



DULUTH AIRPORT AUTHORITY

NOTICE OF THE DULUTH AIRPORT AUTHORITY

MARCH BOARD MEETING

PURSUANT TO MINN. STAT. § 13D.02

NOTICE IS HEREBY GIVEN Duluth Airport Authority will hold its *regular* meeting on Tuesday, March 21st, at 8:00 a.m. in the Amatuzio Conference Room, Third Floor, in the Duluth International Airport Terminal Building, 4701 Grinden Drive, Duluth, MN 55811

In accordance with the requirements of Minn. Stat. Section 13D.02, Director Jeff Anderson will appear remotely via interactive technology from the following public location: 202 7th Street W., St. Paul, MN 55102

Members of the public may monitor the meeting by clicking below to access the meeting by Microsoft Teams: "Microsoft Teams Meeting" (information below).

DAA March Board Meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Meeting ID: 239 185 077 47

Passcode: Smrvdg

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[+1 646-680-9078,,30141335#](#) United States, New York City

Phone Conference ID: 301 413 35#

[Find a local number](#) | [Reset PIN](#)

The public may express their comments for consideration by the Duluth Airport Authority prior to the meeting by email or in writing to daa@duluthairport.com or to Duluth Airport Authority, 4701 Grinden Drive, Duluth, MN 55811.



DULUTH AIRPORT AUTHORITY

DULUTH AIRPORT AUTHORITY MEETING AGENDA MARCH 21, 2023

AMATUZIO CONFERENCE ROOM
DULUTH INTERNATIONAL AIRPORT

In accordance with the requirements of Minn. Stat. Section 13D.02, Board Member Jeff Anderson will appear remotely via interactive technology from the following public location: 202 7th St W in St. Paul.

I. *EXECUTIVE DIRECTORS REVIEW

Information Letter to DAA Directors

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

A. Approval of February 21, 2023 Meeting Minutes

III. *DAA CASH DISBURSEMENTS

A. Operating Check Register Sheets #3, #4 and #5 of 2023; Operating ACH Payment Registers #3 and #4 of 2023; Construction Check Register #2 of 2023

IV. *CORRESPONDENCE

- A. E-Mail from Monaco Air Foundation with Summary of January 2023 Activities; February 1, 2023.
- B. Link for Metropolitan Airports Commission (MAC) Minutes --
<https://metroairports.org/archived-commission-meetings>
- C. Northern News Now Article "Sky Harbor Renional Airport receives \$1.2 million infrastructure grant" Published 02/27/2023
- D. Northern News Now Article "Sky Harbor Airport to get federal funding for new terminal" Published 03/01/2023
- E. Star Tribune Article "MSP, Duluth airports get federal grants for terminal improvements" Published 03/01/2023
- F. LASAC Airport Legislative Priorities Letter to Congressman Pete Stauber Dated 02/16/2023
- G. LASAC Airport Legislative Priorities Letter to Senator Tina Smith Dated 02/16/2023
- H. LASAC Airport Legislative Priorities Letter to Senator Amy Klobuchar Dated 02/16/2023
- I. LASAC Proposed Amendments Letter to Sen. Judy Seeberger Dated 02/21/2023



V. OPPORTUNITY FOR PERSONS TO BE HEARD

VI. OLD BUSINESS

None

VII. NEW BUSINESS

- A. Resolution to Approve Master Service Agreement between the Duluth Airport Authority and Short Elliot Hendrickson, Inc. for Planning, Engineering, Environmental, and Design Services
- B. Resolution to Approve Work Order 2023 – 3 between the Duluth Airport Authority and Short Elliot Hendrickson, Inc. for the design of the new General Aviation Terminal at Sky Harbor Airport (DYT)
- C. Resolution to Approve Reimbursable Agreement between the Duluth Airport Authority and the Federal Aviation Administration for the Preliminary Design support of the Air Traffic Control Tower Replacement Project
- D. Resolution to approve Addendum to Airport Ground Lease and Agreement by and between the Duluth Airport Authority and the City of Duluth
- E. Resolution to Approve Sponsorship Agreement Between the Duluth Airport Authority and St. Luke's Hospital of Duluth
- F. *January 2023 Financial Reports
- G. *February 2023 Accounts Receivable
- H. *February 2023 Airline Statistics and Landline Statistics

VIII. DIRECTOR'S 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 AIRPORT AUTHORITY

DATE: March 21, 2023
TO: Duluth Airport Authority Board of Directors
FROM: Executive Director
SUBJECT: Executive Director's Review

The following items will be discussed 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.

OPERATIONS/CONSTRUCTION/PLANNING

- Planning:
 - ATCT Architecture and Engineering RFQ
- Construction:
 - Taxiway C North Reconstruction - MnDOT
- Operations and Maintenance:
 - Parking Technology Installation Update
- Sky Harbor:
 - Airport Terminal Program – Sky Harbor Airport Terminal Result
 - DYT Manager Staffing

BUSINESS/PROPERTY DEVELOPMENT

- Stebner Road Development Update
- Ranch Hangar Construction Update

FINANCIAL UPDATE

- DAA FY 2023 Audit Update
- Accounts Receivable & Executive Assistant Positions

MARKETING/COMMUNICATIONS

- RFQ Timeline Update
- Amsoil Contract

LEGISLATIVE UPDATE

- City Code Chapter 4 Review Update
- Air Traffic Control Tower Legislative Funding Request
- State Bill Banning PFAS in Class B Firefighting Foam



DULUTH AIRPORT AUTHORITY

PRESENTATIONS/TOURS/TRAVEL RECAP

- UWS Transportation Management Class

OTHER

- NSR

Submitted by,

Tom Werner, C.M.
Executive Director

II A.

MINUTES OF THE MEETING

DATE: February 21st, 2023

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

DIRECTORS PRESENT: Kevin O'Brien
Michael Henderson
Dan Markham
Jeff Anderson-Virtual
Jason Crawford
Elissa Hansen

OTHERS PRESENT: Tom Werner, Executive Director
Mark Papko, Director of Operations
Steve Hanke, Assistant City Attorney
Jana Kyser, Director of Business Development
Natalie Baker, Director of Communications and Marketing
Joelle Bodin, Director of Finance
Amanda McDonald, DAA
Krista Busse, DAA
Kaci Nowicki, SEH
Shawn McMahon, SEH
Mike Magni, Monaco Air

OTHERS PARTICIPATING VIA ELECTRONICS
MEANS:

Don Monaco, Monaco Air
Matthew Stewart, SEH
Allison Andrashko, SEH
Paul Huston, HNTB
Mark Schramek, Cirrus
Jamie Riddle, Cirrus
Kathy Leon, DAA

Vice President O'Brien called the DAA February board meeting to order at 8:00 a.m. He performed roll call – Dir. Henderson, Dir. Anderson, Dir. Markham, Dir. Crawford, Dir. Hansen present, Pres. Maki, absent. Vice President O'Brien invited Mr. Tom Werner to update on the Executive Director's review:

- Air Service: Mr. Werner presented the air service update noting total January passengers, seats, and advanced bookings; nationally, A4A, the Trade Organization that represents all the major airlines, has said that job growth within the US passenger airline industry is outpacing job growth nationwide. Mr. Werner also noted that employees earn 37% higher wages than the average private sector employee. Locally, Delta will begin mainline service as of March 9, 2023, adding a 717 aircraft with 110 seats per day. Mr. Werner briefly mentioned a study regarding regional ground

shuttle operations between Landline and Sun Country and non-aeronautical revenue benefits. Also noted that DLH is currently capturing 20% of the Hibbing and Grand Rapids markets today. Adding shuttle service from Northern Minnesota to DLH would increase the demand for a flight route to Denver.

- Planning, Operations, and Maintenance:
 - Mr. Papko gave an update regarding the 5-Year Engineering and Planning Request for Qualification. The solicitation closed in January. One submission was received from SEH. The contract is currently in negotiations. Hopeful to have a contract to approve in March.
 - Mr. Papko provided an update on the HUB parking system mentioning that we are “live and well in our parking lots”. A change has been made to the parking vouchers by removing the “Pay by Phone” QR code to simplify the process for guests. Phone calls are trending downward as DLH adjusts to the new system.
 - Mr. Papko provided a summary of the Terminal Security Incident that took place on January 31, 2023. An individual made threats to not only individuals within the airport, but also to airports safety and security. Appropriate notifications were made to law enforcement. Six different law enforcement agencies responded extremely fast to support us.
- Business/Property Development: Ms. Kayser noted that DLH is working with Oakwells (Arrowhead Taphouse) to confirm details regarding the construction safety phasing plan due to construction being performed in done in the sterile area, and being sure that the process can move smoothly, and TSA approves. She also provided an update regarding Ranch Hangar construction project is out for bid until the beginning of March. If timing allows, contracts will be presented to the Board in March for approval. Ms. Kayser stated that Life Link contacted DAA to express interest in having a location at DLH. More information to follow as discussions take place. Ms. Kayser also provided an update regarding Great Lakes Excursions. They are the company that handles onboarding and offboarding the passengers that access the Great Lakes Cruise in Duluth. GLE will have a small presence at DLH to transport passengers to and from the ship. June is the first cruise. DLH will see an increase in passengers surrounding the dates of cruising,
- Financial Update: Ms. Joelle Bodin, Director of Finance, updated that she is working on Purchase Policy #18 to include more language around federal, and state funded projects and the different requirements that pertain to the different types of funding used. Ms. Bodin noted that the DAA is preparing information to be provided to auditors so that they can start work remotely, with plans to have auditors in the office in March when they are ready to confirm their schedule. Ms. Bodin provided her financial update for 2022. She stated a positive variance for 2022. She discussed a summary of non-aeronautical, non-passenger, and passenger airline revenues, along with Expenses, Non-Operating, COVID Relief Grant summary and Operating Policy Minimum Cash Balance Policy. Ms. Bodin provided a slide summary of Non-Aero-Nautical Revenue Concessions excluding MAG Reconciliations, Relief and Write Offs for 2020-2021 and 2022. She also discussed CPE (Cost per Enplaned Passenger).
- Marketing/Communications: Ms. Baker. stated the DAA participated in a successful event at Duluth and St. Louis County Days. Ms. Baker stated Spring advertising will continue with Google, Spotify and Facebook and also art on all of our billboards will be updated, which is 5 different locations. Ads will also be placed with local television stations. Ms. Baker provided information regarding selection of a new or renewal of the current marketing agreement with SWIM and how it will coincide with the development of a new marketing campaign over the summer.

- Legislative: Mr. Werner briefed the board on City Code Chapter 4. The city has completed their initial review. A meeting will take place in the next week to discuss our proposal. Mr. Werner stated that the DAA now has a bill for the air traffic control tower project, as of February 20, 2023. Noted is that we have a \$14 million ask of the state. The DAA will be pursuing \$38 million in Federal grant money.
- Other: Mr. Werner provided an update that he has been working on with the 9 other commercial service airports in the state regarding a ban on PFAS or “forever chemicals”. These chemicals are included in many items of use in our daily life, in this case firefighting foam at the airport.
- Ms. Kayser introduced Jamie Riddle, Executive Director of Real Estate and Facilities for Cirrus Aircraft. He gave a remote presentation on Cirrus’ Master Plan, pointing out projects and work plan taking place in 2023 and beyond, including creation of an Innovation Center in the current AR building. That building will be finishing up over the summer. Roughly 60,000 square feet will be reclaimed for manufacturing in the facility on the South side of the runway. A lot of activity will be taking place this year around expansion in multiple areas of Cirrus’ business. Mr. Riddle introduced Mark Schramek, Cirrus, Government Affairs as well as Investor Relations. Mr. Riddle and Mr. Schramek are working closely on future developments.

Vice President O’Brien thanked everyone for their reviews and entertained a motion to approve the previous meeting minutes and consent items, making note of amendments needed to attendance and to Mark Schramek’s business affiliation. Motion to approve by Dir. Markham, second by Dir. Hansen. All ayes, motion carried, minutes approved for January.

CONSENT ITEMS

DAA Operating Check Registers #1, #2 of 2023, Operating ACH Payment Registers #1, #2 of 2023, Construction Check Register #1 of 2023.

E-Mail from Monaco Air Foundation with Summary of January 2023 Activities; February 1, 2023

Airports United Joint Policy Recommendations- January 2023

DLH ATCT Funding 1 pager

DLH Implements Upgrading Parking System

DLH Making Changes

Duluth International Airport Launching New Parking System

LASAC Proposed Amendment to HF742 6FEB23

LASAC Response HF742 AFFF & PFAS 30JAN23

Link for Metropolitan Airports Commission (MAC) Minutes -- <https://metroairports.org/archived-commission-meetings>

OPPORTUNITY FOR PERSONS TO BE HEARD

None.

OLD BUSINESS

None.

New Business

Resolution A. To Approve payment in the amount of \$73,200 to the City of Duluth for the 2023 cost allocation.

Motion to approve- Dir. Crawford

Second-Dir. Hansen

All ayes, motion carried.

Resolution B. To approve Amendment #1 to Work Order 2022-23 between the Duluth Airport Authority and Short Elliott Hendrickson Inc., for the inclusion of Phase II Environmental Site Assessment of the future ATCT Site 6.

Motion to Approve- Dir. Henderson

Dir. Anderson-Abstain

Second-Dir. Markham

All ayes, motion carried.

Resolution C. To approve Work Order 2023-1 Between the Duluth Airport Authority and Short Elliot Hendrickson, Inc. for the design of Taxiway C (South)

Dir. Anderson-Abstain

Motion to approve- Dir. Hansen

Second- Dir. Crawford

All ayes, motion carried.

Resolution D. To transfer \$150,000 of Sky Harbor FAA entitlement funding to the Austin Municipal Airport in Minnesota for repayment of a 2016 transfer to Sky Harbor Airport.

Motion to approve- Dir. Crawford

Second- Dir. Henderson

All ayes, motion carried.

Resolution E. To approve the termination of the Master Services Agreement between Landrum and Brown and Duluth Airport Authority.

Motion to approve-Dir. Henderson

Second-Dir. Anderson

All ayes, motion carried.

Vice President O'Brien moved to adjourn the meeting; Dir. Crawford motioned to approve; Dir. Hansen seconded. Motion carried Vice President O'Brien adjourned the February 21, 2023, DAA board meeting at 9:22 a.m.

Respectfully submitted,

Krista Busse
Executive Assistant

Tom
Werner

Digitally signed by
Tom Werner
Date: 2023.03.02
08:17:42 -06'00'

APPROVED: _____

DATE: _____

III. *DAA CASH DISBURSEMENTS

**Duluth Airport Authority
DAA Operating Check Register 3-2023
February 16, 2023**

Document Number From 11705 to 11713

Document Number	Date	Transaction Type	Payee	Amount
11705	2/16/2023	BILLPMT	AT&T Mobility	\$323.18
11706	2/16/2023	BILLPMT	City Of Duluth Comfort Systems	\$30,233.16
11708	2/16/2023	BILLPMT	Essentia Health	\$60.00
11709	2/16/2023	BILLPMT	HUB Parking Technology USA, Inc	\$119,123.52
11710	2/16/2023	BILLPMT	Minnesota Power	\$40,304.85
11711	2/16/2023	BILLPMT	Nextera Communications	\$1,236.93
11712	2/16/2023	BILLPMT	Office Enterprises Incorporated	\$184.00
11713	2/16/2023	BILLPMT	Taylor, Dan	\$60.00
Total				<u>\$191,525.64</u>



Airport Director

Kimberly J. Maki

Airport Authority



City Treasury

Signature: 

Email: makik@stlouiscountymn.gov

Duluth Airport Authority
DAA Operating Check Register 4-2023
March 3, 2023

Document Number From 11707, and 11723 to 11746

Document Number	Date	Transaction Type	Payee	Amount
11707	2/2/2023	RFND	Duluth Flying Club	\$348.09
11724	3/3/2023	BILLPMT	AT&T Mobility	\$323.18
11725	3/3/2023	BILLPMT	Baker, Natalie M	\$210.18
11726	3/3/2023	BILLPMT	Bodin, Joelle N	\$218.40
11727	2/24/2023		Citi Card	\$8,782.54
11728	3/3/2023	BILLPMT	City Of Duluth Comfort Systems	\$979.18
11729	3/3/2023	BILLPMT	City Of Duluth, Minnesota	\$73,200.00
11730	3/3/2023	BILLPMT	Curtis Oil & Propane	\$550.49
11731	3/3/2023	BILLPMT	Dalco	\$298.09
11732	3/3/2023	BILLPMT	Duluth Area Chamber Of Commerce	\$35.00
11733	3/3/2023	BILLPMT	Federal Express Corporation	\$29.60
11734	3/3/2023	BILLPMT	Hagen's Glass and Paint	\$520.00
11735	3/3/2023	BILLPMT	Hermantown Area Chamber	\$500.00
11736	3/3/2023	BILLPMT	iFIDS.com Inc.	\$125.00
11737	3/3/2023	BILLPMT	Innovative Office Solutions, LLC	\$246.61
11738	3/3/2023	BILLPMT	Kaman Industrial Technologies	\$87.54
11739	3/3/2023	BILLPMT	Lakehead Trucking	\$235.00
11740	3/3/2023	BILLPMT	Lumacurve Airfield Signs	\$4,089.72
11741	3/3/2023	BILLPMT	NAPA Auto Parts	\$317.48
11742	3/3/2023	BILLPMT	Nextera Communications	\$1,238.54
11743	3/3/2023	BILLPMT	Northern Tool & Equipment	\$429.99
11744	3/3/2023	BILLPMT	State of Minnesota Department of Public Safety EPCRA Progra	\$25.00
11745	3/3/2023	BILLPMT	The Chamber, Superior-Douglas County Area	\$373.00
11746	2/24/2023		WF Bus Payment Processing - Tom	\$3,344.55
				<u>\$96,507.18</u>
			Ck #11707 City already Transferred funds	-348.09
11723	2/28/2023	VOID		\$0.00
Total				<u>\$96,159.09</u>



Airport Director

Kimberly J. Maki
 Airport Authority



City Treasury

Signature: 

Email: makik@stlouiscountymn.gov

**Duluth Airport Authority
DAA Operating Check Register 5-2023
March 10, 2023**

Document Number From 11747 through 11759

Document Number	Date	Transaction Type	Payee	Amount
11747	3/10/2023	BILLPMT	Airport Signs & Graphics	\$425.00
11748	3/10/2023	BILLPMT	City Of Duluth Comfort Systems	\$24,584.13
11749	3/10/2023	BILLPMT	Curtis Oil & Propane	\$497.05
11750	3/10/2023	BILLPMT	Denny's Lawn And Garden	\$92.24
11751	3/10/2023	BILLPMT	Duluth Lawn & Sport	\$179.50
11752	3/10/2023	BILLPMT	Inter City Oil (ICO)	\$26,083.89
11753	3/10/2023	BILLPMT	Jamar Company	\$4,373.00
11754	3/10/2023	BILLPMT	Menards - Hermantown	\$29.74
11755	3/10/2023	BILLPMT	Minneosta Department of Commerce	\$351.00
11756	3/10/2023	BILLPMT	Minnesota Petroleum Service	\$691.70
11757	3/10/2023	BILLPMT	Minnesota Power	\$15,162.33
11758	3/10/2023	BILLPMT	NAPA Auto Parts	\$227.97
11759	3/10/2023	BILLPMT	Schindler Elevator Corp	\$1,350.08
Total				\$74,047.63



Airport Director

Kimberly J. Maki

Airport Authority



City Treasury

Signature: 

Email: makik@stlouiscountymn.gov

Duluth Airport Authority
DAA Operating ACH Payment Register #3-2023
February 16, 2023

Confirmation #0470248

Document Number	Date	Transaction Type	Payee	Amount
00000059/1	2/16/2023	BILLPMT	Benson Electric Company	\$6,928.00
00000059/10	2/16/2023	BILLPMT	Snell, Matthew J	\$60.00
00000059/11	2/16/2023	BILLPMT	Timm, Kenneth	\$60.00
00000059/12	2/16/2023	BILLPMT	Welch, Ryan	\$60.00
00000059/13	2/16/2023	BILLPMT	Werner, Thomas	\$60.00
00000059/2	2/16/2023	BILLPMT	Bodin, Joelle	\$60.00
00000059/3	2/16/2023	BILLPMT	Graves, John	\$60.00
00000059/4	2/16/2023	BILLPMT	Hungry Bear Cookies	\$646.00
00000059/5	2/16/2023	BILLPMT	Kayser, Jana	\$60.00
00000059/6	2/16/2023	BILLPMT	Landrum and Brown, Incorporated	\$2,000.00
00000059/7	2/16/2023	BILLPMT	Leon, Kathy	\$60.00
00000059/8	2/16/2023	BILLPMT	Papko, Mark	\$60.00
00000059/9	2/16/2023	BILLPMT	Sinnott, Paul	\$60.00
Total				<u>\$10,174.00</u>



Airport Director

Kimberly J. Maki

Airport Authority



City Treasury

Signature: 

Email: makik@stlouiscountymn.gov

Duluth Airport Authority
DAA Operating ACH Payment Register #4-2023
February 24, 2023

Confirmation #0540237

Document Number	Date	Transaction Type	Payee	Amount
00000060/1	2/24/2023	BILLPMT	Acme Tools	\$365.83
00000060/10	2/24/2023	BILLPMT	Caywood Oil, LLC	\$609.29
00000060/11	2/24/2023	BILLPMT	Citon	\$39,258.00
00000060/12	2/24/2023	BILLPMT	Citon	\$3,400.00
00000060/13	2/24/2023	BILLPMT	Citon	\$29,103.15
00000060/14	2/24/2023	BILLPMT	Como Lube & Supplies	\$3,123.26
00000060/15	2/24/2023	BILLPMT	Doorco Inc.	\$437.50
00000060/16	2/24/2023	BILLPMT	General Security Services Corporation	\$25,644.14
00000060/17	2/24/2023	BILLPMT	General Security Services Corporation	\$1,882.94
00000060/18	2/24/2023	BILLPMT	Grainger, Inc.	\$782.99
00000060/19	2/24/2023	BILLPMT	Guardian Pest Solutions	\$51.51
00000060/2	2/24/2023	BILLPMT	Aramark	\$70.97
00000060/20	2/24/2023	BILLPMT	Guardian Pest Solutions	\$75.77
00000060/21	2/24/2023	BILLPMT	Guardian Pest Solutions	\$74.50
00000060/22	2/24/2023	BILLPMT	Hermantown Hydraulics, LLC	\$418.90
00000060/23	2/24/2023	BILLPMT	Hermantown Hydraulics, LLC	\$184.75
00000060/24	2/24/2023	BILLPMT	Hermantown Hydraulics, LLC	\$102.36
00000060/25	2/24/2023	BILLPMT	IdentiSys Incorporated	\$494.37
00000060/26	2/24/2023	BILLPMT	IdentiSys Incorporated	\$933.57
00000060/27	2/24/2023	BILLPMT	Innovational Water Solutions, Inc.	\$440.90
00000060/28	2/24/2023	BILLPMT	Inter City Oil (ICO)	\$155.75
00000060/29	2/24/2023	BILLPMT	Inter City Oil (ICO)	\$25,384.89
00000060/3	2/24/2023	BILLPMT	Aramark	\$70.97
00000060/30	2/24/2023	BILLPMT	Jamar Company	\$4,312.00
00000060/31	2/24/2023	BILLPMT	Jamar Company	\$1,632.00
00000060/32	2/24/2023	BILLPMT	Jamar Company	\$7,675.00
00000060/33	2/24/2023	BILLPMT	Jamar Company	\$4,839.00
00000060/34	2/24/2023	BILLPMT	Jamar Company	\$4,507.00
00000060/35	2/24/2023	BILLPMT	Jamar Company	\$7,675.00
00000060/36	2/24/2023	BILLPMT	Kleen-Tech	\$20,909.00
00000060/37	2/24/2023	BILLPMT	Kleen-Tech	\$226.00
00000060/38	2/24/2023	BILLPMT	Kleen-Tech	\$20,909.00
00000060/39	2/24/2023	BILLPMT	Lift Pro	\$1,170.16
00000060/4	2/24/2023	BILLPMT	Aramark	\$70.97
00000060/40	2/24/2023	BILLPMT	Menards - Hermantown	\$123.64
00000060/41	2/24/2023	BILLPMT	Menards - Hermantown	\$279.76
00000060/42	2/24/2023	BILLPMT	Menards - Hermantown	\$80.72
00000060/43	2/24/2023	BILLPMT	Menards - Hermantown	\$95.90
00000060/44	2/24/2023	BILLPMT	Menards - Hermantown	\$97.20
00000060/45	2/24/2023	BILLPMT	Menards - Hermantown	\$74.99
00000060/46	2/24/2023	BILLPMT	Menards - Superior	\$10.38

00000060/47	2/24/2023	BILLPMT	Metro Sales, Inc.	\$267.25
00000060/48	2/24/2023	BILLPMT	Mike's Signs	\$224.00
00000060/49	2/24/2023	BILLPMT	Northern States Supply, Inc.	\$338.79
00000060/5	2/24/2023	BILLPMT	Aramark	\$119.45
00000060/50	2/24/2023	BILLPMT	Oakwells CR LLC	\$68.00
00000060/51	2/24/2023	BILLPMT	Pomp's Tire Service, Inc.	\$325.28
00000060/52	2/24/2023	BILLPMT	Pomp's Tire Service, Inc.	\$2,800.00
00000060/53	2/24/2023	BILLPMT	Pomp's Tire Service, Inc.	\$4,594.15
00000060/54	2/24/2023	BILLPMT	Pomp's Tire Service, Inc.	\$3,400.00
00000060/55	2/24/2023	BILLPMT	Pomp's Tire Service, Inc.	\$4,250.00
00000060/56	2/24/2023	BILLPMT	Pomp's Tire Service, Inc.	\$1,091.10
00000060/57	2/24/2023	BILLPMT	Pomp's Tire Service, Inc.	\$3,400.00
00000060/58	2/24/2023	BILLPMT	Pro Print	\$168.37
00000060/59	2/24/2023	BILLPMT	Pro Print	\$94.19
00000060/6	2/24/2023	BILLPMT	Barnum Companies, Inc.	\$861.38
00000060/60	2/24/2023	BILLPMT	Shel/Don Group Inc.	\$176.25
00000060/61	2/24/2023	BILLPMT	Swim Creative	\$9,648.00
00000060/62	2/24/2023	BILLPMT	Swim Creative	\$50.00
00000060/63	2/24/2023	BILLPMT	Techniques Inc	\$54.34
00000060/64	2/24/2023	BILLPMT	TKDA	\$5,343.11
00000060/65	2/24/2023	BILLPMT	Twin Ports Paper Supply, Inc	\$100.88
00000060/66	2/24/2023	BILLPMT	Twin Ports Paper Supply, Inc	\$102.61
00000060/67	2/24/2023	BILLPMT	Twin Ports Paper Supply, Inc	\$61.39
00000060/68	2/24/2023	BILLPMT	Twin Ports Paper Supply, Inc	\$521.60
00000060/69	2/24/2023	BILLPMT	Waste Management of WI-MN	\$648.28
00000060/7	2/24/2023	BILLPMT	Blueglobes LLC	\$1,541.92
00000060/70	2/24/2023	BILLPMT	Waste Management of WI-MN	\$8.98
00000060/73	2/24/2023	BILLPMT	Ziegler, Inc.	\$183.16
00000060/74	2/24/2023	BILLPMT	Ziegler, Inc.	\$26.78
00000060/8	2/24/2023	BILLPMT	Border States	\$337.35
00000060/9	2/24/2023	BILLPMT	Border States	\$975.12
			Total	\$249,535.76

Tom Werner

Airport Director

Airport Authority

John Bailey

City Treasury

Signature: *Tom Werner*

Email: twerner@duluthairport.com

Duluth Airport Authority
DAA Operating ACH Payment Register #5-2023
March 10, 2023

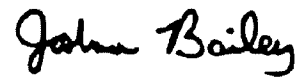
Confirmation #0680257

Document Number	Date	Transaction Type	Payee	Amount
00000061/1	3/10/2023	BILLPMT	ADB SAFEGATE	\$353.34
00000061/10	3/10/2023	BILLPMT	Jamar Company	\$14,162.00
00000061/11	3/10/2023	BILLPMT	Landrum and Brown, Incorporated	\$2,000.00
00000061/12	3/10/2023	BILLPMT	Menards - Hermantown	\$284.61
00000061/13	3/10/2023	BILLPMT	Menards - West Duluth	\$48.96
00000061/14	3/10/2023	BILLPMT	Northern Safety Technology, Inc.	\$748.19
00000061/15	3/10/2023	BILLPMT	Oakwells CR LLC	\$82.25
00000061/16	3/10/2023	BILLPMT	Oracle America, Inc.	\$14,858.66
00000061/17	3/10/2023	BILLPMT	Papko, Mark	\$2,361.06
00000061/18	3/10/2023	BILLPMT	Paul Bunyan Communications	\$3,410.00
00000061/19	3/10/2023	BILLPMT	Peterson Excavating & Landscaping	\$14,044.41
00000061/2	3/10/2023	BILLPMT	Benson Electric Company	\$18,817.88
00000061/20	3/10/2023	BILLPMT	Sweet Green Landscapes LLC	\$1,759.00
00000061/21	3/10/2023	BILLPMT	Twin Ports Paper Supply, Inc	\$1,065.38
00000061/22	3/10/2023	BILLPMT	Waste Management of WI-MN	\$1,890.98
00000061/23	3/10/2023	BILLPMT	Welch, Ryan	\$510.00
00000061/3	3/10/2023	BILLPMT	Border States	\$10.50
00000061/4	3/10/2023	BILLPMT	Caywood Oil, LLC	\$748.78
00000061/5	3/10/2023	BILLPMT	Century Link	\$144.00
00000061/6	3/10/2023	BILLPMT	Citon	\$8,320.97
00000061/7	3/10/2023	BILLPMT	Guardian Pest Solutions	\$201.78
00000061/8	3/10/2023	BILLPMT	H&L Mesabi	\$6,410.00
00000061/9	3/10/2023	BILLPMT	Inter City Oil (ICO)	\$100.85
Total				<u>\$92,333.60</u>



Airport Director

Airport Authority




City Treasury

**Duluth Airport Authority
DAA Construction Check Register #2-2023
March 3, 2023**

Document Number From 11714 To 11722

Document Numb	Date	Transaction Type	Payee	Amount
11714	3/3/2023	BILLPMT	1 Becher Hoppe	\$3,800.00
11715	3/3/2023	BILLPMT	1 Northern Dewatering, Inc.	\$9,259.00
11716	3/3/2023	BILLPMT	1 PEC Solutions, LLC	\$5,817.50
11717	3/3/2023	BILLPMT	1 Short Elliott Hendrickson	\$44,750.00
11718	3/3/2023	BILLPMT	1 Short Elliott Hendrickson	\$15,560.11
11719	3/3/2023	BILLPMT	1 Short Elliott Hendrickson	\$205,565.00
11720	3/3/2023	BILLPMT	1 Swim Creative	\$1,370.00
11721	3/3/2023	BILLPMT	1 Swim Creative	\$9,571.11
11722	3/3/2023	BILLPMT	1 University of Minnesota	\$6,500.00
Total				<u>\$302,192.72</u>


Airport Director


City Treasury

IV. *CORRESPONDENCE

From: [Don Monaco](#)
To: [Tom Werner](#); [makik](#)
Cc: ["Bill King"](#); ["Dave Gaddie"](#); [ehansen](#); ["Greg Fox"](#); ["Mike Magni"](#); ["Pat Mullen"](#); ["Richard Stewart"](#); ["Steve Overom"](#); [Krista Busse](#)
Subject: February, 2023 Monaco Air Foundation Report
Date: Wednesday, March 1, 2023 7:22:59 AM

Tom and Kim,

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

Summary of February 2023 Activities

Airport Tour Program: The Foundation coordinates Duluth International Airport tours to groups of high school students and to other groups upon request.

Other Initiatives: The Foundation welcomes 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*](mailto:donm@monacoairduluth.com)

[*www.monacoairduluth.com*](http://www.monacoairduluth.com)

Sky Harbor Regional Airport receives \$1.2 million infrastructure grant

The grant will be used for a new terminal



Sky Harbor Regional Airport(Google Earth)

By [Ben Lewer](#)

Published: Feb. 27, 2023 at 4:46 PM CST

DULUTH, MN. (Northern News Now) - Passengers flying in and out of Duluth's Sky Harbor Regional Airport will be greeted with a new terminal in the coming future.

Sky Harbor Regional Airport received a \$1.2 million federal grant to replace the existing terminal.

A new, single-story modern terminal will be built in its place.

The new terminal will achieve ADA compliance, meet the city and Department of Natural Resources regulatory flood protection elevation, meet building code requirements, and have energy-efficient features.

"Today's funding doesn't just improve Sky Harbor Airport's terminal. It creates opportunities in the community for good-paying jobs and a chance to be part of our country's thriving aviation sector," said Federal Aviation Administration Deputy Administrator A. Bradley Mims.

The funding comes from the Airport Terminals Program portion of the Bipartisan Infrastructure Law passed in 2021.

Copyright 2023 Northern News Now. All rights reserved.

Sky Harbor Airport to get federal funding for new terminal



Sky Harbor Airport caters to general aviation pilots including ski planes and sea planes.(kbjr)
By [Dave Anderson](#)

Published: Mar. 1, 2023 at 1:56 PM CST

DULUTH, MN. (Northern News Now) - According to its mission statement, Duluth's Sky Harbor Airport was created for pilots and travelers with a passion for a simpler approach to flight. These days, the place may be too simple because its terminal is out of date. Things will change this summer, though, due to the Infrastructure Investment and Jobs Act which includes five billion dollars for terminal renovations. Sky Harbor, located on Park Point, will see about \$1.2 million of that.



Sky Harbor Airport will get a new terminal with Federal money footing the bill.(kbjr)
Pilots like flying in and out of Sky Harbor Airport on Park Point though they do say you need some cross wind skills due to its location near land and lake. In cold weather, it's home to a lot of local ski planes. In warm weather, the place is busy with visitors flying to the Northland.

"It does especially in the summer months when it's quite busy with tourists coming in and out." said Natalie Baker of the Duluth Airport Authority.

As mentioned, the pilots like the airport itself but the terminal is antiquated. That's the story at other small airports across the country. Things will change this summer, though, due to the Infrastructure Investment and Jobs Act which includes five billion dollars for terminal renovations.

"Today's funding will not only improve the airports' terminals, it creates opportunities in the communities for good paying jobs." said Bradley Mims of the FAA.

At Sky Harbor Duluth, the federal funding will pay for a new terminal that aviators say is sorely needed.

"It's over 40 years old the current terminal is and it doesn't meet ADA compliance at all so the new terminal will be more energy efficient and will be able to better meet the needs of the general public coming through." said Baker.

Sky Harbor's runway is relatively new having been relocated recently to save a stand of old growth forest. The new terminal will complete the package and won't take too long to construct.

"We're hoping to have the new terminal open the next following spring." said Baker.

Founded in 1939, Sky Harbor is fully funded through user fees, without any taxpayer support. Construction of the new terminal could begin as early as this summer. It is hoped to be finished by the spring of 2024.

[click above for the video version of the story](#)

Copyright 2023 Northern News Now. All rights reserved.

MSP, Duluth airports get federal grants for terminal improvements

MSP's G Concourse will be improved; new terminal planned in Duluth

By [Janet Moore](#) Star Tribune

MARCH 1, 2023 — 3:49PM



METROPOLITAN AIRPORTS COMMISSION

The rotunda at the far end of MSP's Concourse G was remodeled last year, with more improvements planned at the main terminal.

[SAVE](#)

[LISTEN](#)

[TEXT SIZE](#)

[SHARE](#)

[PRINT](#)

More than \$11 million in federal grants will be used to upgrade the main terminal at Minneapolis-St. Paul International Airport and fund a new terminal building at Sky Harbor Airport in Duluth.

The money comes from the federal Bipartisan Infrastructure Law, which will help modernize 99 of the nation's airports through nearly \$1 billion in grants this year.

"Americans deserve the best airports in the world, and with demand for air travel surging back, this funding to improve the passenger experience couldn't come at a more urgent time," said U.S. Transportation Secretary Pete Buttigieg, in a statement. "These grants will make it faster and easier to check your bags, get through security, and find your gate, all while creating jobs and supporting local economies."

MSP will receive \$10 million to support a major renovation of Concourse G at Terminal 1. Construction is expected to begin next year.

The project will focus on the area between existing gates G8 and G13, according to Jeff Lea, spokesman for the Metropolitan Airports Commission (MAC), which operates MSP. The footprint between the two gates will be expanded, allowing for more gate seating, concession spaces and new restrooms. No new gates will be added, Lea said.

The design elements of the project will be consistent with [improvements](#) completed earlier this year between gates G17 and G22, Lea said.

This is the second consecutive year MSP has been awarded grant funding through the federal infrastructure program. Last year, the airport received \$12.5 million for three projects at Terminal 1: six new passenger boarding bridges, improvements to MSP's signature folded plate roof, and a new electrical substation serving the airport's baggage system, checkpoints and airport police operations.

ADVERTISEMENT

Duluth's general aviation airport, Sky Harbor, will receive \$1.2 million to help build a new terminal building, replacing the existing 40-year-old structure.

The new single-story terminal will provide an efficient layout for flight-planning functions, pilots and passenger waiting areas, said Natalie Baker, spokeswoman for the Duluth Airport Authority, which owns the airport. Ground will be broken this summer, with the new terminal opening in the spring of 2024, she said.

Sky Harbor opened a 2,600-foot runway along Superior Bay in 2020 after more than a decade of planning. The \$13.2 million project was almost entirely paid for by the Federal Aviation Administration, with about \$1 million in state support.

The airport, used for small personal aircraft and seaplanes, is on Park Point off Lake Superior, about 10 miles from Duluth International Airport.

Transportation reporter **Janet Moore** covers trains, planes, automobiles, buses, bikes and pedestrians. Moore has been with the Star Tribune for 21 years, previously covering business news, including the retail, medical device and commercial real estate industries.

janet.moore@startribune.com 612-673-7752

MINNESOTA'S LOCAL AIR SERVICE ACTION COMMITTEE

Committed to growing air service throughout Minnesota

February 16, 2023

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

RE: Airport Legislative Priorities Spring 2021

Congressman Stauber,

I am writing on behalf of the Minnesota's Local Airline Service Action Committee ("LASAC"). The group, which was organized in 1964, promotes air service to communities throughout Minnesota. Our airports include Brainerd, Bemidji, Chisholm-Hibbing, Duluth, International Falls, Minneapolis St Paul, Rochester, St. Cloud, and Thief River Falls.

As Congress considers the Federal Aviation Administration's (FAA) reauthorization bill, we request your support for the following priorities. Funding these critical items will help airports meet infrastructure and security needs, improve safety, bolster air service, and ensure that we can support rising passenger levels in the post-pandemic economy.

Increase Funding for the Airport Improvement Program to \$4 Billion Annually: The Airport Improvement Program (AIP) provides federal grants to U.S. airports for projects to enhance safety, capacity, security, and to address environmental concerns. We urge Congress to increase funding and expand project eligibility for the traditional AIP to include many of the types of projects eligible in the Investment in Infrastructure and Jobs Act (IIJA). AIP has remained stagnant at \$3.35 billion for almost two decades. Increasing annual AIP funding will help airports meet growing infrastructure needs as validated by the FAA in its most recent National Plan of Integrated Airport Systems (NPIAS) report – needs that are exacerbated by the program's reduced purchasing power and significant construction cost inflation.

According to the FAA, airports have nearly \$12.5 billion in annual needs for AIP- and IIJA-eligible projects – a figure that does not include other necessary infrastructure projects, which increases airport capital needs to more than \$20 billion annually. Moreover, there were more than 650 applications totalling \$14 billion for the first \$1 billion in terminal upgrades provided under IIJA and nearly \$10 billion for the second round of airport terminal funding, highlighting the significant demand for scarce infrastructure resources.

Stiff competition for every AIP dollar has led to increased restrictions on the eligibility of projects. Most notably in Minnesota is the increasing difficulty to obtaining funding for crosswind runway projects. Additional AIP funding would assist in making more of those projects become reality.

Help Small Communities Retain Commercial Air Service: During the pandemic, airlines reduced or eliminated commercial air service to communities around the county. Congress can help by increasing funding for programs that help small communities maintain commercial air service. Specifically, we recommend increasing funding for the Essential Air Service and Small Community Air Service Development programs. Both help to ensure that people who live in Minnesota's outstate communities have access to our national aviation system.

*Brainerd Lakes Regional Airport (BRD) / Bemidji Regional Airport (BJI) / Duluth International Airport (DLH)
Falls International Airport (INL) / Minneapolis St Paul International Airport (MSP) / Range Regional Airport (HIB)
Rochester International Airport (RST) / St Cloud Regional Airport (STC) / Thief River Falls Regional Airport (TVF)*

MINNESOTA'S LOCAL AIR SERVICE ACTION COMMITTEE

Committed to growing air service throughout Minnesota

Passenger Facility Charge (PFC) Increase: As Americans return to the skies, airports have an easy solution to help repair aging infrastructure, reduce congestion, and improve the passenger experience. We are asking Congress to give airports the option to generate more local revenue for critical, federally approved projects by increasing the federal cap on local PFCs.

The PFC is a modest local user fee that airports use to pay for much-needed projects directly benefiting travelers, like fixing aging runways and terminals, relieving congestion, and spurring new airline competition. Unfortunately, Congress hasn't raised the \$4.50 cap since 2000. Today's PFC buys the equivalent of approximately \$2 because of construction cost inflation. In the past 23 years, while PFC buying power has gone down, airport capital needs, construction costs and passenger levels have continued to rise.

The airlines claim that a PFC increase will unfairly harm passengers at Minnesota's small commercial service airports. But increased PFC flexibility would allow small airports to generate more money from airport users, for critical projects and pay for their local match on federally funded projects that benefit residents in communities across the State. Allowing airports to generate more money from passengers who travel to their communities could also reduce their reliance on local taxpayer revenue – a win for people who live and work in small communities across Minnesota. Minnesota's commercial service airports are eager to build and upgrade their facilities and improve the flying experience for their customers. Congress can help us by modernizing the PFC program.

Responsible Transition to Fluorine-Free Firefighting Foam: Airport operators have long prioritized environmental stewardship. We continue to call on the FAA to transition to fluorine-free firefighting foam as soon as possible, and work collaboratively with appropriate industry representatives in developing a national transition plan for airports to move to these new foams. Direct the FAA, in collaboration with industry stakeholders, to develop a national transition plan to assist airports in moving to fluorine-free firefighting foams. Provide federal funds for an acquisition program for the new foam, a disposal program for the old foam, and PFAS remediation at airports.

Gaining funding for these important priorities in the upcoming FAA reauthorization bill is critical to Minnesota's airports and others across the country that are working diligently to meet both infrastructure and security needs while attempting to recover from the devastating impacts of the COVID-19 pandemic. Thank you for your consideration and support.

Sincerely,

Tom Werner, C.M.
Chairman
Minnesota Local Air Service Action Committee

*Brainerd Lakes Regional Airport (BRD) / Bemidji Regional Airport (BJI) / Duluth International Airport (DLH)
Falls International Airport (INL) / Minneapolis St Paul International Airport (MSP) / Range Regional Airport (HIB)
Rochester International Airport (RST) / St Cloud Regional Airport (STC) / Thief River Falls Regional Airport (TVF)*

MINNESOTA'S LOCAL AIR SERVICE ACTION COMMITTEE

Committed to growing air service throughout Minnesota

February 16, 2023

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

RE: Airport Legislative Priorities Spring 2021

Senator Smith,

I am writing on behalf of the Minnesota's Local Airline Service Action Committee ("LASAC"). The group, which was organized in 1964, promotes air service to communities throughout Minnesota. Our airports include Brainerd, Bemidji, Chisholm-Hibbing, Duluth, International Falls, Minneapolis St Paul, Rochester, St. Cloud, and Thief River Falls.

As Congress considers the Federal Aviation Administration's (FAA) reauthorization bill, we request your support for the following priorities. Funding these critical items will help airports meet infrastructure and security needs, improve safety, bolster air service, and ensure that we can support rising passenger levels in the post-pandemic economy.

Increase Funding for the Airport Improvement Program to \$4 Billion Annually: The Airport Improvement Program (AIP) provides federal grants to U.S. airports for projects to enhance safety, capacity, security, and to address environmental concerns. We urge Congress to increase funding and expand project eligibility for the traditional AIP to include many of the types of projects eligible in the Investment in Infrastructure and Jobs Act (IIJA). AIP has remained stagnant at \$3.35 billion for almost two decades. Increasing annual AIP funding will help airports meet growing infrastructure needs as validated by the FAA in its most recent National Plan of Integrated Airport Systems (NPIAS) report – needs that are exacerbated by the program's reduced purchasing power and significant construction cost inflation.

According to the FAA, airports have nearly \$12.5 billion in annual needs for AIP- and IIJA-eligible projects – a figure that does not include other necessary infrastructure projects, which increases airport capital needs to more than \$20 billion annually. Moreover, there were more than 650 applications totalling \$14 billion for the first \$1 billion in terminal upgrades provided under IIJA and nearly \$10 billion for the second round of airport terminal funding, highlighting the significant demand for scarce infrastructure resources.

Stiff competition for every AIP dollar has led to increased restrictions on the eligibility of projects. Most notably in Minnesota is the increasing difficulty to obtaining funding for crosswind runway projects. Additional AIP funding would assist in making more of those projects become reality.

Help Small Communities Retain Commercial Air Service: During the pandemic, airlines reduced or eliminated commercial air service to communities around the county. Congress can help by increasing funding for programs that help small communities maintain commercial air service. Specifically, we recommend increasing funding for the Essential Air Service and Small Community Air Service Development programs. Both help to ensure that people who live in Minnesota's outstate communities have access to our national aviation system.

*Brainerd Lakes Regional Airport (BRD) / Bemidji Regional Airport (BJI) / Duluth International Airport (DLH)
Falls International Airport (INL) / Minneapolis St Paul International Airport (MSP) / Range Regional Airport (HIB)
Rochester International Airport (RST) / St Cloud Regional Airport (STC) / Thief River Falls Regional Airport (TVF)*

MINNESOTA'S LOCAL AIR SERVICE ACTION COMMITTEE

Committed to growing air service throughout Minnesota

Passenger Facility Charge (PFC) Increase: As Americans return to the skies, airports have an easy solution to help repair aging infrastructure, reduce congestion, and improve the passenger experience. We are asking Congress to give airports the option to generate more local revenue for critical, federally approved projects by increasing the federal cap on local PFCs.

The PFC is a modest local user fee that airports use to pay for much-needed projects directly benefiting travelers, like fixing aging runways and terminals, relieving congestion, and spurring new airline competition. Unfortunately, Congress hasn't raised the \$4.50 cap since 2000. Today's PFC buys the equivalent of approximately \$2 because of construction cost inflation. In the past 23 years, while PFC buying power has gone down, airport capital needs, construction costs and passenger levels have continued to rise.

The airlines claim that a PFC increase will unfairly harm passengers at Minnesota's small commercial service airports. But increased PFC flexibility would allow small airports to generate more money from airport users, for critical projects and pay for their local match on federally funded projects that benefit residents in communities across the State. Allowing airports to generate more money from passengers who travel to their communities could also reduce their reliance on local taxpayer revenue – a win for people who live and work in small communities across Minnesota. Minnesota's commercial service airports are eager to build and upgrade their facilities and improve the flying experience for their customers. Congress can help us by modernizing the PFC program.

Responsible Transition to Fluorine-Free Firefighting Foam: Airport operators have long prioritized environmental stewardship. We continue to call on the FAA to transition to fluorine-free firefighting foam as soon as possible, and work collaboratively with appropriate industry representatives in developing a national transition plan for airports to move to these new foams. Direct the FAA, in collaboration with industry stakeholders, to develop a national transition plan to assist airports in moving to fluorine-free firefighting foams. Provide federal funds for an acquisition program for the new foam, a disposal program for the old foam, and PFAS remediation at airports.

Gaining funding for these important priorities in the upcoming FAA reauthorization bill is critical to Minnesota's airports and others across the country that are working diligently to meet both infrastructure and security needs while attempting to recover from the devastating impacts of the COVID-19 pandemic. Thank you for your consideration and support.

Sincerely,

Tom Werner, C.M.
Chairman
Minnesota Local Air Service Action Committee

*Brainerd Lakes Regional Airport (BRD) / Bemidji Regional Airport (BJI) / Duluth International Airport (DLH)
Falls International Airport (INL) / Minneapolis St Paul International Airport (MSP) / Range Regional Airport (HIB)
Rochester International Airport (RST) / St Cloud Regional Airport (STC) / Thief River Falls Regional Airport (TVF)*

MINNESOTA'S LOCAL AIR SERVICE ACTION COMMITTEE

Committed to growing air service throughout Minnesota

February 16, 2023

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

RE: Airport Legislative Priorities Spring 2021

Senator Klobuchar,

I am writing on behalf of the Minnesota's Local Airline Service Action Committee ("LASAC"). The group, which was organized in 1964, promotes air service to communities throughout Minnesota. Our airports include Brainerd, Bemidji, Chisholm-Hibbing, Duluth, International Falls, Minneapolis St Paul, Rochester, St. Cloud, and Thief River Falls.

As Congress considers the Federal Aviation Administration's (FAA) reauthorization bill, we request your support for the following priorities. Funding these critical items will help airports meet infrastructure and security needs, improve safety, bolster air service, and ensure that we can support rising passenger levels in the post-pandemic economy.

Increase Funding for the Airport Improvement Program to \$4 Billion Annually: The Airport Improvement Program (AIP) provides federal grants to U.S. airports for projects to enhance safety, capacity, security, and to address environmental concerns. We urge Congress to increase funding and expand project eligibility for the traditional AIP to include many of the types of projects eligible in the Investment in Infrastructure and Jobs Act (IIJA). AIP has remained stagnant at \$3.35 billion for almost two decades. Increasing annual AIP funding will help airports meet growing infrastructure needs as validated by the FAA in its most recent National Plan of Integrated Airport Systems (NPIAS) report – needs that are exacerbated by the program's reduced purchasing power and significant construction cost inflation.

According to the FAA, airports have nearly \$12.5 billion in annual needs for AIP- and IIJA-eligible projects – a figure that does not include other necessary infrastructure projects, which increases airport capital needs to more than \$20 billion annually. Moreover, there were more than 650 applications totalling \$14 billion for the first \$1 billion in terminal upgrades provided under IIJA and nearly \$10 billion for the second round of airport terminal funding, highlighting the significant demand for scarce infrastructure resources.

Stiff competition for every AIP dollar has led to increased restrictions on the eligibility of projects. Most notably in Minnesota is the increasing difficulty to obtaining funding for crosswind runway projects. Additional AIP funding would assist in making more of those projects become reality.

Help Small Communities Retain Commercial Air Service: During the pandemic, airlines reduced or eliminated commercial air service to communities around the county. Congress can help by increasing funding for programs that help small communities maintain commercial air service. Specifically, we recommend increasing funding for the Essential Air Service and Small Community Air Service Development programs. Both help to ensure that people who live in Minnesota's outstate communities have access to our national aviation system.

*Brainerd Lakes Regional Airport (BRD) / Bemidji Regional Airport (BJI) / Duluth International Airport (DLH)
Falls International Airport (INL) / Minneapolis St Paul International Airport (MSP) / Range Regional Airport (HIB)
Rochester International Airport (RST) / St Cloud Regional Airport (STC) / Thief River Falls Regional Airport (TVF)*

MINNESOTA'S LOCAL AIR SERVICE ACTION COMMITTEE

Committed to growing air service throughout Minnesota

Passenger Facility Charge (PFC) Increase: As Americans return to the skies, airports have an easy solution to help repair aging infrastructure, reduce congestion, and improve the passenger experience. We are asking Congress to give airports the option to generate more local revenue for critical, federally approved projects by increasing the federal cap on local PFCs.

The PFC is a modest local user fee that airports use to pay for much-needed projects directly benefiting travelers, like fixing aging runways and terminals, relieving congestion, and spurring new airline competition. Unfortunately, Congress hasn't raised the \$4.50 cap since 2000. Today's PFC buys the equivalent of approximately \$2 because of construction cost inflation. In the past 23 years, while PFC buying power has gone down, airport capital needs, construction costs and passenger levels have continued to rise.

The airlines claim that a PFC increase will unfairly harm passengers at Minnesota's small commercial service airports. But increased PFC flexibility would allow small airports to generate more money from airport users, for critical projects and pay for their local match on federally funded projects that benefit residents in communities across the State. Allowing airports to generate more money from passengers who travel to their communities could also reduce their reliance on local taxpayer revenue – a win for people who live and work in small communities across Minnesota. Minnesota's commercial service airports are eager to build and upgrade their facilities and improve the flying experience for their customers. Congress can help us by modernizing the PFC program.

Responsible Transition to Fluorine-Free Firefighting Foam: Airport operators have long prioritized environmental stewardship. We continue to call on the FAA to transition to fluorine-free firefighting foam as soon as possible, and work collaboratively with appropriate industry representatives in developing a national transition plan for airports to move to these new foams. Direct the FAA, in collaboration with industry stakeholders, to develop a national transition plan to assist airports in moving to fluorine-free firefighting foams. Provide federal funds for an acquisition program for the new foam, a disposal program for the old foam, and PFAS remediation at airports.

Gaining funding for these important priorities in the upcoming FAA reauthorization bill is critical to Minnesota's airports and others across the country that are working diligently to meet both infrastructure and security needs while attempting to recover from the devastating impacts of the COVID-19 pandemic. Thank you for your consideration and support.

Sincerely,

Tom Werner, C.M.
Chairman
Minnesota Local Air Service Action Committee

*Brainerd Lakes Regional Airport (BRD) / Bemidji Regional Airport (BJI) / Duluth International Airport (DLH)
Falls International Airport (INL) / Minneapolis St Paul International Airport (MSP) / Range Regional Airport (HIB)
Rochester International Airport (RST) / St Cloud Regional Airport (STC) / Thief River Falls Regional Airport (TVF)*

MINNESOTA'S LOCAL AIR SERVICE ACTION COMMITTEE

Committed to growing air service throughout Minnesota

February 21, 2023

Sen. Judy Seeberger District 41
95 University Avenue W.
Minnesota Senate Bldg., Room 2109
St. Paul, MN 55155

RE: Proposed Amendment to SF776, Prohibiting the Use of Firefighting Foam Containing PFAS

I am writing on behalf of Minnesota's Local Airline Service Action Committee ("LASAC"). The group, which was organized in 1964, promotes air service to communities throughout Minnesota. Our airports include Brainerd, Bemidji, Chisholm-Hibbing, Duluth, International Falls, Minneapolis-St Paul, Rochester, St. Cloud, and Thief River Falls.

Thank you for your leadership in addressing an issue that impacts most everyone in Minnesota, the prevalence of so-called forever chemicals. SF776, banning the use of Class B Firefighting foam containing PFAS, is a worthy endeavor. The airport industry has pressed Congress and the Federal Aviation Administration (FAA) to provide a new fluorine-free foam (F3) product and an orderly transition plan as soon as possible.

Commercial service airports have been required by the government to use Aqueous Film-Forming Foam (AFFF) for decades in the name of public safety. Our FAA certification, enabling commercial air service, is tied to it. This highlights the nature of the complex regulatory and funding structure that Minnesota's airports are bound to with the FAA. Minnesota's nine commercial service airports want to ensure a feasible and orderly transition is considered in SF776. The FAA notes in its Part 139 CertAlert No. 23-01, dated January 12, 2023, to the nation's airports that, "it is anticipated to take a minimum of 90-120 days from the issuance of the new F3 Military Specification, dated January 12, 2023, for the first products to complete their certification process and be listed on the Qualified Product Database. Airport operators should plan for possible delays in distribution or delivery of product."

There are over 500 airports in the U.S. who will seek to obtain the new F3 product once the FAA has approved a product for use. This does not account for the many Department of Defense facilities who will do the same. I have no confidence that Minnesota's airports can obtain adequate quantities of the new F3 product in accordance with the timeline specified in SF776. The certification timeline summarized above, could put Minnesota's commercial service airports in conflict with the proposed implementation timeline in SF776. As a result, I recommend the following conditions-based amendment to Subd.3.

"(b) This subdivision does not apply to the manufacture, sale, distribution, or use of class B firefighting foam for which the inclusion of PFAS chemicals is required by federal law. Airports, governed by the Code of Federal Regulations, title 14 section 139.317, are no longer exempt under this provision provided that the Federal Aviation Administration has produced:

- Policy guidance regarding the orderly transition to fluorine-free foam
- Funded the decontamination and/or replacement of firefighting equipment
- A fluorine-free foam product is included in the Federal Aviation Administration's Qualified Product Database that is commercially readily available

*Brainerd Lakes Regional Airport (BRD) / Bemidji Regional Airport (BJI) / Duluth International Airport (DLH)
Falls International Airport (INL) / Minneapolis St Paul International Airport (MSP) / Range Regional Airport (HIB)
Rochester International Airport (RST) / St Cloud Regional Airport (STC) / Thief River Falls Regional Airport (TVF)*

MINNESOTA'S LOCAL AIR SERVICE ACTION COMMITTEE

Committed to growing air service throughout Minnesota

- Funding is available for replacement of Class B Firefighting Foam containing PFAS at airports

In addition, a takeback program has been established by the federal government or the state of Minnesota for the current inventory of Class B Firefighting Foam containing PFAS." The language omitted from Subd.3.(b) would be replaced by the language proposed above. This allows for an orderly transition to F3 products at Minnesota's commercial service airports.

I look forward to discussing our proposal with you further. I can be reached at twerner@duluthairport.com.

Sincerely,

Tom Werner, C.M.
Chair, LASAC

cc:

Sen. Fong Hawj, Chair Environment, Climate, and Legacy Committee
Sen. Jennifer McEwen, Vice Chair Environment, Climate, and Legacy Committee
Sen. Grant Hauschild, District 03

*Brainerd Lakes Regional Airport (BRD) / Bemidji Regional Airport (BJI) / Duluth International Airport (DLH)
Falls International Airport (INL) / Minneapolis St Paul International Airport (MSP) / Range Regional Airport (HIB)
Rochester International Airport (RST) / St Cloud Regional Airport (STC) / Thief River Falls Regional Airport (TVF)*

VII A.

Duluth Airport Authority Resolution to Select Short Elliott Hendrickson as the Prime Airport Consultant for Airport Consulting Services for a 5-year Term for the Duluth International Airport (DLH) and the Sky Harbor Airport (DYT)

Terms:

- In accordance with FAA Advisory Circular 150/5100-14E, the Duluth Airport Authority will enter into a 5-year agreement from March 22, 2023, to March 21, 2028, per the master agreement.

Agreement Overview

The master agreement contains contractual language between the Duluth Airport Authority and Short Elliott Hendrickson for planning, engineering, environmental, and architectural projects shown on the Airport's Capital Improvement Plan (CIP).

Background:

In accordance with FAA Advisory Circular 150/5100-14E, FAA grant assurances, and the policies and procedures of the Duluth Airport Authority, airports seeking FAA funding support are required to have selected an airport consultant within the previous five years for selected projects. A new selection is required every five years or when the airport considers completing projects not on a previous selection.

Upon completion of Master Plans at both Duluth International Airport and the Sky Harbor Airport proposed projects were developed and included on the Airport CIP.

The DAA completed advertisement for consulting services in accordance with the Airport and FAA's procurement policy. The proposed projects identified in the CIP are included in the request for qualifications (RFQ) documentation. The following schedule was executed to obtain proposals for consulting services.

- RFQ posting – December 5, 2022
- On-site pre-proposal meeting – December 20, 2022
- Deadline for clarification questions - January 10, 2023
- RFQ Due date – January 20, 2023

Upon completion of the open solicitation the DAA received only one submission from Short Elliott Hendrickson (SEH). Given that the airport only received a single proposal, the airport ensured that the submission the airport received was complete and with a firm that was competent and qualified. The selection committee composing of six different individuals including one from the Airport Authority Board of Directors completed an independent review of the submitted proposal and declared that SEH's submission was complete and fully qualified.

DAA staff recommends selecting SEH as the airport consultant for the next five-year period.

The RFQ and SEH's submission is attached for reference.

PROFESSIONAL SERVICES AGREEMENT SHORT ELLIOTT HENDRICKSON INC

PARTIES TO THIS AGREEMENT are the Duluth Airport Authority, Duluth International Airport, 4701 Grinden Drive, Duluth, Minnesota, 55811, hereinafter referred to as the "Authority", and Short Elliott Hendrickson Inc, a Minnesota corporation with offices located at 3535 Vadnais Center Drive, St. Paul MN, 55110, hereinafter referred to as the "Consultant".

The Parties Acknowledge the Following:

The City of Duluth, Minnesota, hereinafter referred to as the "City", owns and the Authority is charged with operating the Duluth International Airport and Sky Harbor Airport located in Duluth, Minnesota, and;

The Authority has undergone a competitive consultant selection process in accordance with current regulations and requirements of the Federal Aviation Administration, (Advisory Circular 150/5100-14E), and;

The Consultant was selected to provide services to the Authority, and;

The Consultant has expertise and experience in carrying out tasks and obligations of the various engineering, design, environmental, architecture and consulting projects included herein; and

The Authority desires to retain the services of the Consultant and the Consultant desires to provide services to the Authority as defined herein and in attachments hereto.

NOW, THEREFORE, for and in consideration of the mutual promises and covenants herein set forth, and in compliance with Appendices and Attachments attached to and made a part of the Agreement, the parties agree as follows:

1. PURPOSE. This Agreement is entered into between the parties for the purpose of the Consultant providing professional engineering, design, environmental, architecture and consulting services of a widely varying nature to the Authority. It is hereby understood by the parties that each assignment or work order shall be fully defined in a separate, written and dated attachment to this Agreement and shall be incorporated herein and form a part of this Agreement. Each assignment or work order shall include the following:
 - a. A full definition of each assignment, including a scope of work with project phasing and tasks, if required.
 - b. A fee and expense schedule for each assignment.
 - c. A time line for each assignment.
 - d. Execution by the Consultant and the Authority's Executive Director.

In the event of a conflict between this Agreement and any assignment or work order issued hereunder, the terms of the assignment or work order shall govern the provision of the particular services or project involved in that assignment or work order.

Nothing herein shall be construed as requiring the Authority to assign a particular project or work to the Consultant. The Authority shall assign projects or work at its sole discretion, whether to Consultant or to other parties.

2. **SCOPE OF WORK.** The consultant may be assigned by written attachment, a variety of tasks or projects through this Agreement. Examples of types of projects that may be assigned are set forth on the attached Exhibit F. This list is not all inclusive, and the types of projects that may be assigned shall be at the discretion of Authority.

Payment shall be made only for work performed at accepted industry standards and to the reasonable satisfaction of Authority. Industry standards are defined as the care and skill ordinarily exercised by members of consultant's profession practicing under similar circumstances at the same time and in the same locality.

Authority will cooperate with Consultant, give access to project locations, respond to Consultant's inquiries and pay the agreed price for work completed to Authority's satisfaction, and in compliance with this Agreement, the applicable assignment or work order, and all applicable specifications.

3. **TERM.** The term of this Agreement shall be for the period commencing on March 22, 2023 and ending on March 21, 2028, a period of five (5) years.
4. **TERMINATION.** This Agreement may be terminated by either party upon sixty (60) days written notice. Should one party substantially fail to perform in accordance with its terms through no fault of the other, the party not in breach may terminate this Agreement by giving 24 hours written notice to the other. In that event, the Consultant shall be compensated for satisfactory services performed to the termination date by reimbursement of the Consultant's expenses and payment of professional fees, subject to any claims or right of set off of Authority. In no case, however, shall such payment or reimbursement exceed the agreed upon maximum cost or fee as approved by the Authority.

At the complete discretion of the Authority, this Agreement may be terminated, suspended for any length of time, or any project may be suspended with ten (10) days written notice to the Consultant for any reason whatsoever. In that event, payment will be made as set out in the above paragraph.

If a project that has already commenced is suspended for a period exceeding ninety (90) days, the Authority hereby agrees to adjust the professional fees and expense budget of such project if it is determined that such delay causes an increase in the cost of such project. In the event of termination or suspension, the Consultant shall be compensated for services satisfactorily performed to the termination date by reimbursement of the Consultant's expenses and payment of professional charges for work actually performed to that date. In no case, however, shall such payment or reimbursement exceed the agreed upon fee as or maximum cost as approved by the

Authority. Any work done that is not included in the scope of work description shall not be paid for by Authority unless it was authorized by a prior written assignment or work order, dated and duly executed by the parties which identifies the work to be performed and the price to be paid.

5. PAYMENT FOR PROFESSIONAL SERVICES RENDERED. The Consultant shall invoice the Authority monthly for services rendered and expenses incurred in the performance of duties authorized by the Authority hereunder. Each invoice shall include hours worked by personnel category for all professional fees and shall include project numbers, work order numbers, and such other information that is required for FAA grant preparation and administration and Authority or City operating procedures.

In accordance with FAA AC 150/5100-14E, the Authority may select to make payments to the Consultant, by assigned work order, in a cost plus fixed payment or a fixed lump-sum payment method, the latter being preferred. Normally, services provided under this Agreement shall be invoiced on a fixed lump sum method.

If a cost plus fixed payment method is used, the following shall apply:

- a. Direct Salary Costs. Direct salary cost is defined as the cost of salaries for time directly chargeable to the project.
- b. Overhead Costs. Overhead on direct salary costs includes all employee benefits both statutory and those provided to employees under firm policy. For the first year of this Agreement, overhead cost is hereby established at direct salary costs plus seventy point zero (70.00%) percent. Overhead costs shall include those costs associated both with labor overhead and general and administrative overhead.
- c. Direct Non-Salary Costs. These costs shall be those directly associated with the project and shall include, but not be limited to, costs of printing, travel, subsistence, phone, overnight delivery, identifiable supplies, Photostatting, blueprinting, copies, mileage for use of personal automobile, rental cars, special insurance other than is required herein, subconsultants, and other costs which are identifiable and directly related to the project. An administrative fee in an amount up to ten (10%) percent may be added to subconsultant charges on a project-by-project basis when allowable by funding agencies and approved by DAA.
- d. Fixed Payment. Fixed payment is defined as a percentage rate applied to the above to determine payment for profit, willingness to serve, and assumption of responsibility. In accordance with FAA AC 150-5100-14E, Fixed Payment is hereby established at fifteen (15%) percent for the term of this Agreement.
- e. Nonallowable Costs. The following shall not be included in the Consultant's overhead costs: costs of amusement and social activities, contributions and donations, bad debts, dividend provisions or payments for profit, interest on borrowed capital, bonus payment for early completion of work, or any cost not allowed by government regulations or by law.

Consultant shall invoice Authority for work performed on a form acceptable to Authority, no more frequently than once each month. Authority shall pay Consultant in accordance with the invoice, for work satisfactorily performed, within 45 days of receipt of it, unless there is some mistake, impropriety, inaccuracy or illegality in the invoice which must be adjusted. In that event, Consultant

will be promptly notified of the problem. Reimbursements for direct expenses incurred by Consultant in the performance of the work shall be included in the lump sum amount. The maximum total cost to Authority for each assigned project shall be stated in the attachment that assigns the project.

The Authority shall have access to Consultant's relevant project records for the purpose of accounting and audit. Consultant shall keep adequate records for these purposes for at least six years after termination of this Agreement.

The Authority specifically reserves the right to approve, in advance, any overtime in excess of forty (40) hours per week worked by Consultant's employees that would entail payment of an overtime premium to employees. Under no circumstances shall the Consultant include any overtime premium in the Authority's monthly invoice unless specifically authorized in writing.

If the parties have separately agreed to a final price for an assigned project, this billing format shall not operate to modify the completed project price, which is a price which cannot be exceeded without prior written amendment to the assignment or work order.

6. FUNDING. The Consultant hereby understands that projects that may be assigned under this Agreement shall have different funding sources including Federal, State, and local. The Consultant hereby agrees to fully comply with all applicable grant assurances whether Federal or State. Noncompliance with the Authority's grant assurances by the Consultant shall be cause for immediate termination of this Agreement. This Section shall not operate as a waiver of any other available remedies.
7. SUBCONTRACTORS AND SUBCONSULTANTS. During the term of this Agreement, the Consultant may be required to retain the services of various subconsultants and/or subcontractors to perform specialized services. The Consultant must furnish appropriate lien waivers to Authority whenever subconsultants and/or subcontractors are used. The Authority reserves the right to require that the Authority approve, in writing, all subconsultants and/or subcontractors retained to provide services under this Agreement by the Consultant. The Authority reserves the right to instruct the Consultant to discontinue the services provided by any subconsultant and/or subcontractor for any reason whatsoever. Upon written notification from the Authority, the Consultant shall immediately discontinue such subconsultant and/or subcontractor services.

Subconsultant and/or subcontractor services for engineering, architectural, soils testing, environmental, design services and other similar services are specifically subject to provisions of the Section entitled INSURANCE herein.

8. OTHER SERVICES. The Authority specifically reserves the right to award contracts to other consultants for work on Projects for which the Consultant is providing services under this Agreement. Consultant shall fully cooperate with such other consultants and contractors in such manner as the Authority may direct.

9. **CONFLICT OF INTEREST.** Consultant covenants that it presently has no interest and shall not acquire and interest, directly or indirectly, which would conflict in any manner or degree with its performance under this Agreement, no person or company having such interest shall be employed by it or any of its subcontractors or subconsultants.

No official, officer or employee of the Authority or the City who exercises any functions or responsibilities in the review of or approval of the work or services to be provided by the Consultant under this Agreement shall:

- a. participate in any decision relating to this Agreement which affects such individual's personal interest, or the interest of any corporation, partnership or association in which such individual is, directly or indirectly, interested, or
 - b. have any interests, directly or indirectly, in this Agreement or the proceeds thereof.
10. **CONFIDENTIALITY.** Any reports, documents, questionnaires, records, information or data given to or prepared or assembled by the Consultant under this Agreement which the Authority requests to be kept confidential shall not be made available by the Consultant to any individual or organization without prior written approval of the Authority. The provisions of this Section shall survive the expiration or earlier termination of this Agreement.

Consultant shall comply with the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13, as may be amended from time to time (the "Act"), as it applies to all data provided by the Authority or the City under this Agreement and as it applies to all data created, collected, received, stored, used, maintained or disseminated by Consultant under this Agreement. The Civil remedies of Minnesota Statutes Section 13.08 apply to the release of the data referred to in this clause by Consultant. If Consultant receives a request to release the data referred to in this clause, Consultant must immediately notify the Authority and consult with the Authority as to how Consultant should respond to the request. Consultant shall hold the Authority and the City, their officers, agents, servants and employees harmless from any claims arising out of, resulting from or in any manner attributable to any violation of any provision of the Act, including legal fees and disbursement.

11. **OWNERSHIP OF RECORDS.** Upon payment therefore in full, all reports, records, drawings, specifications, questionnaires, electronically stored data, photographs, or plans, acquired, produced, used or created for use in projects relating to this Agreement and any rights of copyright for the same, shall be and shall remain the property of the Authority. The Consultant assumes no liability for any use of the drawings and specifications if used for any purpose other than that originally intended. No reports, records, questionnaires, or software programs or other documents produced specifically for projects under this Agreement shall be the subject of an application for copyright by or on behalf of the Consultant.
12. **INSURANCE.** During the term of this Agreement, Consultant shall carry and maintain the following insurance:
- a. Worker's Compensation Insurance as required by State law with an all States endorsement or specifically for the State of Minnesota.

- b. Employers Liability Insurance (bodily injuries) with a limit of \$3,000,000 per occurrence with an insurance company authorized to write insurance in all States where the Consultant will have employees located in the performance of its work covering its common law liability to such employees.
- c. Commercial General Liability Insurance and Automobile Liability Insurance covering all owned and non-owned automobiles or vehicles used by or in behalf of Consultant with a \$3,000,000 combined single limit for bodily injury and/or property damage per occurrence and an aggregate limit of \$3,000,000.
- d. Consultant shall carry Professional Liability Insurance providing coverage for acts, errors, or omissions committed or alleged to have been committed by Consultant with a limit of \$3,000,000 per claim and an aggregate of \$3,000,000.

The limits of insurance herein may be met through a combination of umbrella and underlying policy coverage. The Authority and the City shall be named as Additional Insureds under the Commercial General Liability and Automobile Liability, or as an alternate, Consultant may provide Owners-Contractors Protective policy, naming itself and the Authority and City. Consultant shall also provide evidence of Statutory Minnesota Workers' Compensation Insurance. Consultant to provide Certificate of Insurance evidencing such coverage with 30-days' notice of cancellation, non-renewal or material change provisions included. The Authority does not represent or guarantee that these types or limits of coverage are adequate to protect the Consultant's interests and liabilities.

The form of the certificate shall contain an unconditional requirement that the insurer notify the Authority without fail not less than 30 days prior to any cancellation, non-renewal or modification of the policy or coverages evidenced by said certificate and shall further provide that failure to give such notice to Authority will render any such change or changes in said policy or coverages ineffective as against the Authority and the City.

It shall be the Consultant's responsibility to pay any retention or deductible for the coverages required herein.

Consultant may employ subcontractors or subconsultants as set out in this Agreement. In such case, while the Consultant shall be responsible for general supervision, scheduling, and administrative oversight of such subconsultants and subcontractors, each subconsultant or subcontractor shall be required to provide its own Professional Liability Insurance or Architects and Engineers Professional Liability Insurance and shall also be responsible to directly indemnify the Authority and the City in the same manner as the Consultant as set forth in Section 13 for any acts, errors or omissions committed by its employees, directors, officers, agents, subcontractors or subconsultants directly employed by such subcontractor or subconsultant, licensees, or invitees regardless of where the injury, death, or damage may occur. Proof of such Professional Liability Insurance shall be required by the Consultant and furnished to the Authority before any work shall commence by subconsultant or subcontractor.

Under no circumstances shall the above exclude Consultant from responsibility and liability of acts, errors or omissions created or incurred by its own employees, its directors, officers, or agents. Language acceptable to the Authority shall be included in contracts between the Consultant and any subconsultants or subcontractors indicating the above.

13. **HOLD HARMLESS.** The Consultant agrees that it shall indemnify and hold harmless the Authority and the City and their officers, and employees from any and all claims including claims for contribution or indemnity, demands, suits, judgments, costs and expenses (including attorneys fees) asserted by any person or persons including agents or employees of the Authority, the City or the Consultant by reason of death or injury to person or persons or the loss or damage to property to the extent caused by any negligent act, negligent omission, negligent operation or negligent work of the Consultant or its employees while engaged in the execution or performance of services under this Agreement except to the extent that such indemnification is specifically prohibited by Minnesota Statutes Chapter 337 or Section 604.21. The Consultant shall not be required to indemnify the Authority or the City for claims of liability arising out of the negligent or intentional acts or omission of the Authority or the City but shall be specifically required to and agrees to indemnify the Authority and the City in all cases where claims of liability against the Authority or the City are proximately caused by the negligent acts or negligent omissions which are passive or derivative of the negligent or intentional acts or omissions of the Consultant, such as, including but not limited to, the failure of the Authority or the City to supervise, the failure to warn, the failure to prevent such acts or omissions by the Consultant and any other such source of liability but only to the extent proximately caused by Consultant's negligent acts or negligent omissions. The provisions of this Section and Section 12 shall survive the expiration or earlier termination of this Agreement.
14. **REVIEW AND COORDINATION.** To ensure adequate review and evaluation of the work and proper coordination among interested parties, the Authority shall assign a staff member as Project Coordinator for provision of services under this Agreement. The Consultant shall assign a Project Coordinator who shall be directly responsible to the Authority's Project Coordinator for communications, coordination, reporting, quality of work, project progress, and other tasks as assigned. At the Authority's Project Coordinator's discretion, a reasonable number of review meetings may be held at any given time with prior notification to the Consultant's Project Coordinator. An agenda shall be established and copies of any material to be discussed or reviewed forwarded to the Authority's Project Coordinator prior to the actual meeting. With approval of the Authority's Project Coordinator, the consultant may include such other firm employees who hold directly responsibility for projects being performed under this Agreement and personnel from subconsultants and subcontractors as required in these meetings. Project Coordinators for the Authority and the Consultant are as set forth below unless otherwise designated to the other party in writing from time to time.
 - a. Authority Project Coordinator – Mark Papko
 - b. Consultant Project Coordinator – Shawn McMahon, Principal

15. ESTIMATE OF COST. Since the Consultant has no control over the cost of labor, materials, or equipment or over a contractor's methods of determining prices, or over competitive bidding or market conditions, its opinions of probable cost provided as a service hereunder are to be made on the basis of his/her experience and qualifications and represent its best judgement as a professional familiar with the construction industry. However, the Consultant cannot and does not guarantee that proposals, bids, or the construction costs will not vary from opinions of probable costs prepared by Consultant.
16. DISPUTES. Except as otherwise provided in this Agreement, any dispute concerning a question of fact arising under this Agreement which is not disposed of by agreement shall be submitted to non-binding mediation as a precondition to litigation.
17. CONSULTANT'S EMPLOYEES/INDEPENDENT CONTRACTOR. Consultant understands and agrees that the Consultant and Consultant's employees, agents, servants, or other personnel are not Authority or City employees. Consultant retains the power to direct and supervise its employees. Consultant shall be solely responsible for payment of salaries, wages, payroll, taxes, unemployment benefits, or any other form of compensation or benefit to Consultant or any of Consultant's employees, agents, servants, or other personnel performing services or work specified herein, whether it be of a direct or indirect nature. Further, in that regard, it is expressly understood and agreed that for such purposes neither Consultant or Consultant's employees, agents, servants or other personnel shall be entitled to any Authority or City payroll, insurance, unemployment, workers' compensation, retirement or other benefits whatsoever. The parties intend and agree that Consultant as and will operate as an independent contractor, with certain control of the manner and means of completing the projects.
18. STATE OF MINNESOTA LAW APPLIES. This Agreement is made and delivered in the State of Minnesota and shall be construed and enforced in accordance with the laws thereof. Any action arising from any provision herein included shall be adjudicated in the State of Minnesota in a jurisdiction that is acceptable to the Authority.
19. ENTIRE AGREEMENT/AMENDMENT. The drafting, execution and delivery of this Agreement by the parties has been induced by no representations, statements, warranties or agreements other than those expressed herein. This Agreement and any amendments, work orders or appendices hereto embodies the entire understanding of the parties. The parties hereto agree that these documents shall not be construed or interpreted in favor of either party on the basis of draftsmanship or preparation. Any changes or amendments to this Agreement must be in writing, dated, and duly executed by the parties.
20. NOTICES. All notices, requests, demands or other communications hereunder shall be in writing, unless otherwise noted, and shall be deemed to have been duly given if delivered in person, or after being deposited in the United States Mail, postage prepaid, or otherwise actually delivered to the other party at the address listed above. Either party hereto may change the address at which it receives written notices by so notifying the other party hereto in writing.

21. FAILURE TO EXERCISE. Neither any failure nor any delay on the part of the Authority in exercising any right, power, or privilege hereunder or under any document or instrument delivered or executed pursuant hereto, shall operate as a waiver hereof, nor shall a single or partial exercise or the exercise of any other right, power or privilege.
22. AUDIT. During the term of this Agreement and for a period of one year following termination, the Authority or its designated representative shall have the right to audit all Consultant's records as they pertain to this Agreement for any reason whatsoever. The Authority shall give the Consultant at least seventy-two (72) hours' notice. All original records requested by the Authority shall be delivered to the Authority at the location identified by the Authority staff at Consultant's sole expense and shall remain at that location until the audit is complete. Consultant shall be responsible for removing the records at its sole expense upon direction from the Authority. In the event that the records are not delivered to the Authority as called for in this Agreement, the failure to comply shall be considered an element of Default in accordance with Section 4 of this Agreement. Consultant will be provided five working days to respond in writing to all findings of the audit following issuance by the Authority. In the event that irregularities are found as a result of the audit, Consultant shall remit any monies due the Authority within ten calendar days of the invoice date. In the event that there are overpayments by Consultant, credits will be issued and applied against open invoices until the credits are exhausted.
23. NO CONTINGENT FEES. The Consultant warrants that no person or legal entity has been employed or retained to solicit or secure this Agreement upon an agreement or understanding for a commission, percentage, brokerage or contingent fee excepting bona-fide employees or bonafide established commercial or selling agencies maintained by Consultant for the purpose of securing business. For breach or violation of this warranty, the Authority shall have the right to annul this Agreement without liability or in its discretion to deduct from payment to Consultant the full amount of each commission, percentage, brokerage or contingent fee.
24. FEDERAL CONTRACT CLAUSES. If this Agreement is to be financed in part by federal funds, certain federally required contract clauses must be incorporated. These federally required contract clauses, included as ATTACHMENT C, are hereby incorporated herein and made a part of this Agreement. The ATTACHMENT C incorporated is for a Non-Construction Contract of (check as appropriate):
- ☐ \$10,000 or less
☐ \$10,001 to \$25,000
☐ \$25,001 to \$100,000
☒ \$100,001 and over
25. ASSIGNMENT. This Agreement, being intended to secure the personal service of the individuals employed by and through whom Consultant performs work hereunder; shall not be assigned, sublet or transferred without the prior written consent of the Authority.

26. LAWS. Consultant agrees to comply with each and every applicable law, code, regulation or order, including civil rights, anti-discrimination, drug free workplace, and environmental protection laws.

DATED: _____

DULUTH AIRPORT AUTHORITY

SHORT ELLIOTT HENDRICKSON INC.

BY _____
President

BY _____
Its _____

BY _____
Secretary

BY _____
Its _____

APPENDIX (A)

INSURANCE CERTIFICATE

APPENDIX (B)

**CONSULTANTS CONTRACTUAL REQUIREMENTS
TITLE VI ASSURANCES**

**Contractor Contractual Requirements
Title VI assurances**

During the performance of this contract, the consultant, for itself, its assigns and successors in interest, hereinafter referred to as the "consultant" agrees as follows:

1. Compliance with Regulations. The consultant shall comply with Regulations relative to non-discrimination in Federally assisted programs of the Department of Transportation, hereinafter referred to as "DOT", Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time, hereinafter referred to as the "Regulations", which are herein incorporated by reference and made a part of this contract.
2. Non-discrimination. The consultant, with regard to the work performed by it during this contract, shall not discriminate on the grounds of race, color, national origin, sex, disabilities, or veteran's status in the selection and retention of subconsultants, subcontractors, including procurement of materials and leases of equipment. The consultant shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.
3. Solicitations for Subcontractors, including procurement of materials and equipment. In all solicitations either by competitive bidding or negotiation made by the consultant for work to be performed under a subcontract, including procurement of materials or leases of equipment, each potential subcontractor or supplier shall be notified by the consultant of the contractor's obligations under this contract and the Regulations relative to nondiscrimination on the grounds of race, color, national origin, sex, disabilities, or veterans status.
4. Information and Reports. The consultant shall provide all information and reports required by the Regulations or directives issued pursuant thereto and shall permit access to its, books, records, accounts, other sources of information, and its facilities as may be determined by the Sponsor of the Federal Aviation Administration (FAA) to be pertinent to ascertain compliance with such regulations, orders, and instructions. Where any information required of the consultant is in the exclusive possession of another who fails or refuses to furnish this information, the consultant shall so certify to the Sponsor or the FAA, as appropriate, and shall set forth what efforts it has made to obtain the information.
5. Sanctions for Noncompliance. In the event of the consultant's noncompliance with the non-discrimination provisions of this contract, the Sponsor shall impose such contract sanctions as it, or the FAA, may determine to be appropriate, including, but not limited to:
 - a. Withholding of payments to the consultant under the contract until the consultant complies, and/or;
 - b. Cancellation, termination or suspension of the contract, in whole or in part.
6. Incorporations of Provisions. The consultant shall include the provisions of paragraphs 1 through 5 in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The consultant shall take such action with respect to any subcontract or procurement as the Sponsor or the FAA may direct as a means of enforcing such provisions including sanctions of noncompliance. Provided, however, that in the event a consultant becomes involved in, or is threatened with, litigation with a subcontractor or supplier as a result of such direction, the consultant may request the Sponsor to enter into such

litigation to protect the interests of the Sponsor and, in addition, the consultant may request the United States to enter into such litigation to protect the interests of the United States.

Minority Business Enterprise (MBE) Assurances

1. Policy. It is the policy of the DOT that minority business enterprises as defined in 49 CFR Part 23 have the maximum opportunity to participate in the performance of contracts financed in whole or in part with Federal funds under this contract and the consultant hereby agrees to abide by these requirements.
2. MBE Obligation. The consultant agrees to ensure that minority business enterprises as defined in 49 CFR Part 23 have the maximum opportunity to participate in the performance of contracts and subcontracts financed in whole or in part with Federal funds provided under this contract. In this regard, all contractors shall take all necessary and responsible steps in accordance with 49 CFR Part 23 to compete for and perform contracts. Contractors shall not discriminate on the basis of race, color, national origin, sex, disability, or veteran's status in the award and performance of this DOT assisted contract.

SHORT ELLIOTT HENDRICKSON INC.

BY _____

TITLE _____

DATE _____

APPENDIX (C)

TRUTH IN NEGOTIATION CERTIFICATE

Truth in Negotiation Certificate

I hereby declare that the wage rates and other factual unit costs used to compute the compensations for the various services listed in this contract are accurate, complete, and current at the time of contracting and that the original contract price and any additions thereto shall be adjusted to exclude any significant sums share the Sponsor determines the contract price was increased to inaccurate, incomplete or non-current wage rates and other factual unit costs.

I hereby certify that I am currently an officer of Short Elliott Hendrickson INC and have full power and authority to execute this Agreement binding the company fully to its terms and conditions.

SHORT ELLIOTT HENDRICKSON INC.

BY _____

TITLE _____

DATE _____

APPENDIX (D)

CERTIFICATE OF PROJECT CONSULTANT

Certificate of Project Consultant

I hereby certify that I am an officer and duly authorized representative of the firm of Short Elliott Hendrickson Inc and that neither the firm nor I have:

1. Employed or retained for a commission, percentage, brokerage, contingent fee, or other consideration, any firm or person (other than employee working for the firm or me) to solicit or secure this contract.
2. Agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out the contract.
3. Paid or agreed to pay any firm, organization, or person (other than an employee working for the firm) any fee, contribution donation, or consideration of any kind for, or in connection with, procuring or carrying out the contract.

I acknowledge that this Certificate is to be furnished to the Federal Aviation Administration of the United States, Department of Transportation, in connection with this contract involving use of Airport Improvement Program funds and is subject to applicable State and Federal laws, both criminal and civil.

SHORT ELLIOTT HENDRICKSON INC.

BY _____

TITLE _____

DATE _____

APPENDIX (E)

FEDERAL FOREIGN TRADE RESTRICTION

Federal Foreign Trade Restriction

The consultant, by submission of an offer and/or execution of a contract, certifies that it:

1. Is not owned or controlled by one or more citizens or nationals of a foreign country included in the list of countries that discriminate against U.S. firms published by the office of the United States Trade Representative.
2. Has not knowingly entered into any contract or subcontract for this or any project under this contract with a contractor that is a citizen or national of a foreign country on said list, or is owned or controlled directly or indirectly by one or more citizens or nationals of a foreign country on said list.
3. Has not procured any product nor subcontracted for the supply of any product for use on the project that is produced in a foreign country on said list.

Unless the restrictions of this clause are waived by the Secretary of Transportation in accordance with 49 CFR 30.17, no contract shall be awarded to a contractor or subcontractor who is unable to certify to the above. If the contractor knowingly procures or subcontracts for the supply of any product or service of a foreign country on a said list for use on the project, the Federal Aviation Administration may direct, through the Sponsor, cancellation of the contract at no cost to the government.

Further, the consultant agrees that it will incorporate this provision for certification without modification in each contract and in all lower tier subcontracts. The consultant may rely upon certification of a prospective subcontractor unless it has knowledge that the certification is erroneous.

The consultant shall provide immediate written notice to the Sponsor if the consultant learns that its certification or that of a subcontractor was erroneous when submitted or has become erroneous by reason of changed circumstances. The subcontractor agrees to provide immediate written notice to the consultant, if, at any time, it learns that its certification was erroneous by reason of changed circumstances.

This certification is a material representation of fact upon which reliance was placed when making the award. If it is later determined that the consultant or a subcontractor knowingly rendered an erroneous certification, the Federal Aviation Administration may direct, through the Sponsor, cancellation of the contract or subcontract for default at no cost to the government.

This certification concerns a matter within the jurisdiction of an agency of the United States of America and the making of a false, fictitious or fraudulent certification may render the maker subject to prosecution under the Title 18, United States Code, Section 1001.

SHORT ELLIOTT HENDRICKSON INC.

BY _____

TITLE _____

DATE _____

APPENDIX (F)

SCOPE OF WORK

Specific categories for airport consulting services that may be assisted in the next five years include but are not limited to:

1. Architectural Design Services
2. Civil Engineering and Land Surveying Services
3. Environmental (and Noise Mitigation) Consulting Services
4. Capital Financial Consulting Services
5. Project and Construction Management Services
6. Planning Consulting Services
7. Political Engagement, Community Involvement and Public Relations

Examples of types of projects that may be assigned for the next five years are included in the DLH and DYT Capital Improvement Plans included in the Request for Qualifications for Professional Airport Consulting Services issued by DAA in December 2022. .

The listed projects may require reporting to the FAA. It is understood that the consultant would be responsible for all planning, NEPA reviews, and required reports to include but not limited to: Project Quarterly Reports, DBE reporting, ACIP planning, AIP grant close out reports and other reports as directed by the Authority Project Coordinator.

REQUEST FOR QUALIFICATIONS FOR PROFESSIONAL AIRPORT CONSULTING SERVICES

In accordance with FAA Advisory Circular 150/5100-14E and the policies and procedures of the Duluth Airport Authority (DAA), notice is hereby given that a Request for Qualifications (RFQ) for professional airport consulting services is requested from firms to render services required in connection with projects at Duluth International Airport (DLH) and Sky Harbor Airport (DYT). It is the intent of the DAA to select and negotiate with one prime airport consultant for a five (5) year term.

Specific categories for airport consulting services include but are not limited to:

1. Architectural Design Services
2. Civil Engineering and Land Surveying Services
3. Environmental (and Noise Mitigation) Consulting Services
4. Capital Financial Consulting Services
5. Project and Construction Management Services
6. Planning Consulting Services
7. Political Engagement, Community Involvement and Public Relations

Firms are invited to provide a Statement of Qualifications (SOQ) for the categories listed above. An individual SOQ should be provided for each service category of interest.

The DAA plans to make application to the Federal Aviation Administration (FAA) and/or the State of Minnesota Office of Aeronautics (MNDOT) over the course of the next five years for grants related to airport development. With the recent completion of the Duluth International Airport and Sky Harbor Airport Master Plan's (portions are available online on the DAA website, contact DAA for any additional information that may be needed), both airports have a comprehensive 20-year Capital Improvement Plan (CIP). While this contract will be only for 5 years, the 10-year CIPs are attached for reference of expected projects. As many know, projects can shift in timing, thus the successful consultant should be able to complete all the potential projects listed in the Airport CIP. The CIP projects, timeframes and estimates are subject to change at any time due to constraints outside the DAA's control. The detailed scope of each project will be determined as each project is approved and funded. Project(s) potentially may be added and funded from other sources. Please reference the attached CIPs to find greater detail.

In addition to both Airport's CIPs, DLH has recently completed a Part 150 Noise Study and composed a Duluth International Airport Noise Compatibility Program (NCP). It is very likely over the duration of this contract that implementation of the NCP will begin/occur. To the extent is unknown at this point. Similar to the CIP, the project portion of the NCP is attached to this RFQ for reference. The DAA reserves the right to complete any (or none) of these mitigation efforts during the duration of this contract.

In order to be considered responsive to the RFQ, a firm must be experienced in providing the type of consulting services for which the SOQ is applicable, and a firm must be familiar with the DAA, its environs, and plans for the future. Each firm shall judge for itself as to all conditions and circumstances having relationship to future projects at DLH and DYT. Each firm is charged with the responsibility of making an on-site inspection of the Airports and its environs. **Airport tours of DLH will be conducted on December 20th, 2022 at Noon (1200) followed by a tour of DYT immediately thereafter.** Failure on the part of any firm to make such examination and on-site inspection shall not constitute a ground for declaration

REQUEST FOR QUALIFICATIONS FOR PROFESSIONAL AIRPORT CONSULTING SERVICES

by a firm that it did not understand the conditions with respect to its SOQ. All firms are responsible for costs associated with the preparation of materials in response to this RFQ, and the DAA assumes no responsibility for any such costs.


Upon final decision of the selected firm, contract negotiations for a Professional Services Agreement will be initiated. The length of this Professional Services Agreement will be for five (5) year term from the date of contract execution. If these negotiations are unsuccessful, negotiations will be initiated with the second ranked firm.

The negotiation of individual project contracts and associated fees shall occur at the time those services are needed for an approved and funded project. If a price cannot be agreed upon between the DAA and the selected firm during negotiations for each individual project contract, then the DAA reserves the right to terminate negotiations and initiate a new procurement action. Individual project contracts are limited to those projects that can reasonably be expected to be initiated within five (5) years of the date that the initial Professional Services Agreement contract is executed, unless specifically approved by the FAA.

Understanding the wide diversity of professional disciplines required to complete all of the above proposed projects, and to allow for the maximum participation of DBE's, additional sub consultants may be proposed, for approval by airport management, as each individual project contract is negotiated. It is the policy of the DAA that Disadvantaged Business Enterprises (DBEs) shall have the maximum opportunity to participate in the performance of contracts financed in whole or part with federal funds. All firms providing professional services for the DAA shall take all necessary and reasonable steps in accordance with 49 CFR, Part 23, to ensure that DBEs have the maximum opportunity to compete for and perform contracts without discrimination on the basis of race, creed, color, national origin, handicap, or gender.

Interested firms are requested to indicate their interest in providing services in each of the above listed categories by submitting six (6) copies (plus one electronic copy on USB) of their **Statement of Qualifications on or before 4:00 p.m. (Central Standard Time), January 20th, 2023. SOQ's received after this date and time will not be considered.** One (1) original (marked Original) and five (5) complete copies (plus one electronic copy on USB) of the SOQ must be submitted in a sealed envelope/package clearly marked with Firms name and the words "**DAA Airport Consulting Services SOQ**". Example is below.

REQUEST FOR QUALIFICATIONS FOR PROFESSIONAL AIRPORT CONSULTING SERVICES

<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Proposers Name & Address</div> <div style="border: 1px solid black; padding: 5px;">DAA Airport Consulting Services SOQ</div>	<div style="text-align: center; margin-bottom: 20px;"></div> <div style="text-align: center; margin-bottom: 10px;">TO:</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Mark Papko Director of Operations Duluth Airport Authority 4701 Grinden Dr. Duluth, MN 55811</div>
---	---

All questions concerning this RFQ shall be submitted to Mr. Mark Papko via email on or before January 10th, 2023. Mr. Papko will respond to all parties who attended the on-site inspection no later than January 13th, 2023.

Mr. Mark Papko
Director of Operations
mpapko@duluthairport.com

Timeline

Tour of Airports DLH	20 December 2022
RFQ Due Date	20 January 2023
RFQ Approval - Authority Board	February 2023
Agreement - Effective	February 2023

Generally, the format for the SOQ shall be as follows:

- A) Executive Summary
- B) Firm and team history (including local and total airport experience). Include names, qualifications and resumes of the team members assigned that will perform the engineering services listed in proposed ACIP.
- C) Seven (7) tabbed sections (SOQs) that will specifically address each of the 7 categories of airport consulting services listed above.
 - Include resumes of key personnel that will perform services in each service category.
 - A portion of each section (under 5 pages) should indicate the firm's approach to applicable projects and outline any problems that the firm thinks should be considered in a project as well as their approach to solve them.
 - Any additional information the firm wishes the selection committee to review may be included herein, however the total length of the qualifications statement should not exceed the page limitation set forth below.
 - If a firm is not interested in proposing for one of the specific categories, then a single page stating this should be included for excluded section.

REQUEST FOR QUALIFICATIONS FOR PROFESSIONAL AIRPORT CONSULTING SERVICES

All qualifications statements shall be limited to 60 pages single sided pages (or 30 double sided pages). Statements submitted by the established deadline will be evaluated based upon the following criteria:

Qualifications and competence of the firm	15%	Provide firm biography and history of the firm's aviation services business.
Experience of the firm and its employees in the type of service being sought.	30%	List recent experience in similar sized airport projects and ability to meet timelines/schedules. Example projects: Architectural, Civil, Environmental, NAVAID/electrical, land acquisition, approach clearing, CIP programming, close out reporting, GIS, and management of complex multi-phase construction projects on time and on budget.
Capability of the firm to perform the service desired within an acceptable time frame	15%	List key project personnel's professional background, experience, and workload.
Firm's familiarity with and proximity to the geographic location of the projects	10%	Indicate office location(s) where work will be performed and familiarity with DLH and DYT.
Knowledge and experience with working with personnel, policies and procedures of the TSA, FAA, FAA Minneapolis ADO, CBP and MNDOT Office of Aeronautics.	15%	Indicate ability to enhance teamwork philosophy in working with local, state, and federal agencies such as but not limited MNDOT, TSA and FAA.
Firms' ability to provide political support and community involvement to assist with outreach, advocacy, used in support of high value or sensitive construction projects	15%	Firm's history and experience of performance in assisting clients with local, state, and federal engagement in high value and/or sensitive projects.

I-1.Mandatory Disclosures. By submitting a proposal, each Bidder understands, represents, and acknowledges that:

- A. Their proposal has been developed by the Bidder independently and has been submitted without collusion with and without agreement, understanding, or planned common course of action with any other vendor or suppliers of materials, supplies, equipment, or services described in the Request for Proposals, designed to limit independent bidding or competition, and that the contents of the proposal have not been communicated by the Bidder or its employees or agents to any person not an

REQUEST FOR QUALIFICATIONS FOR PROFESSIONAL AIRPORT CONSULTING SERVICES

employee or agent of the Bidder.

- B. There is no conflict of interest. A conflict of interest exists if a Bidder has any interest that would actually conflict, or has the appearance of conflicting, in any manner or degree with the performance of work on the project. If there are potential conflicts, identify the municipalities, developers, and other public or private entities with whom your company is currently, or have been, employed and which may be affected.
 - C. It is not currently under suspension or debarment by the State of Minnesota, any other state or the federal government.
 - D. The company is either organized under Minnesota law or has a Certificate of Authority from the Minnesota Secretary of State to do business in Minnesota, in accordance with the requirements in M.S. 303.03.
1. Minnesota Department of Human Rights Affirmative Action Certification:
 - a. Under MN Statute §473.144, DAA may not accept any bid or proposal for a contract or execute a contract for goods or services in excess of \$100,000 with any business having more than forty (40) full-time employees within Minnesota on a single working day during the previous twelve (12) months, unless the firm or business has an affirmative action plan for the employment of minority persons, women, and qualified disabled individuals that has been approved by the Commissioner of the Minnesota Department of Human Rights. Further, DAA may not accept any bid or proposal for a contract or execute a contract for goods or services in excess of \$100,000 with any business having more than forty (40) full-time employees on a single working day during the previous twelve (12) months in the state where the business has its primary place of business, unless the business has a certificate of compliance issued by the Commissioner of the State of Minnesota Department of Human Rights or the business certifies to DAA that it is in compliance with federal affirmative action requirements. Each firm submitting a proposal must transmit documentation indicating the firm's compliance or exemption from the above requirements.
 2. Minnesota Government Data Practices Act
 - b. Data supplied in response to this RFQ by businesses, firms and individuals is governed by the Minnesota Government Data Practices Act in that:
 1. The information requested will be used to evaluate each proposer's qualifications.
 2. The proposer is not legally required to supply this information; however, failure to supply the information requested may result in that SOQ receiving lesser consideration and a determination by DAA that the SOQ is non-responsive.
 3. The public is authorized to receive the information that is not classified by law as private, confidential, or non-public data. The proposer is responsible to clearly identify any data classified by law as private, confidential or non-public data and to provide the specific basis for the classification when the data is submitted to DAA.

REQUEST FOR QUALIFICATIONS FOR PROFESSIONAL AIRPORT CONSULTING SERVICES

Following submittal, the Statements of Qualifications will be reviewed and evaluated. Based upon the written submissions in response to this RFQ, the DAA will rank the firms in each criterion that it feels are most qualified to provide the required services. **At its sole discretion, the DAA may interview up to 3 top ranked proposers, or make its final selection based entirely upon the written response to the RFQ.** In the event that the DAA elects to invite a firm or firms, to make a personal presentation, a minimum of two weeks will be allowed for preparation of the presentation.

The DAA reserves the right to reject any and all Statement of Qualifications or to re-advertise for additional Statement of Qualifications.

10 Year DLH Capital Improvement Plan

FEDERAL OR STATE FISCAL YEAR (FFY/SFY)	Future Development
PLANNING AND ENVIRONMENTAL	
CY2023	ATCT - Design (A separate RFQ will be issued for the ATCT Design)
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2023	Taxiway A (Phase 3) - Construction/Construction Administration (including Taxiway C south of C3 Design)
FFY2023	FAA Reimbursable - Phase 2+4
FFY2023	Taxiway A (Phase 5) - Design
FFY 2023	Hangar 101 (Phase 2) - Slab and Foundation Removal
SFY 2024	Taxiway C North Rehabilitation - Mill and Overlay
FFY 2023	RW 9 Localizer Relocation - Design and Construction
FFY 2023	Hangar Taxilane - Design (Between Monaco and the SRE)
SFY 2024	Airside Pavement Maintenance
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2023	Perimeter Road (RDPER-01) Preventative Maintenance (Crack Seal)
ARCHITECTURE AND BUILDINGS	
CY 2023	Jetbridge Maintenance
CY 2023	Hangar and Site Prep Design- Ranch Hangars (south of fuel system)
CY 2023	Ranch Hangar Construction (south of fuel system)
CY2023	Hangar 104 Upgrades
FFY 2023	Building (DHL, Hydrosolutions, Hermantown Hydraulics) Demolition - Design
FFY 2023	DHL Building Demolition
FFY 2023	De-ice Pad and Tank - Movement Area Application
FFY2023	Hangar 2 Demolition Design
EQUIPMENT	
FFY 2023	SRE Replacement - Loader (#28)
FFY 2023	Multi-Purpose SRE (New)
CY 2023	Dump Truck - Vehicle #24 (Terminal)
CY 2023	Pickup One Ton - Replace #5

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2024	Taxiway A (Phase 6) - Design
FFY 2024	Taxiway A (Phase 5) - Construction/Construction Administration
FFY 2024	Taxilane Hangar Access - Construction (Between Monaco and the SRE)
FFY 2024	Hangar 101 (Phase 3) - Taxilane Development + Fence Realignment(Design and Construction)
SFY 2025	Midfield Ramp Repair (Phase 2)
SFY 2025	Airside Pavement Maintenance
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2024	Perimeter Road (RDPER-03) Preventative Maintenance (Crack Seal)
CY 2023	TNC Shelter w/ Wayfinding Signage
CY 2023	EV Charging Stations
CY 2024	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
CY 2024	Hangar Development
CY 2023	Terminal Improvements TBD (Carpet, furniture, wayfinding, etc.)
FFY 2023	Hermantown Hydraulics Demolition
CY2023	CCTV Upgrades
CY 2024	QTA
FFY 2024	Hydrosolutions Demolition
FFY2024	Hangar 2 Demolition
EQUIPMENT	
FFY2024	SRE Replacement - Blower
FFY2024	SRE Replacement - Sand truck (29)
CY 2024	Utility Van - Vehicle #11
CY 2024	Pickup - Vehicle #12

PLANNING AND ENVIRONMENTAL	
FFY 2025	NEPA Review for Perimeter Road Relocation and Holding Bay (Phases 7 & 8)
FFY 2025	Permitting - Taxiway A (Perimeter Road & Holding Bay) - Phases 7 & 8

FFY 2025	Mitigation - Taxiway A (Perimeter Road & Holding Bay) - Phases 7 & 8
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2025	Taxiway A (Phase 6) - Construction/Construction Administration
FFY 2025	Taxiway A (Phase 7) - Design
SFY 2026	Midfield Ramp Repair (Phase 3)
SFY 2026	Airside Pavement Maintenance
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2025	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
FFY 2025	ATCT - Phase 1 Construction
CY 2025	Misc. Building Maintenance
EQUIPMENT	
FFY 2025	Multi-Purpose SRE (New)
CY 2025	Utility Van - Vehicle #10
SFY2026	Tractor/Mower - Vehicle #25
SFY 2026	Side by Side- ATV - Replaces #613 and #614

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2026	Taxiway A (Phase 7) - Construction/Construction Administration
FFY 2026	Hangar 101 Site - Hangar Development
SFY 2027	Midfield Ramp Repair (Phase 5)
SFY 2027	Airside Pavement Maintenance
FFY 2026	Sand Storage and Chemical Building
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2026	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
FFY 2026	ATCT - Phase 2 Construction
CY 2026	Misc. Building Maintenance
FFY 2026	Replace Gate 2 Jetbridge (Mfg. year 2004)
EQUIPMENT	
CY 2026	Maintenance Equipment Replacement
FFY 2025	SRE Replacement (Loader #43)
FFY 2026	Replace Multi Purpose - Dragon

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2027	Runway 3/21 Rehabilitation - Design
FFY 2027	Runway 3/21 Rehabilitation - Construction/Construction Administration
FFY 2027	Runway 3/21 Obstruction Removal
FFY 2027	Taxiway C Realignment - Design
FFY 2027	Taxiway C Relocation - Construction
FFY 2027	NAVAID (Rwy 27 PAPI and Glideslope) Relocation Design
FFY 2027	NAVAID (Rwy 27 PAPI and Glideslope) Relocation Construction
FFY 2027	NAVAID (Rwy 27 PAPI and Glideslope) Relocation Reimbursable Agreement
SFY 2028	Midfield Ramp Repair (Phase 6)
SFY 2028	Airside Pavement Maintenance
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2027	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
FFY 2027	ATCT - Phase 3 Construction
CY 2027	Misc. Building Maintenance
EQUIPMENT	
CY 2027	Maintenance Equipment Replacement
FFY 2027	Sweeper (Replace #37)

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2028	Taxiway A (Phase 8) - Design
FFY 2028	Taxiway A (Phase 8) - Construction/Construction Administration
SFY 2029	Midfield Ramp Repair (Phase 7)
SFY 2029	Airside Pavement Maintenance

LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2028	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
CY 2028	Misc. Building Maintenance
EQUIPMENT	
CY 2028	Maintenance Equipment Replacement
FFY 2028	Blower (Replace #20)

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2029	Taxiway A (Phase 9) - Design
FFY 2029	Taxiway A (Phase 9) - Construction/Construction Administration
SFY 2030	Midfield Ramp Repair (Phase 8)
SFY 2030	Airside Pavement Maintenance
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2029	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
FFY 2029	Replace Gate 3 Jetbridge
FFY 2029	Replace Gate 4 Jetbridge
CY 2029	Misc. Building Maintenance
EQUIPMENT	
CY 2029	Maintenance Equipment Replacement
FFY 2029	Batwing Plow (Replace #13)

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2030	GA Ramp (Monaco) - Design/Construction/Construction Administration
SFY 2031	Midfield Ramp Repair (Phase 9)
SFY 2031	Airside Pavement Maintenance
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2030	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
CY 2030	Misc. Building Maintenance
EQUIPMENT	
CY 2030	Maintenance Equipment Replacement
FFY 2030	Replace Grader #18

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
SFY 2032	Airside Pavement Maintenance
FFY 2031	RW 9/27 Pavement Maintenance (Phase 1, West End)
FFY 2031	RW 9/27 Lighting and Shoulder Replacement (Phase 1, West End)
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2031	Landside Pavement Maintenance
CY 2031	Hangar 101 Development Area
ARCHITECTURE AND BUILDINGS	
CY 2031	Misc. Building Maintenance
CY 2031	Hangar 2 Demolition
EQUIPMENT	
CY 2031	Maintenance Equipment Replacement

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
SFY 2033	Airside Pavement Maintenance
FFY 2032	RW 9/27 Pavement Maintenance (Phase 2, Center)
FFY 2032	RW 9/27 Lighting and Shoulder Replacement (Phase 2, Center)

LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2032	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
FFY 2032	Replace Gate 1 Jetbridge
CY 2032	Misc. Building Maintenance
EQUIPMENT	
CY 2032	Maintenance Equipment Replacement
FFY 2032	Replace Sander #42

PLANNING AND ENVIRONMENTAL	
AIRSIDE ENGINEERING AND CONSTRUCTION	
FFY 2033	RW 9/27 Lighting and Shoulder Replacement (Phase 3, East End)
FFY 2033	RW 9/27 Pavement Maintenance (Phase 3, East End)
SFY 2034	Airside Pavement Maintenance
LANDSIDE ENGINEERING AND CONSTRUCTION	
CY 2033	Landside Pavement Maintenance
ARCHITECTURE AND BUILDINGS	
CY 2033	Misc. Building Maintenance
EQUIPMENT	
CY 2033	Maintenance Equipment Replacement

2023-2032 Airport Improvement Program (AIP) Project List

State Fiscal Year	Federal Fiscal Year	Project
2023	2022	Annual Non-Primary Entitlement and BIL Alotment
		Seaplane Ramp and Dock
		Southeast Apron Rehabilitation
		BIL Transfer from DLH - for SRE Building
		SRE Building - Design and Construction
		GA Terminal Building - Design and Construction
2024	2023	Annual Non-Primary Entitlement and BIL Alotment
		Runway Relocation, Phase 5 - Mitigation Monitoring
		Entitlement Repayment - AUM
2025	2024	Annual Non-Primary Entitlement and BIL Alotment
		Entitlement Transfer - Repayment to AUM
		BIL Transfer - Repayment to DLH
2026	2025	Annual Non-Primary Entitlement and BIL Alotment
		Runway / Taxiway Rehabilitation - Crack Seal
		BIL Transfer - Repayment to DLH
		Fueling System - Pump & Cabinet System
		Mower/Float Tractor
2027	2026	Annual Non-Primary Entitlement and BIL Alotment
		BIL Transfer - Repayment to DLH
2028	2027	Annual Non-Primary Entitlement and BIL Alotment
		Reconstruct Seaplane Ramp
		Expand Seaplane Dock System
2029	2028	Annual Non-Primary Entitlement
		Taxilane Development
2030	2029	Annual Non-Primary Entitlement
		Apron Rehabilitation - Crack Repair and Slurry Seal
2031	2030	Annual Non-Primary Entitlement
		Replace #26 Tractor with attachments
		Entitlement Transfer
2032	2031	Annual Non-Primary Entitlement
		Entitlement Repayment
		Annual Non-Primary Entitlement

2033	2032	Runway Rehabilitation - Crack Repair and Slurry Seal
		Taxiway Rehabilitation - Crack Repair and Slurry Seal
		General Aviation Apron - Reconstruction

Table 4-2 Summary of 2021 Noise Compatibility Program Recommendations, (continued)

MEASURE	IMPLEMENTATION STATUS
<p>(formerly 1997 NCP Measure M-1)</p> <p>Measure M-A:</p> <p>Offer Residential Sound-insulation Program to Single- and Multi-Family Homes (47 units) within the 65+ DNL Noise Contour.</p> <p>Offer Residential Sound-insulation Program to Single-Family Homes (17 units) within the Block Rounding Area Outside of the 65 DNL Noise Contour</p>	<p>This is a measure that was never implemented from the 1997 NCP and should be continued with modification to include all properties identified within the Future (2026) NEM 65+ DNL and the properties identified in the block rounding area outside the Future (2026) NEM 65 DNL. Properties undergoing sound-insulation would have an avigation easement placed on the property and attached to the deed.</p>
<p>Measure M-B:</p> <p>Offer Land Acquisition Program to Single-Family Homes (7 homes) within the 70+ DNL Noise Contour</p>	<p>This is a new measure. Property owners that decline acquisition would still be offered sound-insulation. If a property declines both land acquisition and sound-insulation, an avigation easement would be offered on the property and attached to the deed.</p>

14 CFR Part 150 Noise Compatibility Program Update
Final – December 2021

Table 4-2 Summary of 2021 Noise Compatibility Program Recommendations, (continued)

MEASURE	IMPLEMENTATION STATUS
<p>Measure M-C:</p> <p>Offer Land Acquisition Program to Mobile Homes within NMPA #1 (103 mobile homes).</p>	<p>This is a new measure.</p> <p>If the single mobile home property east of Lavaque Bypass Road declines land acquisition, an aviation easement would be offered on the property, if the property is owner occupied, and attached to the deed.</p>
<p>Measure M-D:</p> <p>Offer Aviation Easements to Owner-Occupied Single- and Multi-Family Homes within NMPA#1 and NMPA #2 if Acquisition and/or Sound-insulation is Declined.</p>	<p>This is a new measure</p>

*Funding source based on Consolidated Appropriations Act, Division C - Department of Defense Appropriations Act 2021, Title VIII *General Provisions*, Section 8136

Table 4-2 Summary of 2021 Noise Compatibility Program Recommendations, (continued)

MEASURE	IMPLEMENTATION STATUS
(formerly 1997 NCP Measure A-1) Measure P-A: Continue Logging of Noise Complaints	This is a continuation of the existing process with a slight modification to be undertaken by the DAA and MnANG
(formerly 1997 NCP Measure A-2) Measure P-B: Initiate Community Roundtable or Noise Abatement Committee	This is considered a new measure since it was never implemented in the previous NCP.
Measure P-C: Perform regular updates to the NEMs and review of NCP	This is a new measure

Source: Landrum & Brown analysis, 2021.

Table 4-2 Summary of 2021 Noise Compatibility Program Recommendations, (continued)

MEASURE	IMPLEMENTATION STATUS
Measure M-E: Offer Avigation Easement to 1 owner-occupied Mobile Home within NMPA #1 if Acquisition is Declined.	This is a new measure
Measure M-F: Offer Avigation Easements to 2 Owner-Occupied Mobile Homes within NMPA #2.	This is a new measure
(formerly 1997 NCP Measure M-1) Measure M-G: Develop an Airport Land Use Management District (ALUMD)	This is a new measure
Measure M-H: Adopt Updated Subdivision Regulations	This is a new measure
Measure M-I: Adopt Improved Building Codes	This is a new measure

MEASURE	IMPLEMENTATION STATUS
Measure M-J: Develop a Voluntary Fair Disclosure Program	This is a new measure

STATEMENT OF QUALIFICATIONS

Duluth Airport Authority Airport Consulting Services

Duluth International Airport (DLH) and
Sky Harbor Airport (DYT)

DULUTH, MINNESOTA | JANUARY 20, 2023



Building a Better World
for All of Us®

Engineers | Architects | Planners | Scientists

Executive Summary

THE SEH TEAM:

COMPREHENSIVE ABILITIES,
CONSISTENT APPROACH,
COMMITTED ADVOCATE

Short Elliott Hendrickson Inc. (SEH®) appreciates the trust and partnership that the Duluth Airport Authority (DAA) continues to place in our team to provide airport engineering, planning, environmental, and architectural services. We are fully invested and excited about the opportunity to continue to serve as your partner as you deliver the goals identified in your Master Plans for your airports.

Our SEH team is once again built on offering you a local and well-qualified technical engineering, planning, and environmental staff, supported by a team of specialists that can continue to partner with DAA to engage stakeholders, acquire funding, and usher agency approvals. Our foundation of airport and organizational understanding we have developed as part of the Master Plan projects is unmatched. We understand the process and know the steps necessary for your project to seamlessly move from planning and environmental through design to construction at both the Duluth International Airport (DLH) and the Sky Harbor Airport (DYT).

We've proven our value time and again over the last several years, including collaborating with you, overcoming challenges, and engaging stakeholders to develop innovative solutions to achieve your airports' goals. The following key points highlight how we will continue to work on your behalf and the successful outcomes that will result from continuing your partnership with SEH.

SEH PROPOSES TO SUBMIT ON ALL SEVEN CATEGORIES.



Architectural Design Services



Civil Engineering and Land Surveying Services



Environmental (and Noise Mitigation) Consulting Services



Capital Financial Consulting Services



Project and Construction Management Services



Planning Consulting Services



Political Engagement, Community Involvement, and Public Relations

SEH IS POSITIONED AND ENERGIZED TO DELIVER YOUR GOALS IDENTIFIED IN THE COMPREHENSIVE DLH AND DYT MASTER PLANS. WE UNDERSTAND THE DAA, AND WE ARE READY TO EXECUTE YOUR VISION.



COMPREHENSIVE, MULTIDISCIPLINED TEAM THAT CAN RESPOND QUICKLY TO MEET ALL OF DAA'S PROJECT NEEDS

SEH brings proven innovation and expertise to DAA, with an understanding of the projects that you have coming up for your airports. This sets you up for seamless project kickoff and tasks that will stay on schedule and within budget – led by the same team that you have come to know, trust, and rely on for the successful implementation of some highly complex and challenging projects.

Additionally, we understand the importance of being able to respond quickly as unexpected issues come up. Our full-service team offers local staff in our Duluth office combined with our specialists companywide. What this means for DAA, as it has on past issues that have come up, is that SEH will respond same day to develop and implement the right solution.

BEYOND OUR TECHNICAL ACUMEN, WE'RE YOUR BUSINESS PARTNER

SEH will continue to work hard to provide value far beyond our technical engineering and planning capabilities. This work includes standing by your side, leading you through complex challenges, being your political advocate in securing project funding, and responsibly managing our fees to consistently meet budget expectations.

Kaci and Shawn will serve as day-to-day contacts, making certain that our SEH team is available and positioned to provide our depth of resources to DAA. Our commitment remains the same: develop a plan, implement a plan, and execute the plan while minimizing the need for DAA's day-to-day involvement and being a good steward of your resources. Our SEH team offers unparalleled bench strength to add to your lean and efficient staff.

CASE STUDY STORMWATER POND REPAIR

Within a few hours of one of your retention ponds releasing into the protected Miller Creek, SEH had staff on-site inspecting the site and coordinated the appropriate response. The ultimate repair of the retention pond outflow pipe and valve was inspected, designed, contracted, and constructed by six different groups from SEH, including our environmental, water resources, pipe conveyance, geotechnical, natural resources, and airport/civil. SEH used our relationships and detailed understanding of agencies such as the MPCA and the City of Duluth to communicate the impacts and repairs. This project demonstrates how SEH brings a responsive full team to support all of DAA's needs.

Our team holds the SEH core values in the highest regard. It's how we've supported your vision, mission, and goals since 2007.



AN APPROACH BUILT ON DEMONSTRATED STRONG VALUES AND CLEAR COMMUNICATION

Our core values have always guided us and kept us grounded. As part of this commitment and transparent communication with the DAA, we will continue to self-assess and identify potential improvements, building on what worked well and improving on what we can do better. SEH will also continue to give the same level of commitment and outstanding service on the final day of this contract as we do on the first day.

Our values and clear communication are also evident through the public involvement plans we've developed with you. We've worked toward creating and facilitating an environment where all stakeholders are heard and acknowledged and feel part of the solution. This open communication has proven successful at both DLH and DYT, and we will continue to foster this trust among our team and project stakeholders.

A CULTURE OF PROCESS IMPROVEMENT

Our team is committed to continuous improvement. Year over year, our team takes our experiences and as a team, we have honest conversations on how we can do better. We take the feedback given by our team, our clients, and self assessments to develop new processes as best practices. This is evident as by our team's recent Annual Lessons Learned workshop where we complete an internal "hot wash" of the year's projects to develop improved processes, quality control techniques, and strategies.

COMMITTED INDIVIDUALS INVESTED IN DAA'S SUCCESS

We're your available and responsive local team – every week, someone from our team is present, whether it's one of our team members from St. Paul or someone from our Duluth office. We know being present is highly important for you as well as your stakeholders. With an office at DLH as well as our downtown Duluth office, there is no doubt that we are committed to serving the needs of DAA and being available when you need us. With our consistent presence, DAA staff and your stakeholders feel like we're local. They know us, and we know them.

In addition to our history and deep knowledge of your airports, SEH has been serving the Duluth community and region for more than 50 years. We have deep roots in the community and are committed to supporting economic growth. We are an advocate for not only the DAA but also for organizations like the Military Affairs Committee who advocates for the 148th Fighter Wing as well as the Duluth Chamber, Hermantown Chamber, and others. Our longtime support for regional infrastructure and economic growth, our longevity within this community, and our work with you is a testament to our investment and care. We are true advocates for DAA, Duluth, and the region.

PRIMARY CONTACTS

Shawn McMahon, PE

651.765.2921 direct | 651.925.7541 cell
smcmahon@sehinc.com

Kaci Nowicki

651.490.2085 direct | 651.894.2508 cell
knowicki@sehinc.com

PRIMARY OFFICE LOCATIONS

3535 Vadnais Center Drive | St. Paul, MN 55110
418 W. Superior Street, Suite 229 | Duluth, MN 55802
sehinc.com

YOU'RE GETTING THE SAME TRUSTED, HOMETOWN TEAM

In addition to retaining Burns & McDonnell as our electrical engineering partner, we've supplemented our team to include Miller Dunwiddie based on your upcoming architectural needs. We have also teamed with a variety of other subconsultants including Braun Intertec, Decomm Aviation Consulting, AERO Systems Engineering, End Point Solutions, Barr Engineering, and ProSource Technologies, as well as Disadvantaged Business Enterprise (DBE) partners including PE Services, The Design Group, Duluth Archaeology, 106 Group, and Martinez Geospatial. We'll call upon these partners to provide special expertise as needed to help you meet project goals.

LOOKING FORWARD

We're making the same commitment to you as we have for the last number of years. Our group will continue to provide you with exactly what's needed – responsive, locally committed, politically connected, proven technical competence in engineering, planning, architectural, and environmental projects. We pair these industry-leading skills with time-tested FAA and agency relationships at a cost-competitive advantage to always provide DAA with the best possible value.



"We will continue to serve as your true business partner, advocating for DAA's



best interests and the vital role you serve for the economic growth of this community and the region."



Firm and Team History

COMPREHENSIVE ABILITIES

BEYOND TECHNICAL ACUMEN –

WE'RE YOUR

BUSINESS PARTNER

SEH is a **100% employee-owned company** providing engineering, architectural, planning, and environmental services to public and private clients throughout the country. Our more than **800 employee-owners** are simplifying the world's complex challenges by improving mobility, designing better places, engineering clean water, and renewing infrastructure.

LOCAL EXPERIENCE

OUR HISTORY IN DULUTH AND THE REGION

SEH has been a project partner with the DAA, providing engineering and environmental consulting services since 2007. During that time we have successfully completed significant infrastructure projects at both DLH and DYT. We've effectively worked through immense challenges, from the initially controversial runway realignment at DYT, the ability to capture \$6.6 million in special legislative funding to pay for necessary improvements to critical pavements at DLH and DYT, to successfully completing year after year of large discretionary project improvements. From large and complex projects, such as Taxiway A reconstruction, to day-to-day guidance such as instrument approach procedure coordination and stormwater pollution prevention plans, SEH has consistently provided timely and expert guidance.

SEH has been delivering professional planning, architecture, and engineering services to the City of Duluth and area communities and counties for more than 50 years. Our work in the region ranges from flood stabilization projects, bridges and trails, to major highway and street reconstruction projects, to county-wide sustainability planning. SEH is engaged in the community: the home to both DLH and DYT.

SEH's team members assisted the Duluth Airport Authority in their triennial exercise by volunteering their time to provide a realistic scenario for emergency responders to react to a significant event.



SHORT ELLIOTT
HENDRICKSON INC.

Founded in
1927

HAS GROWN TO



EMPLOYING

800+

engineers, architects,
planners, scientists, and
talented professionals

WHO WORK
TOGETHER TO SERVE

4 market areas: mobility,
better places, clean water,
and renewing infrastructure



AN IMPRESSIVE

120+
airports have been served

OUR

30+ aviation
staff are



100% dedicated
to airports

THIS INCLUDES:

22+ aviation engineers and
technicians and **9** planners,
10 are licensed pilots

AVIATION QUALIFICATIONS

SEH provides a full range of aviation administrative, architectural, planning, environmental, design, and construction services. **This comprehensive experience underscores our ability to provide DAA the full range of services and expertise to address all items within your Capital Improvement Program (CIP).**

AIRPORT ENGINEERING AND CONSTRUCTION

The SEH airport design team works exclusively on airports. Our design process is comprehensive, inclusive, thorough, and followed up with a robust quality control review process to enable project success and minimize surprises during construction. Some examples of what this looks like to you include timely submittals of design documents for DAA review, meeting with key stakeholders to minimize impacts during construction, such as a tenant or the Air Traffic Control Tower (ATCT) to discuss phasing, and routine coordination with funding partners such as the FAA, MnDOT, and the 148th Fighter Wing.

DESIGN SERVICES

- Airfield/landside design and construction management
- Runway and taxiway design and construction
- Pavement design
- Pavement management and rehabilitation programs
- Cost estimating
- Airfield security and wildlife fencing
- Security gates
- Construction safety and phasing plans
- Airfield signs, lighting, and navigational aids (NAVAIDs)
- Mass grading drainage projects
- Access roads, parking, and ramps
- Land surveying
- Surface water/wastewater
- Solid waste management
- Project management
- Meeting coordination and documentation
- Project assessments, alternative analyses, and cost-benefit analyses
- Bidding and contract management
- Independent fee estimates
- Part 139 and Air Traffic Control Tower coordination

AIRPORT CONSTRUCTION AND INSPECTION

SEH provides qualified on-site resident project representatives (RPRs) for both airside and landside airport projects. We believe this firsthand involvement is the best way to ensure the quality of the constructed airport improvements. We develop our RPR team through a mix of internal and external training specific to construction operations on and around airports so they can be well-suited and qualified to complete your essential and critical project improvements. Specific tasks SEH RPRs will engage on for airport projects include:

- Project management
- Construction meeting management
- Weekly status reporting, including daily observation summaries
- Timely project documentation
 - Material submittals and shop drawing reviews
 - Testing reports
 - As-built/record drawings
- Material testing and conformance with FAA and State specifications
- Special inspection capabilities, including structural, mechanical, and electrical
- Contract award, compliance, and documentation
- Change order analysis and approvals
- Complex safety and phasing assessments and execution
- Post construction Part 139 inspections
- Warranty documentation and inspections
- Drone services to support construction inspection operations



Many of our team members are pilots which gives us a unique blend of both user and technical perspective to help reach our clients' airport goals.



SEH RPR team members Chelsea and Ron perform inspection services on a full runway reconstruction at a commercial service airport.

AIRPORT PLANNING

For more than 30 years, SEH's aviation team has provided solutions to complex airport planning issues and public involvement needs. Over the past 15 years, the aviation team has completed more than 150 airport planning studies nationwide. From this experience, we have built a solid reputation for comprehensive and inclusive airport planning at the local, state, and regional level. Our airport planning team can integrate airfield, airspace, terminal area, and landside planning into a cohesive and comprehensive plan for your community. From start to finish, SEH provides decisive guidance leading to successful adoption and realistic project implementation. We provide a broad range of specialized airport planning and environmental services, including:

- Airport master planning
- Airport Layout Plan (ALP) drawings
- Stormwater drainage plans
- Statewide and regional system planning
- Environmental studies, worksheets, assessments, and impact statements
- Geographic information system (GIS) database and mapping
- Public outreach and stakeholder engagement
- Project justification studies
- Airport Capital Improvement Program (ACIP) updates and implementation plans
- Feasibility studies/site evaluations
- Aircraft/airport operations forecasting
- Rotorcraft/heliport planning
- Airspace analysis
- NAVAIDs siting/installation
- Terminal area and fixed base operator (FBO) planning
- Surface transportation planning
- Financial analysis
- Marketing and business plans
- Economic impact studies
- Zoning and regulatory ordinances
- Legislative and congressional liaison
- Essential Air Service (EAS) coordination
- Passenger Facility Charge (PFC)

ARCHITECTURAL

At SEH, we see architectural design as an opportunity to improve the way people interact with one another and our environment. We see an opportunity to unite form and function, style and durability, and beauty and purpose in ways that support our clients' needs.

Our team is comprised of individual architectural planners and designers who have 10, 20, or more years of experience working directly with and for airports, and we use this experience to deliver responsible cost control, thoroughly detailed drawings, appropriate materials and design, and innovative, forward-thinking solutions.

Our aviation experience includes design and construction of terminal buildings, arrival/departure buildings, open bay hangars, T-hangars, snow removal equipment (SRE) buildings, ATCT facilities, and Aircraft Rescue and Fire Fighting (ARFF) facilities.

ENVIRONMENTAL

SEH provides the full range of services and experts necessary to evaluate the required impact categories and produce environmental documentation to meet regulatory requirements. Our environmental staff works closely with our aviation team on all aviation projects, from master plan environmental overviews and environmental assessments (EA), to delineating wetlands and areas of protected species during construction. Our environmental staff has the aviation knowledge needed to complete all environmental reviews to FAA and state standards. We understand the environmental documentation process is critical to your budget and schedule. Our proven knowledge and experience working on Phase I and II Environmental Site Assessments (ESA), Environmental Impact Statements (EIS), EAs, and more will help you complete any environmental documentation process accurately, efficiently, and on time.



WHEN PREPARING NATIONAL ENVIRONMENTAL POLICY ACT (NEPA)/ENVIRONMENTAL ASSESSMENTS, SEH:

- Initiates early input from stakeholders and agencies
- Develops and evaluate alternatives
- Identifies and assesses potential impacts, "fatal flaws," and benefits
- Develops least environmentally damaging and practicable alternatives and solutions
- Develops mitigation strategies and solutions that include impact avoidance, minimization, and replacement
- Facilitates buy-in and successfully resolves conflicts

TECHNOLOGY INNOVATION

Our past project experience is a clear demonstration of our technical ability to complete any project that arises for your airport. You can also expect that we'll introduce you to new ways to leverage technology to benefit your projects. Following are a few examples.

Drones: The unmanned aircraft system (UAS) Industry is rapidly growing and continually providing new tools to aid in planning, inspection, and design. SEH is leveraging this technology. Some examples include:

- Aerial imagery to be used in pre-planning or design plan sets
- Project inspections to monitor and document construction activities and work progress. This includes aerial 360 panoramas flown at consistent locations throughout project construction to offer a unique perspective of the project's progress.
- Project videos that illustrate visual progress of projects to general public and to project partners
- Obstruction analysis or management of obstacles surrounding airport approach surfaces as opposed to traditional survey methods, providing more data than previous methods to better understand present and future issues
- Remote sensing wetland delineations
- UAS-based lidar capable of producing site topography data at accuracies that can be used for both project planning and design



SEH has utilized drones to gain project

efficiency and support construction

observation at both DLH and DYT. Recently,

drones were successfully used to evaluate

obstructions and the Runway Safety Area

(RSA) on Runway 3/21.

Project Website: We have experience with hosting GIS data on project websites to promote project information sharing and outreach. Users have the ability to log in to get project updates on construction progress or specific key milestone status.

Visualizations: Every project begins with a vision. It's that vision that serves as a building block for the projects we create. To get to that vision, it's important we have the same understanding. That's where visualization comes in.

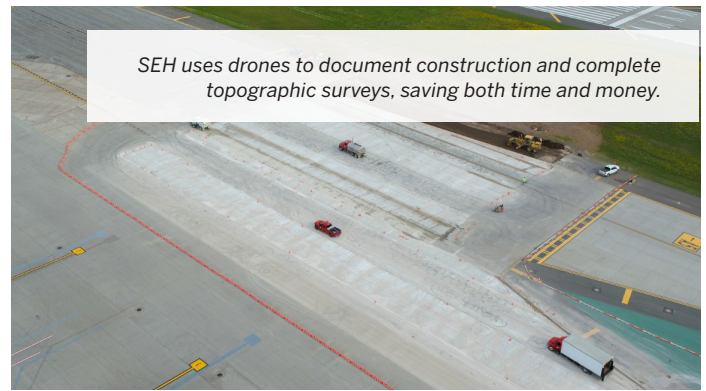
We help stakeholders and decision-makers get a full understanding of what a project will look like from the beginning and keep them in the know through the life of the project. Immersive 3D environments, renderings, animations, and more help projects come to life.



SCAN or CLICK
this QR Code

to learn more about our
visualization capabilities

GIS Software: To promote project efficiencies for project managers, field staff, and clients, we utilize real time data collection and data sharing utilizing Esri GIS software platforms throughout construction. Our field staff can provide daily updates the moment they upload the data to project team members and clients. For example, we can be in a meeting and pull up a live feed video and real time field construction notes of a construction activity to better facilitate discussions. It's important, when working on time-sensitive airfield projects, that the project team and partners all have an understanding of how their project is progressing. We feel this platform will allow us to provide more efficient construction management practices.



STAKEHOLDER ENGAGEMENT SERVICES

A key component of any project is engaging the right stakeholders at the right time in the right way. We place a high value on quality engagement and know a successful stakeholder engagement plan must represent the needs and desires of the many diverse interest groups for a project. We work with stakeholders to not only inform, but also allow opportunity to provide input on impacts that affect how each stakeholder or stakeholder group uses the airport. This strategy minimizes controversy and opposition and sets up the project for success.

We also recognize that there is no single technique that works in all situations. No single method can build the understanding and support a project needs to succeed. The timing and execution of our various techniques are identified specifically for the unique needs of each project through the core of our approach: a thorough and adaptable public involvement plan.

- ✓ Stakeholder engagement plans
- ✓ Project websites
- ✓ Esri Story Maps
- ✓ 3D models
- ✓ Project animations and visualizations
- ✓ Newsletters
- ✓ Surveys
- ✓ Interpretation services
- ✓ Virtual meetings and open houses
- ✓ Workshop, charrette, open houses, and pop up meetings



SCAN OR CLICK

QR Code

to learn how videos have been key to engagement during construction.

We shared project information

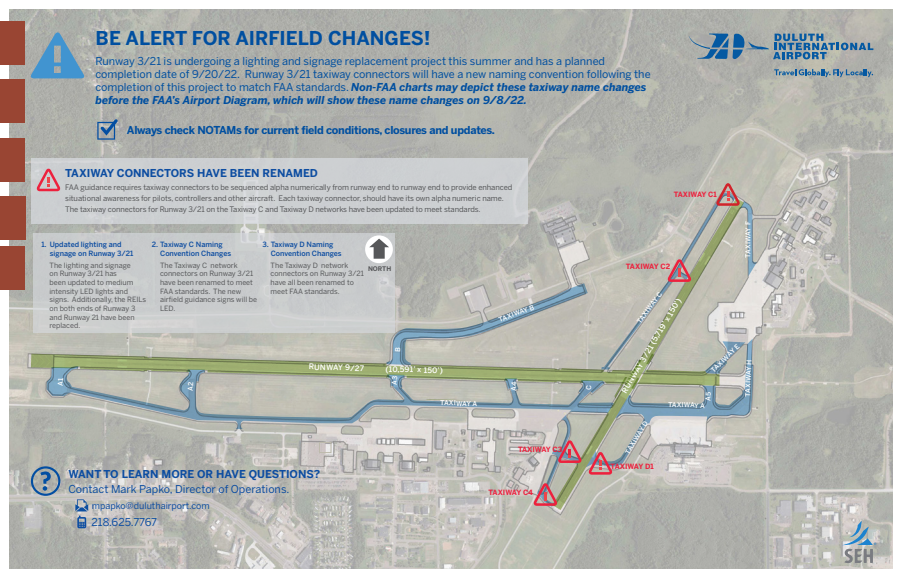
throughout the Runway 3/21

Replacement project, using easy

to understand project flyers

and handouts.

This airfield changes overview flyer and poster was used throughout the airfield to share upcoming airfield changes once construction was complete. This messaging was key to increasing airfield safety and pilot situational awareness post-construction.



KEY SUBCONSULTANT OVERVIEW

BURNS & MCDONNELL

is a full-service engineering, architecture, construction, environmental, and consulting solutions firm. Their staff of 7,000 includes engineers, architects, construction professionals, planners, estimators, economists, technicians, and scientists, representing virtually all design disciplines. They plan, design, permit, construct, and manage facilities all over the world, with one mission in mind: make their clients successful.



MILLER DUNWIDDIE is a full-service architecture firm based in Minneapolis, Minnesota. Since their founding in 1963, their employee-owners have been committed to crafting places that span generations. Whether rehabilitating a small historic structure in a rural township or shaping a new public space for millions of travelers in the urban core, they are guided by the same core conviction: doing it right will make it last.

AVIATION INDUSTRY EXPERIENCE

Burns & McDonnell has partnered with aviation clients since the 1940s, equipping their design and construction teams to get any airport project off the ground. Burns & McDonnell uses an integrated physical/financial approach to ensure that recommended actions are feasible, affordable, meet financial requirements, and deliver inspired design. More than ever before, 21st-century airports must address a wide range of issues in much the same way that cities do. Airports face planning, infrastructure, security, funding, and quality-of-service issues daily. These demand creative solutions that make a positive impact on passengers, air carriers, airport tenants, cargo handlers, airport neighbors, community groups, business organizations, local/regional governmental agencies, and elected officials.

DLH EXPERIENCE

Burns & McDonnell also has significant experience at Duluth. Over the past five years as our electrical engineering partner, they have provided technical engineering on runway lighting systems, guidance signs, navigational aids, vault system improvements, and coordination with the 148th on separation of DAA and military lighting systems and controls. Outside of the airfield environment, they provided electrical and communication expertise on the airfield perimeter fencing and gate project. And not only has Burns & McDonnell teamed with SEH over the last five years, they have deep-rooted history at the airport, having been the electrical engineer on many projects in the 1990s and 2000s.

AVIATION INDUSTRY EXPERIENCE

Aviation has been one of their core markets for over 56 years with over 1,000 aviation projects completed. Their dedication to providing the highest possible customer service is demonstrated by their long-term clients, such as the Metropolitan Airports Commission (MAC), who has continued to select Miller Dunwiddie to provide ongoing services for a wide range of projects including terminals, auto rental facilities, parking structures, ARFFs, maintenance facilities, and several aviation facilities. Miller Dunwiddie has completed projects directly for airlines including Delta (Northwest), United (Continental), Sun Country, and Southwest.

They have a full understanding of the challenge of phasing and completing complex airport projects within the context of an airport environment and within occupied buildings while maintaining operations and passenger safety.

Their team also understands FAA, Transportation Security Administration (TSA), and the U.S. Customs and Border Protection (CBP), as well as other unique airport requirements including AIP and Passenger Facility Charge (PFC) funding.

Miller Dunwiddie is prepared to support SEH and DAA on the numerous potential architecture projects proposed at DLH. The project team brings countless hours of airport architectural experience to provide unique and sound solutions for DLH's terminal, building, and hangar needs.

DLH EXPERIENCE

Miller Dunwiddie has been supporting the SEH team on several projects at DLH including the terminal seating study and Federal Inspection Services (FIS) facility improvements.

LANDRUM & BROWN is a global aviation consulting firm with airports at the core of their DNA. They bring passion and creativity to solve the most complex global aviation challenges with the potential to enhance the world. With over 140 personnel and 20 offices in 6 countries worldwide, Landrum & Brown (L&B) provides ample technical breadth, depth, and capacity to address every facet of aviation consulting.



AVIATION INDUSTRY EXPERIENCE

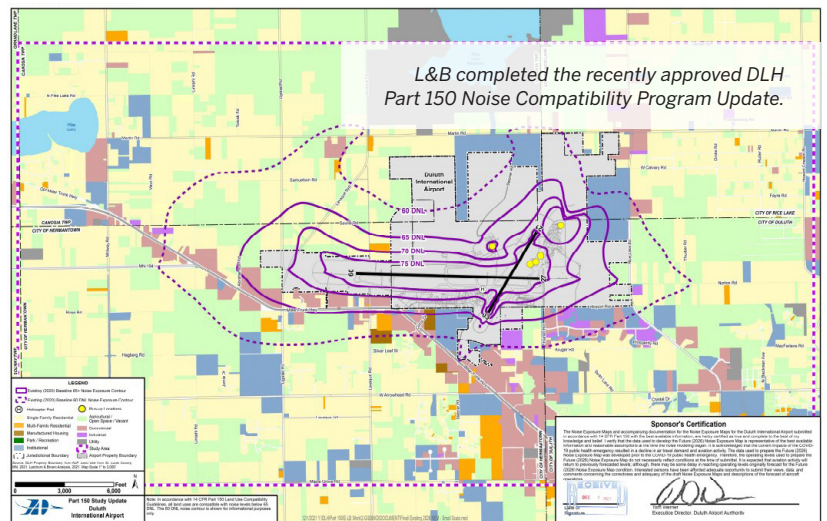
Serving airports and other aviation clients for more than 70 years across all seven continents, their aviation consulting practice includes both planning and development services that span activation planning, airfield and airspace, business and finance, commercial development, environmental, ground transportation, master planning and strategy, terminal planning, and design.

Over the last four decades, one of the most important issues facing airports is the increasing requirement to fulfil environmental regulations and permits, as well as demonstrate leadership in reducing the environmental impact of the airport. L&B has earned a reputation as one of the most well respected and successful aviation environmental firms in the world.

L&B has global experience preparing documents that satisfy environmental laws and requirements set forth by funding entities, ensuring their clients' projects obtain the necessary approvals to move from being a plan to implementation.

The Environmental Service Line focuses on NEPA approvals, land use planning on and near airports, stakeholder outreach support, airport noise analysis, noise abatement planning, noise office support, planning for climate change, air quality analysis, and airport sustainability.

- Environmental impact statements
- Environmental assessments
- Airport noise and land use studies
- Airport sustainability plans
- Noise office support
- Acoustic and sound analysis
- Air quality studies
- Water quality studies



ADDITIONAL SUBCONSULTANTS

- Braun Intertec (Duluth, MN)
- Decomm Aviation Consulting (Minneapolis, MN)
- PE Services (St. Paul, MN) **DBE**
- AERO Systems Engineering (St. Paul, MN)
- The Design Group (Chisholm, MN) **DBE**
- Martinez Geospatial (Eagan, MN) **DBE**
- Duluth Archaeology (Duluth, MN) **DBE**
- 106 Group (St. Paul, MN) **DBE**
- End Point Solutions (Franklin, WI)
- Barr Engineering (Minneapolis, MN)
- ProSource Technologies (Minneapolis, MN)
- TKDA (St. Paul, MN)

DISADVANTAGED BUSINESS ENTERPRISE UTILIZATION

The SEH team includes five subconsultants meeting the disadvantaged business enterprise (DBE) qualification requirements. PE Services is available to provide construction administration services. The Design Group will provide electrical and mechanical design. Martinez Geospatial (Martinez) will assist in geospatial survey tasks and airspace analysis. The 106 Group and Duluth Archaeology will conduct cultural resources assessments. Both Martinez and 106 Group have supported SEH in aviation services to our clients for over 10 years, including work at DLH and DYT.

TEAMWORK PHILOSOPHY – WORKING WITH LOCAL, STATE, AND FEDERAL AGENCIES

SEH has worked with airports across the state of Minnesota, the Minnesota Council of Airports (MCOA), the local FAA Airport District Office, MnDOT Office of Aeronautics, and other important regulatory agencies for more than 30 years. Over this time, our team of experts have completed virtually every type of airport development project for commercial service, reliever, and general aviation airports with our clients. Currently we serve over 40 airports in Minnesota and, as a result, we have extensive knowledge of the current laws, Federal Aviation Regulations, Advisory Circulars (AC), FAA Orders and Handbooks, Minnesota statutes, and MnDOT Aeronautics guidelines and policies only applicable to Minnesota airports. Our approach to working with local, state, and federal agencies is simple: **We build trust and collaboration through our quality work, open and transparent communication, and responsiveness.**

SEH has also worked with other federal agencies that have a role in aviation projects, such as the Transportation Security Administration (TSA), General Services Administration (GSA), and the U.S. Customs and Border Protection (CBP). Our work with commercial service airports on terminal projects across the country has enabled us to establish relationships with TSA, GSA, and CBP officials, as well as have a working knowledge of regulatory policies and procedures for each agency.

Aviation projects are far-reaching, and often we engage with other regulatory agencies and third party stakeholders outside of the aviation spectrum. Action or delay from an agency can have a major impact on a project's timely completion. Maintaining an

open line of communication with agency representatives and key third-party stakeholders keeps all parties informed of progress to keep a project on track. **As a multidisciplinary Minnesota-based firm involved in various environmental, transportation, civil engineering, municipal, and architectural projects, we interact with these agencies on nearly a daily basis.**

We have established relationships with federal and state agencies such as the U.S. Army Corps of Engineers (USACE), MNDNR, MN Board of Water and Soil Resources (BWSR), Minnesota Pollution Control Agency (MPCA), and others. We use these relationships and our knowledge of agency policy and regulations to keep our projects moving forward.

On a local level, our SEH Duluth office works hand-in-hand with several agencies and stakeholders in and around the City of Duluth, St. Louis County, and the northeast Minnesota region. The projects we help advance and construct frequently include partnerships with City officials in Duluth and surrounding communities. Our work at DYT has included significant public outreach, helping us to develop transparent and collaborative relationships with the Park Point Community Club, the Duluth Tree Commission, and the Duluth Planning Commission. Over the past seven years, we have successfully built similar relationships with the stakeholders at DLH. We are rooted in this community, and the local relationships we have with community officials attest to that.

**OUR EARNED TRUST,
TRANSPARENCY,
RESPONSIVENESS,
AND COLLABORATIVE
RELATIONSHIPS ARE
KEYS FOUNDATIONS
TO HOW WE
SUCCESSFULLY
DELIVER PROJECTS.**



ABILITY TO MEET SCHEDULES AND BUDGETS

Establishing and adhering to a strict project schedule and budget will be important for the success of your upcoming projects. The planning, design, and construction projects presented below are directly related to the types of upcoming projects at DLH and DYT. These recent projects demonstrate our ability to develop and meet project deadlines, schedules, and budgets.

Unmatched expertise at a great value.

SEH consistently comes in within range of independent fee evaluation for our design, administration, and planning fees.

ABILITY TO MEET SCHEDULE AND BUDGET – COMPLETED PROJECTS

AIRPORT	DESCRIPTION	COST	TIME INVOLVED	ON SCHEDULE/ ON BUDGET
Baudette International	Runway Reconstruction	\$4,700,000	60 days	✓
Baudette International	Hangar Reconstruction	\$1,200,000	6 months	✓
Duluth International	Runway 9/27 Reconstruction, Phase 3	\$10,850,000	3 months	✓
Duluth International	Access Road Repair	\$125,000	7 days	✓
Duluth International	Master Plan, Noise Study, Exhibit A	\$1,200,000	18 months	✓
Duluth Sky Harbor	Environmental Assessment (Phases 1, 2, and 3) and ALP	\$1,600,000	7 years	✓
Falls International	Phase 1, Runway 13/31 Reconstruction	\$3,707,000	2 months	✓
Falls International	Phase 2, Taxiway A	\$11,500,000	120 days	✓
Falls International	Phase 3, Center Section	\$12,200,000	120 days	✓
Fergus Falls Municipal	Runway 17/35 and Taxiway B Reconstruction	\$700,000	45 days	✓
Flying Cloud	Phase II Environmental Site Assessment	\$12,200	6 months	✓
Glencoe Municipal	Runway Reconstruction and Lighting Replacement	\$1,200,000	60 days	✓
Glencoe Municipal	Environmental Assessment	\$118,900	1 year	✓
Grand Rapids/Itasca County	Runway Reconstruction	\$4,700,000	70 days	✓
Highmore Municipal	Environmental Assessment	\$59,400	1 year	✓
Highmore Municipal	Parallel Taxiway Construction	\$735,290	45 days	✓
Longville Municipal	Apron Reconstruction	\$275,000	30 days	✓
Lynchburg Regional	Apron Expansion - Design	\$48,700	6 weeks	✓
Minot International	Runway Rehabilitation	\$300,000	7 days	✓
Montevideo-Chippewa County	T-Hangar Construction	\$550,000	6 months	✓
Red Wing Regional	Apron Reconstruction	\$300,000	45 days	✓
Red Wing Regional	Runway and Taxiway Crack Repair	\$29,700	4 days	✓
Rush City Regional	Runway Reconstruction	\$900,000	60 days	✓
St. Paul Downtown	Joint and Crack Repairs	\$99,000	1 week	✓
St. Paul Downtown	Taxiway Reconstruction and Lighting Replacement	\$1,300,000	75 days	✓
Staples Municipal	Hangar Construction	\$450,000	120 days	✓
Tower Municipal & Seaplane Base	Runway Reconstruction	\$800,000	60 days	✓
Wadena Municipal	Airfield Perimeter Fence	\$600,000	60 days	✓

TEAM ORGANIZATION

TEAM FAMILIARITY | DEPTH OF RESOURCES | AVAILABILITY AND COMMITMENT

There is no doubt that SEH is committed to serving DLH and DYT. Our key project team members, led by Shawn McMahon and Kaci Nowicki, are familiar to you and bring stability while relying on expert resources from SEH and our subconsultants, who bring value and efficiency for specific tasks as needed. This core team is supported by a dedicated team of professionals who are available and committed to successful outcomes for all the projects on your five-year plan. **Our aviation team continues to grow, adding eight team members in the past 12 months. We are staffed and have the capacity to complete your projects.** In addition to the team shown here and detailed in the subsequent pages, SEH can call upon a host of multidisciplinary technical professionals to address virtually any issue that may arise.

KEY TEAM LEADERSHIP

Duluth Airport Authority

Duluth International Airport and Sky Harbor Airport



Shawn McMahon

Engineering and Construction
Senior Manager/Principal



Kaci Nowicki

Planning and Environmental
Senior Manager/Principal



Scott Sannes

Funding, Political Engagement,
Community Involvement, and
Public Relations/Principal

SEH PROJECT MANAGEMENT TEAM

Adinda Van Espen | Engineering Project Manager
Jarrod Nelson | Engineering Project Manager
Ryan Falch | Engineering Project Manager

Matt Stewart | Planning Project Manager
Natalie White | Environmental Project Manager

SEH AVIATION STAFF

Jake Stiebler | Design and Construction Engineer
Lindsay Reidt | QA/QC Lead, Airfield Electrical Specialist
Allison Andrashko | Design Engineer
Kyle Nelson | Design and Construction Engineer
Liya Zhuo | Design Project Engineer

Tom Henry | Construction Representative
Jacque Zirbes | Planner, PFC Specialist
Chris Brett | Planner
Korissa Klein | Planner
Stan Barnett | Designer

SEH MULTIDISCIPLINED SPECIALISTS

Jennifer Force | Environmental Scientist
Jeremy Walgrave | Water Resources Engineer
Chris Larsen | Survey
Spencer Cossalter | Water Resources Technician
Brian Bergstrom | Architect
Elliott Allen | Geologist, Drone Pilot
John Thayer | Natural Resources Scientist

Chad Westbrook | Electrical Engineer
Nick Brula | Mechanical Engineer
Ariel Christenson | Structural Engineer
Kristin Proski | Funding Specialist
Matt Bolf | Municipal Engineer
Bailey Nelson | Drone Pilot, Biologist
Emily Honerbrink | Graphic Design, Visualization

PRIMARY SUBCONSULTANTS

Paul O'Gorman | Burns & McDonnell – Airfield Electrical
Derek Bruemmer | Burns & McDonnell – Airfield Electrical
Alan Hass | Landrum & Brown – Acoustical Engineer, Noise Mitigation

Eric Seavey | Landrum & Brown – Acoustical Consultant, Noise Mitigation
Jesse Baker | Landrum & Brown – Technical Advisor
Greg Hulne | Miller Dunwiddie – Architectural

ADDITIONAL SUBCONSULTANTS

Braun Intertec | Geotechnical Investigation & Material Testing
Decomm Aviation Consulting | Financial
PE Services | Construction Administration (DBE)
Aero Systems Engineering | Passenger Boarding Bridge Design
The Design Group | Mechanical/Electrical (DBE)

Martinez Geospatial | AGIS (DBE)
Duluth Archaeology | Cultural Resources (DBE)
106 Group | Cultural Resources (DBE)
End Point Solutions | Fuel System Engineering
Barr Engineering | Airfield Electrical
ProSource Technologies | Land Acquisition Services
TKDA | Electrical Design and Gate Planning

Voluntary Disclosure of Business Relationship

SEH maintains a business relationship with Duluth Airport Authority board member Jeff Anderson who provides consulting services to the firm. Mr. Anderson has disclosed this relationship to the Executive Director and abstains from voting on matters related to SEH contracts.

The specific licenses and credentials of the team members are described in the personnel and/or resume section of this document.

ICONS ARE ASSOCIATED WITH THE CATEGORY OR CATEGORIES FOR WHICH EACH TEAM MEMBER WILL BE INVOLVED.



Architectural Design Services



Civil Engineering and Land Surveying Services



Environmental (and Noise Mitigation) Consulting Services



Capital Financial Consulting Services



Project and Construction Management Services



Planning Consulting Services



Political Engagement, Community Involvement and Public Relations



21

YEARS OF EXPERIENCE



EDUCATION

Master of Science-Infrastructure Systems Engineering
University of Minnesota-Minneapolis

Bachelor of Science-Civil Engineering
University of Minnesota-Minneapolis



REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN, IA, SD, VA, WI

Multi-Engine, Instrument Flight Instructor Rating;
Airline Transport Pilot Certificate; Commercial
Certificate; Instrument Rating; Multi-Engine Rating
FAA



PROFESSIONAL ASSOCIATIONS

Education and Accreditation Committee Member,
Airport Consultant Council (ACC)



HIS APPROACH TO PLANNING AND ENGINEERING IS GENIUS.

NO MATTER THE PROJECT, THEY ARE TRULY A COLLABORATIVE TEAM AND CONSISTENTLY HAVE THE RIGHT PEOPLE AT THE TABLE TO MAKE INFORMED DECISIONS QUICKLY.

THOR EINARSON | AIRPORT MANAGER,
FALLS INTERNATIONAL AIRPORT

SHAWN MCMAHON PE

ENGINEERING SENIOR MANAGER/PRINCIPAL

Shawn leads SEH's airport planning and design practice. He is a project manager experienced in design and construction of airport infrastructure projects including runways, taxiways, aprons, hangars, airport buildings, and NAVAIDs. Shawn is also the chief corporate pilot for SEH. He flies a twin engine Piper Navajo and a Beechcraft King Air 200 to support clients' needs. He has over 5,000 flight hours, most of which come from six years of service in the U.S. Air Force as a C-17A Globemaster Instructor Pilot. Together, these experiences allow Shawn to bring unique perspective, expertise, and experience to his project management and design, providing the team with a balanced technical approach.

OPERATIONS-FOCUSED WITH A PILOT'S PERSPECTIVE

Shawn will be the senior manager for all engineering-related projects and will be responsible for client and agency communication, project design and delivery, construction administration, and budget and schedule oversight. He will also lead agency and public coordination efforts. Shawn will be responsible for all quality leadership, accountability, and QA/QC of engineering and architectural deliverables.

SELECT PROJECT EXPERIENCE

- Hangar Apron Design, Lynchburg Regional Airport – Lynchburg, VA
- T Hangar Design and Construction, Richard B. Helgeson Airport – Two Harbors, MN
- Multi-bay Hangar Design and Construction, Baudette International Airport – Baudette, MN
- Cargo Hangar Design Funding Strategy, Thief River Falls Regional Airport – Thief River Falls, MN
- Taxiway A Reconstruction Duluth International Airport – Duluth, MN
- Runway 9/27 Reconstruction, Duluth International Airport – Duluth, MN
- Runway 13/31 and Taxiway A Reconstruction, Falls International Airport – International Falls, MN



16

YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Business Administration-Airport Management
University of North Dakota-Grand Forks

Bachelor of Arts-Spanish
University of North Dakota-Grand Forks



REGISTRATIONS/CERTIFICATIONS

Private Pilot, FAA



PROFESSIONAL ASSOCIATIONS

Certified Member, American Association of Airport Executives

Advocacy Committee and Planning and Environmental Committee Member, Airport Consultant Council



**HER STRONG
RELATIONSHIPS WITH FAA
LAID THE GROUNDWORK
FOR SEVERAL SUCCESSFUL
PLANNING EFFORTS. THE DAA HAS
REALIZED SUBSTANTIAL BENEFITS
FROM SEH'S UNIQUE AND SOUND
PLANNING APPROACH.**

TOM WERNER | EXECUTIVE DIRECTOR,
DULUTH AIRPORT AUTHORITY

KACI NOWICKI

PLANNING AND ENVIRONMENTAL
SENIOR MANAGER/PRINCIPAL

Kaci has built a strong resume managing and developing complex airport master plans, environmental documents, ALPs, and state system plans. Her project management skills have consistently delivered airport planning and environmental projects on time and on budget. Most notably, she managed a complex EA for the Sky Harbor Airport in Duluth, resulting in a successful Finding of No Significant Impact to allow for much needed airport improvements, and an award-winning triggering event master plan in International Falls. Kaci is experienced in all phases of airport environmental documentation and planning including master plans, ALPs, NEPA requirements, site selection studies, noise modeling, activity forecasts, airport zoning and land use planning, and public involvement processes. She has been the project manager or lead planner on dozens of master planning projects over the past 16 years.

FORWARD-THINKING, STRATEGIC AND INNOVATIVE

Kaci will be the senior manager for all planning and environmental-related projects and will be responsible for client and agency communication, project delivery, and budget and schedule oversight. She will be responsible for all quality leadership, accountability, and QA/QC of planning and environmental deliverables. Kaci will also work with Shawn to lead funding strategy and agency and public coordination efforts.

SELECT PROJECT EXPERIENCE

- Master Plan, Duluth International Airport – Duluth, MN
- Master Plan, Williston Basin International Airport – Williston, ND
- Triggering Event Master Plan, Falls International Airport – International Falls, MN
- Triggering Event Master Plan, Duluth International Airport – Duluth, MN
- Master Plan and ALP, Thief River Falls Regional Airport – Thief River Falls, MN
- Master Plan, Chamberlain Municipal Airport – Chamberlain, SD
- Master Plan and ALP, Grand Rapids/Itasca County Airport – Grand Rapids, MN
- Triggering Event Master Plan, South St. Paul Municipal Airport – St. Paul, MN
- Environmental Assessment, Sky Harbor Airport – Duluth, MN
- Environmental Assessment, Falls International Airport – International Falls, MN

SCOTT SANNES PE

POLITICAL ENGAGEMENT, COMMUNITY INVOLVEMENT,
FUNDING, AND PUBLIC RELATIONS/PRINCIPAL

Scott is a client service manager and project manager based in the SEH Duluth office with extensive experience working on a wide variety of public and private projects, both as an agency employee and professional consultant. His expertise includes the management of all aspects of municipal, transportation, and industrial projects from inception to completion. Scott's role will focus on the non-technical elements including public involvement strategy, political engagement efforts, funding, and agency relations.

EXPERIENCE

- Runway 9/27 Reconstruction, Phase 1-3, Duluth International Airport – Duluth, MN
- Master Plan Public Involvement, Duluth International Airport – Duluth, MN
- Environmental Assessment, Sky Harbor Airport – Duluth, MN
- Miller Trunk Highway, London Road Corridor, I-35/I-535 Interchange – Duluth, MN
- Legislative Direct Appropriation, Duluth Airport Authority – Duluth, MN



36
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Civil Engineering
University of Minnesota-Twin Cities



REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN and MI



PROFESSIONAL ASSOCIATIONS

American Public Works Association,
Member

American Society of Civil Engineers,
Member

Minnesota Surveyors and Engineers
Society, Member

ADINDA VAN ESPEN PE

ENGINEERING PROJECT MANAGER

Adinda is a professional engineer with experience as an airport infrastructure project manager for design and construction improvements. She draws on a strong technical background to lead design efforts and delivers clear and concise communication, project completion, and customer service for airports and communities. Adinda has been the lead engineer working at the Fort McCoy Airport near Sparta to address military needs at the airfield. Adinda led the design process, cost estimating, and the creation of the plans and specifications. She also has a wide variety of experience in construction supervision, most recently leading the construction administration of Taxiway A Reconstruction Phase 1 and Runway 3/21 lighting replacement at DLH.

EXPERIENCE

- Taxiway A Reconstruction Phase 1 Construction Administration, Duluth International Airport – Duluth, MN
- Runway 3/21 Lighting Replacement Construction Administration, Duluth International Airport – Duluth, MN
- Landside Pavement Assessments, Duluth International Airport – Duluth, MN
- Terminal Replacement, Glencoe Municipal Airport – Glencoe, MN
- Taxilane Reconstruction, Glencoe Municipal Airport – Glencoe, MN
- Taxiway A and C Realignment and Strengthening, Fort McCoy Airport – Sparta, WI
- Runway 12/30 Rehabilitation, Fort McCoy Airport – Sparta, WI



8
YEARS OF
EXPERIENCE



EDUCATION

Master of Science
Applied Science - Civil Engineering
University of British Columbia-
Vancouver, BC

Bachelor of Applied Science
Honours in Civil Engineering
University of Windsor - Windsor, ON



REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN, AL, CA,
FL, ID, NY, OH, OR, TX, WI, WY, ON



PROFESSIONAL ASSOCIATIONS

American Society of Civil Engineers,
Member

Society of Women Engineers, Member

JARROD NELSON PE, ENV SP ENGINEERING PROJECT MANAGER



Jarrold is a professional engineer with extensive experience providing engineering, project development, and project management for Midwest region airport construction projects in landside and airside environments. He has collaborated with airport clients, consulting firms, utility companies, contractors, and regulatory agencies to design efficient plans for construction of runways, taxiways, aprons, navigational aids, and utilities.

EXPERIENCE

- Taxiway A Phase 2, 3 and 4 Design, Duluth International Airport – Duluth, MN
- Midfield Ramp Reconstruction Phase 1, Duluth International Airport – Duluth, MN
- Runway Reconstruction, Falls International Airport – International Falls, MN
- Runway Rehabilitation, Minot International Airport - Minot, ND
- Airfield Drainage Improvements, Minot International Airport – Minot, ND
- Ranch Hangar Design, Duluth International Airport – Duluth, MN
- MSP SIDA Building Improvements, Delta Air Lines –Minneapolis, MN*
- Runway 3/21 Reconstruction, Sioux Falls Regional Airport – Sioux Falls SD*
- Tram System Upgrades Program, Minneapolis-St. Paul International Airport – Minneapolis, MN *
- Cowles Drive Reconstruction Phase I, Des Moines International Airport – Des Moines, IA *



27
YEARS OF
EXPERIENCE



EDUCATION

Master of Business Administration
University of Minnesota-Twin Cities

Bachelor of Civil Engineering
University of Minnesota-Twin Cities



REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN, IA, ND, SD



PROFESSIONAL ASSOCIATIONS

American Society of Civil Engineers, Member

** prior to joining SEH*

RYAN FALCH PE ENGINEERING PROJECT MANAGER



Ryan is a professional engineer, licensed drone pilot, and engineering project manager with experience supporting large scale, comprehensive airport design and construction projects. He manages reconstruction/rehabilitation of runways, taxiways, taxilanes, aprons, and parking lots. All of these projects required coordination between state agencies and the FAA as well as a diverse set of stakeholders. Since recently joining SEH, Ryan is working with the Thief River Falls Airport on their airfield lighting improvements and cargo apron expansion.

EXPERIENCE

- SRE Building, Sky Harbor Airport – Duluth, MN
- General Aviation Terminal, Fillmore County Airport – Preston, MN
- Airfield Lighting, Thief River Falls Regional Airport – Thief River Falls, MN
- Cargo Apron, Thief River Falls Regional Airport – Thief River Falls, MN
- Reconstruct General Aviation Apron, Burnett County Airport – Burnett County, WI *
- Replace Jet-A and 100-LL Fuel Systems, Alexander Field-South Wood County Airport – Wisconsin Rapids, WI *
- Runway 5/23 Reconstruction, Burnett County Airport – Burnett County, WI *
- Apron Expansion, Taxiway Construction and Runway 2/20 Overlay, Alexander Field-South Wood County Airport – Wisconsin Rapids, WI *



10
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Science
Civil Engineering
University of Minnesota-Duluth



REGISTRATIONS/CERTIFICATIONS

Professional Engineer in MN, VA, WI



PROFESSIONAL ASSOCIATIONS

American Society of Civil Engineers, Member



AWARDS

Ryan received the **Engineer of the Year Award** at the Wisconsin Aviation Conference in October 2022

** prior to joining SEH*

MATT STEWART

PLANNING PROJECT MANAGER



Matt is an airport planner who is responsible for research and data collection, alternatives development, comprehensive master planning, and airspace analyses. He collaborates closely with clients for various project needs. Matt has contributed to the inventory and facility requirements evaluation of multiple large scale general aviation and commercial service master plans and has led the preparation for several public involvement efforts. Additionally, Matt has over five years of airport operations, security, and ARFF experience as an Operations Officer at the Grand Forks International Airport, an Airport Security Coordinator at Richmond International Airport, and an Airside Operations Coordinator at General Mitchell International Airport in Milwaukee.

EXPERIENCE

- Taxiway A Reconstruction (All Phases), Duluth International Airport – Duluth, MN
- Master Plan, Duluth International Airport – Duluth, MN
- Building Area Master Plan and ALP, Sky Harbor Airport – Duluth, MN
- Runway Reconstruction, Falls International Airport – International Falls, MN
- Master Plan, Tower Municipal Airport – Tower, MN
- Master Plan, Williston Basin International Airport – Williston, ND
- Hangar 101 Environmental Assessment, Duluth International Airport – Duluth, MN
- Part 150 Noise Study, Duluth International Airport – Duluth, MN



8
YEARS OF
EXPERIENCE



EDUCATION

Bachelor of Business Administration
Airport Management
University of North Dakota-
Grand Forks

Bachelor of Science-Air Traffic Control
University of North Dakota-
Grand Forks



REGISTRATIONS/CERTIFICATIONS

Private Pilot, FAA



PROFESSIONAL ASSOCIATIONS

Certified Member, American
Association of Airport Executives

ACE Operations, American Association
of Airport Executives

Young Professionals Steering
Committee Member, American
Association of Airport Executives

NATALIE WHITE

PWS, CMWP

ENVIRONMENTAL PROJECT MANAGER



Natalie is a professional wetland scientist with extensive experience in wetland plant ecology, delineation, and review; monitoring and maintenance of vegetation in wetland restoration and mitigation projects; threatened and endangered species surveys; and the development of conservation management plans. She has worked with the SEH aviation team and managed complex environmental deliverables at both DLH and DYT.

EXPERIENCE

- Runway Relocation Environmental Assessment and Permitting, Sky Harbor Airport – Duluth, MN
- Taxiway A Reconstruction Categorical Exclusions, Duluth International Airport – Duluth, MN
- Hangar 101 Environmental Assessment, Duluth International Airport – Duluth, MN
- Runway Reconstruction Environmental Assessment and Permitting, Falls International Airport – International Falls, MN
- Runway Relocation Environmental Assessment, Chamberlain Municipal Airport – Chamberlain, SD
- Land Acquisition Environmental Assessment, Cambridge Municipal Airport – Cambridge, MN



14
YEARS OF
EXPERIENCE



EDUCATION

Master of Science
Biology (Minor: Applied Mathematics)
University of Minnesota-Duluth

Bachelor of Science
Biology
Iowa State University-Ames



REGISTRATIONS/CERTIFICATIONS

Professional Wetland Scientist (PWS),
Society of Wetland Scientists

Certified Minnesota Wetland
Professional (CMWP), Minnesota
Board of Water and Soil Resources



PROFESSIONAL ASSOCIATIONS

Society of Wetland Scientists, Member

Wetland Professionals Association,
Member

SEH AVIATION STAFF



JAKE STIEBLER^{PE}

DESIGN AND CONSTRUCTION ENGINEER



Jake is a professional engineer (MN, WI) with experience in airport design and construction. He is proficient in a number of industry-specific software applications. Jake excels at preliminary design, cost estimating,

preparation of plans and specifications, as well as construction observation. His project experience includes hangar design and construction, large airfield runway and taxiway modifications, and airfield electrical design and construction.

EDUCATION: BS-Civil Engineering, University of Wisconsin-Madison



LINDSAY REIDT^{PE}

QA/QC LEAD, AIRFIELD ELECTRICAL SPECIALIST



Lindsay is a professional engineer (MN) with extensive experience in airport design and construction. She leads our engineering team and enjoys construction, specifically working with contractors on projects with complex

phasing. Her responsibilities include project management, project cost estimating, pavement design, construction plans and specifications, bidding documents, and construction administration.

EDUCATION: BS-Civil Engineering, Iowa State University-Ames



ALLISON ANDRASHKO^{PE}

DESIGN ENGINEER



Allison is a professional engineer (MN); her recent airport experience includes engineering support at Duluth, Baudette, and Grand Rapids airports. She has been the lead design engineer on all completed and ongoing phases of Taxiway A reconstruction. Allison has been actively

involved in preliminary project planning and feasibility report development; preliminary and final design and drafting; cost estimating; and construction services. She has also been active in community engagement, attending and supporting City Council and community meetings, developing public information, and responding to community questions and requests.

EDUCATION: BS-Civil Engineering, Minnesota State University-Mankato



KYLE NELSON^{PE}

DESIGN AND CONSTRUCTION ENGINEER



Kyle is a professional engineer (MN) whose experience includes providing engineering and construction support to the Runway 9/27 reconstruction project at Duluth International Airport. Kyle is a certified flight instructor and is able to leverage his pilot and instructor knowledge on each of his projects.

EDUCATION: BS-Civil Engineering, University of Minnesota-Duluth



LIYA ZHUO

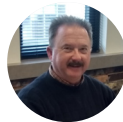
DESIGN PROJECT ENGINEER



Liya is a recent civil engineering graduate with relevant coursework in transportation engineering, survey and mapping, steel, and concrete. Her project experience includes evaluation of highway intersections, traffic

analyses using Synchro, and soil mechanics. Liya is also bilingual. She is fluent in both Chinese and English.

EDUCATION: BCE-University of Minnesota-Twin Cities; AAS-Engineering, Inver Hills Community College-Inver Grove Heights, MN



TOM HENRY

CONSTRUCTION REPRESENTATIVE



Tom is a lead technician and senior resident project representative with experience in CADD software, project design, and construction observation. Tom holds multiple MnDOT

certifications including construction technician, bituminous street, concrete field, grading and base levels, bridge construction, and site management. Tom has been heavily involved with the 9/27 and Taxiway A reconstruction projects at Duluth International Airport as well as the runway realignment project at Sky Harbor Airport.



JACQUELEINE ZIRBES

PLANNER, PFC SPECIALIST



Jacque is an airport planner who brings experience in development of airport master plans, feasibility studies, land use and capability planning, aviation activity forecasts, facility planning, EAs, noise studies, and site development. She is an experienced public speaker and is skilled at preparing and delivering presentations to diverse audience types. Jacque is experienced in preparation of PFC applications and closeouts.

EDUCATION: MBA-Aviation, Embry-Riddle Aeronautical University-Daytona Beach, FL; BS-Airport Management, Metropolitan State College-Denver, CO



CHRIS BRETT

PLANNER

 Chris is a skilled aviation professional with experience in the airport operations and airport planning industry. He has direct experience in the development of airport master plans, ALPs, feasibility studies, land use and compatibility planning, aviation activity forecasts, facility planning, and site development. Chris also has experience with report writing, environmental compliance documents, and assisting with the creation of Capital Improvement Plans. His background includes facilitating agency coordination with airport advisory boards, various departments of transportation, and the FAA.

EDUCATION: BBA-Airport Management; University of North Dakota-Grand Forks



KORISSA KLEIN

PLANNER


 Korissa is a planner experienced in airspace analysis, ALP preparation, and airport master plans. She has also led the creation of stakeholder engagement materials for planning projects. Korissa has a background in airport management including airport operations, fuel farm management, Notices to Airmen (NOTAMs), ARFF, security, and airfield/perimeter inspections, as well as serving as the agriculture and hangar lease specialist for an airport. She has completed multiple ALP projects and airport master plans over the course of her career.

EDUCATION: BBA-Airport Management; University of North Dakota-Grand Forks



STAN BARNETT

DESIGNER

 Stan is a lead airport design technician with experience in a variety of engineering disciplines including wastewater treatment plants, electrical schematics, custom architectural treatments for residential buildings, and structural detail plans for buildings (including foundation layouts, framing connections, diaphragms, and shear wall details). His expertise includes mass grading projects, surface and subsurface drainage designs, earthwork balancing and calculations, and project plan delivery. Stan has completed grading and storm sewer network design for all phases of the runway and taxiway projects at DLH.


EDUCATION: AS-Architectural Drafting, Pickens Technical College - Aurora CO

SEH MULTIDISCIPLINED SPECIALISTS



JENNIFER FORCE PG

ENVIRONMENTAL SCIENTIST





 Jennifer is a professional geologist (MN) with a diverse background in site assessment and cleanup. She has proven success working on several large complex redevelopment projects. She has assisted clients with due diligence by conducting Phase I ESAs, Phase II ESAs, and soil vapor investigations, developing response action plans, and securing liability assurances and regulatory approvals. Since the early 2000s, she has specialized in Brownfields redevelopment integrating workable cleanup solutions into project design, developing cleanup estimates and securing over \$22 million in investigation and cleanup grants from local, state, and federal programs.

EDUCATION: BS-Geology and Environmental Studies, University of Wisconsin Madison



JEREMY WALGRAVE PE

WATER RESOURCES ENGINEER

    Jeremy is professional engineer (MN, IA, MO, OK, SD, TX) experienced in hydraulic and hydrologic design of detention basins, stormwater conveyance systems, hydraulics for streams and rivers, and regulatory compliance. His project experience includes preparation of detailed plans and specifications, risk assessments, environmental assessments, hydraulic letters, project representation, environmental permitting, and project management. He has worked with the aviation team on a variety of projects for several airports throughout Minnesota, including DLH and DYT.

EDUCATION: BS-Civil Engineering, University of Nebraska-Lincoln



CHRIS LARSEN PLS

SURVEYOR

  Chris is a senior professional land surveyor (MN) with extensive experience in Public Land Survey System remonumentation, right-of-way plats, subdivision plats, registered land surveys, and common interest community plats. He is experienced and knowledgeable in the interface and interaction of landowners and developers with county land records systems and approval processes. Chris has coordinated survey work at both Duluth International and Sky Harbor.

EDUCATION: BS-Water Resources, University of Wisconsin-Stevens Point



SPENCER COSSALTER

WATER RESOURCES TECHNICIAN



Spencer is a lead project technician with experience on infrastructure inspection and sewer transportation systems. He has coordinated field work scheduling, permitting, Manhole Assessment Certification Program (MACP) inspection coding, and inspection quality control on numerous projects. Additionally, Spencer has completed infrastructure assessment and Inflow/Infiltration (I/I) investigation through a number of methods including operating PANORAMO SI manhole inspection system, confined space entry visual inspection, sewer smoke testing, and flow monitoring.

EDUCATION: BS-Construction Management, Dunwoody College of Technology



BRIAN BERGSTROM

AIA, NCARB ARCHITECT



Brian is a senior architect with more than 24 years of experience in architectural-related work. His responsibilities include managing, designing, drafting, code analysis, environmental review, and construction administration on municipal, recreational, educational, and Housing and Redevelopment Authority (HRA) facilities. Brian is the primary architect for the SEH aviation services group for any airfield building project, including terminal buildings, hangars, and SRE storage facilities.

EDUCATION: BS-Architecture, University of Minnesota-Minneapolis; AAS-Architectural Drafting, Northwest Technical Institute - Eagan, MN



ELLIOTT ALLEN

GIT GEOLOGIST



Elliott is a geologist-in-training (MN) with experience in a wide range of environmental field activities, including collection of soil, water, and air samples following MPCA guidelines. He has overseen installation of monitoring wells and environmental excavations on construction and remediation sites; developed Phase I and II reports, Response Action Plans (RAP), and other technical documents; and assisted with drilling on a hollow-stem auger flotation-tire rig. During construction, Elliott has overseen contaminated soil excavations working alongside earthwork contractors to ensure compliance with local, state, and federal regulations. Elliott also has experience installing sub-slab vapor sampling points and monitoring vapor intrusion mitigation systems. Elliott is also Part 107 certified and operates a drone to support clients across the Midwest for SEH.

EDUCATION: BS-Geology, University of St. Thomas - St. Paul, MN



JOHN THAYER

CMWP NATURAL RESOURCES SCIENTIST



John is a project scientist and Minnesota-certified wetland delineator with experience leading environmental survey crews that have worked on a wide variety of private and public sector projects. His project experience includes wetland and waterbody delineations, native plant community mapping, invasive and noxious species surveys, tree and shrub surveys, rare flora surveys, eastern spotted skunk habitat assessment, red cockaded woodpecker habitat assessment, regal fritillary habitat assessment, and Dakota skipper habitat assessment. John has also prepared CatExs and EAs for numerous airport projects.

EDUCATION: BS-Plant Biology, University of Minnesota-Twin Cities



CHAD WESTBROOK

PE ELECTRICAL ENGINEER



Chad is an electrical engineer (MN, AL, CT, KS, KY, ND, NJ, OK, SD, TX, VA, WI) with experience that includes preparation of studies, construction drawings, and construction administration. He is also an experienced project manager who has been responsible for project budget, scope, and schedule for many of these projects. Chad has prepared construction drawings and specifications and provided construction administration through all project phases. The types of projects he has worked on include boiler and chiller facilities, higher education facilities, industrial facilities, water and wastewater treatment facilities, supervisory control and data acquisition (SCADA), and public works buildings. Chad's technical experience includes facility power distribution and generation systems; facility and outdoor lighting; fire alarm detection and notification; communication systems; and security systems.

EDUCATION: BS-Electrical Engineering, Michigan Technological University-Houghton



NICK BRULA ^{PE}

MECHANICAL ENGINEER



Nick is a professional engineer (MN, CO, IA, IN, NC, NJ, SD, VA, WI) with extensive experience in the mechanical and construction engineering field. Nick has worked with energy analysis/modeling and ASHRAE 90.1 appendix G. He is experienced in every phase of HVAC project development, including initial cost estimation, facility analysis, system design, and construction administration. Nick has helped design and oversee the construction of several industrial HVAC projects, including chiller replacements, boiler upgrade and replacements, constant volume and VAV systems, variable refrigerant flow systems, water and wastewater treatment facilities, and plumbing upgrades. He is proficient in load calculation and modeling programs such as Carrier HAP and Trane Trace 700 as well as AutoCAD and Revit MEP.

EDUCATION: BME-University of Minnesota-Twin Cities; BA-Physics, St. John's University - Collegeville, MN



ARIEL CHRISTENSON ^{PE}

STRUCTURAL ENGINEER



Ariel is a professional engineer (MN, IN, NC, VA, WI) with more than 11 years of design experience in a wide range of structural projects ranging from multiple-story new construction to tenant improvements in existing buildings. Ariel frequently manages the structural engineering of multiple concurrent projects and maintains client relationships through effective communication during design and construction administration. She has worked with the aviation team on projects at Thief River Falls Regional Airport, Falls International Airport, and the Cheyenne Regional Airport in Wyoming.

EDUCATION: MS- and BS-Civil Engineering, University of Minnesota-Minneapolis



KRISTIN PROSOSKI

FUNDING SPECIALIST



Kristin is a project planner with extensive funding experience. She has experience overseeing federal affordable housing programs including Housing Choice Voucher, Public Housing, and Family Self-Sufficiency. She has identified and reviewed local, state, and federal economic development financing options and obtained and managed grant and loan funds. Kristin also has experience reviewing development proposals and monitoring grantee and borrower compliance.

EDUCATION: BS-Urban and Regional Studies, Minnesota State University-Mankato



MATT BOLF

MUNICIPAL ENGINEER



Matt is a professional engineer (MN, WI) with extensive experience in project management, preliminary and final design, cost estimating, detailed plan preparation, permitting, agency coordination, public involvement, and construction engineering. Projects include roadway and utility design, surveying, construction staking, and construction observation. He works closely with government agencies including the cities of Duluth, Hermantown, and Superior, MnDOT and MNDNR, along with other northern Minnesota and Wisconsin city and county clients.

EDUCATION: BS-Civil Engineering, North Dakota State University-Fargo



BAILEY NELSON ^{CMWP-IT}

DRONE PILOT, WETLAND BIOLOGIST



Bailey serves as the lead UAS operator and a wetland biologist for SEH. She provides clients with high-quality project deliverables, ranging from high-level cinematography to photogrammetry and lidar mapping. Bailey is committed to gaining a thorough understanding of each project, with an overall goal to leverage drone technology in a way that creates thoughtful and innovative solutions. She is experienced in requesting and obtaining FAA airspace authorizations required at many airports for drone operations to document construction and acquire a variety of data. Outside of her work at SEH, Bailey stays active in the aviation community as a licensed private pilot and is currently training to obtain her instrument rating. Her training as a private pilot has greatly aided her in understanding airport operations and radio communication to perform drone flights at airports with safety as the top priority.

EDUCATION: BS-Biology, University of Minnesota-Duluth; Associate of Arts, Anoka-Ramsey Community College



EMILY HONERBRINK

GRAPHIC DESIGN, VISUALIZATION



Emily is a senior graphic designer with extensive experience in graphic solutions. Emily supports the public relations efforts on projects through her expertise in print and web design, photography, social media management, videography, research and development, and branding. Her software skills include Adobe Creative Suite, Microsoft Office, Wordpress, and HTML.

EDUCATION: BFA-Graphic Design, University of Minnesota-Duluth

PRIMARY SUBCONSULTANTS



PAUL O'GORMAN PE

AIRFIELD ELECTRICAL |
BURNS & MCDONNELL



Paul is a professional engineer (MT, TX) with 25 years of experience. He specializes in the design of electrical systems for military facilities with an emphasis on operational and maintenance training facilities, aircraft maintenance hangars, and squadron operations facilities. His experience with airfield systems includes planning, programming, and design for new construction and rehabilitation of airfield lighting for both GA and Part 139 commercial service airports. Paul will continue to be the lead electrical engineer on all DLH airfield projects.

EDUCATION: BS-Electrical and Electronics Engineering Technology, Montana State University-Bozeman



DEREK BRUEMMER

AIRFIELD ELECTRICAL |
BURNS & MCDONNELL



Derek serves Burns & McDonnell as a staff electrical engineer. He has experience in the design of power distribution, taxiway/runway lighting, infrastructure lighting, and approach lighting systems. He has been responsible for the design and construction of drawings for numerous airfield lighting projects, including the replacement of edge lighting for Runway 3/21 at DLH and lighting installation for the crosswind runway at Williston Basin International.

EDUCATION: BS-Electronics Engineering Technology, BS-Electrical Engineering Technology, Central Missouri University



ALAN HASS PE

ACOUSTICAL ENGINEER, NOISE
MITIGATION | LANDRUM & BROWN



Alan is a professional engineer (FL, WI) specializing in airport noise mitigation analysis. He has extensive experience in the management and technical analysis of sound insulation studies, noise aspects of EAs and EISs, FAR Part 150 Noise/Land Use Compatibility Studies, and the design of Airport Noise Monitoring Systems. At L&B, Alan is the lead professional for the Sound Insulation Acoustical Support Services (SIASS), and he is recognized nationwide as a leader in this field.

EDUCATION: BS-Engineering Science (Civil), University of Wisconsin-Milwaukee



ERIC SEAVEY PE, INCE BD CERT

ACOUSTICAL CONSULTANT, NOISE
MITIGATION | LANDRUM & BROWN



Eric is a professional engineer (OR) with 20 years of experience. He specializes in room acoustics and ground noise propagation studies and has applied his experience primarily to providing acoustical support for sound insulation programs and studies for noise mitigation measures for new construction. Eric is the lead acoustical consultant for sound insulation projects. His extensive experience includes new construction, pilot and implementation phases on residential programs, design and prioritization studies on school and places of worship programs, feasibility studies, and acoustical design innovation.

EDUCATION: BS-Applied Physics, Rijswijk Institute of Technology



JESSE BAKER

TECHNICAL ADVISOR, NOISE
MITIGATION | LANDRUM & BROWN



Jesse is a managing consultant in L&B's environmental service line where he is responsible for preparing EAs, EISs, FAR Part 150 Noise Compatibility Studies, and other environmental and noise studies. Jesse's technical background, while focused on environmental analysis, data collection analysis, and modeling of airport design, airspace design, and air traffic control procedures, also includes serving on the Aviation Environmental Design Tool (AEDT) and Aviation Environmental Screening Tool (AEST) development teams and providing technical support and guidance to AJV 114 and AEE FAA offices and Service Centers.

EDUCATION: BS-Geography, Central Missouri State University-Warrensburg



GREG HULNE AIA, LEED AP®

ARCHITECT | MILLER DUNWIDDIE



Greg is an architect with expertise in design, planning, and project management of aviation and federal facilities. He uses information-based and integrated design processes to maximize life-cycle use, minimize energy-use, and optimize facility flexibility and efficiency. Greg's extensive aviation experience is built on designs and solutions at over 50 airports nationwide, including Minneapolis-St. Paul International Airport (MSP) and Des Moines International Airport (DSM). Greg has also worked for all three U.S. legacy airlines and other aviation corporations industry-wide.

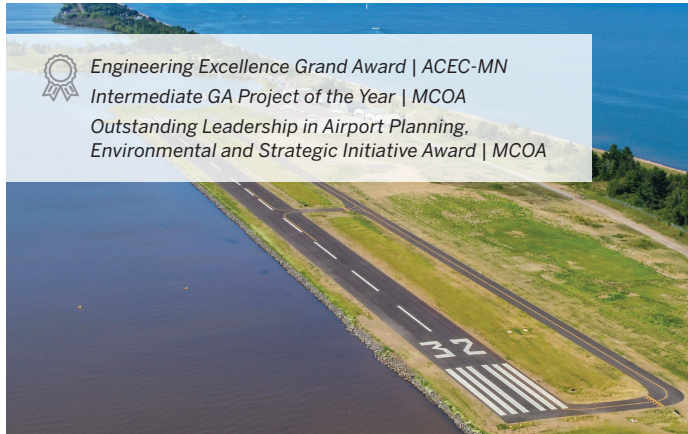
EDUCATION: BA, North Dakota State University; BS-Environmental Engineering, North Dakota State University

TEAM AIRPORT EXPERIENCE

The projects presented in this section are a small representation of our vast experience, but these clients and projects provide a broad array of the services we'll provide to you over the next five years. We can proudly say that all projects have been completed on time and on budget.

SKY HARBOR AIRPORT Runway Relocation, Master Plan, and Apron Rehabilitation

DULUTH, MN



RUNWAY RELOCATION

SEH completed an EA to evaluate solutions to the runway approach obstructed by protected old growth trees. The EA included extensive agency coordination and successful public involvement and resulted in the selection of an alternative that rotated the Runway 32 end into Superior Bay, balancing environmental protection and preservation with aviation safety.

SEH worked in partnership with the MNDNR and the USACE in the permitting process to develop unique terrestrial and aquatic mitigation elements.

Construction of the runway includes three separate phases. Terrestrial and aquatic mitigation activities as well as a new seawall for the seaplane base were also completed during Phase 1. Phase 1, completed in 2017, included construction of a perimeter engineered berm with placement of 21,000 tons of riprap and 70,000 cubic yards of fill material covering seven acres of Superior Bay. Phase 2 included placement of surcharge material over the new runway footprint to consolidate soils. Phase 3 included removal of the surcharge material and construction of the new runway and parallel taxiway. **The new runway opened on schedule in June 2020.**

The project was designed utilizing innovative phasing and construction methods including use of a displaced threshold, removing the parallel taxiway to utilize available material in that area as well as use of a temporary docking structure to allow barging of materials to the site. These techniques reduced and nearly eliminated the need for trucking of materials through downtown and residential areas.

BUILDING AREA MASTER PLAN

SEH recently completed a Building Area Master Plan that will support the final phase of revitalization of this airport, including

building area expansion, seaplane base improvements, terminal and SRE building improvements, and additional resiliency improvements to mitigate impacts from the rising lake levels and increasing strong storm events.

APRON REHABILITATION

SEH led the rehabilitation of the southern 1/3 of the apron. The project included extensive stakeholder and tenant engagement, project coordination, and funding strategies. SEH assisted the DAA with a multi-year grant to allow the project to move ahead last year without sacrificing a funding opportunity. **The project was completed on time and under budget.**

SEH SERVICES

- Airport engineering
- Airport planning
- Construction services
- Environmental
- Public involvement
- Drone services
- Geotechnical engineering

OTHER COMPLETED PROJECTS

- Environmental Assessment
- Seawall replacement
- Terrestrial and aquatic mitigation
- Terminal Building Assessment
- SRE building design
- Apron rehabilitation



KEY PERSONNEL

Shawn McMahon
Kaci Nowicki
Scott Sannes
Lindsay Reidt
Kyle Nelson
Ryan Falch
Natalie White



REFERENCE

Tom Werner
Executive Director
Duluth Airport Authority
218.727.2968, ext. 16
twerner@duluthairport.com

DULUTH INTERNATIONAL AIRPORT Runway 9/27 and Taxiway A Reconstruction

DULUTH, MN



SEH has served as the DAA's on-call engineering and planning consultant since 2015 at the Duluth International Airport. Since that time, SEH has tackled an impressive number of project improvements, including a complex runway reconstruction, terminal, apron expansion, drainage improvements, electrical lighting upgrades, pavement rehabilitation projects, a comprehensive master plan, FAA Part 150 Noise Study, obstruction removal, and fence and gate replacements. A key focus of these projects has been infrastructure renewal and improved safety along with providing increased opportunities for air carriers, the 148th Fighter Wing, tenant manufacturing businesses, and based and transient aircraft.

The primary runway at the airport was over 60 years old and reaching the end of its useful life. Prior to runway reconstruction, SEH worked together with the DAA and the FAA to complete a Triggering Event Master Plan (TEMP) to evaluate the runway facility needs prior to reconstruction. This effort included a focus on alternatives to remove Hot Spots 1 and 2 through the reconstruction project.

The culmination of the TEMP resulted in justification for a full runway reconstruction project, including all 10,000+ ft. of runway length and 150 ft. of runway width. The TEMP developed an alternative at the east end of the runway that involved geometry changes to the runway end, displaced threshold, blast pad,

This project included extensive stakeholder

involvement including FAA, MnDOT Aeronautics,

Minnesota Air National Guard 148th Fighter Wing,

AAR, Cirrus Aircraft, and environmental agencies.

relocation of connecting Taxiway A5, and new instrument approach procedure development. These project elements were then incorporated into the final design for the project.

- SEH worked with the DAA to develop a phased approach to the runway reconstruction that would maximize long-term operational functionality of the runway environment while minimizing construction impacts.
- Phase 1 of the project included the center section of the runway and required complete runway closure. Phase 1 and 2 were combined into one construction season. Phase 2 was constructed with a displaced threshold that allowed approximately 7,000 ft. of the runway to remain open and available for use. Once all grading and base placement was complete, the entire runway was closed and Phase 1 and 2 were paved with concrete pavement as a continuous project. This allowed for a shorter construction duration and a more homogenous pavement section.
- The final phase of the project included the east end, and was also constructed under a displaced threshold and 7,000 ft. of usable pavement. This phase also incorporated 24-hour construction and night work in order to expedite construction activities that occurred within the intersection of Runway 9/27 and the crosswind runway.

\$48.1

**MILLION IN RUNWAY AND TAXIWAY
RECONSTRUCTION PROJECTS**

SEH has developed a formula for success for reconstructing Taxiway A during Phases 1,2, and 4. This formula will pay dividends for all future phases.



- The primary goals of the project were to enable the most critical piece of infrastructure on the airport to be reconstructed with minimal operational impacts, safe and functional phasing, and constructability aligned with budget expectations. The three-phased project culminated in a runway that will serve the region for decades to come.

SEH has led the design of Taxiway A Reconstruction, including Phases 1,2, and 4. Construction of Phase 1 has been completed.

The Airport Master Plan developed a comprehensive phasing schedule, allowing for key agency involvement, specifically the FAA and the 148th Fighter Wing, to develop a proposed funding plan to repair and widen the full length of the taxiway over nine phases. Because of comprehensive planning that was in place, led by SEH, the airport was able to take advantage of additional FAA funding in 2022 to complete Phase 4 together with Phase 3. SEH successfully designed and bid Phase 4 with short notice, in 2 months.

Through weekly project meetings, the project team kept the contractor on schedule and on budget. Weekly project updates and notices were delivered to airport tenants keeping them up-to-speed on the latest project developments. SEH also communicated the impacts of FAA-owned equipment and coordinated work plans to allow for the work to go on as scheduled. When the opportunity arose to complete the replacement of Runway 3/21's edge lighting, the SEH team worked with FAA to expedite the funding package and completed the bidding to allow for the work to be performed at the same time as the taxiway work, minimizing overall Runway 3/21 closure time.

COMPLETED PROJECTS

- Airport Master Plan
- Part 150 Noise Compatibility Study
- Taxiway A reconstruction
- Hangar 101 demolition
- Hangar 101 Environmental Assessment
- Ranch hangar design
- Apron expansion
- Taxiway rehabilitation
- Runway 3/21 lighting replacement
- Stormwater pond repair
- Access road repair
- Runway 9/27 reconstruction and Runway 27 threshold relocation
- Airfield lighting/vault upgrades
- Airfield perimeter fence and gate replacement
- MALSR threshold bar replacement
- Obstruction removal
- Triggering Event Master Plan
- Security upgrades
- Arrest gear system replacement
- Stormwater permitting
- Air traffic control tower improvements
- SRE acquisition
- General aviation pavement repair
- Pavement maintenance

SEH SERVICES

- Environmental
- Planning
- Project funding
- Civil engineering
- Stormwater planning and engineering
- Topographic survey
- Geotechnical engineering
- Construction services
- Public involvement
- Drone services



KEY PERSONNEL

Shawn McMahon
Kaci Nowicki
Scott Sannes
Adinda Van Espen
Jarrod Nelson
Jacob Stiebler
Kyle Nelson
Matt Stewart



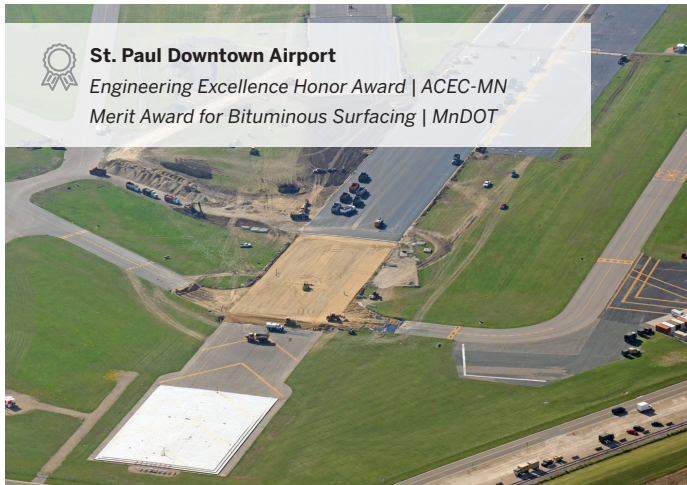
REFERENCE

Tom Werner
Executive Director
Duluth Airport Authority
218.727.2968, ext. 16
twerner@duluthairport.com

METROPOLITAN AIRPORTS COMMISSION

St. Paul Downtown Airport Runway Reconstruction and Drainage Improvements and Crystal Airport Runway and Taxiway Reconstruction

ST. PAUL AND CRYSTAL, MN



St. Paul Downtown Airport

Engineering Excellence Honor Award | ACEC-MN
Merit Award for Bituminous Surfacing | MnDOT

ST. PAUL DOWNTOWN AIRPORT

SEH worked with the Metropolitan Airports Commission (MAC) to reconstruct the intersection of two runways within the overlapping portions of the runway safety areas, as well as taxiway reconstruction and realignments and airfield signage and wind cone upgrades. Improving safety and operations of this facility plays a critical role in support and growth of the local, regional, and state economy.

An aggressive construction schedule and use of a displaced threshold was necessary to minimize impacts to the airfield. By completing this complex project and including both runway ends within the overlapping runway safety areas, it sets the stage for future phases, significantly reducing further impacts to runway operations during reconstruction of the remaining runway lengths for both runways – a must for this busy reliever airport.

The St. Paul Downtown Airport is located on the banks of the Mississippi River and during major flooding events the airport is protected by a deployable floodwall. In addition to the floodwall, the system consists of ditches, drain tile, storm culverts and storm sewer, lift gates, and stormwater pump stations. SEH has completed projects to analyze the existing system and model storm events. Storm sewer improvements have occurred in phases throughout the airfield including improvements to the storm sewer infrastructure and pump stations, most recently replacing the control panels at all three pump stations and implementing a remote monitoring system.

CRYSTAL AIRPORT

SEH provided design and construction services for conversion of former Runway 14R/32L into a full-length parallel taxiway, 2 in. bituminous mill and overlay on Runway 14/32, four new paved run-up pad areas adjacent to the new taxiway pavement, multiple taxiway connector relocations, new south service roadway construction, and new runway and taxiway electrical improvements.



Crystal Airport

Engineering Excellence Honor Award | ACEC-MN



SCAN or CLICK

this QR Code

to watch the St. Paul
Airport Paving video!

Airfield electrical improvements included installation of all new LED edge lighting for the runway and taxiways and the addition of LED airfield guidance signs. A new electrical vault building was constructed, and new control panels were installed for the Air Traffic Control Tower.

The project was part of the Runway Incursion Mitigation (RIM) Program as the outcome reduced the number of airfield hot spots from eight to only two.

OTHER COMPLETED PROJECTS

- Airfield signage
- ALP
- Building area improvements
- Drainage improvements
- Electrical system upgrades
- Landscape architecture
- Obstruction analysis/removal
- Pavement rehabilitation
- Runway/taxiway rehabilitation and reconstruction
- Sanitary sewer and water
- Secured access gate system
- Security/deer fence
- Turf runway reconstruction



KEY PERSONNEL

Lindsay Reidt
Shawn McMahon
Kaci Nowicki
Kyle Nelson
Matt Stewart
Brian Bergstrom
Natalie White



REFERENCE

Joe Harris, Director,
Reliever Airports
Metropolitan
Airports Commission
612.726.8135
joe.harris@mspmac.org

FALLS INTERNATIONAL AIRPORT

Runway and Taxiway Reconstruction

INTERNATIONAL FALLS, MN



RUNWAY RECONSTRUCTION

Faced with deteriorating 40-year old runway pavement and the need for complete reconstruction of their sole commercial service runway, SEH completed an extensive, fast-paced Triggering Event Master Plan (TEMP). The TEMP goals were fourfold:

- Assess the current condition of the runway environment
- Develop a phasing strategy to minimize impacts on commercial service operations
- Develop a critical funding strategy to leverage FAA, MnDOT, and other funding sources
- Complete key stakeholder engagement and communication ahead of the project

FOUR CREATIVE PHASES OF RECONSTRUCTION

Within six months of initiating the TEMP, the project team identified and evaluated critical facility needs including: funding eligibility; seasonal airport use; and weather and other considerations. The team developed numerous alternatives for reconstructing the pavements, including various construction phasing and timing options as well as evaluation of concrete and bituminous pavement alternatives.

After extensive coordination with essential stakeholders, including the Dakota Minnesota Airport District Office, Great Lakes Region of the FAA, and SkyWest Airlines, a four-phased reconstruction project was initiated. The unique phasing approach developed by the SEH team will utilize the reconstructed and widened parallel taxiway as a runway during the reconstruction of the center section, preserving commercial service during the critical summer months.

IMPLEMENTATION

The project design team recognized the importance of commercial air service to the Airport Commission and the International Falls community. The incredibly complex project included EA, property acquisition, relocation of buildings and equipment owned by the National Weather Service (NWS), submittal of ALP sheet updates, completing FAA paperwork to establish a temporary runway, temporary instrument approach procedures, and coordination with the FAA on modification to design standards to allow the taxiway to operate as a runway with modified runway object free areas.



KEY PERSONNEL

Shawn McMahon
Kaci Nowicki
Kyle Nelson
Lindsay Reidt
Matt Stewart
Ariel Christenson
Natalie White



REFERENCE

Thor Einarson, Airport Manager
International Falls-Koochiching
County Airport Commission
218.283.4461
thor@einarsonflying.com

SEH has provided engineering and planning services to the Falls International Airport for over 30 years, a testament to the quality of service provided and projects delivered. Services have included planning, environmental, civil and architectural design, and funding acquisition.

MINOT INTERNATIONAL AIRPORT

MINOT, ND



SEH has teamed with the Minot International Airport for engineering and planning services since 2021. **The SEH team successfully on-boarded ourselves into the Airport's projects and processes while simultaneously supporting the Airport in a large staffing transition.** During this period, SEH has been instrumental in assisting the Airport with several critical needs.

PAVEMENT REPAIR AND REHABILITATION

SEH completed a geotechnical investigation on their main commercial service runway after concerning pavement conditions were observed by airport operations staff and SEH determined portions of the concrete pavement were deficient and caused a safety critical situation. The team coordinated with FAA and the Airport and quickly designed, bid, and constructed a project to perform pavement maintenance to allow the runway to continue operating safely.

PAVEMENT MARKING PROJECT

In addition to the runway pavement repair project, SEH coordinated bids to have both runways repainted to maintain an adequate level of safety. The contractor completed the work prior to winter, allowing for vibrant pavement markings throughout the winter season.

SNOW REMOVAL EQUIPMENT AND AIRPORT RESCUE AND FIRE FIGHTING EQUIPMENT ACQUISITION

The Airport required new equipment to replace aging loaders, their ARFF truck, and rotary blowers. SEH coordinated bid packages and advertisements to assist the airport in obtaining bids for new equipment. SEH also assisted in developing a funding strategy to maximize opportunities to utilize FAA AIP and AIG funding while strategically leveraging CARES funding to procure the ARFF truck. Prior to project implementation, SEH assisted in strategic CIP re-prioritization to ensure the airport's ability to acquire this equipment.



WILDLIFE HAZARD REMOVAL (DRAINAGE PROJECT)

SEH assisted the Minot International Airport with finalizing a drainage design project to reduce wildlife attractants at the airport. Through the design, SEH led Reimbursable Agreement coordination, worked with FAA to minimize impacts to FAA-owned facilities, and worked with key stakeholders to minimize operational impacts. SEH assisted the Airport with a competitive Supplemental Grant application for 2022 funding.

ADDITIONAL ONGOING PROJECTS

PHASE I DESIGN ALTERNATIVES PLANNING STUDY

The Airport's crosswind runway's pavement is reaching the end of its useful life. Prior to reconstruction or rehabilitation, SEH proposed to complete a planning study to evaluate alternatives to correct key geometric deficiencies for the Runway 8 end and determine the appropriate pavement repair for Runway 8/26. The analysis will include obstruction evaluation, aircraft traffic forecasting, pavement design, and other key elements to prepare the Runway 8/26 reconstruction project for success. The project includes extensive coordination with the FAA ADO as well as Tech Ops, as several federally owned facilities are likely to be impacted by the project. The project will develop a strategic multi-year phasing and funding strategy for the upcoming Taxiway B and Runway 8/26 projects.



KEY PERSONNEL

Lindsay Reidt
Kyle Nelson
Shawn McMahon
Kaci Nowicki
Matt Stewart
Natalie White



REFERENCE

Jennifer Eckmann, AAE,
Airport Director
Minot International Airport
701.857.4739
jennifer.eckman@minotnd.org

WILLISTON BASIN INTERNATIONAL AIRPORT Runway 4-22 Construction

WILLISTON, ND



Burns & McDonnell performed the design and construction administration for the new crosswind runway at Williston Basin International Airport. The project scope of work included topographic surveying; construction cost estimate and schedule development; construction phasing site plans preparation; Engineer's design report development in compliance with FAA AIP guidance; FAA Pavement Design Form preparation; and FAA Forms 7460-1 preparation and submittal. The primary purpose of the project was to construct the remainder of the new crosswind Runway 4-22 (approximately 3,520 ft. by 75 ft.) and associated runway end turnarounds at XWA. Once completed, the runway will be 4,500 ft. long by 75 ft. wide. The design established the Runway 4-22 alignment, profile, runway end elevations, pavement markings, and all airfield lighting/signage systems. The electrical scope of the project included taxiway lighting, runway edge lighting, runway end indicator lights, runway threshold lights, and all guidance signage. The project incorporated light emitting diode (LED) medium intensity runway edge lighting (MIRL), guidance signage, runway threshold lights, supplemental wind cones, runway end identifier lights (REILs), and precision approach path indicators (PAPIs).

The project was completed on schedule and under budget.

OTHER COMPLETED PROJECTS

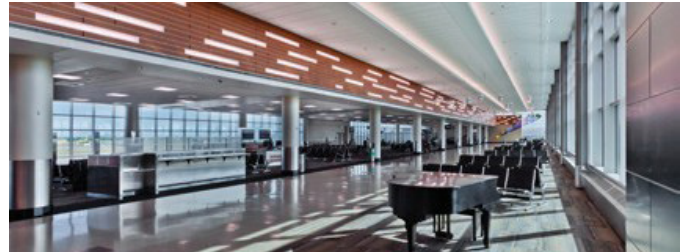
- o Deicing pad design
- o GA Apron, Taxiway, Taxilanes design/construction admin
- o Electrical vault design/construction admin
- o Road design/construction admin
- o MALSR Support Structures design/construction
- o Airport Master Plan

KEY PERSONNEL
Paul O'Gorman
Derek Bruemmer

REFERENCE
Anthony Dudas,
Airport Director
Williston International Airport
701.875.8594
anthonyd@ci.williston.nd.us

MINNEAPOLIS-ST. PAUL INTERNATIONAL AIRPORT Terminal 2-Humphrey

MINNEAPOLIS, MN



TERMINAL 2-HUMPHREY

Miller Dunwiddie provided multi-phased planning, architecture, and interior design for the new 10-gate, 40,000 sq. ft. terminal that includes passenger ticketing, baggage claim, and support offices on level one with gate hold areas, concessions, and airline operation offices on level two. There were eight bid packages with a 16-month construction schedule.

HUMPHREY EXPANSION

The 45,000 sq. ft. expansion included four additional gates, boarding bridges, restrooms, and other passenger amenities as well as a 16,000 sq. ft. green roof and a green wall to provide educational opportunities for MAC's sustainability program. The project included significant coordination and review with MAC staff in conjunction with planning for the Checked Baggage Inspection System project and future terminal expansion projects.

HUMPHREY CHECKPOINT REMOLDING AND EXPANSION

This project included the expansion of checkpoint areas by 65,000 sq. ft. to create a new six-lane security checkpoint one and remodeling of an additional 15,000 sq. ft. at existing checkpoint two. The projects provide capacity to accommodate future expansions and create shell space for future concessions, offices, and support spaces. Terrazo artwork in checkpoint one flooring welcomes the public. Miller Dunwiddie worked closely with MAC and TSA to develop clearly organized and functional checkpoints that allow for police staffing and credential verification for KCMs, LEOs, and FAMs.

KEY PERSONNEL
Greg Hulne
Joel Stromgren

REFERENCE
Bridget Rief, Vice President-
Planning and Development
Metropolitan Airports
Commission
612.725.8371
bridget.rief@mspmac.org

THIEF RIVER FALLS REGIONAL AIRPORT Cargo Hangar Development

THIEF RIVER FALLS, MN



SEH and Miller Dunwiddie teamed up to deliver a \$12M cargo hangar facility to serve the needs of Thief River Falls Regional Airport's key tenants, including Digikey, IFL, UPS, and FedEx.

Master Plan: SEH's comprehensive Airport Master Plan identified critical need for increased cargo facilities, including a cargo hangar processing facility and an apron to support increasingly larger cargo aircraft supporting local industry such as Digikey Electronic.

Architectural Design: SEH and Miller Dunwiddie led a thorough design process and extensive stakeholder engagement to develop a 30,000 sq. ft. hangar facility, with associated office space and site improvements. The hangar is designed to accommodate two CRJ-200 or similar aircraft, meeting the current and future demand of cargo operations. The project broke ground in 2022 and is expected to be completed in 2023.

Legislative Funding Support: SEH's legislative team provided funding support to acquire \$5.5M in state bond funding and \$7.5M in Community Directed Spending to fulfill a complex funding package to allow the project to move forward. The funding strategy included local and state legislative meetings to share the Airport and community's need for the project.

KEY PERSONNEL

Shawn McMahon
Kaci Nowicki
Greg Hulne
Ariel Christenson
Ryan Falch

REFERENCE

Joe Hedrick, Airport Manager
Thief River Falls
Regional Airport
218.684.1013
trfairport@mncable.net

HARTSFIELD-JACKSON ATLANTA INTL. AIRPORT Noise Insulation Program

ATLANTA, GA



Since 2008, L&B has assisted THC, Inc., and now Chasm Architecture, in providing support to the ongoing Noise Insulation Program at ATL. Services have included a windshield survey to identify all properties within the 65 dB DNL noise contours, prioritization of various residential and institutional structures potentially eligible for sound insulation treatments, pre- and post-construction acoustical testing, eligibility testing, acoustical design services, and follow-on acoustical support services.

Initially, L&B performed a detailed windshield survey to document all residential and institutional structures inside the 65 dB DNL contour that may be eligible for sound insulation treatments. A total of 164 properties with 3,786 units were counted during the windshield survey. Based on various sorting methods, L&B provided a number of different prioritization options and gave recommendations for the prioritization.

As part of the ongoing mitigation program, L&B has undertaken eligibility testing and acoustical design services for multiple single-family residences and numerous multi-family complexes. In addition, testing and design services have been undertaken on four schools, a church, a fire station, and a police academy.

The photo above shows testing of a classroom where the curtain wall system and lightweight roof structure required acoustical testing of the roof.

COST

\$1.4 million to date

KEY PERSONNEL

Alan Hass
Eric Seavey

REFERENCE

Kelly Graham,
Program Manager
Hartsfield-Jackson Atlanta
International Airport
404.382.1241
kelly.graham@atl.com



**ARCHITECTURAL
DESIGN SERVICES**



Architectural Design Services

OVERALL APPROACH

Comprehensive planning and detailed design simultaneously deliver functionality, pleasing aesthetics, and good economic value. We understand the value of upfront planning and collaboration to work with you, your stakeholders, and airport users to determine the functional requirements and challenges of your airport architectural needs. We then use this information and feedback to find ways to be creative, serviceable, economical, and ultimately meet and exceed your expectations.

Our typical approach involves meeting with you to establish the goals of the project, the needs to address, and project parameters to define the scope of work. From there, we review this in the realm of airport planning and environmental considerations. We typically start with a review of the airport's current ALP and CIP.

With any project, we ensure the project is depicted on the ALP, which is the first item federal and state agencies review at project initiation. The ALP also ensures development occurs in areas that will not impact protected airspace and is in coordination with other future projects or infrastructure development. The ALP for both airports are currently in the FAA review process, following the master plans completed by SEH. Projects will include the airspace review through the FAA 7460 Notice of Construction Process. All upfront planning will be completed with each project prior to implementation.

The completion of the planning leads to the environmental documentation, required for any airport architectural project. All aviation projects using federal funding must go through an environmental process either through a Categorical Exclusion (CatEx) or EA. Our team takes into consideration the preliminary environmental analysis completed through the Master Plan process to move into the environmental review. *(See the environmental tabbed section for more details on our approach to completing NEPA documentation and managing other environmental requirements).*

KEY PERSONNEL



SHAWN will provide engineering support and cost estimation.



BRIAN will lead all architectural design services.



KACI will manage DAA's CIP and provide direction to the architectural team, and she will lead planning and environmental efforts to deliver architectural projects.



ARIEL will provide structural engineering support for all building and facility projects.



GREG will lead the architectural efforts for SEH's subconsultant, Miller Dunwiddie.



SEH's architecture team has completed the secure-side waiting area planning study and is currently upgrading the Federal Inspection Services area of the terminal facility.

After the completion of the necessary planning and environmental checkboxes, we develop conceptual and preliminary options that can be vetted for functionality while considering potential cost implications of the options or any changes to those options. Thoughtful planning and design weaves present and future needs into a coordinated whole.

Our architectural team extends beyond architects. We involve our airport planners and environmental specialists to ensure that any potential architectural project is in compliance with airfield planning guidance and environmental regulations. Our airport and civil engineers assist with site planning to make certain that the project is in synergy with surrounding pavements, terrain, and utilities. Our supporting electrical, mechanical, and structural engineers provide the practical and functional needs for any building. The architects on our team are skilled designers with years of experience completing successful aviation building projects from big to small, including new and remodeled commercial service terminal buildings to smaller structures, such as hangars, equipment storage buildings, general aviation terminal buildings, FBO buildings, and others. We will use this experience to deliver responsible cost control, thoroughly detailed drawings, appropriate design to meet user needs, high levels of communication, and innovative and forward-thinking solutions.

The SEH team will work with the DAA's Construction Management firm, as needed, on each project.

PROJECT APPROACH – DULUTH INTERNATIONAL AIRPORT

JET BRIDGE MAINTENANCE

As part of the recently completed Airport Master Plan, SEH evaluated the four existing jet bridges for operation and upcoming maintenance needs, and we developed a replacement schedule utilizing FAA funding. We have teamed with two expert specialists to provide immediate and thorough guidance for any jet bridge maintenance or replacement needs. Aero Systems Engineering has replaced jet bridges at the Minneapolis-St. Paul Airport for Delta Airlines. TKDA has provided gate services and jet bridge planning for airlines and airports across the nation.

For the projects identified on the CIP, SEH will proactively develop a scope of work and determine what additional resources the DAA needs to help achieve required maintenance or procurement of each jet bridge.

HANGAR 104 UPGRADES

The DAA owns two of the four bays of the aging and expansive Hangar 104. The Airport Master Plan identified several improvements that can and should be made to provide building longevity and maximize tenant leasing ability and revenue.



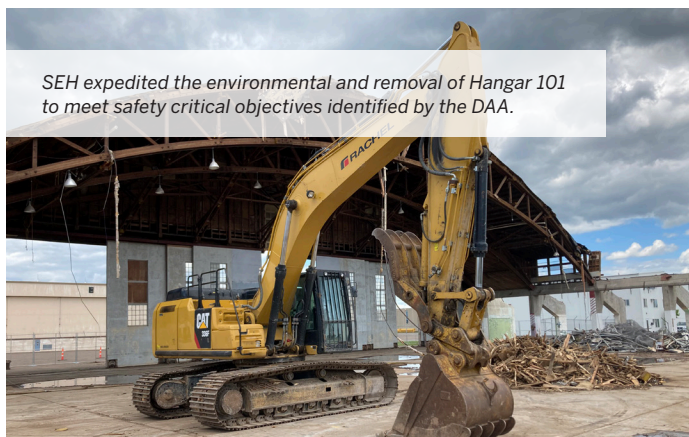
SEH completed a building condition assessment for Hangar 104 and provided improvement recommendations to maximize building revenue and longevity.

SEH recommends repairing and painting exterior siding materials, repairing interior liner panels, and servicing the massive hangar doors and operators. For increased revenue, the DAA could consider repairing the abandoned heating system and improving hangar insulation. Potential funding is available through the Airport Infrastructure Grant (AIG) or local cash flow. SEH is available to work with the DAA and Kraus Anderson construction management team to support any needed design or construction tasks.

BUILDING DEMOLITION (DHL, HYDROSOLUTIONS, HERMANTOWN HYDRAULICS, AND HANGAR 2)

The removal of buildings identified in the CIP could be considered civil projects; however, our project team will incorporate our architects to aid in the project bidding documents and hangar demolition. The architectural team will integrate mechanical, electrical, and other specialties to properly remove the structure and prepare the lot for its next use. A potential challenge during demolition could include hazardous material discovery in or under the buildings. We recognize this challenge and will complete any necessary pre-project testing to minimize the risk and protect the DAA from costly change orders. We'll include contingencies in the bidding documents that can help navigate the discovery of unknown hazardous materials.

Our team has assisted the DAA with environmental investigation and remediation with the demolition of Hangar 101. We will utilize the same knowledge and team resources and expertise to strategically navigate the environmental investigation and any needed remediation.



Through the demolition of Hangar 101, SEH has developed key lessons learned to implement in future building demolitions. Specific items include working through permitting with the City of Duluth, scheduling regulated materials removals with MPCA, and utility coordination between the City and Airport.

HANGAR DEVELOPMENT

The design of the 5-unit Ranch Hangar shows what SEH can do to support DAA's hangar development goals outlined in the Master Plan. Our ability to use our decades of airport facility design and construction experience and our ability to partner with your construction management firm allows the development to be streamlined.

SEH has identified key challenges to future hangar development and these viable solutions:

- **Construction material costs:** Complete estimates early and often, and value engineer the building before bidding.
- **Funding:** Continue to update the Airport's CIP to allocate available funding sources such as AIG funding.
- **Phasing:** Execute incremental developments to help with cash flow and match evolving hangar demand.
- **Environmental needs:** Incorporate recommendations from SEH completed environmental studies to plan for and mitigate environmental contamination.



AIR TRAFFIC CONTROL TOWER CONSTRUCTION

The notable building project identified in the 5-year CIP is the relocation of the Air Traffic Control Tower. SEH's knowledge of the project, facility, FAA coordination, siting study, and identified future needs is unmatched. What is also unmatched is SEH's ability to provide construction coordination, tenant and stakeholder outreach, documentation, and project communication.

For this project, SEH will work hand-in-hand with the construction management firm and any other consultant partners including an architectural firm(s) to deliver a seamless project. Our focus through design and construction will be:

- Coordinate and communicate effectively with teaming partners to minimize work and resource allocation by the DAA.
- Develop a comprehensive stakeholder project engagement plan identifying key organizations and frequency of outreach.
- Execute an inclusive schedule of deliverables which includes all enabling projects to allow for the relocation of the ATCT facility.

QUICK-TURN AROUND FACILITY

The Airport Master Plan identified a new non-aeronautical revenue generating facility that will allow the DAA to enter enhanced lease agreements with the car rental agencies and provide additional services, such as light maintenance bays, car washing capability, and fueling. Developing this space will meet a core initiative identified in the Master Plan, which is to increase revenues and expand business at the Airport.

MISCELLANEOUS PROJECTS NOT DISCLOSED ON THE AICP

Projects change over time, as do the needs of the airport and its tenants. The team we've proposed is best suited to help with all of your potential airport architectural needs. The following projects may not be scheduled for completion during the next five years, but preliminary design elements are possible.

Commercial Service Terminal Renovations and Expansion:

Air Service is projected to increase over the next five years. Increasing the infrastructure to accommodate the future growth will be necessary, and it starts with a design team that understands the requirements of commercial service terminals. The SEH project team has a resume for successful terminal remodeling and expansion projects to accommodate future growth. Upcoming projects may include terminal seating, carpeting and seat electrification improvements. Miller Dunwiddie and SEH

recently completed a terminal seating study to guide these future improvements. Other likely improvements include the implementation of the Federal Inspection Services (FIS) facility improvements that are currently under design by the SEH/Miller Dunwiddie team.

Miscellaneous Building Projects: Our architects are ready to assist with any facility needs that arise at the airport, just like we did during the analysis of the Terminal roof design and rehabilitation. Generally following our overall project approach, SEH can assist in all stages of an architectural project. Our familiarity specifically gained during the building assessments completed during the Master Plan gives SEH a greater understanding of the needs, issues, and requirements of the airfield buildings.

Noise Mitigation Architectural Design: If the proposed Noise Mitigation projects receive funding, Miller Dunwiddie will assist the SEH team with architectural design of residential sound insulation projects. They will lean on their multiple years of experience with residential and other building type sound insulation improvements as part of the extensive MSP Noise Mitigation program.

PROJECT APPROACH — DULUTH SKY HARBOR AIRPORT

GENERAL AVIATION TERMINAL BUILDING DESIGN AND CONSTRUCTION

Terminals at airports like Sky Harbor are gateways to the community for general aviation traffic. Designing a facility that meets the needs of based and transient aircraft is essential to the success of the airport. Key design components for the facility include cost-effective, energy saving design, allocation of space within the confines of eligibility from the FAA and MnDOT funding sources, and balancing access and security for both airside and landside needs. We plan to meet these challenges the same way that we've been successful at Sky Harbor in the past, through organized planning and consistent communication.



Our design team will work with DAA staff to strike a balance between public space, which will be used for flight planning, restrooms and waiting areas, and administrative areas, which aid in the management of the airport. Design will consider opportunities for non-aeronautical revenue generation including and needed tenant or leased spaces. This design analysis has a direct correlation with the eligibility of the facility and ultimately the amount the DAA will pay for the project. SEH helped prepare the Airports Terminal Program (ATP) grant application, and we are ready to hit the ground running if DYT is one of the projects announced in February. We will leverage lessons learned from the three terminals we designed under this program in 2022.

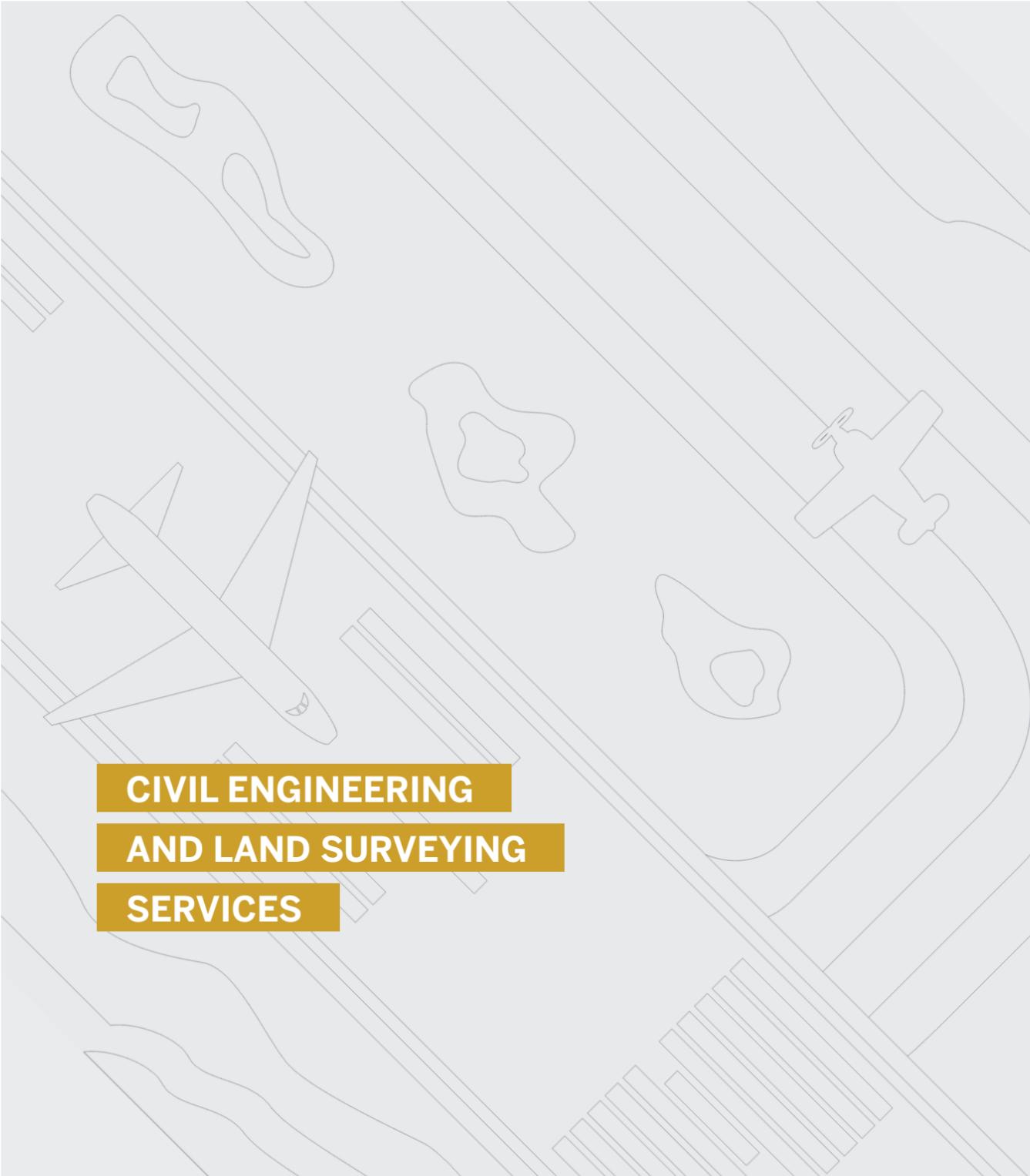
MISCELLANEOUS ARCHITECTURAL AND BUILDING PROJECTS

As described in the miscellaneous section concerning DLH, SEH is prepared to help with any building related needs. Our architectural staff are familiar with rehabilitation of existing structures, modifying or replacing hangar doors, or improving energy efficiency on airport owned structures.

DAA-owned Hangar: One example of a potential architectural project that has been discussed is construction of a DAA-owned hangar at DYT for based or transient aircraft. This hangar would be owned and operated by the DAA, with space leased to either a permanent tenant or daily or weekly space leased to transient or seasonal airport users. We have a long resume of working with general aviation airports to secure FAA funding for revenue generating projects like hangars and utilizing pre-engineered building design to be cost-effective with both design and construction.

SEH's ability to understand the City of Duluth's permitting process has paid dividends for the DAA. Our work designing the SRE building has provided a new understanding of the code and fire suppression requirements to support DAA's proposed development.

SEH's preliminary design and feasibility study has provided direction for this future project. It also enabled the DAA to request over \$1M in additional Airport Terminal Project funding from the FAA.



**CIVIL ENGINEERING
AND LAND SURVEYING
SERVICES**



Civil Engineering and Land Surveying Services

OVERALL APPROACH

Our eight years of civil engineering partnership with the DAA has allowed us to streamline and continuously improve our civil project designs and deliverables and processes with the DAA team. Our key overall approach is to collaborate, coordinate, and communicate. We operate as an extension of your staff, extending your ability to complete more projects efficiently with limited budgets. Collaboration is seen at your weekly Director's meeting, where SEH shares key updates and garners feedback to move the DAA's objectives forward. You see coordination and communication at our bi-weekly Sync Meetings and Construction Manager coordination meetings for all types of projects. These check-ins provide documentation of efforts, accountability on progress, and the most up-to-date information for staff to execute their jobs.

Our second key to our approach method is responsiveness. We have allocated the necessary staff and resources to deliver your projects. SEH staff from all disciplines, including natural resources, water resources, architectural, structural, mechanical, and electrical have supported your projects over the last eight years. Our airport group has identified nine different project managers to provide focused attention on their project, allowing the DAA to get expedited deliverables for their CIP.

SEH's ability to apply staff and resources to opportunities enabled the DAA to take advantage of nearly \$4M of additional funding from the FAA. Within 60 days, SEH designed and bid the SRE Apron expansion area and included it with the reconstruction of Taxiway A – Phase 2. This saved the DAA hundreds of thousands of dollars in construction, mobilization, and engineering costs by combining projects.

Our final key approach method is implementing a comprehensive design process, including preliminary goal setting, internal staff coordination, collaboration with FAA for approvals, and 30%/60%/90% design reviews with the appropriate agencies. Quality control reviews are completed at each level to improve the final deliverables.

KEY PERSONNEL



SHAWN will lead engineering and land surveying services for DLH, including ACIP delivery.



KACI will lead planning and environmental efforts to deliver airfield civil projects, including ACIP delivery.



ADINDA will assist with project management for engineering services.



JARROD will assist with project management for engineering services.



RYAN will be the lead engineer at DYT.



PAUL will lead airfield lighting and electrical projects.



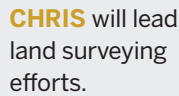
DERRICK will support Paul on all electrical engineering and lighting projects.



JEREMY will provide water resource analysis and design.



MATT will provide municipal engineering support for the cities of Duluth and Hermantown and St. Louis County for coordination on airport projects.



TAXIWAY A REHABILITATION/RELOCATION – DESIGN AND CONSTRUCTION

Taxiway A is the parallel taxiway to Runway 9/27 and includes some of the poorest but most important pavement on the airfield. The reconstruction of Taxiway A includes nine phases and is set to take nearly a decade to complete due to funding limitation and other project priorities. The airport has completed Phase 1, with Phases 2 and 4 set for construction this Spring. Phase 3 is currently in the design process for construction in 2024.

The recently completed Master Plan designated separate phases to accommodate FAA funding support as well as provide phased reconstruction to minimize impacts to tenants and airport users.

recently completed Airport

Master Plan.



DESIGN AND CONSTRUCTION CONSIDERATIONS

The design of each phase of the project will depend heavily on specific project elements. The typical pavement section will be designed in accordance with FAA pavement design criteria, which incorporates existing soil characteristics. Key elements and challenges are identified below.

PHASE 5

- Impacts to Runway 9/27's RSA during realignment of Taxiway A3
- Potential environmental contamination north of the Midfield Ramp
- Tenant access to the runway network, specifically for Cirrus
- Irregular operations and transient military aircraft access to the Midfield Ramp

PHASE 6

- Need fill for realignment portion of taxiway
- Wetland impacts along ditch network
- Potential environmental contamination north of the Midfield Ramp
- Tenant access to the runway network, specifically for Cirrus
- New alignment for Taxiway connector A2
- Airfield access to Runway 9 end

PHASE 7

- Will require compass calibration pad construction (see below)
- Relocated access road to allow for hold bay on Phase 8
- Wetland impacts along ditch network
- Impacts to Runway 9/27's RSA during removal of Taxiway A2

PHASE 8

- Will require NEPA determination prior to construction (see *Environmental section*)
- Wetland impacts along ditch network in hold bay location
- Impacts to Runway 9/27's RSA during removal of Taxiway A1

Construction phasing will be an integral part of the design. We will:

- Implement sound phasing plans that minimize operational impacts
- Address effects on instrument approach procedures
- Provide for aircraft access to other areas of the airfield
- Focus on overall construction safety

COMPASS CALIBRATION PAD

One key component of the design is addressing the location of the compass calibration pad which is critical to Cirrus and other users. This is currently located on connecting Taxiway A2, on a section of pavement that has a non-standard holding bay. This area of pavement may not be reconstructed as part of the Taxiway A project based on eligibility and safety areas, as well as a desire to find a more optimum taxiway location. The ultimate location of the compass calibration pad will need to consider tenant locations and ease of access, as well as constructability concerns with metal and other materials that may impact the accuracy of compass calibration activities.

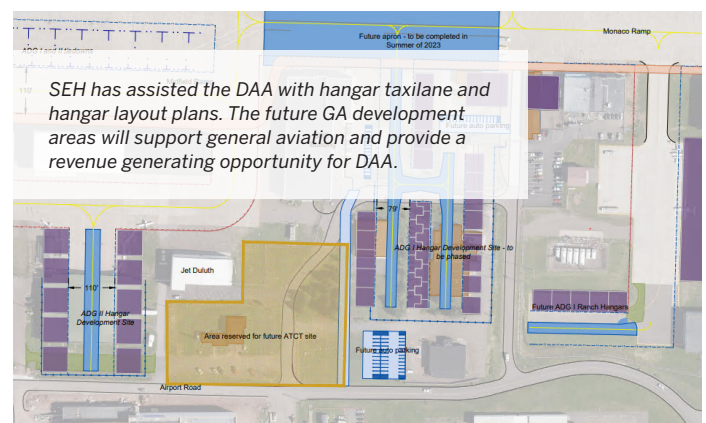
STAKEHOLDER ENGAGEMENT

As with all projects, we will incorporate a robust outreach plan to ensure we are addressing the concerns of the DAA, airfield tenants, and airfield users. Additionally, we approach all projects with the end users in mind. Our experience as pilots who understand the system and the importance of aviation infrastructure helps develop unique designs that meet the goals of the airport.

HANGAR TAXILANE – DESIGN AND CONSTRUCTION

The Airport Master Plan identified two key areas for hangar development: a small GA area adjacent to the electrical vault and SRE building and the revitalization of the Hangar 101 site as a large GA area.

Hangar 101 Redevelopment: SEH led the removal of Hangar 101 and coordinated the environmental testing of the subsurface soil in the immediate and surrounding areas. The studies will enable the DAA to move forward with current information and realistic expectations concerning environmental mitigation and costs. The new taxilane, built to Taxiway Design Group 2 standards, will allow opportunities for larger corporate style aircraft. The hangars will be able to be developed by the DAA or by private entities.



Hangar Development near DAA SRE Building: The Master Plan has identified a preferred layout for the development of future hangars adjacent to the DAA SRE building and the airfield electrical vault. The new taxilane, built to Aircraft Design Group I standards, will allow for smaller general aviation style aircraft. The hangars will be able to be developed by the DAA or by private entities and will accommodate ranch hangars, individual box hangars, or nested hangars like the T-hangar design.

MIDFIELD RAMP REHABILITATION – DESIGN AND CONSTRUCTION

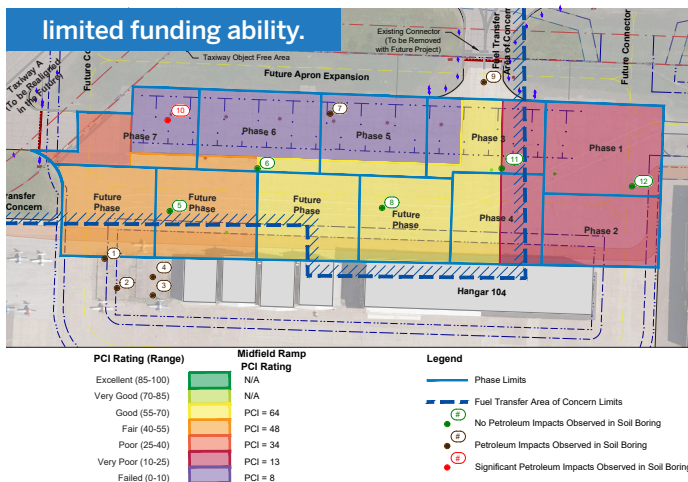
The Midfield Ramp has pavement that is also in poor condition, with some areas rated lower than Taxiway A. SEH has completed the pavement evaluation and has developed an implementation plan shown on the CIP. The plan accounts for pavement condition, use, and subsurface environmental contamination from prior military operations.

The completion of the Midfield Ramp rehabilitation will be heavily dependent on the ability of MnDOT Aeronautics to fund additional phases. With other high-priority airfield needs, the FAA will be unable to fund the projects for another 10 years. MnDOT has sporadically offered funding for elements of the repair.

Construction phasing will be important, as this area includes aircraft parking as well as access routes between hangar areas and the runway environment, and FBO aircraft parking and storage activities. We would approach this project with the same robust stakeholder outreach program to ensure we are meeting the needs of airport tenants and users, while taking and applying any feedback we receive from these stakeholders.

As part of environmental and geotechnical investigations, SEH has developed the following phasing approach to accommodate for MnDOT's

limited funding ability.



RUNWAY 3/21 REHABILITATION – DESIGN AND CONSTRUCTION

The pavement condition for Runway 3/21 is projected to require rehabilitation in 2027. It is essential to keep the pavement condition above a rehabilitation, as the runway length and width will need a full justification prior to reconstruction. Current FAA criteria and eligibility limitations may require a reduction in width and/or length at the time of reconstruction.

The rehabilitation will include a mill and overlay operation to provide 10 additional years of operation. A key phasing strategy will be to consider opportunities to complete the realignment of Taxiway C at the same time to minimize impacts to the crosswind runway.



TAXIWAY C RELOCATION – DESIGN AND CONSTRUCTION

Taxiway C is the parallel taxiway to Runway 3/21 and currently limits the capabilities of Runway 3/21 due to its location – it is too close to the runway and affects aircraft holding locations and instrument approach procedures. The plan that has been in place since the prior planning efforts and includes relocation of the taxiway to the west to maximize the operational capacity of Runway 3/21.

Design for this project includes significant project planning development, including:

- Considerations for wetlands on the northwest
- Impacts to tenant and user operations south of Runway 9/27
- Accommodating reconstruction in the intersections between Taxiway C and Runway 9/27 and Taxiway A.

Our approach for this project includes:

- Early coordination with all stakeholders potentially affected by the relocation and construction
- Identification of critical issues to be addressed
- Establishing milestones for resolutions to meet the overall planning and design schedule
- Consistent communication throughout the process

The relocation of Taxiway C creates an opportunity to move the Runway 27 PAPI and Instrument Landing System (ILS) Glideslope antenna. This will provide a standard threshold crossing height for arriving aircraft, which ultimately allows for improved instrument approach minimums. We will work with DAA and the FAA to determine if the equipment should be relocated as part of the Taxiway C project or as a separate project in the future.

PROJECT APPROACH — DULUTH SKY HARBOR AIRPORT

After completing the runway relocation and completing a comprehensive Building Area Master Plan, the Sky Harbor Airport is set to deliver on the CIP developed after thoughtful planning. The study answered the questions required for future development at the Airport. The following solutions were identified:

- City building permit requirements for future development
- Seaplane ramp improvements
- SRE Building location, access, and need
- Terminal improvements, including replacement as part of the ATP grant application process
- Seaplane landing corridor coordination
- Fuel system modifications
- Resiliency to flooding and lake level fluctuations
- Fire code coordination for public and private development
- Vehicle access constraints
- Future seaplane dock alignments and expansion

All Sky Harbor projects will proceed with the same level of stakeholder engagement and communication as the runway project. This includes on-airport as well as off-airport stakeholders such as the Park Point Community Club.



The recently SEH-designed and constructed seawall will assist in protecting the apron and facilities from lake level fluctuations.

FUEL TANK UPGRADES

We understand the current system is not in the most ideal location and nearing the end of its useful life. SEH has recently designed and installed fueling facilities in Backus, Two Harbors, and Montevideo, as well as for four MAC reliever airports. We have a fuel system design expert on our team who will meet with the airport and manager to verify requirements, appropriately size the system, inspect the existing systems, and upgrade if necessary. SEH is also familiar with funding opportunities at the state and federal level and can help maximize your funding available for these improvements.

ROUTINE AIRSIDE AND LANDSIDE PAVEMENT MAINTENANCE

SEH will continuously monitor your pavements on an annual basis and recommend pavement maintenance activities as necessary. Crack seals, seal coats, pavement mill/overlays, and other pavement rejuvenators can help prolong the life of your pavements, maximizing your investment and saving money over the life of the pavement.



AFTER COMPLETING THE RUNWAY RELOCATION AND COMPLETING A COMPREHENSIVE BUILDING AREA MASTER PLAN, THE SKY HARBOR AIRPORT IS SET TO DELIVER ON THE CIP DEVELOPED AFTER THOUGHTFUL PLANNING.



**PROJECT AND
CONSTRUCTION
MANAGEMENT SERVICES**



Project and Construction Management Services

OVERALL APPROACH

The keys to successful project and construction management are communication and organization.

As your representative during projects, it is essential that we keep you informed of the progress and any issues that may arise during construction. Our on-site personnel ensure communications flow freely from the contractor to the airport staff – no surprises.

DOCUMENTATION

You need concise, accurate documentation of all things related to the development of the airport to efficiently improve its infrastructure, coordinate with the FAA and MnDOT, and not jeopardize any grant assurances. Moreover, MnDOT and FAA requirements are becoming more numerous by the day, making organization and record-keeping an absolute necessity. You've come to know that we have staff who are highly experienced in project and construction management, with experience at both commercial service and general aviation airports.

We keep records on a daily basis including quality control and assurance test results, disadvantaged business utilization, construction contract management, construction stormwater permit implementation, airfield and construction safety, building code compliance, and prevailing wage monitoring. In addition, our on-site personnel complete weekly construction reports that are submitted to the DAA and agencies to ensure that all stakeholders are kept up-to-date on construction progress. And to supplement all of the paper documentation, we use drone imagery and webcams to provide a snapshot in time of construction or a time lapse over multiple days or weeks. These types of visual documentation help us to share construction progress to stakeholders or the public and allow us to supplement our written records with visual confirmation.

SEH'S SURVEYING DEPARTMENT HAS SUPPORTED ALL PHASES OF THE RUNWAY 9/27 RECONSTRUCTION AND TAXIWAY A RECONSTRUCTION.



KEY PERSONNEL



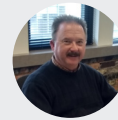
SHAWN will lead all project and construction management services for DLH and DYT.



ADINDA will support **SHAWN** on all project and construction management services for DLH.



JAKE will provide day-to-day on-site project support and complete documentation efforts.



TOM will provide on-site construction observation and record-keeping.



RYAN will lead the project and construction management services for the Sky Harbor Airport.



KACI will support construction efforts by leading public involvement and stakeholder engagement.



CHRIS will lead land surveying efforts throughout construction.



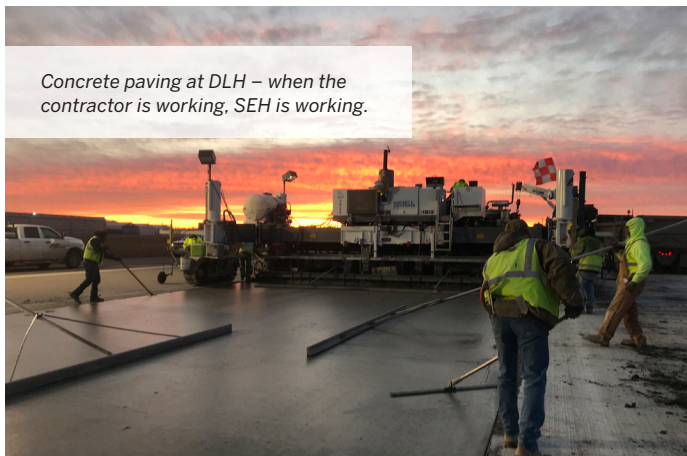
BRAUN INTERTEC –
Soils and Material Testing

ON-SITE AND LOCAL PERSONNEL

Our approach to any project is to use our proven aviation engineering project representatives for all airside infrastructure improvements. Our aviation construction personnel work exclusively on airports – they understand and specialize in these unique project environments. In addition, many of our staff are pilots or fly regularly with SEH, and are as familiar with aircraft operations as they are with construction operations. Together, these experiences allow our project team to bring unique perspective, expertise, and experience to project management and design, providing you with a balanced technical approach with both a pilot and airfield user perspective.

As a multidisciplined engineering firm, we have construction staff who are experienced in a wide range of projects. Often, airport projects can occur outside of critical aircraft operation areas such as utility projects, large environmental remediation projects, or geotechnical/structural excavations for buildings or other infrastructure. Our approach to projects outside of critical areas on the airfield, such as some landside projects, is to utilize the experts we have on staff who are most familiar with the type of project being constructed. It is common for us to utilize our geotechnical, structural, and municipal engineering staff to monitor construction when those specific non-airside types of projects occur on an airport.

SEH has provided an internship to a local University of Minnesota - Duluth engineering student, providing a win-win-win for SEH, the DAA, and the student by providing local on-site assistance to the DAA and mentorship for the next generation of engineers.



Concrete paving at DLH – when the contractor is working, SEH is working.

We also take advantage of our local office in Duluth. In the eight years we have been serving as your consultant, we have often used our local staff for survey work, wetland delineations, construction inspection, and other needs. Using our local staff when we can often results in lower costs for your projects and a shorter reaction time to an urgent need.

The construction phase of a project is the culmination of years of planning, environmental reviews and documentation, and coordination with airport staff, stakeholders, and state and federal authorities. We ensure our on-site representatives understand the full nature of a project and are equipped with the historical information to successfully assist the contractor during construction.

STAKEHOLDER ENGAGEMENT

And most importantly, stakeholder communication and engagement is key to project success. During the recent Taxiway A Phase 1 project, we implemented numerous methods of engagement and notification, all coordinated in a Public Involvement Plan (PIP). **Our approach to project outreach and engagement was to provide multiple facets of communication to get the word out, effectively making it impossible for those affected by the project to not know the details or where to find more information.** Some of the many engagement techniques we used included:

- Weekly newsletters via MailChimp and on the DAA website
- Weekly construction meetings with contractor and DAA staff and weekly construction status update meetings specifically designed for tenants
- Use of technology, including drone videos and GIS data collection
- Attendance at stakeholder meetings including DLH tenant meetings, Experimental Aircraft Association (EAA) chapter meetings, FAA Runway Safety Action Team meetings, 148th Air National Guard (ANG) Airfield Operations Board (AOB) meetings, and DAA Board meetings

This allows the project to remain on track, adhere to prior commitments made to stakeholders and the DAA, remain in compliance with state and federal requirements, and abide by grant conditions of the grant. We will continuously strive to meet and exceed your expectations, while being adaptable to uncertainties that come with construction.

PROJECT APPROACH – DULUTH INTERNATIONAL AIRPORT

TAXIWAY A REHABILITATION DESIGN AND CONSTRUCTION

Taxiway reconstruction projects can have a high impact on based aircraft, businesses and tenants, and transient aircraft. In addition to the general approach described above, we will focus on specific techniques to complete the project and construction management specific to the reconstruction of Taxiway A.

SAFETY PLANS AND OPERATING ON THE AIRPORT

Anytime there is a major airport reconstruction project, significant effort must be placed into developing detailed construction phasing and safety plans. Working with the DAA staff is essential in completing the project safely and efficiently from a local perspective. We value the relationship that we've built with your maintenance staff, coordinating construction work and gaining access to the airfield. The DAA staff has been critical in meeting project goals and requirements, and we intend to continue and grow the communication between the DAA, our team, and the contractors. Once that plan is developed, collaborating with the FAA on approval through airspace (OE/AAA) permitting and implementation of the determination letter is key to executing a successful, safe project.

MEETINGS AND MILESTONES

These types of projects require aggressive schedules, not only to minimize potential disruptions to aircraft operations during construction, but also to maximize the amount of work that can be done in the limited construction season in northern Minnesota. Aggressive schedules require appropriate communication, and this comes in the form of weekly construction meetings. Efficient in-person weekly meetings with schedule and progress updates allow the project to stay on track and for regular communication between owner, engineer, and contractor should unforeseen conditions require changes. In our contracts, we develop milestones to gauge the project's progress, so the team can accurately assess impacts and communicate to impacted stakeholders.

REQUEST FOR INFORMATION LOG

We propose to continue the use of a detailed Request for Information (RFI) log on all projects. During the Taxiway Phase 1 Reconstruction project, we successfully utilized an RFI log that documented questions and clarifications, ultimately providing timely feedback to the contractor and airport alike. The RFI log allowed issues to be tracked until a satisfactory resolution was determined and messaged to the project team.

DOCUMENTATION

A challenge associated with large value construction projects such as the reconstruction of Taxiway A can be organizing the many required layers of documentation. Documentation required for this project will include daily construction reports, quality control submittals, photographs, and site conditions, among others. Our team uses technology to meet this need whenever possible. Our staff successfully use GIS technology to document daily field conditions. Data concerning the work, contractor, pay items, and photographs are annotated on one web-based platform for the entire project team to see in real-time.

INTERNAL MEETINGS

Our team has been with the DAA every step of the way, providing you with information needed to operate day-to-day while constructing over \$40 million of infrastructure improvements over the last five years. Weekly Director's meetings, monthly Board meetings, cash flow meetings, and sync updates allow our project managers the opportunity to communicate the status of the projects with the appropriate DAA staff. We strive to provide you with the most up-to-date information on your projects in order to assess impacts concerning their financial resources, runway and taxiway availability, and opportunities to troubleshoot problems before they arise.

MIDFIELD RAMP RECONSTRUCTION, RUNWAY 3/21 REHABILITATION, TAXIWAY C RELOCATION DESIGN, BUILDING DEMOLITION

The additional projects on your CIP will follow the same proven approach described for the Taxiway A Rehabilitation. Regardless of the size of the project, we implement the same tools to standardize deliverables, which provide clear and concise communication. Documentation efforts, RFI logs, and meetings will provide you with the information you need to know the status of your improvement projects. Standardization is key to help solidify expectation for both the DAA and SEH.

PROJECT APPROACH — DULUTH SKY HARBOR AIRPORT

As with DLH, the keys to successful project and construction management are communication and organization. Much like our final design, plans and engineering will incorporate the requirements and conditions of the environmental process, our project and construction management will incorporate the details of the engineering to ensure a full circle of compliance.

Our approach for the upcoming projects at Sky Harbor will incorporate all of our tasks, record keeping, and construction management responsibilities as identified in our overall approach to project and construction management, and described in the DLH. Standardization is key. The anticipated projects include:

- Runway relocation mitigating and monitoring
- Design and reconstruct seaplane ramp, dock, and GA apron
- GA terminal building design and construction

Additional projects may include taxilane development as demand and funding warrants.

STAKEHOLDER ENGAGEMENT

In addition, we recognize the importance of maintaining transparency and a consistent message for the residents on Minnesota Point. When we first began working at DYT in 2007, the relationship between the DAA and the Park Point Community was adversarial and lacked trust. Over the course of the environmental process for the runway relocation project, and through the use of a robust public outreach and engagement process, we recreated that relationship into one of collaboration, respect, and trust. By the time we initiated construction of the new runway in 2017, there was very little animosity and instead, curiosity and interest in the actual project.

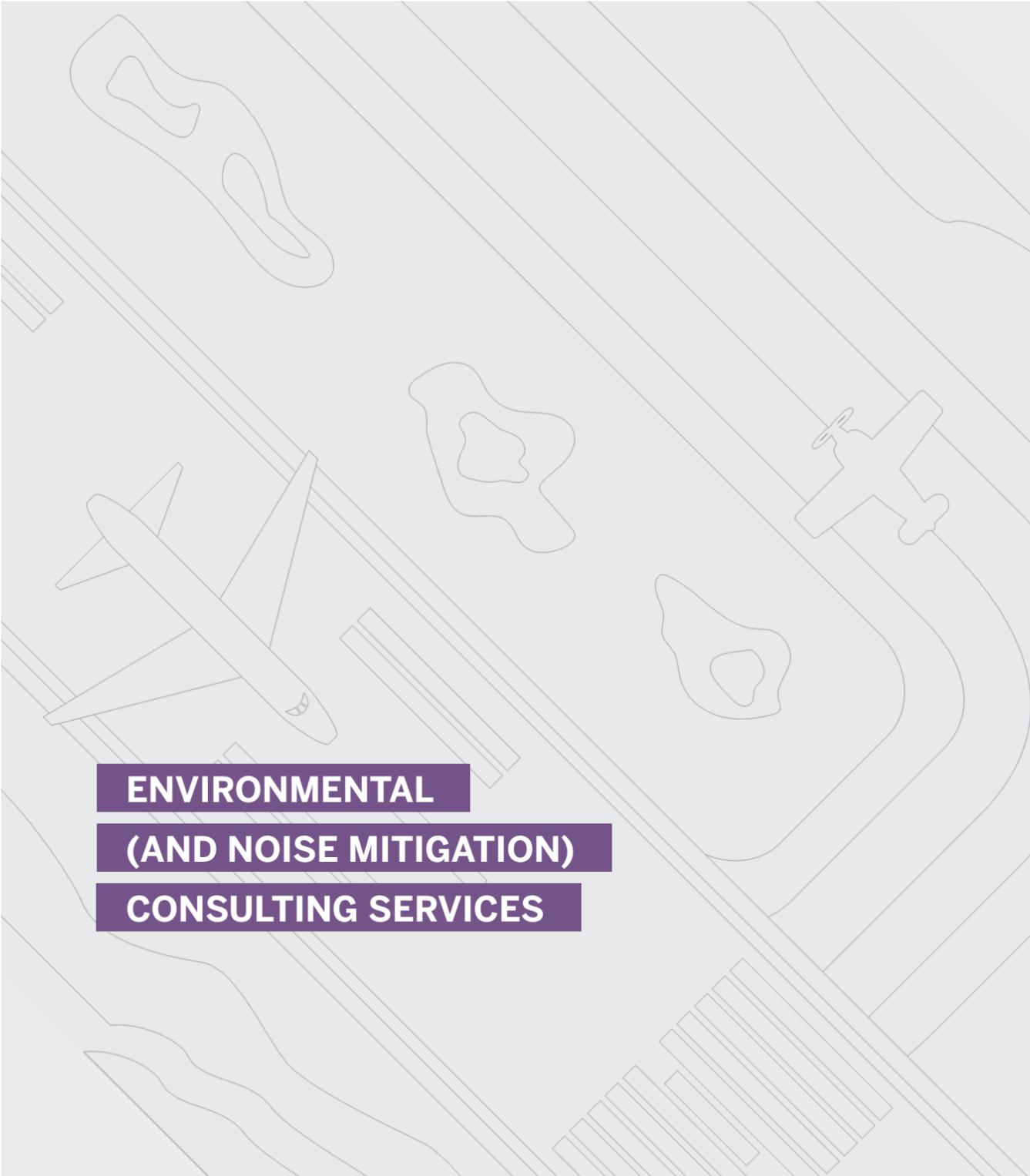
We've continued to maintain and build the relationship with the Park Point Community Club by regularly attending their monthly meetings when construction is occurring and being accessible and available for their questions and concerns. We've been able to share coffee, cookies, and conversation, coming full circle with the burgeoning relationships with the Park Point residents.

And it isn't just the area residents that we ensure have all project-related information; we strive to keep the airport community informed and updated as well. We use the same engagement techniques as with Duluth International Airport. And in addition, we ensure that we are a regular attendee at tenant meetings and summer BBQs at the Airport.

We know this airport better than any engineering firm. It is our intention to ensure all projects are constructed in a way that maintains the consistency, transparency, and strategy that we initiated many years ago.



SEH worked with tenants and airfield users to deliver a successful apron pavement replacement project – on time and under budget.



**ENVIRONMENTAL
(AND NOISE MITIGATION)
CONSULTING SERVICES**



Environmental (and Noise Mitigation) Consulting Services

OVERALL APPROACH

The SEH team will provide technical guidance and assistance with documenting and evaluating impacts to environmental resources. Differing types of environmental review and/or permits are needed for all of your airport projects. We bring extensive knowledge of the environmental resources on and surrounding the airport from our work for you and in the surrounding region. Our environmental team, many of whom are based in Duluth, are familiar with the many environmental stakeholders.

Public and agency participation and transparency have been key elements in our delivery of successful projects – we understand the nuances of project development that require careful consideration and balancing the costs and benefits to both the natural and human environment. Our team will continue to bring extensive local expertise, agency relationships, ability to build stakeholder support and consensus, and knowledge of the federal, state, and local environmental review and permitting processes.

Our team members serve as technical resources for state-wide agencies, bringing current and practical knowledge and real-time experiences when regulatory changes and policy decisions are being developed.

Our team of flora and fauna specialists track state and federal laws established to protect species and their critical habitat so the projects we deliver are vetted early-on to determine potential effects to protected species. Your airports are within the boundary of the critical habitat for Canada lynx and northern long-eared bat, which are federally protected. Consideration of the forest resources at the airports is also needed from the standpoint of compliance with the Bald and Golden Eagle Protection Act and the Migratory Bird Treaty Act. Sky Harbor, as you are aware, is home to several protected species that have greatly impacted projects at that airport. Our continual attention and review of these rules, acts, and standards of care are part of what we do – so that compliance and delivery of projects is straight-forward, not daunting.

Our team is supplemented by L&B for any noise mitigation projects that may occur. **SEH will lead project delivery and client care throughout any noise mitigation project.** Airport sound insulation projects are rare and unique, and there are a limited number of firms and individuals who possess the high level of experience required to successfully manage an airport noise insulation program. The L&B team of experts has unique familiarity with DLH, having completed the Part 150 Noise Compatibility Program, and bringing value to DAA.

KEY PERSONNEL



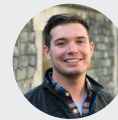
KACI will lead all environmental reviews and studies.



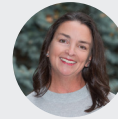
NATALIE will provide technical expertise and permitting and agency relationship coordination.



SHAWN will provide engineering input during the environmental process.



MATT will support Kaci on environmental projects and coordination.



JENNIFER will provide remediation and redevelopment guidance for environmentally impacted areas.



ALAN will lead implementation of noise mitigation projects.



106 GROUP –
Cultural Resources

WETLAND DELINEATIONS

Because wetland impacts are likely and expected for several upcoming projects including taxiway reconstruction and relocations, wetland delineations were strategically completed as part of the ongoing Master Plan. As such, limited additional wetland delineations are anticipated for the near-term projects. However, if any new delineations or re-evaluations are needed to confirm project impacts, the SEH team of wetland scientists based in Duluth is familiar with the airport features and local, state, and federal wetland regulations.

NEPA REVIEWS

Any federal action, such as federal funding or permitting, for a project on the airport requires completion of a NEPA environmental review. Depending on the type of project and its impacts, a CatEx (including a simple written record CatEx or Documented CatEx), an EA, or EIS will be needed. Of the projects listed in your ACIP, we expect that the vast majority can be reviewed with a CatEx.

Our approach to the environmental review process for repair, maintenance, and minor expansion projects that qualify for a federal CatEx is to coordinate early with the FAA's Environmental Protection Specialist to ensure that once submitted, the CatEx provides all the needed information and agency coordination required to receive approval. Additionally, we will work with you to ensure that any CatEx includes all potential work elements for a project, including contractor storage and haul routes. This also includes work elements that are not currently planned to be constructed, but may be included if sufficient funding becomes available, ensuring all current and potential future elements are environmentally cleared.

ENVIRONMENTAL PERMITTING

Each project will need varying environmental approvals and permits. Our environmental and natural resources scientists are experienced in preparing and submitting the various types of permit applications that may be needed for your projects.

Wetland permitting, including approvals under Section 404 of the Clean Water Act and the Minnesota Wetland Conservation Act (WCA), is commonly triggered by work at DLH and DYT. For recent projects, you've needed approvals ranging from documentation of minor and temporary wetland impacts, up to extensive coordination and mitigation for multiple acres of fill in aquatic resources. Our team of permitting specialists works with wetland regulatory authorities on a daily basis to deliver project permits and mitigation plans for unavoidable wetland impacts, under a variety of permit categories and levels of review. Our collaborative and detailed approach to

environmental permitting allows us to maintain an aggressive project schedule to expedite implementation and achieve project success. We use a collaborative and detailed approach to environmental permitting for your complex projects, facilitating streamlined agency review and maintaining your projects in environmental compliance.

NPDES PERMITTING AND STORMWATER POLLUTION PREVENTION PLANS

The disturbance of ground over an acre will require development of the Stormwater Pollution Prevention Plans (SWPPP) specific to the natural landscape and impacts being proposed as part of a project. Our stormwater design team will develop project-specific design elements to comply with MPCA stormwater requirements. Generally, these design features will implement best management practices to cost-effectively integrate requirements into the project design. With our water resource engineers collaboratively working together with the infrastructure design team, erosion control measures such as temporary ponding, silt fence, and other necessities can be added where they can provide the most value.

Ultimately, we'll work with the contractor to prepare and submit the NPDES permit. Once the permit is obtained, we'll document compliance with the permit by validating the performance of the erosion control measures and verifying the appropriate inspections are taking place.

OTHER ENVIRONMENTAL AND PERMITTING REQUIREMENTS

The City of Duluth may require Shoreland Permits for work within 1,000 ft. of Lake Superior and 300 ft. of Miller Creek (a MNDNR designated Public Water and trout stream). We have experience coordinating with the City of Duluth regarding projects near Miller Creek, including tree clearing on the Runway 27 end and the recent 2022 stormwater pond emergency repair. Shoreland Permits may be needed for several projects at Sky Harbor, including the terminal building, apron improvements, and seaplane base improvements. We have experience with these permitting requirements at the unique project site and will ensure the permitting process is considered in the site planning and design process.

Sky Harbor is uniquely located in the federally designated Coastal Barrier Resources System (CBRS) and is also included in the Lake Superior Coastal Zone Management Area (CSMA). These designations require additional coordination with USFWS for the CBRS and the Minnesota DNR for the CSMA to ensure both maintenance and new construction projects are consistent with their requirements. Our team has collaborated with the FAA on this coordination for several past projects at Sky Harbor and will ensure these requirements are considered and met.

PROJECT APPROACH – DULUTH INTERNATIONAL AIRPORT

TAXIWAY REHABILITATION

We have previously coordinated CatEx approval for Phases 1, 2, and 4 of Taxiway A reconstruction. The SEH team is currently completing the Phase 3 CatEx as part of the design process. SEH will prepare a CatEx for Phases 5 and 6 while strategically ensuring that the NEPA review includes potential add-on alternate sub phases to ensure NEPA review is complete for additional areas should funding become available.

Because of the acreage of wetland impacts in Phases 7 and 8 that results from the realignment and addition of a hold bay on the Runway 9 end, an EA will be needed as the appropriate NEPA review. We propose one single EA document to cover both phases as well as any additional near-term airport projects that make strategic sense to include at the time the EA is completed. Taking a strategic whole-airport view at NEPA scoping is another way our team works to streamline and build efficient NEPA review whenever possible.

MIDFIELD RAMP REHABILITATION

A documented CatEx will also be needed for future phases of reconstruction of the midfield ramp.

TAXIWAY C RELOCATION

A documented CatEx will be needed to review the proposed Taxiway C North relocation and reconstruction. The construction limits for the realignment of Taxiway C are in previously disturbed areas. While there may be some wetland impacts, we do not expect significant impacts from this project as the construction limits should be within previously disturbed areas and largely impact wetlands in human-made lineal ditches. One important consideration of this CatEx is other connected actions that will occur or may occur because of the relocation of Taxiway C. This includes the potential relocation of the precision approach path indicator (PAPI) and glide slope antenna in order to provide a coincident glide path and standard threshold crossing heights to Runway 27. These relocations can only occur once Taxiway C is relocated and they are considered a connected action.

HANGAR DEVELOPMENT

Several opportunities for near-term hangar development are identified in the recently completed Master Plan, including the redevelopment of the Hangar 101 site and construction of taxilanes and hangars in the Small GA Development Area. A documented CatEx is expected to be the appropriate NEPA review document for these projects.

The SEH team is currently completing preliminary engineering for the initial redevelopment of the Hangar 101 site. This project includes sampling for contamination which is nearly complete. The results of this study will inform the needs for any future environmental remediation. Future remediation commitments will be documented in the CatEx for this area.

MISCELLANEOUS EQUIPMENT AND DEVELOPMENT PROJECTS

Several additional smaller development projects including equipment acquisition, pavement maintenance projects, jet bridge replacement, and others that are included in the CIP, all of which should be reviewed with either a Simple Written Record or a documented CatEx if the projects result in a federal action. SEH will coordinate these NEPA reviews, if needed, as soon as projects are ready to be implemented.

NOISE COMPATIBILITY PROGRAM (NOISE MITIGATION) IMPLEMENTATION

The project team will leverage their knowledge of the recently completed Part 150 noise compatibility program to lead implementation of the Noise Compatibility Program. The SEH and L&B team is experienced working in collaboration to deliver complex environmental noise projects for the DAA.

Our team is familiar with the funding challenges DAA faces in implementing this program. While FAA funding is available for a large portion of the project, local share funding is still needed to initiate this program. Through the Part 150 Study process, DAA staff has had conversations with the 148th Fighter Wing regarding opportunities for military funding for the local share of the project. Our project team will work collaboratively with the DAA to seek out these funding opportunities as we have in other infrastructure projects.

RESIDENTIAL SOUND INSULATION PROGRAM

Implementation of the Residential Sound Insulation Program outlined in the Noise Compatibility Program typically includes the following tasks:

TASK 1 – PROPERTY OWNER COMMUNICATION AND COORDINATION

L&B will develop the property owner survey which will be designed to gather information on the unique characteristics of each property that cannot be assessed via exterior site survey (e.g., types/age of windows and doors, number of rooms, existing heating/cooling system, existing electrical service, and a description of renovations/modifications made to the building).

The L&B acoustical engineer will participate in the program orientation meeting(s) for all potentially eligible property owners. Property owner attendance at the Property Owner Orientation Meeting (either in person or virtually) is mandatory. Property owners who do not attend the meeting will be placed at the lowest priority for participation.

TASK 2 – CONDUCT EXTERIOR PROPERTY SURVEYS AND DEVELOP DESIGN CATEGORIES

The acoustical engineer will conduct a preliminary property survey of single-family homes and duplexes to categorize the structures to the extent possible. The property survey will gather whatever preliminary information can be seen from the exterior, including building type, style, construction type, and general condition (as visible).

The information collected from the survey will also help identify the types of structures within the Program Area and help determine the potential acoustical treatment protocols and neighborhood treatment standards. The survey helps categorize properties to the extent possible.

FAA AC 150/5000-9B, Guidelines for Sound Insulation of Structures Exposed to Aircraft Noise specifies the process to undertake building classification and eligibility testing for single-family and small multi-family residences. Utilizing information obtained in the preliminary property survey, the acoustical engineer will identify similarities and differences in the types of heating/air conditioning, age, construction type, size, number of levels, etc. It is noted that the homes in the Program Area were originally constructed as far back as 1916, and many have most likely have undergone numerous renovations since their original construction. The acoustical engineer will identify the level of noise exposure (i.e., location within or outside the noise contour) for each property address. The acoustical engineer will develop a master list of design categories and identify the properties that will be included in each category. Some structures may be so unique that categorization is not possible.

The Acoustical Testing Plan (ATP) will then be developed to meet the requirements of both FAA AC 150/5000-9B, Guidelines for Sound Insulation of Structures Exposed to Aircraft Noise and FAA Order 5100.38D, Change 1, AIP Handbook. The testing protocol for single-family residences fall into one of two types: categorized or uncategorized. If the exterior walkaround and survey reveal that structures can be categorized and organized into groups of structures, the percentage of structures in each category to be acoustically tested will be identified. Structures included in the testing will be selected randomly within each category. For some custom or one-of-a-kind properties, categorization is not possible. In these cases, testing of all unique structures may be necessary.

The Acoustical Test Plan (ATP) will provide clear and consistent guidance for implementation of the NIP. The ATP is also the official consultation plan with the FAA. The ATP has three major goals:

- Outline compliance with FAA policy
- Establish a framework for determining property testing
- Receive FAA approval for the testing program

The ATP will include these major sections:

- Introduction and Purpose
- Summary of Site Assessment and Sidewalk/Exterior Walkaround Property Survey
- Description of Applicable Acoustical Criteria
- Summary of the Testing Plan
- Discussion of Acoustical Measurement Method
- Determination of the Exterior DNL
- Determination of the Interior DNL

The ATP will be submitted to FAA ADO for review and approval. The project team and SEH staff will collaborate in review meetings to review the ATP. The final ATP becomes the overall work plan for all single-family homes under consideration in the NIP.

TASK 3 – CONDUCT NOISE ELIGIBILITY TESTING

Following completion of Task 2, L&B will conduct eligibility noise testing to determine eligibility for participation.

Historically, there have been two methods used to measure the noise reduction of structures: the Flyover Measurement Method and the Loudspeaker Measurement Method. The Loudspeaker Measurement Method approach to measuring noise reduction incorporates an outdoor loudspeaker as the noise source, together with outdoor and indoor noise level measurements. The loudspeaker is a controlled source, so the data is more accurate and repeatable than when using aircraft as the source. It is also not subject to day-to-day variations in aircraft operations. The Loudspeaker Measurement Method will be utilized following the procedures described in AC 150/5000-9B, Section 8.5. The efficiency of the testing procedures are enhanced using the recommended procedures outlined in SAE Aerospace Recommended Practice (ARP) 6973. The procedures outlined in the AC are applied, in addition to the ARP procedures, to achieve a high degree of accuracy.

L&B will analyze the data based on the methodology presented in the ATPs and will prepare one report to document all single-family homes providing detailed information to support an eligibility determination for untreated properties. Collaborative reviews of the document will be held with both DAA and FAA ADO staff leading to a Final Report of Property Eligibility Determination will be prepared.

TASK 4 – DEVELOP ACOUSTICAL DESIGN REQUIREMENTS FOR ELIGIBLE RESIDENCES

L&B will review the pre-construction noise testing data and model the anticipated noise reduction in these units to ensure that a minimum five dB NLR will be achieved by the proposed design modifications. After the completion of this process, an Acoustical Design Report (ADR) summarizing the measured NLRs, interior DNLs, and anticipated modeled results will be prepared to detail the acoustical benefit based on the appropriate products that are to include:

- Acoustic windows
- Acoustic prime doors
- Acoustic sliding patio doors
- Acoustic “French” doors
- Heating/air conditioning systems

TASK 5 – CONDUCT POST-CONSTRUCTION ACOUSTICAL TESTING

Following the completion of construction, a post-modification noise audit of at least 10% of the units included in the program will be prepared. Pre-modification data will be compared with post-modification measurements to document the achieved increase in noise reduction and as a check on quality control.

LAND ACQUISITION PROGRAM

Additional actions outlined in the Noise Compatibility Program (NCP) include offering land acquisition of seven homes within the 70+ DNL Noise Contour, Mobile Homes (single owner) within NMPA #1 (103 Mobile Homes), and easement acquisition of owner-occupied single and multi-family homes within NMPA #1 and #2 if acquisition or sound insulation is declined. The team will work collaboratively with ProSource to complete any acquisition projects as part of the Noise Compatibility Program.

ADDITIONAL POTENTIAL SERVICES

Several additional recommendations were included in the Noise Compatibility Program that may require consultant support. The team has the necessary experience and can assist the DAA in implementing the additional recommendations including:

- Continued logging of noise complaints including evaluating and implementing opportunities to automate the complaint logging, reducing the DAA staff commitments
- Initiating a community roundtable or noise abatement committee
- Development of an Airport Land Use Management District (ALUMND)
- Assisting local municipalities with adopting subdivision regulations

- Assisting local municipalities in evaluating and adopting improved building codes
- Developing a Voluntary Fair Disclosure Program
- Prepare future updates to the Noise Exposure Maps (NEMs) and reviewing the NCP.

PROJECT APPROACH – DULUTH SKY HARBOR AIRPORT

RUNWAY RELOCATION MITIGATION MONITORING

Issued permits for aquatic resource impacts at Sky Harbor require ongoing monitoring through at least 2023. It is likely that additional aquatic mitigation will be needed in summer 2023, which will extend the monitoring period further. Our natural resource scientists will work with the project team to document outcomes from project mitigation and summarize the results in the annual mitigation monitoring report that is submitted to the MNDNR, USACE, and FAA.

Our approach is to utilize our familiarity with the mitigation elements, our experience, and the template that we've created to continue submitting detailed reporting documentation to meet agency expectations.

TAXILANE AND HANGAR DEVELOPMENT

A documented CatEx will be the appropriate NEPA review document for the upcoming taxilane and hangar construction project. Depending on the construction limits and location of protected species at the time of the project, a takings permit will likely be needed for any potential impacts to beach grasses which may exist in the area.

Our team of scientists have already worked with the MNDNR to coordinate permits for similar impacts as part of the upcoming SRE building project. It is anticipated that minor mitigation commitments such as transplanting protected plants will be included in the project. With our recent coordination through the SRE building project, our team and the FAA ADO have gained important relevant agency input on impacts in this area. The environmental and engineering teams will again work closely together to ensure any potential impact will be avoided and minimized where possible.

GENERAL AVIATION TERMINAL BUILDING

A documented CatEx will be needed for this project. SEH coordinated CatEx applicability and requirements with the FAA ADO prior to the recent Airport Terminal Program (ATP) grant application in 2022. Because of the pre-coordination and existing documentation done as part of the recent Master Planning efforts at Sky Harbor, the information is in place for an efficient CatEx review.

RUNWAY, TAXIWAY, AND APRON CRACK AND SLURRY SEAL

A simple written record will be needed for the upcoming pavement crack seal projects. SEH's strategy for these types of CatExs is to ensure that all areas that have potential for funding will be included, maximizing flexibility as project budgets and funding are finalized.

MISCELLANEOUS DEVELOPMENT PROJECTS

Several additional smaller development projects such as fuel system improvements, equipment acquisitions, and seaplane base improvements are included on the CIP, all of which should be reviewed with either a Simple Written Record or a documented CatEx if the projects result in a federal action. SEH will coordinate these NEPA reviews, if needed, as soon as projects are ready to be implemented.



Our team has extensive experience with the unique environmental conditions at Sky Harbor having led the complex environmental review and permitting for the Runway Relocation and a multitude of specialized site surveys to support that and other recent projects.



**PLANNING CONSULTING
SERVICES**



Planning Consulting Services

OVERALL APPROACH

SEH has recently completed the comprehensive Master Planning efforts at both Duluth International Airport and Sky Harbor Airport. Our understanding of these planning studies, the decisions made, and vision set will allow our team to successfully help you implement your vision. Although these projects are complete, the need for ongoing planning continues for both airports. Planning questions arise and planning insight is leveraged on a weekly and often daily basis as our team supports DAA. We anticipate the efforts in the airport planning services category to focus primarily on planning support for the many upcoming projects. The planning support needed varies from project to project, our team is available to support any planning needs that may arise.

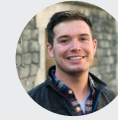
We anticipate the following planning support projects and efforts to be needed over the five-year term:

- **ALP SHEET UPDATES AND AS-BUILT ALP:** Changes to future development plans will require an ALP sheet update. It is important that your airports maintain accurate and up-to-date ALPs in accordance with your FAA Grant Assurances. Sheet updates may be needed as future plans are defined and user and airport needs change over time. For example, once the ultimate ATCT site layout including tower, office block, parking lot, and other infrastructure are better defined, the ALP will need to be updated to depict the proposed detailed layout including shadow study information for the proposed tower. Additionally, when airfield conditions change due to construction, an as-built ALP is needed to document the new existing conditions. Because our team completed both recent ALPs, updates can be streamlined and efficient.

KEY PERSONNEL



KACI will lead all planning projects and deliverables, and lead planning support for engineering design and construction.



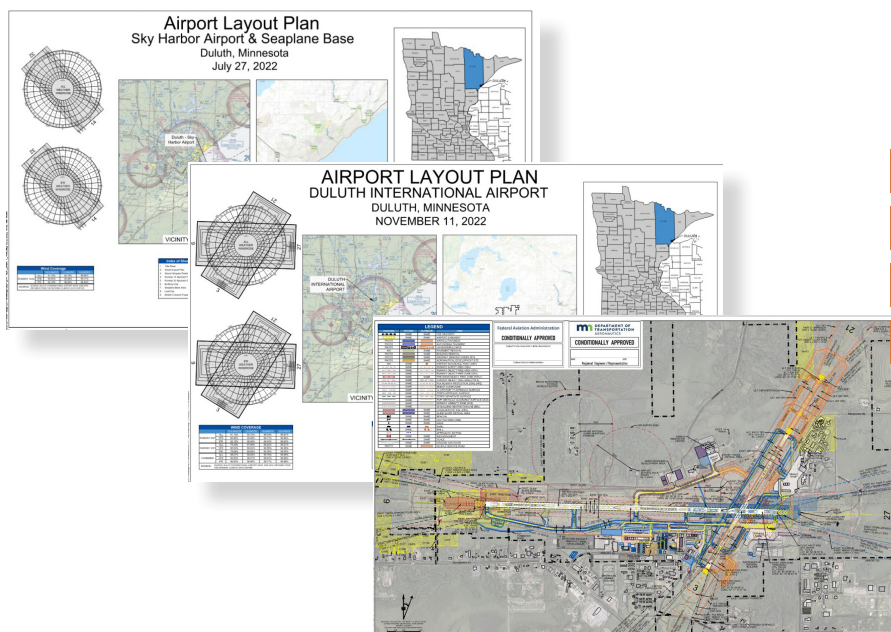
MATT will manage planning project deliverables and support engineering design and construction projects.



SHAWN will provide engineering support throughout planning tasks and projects.



KORISSA will assist with ALP updates and as-builts.



VISION 2040

Recently completed ALPs at

both DLH and DYT will require

various updates throughout the

5-year period.

- **SECTION 163 DETERMINATION REQUESTS AND LAND RELEASES:** Several Section 163 Land Release requests are already in motion following your recently completed Master Plan at both airports. At DLH, it is expected that the FAA may determine that it retains approval authority over transition of some land to non-aeronautical use, while in other areas, the FAA may determine it does not retain approval authority. At Sky Harbor, it is expected that the FAA will determine that it does not have approval authority over the land that is expected to be released for disposal (land formerly proposed to be sold to the DNR through LCCMR funding). All of these future land releases will range in complexity from simple to more complex in their required documentation and coordination. The SEH team has experience navigating the land release process and will utilize knowledge and background developed during the recent Master Plans to complete these processes together with DAA staff.

- **PLANNING DESIGN REVIEWS AND CONSTRUCTION SUPPORT:** As our team has continuously evaluated how we deliver projects, one change we have made over the past five years is to purposefully and formally integrate planners into the design process for airfield projects. Our planning team provides a diverse lens on project eligibility, construction phasing, signage and marking plans, airspace review Part 139 requirements, and construction and safety phasing plans. Kaci and Matt will continue leading this effort for all of your upcoming projects.



The background is a light gray topographic map with white contour lines. Two white line-art icons of commercial airplanes are positioned diagonally across the map. One airplane is in the lower-left quadrant, and the other is in the upper-right quadrant. The text is centered in the lower-left area, overlaid on the map.

**CAPITAL FINANCIAL
CONSULTING SERVICES**



Capital Financial Consulting Services

OVERALL APPROACH

FUNDING

One hallmark of our services to you is our ability to develop creative funding solutions to facilitate delivery of your ACIP. Looking back, we worked with you to secure funding for projects at both airports and looking forward, we will continue to apply our expertise and creativity to the benefit of DAA in executing the updated ACIP and Master Plans. This work includes political advocacy, grant applications and leveraging relationships at all levels of state and federal government.

The most effective way to secure funding from grants and other sources is to maximize the amount of funding the DAA receives from the FAA and MnDOT Aeronautics. We have well-established relationships with both agencies and we understand the programs, policies and funding requirements for each agency. We know how to package and present the funding requests for the upcoming projects at both DLH and DYT in a way to best position you for maximum funding from state and federal grants. It all starts with an implementation plan, and we are well on our way to developing a realistic ACIP that can be used for years to come.

SEH's experience includes not only FAA and MnDOT funding sources, but a wide range of federal, state, and local grant sources. We understand the key agencies involved in these approvals and have a track record of success securing project funding. This experience has allowed us to lay the groundwork for successful funding strategies.

We were successful in partnering with you on providing justification and political advocacy at the State Capital to garner \$6.6 million in a direct appropriation from the legislature to assist with the local share on more than \$60 million in infrastructure projects at both DLH and DYT. This direct appropriation allowed you to expeditiously address critical airfield improvement projects, while minimizing local contributions so those resources could be used on other high priority investments. We have partnered with Decomm, who is familiar with your airport financial structure and cash flow, to provide additional financial consulting services when and if needed as part of upcoming projects.

Large value capital projects can strain an organization's ability to pay contractors and operating expenses while waiting for critical reimbursement from MnDOT and FAA. We routinely meet with DAA staff to analyze cash flow and are with you at the table providing information and guidance to operate your airports.



KEY PERSONNEL



KACI will lead the overall financial implementation strategy for both the Duluth International and Sky Harbor Airports, and will support the project team in aligning funding resources with specific projects.



SHAWN will manage the financial consulting effort and coordination with FAA and MnDOT, and will assist the project team in leveraging federal and state eligibility for proposed projects.



SCOTT will provide local funding support and perspective, as well as provide insight to overall funding strategies and opportunities.



KRISTIN will assist the project team on exploring and securing funding opportunities for airport projects.



JOHN will provide financial consulting services, cash flow outlays, and other financial forecasting deliverables.

Our team includes grant writers and government affairs specialists who understand your needs to secure additional eligible funding. Our formula works!

KNOWLEDGE OF REGULATIONS, POLICIES AND PROCEDURES

SEH actively serves more than 43 airports in Minnesota and is in constant contact with FAA and MnDOT representatives working with the DAA. We understand Minnesota statutes and rules, MnDOT Guidance, Federal Aviation Regulations, ACs, FAA Orders and Handbooks, Policy and Procedures Memorandums, Program Guidance Letters and other materials used in managing the ACIP.

At the state level, we work closely with MnDOT Office of Aeronautics personnel not only on airport projects but also in efforts to maintain and improve the State's aviation program. We work with a coalition of Minnesota airport groups to strengthen the MnDOT Office of Aeronautics programs. These groups include the MCOA, Minnesota Business Aviation Association, and the Local Airline Service Action Committee.

FUNDING SOURCES

With ever-tightening federal, state, city and airport budgets, funding has become more critical in the successful development of an airport. SEH can help guide your airport through the project planning, programming, and grant application process. Typical airport projects use funding support from six sources:

- ① **Federal Entitlement Funding:** These funds are available to the airports on an approximate 90% AIP/10% local split. The important factor is identifying not readily apparent project-specific items to ensure AIP eligibility. That is, keeping the design within FAA parameters and understanding the rules. Although these funds are "available," eligibility requirements and design parameters must be met to receive the funds.
- ② **Federal Discretionary Funding:** Projects that rehabilitate critical pavement areas or improve airfield safety are high priority projects. The FAA supports these types of projects by providing multi-million dollar grants to supplement your AIP entitlement funding. When your airports require this type of project, we will meet with the FAA and help keep you on track to meet the required obligations and timeline to receive this money.
- ③ **Federal Infrastructure Bill (AIG/BIL) Funding:** The recently passed Bipartisan Infrastructure Law (BIL) enabled additional funding to be allocated to airports across the nation. SEH has incorporated this funding source into both airport's CIPs to help fund essential projects the FAA deems lower priority. These funds are available to the airports on an approximate 90% AIP/10% local split.

- ④ **Airport Terminal Program Funding:** As part of the Bipartisan Infrastructure Law, additional funding specific to terminals was allocated. Specifically for DLH, the DAA will be applying for funding from the source to relocate its aging ATCT. For Sky Harbor, the DAA has submitted an application to receive funding to replace its terminal building. This funding is available to DYT and DLH at 95% compared to the typical 90% for AIP projects.
- ⑤ **State of Minnesota:** The State has several funding programs available to aid local government for both AIP and non-AIP eligible improvements. We are very familiar with the program options, State participation and requirements to put your airports in the best position to secure this funding when necessary.
- ⑥ **Local Share:** Simply put, this is what the DAA will need to have available as a local match to receive both federal and state funding. For AIP projects, the state (through 2023 at this time) is contributing 5% project funding, thereby reducing the local share to 5% for AIP eligible projects.

GRANT ADMINISTRATION

Receiving funding from any source comes with obligations. In the ever-changing world of FAA grant requirements, we are fully educated and aware of new FAA grant initiation and application materials and deadlines.

We will work with you to develop and secure all necessary information such as narratives, project description, pavement condition reports, historical information and proposed rehabilitation or remedial actions. Construction Safety and Phasing Plans require early submittal for FAA review, and in advance of the final plans and specifications.

The documentation doesn't stop when the grant has been secured; FAA continues to require quarterly status reports throughout the life of the grant. Our staff ensure that the DAA stays in compliance with these grant requirements.

And finally, the financial closure of a grant requires an FAA closeout report. SEH has a single individual who completes closeout reports, and has been doing so for Minnesota airports for more than 25 years. This experience ensures that there is not a single expense that is missed to ensure that every expense has been appropriately reimbursed to the sponsor. We also recognize the time value of money. With FAA's policy of a 10% retainage on reimbursements, we work quickly to complete the closeout report as soon as all eligible costs have been identified and submitted for reimbursement. We work closely with MnDOT and FAA officials to swiftly move closeout reports through the review process in order to expedite closeout and final release of reimbursement to the sponsor.

LEGISLATIVE REQUESTS AND MINNESOTA GO BOND APPLICATIONS

Similar to how SEH assisted the DAA in successfully securing \$6.6 million in funding through a direct appropriation in 2016, SEH is currently assisting the DAA with a comprehensive and strategic approach to secure additional funding from the Legislature to fund portions of the ATCT relocation and enabling projects.

SEH's experience with bond funding will prove to be invaluable. Our Airport staff has assisted other airports similar to DLH with all the bond requirements; from bond pre-application, to B3 design and reporting, to bond closeout.

PROJECT APPROACH — DULUTH INTERNATIONAL AIRPORT

The recently completed Vision 2040 Master Plan had a simple charter; to develop a plan to address critical infrastructure needs, while investing in the facilities to spur commercial service, general aviation, and airport business growth. A key facet of this directive is to have the plan be realistic and feasible, the plan has to be financially achievable both locally and on the state and federal level.

Discretionary Funding: We are working with the FAA to combine the high priority projects that compete well for discretionary funding. These projects, specifically pavement reconstruction on taxiways and aprons, need to be planned accordingly years in advance to allow the FAA to plan for high dollar discretionary grant requests.

SEH's ability to react and provide staffing and resources to design and bid the Taxiway A – Phase 4 project allowed the DAA to take advantage of last minute funding from the FAA. This is the SEH difference.

Entitlement Funding: The projects that don't prioritize well for discretionary funding are often best funded with entitlement grants. Project acquisition of SRE will be lined up for entitlement grants in strategic years to best use DAA's limited entitlement dollars.

BIL/AIG Funding: The newly created funding source from the Bipartisan Infrastructure Law allows for the airport to use these funds on eligible and essentials projects. Our strategy is to use this funding on projects that won't compete well for discretionary, reserving those funds for taxiways and runway improvements. The ability to use this money on revenue generating projects provides the DAA a unique opportunity to receive funding for typically hard to reach projects.

Miscellaneous Funding: Ineligible portions of discretionary or entitlement grants will require creative thinking and additional resources. Examples of this could include Air National Guard Bureau funding to support ineligible areas of Taxiway A or other shared military use facilities. Another example of non-traditional funding could be bond funds to support reconstruction and potential relocation of the air traffic control tower and federal office facility. We will help develop and implement a funding road map to realize its construction.

PROJECT APPROACH — DULUTH SKY HARBOR AIRPORT

Entitlement Funding: Sky Harbor does not have any priority projects that would rank high for discretionary funding support. This means AIP projects will be completed with non-primary entitlements. If needed to fully fund a project, multi-year grants can be pursued or entitlements borrowed from another Minnesota airport.

AIG/BIL Funding: Sky Harbor is undergoing the design of a new SRE Building facility. The ability to transfer funding allocation allows DYT to complete the project this year and transfer future allocations back to DLH for priority projects.

Covering the local share of your upcoming infrastructure projects may be a challenge. Our focus will be to determine the feasibility of covering these costs through airport cash flow or other external sources.



**POLITICAL ENGAGEMENT,
COMMUNITY INVOLVEMENT
AND PUBLIC RELATIONS**



Political Engagement, Community Involvement and Public Relations

A critical success factor for the future projects will be an inclusive and comprehensive public, stakeholder, and political engagement plan. We know from experience that every project is unique and each requires a different engagement strategy based on the complexity and type of project and the stakeholders.

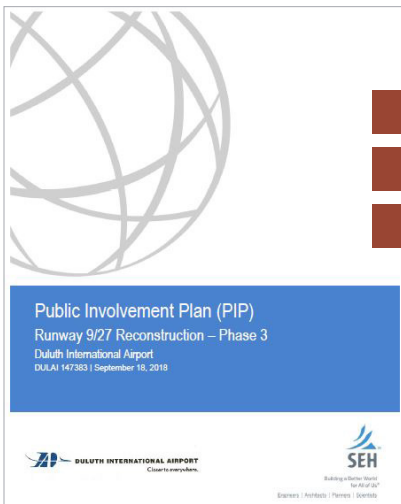
We understand that a proactive engagement approach sets the stage for successful projects, for both you and your project stakeholders.

Tailored, proactive engagement will be critical to the success of your projects.

Our team brings technical expertise blended with professionals experienced in public involvement, political engagement, communications, graphic design, writing, and video production. Our team is familiar with you and local stakeholders. We pride ourselves in our communication technique by evaluating the audience and developing the appropriate engagement product for each stakeholder and project. The following includes some key concepts that the SEH team will integrate into your upcoming projects.

STAKEHOLDERS WANT CONSISTENCY AND TRANSPARENCY

Today, with a world of knowledge at our fingertips, we're used to getting information instantly, whenever and wherever we want it. We will mirror this expectation as we deliver proposed public participation efforts. Timely and accurate project updates that are communicated regularly not only make your communications more effective, they also build trust. At the same time, we will be transparent about project constraints - funding, regulations, property impacts, and costs - building buy-in before making impactful decisions.



The PIP developed specifically for DLH and DYT

runway reconstruction projects identified the best methods to

share critical updates with all project stakeholders.

KEY PERSONNEL



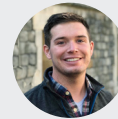
KACI will lead strategy for all political engagement and public relations for both DLH and DYT.



SHAWN will support strategy for all political engagement and public relations for both DLH and DYT.



SCOTT will support strategy for all political engagement and public relations for both DLH and DYT.



MATT will be involved in the public engagement process for all airport projects.



KRISTIN will provide political support at the State Capital.



EMILY will lead SEH's visualization and graphic department to influence political and community engagement.

MORE PARTICIPATION CAN MEAN MORE CONFLICT—AND THAT’S OKAY!

Successful engagement reveals a diversity of opinions. Sometimes differences of opinion are subtle. Other times they are highly divergent. Either way, this process of whittling down and making choices can expose conflict. This is common and is expected. Eventually, we work to help participants re-converge toward consensus as they make trade-offs, develop a shared framework, and balance vision. Guiding principles or shared values help guide stakeholders to agreement or, at a minimum, consent.

BEYOND INFORMING: EMPOWER AND COLLABORATE WITH STAKEHOLDERS

Stakeholders feel empowered and team collaboration is most effective when stakeholders have a seat at the table. We will work to develop the best engagement tools and methods to ensure stakeholders can be fully engaged. This can include committee involvement, one on one visits with stakeholders, working groups, and other interactive tools for the vast set of stakeholders to participate. This ensures we meet all stakeholders where they are, beyond just physical location but also project and technical knowledge.

ENSURE STAKEHOLDERS KNOW THEY WERE HEARD

Stakeholders can provide valuable feedback throughout a project. It is important to demonstrate in the project process that we have heard stakeholders’ ideas and concerns, where feedback has been incorporated into a project, and where compromises have been made. This starts with coordination early and continues with documentation and follow-up with stakeholders throughout each project. Clear communication and follow-up is key.

PROJECT APPROACH — DULUTH INTERNATIONAL AND SKY HARBOR AIRPORTS

The first step in evaluating our approach will be to complete a PIP for each project at DLH and DYT. Each project-specific PIP will be scaled to the project and will document the goals and expected outcomes of engagement efforts, audiences, and outreach techniques and tools. A detailed schedule of outreach efforts will also be included. It’s important to point out that these plans are living documents that will be revisited and updated as projects progress. We will be proactive and nimble while assessing unknown or political issues. Certain topics may require a deeper dive in response to conversations and feedback received in the outreach efforts.

Our team, with coordination from the DAA, will identify the most effective forms of engagement to explain, educate, inform, and listen.

ENGAGEMENT TOOLS

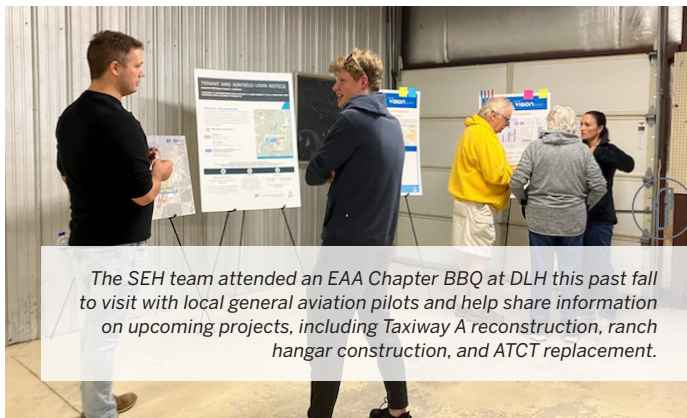


Project Committees and Workgroups: Committees will be set up with common purposes. We successfully used this approach for DLH and DYT Master Plans through the use of Technical Advisory Committees and Master Plan Advisory Committees. For certain stakeholders and projects, a working group may be more appropriate. The working group concept, as was used for the Runway 9/27 project, helps to build collaboration through a more purposeful and interactive format where stakeholders feel they are part of a team working towards a solution. Consistency in DAA, consultant, and tenant relationships will help build trust through these many projects.



Meeting People Where They Are: Pop-Up Meetings and Events: In contrast to other methods, where stakeholders are invited to come to you, the pop-up or intercept method involves going to locations where stakeholders already are—in the terminal, DLH tenant meetings, DYT tenant meetings and BBQs, or local Duluth events outside of the airport. We will bring the process to the people! This will allow stakeholders to provide input and feedback in a convenient way.

As we have in the past, we will attend various local events to provide project updates when needed. This includes chamber, Metropolitan Interstate Council, Joint Airport Zoning Board, 148th Fighter Wing AOB meetings, Runway Safety Action Team meetings, EAA events, neighborhood meetings, and other local events to provide updates on airport projects. Updates can also be weaved into the content and message shared at Duluth Days and other events. We are familiar with these events and can help you use them to collaborate and share your message.



One-on-One Meetings: Because stakeholders often have competing interests or concerns they may not want to share publicly, one-on-one meetings will also be important and valuable to not only gain insight from stakeholders but to also build relationships and trust with them. These meetings were useful when discussing sensitive and stakeholder specific topics during the Runway 9/27 project. These meetings will be used as-needed throughout upcoming projects.

Open Houses: Open houses are a more traditional and expected form of outreach. These will be used to inform and update stakeholders. Because we also want to learn from our stakeholders at these meetings, they will be made interactive where possible. One challenge is that the audience will often include a mix of technical and non-technical attendees, and the content must reflect that. It's very important that presentations and materials are engaging and easy to understand.

Newsletters: Newsletters will be a communication tool used throughout the process to convey important project information, serve as a record of project progress for stakeholders, and provide a consistent resource on project information and contacts. We will continue to leverage the Airport's MailChimp platform and mailing list to develop and distribute project newsletters and construction updates. Our team is able to complete this task on behalf of DAA staff, minimizing DAA staff time needed to provide these important project updates.

Social Media: We will work with you to develop a social media plan within the public and stakeholder engagement plan. Social media can be a great way to reach underserved or hard to reach stakeholders.

Project Branding: Project branding can be used to develop a recognizable feel and brand to a project, especially large and highly visible projects.

The project logo and branding created for the DLH Vision 2040 Master Plan was utilized in stakeholder communications throughout the project.



Project Website and Online Content: SEH team can develop content that can be posted on duluthairport.com. For large projects, distinct project pages can be developed. As we have in the past, the SEH team can take on responsibility for posting and maintaining project data on the airport's website, again minimizing project time commitments for DAA staff.

Engaging and Easy to Understand Project Materials: Airport projects can be complex. Having clear, easy to understand project materials and graphics to share with stakeholders is key. We will develop project flyers, handouts, visualizations, and 3D models throughout each project that are easy to understand and written in plain language to clearly depict key messages.

As part of the recent DLH Vision 2040 Master

Plan and Part 150 Noise Study, the SEH team

developed a multitude of project materials to

share project information with stakeholders.

These graphics were created to share with the

general public at events including Duluth and

St. Louis County at the Capital Days.



POLITICAL ENGAGEMENT

The SEH team has supported political engagement efforts of the DAA successfully since we began working on the Sky Harbor Environmental Assessment in 2007. Our team will continue to support political engagement efforts through materials, meetings, testifying at the legislature as we did to support LCCMR funding, and overall political engagement strategy development.

We are using the same team that has successfully supported DAA over the past 10+ years. If needed, we have additional resources that can be pulled in to support when they add strategic value to specific initiatives.

LEGISLATIVE SUPPORT

SEH has assisted airports with several large infrastructure improvement projects across the state, ranging from runway improvements to new terminal buildings. In addition to airport projects, SEH's legislative funding staff has supported SEH clients with a multitude of legislative project funding, from snowmobile and hiking trails to large regional water and waste water treatment facilities. The formula is the same; helping our clients determine the vision, communicating with key agencies and lawmakers the details of the project, and executing a strategic plan to bring the funding for large scale projects in communities across the state. The following table highlights four airport projects in which our funding team has assisted with large capital improvement projects.

Duluth International Airport



ABOUT

SEH assisted both the Duluth International Airport and DAA with a \$6.6 million direct appropriation from the state legislature. The funding was used primarily for three phases of the reconstruction of Runway 9/27, and also included the preservation of the natural environmental by realigning the runway at the Sky Harbor Airport.

Falls International Airport



ABOUT

Two phases of terminal replacement were funded using bond funds. SEH assisted the City of International Falls and Koochiching County with acquiring nearly \$5 million in two rounds of bond funding. The funding was used for local share and FAA ineligible improvements including a 3,000 sq. ft. customs facility supporting the Customs and Border Patrol.

Thief River Falls Regional Airport



ABOUT

Our legislative team assisted the Thief River Falls Airport Authority with obtaining \$5.5 million in state bond funding, and an additional \$7.5 million in Community Directed Spending to fund the majority of a 30,000 sq. ft. cargo facility supporting local industries in the region.

Falls International Airport



ABOUT

The state legislature supported four phases of runway and taxiway reconstruction at the Falls International Airport. The Airport completed a Triggering Event Master Plan which highlighted the phasing of the reconstruction of its sole commercial service runway, which also created a narrative for SEH legislative support staff to secure \$2.0 million in additional funding to match federal funds and assist with the local share of the project.

Building a Better World for All of Us[®]

Sustainable buildings, sound infrastructure, safe transportation systems, clean water, renewable energy and a balanced environment. Building a Better World for All of Us communicates a company-wide commitment to act in the best interests of our clients and the world around us.

We're confident in our ability to balance these requirements.

JOIN OUR SOCIAL COMMUNITIES



VII B.

Duluth Airport Authority Short Elliott Hendrickson Inc. (SEH) Work Order 2023-3 for Design for the Reconstruct Terminal Building Project at the Sky Harbor Airport

Terms:

- Estimated start date of March 21, 2023
- Estimated end date of July 1, 2023

Agreement Overview:

This work order includes the engineer's design report, geotechnical analysis, final design, and bidding document creation for the Reconstruct Terminal Building project at Sky Harbor Airport (DYT). The contract provisions included in the Master Agreement (dated 1-21-2020) between the DAA and SEH remain in effect for this work order.

Background:

The project consists of designing a roughly 1,800 square foot new terminal building at the Sky Harbor Airport (DYT). This project replaces the 40-year-old, 2-story terminal with a new single-story terminal. The existing terminal is not ADA compliant, doesn't meet the City and DNR Regulatory Flood Protection Elevation, has historic mold contamination, does not meet code requirements, is energy inefficient and beyond its useful life, is costly to maintain. The roof and MEP systems require replacement. The proposed terminal achieves program considerations and will provide a resilient, ADA compliant passenger terminal with energy efficiencies, safe airfield access, with comprehensive and thoughtful layout.

The proposed terminal will evaluate the need for a pilot-planning room, waiting room, and covered walkway for users to access the building. The proposed terminal will include replacement of septic holding tank, abandonment of existing well, and include minor site improvements to meet the City of Duluth finished floor requirement while accommodating ADA accessibility. The existing terminal is co-located with a hangar structure, which is remain as part of this project.

The airport was recently selected and awarded a competitive terminal grant from the FAA Bipartisan Infrastructure Law – Airport Terminals Program. The design and construction of the project is eligible for 95 percent funding of eligible areas.

This scope of engineering services includes engineer's design report, geotechnical analysis, final design, and bidding document creation, as well as public outreach and project management. This project will be constructed in the fall of 2023 pending contractor and material availability.

**WORK ORDER
No. 2023-3
Between**

**The Duluth Airport Authority (DAA) (Owner) and
Short Elliott Hendrickson Inc. (SEH) (Consultant)**

Dated: March 21, 2023

**RECONSTRUCT TERMINAL BUILDING – DESIGN SERVICES
SKY HARBOR AIRPORT (DYT)**

This work order includes engineer's design report, environmental review, final design, and bidding documents for the Reconstruct Terminal Building Project at the Sky Harbor Airport (DYT). The contract provisions included in the Master Agreement (dated 1-20-20) between the DAA and SEH remain in effect for this work order.

Estimated start date is March 22, 2023; estimated end date is July 1, 2023.

Compensation by the Owner to the Consultant shall be a lump sum amount of **\$163,900.00**.

Descriptions of the services to be provided are included in Attachments A. Detailed estimates of labor cost and expenses are included in Attachments B.

Point of Contact: Kaci Nowicki, Principal

APPROVED:

Duluth Airport Authority (DAA)

Short Elliott Hendrickson Inc.



Title: _____

Title: Principal

Date: _____

Date: March 21, 2023

Title: _____

Date: _____

ATTACHMENT A

Duluth Sky Harbor Airport (DYT)
2023 RECONSTRUCT TERMINAL BUILDING
DESIGN
Scope of Work

Engineer's Design Report, Final Design, Plans and Specifications, Bidding Documents

General – The project consists of designing a roughly 1,800 square foot new terminal building at the Sky Harbor Airport (DYT). This project replaces the 40-year-old, 2-story terminal with a new single-story terminal. The existing terminal is not ADA compliant, doesn't meet the City and DNR Regulatory Flood Protection Elevation, has historic mold contamination, does not meet code requirements, is energy inefficient and beyond its useful life, is costly to maintain. The roof and MEP systems require replacement. The proposed terminal achieves program considerations and will provide a resilient, ADA compliant passenger terminal with energy efficiencies, safe airfield access, with comprehensive and thoughtful layout.

The proposed terminal will evaluate the need for a pilot-planning room, waiting room, and covered walkway for users to access the building. The proposed terminal will include replacement of septic holding tank, abandonment of existing well, and include minor site improvements to meet the City of Duluth finished floor requirement while accommodating ADA accessibility. The existing terminal is co-located with a hangar structure, which is remain as part of this project. **See Figure 1 for a project sketch.** *(The Construction Administration scope items will be included in a subsequent work order)*

Proposed project schedule:

March 21, 2022	DAA Board considers Design contract
April 17, 2023	60% Submittal
April 17, 2023	FAA EDR Submittal & Review
April 17, 2023	60% Project Review Meeting with DAA and City of Duluth
May 3, 2023	90% Submittal
May 3, 2023	90% Project Review Meeting with DAA
May 16, 2023	Issued for Bid Submittal (City of Duluth Purchasing Office)
May 17, 2023	Advertise for Bid
June 8, 2023	Bid Opening
June 20, 2023	Contract Award Recommendation
July 1, 2023	Final Grant Request Application Submittal to FAA
Sept 2023	Construction Notice to Proceed

Project Deliverables – The project deliverables of this scope include the following:

1. Project Formulation
2. Preliminary Design
3. Engineer's Design Report
4. Plan Drawings (60%, 90% and final) for Terminal Demolition and Construction
5. Construction Bidding Documents for Terminal Demolition and Construction
6. FAA Construction Plans and Specifications Review
7. Quality Control Reviews
8. Project management and Meetings



Reconstruct Terminal Building

Duluth Sky Harbor Airport
Duluth, Minnesota

Figure 1

Reconstruct Terminal Building
03/2023, DULAI 166093



This work scope includes:

1. Project Formulation

- 1.1. **Scoping, Review and Project Coordination:** Short Elliott Hendrickson (SEH) will coordinate with the Duluth Airport Authority (Client) to develop the appropriate scope of work. Work includes task definition and establishment of project goals and objectives. This task also includes stormwater management research which entails researching archives for records of previous projects at the airport to provide guidance from past stormwater management design approaches. It also includes meeting with appropriate agencies to understand stormwater design and permitting requirements and develop a suitable stormwater design scope. The scoping will include review and coordination with MnDOT, FAA, and other regulatory agencies. The scope will be updated as needed based on input received.
- 1.2. **Project Formulation:** SEH will complete the project scoping and grant application, cost breakdowns, and eligibility determinations for the approved scope of work. Additional coordination and administration of additional funding sources beyond Federal Funding, is not included in this scope of work.
- 1.3. **Environmental Considerations:** SEH will prepare and submit the required categorical exclusion checklist and letter to the FAA for approval.
- 1.4. **Engineer's Design Report:** SEH will complete the FAA required engineer's design report (EDR) per FAA requirements. An initial draft version of the EDR will be completed and sent to the FAA for review and comment at 60% submittal. Comments provided by the FAA will be addressed and resubmitted as the final design report. The EDR will include the general project scope, site photographs, construction safety overview, environmental considerations, permitting, pavement design, drainage design, pavement markings, Disadvantaged Business Enterprise (DBE) participation, a project schedule, an Engineer's Estimate to complete the work and a preliminary project budget and planned funding sources.
- 1.5. **DBE Program and DBE Goals:** SEH will prepare a Disadvantaged Business Enterprise (DBE) Program and project specific goals in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26.

2. Project Design:

- 2.1. **Topographic Survey:** SEH will complete a comprehensive field survey to obtain topographical information including existing pavement, existing utilities, and relevant ground elevations. Task also includes data processing and review of the survey data.
- 2.2. **Geotechnical Investigation:** An approximate (2) borings will be taken at the new building location to aid with the structural design of the building foundation and pavement design. See attached scope of work from geotechnical consultant. Task includes Consultant supervision during investigation and review of the final geotechnical report.
- 2.3. **Stormwater Modeling:** Model existing and proposed conditions at the airport to develop a hydrologic model. The model will be used to ensure the necessary volume and rate control requirements are met in the final design.
- 2.4. **Septic System Desktop & Field Evaluation:** SEH will complete a preliminary desktop site evaluation, conduct a field evaluation, and prepare site and soils evaluation documentation. This task research will evaluate the existing septic holding tank and dry well associated with the existing building for handling wastewater. Travel time for field evaluation is broken out as separate sub-task.

2.5. **Asbestos Inspection & Regulated Waste Assessment:**

Minn. R. 7035.0805 requires that project owners or parties authorizing the renovation or demolition of a building remove regulated materials before starting a renovation or demolition project. All items and materials removed must be properly characterized, tested, managed, and disposed of and reused or recycled in accordance with applicable standards.

SEH will provide a Minnesota Certified Asbestos Inspector to collect an estimated 50 bulk samples of potential asbestos containing material (ACM). The asbestos inspection will be conducted in accordance with Minnesota Department of Health (MDH) asbestos inspection and assessment rules (Section 4620.3460) and U.S. Environmental Protection Agency (USEPA) guidance documents. The asbestos inspection is intended to meet the requirements of the National Emission Standard for Hazardous Air Pollutants (NESHAP) Subpart M – National Emission Standard for Asbestos. The Minnesota Pollution Control Agency (MPCA) enforces the NESHAP regulation in Minnesota. *Travel time for evaluation is broken out as separate sub-task.*

As part of the asbestos inspection, the ACM identified within the structures will be quantified and locations documented for future abatement prior to demolition.

Regulated Waste Assessment. SEH will complete a walk-through of the property and an inspection of the structures located on the subject property to determine the presence and location of regulated materials at the site or contained within the building materials. This assessment includes preparing an inventory of fluorescent bulbs/ballasts, mercury containing switches, CFCs, containers, and other items included in Minn. R. 7035.0805 Subp. 5. If peeling paint is identified during the assessment, up to 2 paint samples will be collected and analyzed for lead. Our proposal also includes collection of 1 caulk sample for analyses for polychlorinated biphenyls (PCBs).

Reporting. SEH will prepare a summary report identifying ACM or potential ACM, locations, approximate quantities, a figure depicting ACM locations that were identified, and a summary of regulated materials that were identified.

Limitations. In any building the potential exists for hazardous material to be located inside walls, above ceilings, under floors, buried underground, and other inaccessible areas. This inspection will attempt to identify hazardous material in these inaccessible areas. However, it is not feasible to inspect 100 percent of these areas. Therefore, SEH cannot be held responsible for the presence of any such hidden materials. Demolition and other contractors involved in the project should be made aware of this potential. If previously unidentified suspect hazardous material is exposed during their activities, they should be sampled and analyzed for content prior to any disturbance.

Sampling of materials for asbestos content involves the collection of a small piece of that material. Some damage is inevitable. However, every effort will be made to limit cuts and holes to discreet locations. Our representative will not be responsible for repairing materials damaged during sampling. SEH has assumed no roofing materials will be sampled at the time of the inspection.

Permitted and non-permitted required confined spaces are exempted from this scope of work.

2.6. **Construction Safety Plan / Airspace Analysis:** SEH will prepare a construction safety and phasing plan, as well as a construction safety plan narrative, for the project and submit to the FAA. This plan and analysis are required to be completed to proceed with construction. This work element will evaluate the final building structure and associated height within the FAA 7460 airspace review.

2.7. **Project Site Visits:** SEH will conduct initial project site visits to evaluate the existing structure for removal with minimizing impacts to the structural function of the adjacent hangar building. The project design elements will incorporate the information gathered by the site visit and include the demolition strategy. SEH will also document how the proposed terminal will be reconnected and flow with the floor plan. It is anticipated two (2) site visits will take place. One by each discipline – Structural & Architectural. *Travel time for each discipline is broken out as separate sub-task.*

2.8. **Detailed Design:** Detailed design includes site preparation, civil site work, erosion control landscaping, the terminal building structure, including structural, architectural, electrical, mechanical, and plumbing design, onsite stormwater management to meet the required stormwater rules, and septic system design. The proposed structure connection to the adjacent building will evaluate the roofing assembly and constructability to the existing hangar that would require replacement of the entire roofing membrane.

Civil site design will be based on as-built drawings, survey information, soil boring/geotechnical report data and surface drainage analysis.

Existing well & site evaluation is not required for this project. Preliminary research indicates the well installed and connected as part of the original terminal building construction has been sealed in 2009, based on MDH Well Reporting. The proposed building will tie back into the private watermain.

Septic system design will be based on field data. Subsurface sewage treatment systems (SSTS) design forms and necessary permit applications will be prepared and submitted to the necessary agencies.

Structural detailed design will associate the structural elements of the project. The major structural elements included in this task includes floor slab design, roof framing design, and design loads for precast walls, roof, and foundation elements.

SEH's subconsultant will complete a detailed design for the mechanical and electrical elements of the project. The associated design will include plumbing, HVAC, and electrical elements.

2.9. **Building Renderings:** SEH will prepare and create building renderings that will depict the Clients desired look of the proposed terminal building. This task will include up to a total of (6) building renderings throughout the project. Requested revisions to a building rendering would count towards the number of renderings provided.

2.10. **Construction Plan Sheets:**

2.10.1. **60% Plan Sheets:** Preparation of 60% construction drawings.

Upon completion of the 60% design, all disciplines will be released to proceed with 90% design. No significant changes to the programming shall occur. This includes mechanical, structural, electrical, architectural, and civil design.

2.10.2. **90% Plan Sheets:** Preparation of 90% construction drawings.

2.10.3. **Final Construction Plan Sheets:** Preparation of construction drawings consisting of approximately the following plan sheets.

- Title Sheet
- Construction Safety and Phasing Plan
- Statement of Estimated Quantities
- SWPPP
- Erosion Control Plan and Details
- Demolition Plan of Existing Terminal Building
- Stormwater Design Plan and Details
- Typical Section
- Civil Site Grading Plan
- Architecture / Structural
 - Building Code Plan and Analysis

- Floor, Ceiling and Roof Plans
- Foundation Plans and Details
- Roof Framing Plans and Details
- Exterior Building Elevations
- Walls Sections
- Interior Elevations, and Finish Schedules
- Plumbing (See Subconsultant Scope of Work for Detailed Description)
 - Sanitary, Waste, and Vent Plans including below grade and above grade sanitary piping and plumbing vent piping. This includes SSTs plans.
 - Domestic water and gas plans including above grade domestic cold water, hot water, and recirculated hot water as well as propane distribution piping.
- HVAC (See Subconsultant Scope of Work for Detailed Description)
 - Heating, Ventilation, and Air Conditioning (HVAC) plans for the building.
 - Enlarged scale mechanical room HVAC plans as well as sections and isometrics.
- Electrical (See Subconsultant Scope of Work for Detailed Description)
 - Lighting plans including interior and exterior lighting layouts.
 - Power plans showing receptacles, equipment connections, and electrical service and panel locations.
 - Power Distribution including One-line Diagram
 - Data/Communications systems plans to include Fire Alarm System and Data/Communications and security outlet and rack locations.
 - Electrical Site plans with utility transformer and power and communications service conduit provisions.
- Representative Sections and Details
- Standard Plates
- Construction Notes including material strengths and grades and geotechnical criteria

3. Quality Control Review:

- 3.1. **Quantity Calculations and Engineer and Architectural Opinion of Probable Cost Estimate:** SEH will calculate final quantities for use in the bid package. A final engineer's opinion of probable cost estimate using these quantities is also included.
- 3.2. **Quality Control Review:** SEH will perform quality control review of the project drawings and specifications as well as quantity determination and engineer and architectural opinion of probable cost estimate. This task includes the time required to perform the review, internal meetings, and coordination with the DAA, FAA, MnDOT, and other regulatory agencies and utilities, as needed. This task also includes quality control review of the subconsultants efforts by internal MEP disciplines. The review will take place at 90% milestone.

4. Construction Bidding Documents:

- 4.1. **Construction Bidding Documents:** SEH will prepare a bid proposal project manual consisting of a table of contents, advertisement for bids, proposal documents, bid form, state and federal requirements, wage rates, technical specifications, and special provisions. The basis of this proposal is assuming one bid proposal package for all the work items necessary to complete the project. Bidding documents will be edited individually and sent to the City of Duluth Purchasing Office for review. This task includes coordination with the City of Duluth Purchasing Office to advertise the project for bid.
- 4.2. **Bidding Services:** The design team will take questions from contractors throughout the bidding process and if needed, will clarify questions with an addendum.
- 4.3. **Bid Review and Recommendation:** After bids are opened, engineer will review for completed bids, develop a bid tab for bid comparison, and make a contractor recommendation to the DAA for award of the bid.

5. **Project Management:**

- 5.1. **Overall Project Management:** Overall administration of the project, review of design data and deliverables, email coordination of plan and specification review with the DAA, MnDOT Office of Aeronautics, FAA, and other regulatory agencies as required. Monthly invoices will be prepared and submitted to DAA.
- 5.2. **City of Duluth Coordination:** SEH will coordinate with the City of Duluth representatives as the project progresses. This coordination will include up to (3) project meetings to discuss the elements with code officials. These meetings are expected to include 1-hr of preparation time, 1-hr for meeting and 1-hr for recording of meeting minutes (for Project Manager only). This task will also include correspondence and communications outside of the allotted meetings.
- 5.3. **Subconsultant Coordination:** Scheduling, coordination and administration, and review of subconsultant deliverables, including subcontracts, reports, design data, and pay applications.
- 5.4. **Meetings:** SEH will coordinate and prepare project meetings for the following:
 - 5.4.1. Duluth Airport Authority: Design Kick Off meeting. This meeting will be a kickoff to review a preliminary floorplan, discuss project goals and obtain DAA feedback on design preferences. This meeting is expected to include Project Principal, Project Manager and Architect for 1-hr of preparation time, 1-hr for meeting and 1-hr for recording of meeting minutes (for Project Manager only).
 - 5.4.2. Duluth Airport Authority: 60% (Virtual), 90% (Virtual) and IFB (Virtual) meetings. These meetings are expected to include Project Principal & Project Manager for 1-hr of preparation time, 1-hr for meeting and 1-hr for recording of meeting minutes (for Project Manager only).
 - 5.4.3. FAA/MnDOT Project Meetings: Two (2) meetings with the FAA and MnDOT are anticipated to discuss project progress and design and eligibility reviews. These meetings are expected to include Project Principal & Project Manager for 1-hr of preparation time, 1-hr for meeting and 1-hr for recording of meeting minutes (for Project Manager only).
 - 5.4.4. SEH/TDG 6-total internal. These virtual meetings are expected to include 1-hr for meeting for one team member from each discipline and 1-hr for recording of meeting minutes (for Project Manager only).
 - 5.4.5. Stakeholder Engagement: Attend two Sky Harbor tenant meetings (Project Principal & Project Manager) and one Park Point Community Club Meeting (Project Principal & Project Manager) to provide a project overview and update. Each meeting is expected to include 1-hr of preparation time, 1-hr for meeting. *Travel time for Project Principal and Project Manager is broken out as separate sub-task.*

Subconsultants performing work under this proposal include the following:

1. Braun Intertec: Geotechnical investigation will be performed by Braun Intertec. See attached proposal dated March 9, 2023.
2. The Design Group, Inc.: Mechanical, Electrical and Plumbing work elements will be performed by The Design Group, Inc. See attached proposal dated March 8, 2023.

ESTIMATED FEES AND EXPENSES
ATTACHMENT B
2023 Terminal Building Design
Sky Harbor Airport (DYT)

Task No.	Task Description	Project Principal	Project Manager	Project Engineer	Sr. Civil Engineer	Sr. Civil Engineer	Structural Engineer	Structural Technician	Biologist	Sr. Scientist	Staff Scientist	Water Resources Engineer	Electrical Engineer	Mechanical Engineer	Architect	Architect Technician	Landscape Architect	Survey Crew Chief	APD Senior Technician	Administrative Assistant
Project Formulation																				
1.1	Scoping, Review and Project Coordination	3	4	4			4					2			4		2		4	1
1.2	Project Formulation		6	4											4				4	
1.3	Environmental Considerations			2					12	4									2	
1.3.1	City of Duluth Haul Route Application			1																
1.4	Engineer's Design Report		4	20											4				2	8
1.5	DBE Program and DBE Goals			2																2
Project Design																				
2.1	Topographic Survey			2														8	2	
2.1.1	Travel to Survey																	4		
2.2	Geotechnical Investigation			2	1		2													
2.3	Stormwater Modeling											6								
2.4	Septic System Desktop & Field Evaluation				12															
2.4.1	Travel for Field Evaluation			8																
2.5	Regulated Materials Assessment & Asbestos Evaluation		2							8	21									
2.5.1	Travel for Field Evaluation										1									
2.6	Construction Safety Plan & Airspace Analysis		1	2															4	
2.7	Project Site Visit						8								4					
2.7.1	Travel for Architectural														4					
2.7.2	Travel for Structural						12													
2.8	Detailed Design		2	14	4	4	4					2			2	8	6			
2.9	Building Renderings (6 Total)														2	30				
2.10	Construction Plan Sheets																			
2.10.1	60% Plan Sheets		6	12	6		8	60							2	64	4		60	
2.10.2	90% Plan Sheets		2	10	4		4	12				2			2	16	6		24	
2.10.3	Final Construction Plan Sheets		2	6	1		2	4				2			2	10	1		8	
Quality Control Review																				
3.1	Quantity Calculations and Engineer and Architectural Opinion of Probable Cost Estimate		2	6	2	2									1	4			4	
3.2	Quality Control Reviews	4	4				8					2	8	8	4					
Construction Bidding Documents																				
4.1	Construction Bidding Documents		4	20			4								1	6				12
4.2	Bidding Services		4	2			2								6					
4.3	Bid Review and Recommendation		2	2																1
Project Management																				
5.1	Project Management	2	6	2											2					2
5.2	City of Duluth Coordination	2	24	8											4					
5.3	Subconsultant Coordination		4	2											6					2
5.4	Meeting(s)																			
5.4.1	Duluth Airport Authority Kick-Off (1 Total)	1	3												2					
5.4.2	Duluth Airport Authority (3 Total)	3	9																	
5.4.3	FAA/MDOT (2 Total)	2	6																	
5.4.4	Internal Design (6 Total)		6	9	2	2	6								6				6	
5.4.5	Stakeholder Engagement (3 Total)	6	4																	
5.4.5.1	Travel for Project Manager		8																	
Total hours per labor category		23	115	132	40	8	64	76	12	12	22	16	8	8	62	138	19	12	116	28

ESTIMATE OF LABOR COSTS:

Labor Category	Hours	Rate	Extension
Project Principal	23	\$80.91	\$1,860.93
Project Manager	115	\$58.38	\$6,713.70
Project Engineer	132	\$44.38	\$5,858.16
Sr. Civil Engineer	40	\$57.29	\$2,291.60
Sr. Civil Engineer	8	\$73.17	\$585.36
Structural Engineer	64	\$63.68	\$4,075.52
Structural Technician	76	\$43.67	\$3,318.92
Biologist	12	\$34.91	\$418.92
Sr. Scientist	12	\$63.53	\$762.36
Staff Scientist	22	\$29.13	\$640.86
Water Resources Engineer	16	\$38.64	\$618.24
Electrical Engineer	8	\$57.23	\$457.84
Mechanical Engineer	8	\$44.23	\$353.84
Architect	62	\$64.09	\$3,973.58
Architect Technician	138	\$37.03	\$5,110.14
Landscape Architect	19	\$69.02	\$1,321.38
Survey Crew Chief	12	\$38.27	\$459.24
APD Senior Technician	116	\$44.35	\$5,144.60
Administrative Assistant	28	\$32.45	\$908.60

Total Direct Labor Costs:	911	\$44,873.79
Direct Salary Costs plus Overhead (66.03%)		\$74,171.89
Total Labor Costs		\$118,845.68
Fee (15%)		\$17,826.85

ESTIMATE OF EXPENSES:

Direct Expenses	Quantity	Rate	Extension
Computer Charge	911	\$5.80	\$5,283.80
Employee Mileage	2,850	\$0.65	\$1,852.50
Survey - Field Truck	12	\$4.90	\$58.80
Survey - GPS Equipment	12	\$45.00	\$540.00
Asbestos Lab Test	1	\$990.00	\$990.00
Asbestos - Equipment	1	\$100.00	\$100.00
Subconsultant Geotechnical Evaluation - Braun Intertec	1	\$5,200.00	\$5,200.00
Subconsultant Mech/Elec/Plum - The Design Group	1	\$13,000.00	\$13,000.00
Reproductions / Miscellaneous	1	\$300.00	\$300.00

Total Expenses		\$27,325.10
-----------------------	--	--------------------

Total (Labor Costs + Fee + Expenses)		\$163,997.63
--------------------------------------	--	--------------

SUMMARY:

Estimated Total		\$163,900.00
-----------------	--	---------------------



1711 East 13th Street
Suite 201
Hibbing, MN 55746
PH: 218.262.1959
FX: 218.262-1976
www.thedgroup.org

March 8, 2023

Short Elliot Hendrickson, Inc.
Attn: Ryan Falch, PE
Senior Engineer I Airport Planning and Design

RE: Duluth Sky Harbor Airport Terminal Reconstruction

Ryan,

The Design Group, Inc. is pleased to submit this proposal for MEP engineering services related to the design of the Terminal Reconstruction located at the Duluth Sky Harbor Airport. Our work will be centered on providing Mechanical and Electrical engineered drawings and specifications for this reconstruction. Below are the services you requested from MEP for this project.

Plumbing

- Sanitary, Waste, and Vent Plans including below grade and above grade sanitary piping and plumbing vent piping.
- Domestic water and gas plans including above grade domestic cold water, hot water, and recirculated hot water as well as propane distribution piping.
- Isometrics for waste, vent and water piping per Plumbing Code.

HVAC

- Heating, Ventilation, and Air Conditioning (HVAC) plans for the building.
- Enlarged scale mechanical room HVAC plans as well as sections where needed.

Electrical

- Lighting plans including interior and exterior lighting layouts.
- AWOS Coordination w/ MnDOT (SEH will help to facilitate)
- Fueling Monitoring Equipment
- Power plans showing receptacles, equipment connections, and electrical service and panel locations.
- Power Distribution including One-line Diagram
- Data/Communications systems plans to include Fire Alarm System if required and Data/Communications and security outlet and rack locations.
- Electrical Site plans with utility transformer and power and communications service conduit provisions.

Other items included in this proposal are:

- Project Management, Including coordination with SEH
- (3) Virtual Project Review Meetings
- (3) Virtual Project Meetings with SEH
- City of Duluth Coordination related to MEP
- Plumbing Plan Submittal

- Project Site Visit to evaluate existing Terminal and see equipment in current condition

The Design Group proposes to charge a lump sum fee of Thirteen Thousand dollars (\$13,000.00) for the work described above. These fees will cover all costs incurred by the Design Group including telephone calls, postage, etc. Not included in this proposal are plan review fees. Additional services can be provided at an hourly rate or as agreed to prior to beginning the additional work. Thank you for the opportunity to submit this proposal!

ADDITIONAL SERVICES:

Any Additional Services beyond the Basic Services outlined above will be performed only upon your instruction and will be billed at the following hourly rates:

- Sr. Professional Engineer - \$145.00
- Sr. Technical Designer - \$95.00

TERMS AND CONDITIONS:

The Design Group, Inc. (TDG) shall perform the services outlined in this agreement for the stated fee arrangement.

Fee

The total fee, except stated lump sum, shall be understood to be an estimate, based upon Scope of Services, and shall not be exceeded by more than ten percent, without written approval of the Client. Where the fee arrangement is to be on an hourly basis. The rates shall be those that prevail at the time services are rendered.

Billings/Payments

Invoices will be submitted monthly for services and reimbursable expenses and are due when rendered. Invoice shall be considered PAST DUE if not paid within thirty (30) days after the invoice date and TDG may, without waiving any claim or right against the Client, and without liability whatsoever to the Client, terminate the performance of the service. Retainers shall be credited on the final invoice. A service charge will be charged at 1.5% (or the legal rate) per month on the unpaid balance. In the event any portion of an account remains unpaid ninety (90) days after billing, the Client shall pay cost of collection, including reasonable attorneys' fees.

Access to Site

Unless otherwise stated, TDG will have access to the site for activities necessary for the performance of the services. TDG will take precautions to minimize damage due to these activities, but has not included in the fee the cost of restoration of any resulting damage.

Termination of Services

This agreement may be terminated upon ten (10) days written notice by either party should the other fail to perform his obligations hereunder. In the event of termination, the Client shall pay TDG for all services rendered to the date of termination, all reimbursable expenses, and reasonable termination expenses.

Ownership Documents

All documents produced by the TDG under this agreement shall remain the property of TDG and may not be used by the Client for any other endeavor without the written consent of TDG.

Dispute Resolution

Any claim or dispute between the Client and TDG shall be submitted to non-binding mediation, subject to the parties agreeing to a mediator(s). The laws of the principal place of business of TDG shall govern this agreement.

Sincerely,

A handwritten signature in blue ink, appearing to read "O. Maki", is written over a light blue rectangular background. The signature is fluid and cursive.

The Design Group, Inc.
Otto W. Maki, Principal

March 9, 2023

Proposal QTB174154

Ryan Falch, PE
SEH, Inc.
3535 Vadnais Center Drive
Saint Paul, MN 55110

Re: Proposal for a Geotechnical Evaluation
Proposed Terminal Building Reconstruction
Sky Harbor Regional Airport
5000 Minnesota Avenue
Duluth, Minnesota

Dear Ryan:

Braun Intertec Corporation respectfully submits this proposal to complete a geotechnical evaluation for design and reconstruction of the terminal building at the referenced site.

Project Information

Per our correspondence with you, we understand the proposed project will include the reconstruction of the existing terminal building and pavement improvements to the existing parking lot. The reconstructed building is planned to be constructed in approximately the same area as the existing building, and be a single-story, slab-on-grade structure that is approximately 1,800 square feet. We understand the connected hangar to the southeast is planned to remain unchanged. A portion of the parking lot to the northwest is also planned to be improved. Details of the parking lot improvements were not available at the time of this proposal. The locations of the soil borings will be selected and staked by SEH. We request SEH provide location coordinates and elevations for inclusion in our report.

Purpose

The purpose of our geotechnical evaluation will be to characterize subsurface geologic conditions at selected exploration locations, evaluate their impact on the project, and provide geotechnical recommendations for the design and reconstruction of the terminal building and parking lot.

Scope of Services

We propose the following tasks to help achieve the stated purpose. If we encounter unfavorable or unforeseen conditions during the completion of our tasks that lead us to recommend an expanded scope of services, we will contact you to discuss the conditions before resuming our services.

Site Access

Based on aerial photographs and your description, it appears that the site is accessible to a float tire-mounted drill rig. We assume there will be no cause for delays in accessing the exploration locations. We are not including debris or obstruction removal, grading of navigable paths, or snow plowing.

Depending on access requirements, ground conditions or potential utility conflicts, our field crew may alter the exploration locations from those proposed to facilitate accessibility. Our drilling activities may also impact the vegetation and may rut the surface to access boring locations. Restoration of vegetation and turf is not part of our scope of services.

Utility Clearance

Prior to drilling or excavating, we will contact Gopher State One Call and arrange for notification of the appropriate utility vendors to mark and clear the exploration locations of public underground utilities. You, or your authorized representative, are responsible to notify us before we begin our work of the presence and location of any underground objects or private utilities that are not the responsibility of public agencies.

Penetration Test Borings

As requested, we will drill 2 standard penetration test borings for the proposed building and parking lot. We will drill 1 boring on the northwest side of the existing building to a depth of 24 1/2 feet and 1 boring in the existing parking lot to a depth of 10 feet. We will perform standard penetration tests at 2 1/2-foot vertical intervals to a depth of 15 feet and at 5-foot vertical intervals at greater depths.

If the borings encounter groundwater during or immediately after drilling each boring, we will record the observed depth on the boring logs.

If the intended boring depths do not extend through unsuitable material, we will extend the borings at least 5 feet into suitable material at greater depths. The additional information will help evaluate such issues as excavation depth, consolidation settlement, and foundation alternatives, among others. If we identify a need for deeper (or additional) borings, we will contact you prior to increasing our total estimated drilled footage and submit a Change Order summarizing the anticipated additional effort and the associated cost, for your review and authorization.

MDH Sealing Record

We are planning the deepest borings to be at least 15 feet and less than 25 feet. Therefore, the Minnesota Statutes require us to complete a Sealing Record after our completion of the borings. Our proposal includes the fees for the Minnesota Department of Health (MDH) Sealing Record.

In the event we extend our borings to a depth of 25 feet or greater, the MDH requires us to complete and submit a Sealing Notification Form for the project. The submission of the Sealing Notification Form will require a signature from the property owner (or agent). If we extend our borings to a depth of 25 feet or greater, we will forward on to you a copy of the form for signature and increase our total fees by \$100.

Borehole Abandonment

We will backfill our exploration locations immediately after completing the drilling at each location. Minnesota Statutes require sealing temporary borings that are 15 feet deep or deeper. Based on our proposed subsurface characterization depths, we will seal 24 1/2 linear feet of borings with grout. Our lump sum fee includes those fees associated with the sealing.

Sealing boreholes with grout will prevent us from disposing of auger boring cuttings in the completed boreholes. Unless you direct us otherwise, we intend to thin-spread the cuttings around the boreholes. If we cannot thin-spread cuttings, we will put them in a container left on site. We can provide off-site disposal of the cuttings for an additional fee.

Over time, subsidence of borehole backfill may occur, requiring releveling of surface grades. We are not assuming responsibility for re-leveling after we complete our fieldwork.

Sample Review and Laboratory Testing

Recovered samples will be returned to our laboratory, where they will be visually classified and logged by a geotechnical engineer. To help classify the materials encountered and estimate their engineering properties, we have budgeted to perform moisture content tests and mechanical analyses (through a #200 sieve only). We will adjust the actual number and type of tests based on the results of our borings.

Engineering Analyses

We will use data obtained from the subsurface exploration and laboratory tests to evaluate the subsurface profile and groundwater conditions, and to perform engineering analyses related to structure design and performance.

Report

We will prepare a report including:

- A sketch showing the exploration locations.
- Logs of the borings describing the materials encountered and presenting the results of our groundwater measurements and laboratory tests.
- A summary of the subsurface profile and groundwater conditions.
- Discussion identifying the subsurface conditions that will impact design and construction.
- Discussion regarding the reuse of on-site materials during construction.
- Recommendations for preparing structure and pavement subgrades, including excavation support, and the selection, placement and compaction of excavation backfill and structural fill.
- Recommendations for the design of spread footing foundations and grade supported slabs.
- Recommendations for the pavement section of the parking lot.

We will only submit an electronic copy of our report to you unless you request otherwise. At your request, we can also send the report to additional project team members.

Schedule

We anticipate performing our work according to the following schedule.

- Drill rig mobilization – within about 3 weeks following receipt of written authorization
- Field exploration – 1 day on site to complete the work
- Classification and laboratory testing – within 2 weeks after completion of field exploration
- Preliminary results – within 1 week after completion of field exploration
- Final report submittal – within 4 weeks after completion of field exploration

If we cannot complete our proposed scope of services according to this schedule due to circumstances beyond our control, we may need to revise this proposal prior to completing the remaining tasks.

Fees

We will furnish the services described in this proposal for a lump sum fee of \$5,200. Please note that our drilling/field services were budgeted to occur within our normal work hours of 7:00 a.m. to 5:00 p.m., Monday through Friday. If conditions occur that require us to work outside of these hours, we will request additional fees to cover our additional overtime costs. Our work may extend over several invoicing periods. As such, we will submit partial progress invoices for work we perform during each invoicing period.

General Remarks

We will be happy to meet with you to discuss our proposed scope of services further and clarify the various scope components.

We appreciate the opportunity to present this proposal to you. Please sign and return a copy to us in its entirety.

We based the proposed fee on the scope of services described and the assumptions that you will authorize our services within 30 days and that others will not delay us beyond our proposed schedule.

We will provide our services under the terms of the Master Subcontract Agreement dated July 2, 2008.

To have questions answered or schedule a time to meet and discuss our approach to this project further, please contact Aaron Tast at 320.980.3504 or Colin Anderson at 320.305.0628.

Sincerely,

BRAUN INTERTEC CORPORATION



Colin L. Anderson, PE
Project Engineer



Joseph C. Butler, PE
Business Unit Leader, Senior Engineer

The proposal is accepted, and you are authorized to proceed.

Authorizer's Firm

Authorizer's Signature

Authorizer's Name (please print or type)

Authorizer's Title

Date

VII C.

Duluth Airport Authority Federal Aviation Administration (FAA) for Reimbursable Agreement for the relocation of the Air Traffic Control Tower Project at the Duluth International Airport

Terms:

- Estimated start date of March 22, 2023
- Estimated end date of December 31, 2024

Fiscal Impact:

The cost of the preliminary study conducted by FAA is \$59,940.00.

Agreement Overview:

This resolution includes coordination with the FAA to complete preliminary analysis for the relocation of a new Air Traffic Control Tower (ATCT) facility at the Duluth International Airport (DLH). The contract provisions are included in the board documents.

Background:

The existing ATCT facility at the Duluth International Airport (DLH) is over 70 years old and is in poor condition. The ATCT cab height does not provide adequate site lines for the entire airfield, causing safety concerns. The ATCT condition, existing location and proposed replacement was studied as part of the recently completed comprehensive Airport Master Plan, which identified alternative locations for a new ATCT facility.

The DAA received state funding support to complete a site visit to the Airport Facilities Terminal Integration Laboratory (AFTIL). The study was completed in October, 2022 and evaluated four proposed tower locations. Additional review occurred in November and December to further analyze the merits of each site location.

The reimbursable agreement (RA) will allow FAA staff to provide preliminary design and coordination services to the DAA and the ATCT design team. The agreement provides funding for FAA services limited to labor, travel, and expenses required to perform preliminary engineering for future implementation of the relocation of the ATCT. Preliminary engineering includes technical consultation, site visits, feasibility assessments, project planning, scope definition, development of cost estimate(s), review of Sponsor provided design package, and development of FAA design package. No government furnished equipment or implementation services will be provided under this Agreement. If required, the FAA and the Sponsor will enter into a separate agreement to cover the implementation of the costs included in the estimate developed under this agreement.

The RA costs will be included in future grant and bonding applications for funding.

NON-FEDERAL PRELIMINARY DESIGN REIMBURSABLE AGREEMENT

BETWEEN

**DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION**

AND

**DULUTH AIRPORT AUTHORITY
DULUTH INTERNATIONAL AIRPORT
DULUTH, MINNESOTA**

WHEREAS, the Federal Aviation Administration (FAA) can furnish directly or by contract services which the Duluth Airport Authority (Sponsor) requires, has funds available for, and has determined should be obtained from the FAA;

WHEREAS, it has been determined that competition with the private sector for provision of such services is minimal; the proposed activity will advance the FAA's mission; and the FAA has a unique capability that will be of benefit to the Sponsor while helping to advance the agency's mission;

NOW THEREFORE, the FAA and the Sponsor mutually agree as follows:

ARTICLE 1. Parties

The Parties to this Agreement are the FAA and Duluth Airport Authority.

ARTICLE 2. Type of Agreement

This Agreement is an "other transaction" authorized under 49 U.S.C. § 106(l)(6). It is not intended to be, nor will it be construed as, a partnership, corporation, joint venture or other business organization.

ARTICLE 3. Scope

This Agreement provides funding for FAA services limited to labor, travel, and expenses required to perform preliminary engineering for future implementation of the Sponsor's project identified below. Preliminary engineering includes technical consultation, site visits, feasibility assessments, project planning, scope definition, development of cost estimate(s), review of Sponsor provided design package, and development of FAA design package. No government furnished equipment or implementation services will be provided under this Agreement. If required, the FAA and the Sponsor will enter into a

separate agreement to cover the implementation of the costs included in the estimate developed under this Agreement. Therefore, this Agreement is titled:

Preliminary Design Reimbursable Agreement for FAA Preliminary Design support for Sponsor's ATCT Replacement project at Duluth International Airport

This agreement is in whole or in part funded with funding from an AIP grant [] Yes [X]No. If Yes, the grant date is: [] and the grant number is: []. If the grant information is not available at the time of agreement execution, the Sponsor will provide the grant information to the FAA when it becomes available.

ARTICLE 4. Points of Contact

A. FAA:

1. The FAA Central Service Center, Planning and Requirements will provide administrative oversight of this Agreement. Eric Thacker is the Lead Planner and liaison with the Sponsor and can be reached at (817) 222-4506 or via email at eric.p.thacher@faa.gov. This liaison is not authorized to make any commitment, or otherwise obligate the FAA, or authorize any changes which affect the estimated cost, period of performance, or other terms and conditions of this Agreement.
2. The FAA Central Service Area, Terminal Engineering Center-Chicago will perform the scope of work included in this Agreement. Douglas Weaver is the Terminal Engineering Center Manager and liaison with the Sponsor and can be reached at (847) 294-8187 or via email at doug.e.weaver@faa.gov. This liaison is not authorized to make any commitment, or otherwise obligate the FAA, or authorize any changes which affect the estimated cost, period of performance, or other terms and conditions of this Agreement.
3. FAA Contracting Officer: The execution, amendment, and administration of this Agreement must be authorized and accomplished by the Contracting Officer, Bradley K. Logan who can be reached at (817) 222-4395 or via email at brad.logan@faa.gov.

B. Sponsor:

Duluth Airport Authority
Mark Papko
4701 Grinden Dr.
Duluth, MN 55811
218-625-7767
Mpapko@duluthairport.com

ARTICLE 5. Reserved

ARTICLE 6. Reserved

ARTICLE 7. Estimated Costs

The fully-loaded estimated FAA cost associated with this Agreement is \$59,940.00.

ARTICLE 8. Period of Agreement and Effective Date

The effective date of this Agreement is the date of the last signature. This Agreement is considered complete when the final invoice is provided to the Sponsor and a refund is sent or payment is received as provided for in Article 9 of this Agreement. This Agreement will not extend more than 36 months beyond its effective date.

ARTICLE 9. Reimbursement and Accounting Arrangements

- A. The Sponsor agrees to prepay the entire estimated cost of the Agreement. The Sponsor will send a copy of the executed Agreement and submit full advance payment in the amount stated in Article 7 to the Reimbursable Receipts Team listed in Section C of this Article. The advance payment will be held as a non-interest bearing deposit. Such advance payment by the Sponsor must be received before the FAA incurs any obligation to implement this Agreement. Upon completion of this Agreement, the final costs will be netted against the advance payment and, as appropriate, a refund or final bill will be sent to the sponsor. Per U.S. Treasury guidelines, refunds under \$1.00 will not be processed. Additionally, FAA will not bill the sponsor for amounts less than \$1.00.
- B. The Sponsor certifies that arrangements for sufficient funding have been made to cover the estimated costs of the Agreement.
- C. The Reimbursable Receipts team is identified by the FAA as the billing office for this Agreement. The preferred method of payment for this agreement is via Pay.Gov. The sponsor can use a check or credit card to provide funding in this manner and receipt-processing time is typically within 3 working days. Alternatively, the sponsor can mail the payment to the address shown below. When submitting funding by mail, the Sponsor must include a copy of the executed Agreement and the full advance payment. All payments mailed to the FAA must include the Agreement number, Agreement name, Sponsor name, and project location. Payments submitted by mail are subject to receipt-processing delay of up to 10 working days.

FAA payment remittance address using USPS or overnight method is:

Federal Aviation Administration
Reimbursable Receipts Team
800 Independence Ave S.W.
Attn: Rm 612A
Washington D.C. 20591
Phone 202-267-1307

The Sponsor hereby identifies the office to which the FAA will render bills for the project costs incurred as:

Duluth Airport Authority
Attn: Mark Papko
4701 Grinden Dr.
Duluth, MN 55811
218-625-7767
Mpapko@duluthairport.com

- D. The FAA will provide a quarterly Statement of Account of costs incurred against the advance payment.
- E. The cost estimates contained in Article 7 are expected to be the maximum costs associated with this Agreement, but may be amended to recover the FAA's actual costs. If during the course of this Agreement actual costs are expected to exceed the estimated costs, the FAA will notify the Sponsor immediately. The FAA will also provide the Sponsor an amendment to the Agreement which includes the FAA's additional costs. The Sponsor agrees to prepay the entire estimated cost of the amendment. The Sponsor will send a copy of the executed amendment to the Agreement to the Reimbursable Receipts Team with the additional advance payment. Work identified in the amendment cannot start until receipt of the additional advance payment. In addition, in the event that a contractor performing work pursuant to the scope of this Agreement brings a claim against the FAA and the FAA incurs additional costs as a result of the claim, the Sponsor agrees to reimburse the FAA for the additional costs incurred whether or not a final bill or a refund has been sent.

ARTICLE 10. Changes and Amendments

Changes and/or amendments to this Agreement will be formalized by an appropriate written amendment that will outline in detail the exact nature of the change. Any amendment to this Agreement will be executed in writing and signed by the authorized representative of each party. The parties signing this Agreement and any subsequent amendment (s) represent that each has the authority to execute the same on behalf of their respective organizations. No oral statement by any person will be interpreted as amending or otherwise affecting the terms of the Agreement. Any party to this Agreement may request that it be amended, whereupon the parties will consult to consider such amendments.

ARTICLE 11. Termination

In addition to any other termination rights provided by this Agreement, either party may terminate this Agreement at any time prior to its expiration date, with or without cause, and without incurring any liability or obligation to the terminated party other than payment of amounts due and owing and performance of obligations accrued, in each case on or prior to the termination date, by giving the other party at least thirty (30) days prior written notice of termination. Payment of amounts due and owing may include all costs reimbursable under this Agreement, not previously paid, for the performance of this

Agreement before the effective date of the termination; the total cost of terminating and settling contracts entered into by the FAA for the purpose of this Agreement; and any other costs necessary to terminate this Agreement. Upon receipt of a notice of termination, the receiving party will take immediate steps to stop the accrual of any additional obligations which might require payment. All funds due after termination will be netted against the advance payment and, as appropriate, a refund or bill will be issued.

ARTICLE 12. Order of Precedence

If attachments are included in this Agreement and in the event of any inconsistency between the attachments and the terms of this Agreement, the inconsistency will be resolved by giving preference in the following order:

- A. This Agreement
- B. The attachments

ARTICLE 13. Legal Authority

This Agreement is entered into under one or more of the following authorities; 49 U.S.C. § 106(l), 31 U.S. Code 6505 Intergovernmental Cooperation Act. Each of which authorizes the Administrator of the FAA to enter into and perform such contracts, leases, cooperative agreements and other transactions as may be necessary to carry out the functions of the Administrator and the Administration on such terms and conditions as the Administrator may consider appropriate. Nothing in this Agreement will be construed as incorporating by reference or implication any provision of Federal acquisition law or regulation.

ARTICLE 14. Disputes

Where possible, disputes will be resolved by informal discussion between the parties. In the event the parties are unable to resolve any dispute through good faith negotiations, the dispute will be resolved by alternative dispute resolution using a method to be agreed upon by the parties. The outcome of the alternative dispute resolution will be final unless it is timely appealed to the Administrator, whose decision is not subject to further administrative review and, to the extent permitted by law, is final and binding (see 49 U.S.C. § 46110).

ARTICLE 15. Reserved

ARTICLE 16. Insurance

The Sponsor will arrange by insurance or otherwise for the full protection of itself from and against all liability to third parties arising out of, or related to, its performance of this Agreement. The FAA assumes no liability under this Agreement for any losses arising

out of any action or inaction by the Sponsor, its employees, or contractors, or any third party acting on its behalf.

ARTICLE 17. Limitation of Liability

To the extent permitted by law, the Sponsor agrees to indemnify and hold harmless the FAA, its officers, agents and employees from all causes of action, suits or claims arising out of the work performed under this Agreement. However, to the extent that such claim is determined to have arisen from the act or omission by an officer, agent, or employee of the FAA acting within the scope of his or her employment, this hold harmless obligation will not apply and the provisions of the Federal Tort Claims Act, 28 U.S.C. § 2671, et seq., will control. The FAA assumes no liability for any losses arising out of any action or inaction by the Sponsor, its employees, or contractors, or any third party acting on its behalf. In no event will the FAA be liable for claims for consequential, punitive, special and incidental damages, claims for lost profits, or other indirect damages.

ARTICLE 18. Civil Rights Act

The Sponsor will comply with Title VI of the Civil Rights Act of 1964 relating to nondiscrimination in federally assisted programs.

ARTICLE 19. Protection of Information

The parties agree that they will take appropriate measures to identify and protect proprietary, privileged, or otherwise confidential information that may come into their possession as a result of this Agreement.

ARTICLE 20. Security

In the event that the security office determines that the security requirements under FAA Order 1600.72A applies to work under this Agreement, the FAA is responsible for ensuring that security requirements, including compliance with AMS clause 3.14.2.1, Contractor Personnel Suitability Requirements are met.

ARTICLE 21. Entire Agreement

This document is the entire Agreement of the parties, who accept the terms of this Agreement as shown by their signatures below. In the event the parties duly execute any amendment to this Agreement, the terms of such amendment will supersede the terms of this Agreement to the extent of any inconsistency. Each party acknowledges participation in the negotiations and drafting of this Agreement and any amendments thereto, and, accordingly, that this Agreement will not be construed more stringently against one party than against the other. If this Agreement is not executed by the Sponsor within 120 calendar days after the FAA transmits it to the Sponsor, the terms contained and set forth in this Agreement shall be null and void. Additionally, the FAA expects this

agreement to be funded within 120 days of execution, if funding is not received by that date; the FAA may exercise the right to renegotiate estimated costs.

AGREED:

**FEDERAL AVIATION
ADMINISTRATION**

SIGNATURE _____

NAME _____

TITLE Contracting Officer

DATE _____

DULUTH AIRPORT AUTHORITY

SIGNATURE _____

NAME _____

TITLE _____

DATE _____



U.S. Department
of Transportation
**Federal Aviation
Administration**

Southwest Region
Logistics Service Area

Fort Worth, Texas 76193

March 7, 2023

Duluth Airport Authority
Attn: Mark Papko
4701 Grinden Drive
Duluth, Minnesota 55811

Dear Mark Papko,

This document is the payment computation and the request for payment referenced in Article 9 of Reimbursable Agreement #AJW-FN-CSA-23-SW-005725 between the Federal Aviation Administration and Duluth Airport Authority. (Herein referred to as the Agreement) to which this document is attached.

As set forth in Article 7 of Reimbursable Agreement #AJW-FN-CSA-23-SW-005725 the agency's total estimated cost to be reimbursed is \$59,940.00. The advance payment, or start-up amount will be \$59,940.00. The Sponsor can either make payment via check (Type the MOA/RA number on the check to expedite processing.) or you can use Pay.Gov (Most Preferred Method) or Fedwire. Attached to this document are the instructions on how to use pay.gov.

Upon receipt of this notice, please send payment or pay via Pay.Gov or Fedwire in the amount of \$59,940.00 to the FAA as described in Article 9 of the Agreement. After payment is received, the FAA may begin to incur obligations to implement the Agreement. **Please provide Mr. Bradley K. Logan a copy of that check.**

When you send your payment, please include a copy of this document and send payment to:

Billing Office/Fedex Address

Federal Aviation Administration
Reimbursable Receipts Team
800 Independence Ave. S.W.
Room 612A
Washington D.C. 20591
Telephone: 202-267-1307

For further information, please contact Mr. Bradley K. Logan, Acquisition Management Branch, AAQ-570, 817-222-4395.

Sincerely,

Bradley K. Logan

Bradley K. Logan
Contracting Officer

Enclosure

Reimbursable Agreement #AJW-FN-CSA-23-GL-005725

cc: Planning and Requirements Group



U.S. Department
of Transportation
**Federal Aviation
Administration**

Southwest Region
Logistics Service Area

Fort Worth, Texas 76193

March 7, 2023

Duluth Airport Authority
Attn: Mark Papko
4701 Grinden Drive
Duluth, Minnesota 55811

Dear Mark Papko,

This letter is in reference to Reimbursable Agreement #AJW-FN-CSA-23-GL-005725 between the Federal Aviation Administration and Duluth Airport Authority. Please send one (1) signed copy via E:Mail and if you still require a wet signature, please send one (1) original to the following address:

Federal Aviation Administration
Attn: Bradley K. Logan (AAQ-570)
10101 Hillwood Parkway
Fort Worth, Texas 76177

For further information, please contact Mr. Bradley K. Logan, Acquisition Management Branch, AAQ-570, 817-222-4395.

Sincerely,

Bradley K. Logan

Bradley K. Logan
Contracting Officer

Enclosure
Reimbursable Agreement #AJW-FN-CSA-23-GL-005725

cc: Planning and Requirements Group

VII D.

Duluth Airport Authority Duluth Economic Development Authority (CIRRUS) Airport Ground Lease Addendum

Terms:

- Addendum extends Airport Ground Lease by 25 years to December 31, 2044.

Background:

- Original Airport Ground Lease signed in 1993 and expired on 12/31/2018.
- Option was exercised to renew lease on 6/25/2018.
- Addendum is to provide proper written documentation for recording purposes.

Addendum Overview:

- Completes option exercised and approved in 2018.

Why were the changes in key terms needed/wanted?

- To properly record the extension of the term of the Airport Ground Lease.

**ADDENDUM TO
AIRPORT GROUND LEASE AND AGREEMENT**

THIS ADDENDUM TO AIRPORT GROUND LEASE AND AGREEMENT (this “Addendum”) is entered into this _____ day of _____, _____ by and between the DULUTH AIRPORT AUTHORITY, a governmental authority organized and existing under the laws of the State of Minnesota, 1969, Chapter 577 (hereinafter referred to as the “Authority”) and the CITY OF DULUTH, a municipal corporation and political subdivision created and existing under the laws of the State of Minnesota (“City”).

WHEREAS, on August 12, 1993, the Authority, as landlord, entered into an Airport Ground Lease and Agreement with the Duluth Economic Development Authority, a public body, corporate and politic existing (“DEDA”), as tenant, for the ground lease of certain real property in St. Louis County, Minnesota (the “1993 Lease Agreement”). The real property subject to the 1993 Lease Agreement is defined in the 1993 Lease Agreement as the “Leased Premises” and “Expansion Premises.” The 1993 Lease Agreement was recorded on August 12, 1993 in the Office of the St. Louis County Registrar of Titles as Document No. 568874.

WHEREAS, City currently holds the tenant’s ground lease interest under the 1993 Lease Agreement as to that portion of the Expansion Premises referred to in this Addendum as the “Project Premises” and legally described below, by virtue of the following series of documents: lease dated August 5, 1993 and recorded on August 12, 1993 in the Office of the St. Louis County Registrar of Titles as Document No. 568875; an Assignment and Assumption Agreement dated August 12, 1997, recorded on September 16, 1997 in the Office of the St. Louis County Registrar of Titles as Document No. 633976; and an Assignment of Rights and Ground Lease and Consents dated February 5, 2002 and recorded in the Office of the St. Louis County Registrar of Titles on February 23, 2002 as Document No. 718310.

WHEREAS, the Project Premises is legally described as follows:

The South 120.00 feet of Lot 17, Block 4, Airport Division and also the South 152.13 feet of the West 65.00 feet of said Lot 17, Block 4, EXCEPT the vacated westerly adjacent spur street; Lot 1, Block 5, Airport Division; and the vacated Taylor Circle, as dedicated in said Airport Division, EXCEPT that part of said Taylor Circle lying easterly of the northerly extended centerline of the easterly portion of said Taylor Circle

St. Louis County, Minnesota

WHEREAS, per Article 4.A. of the 1993 Lease Agreement, the initial term of the 1993 Lease Agreement expired on December 31, 2018.

WHEREAS, per Article 4.B. of the 1993 Lease Agreement, the City exercised its option to renew the 1993 Lease Agreement as to the Project Premises for a renewal term of 25 years, passing City Council Resolution No. 18-0482 on June 25, 2018.

CITY OF DULUTH

By: _____
Emily Larson, Mayor

By: _____
Ian B. Johnson, City Clerk

STATE OF MINNESOTA)
) SS
COUNTY OF ST. LOUIS)

The foregoing instrument was subscribed and sworn before me this ____ day of _____, 2023, by Emily Larson, Mayor, of the City of Duluth, a municipal corporation and political subdivision organized and existing under the laws of the State of Minnesota.

Notary Public

STATE OF MINNESOTA)
) SS
COUNTY OF ST. LOUIS)

The foregoing instrument was subscribed and sworn before me this ____ day of _____, 2023, by Ian B. Johnson, City Clerk, of the City of Duluth, a municipal corporation and political subdivision organized and existing under the laws of the State of Minnesota.

Notary Public

This instrument was drafted by:
Office of the City Attorney
Room 410 City Hall
411 West 1st Street
Duluth, MN 55802-1198

VII E.

Resolution to Approve Sponsorship Agreement Between the Duluth Airport Authority and St. Luke's Hospital of Duluth Executive Summary

Terms:

- January 1, 2023 – December 31, 2024

Overview:

- \$10,000 for year 1 of the agreement, \$15,000 for year 2 of the agreement if passenger counts (arrivals and departures) exceed 80% of year 2022 passenger counts. If passenger counts do not exceed 80%, then St. Luke's shall pay DAA \$12,000

**DULUTH AIRPORT AUTHORITY
SPONSORSHIP AGREEMENT
ST. LUKE'S HOSPITAL OF DULUTH**

PARTIES TO THIS AGREEMENT ARE the DULUTH AIRPORT AUTHORITY, the governmental authority organized and existing under the Laws of Minnesota, 1969, Chapter 577, hereafter referred to as "Authority", and St. Luke's Hospital of Duluth a Minnesota nonprofit corporation (hereinafter referred to as "St. Luke's").

THE PARTIES ACKNOWLEDGE THE FOLLOWING:

1. The Authority is the operator of the Duluth International Airport (hereinafter "Airport"), including its passenger terminal facility (hereinafter "Terminal") located in the City of Duluth, State of Minnesota and is in the business of promoting and managing aviation activity at the Airport; and
2. St. Luke's desires to be a partner sponsor at the Airport and advertise its products and services within the Terminal. Authority desires to rent land to Lessee for its use as a vehicle and aircraft parking area.
3. DAA desires to have St. Luke's as a partner sponsor and to provide a presence in the Terminal as described in more detail herein.

NOW, THEREFORE, in consideration of the mutual promises, covenants and agreements contained herein, the parties agree as follows:

**SECTION 1
DEFINITIONS**

The following terms, as used in this Lease Agreement, shall have the meanings as ascribed to them thereunder.

- A. Airport shall mean the Duluth International Airport located in the City of Duluth, County of St. Louis, State of Minnesota.
- B. Terminal is the commercial passenger terminal located at the Duluth International Airport.
- C. Consent or Approval of Authority and of Executive Director: where this Agreement calls for the consent or approval of the Authority, the same shall be in the form of a resolution approved by the Authority as provided by law; where the consent or approval of the Executive Director is required, the same shall be evidenced by a written document dated and signed by him or her or by a person designated by him to sign such document.
- D. Club DLH is defined as the private business center located on the second floor of the Terminal as shown in Exhibit A.
- E. Sponsored Space shall refer to the approved branded areas for exclusive use as further described in Section 2 below, and shown on Exhibit A.

**SECTION 2
TERM**

Notwithstanding the date of this Agreement, the Term of this Agreement shall commence on January 1, 2023, and shall remain in effect for two years until December 31, 2024. In the event that the Term

expires and a new agreement has not been executed, at the sole discretion and upon the prior written consent of the Executive Director, this Agreement shall continue in effect on a month-to-month basis under the terms and conditions set forth in this Agreement subject to the adjustment of fees.

SECTION 3 SPONSORED SPACE

- A. Placement in the internal Business Club area and external door in the second level secure area and on marketing materials for the business club. DAA grants to St. Luke's the use of the internal business club area and external door along with the brand on the marketing collateral for the business club. See the locations of which are identified on Exhibit A. St. Luke's agrees that the branding graphics shall be used solely for the purpose of promoting St. Luke's products or services and shall not be used for any other purposes. St. Luke's shall be responsible for all costs related to the design, concept, look, and feel of the content regarding the St. Luke's brand in the internal business club area and external door. The business club content is subject to the prior written approval of DAA's Executive Director or designee. St. Luke's may change the graphic content on an annual basis. In such event, St. Luke's shall be responsible for the production costs associated with the changed graphic content, DAA shall contract for the installation, and St. Luke's shall pay the installation costs. If St. Luke's chooses to change the graphic content more frequently, St. Luke's shall be solely responsible for the production of the graphic content, its installation, and all costs associated therewith. The DAA shall update St. Luke's rack card at the commencement of this agreement with approval from St. Luke's. If St. Luke's wishes to update this piece more frequently, they shall be solely responsible for the cost associated with the production.
- B. Taxes, Assessments and License Fees. St. Luke's shall be liable for the payment of all taxes, assessments, license fees or other charges that may be levied or assessed during the term of this Agreement arising in any manner out of this Agreement, charged by any governmental agency and to provide evidence of St. Luke's shall fail or neglect to pay any of said taxes, assessments, license fees or other charges when the same become due, the DAA may pay the same, together with any cost or penalty which may be accrued thereon, and collect the entire amount so paid from St. Luke's, and St. Luke's hereby agree to pay such entire amount due to the DAA upon demand therefor.

SECTION 4 SPONSORSHIP BENEFITS

Provided that this Agreement has not been previously terminated, and St. Luke's is not in default hereunder, St. Luke's shall have at no additional cost to St. Luke's, the following:

St. Luke's shall have the right to utilize one (1) assigned, corporate surface parking space. The location of the parking space shall be approved by the Executive Director.

St. Luke's shall have the right to utilize five (5) business passes to the Corporate Business Centre that will be transferrable among St. Luke's designees.

Exclusivity. The exclusivity granted in Paragraph 2 shall not restrict DAA in any way from selling advertising, ad space, sponsorships, or any other product or service to any third party on standard

commercial terms in other locations, even if such third party is using such advertising, ad space, sponsorships, product or service for the solicitation or sale of products similar to or competitive with St. Luke's.

Notwithstanding the above, DAA agrees that St. Luke's will be the exclusive advertiser in the business center during the term of this Agreement.

SECTION 5 USE OF TRADEMARKS

- A. To the extent necessary to fulfill DAA's obligations herein, St. Luke's hereby grants DAA a royalty-free, non-transferable worldwide license during the term of this Agreement to use the trademarks, service marks, logos, trade names, copyrighted content, hypertext links, domain names, icons, buttons, banners, graphic files associated with St. Luke's products (in plain and/or logo form) and all derivations thereof (the "St. Luke's Intellectual Property"). DAA shall obtain the prior written approval of St. Luke's VP of Strategy & Innovation or designee (the "VP") of any use of any logos or marks associated with St. Luke's (including, without limitation, advertisements, press releases, promotional e-mails, and/or website displays) by submitting the proposed material to the VP at least ten (10) business days' prior to the dissemination of such materials. A decision on such approval shall not be unreasonably withheld or delayed.

- B. In addition, DAA hereby grants St. Luke's a royalty-free, non-transferable worldwide license during the term of this Agreement to use logos or marks associated with DAA or the Airport, subject to the following: St. Luke's shall obtain the prior written approval of the Executive Director any use of any logos or marks associated with DAA or the Airport (including, without limitation, advertisements, press releases, promotional e-mails, and/or website displays) by submitting the proposed material to the Executive Director at least ten (10) business days prior to the dissemination of such materials. A decision on such approval shall not be unreasonably withheld or delayed.

SECTION 6 RESTRICTIONS ON ASSIGNMENT AND SUBLEASING SPACE

Restrictions on Assignment and Subleasing Space. St. Luke's cannot sell, assign, transfer, or convey this Agreement, or assign, share, or sublet its use of the corporate business club (the "Space"), or any part thereof. St. Luke's shall remain liable and responsible for performance under this Agreement. Any attempted sale, sharing, subletting, assignment, transfer, or conveyance of this Agreement or any portion of the Space in violation of this Paragraph shall constitute a breach of this Agreement.

SECTION 7 REPRESENTATIONS AND WARRANTIES

St. Luke's represents and warrants to DAA that:

St. Luke's owns or validly possesses the right to make, use, perform, sell and display St. Luke's Intellectual Property at the Airport or to promote its presence at the Airport;

St. Luke's has full power and authority to execute and deliver this Agreement and to perform all of its obligations hereunder;

this Agreement has been duly authorized and approved by all necessary and proper corporate action on the part of St. Luke's and is the valid, legally binding and enforceable obligation of St. Luke's in accordance with its terms; and

the execution, delivery and performance of this Agreement by St. Luke's does not conflict with, violate or constitute a default under any of the terms, conditions or provisions of any contract or other instrument to which St. Luke's is a party or by which St. Luke's is or may be bound.

SECTION 8 INDEMNIFICATION

St. Luke's agrees for itself, to defend, indemnify, and hold harmless DAA, the City of Duluth and their respective officers, agents, servants and employees from and against any and all losses, claims, actions, demands, liabilities, judgments, penalties, injunctive relief, injury to person(s) or the Airport, costs, damages and expenses by reason of any actual or alleged act or omission of St. Luke's or their employees, agents, or invitees in connection with or relating to

- A. St. Luke's use of the Airport pursuant to this Agreement, or
- B. St. Luke's infringement of any intellectual property, including without limitation copyright, patent, or the unauthorized use of a registered trademark or service mark or other violations of the property or proprietary rights, or the rights of privacy or publicity of any third party arising from, related to or in connection with this Agreement. Upon ten (10) days' written notice St. Luke's will appear and defend all claims and lawsuits against DAA and/or the City growing out of any such injuries or damages. Neither DAA nor the City waives their respective immunities under state or federal law.

SECTION 9 SPONSORSHIP FEE AND RELATED CONSIDERATION

In consideration for the rights and benefits granted to St. Luke's pursuant to this Agreement, St. Luke's shall pay DAA an annual fee of \$10,000 (the "Fee") for year one. St. Luke's shall pay DAA \$15,000 for year two of this Agreement if passenger counts (arrivals and departures) in year one of this Agreement exceed 80% of year 2022 passenger counts. If passenger counts in year one of this Agreement do not exceed 80% of year 2022 passenger counts, then St. Luke's shall pay DAA \$12,000

for year two of this Agreement. The first payment shall be due upon execution of this Agreement. The remaining payment shall be due on or before the anniversary date of this Agreement. The total Fees paid under this Agreement for the two-year period shall be either \$25,000 or \$22,000.

SECTION 10 TERMINATION

DAA shall have the right to terminate this Agreement upon breach by St. Luke's of any of its representations, warranties, covenants or obligations under this Agreement, which breach has not been cured within ten (10) business days after receipt of notice specifying such breach. In the event of a termination by DAA pursuant to this Paragraph, St. Luke's shall forfeit all Fees paid and shall further be responsible for payment of the remaining portion of the Fees due under this Agreement. In addition, DAA shall have the right to pursue all other rights and remedies at law or in equity.

St. Luke's shall have the right to terminate this Agreement upon breach by DAA of any of its representations, warranties, covenants or obligations under this Agreement, which breach has not been cured within ten (10) business days after receipt of notice specifying such breach provided, however, that if such breach is incapable of being cured within such ten (10) business days after notice, and if DAA commences and diligently prosecutes the appropriate steps to cure such breach, no default shall exist so long as DAA is proceeding to cure such breach. In the event of termination by St. Luke's pursuant to this Paragraph, St. Luke's shall have no further responsibility for Fees due under this Agreement. In addition, St. Luke's shall have the right to pursue all other rights and remedies at law or in equity.

SECTION 11 NO THIRD-PARTY RIGHTS

This Agreement shall be binding upon and inure solely to the benefit of the parties hereto and no other person shall acquire or have any rights created hereunder.

SECTION 12 APPLICABLE LAW

This Agreement, together with all of its articles, terms and provision, is made in the State of Minnesota and shall be construed and interpreted according to the laws of the State of Minnesota. The appropriate venue and jurisdiction for litigation hereunder shall be in a court located in St. Louis County, Minnesota. However, litigation in the federal courts involving the parties shall be in the appropriate federal court within the State of Minnesota. The parties to this Agreement waive any objections to the jurisdiction of these courts, whether based on convenience or otherwise.

SECTION 13 NOTICES

All written notices and/or communications hereunder shall be sent by U.S. mail postage prepaid, by overnight delivery, or personal delivery to the addresses indicated and shall be deemed delivered on the date received or refusal thereof.

Any notice provided for in this Agreement or otherwise to the Authority shall be sent to:

Duluth Airport Authority
Executive Director
Duluth International Airport
4701 Grinden Drive
Duluth, Minnesota 55811

Any notice to the Lessee hereunder shall be sent to:

St. Luke's Hospital of Duluth
VP of Strategy & Finance
ATTN: Chris Johnson
915 East First Street
Duluth, MN 55805

SECTION 14 COUNTERPARTS

This Agreement may be executed in two or more counterparts, each of which shall be deemed an original as against any Party whose signature appears thereon, but all of which together shall constitute one and the same instrument. Signatures to this Agreement transmitted by facsimile, by electronic mail in "portable document format" (".pdf"), or by any other electronic means which preserves the original graphic and pictorial appearance of the Agreement, shall have the same effect as physical delivery of the paper document bearing the original signature.

SECTION 15 ENTIRE AGREEMENT

This Agreement, including exhibits constitutes the entire agreement between the parties and supersedes all prior written and oral agreements and negotiations between the parties relating to the subject matter hereto. No waiver consent, modification or change of terms of this Agreement shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification or change, if made, shall be effective only in the specific instance and for the specific purpose given. There are no understandings, agreements or representations, oral or written, not specified herein regarding this Agreement. St. Luke's, by the signature below of its authorized representative, hereby acknowledges that St. Luke's has read this Agreement, understands it and agrees to be bound by its terms and conditions.

IN WITNESS WHEREOF, the parties have hereunto set their hands the day and date shown below.

DATED: _____

DULUTH AIRPORT AUTHORITY

ST.LUKE’S HOSPITAL OF DULUTH

By: _____
President

By: _____

Printed Name: _____

By: _____
Secretary

Title: _____

EXHIBIT A
SPONSORED SPACE



VII F.

Duluth Airport Authority DAA Board Packet Budget vs. Actual Summary Jan 2023

UNAUDITED

Financial Row	Prior Year Actual (Jan 2022)	Current Year Actual (Jan 2023)	Budget Amount (Jan 2023)	% of Budget	Variance from Prior Year	Variance From Budget	Total Budget (Jan 2023 - Adjust 2023)
Ordinary Income/Expense							
Income							
Non-Aeronautical Revenue	319,594	281,829	297,288	94.80%	(37,764)	(15,459)	2,950,799
Non-Passenger Aeronautical Revenue	151,211	184,130	173,625	106.05%	32,919	10,505	1,643,775
Passenger Airline Aeronautical Revenue	98,695	122,199	106,365	114.89%	23,504	15,834	1,321,416
Total - Income	569,500	588,158	577,278	101.88%	18,659	10,880	5,915,990
Gross Profit	569,500	588,158	577,278	101.88%	18,659	10,880	5,915,990
Expense							
Miscellaneous Expenses	9,753	3,333	11,894	28.02%	(6,420)	(8,561)	71,436
Personnel Compensation & Benefits	130,596	144,447	151,049	95.63%	13,851	(6,601)	2,909,323
Services and Charges	170,279	197,071	209,008	94.29%	26,792	(11,937)	2,266,993
Supplies	43,217	85,817	89,372	96.02%	42,600	(3,555)	768,676
Total - Expense	353,845	430,668	461,323	93.35%	76,822	(30,655)	6,016,427
Net Ordinary Income	215,654	157,491	115,955	135.82%	(58,164)	41,536	(100,437)
Other Income and Expenses							
Other Income	47,571	2,464,512	48,369	5,095.23%	2,416,941	2,416,143	496,209
Other Expense	13,369	0	18,497	0.00%	(13,369)	(18,497)	221,964
Net Other Income	34,201	2,464,512	29,872	8,250.24%	2,430,311	2,434,640	274,245
Net Income Exclusive of Project Expenses, Depreciation & Amortization	249,856	2,622,003	145,827	1,798.02%	2,372,147	2,476,176	173,808
Projects/Grants	(3,030,868)	(2,178,572)	1,494,956	-145.73%	852,296	(3,673,528)	17,939,470
Depreciation & Amortization	0	0	(831,594)	0.00%	0	831,594	(10,007,639)
Net Income	(2,781,012)	443,430	809,189	54.80%	3,224,443	(365,759)	8,105,638

- **Overall:** At the time this report was generated for the above timeframe, the DAA is at an overall favorable variance budget vs actual of over \$2.4M. COVID Relief Funds of \$2,387,321 are mainly responsible for this positive variance.
- **Operating Revenue:** Non-Aeronautical Revenue is \$15k under budget overall due to delays in recording sponsorship income as contract renewals are due, Non-passenger aeronautical revenue is about 10k over budget and Passenger Airline Aeronautical revenue 15k over budget. Operating Revenues are \$10k over budget overall.
- **Operating Expenses:** All expense categories are currently under budget. Personnel Compensation and Benefits are \$6k under budget. Supplies are 3k under budget. Services and charges are nearly 12k under budget. Operating expenses are \$30k under budget overall.
- **Non-Operating Revenue:** Non-operating revenue is substantially over budget because we requested all remaining COVID relief in January 2023. This totaled \$2,387,321. Interest income is up \$23k due to our increased cash balance. PFCs came in under budget by \$83k,
- **Non-Operating Expenses:** Non-Operating Expenses are down over \$18k due to delays in our debt service recordings.
- **Report Disclaimer:** The results of this report are expected to change slightly with delayed revenue and expense postings as well as audit adjustments.
- **OPERATING POLICY #28 MINIMUM CASH BALANCE REPORTING AS OF 2/15/23:**
 - Minimum Cash Balance Goal: \$2,437,853
 - Current Balance: \$7,755,642 (does not include grants receivable)
 - Days Cash on Hand: 573 days currently vs 180 day benchmark (393 days over goal)

Duluth Airport Authority
Income Statement
Jan 2023

Financial Row	Amount
Ordinary Income/Expense	
Income	
Non-Aeronautical Revenue	
Advertising Income	\$1,225.00
Concession Revenue	
Car Rental Concession	\$37,972.11
Food & Beverage Concession	\$6,110.88
Lottery Concessions	\$87.86
Parking	\$105,732.77
Per Passenger Fee	\$2,157.00
Services/Other	\$50.00
TNC Per Trip Fee	\$682.50
Vending	\$504.68
Total - Concession Revenue	\$153,297.80
Customer Facility Charges	\$14,468.00
Miscellaneous Revenues	\$5,773.28
Parking	\$68,779.27
Permits	\$2,755.46
Reimbursed Expenses	\$10,914.26
Rent	\$19,094.39
Sponsorship Income	\$25,000.00
State Aid	(\$19,478.07)
Total - Non-Aeronautical Revenue	\$281,829.39
Non-Passenger Aeronautical Revenue	
Aviation Gas	\$588.33
Concession Revenue	
Deicing	\$1,890.34
Flight Training/Tour Operations	\$1,447.85
Fuel Flowage Fees	\$6,793.31
Hangar Rent	\$517.83
Landing Fees	\$1,252.30
Misc Sales/Other	\$254.71
Total - Concession Revenue	\$12,156.34
Landing Fees	\$3,014.08
Ramp Fees	\$1,646.00
Rent	\$158,105.89
Security Reimbursement	\$8,079.33
Tie Downs	\$540.00
Total - Non-Passenger Aeronautical Revenue	\$184,129.97
Passenger Airline Aeronautical Revenue	
Landing Fees	\$22,815.84
Terminal Office/Space Rental	\$99,383.29
Total - Passenger Airline Aeronautical Revenue	\$122,199.13
Total - Income	\$588,158.49
Gross Profit	\$588,158.49
Expense	
Miscellaneous Expenses	\$3,332.70
Personnel Compensation & Benefits	
Employer Contributions for Retirement	\$10,924.92
Employer Paid Insurance	\$37,096.12
Retiree Benefits	\$11,712.80
Wages & Salaries	\$84,713.35
Total - Personnel Compensation & Benefits	\$144,447.19
Services and Charges	
Central Services Fee	\$6,100.00
Communications & Technology	\$19,538.25

Financial Row	Amount
Employee Development Services	\$4,282.88
Employee Physicals	\$60.00
Marketing	\$11,733.21
Professional Services	\$31,527.08
Rentals	\$340.36
Repairs and Maintenance - Contractual/Services	\$51,134.04
Utility Services	
Electric	\$40,304.85
Fuel Oil	\$609.29
Natural Gas	\$15,241.79
Propane	\$550.49
Refuse Disposal	\$657.26
Storm Water	\$13,707.44
Water	\$1,283.93
Total - Utility Services	\$72,355.05
Total - Services and Charges	\$197,070.87
Supplies	
Office Supplies	\$152.90
Operating Supplies	
Cleaning & Janitorial	\$1,934.16
Customer Service	\$79.45
Lubricants & Additives	\$3,293.18
Meeting Supplies	\$171.00
Motor Fuels	\$25,820.84
Safety & Environmental	\$17.50
Total - Operating Supplies	\$31,316.13
Repairs & Maintenance Supplies	
Airfield	\$38,492.91
Building	\$3,104.03
Fencing & Gates	\$861.38
Grounds & Landscaping	\$654.20
Heavy Equipment	\$4,000.58
Heavy Equipment Accessories	\$6,555.27
Light Equipment	\$171.55
Shop Supplies	\$508.07
Total - Repairs & Maintenance Supplies	\$54,347.99
Total - Supplies	\$85,817.02
Total - Expense	\$430,667.78
Net Ordinary Income	\$157,490.71
Other Income and Expenses	
Other Income	
Capital Contributions	
Grants	\$208,748.75
Total - Capital Contributions	\$208,748.75
Non-Operating Revenue	
Interest Income	\$26,006.87
Passenger Facility Charges	\$51,184.11
Total - Non-Operating Revenue	\$77,190.98
Total - Other Income	\$285,939.73
Net Other Income	\$285,939.73
Net Income	\$443,430.44

Duluth Airport Authority
Balance Sheet
End of Jan 2023

Financial Row	Amount
ASSETS	
Current Assets	
Bank	\$10,285,019.17
Accounts Receivable	
Accounts Receivable - Restricted PFC	\$57,083.94
Accounts Receivable Billed	\$469,872.40
Total Accounts Receivable	\$526,956.34
Other Current Asset	\$259,826.63
Total Current Assets	\$11,071,802.14
Fixed Assets	
Accumulated Depreciation	(\$141,997,959.58)
Capital Assets	\$265,133,734.84
Work in Progress	\$2,306,824.77
Total Fixed Assets	\$125,442,600.03
Other Assets	
Accumulated Amortization	(\$2,317,052.26)
Airport Planning Projects - Contributed	\$5,360,190.57
Airport Planning Projects - Invested	\$798,854.46
Deferred Outflows - OPEB	\$360,999.00
Deferred Outflows - Pension	\$673,135.00
Total Other Assets	\$4,876,126.77
Total ASSETS	\$141,390,528.94
Liabilities & Equity	
Current Liabilities	
Accounts Payable	
Accounts Payable	\$633,839.43
Contracts Payable	\$286,441.42
Credit Cards Payable	\$500.36
Lottery Payable	\$7,465.05
Total Accounts Payable	\$928,246.26
Credit Card	\$3,733.62
Other Current Liability	
Accrued Expense	(\$6,100.00)
Accrued Sales Taxes Payable - All	\$1,387.00
Accrued Vacation	\$126,146.44
Deferred Inflows - OPEB Liabilities	\$116,014.00
Deferred Inflows - Pension	\$813,532.00
Loans Payable to City of Duluth	\$930,000.00
Unearned Revenue - Current	\$181,474.74
Unearned Revenue - Non Current	\$117,960.98
Total Other Current Liability	\$2,280,415.16
Total Current Liabilities	\$3,212,395.04
Long Term Liabilities	
LT Loans Payable to City of Duluth	\$4,165,000.00
Net Pension Liability	\$883,984.00
Total Other Post Employment Benefit Liability	\$3,378,907.25
Total Long Term Liabilities	\$8,427,891.25
Equity	
Contributed Equity	\$16,621,668.70
Retained Earnings	\$112,685,143.51
Net Income	\$443,430.44
Total Equity	\$129,750,242.65
Total Liabilities & Equity	\$141,390,528.94

**Duluth Airport Authority
Duluth A/R Aging Report
As of March 14, 2023**

VII G.

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

CUSTOMER	TRANSACTION TYPE	TRANSACTION DATE	TRANSACTION NUMBER	DUE DATE	AGE	CURRENT Open Balance	2/12/2023 - 3/13/2023 (30) Open Balance	1/13/2023 - 2/11/2023 (60) Open Balance	12/14/2022 - 1/12/2023 (90) Open Balance	BEFORE 12/14/2022 (>90) Open Balance	TOTAL Open Balance
Avis Rent A Car	Invoice	3/1/2023	11023	3/31/2023	13	\$0.00	\$2,575.59	\$0.00	\$0.00	\$0.00	\$2,575.59
BKR Investments DBA						\$0.00	\$225.00	\$225.00	\$225.00	\$0.00	\$675.00
Duluth Pack											
Budget Rent A Car	Invoice	3/1/2023	11024	3/31/2023	13	\$0.00	\$1,802.59	\$0.00	\$0.00	\$0.00	\$1,802.59
Case, Ronald Jr.	Payment	3/9/2023	9705	3/9/2023	5	\$0.00	(\$51.00)	\$0.00	\$0.00	\$0.00	(\$51.00)
Churchill, Sean						\$0.00	\$206.56	\$9.00	\$9.00	(\$1.74)	\$222.82
Cirrus Design Corporation						\$0.00	\$23,731.37	\$4,360.00	\$0.00	\$1,349.93	\$29,441.30
City of Duluth	Invoice	3/1/2023	11056	3/31/2023	13	\$0.00	\$1,718.78	\$0.00	\$0.00	\$0.00	\$1,718.78
Civil Air Patrol	Invoice	12/31/2022	10857	1/30/2023	73	\$0.00	\$0.00	\$0.00	\$938.13	\$0.00	\$938.13
Compudyne, LLC dba Integris	Invoice	3/1/2023	11057	3/31/2023	13	\$0.00	\$34.52	\$0.00	\$0.00	\$0.00	\$34.52
Dahlstrom, Heidi	Payment	3/3/2023	9691	3/3/2023	11	\$0.00	(\$102.00)	\$0.00	\$0.00	\$0.00	(\$102.00)
Dal Santo, Frances M	Invoice	3/1/2023	11069	3/31/2023	13	\$0.00	\$206.56	\$0.00	\$0.00	\$0.00	\$206.56
Delta Airlines						\$0.00	\$48,594.69	(\$5,925.85)	\$0.24	\$0.00	\$42,669.08
DeSutter, Peter	Invoice	3/1/2023	11047	3/31/2023	13	\$0.00	\$51.00	\$0.00	\$0.00	\$0.00	\$51.00
Dudley Bruce	Invoice	2/8/2023	10946	3/10/2023	34	\$0.00	\$0.00	\$90.00	\$0.00	\$0.00	\$90.00
Duluth Hangar, LLC	Invoice	3/1/2023	11059	3/31/2023	13	\$0.00	\$828.87	\$0.00	\$0.00	\$0.00	\$828.87
Dunker, Christopher L	Invoice	3/17/2022	9478	4/16/2022	362	\$0.00	\$0.00	\$0.00	\$0.00	\$9,528.20	\$9,528.20
Ellefson, Nicholas						\$0.00	\$206.56	\$206.56	\$0.00	\$0.00	\$413.12
Enterprise Leasing Company	Invoice	2/22/2023	11004	3/24/2023	20	\$0.00	\$768.00	\$0.00	\$0.00	\$0.00	\$768.00
General Services Administration	Invoice	3/1/2023	11051	3/31/2023	13	\$0.00	\$5,532.50	\$0.00	\$0.00	\$0.00	\$5,532.50
Goritchan Boris						\$0.00	\$0.00	\$90.00	\$90.00	\$1,599.00	\$1,779.00
Grimsbo, Gerald						\$0.00	\$0.00	\$0.00	\$0.00	\$459.00	\$459.00
GSSC	Invoice	2/22/2023	11005	3/24/2023	20	\$0.00	\$480.00	\$0.00	\$0.00	\$0.00	\$480.00
Hagberg, Rick	Invoice	3/1/2023	11068	3/31/2023	13	\$0.00	\$206.56	\$0.00	\$0.00	\$0.00	\$206.56
Hall John	Invoice	3/1/2023	11032	3/31/2023	13	\$0.00	\$298.32	\$0.00	\$0.00	\$0.00	\$298.32
Hatfield, Dan	Invoice	3/1/2023	11066	3/31/2023	13	\$0.00	\$206.56	\$0.00	\$0.00	\$0.00	\$206.56
Hausmann, Jeff	Invoice	12/15/2022	10668	1/14/2023	89	\$0.00	\$0.00	\$0.00	\$2,150.00	\$0.00	\$2,150.00
Hermantown Hydraulics						\$0.00	\$680.86	\$680.86	\$300.00	\$0.00	\$1,661.72
Hillman Colin	Invoice	3/1/2023	11076	3/31/2023	13	\$0.00	\$300.00	\$0.00	\$0.00	\$0.00	\$300.00
Hunstad, Nicholas	Invoice	3/1/2023	11045	3/31/2023	13	\$0.00	\$108.33	\$0.00	\$0.00	\$0.00	\$108.33
HydroSolutions Of Duluth, Inc.	Invoice	3/1/2023	11033	3/31/2023	13	\$0.00	\$3,466.75	\$0.00	\$0.00	\$0.00	\$3,466.75
Irwin, Eric	Payment	1/18/2023	9529	1/18/2023	55	\$0.00	\$0.00	(\$150.00)	\$0.00	\$0.00	(\$150.00)
Jauss Aviation Inc.						\$0.00	\$0.00	\$0.00	\$1,800.00	\$0.00	\$1,800.00
Jay Anne	Invoice	2/28/2023	11014	3/30/2023	14	\$0.00	\$102.00	\$0.00	\$0.00	\$0.00	\$102.00
Johnson, Richard	Payment	3/13/2023	9741	3/13/2023	1	\$0.00	(\$483.20)	\$0.00	\$0.00	\$0.00	(\$483.20)
Johnston, Paul						\$0.00	\$206.56	\$7.21	\$7.21	(\$8.90)	\$212.08
Kleen-Tech Services, LLC						\$0.00	\$1,188.69	\$708.69	\$0.00	\$0.00	\$1,897.38
Lake Superior Helicopters						\$0.00	\$5,821.28	\$0.00	\$0.00	\$0.00	\$5,821.28
Love Creamery	Payment	1/19/2023	9538	1/19/2023	54	\$0.00	\$0.00	(\$125.82)	\$0.00	\$0.00	(\$125.82)
Lyft, Inc.	Invoice	1/3/2023	10781	2/2/2023	70	\$0.00	\$0.00	\$0.00	\$1,500.00	\$0.00	\$1,500.00
Mark Marino						\$0.00	\$0.00	\$2,079.82	\$0.00	\$0.00	\$2,079.82
Maurices, Inc.	Invoice	3/1/2023	11078	3/31/2023	13	\$0.00	\$900.00	\$0.00	\$0.00	\$0.00	\$900.00
Minnesota Air National Guard	Invoice	3/1/2023	11022	3/31/2023	13	\$0.00	\$9,794.89	\$0.00	\$0.00	\$0.00	\$9,794.89
Monaco Air Duluth						\$0.00	\$6,604.19	\$0.00	\$0.00	\$0.00	\$6,604.19
Mountain Air Cargo	Invoice	3/1/2023	11039	3/31/2023	13	\$0.00	\$1,646.00	\$0.00	\$0.00	\$0.00	\$1,646.00
Northland Constructors, Inc.	Invoice	3/1/2023	11041	3/31/2023	13	\$0.00	\$181.50	\$0.00	\$0.00	\$0.00	\$181.50
Oakwells CR, LLC						\$0.00	\$600.00	\$0.00	\$0.00	\$0.00	\$600.00
Opack Matthew Jr.	Invoice	3/1/2023	11074	3/31/2023	13	\$0.00	\$207.50	\$0.00	\$0.00	\$0.00	\$207.50
Palmer, John	Invoice	3/1/2023	11075	3/31/2023	13	\$0.00	\$207.50	\$0.00	\$0.00	\$0.00	\$207.50
Parthe, Lance						\$0.00	\$0.00	\$276.64	\$276.64	\$12.00	\$565.28
Payne, Robert	Invoice	3/1/2023	11061	3/31/2023	13	\$0.00	\$276.64	\$0.00	\$0.00	\$0.00	\$276.64
Rasier, LLC						\$0.00	(\$444.00)	\$0.00	\$1,500.00	\$0.00	\$1,056.00
Rehabilitation Counselors, Inc.	Payment	8/19/2019	5002	8/19/2019	1,303	\$0.00	\$0.00	\$0.00	\$0.00	(\$75.00)	(\$75.00)
Republic Parking System	Invoice	2/28/2023	11089	3/30/2023	14	\$0.00	\$47,681.82	\$0.00	\$0.00	\$0.00	\$47,681.82
RS&H	Invoice	3/1/2023	11060	3/31/2023	13	\$0.00	\$2,565.99	\$0.00	\$0.00	\$0.00	\$2,565.99
Sinex, Barry						\$0.00	\$0.00	\$90.00	\$90.00	\$270.00	\$450.00
Stevens, Mike	Invoice	3/1/2023	11070	3/31/2023	13	\$0.00	\$206.56	\$0.00	\$0.00	\$0.00	\$206.56
Sun Country, Inc. dba Sun Country Airlines	Invoice	3/1/2023	11048	3/31/2023	13	\$0.00	\$120.00	\$0.00	\$0.00	\$0.00	\$120.00
Sydow Dan	Invoice	12/1/2022	10605	12/31/2022	103	\$0.00	\$0.00	\$0.00	\$0.00	\$276.64	\$276.64
The Landline Company						\$0.00	\$6,042.14	\$200.00	\$0.00	\$0.00	\$6,242.14
Transportation Security Administration						\$0.00	\$10,195.52	\$8,032.33	\$0.00	\$0.00	\$18,227.85
unifi						\$0.00	\$4,896.00	\$0.00	\$3,667.05	\$0.00	\$8,563.05
Wicklein, John	Invoice	10/11/2022	10392	11/10/2022	154	\$0.00	\$0.00	\$0.00	\$0.00	\$153.00	\$153.00
Williams, Ron	Invoice	3/1/2023	11071	3/31/2023	13	\$0.00	\$206.56	\$0.00	\$0.00	\$0.00	\$206.56
Total						\$0.00	\$190,801.11	\$10,854.44	\$12,553.27	\$13,562.13	\$227,770.95



Airline Monthly Activity Report for DLH

Reporting Airline:	Delta Airlines	Month & Yr	Feb-23	Contact:	Rachel Little					Phone Number:	218-481-6475		Email Address:	rachel.little@unifiservice.com									
Signatory Reporting Activity										Passenger/Airport Data													
		Arrivals																Departures					
AC Type	Airline/Operator	Origin	Dest	Scheduled Flights	Completed Flights	DIVERSIONS	CGLW	Total Wt/1000lbs	Landing Fee Rate	Total Landing Fees	Revenue Enplanements	Non Revenue Enplanements	Total Enplanements	Revenue Deplanements	Non-Revenue Deplanements	Total Deplanements	Total Passengers	Total Seats Available	Load Factor %	Freight	Mail		
CRJ-900	ENDEAVOR	MSP	DLH	5	5		75100	375.5	\$2.08	\$781.04	270	25	295	216	10	226	521	380	78%				
B717	Delta	MSP	DLH	2	2		110000	220	\$2.08	\$457.60	189	1	190	135	1	136	326	220	86%				
E175	SKYWEST AIRLINES INC	GRR	DLH	1	1		75177	75.177	\$2.08	\$156.37	0	0	0	0	0	0	0	76	0%				
E175	SKYWEST AIRLINES INC	IAD	DLH	1	1		75177	75.177	\$2.08	\$156.37	0	0	0	0	0	0	0	0	#DIV/0!				
E175	SKYWEST AIRLINES INC	MEM	DLH	1	1		75177	75.177	\$2.08	\$156.37	0	0	0	0	0	0	0	0	#DIV/0!				
E175	SKYWEST AIRLINES INC	MOT	DLH	1	1		75177	75.177	\$2.08	\$156.37	0	0	0	0	0	0	0	0	#DIV/0!				
E175	SKYWEST AIRLINES INC	MSP	DLH	5	5		75177	375.885	\$2.08	\$781.84	212	2	214	293	9	302	516	280	76%				
E175	SKYWEST AIRLINES INC	MSP	DLH	62	62		75177	4660.974	\$2.08	\$9,694.83	3850	135	3985	3573	119	3692	7677	5,016	79%				
CRJ-200	SKYWEST AIRLINES INC	XWA	DLH	1	1		47000	47	\$2.08	\$97.76	0	0	0	0	0	0	0	0	#DIV/0!				
								0	\$2.08	\$0.00			0			0	0		#DIV/0!				
								0	\$2.08	\$0.00			0			0	0		#DIV/0!				
								0	\$2.08	\$0.00			0			0	0		#DIV/0!				
								0	\$2.08	\$0.00			0			0	0		#DIV/0!				
TOTALS				79	79	0		5980.067		\$12,438.54	4,521	163	4,684	4,217	139	4,356	9,040	5,972	78.4%	0	0		
Non-Signatory Reporting Activity										Passenger/Airport Data													
AC Type	Airline/Operator	Origin	Dest	Scheduled Flights	Completed Flights		CGLW	Total Wt/1000lbs	Landing Fee Rate	Total Landing Fees	Revenue Enplanements	Non Revenue Enplanements	Total Enplanements	Revenue Deplanements	Non-Revenue Deplanements	Total Deplanements	Total Passengers	Total Seats Available	Load Factor %	Freight	Mail		
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
TOTALS				0	0	0		0		\$0.00	0	0	0	0	0	0	0	0	#DIV/0!	0	0		

Reporting Line:	UA Express (All Carriers)	Month & Yr	Feb-23	Contact:	Rachel Little	Phone Number:	218-481-6475	Email Address:	rachel.little@unifirstservice.com
-----------------	---------------------------	------------	--------	----------	---------------	---------------	--------------	----------------	--

[illegible]



Airline Monthly Activity Report for DLH

Reporting Airline:	Sun Country	Month & Yr	Feb-23		Contact:	Jennifer Farquhar		Phone Number:		Email Address:		Stationsaccounting@suncountry.com											
Signatory Reporting Activity										Passenger/Airport Data													
		Arrivals																	Departures				
AC Type	Airline/Operator	Origin	Dest	Scheduled Flights	Completed Flights	DIVERSIONS	CGLW	Total Wt/1000lbs	Landing Fee Rate	Total Landing Fees	Revenue Enplanements	Non Revenue Enplanements	Total Enplanements	Revenue Deplanements	Non-Revenue Deplanements	Total Deplanements	Total Passengers	Total Seats Available	Load Factor %	Freight	Mail		
B737-800	MN AIRLINES LLC	IFP	DLH	1	1		146300	146.3	\$2.08	\$304.30	0	0	0	179	0	179	179	186	0%				
B737-800	MN AIRLINES LLC	MSN	DLH	8	8		146300	1170.4	\$2.08	\$2,434.43	0	0	0	1080	5	1085	1085	1,488	0%				
B737-800	MN AIRLINES LLC	PHX	DLH	2	2		146300	292.6	\$2.08	\$608.61	1207	1	1208	321	0	321	1529	372	325%				
B737-800	MN AIRLINES LLC	RST	DLH	6	6		146300	877.8	\$2.08	\$1,825.82	0	0	0	695	0	695	695	1,116	0%				
								0	\$2.08	\$0.00			0			0	0	0	#DIV/0!				
								0	\$2.08	\$0.00			0			0	0	0	#DIV/0!				
								0	\$2.08	\$0.00			0			0	0	0	#DIV/0!				
								0	\$2.08	\$0.00			0			0	0	0	#DIV/0!				
								0	\$2.08	\$0.00			0			0	0	0	#DIV/0!				
								0	\$2.08	\$0.00			0			0	0	0	#DIV/0!				
								0	\$2.08	\$0.00			0			0	0	0	#DIV/0!				
								0	\$2.08	\$0.00			0			0	0	0	#DIV/0!				
TOTALS				17	17	0		2487.1		\$5,173.17	1,207	1	1,208	2,275	5	2,280	3,488	3,162	38.2%	0	0		
Non-Signatory Reporting Activity										Passenger/Airport Data													
AC Type	Airline/Operator	Origin	Dest	Scheduled Flights	Completed Flights		CGLW	Total Wt/1000lbs	Landing Fee Rate	Total Landing Fees	Revenue Enplanements	Non Revenue Enplanements	Total Enplanements	Revenue Deplanements	Non-Revenue Deplanements	Total Deplanements	Total Passengers	Total Seats Available	Load Factor %	Freight	Mail		
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
								0	\$2.60	\$0.00			0			0	0		#DIV/0!				
TOTALS				0	0	0		0		\$0.00	0	0	0	0	0	0	0	0	#DIV/0!	0	0		

2023 Landline Passengers

	Arrivals			Departures			Grand Total	2022 Grand Total	Inc /Dec
	Revenue	Non-Rev	Total	Revenue	Non-Rev	Total			
January	1,061	24	1,085	1,096	25	1,121	2,206	1,804	402
February	1,009	33	1,042	1,003	19	1,022	2,064	2,189	(125)
March			-			-	-	2,474	-
April			-			-	-	2,707	-
May			-			-	-	1,802	-
June			-			-	-	2,228	-
July			-			-	-	1,759	-
August			-			-	-	1,661	-
September			-			-	-	1,502	-
October			-			-	-	1,895	-
November			-			-	-	1,861	-
December			-			-	-	2,347	-
	2,070	57	2,127	2,099	44	2,143	4,270	24,229	277