

**CITY OF KERRVILLE, TEXAS
KERRVILLE-KERR COUNTY JOINT AIRPORT BOARD**

**Vision Statement Workshop
February 25, 2009**

On Wednesday, February 25, 2009, a vision statement workshop of the Board Members of the Kerrville-Kerr County Joint Airport Board was called to order at 9:02 a.m. by Fred Vogt at the Security State Bank, 1130 Junction Highway, Kerrville, Texas.

Members Present:

Roger Bobertz, President
Stephen W. King, Vice-President (Arrived 9:09 a.m.)
Mark Cowden
Tom Moser
Fred Vogt

Airport Board Staff Present:

Bruce McKenzie, Airport Manager

City Staff Present:

Kristine Ondrias, Director of General Services
Dorothy Miller, Secretary to Director of General Services

Visitors Present:

Chuck Coleman, City Councilmember
MacK Hamilton, City Councilmember
Bill Williams, County Commissioner, Precinct 2
Jonathan Letz, County Commissioner, Precinct 3
Joey Kennedy, Kerrville Aviation
Ladd Gardner, Gardner Aviation Insurance Agency
Robert Collier, Executive Staff, Mooney Aircraft
Eldon Sheffer, Consultant; Director of Church Relations, Schreiner University

1. Discussion of Vision/Mission Statement:

Mr. Vogt introduced all who were present, including Mr. Sheffer who facilitated two planning meetings that were held with the Kerrville-Kerr County Joint Airport Board on December 8, 2008 and February 18, 2009. Mr. Sheffer presented the results of these discussions at this meeting so that any who is present can:

- Listen and learn
- Endorse the directional content of the materials
- Recommend specific changes where appropriate
- Suggest that further work is needed where there is uncomfortably without a specific recommended change

A handout of the results being presented entitled, "Kerrville-Kerr County Airport at Louis Schreiner Field, Discussion of Draft Plans" was distributed and included the names of those present at the discussion meetings. Mr. Sheffer stated that woven into the plans is the business aspect of the airport but also the idea that says it wants its visitors to have a positive attitude towards Kerrville. The topics discussed during today's meeting included:

- Purpose of the Kerrville-Kerr County Airport
- Stakeholders (who they are)
- Responsibilities to Stakeholders
- Mission
- Vision
- Products and Services

- Goals
- Issues, Concerns and Threats
- Strategies
- Example Roles of the Airport Board
- Next Steps

While discussing stakeholders, Mr. Sheffer stated during the previous planning meetings with the Airport Board he noticed they are genuinely concerned about the citizens of Kerrville and Kerr County and care about how they spend taxpayer's dollars.

On page seven under Responsibilities toward Stakeholders, Mr. Hamilton suggested changing item 3 to read, "Meet the stakeholders' needs" instead of "their needs".

Mr. Letz stated he noticed a group of stakeholders was missing from the list, which would be those users who are outside of the community (non-residents and non-business). Mr. Letz and Mr. Williams suggested calling this group personal recreational users.

Mr. Sheffer read the draft mission statement, which says, *"The mission of the Kerrville-Kerr County Joint Airport Board is to plan, construct, and operate an excellent aviation gateway to Kerrville, Kerr County and the Texas Hill Country. The airport provides safe, convenient, efficient, and genuinely friendly operations for privately owned aircraft, corporate aircraft, air service and flight training businesses, and emergency air service providers"*. Mr. Sheffer reiterated that this is a draft statement only.

Mr. Hamilton stated the values discussed at the previous meetings were not shown in the handout that had been distributed. Mr. Hamilton stated there was some value statements listed, but no value chart. Mr. Sheffer said values were listed in the original document entitled, "Kerrville Airport Board, Results of the December 8, 2008 and February 18, 2009 Facilitated Planning Discussion", which was also distributed, and apologized for not having them on the slides. Mr. Sheffer read the values as follows:

- Safety
- Communications
- Integrity
- Efficiency
- Competence
- Consistency
- Fiscal Responsibility
- Continuous Improvement

Under discussion of Vision, Mr. Vogt stated one of the things that have been very helpful in communicating the airport's vision is having the opportunity to brief City Council, County Commissioners, EIC (Economic Improvement Corporation), Chamber of Commerce and others. Mr. Vogt stated this type of briefing can't be done on a weekly basis, but dialog needs to continue. He noted a lot of airports have open houses and that could be something to consider. Mr. Coleman asked if Mr. Sheffer could consider something broader than "hangar spaces" as listed in number 6 under Vision, such as "services and facilities". Mr. Sheffer stated hangars are specifically highlighted since they are the bottle-neck and the other facilities were in good condition. Mr. Hamilton stated hangar space is more of a project instead of a vision, which is broader and long-term, and agreed with Mr. Coleman.

Under the discussion of Issues, Concerns, and Threats, Mr. Williams stated he does not believe item two, which says, *"Kerr County does not have in place an effective mechanism for funding capital improvements comparable to Kerrville's access to a "4b" sales tax funds through its*

Economic Improvement Corporation. This may make it difficult to get required joint approval of capital funds", to be a threat because the airport is still owned by the City and County so if it's a valuable and viable project that requires making an application to EIC for funding, then it benefits both of the owners. Mr. King stated the City has two mechanisms for funding, whereas the County has one. Mr. King went on to say the proper funding method for capital improvements is through each one's Capital Improvement Projects (CIP). Mr. King stated the Board gives their CIP to the City and County five to ten years in advance for planning so the burden doesn't have to be placed on EIC.

Mr. Sheffer continued discussing Issues, Concerns and Threats. Mr. Hamilton stated security regulations would be applied at the federal level or at least at the state level and therefore item six, which reads, "*Security regulations may increase costs or make us less attractive to potential customers*", is incorrect. Mr. Hamilton stated it's a national regulation so it hurts all aviation nationally and this item should read as such. Mr. Kennedy stated San Antonio airport has different security requirements than Kerrville, which makes Kerrville more attractive because customers who are flying in and out of San Antonio frequently and who don't wish to deal with the extra security measures wouldn't have to deal with it in Kerrville. Mr. Hamilton suggested item six could read "Application of large airport security regulations to small airports may increase costs..."

While discussing Strategic Directions, Mr. Hamilton suggested changing item 10 to read, "*Annually, develop timely, accurate, and logical operating plans*" opposed to "...defensible plans" for a more positive effect.

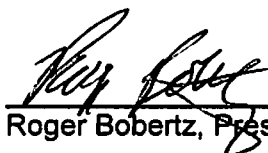
During the Next Steps Discussion, Mr. Letz stated the airport should look at other funding alternatives, such as user fees, looking at tax structure such as ad valorem tax, etc. Mr. Williams stated they may be able to get the County Attorney to research the tax issue because state law does allow formation of special taxing districts, one of which may apply to airports. Mr. Coleman asked how Mooney's hibernation impacts TXDot Aviation's perception of monies that they're supporting the airport with. Mr. King stated Mooney is an insignificant resource of revenue for the airport. Mr. Vogt added if the airport lost Mooney, it would not lose its FAA (Federal Aviation Administration) funding.

In closing minutes, Mr. Sheffer asked if this meeting accomplished what we set out to accomplish today. Everyone agreed it had. Mr. Hamilton stated the next step is to take this presentation and turn it into a strategic plan.

2. Adjournment

The meeting adjourned at 10:00 a.m.

APPROVED: 03/09/09



Roger Bobertz, President



Dorothy Miller, Recording Secretary