

**SMF SMS GAP ANALYSIS**

		SCAS Facilities and Maintenance	SCAS HR Safety	SCAS Planning/Construction	SCAS Operations	SCAS LEO	SCAS ARFF	SCAS Security	SCAS Risk Management
Department Description	Size	7 direct reports and 200 total	10	10 to 12	1 Manager, 6 Supervisors and 41 Airport Operations Workers (AOW)	Whole Sheriff is 1500 sworn, 500 non sworn support staff, airport specific has 47 total, 45 sworn and 2 non sworn support	41	2 staff, Manager and Administrative person	3 managers with 7 admin people
	Organization	Deputy Director reports to COO	HR manager, accounting, personnel analyst, training and safety	Deputy Director of Planning is vacant, reports to CAO, there are 2 subdivisions of P&D	Deputy Director of Ops, Manager, 6 Airport Operations Officers (AOO), 8 Senior Operations Workers, remainder AOWs	Division of the Sheriff's dept that has a contractual agreement to provide service dedicated to the airport	Reports to Deputy Director of Operations	Security lies under the Deputy Director of Operations and has a dotted line to the Sheriff's dept and TSA	Resides in the county and works with many departments through the organization
	Responsibilities	All airfield, buildings, roadway, signage, landside and airside, landscaping, custodial maint, satellite airports, general services	Payroll, safety of SCAS employees, HR aspects, grievances, reallocation process, discipline, hiring, firing, training	Design and development, civil engineering, pms, noise and environmental	Part 139 inspections/compliance, RON, apron inspections, perimeter check, gate guards, door alarms, fuel audits, landside gate control, curb enforcement, metering in terminals, facilities inspections, Automated Vehicle Identification (AVI), ground transportation, AMPCO parking contract and other contract oversight such as towing	Law enforcement of airport	ARFF, fire and medical	Airport Security Plan	Comps/Claims, maint and insurance policies that cover the airport, give input on contractual issues, contractor insurance, concession agreements, unusual things such as being head of claims for escalator issues at the airport
	Major Risks	driving vehicles airside, trades are required to be airside working on rws and twys, working around aircraft operations	Safety Officers face hazards while driving around airfield	Construction projects, working on the airfield	Dealing with aircraft movements, tenant movement/drivers, working curbs in traffic, exhausted employees, perimeter road, alterations when people get driving citations	Driving on the AOA, operations with K-9, other training. Offices are located under B-2 and employees need to access the non movement area to get to the office, the exterior area has a stop sign, officers need to cross traffic lane to get to office, terrorism, criminal activity, badge challenges, using weapons	Aircraft operations, hazardous materials, first responder response based on past incidents and assumed risk	Similar to Operations but drastically scaled back, perimeter checks, constructions sites, moving in and around secured areas, other ramp drivers and aircraft movements	Working on the ramp occasionally around vehicles and aircraft, based on assumptions rather than any actual incidents
	Emerging hazardous areas	New terminal B	New Terminal B	Ambitious capitol program for Terminal B and increased likelihood of incursions	New Terminal B	New terminal B	No	No	No
	Safety philosophy	No County guidelines documented to specific department but safety does exist County wide through Cal-OSHA	Yes, IIPP	HR	HR	In law enforcement, "officer safety" is a major focus and focus on training in dealing with hazardous law enforcement events, there are policies that guide this in the General Orders	Scene safety, safety for self with protective clothing	No	Yes basic safety for employees but is not written
Safety Plan	What's in place	Cal-OSHA Injury Illness Protection Program (IIPP)	IIPP	IIPP	Yes IIPP	General Orders and IIPP	IIPP	IIPP	NA
	Time in place	NA	Safety mgr has been in place 4 years	6 months	11+ years	Since 1999	10+ years	10+ years	NA
	Safety Manager	Yes there is safety rep in maint and all supervisors are trained in safety	Yes full time	Construction management is focused on safety and is addressed in a part time position manner as an obligation to the contract	Yes they attend the regular Safety Committee meetings, part time on site	No	Yes part time	Not really	Yes for the entire County and one dedicated to the airport full time
	Policy Statement	No	Generic in IIPP, may be adequate, will review	No (HR)	No	No	HR	No	Airport
	Reporting System	No (HR)	Yes	Contractor takes direction from Inspector	No	Yes	Reports to Com Center	Not separate from the HR airport system	Yes
	Reporting safety trust by employee	Yes	Depends on what group, if the situation is minor may opt not to report due to perceived discipline	Yes	No	Yes they work hard to promote reporting of job related injuries and illnesses	Yes	Yes if they are coached it would be anonymous	Yes
	Report Communications	Written, verbal, email, electronic but unusual for it to be anonymous	#1 is verbal followed by written, then electronic and no anonymous	Mostly written and electronic, no anonymous, little verbal	Electronic Word docs	Mostly written, some verbal and electronic, little to none anonymous	Written incident reports are routed to the Chief	No	Personal and phone, some emails, no anonymous
	Reduction in incidents due to plan	Yes (HR)	Yes	Not sure if there is a reduction but there are few incidents	No plan	Initially significant reduction when safety committee was in place and reporting and action training started	Yes	No	Yes
Employee culture with plan	Organizationally wide there is no negative resistance to safety	Not documented	Based upon individual	NA	Positive in general terms and proactive. Middle road supportive when it comes to remedial	Sense of awareness at all times	In general employees understand they are not expected to put themselves in an unsafe condition and feel comfortable to raise issues if they do not think something is safe	Culture on security and safety is highly thought of	

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Training Programs	Training programs	IIPP	Depends on division, parks and airfield maint have 10 day safety topics versus custodial which is once a month and trainer depends on department	OJT and FAA rules in the contract spec	Does not have a set training program and is done by whoever people get assigned to	Academy and Sheriff office conducted by the field training officer	There is a training position that is not filled yet.	TSA, County sponsored programs, not mandatory but safety related, AED/CPR and some NIMS but not mandatory	Risk which is done by the Safety officer	
	Training improvement areas	Established BMPs for every task performed	A mentor program from classroom to hands on	More funding for inspectors, the more eyes on the site the better/safer	Poor use of training tools, job specs need to be updated, inconsistencies with trainers, need a higher develop training program	Always seem to be behind with training and day to day operations, staffing shortages, could us more training staff	Training officer will add continuity	Should include/require safety training and personal safety according to specific areas assigned. Currently it is all very informal	There is always room for improvement, better analysis of situations leads to more ideas about risk management	
	Initial training	Employee orientation covers IIPP	HR overview and then department dependant	OJT and FAA rules in the contract spec	OJT job shadowing, some PowerPoint for citations, emergency response is PowerPoint, standard driver's training computer program, OJT for movements area, shadowing, ride alongs, written test and then driver's test, some NIMS, 100, 300, 700 a few 800 and CEMS	Officer Safety Training, OJT under supervision	Fire, HAZWOPER, HAZCOM, airport familiarization, specifically driver's safety, alert timed response drills, and high speed drivers training to prevent vehicle roll overs	TSA	There is contracted training on basic insurance requirements and ad-hoc	
	Recurrent training	HR and in house	Same as initial but really just compliant based	Most responsibilities are passed on to contractor	Annual test in the movement area and wildlife	Continue OJT, CPR mandatory every few years, new laws and trends training	OSHA requirements, part 139, structural, timed response drills once a month	Hit and miss there are portions of other training rather than dedicated training	ad-hoc	
	Safety training	Equipment for airfield maintenance, driving, radio communications	Intertwining with operational training as needed	Via contract	Some HAZWOPER, Blood Borne Pathogens and workplace violence	Initial Officer Safety training, airfield driver's is standard course through badging office with no practical training	Roll overs, IIPP	Hit and miss as above	Yes, Safety Officer	
	New equipment training	Yes	Maint does new equipment training and required certification process	No	Radios	Depends on what equipment, such as tasers which require specific training, most LEO equipment will require training	Yes	Not really any equipment although there is an expectation that training would be provided with new equipment	No	
	OSHA Training	Certification	No	No	No	Yes some facilities will spot inspect, but the airport has not had an inspection in 10 years which is good	Yes annual except IIPP which is monthly	No	No	
	Training tracking	Yes database	Compliance Suite software, just started using one year ago	No	Done through Access Database	Combination of reports, injury/illness	Simple excel sheets produce training report that gets signed off by management, kept in excel indefinitely	HR	No	
	Measuring training effectiveness	Through performance and evaluation		lack of incidents must mean accomplishing objectives	139 inspections are successful and people are not getting hurt	Don't actually measure but if there are negative trends developing training is increased	Reportable incidents	No	There is verification when an agreement has correct indemnification, verifications by measuring correctness of contracts	
Communication Methods	Written logs	#6	No	Yes daily inspection reports	#1	Passdown shift book briefing	Yes daily with passdowns	Security violation data base	No	
	Radios	#5	No	Everyone has radios	#1	Limited time, enforcement issues	Yes	Limited	No	
	Phones	#3	\$3	#1	#1	Some	Yes	#2	#1	
	Email	#2	#1	#2	#3 except ops officers then all is email	#1	Yes	Yes	#1	#1
	Bulletin board	#4	Yes	No	Safety	Yes for transfer assignments, events(social)	Yes and grease boards in bays for safety items	No but there is one in the break room that is State required	No	
	Regular meetings	1 daily	#2	#3	Daily meetings and in between shifts (Passdowns)	Shift briefing 3x daily	Roll call daily	No not internal, but monthly security meeting with airlines and TSA	If there is a preliminary meeting it is on request for a quote or RFP, otherwise nothing regular	
	Main internal communication methods	Meetings	Email	Email	Written logs	Email	Daily log and informal passdowns and emails	Email	Email	
Main external communication methods	Email	Email and Website	Email	Email	Email	Limited, weekly ops meeting and compliance meeting	Email and Phone	Email and some fax		
Reporting Methods	Written reports	Hazard observation form	Walked in using form then put into software	Yes, they are consolidated on a database	Word docs	Shift briefing	Word docs electronically filed indefinitely and hard copies filed	Word docs, letters of violation to offenders	If it is a third party claimant it would be sent in via a form	
	Database			Access	Access database	Record Management System (RMS) all records are issued and tracked through		Security Violation data base	No	
	Software		Compliance Suite		No	RMS all records are issued and tracked through	In house constructed program	Access database	Renaissance Software for claim tracking	
	Accidents/incidents		Archived in software	Daily report and archived with project	Word docs	RMS all records are issued and tracked through	Logged through an informal incident report	Does not process any	Renaissance	
	Risk management		Archived in software	Part of project scope	CC on reports along with HR	Not specific to Sheriff dept, liaison with County	Only regarding employees	HR and downtown	Renaissance	
Employee sick/injured		Archived in software	Part of project report (County Risk)	Attendance records reviewed, sick call tracked through spreadsheet and all documents go to HR	Manual report writing	Copies go to Risk	HR and downtown	Tracked by the Work/Comp department		

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	Archiving practice		Can be backed up on external hard drive	Indefinitely on server	IT backs up logs, 139 logs backed up on CDs and hard copy binders kept indefinitely	Archived in admin Risk Management or on server and hard copied	Electronic and hard copy indefinitely	Indefinitely electronic and hard copy	Indefinitely electronically or hard copy folders
Follow Up Action	After incident debriefs	Follows HR reports	Yes works with divisions on issues reported and then recommends training when necessary	Yes these are carried out by the contractor		On large incidents, yes, there is a sophisticated system for vehicle accidents with a vehicle accident review board and then remediation if accident is determined to have been preventable	Yes and they are shared with duty supervisors	Yes if something actually happened but there have not been any to date	Claims has a review of claims process especially for auto accidents and are well documented
	After action reports		Yes with Safety Committee	Not filed but each contractor handles them differently	AARs are just starting to become big since a Thanksgiving fire alarm malfunctioned and caused the dumping of the terminal		Incorporated into IIPP	Yes and they would be hard copy and electronic kept	No
	Change management policy		AOPs are created and distributed	Change orders	No	Training recommendations were necessary for vehicles, others depends on situation, so specific system is in place to analyze employee accident, these are archived for 5 yrs if disciplinary action was taken	No	No	Yes most recently change in HR is being centralized
	Training changes		AOPs are created and distributed	No	No	Not really just automated field reporting	No	No	No
	Communications changes		AOPs are created and distributed	No	New radios and went to Blackberry for Duty phone	No	No	No	No
	Process or procedure for corrections				May request work order	Yes	It is done at the Chief's level, prioritized and then delegated	HR	Yes, format if followed for reviewing accidents and corrections to reduce incidents, especially auto accidents