotes civic engagement and practices accessibility, professionalism, and employs an even-handed approach to differing views and interests. Skills and experience to facilitate meaningful community dialogue and consensus building around important and complex civic matters is essential. It will be important to demonstrate values of transparency, inclusion, collaboration, and two-way communication when conducting community engagement.

### **Intergovernmental Relations**

It is important the City Manager work effectively with other local or regional jurisdictions to identify and pursue mutually beneficial cooperative opportunities and advocate for City needs and interests. An ability to enhance and expand strong working relationships with other local governments, the school district, fire district, County, State, regulatory agencies, and other key organizations will be important.

### **Housing Policy & Homelessness**

The City Manager should have knowledge of current housing legislation and policy approaches related to housing supply and affordable housing options. Effective planning and management of housing projects with consideration of City infrastructure capacity is important. In addition, knowledge and experience to support collaborative efforts to facilitate policies, codes, and resources to address homelessness issues is important.

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### **Broadband**

The City of Sandy operates a fiber optic broadband network, SandyNet, for the community. The City Manager's familiarity with municipal broadband system operations, issues, and challenges is attractive.

### **Appreciation for Sandy**

The City Manager role is a high-profile local leader who should appreciate Sandy as a historic and growing community with a warm, small-town feel. The City Manager should embrace and promote Sandy's pioneering spirit and willing to be an active member of the community.

### **Understanding of City Government Roles**

The City Manager should have a thorough understanding of the Council-Manager form of government and the proper roles of bodies and individuals within such governments. The City Manager will be expected to help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within their legally defined roles.

## **Policy Directives**

### **Wastewater Infrastructure Expansion**

Experiencing rapid growth over the last decade, the City of Sandy has been working diligently the last several years to upgrade its wastewater collection and treatment system. The over \$100 million overhaul includes upgrades to its aging collection system and existing treatment plant, along with the construction of a new facility to better handle current and future wastewater treatment capacity. Despite these efforts, the high volume of sewage and stormwater flows, especially during wet weather, has led to treated effluent permit violations and intermittent pollution of Tickle Creek. To reduce the increasing demand on the system and avoid further state and federal permit violations the City adopted a moratorium in 2022 which placed a cap on new wastewater connections. Recently, the City negotiated a Consent Decree with the Oregon Department of Environmental Quality (DEQ) and U.S. Environmental Protection Agency (EPA) to resolve past violations and outline the City's planned wastewater system expansion and modernization plans. Community concerns over recent utility rate increases juxtaposed against funding needs for this infrastructure system update create a challenge for the City. The next City Manager will need to ensure the City can move forward with wastewater improvements, working closely with the Public Works Department to address unfunded mandates, meet the terms of the Consent Decree, and accommodate growth in a manner that is financially sustainability for the City and ratepayers.

### **Drinking Water Reinvestment**

Sandy's drinking water is provided through three sources: two local watershed sources (Alder Creek and Brownell Springs), and Portland Water Bureau's Bull Run source (through a purchase agreement). The Drinking Water System Reinvestment Project will improve the system by addressing two critical needs: (1) upgrading the Alder Creek treatment plant; repairing

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reservoirs and replacing the pump station, filters, chemical feed systems, and utility systems; making it the primary water source for Sandy, and (2) building a transmission line to Portland's new Bull Run Treatment Plant facility, allowing Sandy to access water treated for cryptosporidium in compliance with Federal regulations. The City Manager will need to work closely with Public Works to ensure this vital project continues to move forward efficiently, and in a manner that is financially sustainability for the City and ratepayers.

### **Community Campus Park Project**

The City of Sandy is working to develop a new park in the heart of downtown that will serve the community while also drawing tourists and spurring economic development in the area. The Sandy Community Campus Park will be a focal point and gathering place for Sandy residents and is intended to include a wide range of amenities, such as an action sports facility with a pump track/skate park (the only one of its kind in the Pacific Northwest), trails, a playground, picnic shelters, natural and open spaces, and restrooms. The City, with community input, is preparing a development plan for the site. The plan will provide a framework to guide its construction and cost. The City is allocating \$1.5 million for the project in FY 23-24. The next City Manager will be expected to help champion this project through funding, community engagement, and partnerships.

### **Police Chief Recruitment**

With the upcoming retirement in the next several months of the long-time Police Chief, the City will soon be launching a recruitment process for his successor. The Police Department recently began operating a 24/7 service level and enjoys a high level of community support. The next City Manager is expected to lead a transparent and fair selection process to select the next Police Chief.

### **Workforce Capacity and Space Needs Assessment**

As the community grows, the City's workforce is experiencing increasing workloads as well as finite workspace. The staff's capacity to keep up with expanding demands has been stretched as the community continues to grow, service demands rise, major capital projects are initiated, and while resources remain limited. In addition, current City workspaces are physically divided across in six administrative buildings and have become constrained without room for new employees. The next City Manager will be expected to evaluate current roles and responsibilities of the City's workforce, develop operational effectiveness strategies, and address the overall staffing needs within available resources. Relatedly, employee workspace will need to be assessed and addressed if necessary.



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### APPENDIX B SANDY CITY MANAGER RECRUITMENT HIRING PROCEDURES

#### Phase 1: Position Advertisement

- 1.1 Recruitment Brochure Development:** The consultant will develop a professional, comprehensive recruitment brochure designed to attract the highest quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the community with quality-of-life details. The brochure will conclude with position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline.
- 1.2 Position Advertisement:** The consultant will execute a comprehensive position advertisement process designed to attract a diverse pool of qualified and well-suited candidates. The approach will be multi-faceted and will include advertising the position on high-profile managerial and specialization-specific websites, within professional publications and periodicals, and in other forums as appropriate. The consultant will also leverage an extensive professional network to directly contact qualified managers and inform them of the opening.

#### Phase 2: Screening of Candidates

- 2.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, and a Jensen Strategies recruitment questionnaire. The consultant will review the application (resume, cover letter, and supplemental question submission) against the City Manager Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.
- 2.2 Preliminary Interviews:** The consultant will conduct preliminary interviews via Zoom with the candidates who best fit the candidate profile, as well as with any veterans who meet the position's minimum qualifications (as required by Oregon law).

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**2.3 Recommendation of Finalists:** The consultant, in a City Council executive session, will present the results of the initial review process and provide recommendations of up to four finalists. For transparency purposes, the consultant will provide information on other candidates interviewed but not recommended as finalists. The consultant will facilitate a discussion to assist the Council in reaching consensus on the finalists they want to be interviewed. Subsequently, the Council will announce the finalists in a regular business meeting after candidates are notified and permission is received for public disclosure of their candidacy.

**2.4 Formal Council Designation of Finalists:** In accordance with Oregon public meetings law, the City Council will formally designate the finalists at a regular business meeting open to the public.

**2.5 Background Checks on Finalists:** The consultant will engage a background check firm to perform comprehensive background checks on all finalists. Background checks will include:

- County criminal searches
- State criminal searches
- Federal criminal searches
- National criminal database searches
- Sex offender searches
- Motor vehicle searches
- Education/degree verification
- Employment verification
- Credit checks
- Civil litigation

**2.6 Reference Checks on Finalists:** Upon selection as a finalist, candidates are asked to provide a minimum of four professional references. The consultant will take the necessary time to thoroughly discuss the candidates with references they provide, as well as other knowledgeable contacts, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the city.

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- 2.7 Finalist Receptions:** Prior to the final interviews, two receptions will be held to provide opportunities to interact with the finalists, ask them questions, and form general impressions of the candidates. The first reception will be open to the City staff, and the second reception will be open to members of the public. At both receptions, attendees will have an opportunity to provide online feedback concerning their impressions of the finalists to help inform the final selection process.
- 2.8 Finalist Interviews:** Finalists will be interviewed in-person by four panels consisting of (1) the City Council, (2) local government managers from other jurisdictions, (3) a panel of community members and (4) panel of department heads. Interviewers will receive an informational packet containing interview questions and comprehensive information on each finalist. After panel interviews have been completed, the Council, in an executive session, will be presented with feedback from the other three panels, the staff and community receptions, and results of background and reference checks. The consultant will facilitate the Council in reaching consensus on its preferred candidate.
- 2.9 Formal Council Designation of Preferred Candidate:** In accordance with Oregon public meetings law, the City Council will formally designate its preferred candidate at a regular business meeting open to the public.

## DISCUSSION DRAFT 6-8-2023

### SANDY CITY MANAGER RECRUITMENT SCHEDULE

<b>Week of</b>	<b>Actions</b>
Week of June 19 <sup>th</sup>	Council official adoption - June 20 <sup>th</sup>
Weeks of June 26 <sup>th</sup> & July 3 <sup>rd</sup>	Recruitment brochure finalization
Week of July 10 <sup>th</sup>	Position advertisement- Position open (7/10 – 8/6)
Week of August 7 <sup>th</sup>	Initial application screening
Week of August 14 <sup>th</sup>	Preliminary Zoom interviews
Week of August 21 <sup>st</sup>	Recommendation and selection of finalists Executive Session- Monday, August 21 <sup>st</sup>
Weeks of August 28 <sup>th</sup> & September 4 <sup>th</sup>	Background/reference checks on finalists
Week of September 11 <sup>th</sup>	Tuesday- September 12 <sup>th</sup> - Staff and Community Receptions Wednesday, September 13 <sup>th</sup> - Panel Interviews Thursday, September 14 <sup>th</sup> - Executive Session: Council Interviews Friday, September 15 <sup>th</sup> - Executive Session: Deliberation Regular Session: Announcement of Selection