



Redmond Municipal Airport-Roberts Field  
2522 SE JESSE BUTLER CIRCLE, #17  
REDMOND, OR 97756  
541.504.3499  
FAX: 541.548.0591  
www.flyrdm.com

## AIRPORT COMMISSION

Thursday, January 9, 2014  
5:30 PM

Airport Event Conference Room • 2522 SE Jesse Butler Circle, #17

### COMMISSION MEMBERS

Rob Berg  
*Member*

Kelly Coffelt  
*Member*

Carolyn Eagan  
*Member*

David Foote  
*Member*

Marc Henegar  
*Member*

Kenny Larkin  
*Member*

Tim Moor  
*Member*

Michael Newell  
*Member*

Eric Sande  
*Member*

Jay Patrick  
*Council Liaison*

George Endicott  
*Alternate Council Liaison*

### MEETING AGENDA

#### I. CALL TO ORDER

#### II. ANNOUNCEMENTS

- 1) Rob Berg reappointed by Jefferson County until 2017 Exhibit 1

#### III. COMMENTS FROM CITIZENS

#### IV. CONSENT AGENDA

- 1) Election of 2014 Officers (Chair and Vice Chair)  
2) Meeting Minutes – October 10, 2013 Exhibit 2  
3) Meeting Minutes – December 12, 2013 Exhibit 3

#### V. TOPIC

- 1) Draft of Annual Report to City Council – Bob Noble/Mike Newell  
2) Review sub-committees – Bob Noble

#### VI. OTHER TOPICS

#### VII. COMMISSIONER COMMENTS

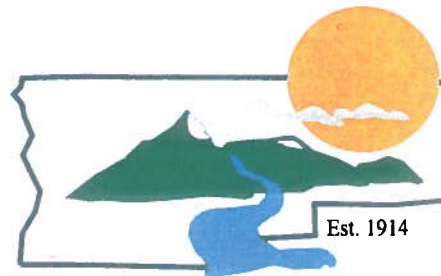
#### VIII. ADJOURN

Anyone needing accommodation to participate in the meeting must notify Mike Viegas, ADA Coordinator, at least 48 hours in advance of the meeting at 541-504-3032, or through the Telecommunications Relay Service (TRS) which enables people who have difficulty hearing or speaking in the telephone to communicate to standard voice telephone users. If anyone needs Telecommunications Device for the Deaf (TDD) or Speech To Speech (STS) assistance, please use one of the following TRS numbers: 1-800-735-2900 (voice or text), 1-877-735-7525 (STS English) or 1-800-735-3896 (STS Spanish). The City does not discriminate on the basis of disability status in the admission or access to, or treatment, or employment in, its programs or activities.

# JEFFERSON COUNTY BOARD OF COMMISSIONERS

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66 S.E. "D" St., Suite A • Madras, Oregon 97741  
• Ph: (541) 475-2449 • FAX: (541) 475-4454




December 18, 2013

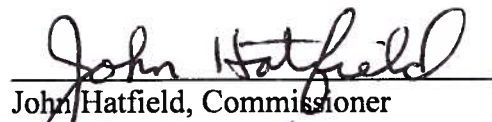
Kelly Morse, MMC  
City of Redmond  
716 SW Evergreen Ave.  
Redmond, OR 97756

Dear Kelly,

The Jefferson County Board of Commissioners would like to reappoint Rob Berg as Jefferson County's representative to the Redmond Airport Commission for a term of 4 years, beginning January 1, 2014 and ending December 31, 2017.

Sincerely,

  
Wayne Fording, Chair

  
John Hatfield, Commissioner

  
Mike Ahern, Commissioner

cc: Rob Berg



**Redmond Municipal Airport-Roberts Field**

2522 SE Jesse Butler Circle, Suite 17

Redmond, OR 97756-8643

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## **REDMOND AIRPORT COMMISSION MINUTES**

**Thursday, October 10, 2013**

Airport Event Conference Room, 2522 SE Jesse Butler Circle, Suite 17, Redmond, Oregon

**Commissioners Present:** Chair Mike Newell, Kelly Coffelt, David Foote, Tim Moor, Eric Sande  
(absent: *Rob Berg, Carolyn Eagan, Marc Henegar, Kenny Larkin*)

**City Staff:** Jay Patrick, *Council Liaison*; Keith Witcosky, *City Manager*; Robert Noble, *Interim Airport Director*; Cameron Prow, TYPE-*Write II*

**Visitors:** Ed Boock; Stan Clark; Anthony Le Louis; Joe Roshak, *Century West Engineering*

**Media:** None

(scribe CP's note: The minutes were created from an audio recording and notes taken at the meeting.  
The three digits after the motion title show the number of Commissioners voting in  
favor/against/abstaining.)

### **I. CALL TO ORDER**

Chair Newell called the meeting to order at 5:30 p.m. Ms. Prow conducted roll call and confirmed that a quorum existed.

### **II. ANNOUNCEMENTS (None)**

### **III. COMMENTS FROM CITIZENS (None)**

### **IV. CONSENT AGENDA**

**Motion 1 (5/0/0):** Commissioner Foote moved to accept the Consent Agenda (minutes of August 8 and September 12, 2013) as presented. Commissioner Moor seconded the motion which passed unanimously.

### **V. DISCUSSIONS**

#### **A. Robert Noble, Interim Airport Director**

Mr. Noble thanked everyone for attending this meeting. He and Mr. Witcosky met with Chair Newell, Vice-Chair Henegar, and Councilor Patrick earlier this week regarding his background and purpose for being here. He summarized his experience in airport management, City of Eugene; executive director, Oregon Airport Management Association; airport management consultant, City of Salem; and Lane County Planning Commissioner, 6 years. He has advocated before the Oregon Legislature for Connect Oregon V funding and to promote air service to small communities. He stated that he is committed to achieving the goals outlined for him by the City Manager and helping Redmond Airport be successful. He is gathering data about the Airport and community to help him make informed decisions. He stated he will be completing some of the higher-profile business transactions the Airport is currently involved in. These transactions included updating the airline agreements (by July 1, 2014), concession agreements, FBO (Fixed Base Operator) agreement, and U.S. Forest Service agreement; pursuing economic development opportunities; and improving general aviation (GA) relationships. He will also handle

staffing and managerial responsibilities, tenant relations, and outreach to stakeholders and assist Mr. Witcosky in recruiting a qualified Airport Director.

B. Keith Witcosky, City Manager

Mr. Witcosky discussed his expectations for the role of the Airport and Roberts Field in Central Oregon. He stated he wanted Redmond Airport to be the best one of its size in the country: the preferred choice for commercial carriers, best GA services, best infrastructure, best facilities, and managed by a top-notch professional. Establishing really good relationships with clients and customers will help them recognize the value of being part of this Airport. Customer service needs to be the top priority. He will be working with staff to create a culture for success. He toured the Forest Service complex with Commissioner Larkin in September 2013. He emphasized the importance of the Airport Commission's involvement and support.

Commissioners summarized their backgrounds and explained their reasons for serving on the Airport Commission:

- \* **Commissioner Newell:** 20-year Redmond resident. *Employment:* Hayden Homes, 20 years. *Affiliations:* prior Council liaison, Airport Commissioner for 12-13 years. *Interests:* Private pilot and plane owner (Lancair ES), flies commercially. Likes tower-controlled Airport, infrastructure, and good repair facilities (RDD Enterprises). Believes in Redmond. Family background of community service. The other airports in this region work well together and contribute to a good system. *Airport Commission's role:* Clarify, implement work plan and schedule to stay on track.
- \* **Commissioner Coffelt:** *Employment:* Airport Manager, City of Prineville, 2 years. Lifelong exposure to GA. Each airport has its own niche and serves a different demographic. *Affiliations:* COACT (Central Oregon Area Commission on Transportation). Quarterly meetings of an airport directors group, supported by COACT, has improved communications with other Central Oregon airports. Some friendly rivalry for events and lease policies.
- \* **Commissioner Foote:** 7-year Redmond resident. *Employment:* Multi-state experience in community and economic development (planning, budgeting, siting new airport, multi-modal mobility), Colorado and Georgia. *Interests:* Most experience of Commissioners in flying out of Redmond, starting in 1947. Currently flying in/out of Redmond at least twice a month. A clear vision for Redmond Airport has been lacking to date. His priorities included working in an integrated manner, role of the Airport as the emergency center, customer service, and working with *Redmond Economic Development, Inc.*, for business generation. *Airport Commission's role:* Clarification needed.
- \* **Commissioner Moor:** Born in Redmond. *Employment:* Grew up in road construction business. Fire service career started at Redmond Airport in 1991. *Interests:* Learned to fly here, great love for GA, and have landed at all Oregon airports. Want to improve GA, pursue new Central Oregon niche (corporate market), support and appreciate leadership. FBO subcommittee of Redmond Airport Commission, 1 meeting. He stated he wanted to be part of making Redmond Airport successful for all of Central Oregon.
- \* **Commissioner Sande:** Born and raised in Eugene, Oregon; moved to Redmond in 1991. *Education:* ground school, degree in Recreation and Tourism Management from University of Oregon, Certificate in Economic Development from University of Oklahoma, and Certificate of Nonprofit Management from University of Georgia. *Employment:* Eastern Airlines in Atlanta, Georgia; Horizon at Redmond Airport (de-icing and parking airplanes), 1991; and Redmond Chamber of Commerce, 1992 (current membership: 720+). Airport Commissioner since mid-1990s. *Affiliations:* President, Oregon State

Chamber of Commerce; past president, Oregon Economic Development Association; inaugural member and former chair, COAST (Central Oregon Air Service Taskforce); former chair, Redmond Airport Commission. *Interests:* determine what services are needed for business, bring tourism standpoint of great service, and study other airports. Have traveled all over the world. Want to foster a pro-business/pro-getting things done attitude at the Airport. *Airport Commission's role:* Bring community issues to the table and support the Airport Director, City Council, and City Manager.

Councilor Patrick said he moved to Redmond the year before Commissioner Moor was born. He has served on City Council for 14 years. *Primary interests:* Fairgrounds and Airport. Better interaction is needed between the Airport Commission and Airport Director.

Commissioners, by consensus, asked Mr. Noble to research other airport commissions and recommend ideas on how the Redmond Airport Commission can be more effective in working with the Council, City Manager, and Airport Director.

Mr. Noble said he will be seeking guidance from Commissioners on service improvement and the relationships needed to provide success around economic development. He is open to working in small groups or one-on-one when seeking guidance on a particular project or complex issue. He recommended developing and implementing a work plan to help Commissioners move forward.

**VI. OTHER UPDATES** (None)

**VII. ADJOURN**

The date of the next meeting will be determined by Mr. Noble.

There being no further business, Chair Newell adjourned the meeting at 6:51 p.m.

APPROVED by the Airport Commission and SIGNED by the Chair this \_\_\_\_\_ day of \_\_\_\_\_, 2013.

\_\_\_\_\_  
Mike Newell, Chair



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**REDMOND AIRPORT COMMISSION MINUTES**

**Thursday, December 12, 2013**

Airport Event Conference Room, 2522 SE Jesse Butler Circle, Suite 17, Redmond, Oregon

**Commissioners Present:** Chair Mike Newell, Vice-Chair Mark Henegar, Kenny Larkin, Eric Sande  
(absent: *Rob Berg, Kelly Coffelt, Carolyn Eagan, David Foote, Tim Moor*)

**City Staff:** Keith Witcosky, *City Manager*; Robert Noble, *Interim Airport Director*; Cameron Prow,  
*TYPE-Write II*

**Visitors:** Ed Boock; Anthony Le Louis; Joe Roshak, *Century West Engineering*; Jon Stark, *Redmond Economic Development Inc.*

**Media:** None

(scribe CP's note: The minutes were created from an audio recording and notes taken at the meeting.  
The three digits after the motion title show the number of Commissioners voting in favor/against/abstaining.)

**I. CALL TO ORDER**

Chair Newell called the meeting to order at 5:34 p.m. Ms. Prow conducted roll call and confirmed that a quorum did not exist.

**II. ANNOUNCEMENTS (None)**

**III. COMMENTS FROM CITIZENS (None)**

**IV. CONSENT AGENDA**

Chair Newell postponed approval of the Consent Agenda (minutes of October 10, 2013) due to lack of a quorum.

**V. TOPICS**

**A. Airport Director Recruitment**

Mr. Noble said that he and Mr. Witcosky will both be involved in the recruitment process. Candidates will be evaluated on the basis of their Core Competencies and Leadership Qualities. Core competencies will include Administration, Finance, Air Service, Capital Improvements, Operations and Security, and Airfield/Terminal Maintenance.

Mr. Witcosky summarized the in-house recruiting process he plans to use. He has been working with Mr. Noble, Mike Boggs, and other airport industry experts to determine the essential skills needed for the next Airport Director. The successful candidate will have hands-on experience in the core competencies. He invited Commissioners who were interested in serving on the Applicant Review Committee to contact him.

Mr. Noble facilitated a brainstorming session by Commissioners to identify leadership qualities needed by the next Airport Director.

Commissioners discussed the annual salary (\$120,000-\$125,000), need to pay moving costs, and how long the new Airport Director could be expected to stay and recommended adding Marketing to the list of core competencies. Leadership skills seen as highly desirable included alliance-maker/accessible, good communicator/articulate, responsive, entrepreneurial/proactive, visionary, politician, and quantifiable success.

B. Critical Few

Mr. Noble outlined key areas he will be working on over the next three months in addition to Airport Director recruitment: Air Service program development, FBO (Fixed-Base Operator) lease/operating agreement, U.S. Forest Service lease, Food/Beverage Service Concession, and Airline Agreements. Following assistance from Airport Commission subcommittees on Minimum Standards, Airport Rules, and Lease Policy, he will seek input from the Commission as a whole before presenting these items to City Council for adoption.

Vice-Chair Henegar requested a status update on food/beverage service at the Airport. Mr. Noble responded that he is considering a request to assign the Coyote Pub lease to someone else.

Commissioner Larkin volunteered to serve on the Lease Policy Subcommittee.

E. Airport Commission Meeting Schedule (discussion)

Mr. Noble presented a draft meeting schedule. Due to the amount of work that needs to be done, he proposed that the Airport Commission continue to meet at 5:30 p.m. on the 2<sup>nd</sup> Thursday of each month through December 2014.

D. Annual Report to City Council (discussion)

Mr. Noble said he and Chair Newell will provide a status report to City Council on January 28, 2014, specifically, what the Airport Commission did during the last fiscal year and what it expects to do over the next fiscal year. Mr. Noble said he will inform Council of how the transition from former Airport Director Kim Dickie to himself has affected progress. He and Chair Newell will create a draft report which will be e-mailed to Commissioners for their feedback prior to Council review. All Airport Commissioners are welcome to attend this meeting.

C. Airport Survey

Mr. Stark said he met in August and September of 2013 with Commissioner Foote and then-Airport Director Kim Dickie regarding the Airport Commission's interest in building a business plan around the general aviation industry cluster. At that time, he recommended doing a market survey on what market opportunities exist, what challenges the surveyed companies might face based on decisions made at the Airport, and how the Airport can help these companies be successful. He summarized the steps he took in developing the survey, explained how it will be conducted, and requested permission to show both REDI and Redmond Airport logos on the bottom of the survey. The aviation companies proposed to be surveyed came from the manufacturing and technology directory produced by Economic Development for Central Oregon. The proposed survey targets included Aircraft Rubber Manufacturing (Fuel Safe & ARM Rotomouldings), Butler Aircraft, Cascade Aircraft Management, Central Composites, CIES, Composite Approach, Lancair International, Mountain High Oxygen Systems/Aerospace Instrumentation Research, and RDD Enterprises. His current timeline is to send out the survey in January 2014, have Bud Prince meet with these businesses to collect the data and summarize it, and he will present a final report in 45-60 days. This survey could also be sent to companies that contract to provide materials or subcomponents to the direct aviation companies. He asked Commissioners to e-mail their suggestions to him for companies to survey.

Commissioner suggestions for survey questions included adding “Why?” and “Why don’t you get these services at Redmond?” to Question 2. Vice-Chair Henegar suggested asking the survey questions of Airport Director candidates.

Mr. Noble recommended adding “What other services do you want at Redmond Airport that are missing or needed?” to Question 3.

**VI. OTHER TOPICS**

Mr. Noble said the Airport Commission will need to elect a new chair and vice-chair at its January 2014 meeting. Given recent leadership changes, it would be helpful if Chair Newell could continue to serve in this role through 2014. Commissioner Berg’s term is up the end of this year and the Airport has sent some communication to Jefferson County to see what they want to do.

**VII. COMMISSIONER COMMENTS (None)**

**X. ADJOURN**

The next meeting is scheduled for Thursday, January 9, 2014, 5:30 p.m.

There being no further business, Chair Newell adjourned the meeting at 7:03 p.m.

APPROVED by the Airport Commission and SIGNED by the Chair this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

\_\_\_\_\_  
Mike Newell, Chair

DRAFT