

Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: David Sykes

SUBJECT: SEE BELOW

DATE: January 16, 2018

**SUBJECT: ADOPTION OF STATEMENT OF POLICY AND QUESTIONS FOR THE
PROSPECTIVE DIRECTOR OF PLANNING, BUILDING AND CODE
ENFORCEMENT**

RECOMMENDATION

Adopt a Statement of Policy and City Council Questions related to the selection of a prospective Director of Planning, Building, and Code Enforcement (PBCE) 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 Planning, Building, and Code Enforcement 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. prospective appointee. This step is done prior to the Council's meeting with the candidate.

At my direction, staff has retained Koff & Associates 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

Koff & Associates is conducting a nationwide recruitment for qualified candidates for our Director of Planning, Building, and Code Enforcement. During the next month, the

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Administration will conduct an interview process guided by the input provided by the City Council through its adoption of the attached policy and questions, as well as other stakeholder feedback. I will then present my recommended candidate for Director of Planning, Building, and Code Enforcement 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 30, 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 Planning, Building and Code Enforcement, as well as an understanding of the challenges and opportunities facing the Department. Those stakeholders included City Councilmembers, community members, industry representatives, Senior Staff, and Department employees.

COORDINATION

This memorandum was coordinated with the Office of Employee Relations.

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COMMISSION RECOMMENDATION/INPUT

No commission recommendation or input is associated with this action.

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. D. Sykes", with a stylized flourish at the end.

DAVID SYKES
City Manager

For questions, please contact Kim Walesh, Deputy City Manager, at (408) 535-8177.

Attachments

**STATEMENT OF POLICY
DEPARTMENT OF PLANNING, BUILDING AND CODE ENFORCEMENT**

Department Mission

To guide the physical change of San José to create and maintain a safe, healthy, attractive, and vital place to live and work.

Department Core Services

1. Community Code Enforcement

Enforce and promote compliance with local and state codes to ensure a safe, healthy and attractive community.

The key operational services utilized to carry out this Core Service include:

- Community Outreach/Neighborhood Empowerment
- General Code Enforcement
- Housing Code Enforcement
- Proactive Code Enforcement

2. Development Plan Review and Building Construction Inspection

Manage and review development and construction applications to allow issuance of permits in compliance with applicable codes and policies.

The key operational services utilized to carry out this Core Service include:

- Review of Land Use, Rezoning, Development Applications and Plans for Compliance with Zoning Code, Standards, Policies, and Guidelines.
- Review of Construction Plans and Calculations for Compliance with Building Code Standards, Policies, and Guidelines.
- Environmental Review
- Construction Inspection
- Permit Issuance
- Public Information Systems

3. Long Range Land Use Planning

Develop land use plans to guide the future physical growth of the City.

The key operational services utilized to carry out this Core Service include:

- City-wide Land Use Planning (General Plan)
- Village/Area Planning
- Policy/Ordinance Development

4. Administration

Support the work of the divisions through fiscal services, budget preparation/monitoring, coordinating facility maintenance, support of permitting and other information systems, procurements and contracts, supplies, and employee set up and exiting.

The key operational services utilized to carry out this Core Service include:

- Administration
- Clerical Support
- Budget Preparation
- Fiscal Accountability
- Human resources
- Information Systems
- Building and Code Call Centers
- Imaging Services

Department Performance Goals

Department performance goals are reflected in the Planning, Building, and Code Enforcement Department's performance measures and its resource allocation in the City Manager's 2017-2018 Adopted Operating Budget.

**CITY COUNCIL QUESTIONS
DIRECTOR OF PLANNING, BUILDING AND CODE ENFORCEMENT**

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 Department of Planning, Building, and Code Enforcement as reflected in the City Manager's 2017-2018 Adopted Operating Budget. Please explain, in general terms, how you would approach managing these issues and achieving these goals.
3. What are the most important challenges you see for the Department of Planning, Building, and Code Enforcement over the next five years? Please describe your approach to addressing them, including what actions you would prioritize in your first 12 months.
4. The Development Review process requires staff and applicants to work between multiple divisions of PBCE and multiple City Departments. How will you enable the organization to deliver a significantly better customer experience, including clarity, timeliness, and responsiveness?
5. How would you empower customer-facing staff to respond confidently and proactively to customers in a way that minimizes unnecessary involvement from upper management?
6. Informed by its General Plan, San Jose is in transition from a suburban development pattern and lifestyle to a more urban, mixed environment. What is needed to effectively guide and implement this significant community change?
7. Describe your experience with large urban development projects, including mixed use and transit oriented.
8. Code enforcement strongly affects our residents' quality of life. From your experience, what factors are most important for a successful city code enforcement operation?
9. How would you approach employee development and engagement in the Department? Management and leadership development?
10. What is your plan for maintaining good communication with the Mayor and City Councilmembers? What is your plan for communication with Department employees, other City management staff, and other City departments? With key stakeholders such as developers, neighborhoods, and employers?
11. 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.

12. 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 a clear work plan and quality, timely results.

13. What drives you to seek this position?

14. What else should the City Council know about you?