



COUNCIL AGENDA: 3/12/19  
FILE: 19-040  
ITEM: 3.3

## Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** David Sykes

**SUBJECT:** SEE BELOW

**DATE:** March 1, 2019

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**SUBJECT: ADOPTION OF STATEMENT OF POLICY AND CITY COUNCIL  
QUESTIONS FOR THE PROSPECTIVE PARKS, RECREATION, AND  
NEIGHBORHOOD SERVICES DEPARTMENT DIRECTOR**

### **RECOMMENDATION**

Adopt a Statement of Policy and City Council Questions related to the selection of a prospective Parks, Recreation, and Neighborhood Services Department Director as described in this memorandum, in compliance with City Charter Section 411.1.

### **OUTCOME**

The results of this action will be City Council input to the City Manager regarding the selection of a Parks, Recreation, and Neighborhood Services Department Director in compliance with City Charter provisions.

### **BACKGROUND**

In compliance with City Charter Section 411.1, the City Council has adopted a process for City Council confirmation of department director appointments. The process requires that the City Council adopt a statement of policy for the department involved, along with proposed questions for the City Council to present to the City Manager's recommended candidate for the appointment. This step is done prior to the City Council's meeting with the candidate during a Closed Session meeting. If the City Council confirms the City Manager's nominee, the appointment is formally announced at that afternoon's City Council meeting.

### **ANALYSIS**

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 2018-2019 Adopted Operating Budget.

HONORABLE MAYOR AND CITY COUNCIL

March 1, 2019

**Subject: Adoption of Statement of Policy/ City Council Questions for PRNS Department Director**

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The proposed City Council Questions (Attachment 2) include those adopted for recent department director hiring processes, as well as ones specific to this position. The City Council may modify, add, or subtract from this list of suggested questions at this City Council meeting. The Mayor and City Councilmembers will also be able to ask additional questions of the recommended candidate during the Closed Session meeting. It should be noted that the development of the City Council questions reflect input from meetings the Administration held with the Mayor and individual City Councilmembers regarding the knowledge, skills and abilities desired of the next Parks, Recreation, and Neighborhood Services Department Director as well as the input received regarding the same from other recent internal and external stakeholder outreach as described below.

### **EVALUATION AND FOLLOW-UP**

Once identified, the recommended candidate will be brought forward to the City Council for confirmation during a Closed Session meeting.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's website for the March 12, 2019, 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 Parks, Recreation, and Neighborhood Services Department Director, as well as an understanding of the challenges and opportunities facing the Department. Those stakeholders included the Mayor and City Councilmembers, Parks, Recreation, and Neighborhood Services Department employees and selected community members.

### **COMMISSION RECOMMENDATION/INPUT**

This item does not have input from a board or commission.

### **CEQA**

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

  
DAVID SYKES  
City Manager

For questions, please contact Jennifer Maguire, Assistant City Manager, at (408) 535-8185 or Lee Wilcox, City Manager's Chief of Staff, at (408) 535-4873.

Attachments

## STATEMENT OF POLICY

### PARKS, RECREATION, AND NEIGHBORHOOD SERVICES DEPARTMENT

#### Department Mission

To build healthy communities through people, parks, and programs.

#### Department Core Services

##### 1. Community Facilities Development

*Create uniquely San José places that foster relationships with people and nature and offer a civic presence.*

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

- Major Capital Improvement Projects Management
- Minor Parks Capital Improvement Projects

##### 2. Parks Maintenance and Operations Core Service

*Ensuring the proper maintenance and operation of City parks, trails, and open space and providing opportunities for City residents and visitors to play, learn, and socialize.*

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

- Family Camp
- Happy Hollow Park & Zoo
- Municipal Golf Courses
- Neighborhood Park and Regional Parks
- Park Rangers
- Parks Administration
- Sports Fields Maintenance and Reservations
- Trail Development and Maintenance
- Volunteer, Adopt a Park, and Community Gardens

##### 3. Recreation and Community Services

*Through recreation, promote play and health, strengthen communities, and enrich lives.*

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

- |                                 |  |
|---------------------------------|--|
| • Anti-Graffiti and Anti-Litter | • RCS Administration                     |
| • Aquatics                      | • Senior Services                        |
| • Community Center Operations   | • Therapeutic Services                   |
| • Park Activation/Placemaking   | • Youth Gang Prevention and Intervention |
| • PRNS Re-use                   | • Youth Services                         |

**STATEMENT OF POLICY (Cont'd.)**

**PARKS, RECREATION, AND NEIGHBORHOOD SERVICES DEPARTMENT**

**Department Performance Measures and Resource Allocation**

The Parks, Recreation, and Neighborhood Services Department's performance measures and resource allocation can be found in the 2018-2019 Adopted Operating Budget document, on pages VIII-251 to VIII-280.

**CITY COUNCIL QUESTIONS**

**PARKS, RECREATION, AND NEIGHBORHOOD SERVICES DEPARTMENT**

1. Please describe your education, experience, and accomplishments, and how they have prepared you for this position.
2. The Statement of Policy for the Parks, Recreation, and Neighborhood Services (PRNS) Department contains the broad goals, objectives, and aspirations for the department as reflected in the department's mission, core services, performance measures, and resource allocation approved by the City Council as part of the 2018-2019 Adopted Budget. Please describe, in general terms, your planned approach to leading the department.
3. What are the major challenges and opportunities you see for the department? Please describe your planned approach to dealing with them.
4. The Director of PRNS must be forward thinking with a long-term vision to ensure safe, vibrant, and inclusive neighborhoods and public life, yet be grounded in the practical reality of efficiently and effectively delivering core services to our community, including taking care of the parks and community centers that we already have in San José. Please describe how you will strike the right balance between forward thinking visionary ideas and projects, and the day-to-day operations and service delivery of the department.
5. The department is currently updating its GreenPrint – a strategic plan that will set in motion an ambitious vision and multi-year effort to improve and advance parks, recreation, and neighborhood services in San José. Please describe the strategies and actions you would take to ensure meaningful and measurable progress toward the plan within the next five years.
6. The financial sustainability of the department is important to ensure long term service sustainability to children, youth, adults, seniors, and persons with disabilities. Please describe how you would reconcile the need for generating revenue for full or partial cost recovery, while at the same time providing free or reduced cost services to residents in need.
7. What is your plan for ensuring that you maintain good communication with the Mayor and City Councilmembers? What is your plan for maintaining good communication with the City Manager, Senior Staff members, department employees, and stakeholders, such as neighborhood groups and community members?

**CITY COUNCIL QUESTIONS (Cont'd.)**

**PARKS, RECREATION, AND NEIGHBORHOOD SERVICES DEPARTMENT**

8. What does community engagement mean to you? As part of that, please describe how you would utilize volunteers to advance the department's goals.
9. In a diversity-rich community like San Jose, sensitivity to socioeconomic and cultural inclusiveness is very important. Please describe how these considerations should affect PRNS's service delivery approach.
10. This position requires that the Director engage and effectively balance the goals and interests of different stakeholders and constituent groups, such as program participants, park advocates, non-profits, and developers. Please provide an example of a major project or issue where multiple stakeholder and constituent groups were involved, what some of the conflicts were, and what type of resolution you helped to achieve to balance the various interests of the different groups.
11. Given ongoing constraints in budgetary resources, please describe your approach to employee team building and engagement as well as fostering innovation and continuous improvement in the delivery of PRNS services.
12. How will you ensure a safe work environment for PRNS employees?
13. How would you deal with a recommendation on a program or service that, in your professional judgement should be made, but which you know may be controversial?
14. Is there anything else that you would like us to know about you?