



DULUTH AIRPORT AUTHORITY

DULUTH AIRPORT AUTHORITY BOARD RETREAT MEETING MINUTES SEPTEMBER 14, 2023

MEETING LOCATION: PILOT HOUSE BOARD ROOM
PIER B HOTEL RESORT

DIRECTORS PRESENT: Kim Maki
Kevin O'Brien
Elissa Hansen
Michael Henderson
Dan Markham
Jason Crawford

DIRECTORS ABSENT: Jeff Anderson

OTHERS PRESENT: Tom Werner, DAA Executive Director
Mark Papko, DAA Dir. of Operations
Jana Kayser, DAA Dir. of Business Development
Joelle Bodin, DAA Dir. of Finance and Administration
Natalie Baker, DAA Dir. of Marketing and Communications
Jenny Delnay, DAA Administrative Coordinator
Heather Wink, Giant Voices
Samantha Hanson, Giant Voices
Mike Bown, Landrum & Brown
Kaci Nowicki, SEH
Shawn McMahan, SEH
Matt Baumgartner, Duluth Chamber of Commerce

OTHERS PARTICIPATING VIA ELECTRONIC MEANS:
Paul Huston, HNTB

CALL TO ORDER: Dir. Maki called the DAA board retreat to order at 8:12 a.m.

Dir. Maki invited Mr. Tom Werner to introduce some of the newer faces at the retreat. Mr. Werner introduced Mr. Matt Baumgartner from the Duluth Chamber of Commerce. Mr. Werner stated that he has appreciated Mr. Baumgartner's support for the DAA during his term. Mr. Werner next introduced Mr. Mike Bown to speak on **Air Service Industry Update and Trends**.

- Mr. Bown shared several industry trends, focusing post-pandemic, in the air service industry. He shared that while mainline airlines have recovered above their pre-pandemic standards, many regional airlines are still down. He stated that this is in large part due to the continuing shortage of available pilots. Leisure markets (like the southeast US and the mountains) have increased travel, while predominately business/government-based travel markets (like the Midwest and northeast) are seeing the biggest declines.
 - Mr. Werner added that Rochester in particular is down drastically as a result of them seeing a decrease in flying patients into the Mayo Clinic Health System. They are often instead opting for virtual visits. He also noted that the mainline airlines are "up" when calculating the number of seats, largely due to flying larger aircraft and retiring the smaller planes. He also emphasized that connecting hubs should be as strong as possible, and both Minneapolis and Chicago are down, due to the above trends.



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- Mr. Bown also noted that many airlines are shifting their focus to this leisure travel as business travel is down. In addition, ultra low cost carriers (ULCCs) have been on the rise, while larger carriers are trending downwards.
- Mr. Bown shared that in the upper Midwest specifically, air travel is down disproportionately. The “sun states” are up in comparison due to migration and leisure travel. ULCCs have combated this trend and some of the downward trend in this region is due to the rise of ULCC in Minneapolis (Spirit Airlines) and also a drop in demand from Thunder Bay flyers due to the current strength of the US Dollar.
- Mr. Bown explained that Essential Air Service (EAS) is a federally subsidized program to support air traffic in “essential” markets. Minnesota is a large EAS state with 5 markets.
- Mr. Bown and Mr. Werner share the results of their DLH Ground Shuttle Survey and discussed the potential for Landline bus service to become a “regional airline” by provided secure-to-secure transportation, which would be booked like an airline ticket and become a feeder airline from smaller markets into DLH. This process has been approved once already. DLH would provide the customer service, with smaller security lines and ease of use as compared to MSP. Landline seems very interested in this opportunity but would need to partner with an airline. It was also cautioned that smaller regional airports (i.e., International Falls, Bemidji) may also be resistant to this, as their airport boards would likely be hesitant to reduce their air service.
 - Questions arose about if this would replace the Denver route. Mr. Werner clarified that he is still working on this, and it likely would have already been a reality if not for the pandemic. Those funds are good through 2027, so there is still time to work on bringing that forward.
 - Ms. Kayser added that historically, we’ve seen Landline absorb consumers who would otherwise drive, not those who are already flying. They help us capture more leakage, not create new leakage.
- Mr. Bown shared that DLH’s airfare is about at the same level now as it was pre-pandemic. DLH was growing prior to COVID, but was hit hard by the pandemic, like most of the regional airports.
 - Mr. Werner shared that although America is no longer flying from DLH, this was likely to happen even without the pandemic and stressed the importance of a carrier to committed to building customer loyalty. He stated that he is working on building relationships with potential air carriers now, even if there are no immediate plans to add service to DLH, as these relationships can take years to develop.
 - Mr. Bown went through the specifics of each airline and how they have weathered the pandemic and their current state. He also shared that many communities are getting aggressive in recruiting air service. Some states are adding an air service fund into their statewide budget, including Ohio, Indiana, and Michigan.
 - Mr. Werner added that the money set aside to promote the Denver route was originally the largest in the region, however that has changed since those funds were received.

Dir. Maki suggested a break at 9:40am. Meeting was resumed at 9:55am.

Mr. Werner shared how some communities receive support from the state level, while others receive it from their local Chambers. Given the restrictions around how the airport funds can be spent, the chamber can sometimes fund projects the airport cannot. There have been conversations with the Duluth Chamber of Commerce about this possibility.

- Mr. Baumgartner shared that he is very excited about this partnership. The Duluth Area Chamber is a 501c6 non-profit, however they additionally launched a 501c3 foundation to help support these types of initiatives. This foundation would support items like economic development, research, or population/community growth, all of which coincide with the airport. They will have both restricted and non-restricted donor funds which may be used for specific projects. One of the top priorities for the chamber is aviation, including companies like the Duluth Airport Authority, 148th, and Cirrus. Mr. Baumgartner is expecting to receive formal board support at the end of September to ratify aviation as one of the goals of the foundation.
 - Mr. Werner shared that this type of partnership would allow the DAA Board to continue to set goals around Air Service but could then reach out to the foundation to help support new or existing goals, such as the Denver route or incentive packages around new routes/airlines or bolstering existing route/airlines. He stressed that the chamber has both a passion and capacity to help the DAA.



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- Questions arose about the relationship between the City and the Foundation, the formal partnership between all three entities, and how the foundation's board would be structured.
- Dir. Maki shared that this seems like a fantastic partnership opportunity for both the city of Duluth and the Duluth Airport Authority.
- Mr. Baumgartner thanked the board for allowing him to speak and left the meeting at 10:16am.

Mr. Werner turned attention back to Mr. Bown's Air Service Industry Update and opened the table for questions.

- Dir. Hansen asked if there was a reason for looking at service to Ft. Myers instead of Orlando?
 - Mr. Werner and Bown shared that logistics are easier since Sun Country has a base in Ft. Myers.
- Dir. Hansen asked if the goals were feasible given the current pilot shortages.
 - Mr. Bown shared that the Delta numbers give him confidence in meeting the goal. Mr. Werner also shared the increases around Great Lakes Cruising will also help us meet that. Ms. Kayser clarified that last year the cruise ships only stopped in Duluth, while this year it is the beginning or end of the destination, and that is the plan moving forward, leading to the increase.
- Dir. Markham asked what DAA could do to help with the secure-to-secure landline option.
 - Mr. Werner indicated the airlines need to buy into this to help drive it into reality. MSP would also likely need to become a partner as well, but their infrastructure is not currently set up for this. Mr. Papko shared that from an operational perspective, the DAA could facilitate this quickly. It would rely on the other partners also being ready.
- Additional questions arose regarding airline credit card loyalty programs, changes in pilot wages, and any plane size restrictions at DAA.
- Mr. Werner asked if there were any concerns about the goals and initiatives laid out at the end of Mr. Bown's presentation.
 - Dir. Maki asked if there was any prioritization between the goals. Mr. Werner stated that there was no direct prioritization. The staff is working on multiple goals and pursue whichever one is moving based on current conditions.
 - Dir. Maki shared that she is continuously impressed by the airport staff. She appreciated how, even with challenges, the staff always pursue and present solutions to the board.

Ms. Baker invited Ms. Heather Wink and Ms. Samantha Hanson from Giant Voices to expand on **Who is DLH's Post-Pandemic Air Service Customer**

- Ms. Wink and Ms. Hanson expressed their appreciation for being invited to sit in on the Board Retreat and hear their insights as to where their marketing should focus. They also shared that while they are the primary representatives from Giant Voices that the DAA will be working with, they also have a "team of giants" to help support their efforts. Today, they will be diving into who is the DAA's audience.
- Ms. Baker shared that one of the current trends is business travel which has not returned at the same rate that leisure travel has post pandemic. Ms. Baker recommended to continue a multi-audience approach to meet both the business and leisure traveler with different tactics.
- Ms. Wink and Hanson shared that they broke the DAA audience down into 5 different personas, 4 for leisure travelers, and one for business travelers.
 - Personal 1: Young Professionals: "Alex". Prioritize travel when spending their income and wants to make the most of every minute.
 - Personal 2: Budget-conscious Family: "Jessica". Budgets and saves up for travel and will prioritize cost.
 - Persona 3: High-earning family: "Jane". Expects to travel, regardless of if the price is right. Have flexibility in schedules and will pay premium for convenience.



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- Persona 4: Retirees: “James”: Ready to relax and wants convenience and reliability.
- Persona 5: Business Travelers: “Bryan”. Travels frequently and uses rewards programs. Needs to stay connected and work on the go. Employers will pay a premium for convenience.
- Ms. Wink and Hanson shared that they are always checking on their marketing reports to see what tactics are working to help make informed decisions moving forward. Did not have much data to report today but will share more in the future. They also noted that the reports will also help inform the personas and that the personas may change or add new ones as they get the data back.
- Ms. Baker reiterated that marketing decisions are made strategically first, then use creative to pair with the strategic initiative. These personas are dynamic to move with the customer, to meet them where they are.
- Dir. Maki asked if data was used to develop these starting personas and what role gender played in their creation.
 - Ms. Wink and Hanson shared the personas are very specific to show one person, but apply to a broader range of individuals, often both male and female. The Family centered individuals tend to be female matriarchs. However, the other individuals could be either gender. They reiterated that insights did drive these recommendations. Ms. Baker added that the most recent customer survey had a large return rate which helped give a good basis of support to these decisions.
- Dir. Markham inquired about the ratio between business and leisure travelers.
 - Ms. Baker shared that of the returned surveys, 12% self-reported as business travelers, 55% were leisure travelers, and 29% selected both. This is self-reported data, which can be skewed. Mr. Werner also added that these numbers are per customer, however business travelers fly more often than leisure travelers. Ms. Baker added that business travelers also spend about twice as much as leisure travelers.
- Mr. Werner asked about the reach of the planned campaigns.
 - Ms. Wink shared that the tactics they are using can be both board (i.e., TV stations) and specific (i.e., Social Media targeting). They can pick the different areas to place specific ads there. Ms. Baker also stated that radio and print ads both have very broad reaches, especially with business travelers who are often proactive in staying informed.
- Mr. Werner asked the board to reflect on the personalities listed above and how they may utilize DAA amenities. He recommended to be aware that if these personas change, it may require changing amenities.
 - Dir. Hansen shared that some amenities have dual function for different audiences, such as Club DLH being great for business travelers, but also great for toddlers.
- Dir. Crawford asked about data on the group sizes flying out of DLH.
 - Mr. Bown shared that the airlines are not collecting or sharing that information. Mr. Werner confirmed that a survey would be the best way to answer that question.
- Questions arose about personas not using DLH, or if MSP had different personas than DLH.
 - Mr. Werner and Ms. Hanson shared that with technological advances, like geo-fencing, allows for targeting individuals who are using alternative travel methods to advertise to that leakage.
 - Dir. Hansen emphasized that there will always be leakage that cannot be captured. She stated that retention may be a better focus.
- Dir. Markham asked about any changes in reliability at DLH and if that could be used to overcome perception.
 - Mr. Werner stated that while reliability is high, marketing could do more to talk about this. Growing more options and connectivity could help battle negative perceptions.

Dir. Maki invited everyone to break for lunch at 11:22am. Meeting was resumed at 12:15pm.

Dir. Maki invited Mr. Tom Werner to provide an update on the **Strategic Plan Progress Update 2020-2025**



- Mr. Werner reviewed the DAA's mission and vision. He then reviewed the Strategic Initiatives and provided updates on the updates in the last year.
- Infrastructure Renewal:
 - Alphas Taxiway Reconstruction is funded. Phases 1 and 4 are completed with Phase 2 in progress. Phase 3 is currently scheduled for next year and Phase 5 is being designed. Initially this was slated to cost \$77 million, but is currently at \$80 million, possibly more.
 - The Air Traffic Control Tower (ATCT) has completed the Master Plan and Citing Study, but still waiting on the Requirements Workbook. The Congressional Delegation has been active with the FAA to expedite this process. The project design is waiting on this workbook but are also designing usable units of work that could utilize funding to meet deadlines.
 - The ATP grant could cover 90% of eligible costs so staff will be working on this shortly. The full funds for the tower may need to come from multiple grants over multiple years. Mr. Werner shared that there is intense competition for these funds.
 - Dir. Maki asked what types of projects these grants typically cover.
 - Mr. Werner shared that the original intent of this grant was for terminals, but it also includes a line about towers. Mr. Papko shared that some of the funded projects have been only tangentially related to terminals.
 - Tours have already happened with the Senate Capital Investment committee, and the House committee is coming soon. It is a huge credit to the local delegation to get both chambers to Duluth.
 - Rehabilitation of Runway 3/21: Originally this had included an extension of this runway as well, however it was found not financially feasible nor required by any stakeholders. The electrical edge light was completed last calendar year. No more updates are expected for the next few years.
 - Mr. Papko shared that there has been a balance of trying to utilize the entire life of this runway. While it may appear that this is getting "kicked down the road" by delaying deadlines, it is done with intention.
 - GA Ramp Expansion was completed prior to the Airshow.
 - Support Economic Development:
 - Hanger 101 was demolished in 2022, while Hydrosolutions and DHL are projected for demolition in 2024. Hermantown Hydraulics, DHL and Hanger 2 will need to be demolished for the new ATCT.
 - Dir. O'Brien asked what revenue losses will result from these demolitions.
 - Ms. Kayser shared that there will be no significant revenue lost from these buildings. She also expressed concerns about some inaccuracies in public statements surrounding Hydrosolutions, as there has been clear communications with them about the demolition plans since 2015.
 - Positioning select green space for new development is one of the most exciting initiatives at the moment, however the focus has shifted as circumstances changed. Initially, new development was focused on the Haynes Rd and Airport Rd intersection, but has now shifted to Sites 1 and 2 since a major employer has expressed interest.
 - Mr. Werner also shared that zoning adjustments are being sought, since parts of the airport are currently zoned as residential, so trying to get everything zoned appropriately for the activities and businesses present.
 - Strengthen DAA Cash Flow:
 - Mr. Werner shared that the DAA staff regularly talks about ways to maximize revenue opportunities, which has increased year over year. DAA Cash Balance is consistently above the requirements and regularly reported at Board Meetings. 99% of space available is currently leased, with only one



- small office not rented. Ms. Kayser is also working on new spaces to lease and is making great progress.
- Mr. Werner shared that the new parking revenue management stream has been completed and is working great. Ms. Bodin shared that the parking revenue has increased more than 23% since 2022. The first year has already paid for the new equipment. Mr. Papko stated that it was a bold choice to go cashless/cashier-less in parking and to solely manage the entire system. Many other airports have some contract in place for a part of the system, such as maintenance. Originally had projected it would take two years to recover the cost of the systems.
 - Other new opportunities to strengthen the cash flow have already been discussed.
 - **Strengthen and Grow Air Service:**
 - Add Daily Flights to Western Hub: Mr. Werner shared that this would be met by the Denver route, however capacity constraints have slowed the progress. In addition, cost structures have changed then when this started. Once airlines are better positioned to start this route, a refresh of the business case will need to be done. Mr. Werner stated that this goal is specifically targeted at a network air carrier to provide direct competition to Delta to keep fares in line.
 - Dir. O'Brien asked about when the funds received for the Denver route would expire.
 - Mr. Werner stated those funds expire in 2027. Mr. Bown also stated that the DOT has granted extensions, which the DAA would have a good case for given the pandemic.
 - Add ULCC to Leisure Route: Mr. Werner shared that Sun Country had added their regional routes, but are still seeking to add more destinations. Phoenix has been discontinued for this season, both for Duluth and other regional markets. Mr. Werner is anticipating that Ft. Myers will return, but there has not been a formal decision yet. He continues to have conversations about other leisure routes that could be added, such as Orlando, ideally with Sun Country, but other airlines are also in consideration.
 - Strengthen Existing Carriers and Routes: Mr. Werner shared that he is focused on United and its strength post-pandemic. He believes that if United put more seats on the market, they would be filled. Concerns arose about the specific goal of 330,000 passengers by 2025 no longer being feasible, since it was formed pre-pandemic.
 - Dir. Maki asked if there should be consideration to reset the goal.
 - Mr. Werner stated that is possible and staff could propose new, realistic numbers.
 - Dir. Maki emphasized it should only be done if worthwhile, which it may not be.
 - Mr. Werner also shared that a dual class product has also been available with Delta flying larger jets with first class.
 - Mr. Werner credited the DAA Staff Directors for getting all these achievements.
 - Dir. Maki asked if other airports are offering similar incentives to Duluth, focusing on one airline and one destination.
 - Mr. Bown stated that it is all over the board. Many will consider the right opportunity at the right time, occasionally prioritizing specific routes.
 - Dir. Maki noted that American did not stay in Duluth for long. She asked about the incentives and if there is a minimum stay requirements.
 - Mr. Werner noted that the American incentives included partial waiver of fees and marketing support, but were not to the level planned for the Denver routes. Ms. Bodin shared that the FAA has rules about incentive requirements and how long they can last. Ms. Kayser noted that there was a cap on American's incentives, which they did not reach before leaving Duluth.



Dir. Maki invited Mr. Werner to provide an update on the **Operations/Maintenance Department Study**.

- Mr. Werner shared that the DAA had recently contracted ADK to review the operations department. They have completed their initial assessment and he will be sharing their preliminary findings. Mr. Werner shared that they are still working with ADK with follow-up questions to develop a final draft. The ADK Executive Search focused on workload and staffing to ensure DAA staff is aligned with the DAA mission.
- ADK conducted an employee survey and had airport tours to meet with staff and stakeholders. They noted that everyone was forthcoming and candid with comments and wanted to help the organization move forward. ADK compared results against peer airports. Mr. Werner commented that he will be digging into the airports chosen for comparison to see if there are better comparisons to make.
- Key findings included that the staff is committed, hardworking, accommodating, and cooperative. Mr. Werner was excited to share that ADK noted that there is an incredible collaboration culture.
- Snow removal operations are a year-round concern since preparation of snow removal equipment starts in May. ADK found that there are inadequate personnel, but they have a great attitude. They recommend reducing temporary workers and adding full-time personnel who could also assist in construction or maintenance. Mr. Papko noted the challenges in the labor marketing, especially for temporary workers.
- Mr. Werner shared that ADK found the relationship between labor and management at DAA is good, with people being highly motivated and genuinely invested in their jobs. ADK recommends creating new job titles for operations, maintenance and facilities, since the job classifications do not match the actual work being done. Mr. Werner noted that they will be having conversations around these recommendations.
- It was noted that there is a large amount of overtime being done, and over-hires/temps are not a viable solution due to the current hiring market. Mr. Papko noted that the equipment they used also requires operator skill, which is additionally hard to find. Mr. Werner noted that temp workers also pose increased risk due to lack of experience, and limited familiarity with the equipment and the airfield. They will be looking at removing temp workers, replacing with year-round employees, and adjusting pay range, plus considering alternative streams. ADK also recommended a full salary study be completed to make informed decisions across the entire organization, since it appears that DAA salaries are not reflective of industry levels.
 - Dir. O'Brien inquired who would conduct that study.
 - Mr. Werner shared that ADK can complete it or can recommend alternative companies.
- Another focus of the study's findings was around overtime alternatives. Currently, hourly employees have made more than their salaried supervisors due to overtime, even when working the same number of hours. Overtime is very common during snow events. This is not best practice.
 - Dir. Maki asked for clarification on if this is referring to their pay for the year, not just for a week.
 - Mr. Werner agreed this was referring to the entire year, since snow overtime is massive. Mr. Papko also added that once the snow melts, then construction overtime starts, especially since vacations increase over the summer months. Mr. Werner mentioned there was comp time listed as a potential resolution, however that would raise other issues.
 - Dir. Maki asked if this had come up as an issue in hiring or retaining an Airside Manager.
 - Mr. Werner shared this has not been an issue, since this position is highly sought after for those looking for advancement to learn all aspects of the airport. Ms. Bodin noted that there have been very dedicated employees in this role.
- They noted the use to Fleetio/Vicheo to manage the airside's work order, which has been going well. However, the facilities side is not currently using a software management solution. Mr. Papko noted that this will be especially important with upgrading and adding more facilities.
- Other recommendations surrounded reducing the escorting of consultants, establishing a volunteer program for administrative staff to help with snow removal, contracting maintenance for bridges and belts, increasing employee recognition programs and continuing need for training for all employees.



- Organizational realignment was recommended to change titles, develop new positions, and deleting temporary works. Mr. Werner noted that changing titles to reflect specific job functions is a deviation from a previous philosophy of having well rounded employees who could respond to any situation. New positions would include both a replacement of the temporary workers roles, and an additional hiring of either a Deputy Executive Director or a Special Projects Manager to alleviate the demand on Mr. Papko's time. Mr. Werner emphasized that these changes would need to be tied back to financial viability and may be deployed in phases.
 - Dir. Hansen noted that the more specific job titles would be clearer and easier to understand what employment opportunities are available at the airport.
 - Dir. Markham asked if the overtime issues were due to the abnormal amount of snow last year.
 - Mr. Werner clarified that this was not an anomaly last year. Mr. Papko also shared that often the operations managers are working with their team directly, which can pull them out of management roles. Hiring appropriate levels of employees would help the managers step back to be able to better manage their teams. Mr. Papko also expressed concerns about allowing comp time in place of overtime pay, since that can lead to too many vacations during construction season, when the same employees are needed.
 - Dir. Crawford asked for Mr. Werner's opinion on the report's findings.
 - Mr. Werner stated that the report presented today is only skin deep and he would like more time to make sure everything is supported by data before presenting formal recommendations to the board to make sure that everything is actionable and financially responsible. He would like to make sure that hiring is done with a 30-year view. As these changes are being considered, Mr. Werner expressed appreciation for the diverse board members' backgrounds to help inform decisions.
 - Questions and discussion arose regarding the appropriate ratio of revenue to payroll.
- Mr. Werner stated that he is working to develop a second draft of this report and will likely bring forth recommendations to the board next year about its contents. He would like to ensure consensus among senior staff before presenting the formal recommendations to the board.
- Dir. Maki noted that the compliments around the airport's culture, cohesion and dedication start at the top, and expressed gratitude to Mr. Werner for that.

Dir Maki suggested a break at 1:51pm. Meeting was resumed at 2:10 pm.

Dir. Maki invited Ms. Jana Kayser to provide an update on the **Economic Development Activity near DLH**.

- Ms. Kayser stated that after the conversations this morning about capacity and pilot shortages, it emphasizes the importance of increasing economic development and non-aeronautical revenue. She also pointed out that it is directly a part of the DAA's mission and vision. While she is a one-person department, she works closely with the rest of the DAA team.
- Ms. Kayser pointed out the different ways that DAA participates in economic development around the region, including with APEX, Area Chamber of commerce's, Local Municipalities, air service development, non-aeronautical development, and through tenants like Cirrus and the 148th.
- One large project that Ms. Kayser is working through is the Rice Lake Corridor Projects. It is believed that this area could be the next large boom economically in the area. It would help resolve existing traffic issues and allow for business and housing expansions. There continue to be public meetings to gather input from the community.
 - The next step is for St. Louis County to submit a RAISE grant application for federal funds. They were unsuccessful in their first attempt, so were looking to add economic development as a major facet in their next round. Ms. Kayser has helped bring in major stakeholders to these meetings.



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- The Minnesota Power Service Project also corresponds to these conversations. MN Power is looking to relocate to the site on Stebner Rd. This area was slated as a potential area for non-aeronautical growth but does not currently have any utilities on site. Ms. Kayser is working with the FAA to release this area for non-aeronautical use on the airport layout plan. She mentioned that utilities on Airport Rd cannot be extended to this area, so the City of Rice Lake would own and install the utilities. There is also a requirement to have an appraisal done to determine the market rate on the property for rent. MN Power has already hired an architect for this project and is anticipated to be a \$150 million investment from MN Power.
- Mr. Werner emphasized that this project ties into DAA aspirations since it will bring a new small-town downtown area, which could be anchored at Stebner Rd, with lots of developable land.
- Questions from Directors arose regarding the scope and specific locations of these projects arose.
- Dir. Markham asked about the possibility of obtaining an appraisal for the Arrowhead and Haines Rd intersection property at the same time.
 - Mr. Werner stated that it would likely not be useful, since that property would need improvements before being attractive to developers, which would change the appraisal.
- Mr. Werner reiterated that non-aeronautical development is a high priority for DAA staff, since this is a big opportunity to increase revenue. Asked for board opinions on any missed opportunities.
 - Directors expressed appreciation for the time and thought put into this process.

ADJOURN: Dir. Maki thanked attendees for their engagement and the presenters for their information. The meeting was adjourned at 2:54 p.m.

Respectfully submitted,

Jenny Delnay
Administrative Coordinator

APPROVED: _____

DATE: _____