



## MINUTES OF THE JACKSON HOLE AIRPORT BOARD 2021 BOARD RETREAT

**Date:** November 30, 2021

**BOARD PRESENT:** Jerry Blann, Valerie Brown, John Eastman, Ed Liebrecht, and Bob McLaurin

**OTHERS PRESENT:** Jim Elwood, Jordyn McDougall, and Hilary Fletcher

- I. **WELCOME:** Eastman welcomed the Board and provided opening comments. The Board concurred with the following retreat goal and objectives:  
Retreat Goal: Continue to enhance the Board's leadership and effectiveness  
Retreat Objectives:
  - i. Strengthen relationships among board members
  - ii. Understand foreseeable industry trends and challenges
  - iii. Define Board goals for 2022
  
- II. **COMMUNICATION:** Eastman initiated a discussion about a focus on improving communication. General discussion ensued regarding the following key points:
  - Need to manage expectations
  - Communication must be informative and not defensive
  - Need to consider developing a comprehensive community strategy
  - Knowledge and education of what the airport can and cannot do
  - There is a change in community tolerance
  - Facilitate community conversation
  - Provide community tools to be engaged
  - Be proactive rather than reactive in responding to the demand
  
- 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 capital program funding, restaurant negotiations, public education; labor market challenges; improved transparency and Board policy discussions.
  
- IV. **ISSUES AND TRENDS:** Senior Staff members Dustin Havel, Michelle Anderson, Aimee Crook, Tony Cross, Meg Jenkins, Andrew Wells joined the meeting. The staff discussed a variety of industry trends and challenges that they foresee in the next five years. General discussion with the staff followed and staff identified top issues as:
  - Staffing
  - Security Contract renewal
  - ATCT staffing
  - Parking lot capacity
  - Supply chain issues
  - FBO transition

The Board expressed appreciation for the staff's thoughtful discussion and dedication.

**V. 2022 BOARD GOALS:** Eastman and Board members engaged in a general discussion of the topics discussed during the retreat and agreed to the following goals for 2022:

- Ensure an on-time runway and security checkpoint reopening
  - i. Host a community event if possible
- Develop a Communication Strategy – emphasis on noise events
  - i. Public relations strategy
  - ii. Community engagement
- Provide a FBO Transition Plan – operations and capital
- Identify a five-year Transit/Parking Plan
- Develop scenario-based financial review

**VI. BOARD WORKING AGREEMENTS:** The Board discussed general expectations of working together to ensure a productive and successful working environment. They agreed on the following:

- Ensure a commitment to the airport and community
- Be respectful of each other
- Do not surprise each other
- Provide history of issues for new board members
- Allow for all questions so Board members can be informed
- Provide honest and direct communication
- Understand that it is okay to disagree
- Seek to understand each other's perspective
- Be hard on the issue, not the person
- Fulfill responsibilities and support each other

**VII. ADJOURN:** Eastman a motion to adjourn the meeting at 4:00 pm on Tuesday November 30, 2021. Blann seconded the motion, which passed unanimously.

DocuSigned by:

*John Eastman*

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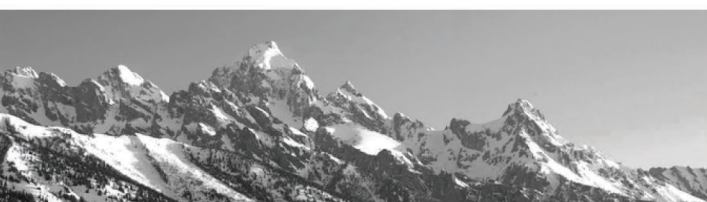
John Eastman, President

DocuSigned by:

*Valerie Brown*

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Valerie Brown, Secretary



## JACKSON HOLE AIRPORT

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James P. Elwood, AAE, Executive Director