

# Ketchikan Gateway Borough

## Department Of Transportation Services

**Memo to:** Airport Personnel

**CC:** Gary Paxton, Interim Manager; Clark Corbridge, HR Director; Airport Affairs Committee  
Chairman, Airport Tenants

**From:** David Allen (P)

**Date:** Wednesday, April 03, 2002

**Re:** Department Changes

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There are new and dynamic changes planned for the Borough and our Department. Generally these changes are made with the goal of ensuring a safe and secure operating environment in as efficient a manner as possible. Some of these changes are exciting - others are painful. I want to explain all of these changes so that everyone can understand where we are and where we are going. Unless otherwise indicated, all of these changes will occur on June 30, 2002.

**DEPARTMENT MISSION.** The Department will focus on our primary mission: the airport and supporting ferry system. The Transit Section will be transferred to the Public Works Department. Public Works' role in the Borough is expanding substantially, and this expansion will benefit us greatly. Public Works will be responsible for several functions at the airport, including projects, utilities, building maintenance, and rolling stock maintenance. This allows the Transportation Department to focus on its core functions: operations and compliance with federal safety and security requirements.

**TERMINAL OPERATIONS.** The new Transportation Security Administration (TSA) has assumed responsibility for airport and air carrier compliance with federal security requirements. One of their goals is to provide a higher level of law enforcement presence at the screening checkpoint. They initially accomplished this by tasking our Law Enforcement Personnel (LEP) to standby during screening operations. TSA next relieved our LEP of this task by assigning National Guard personnel to perform this function, with our LEP still nearby to respond when necessary.

The National Guard is pulling out of Ketchikan by April 20, 2002, with a nation-wide pullout by May 1. To maintain an armed presence during screening operations TSA is directing airports to once again position our LEP at the checkpoint. TSA requires a contract and will reimburse the Borough for this service.

TSA intends to put their own federal officers into these positions by November, 2002. When they do, the Department's requirement to provide a quick law enforcement response will no longer apply. That means the Department would no longer need fully-qualified LEP to comply with airport security requirements. TSA intends to hire their officers from the local area, and I have every expectation that our officers would qualify for such positions.

Other tasks currently being performed by our LEP in support of airport operations, such as SIDA badge processing and training, safety and security inspections, and wildlife dispersal, will have to be re-assigned. The Department established a temporary safety specialist position late last year to classify the temporary employees assigned to guard the gate and monitor traffic flow after 9/11. While creating the job descriptions we added many of these other LEP functions just in case TSA mandated the kind of change we are currently facing. We plan to examine our core functions and the tasks necessary to perform those

functions, then assign the tasks within the organization. The Department may hire additional personnel to perform these tasks.

**AIRPORT OPERATIONS.** We have examined our functions in support of FAA certification/safety compliance and made dramatic changes there as well.

First, we are reducing our permanent ARFF standby response team from two to one fully-qualified individual as authorized by FAA. The equipment is designed to provide proper initial response by one individual, and other emergency agencies already provide necessary back-up response. Under this new guideline we will maintain four ARFF qualified personnel to provide proper coverage. While ARFF standby will be their primary mission, other duties will be assigned that can be performed while on standby.

As I stated earlier, the role of Public Works has expanded. They are assuming responsibility for maintenance of all Borough-owned rolling stock. This action, combined with the reduction in ARFF requirements and the removal of Transit vehicles from the airport, made the Airport Mechanic I and II positions unnecessary and they are being eliminated. Public Works plans to establish one new Mechanic I position, which will be advertised in-house first.

The Department has established a new temporary job classification for a Maintenance Technician. The job description focuses on facility maintenance and snow removal support. These are temporary, seasonal positions. We plan to have two temporaries working routinely with a pool of qualified personnel available for additional support as needed. The Department may fill one or more regular positions under this job classification to ensure continuity and adequate coverage between seasons.

**FERRY OPERATIONS.** Additional goals for the ferry system are to provide appropriate systems maintenance and adequate maintenance support for routine duties such as scraping and painting. Again, we want to ensure we meet all goals as efficiently as possible.

To reduce costs, we will only be operating one ferry this season. This change is effective immediately. The Oral Freeman's capacity will allow for such action and still meet public demand. We cannot increase the number of crossings per hour, but we are working on ways to speed up processing at the toll booth to ensure all loads are full and on time.

To reduce haul-out costs and provide systems maintenance, the Department is currently negotiating a long-term contract with Alaska Ship and Drydock. The contract will fix prices at today's rates and include systems maintenance for little additional cost.

Ferry deckhand personnel can perform the remaining ferry maintenance work. The Department will be adding a part-time deckhand position to ensure adequate staff to maintain operations and do additional maintenance work. The addition of this position, plus the elimination of a second vessel during the summer, necessitates the elimination of four relief deckhand positions. Temporary deckhands will be used on an as-needed basis.

As you can see, there are a lot of changes happening all at once. Other improvements and projects are also in the works. In addition to the terminal and taxiway project, our long-term parking area is undergoing expansion and renovation this month. We will soon be installing a telephone auto-attendant system to direct calls and provide voicemail, and relocating the airport management offices into the cooler building after a substantial renovation.

Effective July 1, all our efforts are now focused on the airport to ensure we operate safely and efficiently. I believe we are meeting those goals, and I'm looking forward to these and other challenges inherent in such a dynamic operating environment.