



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: David Sykes

SUBJECT: SEE BELOW

DATE: January 3, 2018

**SUBJECT: ADOPTION OF STATEMENT OF POLICY AND QUESTIONS FOR THE
PROSPECTIVE DIRECTOR OF PUBLIC WORKS**

RECOMMENDATION

Adopt a Statement of Policy and City Council Questions related to the selection of a prospective Director of Public Works as described in this memorandum, in compliance with City Charter Section 411.1.

OUTCOME

The results of this action will be Council input to the City Manager regarding his selection of a Director of Public Works in compliance with City Charter provisions.

BACKGROUND

The City Council has adopted a process for City Council confirmation of department director appointments in compliance with City Charter Section 411.1. The process requires that the City Council adopt a statement of policy for the involved department, along with proposed questions for the Council to present to the City Manager's recommended candidate for the appointment. This step is done prior to the Council's meeting with the candidate.

At my direction, staff has retained Alliance Resource Consulting, LLC to aid in our recruitment and selection for this position. City Council adoption of the Statement of Policy and Questions will both help the recruitment and the City Council's consideration of my nominee.

ANALYSIS

Alliance Resource Consulting, LLC is conducting a nationwide recruitment for qualified candidates for our Public Works Director. During the next month, the Administration will conduct an interview process guided by the input provided by the City Council through its

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adoption of the attached policy and questions, as well as other stakeholder feedback. I will then present my recommended candidate for Director of Public Works to the City Council for confirmation in a closed personnel session, along with the written answers to the questions adopted as part of this action. If the City Council confirms my nominee, the appointment would be formally approved at that afternoon's City Council meeting.

The proposed Statement of Policy (Attachment 1) contains the broad goals, objectives, and aspirations for the department as reflected in the department's mission, core services, performance measures, and resource allocation as part of the City Manager's 2017-2018 Adopted Operating Budget.

The proposed City Council Questions (Attachment 2) reflect those adopted for recent department director hiring processes, as well as ones specific to this recruitment. The City Council may modify, add, or subtract from this list of suggested questions at this time. City Councilmembers will be able to ask additional questions of my recommended candidate during the personnel session.

EVALUATION AND FOLLOW-UP

No additional follow up action with the City Council is expected at this time.

PUBLIC OUTREACH

This memorandum will be posted on the City's website for the January 23, 2018 City Council agenda. In addition, the Administration convened discussions with stakeholders to gather feedback on the knowledge, skills, and abilities that should be considered for the selection of the Director of Public Works, as well as an understanding of the challenges and opportunities facing the Public Works Department. Those stakeholders included City Councilmembers, selected Senior Staff, and Public Works Department employees.

COORDINATION

This memorandum was coordinated with the Office of Employee Relations.

COMMISSION RECOMMENDATION/INPUT

No commission recommendation or input is associated with this action.

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CEQA

Not a Project, File No. PP17-010, City Organizational & Administrative Activities resulting in no changes to the physical environment.

A handwritten signature in black ink, appearing to read "D. Sykes", with a stylized flourish at the end.

DAVID SYKES
City Manager

For questions, please contact Lee Wilcox, Chief of Staff, at (408) 535-4873.

Attachments

**STATEMENT OF POLICY
PUBLIC WORKS DEPARTMENT**

Department Mission

To provide excellent service in building a smart and sustainable community, maintaining, and managing the City's assets, and serving the animal care needs of the community.

Department Core Services

1. Animal Care Services

Promote and protect the health, safety, and welfare of animals and people in the City of San José.

2. Facilities Management

Provide safe, efficient, comfortable, attractive, and functional buildings and facilities.

3. Fleet and Equipment Services

Manage operations which provide a safe and reliable fleet of vehicles and equipment

4. Plan, Design, and Construct Public Facilities and Infrastructure

Plan, design, and construct public facilities and infrastructure, Materials Testing Laboratory, and Surveying Services

5. Regulate/Facilitate Private Development

Review private development to ensure that new development contributes to the safety and welfare of the citizens as well as the City's economic development

6. Strategic Support

Infrastructure and Mapping, Financial and Contractual Administration, Computer Services, Equality Assurance, and Human Resources

Department Performance Goals

Department performance goals are reflected in the Public Works Department's performance measures and its resource allocation in the City Manager's 2017-2018 Adopted Operating Budget.

**CITY COUNCIL QUESTIONS
DIRECTOR OF PUBLIC WORKS**

1. Please describe your education, experience, and accomplishments, and explain how they have prepared you for this position.
2. The Statement of Policy for the department contains the broad goals, objectives, and aspirations for the Public Works Department as reflected in the City Manager's 2017-2018 Adopted Operating Budget. Please explain, in general terms, how you would approach to managing these issues and achieving these goals.
3. What are the major challenges you see for the Public Works Department now and over the next five years? Please describe your approaches to dealing with them.
4. What is your plan for maintaining good communications with the Mayor and City Councilmembers? What is your plan for communications with Public Works Department employees, other City management staff, and other City departments?
5. Describe your experience and successes working on large scale infrastructure improvement projects. How would you ensure the timely delivery of City projects and how would you approach the collaboration between City departments and our community?
6. Describe the role and importance of Development Services in building the San Jose of the future. How does this service impact overall development in the City? Please share your thoughts about regulating vs. facilitating private development, and how you see private development contributing to the vitality of San Jose's economy, quality of life and infrastructure.
7. Please describe your experience in crafting and/or enforcing wage policies such as minimum wage, prevailing wage, and/or living wage; also, describe any experience with local hire ordinances, disadvantaged business programs, and/or project labor agreements.
8. How would you approach workforce planning and leadership development in the Department?
9. In a complex organization like the City, we have many competing priorities and not enough resources to accomplish all that our community, employees, and policy leaders desire. Describe how you manage priority setting and manage expectations to achieve consensus and sustainable support Department projects and programs.
10. With deep budget cuts necessary over the last decade, City departments have had to both reduce services and change service delivery models to reduce costs and continue to provide quality services. Please describe how you have approached team building and fostered innovation to improve service delivery while controlling costs.
11. Employee retention and workforce turnover are significant challenges for both Public Works and the City because of the economy, budget constraints, and competition from

nearby cities and employers. How you would address the loss of institutional experience, turnover, succession planning, and staff and leadership development in this context?

12. Who are the Public Works Department's principal customers? Please describe an example of a significant project you have handled where multiple constituency groups were involved with competing or conflicting goals, and how you helped achieve a satisfactory resolution.
13. What else should the City Council know about you?