



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** David Sykes  
Jennifer A. Maguire

**SUBJECT: OFFICE OF EMERGENCY  
MANAGEMENT IMPLEMENTATION**

**DATE:** August 31, 2017

Approved

Date

9/1/17

## RECOMMENDATION

- (a) Establish the Office of Emergency Management in the City Manager's Office.
- (b) Adopt a resolution to amend the City of San José Pay Plan effective September 24, 2017, to reactivate and retitle the classification Director, Emergency Management (U) (formerly Emergency Preparedness Director U) with a salary range of \$153,137.55 - \$239,350.37 annually.
- (c) Adopt the following position adjustments:

- (1) Add the following positions to the City Manager's Office:

Count	Job Code	Title
1.0	2341	Director, Emergency Management U
1.0	1622	Staff Specialist
1.0	1654	Senior Analyst
1.0	1627	Analyst I/II
1.0	1693	Training Specialist

- (2) Eliminate the following positions from the Fire Department:

Count	Job Code	Title
1.0	1640	Deputy Director U
1.0	1622	Staff Specialist
1.0	1654	Senior Analyst
1.0	1627	Analyst I/II
1.0	1693	Training Specialist

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- (d) Adopt the following Fiscal Year 2017-2018 Appropriation Ordinance amendments in the General Fund:
- (1) Decrease the Fire Department Personal Services appropriation by \$844,081;
  - (2) Increase the City Manager's Office Personal Services appropriation by \$844,081;
  - (3) Decrease the Fire Department Non-Personal/Equipment appropriation by \$655,758; and
  - (4) Increase the City Manager's Office Non-Personal/Equipment appropriation by \$655,758.
- (e) Reassign the Urban Areas Security Initiative Grant - Fire 2016 City-Wide Expenses appropriation in the General Fund from the Fire Department to the City Manager's Office.

## **OUTCOME**

This memorandum implements Council direction approved on August 8, 2017, to establish the Office of Emergency Management (OEM) in the City Manager's Office. If the above recommendations are approved, the OEM will be established in the City Manager's Office; the City of San José Pay Plan will be amended to reactivate and retitle the Director, Emergency Management U (2341); OEM positions will be shifted from the Fire Department to the City Manager's Office; and budget actions will shift OEM funding from the Fire Department to the City Manager's Office.

## **BACKGROUND**

On March 9, 2017, the City Council approved a memorandum<sup>1</sup> from Mayor Liccardo, Vice Mayor Carrasco, Councilmember Peralez, Councilmember Diep and Councilmember Nguyen and directed the City Manager to: "... define the appropriate structure and staffing for the City's Office of Emergency Services, and whether its mission could be better served by the creation of an independent department or division that would ensure better access to resources, key staff, etc."

The Administration contracted with Witt O'Brien's, a global risk management consulting firm with expertise in emergency management and disaster preparedness, to perform a strategic assessment of the City Office of Emergency Services (OES) and make targeted recommendations, including an evaluation of where OES should be situated within the City's organizational structure to maximize its effectiveness in carrying out its vital mission.

Witt O'Brien's completed the assessment and provided recommendations that were presented in the OES Assessment and Recommendations Report memorandum<sup>2</sup> to Council on August 8, 2017. At the recommendation of the Administration, Council approved option three of this report and directed the City Manager's Office to return to Council with the appropriate implementation actions by September 2017. The recommendations that were adopted were to move OES from the Fire Department to the City Manager's Office, elevate the OES Director

<sup>1</sup> Memorandum: [http://sanjose.granicus.com/MetaViewer.php?view\\_id=&event\\_id=2760&meta\\_id=621138](http://sanjose.granicus.com/MetaViewer.php?view_id=&event_id=2760&meta_id=621138)

<sup>2</sup> Memorandum: [http://sanjose.granicus.com/MetaViewer.php?view\\_id=&event\\_id=2696&meta\\_id=646283](http://sanjose.granicus.com/MetaViewer.php?view_id=&event_id=2696&meta_id=646283)

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from Deputy Director U to the Director, Emergency Management U, and to change the name of OES to Office of Emergency Management. In addition, the City Manager's Office is to return to the Council as part of the 2018-2019 Proposed Budget and future budget processes to phase in additional recommended emergency management positions as appropriate within the context of the General Fund budgetary outlook and other city-wide priorities.

## ANALYSIS

The recommendations in this memorandum implement the City Council direction given on August 8, 2017 to move OES to the City Manager's Office, retitle OES to the Office of Emergency Management, and elevate the Deputy Director of Emergency Services to the Director, Emergency Management U.

OES staffing currently located in the Fire Department include five permanent positions and four temporary grant funded positions. These positions will be reassigned to the City Manager's Office. The permanent staff include 1.0 Staff Specialist, 1.0 Senior Analyst, 1.0 Analyst, 1.0 Training Specialist, and 1.0 Deputy Director to be reallocated to the Director, Emergency Management. The incumbents in these positions will be reassigned to the Office of Emergency Management.

Human Resources worked with the City Manager's Office to reactivate and retitle the Director, Emergency Management U classification to address the need for a Director position to oversee the Office of Emergency Management. This classification is being reactivated as this classification does not exist in the City's current Pay Plan. The proposed classification is comparable to a Department Director; therefore, the salary range internally aligns with the Department Director classifications. The class specification is included as an attachment and summarized below.

- (1) Director, Emergency Management U, with an annual pay range of \$153,137.55 - \$239,350.37: This classification performs work at the executive and management level developing, implementing, managing, and maintaining a comprehensive emergency management program for the City of San José. Duties include planning, organizing, directing, and evaluating the City's emergency management functions and programs; directing the study and analysis of vulnerability to natural disasters, hazardous spills, biological and chemical attacks, acts of terrorism and response capabilities; developing and implementing disaster mitigation plans and programs; and supervising the preparation of all phases of the City's emergency management plan.

Budget actions are also recommended in this memorandum to shift funds from the Fire Department to the City Manager's Office for the OEM, including Personal Services funding of \$844,081 and Non-Personal/Equipment funding of \$655,758. Non-Personal/Equipment funding includes \$60,758 in ongoing funds and \$595,000 in one-time funds. In addition, the Urban Areas Security Initiative Grant - Fire 2016 City-Wide Expenses appropriation in the General Fund would be reassigned from the Fire Department to the City Manager's Office. It should be noted that the funding transfer reflects the OES budget for the entire 2017-2018 Fiscal Year.

Upon approval of the budget recommendations contained in this memorandum, any charges incurred in the Fire Department between July 1, 2017 and September 12, 2017 will be transferred to the City Manager's Office as appropriate.

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

No additional City Council action is expected in 2017-2018. Revisions to the Pay Plan are reported to the Civil Service Commission at the first regularly scheduled meeting following the Council action.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's website for the September 12, 2017 City Council Agenda.

### **COORDINATION**

This memorandum was coordinated with the Human Resources Department and the City Attorney's Office.

### **COMMISSION RECOMMENDATION/INPUT**

This item does not have input from any board or commission.

### **COST SUMMARY/IMPLICATIONS**

Net zero budget actions are recommended to shift funding and staffing from the Fire Department to the City Manager's Office. Minor increased costs associated with the elevation of the Deputy Director U to the Director, Emergency Management U will be absorbed in the City Manager's Office Personal Services appropriation in 2017-2018. The difference in cost for the position will be factored into the 2018-2019 Base Budget process.

### **BUDGET REFERENCE**

The following table identifies the fund and appropriations with budget actions recommended in this memorandum.

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Fund #	Appn #	Appn Name	Current Total Appn	Rec. Budget Action	2017-2018 Proposed Operating Budget Page*	Last Budget Action (Date, Ord. No.)
001	0541	Fire Personal Services	\$203,751,739	(\$844,081)	508	6/20/2017 Ord. No. 29962
001	0542	Fire Non-Personal/ Equipment	\$8,926,593	(\$655,758)	508	6/20/2017 Ord. No. 29962
001	0111	City Manager's Office Personal Services	\$13,489,999	\$844,081	440	6/20/2017 Ord. No. 29962
001	0112	City Manager's Office Non-Personal/ Equipment	\$2,126,961	\$655,758	440	6/20/2017 Ord. No. 29962

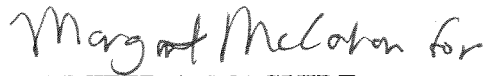
\*The 2017-2018 Proposed Operating Budget was adopted by the City Council on June 20, 2017.

**CEQA**

Not a Project, File No. PP17-004, Government Funding Mechanism or Fiscal Activity with no commitment to a specific project which may result in a potentially significant physical impacts on the environment.



DAVID SYKES  
Assistant City Manager



JENNIFER A. MAGUIRE  
Senior Deputy City Manager/  
Budget Director

For questions, please contact David Sykes, Assistant City Manager, (408) 535-8185.

Attachments:

Director, Emergency Management U Class Specification

**City of San José**  
**CLASS SPECIFICATION**

**Title: Director, Emergency Management U (2341)**

<b>DEPARTMENT</b>	<b>ACCOUNTABLE TO</b>	<b>FLSA STATUS</b>
Emergency Management	City Manager	Exempt

**CLASS SUMMARY**

Under administrative direction, performs work at the executive and management level developing, implementing, and maintaining a comprehensive emergency services program for the City of San Jose. Performs related work as required.

**DISTINGUISHING CHARACTERISTICS**

This classification is unclassified and is appointed by and serves at the pleasure of the City Manager. This position reports directly to the City Manager and, on an operational basis, may report to the Assistant City Manager, Senior Deputy City Manager, or Deputy City Manager. This class is distinguished from the higher level class of Deputy City Manager in that the latter has a higher scope of executive responsibility.

**QUALIFICATIONS**

**(These qualifications are typically required. An equivalent combination of education and experience sufficient to satisfactorily perform the duties of the job may be substituted.)**

**Minimum Qualifications**

**Education and Experience**

A Bachelor's Degree in public administration, business administration, or a discipline related to the business performed by the department, AND ten (10) years of progressively responsible professional experience that demonstrates proficiency at the management and policy making levels of a corporate or public organization responsible for a complex range of programs and activities, including five (5) years at a management and policy-making management level. A Master's Degree in public administration, business administration, or a discipline related to the business performed by the department is preferred.

**Required Licensing (such as driver's license, certifications, etc.)**

- Possession of a valid State of California driver's license may be required.

**Other Qualifications**

**(Incumbents may be required to have different combinations of the listed qualifications, or more specific job-related qualifications depending on the position.)**

**Basic Competencies**

**(Needed at entry into the job in order to perform the essential duties.)**

- Job Expertise – Demonstrates knowledge of and experience with applicable professional/technical principles and practices, Citywide and departmental procedures/policies and federal and state rules and regulations; knowledge of the principles and practices of public administration pertinent to the control and administration of a major city's population in emergency situations, and of the techniques for employing available resources; knowledge of the principles and practices of disaster preparedness, planning, training, program development and management; engagement with and managing volunteers; knowledge of the particular geography, local emergency/disaster hazards, and emergency planning considerations for the City of San Jose.
- Communication Skills - Effectively conveys information and expresses thoughts and facts clearly, orally and in writing; demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts.

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**CLASS SPECIFICATION**

**Title: Director, Emergency Management U (2341)**

- Collaboration - Develops networks and builds alliances; engages in cross-functional activities.
- Leadership - Leads by example; demonstrates high ethical standards; remains visible and approachable and interacts with others on a regular basis; promotes a cooperative work environment, allowing others to learn from mistakes; provides motivational supports and direction.
- Supervision - Sets effective long and short-term goals based on a good understanding of management practices; establishes realistic priorities within available resources; provides motivational support; empowers others; assigns decision-making and work functions to others in an appropriate manner to maximize organizational and individual effectiveness.
- Vision/Strategic Thinking - Support, promote, and ensure alignment with the organization's vision and values. Understand how an organization must change in light of internal and external trends and influences. Builds a shared vision with others and influence others to translate vision to action.

**Additional Competencies and/or Desirable Qualifications**

**(Competencies, knowledge, skills and abilities that are more position specific and/or likely to contribute to more successful job performance.)**

- Political Skill - In taking action, demonstrates an understanding and consideration of how it will impact stakeholders and affected areas in the organization.
- Project Management - Ensures support for projects and implements agency goals and strategic objectives.
- Social Awareness - Demonstrates the ability to read or sense other people's emotions and how they influence the situation of interest or concern; demonstrates empathy and organizational awareness.
- Knowledge of the functions of various City departments and outside agencies as they impact emergency preparedness and emergency response in the City of San Jose.

<b>DUTY NO.</b>	<b><u>TYPICAL CLASS ESSENTIAL DUTIES:</u> (These duties and estimated frequency are a representative sample; position assignments may vary depending on the business needs of the department.) Duties may include, but are not limited to, the following:</b>	<b>FREQUENCY*</b>
1.	Manages, directs, and supervises the preparation of all phases of the City's emergency management plan.	Daily/Several Times
2.	Plans, organizes, directs and evaluates the City's emergency management functions and programs; directs the study and analysis of vulnerability to natural disasters, hazardous spills, biological and chemical attacks, acts of terrorism and response capabilities; develops and implements disaster mitigation plans and programs.	Daily/Several Times

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**Title: Director, Emergency Management U (2341)**

DUTY NO.	<b>TYPICAL CLASS ESSENTIAL DUTIES:</b> (These duties and estimated frequency are a representative sample; position assignments may vary depending on the business needs of the department.) Duties may include, but are not limited to, the following:	FREQUENCY*
3.	Oversees and directs the preparation and execution of the Office of Emergency Management operating budget, which may include Federal, State, local, and City funding; manages the departments expenditures; resource procurement and planning, and other related budget and fiscal functions; represents the department in budget hearings before the City Council; initiates strategies for strategic planning.	Daily/Several Times
4.	Directs, supervises, trains, and evaluates staff and their work; makes decisions and recommendations on employment, retention, promotion, and other related personnel actions.	Daily/Several Times
5.	Coordinates and participates in various task forces and special committees.	Daily/Several Times
6.	Confers with and negotiates agreements with public, non-profit and private sector-resource agencies for support to the City in the during response to an emergency.	Daily/Several Times
7.	Directs and supervises volunteer organizations such as the Amateur Radio Operators, non law and fire search and rescue groups and Community Emergency Response Teams.	Daily/Several Times
8.	Represents and confers with County, State and Federal emergency planning representatives in supporting City emergency services activities.	Daily/Several Times
9.	Develops, improves and promotes disaster/emergency preparedness and response programs; organizes and supports self-help programs on emergency planning and preparedness to neighborhoods, school districts, non-profits and business and industry.	Daily/Several Times
10.	Plans, directs and critiques disaster training exercises to test all elements of the City's Emergency Operations Plan (EOP), actions plans, supporting plans; provides related training for City employees and support agencies that meet state and federal requirements.	Daily/Several Times
11.	Equips and maintains a primary and alternate Emergency Operations Center (EOC) and satellite support facilities; schedules regular testing procedures to insure operational efficiency; activates sections of the emergency plan at the direction of the City Manager.	Daily/Several Times
12.	Coordinates emergency management activities with city and county public safety agencies.	Daily/Several Times
13.	Maintains a Recovery Plan that address the appropriate contract, labor account, and purchasing requirements needed for Federal Emergency Management Agency and State Office of Emergency Services requirements for successful reimbursement of disaster related costs.	Daily/Several Times
14.	Facilitates programs that integrate city operations to support emergency management activities, such as GIS, emergency shelter and long term housing, resource management.	Daily/Several Times



City of San José  
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DUTY NO.	<b><u>TYPICAL CLASS ESSENTIAL DUTIES:</u></b> (These duties and estimated frequency are a representative sample; position assignments may vary depending on the business needs of the department.) Duties may include, but are not limited to, the following:	FREQUENCY*
15.	Establishes and maintains relationships with representatives of State and Federal organizations that provide funds and equipment for disaster relief; maintains relationship with neighboring cities and the county to support common response to an emergency and support of mutual aid between agencies.	Daily/Several Times
16.	Assures conformity of City emergency preparedness programs with Federal and State requirements.	Daily/Several Times
17.	Keeps informed of new technology trends and techniques in the areas of emergency response and disaster relief.	Daily/Several Times
18.	Prepares and/or directs the preparation of periodic reports required by City Council, City Management, and County, State and Federal agencies,.	As Required
19.	Performs other related duties as assigned.	As Required

\*Frequency defined as Daily/Several Times, Daily, Weekly, Intermittent, or As Required

**PHYSICAL/ENVIRONMENTAL ELEMENTS**

The following is a general statement for the classification. Individual positions may have additional or different physical/environmental elements.

In an office environment, possess the ability to:

- Operate, access, enter, and retrieve data using standard office equipment, including but not limited to a computer or tablet;
- Read printed materials and a computer screen;
- Communicate in person and over the telephone;
- Lift, carry, push, and pull materials and objects up to 25 pounds, or heavier weights, in all cases with the use of proper equipment;
- Move between/within work areas; including but not limited to sitting, walking, and standing on various surfaces, turning, bending, grasping, and making repetitive hand movements;
- Be exposed to moderate noise levels and controlled temperature conditions;
- Maintain professional demeanor during interactions with staff, customers, and the public.

**CLASSIFICATION HISTORY** Created 03/91, Rev. 08/03, Rev. 09/17 (Retitled from *Emergency Preparedness Director U*); s002