

MINUTES OF THE JACKSON HOLE AIRPORT BOARD

DATE: September 29, 2020

BOARD PRESENT: Jerry Blann, John Eastman, Ed Liebzeit, Bob McLaurin and Rick Braun

OTHERS PRESENT: Jim Elwood, Dustin Havel, Michelle Anderson, Aimee Crook, Tony Cross and Hilary Fletcher

- I. **CALL TO ORDER:** Blann called the meeting of the Jackson Hole Airport Board Special Meeting to order at 8:30am on Tuesday September 29, 2020.
- II. **WELCOME:** Blann welcomed the Board and staff and provided opening comments. The Board concurred with the following retreat goal and objectives:
 - a. Retreat Goal: Plan for the long- term success of JAC in uncertain times
 - b. Retreat Objectives:
 - i. Acknowledge the changing dynamic of our current environment
 - ii. Understand the short- and long-term financial impacts of the current state of the industry and the organization
 - iii. Review capital plans and evaluate project thresholds
- III. **YEAR IN REVIEW:** The Board discussion focused on things that went well and opportunities for improvement over the past 12 months. Items included such things as the Airport's responsiveness to the pandemic, PFAS planning, grants funds, the helicopter application, communication with elected officials and succession planning.
- IV. **FINANCIAL OUTLOOK:** Michelle Anderson provided an overview of the current financial position and how they have approached the future outlook for the airport. In addition, discussion followed regarding some of the items to monitor including PAX activity, State funding, continued availability of 100% funding of federal grants, capacity to manage \$140M of projects and the impact of FBO transition. General discussion ensued regarding TSA throughput and capacity, AAAE/industry trends, historical activity based on prior years, 2020 downturn and impacts, methodology used for the sensitivity analysis, performance against projections, and recent passenger activity and winter season booking.
- V. **CAPITAL IMPROVEMENT PLAN:** Dustin Havel provided an overview of significant projects in the airport's capital improvement plan and associated funding sources. The Board discussed each project and asked informational questions that were responded to by staff. Discussion moved to preliminary concepts for the Checkpoint expansion.
- VI. **ORGANIZATIONAL CAPACITY:** Tony Cross discussed the overall health of the organization in terms of workplace adjustments, stress and workload, and financial impacts to the community in terms of hiring, affordable housing. General discussion ensued about ongoing employer/employee impacts.
- VII. **PROJECT THRESHOLDS:** The Board discussed how best to proceed given the current condition and options to reallocate projects across the capital plan taking into consideration

the financial condition of the airport budget, the ability to reduce interior terminal constructions costs without passenger traffic, and maximizing opportunities for complimentary terminal projects due to the lack of passenger traffic in the terminal.

Discussion ensued regarding these opportunities during the closure in terms of project schedule and operational efficiencies. The Board reviewed potential projects and directed further consideration be given to completion of both the Checkpoint Expansion and Restaurant Expansion during the runway reconstruction project. The following projects were considered:

Project	Notes
Checkpoint Expansion	Priority
Restaurant Expansion	Priority
Mobile Use for Ticket Counter/Gate	Evaluate
Automation of Exit Lane	
ARFF/SRE	Re-engage with NPS
Fence	Push out
Administration Office	Push out

- VIII. **BOARD COMMENTS:** Blann and Board members thanked the staff for their time and effort in preparation for and participation in the retreat.
- IX. **OPEN DISCUSSION:** The Board discussed general items including Board communication preferences and reflected on the challenges of the past year.
- X. **ADJOURN:** Blann made a motion to adjourn the meeting at 5:00 pm on Tuesday, September 29, 2020. Eastman seconded the motion, which passed unanimously.

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 Jerry Blann, President

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 Ed Liebrecht, Secretary