

TRUCKEE TAHOE AIRPORT DISTRICT STANDARD PROCEDURE INSTRUCTION

SPI NUMBER: 111

Effective: March 22, 2012

SUBJECT: PEAK STAFFING

REFERENCE: Strategic Plan - Strategy Area 2: Standards of Service and Strategy Area 4: Communications and Community Outreach

PURPOSE: To establish objectives and set directives for staffing airport during peak operational, administrative, and maintenance periods.

I PEAK PERIODS DEFINED:

Operational Peak – Operational peaks are characterized by seasonal and weekly cycles. Aircraft operations seasonal peaks are typically Memorial Day to Labor Day which is considered the summer recreational season with mid-November to late April being considered the winter ski season. Weekly cycles begin Thursday afternoons with arrival traffic and stepping up on Friday. Sunday is typically the busiest day of the week followed by Monday as second busiest based on departure data.

Administrative Peak – Management and administrative staff experiences an administrative peak typically leading up to airport events, special meeting, and ACAT and Board of Director meetings. The third week of each month typically constitutes an administrative peak in preparation for Board of Director meetings. Finance and accounting personnel experience peak workload around fiscal deadlines; weekly check runs, monthly billing, financial reporting and the annual budget and audit process. Other airport events and special meetings periodically require special staffing to meet workload demand.

Maintenance Peak – Various airport maintenance tasks and functions require special peak staffing considerations. Maintenance peaks typically revolve around snow removal events, construction project management, and periodic special events. Regular and routine airport maintenance tasks such as crack filling, hangar maintenance, vector operations and other tasks necessitate the creation of work crews or teams of maintenance employees. These tasks create a maintenance peak staffing need that must be coordinated and scheduled.

II OBJECTIVES AND DIRECTIVES FOR PEAK STAFFING

OPERATIONAL PEAK

Staffing Objective: Assure Airport is appropriately staffed to provide safe, high-quality, and timely services to flight crews, transient pilots, airport tenants, and District constituents by doing the

following:

1. Assure staffing levels are appropriate to provide timely and responsive services to customers during peak operational periods.
2. Assure staff is certified and trained on District Noise Abatement Procedures, Fly Quiet Program, and processes for community reporting of annoyance comments.
3. Assure staff on hand can effectively communicate with crews and constituents regarding programs, procedures, and TTAD annoyance mitigation measures.
4. Assure staff is familiar with all VFR and IFR approach and departure procedures used by the flying public to access and depart TRK.

Implementation Directives: In order to assure staff meets peak operational staffing objectives the following directives will be implemented and maintained:

1. Senior Management and Operations Supervisors will assess on a weekly and monthly cycle upcoming operation peaks and seasonal cycles, holidays and other events that may impact the quality and level of services provided. Staffing levels and employee shifts will be adjusted to accommodate projected demand for services.
2. Management will certify key employees as trained to communicate programs, procedures, and TTAD annoyance mitigation measures with the appropriate style.
3. Management will create and maintain an Aviation Knowledge Certificate Program (SPI 112) for certified employees to provide knowledge and confidence to communicate procedures with flight crews, transient pilots, airport tenant, and the affected constituents that may call the airport with annoyance reports. This training program will include instruction on uses and limitations of Flight Tracking system, WASP system, and other technologies implemented by the District. Emphasis will be placed on how these technologies can be used in day to day operations to assist constituents and airport users and pilots.
4. Management will assure adequate senior management staff and/or certified employees are scheduled to work all defined peak operational periods. Emphasis will be placed on communicating NAP procedures to crews and to field all calls from concerned constituents with knowledgeable employees who can answer questions and provide information during regular business hours and expanded Holiday peak periods.
5. Staff will target key operational peaks (Labor Day, 4th of July, etc) for targeted ramp outreach efforts with transient pilots and flight crews.
6. Senior Management shall take an active role in supervising and leading by example all communication outreach efforts during peak operational periods.
7. Quarterly Operations and Comment Reports will highlight Peak Operational Staffing efforts, successes, failures, and goals for the coming seasonal peak and/or quarter year.

ADMINISTRATIVE PEAK

Staffing Objective: Assure proper planning and scheduling of senior staff is coordinated to cover peak administrative work load periods with due consideration of operational peak period staffing.

Implementation Directives: In order to assure staff meets peak administrative staffing objectives the following directives will be implemented and maintained:

1. The General Manager along with Senior Management will assess administrative work load

on a weekly and monthly basis with particular emphasis given to the Board of Director Meeting cycle, financial reporting cycles, special meetings, and special events.

2. All airport staff operate on a holiday bank time off schedule. It is not presumed that senior staff will be granted time off on District approved Holidays. Time off request for holidays and vacation time are considered on a case by case basis assuring senior staff coverage for administrative and operational peak periods.
3. Senior Staff shall meet regularly to coordinate administrative work load, track progress on specified projects and review agenda items for upcoming Board of Director meetings. To facilitate and assist this review and coordination, the General Manager shall keep a project tracking matrix and assure the Board of Director Rolling Agenda is current.

MAINTENANCE PEAK

Staffing Objective: Assure proper planning and scheduling of Operations and Maintenance personnel, Unicom staff, and senior management are coordinated to maintain and improve facilities and infrastructure in a cost effective manner. Maintenance Peak staffing needs to be carefully balanced with operational peak staffing so as one does not dilute the effectiveness and readiness of the other.

Implementation Directives: In order to assure staff meets peak maintenance staffing objectives the following directives will be implemented and maintained:

1. Operations and Maintenance Director will program airfield maintenance work utilizing capital facility plan maintenance schedules, work orders, and regular scheduled maintenance. Significant projects will be schedule to be completed mid-week when operational peaks are at a low.
2. Operations and Maintenance staff schedules will overlap on Wednesdays of each week providing the ability to create maintenance teams to preform critical airfield maintenance services.
3. Senior Management will continually evaluate hours of operations, work schedules and shifts, and operational efficiencies in order to maximize skill and abilities of OM staff.
4. Outsource where appropriate lower priority tasks that can be completed at reduced costs by private sector to maximize time and efficiency of maintenance staff. (Example: building cleaning, weed abatement, landscaping maintenance, etc.)

III UPDATES AND PERIOD REVIEW

Objectives and Directives established in this SPI are intended to serve as a guide to Airport Management as staff scheduling, hours of operations, and Airport services provided are considered and scheduled. This policy will be reviewed periodically for effectiveness and relevance to the needs expressed by District constituents, peak demand trends, industry changes, and economic trends.

Approved March 22, 2012

Kevin Smith, General Manager