



Memorandum

TO: CITY COUNCIL

FROM: Mayor Liccardo

SUBJECT: SEE BELOW

DATE: 04/20/21

APPROVED:

DATE: 04/20/21

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

RECOMMENDATION

Direct the City Manager to include the following in the list of questions for the prospective Director of Planning, Building and Code Enforcement (PBCE):

1. In what concrete ways do you plan to hold yourself and the Department accountable for performance in meeting the public's need for timely inspections, permit issuances, and planning decisions?
2. (If an internal candidate): Can you identify why Development Services has struggled to substantially improve timeliness of inspections, permits, and planning over the past decade? (If an external candidate): What are the primary obstacles to performance improvement for big-city development services teams in meeting deadlines and reasonable timing expectations of their customers?
3. What specifically would you do to improve that (see above) performance? What have you previously done in your organization to improve performance in any of these areas?
4. Describe your experience in leading a transition to digital services. What is needed to make such a transition successful? In contrast, where are dollars wasted in such efforts?

DISCUSSION

We have a talented and hard-working PBCE team. However, challenges with resource scarcity, software implementations, staff retention, modernization, and meeting timeliness metrics have plagued the department for many years, through multiple mayors and councils. With these

questions, I hope to elicit insights about the relative strength of each candidate's management skills and approach.