



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** David Sykes

**SUBJECT:** SEE BELOW

**DATE:** April 8, 2021

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**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 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 me regarding the selection of a Director of Planning, Building, and Code Enforcement 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 involved department, 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.

The City is conducting a nationwide recruitment for qualified candidates for our Director of Planning, Building, and Code Enforcement. During the next month, the 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 Session meeting, along with the written answers to the questions adopted as part of this action. If the City Council confirms my recommended

candidate, the appointment would be 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 approved by the City Council as part of the 2020-2021 Adopted 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. It should be noted that the development of the City Council questions reflect input with meetings the Administration held with individual City Council members, community stakeholders, and department staff members regarding the knowledge skills, and abilities desired of the next Planning, Building, and Code Enforcement Director. The City Council may modify, add, or subtract from this list of suggested questions at the April 20, 2021 City Council meeting, and of course, City Council members will be able to ask further questions of the recommended candidate during the Closed Session meeting.

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

No additional follow-up with the City Council on the Statement of Policy and Questions for the prospective Director of Planning, Building, and Code Enforcement is expected at this time. My recommended candidate is currently expected to be brought forward for City Council confirmation at a Closed Session meeting in mid to late May 2021, where further discussion will take place.

### **CLIMATE SMART SAN JOSE**

The recommendation in this memo has no effect on Climate Smart San José energy, water, or mobility goals.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's website for the April 20, 2021 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 Planning, Building, and Code Enforcement Department.

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Those stakeholders included City Council members, community members, industry representatives, and department employees.

**COMMISSION RECOMMENDATION/INPUT**

No commission recommendation or input is associated with this action.

**CEQA**

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

  
DAVID SYKES  
City Manager

Attachment 1: Statement of Policy- Planning, Building, and Code Enforcement Department

Attachment 2: City Council Questions- Director of Planning, Building, and Code Enforcement

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

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

### **Department Mission**

Facilitate the preservation and building of a safe, attractive, vibrant and sustainable San Jose through partnership with and exceptional service to our diverse communities and customers.

### **Department Core Services**

#### **1. Citywide 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:

- Citywide Planning
- Planning Environmental Review and Historic Preservation
- Planning Administration

#### **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:

- Building Development Services
- Planning Development Services
- Development Services Administration

#### **3. 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 Code Enforcement
- Multiple Housing Code Enforcement
- Solid Waste Code Enforcement
- Code Enforcement Administration

#### **4. Strategic Support**

*Administration, Clerical Services, Budget Preparation, Fiscal Services, Human Resources, Information Systems, Marketing and Outreach, and Safety/Wellness.*

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

- Financial Management
- Management and Administration

## **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 2020-2021 Adopted Budget.

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**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 Planning, Building, and Code Enforcement Department as reflected in the 2020-2021 Adopted Budget. Please explain, in general terms, how you would approach managing these issues and achieving these goals.
3. How do you build credibility when establishing relationships with residents and developers?
4. How would you view your role in addressing the housing crisis in San Jose?
5. What does equitable development mean to you? How would you implement equitable development strategies in San Jose?
6. What do you see as the role of code enforcement in maintaining and enhancing quality of life in a community?
7. What are the most important challenges you see for the Planning, Building, and Code Enforcement Department over the next five years? Please describe your approach to addressing them, including what actions you would prioritize in your first 12 months.
8. The Development Review process requires staff and applicants to work between multiple divisions of the Planning, Building, and Code Enforcement Department and multiple City departments. How will you enable the organization to deliver a significantly better customer experience, including clarity, timeliness, and responsiveness?
9. 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?
10. What do you consider to be the core principles of effective community engagement? Share an example of a community engagement process you consider successful and explain why.
11. Describe your experience with large urban development projects, including mixed use and transit-oriented projects.
12. How would you approach employee development and engagement in the department? How would you advance management and leadership development?

**Attachment 2**

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13. What is your plan for maintaining good communication with the Mayor and City Council and the City Manager? What is your plan for communication with department employees, other City departments as well as with key stakeholders, such as developers, neighborhoods, and employers?
14. 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.
15. 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.
16. What drives you to seek this position?
17. What else should the City Council know about you?