



**DULUTH AIRPORT AUTHORITY
MEETING AGENDA
JANUARY 18, 2022**

**AMATUZIO CONFERENCE ROOM
DULUTH INTERNATIONAL AIRPORT**

Click below to access meeting by Microsoft Teams:

<https://duluthairport.com/wp-content/uploads/2022/01/DAA-January-Board-Notice.pdf>

I *EXECUTIVE DIRECTORS REVIEW

Information Letter to DAA Directors.

II *APPROVAL OF PREVIOUS MEETING MINUTES & OTHER CONSENT AGENDA ITEMS

- A. Approval of December 2, 2021 Special Board Meeting Minutes and December 21, 2021 Meeting Minutes.

III *DAA CASH DISBURSEMENTS

- A. Operating Cash Disbursement Sheets #44, #45, #46, 2021, and #1, 2022; Construction Fund Disbursement Sheet #13, 2021, and Operating ACH Payment Register #5, #6, 2021 and #1, 2022.

IV *CORRESPONDENCE

- A. December 28, 2021 Letters from DAA to Senator Amy Klobuchar, Senator Tina Smith and Congressman Pete Stauber Regarding the Infrastructure Investment and Jobs Act (IIJA) Programming Considerations.
- B. January 1, 2022, E-Mail from Monaco Air Foundation with Summary of December 2021 Activities.
- C. January 4, 2022 Letter from City Auditor to DAA Requesting the Annual Audit for Year Ending 2021.
- D. Airport News: January 5, 2022 Simple Flying Article “Playing to the Local Market: Sun Country’s Growth in the Midwest”; January 11, 2022 DNT Article “Duluth Airport Looks to Quell Noise Concerns” and January/February 2022 Duluthian Article “Bullish on the Future – Through Its Vision 2040 Master Plan, The Duluth Airport Authority Sets the Stage for Future Projects and Growth”.
- E. January 7, 2022 Letter from US Customs & Border (CBP) to DAA Regarding Removal of CBP Equipment from Current Location at DLH.



- F. Link for Metropolitan Airports Commission (MAC) Minutes --
<https://metroairports.org/Airport-Authority/Metropolitan-Airports-Commission/Public-Meetings/Board-Meetings.aspx>.

V OPPORTUNITY FOR PERSONS TO BE HEARD

VI OLD BUSINESS

None

VII NEW BUSINESS

- A. Resolution to Approve Operating Policy #28 Minimum Cash Balance Policy.
- B. Resolution to Approve Amendments to the Duluth Airport Authority's Strategic Plan 2020-2025.
- C. Resolution to Approve an Amendment to the Duluth Airport Authority Bylaws Article 3 to Include Attendance Expectations for the Board of Directors.
- D. *November 2021 Financial Reports.
- E. *December 2021 Accounts Receivables.
- F. *December 2021 Airline, Cargo & Landline Statistics.

VIII DIRECTORS REPORTS

Items annotated by an (*) are approved by consent and require no discussion or action unless questioned by a Director (In accordance with resolution passed by Directors on March 19, 2002).



DULUTH INTERNATIONAL AIRPORT

Closer to everywhere.

DATE: January 18, 2022

TO: Duluth Airport Authority Board of Directors

FROM: Executive Director

SUBJECT: Executive Director's Review

The following items will be briefed during the Executive Director's Review. If action is required of the DAA on any of these items, they will also appear on the agenda. If you have questions or desire additional information, please contact me and I will provide it at the DAA meeting.

AIR SERVICE

- Passenger statistics will be presented at the meeting
- SCASD Extension

OPERATIONS/CONSTRUCTION/PLANNING

- Planning
 - AFTIL Reimbursable Agreement Update
- Construction
- Operations and Maintenance
 - Federal Inspection Service (FIS) Facility Upgrades Assessment
- Sky Harbor
 - General Aviation Facility (GAF) Assessment
 - Building Area Master Plan Update

BUSINESS/PROPERTY DEVELOPMENT

- Hertz Car Rental Update
- MRO Ground Lease Negotiations

FINANCIAL UPDATE

- ARPA Concessionaire Relief Update
- Annual DAA Financial Audit

MARKETING/COMMUNICATIONS

- NSR



DULUTH INTERNATIONAL AIRPORT

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LEGISLATIVE UPDATE

- Congressional Staff Briefing

PRESENTATIONS/TOURS/TRAVEL RECAP

- NSR

OTHER

- NSR

Submitted by,

Tom Werner, C.M.
Executive Director



DULUTH INTERNATIONAL AIRPORT

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DRAFT

DAA Board Retreat Special Meeting

DATE: December 2, 2021

PLACE: Skyline Social & Games
Lodge/ Company Meeting Room

DIRECTORS PRESENT: Craig Fellman
Kim Maki
Jeff Anderson
Todd Fedora
Don McIsaac
Kevin O'Brien

DIRECTORS ABSENT: Elissa Hansen

OTHERS PRESENT: Tom Werner, Executive Director
Mary Ann Wittkop, Recording Secretary
Steve Hanke, Assistant City Attorney
Mark Papko, Director of Operations
Natalie Peterson, Director of Marketing & Communications
Joelle Bodin, Finance & Administration Director
Jana Kayser, Business Development Manager
Mike Bown, Trillion Aviation
John DeCoster, Landrum & Brown
Kaci Nowicki, SEH
Shawn McMahon, SEH
Scott Sannes, SEH
Matt Stewart, SEH

President Fellman welcomed everyone and called the Board Retreat special meeting to order at 8:00 a.m. He expressed his appreciation to the DAA staff for this opportunity for Board members to get a full understanding on the Master Plan. Ms. Kaci Nowicki, Short Elliot & Hendrickson (SEH), explained the handouts and agenda for today's meeting. She spoke on background information and overviewed the goals, objectives, and process for the Duluth International Airport Vision 2040 Master Plan; Mr. Tom Werner, Executive Director, detailed further. Questions & discussion followed.

Mr. Werner introduced Mr. Mike Bown, Landrum & Brown, to speak on the aviation forecast and air service update outlook. Mr. Bown presented a comprehensive air service update detailing on near term and longer-term key industry trends, Duluth International Airport air service, impacts from COVID, 2023 and beyond, review of recent carrier

DAA Board Retreat Special Meeting

December 2, 2021

Page 2

meetings and planned activity for 2022 through 2023. Mr. John DeCoster, Landrum & Brown provided more information. Questions and conversation followed.

Dir. McIsaac left the meeting at 8:45 a.m. and returned at 10:26 a.m.

Mr. Werner recommended a ten-minute break at 9:35 p.m. He reconvened the meeting at 9:46 a.m.

Ms. Nowicki overviewed the Master Plan public involvement, noting the stakeholder outreach, committees, and summarizing on the engagement efforts. Mr. Werner detailed further; discussion and questions continued. Ms. Nowicki moved on to inventory highlighting the airfield pavement conditions and maintenance; taxiway network and design; air traffic control tower and other airfield buildings, building assessment summary, condition assessment; and aviation activity. Questions and discussion followed. She continued with an environmental overview and reviewed the airside recommendations and alternatives. Mr. Shawn McMahon and Mr. Matt Stewart, SEH, provided more information; Mr. Werner detailed further; discussion continued.

Mr. Werner recommended a lunch break at 11:50 p.m. Ms. Natalie Peterson, Director of Marketing & Communications reviewed the lunch and activity arrangements.

Mr. Werner reconvened the meeting at 12:38 and invited Ms. Nowicki to resume her presentation. She continued with landside facility recommendations and alternatives – touching on passenger board bridge assessment, terminal secure area, vehicle parking recommendations, SRE equipment, other future developmental plans, property, and areas and the NEPA environmental review. Mr. DeCoster from Landrum & Brown overviewed the CIP summary, feasibility, projections, and financial implementation. Discussion and questions followed. Mr. Werner detailed further.

Mr. Werner recommended a break at 2:15 p.m.

He reconvened the session at 2:26 p.m. Ms. Nowicki summarized on the Part 150 Noise Study; Mr. Werner commented further on the study. Mr. Werner moved on to the final topic to reconcile the strategic plan with the Master Plan. He overviewed the vision and mission, progress update and recommended changes to the strategic initiatives. President Fellman opened the table to discussion; a detailed and lengthy conversation followed. Mr. Werner and Pres. Fellman expressed their appreciation for everyone's efforts and input during this session. Ms. Peterson reminded participants that the social hour would immediately follow.

DAA Board Retreat Special Meeting
December 2, 2021
Page 3

The DAA Board Retreat special meeting was adjourned at 3:54 p.m.

Respectfully submitted,

Mary Ann Wittkop
Recording Secretary

APPROVED:  DATE: 12 JAN 22



DULUTH INTERNATIONAL AIRPORT

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MINUTES OF THE MEETING

DATE: December 21, 2021

PLACE: Amatuzio Conference Room
Duluth International Airport, Duluth, MN

DIRECTORS PRESENT: Craig Fellman
Kim Maki
Jeff Anderson
Todd Fedora
Don McIsaac
Elissa Hansen
Kevin O'Brien

OTHERS PRESENT: Tom Werner, Executive Director
Mary Ann Wittkop, Recording Secretary
Steve Hanke, Assistant City Attorney
Mark Papko, Director of Operations
Natalie Peterson, Director of Communications & Marketing
Jana Kayser, Business Development Manager
Joelle Bodin, Finance & Administration Director
Kaci Nowicki, SEH
Shawn McMahon, SEH
Mike Magni, Monaco Air
Eric Monson, Lake Superior Helicopters
Makenzie Welch

OTHERS PARTICIPATING VIA ELECTRONICS
MEANS:

Kathy Leon, Confidential Bookkeeper
Scott Sannes, SEH
Allison Andrashko, SEH
Paul Huston, HNTB

President Fellman welcomed everyone to the DAA December Board meeting and called it to order at 8:00 a.m. He invited Mr. Tom Werner, Executive Director, to update on the Executive Director's review:

- Air Service: Mr. Werner presented the airport air service update noting November total passengers' year to date, load factors, seats, national and local air services news and updates; he overviewed key metrics statistics – air cargo, fuel sales, rental cars, parking lot and restaurant.
 - Operations and Maintenance: Mr. Mark Papko, Director of Operations, mentioned that

the new Public Safety Manager, Matt Snell, could not make this meeting, but is a welcomed addition and will be introduced next month. He recapped the weekend IROPS event -- MSP had a major snow event causing five evening diversions resulting in over 200 passengers spending the night in Duluth; he overviewed the situation and conveyed how proud he is with all the staff, tenants, and partners for working together for a positive outcome. Questions followed. Mr. Werner expressed his appreciation to Mr. Papko for addressing all the challenges, logistics, delegating roles and responsibilities – he did a tremendous job. Mr. Papko updated on the Federal Inspections Service (FIS) upgrades, waiting for guidance from the Customs Border Protection (CBP).

- Sky Harbor – Ms. Kaci Nowicki, SEH, reviewed the Sky Harbor master plan project progress, continued conversations with CBP regarding facility needs, next steps and guidance; hopefully in January will have more information.
- Business/Proper Development: Ms. Jana Kayser, Business Development Manager, summarized on the separate Landline ground handling with Sun Country Airlines services and bus operating agreement with DAA; hope to have these agreements for approval next month. She updated on Hangar #104 – have received the proposal, processing information and will update the board soon; questions and discussion followed.
- Financial Update: Ms. Joelle Bodin, Finance & Administration Director updated on the CRRSA and ARPA concessionaire relief; 2022 City Council budget presentation; starting a concessionaire audit program this year and explained the maintenance and operations agreement amendments; questions followed.
- Marketing/Communications: Ms. Natalie Peterson, Director of Communications and Marketing, overviewed and detailed on the Sun Country launch event; she expressed her appreciation to all who assisted with this very successful event. Questions and discussion followed; Mr. Werner detailed further.
- Legislative: Mr. Werner met with the congressional staff delegation, great discussion and support on the aging air traffic control tower and recently passed infrastructure package.

Pres. Fellman thanked the staff for their summary review. Dir. McIsaac moved to approve the November 16, 2021 meeting minutes and consent items. Dir. O'Brien seconded. Roll call, all ayes, motion carried.

CONSENT ITEMS

Cash Disbursement Sheets #41, #42 and #43, 2021, Construction Fund Disbursement Sheet #12, 2021, and Operating ACH Payment Register #1, #2 and #3, 2021.

Airport news: ENR Midwest “Best Airport/Transit Duluth Sky Harbor”, DNT “Pilot Shortage Stalls Potential Duluth-to-Denver Flight Back to 2023”, “Duluth International Airport Celebrates New Sun Country Service with Pack Your Bag and Go Launch Event”.

Letter from Citizens Committee Environmental Concerns (CCEC) to DAA regarding lack of airport noise reduction by FAA 150 noise study.

Letter from DAA to Customs & Boarder Protection (CBP) regarding CBP general aviation

facility at Duluth Sky Harbor Airport.

E-Mail from Monaco Air Foundation with summary of November 2021 Activities.

Part 150 study comments and responses.

Link for Metropolitan Airports Commission (MAC) Minutes -- <https://metroairports.org/Airport-Authority/Metropolitan-Airports-Commission/Public-Meetings/Board-Meetings.aspx>.

August 2021 financial report, September 2021 accounts receivables, and airport statistics.

OPPORTUNITY FOR PERSONS TO BE HEARD

None.

OLD BUSINESS

None.

NEW BUSINESS

Ms. Bodin spoke on the grant amendment. Dir. Fedora moved to approve the resolution for amendment No. 2 to grant agreement 5542B between the Duluth Airport Authority and St. Louis County in support of the Small Community Air Service Development Grant Program (SCASD). Dir. Anderson seconded. Roll call – Dir. Maki abstained, the rest ayes. Motion carried.

Ms. Bodin explained the CFC use for reimbursement. Questions and discussion followed. Dir. Maki moved to approve the resolution to approve CFC use for reimbursement of all eligible terminal and parking structure construction and financing costs associated with rental car related activities per Exhibit A. Dir. O'Brien seconded. Roll call – all ayes. Motion carried.

Ms. Bodin overviewed and detailed on the concessionaire relief plan steps. Dir. Anderson moved to approve the resolution for ARPA concessionaire relief associated with rent due for concession occupancy or commercial use after March 11, 2021 in the proportional amounts shown on Exhibit A subject to FAA approval. Dir. McIsaac seconded. Roll call – all ayes. Motion carried.

Mr. Werner spoke on the master plan summary and comprehensive process. He thanked the SEH team for their thorough work with stakeholders' input, taking the DAA vision and making it a reality; he recommended approval. The Board members expressed their appreciation to the staff and SEH for their hard work on this detailed process. Dir. Maki moved to approve the resolution for the Vision 2040 Duluth International Airport Master Plan recommendations. Dir. O'Brien seconded. Roll call – all ayes. Motion carried.

Mr. Papko reviewed the final design for Taxiway Alpha and recommended approval. Dir. McIsaac moved to approve the resolution for Work Order 2021-9 between the Duluth Airport

Authority and SEH, Inc. for Taxiway A Phase 2 -- final design (DLH). Dir. Hansen seconded. Roll call -- Dir. Anderson abstained, the rest. Motion carried.

Mr. Papko updated on the apron rehabilitation at Sky Harbor Airport; questions followed. Dir. Fedora moved to approve the resolution for Work Order 2021-10 between the Duluth Airport Authority and SEH, Inc. for apron rehabilitation – design (DYT). Dir. Maki seconded. Roll call -- Dir. Anderson abstained, the rest ayes. Motion carried.

Ms. Peterson explained the renewal lease agreement and recommended approval. Dir. Anderson moved to approve the resolution for the lease agreement between the Duluth Airport Authority and MediaUSA. Dir. McIsaac seconded. Roll call – all ayes. Motion carried.

Ms. Kayser gave background information on the lease agreement and recommended approval. Dir. Fedora moved to approve the resolution for the terminal space lease agreement between the Duluth Airport Authority and Aeronautical Radio, Inc. Dir. O'Brien seconded. Roll call – all ayes. Motion carried.

Mr. Werner explained the reimbursable agreement for a siting study and reviewed the process and timeline. Dir. Anderson moved to approve the resolution for a reimbursable agreement between the Duluth Airport Authority and the Federal Aviation Administration in the amount of \$569,849.04 for a siting study to determine possible locations of a future air traffic control tower at the Duluth International Airport. Questions followed. Dir. Hansen seconded. Roll call – all ayes. Motion carried.

Mr. Werner spoke on the recent Irregular Operations (IROPs) event and expressed his appreciation for the tremendous job performed by Mr. Papko. His decisive decisions during this complex situation, coordination across multiple agencies, delegations of roles and tasks resulted in a very positive outcome; he strongly recommended approval for the incentive award. Dir. Fedora moved to approve the resolution for an employee incentive award to Mark Papko in the amount of \$1,000 pursuant to the Duluth Airport Authority's Operating Policy #5. Dir. McIsaac seconded. Roll call – all ayes. Motion carried.

Pres. Fellman stated at 9:15 a.m. this portion of the meeting would be closed to the public pursuant to Minnesota Statutes 13D.05 sub. 3(a) to evaluate the performance of the Executive Director, Mr. Tom Werner. The meeting will reopen to the public at the time announced upon completion of the evaluation. Members of the public will need to log out or be removed during the closed meeting and will need to log back into the meeting when it reopens to the public.

At 10:20 a.m., Pres. Fellman reopened the regular meeting to the public pursuant to Minnesota Statutes Chapter 13D. He summarized on the Executive Director's performance evaluation for 2021 and expressed the Board's extreme satisfaction with Mr. Werner's exceptional leadership with his team and the culture that has been developed dealing with the all the challenges,

completion of the Master Plan and other positives this past year. The Board acknowledged his entire team and organization for their hard work. Based on the evaluation for Mr. Werner and recognizing his accomplishments, the Board recommends a one-time incentive payment of \$10,000 and a salary increase of seven percent. Dir. Maki moved to approve the resolution authorizing a one-time incentive payment of \$10,000 and a salary increase of seven percent to Executive Director Thomas J. Werner pursuant to the employment contract. Dir. Anderson seconded. Roll call – all ayes. Motion carried.

Dir. Hansen moved to approve the resolution for the Executive Director's 2022 work plan. Dir. O'Brien seconded. Roll call – all ayes. Motion carried.

President Fellman adjourned the December 21st DAA board meeting at 10:23 a.m.

Respectfully submitted,

Mary Ann Wittkop
Recording Secretary

APPROVED: _____  _____

DATE: 12 JAN 22

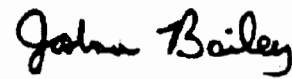
**Duluth Airport Authority
DAA Operating Check Register #44-2021
December 9, 2021**

Document Number From 10906 To 10922

Document Number	Date	Transaction Type	Payee	Amount
10906	12/9/2021	BILLPMT	Activar Plastic Products Group	\$338.66
10907	12/9/2021	BILLPMT	Arrowhead Tap House	\$68.00
10908	12/9/2021	BILLPMT	Best Oil Company	\$8,015.76
10909	12/9/2021	BILLPMT	City Of Duluth Comfort Systems	\$14.71
10910	12/9/2021	BILLPMT	Engelmeier, Roger	\$250.00
10911	12/9/2021	BILLPMT	ESC Systems	\$294.00
10912	12/9/2021	BILLPMT	General Security Services Corporation	\$19,297.28
10913	12/9/2021	BILLPMT	Ideal Manufacturing Inc.	\$138.75
10914	12/9/2021	BILLPMT	Inter City Oil (ICO)	\$34.70
10915	12/9/2021	BILLPMT	Jamar Company	\$10,075.00
10916	12/9/2021	BILLPMT	Landrum and Brown, Incorporated	\$2,670.98
10917	12/9/2021	BILLPMT	Minnesota Power	\$22,230.48
10918	12/9/2021	BILLPMT	Northern States Supply, Inc.	\$211.53
10919	12/9/2021	BILLPMT	Northern Tool & Equipment	\$37.47
10920	12/9/2021	BILLPMT	Paul Bunyan Communications	\$20,783.34
10921	12/9/2021	BILLPMT	Praxair Distribution Inc.	\$94.97
10922	12/9/2021	BILLPMT	Waste Management of WI-MN	\$2,946.34
Sub-Total				\$87,501.97
VOID Check #10905				\$ (5.00)
Total				\$87,496.97


Airport Director

Airport Authority


City Treasury

Duluth Airport Authority
DAA Operating Check Register #45-2021
December 17, 2021

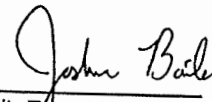
Document Number From 10923 To 10943

Document Number	Date	Transaction Type	Payee	Amount
10923	12/17/2021	BILLPMT	AT&T Mobility	\$829.03
10924	12/17/2021	BILLPMT	Batteries Plus	\$296.98
10925	12/17/2021	BILLPMT	Bear's Heavy Duty	\$380.00
10926	12/17/2021	BILLPMT	Bobcat Of Duluth, Inc.	\$9,824.02
10927	12/17/2021	BILLPMT	Century Link	\$406.88
10928	12/17/2021	BILLPMT	City Of Duluth Comfort Systems	\$9,147.93
10929	12/17/2021	BILLPMT	Essentia Health	\$1,693.00
10930	12/17/2021	BILLPMT	Goodin Company	\$170.23
10931	12/17/2021	BILLPMT	Hermantown Hydraulics, LLC	\$209.10
10932	12/17/2021	BILLPMT	Larson, Deanna	\$300.00
10933	12/17/2021	BILLPMT	Marsden Building Maintenance	\$16,389.36
10934	12/17/2021	BILLPMT	Peterson, Natalie	\$24.01
10935	12/17/2021	BILLPMT	Sam's Club	\$387.98
10936	12/17/2021	BILLPMT	Sinnott, Paul	\$60.00
10937	12/17/2021	BILLPMT	Skyline	\$1,101.41
10938	12/17/2021	BILLPMT	Spectrum Business	\$142.41
10939	12/17/2021	BILLPMT	Taylor, Dan	\$60.00
10940	12/17/2021	BILLPMT	Timm, Kenneth	\$60.00
10941	12/17/2021	BILLPMT	Twin Ports Pest and Lawn Management	\$329.00
10942	12/17/2021	BILLPMT	Waste Management of WI-MN	\$1,141.59
10943	12/17/2021	BILLPMT	Welch, Ryan	\$60.00
Total				\$43,012.93



Airport Director

Airport Authority



City Treasury

Duluth Airport Authority
DAA Operating Check Register #46-2021
December 30, 2021

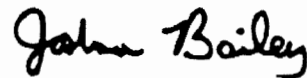
Document Number From 10951 To 10971

Document Number	Date	Transaction Type	Payee	Amount
10951	12/30/2021	BILLPMT	Barnum Companies, Inc.	\$419.94
10952	12/30/2021	BILLPMT	City Of Duluth Comfort Systems	\$4,626.87
10953	12/30/2021	BILLPMT	Cossalter, Wade	\$208.78
10954	12/30/2021	BILLPMT	Cryotech	\$13,497.55
10955	12/30/2021	BILLPMT	Curtis Oil & Propane	\$60.00
10956	12/30/2021	BILLPMT	Grainger	\$59.39
10957	12/30/2021	BILLPMT	Hermantown Area Chamber	\$345.00
10958	12/30/2021	BILLPMT	Hermantown Hydraulics, LLC	\$257.73
10959	12/30/2021	BILLPMT	iFIDS.com Inc.	\$780.00
10960	12/30/2021	BILLPMT	Kaman Industrial Technologies	\$475.62
10961	12/30/2021	BILLPMT	Kraemer Construction, Inc.	\$720.00
10962	12/30/2021	BILLPMT	Menards - West Duluth	\$64.72
10963	12/30/2021	BILLPMT	Metro Sales, Inc.	\$343.20
10964	12/30/2021	BILLPMT	NAPA Auto Parts	\$30.36
10965	12/30/2021	BILLPMT	Northern Business Products, Inc.	\$100.73
10966	12/30/2021	BILLPMT	Oreilly	\$176.46
10967	12/30/2021	BILLPMT	St. Germain's Glass	\$1,140.00
10968	12/30/2021	BILLPMT	Swim Creative	\$9,295.40
10969	12/30/2021	BILLPMT	United Truck Body Company, Inc.	\$752.22
10970	12/30/2021	CHK	WF Bus Payment Processing - Tom	\$1,400.53
10971	12/30/2021	BILLPMT	Ziegler, Inc.	\$76.84
Total				\$34,831.34



Airport Director

Airport Authority



City Treasury

Duluth Airport Authority
DAA Operating Check Register 1-2022
January 7, 2022

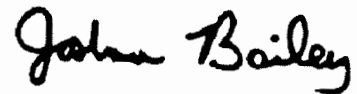
Document Number From 10972 To 10996

Document Number	Date	Transaction Type	Payee	Amount
10972	1/7/2022	BILLPMT	AT&T Mobility	\$278.59
10973	1/7/2022	CHK	Citi Cards	\$7,670.03
10974	1/7/2022	BILLPMT	Cossalter, Wade	\$41.22
10975	1/7/2022	BILLPMT	DCS Duluth Coating Solutions Inc.	\$13,360.00
10976	1/7/2022	BILLPMT	Durfee, Tristan	\$70.25
10977	1/7/2022	BILLPMT	General Security Services Corporation	\$22,186.60
10978	1/7/2022	BILLPMT	H&L Mesabi	\$862.17
10979	1/7/2022	BILLPMT	Landrum and Brown, Incorporated	\$2,651.07
10980	1/7/2022	BILLPMT	Menards - West Duluth	\$43.54
10981	1/7/2022	BILLPMT	Mike's Signs	\$150.00
10982	1/7/2022	BILLPMT	Minnesota Council of Airports	\$250.00
10983	1/7/2022	BILLPMT	Minnesota Power	\$34,698.32
10984	1/7/2022	BILLPMT	NAPA Auto Parts	\$118.80
10985	1/7/2022	BILLPMT	NetTel Communications	\$13,345.87
10986	1/7/2022	BILLPMT	Nextera Communications	\$1,256.45
10987	1/7/2022	BILLPMT	Northern Engine & Supply	\$446.85
10988	1/7/2022	BILLPMT	Northern Tool & Equipment	\$249.98
10989	1/7/2022	BILLPMT	Pomp's Tire Service, Inc.	\$8,755.67
10990	1/7/2022	BILLPMT	Sam's Club	\$21.63
10991	1/7/2022	BILLPMT	Swim Creative	\$1,350.00
10992	1/7/2022	BILLPMT	Taylor, Dan	\$45.05
10993	1/7/2022	BILLPMT	Viking Industrial Center	\$268.97
10994	1/7/2022	BILLPMT	Voltaire Aviation Inc.	\$2,000.00
10995	1/7/2022	BILLPMT	Welch, Ryan	\$50.26
10996	1/7/2022	BILLPMT	Ziegler, Inc.	\$78,162.44
			ACH Test	\$0.01
Total				\$188,333.77



Airport Director

Airport Authority



City Treasury

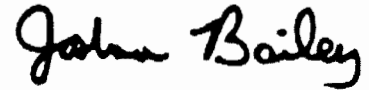
**Duluth Airport Authority
DAA Construction Check Register #13-2021
December 21, 2021**

Document Number From 10944 To 10950

Document Number	Date	Transaction Type	Payee	Amount
10944	12/21/2021	BILLPMT	1 Becher Hoppe	\$3,200.00
10945	12/21/2021	BILLPMT	1 KGM Contractors	\$437,208.66
10946	12/21/2021	BILLPMT	1 MediaUSA Adverising Inc	\$500.00
10947	12/21/2021	BILLPMT	1 Reynold Smith & Hills, Inc.	\$7,371.45
10948	12/21/2021	BILLPMT	1 Short Elliott Hendrickson	\$88,147.31
10949	12/21/2021	BILLPMT	1 Short Elliott Hendrickson	\$21,775.00
10950	12/21/2021	BILLPMT	1 Ulland Brothers Inc.	\$39,054.21
Total				<u>\$597,256.63</u>



Airport Director



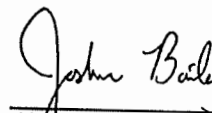
City Treasury

Duluth Airport Authority
DAA Operating ACH Payment Register #5-2021
December 20, 2021
Confirmation Number 3510289

Document Number	Date	Transaction Type	Payee	Amount
00000014/1	12/20/2021	BILLPMT	Bodin, Joelle	\$60.00
00000014/10	12/20/2021	BILLPMT	Jamar Company	\$1,087.00
00000014/11	12/20/2021	BILLPMT	Jamar Company	\$183,500.00
00000014/12	12/20/2021	BILLPMT	Kayser, Jana	\$60.00
00000014/13	12/20/2021	BILLPMT	Leon, Kathy	\$60.00
00000014/14	12/20/2021	BILLPMT	Menards - Hermantown	\$271.78
00000014/15	12/20/2021	BILLPMT	Menards - Hermantown	\$45.80
00000014/16	12/20/2021	BILLPMT	Papko, Mark	\$60.00
00000014/17	12/20/2021	BILLPMT	Peterson Excavating & Landscaping	\$7,632.98
00000014/18	12/20/2021	BILLPMT	Peterson, Natalie	\$60.00
00000014/19	12/20/2021	BILLPMT	Werner, Thomas	\$60.00
00000014/2	12/20/2021	BILLPMT	Citon	\$185.00
00000014/20	12/20/2021	BILLPMT	Wittkop, Mary Ann	\$60.00
00000014/21	12/20/2021	BILLPMT	Wittkop, Mary Ann	\$34.81
00000014/3	12/20/2021	BILLPMT	Citon	\$187.50
00000014/4	12/20/2021	BILLPMT	Doorco	\$301.08
00000014/5	12/20/2021	BILLPMT	Graves, John	\$60.00
00000014/6	12/20/2021	BILLPMT	Guardian Pest Solutions	\$65.00
00000014/7	12/20/2021	BILLPMT	Guardian Pest Solutions	\$44.10
00000014/8	12/20/2021	BILLPMT	Guardian Pest Solutions	\$66.15
00000014/9	12/20/2021	BILLPMT	Jamar Company	\$34.55
Total				\$193,935.75


 Airport Director

Airport Authority


 City Treasury


Duluth Airport Authority
DAA Operating ACH Payment Register #6-2021
December 30, 2021
Confirmation Number 3630300

Document Number	Date	Transaction Type	Payee	Amount
00000015/1	12/30/2021	BILLPMT	Aramark	\$56.61
00000015/10	12/30/2021	BILLPMT	Northern States Supply, Inc.	\$517.30
00000015/2	12/30/2021	BILLPMT	Arrowhead Tap House	\$3.65
00000015/3	12/30/2021	BILLPMT	Caywood Oil, LLC	\$273.75
00000015/4	12/30/2021	BILLPMT	Caywood Oil, LLC	\$656.54
00000015/5	12/30/2021	BILLPMT	Citon	\$660.00
00000015/6	12/30/2021	BILLPMT	Citon	\$63.41
00000015/7	12/30/2021	BILLPMT	Inter City Oil (ICO)	\$20,037.52
00000015/8	12/30/2021	BILLPMT	Menards - Hermantown	\$44.97
00000015/9	12/30/2021	BILLPMT	Menards - Hermantown	\$27.12
Total				<u>\$22,340.87</u>



Airport Director

Airport Authority



City Treasury

Duluth Airport Authority
DAA Operating ACH Payment Register #1-2022
January 7, 2022

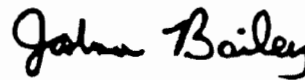
Confirmation Number 0060373

Document Number	Date	Transaction Type	Payee	Amount
00000016/1	1/7/2022	BILLPMT	Aramark	\$128.47
00000016/10	1/7/2022	BILLPMT	Citon	\$6,500.00
00000016/11	1/7/2022	BILLPMT	Citon	\$136.37
00000016/12	1/7/2022	BILLPMT	Compudyne, Inc.	\$132.22
00000016/13	1/7/2022	BILLPMT	Turbo Diesel & Electric	\$10.18
00000016/14	1/7/2022	BILLPMT	Turbo Diesel & Electric	\$40.72
00000016/2	1/7/2022	BILLPMT	Aramark	\$66.84
00000016/3	1/7/2022	BILLPMT	Aramark	\$107.16
00000016/4	1/7/2022	BILLPMT	Aramark	\$66.84
00000016/5	1/7/2022	BILLPMT	Aramark	\$111.11
00000016/6	1/7/2022	BILLPMT	Aramark	\$66.84
00000016/7	1/7/2022	BILLPMT	Aramark	\$66.84
00000016/8	1/7/2022	BILLPMT	Border States	\$7,437.74
00000016/9	1/7/2022	BILLPMT	Citon	\$590.00
			Test Penny ACH	\$0.01
Total				\$15,461.34



Airport Director

Airport Authority



City Treasury



December 28, 2021

Senator Amy Klobuchar
425 Dirksen Senate Office Building
Washington DC, 20510

RE: Infrastructure Investment and Jobs Act (IIJA) Programming Considerations

Dear Senator Klobuchar,

I'm writing to request your assistance in communicating to the Federal Aviation Administration (FAA) our questions/concerns regarding the programming of certain airport provisions within the IIJA. The Airport Terminal Program authorizes \$5 billion toward airport terminal projects and includes the relocating, reconstructing, repairing, or improving of airport owned air traffic control towers (ATCT).

Congressional intent was to get the funding in the hands of airport sponsors and improve or replace our nation's aging aviation infrastructure. Duluth's 70-year-old, airport owned, air traffic control tower fits this category. However, we are concerned that if the FAA's Airport Improvement Program (AIP) is used as a program framework for the new Airport Terminal Program, it will render much of the funding inert when applied to airport owned ATCTs. We are concerned that significant portions of an airport owned ATCT could be considered ineligible for Bipartisan Infrastructure Law (BIL) funding. Here are a few of the areas we are urging the FAA to rule eligible:

- **Revenue Generating Development-** Construction of revenue producing aeronautical support facilities is not eligible under AIP (FAA Order 5100.38D, Table C-2 (42). An airport owned ATCT facility is inherently revenue generating. It is leased to the FAA so that federal air traffic controllers can provide world-class services in support of our nation's air safety and commerce. In some cases, a joint ATCT facility may also house FAA Technical Operations staff. Tech Ops is critical to the maintenance of navigational aids owned by the FAA, not only at the home-airport but throughout their service region. Airport owned ATCT facilities with FAA lease agreements are the only reasonable contractual vehicle and therefore are a revenue generating operation. We believe this was intended when the airport owned ATCT project category was added to the BIL.



DULUTH AIRPORT AUTHORITY

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- **Passenger Facility Charge (PFC)-** We believe airport owned ATCTs should be eligible for PFC funding at facilities where commercial air service is present. PFC funding can be an important tool that will assist airport sponsors with their local share matches to a BIL Terminal Program grant.
- **Letter of Intent Program (LOI)-** The FAA's LOI Program (FAA Order 5100.38D, Section 1) should be applied to BIL Terminal Program grants. The LOI Program helps fund large-scale capacity projects at primary or reliever airports. LOIs state that the FAA intends to obligate AIP discretionary and entitlement funds from future budgetary authority in an amount not greater than the Federal Government's share of allowable costs for that project. While AIP may not ultimately govern grants under the BIL, use of the LOI program will allow airports to undertake large complex and multi-phase projects that will result in new and modern infrastructure, like airport owned ATCTs. The LOI Program is used specifically for projects that preserve or enhance capacity, the FAA should acknowledge the impact terminal projects, such as new terminals and ATCTs, have on preserving or enhancing airport capacity.
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DULUTH AIRPORT AUTHORITY

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The point of contact for this request is the undersigned who can be reached at twerner@duluthairport.com.

Sincerely,

Tom
Werner

Digitally signed by
Tom Werner
Date: 2021.12.27
12:42:56 -06'00'

Tom Werner, C.M.
Executive Director
Duluth airport Authority



DULUTH AIRPORT AUTHORITY

December 28, 2021

Senator Tina Smith
720 Hart Senate Office Building
Washington DC, 20510

RE: Infrastructure Investment and Jobs Act (IIJA) Programming Considerations

Dear Senator Smith,

I'm writing to request your assistance in communicating to the Federal Aviation Administration (FAA) our questions/concerns regarding the programming of certain airport provisions within the IIJA. The Airport Terminal Program authorizes \$5 billion toward airport terminal projects and includes the relocating, reconstructing, repairing, or improving of airport owned air traffic control towers (ATCT).

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The point of contact for this request is the undersigned who can be reached at twerner@duluthairport.com.

Sincerely,

Tom
Werner

Digitally signed by
Tom Werner
Date: 2021.12.27
12:41:18 -06'00'

Tom Werner, C.M.
Executive Director
Duluth airport Authority



DULUTH AIRPORT AUTHORITY

December 28, 2021

Congressman Pete Stauber
126 Cannon House Office Building
Washington DC, 20515

RE: Infrastructure Investment and Jobs Act (IIJA) Programming Considerations

Dear Congressman Stauber,

I'm writing to request your assistance in communicating to the Federal Aviation Administration (FAA) our questions/concerns regarding the programming of certain airport provisions within the IIJA. The Airport Terminal Program authorizes \$5 billion toward airport terminal projects and includes the relocating, reconstructing, repairing, or improving of airport owned air traffic control towers (ATCT).

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DULUTH AIRPORT AUTHORITY

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The point of contact for this request is the undersigned who can be reached at twerner@duluthairport.com.

Sincerely,

Tom
Werner

Digitally signed by Tom
Werner
Date: 2021.12.27
12:43:57 -06'00'

Tom Werner, C.M.
Executive Director
Duluth airport Authority

Mary Ann Wittkop

From: Don Monaco <donm@monacoairduluth.com>
Sent: Saturday, January 1, 2022 1:02 PM
To: Tom Werner; craig.fellman
Cc: 'Dave Gaddie (dgaddie@bell.bank)'; 'Greg Fox (gregandsheilafox@hotmail.com)'; Bill King (skykingpilot@gmail.com); Michael A. Magni; 'Pat Mullen (runtrailfree@gmail.com)'; 'Richard Stewart (RStewart@uwsuper.edu)'; todd.fedora; 'Steve Overom (soverom@overomlaw.com)'; Mary Ann Wittkop
Subject: December, 2021 Monaco Air Foundation Report

Tom and Craig,

Please share this report with the Duluth Airport Authority Board at its next regularly scheduled meeting.

Summary of December, 2021 Activities

Airport Tour Program: The Foundation continues to offer Duluth International Airport tours to groups of high school students and to other groups upon request. Tours have been suspended during the COVID-19 pandemic and will resume after groups begin requesting tours and procedures for safe conduct are in place.

Other Initiatives: The Foundation welcomes additional requests from the Duluth Airport Authority Board for initiatives the Board would like the Foundation to consider.

Please let me know if you have any questions about this month's report.

Respectfully submitted,

Don Monaco

President

Monaco Air Foundation, Inc.

4535 Airport Approach Road

Duluth, MN 55811

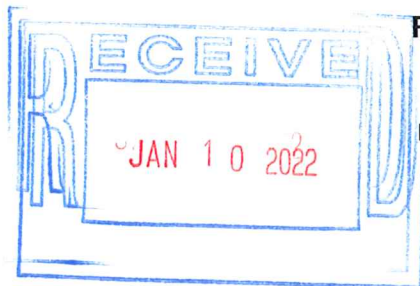
Phone: 218-727-2911

Mobile: 630-728-5571

Fax: 218-336-0001


donm@monacoairduluth.com

www.monacoairduluth.com



Finance Department

Room 120
411 West First Street
Duluth, Minnesota 55802

 218-730-5350

January 4th, 2022

Ms. Julie Blaha
State Auditor
State of Minnesota
525 Park Street, Suite 400
St. Paul, Minnesota 55103

Pursuant to Minnesota Laws of 1969, Chapter 577, Section 4, Subdivision 4, we hereby request the annual audit of Duluth Airport Authority, for the year ending December 31, 2021, be performed by your department.

Sincerely,

Josh Bailey, City Auditor

c: Tom Werner, Executive Director
Stephanie Erickson

Playing To The Local Market: Sun Country's Growth In The Midwest

By [Jay Singh](#) January 5, 2022

Sun Country Airlines is a Minneapolis-based low-cost airline to the local community. However, one of the airline's big moves in 2021 included adding several new cities to its network across the Midwest, primarily in North Dakota, Minnesota, and Wisconsin. While not every route has launched yet, they are all broadly part of the airline's ongoing network development and strategy. Reflecting on these moves, Simple Flying spoke with Grant Whitney, Sun Country's Chief Revenue Officer.

Sun Country's expansion in the Upper Midwest

In [April 2021, Sun Country Airlines announced a sizable expansion](#) from more airports in the Upper Midwest. This includes:

- Duluth International Airport (DLH)
- Green Bay Austin Straubel International Airport (GRB)
- Dane County Regional Airport (MSN)
- Milwaukee Mitchell International Airport (MKE)
- Rochester International Airport (RST)
- Williston Basin International Airport (XWA)

Rochester, Green Bay, and Duluth got service to Phoenix (PHX) and Ft. Myers (RSW). Madison got service to Phoenix. Milwaukee was a big winner with service to [Minneapolis \(MSP\)](#), Cancun (CUN), Las Vegas (LAS), RSW, and PHX. Green Bay later also received service to MSP. In North Dakota, Sun Country added fall service from Williston to LAS.

Rochester and Duluth were part of the Sun Country network, though in a very different way. Sun Country operates a partnership with Landline. Through this, the airline offers motorcoach connections to various smaller destinations near Minneapolis. Other Landline cities include St. Cloud and Brainerd in Minnesota and La Crosse and Eau Claire in Wisconsin.

A play to local markets

To the casual eye, the flights from Ft. Myers and Phoenix to those five destinations may seem more like destinations for travelers from Phoenix and South Florida. However, the case is the opposite. All five of those destinations have strong traffic flows to Arizona and Florida. As Mr. Whitney explained:

"As we built up into Duluth, Rochester, Green Bay, it's really just keeping that same momentum: knowing the characteristics of the demand for folks who live up in this part of the world and then take it and then pushing it on a strategic basis."

Much of this comes off the seasonality and strength of those markets. Minnesota and Wisconsin are unique in the sense that they have winter peaks. The first quarter is generally a strong one as winter-weary travelers plan getaways to visit snowbird relatives or a trip to the beach. Add in Spring Break, and January through March has a lot of promise. There is similarly strong demand in the fourth quarter, especially in November and December.

As for this [growth, Mr. Whitney](#) sees it as part of a broader extension into local markets that integrates and works with the Sun Country ecosystem. Between the existing Minneapolis local market, Mr. Whitney added that Sun Country is growing strategically with the interest in developing a local traveler base outside of just Minneapolis. However, the Landline partnership also matters:

“It does speak to the value of our Landline partnership. While we may only serve Duluth nonstop twice a week, customers can optimize their itinerary coming back through or starting through Minneapolis with a Landline connection. So it actually just gets us really positive ability to grow the network, and really connecting those communities through Minneapolis in some cases as well.”

Williston, North Dakota: building the connections

While it may be easy to collectively view the Upper Midwest as a simple market with some seasonality, leisure-oriented travel, and demand to the same set of destinations, Williston helps disprove some of that. In western North Dakota, the traffic market is a little thinner, with more of a ranching style of life. The area is not populated with major urban centers and is characterized by lower population densities. Sun Country added a fall flight in 2021 to Las Vegas from Williston, which Mr. Whitney explained was strategic and made a lot of sense in the fall.

A traditionally thinner season for travel, one place that sees demand from a place like Williston is Las Vegas. Given what Mr. Whitney described as a lower opportunity cost during a leaner season, Sun Country tried it out, and in the process, made some huge connections with the local community. He specifically stated:

“A shout out to the Williston community. We worked very closely with the community, the airport, and we were able to work with them to set up a flight, that net for us was a success. It involved some definite engagement from the local market. But I give them credit for engaging us in a discussio, being meaningful about the support they were willing to offer the flight, and...it met our expectations.”

Sun Country has not released its fall 2022 schedule yet ([summer 2022 is out](#)), so its future in Williston is currently not written in stone. However, this shows that Sun Country is more than willing to make relationships with communities that might be overlooked or underserved. Looking at a market like Rochester, or Duluth, or Williston, most passengers there have to connect through a major hub like Minneapolis, Chicago, or Denver with just a couple of limited options and, traditionally, are more expensive. Sun Country offers nonstop flights that are typically affordable to leisure destinations.

At the end of the day, the airline’s strategic moves in 2021 included expanding the Sun Country brand outside of just Minneapolis and a few pockets through the Landline connection. The airline shows its commitment by adding flights, expanding its network, and building relationships to sustain flights and tap into the local market.

BUSINESS

Duluth airport looks to quell noise concerns

An in-depth report could shape a plan to reduce friction with neighbors.

By [Peter Passi](#)

January 11, 2022 07:00 AM

DULUTH — Dwight Morrison is no stranger to the sound of aircraft, as he has lived off the west end of Duluth International Airport's longest and most-used runway for more than 40 years. But he has yet to make peace with his noisy neighbor. Morrison said overpassing jet aircraft sometimes make his whole house shake. "It even fractured a chandelier in our dinette," he said.

Yet, Duluth International receives a relatively low volume of noise complaints compared to many other airports, according to Tom Werner, its executive director. "The community and the region at large is very supportive of Duluth International Airport — the economic impact that it has, the jobs that it provides," he said. While Werner said there has been no large outcry about noise, to date, he acknowledged: "There are a few instances where neighboring residents do have issues with the current noise. And we've invited them to take part in this noise study process."

The airport commenced work in August 2019 on a comprehensive [Part 150 Noise Study, a document that is just now undergoing review by the Federal Aviation Administration](#). A Part 150 Study doesn't usually take quite so long to complete, but the pandemic and the ensuing complication of collecting comment through public meetings remotely initially slowed the process, explained Jesse Baker, managing consultant with Landrum & Brown, the global aviation planning and development firm hired to lead the project.

"The goal of the noise study is to understand where noise can be hazardous to the uninvolved public neighborhoods outside the airport and then also to identify ways we can reduce not only current noise, but reduce the impacts of possible future noise issues and incompatible uses of land around the airport," Werner said.

It has been more than 20 years since Duluth International conducted its last such study, at great expense. To date, the latest report has cost more than \$790,000 to assemble. "There had been enough that has changed here, in terms of the fleet mix that comes in and out of the airport, as well communities growing up around the airport, that we really needed to take a fresh look at what noise was doing in the community," Werner said. He said noise produced off airport property by civilian aircraft — such as those flown for commercial and general aviation purposes — generally was found to fit within acceptable limits. However, that was not the case for all aircraft using the airfield, namely the military F-16 jets regularly flown by the 148th Fighter Wing of the Minnesota Air National Guard.

Military flights

Lt. Col. Scott Prom, operations support squadron commander for the 148th, concedes that taking off in an F-16 is a loud endeavor. It typically involves kicking in engine afterburners to get the jet off the ground and to make it climb safely and effectively. Given the choice, pilots probably would choose not

to use afterburners, which consume large quantities of fuel, but Prom said the weight of the aircraft is a key determinant.

"Since we have itty-bitty wings, we need a lot more thrust to fly. So, the majority of our configurations and our weight require afterburner takeoffs. So, that's where a lot of the noise comes through," he said. Morrison questioned whether many of the aircraft using Duluth International need to be using quite as much thrust as they are though, suggesting that throttling back could create less noise. However there also are advantages to high-thrust afterburner takeoffs, according to Baker.

"It moves them up and out of the area quicker," he said, explaining that the noise impact is diminished with altitude. Baker also pointed out that it's best not to take any chances getting airborne with aircraft that are often loaded with ordinance.

While takeoffs often necessitate the use of noisy afterburners for safety's sake, Prom said landings are another matter. He noted that the Guard has in the last six months, adopted some procedures "so we're coming in at higher altitudes from different directions to disperse the noise." Prom said pilots also can often use an "idle descent" from altitudes as high as 8,000 feet, where they throttle back and essentially glide into a landing under minimum power. "So, that's one thing we can safely do. It's just on takeoff we don't have that many options," he said.

Audra Flanagan, a spokesperson for the 148th, reported the unit received 25 noise complaints in 2021, but she added that many callers simply want to ask what's going on. She said the Guard has stepped up advance efforts to inform the public via local media outlets, as well as social media, when special exercises in specific areas are planned, especially when night missions are to be conducted. Flanagan said that outreach has helped.

Prom said regular nighttime training is a must to keep unit members' skills sharp. "We understand that we make noise, but we're doing everything in our power to mitigate that as much as possible, while keeping safe and being ready to perform our state and federal mission," Prom said.

Flanagan said the 148th has appreciated the local support it has received as Duluth's eighth-largest employer with 1,062 people on its payroll, including 470 full-time and 592 part-time members. An economic impact study estimates the unit contributed about \$105 million to the economy in 2001. But Flanagan also accepts the need for public scrutiny, saying: "We need the community to take an honest look at us once in awhile."

The greatest levels of noise are found to the east and west of Duluth International's main runway, which is oriented in the same direction. Baker said the study looked at the possibility of extending the airport's other runway which runs at a northeast/southwest bias to disperse some of the air traffic. The current runway is too short for F-16s to safely use on a regular basis. But such an extension would cost at least \$30 million, and because of prevailing winds, the study determined it would be usable for only about 5% of the 148th's flights.

Concerns

Morrison questioned the legitimacy of the report's noise modeling which is based largely on an FAA database. Morrison referred to the modeling as "a mathematical construct," rather than a reflection of reality.

Baker said the sophisticated noise modeling system the FAA has developed distinguishes between the noise produced by about 5,000 different types of specific aircraft and takes into account the frequency of operations at different times of day and night. The study also did include some on-the-ground monitoring. "But one of the challenges can be background noise, especially when you've got a monitor a couple hundred feet away from a highway, with trucks and air brakes contributing noise," Baker said.

Mitigation

If Duluth's Part 150 passes muster, a subsequent noise mitigation plan could cost up to \$19 million to execute, with the FAA covering 80% of the authorized cost. Duluth International would be left to come up with the remaining 20% — up to an estimated \$3.8 million. Werner said those figures represent the top end of the anticipated cost spectrum and predicted the actual plan adopted will be more modest in scale.

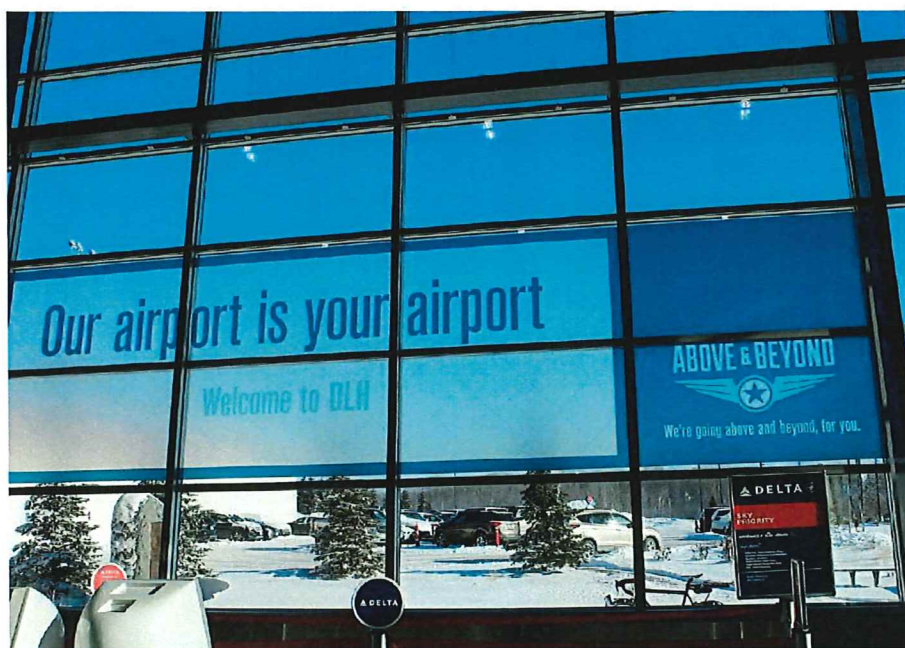
Baker said he considers it most likely the mitigation plan that is approved will be more in the range of \$4 million to \$6 million, requiring a local investment of \$800,000 to \$1.2 million. Given the outsized role that military aircraft play in creating a racket at Duluth International, Baker said Duluth likely could make a strong case for additional assistance from the U.S. Department of Defense, and the airport is working to explore what resources could be brought to bear on that front.

That money could go to cover soundproofing measures, such as improved insulation and upgraded windows, for up to 62 homes. Seven homes located off the ends of the airport's main east-west runway are subject to enough noise that they could qualify for outright acquisition by the airport, but Werner stressed any such sales would be voluntary and not compelled. If those residents do not wish to sell, Werner said they could alternatively accept what's called an aviation easement, where they would receive a financial payment as compensation for the right to use the air space above their homes.

Morrison said the "mitigation plan" seemed to have less to do with reducing noise than paying off neighbors to tolerate it.

“BULLISH On The FUTURE”

THROUGH ITS VISION 2040 MASTER PLAN, THE DULUTH AIRPORT AUTHORITY SETS THE STAGE FOR FUTURE PROJECTS AND GROWTH



Serving the region's aviation needs is the daily function of the Duluth International Airport – or, as your luggage tag identifies it, DLH. What the public doesn't often see is what goes on behind the scenes and how plans are taking shape for its successful future.

In December 2021, the Duluth Airport Authority (DAA) completed its "Vision 2040 Master Plan," a three-year deep dive into airport needs that began in 2019 with the goal of identifying projects that may be implemented at varying times as necessary within the 20-year planning term. DAA Executive Director Tom Werner and his staff and the DAA are reevaluating all areas of airport infrastructure, financial health and business development strategy to chart the best direction for airport facilities through 2040.

The airport welcomed the public's involvement in the planning process.



Thanks for flying DLH.

We're going above and beyond, for you.



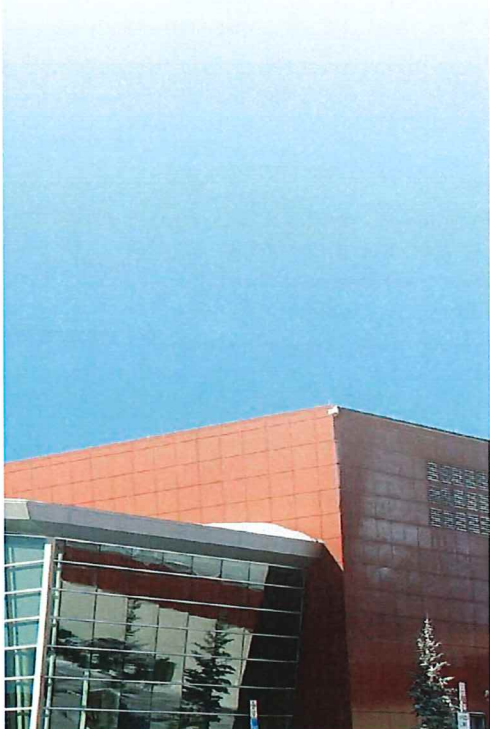
The airport welcomed the public's involvement in the planning process; open houses were held and related events were posted on the Master Plan website. "I think it all starts with identifying what you have – what assets you have, what challenges you currently have and how to overcome those challenges before you can really say, 'Okay, here's our starting point, and here's where we would like it to go,'" said Werner, adding that listening to stakeholders' viewpoints is a crucial part of the planning process.

"The initial conversations, especially with many of our stakeholders, are aspirational. In other words, 'How do you see your businesses growing? What do you need from the airport?'" Werner explained "And if you're a customer of this facility and you use it to fly for business purposes, or even leisure, we wanted that input as well. We tried to collect as many of those comments as we could before we developed the plan about how to achieve all of this and how we could make it work."

INFRASTRUCTURE FOR THE LONG HAUL

Director of Operations Mark Papko says that planning for infrastructure needs decades ahead is standard practice – by necessity – in the aviation industry. "We're hoping that the infrastructure we're building today lasts upwards of 20 to 40 years," Papko explained. "You have to look that far out when you're developing these master plans and these visions of the airport." Papko, who joined the airport's leadership team in January 2020, previously served as the Grand Junction Regional Airport's director of operations in Grand Junction, Colorado, and in varied positions at Chicago O'Hare International Airport and the San Jose International Airport.

The Master Plan, he added, also determines incremental steps along the plan's time line needed to achieve plan goals in their entirety. That's the core reason for why planning must be conducted so far in advance, says Papko – while also making projections (as best as possible) regarding future growth in the aviation industry. "We don't know what aviation is going to look like in 20 years," Papko said, "so having a plan and the best educated guess for what it looks like is important."





"The initial conversations, especially with many of our stakeholders, are aspirational. In other words, 'How do you see your businesses growing? What do you need from the airport?'"

— EXECUTIVE DIRECTOR TOM WERNER

RECENT AND FUTURE FACILITY PROJECTS

Airport facilities continually undergo reconstructions, upgrades and additions, some of which are rarely noticed by the flying public, even though such projects benefit them. They also definitely benefit airline pilots and improve a region's potential for business growth and economic development.

Duluth International Airport has two runways – Runway 9/27, which is 10,591 feet long and the primary runway, and Runway 3/21, which is 5,600 feet long. "We just finished the complete reconstruction of Runway 9/27 in 2019," Werner said, noting that this massive project took five years. "That's a big thing for this region – to have a runway that has that capacity and that potential." The Vision 2040 Master Plan also evaluated Runway 3/21 for its future potential.

Taxiway A (West) mill and overlay reconstruction was finished in 2020 (a short-term-fix project), and the Commercial Service Apron expansion project was completed in 2020. The largest project within the past decade, of course, was completing the new state-of-the-art terminal that opened in 2013 and was renamed the Oberstar Terminal in 2015. The terminal was selected by the Minnesota Council of Airports for a "Project of the Year" award in 2014.

This summer, the airport will kick off the first year of its primary parallel taxiway reconstruction. This six-to nine-year project will cost about \$10 million annually – a roughly \$70 to \$90 million project over the course of the next decade, Papko said: "A lot of our next 10 years is going to be spent doing that, sprinkling in some other capital improvement projects and economic development projects for non-aeronautical land as well. But that's one of the main marquee projects."

The other marquee project Papko says they're hoping to get done in the next 10 years is reconstructing or building a new air traffic control tower facility. "Our existing air traffic control tower was built in the 1950s," he said. "It's past its useful life."

A REGIONAL AIR HUB

There's no question that the airport is a regional center for aviation – not only for providing commercial air service, but for aviation business and activity of all kinds. "We take that role very, very seriously. So we do talk about ourselves as a regional asset, and not just for this community, but to the broader region," Werner said. "That is validated by where our customers and where our travelers come from. They



come from all over this region – Northeast Minnesota, Northwest Wisconsin, some of the U.P. [Upper Peninsula of Michigan] and southern Canada. And when you have such a large service area, we do feel a responsibility to make sure that we have the right services and access to the air system that the entire region would use and enjoy.”

In addition to Duluth International Airport, the Duluth Airport Authority owns and operates Sky Harbor Airport – a bit of a hidden gem located on Minnesota Point. “In 2020, we just completed our runway realignment, which was a 15-year project to balance the environmental sensitivity down at Park Point with the needs of the aviation community here in the region,” Papko said, noting that Sky Harbor offers small aircraft pilots a connection to the Northland’s great outdoors as well as to Duluth. “Yeah, you can do some

Hanson says the airport is an asset to Northland businesses and for regional economic development. “First of all, it gives us a link to literally the rest of the world,” he said. “We can go from Duluth to Chicago, Duluth to Minneapolis – and from there it’s often just two hops, and you’re traveling internationally. So that really matters. It also matters for individuals who own their own [planes] and businesses who own their own aircraft to be able to come into a safe, convenient and well-run airport. You know, it matters greatly to be able to connect to the rest of the world.”

“It’s a big part of our economic development here from a regional standpoint and gives both leisure and business travelers the opportunity to connect globally – and for others to connect to our region as well,” concurred DAA Director of Communications and Marketing Natalie Peterson.

In her role, Peterson is involved in many airport projects, including the Vision 2040 Master Plan, and she deems listening to stakeholders as a important function of her job. “Between the public and surrounding communities, along with our stakeholders, both on and off the airfield, it



“We’re hoping that the infrastructure we’re building today lasts upwards of 20 to 40 years.”

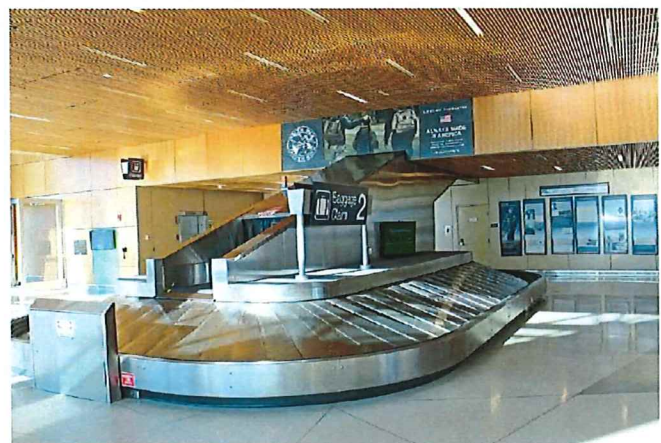
– DIRECTOR OF OPERATIONS MARK PAKKO

puddle jumping – but you have that opportunity to really connect to a big city with a floatplane, which doesn’t always happen [at airport facilities in other areas],” Papko said. “Duluth is pretty cool.”

CRUCIAL FOR REGIONAL ECONOMIC DEVELOPMENT

The regional use of the airport is vital to the work of APEX (the Area Partnership for Economic Expansion), which works to attract, retain and expand businesses in Northeast Minnesota and Northwest Wisconsin. “Our partnerships with the airport and the Duluth Airport Authority – and also, frankly, the airport tenants – are very deep,” said APEX President and CEO Brian Hanson. “Duluth International is a great partner in business development.”

The airport refers to tenants as partners; as its website explains, “The Duluth International Airport is proud to share its campus grounds with our great Aviation Partners.” They include Cirrus Aircraft, the Commemorative Air Force Museum, Delta Global Services, Envoy.Air, Lake Superior College’s aviation programs, Lake Superior Helicopters, Monaco Air Duluth, Northern Aero Alliance and the U.S. Transportation Security Administration.



was critical to us that we had their input and acted very transparently with the process the entire way," Peterson said. "We try to operate consistently, with a very forward public process."

BUSINESSPEOPLE LIKE THE CLUB DLH BUSINESS SUITE

As a result of the listening process, Peterson and her team were able to identify an area within the main terminal that the airport could transform into a haven for business travelers – the new Club DLH Business Suite, a private area at the west end of its secure terminal. Businesspeople can enjoy its amenities after purchasing an annual \$150 membership pass.

"It offers multiple different types of seating and variation and lots of charging stations," Peterson said. "We have very strong, free Wi-Fi, so they can conduct their business and do it in a more quiet, private setting. There is a separate conference room, a mini fridge and an area where we offer free bottles of water and snacks, or they can get a free cup of coffee. It has its own TV, its own bathrooms.

"It really just gives our [business] travelers that space, because the environment is really nice there," Peterson added. "We have travelers arriving a little bit early and getting some business done before they got on the plane. Even in the event that we had a [flight] delay, this gives them a space to do business and make their time very effective."



"Not a lot of airports offer that particular type of amenity, especially an airport of our size. It was really positive for us to roll that [Club DLH Business Suite] out."

– DIRECTOR OF COMMUNICATIONS AND MARKETING NATALIE PETERSON

Peterson also noted that for some corporate clients, "The separate meeting space/conference room provides them an opportunity to kind of shut a door and have some group meetings to prepare for their [air] travel and their business discussions and meetings while they're on the road."

Club DLH Business Suite, sponsored by St. Luke's Hospital, has been well received and supported. "With COVID, this space gives them that extra little bit of separation as well," Peterson said. "It just provides a really nice place for them to sit back and relax and enjoy, or to

do some business. So we're very proud of that; we really thought outside of the box. Not a lot of airports offer that particular type of amenity, especially an airport of our size. It was really positive for us to roll that out."

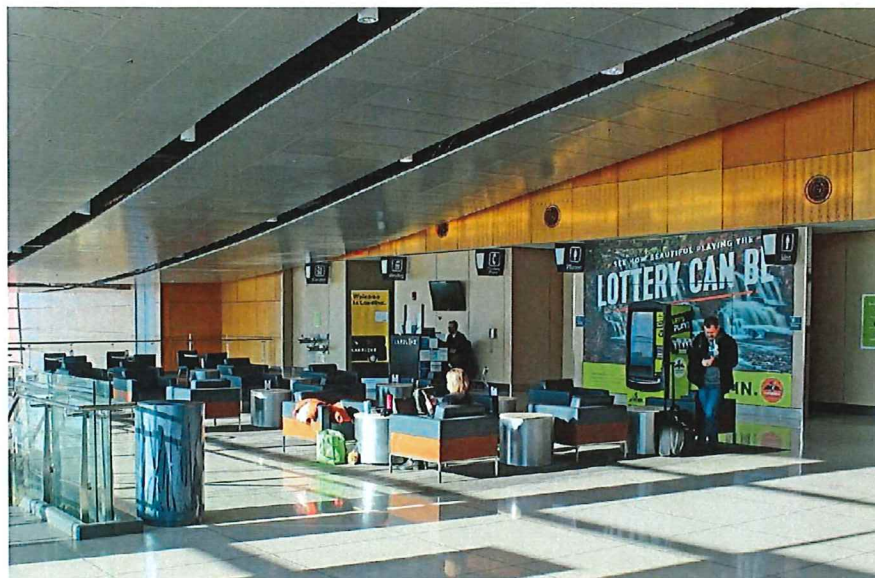
PANDEMIC RECOVERY

As people continue to feel more comfortable about flying and the airline industry begins to rebound from COVID-19 issues, Werner says he anticipates that the airport will eventually settle into about a 1.8 percent to 2 percent market growth rate year over year. "That's the planning factor that we're using to justify our capacity growth, as well as our revenue growth, over the same planning period of this study," he said. "And that's a conservative estimate; it certainly could be higher than that."

Nationally, the industry has been anticipating the current pilot shortage for several years due to pilot retirements. The shortage, of course, was exacerbated by fewer passengers because of the pandemic.



Airport Executive Secretary Mary Ann Wittkop, who has served the Duluth Airport Authority for 25 years.



Werner also believes this issue will be resolved over the next year or so.

He also says it's important to understand that the airport just doesn't grow on its own. It is a byproduct of economic growth in this region. If the economy grows robustly, the airport will, too, since demand by passengers to connect to global destinations in the global economy will also drive economic growth. Conversely, if the economy slows or has growth issues, that will lead to a slower growth rate for the airport. "So it really is tied to the overall growth of the economy, and we've taken a conservative stance in terms of our projections in this [Master] plan," Werner said.

"Obviously, I think the one thing the pandemic's taught us is that the future is a little bit uncertain," Papko added. "But we are seeing pretty strong demand for

air travel again. People want to get back out and travel; they want to get back out and have those business meetings. Throughout the pandemic, we saw a strong leisure market – people traveling to destinations in the South or the mountain regions, just to get outside and still try to have that quality of life they're used to."

NEW FLIGHTS TO FORT MYERS, PHOENIX (AND MAYBE DENVER)

Enhancing Northlanders' quality of life is Sun Country Airlines' announcement of twice-weekly direct flights from Duluth to Phoenix, Arizona, and Fort Myers, Florida, which began on December 17. Flights will operate on Mondays and Fridays through April 25. This seasonal service will be convenient for vacationers, snowbirds and business travelers throughout

THE DULUTH AIRPORT AUTHORITY

The Duluth Airport Authority (DAA) is a government employer through the City of Duluth. The DAA oversees the Duluth International Terminal and business operations.

DAA BOARD OF DIRECTORS:

- **President Craig Fellman** – president and CEO of The Jamar Company and subsidiaries
- **Vice President Kim Maki** – head of the Civil Division for the St. Louis County Attorney's Office
- **Secretary Jeff Anderson** – government and public affairs consultant for the Costin Group Inc.
- **Board member Todd Fedora** – market president at US Bank
- **Board member Don McIsaac** – executive vice president and CFO of Cirrus Industries Inc.
- **Board member Elissa Hansen** – president and CEO of the Northspan Group
- **Board member Kevin O'Brien** – real estate professional at Real Living Messina & Associates Inc.



As Denver grows as a hub, the connections established between Duluth and Denver could lead to a potentially large new market.


"BULLISH ON THE FUTURE"

This region would not be as strong without the viability of the aviation cluster that calls the Duluth International Airport home, nor would this region's economy. For that reason, the airport is truly a



In addition to Duluth International Airport, the Duluth Airport Authority owns and operates Sky Harbor Airport.

foundational regional asset, and Werner is extremely proud of the facility and staff.

"Because it is an important part of the economy, we're really bullish on the future," Werner said. "We think we have a great opportunity and are positioned well to continue the growth of the services of this facility – of business opportunity at the airport – in a way that will continue to really drive the economy and air commerce for many, many years to come." 

Patrick Lapinski is a freelance writer who grew up in Superior.

"Duluth International is a great partner in business development."

– APEX PRESIDENT AND CEO BRIAN HANSON

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U.S. Customs and Border Protection

January 7, 2022

Tom Werner
Executive Director
Duluth Airport Authority
4701 Grinden Dr Ste 9,
Duluth, MN 55811

Dear Mr. Werner,

The purpose of this letter is to inform you of the removal of U.S. Customs and Border Protection (CBP) equipment from the current location at the Duluth International Airport. All computers, printers, cameras, and other IT equipment owned by CBP will be removed starting the first week in February. Later in the year, signage and the x-ray machine will be removed.

The removal process will take approximately four weeks. Mr. Steve Poggio, CBP IT Specialist is the primary point of contact and can be reached by email at steven.poggio@cbp.dhs.gov or government cell phone at (218) 280-9299. Once the equipment is removed, we will contact the local phone company to disconnect all data lines to the computer server. CBP will no longer incur any expenses associated with this space.

Per our conversation on December 27, 2021, we will work in partnership to address events that require offloading of passengers in Duluth during emergency events, such as diverted flights due to aircraft mechanical, weather related, and/or passengers requiring medical attention who cannot proceed to their scheduled destination.

If you or members of your staff have questions, please feel free to contact me, Alphie Clavette, Port Director, at alphie.j.clavette@cbp.dhs.gov, (218) 343-6914, or Chi Tsang, Assistant Area Port Director at chi.n.tsang@cbp.dhs.gov, (612) 709-6706.

Sincerely,

A handwritten signature in blue ink that reads "Augustine Moore". The signature is fluid and cursive.

Augustine Moore
Area Port Director

VII A

Operating Policy #28 Executive Summary

Background: The Duluth Airport Authority has not had a formal policy on the management of cash balances. A recommendation was made following presentation of the master plan to have a “minimum cash balance” policy to set a benchmark goal. This is to ensure the DAA maintains a responsible cash position as well as to protect the DAA’s position on the current cash balance held. DAA board members expressed interest in a policy coming for approval. This is the product of those discussions and recommendations.

Purpose: To ensure that Duluth Airport Authority staff maintains a sufficient level of liquid funds to satisfy all obligations, maintain annual required debt service, avoid operating cash shortfalls, and meet maintenance and planning objectives.

Summary: DAA finance staff will track DAA cash balance to ensure the minimum cash balance as determined in the operating policy is maintained. This policy provides information on the expectations of calculating the minimum cash balance expectation as well as other reporting information to be provided on a monthly and quarterly basis.

Prepared by: Joelle Bodin



DULUTH AIRPORT AUTHORITY

OPERATING POLICY # 28

MINIMUM CASH BALANCE POLICY

Initial Implementation Date: January 28, 2022

PURPOSE: To ensure that Duluth Airport Authority staff maintains a sufficient level of liquid funds to satisfy all obligations, maintain annual required debt service, avoid operating cash shortfalls, and meet maintenance and planning objectives.

POLICY: It is the policy of the Duluth Airport Authority to ensure a minimum cash balance is maintained in DAA accounts to protect the interests of the Duluth Airport Authority. The minimum cash balance required is to be calculated annually upon completion of the financial audit. The minimum cash balance shall be 180 days of operating expenses, less depreciation and amortization. Calculation of the current cash balance will include current operating cash available plus grants receivable, as those funds are guaranteed to be received. From time to time the Duluth Airport Authority's fund balance will drop below the minimum cash balance due to delays in federal and state construction grant reimbursements. The DAA staff will draw on the line of credit with the City of Duluth to satisfy its obligations until such time as grant reimbursements are received. The line of credit is only a contingency. The line of credit balance will be paid, and minimum cash balance restored at the DAA's earliest opportunity. Duluth Airport Authority staff will follow the procedures of this policy as set forth below.

DEFINITIONS:

1. Minimum cash balance: 180 days of operating expenses less depreciation and amortization. $((\text{Previous Year's Operating Expenses} - \text{Depreciation \& Amortization}) / 365) * 180$
2. Days cash on hand: The days cash on hand represents the number of days the DAA can continue to pay its operating expenses with the current cash it has available. $\text{Days Cash on Hand} = \text{Cash Available} / ((\text{Previous Year's Operating Expenses} - \text{Depreciation \& Amortization}) / 365)$

PROCEDURES:

1. Annually, following the completion of the financial audit, the Finance Director or designee will calculate the minimum cash balance for the upcoming year using the previous year's operating expenses, less depreciation and amortization.
2. On a monthly basis DAA finance staff will measure the success of maintaining the minimum cash balance by verifying the actual cash balance plus grants receivable is more than the minimum cash balance.
3. The following information will be provided in the monthly financials included in the board packet and presented with the quarterly financials
 - a. Current cash balance vs Minimum cash balance per this policy
 - b. Current days cash on hand vs 180-day benchmark

DAA President



VII B

DULUTH INTERNATIONAL AIRPORT

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Duluth Airport Authority

Strategic Plan 2020-2025 Revised 2021

Our vision is to be a world-class aviation center that drives economic development and connects the region to the global economy.

Recognizing its unique role as a driver of the regional economy, the Duluth Airport Authority (DAA) envisions the future of the Duluth International Airport as the region's center of gravity for air commerce and aviation-related business, providing quality services and extensive benefits to travelers, businesses, and communities throughout a large and diverse region.

The commercial activity centered around the infrastructure at the DAA's two airports will be a catalyst for economic development locally and regionally – creating jobs and supporting businesses throughout the region.

In order to transform its vision into reality, the Authority affirms its daily commitment to a mission statement that articulates how the Airport will work to achieve its vision:

The Duluth Airport Authority is committed to delivering a superior airport experience in a safe and secure environment, while enriching the region's economy.

The DAA staff is committed to remaining true to the DAA's core role and responsibilities on a daily basis as it executes its duties. The mission statement acts as a compass providing direction and affirms our dedication to our customers, tenants and stakeholders.



DULUTH INTERNATIONAL AIRPORT

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Obstacles to Success

Challenges and opportunities to achieving the DAA's vision persist. Among them are:

- Competition with other airports for passengers driven by:
 - Long-established perceptions of flying out of Duluth (expensive, unreliable, etc.)
 - Proximity to MSP/effect on willingness to pay higher DLH fares
 - Expansion of low-cost carriers at MSP
 - No low-cost carrier or ultra-low-cost carriers at DLH (cost sensitive passengers)
 - Stiff competition nationally for regional air service expansion
 - Overcoming past pain people had with cancelled flights due to weather and runway construction
- Operational resource constraints
 - Limitations to hiring additional key staff
 - Limited funding sources
 - Limited cash reserves
- Capital Resource Constraints:
 - Aging infrastructure
 - Cost of infrastructure maintenance
 - Aging facilities; especially revenue-generating assets (buildings)
 - Aging IT/expertise/keeping pace with technological advances
 - Terminal space as demand/use increases
- Land-use issues:
 - Area land use compatibility
 - Environmental concerns on developable land (not caused by our actions)
- Diverse customer base competing for space:
 - Mixed airframe use of airport
 - FAA future planning – drones and safety
- Obstacles over which DAA has little control:
 - Susceptible to economic fluctuations
 - Population stagnation and its impact on economic growth
 - Unforeseen political issues
 - Limited influence on airline decision-making, reliability and pricing of airfares
 - Reliance on our partners to deliver a high level of service – customers retention
 - Future of 148th and other airport tenants
 - Workforce (tenants)



DULUTH INTERNATIONAL AIRPORT

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Strategic Initiatives

The Authority selected four strategies that, if realized, will successfully negotiate obstacles to progress and move the DAA toward its vision. These strategies will focus the energy and resources of the organization through 2025:

- **Infrastructure Renewal**
- **Support Economic Development**
- **Strengthen the Duluth Airport Authority's Cash Position**
- **Strengthen/Grow Air Service**

These strategies when implemented over the next five years with the commitment identified in the mission statement – will help the Duluth Airport Authority achieve its vision in an environment rich with challenges and opportunities. Throughout the remainder of this strategic plan each strategic initiative is detailed with supporting tactics and measurements for success.



Consistency with the Vision 2040 master plan is critical to the successful implementation of both plans. The DAA's strategic plan has been amended accordingly.



Strategy I: Infrastructure Renewal

Background:

Upon completion of the terminal building in 2013 and the parking ramp in 2014, focus has been primarily on the aging airfield infrastructure at both Duluth International and Sky Harbor Airports including reconstruction of the main runways at both airports. Moving forward there are a number of property development and infrastructure renewal priorities that will be sequenced for completion through the DAA's Vision 2040 Master Plan project. Marquee projects or "tactics" include:

- **Reconstruction of Alpha Taxiway**

- Key(s) to Success:
 - Identify project sequencing and phasing
 - Scope the projects based on the current FAA design specifications and stakeholder input
 - Secure funding (Federally/State eligible, local share and independent 3rd party funding source(s) for ineligible work scope items)
 - Develop a communication and coordination strategy for airport users, off-airfield stakeholders, and media
- Measurement(s) of Success:
 - Taxiway A is reconstructed consistent with phasing outlined in Vision 2040, meeting the needs of stakeholders no later than 2030

- **New Air Traffic Control Tower**

- Key(s) to Success:
 - Complete sighting study
 - Scope the project to address line-of-sight, parking, and security requirements
 - Develop a P3 funding model
 - Secure a long term FAA lease that would satisfy any debt service obligations
 - Develop a communication and coordination strategy for airport users, off-airfield stakeholders, and media
 - Secure broad public support including area chambers, businesses, local government, communities, tenants and legislators; likely a G.O. bond initiative
 - Prepare preferred location for development (demolition, environmental cleanup, etc)



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- Measurement(s) of Success:
 - A new air traffic control tower is constructed with a sustainable funding model, meeting the needs of the FAA, and airport users no later than 2030
- **Rehabilitation of Runway 3-21**
 - Key(s) to Success:
 - New airport zoning ordinance has been adopted
 - Scope the project based on the current FAA design specifications and stakeholder input
 - Secure funding (Federally/State eligible, local share and independent 3rd party funding source(s) for ineligible work scope items)
 - Develop a communication and coordination strategy for airport users, off-airfield stakeholders, and media
 - Measurement(s) of Success:
 - Runway 3/21 is rehabilitated, preserving its current width and edge lighting is replaced, meeting the needs of stakeholders no later than 2025
 - Taxiway C is realigned no later than 2024
- **Possible General Aviation Ramp Expansion**
 - Key(s) to Success:
 - Determine purpose and need as part of Vision 2040
 - Relocate DAA assets such as airfield lighting vault and generator
 - Complete environmental surveys and clean up as needed
 - Scope hangar type and use with stakeholder input
 - Secure P3 funding
 - Develop a pro forma
 - Measurement(s) of Success:
 - Additional ranch hangars are constructed no later than 2023 behind the Monaco Air fuel farm
 - Additional apron expansion is completed as a part of Phase 4 of the Taxiway A project
 - The Hydrosolution building is demolished no later than 2024 to make way for additional general aviation hangar development
 - General aviation ramp and taxi lane is constructed as a part of ATC relocation phase 1 no later than 2025



DULUTH INTERNATIONAL AIRPORT

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- **Terminal Ramp Expansion**
 - Key(s) to Success:
 - Complete air service demand forecast during the Vision 2040 process
 - Purpose and need has been established
 - Scope the project in concert with other adjacent projects where practical (A Taxiway reconstruction and/or terminal renovation) using FAA design specifications and stakeholder input
 - Secure funding (Federally/State eligible, local share and independent 3rd party funding source for ineligible work scope items)
 - Develop a communication and coordination strategy for airport users, off-airfield stakeholders, and media
 - Measurement(s) of Success:
 - Terminal ramp is expanded, meeting the needs of stakeholders no later than 2025

Strategy II: Support Economic Development

Background:

For many years there has not been a property development plan at DLH. Buildings have been acquired by the Authority for little or no cost but they have come with the need for major investment in order to generate revenue. DAA staff has made it standard practice to restrict spending on aging facilities that have reached a point of diminishing returns and do not have a long-term tenant. The decommissioning, and eventual demolition, of Hangar(s) 2 and 101, are examples of how we are now managing dilapidated facilities.

In conjunction with the Vision 2040 process, we are going to identify redevelopment zones that will be available to future developers. The DAA does have some constraints on available land for development. Through the Master Plan process, we will identify spaces on the airport campus prime for redevelopment. Tactics that will help the DAA achieve success include:



- **Position Blighted/Underperforming Property for Redevelopment**
 - Key(s) to Success:
 - Designate non-aeronautical property through Vision 2040
 - Complete “shovel ready” property packets
 - Leverage key funding partnerships reducing the development cost as much as practical (DEED, MPCA, Brownfield/EPA, military, EDA, etc)
 - Devise a plan to improve/create road and utility infrastructure to support development
 - Complete environmental assessments in targeted areas
 - Secure funding (Federally/State eligible, local share and independent 3rd funding source for ineligible work scope items)
 - Secure a developer (signed development agreement and/or lease)
 - Determine marketing partnership(s) with developer(s)
 - Develop a communication and coordination strategy for airport tenants
 - Measurement(s) of Success:
 - Hangar 101 is demolished no later than 2022
 - DHL building is demolished no later than 2024
 - The Hydrosolutions building is demolished no later than 2024
 - A plan is developed to demolish the vacant hangar pads on the Midfield Ramp no later than 2025
- **Position Select Green Space for New Development**
 - Key(s) to Success:
 - Designate non-aeronautical property through Vision 2040
 - Complete “shovel ready” property packets
 - Leverage key funding partnerships reducing the development cost as much as practical (DEED, MPCA, Brownfield/EPA, military, EDA, etc)
 - Devise a plan to improve/create road and utility infrastructure to support development
 - Complete environmental assessments in targeted areas
 - Secure funding (Federally/State eligible, local share and independent 3rd party funding source for ineligible work scope items)
 - Secure a developer (signed development agreement and/or lease)
 - Determine marketing partnership(s) with developer(s)



- Measurement(s) of Success:
 - Staff presents highest and best use recommendations to the DAA Board in 2022
 - Secured a FAA land release for the Haines Rd/Airport Rd (Site 4) development area in 2022
 - The Haines Rd/Airport Rd (Site 4) development area is marketable to developers no later than 2025
 - Non-aeronautical development areas have commercial zoning no later than 2023

Strategy III: Strengthen the DAA's Cash Position

Background:

The Duluth Airport Authority operates with a small staff on a lean budget, making it difficult to maintain the existing aging infrastructure and fleet. It is difficult to invest money in people or new initiatives. Being good stewards of resources and investing in growth tactics will require the Airport to leverage existing assets, add new revenue streams. Tactics to achieve success in this area include:

- **Strengthen Underperforming Revenue Streams**
 - Key(s) to Success:
 - Audit revenue producing agreements
 - Identify new opportunities through the master planning process
 - Continue to pursue leases for vacant space
 - Review the cost structure of underperforming revenues
 - Measurement(s) of Success:
 - Revenues increase year over year
 - Research and implement a new parking revenue management structure that differentiates between parking products including electric charging, covered, and uncovered no later than 2023
 - Support restaurant upgrades and investments that result in increased product offerings, efficiency, and customer utilization no later than 2023
 - Unrestricted cash average balance is- \$750,000 over the course of a year
 - Adopt a cash balance policy in 2022
 - 100% of office, hangar and warehouse space is leased



DULUTH INTERNATIONAL AIRPORT

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- **Pursue New Revenue**

- Key(s) to Success:
 - Identify new opportunities through the master planning process
 - Identify new advertisement and sponsorship opportunities
 - Renegotiate a restructured land lease for the AAR hangar
- Measurement(s) of Success:
 - Revenues increase year over year
 - Unrestricted cash average balance is \$750,000 over the course of a year
 - Construct a quick turn facility (QTA) non later than 2023
 - New ranch hangars are constructed and leased no later than 2023 behind the Monaco Air fuel farm
 - Establish a peer-to-peer car rental concession and operating policy no later than 2022
 - Adopt a cash balance policy in 2022

- **Adopt Priority Based Budgeting**

- Key(s) to Success:
 - Employee training
 - Develop spending and investment priorities with a cash flow and rainy day fund focus
 - Review current and past spending practices, discontinue spending that doesn't support priorities
 - Regular staff review of priorities and spending analysis
- Measurement(s) of Success:
 - Improved financial processes and efficiencies with an emphasis on goal setting at all echelons
 - Unrestricted cash average balance is- \$750,000 over the course of a year
 - Adopt a cash balance policy in 2022



Strategy IV: Strengthen/Grow Air Service

Background:

Passenger related revenue is approximately half of Duluth Airport Authority's annual revenue. Serving an average of 300,000 passengers per year, the Airport has capacity to serve more travelers and generate additional revenue. The new main runway, relatively new terminal, other improvements to infrastructure and emphasis on a superior passenger experience create an even greater opportunity to expand air passenger service.

The past 5 years have been marked by significant losses including Allegiant's pullout of the market and the loss of Delta's Detroit route in 2015. Conversely we've seen some significant gains as well, including United launching a daily mainline frequency to Chicago and American's launch of Service to Chicago in 2019.

Tactics that will assist the DAA capitalize on recent air service gains include:

- **Add Daily Flights to a Western Hub on a Major Network Carrier**
 - Keys to Success:
 - Successfully awarded DOT's Small Community Air Service Development (SCASD) Grant
 - Negotiate a revenue guarantee agreement with SkyWest Airlines
 - Announce the launch of service
 - Market the service pre and post launch
 - Measurement of Success:
 - Daily flights to a western hub are launched no later than 2024
 - Route is financially sustainable within the first 2 years
- **Add a Low Cost or Ultra-Low Cost Carrier to Fly Select Leisure Routes**
 - Keys to Success:
 - Support the growth of Landline as a route-proofing strategy; the result of which will be shared with prospective carriers
 - Continue marketing DLH's air carrier cost structure, FIS and Duluth's growing economy to prospective air carriers
 - Announce the launch of service
 - Market new routes pre and post launch



DULUTH INTERNATIONAL AIRPORT

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- Sustain Fly Local relationship with area travel agents
- Measurement of Success:
 - Flights to select leisure destinations are launched seasonally no later than 2025
- **Strengthen Existing Carriers and Routes**
 - Keys to Success:
 - Support United's conversion of the Chicago route to Contract Purchase Agreement in 2020 (post-737-max issue resolution)
 - Increase investment in air service marketing by \$50,000 by 2021
 - Use new passenger revenues from new routes to market the route for a least 1 year
 - Continue the Fly Local Program
 - Continue marketing DLH's air carrier cost structure, FIS and Duluth's growing economy to prospective air carriers
 - Continue to support air carrier competition
 - Explore prorate agreements for underperforming routes and/or to launch new ones
 - Encourage increased engagement by airline travel programs in our catchment area
 - Measurement of Success:
 - DLH sustains 2 major network carriers to at least 3 major hubs no later than 2025
 - DLH increases total passengers to 330,000 by 2025
 - Grow passengers to maintain 85% load factor or better, on all carriers
 - Encourage network carriers to maintain dual class product on 50% of flights from DLH
- **Strengthen Customer Experience/Perception and Increase Air Service Marketing**
 - Keys to Success:
 - Increase investment in air service marketing by \$50,000 by 2021
 - Use new passenger revenues from new routes to market the route for a least 1 year
 - Continue the Fly Local Program
 - Promote leader emphasis with our stakeholders by hosting leader meetings to discuss customer service and culture
 - Increase regular engagement with regional leadership from customer service stakeholders such as Delta Global Service and the Arrowhead TapHouse



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- Improve customer amenities such as wifi, water filling and device charging stations
- Improve TNC wayfinding and install a shelter at the customer waiting area no later than 2022
- Conduct regular customer feedback surveys in person and electronically
- Measurement of Success:
 - Customer satisfaction with the Above and Beyond culture at DLH is above 90% according to customer surveys

VII C

Duluth Airport Authority Bylaws

Article III.

- 1.
- 2.
- 3.
- 4.
5. Directors are expected to attend each regularly scheduled monthly meeting and stay for the entire meeting. Directors are expected to attend special and emergency meetings when possible.
6. Directors shall attend meetings in person whenever possible. Directors may attend one or more meetings remotely using interactive technology so long as it complies with exceptions permitted by the Minnesota Open Meeting Law, Minnesota Statutes Chapter 13D. Notice of remote attendance shall be given to the DAA staff's executive secretary no later than 7 days prior to a scheduled meeting.
7. Directors shall notify the DAA staff's executive secretary with as much advance notice as possible regarding need to miss a meeting. Failure to attend a meeting without advance notification constitutes an unexcused absence. Upon each subsequent unexcused absence within a calendar year, the President, on behalf of the Board, shall send a written resignation request to the Director and provide a copy to the City of Duluth Mayor and Duluth City Council. If the Director refuses to resign, the Board may vote to remove the Director for cause.
8. Upon a Director's third consecutive missed meeting or fourth total within a calendar year for any reason, the President, on behalf of the Board, shall send a written resignation request to the Director and provide a copy to the City of Duluth Mayor and Duluth City Council. If the Director refuses to resign, the Board may vote to remove the Director for cause.

VII D
Duluth Airport Authority
Balance Sheet
End of Nov 2021

Financial Row	Amount
ASSETS	
Current Assets	
Bank	\$6,071,754.27
Accounts Receivable	
Accounts Receivable - Restricted PFC	\$38,731.50
Accounts Receivable Billed	\$747,398.82
Grants Receivable	\$265,627.33
Lottery Sales Receivable	(\$14,026.00)
Total Accounts Receivable	\$1,037,731.65
Other Current Asset	
Inventory Assets	\$20,881.51
Prepaid Items	\$60,121.04
Undeposited Funds	\$14,151.85
Total Other Current Asset	\$95,154.40
Total Current Assets	\$7,204,640.32
Fixed Assets	\$124,064,525.64
Other Assets	\$2,420,208.06
Total ASSETS	\$133,689,374.02
Liabilities & Equity	
Current Liabilities	
Accounts Payable	
Accounts Payable	\$314,866.57
Contracts Payable	\$557,702.42
Credit Cards Payable	\$280.25
Lottery Payable	(\$10,719.91)
Total Accounts Payable	\$862,129.33
Credit Card	\$6,038.80
Other Current Liability	
Accrued Interest	\$194,404.77
Accrued Vacation	\$123,329.30
Deferred Inflows - OPEB Liabilities	\$155,208.00
Deferred Inflows - Pension	\$72,479.00
Loans Payable to City of Duluth	
Hangar 103 Renovations	\$180,000.00
Parking Structure	\$255,000.00
Terminal Loan	\$440,000.00
Total - Loans Payable to City of Duluth	\$875,000.00
Unearned Revenue - Current	\$429,500.00
Unearned Revenue - Non Current	\$173,836.20
Total Other Current Liability	\$2,023,757.27
Total Current Liabilities	\$2,891,925.40
Long Term Liabilities	
LT Loans Payable to City of Duluth	\$6,040,000.00
Net Pension Liability	\$1,175,111.00
Total Other Post Employment Benefit Liability	\$2,907,972.87
Total Long Term Liabilities	\$10,123,083.87
Equity	
Contributed Equity	\$16,621,668.70
Retained Earnings	\$103,321,922.76
Net Income	\$730,773.29
Total Equity	\$120,674,364.75
Total Liabilities & Equity	\$133,689,374.02

Duluth Airport Authority
Income Statement
From Jan 2021 to Nov 2021

Financial Row	Amount
Ordinary Income/Expense	
Income	
Non-Aeronautical Revenue	
Advertising Income	\$10,025.00
Concession Revenue	
ATM	\$302.00
Car Rental Concession	\$500,897.29
Food & Beverage Concession	\$50,611.94
Lottery Concessions	\$1,229.36
Parking	\$783,654.37
Per Passenger Fee	\$14,977.00
Services/Other	\$550.00
TNC Per Trip Fee	\$7,086.00
Vending	\$5,817.33
Total - Concession Revenue	\$1,365,125.29
Customer Facility Charges	\$182,568.00
Miscellaneous Revenues	\$58,746.87
Parking	\$115,442.74
Permits	\$8,541.92
Plowing Services	\$5,325.00
Reimbursed Expenses	\$45,746.77
Rent	\$216,203.06
Sponsorship Income	\$62,000.00
State Aid	\$271,063.47
Total - Non-Aeronautical Revenue	\$2,340,788.12
Non-Passenger Aeronautical Revenue	
Aviation Gas	\$64,364.92
Concession Revenue	\$123,031.96
Event Income	\$34,600.00
Landing Fees	\$31,117.90
Ramp Fees	\$17,046.48
Rent	\$1,025,267.28
Security Reimbursement	\$91,776.34
Total - Non-Passenger Aeronautical Revenue	\$1,387,204.88
Passenger Airline Aeronautical Revenue	
Landing Fees	\$258,441.95
Terminal Office/Space Rental	\$1,004,159.02
Total - Passenger Airline Aeronautical Revenue	\$1,262,600.97
Total - Income	\$4,990,593.97
Gross Profit	\$4,990,593.97
Expense	
Miscellaneous Expenses	\$89,676.88
Personnel Compensation & Benefits	
Benefit Administration Fees	\$183.60
Employer Contributions for Retirement	\$180,250.33
Employer Paid Insurance	\$339,184.56
Retiree Benefits	\$96,886.00
Wages & Salaries	\$1,390,825.90
Worker's Compensation	\$37,203.43
Total - Personnel Compensation & Benefits	\$2,044,533.82
Services and Charges	
Advertising	\$3,116.50
Badging	\$2,000.00
Central Services Fee	\$41,433.26
Communications & Technology	\$223,039.65
Employee Development Services	\$31,337.99

Financial Row	Amount
Employee Physicals	\$1,745.00
Finance Charge	\$83.83
Insurance	\$98,706.63
Marketing	\$140,184.16
Professional Services	\$306,734.06
Rentals	\$5,022.20
Repairs and Maintenance - Contractual/Services	
Repairs and Maintenance - Contractual/Services	\$32,120.13
Airfield Electrical	\$282.65
Airfield Painting	\$3,850.00
Building	\$193,698.74
Elevator & Escalator Services	\$15,456.86
Equipment	\$3,604.90
Inspections	\$2,032.49
Janitorial & Cleaning - Main	\$170,986.85
Jet Bridge Repairs	\$5,464.00
Laundry Service	\$2,808.06
Parking Equipment	\$159.72
Pavement Maintenance	\$6,140.50
Pest Control	\$4,230.75
Safety & Environmental	\$1,635.00
Total - Repairs and Maintenance - Contractual/Services	\$442,470.65
Sponsorship Expenses	\$817.00
Transportation	\$806.39
Utility Services	
Electric	\$302,529.42
Fuel Oil	\$1,317.78
Natural Gas	\$37,736.35
Propane	\$2,405.61
Refuse Disposal	\$41,251.94
Storm Water	\$40,578.23
Water	\$10,124.15
Total - Utility Services	\$435,943.48
Total - Services and Charges	\$1,733,440.80
Supplies	
Merchandise for Resale	\$65,923.78
Office Supplies	\$82,814.45
Operating Supplies	\$95,799.82
Repairs & Maintenance Supplies	\$418,970.36
Total - Supplies	\$663,508.41
Total - Expense	\$4,531,159.91
Net Ordinary Income	\$459,434.06
Other Income and Expenses	
Other Income	
Capital Contributions	
Contributed Capital	\$1,316,387.27
Grants	(\$1,216,995.89)
Total - Capital Contributions	\$99,391.38
Non-Operating Revenue	
Gain/Loss on Asset Disposal	(\$3,620.32)
Interest Income	\$32,968.23
Passenger Facility Charges	\$370,523.46
Total - Non-Operating Revenue	\$399,871.37
Total - Other Income	\$499,262.75
Other Expense	
Non-Operating Expense	
Interest Expense	\$227,923.52
Total - Non-Operating Expense	\$227,923.52
Total - Other Expense	\$227,923.52
Net Other Income	\$271,339.23
Net Income	\$730,773.29

Duluth Airport Authority
DAA Board Packet Budget vs. Actual Summary
From Jan 2021 to Nov 2021

Unaudited

Financial Row	Prior Year Actual (Jan 2020 - Nov 2020)	Current Year Actual (Jan 2021 - Nov 2021)	Budget Amount (Jan 2021 - Nov 2021)	% of Budget	Variance from Prior Year	Variance From Budget	Total Budget (Jan 2021 - Adjust 2021)
Ordinary Income/Expense							
Income							
Non-Aeronautical Revenue	1,534,785	2,340,788	1,715,545	136.45%	806,003	625,243	1,865,240
Non-Passenger Aeronautical Revenue	1,341,483	1,387,205	1,345,406	103.11%	45,722	41,798	1,455,426
Passenger Airline Aeronautical Revenue	1,209,932	1,262,601	1,176,783	107.29%	52,669	85,818	1,281,878
Total - Income	4,086,201	4,990,594	4,237,734	117.77%	904,393	752,860	4,602,544
Gross Profit	4,086,201	4,990,594	4,237,734	117.77%	904,393	752,860	4,602,544
Expense							
Miscellaneous Expenses	38,687	89,677	28,549	314.12%	50,989	61,128	32,660
Personnel Compensation & Benefits	1,994,199	2,044,534	2,181,518	93.72%	50,334	(136,984)	2,460,392
Services and Charges	1,558,098	1,733,441	1,720,809	100.73%	175,343	12,631	1,877,099
Supplies	438,028	663,508	541,349	122.57%	225,481	122,160	574,230
Total - Expense	4,029,012	4,531,160	4,472,225	101.32%	502,148	58,935	4,944,381
Net Ordinary Income	57,188	459,434	(234,490)	-195.93%	402,246	693,925	(341,838)
Other Income and Expenses							
Other Income							
Capital Contributions	0	33,311	0	0.00%	33,311	33,311	0
Non-Operating Revenue	306,505	399,871	337,551	118.46%	93,366	62,321	365,939
Total - Other Income	306,505	433,182	337,551	128.33%	126,677	95,632	365,939
Other Expense							
Non-Operating Expense	251,584	227,924	301,257	75.66%	(23,660)	(73,333)	328,644
Total - Other Expense	251,584	227,924	301,257	75.66%	(23,660)	(73,333)	328,644
Net Other Income	54,921	205,259	36,294	565.55%	150,338	168,965	37,295
Net Income Exclusive of Project Expenses, Depreciation & Amortization	112,110	664,693	(198,197)	-335.37%	552,583	862,890	(304,543)
Projects/Grants	5,603,605	66,080	8,147,333	0.81%	(5,537,524)	(8,081,253)	8,888,000
Depreciation & Amortization	(10,193,252)	0	(9,217,423)	0.00%	10,193,252	9,217,423	(10,055,370)
Net Income	(4,477,538)	730,773	(1,268,286)	-57.62%	5,208,311	1,999,059	(1,471,913)

- This report is based on an allocated budget, which is seasonally adjusted.
- At this time the DAA is at a favorable variance budget vs actual of over 862k. Expenses are also overstated by the \$110k boiler replacement. After removing this anomaly, the DAA is at a favorable variance of \$972k.
- CRRSA Concessionaire relief was applied to September financials and the parking relief approved in October is now reflected in the financials as of October.
- Final CARES expense reimbursements were requested as of December 2021.
- The results of this report are expected to change slightly with audit adjustments as well as delayed revenue and expense postings.
- The largest variance from budget in revenues comes the parking concession up 178k and car rental concession which is up \$205k, while other concessions are very close to budget. Non-passenger aeronautical revenue is 42k over budget and passenger airline aeronautical revenue is over budget due to increased landing fees of over 85k.
- The largest variance from budget in expenses come from the boiler replacement project of \$110k, this will be rectified when capitalized to be removed from operating expenses in future financial updates. Removing the boiler costs expenses we would be 51k under budget.
- Non-operating income is close to budget with PFCs coming in higher than expected and the recording of the CRRSA concessionaire relief, while expenses are down due budgeted line of credit interest which hasn't been utilized for a total favorable variance vs budget of over \$218k.

VII E

Duluth Airport Authority

Duluth A/R Aging Report

As of January 11, 2022

Filters: Transaction Type (equal to Invoice, Payment, Credit Memo)

Customer	Transaction Type	Transaction Date	Transaction Number	Due Date	Age	Current	12/13/2021 - 1/11/2022 (30)	11/13/2021 - 12/12/2021 (60)	10/14/2021 - 11/12/2021 (90)	Before 10/14/2021 (>90)	Total
						Open Balance	Open Balance	Open Balance	Open Balance	Open Balance	Open Balance
Aeronautical Radio, Inc.	Invoice	1/4/2022	9075	2/3/2022	8	\$0.00	\$16.00	\$0.00	\$0.00	\$0.00	\$16.00
Agenter, Megan	Payment	12/13/2021	7990	12/13/2021	801	\$0.00	(\$96.00)	\$0.00	\$0.00	\$0.00	(\$96.00)
Avis Rent A Car											
	Invoice	12/31/2020	8040	1/30/2021	877	\$0.00	\$0.00	\$0.00	\$0.00	\$24,122.63	\$24,122.63
	Invoice	12/31/2021	9129	1/30/2022	802	\$0.00	\$13,179.37	\$0.00	\$0.00	\$0.00	\$13,179.37
	Invoice	1/3/2022	9049	2/2/2022	9	\$0.00	\$2,456.37	\$0.00	\$0.00	\$0.00	\$2,456.37
Total - Avis Rent A Car						\$0.00	\$15,635.74	\$0.00	\$0.00	\$24,122.63	\$39,758.37
Azbell, Austin	Payment	1/10/2022	8097	1/10/2022	8	\$0.00	(\$153.00)	\$0.00	\$0.00	\$0.00	(\$153.00)
Birch, Nicole	Payment	12/28/2021	8060	12/28/2021	801	\$0.00	(\$96.00)	\$0.00	\$0.00	\$0.00	(\$96.00)
BKR Investments DBA Duluth Police	Invoice	1/3/2022	9053	2/2/2022	9	\$0.00	\$225.00	\$0.00	\$0.00	\$0.00	\$225.00
Bodin, Joelle	Invoice	11/9/2021	8897	12/9/2021	804	\$0.00	\$0.00	\$0.00	\$0.01	\$0.00	\$0.01
Brown, James											
	Payment	12/13/2021	7930	12/13/2021	801	\$0.00	(\$250.35)	\$0.00	\$0.00	\$0.00	(\$250.35)
	Invoice	12/15/2021	9015	1/14/2022	803	\$0.00	\$257.35	\$0.00	\$0.00	\$0.00	\$257.35
Total - Brown, James						\$0.00	\$7.00	\$0.00	\$0.00	\$0.00	\$7.00
Budget Rent A Car											
	Invoice	12/31/2020	8041	1/30/2021	877	\$0.00	\$0.00	\$0.00	\$0.00	\$21,405.95	\$21,405.95
	Invoice	1/3/2022	9051	2/2/2022	9	\$0.00	\$1,716.75	\$0.00	\$0.00	\$0.00	\$1,716.75
Total - Budget Rent A Car						\$0.00	\$1,716.75	\$0.00	\$0.00	\$21,405.95	\$23,122.70
Case, Ronald Jr.											
	Credit Memo	1/19/2021	211	1/19/2021	858	\$0.00	\$0.00	\$0.00	\$0.00	(\$51.00)	(\$51.00)
	Payment	2/3/2021	6963	2/3/2021	843	\$0.00	\$0.00	\$0.00	\$0.00	(\$51.00)	(\$51.00)
Total - Case, Ronald Jr.						\$0.00	\$0.00	\$0.00	\$0.00	(\$102.00)	(\$102.00)
Chandler, Eric	Payment	1/7/2022	8093	1/7/2022	5	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)

Customer	Transaction Type	Transaction Date	Transaction Number	Due Date	Age	Current	12/13/2021 - 1/11/2022 (30)	11/13/2021 - 12/12/2021 (60)	10/14/2021 - 11/12/2021 (90)	Before 10/14/2021 (>90)	Total
						Open Balance	Open Balance	Open Balance	Open Balance	Open Balance	Open Balance
Charter Next Generation	Invoice	12/15/2021	8993	1/14/2022	23	\$0.00	\$6,050.00	\$0.00	\$0.00	\$0.00	\$6,050.00
Childs, Matthew	Invoice	9/14/2021	8683	10/14/2021	20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.50	\$0.50
	Invoice	11/8/2021	8875	12/8/2021	35	\$0.00	\$0.00	\$0.00	\$153.00	\$0.00	\$153.00
Total - Childs, Matthew						\$0.00	\$0.00	\$0.00	\$153.00	\$0.50	\$153.50
Churchill, Sean	Invoice	12/15/2021	9026	1/14/2022	23	\$0.00	\$199.35	\$0.00	\$0.00	\$0.00	\$199.35
	Invoice	1/7/2022	9110	2/6/2022	5	\$0.00	\$65.00	\$0.00	\$0.00	\$0.00	\$65.00
Total - Churchill, Sean						\$0.00	\$264.35	\$0.00	\$0.00	\$0.00	\$264.35
Cirrus Design Corporation	Credit Memo	9/1/2021	248	9/1/2021	13	\$0.00	\$0.00	\$0.00	\$0.00	(\$805.64)	(\$805.64)
	Payment	9/20/2021	7725	9/20/2021	14	\$0.00	\$0.00	\$0.00	\$0.00	(\$4,253.32)	(\$4,253.32)
	Payment	9/23/2021	7724	9/23/2021	11	\$0.00	\$0.00	\$0.00	\$0.00	(\$12,710.93)	(\$12,710.93)
	Credit Memo	10/1/2021	263	10/1/2021	13	\$0.00	\$0.00	\$0.00	\$0.00	(\$2,976.19)	(\$2,976.19)
	Invoice	10/1/2021	8738	10/1/2021	13	\$0.00	\$0.00	\$0.00	\$0.00	\$12,772.12	\$12,772.12
	Invoice	10/1/2021	8719	10/1/2021	13	\$0.00	\$0.00	\$0.00	\$0.00	\$1,645.57	\$1,645.57
	Credit Memo	10/1/2021	262	10/1/2021	13	\$0.00	\$0.00	\$0.00	\$0.00	(\$3,333.33)	(\$3,333.33)
	Invoice	10/1/2021	8737	10/1/2021	13	\$0.00	\$0.00	\$0.00	\$0.00	\$8,062.24	\$8,062.24
	Invoice	10/18/2021	8855	11/17/2021	31	\$0.00	\$0.00	\$0.00	\$613.85	\$0.00	\$613.85
	Payment	10/20/2021	7819	10/20/2021	21	\$0.00	\$0.00	\$0.00	(\$609.53)	\$0.00	(\$609.53)
	Invoice	11/1/2021	8819	11/1/2021	12	\$0.00	\$0.00	\$0.00	\$12,772.12	\$0.00	\$12,772.12
	Credit Memo	11/1/2021	266	11/1/2021	12	\$0.00	\$0.00	\$0.00	(\$3,333.33)	\$0.00	(\$3,333.33)
	Invoice	11/1/2021	8818	11/1/2021	12	\$0.00	\$0.00	\$0.00	\$7,750.33	\$0.00	\$7,750.33
	Credit Memo	11/1/2021	265	11/1/2021	12	\$0.00	\$0.00	\$0.00	(\$2,976.19)	\$0.00	(\$2,976.19)
	Payment	11/16/2021	7885	11/16/2021	21	\$0.00	\$0.00	(\$1,183.93)	\$0.00	\$0.00	(\$1,183.93)
	Credit Memo	12/1/2021	269	12/1/2021	12	\$0.00	\$0.00	(\$2,976.19)	\$0.00	\$0.00	(\$2,976.19)
	Credit Memo	12/1/2021	270	12/1/2021	12	\$0.00	\$0.00	(\$3,333.33)	\$0.00	\$0.00	(\$3,333.33)
	Invoice	1/3/2022	9076	1/3/2022	9	\$0.00	\$7,750.33	\$0.00	\$0.00	\$0.00	\$7,750.33

Customer	Transaction Type	Transaction Date	Transaction Number	Due Date	Age	Current	12/13/2021 - 1/11/2022 (30)	11/13/2021 - 12/12/2021 (60)	10/14/2021 - 11/12/2021 (90)	Before 10/14/2021 (>90)	Total
						Open Balance	Open Balance	Open Balance	Open Balance	Open Balance	Open Balance
	Invoice	1/3/2022	9052	1/3/2022	9	\$0.00	\$3,157.33	\$0.00	\$0.00	\$0.00	\$3,157.33
	Invoice	1/3/2022	9091	1/3/2022	9	\$0.00	\$39,163.57	\$0.00	\$0.00	\$0.00	\$39,163.57
	Invoice	1/3/2022	9077	1/3/2022	9	\$0.00	\$12,772.12	\$0.00	\$0.00	\$0.00	\$12,772.12
	Invoice	1/7/2022	9101	1/7/2022	5	\$0.00	\$9,925.00	\$0.00	\$0.00	\$0.00	\$9,925.00
Total - Cirrus Design Corporation						\$0.00	\$72,768.35	(\$7,493.45)	\$14,217.25	(\$1,599.48)	\$77,892.67
City of Duluth											
	Invoice	11/1/2021	8820	12/1/2021	7	\$0.00	\$0.00	\$0.00	\$1,668.72	\$0.00	\$1,668.72
	Invoice	12/1/2021	8956	12/31/2021	0	\$0.00	\$0.00	\$2,080.00	\$0.00	\$0.00	\$2,080.00
	Invoice	12/1/2021	8944	12/31/2021	0	\$0.00	\$0.00	\$1,668.72	\$0.00	\$0.00	\$1,668.72
	Invoice	1/3/2022	9078	2/2/2022	9	\$0.00	\$1,668.72	\$0.00	\$0.00	\$0.00	\$1,668.72
Total - City of Duluth						\$0.00	\$1,668.72	\$3,748.72	\$1,668.72	\$0.00	\$7,086.16
Compudyne	Invoice	1/3/2022	9079	2/2/2022	9	\$0.00	\$30.18	\$0.00	\$0.00	\$0.00	\$30.18
Costello, Michael F	Payment	12/27/2021	8025	12/27/2021	0	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
Delta Airlines											
	Payment	11/10/2021	7887	11/10/2021	0	\$0.00	\$0.00	\$0.00	(\$5,375.34)	\$0.00	(\$5,375.34)
	Invoice	12/21/2021	9034	1/30/2022	2	\$0.00	\$19,753.36	\$0.00	\$0.00	\$0.00	\$19,753.36
	Invoice	12/21/2021	9033	1/30/2022	2	\$0.00	\$72,085.55	\$0.00	\$0.00	\$0.00	\$72,085.55
	Payment	1/6/2022	8104	1/6/2022	6	\$0.00	(\$50.00)	\$0.00	\$0.00	\$0.00	(\$50.00)
Total - Delta Airlines						\$0.00	\$91,788.91	\$0.00	(\$5,375.34)	\$0.00	\$86,413.57
Divine Carriers	Invoice	1/3/2022	9068	2/2/2022	9	\$0.00	\$132.65	\$0.00	\$0.00	\$0.00	\$132.65
Duluth Flying Club	Invoice	1/10/2022	9119	2/9/2022	2	\$0.00	\$65.00	\$0.00	\$0.00	\$0.00	\$65.00
Duluth Hangar, LLC	Invoice	1/3/2022	9081	2/2/2022	9	\$0.00	\$765.35	\$0.00	\$0.00	\$0.00	\$765.35
Enterprise Leasing Company											
	Invoice	12/31/2020	8042	1/30/2021	7	\$0.00	\$0.00	\$0.00	\$0.00	\$91,495.42	\$91,495.42
	Payment	11/30/2021	7938	11/30/2021	0	\$0.00	\$0.00	(\$4,794.82)	\$0.00	\$0.00	(\$4,794.82)
	Invoice	12/1/2021	8928	12/31/2021	0	\$0.00	\$0.00	\$3,784.10	\$0.00	\$0.00	\$3,784.10
	Payment	1/3/2022	8037	1/3/2022	9	\$0.00	(\$4,794.82)	\$0.00	\$0.00	\$0.00	(\$4,794.82)
	Invoice	1/3/2022	9054	2/2/2022	9	\$0.00	\$3,958.44	\$0.00	\$0.00	\$0.00	\$3,958.44
Total - Enterprise Leasing Company						\$0.00	(\$836.38)	(\$1,010.72)	\$0.00	\$91,495.42	\$89,648.32
Erickson, Bruce	Payment	12/22/2021	8023	12/22/2021	0	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
Federal Express Corporation	Invoice	1/7/2022	9109	2/6/2022	5	\$0.00	\$1,520.00	\$0.00	\$0.00	\$0.00	\$1,520.00
FEMA	Invoice	10/19/2021	8788	11/18/2021	0	\$0.00	\$0.00	\$0.00	\$9,775.33	\$0.00	\$9,775.33
Ferrari, Matt	Payment	11/7/2021	7939	11/7/2021	0	\$0.00	\$0.00	\$0.00	(\$153.00)	\$0.00	(\$153.00)

Customer	Transaction Type	Transaction Date	Transaction Number	Due Date	Age	Current	12/13/2021 - 1/11/2022 (30)	11/13/2021 - 12/12/2021 (60)	10/14/2021 - 11/12/2021 (90)	Before 10/14/2021 (>90)	Total
						Open Balance	Open Balance	Open Balance	Open Balance	Open Balance	Open Balance
General Services Administration											
	Payment	10/1/2021	7758	10/1/2021	03	\$0.00	\$0.00	\$0.00	\$0.00	(\$61.20)	(\$61.20)
	Invoice	1/3/2022	9073	2/2/2022	9	\$0.00	\$5,298.61	\$0.00	\$0.00	\$0.00	\$5,298.61
Total - General Services Administration						\$0.00	\$5,298.61	\$0.00	\$0.00	(\$61.20)	\$5,237.41
Goritchan Boris											
	Invoice	10/15/2018	4123	11/14/2018	03	\$0.00	\$0.00	\$0.00	\$0.00	\$129.00	\$129.00
	Invoice	1/16/2019	4538	2/15/2019	02	\$0.00	\$0.00	\$0.00	\$0.00	\$60.00	\$60.00
	Invoice	10/22/2019	5858	11/21/2019	01	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00	\$150.00
	Invoice	1/17/2020	6291	2/16/2020	06	\$0.00	\$0.00	\$0.00	\$0.00	\$180.00	\$180.00
	Invoice	2/29/2020	6606	3/30/2020	03	\$0.00	\$0.00	\$0.00	\$0.00	\$120.00	\$120.00
	Invoice	4/9/2020	6735	5/9/2020	03	\$0.00	\$0.00	\$0.00	\$0.00	\$60.00	\$60.00
	Invoice	7/13/2020	7063	8/12/2020	04	\$0.00	\$0.00	\$0.00	\$0.00	\$180.00	\$180.00
Total - Goritchan Boris						\$0.00	\$0.00	\$0.00	\$0.00	\$879.00	\$879.00
GSSC	Invoice	1/7/2022	9112	2/6/2022	5	\$0.00	\$230.00	\$0.00	\$0.00	\$0.00	\$230.00
Gunderson, Gregory	Invoice	1/11/2022	9132	2/10/2022	1	\$0.00	\$125.00	\$0.00	\$0.00	\$0.00	\$125.00
Hall John											
	Invoice	1/3/2022	9055	2/2/2022	9	\$0.00	\$277.39	\$0.00	\$0.00	\$0.00	\$277.39
	Invoice	1/7/2022	9114	2/6/2022	5	\$0.00	\$65.00	\$0.00	\$0.00	\$0.00	\$65.00
Total - Hall John						\$0.00	\$342.39	\$0.00	\$0.00	\$0.00	\$342.39
Halvor Lines	Invoice	12/15/2021	9000	1/14/2022	08	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Hatfield, Dan											
	Invoice	12/15/2021	9019	1/14/2022	08	\$0.00	\$6.00	\$0.00	\$0.00	\$0.00	\$6.00
	Invoice	1/7/2022	9102	2/6/2022	5	\$0.00	\$65.00	\$0.00	\$0.00	\$0.00	\$65.00
Total - Hatfield, Dan						\$0.00	\$71.00	\$0.00	\$0.00	\$0.00	\$71.00
Hausmann, Jeff	Invoice	12/15/2021	8992	1/14/2022	08	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Helland, Eric	Payment	12/14/2021	8001	12/14/2021	01	\$0.00	(\$96.00)	\$0.00	\$0.00	\$0.00	(\$96.00)
Hermantown Hydraulics											
	Invoice	9/1/2021	8628	10/1/2021	03	\$0.00	\$0.00	\$0.00	\$0.00	\$656.21	\$656.21
	Invoice	10/1/2021	8741	10/31/2021	03	\$0.00	\$0.00	\$0.00	\$0.00	\$656.21	\$656.21
	Invoice	11/1/2021	8822	12/1/2021	02	\$0.00	\$0.00	\$0.00	\$656.21	\$0.00	\$656.21
	Invoice	12/1/2021	8946	12/31/2021	01	\$0.00	\$0.00	\$656.21	\$0.00	\$0.00	\$656.21
	Invoice	1/3/2022	9080	2/2/2022	9	\$0.00	\$656.21	\$0.00	\$0.00	\$0.00	\$656.21
Total - Hermantown Hydraulics						\$0.00	\$656.21	\$656.21	\$656.21	\$1,312.42	\$3,281.05

Customer	Transaction Type	Transaction Date	Transaction Number	Due Date	Age	Current	12/13/2021 - 1/11/2022 (30)	11/13/2021 - 12/12/2021 (60)	10/14/2021 - 11/12/2021 (90)	Before 10/14/2021 (>90)	Total
						Open Balance	Open Balance	Open Balance	Open Balance	Open Balance	Open Balance
Hertz-Overland West											
	Invoice	7/1/2021	8462	7/31/2021	25	\$0.00	\$0.00	\$0.00	\$0.00	\$1,472.37	\$1,472.37
	Invoice	7/16/2021	8463	8/15/2021	30	\$0.00	\$0.00	\$0.00	\$0.00	\$1,472.37	\$1,472.37
	Invoice	8/2/2021	8504	9/1/2021	63	\$0.00	\$0.00	\$0.00	\$0.00	\$1,472.37	\$1,472.37
Total - Hertz-Overland West						\$0.00	\$0.00	\$0.00	\$0.00	\$4,417.11	\$4,417.11
High, Richard	Invoice	1/11/2022	9133	2/10/2022	21	\$0.00	\$125.00	\$0.00	\$0.00	\$0.00	\$125.00
Hillman Colin	Invoice	1/3/2022	9086	2/2/2022	9	\$0.00	\$240.00	\$0.00	\$0.00	\$0.00	\$240.00
Hughes, Timothy	Payment	1/6/2022	8082	1/6/2022	6	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
Hydro Solutions, Inc.	Invoice	1/3/2022	9056	2/2/2022	9	\$0.00	\$3,466.75	\$0.00	\$0.00	\$0.00	\$3,466.75
Ingebrigtsen, Kyle	Payment	1/3/2022	8042	1/3/2022	9	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
Johnston, Paul											
	Invoice	12/15/2021	9027	1/14/2022	28	\$0.00	\$6.00	\$0.00	\$0.00	\$0.00	\$6.00
	Invoice	1/7/2022	9103	2/6/2022	5	\$0.00	\$65.00	\$0.00	\$0.00	\$0.00	\$65.00
Total - Johnston, Paul						\$0.00	\$71.00	\$0.00	\$0.00	\$0.00	\$71.00
Kern & Kompany	Invoice	1/7/2022	9116	2/6/2022	5	\$0.00	\$2,795.00	\$0.00	\$0.00	\$0.00	\$2,795.00
Kopel-Anderson, Kevin	Payment	12/8/2021	7978	12/8/2021	25	\$0.00	\$0.00	(\$96.00)	\$0.00	\$0.00	(\$96.00)
Krom, Justin	Payment	1/5/2022	8071	1/5/2022	7	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
Lake Superior College											
	Invoice	1/7/2022	9105	2/6/2022	5	\$0.00	\$380.00	\$0.00	\$0.00	\$0.00	\$380.00
	Invoice	1/7/2022	9106	2/6/2022	5	\$0.00	\$125.00	\$0.00	\$0.00	\$0.00	\$125.00
Total - Lake Superior College						\$0.00	\$505.00	\$0.00	\$0.00	\$0.00	\$505.00
Lake Superior Helicopters											
	Invoice	1/3/2022	9057	2/2/2022	9	\$0.00	\$688.89	\$0.00	\$0.00	\$0.00	\$688.89
	Invoice	1/7/2022	9104	2/6/2022	5	\$0.00	\$1,130.00	\$0.00	\$0.00	\$0.00	\$1,130.00
Total - Lake Superior Helicopters						\$0.00	\$1,818.89	\$0.00	\$0.00	\$0.00	\$1,818.89
Lake Superior Warehousing CO	Invoice	12/15/2021	9002	1/14/2022	28	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Larsen, Shane	Invoice	9/29/2021	8705	10/29/2021	51	\$0.00	\$0.00	\$0.00	\$0.00	\$434.86	\$434.86
Love Creamery	Payment	11/16/2021	7893	11/16/2021	57	\$0.00	\$0.00	(\$120.00)	\$0.00	\$0.00	(\$120.00)
Luck, Rick	Invoice	8/24/2021	8596	9/23/2021	41	\$0.00	\$0.00	\$0.00	\$0.00	\$269.26	\$269.26
Lyft, Inc.	Payment	1/11/2022	8098	1/11/2022	21	\$0.00	(\$300.00)	\$0.00	\$0.00	\$0.00	(\$300.00)
M & M Light Transport											
	Invoice	12/15/2021	9021	1/14/2022	28	\$0.00	\$199.35	\$0.00	\$0.00	\$0.00	\$199.35
	Invoice	1/7/2022	9115	2/6/2022	5	\$0.00	\$65.00	\$0.00	\$0.00	\$0.00	\$65.00

Customer	Transaction Type	Transaction Date	Transaction Number	Due Date	Age	Current	12/13/2021 - 1/11/2022 (30)	11/13/2021 - 12/12/2021 (60)	10/14/2021 - 11/12/2021 (90)	Before 10/14/2021 (>90)	Total
						Open Balance	Open Balance	Open Balance	Open Balance	Open Balance	Open Balance
Total - M & M Light Transport						\$0.00	\$264.35	\$0.00	\$0.00	\$0.00	\$264.35
Magoon, Christopher	Payment	12/14/2021	7992	12/14/2021	28	\$0.00	(\$96.00)	\$0.00	\$0.00	\$0.00	(\$96.00)
Maurices, Inc.											
	Invoice	12/15/2021	9030	1/14/2022	28	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00
	Invoice	12/15/2021	9031	1/14/2022	28	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Total - Maurices, Inc.						\$0.00	\$4,000.00	\$0.00	\$0.00	\$0.00	\$4,000.00
McGill, Glenn	Invoice	1/11/2022	9131	2/10/2022	21	\$0.00	\$125.00	\$0.00	\$0.00	\$0.00	\$125.00
Messerer Jon	Invoice	6/9/2021	8341	7/9/2021	17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.48	\$0.48
Miner's Outdoor Adventures, LLC											
	Payment	1/19/2021	6925	1/19/2021	38	\$0.00	\$0.00	\$0.00	\$0.00	(\$15.70)	(\$15.70)
	Invoice	1/3/2022	9093	2/2/2022	9	\$0.00	\$15.70	\$0.00	\$0.00	\$0.00	\$15.70
Total - Miner's Outdoor Adventures, LLC						\$0.00	\$15.70	\$0.00	\$0.00	(\$15.70)	\$0.00
Minnesota Air National Guard											
	Invoice	12/13/2021	8966	1/12/2022	20	\$0.00	\$4,400.00	\$0.00	\$0.00	\$0.00	\$4,400.00
	Invoice	12/13/2021	8961	1/12/2022	20	\$0.00	\$2,745.93	\$0.00	\$0.00	\$0.00	\$2,745.93
Total - Minnesota Air National Guard						\$0.00	\$7,145.93	\$0.00	\$0.00	\$0.00	\$7,145.93
Minnesota Department of Transportation											
	Invoice	12/30/2021	9043	1/29/2022	23	\$0.00	\$20,920.00	\$0.00	\$0.00	\$0.00	\$20,920.00
	Invoice	12/30/2021	9044	6/30/2021	13	\$0.00	\$201,621.00	\$0.00	\$0.00	\$0.00	\$201,621.00
Total - Minnesota Department of Transportation						\$0.00	\$222,541.00	\$0.00	\$0.00	\$0.00	\$222,541.00
Minnesota Power											
	Invoice	11/1/2021	8806	12/1/2021	22	\$0.00	\$0.00	\$0.00	\$446.18	\$0.00	\$446.18
	Invoice	12/1/2021	9059	12/31/2021	21	\$0.00	\$0.00	\$466.46	\$0.00	\$0.00	\$466.46
	Invoice	1/3/2022	9092	2/2/2022	9	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$25,000.00
	Invoice	1/3/2022	9060	2/2/2022	9	\$0.00	\$466.46	\$0.00	\$0.00	\$0.00	\$466.46
Total - Minnesota Power						\$0.00	\$25,466.46	\$466.46	\$446.18	\$0.00	\$26,379.10
Monaco Air Duluth											
	Invoice	12/1/2021	9063	12/31/2021	21	\$0.00	\$0.00	\$2,073.86	\$0.00	\$0.00	\$2,073.86
	Invoice	12/1/2021	9061	12/31/2021	21	\$0.00	\$0.00	\$4,034.36	\$0.00	\$0.00	\$4,034.36
	Invoice	1/3/2022	9062	2/2/2022	9	\$0.00	\$4,034.36	\$0.00	\$0.00	\$0.00	\$4,034.36
	Invoice	1/3/2022	9064	2/2/2022	9	\$0.00	\$2,073.86	\$0.00	\$0.00	\$0.00	\$2,073.86
	Invoice	1/7/2022	9117	2/6/2022	5	\$0.00	\$785.00	\$0.00	\$0.00	\$0.00	\$785.00
Total - Monaco Air Duluth						\$0.00	\$6,893.22	\$6,108.22	\$0.00	\$0.00	\$13,001.44

Customer	Transaction Type	Transaction Date	Transaction Number	Due Date	Age	Current	12/13/2021 - 1/11/2022 (30)	11/13/2021 - 12/12/2021 (60)	10/14/2021 - 11/12/2021 (90)	Before 10/14/2021 (>90)	Total
						Open Balance	Open Balance	Open Balance	Open Balance	Open Balance	Open Balance
Mountain Air Cargo						\$0.00	\$1,549.68	\$1,549.68	\$0.00	\$0.00	\$3,099.36
National Bank of Commerce	Invoice	12/15/2021	9006	1/14/2022	23	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Nichols Jr., Robert M	Payment	12/18/2021	8005	12/18/2021	25	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
Northland Constructors, Inc.	Invoice	1/3/2022	9066	2/2/2022	9	\$0.00	\$181.50	\$0.00	\$0.00	\$0.00	\$181.50
Oakwells CR, LLC						\$0.00	\$1,000.00	\$5,730.05	\$0.00	\$52,274.98	\$59,004.99
On Site Enterprises, Inc						\$0.00	(\$516.77)	\$0.00	\$0.00	(\$129.00)	(\$645.77)
Opack Matthew Jr.						\$0.00	\$71.00	\$0.00	\$0.00	\$0.00	\$71.00
Palmer, John	Invoice	12/15/2021	9029	1/14/2022	23	\$0.00	\$202.81	\$0.00	\$0.00	\$0.00	\$202.81
Parthe, Lance						\$0.00	\$257.35	\$0.00	\$250.35	\$0.00	\$507.70
Patnaude, Jason	Payment	12/20/2021	8008	12/20/2021	23	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
Paulson, Jason						\$0.00	\$408.00	(\$51.00)	\$0.00	\$0.00	\$357.00
Pederson, Stephen	Payment	12/16/2021	8003	12/16/2021	27	\$0.00	(\$96.00)	\$0.00	\$0.00	\$0.00	(\$96.00)
Peterson, Kevin	Payment	1/1/2022	8032	1/1/2022	11	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
QMS, INC.	Invoice	1/3/2022	9067	2/2/2022	9	\$0.00	\$250.00	\$0.00	\$0.00	\$0.00	\$250.00
Rasier, LLC	Payment	1/10/2022	8095	1/10/2022	22	\$0.00	(\$556.50)	\$0.00	\$0.00	\$0.00	(\$556.50)
Rathbun, David	Invoice	12/15/2021	9022	1/14/2022	23	\$0.00	\$6.00	\$0.00	\$0.00	\$0.00	\$6.00
Rehabilitation Counselors, Inc.	Payment	8/19/2019	5002	8/19/2019	319	\$0.00	\$0.00	\$0.00	\$0.00	(\$75.00)	(\$75.00)
Richmond, Keith	Invoice	12/15/2021	9012	1/14/2022	23	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00
Roper, William	Payment	12/14/2021	7993	12/14/2021	23	\$0.00	(\$96.00)	\$0.00	\$0.00	\$0.00	(\$96.00)
RS&H	Invoice	1/3/2022	9082	2/2/2022	9	\$0.00	\$2,177.05	\$0.00	\$0.00	\$0.00	\$2,177.05
Safstrom Jon	Invoice	11/8/2021	8878	12/8/2021	35	\$0.00	\$0.00	\$0.00	\$139.00	\$0.00	\$139.00
SEH						\$0.00	\$446.60	\$0.00	\$0.00	\$0.00	\$446.60
Shelter Dog Inc.	Credit Memo	9/21/2021	259	9/21/2021	13	\$0.00	\$0.00	\$0.00	\$0.00	(\$12.00)	(\$12.00)
Shino, Krcma	Payment	12/15/2021	8015	12/15/2021	23	\$0.00	(\$612.00)	\$0.00	\$0.00	\$0.00	(\$612.00)
Snihurowych, Mark	Payment	12/7/2021	7975	12/7/2021	26	\$0.00	\$0.00	(\$153.00)	\$0.00	\$0.00	(\$153.00)
Sowl, Marcus	Invoice	1/7/2022	9108	2/6/2022	5	\$0.00	\$65.00	\$0.00	\$0.00	\$0.00	\$65.00
Stevens, Mike	Invoice	12/15/2021	9024	1/14/2022	23	\$0.00	\$6.00	\$0.00	\$0.00	\$0.00	\$6.00
Sun Country, Inc. dba Sun Country Airlines						\$0.00	\$280.00	\$14,378.72	\$0.00	\$0.00	\$14,658.72
Sundquist, Margie	Invoice	11/8/2021	8879	12/8/2021	35	\$0.00	\$0.00	\$0.00	\$153.00	\$0.00	\$153.00
Swinkels, Eric						\$0.00	\$153.00	(\$153.00)	\$0.00	\$0.00	\$0.00
Sydow Dan	Invoice	10/1/2021	8748	10/31/2021	21	\$0.00	\$0.00	\$0.00	\$0.00	\$250.17	\$250.17
The Landline Company						\$0.00	\$7,286.14	\$0.00	\$0.00	\$0.00	\$7,286.14

Customer	Transaction Type	Transaction Date	Transaction Number	Due Date	Age	Current	12/13/2021 - 1/11/2022 (30)	11/13/2021 - 12/12/2021 (60)	10/14/2021 - 11/12/2021 (90)	Before 10/14/2021 (>90)	Total
						Open Balance	Open Balance	Open Balance	Open Balance	Open Balance	Open Balance
Thompson, Pete	Payment	12/13/2021	7986	12/13/2021	0	\$0.00	(\$96.00)	\$0.00	\$0.00	\$0.00	(\$96.00)
Toivola, Kevin	Payment	12/10/2021	7984	12/10/2021	0	\$0.00	\$0.00	(\$612.00)	\$0.00	\$0.00	(\$612.00)
Transportation Security Administration						\$0.00	\$19,591.34	\$0.00	\$0.00	\$0.00	\$19,591.34
Twin Ports Dermatology						\$0.00	\$2,000.00	(\$2,000.00)	\$0.00	\$0.00	\$0.00
unifi	Invoice	1/7/2022	9107	2/6/2022	5	\$0.00	\$5,175.00	\$0.00	\$0.00	\$0.00	\$5,175.00
Valento, Paul	Invoice	1/11/2022	9134	2/10/2022	1	\$0.00	\$125.00	\$0.00	\$0.00	\$0.00	\$125.00
Vitulli, Benjamin B	Payment	12/10/2021	7982	12/10/2021	0	\$0.00	\$0.00	(\$96.00)	\$0.00	\$0.00	(\$96.00)
Ward, Craig	Payment	12/8/2021	7979	12/8/2021	0	\$0.00	\$0.00	(\$96.00)	\$0.00	\$0.00	(\$96.00)
Weeks, Christopher G	Payment	11/23/2021	7996	11/23/2021	0	\$0.00	\$0.00	(\$600.00)	\$0.00	\$0.00	(\$600.00)
Werpy, Jonas						\$0.00	\$6.00	\$0.00	\$0.00	\$0.00	\$6.00
Wicklein, John	Invoice	11/8/2021	8880	12/8/2021	5	\$0.00	\$0.00	\$0.00	\$153.00	\$0.00	\$153.00
Williams, Ron	Invoice	12/15/2021	9025	1/14/2022	3	\$0.00	\$6.00	\$0.00	\$0.00	\$0.00	\$6.00
Total						\$0.00	\$516,939.33	\$20,156.89	\$22,083.71	\$194,868.00	\$554,048.29

VII F
DULUTH AIRLINE STATISTICS
ALL SCHEDULED AIRLINES

MONTH	ENPLANEMENTS			DEPLANEMENTS			TOTAL PASSENGERS			2020/2021 PASS. INCREASE/DECREASE			
	2019	2020	2021	2019	2020	2021	2019	2020	2021	ORIG	% DIFF	TOTAL	% DIFF
JAN	9,589	12,946	5,183	8,729	11,437	4,677	18,318	24,383	9,860	(7,763)	(59.96)	(14,523)	(59.56)
FEB	8,663	12,774	5,182	8,229	12,337	5,041	16,892	25,111	10,223	(7,592)	(59.43)	(14,888)	(59.29)
MAR	12,498	7,703	7,169	12,124	8,842	6,544	24,622	16,545	13,713	(534)	(6.93)	(2,832)	(17.12)
APR	11,429	577	6,758	11,631	666	7,055	23,060	1,243	13,813	6,181	1,071.23	12,570	1,011.26
MAY	12,376	849	9,519	12,744	638	10,262	25,120	1,487	19,781	8,670	1,021.20	18,294	1,230.26
JUN	14,727	1,494	9,403	15,576	1,526	9,598	30,303	3,020	19,001	7,909	529.38	15,981	529.17
JUL	16,096	3,121	11,778	16,016	3,327	11,791	32,112	6,448	23,569	8,657	277.38	17,121	265.52
AUG	16,868	5,727	12,727	16,846	5,754	12,128	33,714	11,481	24,855	7,000	122.23	13,374	116.49
SEP	15,070	5,664	11,820	13,676	5,666	11,207	28,746	11,330	23,027	6,156	108.69	11,697	103.24
OCT	15,224	5,652	11,285	14,568	5,059	10,305	29,792	10,711	21,590	5,633	99.66	10,879	101.57
NOV	12,461	4,418	9,070	12,341	4,349	8,965	24,802	8,767	18,035	4,652	105.30	9,268	105.71
DEC	12,850	4,449	10,575	13,649	4,533	10,587	26,499	8,982	21,162	6,126	137.69	12,180	135.60
TOTAL	157,851	65,374	110,469	156,129	64,134	108,160	313,980	129,508	218,629	45,095	278.87	89,121	288.57

TOTALS WITH CHARTER INCLUDED

Month	Enplanements			Deplanements			Total
	2019	2020	2021	2019	2020	2021	
JAN	9,876	13,252	5,183	9,016	11,743	4,677	9,860
FEB	8,663	12,950	5,214	8,229	12,513	5,073	10,287
MAR	12,818	7,703	7,204	12,444	8,842	6,579	13,783
APR	11,666	577	6,758	11,631	666	7,055	13,813
MAY	12,687	849	9,519	13,234	638	10,262	19,781
JUN	14,895	1,494	9,403	15,744	1,526	9,598	19,001
JUL	16,390	3,121	11,778	16,310	3,327	11,791	23,569
AUG	16,982	5,727	12,727	17,161	5,754	12,128	24,855
SEP	15,400	5,664	11,820	14,006	5,666	11,207	23,027
OCT	15,224	5,823	11,498	14,568	5,230	10,478	21,976
NOV	12,761	4,508	9,320	12,641	4,439	8,965	18,285
DEC	12,850	4,449	10,575	13,649	4,533	10,767	21,342
Total	160,212	66,117	110,999	158,633	64,877	108,580	219,579

DULUTH AIRLINE STATISTICS

DELTA AIRLINES

MONTH	ENPLANEMENTS			DEPLANEMENTS			TOTAL PASSENGERS			2020/2021 PASS. INCREASE/DECREASE			
	2019	2020	2021	2019	2020	2021	2019	2020	2021	ORIG	%DIFF	TOTAL	%DIFF
JAN	5,402	6,698	3,814	5,053	6,026	3,629	10,455	12,724	7,443	(2,884)	(43.06)	(5,281)	(41.50)
FEB	4,281	6,401	3,916	4,082	6,244	3,890	8,363	12,645	7,806	(2,485)	(38.82)	(4,839)	(38.27)
MAR	7,153	3,973	4,668	7,108	4,777	4,379	14,261	8,750	9,047	695	17.49	297	3.39
APR	6,867	331	4,045	6,882	438	4,396	13,749	769	8,441	3,714	1,122.05	7,672	997.66
MAY	7,035	374	7,106	7,187	377	7,573	14,222	751	14,679	6,732	1,800.00	13,928	1,854.59
JUN	7,542	685	6,589	7,706	680	6,828	15,248	1,365	13,417	5,904	861.90	12,052	882.93
JUL	8,748	2,122	6,788	8,648	2,277	6,823	17,396	4,399	13,611	4,666	219.89	9,212	209.41
AUG	8,673	3,487	7,484	8,437	3,595	7,281	17,110	7,082	14,765	3,997	114.63	7,683	108.49
SEP	8,092	3,941	7,608	7,389	3,908	7,159	15,481	7,849	14,767	3,667	93.05	6,918	88.14
OCT	8,041	3,576	7,483	7,727	3,411	6,721	15,768	6,987	14,204	3,907	109.26	7,217	103.29
NOV	7,409	3,000	7,746	7,427	2,985	7,613	14,836	5,985	15,359	4,746	158.20	9,374	156.62
DEC	6,911	3,029	6,588	7,131	3,131	6,610	14,042	6,160	13,198	3,559	117.50	7,038	114.25
TOTAL	86,154	37,617	73,835	84,777	37,849	72,902	170,931	75,466	146,737	36,218	377.67	71,271	369.92

2021 Month	Non Rev	Revenue	2021 Non Rev	Revenue	Total
JAN	150	3,664	163	3,466	7,443
FEB	150	3,766	157	3,733	7,806
MAR	148	4,320	162	4,217	8,847
APR	125	3,920	110	4,286	8,441
MAY	244	6,862	268	7,305	14,679
JUN	199	6,390	157	6,671	13,417
JUL	165	6,623	170	6,653	13,611
AUG	165	7,319	172	7,109	14,765
SEP	191	7,417	177	6,982	14,767
OCT	278	7,205	275	6,446	14,204
NOV	231	7,515	228	7,385	15,359
DEC	190	6,398	229	6,381	13,198
Total	2,236	71,399	2,268	70,634	146,537

DULUTH AIRLINE STATISTICS

UNITED AIRLINES

MONTH	ENPLANEMENTS			DEPLANEMENTS			TOTAL PASSENGERS			2020/2021 PASS. INCREASE/DECREASE			
	2019	2020	2021	2019	2020	2021	2019	2020	2021	ORIG	%DIFF	TOTAL	%DIFF
JAN	4,187	4,031	1,369	3,676	3,300	1,048	7,863	7,331	2,417	(2,662)	(66.04)	(4,914)	(67.03)
FEB	4,382	3,850	1,266	4,147	3,678	1,151	8,529	7,528	2,417	(2,584)	(67.12)	(5,111)	(67.89)
MAR	5,345	2,168	2,501	5,016	2,351	2,165	10,361	4,519	4,666	333	15.36	147	3.25
APR	4,562	122	2,713	4,749	128	2,659	9,311	250	5,372	2,591	2,123.77	5,122	2,048.80
MAY	4,851	475	2,413	4,891	261	2,689	9,742	736	5,102	1,938	408.00	4,366	593.21
JUN	5,271	809	2,814	5,653	846	2,770	10,924	1,655	5,584	2,005	247.84	3,929	237.40
JUL	5,109	999	4,990	5,093	1,050	4,968	10,202	2,049	9,958	3,991	399.50	7,909	385.99
AUG	6,041	2,240	5,243	6,209	2,159	4,847	12,250	4,399	10,090	3,003	134.06	5,691	129.37
SEP	5,215	1,723	4,212	4,798	1,758	4,048	10,013	3,481	8,260	2,489	144.46	4,779	137.29
OCT	5,304	2,076	3,802	4,906	1,648	3,584	10,210	3,724	7,386	1,726	83.14	3,662	98.34
NOV	3,345	1,418	1,324	3,159	1,364	1,352	6,504	2,782	2,676	(94)	(6.63)	(106)	(3.81)
DEC	4,095	1,420	2,635	4,469	1,402	2,812	8,564	2,822	5,447	5,447	383.59	2,625	93.02
TOTAL	57,707	21,331	35,282	56,766	19,945	34,093	114,473	41,276	69,375	18,183	316.66	28,099	298.99

Month	2021		2021		Total
	Non Rev	Revenue	Non Rev	Revenue	
JAN	55	1,314	46	1,002	2,417
FEB	71	1,195	64	1,087	2,417
MAR	78	2,423	68	2,097	4,666
APR	104	2,609	95	2,564	5,372
MAY	161	2,252	146	2,543	5,102
JUN	99	2,715	81	2,689	5,584
JUL	164	4,826	123	4,845	9,958
AUG	117	5,126	123	4,724	10,090
SEP	103	4,109	110	3,938	8,260
OCT	91	3,711	86	3,498	7,386
NOV	27	1,297	21	1,331	2,676
DEC	45	2,590	60	2,752	5,447
Total	1,115	34,167	1,023	33,070	69,375

DULUTH AIRLINE STATISTICS CHARTERS

MONTH	ENPLANEMENTS			DEPLANEMENTS			TOTAL PASSENGERS			2020/2021 PASS. INCREASE/DECREASE			
	2019	2020	2021	2019	2020	2021	2019	2020	2021	ORIG	% DIFF	TOTAL	% DIFF
JAN	287	306	-	287	306	-	574	612	-	(306)	(100.00)	(612)	(100.00)
FEB	-	176	32	-	176	32	-	352	64	(144)	(81.82)	(288)	(81.82)
MAR	320	-	35	320	-	35	640	-	70	35	100.00	70	100.00
APR	237	-	-	-	-	-	237	-	-	-	-	-	-
MAY	311	-	-	490	-	-	801	-	-	-	-	-	-
JUN	168	-	-	168	-	-	336	-	-	-	-	-	-
JUL	294	-	-	294	-	-	588	-	-	-	-	-	-
AUG	114	-	-	315	-	-	429	-	-	-	-	-	-
SEP	330	-	-	330	-	-	660	-	-	-	-	-	-
OCT	-	171	213	-	171	173	-	342	386	42	24.56	44	12.87
NOV	300	90	250	300	90	-	600	180	250	160	177.78	70	38.89
DEC	-	-	-	-	-	180	-	-	180	-	-	180	-
TOTAL	2,361	743	530	2,504	743	420	4,865	1,486	950	(213)	10.04	(536)	(2.51)

Month	Endeavor	SUN CO.	JET BLUE	VISION	Hillwood	Allegiant	Total
JAN							-
FEB						64	64
MAR	70						70
APR							-
MAY							-
JUN							-
JUL							-
AUG							-
SEP							-
OCT		346			40		386
NOV		250					250
DEC		180					180
Total	70	776		-	40	64	950

DULUTH AIRLINE STATISTICS

SUN COUNTRY AIRLINES

MONTH	ENPLANEMENTS			DEPLANEMENTS			TOTAL PASSENGERS			2020/2021 PASS. INCREASE/DECREASE			
	2019	2020	2021	2019	2020	2021	2019	2020	2021	ORIG	%DIFF	TOTAL	%DIFF
JAN									-				
FEB									-				
MAR									-				
APR									-				
MAY													
JUN													
JUL													
AUG													
SEP													
OCT													
NOV													
DEC			1,352			1,165			2,517	1,352	-	2,517	-
TOTAL	-	-	1,352	-		1,165	-	-	2,517	1,352		2,517	

Month	2021		2021		Total
	Non Rev	Revenue	Non Rev	Revenue	
JAN					
FEB					
MAR					
APR					
MAY					-
JUN					-
JUL					-
AUG					-
SEP					-
OCT					-
NOV					-
DEC	6	1,346	5	1,160	2,517
Total	6	1,346	5	1,160	2,517

DLH Cargo Stats

Mountain Air Cargo / Fed Ex		
2021		
Month	Freight In	Freight Out
January	82,150	46,860
February	67,634	39,061
March	100,376	46,569
April	119,036	64,834
May	131,126	52,951
June	121,993	56,469
July	122,009	60,624
August	113,059	57,265
September	136,712	62,557
October	108,688	71,349
November	110,703	56,572
December	123,399	51,133

1,336,885	666,244
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Bemidji Air UPS		
2021		
Month	Freight In	Freight Out
January	35,536	16,593
February	36,473	20,965
March	50,449	24,852
April	45,976	19,685
May	39,518	19,722
June	45,261	25,821
July	50,311	23,070
August	46,171	25,362
September	36,009	25,692
October	45,868	22,794
November	28,160	31,264
December	50,311	23,070

510,043	278,890
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Combined Total	
2021	
Freight In	Freight Out
117,686	63,453
104,107	60,026
150,825	71,421
165,012	84,519
170,644	72,673
167,254	82,290
172,320	83,694
159,230	82,627
172,721	88,249
154,556	94,143
138,863	87,836
173,710	74,203

1,846,928	945,134
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Combined Total	
2020	
Freight In	Freight Out
135,483	58,290
135,967	58,836
142,951	59,937
174,509	85,534
177,242	79,989
157,841	63,263
177,782	73,689
149,093	70,256
149,564	75,292
148,434	74,170
120,236	70,343
149,217	91,579

1,818,319	861,178
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Difference	
Increase/(Decrease)	
Freight In	Freight Out
(17,797)	5,163
(31,860)	1,190
7,874	11,484
(9,497)	(1,015)
(6,598)	(7,316)
9,413	19,027
(5,462)	10,005
10,137	12,371
23,157	12,957
6,122	19,973
18,627	17,493
24,493	(17,376)

28,609	83,956
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2021 Landline Passengers

	Arrivals			Departures			Grand Total	2020 Grand	
	Revenue	Non-Rev	Total	Revenue	Non-Rev	Total		Total	Inc /Dec
January	206	7	213	265	23	288	501	1979	-1478
February	154	10	164	219	8	227	391	2053	-1662
March	194	3	197	249	1	250	447	1341	-894
April	292	2	294	340	2	342	636	121	515
May	592	12	604	578	11	589	1193	288	905
June	970	12	982	972	27	999	1981	615	1366
July	1208	26	1234	1291	25	1316	2550	889	1661
August	1055	32	1087	1189	41	1230	2317	871	1446
September	664	20	684	740	24	764	1448	713	735
October	878	39	917	935	33	968	1885	805	1080
November	907	41	948	1079	32	1111	2059	635	1424
December	1046	67	1113	1255	55	1310	2423	591	1832
	8166	271	8437	9112	282	9394	17831	10901	6930