



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: David Sykes

SUBJECT: SEE BELOW

DATE: May 25, 2018

SUBJECT: ADOPTION OF STATEMENT OF POLICY AND QUESTIONS FOR THE PROSPECTIVE FIRE CHIEF

RECOMMENDATION

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

OUTCOME

The results of this action will be Council input to the City Manager regarding his selection of a Fire Chief in compliance with City Charter provisions.

BACKGROUND

The City Council has adopted a process for City Council confirmation of department head appointments in compliance with City Charter Section 411.1. The process requires that the City Council adopt a statement of policy for the involved department, along with proposed questions for the Council to present to the City Manager's recommended candidate for the appointment. This step is done prior to the Council's meeting with the candidate.

At my direction, the Administration retained Alliance Resource Consulting, LLC (Alliance), to aid in our recruitment and selection for this position. City Council adoption of the Statement of Policy and Questions will help the recruitment and the City Council's consideration of my nominee.

ANALYSIS

Alliance is conducting a nationwide recruitment for qualified candidates for our Fire Chief. During the next month, the Administration will conduct an interview process guided by the input provided by the City Council through its adoption of the attached policy and questions, as well as

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other stakeholder feedback. I will then present my recommended candidate for Fire Chief to the City Council for confirmation in a closed personnel session, along with the written answers to the questions adopted as part of this action. If the City Council confirms my nominee, the appointment would be formally approved at that afternoon's City Council meeting.

The proposed Statement of Policy (Attachment 1) contains the broad goals, objectives, and aspirations for the department as reflected in the department's mission, core services, performance measures, and resource allocation as part of the City Manager's 2018-2019 Proposed Operating Budget.

The proposed City Council Questions (Attachment 2) include those adopted for recent Department Director hiring processes, as well as ones specific to this recruitment. It should be noted that the development of the City Council questions reflect input from meetings the Administration held with each City Council Member regarding the knowledge, skills and abilities desired of the next Fire Chief as well as the input received regarding the same from recent stakeholder outreach including community members, Senior Staff, Fire Department employees, and San Jose Fire Fighters, IAFF Local 230. The City Council may modify, add, or subtract from this list of suggested questions at this time. City Council Members will be able to ask additional questions of my recommended candidate during the personnel session.

EVALUATION AND FOLLOW-UP

No additional follow-up action with the City Council is anticipated.

PUBLIC OUTREACH

This memorandum will be posted on the City's website for the June 5, 2018, City Council agenda. The Administration convened discussions with stakeholders to gather feedback on the knowledge, skills, and abilities that should be considered for the selection of the Fire Chief, as well as an understanding of the challenges and opportunities facing the Department. Those stakeholders included community members, Senior Staff, Fire Department employees, and San Jose Fire Fighters, IAFF Local 230. Community outreach meetings were conducted on April 25, 2018, at Bascom Community Center from 6:30-8:00 p.m. and May 2, 2018, at Mayfair Community Center from 6:30-8:00 p.m. Translation services and disability accommodations were made available. Additionally, an online survey was created and distributed to all employees in the Fire Department, and provided to members of the public in English, Spanish and Vietnamese.

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COORDINATION

This memorandum was coordinated with the Office of Employee Relations.

COMMISSION RECOMMENDATION/INPUT

No commission recommendation or input is associated with this action.

CEQA

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

A handwritten signature in black ink, appearing to read 'D. Sykes', with a long horizontal line extending to the right.

DAVID SYKES
City Manager

Attachments

For questions, please contact Leland Wilcox, Chief of Staff, City Manager's Office, at (408) 535-4873.

**STATEMENT OF POLICY
FIRE DEPARTMENT**

Department Mission

To serve the community by protecting life, property, and the environment through prevention and response.

Department Core Services

1. Emergency Response

Provide comprehensive life safety services to residents and visitors by responding to emergencies in San Jose's incorporated and the County of Santa Clara's unincorporated areas, totaling approximately 200 square miles.

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

- Fire and Emergency Medical Service Dispatch
- Fire and Emergency Medical Services Response
- Fire Stations/Apparatus Operations and Maintenance
- Fire Sworn Training
- Special Operations Airport Rescue & Fire Firefighting
- Special Operations – Hazardous Incident Team
- Special Operations – Urban Search and Rescue

2. Fire Prevention

Educate the community to reduce injuries, loss of life, and property damage from fire and other incidents; investigate fire cause; and provide regulatory enforcement of fire and hazardous material codes through inspection activities.

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

- Fire Cause Investigation
- Fire Safety Education, Review, and Inspections

3. Fire Safety Code Compliance

Minimize loss of life and property from fires and hazardous materials releases; provide onsite code inspections and code plan review services to the City of San Jose business community and residents in the San Jose service area, resulting in a fire- and chemical-safe environment.

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

- Fire Development Services

4. Administration

Administration, Equipment/Facilities, Information Technology, Strategic Planning, Multilingual Services, Safety/Wellness, and Training.

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

- Fire Human Resources
- Fire Information Technology
- Fire Management and Administration

Department Performance Goals

Department performance goals are reflected in the Fire Department's performance measures and its resource allocation in the City Manager's 2018-2019 Proposed Operating Budget.

**CITY COUNCIL QUESTIONS
FIRE CHIEF HIRING PROCESS**

1. Please describe your education, experience, and accomplishments, and explain how they prepare you to be the Fire Chief.
2. Why do you want to be the City of San Jose's next Fire Chief?
3. The Statement of Policy for the Fire Department lists the Council's approved goals, objectives and aspirations for the Fire Department as reflected in the City Manager's 2018-2019 Proposed Operating Budget. Which of these items do you see as the highest priorities for the Fire Department, including opportunities and/or challenges, now and over the next five years? Please describe your planned approach for dealing with them.
4. Who do you see as the Fire Department's customers and why?
5. What is your plan for ensuring that you maintain good communication with the Mayor and City Councilmembers, using guidance from the City Manager? How will you engage and communicate with the community? How will you cultivate good working relationships with other Senior Staff members?
6. In a diverse community like San Jose, language skills and cultural competency are very important. What experience do you have in these areas?
7. Please describe your experience with managing a first-responder agency in an intergovernmental emergency medical services (EMS) contract.
8. Please describe your experience with managing a first-responder agency in an EMS environment, including negotiating agreements, working within an intergovernmental environment, and implementing service improvements to achieve greater response times.
9. Due to resource constraints, the Fire Department has struggled with meeting response time goals. Absent major new budgetary resources, how would you improve response times?
10. What opportunities do you see for regional partnership to improve Fire and EMS services to our community?
11. What do you consider to be the most pressing safety concerns for fire personnel? What measures would you employ to address those concerns?
12. How would you approach workforce planning and engagement in the Fire Department for both sworn and civilian staff?
13. What steps would you take to develop sworn staff into the next generation of the Fire Department's command staff? What experience do you have in this area?
14. Please describe your experience working in a unionized environment.