



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Debra Figone

SUBJECT: SEE BELOW

DATE: September 19, 2012

SUBJECT: ADOPTION OF STATEMENT OF POLICY AND QUESTIONS FOR THE DIRECTOR OF PARKS, RECREATION AND NEIGHBORHOOD SERVICES

RECOMMENDATION

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

OUTCOME

The results of this action will be to provide input to the City Manager on the selection process for the Director and comply with City Charter provisions.

BACKGROUND

In December 2001, the City 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.

At the direction of the City Manager, staff is coordinating the efforts of the executive search firm, William Avery and Associates, who is conducting the recruitment. Council adoption of the Statement of Policy and Council questions will contribute to the development of a profile for the ideal candidate for the position.

ANALYSIS

Once the profile is completed, the consultant firm will conduct a broad recruitment for qualified candidates. The City Manager will then conduct an interview process guided by the input provided by Council through its adoption of the attached documents as well as other stakeholder feedback. At the conclusion of that process, the City Manager will present her appointment for Director of Parks, Recreation and Neighborhood Services to Council for their consent at Closed Session, along with written answers to the questions adopted by Council as part of this action. If Council confirms the nominee, the appointment would be formally approved at that afternoon's Council meeting.

The proposed Statement of Policy (Attachment 1) reflects the department's mission and core services as approved by Council as part of this year's 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 2) have been adapted from recent department head hiring processes with questions specific to this recruitment. Further questions specific to the department may be added at this time, and Council members will be able to ask further questions of the recommended appointee in the Closed Session.

PUBLIC OUTREACH/INTEREST

- Criteria 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criteria 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)**
- Criteria 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 to the City's website for the October 2, 2012, City Council Agenda. In addition, the City Manager's Office will conduct outreach through selected focus groups and other forms of public involvement in the hiring process.

HONORABLE MAYOR AND CITY COUNCIL

September 19, 2012

Subject: Statement of Policy/Questions for Director of Parks, Recreation and Neighborhood Services

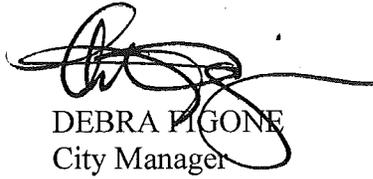
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COORDINATION

This memo has been coordinated with the Human Resources Department.

CEQA

Not a Project, File No. PP10-070(b), Personnel Related Decisions.



DEBRA FIGONE
City Manager

For questions, please contact Norberto Dueñas, Deputy City Manager, at (408) 535-8180.

Attachments

Department Mission

The mission of the Parks, Recreation and Neighborhood Services Department is to build healthy communities through people, parks and programs.

Core Service

1. Parks Maintenance and Operations:

Ensuring the proper maintenance and operation of City parks 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:

1. Regional Parks and Special Facilities, including Happy Hollow Park & Zoo and Family Camp.
2. Park Ranger Services
3. Civic Grounds and Landscape Maintenance
4. Neighborhood Parks and Trails Maintenance
5. Parks Volunteer Management

2. 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:

1. Community and Recreation Centers
2. Aging and Therapeutic Services
3. After School Recreation Program
4. Sports and Aquatics Programs
5. Youth Intervention Services

3. Strategic Support:

Budget and Fiscal Management Services, Network and Computer Services, Park Planning and Development, Marketing and Public Information, and Contracting Services.

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

1. Budget and Fiscal Management Services
2. Business Systems Administration
3. Marketing and Public Information
4. Contracting Services
5. HR, Payroll and Employee Relations Services
6. Community Facilities Planning and Development
7. Reuse Property Management

Council Policy

Council Policy as to performance measures, resource allocation, and project delivery is contained in the 2012 – 13 Adopted Operating Budget, and the 2012-13 Adopted Capital Budget/2012 – 2016 Capital Improvement Plan.

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

**CITY COUNCIL QUESTIONS
DIRECTOR OF PARKS, RECREATION AND NEIGHBORHOOD SERVICES HIRING
PROCESS**

1. Please describe your education, experience, and accomplishments, and explain how they prepare 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 (PRNS) has been engaged in rapid expansion and redevelopment of its park sites. As a result of this, many new facilities and amenities have been introduced for use to the residents of San José. However, while new facilities have been constructed and renovated, maintenance resources have been diminished. Often, the City has been criticized for building new facilities that it cannot adequately maintain. How would you address this challenge?
5. What is your plan for ensuring that you maintain good communication with the Mayor and City Council members? What is your plan for maintaining good communication as to your department's services and activities with the general public?
6. The Department manages the City's Park Ranger program. Currently, City Rangers perform interpretive services, rules enforcement, and selected maintenance tasks. Many residents have requested additional Park Ranger services; particularly along Creek Trails and in more heavily used neighborhood parks, but those resources have not always been forthcoming. How would you manage a workgroup and potentially expand the role of San José Park Rangers?
7. The San José community continues to struggle with a difficult economy, with cost increases and reduction of services an ongoing sensitivity. At the same time, we face the need to strengthen our neighborhoods and continuously improve the services we provide. How do you see yourself and this department contributing to successfully meeting those challenges?
8. The Director must be able to demonstrate a long-term view, yet remain grounded in reality of delivering services today. How will you balance the day-to-day operations of the Department with the importance of ensuring long-term sustainability?
9. What would be your strategy and approaches for delivering effective services to our community during these persistent times of limited and shrinking resources?

10. What standards will you put in place to measure performance of the department in providing timely, efficient, and informative service to its customers?
11. Please describe your experience working in a unionized environment. How have you established positive working relationships in such an environment?
12. In a diversity rich community like San José, sensitivity to socioeconomic and cultural competency is very important. Please describe how this affects department services and your approach for managing this issue.
13. Workforce turnover has been a significant challenge for the city. Please describe how this affects the department services and your approach for managing this issue. How would you approach workforce planning and leadership development in the department?
14. Specifically, what will you do to create or attract a more diverse pool of talent from which to recruit and make staff appointments?
15. This position requires that the Director deal with a number of different customers and constituencies. Who do you see as the department's customers? Please describe an example of a project where multiple constituency groups were involved, what some of the conflicts were, and what type of resolution you helped to achieve.
16. What else should the City Council know about you?