



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Debra Figone

SUBJECT: SEE BELOW

DATE: August 11, 2011

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

RECOMMENDATION

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

BACKGROUND

In December 2001, the Council adopted a process for Council confirmation of department head appointments, in compliance with City Charter Section 411.1. The process requires that the Council, prior to meeting with the City Manager's recommended candidate for department head positions that are subject to the Charter's requirements, adopt a statement of policy for the department involved, along with proposed questions for the Council to present to the prospective appointee.

ANALYSIS

The proposed Statement of Policy (Attachment 1) reflects the department's mission and core services as approved by Council as part of the Fiscal Year 2011-2012 budget process. The proposed broad goals, objectives, and aspirations for the department were developed based on previous Council direction and key issues facing the department.

The proposed Council Questions (Attachment 3) have been adapted from recent department head hiring processes, with questions specific to this recruitment. As always, Council members may ask further questions of the proposed appointee in the Closed Session.

PUBLIC OUTREACH/INTEREST

- Criterion 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criterion 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- Criterion 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

This item does not meet any of the criteria above. This memorandum will be posted on the City's website for the August 23, 2011, City Council Agenda. In addition, the City Manager's Office convened four discussion forums involving internal and external stakeholders to gather feedback on what the City Manager should consider when appointing a Director of Public Works. Meetings were held with focus groups representing: a cross section of staff from the Department of Public Works; senior staff from City departments that interact frequently with the Department of Public Works; bargaining unit representatives that represent Public Works staff; and, representatives from private sector development consultants. A facilitated dialogue was conducted around the opportunities and challenges confronting Public Works in the years ahead as well as the leadership traits and professional background that will be required of the next Director. To guide the discussion, a draft ideal candidate profile was provided and has been modified to reflect their feedback (Attachment 2).

COST SUMMARY/IMPLICATIONS

None

CEQA

Not a project, File No. PP10-069 (b), Personnel Related Decisions



DEBRA FIGONE
City Manager

For questions please contact Ed Shikada, Assistant City Manager, at (408) 535-8190.

Attachments

Department Mission

The mission of the Department of Public Works is to provide excellent service in building a smart and sustainable community, maintaining and managing City assets, and serving the animal care needs of the community.

Department Vision

The vision of the Department of Public Works is to achieve its mission through collaboration, innovation, and integrity.

Core Services

1. Plan, Design and Construct Public Facilities & Infrastructure

Plan, design, and construct public facilities and infrastructure.

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

1. Airport infrastructure
2. Parks & Recreation Facilities
3. Public buildings
4. Streets and transportation systems
5. Storm sewers, and sanitary sewers

2. Fleet & Equipment Services

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

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

1. Provide repair and maintenance of City fleet and equipment
2. Manage fuel availability and distribution
3. Manage the acquisition and equipping of the City fleet
4. Manage radio communications and equipment

3. Facilities Management

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

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

1. Facilities maintenance services
2. Facilities improvement services
3. Special event support services

4. Animal Care & Services

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

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

1. Licensing and rabies vaccination compliance
2. Public low cost spay-neuter
3. Animal control in the community
4. House and care for stray animals

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.

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

1. Development application review
2. Traffic reports
3. Grading permits
4. Public improvement permits
5. Subdivision maps
6. Inspection
7. Assessment engineering
8. Utility permits
9. Underground service alert

Council Policy

Council Policy as to performance measures, resource allocation, and project delivery is contained in the 2011-12 Adopted Operating Budget, and the 2011-12 Adopted Capital Budget/2012-2016 Capital Improvement Plan.

IDEAL CANDIDATE

The ideal candidate will share the City's vision of entrepreneurial leadership and innovative solutions to problems. His/her leadership qualities will promote open lines of communication and effective working relationships. The candidate selected must be a transparent and persuasive communicator who is comfortable engaging with a wide array of diverse audiences. The ideal candidate will exhibit well developed political acumen coupled with the ability to remain apolitical. A progressive problem solver, the individual selected must be knowledgeable about current technological applications and be able to develop strategies for implementing new methods and technologies to improve service delivery. The ideal candidate will collaborate with external partners and explore new tools that enable the department to enhance or improve services and resource management within the industry.

The Department Head will be a strategic leader who is able to translate his/her long term vision for the department into immediate term action plans. The ideal candidate will engage the organization in developing a contemporary vision for the Department in the context of new economic realities, and possess the proven ability to motivate and lead a professional workforce through a variety of economic climates. The selected candidate will demonstrate a collaborative and inclusive management style that values a diverse and highly skilled workforce, while adapting to the priorities of the nation's 10th largest city. At least ten years of progressively responsible experience in field and office civil engineering work in a medium to large municipality or other comparatively sized organization, demonstrating the ability to manage a major organization and large-scale capital program is required. Training and experience equivalent to a Master's Degree in public Administration, business administration, or a discipline related to the business performed by the department is required. The Department Head must also possess a valid Certificate of Registration as a Civil Engineer issued by the California Board of Registration for Civil and Professional Engineers.

The economic environment presents significant challenges in sustaining maintenance service levels and maintaining the overall condition of the City's facility, fleet, and communication assets. The focus of the department will be to maximize quality services while achieving operational savings; addressing public health, safety and mission-critical maintenance services; delivering the capital improvement program; enabling the development of maintenance programs based on available resources; and developing mid-and long-term capital strategies for management of City facilities, fleet, and communication assets.

It is anticipated that over the next five years, the size of the capital improvement program will be \$1.75 billion. This will include substantial investments in the Convention Center, Water Pollution Control Plant, communication equipment, and sanitary and storm sewer infrastructure.

The following is a core set of suggested questions that the Council may use in the confirmation process for the Director of Public Works. The Council may modify, add or subtract from this list of suggested questions.

**CITY COUNCIL QUESTIONS
DIRECTOR OF DEPARTMENT OF PUBLIC WORKS HIRING PROCESS**

1. Please describe how your education, experience, and accomplishments have prepared you for this position.
2. The Statement of Policy for the Department lists the Council's approved goals, objectives, and aspirations. Please explain, in general terms, your planned approach to these issues.
3. What are the major priorities, opportunities and challenges you see for the department? Please describe your planned approach to them.
4. The City of San José's Public Works Director must be able to demonstrate a long-term view, yet remain grounded in the reality of delivering services today. How will you balance the day-to-day operations of City facilities with the importance of ensuring their long-term sustainability?
5. What is your plan for ensuring that you maintain good communication with the Mayor and City Council, and external stakeholders? How will you communicate with the general public and with Public Works employees?
6. Please describe your experience working in a unionized environment. How have you established positive working relationships with labor unions and what are some of the issues you have faced?
7. This position requires that the Director deal with a number of different constituent groups. Please provide an example of a project involving multiple constituency groups, what some of the conflicts were, and the type of resolution you helped to achieve.
8. Who do you see as the Department's customers?
9. What approach would you use to measure performance of the Department in providing quality, timely, and cost-effective service to its customers, and how would you use this information?
10. How will you ensure a safe and productive work environment for Public Works personnel?
11. In a diverse community like San José, sensitivity to socioeconomic and cultural differences is very important. Please describe how these factors affect the Department's services and your approach to leading the Department.
12. San José has a significant structural budget deficit that has been exacerbated by the recession. Please share your experience in creatively dealing with budget reductions. Describe how you would approach maximizing revenues.
13. There is likely to be a significant workforce turnover during the next several years. How would you approach workforce planning and leadership development in the Department?