

December 17, 2017

Carson City Airport Authority
Chairwoman Linda Law and Members of the Carson Airport Authority

**Re: December 20, 2017 Public Meeting, Agenda Item 6. FOR POSSIBLE ACTION:
DISCUSSION AND APPROVAL OF JOB DESCRIPTION FOR AIRPORT MANAGER;
REVIEW OF DRAFT EMPLOYMENT AGREEMENT; PLAN FOR FILLING THE AIRPORT
MANAGER VACANCY; PUBLISHING OR POSTING OF JOB AVAILABILITY**

Having read the proposed Job Descriptions and Job Qualifications regarding the above referenced agenda item it appears that the Board is set for a management position with a wage compensation range that will again prove to be fiscally unsustainable. We all know that employment benefits will enter the picture to add to the burden as the wage range proposed indicates a full time position.

I previously provided a written commentary dated April 12, 2017 to Chairwoman Linda Law and asked that it be read into the minutes at a subsequent Authority Public Meeting for consideration while the manager's position was being determined. I have no knowledge if this was ever done as I have not found reference to it in any of the final Carson City Airport public meeting minutes. Nor do I know if it has been seen by any one other than Chairwoman Law. This document accurately delineated that there has been no substantial change to operations at the airport since the mid 2000's. I am attaching it to this letter and asking Mr. Steve Tackes to provide it to each of the Board Members for the December 20th public meeting and again requesting that it along with this letter be read into the minutes of the meeting.

Having listened to the video for several Carson City Board meetings concerning the managers position description it is interesting to note responses from the board members concerning a high wage position at the Carson City Airport in light of what is being proposed now:

Larry Harvey: "...we have just enough revenue to cover expenses..."

Linda Law: "...a full-time airport manager with full benefits was "fiscally unsustainable" in referring to the previous manager.

Brain Vowell: the need for "...matching available funds to the role..."

Also presented in previous meetings concerning this item was why has the Carson City Airport not shown any significant financial growth over the last 15+ years. Ms. Bobby Thompson of ABS Aviation Management made this observation at a previous public meeting. Actually, a fairly easy question to answer:

1. The Carson City Airport is land locked by surrounding community. The runways cannot be enhanced over what they are today to attract large corporate entities. It was obvious then that to grow this airport land would have to be acquired to the east. Prior to stepping down as Chairman of the Authority at the end of my term, I requested in a public meeting that the present and future board members create a First Right of Refusal Program with the community on purchasing land adjacent to the airport on the east side as it became available for sale. I've mentioned this again over the years at subsequent Authority public meetings. Nothing in this capacity has been attempted and Carson remains land locked as it was in 2000. You want financial growth but it will not be obtainable without enhancing our runways to handle corporate entities with larger hangers and ground support. So for now and the foreseeable future you only have opportunity in the center triangle and footage along Collage Parkway along with what the current FBO's can produce. So back to Mr. Vowell, "...match available funds to the role."
2. Opportunities for frontage leasing along College Parkway have come and gone over the years. Only the leasing of a small footprint for cellular communications ever provided income there. And this surprisingly enough was secured by the Part-Time Airport manager. And nothing of essence has been brought to the table by the 2 full time managers since then. Heck, this airport can not even support a restaurant.
3. The airport board members are selected because of their sound business background and experience in many fields and their willingness to serve. Because of the uniqueness of the Carson City Airport, its size, singular runway, no night time precision approach and type of aircraft it can support it is essential that the Board provide input, suggestions and opportunities that may prevail for additional income streams, and not look to a high powered airport manager as a cure-all. This was the makeup of the Board in 1990's thru early 2000's. This was also the greatest growth span every experienced at the Carson City Airport.
4. Had items 1 and 3 above been pursued over the last 15 years Carson City Airport could be better suited to participate in the commercial growth that will be provided by the extension of USA Parkway into Dayton, NV.

Regarding the compensation portion of the Manager Job Description proposal, I request at the December 20th meeting that the Board present on a viewable spreadsheet how they determined projected revenue will support the suggested and ongoing annual wage rate of \$60,000 to \$90,000, along with the wages of other airport workers and still allow for funding of AIP projects. And let's not forget the benefits that will be mandated for full time employment. For sure it is not going to be accomplished by gate card revenue. Your failure to do this will only demonstrate fiduciary irresponsibility.

The only comments I have on the Job Description is the Job Qualifications requirements. The requirement of a Bachelor's degree should be changed to beneficial or not essential but not a requirement. It would be much more beneficial to have a manager who is honest, has good previous working experience, has good written and verbal communication skills, displays common sense, knows how to create benchmarks to see projects to timely completion, is computer savvy and who is not afraid of getting their hands dirty will prove to be more of an asset than a piece of parchment paper. A degree requirement will only prove to limit otherwise qualified candidates.

Hopefully you will understand the importance of interaction that an intelligent pro-active board can impart to the airport manager in working toward future growth and financial endeavors at the Carson City Airport. It is not high wages that will propel this airport into the future but a pro-active board directing a capable manager and passing the baton to future board members.

Respectfully Submitted,

David Corrao

Attachment: April 12, 2017 letter to CXP Authority.

April 12, 2017

Carson City Airport Authority
Chairwoman Linda Law and Members of the Carson Airport Authority.

I am writing to you because I will be out of the state on the day of your meeting and I believe that my experience as a longtime member of the Carson City Airport community and former member and chairman of the Airport Authority may be helpful as you begin to consider the position and duties of Airport Manager. It has evolved from a 30 hour/week part time position, paying \$24,000 annually in 2008 without benefits, a wage that could be substantiated by the airports revenue stream, to a full time position with wages and benefits that may prove to be non-sustainable in the long term.

This information is only being provided to ascertain if any credible criteria was used to substantiate the Airport Authority's decision in 2008/9 in revising the Airport Managers position from a 30 hour/week part time to full time with extremely robust wages considering the income available to the airport. I also previously provided you with a glimpse of the airport manager's activities from 2001 thru 2008. Again I will not opine about the merits or deficiencies of the current Airport Manager as that is not my intent.

It was evident in 1999/2001 that based on the growth in the number of aircraft and hangars at the Carson City Airport that our infrastructure would become inadequate to handle the demand. Time had already taken its toll on the runway pavement and it would have to be repaved. The Authority decided to look to the future of the airport and made a major decision to completely re-align and replace the runway instead. The airports part-time manager, in addition to normal daily duties, undertook the decision and along with the Airport Engineer secured proposals from several engineering firms capable of Airport Master Planning.

No sooner had the decision been made to realign the runway when the manager was besieged by the local community surrounding the airport. For many months and meetings, the part time manager interacted with the community as the Master Plan was evolving, again in addition to normal airport duties as manager.

During this period normal airport business was conducted, infrastructure maintenance performed, hangar construction continued, N/E hill removal began, land acquisition from Serpa accomplished, RFP's generated, grant proposals generated, and communication and meetings with the Airport Engineer, Authority members and FAA continued satisfactorily with part time airport manager and maintenance worker positions.

The Airport Master Plan for runway realignment was finalized in 2001. However, the logistics of phasing in the new plan over several years was required as matching funds were generated for the project. All throughout this process and along with performing all the duties required of the Airport Manager, combined with new hangar construction,

this position, and that of the maintenance worker, remained part time positions until November 2008.

I was only able to retrieve archival data regarding FAA Airport Master Plan Form 1050 for the years 2009 and 2015. For the year 2001, I used the data from the 2001 Carson City Airport Master Plan (AMP).

The following data was taken from the 2001 Airport Master Plan for Carson City Airport:

Approximate number of Aircraft Based at Carson City Airport

Single Engine	210
Multi Engine	18
Jets	7
Helicopters	<u>3</u>
Total Fleet	238

Approximate number of operations:

Mixed Fleet daily average	203
Mixed Fleet annual average	74,000

(There were some Forecasts for 2005, 2010, 2015 also incorporated into the 2001 AMP however since the runway alignment FAA AIP Grant was finally accepted in September of 2008 the Forecast for aircraft based and operations at Carson City Airport seem meaningless.)

Aside from the aircraft and operational data Carson City Airport was 632 acres in size with approximately 105,000 sq. yds. of paved runway and taxiways in 2008. I have excluded the north and south paved aprons and access roads as they have not changed in size.

The following data is from FAA Airport Master Plan Forms 5010 for Carson City Airport for years ending August of 2009 and November 2015. FAA Form 5010 list all the attributes of airports including the number of based aircraft and operations (I have no knowledge of how airport operations numbers were established at Carson City Airport for the 2001 AMP or the FAA 5010 Form as I know of no instrumentation ever used at Carson City Airport to determine same).

FAA Airport Master Plan Form 5010 for Year Ending August 2009:

Number of Aircraft Based at Carson City Airport

Single Engine	170
Multi Engine	25
Jets	7
Helicopters	3
Gliders	3
Ultralights	<u>20</u>

Total Fleet	228
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Approximate number of operations:

Mixed Fleet daily average	228
Mixed Fleet annual average	83,500

FAA Airport Master Plan Form 5010 for Year Ending November 2015:

Number of Aircraft Based at Carson City Airport

Single Engine	137
Multi Engine	21
Jets	6
Helicopters	5
Gliders	2
Ultralights	<u>20</u>
Total Fleet	191

Approximate number of operations (TO & Landing):

Mixed Fleet daily average	228
Mixed Fleet annual average	83,500

Currently Carson City Airport has 198 aircraft storage hangars with the majority already built by 2008. Carson City Airport is still 632 acres in size with approximately 23,000 sq. yds. of additional paved taxiway since 2008 or a total of 128,000 sq. yds. of paved runway and taxiways compared to 105,000 sq. yds. in 2008.

So lets recap and compare data. Again, I used the actual data from 2001 AMP, FAA Airport Master Plan Form 1050 for Carson City Airport 2009 and 2015.

	2001	2009	2015	
Number of Based Aircraft				
Single Engine	210	170	137	
Multi Engine	18	25	21	
Jets	7	7	6	
Helicopters	3	3	5	
Gliders		0	3	2
Ultralights	<u>0</u>	<u>20</u>	<u>20</u>	
Total Fleet	238	228	191	

	2001	2009	2015
Approximate Number of Operations:			

Mixed Fleet daily average	203	228	228
Mixed Fleet annual average	74,000	83,500	83,500

While these numbers may have been the best approximations available, let's assume that with the current count of 198 hangars at Carson we have approximately 240 based aircraft. In all we see only a minor change over a 16 year period. Yet the manager position went from part time to full time in 2008 and the wages, now with benefits, increased 375% from 2008 to present. What criteria, if any, was used to justify the full time airport manager and maintenance positions and corresponding wages. There was talk in late 2008 by the Authority that the airport manager needed to have a deep knowledge construction. In reality, for every major construction project at Carson City Airport an outside professional construction manager was hire or overseen by the airport engineer.

Fact is, that other than fulfilling a thought process from the early 2000's regarding development of the center triangle, very little additional expansion, not already in the works, has been or can be done at Carson City Airport. And the fact remains that the duties of the airport manager and maintenance worker at Carson City Airport have not escalated with new or additional requirements or duties.

Carson City Airport is being robbed of attaining significant matching funds for future maintenance and infrastructure by these continued and unjustifiable full time positions and expenditures. A God send was the \$9,000,000 grant back in 2008 or 2009 that required no matching funds. Soon the monies from the rock quarry will cease as well as the contributions to cover the Terminal Building construction cost. If the economy does not factually grow, neither will the growth of general aviation. And if the economy does grow, will Carson City Airport, after paying for a full time manager and maintenance worker, have adequate matching funds banked to apply for new grants or unexpected expenditures?

What data does the Authority have now that dictates full time positions?

A major increase in aircraft based at Carson City Airport. NO!

A major increase in hangars at Carson City Airport? NO!

A major increase in paved area? NO!

A major increase in managerial duties or responsibilities from 2008? NO!

So what dictated the change in 2008 and what factual evidence exists to continue it now? Just how much has Carson City Airport lost in matching funds by making the change! One of the basic problems with the position change enacted in 2008 was the starting compensation rate as it left very little room for pay raises or benefits without significantly reducing matching funds available for needed projects.

I suggest the duties and responsibilities of the manager position be fully delineated and spelled out in a written policy with bench marks and goals for achievement and review.

This needs to be done prior to any conversations regarding wages. I also suggest the full positions be returned back to a part time 30 hour/week positions. I realize that it is an on-call position to handle emergencies and unique situations that occasionally occur and should be considered in the compensation.

I respectfully request that at the April 19, 2017 Carson City Airport Authority meeting that this letter be referenced as public comment regarding the Airport Manager position.

Respectively Submitted, David Corrao