



CITY OF EL PASO DE ROBLES
"The Pass of the Oaks"
Airport Commission Regular Meeting Agenda

Thursday, October 24, 2024, 6:30 PM

Paso Robles Municipal Airport

4900 Wing Way

Paso Robles, CA 93446

Any writing or document pertaining to an open session item on this agenda which is distributed to a majority of the Airport Commission after the posting of this agenda will be available for public inspection at the time the subject writing or document is distributed.

AMERICANS WITH DISABILITIES ACT Any individual, who because of a disability needs special assistance to attend or participate in this meeting, may request assistance by contacting the City Clerk's Office (805) 237-3960. Whenever possible, requests should be made four (4) working days in advance of the meeting.

Pages

A. CALL TO ORDER

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

Commissioners Ben Andros, Phoebe Brown, William Britton, Marc Dart, Tony Gaspar, Sarah Gipple, and Chairman Eric Cook

D. STAFF INTRODUCTIONS

E. GENERAL PUBLIC COMMENTS

This is the time the public may address the Commission on items within the Commission's purview but not scheduled on the agenda. Each individual speaker will be limited to a presentation total of three (3) minutes per item. Those persons wishing to speak on any item scheduled on the agenda will be given an opportunity to do so at the time that item is being considered. State law does not allow the Commission to discuss or take action on issues not on the agenda, except that members of the Commission or staff may briefly respond to statements made or questions posed by persons exercising their public testimony rights (Gov. Code sec. 54954.2).

F. AGENDA ITEMS TO BE DEFERRED

G. PRESENTATIONS

1. New Airport Operating Permit Standard Form

Mark Scandalis, Airport Manager

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H. CONSENT CALENDAR

ITEMS ON THE CONSENT CALENDAR ARE CONSIDERED ROUTINE, NOT REQUIRING SEPARATE DISCUSSION. However, if discussion is wanted by a member of the Commission or public the item may be removed from the Consent Calendar and considered separately. Commissioners and members of the public may offer comments

or ask questions of clarification without removing an item from the Calendar.

- 1. **Approval of 8.22.24 Minutes** 7 - 8
- I. **DISCUSSION ITEMS**
- 1. **Airport Physical Security Assessment** 9 - 17
 - Mark Scandalis, Airport Manager
 - Recommendation:** Form an Ad Hoc Committee of the Airport Commission to review the full Physical Security Assessment and prioritize the report's recommendations.
- J. **COMMISSION BUSINESS AND SUB COMMITTEE/AD HOC REPORTS**

This is an opportunity for Commissions to report on recent efforts either individually or for their respective committees.
- K. **PUBLIC WORKS DIRECTOR UPDATES**

Freda Berman, Public Works Director
- L. **AIRPORT MANAGER UPDATE**

Mark Scandalis, Airport Manager
- M. **CITY COUNCIL LIASON UPDATE**
- N. **ADJOURNMENT**

Next Regular Meeting: 6:30 PM on December 5, 2024, at the Airport Terminal, 4900 Wing Way.



PASO ROBLES
CALIFORNIA

City of Paso Robles
1000 Spring Street
Paso Robles, California 93446
805.237.3877

Commercial Operator Permit

Paso Robles Municipal Airport

City of El Paso De Robles



Commercial operators desiring to conduct business activities at Paso Robles Municipal Airport (Airport) are required to procure a Commercial Operator Permit (COP) from the City of El Paso De Robles (City). This requirement applies to aeronautical businesses and non-aeronautical businesses whether leasing land and/or improvements at the Airport or operating as a non-based operator (e.g. non-based aircraft mechanic, flight instructor, mobile aircraft washer, etc.). A COP must be procured prior to conducting business activity. At the City’s sole discretion, the City may require a commercial operator to enter into a written agreement to conduct proposed business activities.

Please complete the following application and submit it to the Airport Manager for approval.

Commercial Operator Permittee:

Legal name: _____

Business or trade name (if different): _____

Primary office (and contact information):

Name: _____

Title: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: (____) ____ - _____ Facsimile: (____) ____ - _____

Email Address: _____

On-Airport Address (if different):

Address: _____

Type of Permittee:

- Lessee
- Sublessee
- Non-Based Operator
- Temporary

Activity Authorized (check all that apply):

- Fixed Base Operator
- Aircraft Maintenance and Repair
- Avionics/Instruments Maintenance and Repair
- Aircraft Management
- Other Commercial Aeronautical Activity
(describe activity*) _____
- Non-Aeronautical Commercial Activity
(describe activity*) _____
- Aircraft Rental
- Flight Training
- Aircraft Sales
- Aircraft Charter

*Please attach additional sheet(s) if necessary.

Refer to the current Minimum Standards for Paso Robles Municipal Airport adopted by the City for further information on standards required for each type of commercial aeronautical activity listed above.



Time Period Authorized (check one/complete):

- Permit valid from ___ / ___ / _____ (start date) to ___ / ___ / _____ (end date).
- Permit valid for one month from the date of approval.
- Permit valid for one year from the date of approval.

Location(s) on Airport: Permittee shall conduct approved commercial activity at a location(s) designated in its agreement with the City (Agreement) or at area(s) described in the attached Exhibit A.

Permittee agrees to the following:

- **BUSINESS LICENSE:** Permittee shall secure and maintain in full force a current Business License authorized and issued by the City of El Paso De Robles.
- **FEE PAYMENT:** Permittee agrees to pay all applicable rents, fees, and other charges when due and payable without offset of any kind whatsoever. Permittee also agrees to pay any late fees, interest, penalties, and related charges.
- **PERMIT LIMITATIONS:** Permittee shall not sell, assign, transfer, or hypothecate this COP, in whole or in part, without the prior written consent of the City. Permittee is limited to engaging in approved commercial activity at location(s) designated and only for the duration specified in this COP.
- **INFORMATION CHANGES:** Permittee shall notify the City in writing within 21 calendar days of any change to the information contained in Permittee’s COP application and/or Agreement.
- **INSURANCE:** Permittee shall procure, maintain, and pay, at Permittee’s sole cost and expense, all insurance premiums throughout the term of this COP at coverages and limits as required by the City, and as may be amended from time to time.
- **INDEMNIFICATION:** Permittee shall indemnify the City and its representatives, officers, officials, employees, agents, and volunteers pursuant to the City’s Minimum Standards, Rules and Regulations or as specified in an Agreement.
- **COMPLIANCE WITH LEGAL REQUIREMENTS:** Permittee shall comply with all applicable laws, ordinances, codes, and regulations of the federal, state and local governments, including but not limited to, the City’s Minimum Standards, Rules and Regulations and Federal Aviation Administration Grant Assurances (“Legal Requirements”) in the performance of their rights, duties, and obligations under this COP.

If, at any time, the Permittee does not comply with the terms and conditions of this COP or Agreement, this COP shall be invalid (null and void) and terminated. Permittee’s obligations shall survive termination until all rents, fees, and other charges (such as late fees, interest, penalties, etc.) are paid in full and any other liabilities are resolved to the satisfaction of the City, or as otherwise specified in an Agreement. The undersigned representative of the Permittee certifies that he/she is authorized to sign for (on behalf of) the Permittee and agrees to abide by all terms and conditions under which this COP is being granted.

Agreed and accepted (Permittee):

Signature

Name: _____ Title: _____ Date: ___ / ___ / _____



Approved (City):

Signature

Name: _____ Title: _____ Date: ___ / ___ / _____

***** City Administration Use Only *****

Documents provided to the Permittee:

- Minimum Standards
- Rules and Regulations
- Other: _____

Copies of documents provided by Permittee (attached):

- Lease/Sublease Agreement
- Certificates of Insurance
- Business License
- FAA Certificates
- Other: _____

Exhibit A – Description of Commercial Activity Location

Provide a description detailing the location of where the contemplated commercial operation is to take place including address, site plan, and access route (if applicable).



CITY OF EL PASO DE ROBLES

"The Pass of the Oaks"

Paso Robles Airport Commission Minutes

August 22, 2024, 6:30 PM
Paso Robles Municipal Airport
4900 Wing Way
Paso Robles, CA 93446

A. **CALL TO ORDER**

The meeting was called to order at 6:30 PM

B. **PLEDGE OF ALLEGIANCE**

C. **ROLL CALL**

Present Commissioners: Ben Andros, Phoebe Brown, Marc Dart, Tony Gaspar, Sarah Gipple

Excused Absences: William Britton and Chairman Eric Cook

D. **STAFF INTRODUCTIONS**

E. **GENERAL PUBLIC COMMENTS**

Public comment was made by Glen Johnson and Elliot Cannon

F. **AGENDA ITEMS TO BEDEFERRED**

G. **PRESENTATIONS**

1. **USAF Combat Control Team**

A presentation was given by MSgt Kane, the commission and public asked questions of the presenter.

2. **Airport Land Use Plan Amendment**

A presentation was given by Kory Lewis and Mark Scandalis. The commission and public asked questions of the presenters.

H. **CONSENT CALENDAR**

A motion by Ben Andros seconded by Marc Dart was made to accept the consent calendar. The motion passed 5-0.

1. Recommendation of new Airport Operations Permit – C Aero Services Inc.

I. DISCUSSION ITEMS

none

J. COMMISSION BUSINESS AND SUB COMMITTEE/AD HOC REPORTS

The marketing subcommittee gave an update on their recent efforts on airport signage

K. PUBLIC WORKS DIRECTOR UPDATES

L. AIRPORT MANAGER UPDATE

M. CITY COUNCIL LIASON UPDATE

Steve Gregory gave an update

N. ADJOURNMENT

A motion by Marc Dart seconded by Phoebe Brown was made to Adjourn the meeting at 7:29PM. The motion passed 5-0

THESE MINUTES ARE NOT OFFICIAL OR A PERMANENT PART OF THE RECORDS UNTIL APPROVED
BY THE CITY COUNCIL AT A FUTURE REGULAR MEETING



Airport Commission Agenda Report

From: Mark Scandalis, Airport Manager
Subject: Airport Physical Security Assessment
Date: October 24, 2024

Facts

1. The Paso Robles Airport has been owned and operated by the City of Paso Robles since 1973. Over this time the complexity of the Airport has noticeably grown.
2. In 2023 in order to assess how to best operate the Airport in accordance with industry best practices and current rules and regulations, staff completed an Airport Assessment with the help of Aviation Management Consulting Group (AMCG).
3. The AMCG report was reviewed by a subcommittee of the Airport commission, the full Airport commission, and the findings were ultimately adopted by the City Council.
4. One major of the area of focus of the Airport Assessment was to address security at the Paso Robles Airport.
5. Following adoption of the Airport Assessment by City Council, staff contracted with a nationally known security consultant, Lowery and Associates Security Consulting LLC. to perform a physical Security Assessment of the Airport.
6. Lowery and Associates spent two days surveying the Paso Robles Airport and conducted interviews with Airport staff, and stakeholders, and tenants.
7. Following the onside assessment and interviews common areas of concern included:
 - a. Uncontrolled access to the Aircraft Operating Area
 - b. Outdated or inoperable vehicle and pedestrian gates
 - c. No dedicated management and oversight of the security function at the site
 - d. No established security policies, procedures and emergency response
 - e. Lack of formal security education, awareness, and training for employees and tenants
 - f. Little to no security presence at the Airport to deter or respond to security incidents
8. In addition to the areas of concern identified in the interviews, Lowery Associates detailed 146 individual recommendations that if completed would help with the security and safe operation of the Airport.

Options

In list form, name and provide a brief description of the primary options, including:

1. Take no action;
2. Form an Ad Hoc Committee of the Airport Commission to review the Airport Physical Security Assessment in its entirety, prioritize the recommendations of the report, and bring back recommendations to the full Airport Commission; o
3. Provide alternative direction to staff.

Analysis and Conclusions

The Physical Security Assessment conducted by Lowery and Associates provides an in-depth report of the vulnerabilities and weaknesses at the Paso Robles Airport. For security reasons the full report is not being made available to the general public at this time, attached to this staff report is the executive summary of the Security Assessment for the public's review. Contained in the report are 146 individual recommendations, that if completed would help to improve security at the site and bring Paso Robles Airport up to date with current FAA guidance for General Aviation Airports. Generally, the areas of concern can be broken down into four categories:

- Uncontrolled access to the Aircraft Operating Area
- Lack of Executive Security Leadership
- Outdated Site Security Systems
- Outdated/lack of Security Policies and Procedures

Due to the amount and scope of the consultant's recommendations, prioritization is important to ensure a meaningful impact can be made towards the betterment of security at the Airport while maintaining fiscal responsibility of the Airport Enterprise Fund.

Fiscal Impact

No fiscal impact at this time. Following review by the Airport Commission Subcommittee it is expected the prioritized recommendations will have costs associated and at that time cost estimates will be provided for review.

Recommendation

(Option 2)

Form an Ad Hoc Committee of the Airport Commission to review the full Physical Security Assessment and prioritize the report's recommendations.

Attachments

1. Airport Physical Security Assessment Executive Summary



Prepared By:



LOWERY & ASSOCIATES
SECURITY CONSULTING, LLC.

2140 Hall Johnson Rd, Suite 102-122,
Grapevine, Texas 76051
License: C19160

Paso Robles Municipal Airport Physical Security Assessment Report May 20, 2024

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The following appendices are included as separate documents, but are a part of this assessment report:

Appendix 1 – Security Perimeter Map 1 (Airport AOA Boundary)

Appendix 2 – Security Perimeter Map 2 (West Side AOA Boundary)

Appendix 3 – Security Perimeter Map 3 (South Side AOA Boundary)

Appendix 4 – Paso Robles Airport Security Recommendation Prioritization List

INTRODUCTION

Lowery and Associates Security Consulting, LLC was retained by the City of Paso Robles (COPR) to conduct a physical security assessment (PSA) of its Municipal Airport location in Paso Robles, California. The PSA provides an independent evaluation and analysis of existing risks, threats, vulnerabilities, and offers recommendations for specific security countermeasures and improvements. Goals for this project included:

- Create and provide a standardized set of “Tools” for performing Physical Security Assessments to provide for consistency in the inspection and evaluation of COPR facilities;
- Provide experienced and trained security and law enforcement experts to perform the physical security assessment and prepare the deliverables for this project;
- Establish a threat assessment methodology for COPR that will identify internal and external threats, identify critical assets, analyze vulnerabilities, assess and rank the level of security threat and risk for the COPR location;
- Perform an on-site, comprehensive assessment of the COPR facility with assessment team members to document existing conditions and operations and identify improvements needed to achieve or surpass industry best practices;
- Conduct independent security technology assessments for each location to document existing security systems & equipment, and their use, as well as power and communication infrastructure available to support such systems;
- Conduct a preliminary review of existing technology and infrastructure to support potential security systems for each location, including availability, capacity and layout of network communication and power infrastructure available to support such systems; and
- Prepare a comprehensive assessment report that includes findings and prioritized recommendations with budget estimates for the location.

This PSA included the assessment, evaluation and formulation of recommendations related to the administrative, physical technology and operational security for the property. The assessment report describes findings and observations and includes prioritized recommendations that are easy to understand and are actionable. The following subject areas were reviewed during the assessment and have been addressed in the report:

General Site/Building Security

The physical security elements of the site and building were assessed. Specifically, the following areas were reviewed and assessed:

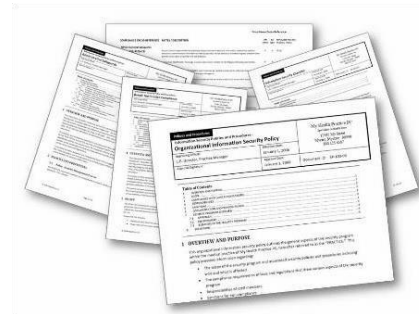
- Site Perimeter
- Building Exteriors
- Building Interiors
- Facility Parking
- Facility Lighting
- Facility Signage
- Historical Security Incidents & Activity



Administrative Security

The development, management, administration, and maintenance of the facility’s overall security program was reviewed and evaluated. This portion of the assessment was focused on management roles, responsibilities for security and the development and implementation of security policies, plans, and procedures. Specifically, the following areas were reviewed and assessed:

- Security Roles & Responsibilities
- Security Funding & Support
- Security Policies, Programs & Procedures
- Employment Termination Practices
- Employee Pre-Employment Screening
- Security Education & Awareness
- Security Information / Incident Reporting
- Information Protection Practices



Security Technology & Controls

Team members reviewed current system operations and evaluated how existing security equipment is being used to address current security program requirements, including noting the lack of such systems. Physical security systems and controls evaluated included:

- Vehicle Access, Traffic and Parking Control
- Employee, Customer, Contractor, and Vendor Access
- Access Control & Badge/Identification Systems
- Video Surveillance and Recording Systems
- Intrusion Detection & Hold-up/Burglar Alarm Systems
- Security Communications Systems
- Internal Property/Product Controls
- Shipping, Receiving & Storage Operations
- Lock and Key Control
- Physical Access to Computer Network Resources
- Protection of Building Utilities & Air Intakes
- Security technology vendor services & preventative maintenance



Physical Security Operations

The operations, or the need thereof, of security officer staff was reviewed and evaluated. Specifically, the following areas were reviewed and assessed:

- Security Staffing and Operations
- Security Staff Scheduling and Task Assignment
- Security Staff Training
- Security Post Instructions & Documents
- Security Uniforms and Equipment



EXECUTIVE SUMMARY

In March 2024, the City of Paso Robles (COPR) engaged Lowery and Associates Security Consulting, LLC to conduct an assessment of the existing state of physical security, security systems, and security operations provided and operated at the City's Municipal Airport located in Paso Robles, CA. The outcome of this physical security assessment has resulted in identifying and defining specific improvements to site physical security elements, as well as improvements in administrative and operational security practices.

During the assessment, six (6) separate interviews were conducted with city staff, airport tenants and stakeholders for the site. These interviews revealed some common concerns, including:

- Many areas allowing uncontrolled access to the AOA;
- Outdated and inoperable vehicle and pedestrian gates, as well as locks;
- No dedicated management and oversight over the security function at the site;
- No established security policies, procedures, emergency response plans or guidance;
- Lack of formal security education, awareness and training for employees and tenants; and
- Little to no security presence at the airport to deter or respond to security incidents

During the assessment, these areas of concern were assessed, along with numerous other topics, and recommendations were formulated, when warranted, to enhance and improve the safety and security of these prioritized areas of concern.

The findings of the Consultant Team revealed that security for the airport has been managed largely as an ad hoc or adjunct responsibility of the Airport Manager. An organized security program, with dedicated security leadership and direction, has not been instituted and maintained at the airport. There is a significant lack of barriers and controls to limit unauthorized access to the air operations area (AOA). In addition, the airport has not been equipped with electronic access control or video surveillance systems, which are included in FAA guidelines for general aviation (GA) airports and are standard best practices today for similar environments. It was apparent during the assessment that some security improvements are needed to address current risks and to comply with FAA guidelines and industry standards and best practices. The recommendations detailed within this report reflect improvements that can enhance the current security program for the airport.

In total, one-hundred-forty-six (146) recommendations have been made for specific security improvements. Recommendations have been prioritized into three (3) categories (Critical, Important, and Desirable) to assist the City to prioritize, plan and budget for specific security improvements. Some of the most serious findings and recommendations generated from the assessment are detailed below:

- **Uncontrolled AOA Access:** Significant portions of the airport have little or no fencing or barriers to prevent unauthorized access to the airport property and directly to the AOA. In many areas of the airport, any delineation between landside and airside is not clear and no boundary exists to separate these operating areas. Much of the AOA boundary is under the control of various airport tenants, with many commercial tenants operating non-air operations within the AOA. Where fencing, vehicle gates, and pedestrian gates have been installed to limit access to the AOA, these elements fall short of FAA guidelines and best practices or are currently inoperable or unsecured. With a few exception areas, most of the fencing around the perimeter of the airport does not meet FAA guidelines and would not deter or prevent unauthorized access to the airport.

Recommendation: We have made numerous recommendations for specific fence and gate improvements to establish control of the AOA and airport perimeter. As part of this assessment report, we have included “Security Perimeter Map” exhibits that illustrate recommendations for separating landside from airside operations in accordance with FAA guidelines and where to establish vehicle gate controls and pedestrian gate controls to limit unauthorized access to the AOA. These recommendations will actually lower the overall number of automated vehicle gate entrances, while improving the AOA boundary delineation between landside and airside operations. This effort will have the added benefit of positioning existing non-aeronautical, commercial tenant businesses, like the Treana Winery and Greater California Financial facilities, outside of the airside AOA.

- **Executive Security Leadership:** There is no physical security management presence employed at the airport, or available to assist with security planning, preparedness, and response. No single senior management position has been designated as the responsible officer for security at the airport and all security matters must be absorbed by the current Airport Manager or by the Paso Robles Police Department. The lack of clear ownership of the physical security function could lead to a lack of appropriate focus and attention to security needs and issues, as well as a lack of clarity for City leadership during security, emergency, and crisis events.

Recommendation: We recommend firmly establishing the role and responsibility for oversight and management of security within the Airport Manager’s job description and provide resources for security subject matter expertise, guidance, and education. When the Assistant Airport Manager/Airport Operations Manager role is filled at the airport, make this position the leader for managing the site’s day-to-day physical security program and be responsible for administrative, physical, and operational security implementation and management, under the supervision of the Airport Manager. This individual should have, or endeavor to develop, executive physical security management experience and training. It would be expected that this individual would be the primary liaison with the police department and would engage with other City department heads and officials to carry out operational, administrative and physical security initiatives and programs.

- **Site Security Systems:** The Paso Robles Airport is not equipped with any usable security systems to control and document access to the AOA or to the terminal building after business hours, to provide recorded surveillance, or to trigger monitored alarms for break-ins or other unwanted activity. The lack of access controls and video surveillance for the airport falls significantly short of FAA guidelines and best practices for GA airports and is a major vulnerability for the City of Paso Robles.

Recommendation: We have included recommendations for the installation of modern electronic access control, alarm, and video surveillance systems throughout the airport terminal area and around the AOA boundary, especially the active airside areas on the west and south sides of the airport. In total we have recommended the installation of new electronic access controls for (12) automatic vehicle gates, (8) pedestrian gates, (6) terminal buildings doors, and (26) video surveillance cameras. In addition to the ability to manage and monitor these systems in the airport manager’s office area, we have recommended that these systems include the ability to be remotely monitored by Paso Robles Police Dispatchers located in the Public Safety Center after hours.

- **Security Policies and Procedures:** A comprehensive airport security plan, with specific security policies and security operating procedures has not been developed to establish the authority, responsibility and specific procedures and instructions for implementing and managing the facility’s overall security program. The lack of an airport master security plan falls short of FAA guidelines for GA airports.

Recommendation: We recommend engaging subject matter expertise and resources to develop a comprehensive airport master security plan for the facility, to include detailed security policies, operating

procedures and instructions. This set of documents shall serve to provide the guidance and direction necessary to properly implement and manage a sound security program for the airport. We also recommend developing detailed response plans for each type of foreseeable security incident, event or emergency.

By following and acting on the recommendations contained in this report, the City of Paso Robles will be set on a course to successfully define, develop and implement a suitable physical security program for the airport, helping to ensure the safety and protection of City employees, airport tenants, operators, assets and its citizens.

This Assessment Report should not be interpreted as an exhaustive study of all existing conditions, deficiencies, and/or code/standard compliance. The report represents the Consultant Team's professional opinions, based on experience and observations, and do not imply any warranty by the Consulting Firm and/or the Consulting Team Members.