

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Jennifer A. Maguire

**SUBJECT: HOUSING DIRECTOR  
RECRUITMENT PROCESS**

**DATE:** April 21, 2023

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## **INFORMATION**

The City of San José (City) is in the process of recruiting for a new Housing Director following the announcement of the retirement of Jacky Morales-Ferrand after 15 years of service to our community. This information memorandum updates the Mayor, City Council, housing and homelessness stakeholders, community, and employees on two aspects of the Housing Director recruitment:

- Overall recruitment process, major milestones, and planned dates; and
- Detailed stakeholder outreach and community engagement activities.

### **Overall Recruitment Process, Major Milestones, and Planned Dates**

#### *Recruiter Selection*

The City is in the process of selecting a nationwide executive recruiter with a proven track record attracting talent experienced in leading teams, driving affordable and market rate housing development and production, and delivering solutions to prevent and resolve homelessness. The planned final selection date for the executive recruiter is May 1, 2023. It should be noted, the City has started engaging executive recruiters; however, many recruiting firms have indicated little to no capacity, so the City is currently conducting additional one-on-one follow-ups.

#### *Stakeholder Outreach and Community Engagement*

To ensure the Mayor and City Councilmembers, select Senior Staff members, Housing Department employees, and key stakeholders and community members can inform the recruitment and final candidate selection process, the City will conduct a number of outreach and engagement sessions (described in more detail below); these are taking place between April 13, 2023, and May 19, 2023.

*Statement of Policy and City Council Questions for the Prospective Director of Housing*

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, 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.

The Statement of Policy contains the broad goals, objectives, and aspirations for the department and will reflect the Housing Department's mission, core services, performance measures, and resource allocation as approved by the City Council. The proposed City Council Questions will include those questions adopted for recent Department Director hiring processes, as well as ones specific to this recruitment. The development of the City Council questions will reflect input received during meetings the Administration will hold with stakeholders and community members regarding the knowledge, skills, and abilities desired of the next Housing Director, as well as the challenges and opportunities facing the Housing Department. It is anticipated that the Administration will bring forward a memorandum with the recommended Statement of Policy and City Council Questions for the Prospective Director of Housing for City Council consideration at the June 6, 2023 City Council meeting.

*Application Period*

A position profile and resulting recruitment brochure will be developed based on stakeholder and community member feedback. The recruitment is planned to open for applications on May 26, 2023 and will remain open for eight weeks — industry standard for executive recruitments — through July 21, 2023. The position will be robustly advertised and, once advertisement placements are known, will be shared with the Mayor, City Council, housing and homelessness stakeholders, community, and employees through a future recruitment process update. The City may extend the recruitment period as necessary to ensure a diverse and experienced set of applicants.

*Applicant Screening Process*

After the application period closes, the Administration's executive recruiter will conduct an initial screening of each applicant from July 24, 2023 through August 2, 2023, which includes reviewing each applicant's cover letter and resume, and meeting virtually with each applicant that meets the minimum qualifications set forth for the position. In these meetings, the executive recruiter will conduct a screening interview informed by the feedback received during the stakeholder outreach and community engagement process. The executive recruiter will verify the information the applicants provide, and assess their knowledge, skills, and abilities against those advertised in the position profile. After this screening, the executive recruiter will provide recommendations to the Administration on which applicants should move forward in the recruitment process. For each recommended candidate, the executive recruiter will conduct a

search for published articles that mention the applicant and develop a detailed social media profile.

#### *First Round Interview Panels*

Once the initial candidate finalists have been determined, those finalists will proceed to Interview Panels. To ensure a diverse perspective, there will be three or four interview panels comprised of:

- City Leadership (Peer Directors and Deputy City Managers);
- Santa Clara County Partner Organizations;
- Housing Development Organizations;
- Representatives of Community, Faith Based, and Neighborhood Housing;
- Homelessness Support Organizations; and
- Lived Experienced Individuals.

These interviews are expected to occur in person over a two-day period and every candidate will interview with each panel. The panels will be invited to share their assessments of the candidates' strengths and weaknesses with me in person. The interview panels are currently planned to take place on August 14 and August 15, 2023. The candidate field will then be narrowed for the final interview process.

#### *Final Interview Panels*

Along with members of the City Manager's Executive Team, I will conduct final interviews to delve into remaining questions for the final candidates. After these interviews, I will review the information and feedback provided over the course of the recruitment and selection process — meeting with any final candidates again if needed — to make my final selection which is targeted for the week of August 21, 2023.

#### *City Council Confirmation Process*

With this recruitment schedule, I am currently planning to present my recommended Housing Director candidate to the City Council for confirmation in a Closed Session meeting in mid-September, along with the written answers to the questions adopted as part of Statement of Policy and City Council Questions for the Prospective Director of Housing. During that meeting, the Mayor and City Council will also be able to ask further questions of the recommended candidate. If the City Council confirms my recommended candidate, the appointment would be formally announced at that afternoon's City Council meeting.

*Recruitment Process Key Dates Summary*

The following table provides a summary of the planned key dates for the Housing Director recruitment process by major milestone as discussed in this memorandum.

Major Milestone	Planned Key Date
Recruiter Selection	May 1, 2023
Stakeholder Outreach and Community Engagement	April 13, 2023 – May 19, 2023
Statement of Policy and City Council Questions	June 6, 2023
Application Period	May 26, 2023 – July 21, 2023
Applicant Screening Process	July 24, 2023 – August 2, 2023
First Round Interview Panels	August 14 and August 15, 2023
Final Interview Panels	Week of August 21, 2023
City Council Confirmation Process	Mid-September 2023

**Detailed Stakeholder Outreach and Community Engagement Activities**

The recruitment team will hold individual meetings with the Mayor and City Councilmembers, select Senior Staff members, and Housing Department employees regarding the knowledge, skills, and abilities desired of the next Housing Director, as well as the challenges and opportunities facing the Housing Department. Housing Department employee engagement will include at least two employee focus groups and an anonymous survey sent to all staff in the Housing Department.

City staff are also planning a variety of engagement methods to seek similar input from key stakeholders and community members. Outreach methods will include an online survey for the San José community, community meetings, and 1:1 sessions with key stakeholders and organizations. These approaches are described in greater detail below.

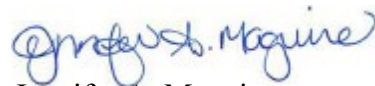
- **Citywide Online Community Survey** - The recruitment team will launch a citywide online community survey to seek input from the community regarding what professional experiences and accomplishments the new Director should bring to the position, what knowledge, skills and abilities the Housing Director should have to be successful in San José, and what issues the new Housing Director should address in the first year on the job. Community surveys will be publicized on social media and sent to partner Community-Based Organizations to help reach communities who may not otherwise learn of the opportunity to provide feedback. The surveys will be available in five languages: English, Spanish, Vietnamese, Simplified Chinese, and Traditional Chinese and open from May 3-15, 2023. Additionally, the survey will be provided to City Council Offices prior to the launch date in an effort to increase community participation.

- **Community Meetings** – To encourage further participation from the community, the City will conduct four in-person meetings and one virtual meeting currently planned for the week of May 15-19, 2023, to seek the same input as described above. These meetings will group City Council Districts geographically by north, south, east, and west. Language access services will be available and reasonable accommodations will be provided upon request and should be directed to Raania Mohsen via email at [raania.mohsen@sanjoseca.gov](mailto:raania.mohsen@sanjoseca.gov) or via phone at 408-535-8147.
- **1:1 Sessions with Key Stakeholders and Organizations** – The recruitment team will also hold 1:1 sessions with various external housing and homelessness key stakeholders between April 13, 2023, and May 19, 2023 so that they can also provide important input into the recruitment process.

Stakeholder feedback themes will be developed at the conclusion of all stakeholder outreach and community engagement activities and will be used to inform the Statement of Policy and City Council Questions for the Prospective Director of Housing, position profile and recruitment brochure, interview processes, my final recommended Housing Director candidate, and the City Council confirmation process.

### **Recruitment Process Further Updates**

I will continue to keep the Mayor, City Council, housing and homelessness stakeholders, community, and employees informed with any new information as the recruitment process for the next Housing Director progresses. I am looking forward to continued feedback regarding this important position.



Jennifer A. Maguire  
City Manager

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