



JIA AIRPORT BOARD MINUTES

December 11, 2025 at 6:00 PM

Airport Alaska Room/Zoom

<https://juneau.zoom.us/j/81320381493>

Or join via audio: 1-253-215-8782 Webinar ID: 813 2038 1493

TO TESTIFY: CONTACT SHANNON VAN VALIN, 907-586-0962

1. **CALL TO ORDER** Mr. Redmond called the meeting to order at 2:00 p.m.

2. **ROLL CALL**

Members Present:

Eve Soutiere

Angela Rodell

Dennis Bedford

David Epstein

Jerry Godkin

Charlie Williams

Members Absent:

Jeff Redmond

Staff Present:

Andres Delgado, Airport Manager

Rich Ross, Airport Superintendent

Angelica Lopez-Campos, Airport Business Manager

Ke Mell, Airport Architect

Mike Greene (Zoom), Airport Architect

Kathy Lou Mancini, CBJ Airport

Others Present:

Tom Williams, Ward Air, Inc.

Jodi Garza, Alaska Seaplanes

3. **APPROVAL OF MINUTES**

A. July 10, 2025 Airport Board Minutes, August 7, 2025 Special Airport Board Minutes, September 11, 2025 Airport Board Minutes, September 25, 2025 Special Airport Board Minutes, October 9, 2025 Airport Board Minutes, November 13, 2025 Airport Board Minutes

Motion to approve minutes made by Ms. Rodell. Motion passed by unanimous consent.

4. **APPROVAL OF AGENDA**

Motion to approve agenda made by Mr. Epstein. Motion passed by unanimous consent.

5. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

None.

6. UNFINISHED BUSINESS

A. JINU Financial Model - FY24 and FY25 Validation (Attachment A)

Mr. Delgado reported that they validated the JINU Financial Model using the FY24 and FY25 actuals, which is found in Attachment A. He explained that in the percentage change column, a positive integer shows what the model thinks it should be in percentage difference, and a negative integer shows how far above the rates actually were over what the model thinks it should have been in both FY24 and FY25. He noted that in FY24, there was still CARES ACT funding available to the airport, which was used to offset some of the expenses the airport had at that time.

Mr. Epstein asked what the figures on the left on the first page of Attachment A are.

Mr. Delgado answered they are actuals, the rates and fees the model would have calculated in FY24.

Ms. Soutiere expressed that Mr. Delgado was looking for board feedback on these comparisons, and if the Board needs more time, they are hoping to call a Finance Committee Meeting before the Christmas holiday to get this squared away.

Mr. Epstein inquired about the figures on the right for FY25, as it seemed opposite from the first page.

Mr. Delgado explained the numbers on the right-hand side of the page are current rates and fees set in '24 for the FY25 fiscal year, and the numbers on the left are the FY25 numbers they got through in July, and the rates the model thinks it should have been.

Mr. Epstein asked if the formatting on FY25 would be the same for each year moving forward.

Ms. Lopez-Campos answered that she did not think so. She said the ones on the left are what the model is calculating and the ones on the right are the rates charged.

Ms. Rodell voiced that FY25 gave her a much better sense about the model's performance, as it is designed to validate the model's performance and how closely it would have calculated rates and fees compared to the old model. However, she was not sure why they were so far off on FY24.

Ms. Lopez-Campos noted there was COVID money in FY24, which does not go into the model as revenue.

Ms. Rodell expressed she thought CARES Act money was done for FY24, and was not sure COVID money would have had anything to do with landing fee rates.

Mr. Williams responded that COVID money did influence quite a bit of how rates were set. He said rates were able to be kept fairly low largely due to COVID money, so when it ran out, the rates were increased to correspond with that added burden.

Ms. Lopez-Campos believed that FY24 expenses were higher.

Mr. Williams asked for clarification that FY24 was the last year for COVID funding.

Mr. Delgado answered there was still some funding that had to be exhausted by FY25.

Mr. Epstein asked if Mr. Delgado and Ms. Lopez-Campos were satisfied with how the model performed.

Mr. Delgado and Ms. Lopez-Campos answered yes. Ms. Lopez-Campos added it was very easy to use.

7. NEW BUSINESS

A. JINU Financial Model - FY24 and FY25 Validation (Attachments B-E)

Mr. Delgado expressed they were tasked by the Finance Committee to produce separate scenarios with the new model and are now looking for feedback so they can carry the model into future discussions without any further changes to the model requested. He said they came up with three scenarios, and he explained the rates and fees figures and increases in each attachment. He explained the idea was to increase some contribution to the Capital Reserve Account to fund the non-AIP or non-federally funded projects that were listed in the Finance Committee previously. He added those would be prioritized and addressed in the Operations Committee Meeting in January.

Mr. Godkin asked Mr. Delgado if he met with the 121 Air Carrier, and if so, could he share their feedback on the budget process.

Mr. Delgado answered they met on December 5th, and they provided support and feedback, and only asked for justification on some of the increased expenses.

Ms. Rodell asked for an explanation for Scenario 1 versus Scenario 2 and what is causing the substantial increase in fund balance of almost \$1.2 million in FY27 requested. She noted that if everything was kept the same under Scenario 1 in terms of revenue picture, they have a \$300,000 decrease in fund balance. She said if these rates and fees were designed to balance and cover operating expenses, how are they generating \$1.2 million in excess revenue to add to fund balance.

Ms. Lopez-Campos responded that the deficit on fund balance on Scenario 1 is after the three month operating reserve, and the revenue funding source is \$11 million if they keep rates at the same rate, but if they increase the rates it comes up \$1.5 million.

Ms. Rodell felt they may be oversetting the rates to achieve equilibrium. She said they should not intuitively be generating \$1.5 million in additional fund balance.

Ms. Lopez-Campos expressed that it was not intuitive because the expenses are not all operating expenses, and they are only trying to cover operating expenses through the rates and fees. She added that when they raised the fees, they come up with \$1.5 million more, which covers the negative fund balance of \$1.2 million plus the \$300,000 that goes to Capital Reserve. If they did not increase the fees, they would be short \$1.5 million of revenue.

Mr. Delgado stated the increase to rates and fees as proposed in Scenario 2 would restore the funds in what is supposed to be the three-month preserve. He said if they did not raise rates and fees, the airport would run a deficit of \$1.2 million. He added that Scenario 2 proposes to balance the budget and nothing more.

Ms. Rodell asked if they have to do it all in one year, as these are substantial increases. She noted there are questions about if specific expenditures are sustainable for this year and so much uncertainty around the \$400,000 for the bomb equipment. She mentioned that an almost 10% increase in landing fees seems high and she would rather have year after year of 1% increases than a 10% increase.

Mr. Delgado responded that the explosive detection equipment that is on the budget for FY27 comes specifically from the passenger security fees, which are supported by the Part 121 carriers. He noted that explosive detection equipment will become mandatory at some point, and they would rather not be surprised by that expense should it hit them out of the blue.

Ms. Soutiere asked if it was reasonable to have a slower increase when taking finances and inflation into consideration.

Ms. Lopez-Campos noted that Finance or Downtown were not happy the last time they had a negative balance after the three months.

Ms. Rodell voiced that she remembered that. She said it is important to recognize there is some play in these numbers, and fund balance is supposed to take the volatility in a budget, which is why they have the reserves and fund balance.

Ms. Lopez-Campos stated that the FY25 actual ended up having the last COVID money and the FY26 projected actual has the returning \$1 million that was for the ARFF, in hopes they are going to get the PFC-10 (ph) to bring back that money.

Mr. Godkin commended staff and Finance for working on this budget so early. He suggested having another Finance Committee Meeting to flush out the confusion and to get clarity, direction, and understanding. He mentioned they received letters from some tenants that expressed an opinion of support, but another opportunity needs to be given for tenants to come in and where the Finance Committee can bring a proposal to the full Board with a recommendation.

The Board agreed.

Ms. Soutiere asked if the Board would be willing to do a special board meeting as well to accommodate the Finance Committee and the demands from the Assembly.

The Board answered yes and agreed to do it as a Zoom meeting.

Mr. Epstein inquired about the passenger security screening fee going up by 100% in the document.

Mr. Delgado responded that was due to the addition of the security manager, as they have allocated a bit more time and personnel costs to the security, the addition of security technicians, and explosive detection equipment.

Tom Williams appreciated staff for sharing financial information early. He encouraged the Airport Board to take a deep dive into expenditures, because revenues need to be generated based solely on expenditures. He expressed if there is uncertainty relative to the explosive equipment, maybe they should wait to increase rates on the traveling public until they know if they have to have it. He noted that if overall expenditures increase, the three months required of reserve also would increase.

Ms. Garza thanked the Board for taking the time to read her letter and to Mr. Delgado and Ms. Lopez-Campos for all of the transparency in demystifying the finances of the Juneau Airport. She expressed that she found the conversation the Board was having very encouraging. She pointed out that the decreasing of fund balance over time has been contributed to single one-time uses and as the expenses are increasing in FY26, the three-month operating reserve goes from \$2.7 to \$3.1 million, so it is increasing over time. In regard to rates, she agreed to wanting a thriving and sustainable airport, but it needs to be affordable for the traveling public, as if the expenses get too high, they could see a decrease in travel, which would also harm the airport.

8. STAFF REPORTS

A. Airport Manager's Report - Andres Delgado

- Mr. Delgado reported they met with Alaska and Delta Airlines, who provided feedback and gave their support. He acknowledged the correspondence they received from Ms. Garza, but since the letter arrived late, they did not have enough time to provide all the answers and explanations requested.
- He stated they had their Part 139 Certification Inspection by the FAA, November 18-20, who looked at everything. He thanked the Airfield crew, ARFF staff, Brandon Baggel (ph) with CCFR, and USA Wildlife Services for doing the best they can every day they come into work.
- He shared that Coastal Helicopters will have their annual Christmas Lights Flights on December 19th, from 4:15-7:30 p.m., which will benefit the Mendenhall Flying Lions Club and Cancer Connection.

- He addressed how Airfield Operations are prioritizing snow removal. He expressed that the Airport Operations Team target the runway, taxiways, Medivac areas, and the ARFF Station first, terminal areas, a few areas around the cargo facilities, and aero services second, and anything else is a tertiary priority.
- He gave an enplanement activity report. He voiced that the airport has seen growth in passenger enplanements, deplanements, number of landings, and cargo. He noted that this year is projected to be their busiest year.
- He talked about updates to their Capital Improvement Program. He shared that they had a meeting with FAA on November 12th, where they discussed a few of the projects they requested updates on.
- Mr. Delgado discussed encampments on airport property. On November 14th, there was a significant cleanup effort between CBJ Streets, JPD, and Juneau Airport. However, that still remains a challenge for the airport.

Mr. Epstein asked how many discrepancies came out of the Part 139 Inspection and how many were corrected during inspection.

Mr. Delgado answered about two pages worth were found and a page and a half has been corrected so far. Some of the discrepancies were related to ARFF training records, updating the Airport Certification Manual, and compliance items with a few of the tenants on the airfield.

B. Airport Project Manager's Report - Andres Delgado

Ms. Mell gave an update for the Master Plan. She shared that she asked Michael Baker International for an update on their status on schedule, but she did not get an answer back until after she submitting the board report. Michael Baker and the FAA met in early December and revised the Juneau Aviation Forecast and resolved most of the items, and hoped to have approval before the end of the year.

In regard to mapping and imagery, she stated the mapping subcontractor is finalizing the mapping and Michael Baker is expected to see the orthography and linework in the next couple weeks, with obstructions analysis coming in latter half of January, where they can then finalize figures and update the Airport Layout Plan. She noted that after they have the obstruction data, they can deliver the draft Master Plan update. The draft Master Plan update is expected to be delivered in mid-February, and the final Master Plan Update should be incorporated into the CBJ Comprehensive Plan by the end of FY26.

Ms. Mell talked about the contamination at the Loken Coastal Property, which has been under Department of Environmental Conservation Management review for four months. She said they want it finished so they can close out the reporting on that fuel

contamination and proceed with FAA to acquire that property.

Ms. Mell discussed the Alaska Division of Lands Conveyance, which comes from a runway safety area extension project from 2009. She explained that on December 5th, the Department of National Resources asked her to confirm with the FAA that they approve what the Department of Natural Resources has done, and if so, they can get it finalized and done. She emailed the FAA for confirmation but has not heard back; however, they are close to closing it out. She expressed it would allow Michael Baker to add the land conveyance to the Airport Layout Plan.

C. Airport Project Manager's Report - Mike Greene

Mr. Greene reported on the Runway Shoulder Grading and NAVAIDs Project, stating that they still have to do a reimbursable agreement with the FAA to formalize the agreement, so Juneau will fund the FAA's prelim planning and in-house engineering review of the project. They met with FAA on December 9th, to go over concerns Juneau had with the RA language, and FAA agreed to drop the language, so they will move forward in finalizing the RA.

Mr. Epstein asked how they were able to get around the hurdle of forward-funding with the FAA and what the plan is for paying them back afterwards.

Mr. Greene responded they were not able to waive the forward-funding and are on the hook for \$95,000 to get the RA going, and a construction RA will come in after that.

Ms. Soutiere congratulated Mr. Greene.

Mr. Green discussed the rehab of the Apron & Remain Overnight area. He said the motion sensors that were replaced on each light pole are filling with water and the electrical subcontractor and the manufacturer are fighting over who is responsible for it. The lights are operational and turning on and off by photocell, but not dimming based on the motion sensors detecting movement on the apron.

He shared that FAA issued a Notice of Funding opportunity on December 8th, which is an opportunity to allow airports across the country to put in grant applications for repairs and upgrades to sponsor-owned control towers. They selected Air Traffic Control Tower Temporary Fixes Project and Juneau Surge Protection Project for the grant applications. He said they are working on getting them written up, finalizing design narratives, and getting construction cost estimates to provide in the applications. He noted the deadline for application submission is mid-January.

He voiced he has been going through their archives the last couple weeks and has found a lot of information that is filling a lot of gaps within their filing system. He admitted that some of things he found have answered a lot of questions on when and how.

9. CORRESPONDENCE

A. Letter from Jodi Garza, Alaska Seaplanes re: FY27-30 Budget and Rate and Free Model (ATTACHMENT G)

Mr. Williams asked Mr. Delgado if he could send out his explanations and answers regarding the letter to the board.

Mr. Delgado answered yes.

10. COMMITTEE REPORTS

Ms. Rodell gave a report on the November 24th Finance Committee Meeting. She stated they walked through the Financial Model again and continued to have discussions on the progress of it.

Mr. Williams commented that he was appreciative of getting the year by year comparisons to help them understand where they have been and where they need to be. He added that they need an interim Finance Committee Meeting before bringing anything to the Board, and needed to have an understanding of what is missing and what needs to be accomplished to make sure they are all-encompassing at meetings.

Ms. Soutiere reminded the board that they need to follow the Public Meetings Act with any emails or texts that go out on this matter.

Mr. Godkin noted they received an email from Ms. Garza, but also had three other tenants since then opt on to her email. He said they need clarification on what they envision on how to submit a budget and whether Mr. Delgado and the city manager need understanding between each other on that. He felt that needed to be flushed out prior to the Finance Committee Meeting so they have a firm understanding.

11. BOARD MEMBER COMMENTS

Mr. Epstein wished everyone a Merry Christmas, Happy New Year and Happy Hanukkah.

Ms. Soutiere commended airport staff, as it has been a really good meeting. She noted this group is working well together at tackling things, which is very important.

12. ANNOUNCEMENTS

None.

13. NEXT MEETING DATE

The next regular Airport Board Meeting is January 8, 2026 at 6:00 p.m., in the Alaska Room/Zoom.

14. EXECUTIVE SESSION

15. ADJOURNMENT Mr. Epstein moved for adjournment, meeting adjourned at 7:30 p.m.