



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: William Sherry, A.A.E.
Jennifer A. Maguire

SUBJECT: SEE BELOW

DATE: October 5, 2010

Approved

Date

10/7/10

Council District: City-Wide

SUBJECT: ADOPTION OF APPROPRIATION ORDINANCE AMENDMENTS IN THE AIRPORT MAINTENANCE AND OPERATION FUND FOR THE AIRPORT OPERATIONS STAFF CONSOLIDATION

RECOMMENDATION

1. Adoption of the following 2010-2011 Appropriation Ordinance amendments in the Airport Maintenance and Operation Fund (Fund 523):
 - a. Decrease Personal Services by \$225,000
 - b. Decrease Non-Personal/Equipment by \$25,000
 - c. Increase the Operating Contingency by \$250,000
2. Authorization for the addition of three (3.0) FTE Senior Airport Operations Specialist positions to support a new Airport Operations Center.
3. Authorization for the elimination of nine (9.0) FTE Communications Services Operator positions.

OUTCOME

The outcome of these actions will be the replacement of the Airport Communications Center (ACC) with a new Airport Operations Center (AOC) to increase safety, enhance service, and increase operational efficiencies by taking advantage of the relocation and consolidation of Airport administrative offices in space at Mineta San Jose International Airport (SJC). As a result of the restructuring, general administrative duties that have been performed by Airport Communications Center employees will be transferred to other airport administrative staff that is moving into airport space. Additionally, the Airport will reassign responsibilities related to safety and operations to the newly formed Airport Operations Center, effective January 8, 2011.

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For the balance of 2010-2011, Airport budget savings are expected to be \$250,000, with ongoing annual cost savings of approximately \$540,000. General Fund impact for 2010-2011 is an approximate \$25,000 loss of overhead reimbursement from the Airport Department to the General Fund and approximately \$50,000 ongoing. This adjustment is anticipated to be brought forward to the City Council as part of the 2010-2011 Mid-Year Budget Review.

BACKGROUND

On May 25, 2010, the City Council approved the Airport Competitiveness Strategic Plan that provided a policy framework for multiple initiatives to ensure that the Airport will continue to be a cost-competitive and attractive facility to retain and recruit air service and airlines to serve Silicon Valley. As part of this strategy, the Council also approved the Airport's proposal to relocate and consolidate Airport administrative offices to space now available at the terminals as part of the annual budget action in June. Airport staff was directed to assess administrative efficiencies and review practices that impact Airport efficiency and staffing resources.

The relocation will be completed in November this year and will result in ongoing savings of nearly \$2 million per year in rent that no longer will be paid. The tenant improvements needed to accommodate all staff are included in the scope of the Terminal Area Improvement.

With staff divided between offices at North First Street and at the Airport itself, there have been functional duplications, communications and coordination issues, and organizational inefficiencies related to the time required for travel and meetings between locations. The integration of Airport administrative staff with Airport operations staff already located at the terminals will enable greater flexibility to restructure certain administrative and operational functions.

ANALYSIS

In September 2008 the Airport Department completed an Organizational Assessment Study in anticipation of the completion of the terminal modernization program. This assessment evaluated potential staffing structures, staffing levels, and organizational efficiencies that would be appropriate for managing the new terminal complex and its associated technology and infrastructure. The study also compared SJC staffing with other large and medium airports for various operational functions.

Based on this assessment, the Airport reviewed job classifications within the Airport Operations Division. This review determined that certain classifications are very task-specific and limited in their responsibilities, while other classifications allow for a wider range of duties and the development of a broader understanding of overall airport operations. By better utilizing staff in classifications with a wider range of operational duties, the Airport can gain greater flexibility and improve overall safety and efficiency. In addition, these broader operational classifications can strengthen professional development to prepare staff for more career opportunities in airport

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operations and administration compared to the more task-specific classifications with very narrow areas of responsibility.

The Airport Communications Center (ACC) is an area where efficiencies can be achieved and where a stronger entry-level position for the Airport Operations Division can be created so that employees can have future promotional opportunities. By restructuring the ACC with a different classification and taking advantage of the new technology that has been incorporated at the Airport, staff will be able to manage multiple operational applications from a single location. Examples of these applications include the Airport's Access Control System, CCTV system, and the Resource Management System that allocates aircraft gates and ticket counters as needed by tenants. Other medium and large hub airports operate with a similar structure with positive results. Additional efficiencies can be realized by transferring general administrative duties from the ACC to other administrative staff that will soon be present at the Airport as a result of the relocation. These include customer service related calls, Airport Paging, and Airport Lost & Found.

The remaining ACC duties revolve around the safety and security of the Airport's terminals and airfield, airline operations, and the needs of airport tenants and passengers. These functions can be better managed by staff with appropriate technical knowledge and field experience in airport operations. Currently the Communications Service Operator (CSO) classification in the ACC is restricted by a job description that does not include field and day-to-day operational responsibilities. For example, a CSO in the ACC can monitor security cameras and answer an alarm, but cannot actually respond with the relevant skills, ability to move, and authority to remedy situations needing professional attention. On the other hand, the Senior Airport Operations Specialist classification offers a wider range of responsibilities and can both monitor the security systems and respond to situations in the field. Additionally, Senior Airport Operations Specialists have a broader understanding of Airport operations that enable them to resolve issues faster and more effectively with an increased focus on safety and security.

Many technology advancements were incorporated in the recent Airport's modernization program that help to increase safety and security and to gain greater operational efficiencies, but also require a greater level of technical knowledge to use, maintain, and program, such as the Airport Operations Database. Prior to the implementation of these systems, staff was required to perform manual tracking and data entry, with extended transition time between the field and office environment, decreasing productivity. New systems enable automated data entry and monitoring that are far more efficient than previous manual methods. The transition to these systems also provided the flexibility for staff to work from a common central location. Among these are:

- Computer-based phones and directories that allow better integration for operators to streamline calls and responses.
- The integration of the access control system monitoring and CCTV system now provides alarm notification with instantaneous video footage, allowing faster alarm processing and resolution.

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- The Airport implemented a common-use technology platform that centralizes the allocation and management of aircraft gates, ticket counters, and baggage claim stations for the airlines.
- The Airport Operations Database (AODB) that tracks all commercial flight activity, gate assignments, and an integrated billing system, and it also controls the flight information displays throughout the Airport that direct passengers to their correct departure gate and baggage claim stations.
- The advanced technology for baggage security screening allows real-time situational analysis to be remotely monitored for immediate notification of problems or delays.

As a result of these overall safety enhancements, efficiencies, and technology improvements, the Airport now can consolidate the technology-based applications into an Airport Operations Center (AOC) that will be responsible for the daily activities associated with running an airport. The new AOC will replace and expand on the current functionality of the ACC for operational duties, including those associated with the Senior Operations Specialist positions. Attachment C Table 1 outlines the current ACC responsibilities and the reallocation of duties to the AOC and to other Airport administrative staff.

The new Airport Operations Center combines the operational responsibilities of the ACC as well as the other operations tasks currently performed by Senior Airport Operations Specialists. Combining the technology applications into a consolidated Operations Center will allow a single user to assess the overall functionality of airport systems and quickly react to any situation requiring attention. Additionally, this transition allows for increased overall safety and efficiency as the Senior Airport Operations Specialists have a broad working knowledge of airport operations and use their skills and abilities to quickly resolve operational issues.

This memorandum recommends the elimination of the classification that currently supports the Airport Communications Center and associated nine CSO positions and the creation of a new "Airport Operations Center." The AOC will be in service twenty-four hours per day, seven days per week. This proposal includes the realignment of some ACC duties to the general administrative staff that will be moving to the terminals by November. Other operational duties will remain with the restructured Operations Center that would be staffed by Senior Airport Operations Specialists. In order to effectively make this transition, the Airport will hire an additional three Senior Airport Operations Specialists. This transition will result in an overall annual cost savings to the Airport estimated to be \$540,000 as a result of increased staffing efficiencies realized by having a larger pool of individuals capable of performing duties in all areas of Airport Operations.

The additional three Senior Operations Specialists will join the existing Senior Operations Specialists in a matrix organization that will be dynamic in its response capabilities. In the current situation, each section of Airport Operations has assigned staff that only focuses on the needs of that particular section. Often times, the staffing is not enough to support unforeseen circumstances that arise as a result of the ever changing airport environment. The matrix structure will allow the Airport to direct staffing resources, cross-trained in all areas of Airport Operations, to focus on operational needs regardless of the area of responsibility. The

efficiencies gained by this method of organization will allow the Airport to support normal day-to-day operations with a more highly trained staff, while reserving the capability for dynamic deployment for critical incidents.

Pending Council approval, current Senior Operations Specialists will begin the transition to the matrix structure in late October. At the same time, recruitment will commence for the additional three Senior Operations Specialists. It is anticipated that all CSOs and a select group of other Airport staff will meet the minimum qualifications for the Senior Operations Specialist positions. We expect to complete the recruitment and hiring process by early December and begin training as soon as possible. We are also investigating other opportunities within the City for the placement or redeployment of employees in the CSO job classification. It is anticipated that the elimination of the nine CSO positions will be effective January 8, 2011, one of which is currently vacant.

POLICY ALTERNATIVES

To keep the structure and staffing levels of the current ACC, this alternative would not provide the cost savings, operational benefits, or employee development advantages identified in this memorandum and would forgo the opportunity presented by the relocation and consolidation of Airport staff in the terminal space.

PUBLIC OUTREACH/INTEREST

- 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)**

This item does not meet the above criteria requiring additional notification; however, it will be posted on the City's Council Agenda Website for the October 19, 2010 Council Meeting.

COST IMPLICATIONS

With an effective date implementation of January 8, 2011, this proposal would save the Airport \$250,000 for the balance of 2010-2011 as a result of reduced overall staffing. Ongoing annual savings to the Airport are estimated to be \$540,000. In addition, there would be operational efficiencies as a result of having a larger pool of individuals capable of performing duties in all areas of Airport Operations.

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General Fund impact for 2010-2011 is an approximate \$25,000 loss of overhead reimbursement from the Airport Department to the General Fund and approximately \$50,000 ongoing. This adjustment is anticipated to be brought forward to the City Council as part of the 2010-2011 Mid-Year Budget Review.

BUDGET REFERENCE

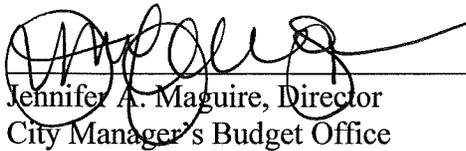
Fund #	Appn #	Appn. Name	RC #	Total Appn	Amt. for Contract	Proposed Operating Budget Action (Date, Ord. No., Page)
523	0801	Airport Personal Services	333141	\$25,867,880	(\$225,000)	06/29/10 Ord # 28765 XI-3
523	0802	Airport Non-Personal/ Equipment	333141	\$42,078,107	(\$25,000)	06/29/10 Ord # 28765 XI-3

COORDINATION

The preparation of the memorandum was coordinated with the Office of Employee Relations, City Manager's Office, Human Resources Department, and the City Attorney's Office. The Airport also has provided information about this proposal to Airport staff that would be affected by the change as well as the affected bargaining unit.

CEQA

Not a project, File No. PP10-067(b), Appropriation Ordinance/Personnel Services for facility management.


Jennifer A. Maguire, Director
City Manager's Budget Office

_____/s/_____
William F. Sherry, A.A.E.
Director of Aviation

For questions please contact William Sherry at (408) 501-7669.

Attachments:

- A. Communications Service Operator Class Specification
- B. Senior Operations Specialist Class Specification

Table 1
**Replace Current Airport Communications Center with
 New Airport Operations Center**

Current ACC Responsibilities:

- Monitor Airport security systems
- Facilitate emergency response/communications for airport incidents
- Initiate Emergency Notification System
- Radio dispatch for Operations and Facilities divisions
- Monitor building fire alarm system

Proposed AOC Responsibilities:

- ➡ ▪ Monitor Airport security systems
- ➡ ▪ Facilitate emergency response/communications for airport incidents
- ➡ ▪ Initiate Emergency Notification System
- ➡ ▪ Radio dispatch for Operations and Facilities divisions

Current Senior Operations Specialist Duties:

- AOBD data entry
- Aircraft gate assignments
- In-line baggage handling system monitoring
- Airport security compliance monitoring and testing
- Monitoring Airport parking facilities and associated revenue control system
- Conducting Ground Transportation audits and Inspections
- Curbside enforcement activities
- FAA certification compliance and airfield safety
- Monitor building fire alarm system

Current ACC Responsibilities:

- Issue temporary/visitor access media

To Airport Badging Office:

- ➡ ▪ Issue temporary/visitor access media

To Airport administrative staff:

- Answer customer service calls
- Operate Airport paging system
- Assist with Lost & Found office

- ➡ Answer customer service calls
- ➡ Operate Airport paging system
- ➡ Assist with Lost & Found office

City of San José**COMMUNICATIONS SERVICES OPERATOR (FT) (1176)****COMMUNICATIONS SERVICES OPERATOR (PT) (1177)****CLASS PURPOSE**

Under general supervision, performs work of considerable difficulty operating an electronic telecommunications console and providing information, referrals, and electronic security support services in a major City facility such as City Hall, the Airport, or the Convention Center. Performs related work as required.

TYPICAL DUTIES AND RESULTS (Any one position may not include all the duties listed, nor do the examples cover all the duties which may be performed.)

- Answers City telephones on a 24-hour, 7 days-a-week basis, providing information, referral, dispatch, or transfer of calls.
- Coordinates airport emergency service responses, working with the City's Public Safety Dispatch Center, Police and Fire Departments, Airport Operations and Convention Center security staff on a 24-hour, 7 days-a-week basis.
- Coordinates police and/or security response to security intrusions, airline security checkpoint alarms.
- Operates radio communication equipment.
- Monitors HVAC and electronic fire warning systems and initiates appropriate response.
- Authorizes admission of personnel into City Hall after hours and on weekends.
- Operates a complex public address/paging system.
- Connects calls from the public requiring immediate response, such as traffic signals not operating, sewer line flooding, fallen trees or other traffic hazards, to the proper dispatch position.
- Operates emergency notification and other communications equipment, including closed circuit TV and computer terminals in a major City facility.
- Receives non-emergency calls, determines nature of call, provides information or connects to proper department/division, Airport tenant or other appropriate respondent.
- Provides information for City and non-City functions, such as licensing (bicycle, business, gun, marriage), permits (dance, demonstration, liquor, block party, peddler), events, exhibits, airline information, birth/death certificates, transit, jails, facility location and hours of operation.
- Develops telephone listings, internal telephone directory and referral systems and controls Lost and Found.
- Performs various clerical support functions, utilizing computer terminals, word processors, typewriters, calculators, cameras, etc.
- Maintains records and reports associated with communications and security operations.
- May assist in training new employees.

DISTINGUISHING CHARACTERISTICS

This is the entry-level class in the Communications Services Operations series and is distinguished from the class of Senior Communications Services Operator in that an incumbent of the latter has supervisory responsibility over this class. Incumbents of this class are generally closely confined to their workstations and may not leave their position until their replacement arrives.

Incumbents stationed at the Airport report directly to an assigned supervisor as determined by the Airport management. Incumbents at the San Jose International Airport are required to be on 24-hour, 7 days-a-week call for emergency service. Positions at the Airport are subject to a background investigation prior to any appointments being made.

QUALIFICATIONS

Minimum Knowledge, Skills and Abilities

- Ability to operate an electronic telephone communications console.
- Ability to make decisions in determining priority of emergency calls with little or no supervision.
- Ability to provide clear information with a well-modulated voice and to remain calm and pleasant under stress or pressure.
- Ability to retain verbal information.
- Ability to learn a series of procedures, names, responses and emergency functions.
- Ability to prepare reports and clerical records of activities.
- Ability to maintain and report simple clerical records of activities.
- Ability to deal diplomatically and courteously with the general public and other agencies.

Competency Knowledge Skills and Abilities

- Knowledge of Police, Fire, Public Works, Airport and other emergency and operating procedures.
- Knowledge of City policies, department functions, procedures, locations and hours of operation.
- Knowledge of other agency functions, such as county, state, and federal.
- Ability to handle heavy volume telephone traffic.
- Ability to operate computer keyboard.

Education

Completion of high school, General Educational Development (G.E.D.) Certificate, or California Proficiency Certificate.

Experience

One (1) year of experience operating Telecommunications and/or radio equipment providing service referral and information to the general public.

Acceptable Substitutions

None.

Formerly Telephone Operator

(5/80), (Rev. & Ret. 5/81), (Rev. 2/83), (Rev. 10/85), (Rev. 12/87), (Rev. 10/91), (Rev. 7/92),

(Rev. 4/98)

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City of San José

SENIOR AIRPORT OPERATIONS SPECIALIST - FT 3514
SENIOR AIRPORT OPERATIONS SPECIALIST - PT 3515

CLASS CODE: 3514(FT) - 3515(PT)		
DEPARTMENT: Airport	ACCOUNTABLE TO: Airport Operations Supervisor/ Airport Operations Superintendent	FLSA STATUS: Non- exempt

CLASS SUMMARY:

Performs a wide variety of activities in Airport Operations to support management in day-to-day administration and improvement of Airport Operations programs in any of the following eight areas: Security Compliance, Ground Transportation (GT) Administration, Parking & Shuttle Administration, Airfield Operations, General Aviation Administration, Construction Coordination, Airport Communications Center (ACC) or Ground Transportation Enforcement Program. Enforces and corrects deficiencies identified regarding compliance with regulations under the following agencies: California Public Utilities Commission (PUC), Federal Aviation Administration (FAA), Transportation Security Administration (TSA), GT, San Jose Municipal Code and Airport rules and regulations. Also provides customer service to the public. Incumbents may be assigned to work in any of the eight work areas. Incumbents assigned to ACC function as leads for Communications Services Operators; incumbents assigned to the Ground Transportation Enforcement Program function as leads for Airport Operations Specialists. The positions are required to rotate between the eight individual work areas based on operational needs (rotations are typically every 18 to 24 months).

Distinguishing Characteristics:

The Senior Airport Operations Specialist is the second level of a five-level airport operations series. The Senior Airport Operations Specialist is distinguished from the next higher level in the series, Airport Operations Supervisor, which has full supervisory authority over Sr. Airport Operations Specialists and Airport Operations Specialists. The Senior Airport Operations Specialist is distinguished from the lower level, Airport Operations Specialist, by the Senior's responsibility to train and/or lead subordinate staff, to possess the level of technical expertise required to satisfactorily perform their assigned duties, and their ability to perform their assigned duties with limited oversight/guidance. Incumbents may be required to work weekends, holidays, and any of three shifts.

QUALIFICATIONS:

(These qualifications are typically required. An equivalent combination of education, experience, knowledge, skills, and abilities sufficient to satisfactorily perform the duties of the job may be substituted. Experience for this classification typically substitutes for education on a year-for-year basis.)

Education and Experience:

A four-year degree in aviation, plus one year of experience in the aviation field or an internship in aviation. (Aviation experience is typically gained by working for the following types of organizations: airport, airline, fixed based operator, airport related contractor, aviation related government agency or military aviation.)

Licensing Requirements:

- Incumbents are required to pass a background check.
- California Drivers License.

Minimum Knowledge, Skills and Abilities: (position requirements at entry and depending on area of assignment)

Knowledge of:

- Applicable laws, rules, and regulations;
- Airport Ground Transportation or Parking operations;
- Airport safety and security;
- Basic mathematics and statistics;
- Customer service techniques.

Skills in:

- Explaining complex material including applicable statutes;
- Using computers and applicable software;
- Preparing written reports;
- Communication, interpersonal skills as applied to interaction with coworker, supervisor, the general public, etc. sufficient to exchange or convey information and to receive work direction.

Desirable Knowledge, Skills and Abilities:

Knowledge of:

- Communication systems;
- Basic mechanical equipment principles;
- Emergency situation procedures;
- Leadership principles;
- Airport operations principals;
- Airport security practices and requirements.

Skills in:

- Operating various airport equipment;
- Employee training;
- Employee scheduling in mandatory coverage environment;
- Driving airport vehicles on the ramp;
- Radio communications procedures;
- Problem solving.

DUTY NO.	TYPICAL CLASS ESSENTIAL DUTIES: (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
	<u>AIRSIDE</u> Airfield Operations, General Aviation Administration, Construction Coordination	
1.	Observes, records and takes action to correct activities of contractors and airfield tenants to ensure compliance with contractual agreements. Enforces compliance with contractual agreements.	Daily
2.	Uses vehicle to patrol the airport to inspect and observe aircraft, tenants and contractors to ensure compliance with applicable regulations and takes action to correct deficiencies.	Daily
3.	Responds to emergencies, hazmat, wildlife or other airfield incidents to maintain a safe and efficient operation. Includes on-site inspection of airfield, determining if assistance is needed, performing or coordinating cleanup, etc. After incident, completes reports and necessary forms.	As Required
	<u>LANDSIDE</u> Ground Transportation Administration, Parking & Shuttle Administration, Lead person for the for the Ground Transportation enforcement program	
1.	Uses data entry and personal interaction to process permits, reports, work orders and customer service inquires to ensure regulatory compliance and exceptional customer service.	Daily
2.	Observes, records and enforces activities of contractors and permittees to ensure compliance with contractual agreements or permits. Consolidates information and assists in preparing quarterly performance reviews of contractor and permittee activities.	Daily
3.	May act as a lead, assigning, scheduling and checking work, providing technical direction, determining priorities, and training staff. As a lead, may sign timecards and may give input to the supervisor regarding hiring, promotion, termination and discipline of employees.	Daily
	<u>SECURITY</u> Security Compliance, Lead person for the Airport Communications Center	
1.	Uses vehicles to patrol the airport to inspect and observe perimeter fences, gates and employees to ensure compliance with applicable regulations. Takes action to correct deficiencies.	Daily
2.	Provides instruction to all access/ID badge holders on security rules and compliance programs.	Daily
3.	Observes, records and enforces activities of Security and	Daily

	Construction contractors to ensure compliance with contractual agreements so there is appropriate gate coverage, secure environment is maintained, and contract staff present professional appearance.	
4.	May act as a lead, assigning, scheduling and checking work, providing technical direction, determining priorities, and training staff. As a lead, may sign timecards and may give input to the supervisor regarding hiring, promotion, termination and discipline of employees.	Daily
<u>ALL AREAS</u>		
1.	Provides customer service to the public (i.e., directing passengers, listening to and reporting complaints, etc.	Daily
2.	Performs other duties of a similar nature or level.	As Required

PHYSICAL REQUIREMENTS (Check all that apply to performance of the essential duties of the job)

	Climbing		Kneeling		Crawling
	Balancing	X	Lifting	X	Reaching
X	Stooping	X	Fingering	X	Standing
X	Talking	X	Grasping	X	Walking
X	Hearing		Feeling		Pushing
	Crouching	X	Seeing	X	Repetitive Motion

Incumbents may be subjected to fumes, poor ventilation, intense noises and working outdoors.

Light Work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for Sedentary Work and the worker sits most of the time, the job is rated for Light Work.

CLASSIFICATION HISTORY:

Revised 9/02; s001