

# YAMPA VALLEY AIRPORT COMMISSION

April 13, 2023

## Meeting Minutes

The regular meeting of the Yampa Valley Airport Commission (YVAC) was called to order in-person and via Zoom at 6:04 p.m. on Thursday, April 13, 2023.

### YVAC members present:

Janet Fischer – Steamboat Ski & Resort Corp  
Tim Redmond – Routt County Commissioner  
Stephen Birch – Resident of Routt County - Aviation Community  
Randy Rudasics – Steamboat Chamber  
Les Liman – Resident of Routt County - Aviation Community  
Chris Nichols – Resident of Moffatt County  
Michael Buccino – Steamboat Springs City Council member

### YVAC members absent:

Trevor Gann – Town of Hayden  
Larry Mashaw – Resident of Routt County

### Others present:

Kevin Booth – YVRA  
Stacie Fain – KSBS  
Tim Ascher – Atlantic Aviation  
Lauren Rasmussen – Mead & Hunt  
Jeremy Lee – Mead & Hunt  
Keith Hensley

## **I. ORGANIZATIONAL MATTERS**

### **1. Approval of Minutes – February 9, 2023**

#### **MOTION**

Steven Birch moved to approve the December 8, 2022, meeting minutes as presented;  
Randy Rudasics seconded.

**The motion carried unanimously.**

### **2. Yampa Valley Airport Commissioner Term Discussion**

Kevin Booth:

All these terms are expiring at the end of June:

Chris Nichols, Moffat County, is expiring; his alternate is not.

Trevor Gann, Town of Hayden, is expiring. Bob Reese, alternate, is expiring as well.

Rob Perlman and Janet Fischer's terms are expiring.

Larry Mashaw and Randy Rudasics are expiring.

Les Liman, seat 8, is expiring.

Steve is not expiring.

Rudasics said he is willing to serve until a replacement is found for his Chamber position. He reported that a search is underway.

Booth: We usually put an advertisement out that we're looking for a resident of Routt County, then we do the interview process; same way with Les.

Redmond suggested that commissioners send emails regarding their status to keep a record.

Booth said that the Moffat County resident position does not require an interview.

Booth: Keith Hensley, RC Economic Development Partnership, is here as an interested party.

Rudasics: Sarah Leonard, CEO of the Chamber, would have a lot to say, but I'm sure she would support it.

Fischer: I will continue, and I think it's going to be somebody besides Rob.

### **3. Update YVAC Mission Statement**

Booth: I read the mission statement for the YVAC, and it was out of date, so I drafted an update. It wasn't updated after the IGA was updated. There's not much change. The only thing I did was take a verbatim change from the IGA. It's now "monitor activities, provide input and guidance" as opposed to "direct activities" at both airports. Review, approve and recommend actions to the owners regarding strategies. I added one other edit about the Steamboat Springs Flying Club at Stacie's request.

### **MOTION**

Steve Birch moved to adopt the updated YVAC mission statement proposed by Kevin Booth; Randy Rudasics seconded.  
The motion carried unanimously.

## **II. PUBLIC COMMENT**

None.

## **III. COMMENTS FROM BOARD MEMBERS**

Birch asked Booth to talk about the ILS.

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Booth: The instrument landing system is what gives us the capability to land with a 200-foot ceiling and ¾ mile visibility. It has two components: a localizer which gives you left-right course guidance and a glideslope that gives you up-and-down. Put those two together, and most airplanes can land in poor weather.

We fought it all winter because of the amount of snow we had. Both systems bounce a signal off the terrain in front of them. Typically, our snow doesn't impact that; it goes right through it. But when you have a freeze-thaw and you get a crust with trapped water in between crusts, it can

bend that signal. The deviation allowed is 8 of some measurement; we got to 9 at one point this winter. We immediately went out and did some mitigation and brought it back into compliance.

All the snow started to melt this week. The FAA hadn't checked it, and then they came back and it was out of tolerance. So, they labeled it unserviceable. They had some things they wanted us to do, which I didn't agree with, so I had an emergency call a couple of days ago with the Service Support Center in Grand Junction and told them why I disagreed. They agreed with my reasoning, and we did more mitigation. The crust was soft enough that we could do something with our snow cat, so we took some of the crust off and ran the snow cat over it, which accelerated the melting. As of yesterday afternoon, it was back to within 6. Unless we get some rogue snowstorm, I think we're okay.

I want to get smarter on how that signal gets bent. We've got a project coming up next year where we're going to build a blast pad on that end of the runway, so we're going to be out there moving earth anyway. I want to know if the grading is currently optimized. If it's not, let's make it perfect to reduce this, because this was stressful. If we lose that ILS, we'll have diversions. We still have an RNAV approach on each end, which gets you down to a 400-foot ceiling, but we're often below 400 feet ceiling and down near  $\frac{3}{4}$  of a mile visibility, and we could have lost a lot of flights this winter because of it.

I don't clearly understand the problem. I'm not sure what bends the signal, and I'm not getting great answers when I ask that question to the FAA. We were going to make it worse had we done what they proposed. I had to go one level above the guys who were taking it out of service to get that straightened out, but we did.

The area in front of the localizer is like 1,000 feet long and 500 feet wide, and it had 36 inches of snow on it at one point. Since probably early March, it was all mud underneath it. If we had used a 966 loader out there to move snow imagine the surface we would leave behind. That was the point I was trying to make to the FAA, and they eventually concurred.

I don't know the best way to fix this problem or when to take action. For the glideslope, when I get to 18 inches of snow, we go out there before crust is created and take it down to less than a foot. To do that with the localizer, I would need one or two more snow cats, and we'd need a bigger one than we have now. The surface under the glideslope is such that I can put a loader on that and not create ruts. It's the localizer that is not a prepared surface. It might be that we remove the material so that it drains better when it gets wet, or we might put millings down. I just don't know. I need somebody that's smarter on localizers to tell me whether I should do that.

Redmond confirmed with Booth that this is the first year it has ever gone out of service.

Booth: We got way more snow this year than we normally do.

Booth said he is working with Grand Junction SSC to figure it out.

Booth reported that he asked the FAA to share the order that tells the techs what they need to know; the FAA refused due to their policy that they don't share those with the public.

#### **IV. NEW BUSINESS**

## 1. SBS Airport & Capital Infrastructure Update

Stacie Fain:

Our operations were down because people couldn't get in here due to the weather this winter. We had 165 inches of snow in January. We clearly were the snowiest airport in Colorado this year.

Fuel sales were pretty even, even though the number of operations was down. A lot of that has to do with training operations and the local flying community that just didn't fly during the snowy weather.

The simulator is going well. We're working out all the particulars, but people are renting it and enjoying it, and it's been a true asset.

This airport has two approaches, a VOR and a GPS/RNAV approach to Runway 32. Getting a new approach at an airport is very challenging, and with our topography here, as you get more technically precise information, as part of our Master Plan, you do airport aviation GIS. I have been working with the FAA since we did our Master Plan. I want a straight-in approach for this airport. It is not common, but the accident with Dr. Devin was a matter of not flying the published approach and not executing the missed approach as published. So, I believe it would be a safer approach if we had a straight-in approach and then an easier missed approach at this airport. That's what I've been working on for 2-3 years now.

The straight-in approach was well written by the team at the FAA that writes the approaches, but it failed the flight test twice. There were a couple of reasons that I believe it failed.

I was trying to include Category C aircraft, and that is bigger, faster aircraft.

Also, because it's so steep, the test pilots did not get a comfortable feeling when they tested it. I've gone back to the FAA explaining why it is so important that we get a new approach. Right now, you come in, spot the runway, and you have to circle to land. When you circle to land, you can lose the runway again, and then you have to do the missed approach. So, there's a tendency for pilots not to want to circle to land; they see the runway, and they want to land. So, that's why I want to give them the straight-in approach. The new straight in approach will be easier, but the MDA is going to be a little bit higher. We will keep the circling approach for the professional and medevac guys who need the lower approach, but I want to give the other pilots another option of a straight-in approach that's easier. If they're not doing it as often, it's going to be safer for them. The FAA is going to flight test the straight-in approach one more time for only Category A and B. But that will suit what this airport is designed for. I am hopeful that we will finally get a straight-in approach.

I was working with Tim Asher to see about the possibility of changing fuel vendors. He gave me some information, and it turns out – I had been under the misconception when I got here that some of the fuel vendors would not deliver smaller loads to airports like SBS. I asked Tim who his fuel vendor is and if he thought they would consider delivering to SBS. He said he thought AVFUEL would deliver to SBS. I conducted some research and it turns out that every airport in the mountain region from here to Grand Junction is using AVFUEL, with the exception of Grand County (20V and GNB). It turns out that Eagle is the only other place that doesn't use AVFUEL as their vendor, and they can't because Signature is required to use Epic Fuel. The Signature representative said he would go with AVFUEL if he could. We also want to transition our point-of-sale system. The POS we wanted to look at does not work with Phillips 66 and it does work with AVFUEL. It's never easy or fun to change all that stuff, but I think it's time for us to consider doing that. We are not under contract, so we can take fuel from whoever we want at any

time so we are considering trying AVFUEL. It will also be possible to split loads with Atlantic since we're only 20 miles apart, and we have had challenges in the past with both of us trying to get fuel during fire season. We've been happy with our current provider, City Service Valcon, until they had a recent leadership change. In the last couple years, they haven't even been to visit us and we are not getting the technical support we need. As we get ready to put in our self-serve fuel tanks, we want to make sure we have the support we need. CSV is not local, and AVFUEL has a representative in Denver. When I called and checked with him, he said he would come up at the end of the month.

Les Liman recounted that he asked Stacie to consider CAA, but she couldn't due to certain requirements.

Fain: CAA is a discount fuel for members of a certain club. That's a decision made by an FBO. The reason I decided not to do it is because their contract has some language in it that is not what I would present to our Legal Department. The language is inappropriate and doesn't give the flexibility of the business the way it should. I won't recommend to our Legal Department that they sign that contract, and CAA is not willing to change their contract.

Les Liman said that a lot of pilots use that fuel.

Fain: I would love to be a member of CAA because there aren't any in the mountain region.

Buccino asked about the benefit of CAA.

Liman: Price. It brings traffic when you have CAA at an airport.

Fain offered for Buccino to review the contract.

Fain: It basically tells you that you can't adjust your margins, and they bind you.

Buccino said he would like to take a look at it.

Birch: Are you at all concerned that based on your volumes you might be second or third banana and have fuel supply issues?

Fain: No. In fact, I think switching to AVFUEL would improve it because they take five loads to Aspen daily, and they can spin one off for us if we need to support the firefighters.

Booth: In the winter, they bring four to us.

Fain: They go all around the mountain region, and if I'm desperate for a tanker of fuel for firefighting, I can get it delivered from Denver.

Booth: They're coming out of Sinclair for us. That typically is a more reliable group.

Fain: They have a place where they can store it in Denver, so it gets shipped from Denver to here instead of coming all the way from Texas. So, it just makes a lot more sense. They're willing to help us with our self-serve fuel installation, so I'm excited about it.

We have four projects going on this summer. We're going to finish up the runway rehab. I talked about having the pond put in for the snow removal and then putting in the culvert, and then we'll be wrapped up with that project. Vehicles will then be able to come in and out of Gate 12.

We're also going to finish up the installation of the ADS-B tower.

Our self-serve fuel tanks are going to be going in, Jet A and 100LL. We will be putting out the RFP for bid soon.

Our Terminal Area Improvement project is taking place.

Phase I: We're working on finalizing the design. We had an interesting challenge come up. Apparently, there are some mineral rights that have to be explored out there. I didn't know that mineral rights could be on city property, but apparently, they can. So, I'm going to have to be digging around the Routt County Assessor's Office to figure out who to notify. I hope this doesn't delay our project, but it could be interesting. More to come on that. As we get the terminal area design more finalized, we will put out that information for developers. I plan to re-release the Hangar Development RFP in July and we are optimistic that developers will bid on it. We're trying to make it more and more appealing as we refine the design and construction ground lease.

I have submitted a proposal to the Director of Public Works with recommendations on the expiring ground leases. I'm waiting for him to give me feedback on that.

Buccino: Regarding the comment about: "Airport FBOs continue to have problems with large hangar accommodation. There's one airport tenant to sign a sublease." Do they own it?

Fain: The owner subleased the hangar to a sub-lessee, and the sub-lessee is sharing the hangar with the FBO for transient aircraft use.

Buccino: How often is that being used?

Fain: It was used all winter long.

Buccino: In light of that, are there other tenants that aren't using their hangar? Could we use their hangar?

Fain: Not if they don't agree to share with us.

Buccino: What happens if they're waiting to be asked?

Fain: Oh, they've been asked. If there are any open hangars, I've asked. Some choose to, and some choose not to.

Buccino: Some choose not to because of the lease agreement?

Fain: Some choose not to for liability reasons.

Buccino: Let's talk to someone that wants to. They're waiting for you to send us some transients.

Fain: No, that doesn't happen. You're talking about Rusty. They didn't like the agreement, so they just decided not to sign it. They didn't like the liability, and they didn't like the split.

Buccino: That's what I thought. They didn't like the split.

Fain: It's not worth our while to do all the things that we do and not take 50%. The reason they didn't do it wasn't because of the 50-50 split; it was because the lawyer didn't like the liability. He thought I was putting the liability on them, but we wrote the share agreement with Jen Bock from Legal. That language needs to be in there. We're the ones hooking up the airplane and towing it in and pulling it out. The 50-50 split is reasonable for what we do on our end. They do nothing; they just sit there and collect the other 50%. It's not worth our effort to do it for less because of the manpower. We only have five full-time and two part-time employees

Buccino said he would continue the discussion offline.

## **2. HDN Airport/Capital/Infrastructure Update**

Kevin Booth:

We used to talk about winter and summer. Now we've got spring and fall, so we decided to call our seasons, winter and non-winter.

We had a really good winter season. Our number of ops were down compared to the previous season. Some of that was predictable; some of that was due to things we talked about before. Southwest had their challenges, and that cost us a number of ops. But even with that, we exceeded enplanements compared to last year. How do you have less takeoffs and landings, but more passengers? Bigger equipment and higher load factors. We're now projecting 208,000 enplanements for the year, which will break our record for the third year in a row.

Our staffing was greatly improved this winter. A lot of our partner companies – shuttle buses, rental car – were able to hire. We were staffed pretty well with the exception of the firefighting core. We hired firefighters, but it's a 6-9 month process to get them up and capable of doing everything we ask them to do. They got time in the seat, time on the radio. They're getting better and better. By the time we get to next winter season, they will all be fully trained and qualified.

So, winter season went really well, I felt like. Much better on the ground transportation side. All three of our shuttlebus companies did better than they did the year before. Two of them expanded their fleet fairly significantly. They did a pretty good job on the personnel side. I was really happy with their effort. We still struggled at times, but thankfully, we never had anybody sleep in the terminal this winter. We rolled out our passenger bus once to transport passengers to Craig, but we didn't have to use it because our shuttle bus companies were able to accommodate all the passengers needing transport.

This non-winter season, we have a direct flight to Houston again. It's been five years since we had one. It's going to be Friday-Saturday Remain Overnight (RON) flight in a 70-seat regional jet. They'll come in Friday night and leave early Saturday morning. Then, they'll come back Saturday night and leave early Sunday morning. That's on United Airlines. That's what pushed us up to project that we'll break our enplanement record. That's from June 2nd through the Sunday September 3<sup>rd</sup> of Labor Day weekend.

Buccino: Those aren't being subsidized.

Fischer: Yes, it's a contracted flight. It's the partnership, Steamboat and LMD.

Booth: It's part of the LMD's contract. City Council approved up to \$350,000 for non-winter. They just approved some money to market it.

We thought we were going to host a firefighting Chinook like we did last year. I just found out yesterday that they're going to make it a Blackhawk. It doesn't matter to me. Last year, we couldn't host them out on the apron, but we already got TSA approval to reduce the Secure Identification Display Area (SIDA) and give them the area in front of the old FBO. So, they'll have access to the FBO and the bathrooms in there. They'll be happy.

I met last week with some State Fire Prevention & Control folks, and they have abandoned the single-engine tanker base that they had established for years and years in Craig, so they need someplace to be, and they've targeted us. I don't really have a place for them, so they know it's not going to happen this summer. But I'm thinking about it, and we're starting to plan. This is going to require them to make an investment. We're going to have to have a taxiway to get out to the runway or one of the connectors. But we have space on the south side of the runway for them, and they're very excited about that concept. I'm excited about making it big enough not just for the single-engine air tanker, but for helicopters or large air tankers. They'll have their own place that they can access from outside of the runway, and they've got a gate back there, so they won't have to cross the runway.

Rudasics: They wouldn't need a physical building?

Booth: They would probably have something. They probably would bring a trailer in and do it that way.

Fischer: How far away would we see that happening?

Booth: 4-5 years. That's their planning cycle.

Projects:

We finished a project today with TSA which really improved their scanning process from a safety standpoint and a human engineering standpoint. That was ten days working nights only, so it didn't impact our ops. I didn't pay for any of that.

We continue to work on the carwash and Piper Lane. We'll finish that up this summer. The glycol pond, which was unusable because it failed its leak test, is now starting to thaw. In the next six weeks, we're going to start leak testing again; it's a 2-week test. That will finish up hopefully before the end of June at the very latest.

~~Lauren is finishing up the GA Development Plan: It's just a guide. In conjunction with that, at the end of the month, we're going to bid the infrastructure work, which includes rerouting CR 51B and building a whole new county road there. We'll see how much of the other work we do, the grading work to make it buildable, and then eventually we'll reroute the wildlife fence to the power lines. We may do this in phases because right now we're not ready to release an RFP on that. We need to get through the infrastructure work we've got in front of us this summer.~~



We're going to bid that along with the new employee parking lot. Over the winter, we got down to where we had seven parking spaces left. We had our employees parked in with our paid parkers. We expanded that by over 200 spaces in 2021, and we're still running out of spaces in the winter. Now, we're going to make the back/west parking lot all paid parking, and we're building a 175-stall employee parking lot over where the rental cars currently sit. So, now we have to find a home for them.

We're only going to pave the rental car lot, but we're going to grade and extend millings on the western part of that existing lot. It's going to be smaller than what the rental cars have today because last year we built two lots for them down on Piper Lane. Those are both going to be usable. They've been using one of them all winter whenever they have a surplus of cars. In total, they'll have three overflow lots, and it will be about 20,000 square feet more than what they have currently. So, they're pretty happy.

Lauren is also working really hard with her team. We've got our third Study Committee meeting on the Terminal Area Plan. There are three alternatives, currently, and we just met last week. We'll go to public meetings in the next 30 days or so. Everybody here will be invited to that; I think we'll use the hearing room. We hope to have that finished by the end of July.

We will be completing design on our 2024 taxiway project. We'll remove and replace a taxiway connector and add a blast pad on the east end of the runway, then mill and overlay all of the parallel taxiway; then install all-new lighting for the parallel taxiway. That design will be finished in 2023, then we'll go out to bid this time next year to do that work in 2024.

This summer, we'll do the sealcoat on the runway and connectors. That's scheduled between mid-July and late-August. We just opened bids about two weeks ago; we met this week; we've pretty much come to a conclusion. I think by the end of this week or early next week we'll make the award. We were very fortunate in that the two low bids came in at less than half the engineer's estimate.

Commissioners were surprised.

Jeremy Lee, Mead & Hunt:

We were being a little bit conservative after last year. The paint unit prices are lower than we've seen all the way back to 2011 at the airport.

Booth: We just finished an RFI process for the replacement control system in our parking lots. We've got six interested providers; I think we're going to ask four of them to do RFPs.

We just opened proposals from shuttlebus companies. We said we could host as many as four; we only got three. The three incumbents all put in proposals; we're hoping to review those tomorrow afternoon.

Our rental car contracts are expiring this summer as well. We just notified them of the timeline for that. It's kind of a lengthy process, so we probably won't select until October. We have two on-airport rental car companies today; we have room for three.

We're going to buy two new plow trucks, eventually. We've bid it twice, and now we've gotten the FAA to approve a sole source. It would still be a vetted supplier. Jeremy is working hard with that supplier to get us two new plow trucks.

We're going to buy a sealcoat machine, and we're going to teach our staff how to sealcoat. We're going to sealcoat one stall at a time because we can't empty the paid parking lot.

We are coming up on the 5-year point where the FAA makes us look at rebidding for our on-call engineering, architecture and planning provider, currently Mead & Hunt. They're aware of that. The due date is October.

The tech ops guys at the FAA reviewed our sequence flasher lights on RWY 10, and we're told that they're not going to put any money into a system like ours because it's too old. We're on the list, and we will get new lights in 2028. I said that's too long. We've got the ear of the ADO in Denver; they know we need something before then.

Concerns:

Reauthorization of TSA funding is on the chopping block. They fund 20 of the \$55 an hour that we pay for the law enforcement that they mandate at the checkpoint. The cost of LEOs has gone up from \$35 when I got here to \$55, and TSA has never changed their \$20 contribution. Now, they're talking about taking that away. A lot of airports are up in arms. I've written to our two senators. We'll see what happens.

I'm serving on the Routt County Climate Action Plan (CAP) Transportation Working Group. That carbon offset idea is on my to-do list. Other airports have them; I'm trying to get one started at our airport; it's called The Good Traveler Program. It should be relatively easy; I think it will be one of the easiest things that comes out of the CAP effort. So, you can buy an offset if you're so inclined. There's no doubt that the airport represents a big footprint from a carbon standpoint with all our visitors flying in here. I fully support it, and I hope to have that done before the winter season.

We've signed up to fully comply on Safety Management System (SMS) implementation. We are not required to; currently the FAA only requires large, medium and small hub airports to comply, which are the big boys, we're a non-hub airport, but we're doing it. We already were doing it, but are reviewing our procedures to meet FAA requirements. Stacie is doing it. We're going to meet all the requirements of Denver International Airport because we can and it's the right thing to do.

We're still working with the Town of Hayden and the landowner and the developer on a new access road from Hwy 40. I don't have anything new to report on that.

We're hosting two school visits and a jobs program visit in the next 60 days. I'm really excited about the jobs program. These are seniors and recent graduates from Moffat County that are looking for a career in aviation. We've never done this before. We're setting up all our tenants, so whether you want to work for a shuttlebus company and get a CDL, work for the rental car companies, work for me, work for the FBO; we're going to introduce all that and show them around.

I'm continuing to plan for the CAO. We're going to host them in 2025. That sounds like a long way away, but there's a lot of legwork; I'm already working with the Grand up on the hill, and I'm excited about making that happen. Stacie is going to co-host.

I'm going to the AAAE conference. They're holding it in Denver at the beginning of June. The CAO spring meeting is in Colorado Springs later in June.

Rudasics: Do you see any issues if there's a federal budget crisis?

Booth: I was reading this morning that they expect a continuing resolution. Whatever you had last year, you get this year until we figure this out. If that happens, I think we're in pretty good shape.

Booth said he would be shocked if air traffic controllers were laid off.

Fischer: At some of the northeast airports, they're trying to get flights cut back because of an air traffic control shortage. They're going to be required to cut down frequencies.

Rudasics: I read that a number of regional/local airports are being dropped because of all kinds of staffing issues.

Booth: They cut what's called the Essential Air Service. Pueblo is not a moneymaker for the airlines, yet the community needs the ability to fly from Pueblo to Denver. I know that program took a hit.

Redmond asked if the fire system was still over pressurized; Booth said it still was.

Booth: FCI is our contractor, and this is a system that was impacted as far back as 2016. When we added the gate for Southwest and finished up at the end of 2020, and they ran a test on our fire pump, we knew they were going to have to replace it. Ultimately, they tested it, and it over-pressurized the system. The fire engineers said it is okay; you just don't want to do it all the time. So, we tested it in a bypass mode. They said you're safe until you can figure out a new pump. So, we kind of got let down by the contractor that did the fire suppression system work. He has left the employ of FCI, and FCI is now working with another contractor to engineer a different pump or pressure reduction valve solution.

In 2016, we built a 500,000 gallon water tank on Seneca Hill. We used to have to boost the pressure just to get the water to the second floor, and now we've got gravity working for us. That means the water entering the pump is at a much higher pressure than it used to be. It still boosts it the same amount. So, they're going to have to put in a pressure-reducing valve outside the terminal. Yet, we're planning to expand the terminal, so I'm chafing a little bit about doing something that I'm probably going to have to remove. But we've got to do it. Right now, we're safe; we're signed off. We test the way we test so we don't over-pressurize once a month, and we're assured by our engineers that if we need it, it will work as designed.

Redmond: We had some issues with the generator?

Booth: We still do. There's a load imbalance for the backup generator for the airfield lighting system. So, we do not have backup capability for airfield lighting even though we installed those generators last year. I went ahead and hired McKinstry, who did the original design on our solar array, and they just started last month. They're analyzing it and figuring out how to balance the load in there so that the generator will work. There's nothing wrong with the generator, but it's smart enough to know that if it has an imbalanced load, it's going to damage the generator. I don't think it's an easy fix, and I haven't seen the fix yet.

Fischer: Is that common?

Booth: No, it really isn't common, and it may explain some issues we had previously with transformers and electrical equipment for the airfield lighting. It was a huge imbalance, and it can handle up to like a 12% imbalance. It was way bigger than that. McKinstry is confident they can fix it.

### 3. Air Service Update

Janet Fischer:

Kevin looks at calendar year; we look at winter and non-winter. We base our winter stats on the ski season dates for that year. That's how we try to stay consistent in looking at year-over-year. For the winter that just ended, we set records. Fewer operations, but we did have higher capacity in seats just by a little bit, 1.5%, for about 204,000 arriving seats. Number of arriving Passengers is also setting a record for winter, up about 5%. This year was 154,000; last year was about 145. Overall, the load factor for the winter was 75%; last year it was 72%.

For the flights that we contracted, the max out of pocket was \$3 million. That is handled with our partnership Steamboat and LMD; it's one third and two thirds. So, we're definitely going to be under the cap in double digit percentages, but we don't have a final number just yet because we don't have the March actual revenue numbers yet.

Anyway, a really successful year all in all except for some of the operational issues that Kevin and team were dealing with because of the weather.

For the non-winter, Southwest has one per day, a 737, starting right now. They are loaded through November 4. I would expect that they're going to be loading the next section of winter in about a month, so we'll see more stagger in.

United is two per day for April and May and then three per day for June through November, then the new Houston nonstop. That was the Steamboat-LMD partnership. It went in the system at times that we weren't psyched about and we hadn't talked about, but they are switching them. Now, it's leaving Houston as late as 7:40 p.m. and getting in at 9:30, but they are going to switch it to 6:05 departure from Houston getting in at 7:50 here. That meets an earlier bank of connections. It departs at 7:30 in the morning.

Booth: It matches up with the RON from Denver, so there are a lot of good reasons to do this. It was going to extend our day significantly two nights a week.

Fischer: The ski area and LMD just had a meeting this week. We are also committed to a partnership that does \$45,000 advertising commitment for the non-winter flights. About two thirds of the ad-buy is going to be in Houston to support the new nonstop. The other one third is going to be Dallas to support Southwest because that's their hub.

Next winter, I think we are off to a really good start. We're just in the process right now where we travel to do in-person time with each airline. We were just in Dallas; that's American Airlines and Southwest. Then, we are going to be in Chicago in about the second week in May. That is for United. We are going to be in Seattle at the end of May; that is for Alaska. The other airlines will happen after that.

I'm going to say right now about 60% of the capacity this winter is loaded and available for sale, so it's a good start. I think we're going to expect to have really similar capacity, and we're going to expect to have all six airlines. I would guess Jet Blue will be the last to finalize.

Right now, American is loaded with two Dallas daily; no Chicago for the second year. United has their three Denver flights per day loaded for the winter. Also, this far out they have Los Angeles, Houston and Chicago non-stops loaded. So, still hanging out there with us with United is San Francisco, Newark and Dulles.

Delta has had their Atlanta daily loaded for some time but not the Minneapolis. Alaska I think will be loading soon, then Southwest and Jet Blue.

We did just finish the LMD annual report for 2022. It will be on the LMD site May 1, but it's going to be distributed as a link through Chamber members, some advertising in the paper and through the ski area. It's a good source of those partnerships and how the different entities work together for the commercial service.

Rudasics asked about the LMD reserves.

Fischer: I think the LMD is going to have healthy reserves. Kim Weber and I talk about numbers. At the end of '22, the LMD had \$3.5 million in reserves, and at the end of '23, we're forecasting maybe \$4 million in reserves.

Commissioners were surprised.

Redmond: That wasn't the projection we had been looking at.

Fischer: The reserves were as high as \$7.6 million, and each year they were gradually dropping.

Redmond: And we were getting concerned about that.

Fischer: The years before that, the line does go down, but at the end of 2022, it came up a bit. I think their revenues are doing well because of the boom. I think it's the ADR. Occupancy is high, too.

Several commissioners thought it might also have to do with loss of inventory.

Fischer: We try to count pillows instead of rooms, and I think even though some areas went to house employees, the number of pillows is projected to be pretty flat. Maybe it would have gone up some. We also try to include the VRBOs and Air BNBs in those counts as best as that can be estimated.

Buccino highlighted the city's efforts to ensure that short-term rental platforms are remitting sales tax to the city.

Redmond: Can I ask why you count pillows?

Fischer: If you count units, it doesn't really tell you how many people. As long as I've worked for the ski area, I feel like we've thought of it as pillows. It's the easiest way to measure how many people.

Birch asked how Southwest felt about Nashville and whether it would come back.

Fischer: Excellent and yes. It did very good in its first year. Their opportunity cost is based on pilots. Where do you use your pilots?

Birch: From a Steamboat Ski Corp perspective, year-over-year spend for marketing last year compared to this year, is it pretty comparable? I'm just curious if the increase in occupancy or density or load factors were a result of more spending, or was it just strong?

Fischer: As far as our whole Marketing Department, I don't think I'm going to speak to that. But as far as air, what is getting the air message out, I'm going to say it was very equal to the prior year. It was a very similar value on the air concentration. That's in our annual report, also. It talks about what we do to market the air, and what the LMD contributes to market the air.

Booth: How did the Jet Blue experiment work? Only two months.

Fischer: From Boston, it worked very well. Fort Lauderdale improved as well but not as much.

Booth wanted to know if they plan to do that again; Fischer said they're talking about it.

Booth: Southwest also flew to Dallas. Did that perform well?

Fischer: Yes. I would expect the same Southwest schedule; the three per day from Denver. They won't confirm those types of things publicly this far out. We would like to expand it this year, and I think they would. I think they're really happy with Steamboat, but they can't right now, or it's not their pick right now; stay steady.

Redmond: Is this early for you to be loaded and have these seats available?

Fischer: No, I feel like there's always something that's loaded super early. Before we even finish the ski season, it's in there. It's usually American. Delta will load their Atlanta but not their Minneapolis. It's the ones that they know perform the best, and they know that we're going to come to terms no matter what. Maybe there is no minimum revenue guarantee on some of the flights I listed. To me, a really positive sign is United, our biggest airline, always preload the Denver flights; it's just continuous. They usually don't load their other non-stops this far out until we at least look at some rough numbers together and some schedule ideas. So, it's exciting.

Birch: Do you think a lot of that is because of the Airline Summit?

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Fischer: That is part of the relationships, and the relationships are a huge piece of how we're able to work with the airlines. If they come to Steamboat, and something gets in their heart, whether it's our staff, Kevin, anybody they meet, the airport experience, it really makes a big difference.

#### **4. Atlantic Aviation Update**

Booth: Atlantic waiting to hear about award of FBO at Aspen Airport. Signature and Modern are the two other FBOs that submitted proposals. Could have an impact on Atlantic Aviation at HDN if not selected.

**V. REPORTS FROM YVAC COMMITTEES**

**1. Community Outreach and Marketing**

Redmond: I've been thinking that we don't feel like we've been getting this done as well as we would like. We've been throwing a lot of this back on you, Kevin. I'm thinking, if it would be of help, I'd be happy to step in and see if we can do a few more of these presentations.

Booth: I think we just need to reach out and see who wants to hear our pitch now that we're through the season. Things have slowed a bit; it's easier to think about.

Fischer suggested the committee should be updated with Rob Pearlman and Randy leaving and Robin no longer on the committee.

Rudasics mentioned the Young Professionals Network.

Members of this committee include: Michael, Rob, Janet, Randy, Chris, Kevin, and Stacie.

**2. Finance**

None.

Members of this committee include: Tim, Larry, Les, Steve, Stacie, and Kevin.

**VI. MANAGERS' REPORTS – provided via email**

**1. Yampa Valley Regional Airport**

No questions.

**2. Steamboat Springs Airport**

No questions.

**VII. SET DATE FOR NEXT MEETING**

The next meeting will be June 8 at the Yampa Valley Regional Airport.

Fischer noted that her team will be at an airline conference on that date. She said she would try to see if Rob can attend.

**VIII. PRELIMINARY AGENDA ITEMS FOR THE JUNE YVAC MEETING**

**IX. ADJOURN MEETING**

The YVAC meeting was adjourned at approximately 7:48 p.m.

Minutes Approved: June 8, 2023

By: Tim Redmond  
Tim Redmond, Chairman  
Yampa Valley Airport Commission