



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Jennifer A. Maguire

**SUBJECT:** SEE BELOW

**DATE:** August 27, 2024

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**COUNCIL DISTRICT:** Citywide

**SUBJECT:** Adoption of Statement of Policy and City Council Questions for the Prospective Director of Environmental Services

## **RECOMMENDATION**

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

## **SUMMARY AND OUTCOME**

The results of this action will be City Council input to me regarding the selection of a Director of Environmental Services, in compliance with City Charter provisions.

## **BACKGROUND**

In compliance with City Charter Section 411.1, the City Council adopted a process for City Council confirmation of Department Director appointments. The process requires that the City Council, prior to meeting with the City Manager's recommended candidate for Department Director positions that are subject to the City Charter's requirements, 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.

At my direction, staff is coordinating the nationwide recruitment efforts with the executive search firm, CPS Human Resources Services, for the City's next Director of Environmental Services. In October 2024, the Administration is currently planning to conduct an interview process for the position 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 Environmental Services 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 will be formally announced at that afternoon's City Council meeting.

## **ANALYSIS**

The proposed Statement of Policy (**Attachment A**) contains the broad goals, objectives, and aspirations for the department as reflected in the Environmental Services Department's mission, core services, performance measures, and resource allocation as approved by the City Council as part of the 2024-2025 Adopted Budget.

The proposed City Council Questions (**Attachment B**) reflect those questions adopted for recent Department Director hiring processes, as well as ones specific to this recruitment. The development of the City Council questions reflect input received during meetings with internal and external stakeholders.

The internal stakeholder outreach and input included:

- Interviews with the Mayor and City Councilmembers;
- Interviews with Senior Staff from primary partner departments;
- Interviews with the senior and executive leadership in the Environmental Services Department;
- Four diverse focus group meetings with randomly selected Environmental Services Department employees from a cross-section of race, gender, union stewardship, department organization/team, classification, and position; and
- An anonymous Environmental Services Department employee survey taken by 43 employees.

The external stakeholder outreach is outlined below.

- A Citywide anonymous community survey was disseminated in English, Spanish, Chinese, and Vietnamese. Six residents completed the survey.
- One-on-one meetings with key stakeholder organizations, representatives, and individuals, including, but not limited to:
  - City of Santa Clara;
  - Climate Advisory Commission;
  - Santa Clara Valley Open Space Authority;
  - Save the Bay;
  - Valley Water;
  - San Jose Water Company;
  - Silicon Valley Youth Climate Action; and
  - Treatment Plant Advisory Committee Members (largely through the community survey.)

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In addition to the stakeholder groups listed above, the Administration will continue engaging community members and groups throughout the process, as needed.

The City Council may modify, add, or subtract from this list of suggested questions at the September 17, 2024 City Council meeting and, of course, the Mayor and City Council will be able to ask further questions of the recommended candidate during the Closed Session meeting.

The City Council's adoption of a Statement of Policy and City Council Questions for the prospective Director of Environmental Services, as described in this memorandum, is in compliance with City Charter Section 411.1 and is an important step in the evaluation and selection process for a new Director of Environmental Services. It is currently anticipated that a recommended candidate will be brought forward for City Council confirmation in late October 2024, pending identification of a recommended candidate.

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

No additional follow-up with the City Council on the Statement of Policy and City Council Questions for the prospective Director of Environmental Services is expected at this time. A recommended candidate is currently expected to be brought forward for City Council confirmation at a Closed Session meeting in late October 2024, pending identification of a recommended candidate, where further discussion will take place regarding that candidate.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's Council Agenda website for the September 17, 2024 City Council meeting.

In addition, the Administration convened discussions with an inclusive group of stakeholders to gather feedback on the knowledge, skills, and abilities that should be considered for the selection of the Director of Environmental Services, as well as an understanding of the challenges and opportunities facing the Environmental Services Department. Those stakeholders included the Mayor and City Councilmembers, Senior Staff from primary partner departments, Environmental Services Department employees, and a broad set of external community members, including businesses, residents, and non-profit and community-based organizations.

### **COMMISSION RECOMMENDATION AND INPUT**

No commission recommendation or input is associated with this action.

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**CEQA**

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

**PUBLIC SUBSIDY REPORTING**

This item does not include a public subsidy as defined in section 53083 or 53083.1 of the California Government Code or the City's Open Government Resolution.



JENNIFER A. MAGUIRE  
City Manager

For questions, please contact Dolan Beckel, Chief of Staff for the City Manager, [dolan.beckel@sanjoseca.gov](mailto:dolan.beckel@sanjoseca.gov) or (408) 745-9696.

**Attachments**

Attachment A: Statement of Policy – Environmental Services Department

Attachment B: City Council Questions - Director of Environmental Services

**STATEMENT OF POLICY  
ENVIRONMENTAL SERVICES DEPARTMENT**

**Department Mission**

Deliver world class utility services and programs to improve our health, environment, and economy.

**Department Core Services****1. Potable Water Delivery**

Develop, operate, and maintain the City's municipal potable water system.

**2. Recycled Water Management**

Develop, operate, and maintain a recycled water system that reduces effluent to the Bay and provides a reliable and high-quality alternative water supply.

**3. Recycle and Garbage Services**

Collect, process, and dispose of solid waste to maximize diversion from landfills and protect public health, safety, and the environment.

**4. Stormwater Management**

Protect the health of the South Bay watershed through regulatory programs that prevent pollution from entering the storm sewer system and waterways.

**5. Sustainability and Environmental Health**

Provide innovative solutions to tackle climate change and reduce emissions by promoting enhanced air quality, environmentally responsible land use, sustainable energy practices, and conservation of water and energy resources.

**6. Wastewater Management**

Manage wastewater for suitable discharge into the south San Francisco Bay and for beneficial reuse to protect the environment and public health.

**7. Strategic Support**

Public Education, Long Range Planning, Human Resources, Facility Management, Financial Management, Information Technology Services, Clerical Support, Materials Management, and Emergency Response and Recovery.

**Department Performance Goals**

Department performance goals are reflected in the Environmental Services Department's performance measures and its resource allocation in the 2024-2025 Adopted Budget. The Department's Service Delivery Framework is also outlined in the Adopted Budget.

**STATEMENT OF POLICY  
ENVIRONMENTAL SERVICES DEPARTMENT (Cont'd.)**

The Environmental Services Department also plays an important role in supporting the following City Council Focus Areas as approved by the City Council with the approval of the 2024-2025 Adopted Budget:

- Ending Street Homelessness; and
- Cleaning up Our Neighborhoods.

**CITY COUNCIL QUESTIONS  
DIRECTOR OF ENVIRONMENTAL SERVICES DEPARTMENTAL**

1. Please describe your education, experience, and accomplishments, and explain how they have prepared you for this position. What are your strengths and areas for improvement?
2. What drives you to seek this position and motivates you to provide public service?
3. Describe your specific experience in environmental sustainability, specifically focusing on climate change mitigation and adaptation, water quality, waste management, and regulatory compliance. How have you addressed these areas in your previous roles?
4. What are the most important challenges you see for San José concerning environmental sustainability, climate change adaptation, and resilience over the next five years? Please describe your approach to addressing these challenges, including what actions you would prioritize in your first 12 months.
5. Have you identified any gaps after reviewing the Environmental Services Department's mission, core services, programs, budget, and staffing? Would you propose any changes, including increasing or decreasing emphasis on any particular core service or program? How would you approach innovation and measure its impact on the delivery of the department's core services?
6. How would you approach being a policy leader, educator, and administrator around environmental sustainability and resilience? What local jurisdictions, other models, or resources would you look to for environmental sustainability and climate resilience solutions, and why?
7. Describe how you manage priority setting and have a clear strategic plan, roadmap, and work plan to deliver quality and timely results.
8. The Environmental Services Department is supported by a staff of 592 full-time equivalent positions and provides multiple service delivery lines and programs. Describe your approach to leading a large team with varying and highly technical lines of service delivery. Please provide your strategy for management and leadership where you may not have experience in all domains.
9. How would you approach employee development and engagement in the department? How would you advance management and leadership development?
10. The Environmental Services Department oversees and manages a large capital and operating budget, including rate-payer funds. Please describe your experience and skills in financial administration, contract negotiation, and fund management within a large, regulated municipal utility.

**CITY COUNCIL QUESTIONS  
DIRECTOR OF ENVIRONMENTAL SERVICES DEPARTMENT (Cont'd.)**

11. This position requires the Director of Environmental Services to navigate, build, and maintain relationships with a wide range of internal and external stakeholders. Who do you see as the department's key stakeholders? Please provide an example of a large-scale environmental policy or project involving multiple stakeholders with competing or conflicting goals and how you achieved a satisfactory resolution. How do you approach building bridges and maintaining good working relationships with stakeholders with opposing perspectives on an issue?
12. What is your plan for ongoing collaboration with external stakeholders, including customers, agencies, other jurisdictions, and the community, who are impacted by the Environmental Services Department's policies and programs?
13. What does equitable environmental policy mean to you? Please describe your approach and experience with environmental justice and engaging underserved communities. What community and stakeholder strategies were used?
14. What is your plan for transparency and maintaining good communication with internal City stakeholders, including the Mayor, City Council, and City Manager, as well as with the department's employees and partner City departments?
15. What else should the City Council know about you?