

AGENDA
CITY OF DAYTON
WORK SESSION

DATE: MONDAY, JULY 22, 2024
TIME: 6:30 PM
PLACE: DAYTON CITY HALL ANNEX - 408 FERRY STREET, DAYTON, OREGON
VIRTUAL: ZOOM MEETING - ORS 192.670/HB 2560

You may join the Council Meeting online via YouTube: <https://youtube.com/live/IB4Bl-kouIU?feature=share>

Dayton - Rich in History . . . Envisioning Our Future

<u>ITEM</u>	<u>DESCRIPTION</u>	<u>PAGE #</u>
A.	CALL TO ORDER & PLEDGE OF ALLEGIANCE	
B.	ROLL CALL	
C.	WORK SESSION - DISCUSSION ITEMS	
	1. Review Draft Candidate Profile for City Manager	1-12
D.	CITY COUNCIL COMMENTS/ CONCERNS	
E.	ADJOURN	

Posted: July 19,2024
By: Rocio Vargas, City Recorder

Virtually via Zoom and in Person, City Hall Annex, 408 Ferry Street, Dayton, Oregon

Next Meeting Dates

City Council Regular Session Meeting, August 5, 2024
City Council Regular Session Meeting, September 3, 2024
City Council Executive Session Meeting, September 23, 2024

DAYTON CITY MANAGER RECRUITMENT 2024

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 Dayton recruitment consultant, Jensen Strategies, LLC, gathered input through one-on-one interviews, online staff and community surveys, and a public input session, which was used to prepare a draft position profile and hiring procedures for the City’s 2024 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 Dayton City Council that affords an opportunity for public comment.

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APPENDIX B DAYTON 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 for 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 consultant will provide a press release for the City to distribute announcing the finalists after we receive permission from those candidates for public disclosure of their candidacy.

2.4 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

2.5 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.

2.6 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.

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- 2.7 City Tour:** A City tour of the City's facilities will be offered to the finalists. The City will be responsible for providing the guide as well as the transportation for the tour.
- 2.8 Finalist Interviews:** Finalists will be interviewed in-person by three panels consisting of (1) the City Council, (2) local government managers from other jurisdictions, and (3) a panel of community members. 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 the 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.

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DAYTON CITY MANAGER RECRUITMENT SCHEDULE

Week of	Actions
Week of August 5 th	Council official adoption – Monday, August 5 th
Weeks of August 11 th and August 18 th	Recruitment brochure finalization
Week of August 5 th to September 9 th	Position advertisement- Position open (8/7 – 9/17/2024)
Week of September 16 th	Initial application screening
Week of September 23 ^d	Preliminary Zoom interviews
Week of September 30 th	Recommendation and selection of finalists Executive Session- Monday, September 30 th
Week of October 7 th	Background/reference checks on finalists
Week of October 14 th	Tuesday, October 15 th - Staff and Community Receptions Wednesday, October 16 th - Panel Interviews Thursday, October 17 th - Executive Session: Council Interviews Friday, October 18 th - Executive Session: Deliberation Regular Session: Announcement of Selection

APPENDIX A

DAYTON 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 local government management experience. An 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, and at least five years of increasingly responsible experience. Experience and/or training in public finance (grant management, redevelopment initiatives such as Oregon urban renewal) and public infrastructure management is highly desired.

Desired Skills / Attributes

Leadership & Management

The City Manager should be an experienced, dynamic, ethical, and resilient leader and manager with vision and creativity who can cultivate a collaborative work environment to implement Council priorities and support effective delivery of high-quality City services. The ability to oversee and effectively support a small, dedicated staff with multi-disciplinary skills and responsibilities by providing clear direction, balancing priority initiatives, as well as fostering a shared organizational vision is necessary. The City Manager should possess the skills to operate as a working manager and demonstrated management expertise to motivate and inspire staff, promote professionalism and effective communication, teamwork, accountability, and integrity with limited staff capacity. The City Manager should have strong human resource planning and management skills to retain an effective City workforce by maintaining an attractive and efficient workplace environment, offering opportunities for professional growth, promoting work life balance, and engaging in long term workforce capacity planning within available City resources. Skills and effective approaches to promote retention of key staff and institutional knowledge, including promoting practices to document work processes and operations is attractive.

Skills and experience to effectively integrate and coordinate day-to-day out-sourced services delivery are important, including evaluation and negotiation of service contract agreements as needed. The City Manager is expected to serve as an active City representative in regional initiatives and to uphold a commitment to pursue continuous learning and professional development opportunities as practicable. A personal demeanor which is personable, outgoing, expressive of gratitude, openminded, even tempered, inclusive, honest, respectful, and empathetic is desired.

Council Relations

The City Manager is expected to proactively facilitate a professional, approachable, responsive, and inclusive relationship with the City Council to support their work as the City's policy making body. This is expected to include assisting the Council by providing regular communication, impartial background information and making appropriate professional recommendations to support the Council's strategic decision making. The Manager is also expected to support calm, diplomatic, and efficient public meeting processes, including timely and effective community communications, as well as facilitating the development of long-term goals and strategies. An ability to effectuate Council policy decisions by directing City staff and ensuring adequate resources are available for implementation is important. Maintaining a continual awareness of the City's ordinances, legal obligations, operations to ensure regulatory compliance and informed decision-making is expected. A commitment to be accessible, reliable, and to regularly facilitate team building as well as new member onboarding and ongoing training opportunities to help all members of Council work effectively in their roles is highly desired.

Economic Development & Urban Renewal

Demonstrated experience and skills related to major economic development activity, smart growth, supporting multi-modal transportation networks, and creating a shared vision for the future. Skills to maintain effective relationships with business and development stakeholders to facilitate long-term strategies that promote desirable and locally based business amenities, enhancement of walkability and recreation amenities, and plan for growth while honoring the community's rural, small-town character are important. The City Manager will be expected to possess skills to evaluate and successfully negotiate agreements with developers that meet City infrastructure, identity needs, and facilitate healthy, strategic growth. The City Manager should have experience or familiarity with managing complex development and redevelopment initiatives, able to effectively navigate land use regulations and sophisticated financing mechanisms such as Oregon urban renewal laws. Skills and commitment to effectively support and integrate the Dayton Forward plan into City operations while seeking additional input and perspective as needed, to build consensus around future development goals and community priorities. An ability to effectively balance community needs and business interests across Dayton's diverse economic profile will be important. The City Manager is expected to serve as a strong, effective, and strategic City representative and advocate to attract and facilitate attractive new business development while planning for City infrastructure impacts and needs with sensitivity to taxpayer burdens.

Public Finance & Grant Management

The City Manager should possess strong public finance proficiency to continue the City's excellent fiscal management and strategic, innovative utilization of external financing to supplement limited resources and provide high quality infrastructure and services. Experience and ability to take a comprehensive financial planning approach that plans for the City's long-term service needs, identifies and utilizes a broad spectrum of appropriate revenue approaches, and integrates City Council goals and the community vision into fiscal decisions is imperative. Skills to facilitate and promote sustainable long-term fiscal planning, resources, and decision-making practices is important. A commitment to manage taxpayer dollars in a fiscally prudent and transparent manner while balancing the varied interests of residents and businesses is important. Effective communication and community engagement related to fiscal decisions such as utility rates, potential taxes, bond measures, and levies is essential. Prior knowledge or the ability to quickly learn Oregon budget law and requirements as well as rules related to urban renewal agencies is expected. Demonstrated familiarity and proficiency to work effectively with hired lobbyist representation and manage a high volume of major state and federal grants in progress (e.g., related to streets, sidewalks, beautification, and other initiatives) and anticipate future needs will be essential.

Public Works

The City Manager should have familiarity with planning, construction, and financing needs related to water, sewer, and stormwater infrastructure projects. The City Manager will be expected to provide leadership support to continue current initiatives and financing work for the City's infrastructure improvement and maintenance while planning for residential and commercial/industrial growth. Experience with streets planning, street maintenance, negotiating improvements on County or State-owned roads within the City, and continuing efforts to support multi-modal access and activity is beneficial. Skills and initiative to effectively prepare data to express needs or develop shovel-ready projects to favorably position the City for potential grants and other funding support is highly attractive.

Communication

The City Manager is expected to be a responsive, approachable, and concise communicator to facilitate effective internal and external organizational coordination and understanding. An ability to support and/or engage with diverse City audiences including City Council, staff, other local government officials, community members, nonprofits, businesses, and other stakeholders is essential. The City Manager should demonstrate professionalism, accessibility, inclusivity, political neutrality, transparency, and humility when communicating with all individuals or groups. In addition, skills to build consensus and facilitate two-way dialogues on complex civic issues with impartiality, open-mindedness, and respect is expected. Verbal and written communication should be offered with clarity, substance, and conciseness. Experience facilitating consistent multi-lingual and accessible communication practices is desired.

Intergovernmental Relations

The City Manager must be able to work effectively with other local or regional jurisdictions to represent Dayton in important regional initiatives and to uphold service agreements the City relies on to provide key public services. The City Manager should be prepared to help advance City interests and regional well-being through management and enhancement of strong relationships and clear, and strategic effective partnerships. Skills to effectively collaborate with as well as identify and pursue mutually beneficial opportunities for Dayton and Willamette Valley communities by upholding strong working relationships with the County, State, Federal, and other local governments is essential.

Community Engagement

The City Manager is expected to serve as a visible and effective liaison to the community to proactively inform and engage community members in City activities and decisions that may impact them. The next City Manager should have skills and experience to maintain, strengthen, and expand the City's communication and community engagement approaches to facilitate and encourage involvement in City decision-making. An ability to support outreach approaches that are sustainable with available staff capacity, promote transparency, balance different views and interests, engage diverse communities, and help build consensus is important. Experience offering inclusive opportunities for the Dayton community engage in civic dialogue and/or education events (e.g., civic academies) is attractive. Ongoing communication and community engagement to continue to collect input on the implementation and refinement the Dayton Forward plan as needed to meet community goals and needs.

Diversity, Equity, & Inclusion

The Dayton City Council recognizes the importance of fostering equity, inclusion, and diversity in the City's processes, services, systems, and staffing. As such, the City Manager is expected to embrace these principles and be committed to continuing City investments in training and ongoing learning for all members of the City organization. Experience promoting the accessibility and community responsiveness of City information and services such as by addressing physical accessibility infrastructure, language translation, hiring bilingual staff, considering English as a second language classes, and diversity training opportunities for the community is desirable.

Public Safety Planning & Communication

The City Manager should have appropriate management experience to effectively evaluate and plan for appropriate levels of public safety service to meet Dayton's needs within available resources. An ability to effectively negotiate and work in coordination with the Yamhill County Sheriff with whom public safety services are currently contracted is expected. An ability to effectively identify City needs and provide information to community members and other audiences regarding public safety decisions and potential service agreements is essential. Experience with public safety bond or levy measures or pursuing other financing tools or staffing approaches to provide high quality services for small communities is attractive.

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 responsibilities.

Appreciation for Dayton

The City Manager is a high-profile public local leader who is expected to serve as an effective representative of the City and an active liaison to the community. It is important the City Manager is willing to become a visible member of the community alongside City Council. An appreciation and understanding of Dayton's unique community character, which takes pride in creating a welcoming and family friendly atmosphere is essential.

Policy Directives

The City Manager will be expected to support, facilitate, and/or implement the following policy priorities for the City:

Public Infrastructure – Water and Sewer

Important public infrastructure projects are on track for completion prior to the onboarding of the next City Manager and a number of emergent, necessary infrastructure improvement needs are anticipated to accommodate expected existing commercial, residential, and tourism growth. Major projects underway include a new utility and public footbridge bridge as well as a Highway 221 sewer lift station. Substantial future needs are anticipated for water and sewer improvements. This includes utilizing the City owned the Fisher Farms property, which includes water well resources that could approximately double the City's water supply. This effort will require proactive engagement of City stakeholders as well as long term planning and financing work to evaluate infrastructure needs to connect these resources to City infrastructure and treatment facilities.

Additionally, substantial upgrades and expansion of the sewer system are also expected to be necessary to meet future commercial and residential needs and to reduce the impact antiquated infrastructure has on small staff due to regular, preventable failures. For the City's sewer upgrades, system originally constructed in the 1930s, a Federal grant has been submitted and is currently under consideration to fund the replacement, up to 10 M, for all City sewer lines older than 10 years. As such, organized, strategic, and timely planning to execute these projects and effectively leverage available resources to accomplish these and other major public infrastructure projects will be essential.

Additional evaluation and support also will be needed to finalize and assess any potential changes resulting from a utility rate study underway. Financing this and future work with sensitivity to the maintaining the town's affordability and ratepayer impacts is important. The next City Manager will be expected to support implementation and provide timely communication to City Council on these projects in coordination with City staff.

Economic Development and Urban Renewal

The City of Dayton is in the midst of substantial investment and redevelopment around its historic, beloved downtown park square and business area. A recent survey of the community was conducted that indicated a desire for a desire in the community for revitalization and investment in public and business amenities. Now, after a period of inactivity and/or disrepair of some of these properties, the City is poised for promising growth with major renovations underway and future development planned, including a hotel and new mixed-use spaces. As such, recently updated business overlay building and design codes have been implemented to make sure the new development activity reflects Dayton's authentic character, facilitates a healthy local economy, and promotes safe, healthy growth. Additionally, to support and leverage the benefits of downtown revitalization underway, the City has undertaken the initiative to establish an Urban Renewal District. Skills to support effective relationships governing bodies in

area (County Commission, Fire District, and School District) to facilitate the passage and effective implementation of this initiative will be essential. Further, facilitating collaborative, supportive working relationships with the local business community and the Dayton Community Development Association (DCDA) as applicable will be important as well. An ability to effectively negotiate and leverage development agreements and other investment opportunities to uphold City infrastructure and livability goals with appropriate system development charges and/or requests for beneficial community amenities is highly attractive. An ability to effectively plan and scale City staff capacity as needed to meet these development needs will be necessary.

Urban Growth Boundary Swap

An exciting and unique development planning opportunity will also be underway soon to take evaluate options to incorporate new land from the City's recently completed Urban Growth Boundary (UGB) swap, one of only a few completed in State history. This exchange allowed the City to reallocate their developable land portfolio from property east across the river from existing City infrastructure to a flat, adjacent area west of town more suitable for residential development and connection to City infrastructure. Supporting the appropriate negotiation of responsibility for up to 15 M of anticipated necessary infrastructure development (including sewer upgrades, lift stations, street upgrades, sidewalks, and other amenities) to allow fiscally responsible development in this area will be important. A proactive and thoughtful approach to engaging residents in the areas newly incorporated into the UGB to understand their needs and goals is desired.

Public Safety

The City currently contracts for public safety service with Yamhill County, specifically for one Deputy and a part time code enforcement officer. The City has been experiencing rising costs to maintain the current level of service as well as requests for the community for increased presence and traffic enforcement (e.g., speeding, parking). In previous years, the City put forth a public safety levy to cover rising cost and potentially expand existing service levels however the measure was not approved by voters. Despite this, the community continues to express a desire for a great level of law enforcement service. The next City Manager will be expected to support continued conversations to identify specific community goals regarding law enforcement coverage and strategic financial planning, including consideration of a future levy or bond measure, and contract negotiation to meet community needs within available resources. The City Manager will play a key role preparing necessary information to support the fiscal, service, and management considerations related to evaluating potential options. An ability to effectively evaluate a wide range of opportunities as well as engage the community and collaborate with other agencies to provide continued effective service delivery will be essential.