

## MINUTES OF THE JACKSON HOLE AIRPORT BOARD BOARD RETREAT



**Date:** June 15 and 16, 2023

**BOARD PRESENT:** Ed Liebzeit, Bob McLaurin, Valerie Brown, Rob Wallace and Melissa Turley were present in person at Jackson Lake Lodge.

**OTHERS PRESENT:** Hilary Fletcher, Facilitator, Jim Elwood, Airport Executive Director and Dan Reimer, Airport Attorney.

- I. **CALL TO ORDER:** Board President Liebzeit called the Special Meeting to order at approximately 1:00 PM.
- I. **GRAND TETON NATIONAL PARK:** Park Superintendent Chip Jenkins and Chief of Staff Jeremy Barnum meet with the Board and discussed general items of interest including migration corridor protections, current staffing challenges, support of JAC ground transportation efforts, air tourism, bookstore improvements, Night Skies Initiative, and visitation statistics.
- II. **WELCOME:** President Liebzeit welcomed the Board and provided opening comments. The Board concurred with the following retreat goal and objectives:
  - a. Retreat Objectives:
    - i. Discuss key Board governance responsibilities
    - ii. Review Capital Plan
    - iii. Define Board goals for 2023 and beyond
    - iv. Agree on Board expectations
  - b. Vision Statement: The Board discussed and amended the Vision Statement as follows:  
*To be recognized as a leader delivering a positive and unique guest experience, an unwavering commitment to environmental stewardship, and a culture based on people helping people.*
- III. **YEAR IN REVIEW:** The Board identified things that went well and opportunities for improvement over the past twelve months. Items included construction projects, County/Town/Park relationships, parking, FBO transition, public outreach, and conversion to TSA services.
- IV. **BOARD GOVERNANCE:** Dan Reimer and Anna Valsing led a general discussion about key airport operating documents and provided an update on the status of each item along with a proposed timeline for additional items to be completed moving forward.
- V. **ADJOURN:** Liebzeit made a motion to adjourn the meeting at 4:45 pm on June 15, 2022. Wallace seconded the motion, which passed unanimously.



### JACKSON HOLE AIRPORT

P.O. Box 159 • Jackson, WY 83001 • 307.733.7695 • Fax: 307.733.9270  
James P. Elwood, AAE, Executive Director

The Board reconvened on June 16.

- VI. **SENIOR STAFF UPDATE:** Staff members Dustin Havel, Michelle Anderson, and Aimee Crook, Craig Foster, Tony Cross, Megan Jenkins, Jordyn McDougall, and Anna Valsing joined the meeting and provided updates to the Board including:
- a. Communications/Outreach - social media campaign, FBO communication, Host program, digital messaging
  - b. Human Resources – employer of choice efforts
  - c. Security – successful transition, recent TSA Aviation Worker Screening program, cybersecurity and FBO security
  - d. Administration – operating documents, Rental Car Bid process, Airline Agreements, Board meeting documents
  - e. FBO – hiring, training, Fly Quiet Program, service hours
  - f. Accounting – audit, budget process, incorporation of FBO accounting, cash flow, and activity and financial forecasts
  - g. Operations – FAA inspection, intern program, Safety Management System, PFAS, custodial, maintenance and IT
- VII. **CAPITAL PLAN REVIEW:** Board and staff discussed the runway, checkpoint and restaurant, fuel facility and FBO transition projects. Discussion followed regarding future projects including the deice pad, Hangar 3, phasing of future hangars and the FBO and Admin Terminal.
- VIII. **SUCCESSION PLAN DISCUSSION:** The Board discussed the current organizational chart and discussed a variety of options in consideration of a reorganization.
- IX. **GENERAL BOARD DISCUSSION:** The Board and Dan Reimer discussed staffing, special event expensing, Executive Director performance review process, TSA screening contract, general aviation development, and land use compatibility.
- X. **BOARD GOALS:** The Board identified their following short, mid, and long-term goals as follows:
- a. Short-Term (12 months)
    - i. Ground transportation pilot program
    - ii. Nighttime Skies Initiative – exploratory with Grand Teton National Park
    - iii. PFAS mitigation switch-over plan
    - iv. De-icing pad on schedule and on budget
    - v. Alternatives for de-icing operations
    - vi. Hangar 5 decision
    - vii. Initial firehouse analysis/discussion with the Park
    - viii. Monitor helicopter operations
    - ix. Procurement Process improvements
    - x. Succession Plan – charted and updated annually
  - b. Mid-Term (12-36 months)
    - i. Implement ground transportation program



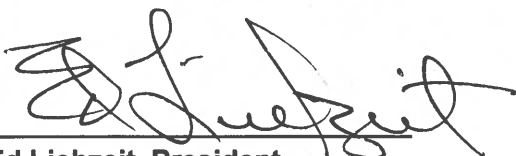
## JACKSON HOLE AIRPORT

P.O. Box 159 • Jackson, WY 83001 • 307.733.7695 • Fax: 307.733.9270

*James P. Elwood, AAE, Executive Director*

- ii. De-icing project moving forward on schedule and on budget
- iii. FBO financial targets and projections
- iv. TSA evaluation
- v. FBO Terminal and Hangar 4 (including airport admin)
- vi. Implement de-icing decision
- vii. Firehouse decision
- viii. Helicopter operations monitoring
- c. Long-Term (36-60 months)
  - i. Employee Housing Program
  - ii. Avigation easements/real estate
  - iii. PFAS plume remediation
  - iv. RNP departure routes

- XI. **BOARD WORKING AGREEMENTS:** The Board reviewed their existing working agreements and requested the inclusion of Vision Statement and Working Agreement in Board orientation materials, provision of the history of decisions made regarding Board items and a map of decision-making process including incremental decision-making steps.
- XII. **NEXT STEPS:** General discussion ensued, and the Board members expressed appreciation for the retreat.
- XIII. **ADJOURN:** Liebzeit made a motion to adjourn the meeting at 5:00 pm on June 16, 2022. Brown seconded the motion, which passed unanimously.



**Ed Liebzeit, President**



**Melissa Turley, Secretary**



**JACKSON HOLE AIRPORT**

P.O. Box 159 • Jackson, WY 83001 • 307.733.7695 • Fax: 307.733.9270  
*James P. Elwood, AAE, Executive Director*