

June 1, 2020



CPAD Staffing update

The CPAD board is seeking to increase staffing and/or assistance to the airport manager as well as funding for proper consultation to enable the district to apply for grants. This is to ensure the district properly staffs the airport for compliant and safe operations. It is also very important that the district can retain a highly qualified airport manager given the complexity of required inspections, compliance with the airport operational guidelines, and understanding eligibility for and completing grant applications. The district also needs to plan for upgrades to obsolete and aging airport systems.

It became apparent as the new Board attempted to continue airport operations from January 2019 that many of the duties identified in the CPAD Policy as the responsibility of the airport manager were not being kept up to date. This was not the fault of the manager, but the fact that the defined responsibilities exceed what one person can be expected to accomplish based on our combined previous work experience as managers. In addition to the extensive duties list, a position for a paid secretary reporting to the manager was also in the CPAD policy but was not filled, apparently for some years. The result was a manager attempting to keep up with an excessive list of duties with the result that things did not get done or were not done in a timely manner. This situation appears to be the standard for the airport since the mid 1990's and seems to be dependent on the availability and interest of volunteers to assist the manager in completing these duties. While volunteer work is very important for residents to be involved and it is welcome, it has proven that volunteers alone cannot be relied on to sustain normal operating procedures for a professionally run airport.

The current CPAD Board recognizes the issues with the current airport policy, especially the over reliance on one person to do all of these tasks and strongly recommends changes to this policy to improve the overall airport operation both internally and in the eyes of the various regulatory agencies and surrounding public. Additionally, Manager salary alone will not keep someone in that position or attract the right people, but a very obviously deficient salary is certainly a negative factor. Expecting a single person to successfully perform all of these duties without consistent support results in the deteriorating situation which we observed. Times have changed, it is no simple matter to properly operate an airport like Cameron Park which has unique challenges due to the residential through the fence access and basic siting of the airport now surrounded with development and with non-standard approaches.

Job Description-Cameron Park Airport District Manager as found in the approved CPAD Policy.

This job description indicates that the manager is sole responsible for a wide range of activities: essentially everything in the operation, maintenance and improvement of the airport.

Definition

The Airport District Manager plans, organizes and supervises all activities necessary to the efficient operation of the Cameron Park Airport District. The Manager carries out the policies of the CPAD Board and performs other related duties as required.

a. Specific Duties and Responsibilities

1. Attends CPAD Board meetings and provides the Board with regular oral and written reports. Written reports to include important events and actions since the previous regular Board meeting as well as recommendations for improvements of District facilities and procedures. Advises Board on District related matters.
2. Communicates Airport and District rules and regulations for Airport users and concerned citizens in and around the District.
3. Acts as Airport Liaison with the community within the confines of Board Policy.
4. Oversees inspection and maintenance of all Airport District facilities. Prepares and plans maintenance and repair projects requiring Board approval. Directs and coordinates the work of employees, contractors, and volunteers working on District projects. Makes small repairs utilizing petty cash procedures.
5. Supervises all other District employees and contractors with the exception of the auditor and attorney. Is responsible for hiring, firing, and performance ratings. Provides written job descriptions for these other positions.
6. Negotiates all contracts for Board's final approval. Properly administers those contracts approved by the Board.
7. Follows all Federal and State regulations and recommends necessary actions to comply with them.
8. Manages fee collections, including necessary notifications and legal collection actions for unpaid district fees.
9. Is responsible for the accounting and financial needs of the District in coordination with the District auditor. Pays bills of less than \$500 and prepares larger bills for submission to the Board for approval. Makes deposits. Monitors budget.
10. Plans, installs, repairs, and maintains District signs and Public notices
11. Manages CPAD aircraft tie down spaces, including rent collection and record keeping.

It was recognized at some point that a paid secretarial position was required.

Job Description of paid Secretary as found in the CPAD Policy

Definition

The Secretary performs a variety of tasks assuring the efficient and orderly recording of all Board Meetings, and prepares the minutes for each Board Meeting as well as performing such other duties as may be imposed by the Manager. **The Secretary is an employee of the District and reports to the District Manager.**

Specific Duties and/Responsibilities

1. Attends all CPAD Board Meetings and causes an electronic audio recording to be made of each meeting
2. These audio recordings shall be stored in the District Office for a period of not less than two years.
3. The Secretary shall prepare an accurate record in the form of minutes of each meeting which describe any board action taken during the meeting.
4. The Secretary shall prepare agendas as set by the Board President and District Manager.
5. The Secretary shall post all public notices and agendas as directed and/or as required by applicable laws, regulations, or rules.

As a result of the job description, specific tasks were developed to meet the requirements of this description.

- Airport Public relations

- 1) Cultivates community goodwill toward the airport
- 2) Maintains relations with district residents and other neighbors.
- 3) Maintains good relationships with authorities like FAA, Caltrans, and El Dorado County to ensure the district is in good standing with compliance and required inspections
- 4) Inform local agencies as needed of significant airport activities.
- 5) Represent the airport with various local and airport-oriented organizations. ACA, CSDA, etc....

- Administrative/Office tasks

- 1) Reports activities to and follows guidance from the CPAD board
- 2) Bring in mail every day and sort as follows
 - i. Payments in cash box/accounts receivable

- ii. Bills in bills to pay folder, assign proper account number
 - iii. Handle other mail as appropriate
 - iv. Deliver mail to tenants
- 3) In charge of staffing the office or be on site or performing airport duties during working hours.
- 4) Maintain annual look ahead schedule of upcoming inspections, required submissions, payments, etc.
- 5) At least twice a year perform backup training/orientation for all major airport operational areas.
- 6) Inform the Board of all upcoming inspections with enough time for designated person to accompany manager.
- 7) Transmit all incoming FAA, Caltrans or other regulatory correspondence to each Board member upon receipt.
- 8) Maintain all required postings and notifications
- 9) Check Transient tie-down fee boxes – Put payments in cash box.
- 10) Check transient aircraft – put fee envelopes on them
- 11) Stock tie-down boxes with fee envelopes
- 12) Stock and sell aircraft oil as a courtesy
- 13) Issue keys, residential gate clickers and automatic gate access cards IAW established CPAD policy. Obtain keys and gate access cards from those no longer authorized to access airport. Maintain log of keys and gate access cards issues IAW CPAD policy.
- 14) During working hours take phone calls, respond; take message off answering machine – call back as required.
- 15) Collect garbage from airport office near fuel shed, hanger bathroom, bag and place in garbage can
- 16) Take garbage can to street on garbage pickup day and return when emptied.
- 17) Ensure office is stocked with office supplies including paper, checks, printer cartridges etc.
- 18) Keep the Airport office clean and organized. Maintain files in an organized manner. Ensure procedures, operating manuals, emergency response binder and recent inspection reports are up to date, visible and can easily be found. Archive or recycle all out of date files IAW CPAD policy.
- 19) Keep secure list of all passwords readily available to *Board President* and designated person.
- 20) Maintain computer files in an organized manner with easily accessed backup of all data.
- 21) Archive or destroy all old files per CPAD policy.
- 22) Coordinates airport activities, contracts, and leases with tenants; assures compliance with leases.
- 23) Ensure compliance with all applicable regulations.
- 24) Coordinate and monitor any work within the airport boundary by contractor(s) or volunteer(s).
- 25) Prepare, maintain and ensure that all required inspections, reports and actions are completed in a timely manner. For example, hazardous material, Afford-A-Test, CEC, EPA, etc. Maintain airport operating certificate by passing all inspections.
- 26) Create and distribute Board meeting agenda and distribute meeting minutes. Maintain contact list. Other duties as assigned.

- **Accounting**

- 1) Maintains Accounts Payable and Accounts Receivable to provide accountant twice a month for deposits of checks and bookkeeping. Ensures income and invoices are assigned to the proper accounts.
- 2) Handles payments of invoices under \$1,000
- 3) Monitors budget and manages expenditures
- 4) Completes fuel accounting as detailed under Fuel system
- 5) Make deposits and perform other bank activities as needed.
- 6) Accept cash/check payment, issue receipts, place in cash box.
- 7) Update Hanger and Tie-Down Waiting Lists. Notify next on list when a space becomes available.
- 8) Daily accounting – paying bills, basic bookkeeping, etc....
- 9) Assist in Preparing budgets and financial data as required for board meetings, federal and state reporting requirements.

- **Maintenance**

- 1) Check airport environment daily – General Maintenance; lights, signs, PLASI, Gates, etc.... Record all deficiencies and advise the CPAD Board of significant maintenance or repair items that require Board action. Maintain deficiencies log and follow up until deficiencies are corrected.
- 2) Make minor repairs to equipment, for example; tie-down chains, fuel pump static lines, replace light bulbs, etc.
- 3) Check status of AWOS, verify correct operation. *Required Inspections, maintenance*
- 4) Check for any required cleaning around the airport that could cause flooding of hangers. For example, culverts blocked behind the big hangar. Record all deficiencies and advise the CPAD Board. Make corrective actions.
- 5) Check and clean restroom daily – restock supplies as needed.

- **Fuel system**

- 1) Dip fuel tanks, record meter readings, accomplish daily safety checks IAW (in accordance with) Epic fuel vendor checklist and training
- 2) Record fuel/meter readings on CPAD and EPIC Forms and on computer
- 3) Archives Daily Transaction Records received from Epic
- 4) Purchase Fuel as needed to maintain minimum levels
 - i. Monitor fuel prices and order fuel when price and fuel tank capacity would allow for low prices.
 - ii. Set appropriate price at the pumps
 - iii. Updates fuel price on aviation sites like AirNav

- 5) Complete monthly fuel accounting and reconciliation between Fuelmaster, EPIC credit card account statement and EPIC fuel delivery invoices, and US Bank processing center
 - i. Download EPIC product sales including sales and fees charged
 - ii. Download Fuelmaster transactions including which hose/dispenser was used
- 6) Provide monthly fuel accounting, which included tenant payments using credit cards, to the accountant
- 7) Update fuel purchase and sales statistics to ensure annual UST fees can be computed.
 - i. Ensure fuel sale trends can be monitored
- 8) Ensure office is stocked with Fuelmaster receipt paper

- **Safety/Security**

- 1) Emergencies: Ramp check for missing aircraft, ELT going off, etc. Contact appropriate people per IAW emergency response – keep the Board President apprised of situation/outcome. Request assistance if necessary.
- 2) Coordinate with Fire and Police departments on state and county emergency planning
- 3) Be responsive during non-office hours to airport emergencies. If may or will not be available, arrange for a designated person as backup.
- 4) Initiate Notice to Airmen or other advisories and cancel as appropriate.
- 5) Monitors fuel safety alarms and hangar alarms in cooperation with Sac Valley Alarm monitoring
- 6) Monitor airport for unauthorized persons or vehicles on the airport operating area, to the best of ability, note who, when and where and advise those responsible of the issue and consequences per CPAD policy.

- **Mowing**

- 1) Ensures mowing and weed mitigation is done in a timely manner. Airport to be weed and brush free within airport boundary fences.
- 2) Ensures compliance with Cameron Park fire department and CalFire requirements

Challenges:

Having the proper equipment to do the mowing significantly affects the time required for the mowing and weed mitigation. Whether pulling a mower behind a golf cart or using a full-size tractor with heavy duty mowing equipment makes a big difference. The terrain with ditches and hills also makes the task more challenging. The district has been very fortunate to have a mower donated but it still is a solid 3 day plus task for mowing, weed trimming, and brush clearing.

- **Obstruction mitigation**

- 1) Survey penetrations of Part 77 surfaces at least twice a year, update spreadsheet, and report to the CPAD Board.
- 2) Responds to communications from FAA and Caltrans regarding obstructions and notifies the Board immediately

Airport Projects

TBD

- 1) Assist in preparation of Airport Layout Plan, track progress.
- 2) Assist in Preparing proposals for federal and state funded project to improve or maintain the airport infrastructure.
- 3) Manage and monitor competitive bids when required for all airport activities, and reports status at Board meetings.

Residential Streets

TBD

Assessment Districts

- 1) Manage communication with Assessment District bond management company NBS
- 2) Manage payoffs by residents and initiates corresponding bond calls
- 3) Ensures CPAD receives an annual \$1,500 in administration fees from the assessment district