

EXECUTIVE SUMMARY

In accordance with the City Auditor's approved 1987-88 Workplan, we have reviewed the San Jose Airport Department Airfield Operations. We conducted our review in accordance with generally accepted government auditing standards and limited our review to those areas specified in the scope and methodology sections of this report.

The Airport Needs To Improve Its Documentation And Follow-Up Procedures When Daily Airfield Inspections Disclose Deficiencies

The Airport Operations Division is responsible for performing daily airfield inspections. Our review disclosed that airfield deficiencies noted during these daily inspections were 1) not always documented by the creation of a work request to resolve the problem, and 2) not adequately documented as being subsequently corrected. This lack of proper documentation impairs management's ability to monitor and administer the airfield inspection and maintenance program.

The Airport Needs To Implement A Formal Monitoring Program To Insure That Commercial Fueling Agents Are Complying With FAA Requirements Regarding The Storing, Handling And Dispensing Of Hazardous Materials

On January 1, 1988, the Federal Aviation Administration (FAA) issued new regulations for the storing, handling and dispensing of hazardous materials. Our review revealed that the Airport Department needs to institute a specific

inspection program for commercial fuelers in order to be in compliance with these new FAA regulations.

**The Airport Needs To Improve
The Administration Of
Rampside Operatings And Enforcement
Of Ramp Traffic Regulations**

The ramp area of the Airport is where passengers, aircraft, equipment, hazardous materials, mail or cargo, and City and non-City employees are most proximate to one another. Accordingly, the Department has designed a Ramp Driving Permit Process to insure that only qualified and safe drivers operate vehicles on the ramp area. Our review revealed that the Airport has not efficiently administered its Ramp Driving Permit Process in that the Operations Division and Police are duplicating tasks in monitoring Permits and ID badges. In addition, Police have not insured that cited ramp drivers are complying with post citation procedures, or coordinated with Operations to record rampside driving citations on the employee's driving record. Finally, the Airport has no procedures to monitor employee California driving records once a driving permit has been issued. As a result, the Airport needs to improve the efficiency of its Ramp Driving Permit process which is intended to keep unqualified drivers from an area where safety is critical.

**The Airport Needs To Improve
Control Of Invalid Card Keys**

The Airport does not have formal procedures to insure that lost or stolen card keys will be invalidated. Based upon our test of the invalidation process, there is a threat that unauthorized persons can gain access to the airfield.

RECOMMENDATIONS

We recommend that Airport Department Management:

Recommendation #1:

Take action to assure that a work order request form is prepared when airfield inspections disclose the need for any maintenance work on or about the airfield. If the request for maintenance is verbal, the inspector should note the date of the request; and the corrective action required on the inspection form. If a verbal request is used, a work order request should still be prepared in order to document the problem and its correction. (Priority 3).

Recommendation #2:

Remind all parties involved in the work order process of the need to return work orders to the Operations Division when the requested task is completed. Operations should develop a follow-up process to assure completed work requests are returned and filed. (Priority 3)

Recommendation #3:

Establish a corrective action timeliness standard based upon the severity of various airfield deficiencies. (Priority 3)

Recommendation #4:

Establish a reporting process to facilitate comparing Maintenance's responsiveness to work order requests against established timeliness standards. (Priority 3)

We also recommend that:

Recommendation #5:

The Airport develop a system to review fueling procedures to insure compliance with the elements in Federal Aviation Regulation 139, Section 139.321. (Priority 3)

Recommendation #6:

The Airport Police and Operations establish procedures to provide for better coordination with their respective Divisions and the tenant employers. The Airport should encourage employers to flag personnel files for those employees who have ID badges and driver's permits. Upon termination, the employer should collect both documents and return them to the airport. (Priority 3)

Recommendation #7:

The Airport should consider combining the Ramp Driving Permit Process with the ID badge process to eliminate duplication of effort between Police and

Operations and to make Ramp Driving Permit information more readily available to Police when issuing citations. (Priority 3)

Recommendation #8:

The Airport Police should establish a tickler file to ensure that employees take corrective action when they are cited for a driving violation. In addition, Police should establish procedures to ensure that citations are recorded on the employee's ramp driving record. (Priority 3)

Recommendation #9:

The Airport should develop a periodic permit renewal process to protect against an employee driving with a suspended or revoked state driver's license. The Airport should check with the Department of Motor Vehicles regarding their Employer Notification Program which provides driver's license change of status reports. (Priority 3)

Recommendation #10:

The Airport should initiate a formal work request procedure for the cancellation of invalid card keys that will incorporate the following:

1. Keys to be deleted.
2. Date of request.
3. Method of responding when Maintenance has completed work requests.
(Priority 3)