



3374 Mira Loma Drive, Cameron Park, CA 95682 — 530-676-8316 — manager@cameronparkairport.com

December 12, 2017

Honorable Suzanne N Kingsbury
Presiding Judge of the El Dorado County Superior Court
1354 Johnson Blvd
Suite 2
South Lake Tahoe, CA 96150

Judge Kingsbury,

Enclosed please find the Airport Manager's response to the findings and recommendations contained in the El Dorado County Grand Jury's report, GJ 2016-011.

It is hoped the responses are thorough and address the findings and recommendations and satisfies the Court.

Sincerely,

Gary Millsaps, Airport Manager
Cameron Park Airport District

12/23/17



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This report is submitted as the Cameron Park Airport Manager's response to the Findings and Recommendations reported by the El Dorado County Grand Jury's Report on the Cameron Park Airport District, Case No. GJ 2016-011.

Each Finding and Recommendation addressing like information will be co-jointly addressed.

As to Finding F1:

The Cameron Park Airport District continues to remain solvent—not due to Federal monies—but due to ongoing efforts to reduce costs of operations, efficient use of enterprise-driven revenues and careful budget management. To date, the District has decreased its basic services costs (electrical service, phone service, etc.) by approximately one-third. This has been accomplished by replacing outdated equipment with more energy efficient devices; taking advantage of pricing programs offered by the service companies; ensuring the services meet the needs of the operation with no un-needed services added on; and continually evaluating alternative programs offered by service vendors that could prove more cost-effective to the District. The District is also planning to increase the current Special Tax levied on each parcel within the District soon. The District is also carefully increasing the Hangar and Tie-down rental rates as they had gone unchanged for too many years.

Federal grant monies, known as the Airport Improvement Program (AIP), are derived from the Federal Aviation Fuel Tax dollars paid on every gallon of avgas and jet fuel sold in the US. These grant funds are made available via a competitive process and are mandated for major capital improvements, not day-to-day operations funding.

As to Finding F2 & Recommendation R1:

While it is true the lack of a current Airport Master Plan does hinder the District's ability to obtain Federal grant monies, developing such a plan is a complex task. In general, it is accomplished through several task blocks including: developing an FAA approved Airport Layout Plan (in progress); an inventory of the current facility; a full financial accounting of its current state; analysis of the land space and its potential for future use; an analysis of the current value the facility has for the community it serves; regional socioeconomic characteristics; forecasts of aeronautical activities; etc.

Once the data gathering and analysis is complete, several community outreach meetings are scheduled to take the case to the people and obtain feedback from not only the District residents but the regional population as a whole.

Draft copies of the plan are then generated and circulated for comment; after which the finalized report is submitted to the FAA Regional office for acceptance.

As shown, this task cannot be completed within a six-month time frame and the District begs the Court's indulgence that it be given more time to complete the Airport Master Plan.

As to Finding F3 and Recommendations R2 & R3:

The District will indeed need to find a replacement for the current Manager sometime in the future. As with most airports, this is usually accomplished through a job advertising and recruitment process followed by careful vetting of the candidates. This is an accepted practice nationwide and serves the industry well. One of the focuses of the current Manager is thoroughly documenting a comprehensive set of policies and procedures so whenever a new manager is brought on-board, there is continuity of processes in place.

If the Cameron Park Airport was a larger facility, adding an Assistant Manager would be prudent; however, the day-to-day workload does not warrant such action and would prove to be a further burden on the budget of the District. Using intern help is also questionable as the periods and times the intern would be available might be limited, rendering them unable to respond to significant events, be responsive to the user-base and able to answer the hard questions. Managing even a small GA airport involves many disciplines, which could be taught, by the time such intern training was completed, the interns term-of-service will likely have expired.

As to Finding F5, F6 & F7 and Recommendations R5, R6 & R8:

The District is developing a website which will be online in December 2017. It has taken some time to ensure the site meets all the requirements of statutory code for such websites. With the completion of this task, the Board Meeting Agendas, Minutes, Resolutions and other governance documents will be available online. All this information is currently available by request via email, phone or written request and is maintained in the Airport Manager's office. Currently, the Board Meeting Agendas and Minutes are emailed to the residents more than 72 hours prior to any meetings scheduled and the agendas are posted on three publicly accessible bulletin boards posted around the District. The District is still evaluating the need and effort to maintain a "social media" presence as it has an active email list that reaches 98% of the District's residents and is used very frequently by the management, Board members and the residents themselves.

As to Finding F8 and Recommendation R4:

In meeting and communicating with the residents, the Airport Manager regularly encourages them to attend the Board Meetings and get involved with the governance of their District and regularly shares the email information received from the El Dorado County Elections Office.

As to Recommendation R7:

The Airport Manager has studied several of the excellent online resources for governing bodies to remain compliant with the Brown Act. The Manager has also taken an online four-part examination produced by California Special Districts Association, scoring a 98% on the examination.

I sincerely hope these responses prove useful and fulfill the expectations of the El Dorado County Grand Jury and Superior Court members.



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DATE: December 15, 2017

TO: The Honorable Suzanne N. Kingsbury, Presiding Judge of the El Dorado County Superior Court

FROM: Guy R. Hooper, President, Cameron Park Airport District Board of Directors

This report is submitted as the Cameron Park Airport District Board of Directors' response to the Findings and Recommendations reported by the El Dorado County Grand Jury's Report on the Cameron Park Airport District, Case No. GJ 2016-011.

Each Finding and related Recommendations are addressed in a single paragraph where possible.

Finding 1: We have no disagreement with the basic finding, but the term "highly susceptible" is probably overdone. The district is "susceptible" to outside economic trends, but it should be noted that the district was able to rebuild its finances in the aftermath of the economic recession that began in 2007 and continued for some years. Cameron Park Airport District (CPAD) is currently solvent and has a consistent budget surplus that is used to defray not only operating expenses but to fund capital improvement projects such as street and airport maintenance. However, external events or changed circumstances that impact general aviation operational tempo could impact CPAD's financial situation negatively. CPAD has options to increase taxes and has certain assets that could forestall insolvency.

Finding 2 and Recommendation 1: CPAD is pursuing completion of its Airport Master Plan (AMP) in order to compete for federal level capital improvement grants. The AMP is a complex engineering document that ordinarily costs over \$100,000 to properly complete. CPAD's Airport Manager, however, has extensive planning experience having been part of the Denver International AMP project. Consequently, CPAD is doing most of the AMP writing in-house. Due to the detailed nature of creating the AMP, it is not possible to complete the AMP within 6 months. The process is likely to take in excess of a year.

Finding 3 and Recommendations 2 & 3: CPAD has considerable community expertise in operating the airport during periods when the Airport Manager position is unfilled. The typical hiring cycle to bring a new manager on board is on the order of one month. If such a situation were to occur where the airport was left without an Airport Manager, CPAD would solicit temporary contractor support from agencies that have qualified personnel for hire. Additionally, there are people within the district who have volunteered in the past and would volunteer again in the future to serve as a temporary fill-in for the position. The District has directed the current Airport Manager to find an "Assistant" who would gain experience during those periods where the Airport Manager is absent for leave, vacation, illness or other circumstances. Once this position is filled, our first option (if the Airport Manager position were to be unfilled) would be to bring in the Assistant Airport Manager until a new hire could be found.

Finding 4: The Board concurs that the current Airport Manager is superbly qualified and has brought a level of professionalism to the airport operations that has not previously existed.

Finding 5 and Recommendation 8: The Board concurs with the recommendation to enhance its website and has done so with the new website going "live" in December 2017.

Finding 6 & Recommendation 7: This finding is cured with the new website which publishes board agendas. Previously, the district posted Agendas in two places with the appropriate lead time required by the Brown Act. The Board of Directors have all received Brown Act training as provided by the County of El Dorado Hills in the past 6 months and this training is documented at the county.

Finding 7: This finding is cured with the new website which has links to agenda documents.

Finding 8: The district is composed of 125 "parcels" with approximately 100 residences and 25 undeveloped parcels. In an unknown number of cases, the residences are owned by out-of-state residents who are not eligible to serve on the CPAD Board of Directors. The current board has had no trouble filling 2 recent vacancies and there has been no period in the past 10 years where there were not a full board of 5 elected members. Notwithstanding the small number of potential and interested candidates, CPAD remains strongly connected with the community and does not anticipate a problem recruiting future board members. However, this does not distract from the finding which emphasizes that new ideas come from new board members, and that the community at large needs to remain engaged with its local government. The Board of Directors does not concur that perceived community lack of interest reaches a level where the future of the district is uncertain.

Recommendation 4: The board consistently reaches out to new residents to make them aware of how the board operates and make it clear that new members on the board are welcome. In the past 6 months, 3 new families have moved into the district and each family has attended the regular and/or special meetings of the district.

Recommendation 5 & 6: We want to evaluate the effectiveness of the website before tasking our Airport Manager to create a social media presence or write a newsletter.

We believe that this document responds fully to the Grand Jury request for responses. We are available for follow-up if required through the District Office at 530-676-8316.

Sincerely,



Guy R. Hooper
President, Board of Directors
Cameron Park Airport District
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Cameron Park, CA 95682