



Memorandum

**TO: HONORABLE MAYOR AND
CITY COUNCIL**

FROM: William F. Sherry

**SUBJECT: Amend the Airport Living Wage
Ordinance to Include Employee
Training Standards Program for
Mineta San Jose International Airport**

DATE: May 26, 2009

Approved

Date

6/2/09

**COUNCIL DISTRICT: City-Wide
SNI AREA: N/A**

RECOMMENDATION

Approve an Ordinance amending Chapter 25.11 of Title 25 of the San Jose Municipal Code to add a new Part 12 to require an Airport Training Standards Program for employees of covered businesses at the Norman Y. Mineta San Jose International Airport and to amend Part 15 to provide for administration and enforcement of the Airport Training Standards Program.

OUTCOME

An Ordinance amending the existing Living Wage Ordinance to include an Employee Training Standards Program for Mineta San Jose International Airport.

BACKGROUND

The Living Wage Ordinance was adopted by Council as Chapter 25.11 of Title 25 of the San Jose Municipal Code at its meeting on October 21, 2008, and went into effect on January 1, 2009. At its meeting in October, the City Council also approved the recommendation of the Transportation and Environment Committee directing staff to return to the Committee in March 2009 with an implementation plan for a training program for employees of covered businesses at the Airport. On March 2, 2009, staff returned to the Transportation and Environment Committee with a report responding to the Committee's recommendations by providing an outline for a proposed Training Standards Program for employees of airlines, concessionaires and other businesses operating at the Airport. The Committee recommended approval. The proposed Ordinance is attached for Council review and approval.

ANALYSIS

As requested by the Transportation and Environment Committee, the recommended Airport Training Standards Program draws from a similar training function of the San Francisco International Airport (SFO) Quality Service Program (QSP). Implemented in October 2000, SFO's QSP focuses on training for airline and contractor employees involved in services directly impacting airport safety and/or security.

Covered Employees

The goal of the SJC Training Standards Program is to ensure covered businesses and their employees have appropriate training without the training requirement becoming a burden to employers, and result in an airport that is even safer and more customer-friendly. SJC has approximately 5,000 badge holders, the majority of whom will be covered under the Airport Training Standards Program. The program is intended to:

- improve customer service;
- enhance effective response to emergencies;
- support better working relations among organizations operating at the Airport;
- provide more career growth opportunities for employees with better skills; and
- reduce turnover.

Training standards will apply to employees of any business at the Airport subject to the City's minimum compensation requirements under the new ordinance and related policies, including airlines, concessionaires, and third-party vendors, and who are in positions related to safety and security. In addition, staff recommends extending the Airport's training standards into the areas of customer service and service to our guests with disabilities. Consistent with the exclusions from the minimum compensation requirements as established by Council, the Training Standards Program will not apply to the following businesses operating at the Airport:

- Construction contractors;
- Ground transportation services including taxi companies, door-to-door shuttle companies, limousine companies, or hotel and courtesy shuttle operators;
- Federal Aviation Administration, Transportation Security Administration, and other federal, state or local agencies operating at the Airport.

Program Development

The initial training program development activities, as recommended by the T&E Committee at the October 2008 meeting, included the following staff actions:

- Assess the job categories related to safety and security to guide staff in making a recommendation about which specific positions to include in a training program.

- Determine appropriate training needs and requirements of employees working at the Airport covered under the existing Living Wage Policy and the new Ordinance.
- Conduct a gap analysis by comparing identified needs to training currently provided by employers.
- Develop standards by job category and develop programs to enhance current training activities.
- Determine the responsible entity for conducting the training, and the appropriate training delivery methodology.

Staff invited all Airport tenants to participate in a survey requesting information on their current training programs and their needs for additional training in specific functional areas. Staff identified the training needs in these four basic areas: Security, Safety, ADA Awareness, and Customer Service. Further standards and requirements were developed dependent upon employees' levels of Airport security classification, job function, direct passenger or customer contact, and workplace location. The draft training standards are outlined in Attachment B.

Training Delivery Methodology

Specific training modules will be developed and provided to all covered employers to use for their employee training, which could be conducted by the employers themselves, Airport staff, or third-party providers. The Airport will conduct "Train the Trainer" programs as needed. Because of reduced resources resulting from the budget impacts, the train the trainer programs will be taught on an as needed basis rather than posting a schedule that offers more frequent training classes. Training modules will also be available online as much as practical reducing the staff time necessary to conduct live training sessions. If a covered employer's internal training program already provides required content, the employer can provide documentation that will be accepted in lieu of the Training Standard Program modules established by the Airport.

Reporting Procedures and Enforcement

Staff recommends that each covered employer deliver a statement certifying that it is in compliance with the Training Standards Program to the City by June 30 of each year. Covered employers must maintain training records to document their employees' compliance with the training requirements. Training records must include the employee's name, job function, date of hire, and the date of each training class required by the Training Standards Program. The City reserves the right to review and audit such compliance at any time. If a covered employer is found to be non-compliant, Airport Staff will provide notice to the covered employer and a reasonable cure time as determined by staff, will be provided to address the noted deficiency. If non-compliance is not corrected within the specified period, the City may exercise all remedies available to it including, but not limited to, fines as provided in the Living Wage Ordinance. In addition, the Living Wage Ordinance provides that the City may terminate an Airport contract for default if a violation of any contract provision required under the Living Wage Ordinance occurs and is not corrected after written notice. The Municipal Code also provides that the City

may terminate an Airport permit if the permittee fails to conform to the requirements of applicable City laws.

Implementation

Staff recommended and the T&E Committee accepted that the Training Standards Program be implemented through the attached proposed Ordinance adopted by City Council, and it would apply to all businesses subject to the minimum compensation requirements under the City's Living Wage Ordinance and policies.

EVALUATION AND FOLLOW-UP

Each year when submitting their annual report of compliance to the City, the Covered Employers will be asked to include a statement of the success of the Training Standards Program, as measured through improvements in productivity, safety, customer service, and employee turnover. The reported results will be included in the annual report on the Living Wage Program submitted to Council on an annual basis by the Public Works Department's Office of Equality Assurance. Staff will monitor the results and make changes to the training curriculum as necessary to address areas of weakness.

PUBLIC OUTREACH/INTEREST

Staff invited all Airport tenants to participate in a survey requesting information on their current training programs and their needs for additional training in specific functional areas. Upon development of a draft program, staff met with tenant stakeholders on two different occasions to review the draft program and receive feedback. Additionally, the draft program and amendment to the Ordinance were also e-mailed to stakeholders for their review and feedback. Staff also met with corporate representatives from the Airlines on three separate occasions and e-mailed the draft documents to them for review and comments. The draft Employee Training Standards Program was reviewed and discussed at two monthly Airport Commission meetings.

- Criterion 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criterion 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)**
- Criterion 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)**

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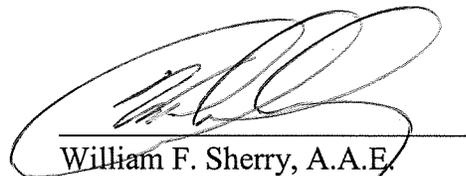
While this action does not meet any of the above criteria, this memorandum will be posted on the City's website for the June 9, 2009 Council agenda.

COORDINATION

This memo was coordinated with the City Manager's Office, the City Manager's Budget Office and the City Attorney's Office.

CEQA

Resolutions No. 67380 and 71451, PP 09-107

A handwritten signature in black ink, appearing to read 'W. Sherry', is written over a horizontal line. The signature is stylized and cursive.

William F. Sherry, A.A.E.
Director of Aviation

For questions please contact William F. Sherry, Director of Aviation, at (408) 501-7600.

DRAFT

ORDINANCE NO.

AN ORDINANCE OF THE CITY OF SAN JOSE AMENDING CHAPTER 25.11 OF TITLE 25 OF THE SAN JOSE MUNICIPAL CODE TO ADD A NEW PART 12 TO REQUIRE AN AIRPORT TRAINING STANDARDS PROGRAM FOR EMPLOYEES OF COVERED BUSINESSES AT THE NORMAN Y. MINETA SAN JOSE INTERNATIONAL AIRPORT AND AMENDING PART 15 TO PROVIDE FOR ADMINISTRATION AND ENFORCEMENT OF THE EMPLOYEE TRAINING STANDARDS PROGRAM

WHEREAS, maintaining Airport safety and security is critical for the successful operation of the Norman Y. Mineta San Jose International Airport; and

WHEREAS, having a well-trained workforce familiar with the environment and procedures at the Airport will enhance Airport safety, security and customer service; and

WHEREAS, an Airport training standards program will enhance effective response to emergencies by employees of covered businesses at the Airport; and

WHEREAS, an Airport training standards program will also support and facilitate better working relations between covered businesses operating at the Airport; and

WHEREAS, an Airport training standards program will also provide increased career growth opportunities for employees of covered

businesses who develop enhanced skills and will thereby help to reduce employee turnover at the Airport;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF SAN JOSE:

SECTION 1. Chapter 25.11 of Title 25 of the San José Municipal Code is hereby amended to add a new Part 12, to be numbered, entitled and to read as follows:

**CHAPTER 25.11
AIRPORT LIVING WAGE AND LABOR STANDARDS**

**Part 12
Airport Training Standards Program**

25.11.1200 Application

The Airport Training Standards Program required under this Part shall apply to all Airport Businesses.

25.11.1210 Development of Airport Training Standards Program

- A. The Director of Aviation shall develop an Airport Training Standards Program for Covered Employees of all Airport Businesses and shall promulgate regulations to implement the Airport Training Standards Program.
- B. The Director of Aviation shall hold a public hearing and allow public comment on any proposed Airport Training Standards Program regulation prior to adoption

thereof. The Director of Aviation shall provide not less than ten (10) days' notice of such public hearing. A copy of such Airport Training Standards Program regulation shall be on file in the Airport Department and the Office of Equality Assurance.

- C. It shall be unlawful to disobey or fail to comply with any regulation adopted pursuant to this Part.

SECTION 2. Part 15 of Chapter 25.11 of Title 25 of the San José Municipal Code is hereby amended to read as follows:

**Part 15
Administration**

25.11.1500 Compliance Monitoring

The City's Office of Equality Assurance shall monitor compliance with this Chapter, including the investigation of claimed violations.

25.11.1510 Regulations

- A. Except as otherwise provided in Part 12 of this Chapter, the Director may promulgate regulations consistent with this Chapter.
- B. The Director shall hold a public hearing and allow public comment on any proposed rule or regulation prior to adoption thereof. The Director shall provide not less than ten (10) days' notice of such public hearing. A copy of such administrative rules and regulations shall be on file in the Office of Equality Assurance.

- C. It shall be unlawful to disobey or fail to comply with any regulation adopted pursuant to this Chapter.

25.11.1520 Report

The Director shall provide a report on compliance with this Chapter to the City Council annually.

25.11.1530 Record Keeping, Reporting and Audit

- A. Each Airport Business shall maintain for each employee performing work at the Airport a true and accurate record of the employee's name, address, job classification, hours worked, pay rate, health benefits received, and training completed under the Airport Training Standards Program, and shall preserve such records for at least three (3) years.
- B. Each Airport Business shall submit a copy of the pay rate and health benefits records or documents required to be kept pursuant to this Section, including the employee's name, address, job classification, and hours worked, to the City at least by March 31st, June 30th, September 30th and December 31st of each year. Each Airport Business shall submit a copy of the training records or documents required to be kept pursuant to this Section to the City at least by June 30 of each year. Failure to provide a copy of such records or documents within five (5) days of the due date will result in a late fine of One Hundred Dollars (\$100.00) per day.
- C. At all other times, the Airport Business shall make all records or documents required to be kept pursuant to this Section or regulations promulgated by the

Director to verify compliance with this Chapter, available for audit at no cost to City, at any time during regular business hours, upon written request by the City Attorney, City Auditor, City Manager, or a designated representative of any of these officers. Copies of such records or documents shall be provided to City for audit at City Hall when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the records or documents shall be available at the Airport Business's address indicated for receipt of notices in the Airport Contract or permit.

- D. The records or documents required to be kept pursuant to this Section or regulations promulgated by the City to verify compliance with this Chapter shall be complete and accurate. The provision of false information to the City shall be a violation of this Chapter.

25.11.1540 Access to Work Site

Each Airport Business shall permit access to work sites for authorized City representatives for the purpose of monitoring compliance with this Chapter, investigating complaints of noncompliance, and evaluating the operation and effects of this Chapter.

RD:KWF
4/14/2009

PASSED FOR PUBLICATION of title this _____ day of _____, 2009, by the following vote:

AYES:

NOES:

ABSENT:

DISQUALIFIED:

CHUCK REED
Mayor

ATTEST:

LEE PRICE, MMC
City Clerk



NORMAN Y. MINETA
SAN JOSE
INTERNATIONAL
A I R P O R T

Mineta San Jose International Airport
Training Standards Program

Airport Mission

Meeting the air transportation needs of the community
in a safe, efficient and effective manner.

Overview

The Mineta San Jose International Airport has adopted the Training Standards Program to enhance security, safety and customer service at the Mineta San Jose International Airport. The program is required by the San Jose Municipal Code and provides that an experienced and well-trained workforce familiar with the Airport environment and procedures will enhance Airport safety and security and customer service; and maintaining Airport safety and security is critical for the successful operation of the Airport. This program is designed for all covered employees including supervisors and managers.

General Standards

The Training Standards Program provides basic standards and requirements for training of all new employees, their training records, and annual training updates and certifications. The training standards are focused in four general areas:

| <u>Area</u> | <u>General Standards</u> |
|------------------|--|
| Security | Compliance with security regulations and knowledge of the security concerns specific to an airport |
| Safety | General Safety standards and Evacuation Procedures |
| Customer Service | Appropriate positive interaction with passengers in representation of the Airport and the employer |
| ADA Awareness | Proper etiquette in assisting persons with disabilities |

Covered Employers/Covered Employees

Covered Employers shall mean any person, corporation, partnership, limited liability company, joint venture, sole proprietorship, association, trust or other entity conducting commercial activity at the Airport pursuant to an Airport Contract or permit issued by the City under Title 25, and their Subcontractors conducting commercial activity at the Airport. Ground transportation providers, construction contractors, the United States Federal Aviation Administration (FAA), the United States Transportation Security Administration (TSA), or any other federal, state or local public agency are not subject to the Program.

Covered Employees shall mean any person employed by a Covered Employer who expends at least half of his or her time working for the Covered Employer on work at the Airport; is at least 18 years of age; and is not a student intern or participant in a job training and education program. This includes all personnel involved in performing services which may directly impact safety, security and/or customer service.

Personnel Covered by the Program

The Program is applicable to all employees covered under the Living Wage Ordinance, including existing Covered Employers as well as new entrants, and both current and future employees, contractors and vendors of Covered Employers who work at the Mineta San Jose International Airport. It includes but is not limited to individuals who have one of the following Airport security badges:

- SIDA
- SIDA Non-Secure
- Non-SIDA
- Sterile
- AIB

Training Requirements

The training standards and requirements for each Covered Employee are determined by several factors:

- Airport Security Badge Classification
- Role (job function)
- Passenger/Customer Contact
- Work Location

The minimum training standards for each type of employee are based primarily on their security badge, with additional training based on their role, work location and contact with passengers. Attachment A illustrates the training standards for each type of employee.

Those Impacting Security

Covered Employees in this category include those directly engaged in performing checkpoint security screening, passenger check-in activities, skycap and baggage check-in and handling services, AOA perimeter control and other employees issued an Airport badge with AOA access working in and around the AOA in the performance of their duties.

Part 1544 of Transportation Safety Regulations (TSR) governs air carriers and their Covered Employers and sets forth basic training standards for all areas outlined above. Airport Staff maintains training standards for Covered Employers in this category to ensure the highest level of security at Mineta San Jose International Airport.

Those Impacting Safety

Covered Employees in this category include those directly engaged in activities, which may impact safety within the Airport Operating Area (AOA) or in and around the terminals. These employees include but are not limited to the following:

- Employees providing ramp handling functions, including aircraft cleaning, fueling, and baggage/cargo handling
- Employees operating catering vehicles regularly on the AOA for servicing aircraft

- Other employees issued an Airport badge with AOA access working in and around the AOA in the performance of their duties
- Employees stationed within the Airport, including concessions

Those in contact with Passengers and Customers

Covered Employees in this category include those directly engaged in activities bringing them in contact with passengers and other customers, including employees of other organizations. These employees include but are not limited to the following:

- Employees interacting directly with passengers, including passenger check-in activities, skycap and baggage check-in and handling services, gate assistance and loading, food and beverage service, retail service, car rental, wheelchair escorts, parking attendants and Airport parking and rental car bus drivers

Customer service training includes a basic overview in the Orientation Module for all employees and a comprehensive training session for those listed above.

Those in Contact with Persons with Disabilities

Employees in this category include those directly engaged in activities assisting persons with disabilities or may come into contact with persons with disabilities. These employees include but are not limited to the following:

- Employees assisting persons utilizing wheelchairs or escorting persons with disabilities
- Employees assisting passengers, including those directly engaged in passenger check-in activities, skycap and baggage check-in and handling services, gate assistance and loading, food and beverage service, retail service, car rental and Airport parking and rental car bus drivers

Training Modules

There are three categories of training modules:

1) Basic Training Modules

- Orientation for Covered Employers:
Introduction to working at the airport, layout and facilities, including overview of basic security awareness, safety principles, evacuation plan, customer service and ADA awareness.
- Basic Security Awareness:
Overview of the security environment of the Airport, including area definitions, access control, security agencies and their responsibilities, security measures, reporting procedures, and recognizing security issues.
- Service Overview:

Introduction to providing good customer service through attitude, consistency, teamwork and problem solving.

2) Airport Security Badge Training (per type of badge)

Provided at Airport Badging Office as part of security badge requirements.

- SIDA Secure
- Non-SIDA
- AIB
- SIDA Non-Secure
- Sterile

3) Role Specific Training Modules

Additional training in specific areas based on training needs of role or job function and frequent direct contact with Passengers and Customers.

- Ramp Drivers Permit
All personnel authorized to drive in the ramp area (area intended for loading or unloading passengers or cargo, refueling, parking, or maintenance).
- Movement Area Operating Permit (MAOP)
All personnel authorized to drive on the runways, taxiways and other areas utilized for taxiing, takeoff, and landing of aircraft, exclusive of loading ramps and parking areas.
- Physical Vehicle Inspections
Security guards and Parking Control Officers are required to search vehicles.
- Ramp Area Safety
All personnel working in the ramp area.
- Customer Service
All personnel with direct contact with passengers and customers, such as Concessions, Airlines, Airport Parking and Rental Car Bus Drivers, Car Rental Agencies, and Parking Attendants.
- ADA Awareness
All personnel providing support to passengers with disabilities, including: wheelchair escorts, Skycaps, Gate Check-In, Airport Parking and Rental Car Bus Drivers, Airlines, Concessions.

Training Delivery

The training modules will be provided to the employers to use in training their employees. When possible, the modules will be available online.

- 1) Airport Orientation will be provided by Airport personnel in several formats: Orientation Sessions (live onsite); Train-the-Trainer for employers to provide the training to their employees; Orientation Packets for employers to present to their new employees. New Covered Employees should receive orientation within the first month the new employee is working at the Airport. This includes employees transferring from other locations.

- 2) Airport Security Badge Training will be administered by the Airport Badging Office.
- 3) Role Specific Training Modules will be provided either through the badging process or provided to the employer to present to their employees, dependent upon the type of training. Covered Employers must ensure required training modules are provided to their employees that fall within the requirements for that module within the year.

Employer Training Programs

Covered Employers may request that their existing employee training be accepted in lieu of the customer service and ADA awareness modules. The training standards and contents of these training modules will be provided to the Covered Employers. The employer may submit a request with documentation that the training module content is covered under their internal training program. The Airport will review for compliance and notify the Covered Employer whether the Covered Employer's internal training program will be accepted by the Airport in lieu of the customer service and ADA awareness modules. The Covered Employer must secure any such approval from the Airport in advance of the time period the training covers.

Regulatory Compliance: San Jose Municipal Code

Compliance monitoring for the Training Standards Program is set out in the San Jose Municipal Code, Chapter 25.11, Part 12.

The requirements of the Training Standards Program are subject to change upon notice to the Covered Employers.

Record Keeping, Reporting and Audit

Covered Employers must maintain training records to provide evidence their employees, contractors and vendors are in compliance with training requirements. The training records are subject to audit by the City per Chapter 25.11, Part 12 of the San Jose Municipal Code. Training records must include the employee's name, job function, date the employee began working at the Mineta San Jose International Airport (SJC), date employee is no longer at SJC, and the date of each training class required by the Training Standards Program. The records must include signatures from both the employee taking the class and either the instructor who taught the class or the employee's supervisor or manager. See Attachment D.

Each Covered Employer shall submit at least by June 30 of each year a statement certifying that it is in compliance with the Training Standards Program.

Measurements of Program Value

Each year the Covered Employers will be asked to include a statement of the success of the Training Standards Program, as measured through improvements in productivity, safety, customer service and employee turnover.

Attachment A: Role Based Training Model: Training Requirements per Function

| | Role Specific Training Modules | | | | | | | | |
|--------------------------------|--------------------------------|----------------|----------------|------------------|---------------------|------------------|-----------------|------------------|---------------|
| | Orientation | Security Badge | Basic Security | Service Overview | Ramp Drivers Permit | Ramp Area Safety | Vehicle Inspect | Customer Service | ADA Awareness |
| Gate/Ticket Agents | X | Sterile | X | X | | | | X | X |
| Skycaps | X | AIB | X | X | | | | X | X |
| Baggage Handlers | X | SIDA | X | X | X | X | | | |
| Wheelchair Escorts** | X | SIDA | X | X | | X | | X | X |
| Food/Beverage Concessions | X | Sterile* | X | X | S* | S* | | X | X |
| Retail Concessions | X | Sterile* | X | X | S* | S* | | X | X |
| Security Guards | X | SIDA | X | X | X | X | X | | |
| Aircraft Tow In / Push Back | X | SIDA | X | X | X | X | | | |
| Groundcrew/Wingwalkers | X | SIDA | X | X | X | X | | | |
| Aircraft Interior Cleaning | X | SIDA | X | X | X | X | | | |
| Aircraft/Equip Washing | X | SIDA | X | X | X | X | | | |
| General Aircraft Maintenance | X | SIDA | X | X | X | X | | | |
| Mechanics | X | SIDA | X | X | X | X | | | |
| Engine Oil Servicing | X | SIDA | X | X | X | X | | | |
| Aircraft Fueling | X | SIDA | X | X | X | X | | | |
| GS Vehicle Fueling | X | SIDA | X | X | X | X | | | |
| Water/Lavatory Servicing | X | SIDA | X | X | X | X | | | |
| Electrical/Air Power Servicing | X | SIDA | X | X | X | X | | | |
| Aircraft Catering Services | X | SIDA | X | X | X | X | | | |
| Cargo Carriers | X | SIDA | X | X | X | X | | | |
| Car Rental Agencies | X | n/a | X | X | | | | X | X |
| Airport Shuttle | X | SIDA | X | X | X | | | | |
| Parking Lot Attendants | X | AIB | X | X | | | | X | X |
| Custodial | X | SIDA | X | X | S | S | | X | X |
| Facility Maintenance | X | SIDA | X | X | S | S | | | |
| Fixed Base Operators | X | Non-SIDA | X | X | S | X | | X | |

X Typically

S Sometimes

* Some travel airside for product deliveries

** Also serve as Wing Guards

Attachment B: Security Badge Definitions, Worker Locations, Training Requirements

| Badge Type | SIDA Secure and SIDA Non-Secure (Cargo) | Non-SIDA | Sterile Area | AIB |
|----------------------------------|---|---|---|---|
| Location | Airside (SIDA) | Airside (Non-SIDA) | Terminal | Landside |
| Area Definition | Consists of areas designated for aircraft parking and maneuvering, enplaning/ deplaning of passengers, and loading of cargo. | Consists of ramp areas designated for fixed base operations (FBO) and City general aviation. Access is limited to these areas only. | <u>Terminal Landside</u> - Transition point between the Landside and Airside areas which includes carrier ticket counters, baggage claim, rental car counters, restrooms, applicable concessions, and security screening. <u>Terminal Airside</u> - Transition point between | Consists of roadways, rail lines, parking lots, multi-story garages, rental car facilities, and curbside. |
| Employees | Includes airline and cargo personnel, ground support, and fixed base operations (when applicable). Access may be limited for cargo employees. | Includes employees of fixed base operators and City general aviation tenants. | Includes employees working within the terminals beyond the checkpoint. | May include car rental employees and skycaps. Access is limited to public areas only. |
| Training Requirement | SIDA Training 45 min Basic Security Awareness 20 m Service Overview 20 min | Non- SIDA Training 30 min Basic Security Awareness 20 m Customer Service 20 min | Sterile Area Training 15 min Basic Security Awareness 20 m Customer Service 20 min | Basic Security Awareness 20 m Customer Service 20 min |
| Additional Endorsement | Ramp Drivers Permit 45 min Movement Area Driving 45 min | Ramp Drivers Permit 30 min | | |
| Airport Guards and PTCO's | Vehicle Inspections 20 min | | | |

Attachment C: Training – Basic Modules

| Module | Orientation | Basic Security Awareness | Service Overview |
|----------|--|--|--|
| TOPIC 1 | <u>Introduction</u> : Welcome, Gateway to Silicon Valley, Construction | <u>Area Definitions</u> - Describes security areas: Landside, Terminal, and Airside | <u>Importance of Customer Service</u> - Identifies reasons providing excellent customer service is key |
| TOPIC 2 | <u>Security Awareness and Responsibilities</u> : Airport environment, procedures, checkpoints, suspicious bags and persons | <u>Access Control</u> - Requirements for individuals and vehicles on ramp | <u>Attitude</u> - Details importance of maintaining a positive attitude while serving customers. |
| TOPIC 3 | <u>Safety</u> : Basic principles, importance of safety measures, prevention and vigilance | <u>Security Agencies</u> - Identifies the key players in airport security including the TSA and local law enforcement | <u>Consistency</u> - Details importance of offering consistent service |
| TOPIC 4 | <u>AED's</u> : What they are, where are they, who can use the defibrillators, saves at the Airport | <u>Security Measures</u> - Basic vigilance measures to ensure security, reporting unattended bags and suspicious individuals | <u>Teamwork</u> - Stresses the importance of teamwork to enhance the customer's perception of work group |
| TOPIC 5 | <u>Evacuation Plan</u> : Overview of process and rules, possible emergency situations | <u>Reporting Procedures</u> - Procedures to report security issues to local law enforcement | <u>Problem Solving</u> - Encourages employees to be proactive in problem solving |
| TOPIC 6 | <u>Unified Command Team</u> : Management of emergencies, decisions, control, notification through PA system | <u>Recognizing Security Issues</u> - Ensure integrity of access control system, importance of monitoring doors and gates for security breach | |
| TOPIC 7 | <u>Levels of Evacuation</u> : Level 1 or Level 2 defined and procedures | | |
| TOPIC 8 | <u>Assembly Areas</u> : Locations and notification | | |
| TOPIC 9 | <u>Procedures</u> : Routes and exits, orderly, elevators, instructions | | |
| TOPIC 10 | <u>Designated Area of Rescue Assistance</u> : Persons needing assistance taken to <u>DRRA</u> | | |
| TOPIC 11 | <u>Responsibilities</u> : Airlines, Passenger Assist, Airport Staff, TSA | | |
| TOPIC 12 | <u>Customer Service</u> : Representing SJC, basic principles of good service | | |
| TOPIC 13 | <u>Customer Service</u> : Diffusing difficult situations | | |
| TOPIC 14 | <u>Benefits of good customer service</u> : Everyone benefits | | |
| TOPIC 15 | <u>ADA Awareness</u> : Etiquette, new laws in May 2009 | | |

Attachment C: Training – Security Badge Modules

| Module | SIDA Training | Non- SIDA Training | Sterile Training |
|----------------|--|--|--|
| TOPIC 1 | <u>Security Team Members</u> - Describes the key players involved in airport security | <u>Non-SIDA Rules</u> - Describes basic rules associated with the Non-SIDA Badge | <u>Security Definitions</u> - Identifies definitions applicable to sterile area security and acronyms |
| TOPIC 2 | <u>Security Areas</u> - Defines the different security areas located within the Airport | <u>Security Areas</u> - Defines the different security areas located within the Airport | <u>Security Areas</u> - Defines the different security areas located within the Airport |
| TOPIC 3 | <u>General SIDA Rules</u> - Describes in brief detail rules associated with a SIDA badge | <u>Escort Procedures</u> - Details the requirements necessary to escort inside the Non-SIDA | <u>General Security Rules</u> - Describes requirements for receiving a sterile area badge |
| TOPIC 4 | <u>Individual/Group Access</u> - Describes the difference between single and group access and associated rules | <u>Administrative Cites</u> - Describes security violations and associated monetary penalties | <u>Responsibilities</u> - Identifies responsibilities of sterile badge holder, proper badge display, reporting lost / stolen badges |
| TOPIC 5 | <u>Vehicle Media and Access</u> - Describes type of vehicle media required to drive within SIDA and associated procedures for entering the SIDA with vehicle, including escort of other vehicles | <u>San Jose Municipal Code</u> - Describes which city municipal codes apply to the Non-SIDA area | <u>Challenge Procedures</u> - Describes the responsibility of sterile badge holders to challenge individuals unauthorized to be in sterile areas, including summoning of law enforcement |
| TOPIC 6 | <u>Escort Procedures</u> - Details the requirements necessary to escort an individual, who does not possess a badge, inside the SIDA | <u>Transient Aircraft Operations</u> - Identifies which areas transient aircraft may park at when at the airport | <u>Access Card Readers</u> - Cardreaders, procedures for ensuring only authorized personnel enter secure areas, administrative citations |
| TOPIC 7 | <u>Challenge Procedures</u> - When and how to challenge individuals within SIDA and procedures for summoning law enforcement personnel | | <u>Escorting Procedures</u> - Identifies restrictions on escorting non-badged individuals inside sterile areas |
| TOPIC 8 | <u>3 Strikes/ Administrative Cites:</u> Discusses the penalties associated with violations of the security rules and regulations | | <u>3 Strikes Program</u> - Discusses the program in place to ensure airport security by employees working at the Airport |

Attachment C: Training – Role Specific (Additional Endorsements to Security Badge)

C-3/4

| Module | Ramp Drivers Permit | Movement Area Driving | Physical Vehicle Inspections |
|---------|---|--|--|
| TOPIC 1 | <u>Air Operations Area (AOA)</u> - Defines areas within the AOA as either a movement or non-movement | <u>Minimum Requirements</u> - Discusses the minimum requirements to drive on the movement area | <u>Safety Zone</u> - Defines purpose and parameters associated with safety zones by the airport terminals |
| TOPIC 2 | <u>Marking and Lighting</u> - Describes types of marking and lighting used to help drivers navigate on the AOA | <u>Obstacle Free Zone (OFZ)</u> - Describes OFZ and importance of keeping vehicles out of this area | <u>Explosive detection</u> - Identifies methods of detecting potential explosives devices in vehicles |
| TOPIC 3 | <u>Perimeter Access Roads</u> - Discusses when these roads may be used and by whom | <u>Definition of Movement Area</u> - Defines the location and purpose of the movement area | <u>Reporting</u> - Identifies measures to be taken in the event that a potential explosive device is found |
| TOPIC 4 | <u>Tug Use</u> - Stipulates restrictions on tug use including the amount of carts a tug may pull and the number of individuals who may ride on a tug | <u>Escorting Procedures</u> - Identifies procedures for escorting vehicles & drivers which do not possess movement area privileges | <u>Inspections</u> - Provides basic instructions necessary to visually inspect a vehicle for explosive devices |
| TOPIC 5 | <u>Driving Safety Procedures</u> - Discusses key elements in operating safely while on the AOA. Includes airport signage, key elements when operating in the close vicinity of aircraft, and driving at night | <u>Safety Measures</u> - Details basic safety measures to be taken to ensure safety when driving on the movement area including monitoring for aircraft and emergency vehicles | |
| TOPIC 6 | <u>Aircraft Refueling/HAZMAT Spills</u> - Conveys basic procedures for refueling aircraft and steps to take when responding to HAZMAT spills | <u>Runways and Taxiways</u> - Details characteristics associated with runways and taxiways including lighting, markings, and signage | |
| TOPIC 7 | <u>Lavatory Waste Operations</u> - Describes basic procedures and safety measures for servicing aircraft lavatories, which includes proper response to lavatory (HAZMAT) spill | <u>Tower Communications</u> - Describes procedures when communicating with the air traffic control tower including procedures to follow during a radio communication failure | |
| TOPIC 8 | <u>3 Strikes Program</u> - Discusses the program in place to ensure ramp safety by employees working at the Airport | | |

Attachment C: Training – Role Specific (Customer Service, ADA Awareness, Ramp Safety)

C-4/4

| Module | Customer Service | ADA Awareness | Ramp Area Safety |
|---------|--|--|--|
| TOPIC 1 | Creating Customer Service Excellence | <u>Objective:</u> Sensitivity Training to best assist guests with disabilities | <u>Definitions:</u> individuals, equipment and areas in the ramp and service areas |
| TOPIC 2 | Why is customer service important? | <u>General Practices:</u> etiquette, assistance, terminology | <u>License and Permit Requirements:</u> training and employer responsibility |
| TOPIC 3 | How SJC measures excellent customer service? | <u>New ADA Requirements:</u> effective May 13, 2009 | <u>Airport Restricted Area Driver Permit:</u> required for driving in restricted areas |
| TOPIC 4 | How is customer service measured? | <u>Mobility disabilities:</u> assisting individuals utilizing wheelchairs | <u>Airport Citation Procedures:</u> responsibilities of enforcement |
| TOPIC 5 | How are SJC customers different? | <u>Individuals who are deaf:</u> methods and etiquette | <u>Aircraft Gate Arrival / Push-back Procedures:</u> Right of way and ground handling |
| TOPIC 6 | Characteristics of outstanding service | <u>Individuals with speech difficulties:</u> assistance | <u>General Operating Rules - Restricted Areas:</u> proper vehicle operations |
| TOPIC 7 | Thank you and proper send off | <u>Blind or low vision:</u> human guide, communications | <u>Aircraft Fuel Servicing Rules:</u> maintenance and safety rules |
| TOPIC 8 | Calming down upset customers | <u>Service Animals:</u> do not touch, escorting process | <u>Fuel Spill Safety Procedures:</u> handling fuel spills |
| TOPIC 9 | Add-on sales | <u>Summary</u> | <u>Lavatory/Waste Material:</u> Collection and Disposal Procedures |

Attachment D: Training Records

Training records shall include the following data:

- Employee Name
- Role/Function
- Employee's Date of Hire
- Employee's First Date at SJC
- Employee's Last Date at SJC
- Date Badge Issued
- Type of Badge
- Date of Orientation Training
- Specific Modules: Date received training
- Employee's Signature
- Instructor or Supervisor's Signature

Example:

Company:

| Employee Name | Date Start at SJC | Last Date at SJC | Role / Function | Date Badge Issued | Type of Badge | Date of SJC Orientation | Date of Customer Service | Date of ADA |
|---------------|-------------------|------------------|-----------------|-------------------|---------------|-------------------------|--------------------------|-------------|
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Attachment E: Mineta San Jose International Airport Mission, Vision and Value Statements

Airport Mission

Meeting the air transportation needs of the community in a safe, efficient and effective manner.

Vision Statement

Mineta San Jose International Airport will be the region's gateway and first choice for air transportation services

It will be a place where travelers want to come, and people want to work. It will be easy to get into, around, and out of the Airport. Because the Airport will be an innovator in its use of technology and delivery of services, it will create an exciting environment to visit and use.

Travelers will feel the anticipation and sense of adventure that air travel should generate.

Business travelers will have a hassle free experience. Families and leisure travelers will feel their vacation has begun when they arrive at the Airport. People will leave the Airport feeling like guests who have been treated well, and will want to come back.

The Airport will be a partner with the businesses working to drive the regional economy.

The airlines and other tenants will feel the Airport provides opportunities for their business to succeed.

The Community will be proud to have the Airport in their midst, seeing it as a good neighbor and understanding its benefits to the region.

The Airport will be a landmark representing San Jose and the Silicon Valley.

The Airport will be a great place to work for all employees.

The Airport organization will be a place where an individual can enjoy building a career. Each employee will feel they have made a meaningful contribution and their efforts are valued. It will be a place where all employees are recognized for their contributions and where a "can-do" attitude prevails. Mineta San Jose International Airport will be the employer of choice. Employees will be proud to be a part of the Airport organization and proud to tell their friends and neighbors they are part of this vision.

Airport Values

- Ensure integrity in our conduct
- Show respect for the individual
- Provide exceptional customer service
- Foster pride in our organization