



FlyCarsonCity.com

## CCAA BOARD MEMO

Agenda Item: H-2

BOARD MEMO 2023-05

Meeting Date: February 15, 2023

**Agenda Title:** FOR DISCUSSION AND POSSIBLE ACTION: REVIEW RESEARCH AND ANALYSIS OF AIRPORT STAFFING NEEDS AND APPROVE ADDITIONAL STAFF POSITION OF SUPERVISOR OF AIRPORT OPERATIONS AND MAINTENANCE. (C. Jenkins)

**Staff Summary:** The Airport staff has an overwhelming amount of work to do and inadequate man-hours to do so. In comparing to other area airports, our airport is currently operating with a much smaller staff. These other airports also have more support from the Cities they are owned and operated by or their parent companies. We are also in a period of growth with new hangar construction, new ground leases for construction, and interest in more development soon. There are many tasks that get pushed aside to complete higher priority items for airport safety and federal grant assurance compliance. With the airport generating additional revenue, it is time to hire additional staff to provide the best possible service to the community. Staff recommends adding an additional member at this time.

**Agenda Action:** Formal Action/Motion

**Time Requested:** 15 Minutes

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### **Proposed Motion**

I move to approve the request to hire one additional staff member.

### **CCAA'S Strategic Goal**

Maintain positive relationships with the community.

Maintain airport infrastructure in top condition.

**Previous Action and Executive Summary**

The Airport has had 2 employees for the last twenty years or so. Since that time, we have more hangar projects, more FAA issues to deal with (eg. Section 163 on all construction projects), more interest from adjacent property owners as to TTF and compatibility of development.

The number of FBO leases has grown from 18 in 2003 to 23 in 2023. Additional developers have expressed interest, including a potential additional fuel farm.

**Financial Information**

Is there a fiscal impact?

No  Yes

If yes, account name/number & amount:

General Fund/ Federal Share:

Is it currently budgeted?

**Alternatives**

Decline additional staff.

**Board Action Taken:**

Motion: \_\_\_\_\_ 1) \_\_\_\_\_  
2) \_\_\_\_\_

Aye/Nay

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\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)

# Carson City Airport Staff Assessment

February 15, 2023

## Conclusion of Assessment and Recommendations

The result of our current minimal staff is that we often must pick and choose which tasks are going to get accomplished and which tasks are low enough priority to push off for later, or sometimes indefinitely. In comparing to other area airports, our airport is currently operating with a much smaller staff. These other airports also have more support from the cities, counties, or parent companies they are owned and operated by. None of the surrounding airports are directly comparable to Carson City Airport, but the data collected supports the need for additional staff.

*“When you’ve seen one airport, you’ve seen one airport.”*

-Airport Industry Proverb

Creating a new Supervisor of Airport Operations and Maintenance position and continuing to use a contract service for administrative assistance will enable the airport to operate efficiently and provide the level of service the airport users and community of Carson City deserve. Some of the benefits of the new positions are as follows:

- Additional Hours of Coverage
  - The Supervisor and Tech could work an alternating 4-10 schedule allowing for more coverage at the airport on any given day of the week.
  - Emergency and Snowplow readiness would be greatly improved.
- Succession and Redundancy of workforce
  - The Supervisor could be trained to act as the Airport Manager if necessary.
  - The overlapping work schedule of the ops team will allow for collaboration on projects that will benefit from having more than one person available.
- The Supervisor can take on administrative tasks freeing up time for the Airport Manager to focus on high priority items.
  - Project Management
  - Customer Service

## Supporting Data

Data was collected from the below airports in preparing this Staff Assessment:

<b>Airport Name</b>	<b>Based Aircraft</b>	<b>Annual Operations</b>
Elko (EKO)	72	13,863
Minden (MEV)	279	90,568
Reno Stead (RTS)	188	49,800
Silver Springs (SPZ)	14	12,660
South Lake Tahoe (TVL)	21	25,875
Tonopah (TPH)	7	7,002
Truckee (TRK)	106	35,000
<b>Carson City Airport (CXP)</b>	<b>285</b>	<b>86,088</b>

Out of the Airports surveyed their employees ranged from 0 – 35, including seasonal positions. Any airport with minimal airport staff is operated by the owner (City or County) with the full resources of the owner available. Only one of the airports stood way above the others with 35 employees. The airports who have a similar management structure and staff workload range from 3 – 7 staff and they all have resources from their owner available in addition to the airport staff.

Some examples of services available to these airports from their owners are:

- Finance and Accounting
  - Including annual audits
- Public Works
  - Electricians
  - Streets
  - Engineering
- Legal Counsel
- IT Support
- Human Resources
- Facility Maintenance
- Planning

Below is a list of relevant job titles and salary ranges found at the various airports:

<b>Job Title</b>	<b>Minimum</b>	<b>Maximum</b>
Airport Manager/Director	\$75,406	\$195,000
Supervisor of Ops and Maintenance	\$71,904	\$122,040.53
Airport Operations Officer/Specialist	\$51,313.6	\$96,041.88
Bookkeeper/Admin Assistant	\$42,000	\$65,040.18
Airport Maintenance Tech 1 – 5	\$38,676	\$81,286.4

The following are some example airport operations and maintenance projects that are outstanding due to workforce limitations:

- Replace fading sign panels and windsocks.
- Safety area improvements.
- Vegetation control and Mowing ops often get behind.
- Wildlife hazard mitigation.
- Landscaping and beautification projects.
- Development of training programs for airport users.
- Paint projects.
- Vehicle gate improvements.
- Repair generator and service lighted X's.
- Clean lighting vault.
- Swamp cooler water flow improvements.

This analysis was not necessary to determine if Carson City Airport needs additional staff, that is apparent by our workload, but does support the need for additional staff and it gives us an idea of the applicable job titles and salary ranges. As a part of this process, I have spoken with other airport managers about our staff needs with consideration to the differences between the airports. Based on the results of this analysis, my professional opinion, and other economic factors, I would recommend the below Employee/Salary Schedule to be our target:

<b>Job Title</b>	<b>Salary Range</b>
Airport Manager	\$80,000 - \$115,000
Supervisor of Airport Operations and Maintenance	\$70,000 - \$85,000
Airport Operations and Maintenance Tech	\$40,000 - \$55,000
Administrative Assistant	\$42,000 - \$57,000

Implementation of the above salary schedule is dependent on generating additional revenue. The airport is more profitable than it has been in the past and after review with the Airport Treasurer, the preliminary budget for FY 2023-2024 will allow for creating a new position for Supervisor of Airport Operations and Maintenance and to utilize a part time clerical assistance service.