

PORT OF SEATTLE
MEMORANDUM

DATE: June 24, 2014
TO: Commissioners
FROM: Larry Ehl, Commission Chief of Staff
SUBJECT: Quality Jobs Initiative for Sea-Tac International Airport

OVERVIEW

The Port of Seattle Commission (Commission) announced last January it intended to develop and implement wage, compensation and workforce development policies that support the Port's mission as an economic development agency, address issues of wage inequality, and expand workforce development and career opportunities; enhance the safe and secure operation of the Seattle-Tacoma International Airport (Sea-Tac); and are within the Port's statutory authority to enforce. Since January, the Port of Seattle has engaged in a public process to develop these policy proposals. We have met with employees and representatives from business and labor, surveyed employers and contractors, conducted two public hearings, researched initiatives at other airports and gathered wage and compensation data.

INTRODUCTION

As part of its primary mission, the Port serves as an economic development agency, generating quality, family-wage jobs and economic growth for King County. The Port's mission includes the safe and secure operations of Sea-Tac and providing, as much as is practical, a pleasant and consistent traveling experience for those using the facility.

The Commission, along with other regional and national policy makers, recognizes the economic and societal impacts of income inequality and the decline of the middle class. The Cities of SeaTac and Seattle each adopted wage policies or legislation that is appropriate to the needs and authorities of their particular jurisdictions. The Port of Seattle Commission is seeking to do the same.

In early 2014, the Commission announced the Quality Jobs Initiative. Through this effort, the Port began a public process to assess employment practices at Sea-Tac, including wages and compensation, benefits, worker retention, and training opportunities available; learn how other airports are addressing these issues; and solicit feedback about how the Port could effectively and legally address issues of wage inequality and strengthen middle class jobs at Sea-Tac. The Commission established a goal of taking initial policy action in June 2014.

AIRPORT POLICY CONSIDERATIONS:

- Sea-Tac is a primary employment center for South King County and an economic engine for our state. The entire Pacific Northwest economy depends on the facility's safe and efficient operations, making it a critical component of the economic infrastructure for multiple states. The potential economic impacts of policy decisions on businesses at the airport and throughout the region must be considered.
- Sea-Tac is in a period of exciting and challenging growth. It is the nation's fastest growing gateway to Asia and is in the midst of major capital programs that will expand its capacity, enhance its efficiency and further improve its ability to provide excellent customer service.

Policies must be flexible enough to support these operational shifts and other changes that are inherent in such rapid growth.

- The turnover rate in some jobs raises safety and security issues to be addressed.
- As a special purpose government, the Port of Seattle is regulated by statutes different than those which govern other municipalities. All policies must be developed within the agency's specific legal authorities.

The Commission seeks a flexible policy framework that addresses the issues listed above and accounts for the differing needs and operational constraints of the tenants, customers, and stakeholders who work at, depend on, and contribute to the success of Sea-Tac.

ASSESSMENT OF CURRENT EMPLOYMENT PRACTICES

To assess the workplace environment of Sea-Tac the Port of Seattle:

- Gathered data on current wage and benefit practices, and related issues for the approximately 15,000 workers employed at Sea-Tac;
- Researched, including via Port-hosted hearings, the employment situations at other airports across the U.S. and what policies they have enacted to address wage inequality, workforce retention, and/or workforce development;
- Met with or heard from many representatives of business, labor and community stakeholders;
- Conducted two public hearings, inviting public testimony at Commission meetings;
- Reviewed third-party research and spoke with external subject matter experts in wage and benefits issues, workforce development, and airport operations;
- Solicited feedback from employees about experiences (positive and negative) about working at the airport; and
- Spoke to employers about opportunities and challenges of operating at an airport and about their policies to recruit and retain a qualified workforce.

QUALITY JOBS AT SEA-TAC

Aeronautical Services

Sea-Tac hosts a broad diversity of employers and employees with varying corporate philosophies, wage and compensation structures, and benefit models. Despite that diversity, most employers at the airport reported challenges with recruiting and retaining employees.

When hired, employees in these positions have all been issued an airport badge, with Airport Operations Area (AOA) access. They work in and around the AOA and are responsible for maintaining aircraft, ground service equipment, baggage handling, and passenger-boarding bridges. Overall they are engaged in performing activities which may impact safety within the AOA. High turnover of workers in these positions could lead to increased safety and security risks.

Other airports reported that by ensuring higher wages and compensation, and increasing training opportunities, turnover was reduced in these positions that are crucial to safe and secure operations.

Port staff concluded that higher wages and increased training opportunities would reduce the high turnover and improve low employee satisfaction in these critical functions at the airport. To address these

issues, staff recommends the Port establish minimum compensation and training standards through its authority to adopt necessary regulations for airport operation. For additional details, please see the Quality Jobs: Safety and Security for Aeronautical Workers memo and resolution.

Workforce Development and Career Opportunities

The Commission made clear in January that it would expand workforce development efforts and career opportunities for current and future workers at Sea-Tac in conjunction with addressing wage and compensation levels. The expansion of workforce development activities is designed to provide career pathways for all airport employees who want to pursue career development in port-related industries and services, and increase employee retention in the positions noted above.

The proposed expansion of training and education opportunities builds upon the Port's longstanding investment in and commitment to these activities, particularly through Port Jobs. Founded in 1993, Port Jobs has served more than 78,400 residents and helped more than 12,300 people find jobs.

The number of training opportunities and courses at the airport are on track to expand this year thanks to a new, multi-year investment from Alaska Airlines. The Port will be further expanding its investment in workforce development programs in 2015 and beyond. In addition, Port staff will be researching and evaluating a variety of models to attract and integrate additional investments from partner organizations to fund and deliver expanded workforce development programs into the future. A proposal and recommendations will be provided to the Commission for adoption.

Our extensive effort in preparing this proposal included but was not limited to surveying employers and contractors, talking with employees, reviewing workforce development research and reports, consulting with workforce development experts. For additional details please see the Workforce Development memo and motion.

Airport Dining and Retail Jobs

Finally, the Commission continues to examine the working conditions and career opportunities for airport dining and retail employees. The Commission is considering components of a policy framework and will take action as that process nears later in 2014. Staff will make recommendations for this policy in conjunction with the planned update to the Airport Dining and Retail Master Plan. The businesses which provide these services at the airport do so by response to a Request for Proposal (RFP) process. An updated Quality Jobs policy for these employees would be implemented via the next RFP process. Our effort in preparing this proposal is ongoing, and includes but is not limited to surveying employers and contractors, talking with employees, and reviewing initiatives at other airports and neighboring jurisdictions.

CURRENT PROPOSAL

The Commission will consider three separate actions to strengthen quality jobs for Sea-Tac workers.

1. The Safety and Security proposal and resolution establishes new training; education and work experience, and wage and compensation standards for aeronautical workers. Additionally, the proposed resolution enables these workers to earn paid time off. It is designed to incentivize provision of benefits to workers, reduce employee turnover and ensure even safer and more secure operations. By establishing wage, compensation and paid leave standards the resolution seeks to address the multiple elements of a quality job.
2. The Workforce Development and Career Opportunities proposal and motion outlines next steps to expand workforce development efforts and career advancement opportunities at the Port.

PORT OF SEATTLE
MEMORANDUM

DATE: June 18, 2014
TO: Tay Yoshitani, Chief Executive Officer
FROM: Mark Reis, Managing Director, Aviation Division
Michael Ehl, Director, Aviation Operations
Wendy Reiter, Director, Aviation Security & Emergency Preparedness
SUBJECT: Minimum Requirements for Aeronautical Workers with Safety and Security Responsibilities at Seattle-Tacoma International Airport

OVERVIEW

The Port of Seattle recognizes that the safe and secure operation of Seattle-Tacoma International Airport (Sea-Tac) is one of our paramount responsibilities. For more than six months, the Port has been reviewing the work environment and conditions for workers at Sea-Tac Airport.. This evaluation included surveying employers and contractors responsible for airport security, passenger handling, aircraft handling and ramp duties, and other duties on the Airport Operating Area (AOA). The review also included studying wages, benefits and employee turnover rates; collecting data on wage and benefit levels; analyzing data, findings, and programs of other airports and benchmarking Sea-Tac against those airports; reviewing testimony from two Commission hearings which gathered the perspectives of employers, employees and other airports; and conducting in-person meetings with many businesses, labor organizations and other stakeholders.

Port staff concludes that higher wages and increased training opportunities will reduce turnover and improve employee satisfaction in critical functions at the airport, as has been demonstrated at San Francisco International Airport. Port staff further concludes that reduced turnover and increased employee satisfaction will result in an employee base with more experience which, when substantially reinforced with training, will in turn lead to safer and more secure airport operations. To address these issues, staff recommends the Port establish minimum compensation and training standards through its authority to adopt necessary regulations for airport operations.

BACKGROUND

Seattle-Tacoma International Airport (Sea-Tac) is a major south King County employment center and a critical part of economic development infrastructure for the Seattle region, the state of Washington and the entire Pacific Northwest. It is the front door to this region and the gateway for people and businesses to the world. The Pacific Northwest economy depends on its safe and effective operations.

Sea-Tac is in a period of exciting and challenging growth. It is the nation's fastest growing gateway to Asia and is in the midst of a major capital program that will expand its capacity, enhance its efficiency and further improve its ability to provide excellent customer service.

All of the above requires the highest standards of safe and secure operations. In addition, and just as important to the economy of the region and the operations of the Airport, airport personnel must be prepared and capable to assist in emergency events to maintain and/or restore continuity of airport operations in response to minor problems or major incidents.

MAINTENANCE OF SAFE AND SECURE AIRPORT OPERATIONS

Aviation safety and security is a fundamental expectation of our airborne society. Due to the inherent complexity of the airfield operating environment, the Port, airlines, contractors, security agencies and others must minimize the risks associated with the complicated and constant movement of aircraft, personnel and equipment on the airfield, as well as mitigate the risks of security breaches/incidents that can suspend airport operations.

In addition to these risks, any significant disruption to the airport's routine functions can have a substantial negative impact on the entire region. The airport must maintain routine operations and remain prepared to respond and recover from emergencies effectively and efficiently. All of this requires a skilled workforce capable of ensuring safe and secure continuity of business operations at all times.

The Port holds a proprietary interest in, and regulatory oversight over, the work at Seattle-Tacoma International Airport. The safety and security of airport operations relies significantly on the ability of companies operating on or in proximity to the AOA to retain a skilled workforce, since many of these employees have access to the airfield, aircraft and other equipment that supports critical airport operations. Key functions associated with operating and maintaining a safe, secure airport include:

Security:

- Passenger and facility security
- Passenger check-in activities
- Checkpoint screening
- Skycap and baggage check-in and handling services
- Airport Operations Area ("AOA") perimeter control
- Access control to secure areas
- Wheelchair attendant services
- Baggage and cargo handling
- Ground support equipment maintenance
- Fixed base operator activities
- International passenger assistance

Safety:

- Aircraft handling functions (aircraft cleaning, fueling, and baggage/cargo handling, load balancing, marshaling, dispatching, and aircraft maintenance)
- Operating catering vehicles on the AOA for the purpose of servicing aircraft
- Other employees issued an Airport badge with AOA access, regularly working in and around the aircraft

(The area where all of this work is performed is referred to as the Airport Operations Area, or “AOA,” which is defined as the area exterior to the passenger terminal buildings and under restricted access within the airport perimeter fence.)

PORT EVALUATION OF EMPLOYMENT AND CONDITIONS AT SEATTLE-TACOMA INTERNATIONAL AIRPORT

There are currently 671 employers (including 178 tenants) operating at the airport. Data from 2013 indicates that there were, on average, 14,500 badged workers at Sea-Tac.

Category	Definition	Occupations <i>(illustrative, not exhaustive)</i>	# Badged <i>(2013 Average)</i>
Aeronautical	Employees who require issuance of Airport Operations Area (AOA) access, and either work in and around the AOA in the performance of their duties; <i>or</i> are directly involved in passenger and facility security, including checkpoint screening, passenger check-in, skycap and baggage check-in and handling services, AOA perimeter control or similar activities	<ul style="list-style-type: none"> • Airline Employees (employees working directly for an airline, such as: pilots, flight attendants, ticket counter, gate and customer service agents, administrative and maintenance staff) • Passenger check-in activities, skycap and baggage check-in and handling activities • Wheelchair attendants • AOA perimeter control • Aircraft ground handling including aircraft catering, cleaning, fueling, load balancing, marshaling, dispatching, maintenance, and aircraft security • Baggage/cargo handling • Ground support equipment maintenance • Fixed Base Operator (FBO) employees • International passenger services 	6,200

Category	Definition	Occupations <i>(illustrative, not exhaustive)</i>	# Badged <i>(2013 Average)</i>
Concessions	Employees of companies conducting business on airport property and paying a concessions fee to the Airport	<ul style="list-style-type: none"> • Dining and Retail • Rental cars • Parking operators on Port property • Miscellaneous passenger services • Flight kitchen employees 	2,300 (not all employees in category have badges (e.g. rental car facility))
Government	Employees of federal and state government agencies	<ul style="list-style-type: none"> • TSA passenger security checkpoint screeners, baggage screeners, Customs and Border Protection immigrations, customs, agricultural inspectors, FAA air traffic controllers, facilities and equipment technicians, USDA fish and wildlife biologists., FBI, etc. 	1,750
Port of Seattle Employees	Direct employees of the Port of Seattle	<ul style="list-style-type: none"> • Operations, Fire, Police, Maintenance, Planning, Project Management, Finance, etc... 	1,100
Port of Seattle Contractors	Employees who work at the Airport for companies under direct contract with the Port of Seattle	<ul style="list-style-type: none"> • Port operated passenger lounges • Janitorial • Lost and Found • Guard services • On-site consultants • Elevator/escalator maintenance • Ramp Tower • Pest control • Rental Car Curbside Assistants 	1,450
Other	Miscellaneous employers	<ul style="list-style-type: none"> • Airline operated passenger lounges • Ground transportation coordinators for taxis/limos • Door to door shuttle drivers and coordinators 	1,700 (not all employees in category have badges (e.g., shuttle drivers))

For more than six months, the Port has been reviewing the work environment for all employees at Sea-Tac. The table below illustrates the types of information and source or collection methods used in this research.

Information	Source or Collection Method
Airport employer compensation, hiring and workforce development/training	Interviews with airport employers

Information	Source or Collection Method
Job openings through Port Jobs (two years)	Port Jobs database
Number of airport badges by company	Review of Winbadge credential database
Contract service provider wage and benefit information	Phone calls, emails, web research
Airport service agreements	Service agreements review and analysis
Concession wage and benefit information	Tenant surveys conducted by 3 rd party consultant
Wage levels for Port of Seattle employees	Port information
Attrition / Turnover	Interviews with airport employers, review of Winbadge database, job postings through Port Jobs

AERONAUTICAL WORKER FINDINGS

The aeronautical worker category has two segments – airline employees and aeronautical service providers. Airline employees work directly for an airline company. Airline service providers are contractors that provide support services to the airlines and utilize separate employment agreements for their workers. Staff research has resulted in two main findings – one related to wages and benefits and the other related to turnover and retention.

I.) Wages and Benefits

Information on wages, benefits and turnover was collected through employer interviews and surveys, as well as publicly posted job openings and job placement data from Port Jobs. The data collected includes information on over half of all aeronautical service provider companies, which employ approximately 75% of all aeronautical service workers:

- A. Wages: Most of the aeronautical service workers make less than \$11/hour and many start at the state minimum of \$9.32/hr.
 - Ramp Agents and Fuel Agents typically start at \$9.32-10.88/hour, depending for which company they work and for which airline they are hired to serve. Because a company might provide services to multiple airlines, an employee could earn a different wage rate for the same job functions when serving various airlines.
 - Wheelchair Agents, Cabin Cleaners, and Caterers typically start at minimum wage, which is currently \$9.32/hr. Wheelchair agents receive tips from some passengers, estimated to range from \$0-2/hour.
 - Mechanics (e.g., maintaining Ground Service Equipment) is the one position in this occupational cluster that starts at a notably higher rate of \$16-17/hour.
 - In each of the companies surveyed, more workers fell in the bottom 25% of their wage range than any other quartile – although for some companies that meant approximately 30% are in the bottom quartile and for others 90% are in the

bottom quartile. The wage ranges for job categories and/or employers vary significantly. In some instances, there could be no opportunity for wage growth; in others, the upper end of the range might be only a dollar more than the starting wage; and some might have an upper wage rate double the starting wage.

- In April of this year, Alaska Airlines instructed its vendors to raise entry-level pay, increasing starting pay for ramp agents, aircraft fuelers and cabin cleaners to \$12/hour. Starting pay for curbside check-in and wheelchair attendants, who receive tips from customers, increased from the minimum to \$10/hour. The pay increases supplement the Vendor Code of Conduct that Alaska Airlines put in place in the summer of 2013, requiring that all vendors meet defined standards of safety, employee treatment and legal compliance. Multiple vendor partners are covered by the wage increases and Alaska agreed to reimburse the vendors for their additional labor costs.

B. Benefits: There is significant variation in benefits offered by employers in this cluster. Some companies offer a full package, some offer no benefits of any kind and some offer only one type of benefit (e.g., only Paid Time Off (“PTO”)).

- Health insurance benefits – Some companies make no plan available to employees; others make a plan available but pass the full cost through to employees; and still others pass only a portion of the monthly premium cost to employees. Company policy also varied by location in some cases. For example, one of the companies reported providing benefits to employees in California per requirements there, but not in Washington.
- Affordable Care Act (ACA) – There is no data available indicating that employers in this cluster have changed their healthcare benefit policies due to implementation of the ACA; however, it can be expected that ACA implementation may cause benefit changes by some employers. As the country transitions to the ACA over the next 8-10 years, the Port will continue to analyze the effects of this policy within its base of tenants and operators. The Port is supportive of ACA goals but recognizes its implementation will have intended and unintended effects which will need to be reviewed in the context of overall Sea-Tac operational requirements.
- Paid Time Off (PTO) – Paid sick leave, paid vacation, and/or combined PTO. Some companies offer no PTO of any sort; at several companies, workers accrue 5-6 days PTO per year (though they may need to have been in their job for one year before they can use them); and some companies provide 10-30 days of accrued PTO annually depending on tenure.
- Retirement benefits – Some companies offer them and some do not. If they do, they typically take the form of a 401(k) option to employees, with some providing a match of 1-4%; others provide no match or employer contribution.

II.) Turnover and Retention

Based on information gathered from employers in interviews and surveys, as well as from public job postings and airport badge data, turnover for this cluster of aeronautical service worker occupations is significant, but varies by employer from approximately 25% to above 80% per year. Almost all of the turnover is occurring in entry-level positions.

Many of the employers report hiring few, if any, supervisory positions in the last year, with average manager tenures over 10 years in many companies. Employers reported filling almost all of their supervisor/manager positions via internal promotion, as those individuals had already shown the ability to perform and persist in the airport environment. While some did have formal training programs for newly-hired managers, very few had formal training designed to assist entry-level staff seeking to move into a lead/supervisor/manager position.

A. Turnover and Retention – Causes

Based on information gathered from employer interviews, from employers and employees in public hearings, and from participants in Port Jobs/Airport University programs, the primary drivers of turnover fall into the two following categories:

1.) Job quality:

- Wages and benefits were a significant factor in employee decisions to stay in their position or seek other work. For example, one employer reported employees leaving their jobs for similar positions at the airport that paid \$0.50 more per hour; a worker reported keeping her job despite the relatively low wages because of the low-cost/high coverage health benefits her family needed; and many students in Airport University classes indicate they are participating in order to get a higher paying job.
- Many of the jobs in this occupational cluster are physically demanding. Some require working outdoors in inclement weather, and some put workers in potentially dangerous environments on a regular basis. These physical challenges were reported by multiple employers as a reason for employee turnover shortly after hire, and were referenced by workers as a concern and/or something beyond which they hoped to eventually advance.
- Work schedules at the airport also pose a significant worker retention challenge, as shifts may start at 3:30 AM or go beyond midnight, for example. At these times, public transportation may not be readily available, childcare may be difficult to find and/or more expensive, and other household obligations may be more difficult to fulfill. As a result, some workers are unable to keep their jobs.
- In addition, the workers often face uncertainty and inconsistency regarding the hours worked each week and the shift(s) assigned. This makes budget and schedule planning quite difficult and causes some workers to seek other employment with more consistent hours.

2.) Limited career advancement opportunities:

- Due to the high ratio of entry-level workers to supervisors/managers at most companies in this cluster, and the low rates of turnover among supervisors/managers, the number of opportunities for internal advancement available to these entry level workers is limited, which means that employees wishing to advance (and increase their income) must seek positions elsewhere.
- Many of the workers that seek assistance from Port Jobs are motivated by a desire to advance in their careers, or get onto a career path that offers the opportunity for advancement. Some of those workers are able to take Airport University classes and advance at the airport, with their employer or by moving to another company; others seek jobs outside of the airport. Training and advancement support – both that offered by employers directly and that available through Airport University – is currently limited. As a result, many employees are unable to have their training needs and desires met.

B. Turnover and Retention – Impacts

1. Because most turnover is occurring in entry-level positions, most new employees do not have the level of experience or familiarity with the job-specific tasks/skills needed to perform at a high level in their positions. All of the employers reported at least some formal “onboarding” and new-hire training process, though the extent varied significantly. They also reported that employees simply needed time on the job to fully master the skills and tasks to perform at a high level. High turnover means many employees are in training and lack mastery of their jobs, which can affect safety, security, efficiency and timeliness and customer service.
2. Because security is a top priority and a regulatory imperative, employee vigilance is critical while performing duties at Seattle Tacoma International Airport. It is the function of the on-duty Security Senior Access Controllers, Security Supervisor or Manager to issue citations to any employee that is not complying with the Security regulations defined in the Port's Rules and Regulations. Citations include, but are not limited to, access points being unsecured and unattended, failure to follow the stop-and-wait procedures, and failure to display proper identification.

Newer workers are almost twice as likely to be cited for security violations as more experienced workers. From 2010 through the first quarter of 2014, there were 12.7 security violations cited for every 1,000 new workers (hired the calendar year in which the violation occurred or the calendar year prior), compared to only 7.1 security citations per 1,000 experienced workers (who had worked at least one full calendar year prior to the year the violation occurred). On average, 14% of the people working with AOA badges in a given year were hired that same year, but 24% of the security citations were issued to workers hired during the calendar year of the violation.

3. Many companies reported significant staff costs for recruiting, screening, onboarding and training/supervision as a result of high turnover. One company,

for example, reported hiring 10-15 entry-level workers per week, every week, primarily to replace workers who had been hired less than three months earlier.

4. Multiple employers noted that reduced turnover in some California airports had reduced their costs and increased their worker performance levels there. One company indicated that higher minimum wages at some of the California airports allowed them to compete on quality and performance compared to low cost alone, which the company thought to be not only better for their company but also the airlines and flying public.

The results of this research illustrates that the airport hosts a broad diversity of aeronautical employers and employees, with varying corporate philosophies, wage structures and benefit models. However, while there is diversity in business models and wage/benefit structure, most aeronautical service employers have one thing in common: challenges with recruiting and retaining employees to work at the airport. These employees have all been issued an airport badge, with AOA access. They work in and around the AOA, including maintaining aircraft, operating ground service equipment, handling baggage and operating passenger loading bridges, all of which are critical activities that impact safety within the AOA.

BENCHMARKING WITH OTHER AIRPORT WAGE POLICIES

Airports in general are increasingly focused on quality jobs to enhance continuity of employment, better customer service and increased confidence in safe and secure airport operations. In addition to researching the work environment for all employees at Sea-Tac, wage policy information was collected from multiple airports – with wage ordinance case studies conducted for airports in Oakland, Los Angeles, San Francisco and St. Louis. While this research focused on airports with wage policies for comparison purposes, it is important to note that there are also many airports that do not have wage policies beyond abiding by their state laws.

The Los Angeles, Oakland, and St. Louis policies are termed Living Wage Ordinances (LWO) that apply to business done by the respective cities. LWOs are designed to help ensure those doing work related to city contracts or facilities earn compensation sufficient to pay basic living expenses. The wage rates range from \$11 to \$16 per hour depending on the city and provision of benefits by the employer (all three have two wage tiers), and all are adjusted annually by the Consumer Price Index (CPI). Los Angeles and Oakland both also require employers to provide PTO, but St. Louis does not.

The airports in these cities each fall under city authority, and in all three cases there are some special applications, exemptions and/or wage and benefit level differences between the cities and the airports. In Los Angeles, the LWO covers all airport workers whose work impacted either public perception of services or security at the airport, even if their employer was not a direct contractor or tenant of the city. Oakland also expanded policy coverage at their airport and seaport to businesses with 20+ employees, including tenants and concessionaires. St. Louis, in contrast, specifically limited policy coverage at the airport, exempting airlines and their subcontractors.

The San Francisco International Airport policy differs from the Los Angeles, Oakland, and St. Louis policies in that it is not a LWO per se. Since high turnover of workers at San Francisco International Airport (SFO) led to increased safety and security risks, the San Francisco Airport Commission adopted the Quality Standards Program ("QSP" (or "Program"). The Program was originally implemented in April 2000, with updates taking place in August 2009. It applies to airlines and their service providers operating at SFO and employing personnel who perform services that directly impact safety and/or security. The Program is part of the Airport's Rules and Regulations. The QSP elements at SFO include compensation, training, equipment standards and hiring practices. (The City of San Francisco also has a separate LWO for all employers within its boundaries.)

According to a 2001 study by the Institute for Labor and Employment at the University of California at Berkeley, the positive impacts of the Program were felt throughout the airport. Employers reported reduced absenteeism, and experienced fewer disciplinary problems and higher morale.

Employee turnover at the airport fell significantly while, during the same period, turnover was increasing in the broader San Francisco Bay Area workforce.

- The firms most affected by the QSP reported a 37% decrease in turnover rates, compared to an 18% reduction reported by other firms that were not covered or less affected.
- In 1999, the FAA reported a 110% annual turnover rate among security screeners at SFO. By 2001, the turnover rate in the three security firms that provided screening services at SFO -- and which were covered by the QSP Program requirements -- had fallen to approximately 25%.
- One security firm reported a 15% turnover rate at SFO, compared to 91% at a nearby international airport, where the same company's screeners earned considerably less per hour.
- Another firm that provides baggage handling, cabin cleaning and related services to a number of airlines reported a two-thirds drop in turnover rate.

One-third of all SFO employers, together accounting for over half of all employees, reported improved overall job performance among workers covered by the QSP, while the rest reported no deterioration. The results were more positive for the firms that were most affected by the QSP. All employers with positions directly affected by the QSP reported the same or improved numbers of applicants, and reported that these applicants were more skilled.

Also, while the wages of those directly covered by the QSP rose faster than average, wages in all positions have improved since the program was instituted. These findings point towards improved job performance across the entire airport.

NEED FOR PORT ACTION

The analysis and benchmarking articulated above demonstrates that minimum compensation and training requirements will aid in attracting and retaining more highly capable employees in areas of the airport most directly connected to the AOA. By ensuring that highly capable employees

are hired and remain employed at the airport, the Port will continue to enhance the safe and secure operations of Sea-Tac.

The Port should also require companies providing services at the airport that potentially impact safety and security to adhere to initial hiring qualifications, and to provide both initial and annual recurring training for their employees that exceed the modest levels mandated by the FAA. Companies should be required to document and report on the provision of this training and successful completion of the training by their employees. In addition to minimizing safety and security risks, training beyond what is required by the FAA can protect the health and welfare of employees, the traveling public, and first responders. Training will also open the door to advancement opportunities, furthering the Port's retention goals.

The attached draft Resolution sets out recommended compensation and safety and security training standards. Pursuant to the direction of the Resolution, the Managing Director of the Airport will develop and promulgate regulations that every airport employer is responsible for ensuring that its airport employees receive the following applicable training or credentials:

- “Security Identification Area” (SIDA) orientation
- Employment verification specialist training (employees who approve or ensure compliance with employee badging requirements)
- Escort training
- Safety training consistent with International Air Transport Association (IATA) Airport Handling Manual “Airside Personnel: Responsibilities, Training and Qualifications”
 - Air Operations Area safety training
 - Air Operations Area driver training
 - Ground Support Equipment training
 - Aircraft handling training
 - Human factors training
- Bloodborne pathogen and biohazards training as appropriate for job responsibilities

In addition to the training and credential requirements stated above, Federal Aviation Administration (FAA) Advisory Circular 150/5210-20 states “Any person expected to operate on the Airside (AOA) should demonstrate a functional knowledge of the English language.” Therefore, airport employers should make available to employees opportunities to access programs designed to increase English language proficiency.

“COVERED” EMPLOYEES

Among those employers with employees having job responsibilities associated with the safe and secure operation of Sea-Tac International Airport are, of course, the Port of Seattle and various federal agencies (e.g., Customs and Border Protection, Federal Aviation Administration). The Port of Seattle will insist that its employees and those of federal agencies execute their responsibilities with the same focus on safe and secure airport operations as the employees

covered by the proposed Resolution; however, the Resolution does not cover Port and federal employees for three reasons.

First, the key driver of the concerns of the Port – employee turnover and, thus, inadequate experience and sustained training – are not an issue with Port or federal employees. This is in significant part driven by the higher compensation and extensive training provided by these employers.

Second, it is proposed that the Port Commission direct the Managing Director of the Airport to amend Airport rules and regulations to effect the intent of the Resolution. The Airport rules and regulations are designed to regulate the activities of tenants, licensees and others operating at the airport as well as their employees. The Port Commission sets forth its policies related to compensation for its employees in either the Salary and Benefit Resolution (for non-represented employees) or in labor agreements (for represented employees). In addition, the Commission has delegated responsibility to the CEO to ensure adequate training, etc. for Port employees.

Third, the Port of Seattle as a municipal corporation of the State of Washington, has no authority to regulate the compensation or training requirements of federal agencies.

LEGAL ASSESSMENT

RCW 14.08.120(2) authorizes the Port to “adopt and amend all needed rules, regulations, and ordinances for the management, government, and use of any properties under its control...”

RCW 14.08.120(10) authorizes Airport operators like the Port to “exercise all powers necessarily incidental to the exercise of the general and special powers granted in this section.”

RCW 14.08.120(6), in turn, authorizes the Port to “determine the charges or rental for the use of any properties under its control and the charges for any services or accommodations, and the terms and conditions under which such properties may be used...” (Emphasis added).

RCW 14.08.330 provides, in part that: “Every airport and other air navigation facility controlled and operated by any municipality... shall, subject to federal and state laws, rules, and regulations, be under the exclusive jurisdiction and control of the municipality or municipalities controlling and operating it.” (Emphasis added).

APPENDICES

1. Federal Aviation Administration Advisory Circular 150/5210-20, March 31, 2008
2. International Air Transport Association Airport Handling Manual, January, 2013
3. San Francisco International Airport Quality Standards Program, January 1, 2014



U.S. Department
of Transportation
**Federal Aviation
Administration**

Advisory Circular

Subject: GROUND VEHICLE OPERATIONS ON AIRPORTS

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1. PURPOSE. This Advisory Circular (AC) and the attached appendices provide guidance to airport operators in developing training programs for safe ground vehicle operations and pedestrian control on the airside of an airport. This includes both movement and non-movement areas, ramps, and aprons. Not all the items addressed in this document will be applicable at every airport. The Federal Aviation Administration (FAA) recommends that each item be evaluated in terms of how it may apply to the size, complexity, and scope of operation of the airport. This AC contains recommended operating procedures, a sample training curriculum (Appendix A), and a sample training manual (Appendix B).

2. BACKGROUND. Every year there are accidents and incidents involving aircraft, pedestrians, and ground vehicles at airports that lead to property damage and injury, which may be fatal. Many of these events result from inadequate security measures, a failure to maintain visual aids, a lack of such aids, and inadequate vehicle operator training. Ground vehicle operation plans promote the safety of airport users by helping identify authorized areas of vehicle operation, outlining vehicle identification systems, addressing vehicle and operator requirements, and coordinating construction, maintenance, and emergency activities.

3. APPLICABILITY. The overall responsibility for the operation of vehicles on an airport rests with the airport operator. The airport operator is also responsible for compliance with the requirements of part 139 at certificated airports and with the provisions of any applicable Federal grant agreements. Adherence to the provisions contained in this AC may materially assist the airport operator in complying with these requirements.

a. All airport operators should establish procedures and policies concerning vehicle access and vehicle operations on the airside of the airport, including ramp and apron areas. These procedures and policies should address such matters as access, vehicle operator requirements, vehicle requirements, operations, and enforcement and should be incorporated into tenant leases and agreements.

b. Establishment of procedures for the safe and orderly access to the movement area and operation in that area is required at certificated airports, under 14 C.F.R. § 139.329(b). Initial and recurrent training in procedures for access to the movement area is required for airport personnel under § 139.303(c). Only initial training is required for tenant and contractor employees, under § 139.329(e). However, regular recurrent training is strongly recommended for all persons with access to the movement area.

c. Each bidding document (construction plans and/or specifications) for development work on an airport or for installation of an air navigation facility (NAVAID) should incorporate a section on ground vehicle operations on airports during construction activity. The airport operator should provide a copy of this plan to the local FAA Airways Facilities office for review. The construction plans and/or specifications should contain the appropriate provisions, as specified in Appendix 1 of AC 150/5370-2, *Operational Safety on Airports During Construction*.

4. RELATED READING MATERIAL. You will find additional information in the following publications:

- a. 14 CFR part 139, Certification of Airports
- b. Current editions of the following advisory circulars:
 - (1) AC 90-67, Light Signals from the Control Tower for Ground Vehicles, Equipment, and Personnel
 - (2) AC 120-57, Surface Movement Guidance and Control System
 - (3) AC 150/5210-5, Painting, Marking, and Lighting of Vehicles Used on an Airport
 - (4) AC 150/5340-1, Standards for Airport Markings
 - (5) AC 150/5340-18, Standards for Airport Sign Systems
 - (6) AC 150/5370-2, Operational Safety on Airports During Construction
 - (7) AC 150/5210-18, Systems for Interactive Training of Airport Personnel
 - (8) AC 150/5200-30, Airport Winter Safety and Operations
- c. To view or download an electronic copy of this AC, visit the FAA website at <http://www.faa.gov>.

5. VEHICLE OPERATOR REQUIREMENTS. Vehicle operators on airports face conditions that are not normally encountered during highway driving. Therefore, those persons who have vehicular access to the movement area of the airport must have an appropriate level of knowledge of airport rules and regulations. Airport operators should require vehicle operators to maintain a current driver's license and should establish a means of identification that would permit the operation of a vehicle on the airside of an airport. Any person expected to operate on the movement area should demonstrate a functional knowledge of the English language.

6. TRAINING. Appendix A includes a sample training curriculum. This curriculum should include initial and/or remedial instruction of all personnel who have access to the airside of the airport. The curriculum should also include annual recurrent instruction for all personnel who have access to the movement area. The airport operator should retain records of this training as long as this person is authorized to operate on the airport. Escorted access

does not normally require training. Airport operators may modify these documents to meet their individual needs. It may also be advantageous to develop customized programs for vehicle operators who only access ramp areas and those who operate on the movement area.

Initial training is the training provided to a new employee or airport user that would enable that person to demonstrate the ability to operate a vehicle safely and in accordance with established procedures while functioning independently on the airside. Recurrent training is the training provided to an employee or airport user as often as necessary to enable that person to maintain a satisfactory level of proficiency. Appropriate schedules for recurrent training will vary widely from airport to airport and from one employee to another, however, under no circumstances should recurrent training intervals for personnel authorized to drive on the movement area extend beyond one year. Airport operators might consider requiring annual recurrent training when a vehicle operator renews an expired airport ID badge or when a tenant renews a lease agreement. A sample Ground Vehicle Operating Familiarization Program Training Record is included in Appendix B.

Airports use a variety of methods for training ground vehicle operators. In some cases, airport operators delegate the requirement of employee training to airport tenants or a contractor. Some airport operators choose to include training manuals or vehicle-operating requirements as part of tenant lease or use agreements. An airport operator may choose to distribute training manual information via a Web page, videos, or booklets. Formal classroom instruction provided by the airport operator or tenant can include either personal instruction or a computer-based interactive training system. (See AC 150/5210-18.)

Airport operators should provide a means of testing trainees on the information presented. In addition to standard question and answer classroom testing methods, the airport operators should have potential ground vehicle operators demonstrate their proficiency in operating a vehicle on the airside before authorizing driving privileges. The FAA also recommends on-the-job training before personnel have unescorted access to the airside of the airport.

7. VEHICLES ON AIRPORTS. Airport operators should keep vehicular and pedestrian activity on the airside of the airport to a minimum. Vehicles on the airside of the airport should be limited to those vehicles necessary to support the operation of aircraft services, cargo and passenger services, emergency

services, and maintenance of the airport. Vehicles on the movement area should be limited to those necessary for the inspection and maintenance of the movement areas and emergency vehicles responding to an aircraft emergency on the movement area. Vehicles should use service roads or public roads in lieu of crossing movement areas whenever possible. Where vehicular traffic on airport operation areas cannot be avoided, it should be carefully controlled.

When necessary, runway crossing should occur at the departure runway end rather than the midpoint. In the event of a runway incursion, an aircraft would have more time and runway length to react if the vehicle incursion is at the end of the runway.

Some aspects of vehicle control and identification are discussed below; however, every airport presents different vehicle requirements and problems. Every airport will require individualized solutions to prevent vehicle or pedestrian traffic from endangering aircraft operations. It should be stressed that aircraft ALWAYS have the right-of-way over vehicles when maneuvering on non-movement areas. Aircraft also have the right-of-way on the movement areas, except when the Airport Traffic Control Tower (ATCT) has specifically instructed an aircraft to hold or give way to vehicle(s) on a runway or taxiway.

Vehicles that routinely operate on the airside should be marked/flagged for high daytime visibility and, if appropriate, lighted for nighttime operations. Vehicles that are equipped with marking and lighting devices should escort vehicles that are not marked and lighted. (See AC 150/5210-5.) Vehicles needing intermittent identification should be marked with magnetically attached markers, which are commercially available.

8. VEHICULAR ACCESS CONTROL. The control of vehicular activity on the airside of an airport is of the highest importance. The airport operator is responsible for developing procedures, procuring equipment, and providing training regarding vehicle operations to ensure aircraft and personnel safety. At airports with an operating ATCT, controllers and vehicle operators should use two-way radios to control vehicles when on the movement area. To accomplish this task, the airport operator and the ATCT should develop a letter of agreement outlining standard operating procedures. When there is construction on an airport, whether federally funded or not, the airport operator should follow the ground vehicle practices contained in AC 150/5370-2.

At airports without an operating ATCT, two-way radio control between vehicles and fixed-based operators or other airport users should avoid frequencies used by aircraft. Even with the most sophisticated procedures and equipment, vehicle operators need training to achieve the proficiency to operate safely. The airport operator should give special consideration to training temporary operators, such as construction workers, even if escort service is being provided.

Inadvertent entry by vehicles onto movement and non-movement areas of an airport poses a danger to both the vehicle operator and aircraft that are attempting to land or take off or that are maneuvering on the airport. Methods for controlling access to the airside will vary depending on the type and location of the airport. The Airport Layout Plan is a useful tool for accomplishing this. Airports may erect a fence or provide for other natural or physical barriers around the entire airport in addition to providing control measures at each access gate, such as guards, magnetic card activated locks, or remotely controlled locks. Gates may either be opened/closed electronically or secured by lock and chain. Physical barriers might include natural objects, such as earthen berms, large boulders, tree trunks, and manmade culverts that could help control remote vehicle access points.

9. VEHICLE REQUIREMENTS. Requirements for vehicles will vary depending on the airport, the type of vehicle, and where the vehicle will be operated on the airport. An airport operator should limit vehicle operations on the movement areas of the airport to only those vehicles necessary to support the operational activity of the airport. Airport operators might find it beneficial to have separate requirements for vehicles operated solely on a ramp area as opposed to those vehicles that operate on movement areas.

Some airports have benefited from establishing their own vehicle inspection program to assure that all vehicles are maintained in a safe operating condition. In establishing vehicle requirements, some items to consider include—

- a. Marking and identification of vehicles
- b. Minimum equipment requirements
- c. Inclusion in all vehicles of a placard diagram depicting the airport's movement area. The diagram should display prominent landmarks and/or perimeter roads. Vehicles intended to operate within the movement area should also include a placard

showing the meaning of ATCT light gun signals and airfield sign and marking information.

d. Vehicle condition requirements and inspection

e. Insurance coverage

10. VEHICLE OPERATIONS. The rules and regulations pertaining to vehicle operations should provide adequate procedures for the safe and orderly operation of vehicles on the airside of the airport. In developing such procedures, airport operators should consider—

a. Requirements that vehicles operating on movement areas be radio equipped or escorted by a radio-equipped vehicle

b. Specific procedural requirements for vehicle operations on airports without an operating ATCT

c. Advance notice/approval for operating a non-airport owned vehicle on the movement area

d. Speed limits

e. Prohibitions on—

(1) Passing other vehicles and taxiing aircraft

(2) Leaving a vehicle unattended and running

(3) Driving under an aircraft except when servicing the aircraft

(4) Driving under passenger bridges

f. Requirements stipulating when vehicle lights must be operated

g. Requirements for the use of dedicated vehicle lanes and perimeter roads whenever possible

h. Locations where vehicles may and may not park

i. Rules of right-of-way (e.g. for aircraft, emergency vehicles, other vehicles)

j. Areas where vehicles may be serviced

k. Procedures for inoperative radios while on a movement area

l. Requirements to report all accidents involving ground vehicles on the airside

m. Requirements making the vehicle operator responsible for passengers in the vehicle

11. EMERGENCY OPERATIONS AND OTHER NON-ROUTINE OPERATIONS. Airport operators allow a number of non-routine operations to occur on the airside of the airport. Such non-routine activities include airfield construction, airshows, aircraft static displays, VIP arrivals/departures, commercial photo shoots, or a host of other activities. In addition to security requirements, airport operators should recognize and prepare for the unique challenges that arise during non-routine operations as they relate to vehicle operations.

Airport operators should review non-routine operations that involve ground vehicles and develop vehicle operation procedures to accommodate these special operations. Planning meetings associated with such activities offer an opportunity to review driving rules and regulations, communications and procedures, and air traffic control procedures as well as other important operational issues.

These meetings should pay special attention to the following activities:

a. **Airside Construction.** The airport operator should develop procedures, procure equipment, and provide training on vehicle operations to ensure aircraft safety during construction as specified in AC 150/5340-2.

b. **Emergency Response/Mutual Aid.** Many airports rely on local emergency services to provide aircraft rescue and firefighting or emergency medical services. Airport operators should ensure that such emergency service providers receive initial and recurrent training in the subject areas identified in paragraph 10, Vehicle Operations, and maintain records of such training. In addition, any mutual aid agreement between the local emergency service providers and the airport operator should specify vehicle operations training requirements.

c. **Snow and Ice Removal.** Airport Operators who use contractors for snow and ice control operations should ensure agreements with such contractors include vehicle operations procedures, including training requirements, consequences of non-compliance, and vehicle communications requirements. The FAA recommends that, when possible, airport operators limit contractors to non-movement areas. When an ATCT is not in operation, or there is no ATCT, procedures should be developed to advise air traffic on the Common Traffic Advisory Frequency (CTAF) of any intentions to remove snow and ice in the movement area.

d. **Low-Visibility Operations.** Additional consideration should be given to vehicle operations

during low visibility. Poor weather conditions (snow, fog, rain, etc.) may obscure visual cues, roadway markings, and airport signs.

Some airports have a Surface Movement Guidance and Control System (SMGCS), which provides guidance to, and control or regulation of, all aircraft and ground vehicles on the movement area of an airport. Guidance relates to facilities, information, and advice necessary to enable pilots of aircraft, or drivers of ground vehicles, to find their way on the airport and keep the aircraft or vehicles on the surfaces and areas intended for their use. Control or regulation means the measures necessary to prevent collisions and to ensure that the traffic flows safely. For additional information on the SMGCS and the SMGCS Plan, refer to AC 120-57.

12. SITUATIONAL AWARENESS. There are a number of factors that hamper vehicle operator situational awareness. Situational awareness declines as a driver's attention is drawn into the vehicle or is focused on any one thing to the exclusion of everything else. Other such factors include vague or incomplete communications or a vehicle operator's personal conflicts, which may involve fatigue and stress. Running behind schedule or being over-tasked also contributes to a reduction in situational awareness. Certainly, degraded operating conditions, such as equipment malfunctions, rain, fog, or snow, may also diminish a vehicle operator's situational awareness.

There are ways to enhance situational awareness. As part of a ground vehicle operator's training program, airport operators may concentrate on having vehicle operators visually scan fixed and moving objects that may be converging into the vehicle's path. Airport operators should also promote the use of clear and concise communications by vehicle operators. Most important, airport operators should alert vehicle operators to distractions caused by social interactions while operating a vehicle on the airside.



Kelvin L. Solco
Acting Director of Airport Safety and Standards

Airport operators may also be able to increase situational awareness for vehicle operators with enhancements on the airside. Such enhancements may include establishing dedicated marked routes for vehicles that avoid high activity, congested areas, or blind spots. The elimination or relocation of fixed objects that hinder a vehicle operator's line of sight or block radio transmissions may also enhance safety.

13. ENFORCEMENT AND CONTROL. Airport operators should establish procedures for enforcing the consequences of non-compliance, including penalties for violations. Tenant lease or use agreements may include these enforcement provisions. Listed below are control issues that airport operators should address as part of a ground vehicle control program:

- a. Implementation of a tiered identification badging system that permits easy recognition of a vehicle operator's permitted driving area privileges
- b. Prohibition against transfer of registration media to a vehicle other than the one for which originally issued
- c. Policies for surrendering permits to airport management when a vehicle is no longer authorized entry into a facility
- d. Periodic checks to ensure that only properly authorized persons operate vehicles on the airside.
- e. System to control the movement of commercial trucks and other goods conveyances onto and out of the airside of an airport
- f. Briefing or training for delivery drivers if they are permitted direct access to the airside
- g. Implementation of a progressive penalty policy

IATA Airport Handling Manual

» AHM 611

AIRSIDE PERSONNEL: RESPONSIBILITIES, TRAINING AND QUALIFICATIONS

1. INTRODUCTION

The dynamics of the airside environment have the potential for producing conflict between personnel, equipment operations and aircraft and/or facilities.

To ensure safety, quality and proficiency; definitive performance and responsibility criteria is required for all personnel engaged in airside activities. Organisations shall establish minimum training requirements for all personnel whose duties require airside access.

2. SCOPE

The scope of this AHM is to provide a guideline of factors that shall be considered in establishing the responsibilities, proficiency and qualifications of personnel operating airside as well as to define the requirements for airside training programs.

The content of this AHM should be read in conjunction with other appropriate AHMs.

3. RESPONSIBILITIES

Basic level

- follow safe working practices;
- incident reporting.

Equipment operator/specialist tasks

- vehicle/equipment checks;
- follow standard operating procedures;
- incident reporting.

Supervisory level

- allocation and direction of resources;
- coordination of aircraft handling functions;
- performance monitoring;
- incident reporting.

Management level

- provision of resources;
- health and safety management;
- budgetary control;
- incident reporting.

4. TRAINING

4.1 Objective

The objective of training is to ensure that learners are provided with the requisite skills, knowledge and attitude to complete the task being trained in a safe and efficient manner.

4.2 Definitions

Training	Instruction in a new task or skill or whenever changes to equipment or processes occur.
Recurrent	Company, Industry or legislative mandated topics that have to be repeated within specific time frames.
Re-training	Repeat of 'Training' to verify understanding. Initiated following procedural failure, accident/incident, near miss or prolonged absence from the working environment.
Refresher	Revision of training modules relevant to a persons function.
Assessment	A structured system to ensure the ongoing competence of the individual in relation to key items of their job function.

4.3 Processes

Theoretical and practical skills training shall be conducted by personnel who have demonstrated the skills to deliver the training effectively, and who have competence (knowledge, skill and experience) in the subjects to be instructed.

Assessments shall be conducted by persons who have appropriate knowledge, skills and experience in the functions being assessed.

Training shall be a combination of theoretical (suitable and sufficient information and instruction relating to the topic being trained) and practical skills training to verify the learners understanding of, and ability to complete, the task being trained.

Changes to processes or equipment shall be communicated to relevant personnel and appropriate additional information and training shall be delivered.

4.4 Records

All training, assessments and competencies shall be documented in a timely and consistent manner.

The record shall identify the date when the particular subject matter has been delivered to the learner. The trainer will sign or initial that they have delivered the training.

The learner will, as acknowledgement and understanding of the training, sign or initial the appropriate subject matter on the training record form.

Training content and records shall be made available for review by an authorised air carrier representative and/or regulatory authority.

Where electronic or computer based training record systems are maintained, the content shall include, as a minimum, the learner's name, test mark achieved, date of training and course reference.

5. QUALIFICATIONS

Knowledge verification will be required through, where applicable, a written test of the topic trained which shall have a minimum pass mark of 80% and there shall be a review process for addressing all question failures even if the pass mark has been achieved. Practical competency verification shall be achieved through trainer evaluation.

Upon successful completion of the above, personnel can be considered as qualified to fulfill their assigned duties.

To maintain ongoing competence, each individual's performance shall be assessed at intervals that will be not less than once every three years.

This may be achieved by

- Refresher training or
- Observation(s) of the persons performance or
- Written test(s)

6. TRAINING PROGRAM ELEMENTS

6.1 Safety Training

6.1.1 General

The following matrix indicates the subjects that shall be included in safety training according to job function.

Function/ subject	1	2	3	4	5
6.1.2.1	All	All	All	All	All
6.1.2.2	All	All	All	All	All
6.1.2.3	a-f, h-n	All	All	All	All
6.1.2.4	All	All	All	All	All
6.1.2.5	All	All	All	All	All
6.1.2.6	All	All	All	All	All
6.1.2.7	All	All	All	All	All
6.1.2.8	All	All	All	All	All
6.1.2.9	a-c, e-g	a-c, e-g	a-c, e-g	All	All
6.1.2.10	X	X	X	All	All

Legend:

- Function 1: Any person whose duties require airside access.
- Function 2: Any person whose duties require them to operate basic GSE, such as tractors, belt loaders etc.
- Function 3: As per function 2, plus the operation of specialised equipment, including but not limited to; aircraft movement units, container/pallet loaders, deicers, catering vehicles and also exercises control on aircraft movement operations and performs lead responsibility over other personnel.
- Function 4: First level of operational management, including supervisory personnel having responsibility for directing staff and equipment resources, controlling the operational activity.
- Function 5: Station management having responsibility for resource issues, health and safety, incident management and budgetary control.

Note: The above functional definitions should not be regarded as exclusive and may be varied as determined by local requirements and considerations.

6.1.2 Program content

6.1.2.1 Safety philosophy

- (a) Company safety policy and program
- (b) Employer/employee safety functions and responsibilities



6.1.2.2 Safety regulations

- (a) International Aviation regulations
- (b) National regulations
- (c) Airport airside regulations
- (d) Safe Working Practices/Safe Operating Practices

6.1.2.3 Hazards

Examples but not all inclusive:

- (a) Vehicle movements
- (b) Pedestrian movements
- (c) Aircraft movements
- (d) Jet engines
- (e) Propeller driven aircraft and helicopters
- (f) Aircraft antennae and other protrusions
- (g) GSE
- (h) Aircraft fuelling and fuel spills
- (i) Adverse and seasonal weather conditions
- (j) Night operations
- (k) Working at height
- (l) Slips, trips and falls
- (m) Noise
- (n) Manual Handling
- (o) Runway incursions

6.1.2.4 Human factors

- (a) Motivation and attitude
- (b) Human behaviour
- (c) Communication skills
- (d) Stress
- (e) Ergonomics
- (f) The effects of drugs and alcohol
- (g) Fatigue
- (h) Time pressures
- (i) Peer/management pressure
- (j) Situational Awareness
- (k) Team work

6.1.2.5 Airside markings and signage

6.1.2.6 Emergency situations

- (a) Reporting
- (b) Injuries
- (c) Security threats
- (d) Spillages
- (e) Location and response to alarms and emergency stops
- (f) Fuel shut-offs
- (g) Ground to Flight deck emergency handsignals
- (h) Fire
- (i) Severe weather
- (j) Emergency procedures for on stand evacuation

6.1.2.7 FOD prevention program

Refer to AHM635

6.1.2.8 Personal protection

- (a) Personal protective equipment e.g.
 - Hi-visibility clothing
 - Protective clothing for: Ears, Feet/Toes, Knees, Hands, Eyes
- (b) Occupational health program
- (c) Musculoskeletal injury prevention programs
- (d) Weather exposure

6.1.2.9 Accidents, Incidents and Near Misses

- (a) Personnel injuries
 - (b) Damage to aircraft, ground equipment and facilities
 - (c) Reporting
 - (d) Investigation
 - (e) Prevention
 - (f) The cost of accidents/incidents
 - (g) Risk assessment review
- ## 6.1.2.10 Airside safety supervision
- (a) Creating an open reporting culture
 - (b) Performance monitoring
 - (c) Co-ordination of airside activities
 - (d) Workload Management
 - (e) Decision Making
 - (f) Planning

6.2 Driver Training

6.2.1 Program content

6.2.1.1 The role and responsibilities of vehicle operators

- (a) fitness to drive (medical/health standards) per national or airport requirements;
- (b) use of personal protective equipment such as high visibility clothing and hearing protection;
- (c) general driving standards;
- (d) speed limits, prohibited areas and no parking regulations;
- (e) vehicle reversing;
- (f) staff and passengers walking across aprons;
- (g) vehicle towing restrictions;
- (h) vehicle movement in proximity to maneuvering aircraft and navigational equipment/signage;
- (i) smoking restrictions;
- (j) FOD - types, effects and required action;
- (k) assurance of vehicle suitability for the task and used correctly;
- (l) consequences of contravening rules and regulations related to operation of vehicles airside.

6.2.1.2 Vehicle/equipment standards

- (a) condition and maintenance standards agreed at aerodrome and/or national level;
- (b) requirements to display obstruction lights and company insignia;
- (c) requirements and content of daily vehicle inspections;
- (d) agreed standards of aerodrome and company vehicle fault reporting and rectification;
- (e) local requirements for the issue and display of Airside Vehicle Permits (AVPs)

6.2.1.3 Hazards of airside driving

- (a) the danger zones around aircraft,
- (b) engine suction/ingestion and blast, propellers and helicopters,
- (c) aircraft refuelling,
- (d) fuel spillage.
- (e) congestion on the ramp.

6.2.1.4 Reduced visibility procedures

- (a) driving at night;
- (b) driving in adverse weather conditions, particularly low visibility.

6.2.1.5 Accident and incident reporting procedures

- (a) action to be taken in the event of a vehicle accident,
- (b) action to be taken in the event of a vehicle striking an aircraft,
- (c) action to be taken in the event of fire,
- (d) action to be taken in the event of aircraft accident/incident,
- (e) action to be taken in the event of personal injury.

6.2.2 Aprons, stands and airside roads

These elements are supplementary to that outlined in 6.2.1 above.

6.2.2.1 Familiarization with the apron layout: operational stands, vehicle corridors, airside roads, aircraft taxi lanes, etc.

- (a) the general geography of the local aerodrome;
- (b) aviation terminology used;
- (c) interpretation of airside markings and signage;
- (d) markings and lights for both vehicles and aircraft;
- (e) signs, markings and lights used to guard runways;
- (f) any controlled/uncontrolled taxiway crossing procedures.

6.2.2.2 Airport rules, regulations and/or procedures pertaining to airside vehicle operations

- (a) rules of air traffic services as they relate to vehicles, particularly rights of way;
- (b) specific aerodrome regulations, requirements and local instructions;
- (c) local methods used to disseminate general information and instruction to drivers;
- (d) local methods used to disseminate information regarding works in progress.

6.2.2.3 Procedures for crossing aircraft movement areas**6.2.2.4 Pedestrian crosswalk rules****6.2.3 Maneuvering area**

Vehicle operators requiring operational access to maneuvering areas shall receive additional training to that outlined in 6.2.1 and 6.2.2 above. This training shall include:

6.2.3.1 Identification of obstacle free areas, e.g. navigation aids, limited access areas**6.2.3.2 Aerodrome Regulations and Requirements****6.2.3.3 Air Traffic Control**

- (a) function of aerodrome control and its area of responsibility;
- (b) function of ground movement control and its area of responsibility;
- (c) normal and emergency procedures used by ATC relating to aircraft;
- (d) ATC frequencies used and normal handover/transfer points for vehicles;
- (e) ATC call signs, vehicle call signs, phonetic alphabet, standard phraseology;
- (f) demarcation of responsibilities between ATC and Apron Control if applicable.

6.2.3.4 Aerodrome Layout

- (a) standard ICAO signs, markings and lights used on the maneuvering area;
- (b) signs, markings and lights used to protect the runway;
- (c) description of equipment essential to air navigation such as ILS;
- (d) description of protected zones related to ILS antenna;
- (e) description of ILS protected areas and their relation to runway holding points;
- (f) description of runway instrument/visual strip, cleared and graded area;
- (g) description of lights used on the maneuvering area with particular emphasis on those related to low visibility operations.

6.2.3.5 Maneuvering Area Driving

- (a) driving at night;
- (b) operations in low visibility and other adverse weather conditions;
- (c) rights of way for aircraft, towed aircraft and PFFS vehicles in emergency;
- (d) actions to be taken in event of vehicle accident/incident;
- (e) actions to be taken in event of aircraft accident/incident;
- (f) actions to be taken if FOD or other debris is found on runways and taxiways;
- (g) procedures to be used by vehicle operators if lost or unsure of position;
- (h) procedures for vehicle and or radio becoming unserviceable whilst on maneuvering areas;
- (i) alternative communication procedures in event of equipment breakdown;
- (j) combined radio/vehicle failure procedures;
- (k) prevention of runway incursion.

6.2.3.6 Radio communication requirements and procedures

- (a) radio procedures to be used, if applicable;
- (b) light signals used by ATC, if applicable;
- (c) how to contact the local aerodrome safety unit.



6.2.3.7 Aircraft Familiarisation

- (a) knowledge of aircraft types and ability to identify all types normally operating at the aerodrome;
- (b) knowledge of Airline call signs;
- (c) knowledge of aircraft terminology relating to engines, fuselage, control surfaces, undercarriage, lights, vents etc.

6.2.4 Driver evaluation

In order to determine the competency (both knowledge and skill) of the airside driver applicants, the training program must include two forms of evaluation:

- (a) a theory test that challenges the applicants' recall of important information, procedures, policies, rules and driving restrictions; and,
- (b) a practical test that challenges the applicants' ability to apply the airside vehicle operation requirements (application of knowledge) and, ability to operate vehicles and equipment (employer specific) (performance) in the performance of their duties airside.

6.2.4.1 Evaluation Elements

Shall include, but not be limited to:

Aprons, stands and airside roads

- (a) airside service roads, taxiway crossings and any restrictions during low visibility;
- (b) aprons and stands;
- (c) surface paint markings for vehicles and aircraft;
- (d) surface paint markings that delineate the boundary between aprons and taxiways;
- (e) signs, markings and lights used on the taxiway and help indicate runways ahead;
- (f) parking areas and restrictions;
- (g) speed limits and regulations;
- (h) hazards during aircraft turnarounds and aircraft movements.

Maneuvering area:

- (a) all runways (including access and exit routes), holding areas, taxiways and aprons;
- (b) all signs, surface markings and lights associated with runways, holding positions, CAT 1/2/3 operations;
- (c) all signs, surface markings and lights associated with taxiways;
- (d) specific markings that demarcate the boundary between aprons and maneuvering area;
- (e) navigation aids such as ILS, protected area, antenna, RVR equipment and other meteorological equipment;
- (f) hazards of operating around aircraft landing, taking off or taxiing;
- (g) any locally used naming convention for particular areas or routes.

As determined by local requirements all Airside Drivers shall be required to take a refresher/recurrent evaluation at pre-determined intervals.

6.3 Aircraft Handling Training

6.3.1 Introduction

The functions of aircraft handling include, but are not limited to:

- (a) assembly of load in bulk or in ULDs;
- (b) loading/off-loading of aircraft;
- (c) completion of Loading Instruction Report (LIR);
- (d) aircraft movement;
- (e) provision and operation of ground support equipment;
- (f) provision and operation of passenger, crew vehicles and ambu-lift;
- (g) toilet/water servicing;
- (h) cabin servicing;
- (i) catering;
- (j) fuelling;
- (k) aircraft deicing/anti-icing;
- (l) efficient management of resources, such as personnel, loading and servicing equipment, etc.;
- (m) co-ordination between departments and functions involved in the handling of an aircraft.

6.3.2 General

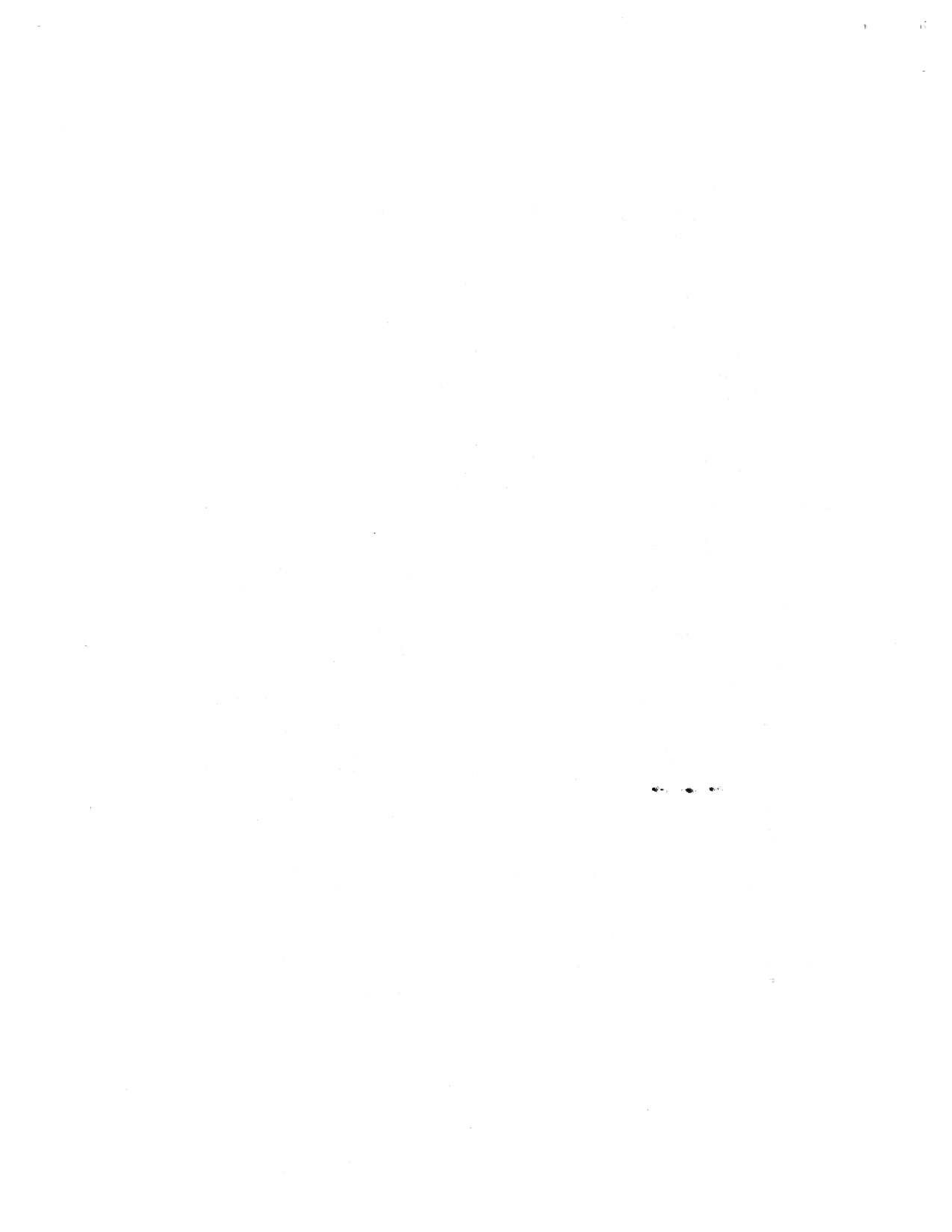
Personnel shall, as appropriate to their job function, receive training on the applicable subjects in the following list:

- (a) airside safety;
- (b) security regulations;
- (c) irregularity/incident/accident reporting procedures;
- (d) manual handling of load;
- (e) safety during aircraft fuelling;
- (f) principles of aircraft loading;
- (g) handling of loads requiring special attention;
- (h) loading incompatibilities;
- (i) handling of aircraft Unit Load Devices (ULDs);
- (j) operation of aircraft loading systems/securing of ULDs;
- (k) identification/consequences of malfunctions of in-plane loading systems;
- (l) consequences of load damage and spillage;
- (m) positioning and operation of loading and servicing equipment;
- (n) notification to Captain of load being carried;
- (o) passenger embarkation/disembarkation procedures;
- (p) standards of aircraft cleaning, lavatory and fresh water servicing;
- (q) aircraft movement operations.

6.3.3 Program content

Training content shall be based (where applicable) on the safe operating practices in:

- IATA AHM 590 (Load Control)
- IATA AHM 630 (Aircraft Handling)
- IATA AHM 631 (Aircraft movement operations)
- IATA AHM 634 (Passenger Boarding Bridge Operations)





San Francisco International Airport

Quality Standards Program

January 1, 2014

Overview

The San Francisco Airport Commission has adopted the Quality Standards Program (“QSP” or “Program”) as referenced in the Airport Rules and Regulations. The Program is being implemented to enhance security and safety at San Francisco International Airport. The Program applies to any firm, including airlines and their service providers¹ (collectively, “Covered Employers”) which employ personnel involved in performing services which directly impact safety and/or security.

The Program is part of the Airport’s Rules and Regulations. Covered Employers will still be required to be in compliance with all other applicable Airport operating requirements, including those in their respective leases and permits, Rules and Regulations, and Airport Directives.

General Standards

The Program will focus on four general areas:

<u>Section</u>	<u>General Standards</u>
o Hiring practices	High School Diploma or equivalent work experience English proficiency
o Training	Initial Training Program, Recurrent Training Program and record retention guidelines
o Equipment standards	Routine maintenance program Response time for non-routine maintenance A User Check Log
o Compensation	Currently, minimum hourly wage is \$13.16 with Benefits.

Compensation and Benefits

Covered Employers are required to provide a minimum compensation and benefits offering for employees engaged in such services. The implementation of a compensation and benefits package in response to the Program shall not result in the reduction of the overall value of the existing compensation and benefits program.

¹ The food and beverage concessionaires and retail tenants do not engage in activities that impact safety and security. Some concessionaires have AOA access specifically to get to the trash compactors. The QSP now clarifies that concessionaires are not included under covered employers.

A bona fide Collective Bargaining Agreement (CBA) between covered employers and labor organizations representing covered employees shall take precedence over all or any portion of the QSP compensation and benefits requirements, provided that such waiver is set forth in such agreement in clear and unambiguous terms.

Covered employees employed prior to August 19, 2009, who have opted out of health insurance and, in lieu thereof, have been receiving an additional \$1.25 per hour to the QSP minimum rate, shall not have their compensation reduced by the QSP provided that they submit proof of health care coverage from another source by April 1, 2010, and thereafter on an annual basis.

Except as specifically provided hereinabove with reference to employees employed prior to August 19, 2009, the provisions of the QSP shall otherwise apply in all respects to covered employees.

Compensation

The QSP rate shall increase such that it remains at all times \$0.50 above the current MCO rate. The Airport Director will provide for an annual review of the QSP minimum wage rate.

Benefits

QSP employers are to provide twelve (12) paid days off and ten (10) unpaid days off per year per the MCO.

All covered QSP employers must comply with the City's Health Care Accountability Ordinance ("HCAO") minimum health coverage standards. Health coverage must become effective 30 days after the first day of work for all covered employees.

Health Care Accountability Ordinance Waiver

Under the HCAO, employees may voluntarily waive the health care coverage offered by an employer if the employee signs a voluntary waiver and provides a current copy of insurance certifying that s/he has health care coverage from another source. This proof of insurance coverage must be submitted annually to the employer and be available for inspection by Airport staff or QSP auditor. Employees may revoke this voluntary waiver at any time. Under the QSP, an employer is not required to pay a fee to the City if an employee signs a voluntary waiver or when a CBA takes precedence over the QSP benefit requirements.

Types of Employees Covered by the Program

The Program is applicable to employees of Covered Employers who: (1) require the issuance of an Airport badge with Airfield Operations Area (“AOA”) access and work in and around the AOA in the performance of their duties; or (2) are directly involved in passenger and facility security, including checkpoint screening, passenger check-in, skycap and baggage check-in and handling services, and AOA perimeter control. The Program is applicable to all existing Covered Employers as well as new entrants.

Those Impacting Security

- ▲ 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, and AOA perimeter control.

Part 1544 of the Transportation Safety Regulations (“TSR”) governs air carriers and their Covered Employers and sets forth basic quality standards for all areas outlined above, except compensation. Airport Staff has developed enhanced quality standards for Covered Employers in this category to ensure the highest level of security at San Francisco International Airport. Standards will be deemed updated to reflect changes in TSR Part 1544 or other changes to TSR which may be pertinent to the application of this program to covered employees.

Standards for Covered Employers in this category are on Attachment A.

Those Impacting Safety

Employees in this category include those directly engaged in activities, which may impact safety within the AOA. 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 the purpose of servicing aircraft;
- ▲ Other employees issued an Airport badge with AOA access working in and around the AOA in the performance of their duties including maintenance of Aircraft, Ground Service Equipment, Baggage Handling Systems and Passenger Boarding Bridges.

Standards for Covered Employers in this category are on Attachment B.

Process

Certification

A certification process will include meeting with QSP staff to review the Program. The criteria outlined on Attachments A and/or B will be reviewed with each covered employer by the Airport's Airfield Operations and Aviation Security staff.

Third Party Vendors

When staff is satisfied that a Covered Employer in this category is in compliance with the Program, an operating permit will be issued. Any airline desiring to contract for these types of services with a third party vendor that has not yet been certified must contact Aviation Management to begin the review process. The operating permit will outline the permitted services as well as the conditions under which business must be conducted at the Airport.

Airlines and Service Providers

Lessee and permittees are required to comply with the Airport Rules and Regulations, including the Program, pursuant to their respective agreements.

Annual Certification and Audit Rights

Each year, each Covered Employer shall deliver to the Airport Director a statement certifying that it is in compliance with the Program. The Airport reserves the right to review and audit such compliance at any time. Airport staff will conduct all audits to ensure continuing compliance. If at any time a Covered Employer is found to be out of compliance, the Airport will give notice to the Covered Employer and allow a reasonable cure period to address the noted deficiency, unless such deficiency is considered an endangerment, at which point operations must cease until the deficiency is corrected. Such notice to third party Covered Employers will include a copy to all known airlines contracting for the Covered Employer's service at the Airport.

Default

Any non-compliance with the Program will be considered a default under the Covered Employer's agreement with the Airport. If the default is not cured within the time period specified in the Airport's notice, the Airport may exercise all remedies available to it including but not limited to the imposition of fines and the termination of any and all agreements with the Airport.

Non-Compliance

Upon receipt of any notice of non-compliance with the Program, the Covered Employer must promptly take action to cure such non-compliance. If the non-conformance is not cured within the time period specified in the Airport's

notice, the Airport may exercise all remedies available to it including but not limited to the imposition of fines, restitution for employee back wages, interest on all due and unpaid wages (per the State Labor Code) and the termination of any and all agreements with the Airport.

Fines

If a Covered Employer defaults with respect to any requirement of the Program, the Airport Director may elect to impose a fine equal to \$200.00 per violation, per day. The Airport's right to impose such fines shall be in addition to and not in lieu of any and all other rights available to the Airport. Such fine amount may be increased from time to time at the discretion of the Airport Director.

Employer Retaliation Prohibited

Covered Employers shall not discharge, reduce in compensation, or otherwise discriminate or retaliate against any covered employee for notifying the Airport about a Covered Employer's noncompliance or anticipated noncompliance with the Program, for opposing any practice proscribed by the Program, for participating in proceedings related to the Program, or for asserting his/her rights under the Program by any lawful means.

Attachment A

AIRPORT QUALITY STANDARDS PROGRAM
Covered Employers Impacting Aviation Security

1. General Standards

- a. Provide a local management (in most cases, the authorized signatory) point of contact, telephone number and email, and immediately notify Aviation Security of any changes.
- b. Provide name, 24-hour telephone and email of Company Security Director/Manager, and immediately notify Aviation Security of any changes.
- c. Telephone notification to Security Access Office of:
 - i. terminated employees
 - ii. lost/stolen badges
 - iii. lost/stolen Airport-issued security keys.
- d. Immediately return terminated employee Airport I.D. badge and (if applicable) Airport-issued security keys to Security Access Office.

2. Personnel

- a. Background investigation requirements include:
 - i. All employees must undergo and pass TSA Criminal History Records Checks and Security Threat Assessment prior to issuing an Airport I.D. badge.
 - ii. If company mandated drug testing is performed, provide name and address of the facility and frequency.

3. Training

- a. Company personnel must complete Airport training which includes:
 - i. Computer-based Security Identification Display Area training, for AOA-badge applicants, or computer-based Security Awareness Training for Sterile and Terminal badge applicants.
- b. Describe and provide sample materials from employee orientation training program that includes:
 - i. Airport Rules and Regulations
 - ii. SFO "Security Enforcement Program"
 - iii. SFO "Use of Airport ID Media and "ESCORT" Authority Procedures
 - iv. Other relevant Airport Operations Bulletins or Security Directives
 - v. For employees with AOA access, pedestrian safety training highlighting all hazards including moving vehicles, jet bridge movement areas, and the purpose of warning bells and warning lights.

4. Equipment Standards

On an annual basis at the end of the calendar year, provide inventory to Security Access Office of all AOA vehicles requiring ramp pass.

Attachment B

AIRPORT QUALITY STANDARDS PROGRAM
Covered Employers Impacting Airfield Safety

1. General Standards

- a. Provide a site (on or adjacent to the Airport) for scheduled and unscheduled repairs and maintenance of company equipment.
- b. Secure Airport approval for an area to stage equipment when not in use.
- c. Supply Airport with names, titles and 24-hour phone numbers of management and shift supervisory personnel.

2. Personnel

- a. Company personnel who perform job functions in the covered categories must meet the following criteria:
 - i. High School graduate, GED, or an equivalent combination of education and experience;
 - ii. Be physically fit to perform the duties of the job;
 - iii. Be proficient in English.
- b. Personnel whose job duties require operation of a motor vehicle on the Airfield must also:
 - i. Possess a valid California Drivers License;
 - ii. Successfully complete all Airport Security Access Office requirements (training & tests) to obtain Airport AOA driving privileges;
 - iii. Cannot have a reckless driving or DUI conviction within previous 24 months.
- c. Companies with personnel who operate motor vehicles on the Airfield must also enroll in the California Department of Motor Vehicles "Pull Program" to receive notification should their personnel lose their California Drivers' Privileges.

3. Training

- a. In addition to TSA mandated SIDA training administered by the Airport, covered companies must have an approved new employee training program that includes Airport Rules and Regulations governing:

- i. Security Awareness & Security Identification Display Area (SIDA) requirements
- ii. Vehicle Operations
- iii. Aircraft Operations
- iv. Hazardous Materials handling procedures
- v. Litter, FOD, and debris control.

b. Training program must also include:

- i. Ground service equipment operation
- ii. Safe driving on the AOA (video)
- iii. Interline baggage operations
- iv. Pedestrian safety training highlighting all hazards including moving vehicles, jet bridge movement areas, and the purpose of warning bells and warning lights
- v. Training on provisions of Airport Vehicle Impound Program
- vi. Fueling procedures.

4. Recurrent Training

- a. Must conduct recurrent training on a minimum of an annual basis;
- b. Must conduct safety meetings on a minimum of a monthly basis.

5. Equipment Standards

- a. Maintenance – must have a GSE (Ground Service Equipment) Preventative Maintenance Program that includes the following:
 - i. Periodic safety inspection schedules for each type of motorized equipment;
 - ii. Procedures for taking mechanically unsound equipment “out of service”; and
 - iii. Daily User Check Program for each type of motorized equipment. This checklist must include provisions for inspection of:
 - Tires
 - Head, tail and brake lights
 - Horn
 - Parking brake
 - Handrails and guards
 - Walk-around fluid leak check.
- b. Maintain all GSE maintenance records for a minimum of 24 months.
- c. Inventory – provide the SFIA Security Access Office an inventory listing of all motorized equipment annually.
- d. Will be subject to the provisions/standards contained in the Airport Vehicle Audit Oversight Program and the Vehicle Impound program.

6. Quality Standards - Handling Service Providers - Management and Oversight

- a. Each vendor shall establish and carry out an internal quality assurance program to include:
 - i. A procedure to monitor performance, including incident reports and personnel feedback, to identify existing problems or potential causes of problems in assigned security duties;
 - ii. A procedure for corrective action to ensure that existing problems that have been identified are corrected;
 - iii. A procedure for preventive action to ensure that potential causes of problems that have been identified are remedied;
 - iv. An internal audit program to audit the vendor's organization for compliance with (1) Federal regulations and security programs and (2) Airport requirements;
 - v. Unless otherwise authorized by the Airport, a director of quality assurance who is independent from operations and training functions and who manages the quality assurance program;
 - vi. Will have a representative in attendance at monthly ramp safety meetings.

- b. Annually, and upon change of assignment or required information, the QSP covered employer shall identify to the Airport the name, address, telephone, fax number, and e-mail address, if applicable, of a regional or corporate employee performing the quality assurance functions identified above.

- c. All permitted use space must be maintained in a clean and safe condition. Ramp areas must be scrubbed as needed, fence lines clear of trash and any outside equipment storage/maintenance areas maintained in a professional manner.

PORT OF SEATTLE

RESOLUTION NO. _____

A RESOLUTION of the Port Commission of the Port of Seattle relating to safety and security at Sea-Tac International Airport and the necessary hiring standards, training opportunities, and minimum compensation required to maintain a well-trained workforce at the Airport.

WHEREAS, the voters of King County authorized and approved the formation of a Port District coextensive with King County to be known as the Port of Seattle in a special election on September 5, 1911; and

WHEREAS, the Port of Seattle was established upon election as a Port District and has been since then and is now a duly authorized and acting Port District of the State of Washington; and

WHEREAS, in accordance with RCW 14.08.330, the Port of Seattle owns, operates, and exercises exclusive jurisdiction and control over Sea-Tac International Airport (the "Airport"); and

WHEREAS, RCW 14.08.120(2) authorizes a port district, including the Port of Seattle, to exercise managerial, regulatory, and governmental authority over its airports and to "adopt ... all needed rules, regulations, and ordinances for the management, government, and use" of its airports; and

WHEREAS, RCW 53.08.220(1) authorizes a port district, including the Port of Seattle, to regulate the use of its airports by its "tenants, agents, servants, licensees, invitees, suppliers, passengers, customers, shippers, business visitors, and members of the general public;" and

WHEREAS, a secure Airport and a safe environment for passengers, employees, airlines, and other businesses at the Airport are fundamental Port of Seattle priorities that are incorporated as an official strategy of the Aviation Division to "Operate a world-class international airport by ensuring safe and secure operations;" and

WHEREAS, more than 15,000 workers are employed at the Airport by the Port of Seattle and by tenants, licensees, contractors, vendors, consultants, airlines, or other businesses of the Airport; and

WHEREAS, many of these workers have regular access to the Air Operations Area or work in other capacities that impact Airport safety and security and therefore must be well-trained and possess the necessary education and/or work experience to ensure a safe and secure Airport both for employees and for the traveling public; and

WHEREAS, The staff report titled "Quality Jobs: Safety and Security for Aeronautical Workers," dated June 18, 2014, and the testimony heard by the Port Commission reflected in that

report together establish a need for improved levels of general training, education and/or work experience, employee qualifications for advancement, and corresponding compensation incentives in order to attract and retain a high-quality workforce for the purposes of ensuring a safe and secure Airport; and

WHEREAS, addressing these needs will aid in reducing workforce attrition, increase Airport safety and security, and promote the public health, safety, and welfare of the workforce and the general public at the Airport; and

WHEREAS, the Port Commission is the legally constituted governing body of the Port of Seattle; and

WHEREAS, the Port Commission desires to set forth certain additional standards of employment to ensure the safety and security of the Airport;

NOW, THEREFORE, BE IT RESOLVED by the Port Commission of the Port of Seattle as follows:

Section 1. Findings.

The Port Commission finds and declares that the recitals above are true and correct and incorporated as provisions of this Resolution.

Section 2. Definitions.

For the purposes of this Resolution:

A. "Air Operations Area" or "AOA" means the area that is inside the Airport perimeter fence, including all areas with restricted access located outside the Airport terminal buildings, including without limitation, runways, taxiways, ramps, hardstands, safety areas, perimeter roads, and cargo areas.

B. "Airport" means the Sea-Tac International Airport.

C. "Airport Employer" means any individual, partnership, association, corporation, business trust, municipal corporation, or any person or group of persons acting directly or indirectly in the interest of an employer in relation to an employee that is also a tenant, subtenant, licensee, contractor, airline, or other business that operates at the Airport. The term "Airport Employer" does not include the Port of Seattle.

D. "Bonuses" means non-discretionary payments in addition to hourly, salary, Commission, or Piece-Rate payments paid under an agreement between the employer and employee, including, without limitation, profit-sharing arrangements that are not intended to qualify as retirement plans for favorable tax treatment under the Internal Revenue Code.

E. "Commissions" means a sum of money paid to an employee upon completion of a task, usually selling a certain amount of goods or services.

F. "Covered Employee" means any person employed by an Airport Employer that (i) is required by the Port of Seattle to be issued an Airport badge with AOA access and (ii) either (a) is required as a component of his or her essential job responsibility to regularly work in and around the AOA or (b) has a responsibility to support passenger and facility safety and security, including without limitation, AOA perimeter control, passenger check-in activities, skycap and baggage check-in and handling services, wheelchair attendant services, baggage and cargo handling, ground support equipment maintenance, fixed based operator activities, international passenger assistance, checkpoint screening, and aircraft ground handling services (which include, without limitation, aircraft catering, cleaning, fueling, load-balancing, marshalling, dispatching, maintenance, and aircraft security).

G. "Director" means the Managing Director of the Aviation Division of the Port of Seattle.

H. "Hourly Minimum Compensation" means the Minimum Compensation due to an employee for each hour worked during a pay period.

I. "Hourly Minimum Wage" means the Minimum Wage due to an employee for each hour worked during a pay period.

J. "Medical Benefits Plan" means an essential health benefits package, as defined in 42 U.S.C. § 18022, or an equivalent plan.

K. "Minimum Compensation" means the Minimum Wage in addition to the following items if reported to the Internal Revenue Service: (i) Tips received by the employee, (ii) contributions made by the employer to an employee's Medical Benefits Plan, (iii) contributions made by the employer to an employee's retirement plan that is intended to qualify for favorable tax treatment under the Internal Revenue Code, and (iv) any payments made by the employer for an employee's educational expenses that are includable in the employee's income under the Internal Revenue Code, whether paid directly to the employee or to a provider of educational services.

L. "Minimum Wage" means all Wages, Commissions, Piece-Rate and Bonuses received by the employee and reported to the Internal Revenue Service.

M. "Paid Time Off" means accrued hours of paid leave provided by an employer for use by an employee to receive the same Minimum Compensation (exclusive of lost Tips or Commissions) as the employee would have earned during the time the paid leave is taken for an absence from work for the reasons and in the manner specified in the Rules and Regulations promulgated by the Director.

N. "Piece-Rate" means a price paid per unit of work.

O. "Rate of Inflation" means the Consumer Price Index annual percent change for urban wage earners and clerical workers, termed CPI-W, or a successor index, for the twelve months prior to each September 1 as calculated by the United States Department of Labor.

P. "Rules and Regulations" means those rules and regulations promulgated and administered by the Director under the authority provided in subsection 6(F) of this Resolution.

Q. "Tips" means a verifiable sum to be presented by a customer as a gift or gratuity in recognition of some service performed for the customer by the employee receiving the Tip.

R. "Wage" means compensation due to an employee by reason of employment, payable in legal tender of the United States or checks on banks convertible into cash on demand at full face value, subject to such deductions, charges, or allowances as may be permitted by the Rules and Regulations promulgated by the Director.

Section 3. Standards of Employment.

In accordance with subsection 6(F) of this Resolution, the Director will develop and promulgate Rules and Regulations to carry out the standards of employment in this Section 3. These Rules and Regulations must require that every Airport Employer comply with the following policies:

A. Hiring Policy. For new hires, Airport Employers must comply with the following hiring standard: Covered Employees must possess a high school diploma, a high school equivalency credential recognized by the state of Washington in accordance with Chapter 131-48 WAC, or an equivalent level of education, training, or work experience as reasonably determined by the Covered Employee's Airport Employer

B. Training Policy. Airport Employers must ensure that their Covered Employees receive the following training or credentials, where applicable by job responsibilities:

- "Security Identification Area" orientation
- Employment verification specialist training (badging compliance)
- Escort training
- Safety training consistent with Section 611 ("Airside Personnel: Responsibilities, Training and Qualifications") of the International Air Transportation Association Airport Handling Manual, which includes:
 - AOA safety training
 - AOA driver training
 - Aircraft handling training
 - Ground support equipment training
 - Human factors training
- Bloodborne pathogen and biohazards training

C. English Proficiency Policy. Airport Employers are encouraged to identify their positions of employment that require English proficiency and the Covered Employees in those positions who do not possess English proficiency. In accordance with Federal Aviation Administration "Advisory Circular No. 150/5210-20: Ground Vehicle Operations on Airports," any Covered Employee expected to operate on the AOA must demonstrate a functional knowledge of the English Language. Airport Employers are encouraged to provide paid leave to all identified Covered Employees for on-the-job English proficiency training through Airport

University or an equivalent program authorized by the Port of Seattle. Airport Employers are encouraged to offer similar on-the-job English proficiency training to other Covered Employees for purposes of advancement.

Section 4. Covered Employee Compensation.

In accordance with subsection 6(F) of this Resolution, the Director will develop and promulgate Rules and Regulations to carry out the wage and compensation standards in this Section 3. These Rules and Regulations must require that every Airport Employer comply with the following policies:

A. Hourly Minimum Wage Policy. Effective January 1 of each year, Airport Employers are required to pay each of their Covered Employees that year’s corresponding Hourly Minimum Wage for each hour worked within the physical boundaries of the Airport according to the following schedule:

<i>Year</i>	<i>Hourly Minimum Wage</i>
2015	\$11.22
2017	\$13.00

Effective January 1, 2018, the Hourly Minimum Wage paid by Airport Employers to any Covered Employee will increase annually on a percentage basis to reflect the rate of inflation, calculated to the nearest cent on January 1 of each year. Airport Employers may meet the applicable Hourly Minimum Wage requirement by a payment of the Minimum Wage, provided that the Airport Employer is in compliance with all applicable law.

B. Hourly Minimum Compensation Policy. Subject to the initial hiring period below, effective January 1 of each year, Airport Employers are required to pay each of their Covered Employees that year’s corresponding Hourly Minimum Compensation for each hour worked within the physical boundaries of the Airport according to the following schedule:

<i>Year</i>	<i>Hourly Minimum Compensation</i>
2015	\$13.72
2017	\$15.50

Effective January 1, 2018, the Hourly Minimum Compensation paid by Airport Employers to any Covered Employee will increase annually on a percentage basis to reflect the rate of inflation, calculated to the nearest cent on January 1 of each year. Airport Employers may meet the applicable Hourly Minimum Compensation requirement by a payment of the Minimum Compensation, provided that the Airport Employer is in compliance with all applicable law.

C. Initial Hiring Period. At its discretion, an Airport Employer may delay the effective date of the Hourly Minimum Compensation requirement for up to the first 90 calendar days of a Covered Employee's employment.

Section 5. Paid Time Off.

In accordance with subsection 6(F) of this Resolution, the Director will develop and promulgate Rules and Regulations to carry out the Paid Time Off standards of this Section 5. These Rules and Regulations must require that every Airport Employer comply with the following policies:

A. Eligibility. All Covered Employees have the right to Paid Time Off as provided in this Section 5. In order to accrue Paid Time Off, a Covered Employee must work a minimum of ten hours per work week within the physical boundaries of the Airport.

B. Accrual. Eligible Covered Employees accrue one hour of Paid Time Off for every 40 hours worked beginning at the commencement of employment with an Airport Employer. A Covered Employee must be allowed to carry over to the following year a minimum of 40 hours (more at the Airport Employer's discretion) of unused Paid Time Off.

C. Allowances. Covered Employees are entitled to use accrued Paid Time Off beginning on the 180th calendar day after the commencement of their employment.

D. Retransfers and Rehires. The accrued Paid Time Off of a Covered Employee separated from employment or transferred to a position outside the physical boundaries of the Airport must be reinstated upon the rehire or retransfer by the same Airport Employer of the Covered Employee to a position within the physical boundaries of the Airport within 180 days of the initial separation or transfer.

Section 6. Compliance, Reporting, and Enforcement.

A. Annual Certification. Beginning in 2015, each Airport Employer must annually certify by February 1 to the Director that it is in compliance with Section 3 (Standards of Employment), Section 4 (Covered Employee Compensation), and Section 5 (Paid Time Off) of this Resolution.

B. Notice to Covered Employees. Airport Employers are required to provide a copy of the annual certification to their Covered Employees.

C. Records of Compensation. Airport Employers must retain payroll records pertaining to Covered Employees for a period of three years documenting the Minimum Wage paid, the Minimum Compensation paid, and the Paid Time Off accrued and used for each Covered Employee.

D. Retaliation Prohibited. Airport Employers are prohibited from interfering with, restraining, or denying the exercise of, or the attempt to exercise, any right protected under this Resolution. Airport Employers are prohibited from taking adverse action or discriminating against a Covered Employee for exercising in good faith the rights protected under this

Resolution, including: (a) the right to inform his or her employer, union or similar organization regarding the provisions of this Resolution; (b) the right to obtain legal counsel about an Airport Employer's alleged violation of this Resolution; (c) the right to oppose any policy, practice, or act that is allegedly prohibited by this Resolution; and (d) the right to inform other employees of their potential rights under this Resolution.

E. Penalties. Any Airport Employer found to be in violation of the Hourly Minimum Wage, the Hourly Minimum Compensation, or the Paid Time Off requirements of this Resolution, in addition to all other remedies available to the Port for violation of its rules and regulations, is liable for and must pay to the Port of Seattle a penalty in the amount of three times the difference between the Minimum Wage, Minimum Compensation, or Paid Time Off amounts paid by the Airport Employer and the amounts due under this Resolution. This subsection 6(E) is not intended to limit any other right of action that a Covered Employee may have against an Airport Employer for improperly withholding or diverting any portion of the Covered Employee's wages.

F. Rules and Regulations. The Director is authorized and directed to promulgate and administer Rules and Regulations to carry out and enforce the provisions of this Resolution and to provide a draft of any Rules and Regulations (or amendments) to the Port Commission, Airport Employers, Covered Employees, and the general public at least [30 days] before their effective date. The Rules and Regulations must provide for Airport Employer reporting, periodic audits of Airport Employer reports, and the procedures to receive and adjudicate complaints, process appeals, and generally enforce the provisions of this Resolution and any assessed penalties. The Rules and Regulations must be consistent with state and federal law and regulations. The Rules and Regulations must take effect on the later date of either (i) January 1, 2015, or (ii) 14 calendar days after the Washington Supreme Court issues a final judicial determination in *BF Foods LLC v. City of SeaTac*, No. 13-2-25352, 2013 WL 6851515 (Wash.Super. Dec. 27, 2013).

Section 7. Severability.

The provisions of this Resolution are declared to be separate and severable. If any clause, sentence, paragraph, subdivision, section, subsection, or portion of this Resolution, or the application of it to any employer, employee, or circumstance, is held to be invalid, it shall not affect the validity of the remainder of this Resolution, or the validity of its application to other persons or circumstances.

Section 8. Other Legal Requirements.

This Resolution provides minimum hiring, training, compensation, and leave time requirements and does not preempt, limit, or otherwise affect the applicability of any other law, regulation, requirement, policy, standard, collective bargaining agreement, or private contract of employment that provides for greater hiring, training, compensation, or leave time requirements.

Section 9. Effective Date.

This Resolution will take effect and be in force immediately upon its adoption.

ADOPTED by the Port Commission of the Port of Seattle at a duly noticed public meeting thereof, held this ____ day of _____, 2014, and duly authenticated in open session by the signatures of the Commissioners voting in favor thereof and the seal of the Commission.

(Seal)

DRAFT

PORT OF SEATTLE
MEMORANDUM

DATE: June 24, 2014
TO: Tay Yoshitani, Chief Executive Officer
FROM: Luis Navarro, Director, Office of Social Responsibility
SUBJECT: Workforce Development

OVERVIEW

The Port of Seattle has a long history of interest and action in supporting workforce development efforts in port-related activities. The Port's mission to achieve economic development includes both the generation of quality, family-wage jobs and ensuring a stable, well-trained workforce to fill them. This memo provides information relevant to the Port of Seattle Commission (Commission) approval of a Motion affirming Port commitment to increasing support for workforce development efforts and providing Port staff with clear direction for strategic and impactful next steps.

BACKGROUND

The Port has been directly engaged in workforce development efforts and initiatives for over 20 years, including helping to create the non-profit organization Port Jobs and the Apprenticeship Opportunities Project.

As an employer, the Port supports workforce development through formal programs such as Veteran Fellowships, college and high school internships, internal cross-team internships and other initiatives. With the adoption of the Century Agenda in 2013, the Port affirmed its commitment to workforce development as an integral part of its larger economic development objectives and strategies as follows: *"Use our influence as an institution to promote small business growth and workforce development and increase workforce training, job and business opportunities for local communities in maritime, trade, travel and logistics."*

The Port currently contracts for workforce development services, which include Airport Jobs, Airport University, Apprenticeship Opportunities Project, fishing industry engineer endorsement training, youth maritime career support and research on the construction industry's workforce needs. The Port also creates opportunities for job training by setting apprenticeship utilization goals on its construction projects (including women and minority participation), hiring high school and college interns, and partnering with other workforce programs.

In January, the Commission announced its intention to develop a new quality jobs initiative. The Commission held two public hearings in February and April, to review the current workplace environment at Sea-Tac International Airport (Sea-Tac) and to understand the multiple elements involved in a quality job. Features of job quality include not only wages and benefits, but also safety, schedules, job security, opportunities for advancement, transportation to the worksite, and more. Training and accessibility of career pathway opportunities are also important factors.

In May, Alaska Airlines launched a multi-year \$1.5 million investment to support job training at Sea-Tac. The Port will be looking to build upon this contribution to attract similar investments and financial support from other organizations, including airport tenants and other community-based stakeholders. This will greatly expand training and education opportunities for airport workers. Staff will recommend the best model to grow the available funding sources to deliver these services.

PROJECT JUSTIFICATION AND DETAILS

In 2013, the Commission approved the Century Agenda, as the roadmap to create 100,000 additional jobs over a period of 25 years through economic growth led by the Port of Seattle, to be achieved through several parallel strategies, including using our influence as an institution to promote workforce development. This was with the objective of increasing workforce training, job and business opportunities for local communities in maritime, trade, travel and logistics.

In order to achieve this, the Port needs to develop a workforce development strategy, goals, implementation methods and plans, specific actions and milestones, and impact measures to assess progress toward the objectives. The Port will then need to contract for some or all of the identified workforce development strategies and actions.

The Port's Office of Social Responsibility (OSR), established in 2008, is the department charged with implementing social responsibility programs and recommending policy to help ensure equal access to the economic opportunities created by the Port, and will lead on issues of workforce development within the Port.

FINANCIAL IMPLICATIONS

No immediate financial implications as a result of this motion. However, the Request(s) for Qualifications and/or Request(s) for Proposals that will be issued for an expanded multi-year workforce development program, as recommended by staff with support from consultants, will have multi-million dollar financial implications for the Port. Staff anticipates seeking Commission approval to award such contract(s) beginning in late 2014.

STRATEGIES AND OBJECTIVES

OSR staff has met with individual Port Commissioners to evaluate potential options and Commissioners have provided significant input on the overall strategy. The following are the elements that resulted from these consultation sessions:

- Develop port-wide workforce development goals and strategies, and the necessary policies, funding strategies and allocation methodologies to implement those strategies in pursuit of those goals.
- Integrate our efforts with other organizations working on these issues, increasing the capacity and efficiency of the regional workforce development system by developing new and assessing current partnerships to leverage our efforts effectively. Port staff will review existing collaborative models and will recommend applicable multi-partner funding models, and joint program implementation plans, as appropriate. Organizations such as the Regional Workforce Funders Collaborative (supported by the National Fund for Workforce Solutions and their local affiliate, SkillUp); industry-specific partnerships

which combine government grants and employer contributions such as the Baltimore Alliance for Careers in Healthcare; and a number of other models and lessons collected by GrantCraft in their research on funder collaboratives.

- Increase and enhance workforce development services at Sea-Tac as a part of the Commission-led Quality Jobs Initiative, including:
 - Identifying the current and future workforce demands of port-related industries and use that information to inform our efforts;
 - Supporting the development of a supply of qualified candidates in alignment with port-related industry demand; and
 - Ensuring that all members of our community have access to quality jobs and increased opportunities for job training and career advancement in port-related industries.

Possible actions the Port may choose to take in 2015 and going forward into the future at Sea-Tac could include:

- Better identify, document, and share the current and projected workforce demands and hiring needs of airport (and related) employers
- Expand job placement assistance services to reach more employers at the airport and connect job seekers to a greater range of jobs, including helping incumbent airport workers obtain mid- and upper-level
- Offer career coaching and career navigation services to incumbent airport workers interested in career advancement
- Create maps of the more common potential career pathways that exist within the airport environment, as well as related industries in our region
- Expand the education and training offerings available through the Airport University program, by adding additional on-site classes on skills needed by airport employers
- Provide financial assistance so airport workers can enroll in classes or training programs offered by colleges or other providers off-site
- Make on-site support services available to airport workers to support economic self-sufficiency, from supports to enable participation in education and training to assistance with financial resources such as applying for health insurance through the Exchange, Basic Food, or claiming the Earned Income Tax Credit
- Develop relationships further with potential partners in this area, including community colleges, community based organizations and funders such as the Workforce Development Council of Seattle-King County (WDC), leveraging their strengths and resources to the extent possible legally and capacity-wise to manage additional resources in order to maximize provision and impact of the above services
- Encourage airport employers and other entities concerned with workforce development related to the airport to contribute resources in a coordinated fashion and in accordance with all applicable Washington state and federal regulations that maximize available services and their impact – and develop a fund advisory model to support such collaborative financial support
- Provide career awareness and hands-on learning opportunities, including internships, both for youth and young adults to increase attraction to airport-related careers

- Increase the number of apprentices on staff in Port departments comprised of skilled trades employees, such as Aviation Maintenance
- Encourage participation in competitive solicitations for services being procured by the Port from social enterprise nonprofits that provide job training and employment services

TRIPLE BOTTOM LINE

Economic Development: Port business partners and all the companies doing business in port-related industries need a skilled workforce to thrive and grow. Having a skilled labor force (particularly in port-related sectors), is a crucial component of keeping existing businesses and attracting new ones- directly supporting regional economic development.

Community Benefits: Workforce development efforts bring together both the supply and demand sides of the labor market and create economic opportunity. For community members, this means helping build awareness of career opportunities in port-related industries, and connections to training for the skills needed to get into and advance within those career paths. When members of our community improve their employment situation, much of that increased income is returned back into our local economy, creating a multiplicative economic development effect. Supporting inclusive outreach, training, and advancement support programs is a way the Port can work to address employment and income disparities in our region.

ALTERNATIVES AND IMPLICATIONS CONSIDERED

1. Let the current workforce development contracts expire at the end of 2014 and do not solicit for or award additional contracts, ending port financial support for the most significant external workforce development efforts at the port. *This is not the recommended option.*
2. Exercise the fifth and final option year on the current Port Jobs contract for a final extension through December 31, 2015, which funds workforce development services at SeaTac Airport, including Airport Jobs and Airport University, as well as the Apprenticeship Opportunity Project (currently provided via a subcontract with ANEW). The contract amount for this final option year, as approved at the time of original contract award would be \$710,000 (not including in-kind facilities provisions), funding services at approximately their current level and configuration. *This is not the recommended option.*
3. Develop a guiding workforce development strategy and goals, budget, and internal policies necessary to carry out that strategy and reach those goals. Directly hire individuals as Port of Seattle employees to implement workforce development services rather than contracting for those services from another provider. A partial-year extension (likely one quarter) of the current Port Jobs contract would be necessary to ensure no interruption of services. *This is not the recommended option.*
4. Develop Commission-approved strategy and guiding workforce development principles, including goals and milestones. Issue the associated RFQ(s) and RFP(s), budget, and

internal policies necessary to carry out the strategy and reach the forecasted outcomes and goals. Award contract(s) to service provider(s) following RFP and procurement process. Service provider(s) may include Port Jobs and/or other organizations, pending evaluation of proposals received; either way, exercising a partial-year extension (likely one quarter) of the current Port Jobs contract would be necessary to ensure no interruption of services during the transition period of implementing the Job Quality strategy. *This is the recommended option.*

LEGAL ASSESSMENT

A recent analysis conducted by the port's legal department affirms that the port has the authority to engage in workforce development efforts, including new and/or expanded efforts, as long as certain conditions are met. The Port may expend funds to engage in these efforts, but some sources of funds have significant restrictions as to their use, so careful analysis and determination of funding sources, resource allocation and tracking will be essential. The Port may contract with one or more nonprofits, pre-apprenticeship programs, and/or educational providers, or self-perform some or all of the workforce development efforts it chooses to pursue. To limit risk in engaging in future workforce development efforts, the Commission should adopt a resolution that deliberately and intentionally lays out their findings, intent, and choices. Staff will provide recommendations for Commission action regarding expansion of workforce development efforts.

ATTACHMENTS TO THIS REQUEST

- Workforce Development Motion

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

- November 2, 2010 Commission authorization of current Port Jobs contract
- December 4, 2012 Commission adoption of the Century Agenda
- February 11, 2014 Quality Jobs Hearing April 1, 2014 OSR annual report to Commission
- April 8, 2014 Quality Jobs Hearing

MOTION
OF THE PORT OF SEATTLE COMMISSION
INCREASING WORKFORCE DEVELOPMENT AND CAREER OPPORTUNITIES ACTIVITIES

PROPOSED
JUNE 24, 2014

Definition: For purposes of this motion, workforce development is defined as; education, training, job matching, and related services that both help connect local workers to careers, and that help ensure area companies have access to the skilled workforce they need to thrive and grow.

STATEMENT IN SUPPORT OF THE MOTION

The Port Commission of the Port of Seattle believes that workforce development is critical to achieving the Port's primary mission to serve as an economic development agency generating quality, family-wage jobs and economic growth for the region and increasing operational efficiency and economic mobility.

Our workforce development objective is to ensure that the maritime, aviation, airport and related sectors have access to workers who have the necessary skills to provide efficient maritime and aviation services, and that the workers have opportunities to acquire the skills and education they need to secure increasingly complex and better compensated jobs.

STATEMENT OF POLICY DIRECTION

The Commission directs the CEO to develop a strategic plan to improve upon and expand current workforce development opportunities in the aviation and maritime sectors. The plan should include but not be limited to identifying:

- education, job placement assistance, training, coaching, navigation assistance and skills needs of workers to acquire jobs and advance in their careers
- current and future labor and skills needs of employers
- gaps in training and education offerings
- recommendations for expanding current offerings and adding new education and training opportunities which would include on-site community college courses
- additional funding sources and partnership opportunities
- any changes to Port policies needed to implement the strategic plan

The Commission directs the CEO to assign the appropriate staff in the Office of Social Responsibility to develop the strategic plan on an aggressive timeline. Initial phases and recommended early actions of the strategic plan are expected beginning in June 2014, with medium and longer range recommendations due shortly thereafter. Staff may hire external experts in workforce development to assist in this effort as necessary.