



MEMO

TO: Jackson Hole Airport Board

FROM: Jim Elwood, A.A.E.

SUBJECT: March 4 Budget Workshop

DATE: 02/25/2026

We are looking forward to this year's first budget planning workshop scheduled for Wednesday, March 4, 2026, at 9:00 am. As a reminder, we have four budget workshops scheduled to formulate the 2026/2027 budget. The intent of Workshop #1 (March 4) is to focus on upcoming capital projects with the Board. At the March 16th Board meeting (Workshop #2), discussions will cover revenues and expenses for all three budget enterprise centers (Operations, Fuel Farm, FBO). At the April 7th work session (Workshop #3), the plan is to cover the entire budget and answer questions and other details in preparation for budget adoption at the April 15th Board meeting (Workshop #4).

Background

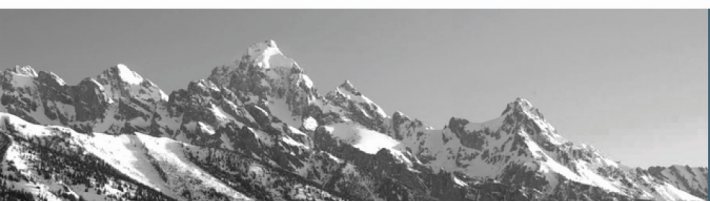
When developing the budget, staff maintain a focus on the board-established vision for the Airport. Our capital improvement plan goals reflect that vision: "To be recognized as a leader delivering a positive and unique guest experience, an unwavering commitment to safety, environmental stewardship, and a culture based on people helping people." By committing to enhancing safety and operational efficiency as well as maintaining or replacing aging and outdated facilities and infrastructure, we can further implement that vision.

The airport uses a zero-based budgeting process, which means that at the start of each fiscal year the budget is reset to zero and each department is asked to submit their budget requests for the upcoming fiscal year plus projections for the next 5 fiscal years. The expenses and activity projections are used to set the rates that will be charged to the airport users. All revenues and expenses are allocated to the enterprise centers operated by the airport. These are Airport Operations, Fuel Farm Operations, and Fixed Base Operations. Within these enterprise centers, there are six cost centers where each expense is allocated so that organizational users' expenses and revenues can be assigned to the appropriate location. The airport is operated as a business enterprise with the goal of being financially self-sufficient. We do not have the authority to tax and do not use tax dollars for operations expenses.

As the airport considers capital expenses, there are some projects that are in progress, or are necessary to maintain the safety and security of the airport. As projects are selected, there are a few things that need to be determined, including the age of infrastructure, whether the project will be rehabilitating or replacing capital, and what the cost of the project is. Answers to these questions can help staff set the priority of the project. Staff work diligently with funding partners, including the Federal Aviation Administration and Wyoming Department of Transportation Aeronautics, to guarantee each project is properly positioned to receive the best priority rating and funding outcome possible.

Capital Items

Below, staff have listed capital projects that are included in the 2026–2027 capital list. As you may be aware, airports are capital intensive. The airport has completed over \$198 million in capital improvement projects over the past 5 years, with a similar amount projected for the next 5 years. Funding for these projects may come from a variety of sources, which include the federal Airport



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Improvement Program (AIP grants), state grants, passenger facility charges (PFCs), customer facility charges (CFCs), capital reserves, and bond funds. We look forward to discussing the timing, funding, and details around these projects at the first budget workshop.

The 2026-2027 budgeted project costs and funding sources can be found on the attached spreadsheet.

Proposed/Ongoing Capital Projects

1. Deice Pad Expansion and North Taxiway A Rehabilitation Project – Construction Completion
2. Bag Belt System Upgrades – Design and Construction Start
3. Aviation Safety Facility – Conceptual Planning
4. Taxiway A South Rehabilitation – Design and Construction
5. FBO Infield Paving – Design and Construction

Capital Maintenance Projects

1. Seal Coat/Crack Repair
2. Quick Turnaround (car rental) wash bay equipment replacement/updates
3. General Aviation Ramp Trench Grate Repairs
4. Hangar 5 Ground Support Equipment Improvements
5. Landscape Master Plan
6. Fuel Farm Fence
7. Replace Old Information Technology/Security Equipment Across Airport
8. Replace Public Announcement System in Terminal
9. Replace Hold Room Carpet/North Basement Flooring

Equipment

1. Acquire New/Replace Old Runway Multi-Purpose Units – Plow/Broom
2. Acquire New/Replace Old Loaders
3. Acquire New/Replace Old Vehicles – Operations/FBO
4. Acquire New Multifunctional Sidewalk/Curb Sweeper/Blower/Plow
5. Acquire New Maintenance Service Truck



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PROJECT NAME/LOCATION	2026-2027 BUDGET PROJECT COST	FUNDING SOURCE (FY 2026-2027)		TOTAL PROJECT COST	TOTAL PROJECT FUNDING SOURCE	
		FEDERAL/STATE	JHAB/BOND		FEDERAL/STATE	JHAB/BOND
AIRFIELD						
Aviation Safety Facility Conceptual Planning Study	1,640,785	1,599,765	41,020	2,117,475	2,064,538	52,937
Deice Pad Improvements - Phase 2 (CA/CO)	1,455,827	1,419,431	36,396	2,736,545	2,668,131	68,414
Deice Pad Improvements - Phase 2 Construction	25,064,641	24,438,025	626,616	38,933,307	27,462,957	11,470,350
Taxiway A Rehab (South), Connectors Design	1,225,000	1,194,375	30,625	2,800,000	2,730,000	70,000
Taxiway A Rehab (South), Connectors CA/CO	870,000	848,250	21,750	3,000,000	2,925,000	75,000
Taxiway A Rehab (South), Connectors, Construction	18,500,000	18,037,500	462,500	35,000,000	34,125,000	875,000
Pavement Marking	477,872	-	477,872	477,872	-	477,872
Replace Black Fencing	100,000	-	100,000	100,000	-	100,000
New Ramp Lighting Fixtures	95,000	-	95,000	95,000	-	95,000
EQUIPMENT						
Replace/Add Vehicles	325,000	-	325,000	325,000	-	325,000
Snow Removal Equipment (SRE)	2,541,799	-	2,541,799	2,541,799	-	2,541,799
SRE attachments	465,197	-	465,197	465,197	-	465,197
Operations Equipment	465,000	-	465,000	465,000	-	465,000
FBO & GA						
Hangar 5 GSE Improvements	450,000	-	450,000	450,000	-	450,000
GA Ramp Trench Grate Repairs	75,000	-	75,000	75,000	-	75,000
LANDSIDE						
Access Road Mill and Fill	2,500,000	-	2,500,000	5,000,000	-	5,000,000
Commercial Lanes - Add Equipment and Fencing	250,000	-	250,000	250,000	-	250,000
Public EV Chargers	1,350,000	1,080,000	270,000	1,500,000	1,200,000	300,000
Landscape Master Plan	250,000	-	250,000	250,000	-	250,000
OTHER BUILDINGS & GROUNDS						
Fuel Farm Fence	200,000	-	200,000	200,000	-	200,000
L2 Network/Meraki License Refresh	500,000	-	500,000	500,000	-	500,000
Airfield/Hangar 3 Radio Improvements	60,000	-	60,000	60,000	-	60,000
Employee Housing Updates	120,000	-	120,000	120,000	-	120,000
Tower Updates	75,000	-	75,000	75,000	-	75,000
QTA Replace wash Bays	250,000	-	250,000	250,000	-	250,000
TERMINAL						
Checked Baggage Inspection System (Bagbelt) Upgrades CA/CO	1,500,000	600,000	900,000	3,500,000	1,400,000	2,100,000
Checked Baggage Inspection System (Bagbelt) Upgrades Construction	11,250,000	5,000,000	6,250,000	36,460,000	16,300,000	20,160,000
Fascia on Gates 3-8	300,000	-	300,000	300,000	150,000	150,000
Replace PA System	300,000	-	300,000	300,000	-	300,000
Security/IT Updates	215,000	-	215,000	215,000	-	215,000
Flooring/Furniture Updates	100,000	-	100,000	100,000	50,000	50,000
	72,971,120	54,217,346	18,753,774	138,662,195	91,075,627	47,586,568