

### **3.3 Adoption of Statement of Policy and City Council Questions for the Prospective Director of Aviation.**

#### **Recommendation:**

Adopt a Statement of Policy and City Council Questions related to the selection of a prospective Director of Aviation as described in the memorandum to City Council, in compliance with City Charter Section 411.1.

CEQA: Not a Project, File No. PP17-010, City Organizational and Administrative Activities resulting in no changes to the physical environment. (City Manager)



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Jennifer A. Maguire

**SUBJECT:** SEE BELOW

**DATE:** January 26, 2024

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**SUBJECT: ADOPTION OF STATEMENT OF POLICY AND CITY COUNCIL  
QUESTIONS FOR THE PROSPECTIVE DIRECTOR OF AVIATION**

## **RECOMMENDATION**

Adopt a Statement of Policy and City Council Questions related to the selection of a prospective Director of Aviation as described in this memorandum, in compliance with City Charter Section 411.1.

## **SUMMARY AND OUTCOME**

The results of this action will be City Council input to me regarding the selection of a Director of Aviation, in compliance with City Charter provisions.

## **BACKGROUND**

In compliance with City Charter Section 411.1, the City Council adopted a process for City Council confirmation of Department Director appointments. The process requires that the City Council, prior to meeting with the City Manager's recommended candidate for Department Director positions that are subject to the City Charter's requirements, adopt a Statement of Policy for the involved department, along with proposed questions for the City Council to present to the City Manager's recommended candidate for the appointment.

At my direction, staff is coordinating the nationwide recruitment efforts with the executive search firm, ADK Consulting, Inc., for the City's next Director of Aviation. The firm has a current contract with the City and has specialized expertise in recruitment of aviation executives spanning over 20 years.

In February, the Administration will conduct an interview process for the position guided by the input provided by the City Council through its adoption of the attached policy and questions, as well as other stakeholder feedback. I will then present my recommended candidate for Director of Aviation to the City Council for confirmation in a Closed Session meeting, along with the written answers to the questions adopted as part of this action. If the City Council confirms my

recommended candidate, the appointment will be formally announced at that afternoon's City Council meeting.

## **ANALYSIS**

The proposed Statement of Policy (**Attachment A**) contains the broad goals, objectives, and aspirations for the Airport Department as reflected in the Department's mission, core services, performance measures, and resource allocation as approved by the City Council as part of the 2023-2024 Adopted Budget.

The proposed City Council Questions (**Attachment B**) reflect those questions adopted for recent Department Director hiring processes, as well as ones specific to this recruitment. The development of the City Council questions reflect input received from internal and external stakeholders, including the Mayor and City Council, Senior Staff, Airport Department employees, Airport Commission, major airline carriers, and San Jose/Silicon Valley Chamber of Commerce, through meetings and anonymous surveys asking the following:

1. What are the most important issues you would like the new Director of Aviation to address in their leadership of the San José Mineta International Airport?
2. What accomplishments and record should the new Director bring to the position?
3. What abilities, experience, and attributes do you see as especially critical for the new Director to be successful?
4. Who are the key stakeholders the next Director must create strong partnerships with to maximize the Airport's opportunities?
5. What are the major near- and long-term opportunities you see that should draw a leader to want to lead the San José Mineta International Airport?
6. Is there anything else we should know for this recruitment?

The Administration will continue engaging with Airport Department employees and other stakeholders throughout the process, as needed.

The City Council may modify, add, or subtract from the list of proposed questions at the February 6, 2024, City Council meeting and, of course, the Mayor and City Council will be able to ask further questions of the recommended candidate during the Closed Session meeting.

The City Council's adoption of a Statement of Policy and City Council Questions for the prospective Director of Aviation, as described in this memorandum, is in compliance with City Charter Section 411.1 and is an important step in the evaluation and selection process for a new Director of Aviation. It is currently anticipated that a recommended candidate will be brought forward for City Council confirmation in March 2024, pending identification of a finalist.

### **EVALUATION AND FOLLOW-UP**

No additional follow-up with the City Council on the Statement of Policy and City Council Questions for the prospective Director of Aviation is expected at this time. In February, the Administration will conduct an interview process for the position guided by the input provided by the City Council through its adoption of the attached policy and questions, as well as other stakeholder feedback. A recommended candidate is expected to be brought forward for City Council confirmation at a Closed Session meeting in March, pending identification of a finalist, where further discussion will take place regarding that candidate.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's Council Agenda website for the February 6, 2024, City Council meeting.

In addition, as described in the Analysis section above, the Administration convened discussions and conducted anonymous surveys with a variety of stakeholders to gather feedback on the leadership, knowledge, skills, and abilities that should be considered for the selection of the Director of Aviation, as well as an understanding of the challenges and opportunities facing the Airport Department. Those stakeholders included the Mayor and City Council, Senior Staff from primary partner departments, Airport Department employees, Airport Commission, major airline carriers, and San Jose/Silicon Valley Chamber of Commerce.

### **COMMISSION RECOMMENDATION AND INPUT**

As a key stakeholder, the Airport Commission's input is incorporated into the proposed City Council Questions.

### **CEQA**

Not a Project, File No. PP17-010, City Organizational and Administrative Activities resulting in no changes to the physical environment.

HONORABLE MAYOR AND CITY COUNCIL

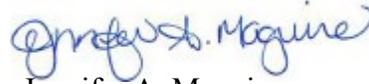
January 26, 2024

**Subject: Adoption of Statement of Policy and City Council Questions for the Prospective Director of Aviation**

Page 4

**PUBLIC SUBSIDY REPORTING**

This item does not include a public subsidy as defined in section 53083 or 53083.1 of the California Government Code or the City's Open Government Resolution.



Jennifer A. Maguire  
City Manager

For questions, please contact Rob Lloyd, Deputy City Manager, at [rob.lloyd@sanjoseca.gov](mailto:rob.lloyd@sanjoseca.gov) or at (408) 535-3566.

**Attachments:**

- Attachment A: Statement of Policy – Airport Department
- Attachment B: City Council Questions – Director of Aviation

**STATEMENT OF POLICY  
AIRPORT DEPARTMENT**

**Department Mission**

To connect, serve and inspire.

**Department Core Services**

**1. Airport Marketing and Communications**

*Promote new air service to business and leisure travelers; inform Airport customers of our wide variety of traveler services; build the Airport's brand through advertisements, sponsorships, and community engagement; communicate effectively with passengers, the public, and the media.*

**2. Airport Facilities**

*Maintenance of all Airport facilities including public spaces, oversight of airfield lighting and maintenance, building automation controls, electrical and mechanical systems, baggage handling systems, central plant, grounds, and landscaping; janitorial services; and manage the Capital asset replacement program and implement the Capital Improvement Program, including planning and coordinating construction activities at the Airport, in compliance with applicable federal, State, and local regulations and environmental requirements.*

**3. Airport Operations**

*Day-to-day management and oversight of the Airport to ensure safe and efficient operations such as operation of the airfield, general aviation facilities, emergency planning and coordination, Airport Operations Center, badging and security coordination, parking facilities, shuttle operations, ground transportation, roadway/curbside enforcement programs, and Automatic Vehicle Identification system.*

**4. Strategic Support**

*Financial Management; Human Resources; Information Technology; Training, and Emergency Response and Recovery.*

**Department Performance Goals**

Department performance goals are reflected in the Airport Department's performance measures and its resource allocation in the 2023-2024 Adopted Budget. The Department's Service Delivery Framework is also outlined in the Adopted Budget.

**CITY COUNCIL QUESTIONS – DIRECTOR OF AVIATION**

**Questions**

1. Please describe your education, experience, and accomplishments and explain how they have prepared you for this position. What are your strengths and areas for improvement?
2. What drives you to seek this position and what motivates you to provide public service?
3. Describe your experience in each of the four Airport Department core services as reflected in the 2023-2024 Adopted Budget.
4. What is your vision for San José Mineta International Airport and the San José community? What major challenges and chances to innovate do you see coming in the years ahead?
5. How would you maintain good communications with the Mayor, City Council, and City Manager, as well as with Airport Department employees and key stakeholders, such as the Airport Commission, business community, neighborhoods, and airline carriers?
6. It is essential for City executives to demonstrate the City of San José's *One Team* Leadership Values and Expectations in our work. What are your commitments and practices for exceptional work in a *One Team* environment in a major city and who do you see as the primary team members?
7. What do you see as the role of general aviation and corporate retention and recruitment in Silicon Valley's economy? How would you encourage investment and how do you measure the success of a mid-sized airport?
8. How would you successfully co-market with convention and visitor groups, develop connections that support major events, and generally make San José a true destination city?
9. Describe how you have worked with Federal partners such as the Transportation Security Administration, Federal Aviation Administration, and U.S. Customs and Border Protection. How do you align partners and the interests of the Airport to ensure the outcomes meet airport requirements? For example, security, cybersecurity, Federal support for mid-sized airports, shared operations, delivering high customer experience, safety, etc.
10. How have you partnered to advance the success of your airport with your stakeholders? Include your experience partnering with others to bring air service to a region and to develop lines of revenue for your airport.
11. Share your experience, successes, and lessons learned related to managing the capital construction planning and direction of an airport. Detail the scope and scale of the work and the outcomes relative to traffic, revenues, and staffing.

**CITY COUNCIL QUESTIONS – DIRECTOR OF AVIATION**

12. Silicon Valley’s airport competes with two major commercial airports within 35 miles of San José. How will you keep San José Mineta International Airport competitive in the Bay Area, succeeding in terms of costs, air service, and passenger experience?
13. Employee retention and turnover can be significant challenges for both the Airport and City because of the Bay Area’s high cost of living, budget, and competition from nearby airports and employers. How do you build a culture that attracts great talent, minimizes loss of institutional experience, and achieves at a higher level than peers?
14. Who do you see as the San José Mineta International Airport’s principal customers and how you would achieve success with them? Please describe an example of a significant project you handled where multiple constituencies were involved and there were competing or conflicting goals. How did you help achieve a satisfactory resolution and what were your specific contributions?
15. What else should the City know about you?



# Memorandum

**TO:** HONORABLE MAYOR AND  
MEMBERS OF THE CITY  
COUNCIL

**FROM:** Vice Mayor Kamei

**SUBJECT:** Agenda Item 3.3 – Adoption  
of Statement of Policy and  
City Council Questions for the  
Prospective Director of  
Aviation.

**DATE:** February 6, 2024

Approved:

Date: February 6, 2024

## RECOMMENDATION

1. Direct the City Manager to work with key partners such as the South Bay AFL-CIO Labor Council to identify representatives of the unions representing San José Mineta International Airport (hereafter, “SJC” or “Airport”) workers and workers within SJC vendors, respectively, in the hiring committee aiding in the selection of the next Director of Aviation.

2. Amend City Council Questions, Question #13 (additions in **bold**) as follows:

“Employee retention and turnover can be significant challenges for both the Airport and City because of the Bay Area’s high cost of living, budget, and competition from nearby airports and employers. How do you **work with union partners, workers, and stakeholders** to build a culture that attracts great talent, minimizes loss of institutional experience, and achieves at a higher level than peers?”

3. Add the following Question to City Council Questions:

“The operations of the Airport depend on the hard work of over 200 City employees and roughly 3,000 workers for airlines, vendors, and other businesses, many of whom are represented by labor unions. How do you plan to build a relationship and engage union partners representing the SJC workforce in your efforts to improve the operations of the airport and achieve our overall goals?”

HONORABLE MAYOR AND CITY COUNCIL

February 6, 2024

**Subject: Agenda Item 3.3 – Adoption of Statement of Policy and City Council Questions for the Prospective Director of Aviation.**

Page 2

## **BACKGROUND**

The operations of the Airport depend on the next Director of Aviation building a productive relationship with numerous stakeholders—especially the unions representing the thousands of workers who keep our Airport moving. I appreciate the work of the staff in taking input from stakeholders to develop the current set of questions. However, I believe it will be important for the success of our plans to ensure our new Director of Aviation has a vision for how to engage our workforce and their unions going forward. My suggested modifications and direction speak to that need.

For questions, please contact J.R. Fruen, District 1, at [joseph.fruen@sanjoseca.gov](mailto:joseph.fruen@sanjoseca.gov).

Rev 1/2018

## Public Comment - City Council 2/6 - Item 3.3. "Adoption of Statement of Policy and City Council Questions for the Prospective Director of Aviation."

Jordan Moldow <[REDACTED]>

Tue 2/6/2024 9:51 AM

To: City Clerk <city.clerk@sanjoseca.gov>; Agendadesk <Agendadesk@sanjoseca.gov>

Cc: The Office of Mayor Matt Mahan <mayor@sanjoseca.gov>; District1 <district1@sanjoseca.gov>; District2 <District2@sanjoseca.gov>; District3 <district3@sanjoseca.gov>; District4 <District4@sanjoseca.gov>; District5 <District5@sanjoseca.gov>; District 6 <district6@sanjoseca.gov>; District7 <District7@sanjoseca.gov>; District8 <district8@sanjoseca.gov>; District9 <district9@sanjoseca.gov>; District 10 <District10@sanjoseca.gov>; Torres, Omar <Omar.Torres@sanjoseca.gov>

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Public Comment from Jordan Moldow (speaking on behalf of himself) regarding Item 3.3. "Adoption of Statement of Policy and City Council Questions for the Prospective Director of Aviation." - City Council 2/6/2024:

The current policy and interview questions for the role, do not mention anything about: environmental impact; climate change; pedestrian access; active transportation access; light rail connection; other transit access; or reducing the number of automobiles bringing passengers to/from the airport. Airports, air travel, and land uses around airports (e.g. wide, busy roads) contribute significantly to GHG emissions and climate change. So it is critical that the Director of Aviation takes these harms seriously, and works to reduce them.

I suggest adding some of these questions to the list of interview questions:

- As Director of Aviation, how will you work on reducing the negative impacts that all airports and air travel have on the environment (especially as it pertains to the climate emergency)?
- As Director of Aviation, how will you work on reducing the number of automobiles bringing passengers to/from the airport, and drive mode shift from automobiles to more climate friendly options for accessing the airport?
- The VTA 61 bus only runs once every 20 minutes on weekends, and the walk from Metro/Airport Station to the SJC terminals is a more than 20 minute walk. As Director of Aviation, how will you increase transit and pedestrian service to SJC, so that transit is the obvious, easy choice for accessing SJC?
- As Director of Aviation, will you support using SJC funds to run a shuttle in a loop between Metro/Airport Station and SJC, to make it very easy to get between those two locations with a small headway?
  - The airport would be well-served by an express shuttle, running every 5 minutes, that does a loop like Terminals->Airport Pkwy->Metro Light Rail Station->Skyport Dr->Terminals.

I also believe that, in the future, the document "Statement of Policy – Airport Department" should be amended by Council to address these environmental policies.

Thank you,  
Jordan Moldow (speaking on behalf of himself)  
San Jose, CA, 95112

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