



AIRPORT BOARD OPERATIONS COMMITTEE AGENDA

May 12, 2026 at 1:00 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

2. ROLL CALL

3. APPROVAL OF MINUTES

A. April 2nd, 2026- Airport Operations Committee Meeting Minutes

4. APPROVAL OF AGENDA

5. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

6. NEW BUSINESS

A. Non-Federally Eligible Projects – Proposed Prioritization Criteria

Review and discussion of proposed criteria for prioritizing non-federally eligible capital projects, with emphasis on safety, security, capacity/operational reliability, and sustainability/lifecycle cost. This item is intended to support consistent future review of locally-funded project needs. No formal project ranking or funding action is requested at this time.

See Attachment A.

B. Non-Federally Eligible Capital Projects

Review and discussion of the project list by category, including Terminal, Landside, and Airfield needs. This item is intended to identify projects that may be ready for near- or long-term consideration, need additional scoping or cost refinement, or require longer-range funding strategy. No formal funding action is requested at this time.

See Attachment B.

C. Local Funding Strategy and Public Input Opportunities

Discussion of potential funding pathways, including airport revenues, reserves, CBJ appropriations, or other allowable local mechanisms. This item also provides an opportunity for public and tenant input on operational impacts and project priorities. No formal funding recommendation is requested at this time.

See Attachment C.

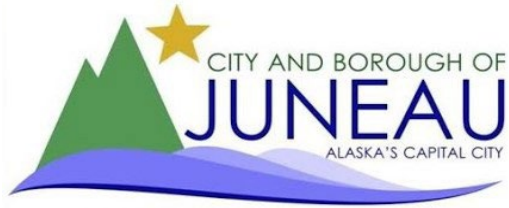
7. BOARD MEMBER COMMENTS

8. ANNOUNCEMENTS

9. NEXT MEETING DATE The next Regular Board Meeting will be held on May 14th, 2026 at 6pm in the Alaska Room/Zoom.

10. ADJOURNMENT

ADA accommodations available upon request: contact the Clerk's Office (907)586-5278 or city.clerk@juneau.gov at least 36 hours prior to a meeting, to request ADA arrangements.



AIRPORT OPERATIONS COMMITTEE MINUTES

April 2, 2026 at 12:00 PM

<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. Bedford called the meeting to order at 12:00 p.m.

2. **ROLL CALL**

Members Present:

David Epstein (via Zoom)
Dennis Bedford
Jerry Godkin

Members Absent:

Eve Soutiere
Charlie Williams
Angela Rodell
Jeff Redmond

Staff Present:

Andres Delgado, Airport Manager
Angelica Lopez-Campos, Airport Business Manager
Ke Mell, Airport Architect
Sherri Layne, CBJ Law (via Zoom)
Bruce Malazorte, Airport Accounting Tech II (via Zoom)
Nano Brooks, CBJ Assembly (via Zoom)

Public: (via Zoom)

Justin Corbin, Aero Air

3. **APPROVAL OF AGENDA**

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

4. **PUBLIC PARTICIPATION ON NON-AGENDA ITEMS**

None.

5. **NEW BUSINESS**

A. Proposed Projects for PFC-10 Application

Mr. Delgado presented on the proposed projects lists for the PFC-10 application. He explained the process, which is compiling a list, running it by the Operations Committee, then pushing it to the Full Airport Board for approval, and the list is then taken to have a consultation with the air carriers to sign off on the projects. He said after they are signed off and they send a letter of agreement, they take the negotiated list of projects to the FAA for final approval. He stated a PFC application can be a minimum of 5 years long of collections or extend decades, but this particular application they are looking at should be between 5 and 6 years of collections. He shared they included the full list of the proposed projects with summaries, a funding strategy, and schedule in the packet. He noted they also added some older projects from prior grant use that local match components were composed mostly of sales tax money, which will also be included in the PFC application to un-spend the sales tax money and replace it with PFC money.

Mr. Epstein asked about a firetruck and wetland rescue vehicle that was included.

Mr. Delgado explained Attachment A3 is the engine A2 replacement, which is the one that saw the FAA grant rescinded and was paid for using Airport Fund Balance and the intent to use PFC revenue to bring that money back into fund balance. He added the wetland rescue vehicle was always its own project and grant, and the FAA money was for the snow removal equipment on A7. He noted the only thing they paid for using local funds was the local match at \$60,000, which they are seeking reimbursement for via the PFC revenue.

Mr. Godkin moved to forward the proposed Passenger Facility Charge Project List for inclusion in the upcoming PFC application and forward the item to the Airport Board with a recommendation for approval.

Motion passed by unanimous consent.

B. Non-Federally Eligible Capital Projects (Local Funding Priorities)

Mr. Delgado presented on the non-federally eligible capital projects for the committee to prioritize and talk through. He noted the projects list is in Attachment B, and since the projects are not federally eligible, they would come out of the airport's pocket, but the Airport Board has access to sales tax funds the Board could request from the Assembly to fund some of the projects.

Mr. Epstein commented Alex Holden Way has always been a problem child and it looks like it is progressing towards reconstruction. He considered that a priority. He asked about the three phases of airfield survey work that was listed.

Ms. Mell answered one of the things the airport should have been doing for a long time was to maintain the comprehensive survey of tenant tracks and tenant lots, and as a result, there is no source for the information. She said the FAA will not pay for them to do something they should have been doing, which is to tie all the miscellaneous surveys with different reference points into a single comprehensive overall survey, as there is

the potential for tenants lots overlap, not close, or not be a part of an overall survey. She added they expect this effort to take about 3 years.

Mr. Epstein inquired how they managed getting an Exhibit A approved.

Ms. Mell explained Exhibit A was land the airport owns and does not show tenant lease lots.

Mr. Epstein asked if the airport was confident of its property lines and all the tracks.

Ms. Mell answered yes.

Mr. Delgado added they are confident in the airport layout plan where the exhibit is found, but what they seek to have done is a reconciliation of all the survey work that has been done over the previous several decades.

Mr. Epstein inquired how often they get a tenant build a new building at the airport.

Mr. Delgado responded not very frequently, but there has been an increase over the last couple years, particularly in the northeast development area. He noted there is also future redevelopment of the northwest development area coming.

Mr. Epstein commented they have a new requirement where when a tenant wants to build a building on their leased lot, they are being required to complete the NEPA action and the Section 106 cultural and historical investigation.

Ms. Mell stated they are aware of that and have a tenant currently in the process of design, but does not know where they are in the process. However, they should be able to handle that.

Mr. Epstein asked Mr. Delgado if he planned on making up his own thoughts on priorities.

Mr. Delgado answered yes. He stated he is a little biased on the airfield side and he would probably prioritize in terms of safety and target projects they can do that would lay the ground for further development of the terminal and for future development on the NEDA and northwest development area. He also felt security cameras were a priority, as well as reconstruction of Alex Holden, facilities annual inspection, access gate replacements, and culvert replacements. He explained they are not seeking action right now, but wanted to present it in a public setting and encourage discussion on it.

Mr. Bedford shared what he would like to see a framework on how they look at all these and establish priorities. He asked if anyone had any ideas on that.

Mr. Godkin voiced he had not come up with a priority list but looked at it from the financial side. He said the whole board and Ops need to get together on it, because the airport has struggled with its own CIP projects and equipment replacement, and when the airport had money set aside they could use for things, tenants walked it back and

did not support creating the equipment replacement funds. He felt they needed to be pursuing creating the equipment replacement and their own CIP fund mechanism. He said everyone has desires for money and want to get the taxpayers to subsidize the projects, so they will be competing with others. He felt they needed a strategy as a board and the support from tenants in a funding mechanism that people will pay into, and they need to start setting money aside for certain things. He added the Assembly also need a say in it and we need their support. Mr. Godkin suggested coming up with a list and then comparing them.

Mr. Epstein shared there was a media report earlier in the week about the proposed lower mill rate, but it included information on cuts that certain city departments would have to take, and it noted the possibility of the airport being faced with a \$15 million cut. He asked if they had been thinking about the impacts of that.

Mr. Godkin expressed he read that article but did not see anything about an airport and a cut. He said if they were going to make cuts they would have heard about it in the meeting, and the city manager would have told the airport manager to plan on making reductions to the budget before submitting.

Mr. Delgado stated they are a separate entity from the rest of CBJ in that particular case.

Mr. Brooks mentioned he could not recall any discussion around major budget cuts to the airport like that either.

Mr. Epstein said he looked up the article again and he misread it, as it said the budget included \$15 million for the airport, not a cut. He apologized for the confusion.

Mr. Bedford shared it seems the members of the Board of the Operations Committee would like to take the list and spend some time with it rather than address it as a committee at this time.

Mr. Delgado agreed, yes, it is homework and that was the intent. He expressed they could add or take out projects and prioritize as they see fit.

Mr. Godkin asked what a reasonable time would be for the Ops Committee members to come up with a list.

Mr. Delgado responded a month.

Ms. Mell stated after safety capacity and security, projects that preserve their future options should be prioritized in terms of directions in which the airport can grow. She added that the master plan update is available on their website, but they are waiting for comments from the public, Technical Advisory Committee, Board, and any other interested stakeholders, and it has a list of projects they are interested in and areas for future development.

Ms. Lopez Campos mentioned development as a priority.

6. BOARD MEMBER COMMENTS

7. ANNOUNCEMENTS

8. NEXT MEETING DATE

The next Airport Operations Committee Meeting is TBD.

9. ADJOURNMENT Mr. Godkin moved for adjournment, meeting adjourned at 12:41 p.m.

Prioritization Criteria and Scoring Framework

Some capital projects needed to operate, maintain, and improve Juneau International Airport are not eligible for federal participation or are only partially eligible. These projects must be funded primarily with local resources and therefore require careful review before being advanced for design, construction, acquisition, or future funding consideration.

The following prioritization criteria are intended to provide a consistent framework for Operations Committee discussion. The criteria do not obligate the Airport to proceed with any project and are not intended to produce a final funding decision at this time. Rather, they are intended to help identify which projects may warrant further development, cost refinement, phasing, funding strategy review, or future Airport Board consideration.

Committee member comments received after the April 2 meeting indicate that several projects may reasonably fall into more than one priority category, and that many projects can be considered important depending on the evaluation lens used. Staff is therefore proposing a weighted prioritization framework to help distinguish between safety, security, capacity, and sustainability considerations, while also recognizing that project readiness and funding pathway may need to be evaluated separately from project importance.

Prioritization Criteria

Projects may be evaluated using four primary criteria: Safety, Security, Capacity, and Sustainability. Each criterion will be scored from 1 to 5, with higher scores reflecting a stronger need, greater risk reduction, or greater operational benefit. The maximum possible weighted score is 5.00.

Criterion	Weight	Weighted Points
Safety	30%	1.50
Security	25%	1.00
Capacity	25%	0.75
Sustainability	20%	0.80
Total	100%	5.00

Weighted Score Formula:

Safety x 30% + Security x 25% + Capacity x 25% + Sustainability x 20% = Total Weighted Score

The weighted score is intended to support discussion and comparison across different types of projects. It should not be treated as an automatic ranking or funding decision. Committee judgment, project readiness, available funding, public input, and Airport Board direction may also affect future project recommendations.

Scoring Scale

Score	Meaning	Description
1	Minimal benefit	Project has limited relationship to the criterion or is primarily cosmetic, convenience-based, or discretionary.
2	Low benefit	Project provides some benefit, but does not address an urgent need, known deficiency, or significant operational issue.
3	Moderate need	Project addresses a known issue, recurring maintenance concern, moderate operational limitation, or useful service improvement.
4	High need	Project addresses a significant deficiency, recurring disruption, security concern, service limitation, or near-term operational risk.
5	Critical need	Project addresses an immediate or serious safety, security, capacity, regulatory, asset failure, or operational continuity risk.

Safety

Projects should receive higher priority when they directly reduce risk to passengers, employees, tenants, contractors, aircraft operations, vehicles, or the public. Consider whether the project:

- Addresses a known safety hazard or recurring operational risk.
- Reduces the likelihood of injury, accident, property damage, or service disruption.
- Improves emergency response, access, evacuation, lighting, visibility, or life-safety systems.
- Replaces or repairs deteriorated infrastructure that could create unsafe conditions.
- Supports compliance with applicable safety codes, airport standards, or operational requirements.

Security

Projects should receive higher priority when they strengthen airport security, access control, surveillance, perimeter integrity, or separation between public, tenant, secured, and operational areas. Consider whether the project:

- Improves control of access to restricted, secured, or operational areas.
- Addresses known vulnerabilities in fencing, gates, cameras, doors, locks, or access systems.
- Reduces unauthorized access risk or improves monitoring capability.
- Supports the Airport Security Program, TSA coordination, or law enforcement response.
- Improves reliability of security infrastructure that is aging, failing, or difficult to maintain.

Capacity

Projects should receive higher priority when they preserve or improve the Airport's ability to serve passengers, tenants, airlines, cargo, general aviation, and airport operations.

Consider whether the project:

- Relieves a current capacity constraint or operational bottleneck.
- Improves passenger flow, aircraft movement, tenant access, vehicle circulation, parking, or equipment staging.
- Reduces recurring maintenance burden or operational inefficiency.
- Prevents facility or system failures that could disrupt airport operations.
- Supports continued use of critical airport infrastructure.
- Improves the Airport's ability to support existing demand, seasonal peaks, or foreseeable near-term growth.

Sustainability

Projects should receive higher priority when they reduce long-term operating costs, improve energy performance, extend asset life, or avoid more expensive repairs later.

Consider whether the project:

- Reduces energy consumption, fuel use, emissions, or utility costs.
- Replaces aging systems with more efficient or reliable infrastructure.
- Extends the useful life of airport assets.
- Avoids escalating repair costs or emergency replacement costs.
- Improves resilience to weather, climate, flooding, snow load, drainage, or long-term environmental conditions.
- Supports responsible stewardship of airport-owned facilities and infrastructure.

Project Readiness

Project readiness should be considered separately from the weighted score. A project may be high priority but not ready for funding or construction, while a lower-priority project may be ready to proceed if funding becomes available. Separating priority from readiness helps avoid confusing operational need with project deliverability.

Readiness Category	Description	Typical Next Step
Ready / Near-Term Candidate	Scope and cost are reasonably defined, and the project could be considered if funding becomes available.	Identify funding source, confirm estimate, and determine procurement or delivery path.
Needs Refinement	Project appears valid, but scope, cost, phasing, eligibility, constructability, or timing requires additional review.	Refine scope, update cost estimate, evaluate phasing, and clarify funding strategy.
Long-Range / Major Funding Need	Project is significant in cost, complexity, or funding need and is unlikely to advance without a broader funding strategy.	Preserve in capital planning and evaluate long-term funding options.
Monitor / Defer	Project remains on the list, but does not appear ready or urgent compared to other needs.	Revisit during future capital planning updates.

Suggested Discussion Approach

For this meeting, staff recommends using the criteria as a discussion framework rather than a formal scoring exercise. The Committee may wish to review whether the criteria and weighting are appropriate before applying them to the full project list.

The Committee may also wish to identify projects in general categories, such as:

- Projects that appear to address a near-term safety, security, or operational concern.
- Projects that may be ready for near-term consideration if funding becomes available.
- Projects that need additional scoping, cost estimating, phasing, or eligibility review.
- Projects that appear to be longer-range needs requiring a broader funding strategy.

Project List and Readiness Review

This attachment supports Committee discussion using the prioritization criteria in Attachment A. It is not intended to approve funding or establish a final ranked list. Rather, it may help identify which projects appear ready for near-term consideration, which need additional scoping or cost refinement, and which require a longer-range funding strategy.

No formal scoring, ranking, or funding recommendation is required at this time. The scoring table is provided as a tool to support transparent public discussion and future capital planning.

Project	Category	Est. Cost	Safety 30%	Security 25%	Capacity 25%	Sustainabil ity 20%	Weighted Score	Readiness Category
Departure Lounge Carpet Replacement	Terminal	\$150,000						
Replace Carpet & Repair Subfloor at Gate 2 PBB	Terminal	\$50,000						
Facilities Annual Inspection - Contracted	Terminal	\$50,000						
Replacement/repair of soft furnishings in sleeping lounge	Terminal	\$100,000						
Terminal DOAS-1 Replacement - Design	Terminal	\$50,000						
Terminal DOAS-1 Replacement - Construct	Terminal	\$250,000						
Terminal Heat Pump Replacement - Construct Phase 1	Terminal	\$300,000						
Terminal Heat Pump Replacement - Construct Phase 2	Terminal	\$300,000						
Terminal Heat Pump Replacement - Construct Phase 3	Terminal	\$300,000						
Terminal Heat Pump Replacement - Construct Phase 4	Terminal	\$300,000						
Security Cameras - Terminal Parking Lot - Construct	Landside	\$50,000						

Alex Holden Way Reconstruction - Design	Landside	\$500,000						
Alex Holden Way Reconstruction - Construct	Landside	\$2,300,000						
Rental Car Parking Lot Access Control	Landside	\$10,000						
Pedestrian Path Lighting at Jordan Creek - Construct	Landside	\$150,000						
Comprehensive Airfield Survey Work - Phase 1	Airfield	\$50,000						
Comprehensive Airfield Survey Work - Phase 2	Airfield	\$50,000						
Comprehensive Airfield Survey Work - Phase 3	Airfield	\$50,000						
Trash Compactor Weather Protection - Design	Airfield	\$100,000						
Trash Compactor Weather Protection - Construct	Airfield	\$500,000						
GA Taxilane Reconstruction - Design	Airfield	\$400,000						
GA Taxilane Reconstruction - Construct	Airfield	\$13,000,000						
Paving at Block O Hangars - Design	Airfield	\$50,000						

Paving at Block O Hangars - Construct	Airfield	\$400,000						
Sand-Chem Building - GSHP-1 Repair / Replacement	Airfield	\$100,000						
Fuel Station Access Control	Airfield	\$30,000						
NWDA Electrical Upgrades and Lighting - Design	Airfield	\$50,000						
NWDA Electrical Upgrades and Lighting - Construct	Airfield	\$200,000						
SREB Phase 4 - Construct	Airfield	\$20,000,000						
Access Gate Replacements - Phase 1 - Construct	Airfield	\$300,000						
Access Gate Replacements - Phase 2 - Construct	Airfield	\$300,000						
Taxiway B-1 Culvert Replacement, 24-inch to 36-inch	Airfield	\$250,000						
Compass Rose Surveying and Painting	Airfield	\$25,000						
Security Cameras - West End - Procure and Install	Airfield	\$50,000						
EVAR Fencing Extension - Design and Construct	Airfield	\$500,000						

Local Funding Strategy and Public Input

Juneau International Airport's capital program includes projects that are federally eligible, partially federally eligible, and not federally eligible. Federally eligible projects are generally advanced through AIP, AIG, PFCs, or other grant programs when available. However, many needed airport improvements do not qualify for federal participation, or include components that must be locally funded.

Because federal funding is limited and eligibility driven, JNU maintains a separate list of non-federally eligible capital needs. The FAA's Airport Capital Improvement Plan process is used to identify and prioritize federally eligible airport development needs, while FAA Order 5100.38D, Change 1, provides the policy framework for administering AIP funding. For projects outside that framework, a local prioritization process is needed to evaluate operational need, readiness, lifecycle cost, and available funding.

At JNU, the non-federally eligible project list includes Terminal, Landside, and Airfield needs totaling approximately \$41 million. The list includes smaller near-term projects, such as access control, lighting, surveys, curb repairs, carpet replacement, and security camera work, as well as larger long-range needs such as Alex Holden Way Reconstruction, GA Taxilane Reconstruction, terminal mechanical system replacements, and SREB Phase 4. The list should be treated as a working inventory of local capital needs, not a final funding plan.

Local Funding Context

Potential local funding sources may include airport-generated revenues, airport reserves, capital reserve funds, CBJ appropriations, or other allowable local funding mechanisms. The appropriate source will depend on the project type, timing, cost, public purpose, reserve availability, Board direction, and CBJ budget process.

JNU has previously used local match, PFC, and reimbursement strategies to manage capital project timing and preserve local funding capacity. This approach remains relevant because local funds are limited and should be strategically reserved for projects that cannot be reimbursed through federal grants or PFCs.

CBJ also uses a variety of local funding tools for public infrastructure, including general funds, sales tax initiatives, fund balance, revenue bond proceeds, and grant match appropriations. This does not determine the funding path for airport projects, but it illustrates that local capital projects may involve multiple funding sources depending on public purpose, eligibility, and policy direction.

Public Input and Committee Role

This Operations Committee meeting is intended to continue bringing non-federally eligible airport capital needs into public view. The purpose is not to approve funding for a specific project at this time. Rather, the meeting provides an opportunity for the Committee, tenants, users, and the public to discuss new projects and needs, and which projects appear most important, which projects require additional development, and which projects may warrant future Airport Board, Finance Committee, and Budget consideration.

Public and tenant input may be especially useful for projects that affect passenger experience, tenant access, general aviation operations, landside circulation, security, maintenance, or long-term facility reliability. Input received during this process may help staff refine scopes, identify operational impacts, clarify timing constraints, and better distinguish between projects that are urgent, ready, deferrable, or long-range.

Suggested Funding Strategy Categories

In addition to the proposed prioritization strategy, projects may be grouped into the following categories:

Category	Description	Possible Next Step
Near-Term Local Funding Candidate	Project has a clear scope, defined operational need, and could proceed if funding is identified.	Refine estimate and identify possible local funding source.
Needs Further Development	Project may be important but requires additional scoping, cost estimating, design, eligibility review, or phasing analysis.	Return to Committee or Board with refined scope and cost.
Long-Range Local Capital Need	Project is significant but not ready for near-term funding or requires a major funding strategy.	Preserve in capital plan and evaluate future funding options.
Potential Board or Finance Committee Referral	Project raises policy, funding, or reserve-use questions requiring broader review.	Forward to Airport Board or Finance Committee for discussion.

Category	Description	Possible Next Step
Monitor / Defer	Project remains valid but does not appear urgent compared to other local capital needs.	Revisit during future CIP updates.

Recommended Use of the Prioritization Criteria

Attachment A provides a proposed weighted scoring framework based on Safety, Security, Capacity, and Sustainability. The scoring framework may help compare projects across different categories, but the score should not be treated as an automatic funding decision. Project readiness, available funding, public input, timing, procurement constraints, and Board direction should also be considered.

For this Operations Committee meeting, staff recommends using the prioritization criteria and funding strategy categories as discussion tools. A full project ranking is not required at this time. Staff will use Committee discussion and public input to refine the project list, evaluate preliminary scoring and readiness categories, and identify potential funding pathways as part of ongoing capital planning.

No formal funding recommendation is requested at this time. The purpose of this item is to support transparent public discussion, gather Committee and public input, and help staff identify which non-federally eligible projects should be further developed for future Airport Board, Finance Committee, or CBJ budget consideration.