DULUTH AIRPORT AUTHORITY

NOTICE OF THE DULUTH AIRPORT AUTHORITY

BOARD MEETING

PURSUANT TO MINN. STAT. § 13D.02

NOTICE IS HEREBY GIVEN Duluth Airport Authority will hold its *regular* meeting on **Tuesday, September 15th, 2026 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

Members of the public may monitor the meeting by clicking below to access the meeting by Microsoft Teams: "Microsoft Teams Meeting" (information below). Board members may participate in the meeting by interactive technology.

Join on your computer, mobile app or room device

Click here to join the meeting

Meeting ID: 249 336 734 244

Passcode: ihi3nk

Download Teams | Join on the web

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 International Airport
Sky Harbor Airport

4701 Grinden Drive
Duluth, Minnesota
55811

phone: (218)-727-2968
fax: (218) 727-2960

DAA@duluthairport.com
duluthairport.com

DULUTH AIRPORT AUTHORITY

DULUTH AIRPORT AUTHORITY
MEETING AGENDA
SEPTEMBER 15, 2026

AMATUZIO CONFERENCE ROOM
DULUTH INTERNATIONAL AIRPORT

I. *EXECUTIVE DIRECTOR'S REVIEW

A. Information Letter to DAA Directors

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

A. Approval of August 18, 2026 Board Meeting Minutes

III. *DAA CASH DISBURSEMENTS

A. Operating Check Registers #21-22, 2026; Operating ACH Payment Registers #21-23, 2026; Construction ACH Payment Register #13, 2026.

IV. *CORRESPONDENCE

A. DLH Airport Construction Update Newsletters. Email.
    i. August 14, 2026
    ii. August 21, 2026
    iii. August 28, 2026
    iv. September 4, 2026
B. August 21, 2026: DLH Air Traffic Control Tower Construction Newsletter. Email.
C. August 17, 2026: Letter from DAA to Stakeholders and Public RE: Proposed Rules and Standards Available for Public Review.
D. August 19, 2026: Letter from Mr. Derrick Denny, Delta Airlines, to DAA RE: DAA Rules & Standards.
E. August 19, 2026: Letter of Correspondence between DAA and Mr. Eric Monson, Ascent Aviation/Lake Superior Helicopters RE: DAA Proposed Rules & Standards.
F. August 24, 2026: TSA to Replace Gold+ in Privatization Push. Federal News Network.
G. August 27, 2026: Letter from Mr. Barry Sinex to DAA RE: Formal Objection to Proposed August 15, 2026 DLH Rules and Minimum Standards.
H. August 31, 2026: Duluth Airport Authority Breaks Ground on New Air Traffic Control Tower. August/September 2026 Airport Magazine.
I. September 1, 2026: Letter from Mr. Ryan Maxfield, Vantage Aviation, to DAA RE: Invitation to Review the Updated Proposed Rules and Standards.
J. September 2, 2026: Letter from DAA to DLH Stakeholders RE: DLH Rules and Standards Project Update.

DULUTH AIRPORT AUTHORITY

V. OPPORTUNITY FOR PERSONS TO BE HEARD

VI. OLD BUSINESS

None.

VII. NEW BUSINESS

A. Resolution to Approve a $900 Employee Incentive Award for Ms. Aimee Bone in Accordance with Operating Policy #5.
B. Resolution to Approve Work Order 2026-06 between the Duluth Airport Authority and Short Elliot Hendrickson, Inc. for the Design of Stormwater Mitigations at DYT.
C. Resolution to Approve an Increase in the Cost of a Project Already Approved in the Capital Improvement Plan.
D. *July 2026 Financial Reports
E. *September 2026 Accounts Receivable
F. *August 2026 Airline Statistics, Landline Statistics *(to be distributed at or prior to meeting)*

VIII. DIRECTOR'S REPORTS

Items annotated by an asterisk (*) 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: September 15, 2026
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:
  - Taxiway Alpha Phase 7
  - 9/27 Shoulder Replacement
  - Midfield Ramp
  - Hangar 2 Demolition
- Construction:
  - Air Traffic Control Tower Replacement
  - Taxiway Alpha Phase 6
  - Fuel System Replacement
- Operations and Maintenance:
  - Equipment Update
  - Personnel Update
- Sky Harbor
  - Stormwater Mitigation Project

BUSINESS/PROPERTY DEVELOPMENT

- Grinden Drive Intersection ICE Study Complete
- Hangar 103 Entrance Protection Project Update
- LifeLink Hangar Construction and Ribbon Cutting Update
- Landline Service Suspension
- General Aviation Hangar Inspections

FINANCIAL UPDATE

- Finance Department HR Update
- TSA Law Enforcement Officer (LEO) Reimbursement Program Update

DULUTH AIRPORT AUTHORITY

- 2027 Budget Preparation Update
- Project Payment/Cash Flow Update

MARKETING/COMMUNICATIONS

- LifeLinkIII Ribbon Cutting Update

LEGISLATIVE UPDATE

- NSR

PRESENTATIONS/TOURS/TRAVEL RECAP

- NSR

OTHER

- DLH Rules and Standards Review
- Mr. Sinex Proposed New FBO Presentation

Submitted by,

Tom Werner, A.A.E.
Executive Director

DULUTH AIRPORT AUTHORITY

Duluth Airport Authority
Meeting Minutes
August 18, 2026

MEETING LOCATION: Sky Harbor Airport

DIRECTORS PRESENT:
Jason Crawford, President
Sandy Hoff, Vice President
Briana Johnson, Secretary
Gary Black
Pat deGrood (arrived at 8:03 a.m.)
Michael Henderson
Kevin O'Brien

OTHERS PRESENT:
Tom Werner, DAA Executive Director
Ryan Welch, DAA Dir. of Operations, Planning, and Construction
Jana Kayser, DAA Dir. of Business Development
John Graves, DAA Facilities Manager
Cole Venberg, Sky Harbor Airport Manager
Elizabeth Schelde, DAA Accountant
Aimee Bone, DAA Administrative Coordinator
Jaimie Domagala, Fraction, LLC
Shawn McMahon, SEH
Kaci Nowick, SEH

OTHERS PARTICIPATING VIA ELECTRONIC MEANS:
Samantha Goodall, DAA Finance Intern
Horeya Czaplewski, EXP
Phillip Scott, EXP
Lydia deGrood, Giant
Joseph Uhlhorn, H+U
Nathan Niemann, H+U
Paul Huston, HNTB
Eric Monson, Lake Superior Helicopters/Ascent Aviation
Matthew Stewart, SEH

CALL TO ORDER: Dir. Crawford called the DAA board meeting to order at 8:00 a.m.

Dir. Crawford invited Mr. Tom Werner to provide the Executive Director's Review.

I. *EXECUTIVE DIRECTOR'S REVIEW

A. **Air Service:** Mr. Werner provided an update on the current air service with a presentation.
- Year-to-date enplanements remain flat at about 0% growth over 2025. Delta was down 1%, and United was down 17% compared to July 2025. Enplanements were down 8% compared to July 2025.
- Load factors also remain strong, with both Delta and United in the mid-80s%.

  - Delta capacity is at a 1% increase year to date in terms of seats, with monthly decrease of 3% compared to July 2025. United has had a year-to-date increase of 24% and a 16% decrease for the month of July.
  - Market share data shows United with 37% of total seats in the market and Delta at 63%.
- National Air Service News: Mr. Werner stated that there's not any new items to share with regards to national air service news.
- Local Air Service News: Mr. Werner shared that there isn't much new to share on the local air service side but noted that one of the DAA's close community partners, the Duluth Chamber Foundation, is undergoing a period of transition. Mr. Werner shared that the DAA does have air service projects closely tied with the foundation, things are in a bit of a holding pattern while he works with chamber leadership to determine which projects are achievable in the medium and long-term future. Mr. Werner anticipates having an update in future months.

B. **Operations/Construction/Planning:** Mr. Welch provided the following updates:
- DLH Fuel Replacement System: Mr. Welch shared that they will be breaking ground on this project on August 24th. The dirt work, all of the underground utilities, and paving will be done around the end of October if things stay on schedule. After that, there will be a little bit of a pause while the tanks are being manufactured, with an expectation of arrival around December 1st. Substantial completion of the project is expected by end of year.
- 9/27 Shoulder Replacement: Mr. Welch shared that design for the project is underway, and they're informing that design with a LIDAR survey that was just completed.
- Midfield Ramp: The DAA is attempting to leverage a civil military partnership for grant opportunities to complete the midfield ramp. Mr. Welch anticipates a possible update in September.
- Air Traffic Control Tower (ATCT) Update:
- Mr. Welch shared that the enabling project is moving along and are currently at about 90-100% designed for the demolition of Hangar Two. The bid for the hangar demolition will likely go out in spring 2027, depending on factors such as cash flow and sequencing the different enabling projects. ATCT substantial completion of the is expected around February or March of 2028, with a transitionary period following that to enable the FAA to move fully from the old tower to the new one. The current anticipated time for that to be completed is spring 2029.
    - Mr. Welch asked if anyone had any questions. Director Hoff confirmed that it would take a year to get the new ATCT up and running once substantial completion is done. Mr. Welch confirmed this and added that there will be two ATCT operating simultaneously for a period of months until validation that the new tower is up and running until the new one is validated but should be seamless for those aircraft flying in and out.
- Cash Flow: Mr. Welch shared that cash flow continues to be front of mind and is monitored daily. He added that Ms. Domagala will discuss it further at today's meeting.
- Mr. Welch reiterated that collaboration with the DAA's stakeholder continues via methods of communication such as meetings, e-mails, newsletters, etc. as the various construction projects continue.
- Mr. Welch shared slides with photos of the ATCT slab (which required 758 yards of concrete and 80 truckloads) and progress with the utilities moved underground.
- Taxiway Alpha: Mr. Welch shared that there have been some delays related to the large volume of organic soils that were encountered. 6A construction has been ongoing, and 6B and the midfield ramp were started after the air show concluded. 6A-1 includes

targeted weekend closures (first one anticipated to be on August 28th starting at 8:30 AM) to facilitate the connection of taxiway whiskey which will be Alpha Two once completed. Mr. Welch shared that the weekly construction meetings and bi-weekly tenant meetings will help to keep everyone up to date on the projects.

- Mr. Werner asked Mr. Welch what action has been taken to mitigate disruption to tenants during 60-hour closure. Mr. Welch responded that the airlines and other tenants were warned in July that the closure was coming. It is also discussed at the meetings that Mr. Welch mentioned. Runway 3/21 will be available and able to facilitate all commercial and GA aircraft that fly in and out of DLH, thus no disruptions are expected for air traffic.

- Dir. Hoff asked if the organic soils are contaminated, and Mr. Welch shared no, and further discussed to say that it's soil that hasn't been used before and is quite extensive, and shared an image of the scope of the volume of organic material.
- Mr. Welch shared further details and images of updates to both the midfield and taxiway Alpha projects.
- Mr. Welch next discussed the labor shortage currently in DAA operations, which includes the departure of Public Safety Manager, Mr. Matt Snell. Both Mr. Welch and Mr. Werner discussed rebalancing the staff for the time being to ensure all areas are covered.
- Mr. Welch next shared that Mr. Cole Venberg was able to attend the Osh Kosh Air Show and support the MnDOT aviation booth, as well as promoting Sky Harbor, and building relationships with the general aviation population and maintaining the partnership with MnDOT.
- Mr. Welch also shared that the DAA received a grant from the state to improve the stormwater treatment at DYT, and the project could also reduce Sky Harbor's runoff fees by up to 90%, or around $12,000 per year.

C. **Business/Property Development:** Ms. Kayser provided an update on the following:

- Building 311 Sewer Line: Ms. Kayser shared that the initial proposed cost were quite high, but Cirrus was able to obtain a significantly reduced rate for the project. The DAA has signed an approval agreement for Cirrus to repair the line in the next several weeks.
- Cirrus Innovation Center Parking Lot: Ms. Kayser shared that Cirrus has requested to expand the parking lot at the innovation center, and they are working through an airspace study for the construction. The FAA has already reviewed the study, and Cirrus will be working through that, which will include moving the fence.
- Sky Harbor RFP: Ms. Kayser shared that the successful proposal for the Sky Harbor RFP was met with some hurdles by the fire marshal. The dry hydrant at DYT has reached its limit before further hangar expansion can take place. The DAA is currently looking at options for adding an additional dry hydrant. Ms. Kayser anticipates to have updates on the status in the next couple of months.
    - Dir. Hoff asked if the single dry hydrant was the one outside the hangar at DYT where the board meeting is this month, and Ms. Kayser confirmed that it is. Mr. Welch also discussed with Ms. Kayser and Dir. Hoff several factors about the dry hydrant.
- LifeLink III Project Update: Ms. Kayser shared that the hangar reached substantial completion yesterday and shared updated photos of the hangar. Ms. Kayser shared that the walk-through went well and just had minor notes, such as paint touchups that need to be completed. The certificate of occupancy is anticipated to be issued in the next couple of days, their move-in date is scheduled for September 9, 2026, and there will be a ribbon cutting in October.

- Lake Superior College Canopy Installation: Ms. Kayser reminded that this is a safety project that has been in progress due to snow and ice sliding down the roof over the building entrance and a potential safety hazard. The anticipated completion date will be August or September 2026 and pausing work during the students' first week returning to school.
- Mr. Werner asked Ms. Kayser to discuss the progress on the hangar 101 pad with Cirrus and the EDA grant funds and MnDOT funding gap. Ms. Kayser shared that the grant is currently being finalized and that later in the meeting there will be a resolution pertaining to the matter. Ms. Kayser also added that Cirrus is also working on the hush house design. Ms. Kayser also mentioned that a portion of the aforementioned EDA funding will be used to rehab hangar 104, which is in dire need of repair. The hangar is owned half by the DAA, and the other half is owned by Vantage Aviation.
    - Dir. Hoff asked if the DAA will be working with Vantage on the funding for Hangar 104 to fix both sides, and Ms. Kayser shared that it'll be just the DAA side, which hasn't had the updates that the Vantage side has. It's possible that some coordination could occur if there were cost-savings opportunities should arise for the Vantage side of the building.
- Mr. Werner also shared that in addition to Ms. Kayser's additional task in addition to her usual role at DAA, which is to mentor the Accounts Receivable intern, Ms. Samantha Goodall. Mr. Werner shared that Ms. Kayser is doing a tremendous job in this mentorship role.

D. **Financial Update:** Ms. Domagala provided an update on the following:
- Finance Department HR Updates: Ms. Domagala shared that Ms. Bodin is on leave and will return sometime in December. Ms. Domagala is fulfilling Ms. Bodin's role while she is on leave. Also, Ms. Jenny Delnay is on leave and also returning on December 10, 2026. Ms. Samantha Goodall is covering for Ms. Delnay's role during her leave.
- 2027 Budget Process: Ms. Domagala shared that department budgets are currently in her possession. During the months of August and September, she will review them, compile, and set rates. In October or November, a draft review will go to the board, followed by approval by the board in November or December.
- Quarter Two Financial Updates: Ms. Domagala shared that this data is also in the board packet.
    - Q2 Operating Revenue: The operating revenue is currently almost $240,000 over budget on its income line and total expenses running almost $94,000 under what was projected. In total, ordinary income is $330,000 above what was anticipated. Non-Aeronautical revenue was $198,000 over budget, which is related to parking lot fees. Non-passenger aeronautical revenue is $9,000 over budget, and passenger airline aeronautical revenue is $32,500 over budget. Non-operating revenue is $25,000 over budget for PFC, and interest income is under budget by $6,700.
        - Dir. Hoff complimented the team on being $300,000 positive on the budget.
    - Q2 Expense Updates: Ms. Domagala shared that operating expenses overall were $93,819 under budget. Personnel, comp benefits, and retiree benefits were around $90,000 under budget wages. Services & charges were $70,000 under budget, supplies were $55,000 over budget, and miscellaneous was $12,000 over budget, due to property tax bill increases. Non-operating overall interest expense is $46,000 under budget but that will shift due to the utilization of the line of credit.

        - Ms. Kayser shared that we are exempt from property tax, but a few are general aviation hangers. Property tax is included in tenant monthly rent and then the DAA pays the property tax when it's collected. When tenants move in or out, and during that period of turnover, the DAA pays the tax.
        - Dir. O'Brien asked who the transaction fees for the parking lot go to, and Ms. Kayser shared that those are credit card fees.
- Project Cash Flow:
    - Ms. Domagala shared that the current $1.4 million cash available is less than the required $3 million, but that is due to nearly $6.5 million in outstanding grant receivables in various stages of being processed.
    - Ms. Domagala discussed the current aggressive construction schedule which heavily utilizes cash as the grants are on a reimbursable basis. Cash supports the local share of grants which do not have other sources of local reimbursement. Additionally, the DAA has a $10 million line of credit as of January 1, 2026, with the City of Duluth. This can be utilized to support construction payments while awaiting grant reimbursement. Currently, the line of credit has an outstanding $1.2 million balance, and the DAA expects to access additional funds to make estimated September construction payments of $6.5 million. Ms. Domagala added that the state has a new reimbursement system, which has slowed the process of reimbursement while it's being implemented. It is possible that the DAA may approach the board for a increase on the line of credit as projections are made in the near future.
        - Mr. Werner thanked Ms. Domagala for the tremendous work on the cash analysis and the work that she's doing to help manage the financial aspects of this construction period. Mr. Werner added that the DAA has projected that there will be payments to construction contractors around $6-7 million by end of year, and it is unlikely that the government will process reimbursements on pace with the payment schedule with the number of factors to process. The line of credit helps bridge that time between the payments and reimbursements, and the finance and operation teams are doing a tremendous job of analyzing this and taking the necessary steps for approval, and advocacy by the DAA board. Mr. Werner also shared that the FAA recently informed the DAA that it may not be able to do Phase 7 of the taxiway Alpha project in 2027 because the discretionary money may not be available. The estimated $13 million project may be pushed back a year, and Mr. Werner is working with the DAA staff to analyze the situation and anticipates an update at the next board meeting and ongoing monthly updates.
- Debt Service:
    - Ms. Domagala shared graphics of the DAA debt service outlook and shared several payments that will fall over the next several years. These include the DLH terminal, parking ramp, and hangar 103 loans. Ms. Domagala anticipates that there will be analysis and ongoing conversations on financial utilization as this debt falls off.
- Mr. Werner complimented Ms. Domagala on the financial analysis.
- Dir. Hoff stated that the line of credit is a positive tool for leverage of timing for payments of projects that will help further success of the airport.

- Dir. Johnson thanked Ms. Domagala for all of her and the DAA's work. It is appreciated. Mr. Werner added that the team is strong and working through challenges. Data analysis, communication with agency partners, and other aspects are all solid.
    - Dir. Henderson added that since the line of credit was planned, that it's his understanding that any future advocacy to the city for an increase is reiterating that it is a bridge for incoming reimbursable funds, and asked Mr. Werner if there is anything else to add? Mr. Werner said that is indeed the situation.

E. **Marketing/Communications:** Mr. Werner shared updates on Ms. Baker's behalf:
    - Quarter Two 2026 Marketing Metrics: Mr. Werner shared that the team at Giant has been tremendous in obtaining this data. Mr. Werner shared key performance metrics with regards to the following:
        - Google Search Campaigns; targeting Duluth and surrounding areas up to an hour out. This contains airport search words, relevant words, and performance data, with both DLH campaigns and geo-targeting MSP, which have done well. Year over year, DAA has spent less in Q2, but the campaigns have performed better in 2025 than they have in the past.
            - Impressions: 48,300
            - Click-through rate: 20.5%
            - Clicks: 9,900
            - Cost-per-click: $0.17
        - Mr. Werner shared that the goal is to target how the customer is searching for the airport, air service, with keywords. Performance was strong with some of the keywords, with click-through rates at 8-9 times the average rate.
        - Mr. Werner then shared a map of the geographic target area for the campaigns; as he had mentioned, it includes the Duluth area as well as up to an hour out in all directions. This also ensures that the DAA stays compliant with the law as a marketing grant was received from the state, and the marketing area cannot be outside of that distance.
        - Mr. Werner shared that key performance metrics can be attributed to both paid and organic efforts.
        - Mr. Werner also shared data about the following Key Performance Metrics:
            - New Users: 26,000
            - Total Users: 27,000
            - Engaged Sessions: 22,500
            - Engagement Rate: 48.58%
            - Average Session Duration: 03:25
        - Mr. Werner shared a pie chart with a breakdown of user types per session; it was noted that half of the users in this quarter came from paid media efforts, with the other half organic being searches.
        - Mr. Werner also shared the top pages per sessions as well as top sources. The top page per session is the DLH home page, and top source is organic google searching.
        - Mr. Werner shared key performance metrics via paid social media and images of the top performing creative messaging ads. Additionally, data was shared that reflected a total of 966,000 total impressions in Q2. Tactics deployed included a static billboard in Superior, a print ad in the "Duluthian,"

two “Positively Superior” print ads, and during the month of April, several local TV and radio ads.

- Dir. Hoff shared that the media approach seems to be to remind people of that flying via DLH is comparable to MSP when considering drive time and potential hotel costs, etc. Mr. Werner responded that that has always been a central message for marketing travel through DLH. The regional messaging is important in how passengers will spend their discretionary funds for travel and costs. Mr. Werner shared that DLH has historically been competitive and outperformed MSP when all data is compared. Mr. Werner expressed his gratitude towards the DAA’s partnership with Giant and the tremendous work they do with our marketing and their knowledge of the regional market.

F. **Legislative Update:** Mr. Werner provided an update on the following:
- Following up on discussion of this matter at a previous board meeting, Mr. Werner confirmed that at the end of the legislative session, the DAA was appropriated $2 million of $4 million. Mr. Werner shared that the legislative intent is to issue the other $2 million in the next legislative session and the DAA will continue to work on obtaining the funds.

G. **Presentations/Tours/Travel Recap:**
- NSR

H. **Other:**
- DLH Rules and Standards Review: Mr. Werner shared the second public engagement process with the next draft has been produced and will be available on the DLH website for public review until September 8, 2026. There will be engagement with stakeholders, and comments via email will be sent as was done in the first round. The comments will be available in future board packets as they are received, so that there is visibility on the commentary that the DAA is receiving. Mr. Werner also shared that for key stakeholders at DLH, individual invitations have been sent to meet with the project team with the red line version to have insight as changes are being proposed. Mr. Werner said that this will take place leading up to the September board meeting. There will be progress updates at the meeting and the proposed changes document, as well as a presentation from the project team about the proposed changes and reason. This will be followed by a period of time to hear from constituents and then ask for final consideration on it at the October board meeting.

- Dir. Crawford thanked everyone for their reviews and moved to item II of the agenda.

II. *APPROVAL OF PREVIOUS MEETING MINUTES & OTHER CONSENT AGENDA ITEMS AS INDICATED BY *:

A. Approval of July 18, 2026 Meeting Minutes
- Dir. Crawford entertained questions or a motion.
  - Motion: Dir. O’Brien
  - Second: Dir. Hoff
  - Abstain: None

- Result: This resolution was adopted unanimously.

III. *DAA CASH DISBURSEMENTS

A. Operating Check Register #20, 2026; Operating ACH Payment Registers #18-20, 2026; Construction ACH Payment Registers #11-12, 2026.

IV. *CORRESPONDENCE

A. DLH Airport Construction Update Newsletters. Email.
   i. July 17, 2026
   ii. July 25, 2026
   iii. July 31, 2026
   iv. August 7, 2026
B. July 17, 2026: DLH Air Traffic Control Tower Construction Newsletter. Email.
C. July 15, 2026: Letter to Duluth City Administrator Karla Culhane from DAA RE: National Emergency Use Provision (NEUP) Removal from Airport Property for Development.
D. July 16, 2026: Letter to Senator Amy Klobuchar from DAA RE: Oppose the Inclusion of Section 105 in Final Aviation Safety Legislation (July 2026).
E. July 16, 2026: Crew Attrition Forces Sun Country Schedule Cuts. Airline Geeks.
F. July 28, 2026: Letter to DAA from Duluth Airshow RE: Thank You for Support of Duluth Airshow.
G. July 29, 2026: Allegiant Adds Free Drinks, Introduces New Class of Premium Seating. Allegiant Air Press Release.
H. August 5, 2026: Letter to City of Duluth from DAA RE: Duluth Airport Authority $10,000,000.00 Line of Credit Draw Request in the Amount of $2,723,000.00.

V. OPPORTUNITY FOR PERSONS TO BE HEARD

A. None.

VI. OLD BUSINESS

None.

VII. NEW BUSINESS

A. Resolution to Accept and Authorize the TSA Law Enforcement Officer Reimbursement Agreement Program Grant Award and Agreement, and any Future Modifications with Executive Director Approval.

- Ms. Domagala shared that essentially this is a reimbursement program for the armed officers at DLH. The program was discontinued several years ago but was reinstated. It is anticipated that the DAA will receive around $100,000 in reimbursement. Mr. Werner added that at this time there is not a contract because there are too many variables. This resolution serves as a pre-approval for DAA staff to execute the contract when the federal government produces it in final form.
  Dir. Crawford entertained questions or a motion.
  - Motion: Dir. Johnson
  - Second: Dir. Black
  - Abstain: None.
  - Result: This resolution was adopted unanimously.

B. Resolution to Approve the Duluth Airport Authority's Revised Air Carrier Incentive Program 2026-2027 for the Duluth International Airport.
   - Mr. Welch shared that the program has been in effect for the past couple of years, and an annual update is usually presented around the budgeting time of year if there is something to update. Mr. Werner is bringing the update to the board today because Sun Country will be serving Fort Myers this winter, and so it has been removed from the incentive destination list. If approved by the board today, it will go back on the DLH website in accordance with the FAA regulations.
     - Dir. Crawford entertained questions or a motion.
     - Motion: Dir. Hoff
     - Second: Dir. O'Brien
     - Abstain: None.
       Result: This resolution was adopted unanimously.

C. Resolution to Approve a $800 Employee Incentive Award for Mr. John Graves in Accordance with Operating Policy #5.
   - Mr. Werner shared that Mr. Graves recently provided outstanding service and assistance to a family that was traveling through DLH and Mr. Graves went above and beyond to make sure the family was taken care of when they were experiencing a stressful situation. Mr. Werner thanked Mr. Graves for his efforts and outstanding customer service.
     - Dir. Crawford entertained questions or a motion.
     - Motion: Dir. Johnson
     - Second: Dir. Henderson
     - Abstain: None.
       Result: This resolution was adopted unanimously.

D. Resolution to Approve Ground Lease Agreement for Hush House and Fuel Calibration Hangar between Cirrus Design Corporation and the Duluth Airport Authority.
   - Ms. Kayser shared that this is the agreement for the Cirrus Hush House on the former site of Hangar 101. The lease includes a 25-year base term plus one additional 25-year option term, as the FAA limit is 50 years. It includes a month-to-month provision upon expiration, and rent is consistent with other land lease tenants and includes a market rate adjustment that starts in January 2027, and the rent will be adjusted accordingly. Ms. Kayser shared that the lease is currently set at 22,400 square feet, with the possibility of expanding the footprint for a heated slab that Cirrus would like to have on their apron. If that does occur, an amendment will be sent forth. Ms. Kayser added that the ground lease is simply for Cirrus to lease the land and doesn't commit the DAA to any responsibility such as construction of the facility. There are aspects such as soil correction or stabilization that are associated with the DAA's taxilane project, and if Cirrus decides to move forward with their project before the DAA's work on the taxilane project, they'll be responsible for those costs.
     - Dir. Crawford entertained questions or a motion.
     - Motion: Dir. Hoff
     - Second: Dir. Black
     - Abstain: None.
       Result: This resolution was adopted unanimously.

E. *June 2026 Financial Reports

F. *August 2026 Accounts Receivable
G. *July 2026 Airline Statistics, Landline Statistics

VIII. DIRECTOR'S REPORTS

ADJOURN: Dir. Crawford requested a motion to adjourn the meeting.

- Motion: Dir. Henderson
- Second: Dir. O'Brien
- Abstain: None.
- Result: The meeting was adjourned at 9:15 a.m. unanimously.

Respectfully submitted,

Aimee Bone
Administrative Coordinator

Approved: Tom Werner Digitally signed by Tom Werner Date: 2026.09.08 09:53:39 -05'00'

DAA Executive Director

III. Cash Disbursements

Duluth Airport Authority
DAA Operating Check Register #21
14-Aug-26
12882-12888

Document Number	Date	Transaction Type	Payee	Amount
12882	8/14/2026	BILLPMT	AT&T Mobility	$482.80
12883	8/14/2026	BILLPMT	Konecranes	$1,846.52
12884	8/14/2026	BILLPMT	Marsden Building Maintenance	$17,590.02
12885	8/14/2026	BILLPMT	MediaUSA Advertising Inc	$1,850.00
12886	8/14/2026	BILLPMT	NAPA Auto Parts	$1,892.83
12887	8/14/2026	BILLPMT	Tars and Stripes	$3,400.00
12888	8/14/2026	CHK	WF Bus Payment Processing - Tom	$3,076.49
			Total	**$30,138.66**

Airport Director

Jaimie Domagala
Jaimie Domagala (Aug 17, 2026 08:57:57 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Aug 17, 2026 08:48:26 CDT)
Board President

JBB
Josh Bailey (Aug 17, 2026 08:44:37 CDT)
City Treasury

Duluth Airport Authority
DAA Operating Check Register #22
21-Aug-26
12889-12895

Document Number	Date	Transaction Type	Payee	Amount
12889	8/21/2026	BILLPMT	Bobcat Of Duluth, Inc.	$361.89
12890	8/21/2026	BILLPMT	City Of Duluth Comfort Systems	$18,467.22
12891	8/21/2026	BILLPMT	City Of Duluth Comfort Systems	$203.10
12892	8/21/2026	BILLPMT	Minnesota Power	$24,327.52
12893	8/21/2026	BILLPMT	Minnesota Power	$9,782.52
12894	8/21/2026	BILLPMT	NAPA Auto Parts	$27.64
12895	8/21/2026	BILLPMT	SFM	$973.00
			Total	**$54,142.89**

Airport Director

Jaimie Domagala
Jaimie Domagala (Aug 21, 2026 10:38:29 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Aug 21, 2026 13:28:52 CDT)
Board President

John Bailey (Aug 27, 2026 08:07:10 CDT)
City Treasury

Check Register #22-2026

Final Audit Report 2026-08-27

Created:	2026-08-21
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAACPWZyemuf8Zm-4vdPDZ7im9gbNuJeHSH

"Check Register #22-2026" History

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2026-08-21 - 3:32:03 PM GMT

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2026-08-21 - 3:32:07 PM GMT

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2026-08-21 - 3:32:08 PM GMT

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2026-08-21 - 3:50:45 PM GMT

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Signature Date: 2026-08-21 - 6:28:52 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

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Email viewed by Josh Bailey (jbailey@duluthmn.gov)

2026-08-27 - 1:06:58 PM GMT

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Signature Date: 2026-08-27 - 1:07:10 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Agreement completed.

2026-08-27 - 1:07:10 PM GMT

Adobe Acrobat Sign

Duluth Airport Authority
DAA Operating ACH Register #21-2026
10-Aug-26
Confirmatoin #-2190229

Document Number	Date	Transaction Type	Payee	Amount
00000239/1	8/10/2026	BILLPMT	Amazon	$310.21
00000239/2	8/10/2026	BILLPMT	Decomm Ventures, LP	$1,400.00
00000239/3	8/10/2026	BILLPMT	EarthLink Business	$1,317.34
00000239/4	8/10/2026	BILLPMT	Metro Sales, Inc.	$15.38
00000239/5	8/10/2026	BILLPMT	Vitalize Consulting LLC	$5,000.00
00000239/6	8/10/2026	BILLPMT	Windcave Inc.	$363.10
			Total	**$8,406.03**

Airport Director

Jaimie Domagala
Jaimie Domagala (Aug 7, 2026 17:54:11 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Aug 18, 2026 14:51:45 CDT)
Board President

JBB
John Bailey (Aug 7, 2026 14:17:53 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #22-2026
17-Aug-26
Confirmatoin #-2260226

Document Number	Date	Transaction Type	Payee	Amount
00000240/1	8/17/2026	BILLPMT	Benson Electric Company	$3,010.50
00000240/10	8/17/2026	BILLPMT	Jamar Company	$1,459.50
00000240/11	8/17/2026	BILLPMT	Jamar Company	$3,019.06
00000240/12	8/17/2026	BILLPMT	Linde Gas & Equipment Inc.	$73.46
00000240/13	8/17/2026	BILLPMT	Margo Supplies USA	$438.89
00000240/14	8/17/2026	BILLPMT	Margo Supplies USA	$61.60
00000240/15	8/17/2026	BILLPMT	Margo Supplies USA	$282.00
00000240/16	8/17/2026	BILLPMT	Menards - Hermantown	$14.48
00000240/17	8/17/2026	BILLPMT	Menards - Hermantown	$19.95
00000240/18	8/17/2026	BILLPMT	Menards - Hermantown	$90.75
00000240/19	8/17/2026	BILLPMT	Menards - Hermantown	$31.65
00000240/2	8/17/2026	BILLPMT	Border States	$142.83
00000240/20	8/17/2026	BILLPMT	Menards - Hermantown	$110.10
00000240/21	8/17/2026	BILLPMT	Menards - Hermantown	$54.93
00000240/22	8/17/2026	BILLPMT	Menards - Hermantown	$83.37
00000240/23	8/17/2026	BILLPMT	Menards - Hermantown	$55.99
00000240/24	8/17/2026	BILLPMT	Menards - Hermantown	$358.93
00000240/25	8/17/2026	BILLPMT	Menards - Hermantown	$219.99
00000240/26	8/17/2026	BILLPMT	Menards - Hermantown	$143.99
00000240/27	8/17/2026	BILLPMT	Menards - Hermantown	$175.88
00000240/28	8/17/2026	BILLPMT	Menards - Hermantown	$58.96
00000240/29	8/17/2026	BILLPMT	Menards - Hermantown	$19.06
00000240/3	8/17/2026	BILLPMT	Border States	$812.00
00000240/30	8/17/2026	BILLPMT	Menards - Hermantown	$17.96
00000240/31	8/17/2026	BILLPMT	Menards - Hermantown	$54.23
00000240/32	8/17/2026	BILLPMT	Menards - Hermantown	$43.96
00000240/33	8/17/2026	BILLPMT	Northern Tool Commercial Account	$278.33
00000240/34	8/17/2026	BILLPMT	Peterson Excavating & Landscaping	$414.00
00000240/35	8/17/2026	BILLPMT	Schindler Elevator Corp	$1,564.55
00000240/36	8/17/2026	BILLPMT	Schindler Elevator Corp	$1,564.55
00000240/37	8/17/2026	BILLPMT	Schindler Elevator Corp	$1,683.92
00000240/38	8/17/2026	BILLPMT	Short Elliott Hendrickson Inc.	$2,902.50
00000240/39	8/17/2026	BILLPMT	State Supply	$120.47
00000240/4	8/17/2026	BILLPMT	Doorco Inc.	$512.50
00000240/40	8/17/2026	BILLPMT	SunSource	$4,238.57
00000240/41	8/17/2026	BILLPMT	T & D Enterprises LLC	$659.00
00000240/42	8/17/2026	BILLPMT	Tusker	$1,102.40
00000240/43	8/17/2026	BILLPMT	Tusker	$1,003.12
00000240/44	8/17/2026	BILLPMT	Tusker	$1,559.10
00000240/45	8/17/2026	BILLPMT	Tusker	$8,406.27
00000240/46	8/17/2026	BILLPMT	Vestis Uniforms and Workplace Supplies, Inc.	$120.54
00000240/47	8/17/2026	BILLPMT	Viking Automatic Sprinkler	$990.00
00000240/48	8/17/2026	BILLPMT	Waste Management of WI-MN	$378.04
00000240/49	8/17/2026	BILLPMT	Waste Management of WI-MN	$2,101.30
00000240/5	8/17/2026	BILLPMT	General Security Services Corporation	$27,634.32
00000240/50	8/17/2026	BILLPMT	Waste Management of WI-MN	$117.32
00000240/51	8/17/2026	BILLPMT	Waste Management of WI-MN	$354.19
00000240/6	8/17/2026	BILLPMT	Giant Voices LLC	$270.00
00000240/7	8/17/2026	BILLPMT	Grainger, Inc.	$62.00
00000240/8	8/17/2026	BILLPMT	Imperial Dade	$53.78
00000240/9	8/17/2026	BILLPMT	Jamar Company	$3,998.53
			Total:	$72,943.32

Airport Director

Jaimie Domagala

Jaimie Domagala (Aug 17, 2026 08:57:02 CDT)

Finance Director

Tom Werner

Executive Director

Jason Crawford

Jason Crawford (Aug 14, 2026 15:07:13 CDT)

Board President

John Bailey (Aug 14, 2026 13:04:18 CDT)

City Treasury

Duluth Airport Authority
DAA Operating ACH Register #23-2026
24-Aug-26
Confirmatoin #-2330101

Document Number	Date	Transaction Type	Payee	Amount
00000242/1	8/24/2026	BILLPMT	Como Lube & Supplies	$75.00
00000242/10	8/24/2026	BILLPMT	Jamar Company	$13,998.77
00000242/11	8/24/2026	BILLPMT	Kaplan Kirsch	$8,512.30
00000242/12	8/24/2026	BILLPMT	Kaplan Kirsch	$5,168.30
00000242/13	8/24/2026	BILLPMT	Menards - Hermantown	$24.98
00000242/14	8/24/2026	BILLPMT	Menards - Hermantown	$71.72
00000242/15	8/24/2026	BILLPMT	Menards - Hermantown	$67.44
00000242/16	8/24/2026	BILLPMT	Menards - Hermantown	$67.53
00000242/17	8/24/2026	BILLPMT	Metro Sales, Inc.	$259.06
00000242/18	8/24/2026	BILLPMT	Northern Engine & Supply	$68.80
00000242/19	8/24/2026	BILLPMT	Oberon3, Inc.	$126.00
00000242/2	8/24/2026	BILLPMT	Como Lube & Supplies	$1,301.00
00000242/20	8/24/2026	BILLPMT	Quadient Leasing USA, Inc.	$265.86
00000242/21	8/24/2026	BILLPMT	Spades LLC	$2,354.00
00000242/22	8/24/2026	BILLPMT	Twin Ports Paper Supply, Inc	$509.20
00000242/23	8/24/2026	BILLPMT	Twin Ports Paper Supply, Inc	$582.55
00000242/3	8/24/2026	BILLPMT	Driveline Specialists	$45.08
00000242/4	8/24/2026	BILLPMT	DSC Communications	$474.11
00000242/5	8/24/2026	BILLPMT	DSC Communications	$115.20
00000242/6	8/24/2026	BILLPMT	Giant Voices LLC	$1,395.00
00000242/7	8/24/2026	BILLPMT	Giant Voices LLC	$6,770.00
00000242/8	8/24/2026	BILLPMT	Inter City Oil (ICO)	$1,816.63
00000242/9	8/24/2026	BILLPMT	Inter City Oil (ICO)	$11,671.55
			Total:	**$55,740.08**

Airport Director

Jaimie Domagala
Jaimie Domagala (Aug 21, 2026 10:39:23 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Aug 21, 2026 13:27:18 CDT)
Board President

John Bailey (Aug 27, 2026 08:07:47 CDT)
City Treasury

ACH Payment Register #23-2026

Final Audit Report 2026-08-27

Created:	2026-08-21
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAF0tWMTG98xybb1DIr_nsXUI0PUZEZLfk

"ACH Payment Register #23-2026" History

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2026-08-21 - 3:33:31 PM GMT

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2026-08-21 - 3:38:45 PM GMT

Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)
Signature Date: 2026-08-21 - 3:39:23 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Email viewed by Tom Werner (twerner@duluthairport.com)
2026-08-21 - 3:51:10 PM GMT

Document e-signed by Tom Werner (twerner@duluthairport.com)
Signature Date: 2026-08-21 - 3:51:29 PM GMT - Time Source: server - Signature Appearance Selected: MOBILE_IMAGE

Document e-signed by Jason Crawford (jcrawford@bell.bank)
Signature Date: 2026-08-21 - 6:27:18 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Email viewed by Josh Bailey (jbailey@duluthmn.gov)

2026-08-27 - 1:07:37 PM GMT

Document e-signed by Josh Bailey (jbailey@duluthmn.gov)

Signature Date: 2026-08-27 - 1:07:47 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Agreement completed.

2026-08-27 - 1:07:47 PM GMT

Adobe Acrobat Sign

DAA Construction ACH Payment Register #13-2026
24-Aug-26
ACH Payment Confirmation #2330084

Document Number	Date	Transaction Type	Payee	Amount
00000241/1	8/24/2026	BILLPMT	1 EXP US Services, Inc.	$23,153.17
			Total	**$23,153.17**

Airport Director

Jaimie Domagala
Jaimie Domagala (Aug 21, 2026 10:37:46 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Aug 21, 2026 13:38:37 CDT)
Board President

John Bailey (Aug 27, 2026 08:05:21 CDT)
City Treasury

Construction ACH Payment Register 13-2026

Final Audit Report 2026-08-27

Created:	2026-08-21
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAwah9K7ID-TgcgNOeQodenfyJUv6pVNQd

"Construction ACH Payment Register 13-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-08-21 - 2:32:53 PM GMT

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2026-08-21 - 2:33:10 PM GMT

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2026-08-21 - 3:37:25 PM GMT

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2026-08-27 - 1:05:02 PM GMT

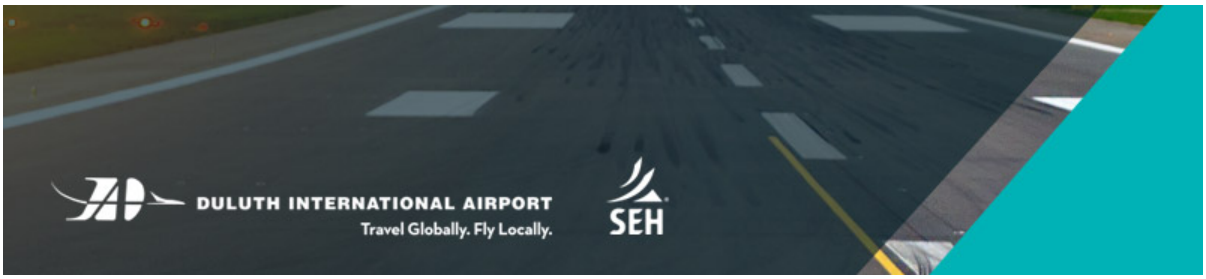
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Construction Newsletter

Duluth International Airport (DLH)

August 14, 2026

Taxiway A - Phase 6 Reconstruction and Midfield Ramp Reconstruction - Phase 3

UPCOMING RUNWAY 9/27 CLOSURE

Runway 9/27 is currently scheduled to be closed for approximately 60 hours beginning on August 28, 2026 to facilitate Phase 6A-1 construction operations. Runway 3/21 will remain available for aircraft operations. An additional closure is planned for late September.

This Week

Work items this week included continued soil corrections, subgrade preparation, and draintile installations within the Taxiway A work area. Airfield electrical infrastructure was installed on Taxiway W.

Next week

Next week, the contractor will continue with soil correction work within the Taxiway A work area. Other work taking place will include continued subgrade preparation, subbase installation, and draintile. Hauling from the soil borrow source on the north side of the field may occur intermittently as needed. Please exercise caution due to additional construction traffic along the Perimeter Road.

Proposed Schedule (subject to change)

- Phase 6A: May 18 to October 2026
  - Taxiway A Reconstruction, between Taxiway R2 and A2
- Phase 6B: July 14 to October 2026

    - Reconstruct northwest portion of the Midfield Ramp
- Phase 6A-1: 60 hours beginning on August 28, 2026
    - Taxiway W Construction, within the Runway 9/27 Safety Area

---

Taxiway A Phase 6 construction phasing plans are available to download using the link below.

DLH Taxiway A Phase 6 Construction Safety Phasing Plan [PDF]







reopened following remaining cleanup items to ensure safe aircraft operations on the ramp.





PLEASE NOTE

All construction dates are subject to change.

Airfield NOTAMs should be checked to confirm the current status of the airfield.

Project Contact Information

Ryan Welch, Director of Operations, Planning, and Construction - Duluth Airport Authority
rwelch@duluthairport.com

Kyle Nelson, Project Manager - SEH
knelson@sehinc.com

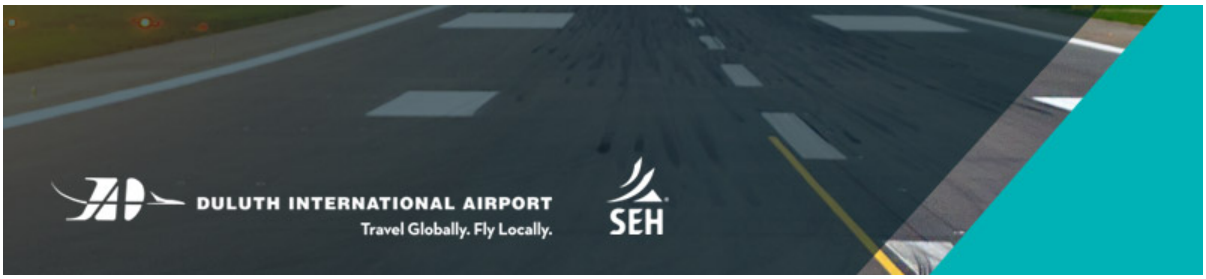
Jessica Vinson, Project Manager - SEH
jvinson@sehinc.com

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DULUTH INTERNATIONAL AIRPORT
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SEH

Duluth International Airport
(218) 727-2968
daa@duluthairport.com



Construction Newsletter

Duluth International Airport (DLH)

August 21, 2026

Taxiway A - Phase 6 Reconstruction and Midfield Ramp Reconstruction - Phase 3

UPCOMING RUNWAY 9/27 CLOSURE

Runway 9/27 is currently scheduled to be closed for approximately 60 hours beginning on August 28, 2026, at 0830 Central Time to facilitate Phase 6A-1 construction operations. Runway 3/21 will remain available for aircraft operations. An additional closure is planned for late September.

This Week

Work items this week included continued soil corrections, subgrade preparation, geotextile placement, Aggregate subbase placement (P-154), and draintile installations within the Taxiway A and Midfield Ramp work areas.

Next week

Next week, the contractor will continue with soil correction work within the Taxiway A work area. Other work taking place will include continued subgrade preparation, subbase installation, and draintile. Hauling from the soil borrow source on the north side of the field may occur intermittently as needed. Please exercise caution due to additional construction traffic along the Perimeter Road.

Starting at 8:30 AM on Friday, August 28th, Runway 9/27 will be closed to allow construction work in the Runway Safety Area (RSA). Work to be completed includes topsoil stripping, excavation, pavement installation, and installation of draintile and electrical infrastructure.

- Phase 6A: May 18 to October 2026
  - Taxiway A Reconstruction, between Taxiway R2 and A2
- Phase 6B: July 14 to October 2026
  - Taxiway A Reconstruction, through the Taxiway A2 intersection
- Midfield Ramp Reconstruction – Phase 3: July 14 to October 2026
  - Reconstruct northwest portion of the Midfield Ramp
- Phase 6A-1: 60 hours beginning on August 28, 2026
  - Taxiway W Construction, within the Runway 9/27 Safety Area

---

Taxiway A Phase 6 construction phasing plans are available to download using the link below.

DLH Taxiway A Phase 6 Construction Safety Phasing Plan [PDF]







PLEASE NOTE

All construction dates are subject to change.

Airfield NOTAMs should be checked to confirm the current status of the airfield.

Project Contact Information

Ryan Welch, Director of Operations, Planning, and Construction - Duluth Airport Authority
rwelch@duluthairport.com

Kyle Nelson, Project Manager - SEH
knelson@sehinc.com

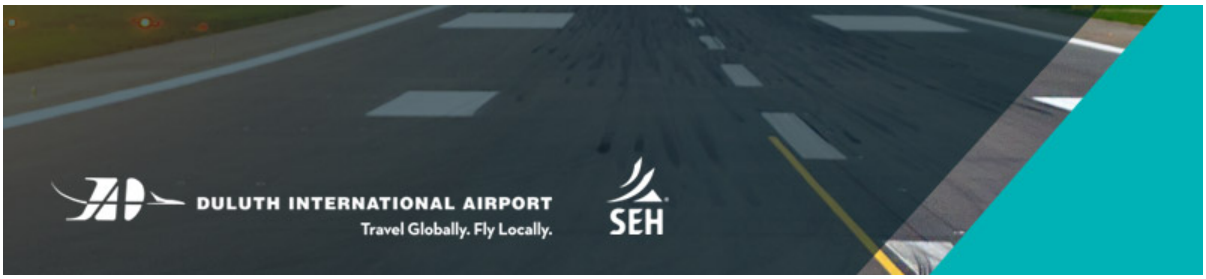
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DULUTH INTERNATIONAL AIRPORT
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SEH

Duluth International Airport
(218) 727-2968
daa@duluthairport.com



Construction Newsletter

Duluth International Airport (DLH)

August 28, 2026

Taxiway A - Phase 6 Reconstruction and Midfield Ramp Reconstruction - Phase 3

RUNWAY 9/27 CLOSED THIS WEEKEND

Runway 9/27 will be closed for approximately 60 hours, beginning Today, Friday, August 28th at 8:30 AM, to support Phase 6A-1 construction operations. Runway 3/21 will remain available for aircraft operations. An additional closure is planned for late September.

This Week

This week's work items focused on preparing for the Phase 6A-1 closure work schedule this weekend, including stockpiling and preparing aggregate and sub-base materials. Work will continue into the weekend for Phase 6A-1, including construction of the base portions of the Taxiway W pavement section within the Runway Safety Area (RSA) of Runway 9/27. Other work items included continued soil corrections, subgrade preparation, geotextile placement, aggregate subbase placement, and draintile installations within the Taxiway A and Midfield Ramp work areas.

Next week

Next week, the contractor will continue with installation, compaction, and grading of base and subbase layers for the Taxiway A & W pavement section(s). It is anticipated that soil correction work for the Taxiway A work area(s) will be completed in the coming week. Hauling from the soil borrow source on the north side of the field may occur intermittently as needed. Please exercise caution due to additional construction traffic along the Perimeter Road.

- Phase 6A: May 18 to October 2026
  - Taxiway A Reconstruction, between Taxiway R2 and A2
- Phase 6B: July 14 to October 2026
  - Taxiway A Reconstruction, through the Taxiway A2 intersection
- Midfield Ramp Reconstruction – Phase 3: July 14 to October 2026
  - Reconstruct northwest portion of the Midfield Ramp
- Phase 6A-1: 60 hours beginning on August 28, 2026
  - Taxiway W Construction, within the Runway 9/27 Safety Area

---

Taxiway A Phase 6 construction phasing plans are available to download using the link below.

DLH Taxiway A Phase 6 Construction Safety Phasing Plan [PDF]







PLEASE NOTE

All construction dates are subject to change.

Airfield NOTAMs should be checked to confirm the current status of the airfield.

Project Contact Information

Ryan Welch, Director of Operations, Planning, and Construction - Duluth Airport Authority
rwelch@duluthairport.com

Kyle Nelson, Project Manager - SEH
knelson@sehinc.com

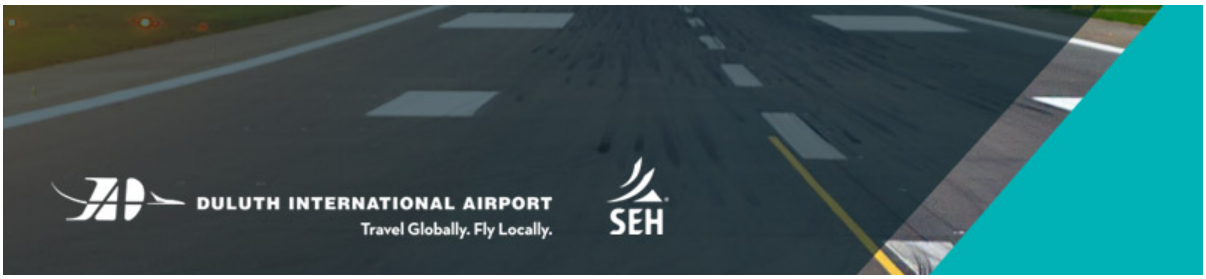
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Duluth International Airport
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daa@duluthairport.com



Construction Newsletter

Duluth International Airport (DLH)

September 4, 2026

Taxiway A Phase 6 Reconstruction and Midfield Ramp Phase 3 Reconstruction

This Week

Work items this week included completion of the typical section through bituminous base paving on Taxiway W during the 60-hr closure within the Runway 9/27 RSA. Other work items included soil corrections, aggregate subbase placement, aggregate base placement, and draintile installations within the Taxiway A and Midfield Ramp work areas.

Next week

Next week, the contractor will continue installation, compaction, and grading of the base and subbase layers for Taxiway A and Taxiway W. Soil correction work for the Taxiway A work area(s) is anticipated to be completed next week. Hauling from the soil borrow source on the north side of the field may occur intermittently as needed. Please exercise caution due to additional construction traffic along the Perimeter Road.

Proposed Schedule (subject to change)

- Phase 6A: May 18 to October 2026
  - Taxiway A Reconstruction, between Taxiway R2 and A2
- Phase 6B: July 14 to October 2026
  - Taxiway A Reconstruction, through the Taxiway A2 intersection
- Midfield Ramp Reconstruction – Phase 3: July 14 to October 2026
  - Reconstruct northwest portion of the Midfield Ramp

Taxiway A Phase 6 construction phasing plans are available to download using the link below.

DLH Taxiway A Phase 6 Construction Safety Phasing Plan [PDF]







PLEASE NOTE

All construction dates are subject to change.

Airfield NOTAMs should be checked to confirm the current status of the airfield.

Project Contact Information

Ryan Welch, Director of Operations, Planning, and Construction - Duluth Airport Authority
rwelch@duluthairport.com

Adinda Van Espen, Project Manager - SEH
avanespen@sehinc.com

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Air Traffic Control Tower Construction Newsletter Duluth International Airport (DLH)

August 21, 2026

Construction progress continues on the new Air Traffic Control Tower, with several major foundation elements now in place. Crews have poured and backfilled the large concrete base for the tower and completed portions of the building footings and foundation walls. Curb installation has also been completed along Airport Road and near JetDuluth, and the new water main connection at Airport Road is now complete.

Over the next month, crews are expected to continue constructing building footings and foundation walls and begin placing the vertical concrete that will form the lower portion of the tower. Additional site improvements will include asphalt paving and patching near Airport Road and JetDuluth, as well as installation of security fencing in front of the maintenance building.







Project Contact Information

Ryan Welch, Director of Operations, Planning, and Construction - Duluth Airport Authority
daa@duluthairport.com

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From: DAA Rules & Standards <rulesandstandards@duluthairport.com>
Sent: Monday, August 17, 2026 10:02 AM
Subject: Proposed Rules and Standards Available for Public Review

Good morning,
Earlier this year, the Duluth Airport Authority (DAA) invited stakeholders and members of the public to provide feedback on the existing Rules and Standards for the Duluth International Airport as part of a comprehensive update process.
Since then, the DAA has carefully considered the comments received and prepared a revised draft of the proposed Rules and Standards. The DAA is making the revised draft available for public review before it is presented to the Board of Directors.
View the Revised Proposed Rules and Standards (PDF)
Written comments will be accepted through **5:00 p.m. CST on September 8, 2026**, and may be submitted electronically to:
rulesandstandards@duluthairport.com
All written comments received during this review period will be included in the official Board packet for consideration by the Duluth Airport Authority Board of Directors.
Thank you,

Tom Werner, A.A.E.
Executive Director
Duluth Airport Authority
(218)727-2968

DULUTH INTERNATIONAL AIRPORT

From: Denny, Derrick <derrick.denny@delta.com>
Sent: Wednesday, August 19, 2026 10:39 AM
To: DAA Rules & Standards <rulesandstandards@duluthairport.com>
Cc: Jana Kayser <jkayser@duluthairport.com>
Subject: Duluth Rules & Regs comments

To: Duluth Airport Authority Board of Directors
From: Delta Air Lines, Derrick Denny, Regional Director, Airport Affairs

Just one comment for you consideration from the draft of Rules & Regulations:

C.3.J ...provided that DAA shall exercise due diligence in cooperating with any effort on the part of such Person or Entity to have such penalty dismissed or abated.

Thank you for you consideration!

Derrick Denny
Delta Air Lines CRE / Airport Affairs
(470)659-4030

IV. - E.

Outlook

Re: Invitation to Review the Updated Proposed Rules and Standards

From DAA Rules & Standards <rulesandstandards@duluthairport.com>
Date Wed 8/19/2026 7:03 AM
To Eric Monson <emonson@heli-co.com>

Good morning. Yes, the proposed change would prohibit self-fueling using all mobile fueling equipment. Self-fueling would continue to be permitted using fixed facilities.

Thank you.

Tom Werner, A.A.E.
Executive Director
Duluth Airport Authority
(218)727-2968

DULUTH AIRPORT AUTHORITY
4701 GRINDEN DRIVE · DULUTH INTERNATIONAL AIRPORT · DULUTH, MINNESOTA

From: Eric Monson <emonson@heli-co.com>
Sent: Monday, August 17, 2026 12:27 PM
To: DAA Rules & Standards <rulesandstandards@duluthairport.com>
Cc: Jana Kayser <jkayser@duluthairport.com>
Subject: RE: Invitation to Review the Updated Proposed Rules and Standards

Good day,
Could I get clarification on the self-fueling update? The only substantive change I noticed was what appears to be a new limitation utilizing mobile fueling equipment. Does this mean pickup trucks holding 110-gallon fuel tanks installed and, form my research, comply with NFPA 407 do not have an opportunity to be approved to fuel our aircraft on the field?

Regards,
Eric Monson

From: DAA Rules & Standards <rulesandstandards@duluthairport.com>
Sent: Monday, August 17, 2026 10:02 AM
Subject: Invitation to Review the Updated Proposed Rules and Standards

[EXTERNAL EMAIL: PROCEED WITH CAUTION]
Hello,

Earlier this year, the Duluth Airport Authority (DAA) invited stakeholders and members of the public to provide feedback on the existing Rules and Standards for the Duluth International Airport as part of a comprehensive update process.

Since then, the DAA has carefully considered the comments received and prepared a revised draft of the proposed Rules and Standards. Before it is presented to the Duluth Airport Authority Board of Directors, the DAA is sharing the revised draft with you and inviting your review.

View the Revised Proposed Rules and Standards (PDF)

For reference, a redline version showing changes from the previously proposed draft is attached to this email.

If you have questions about the proposed revisions or would like to discuss how the changes may affect you or your operations, please contact us. We would be pleased to arrange a meeting with the project team from August 25–September 8, 2026, 2026. Notify us of your request to meet no later than August 27, 2026. A member of the Duluth Airport Authority staff will coordinate a meeting during the available dates/times prior to close of business on September 8, 2026.

Written comments will be accepted through **5:00 p.m. CST on September 8, 2026**, and may be submitted electronically to:

rulesandstandards@duluthairport.com

All written comments received during this review period will be included in the official Board packet for consideration by the Duluth Airport Authority Board of Directors.

Following this review period:

- **September 15, 2026** – Proposed Rules and Standards presented to the DAA Board of Directors
- **October 20, 2026** – Board consideration of the proposed Rules and Standards

Thank you for your consideration.

Sincerely,

Tom Werner, A.A.E.
Executive Director
Duluth Airport Authority
(218)727-2968

DULUTH INTERNATIONAL AIRPORT

Listen Live

TRENDING: New suitability, performance rules disputed | TSA scraps privatized Gold+ | RTO mandates amassing legal losses

WORKFORCE RIGHTS/GOVERNANCE

TSA to replace ‘Gold+’ in privatization push

TSA plans to expand its existing Screening Partnership Program instead, as the "Gold+" program failed to gain much traction.



Justin Doubleday | @jdoubledayWFED
August 24, 2026 6:39 pm 6 min read



TSA to replace ‘Gold+’ in privatization push

00:00:00

The Transportation Security Administration is replacing its short-lived “Gold+” privatized screening concept, with TSA’s new leader planning instead to build on the agency’s existing private screening program.

TSA announced plans to replace Gold+ with an "evolved" Screening Partnership Program as part of the roll out of Administrator David Cummins' "Horizon 25 Strategy."

The goal of the strategy is to "modernize TSA's checkpoints, elevate the traveler experience, and harden multi-modal transportation security," the agency announced in a press release today. The strategy comes as TSA approaches its 25th anniversary.

"In its first 25 years, this agency has performed its critical homeland security mission with dedication and excellence," Cummins said in the release. "As we look forward to the next 25 years, we must constantly work to stay ahead of evolving threats and deliver a Golden Age of Travel. Through the Horizon 25 Strategy, we will build a TSA that is agile, resilient and ready for tomorrow's challenges."

Join us Aug. 31 for the Workforce Reimagined event where government and industry leaders will discuss what's reshaping the federal workforce for today and tomorrow. Register today!

(https://federalnewsnetwork.com/cme-event/exchanges/federal-news-networks-workforce-reimagined-2026/?utm_medium=referral&utm_source=in-article_promo&utm_campaign=workforce_reimagined&utm_content=in-articlepromo)

The strategy will include expanding public-private partnerships. But instead of moving forward with "Gold+," TSA says the concept will be replaced by an "evolved" Screening Partnership Program (SPP) to "to better harness the role of the private sector in delivering a safer, more secure, and more efficient aviation system."

Under SPP, private companies run security screening services at commercial airports under TSA oversight. Currently, 20 commercial airports across the United States use private screeners under SPP.

The Horizon 25 Strategy also involves "enhancing TSA PreCheck®, improving the passenger experience, streamlining the acquisition of new technology, expanding TSA's capabilities to counter the threat of unmanned aircraft systems and advancing other key priorities," TSA said in the release.

Cummins plans on convening a meeting of "innovators and groundbreakers from across the agency" in September to discuss the strategy.

Tampa drops Gold+

Meanwhile, the largest of three airports that announced plans to adopt Gold+ earlier this summer is now reversing course.

Tampa International Airport announced today that it will continue checkpoint screening operations with its existing TSA officers. Airport authorities said they made the decision after learning more about the Gold+ program.

"Opting in allowed TPA officials to learn about program details and provisions, including security, workforce, technology, financial, and legal considerations, before moving forward," the airport said in a statement. "The airport conducted an extensive review and evaluation over several months, which resulted in its decision to keep screening operations exclusively with the TSA, and not adopt the Gold+ model."

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(https://federalnewsnetwork.com/email-alerts/)

TSA airport screeners at Tampa International Airport learned of the decision in an early Monday morning message from agency management.

"The past 30+ days has been an uncertain time for the TPA workforce," the message, shared with Federal News Network, states. "The TSA leadership team is committed to fully supporting each of you while addressing questions and concerns you may have. There will be additional workforce communication as information becomes available."

Charleston International Airport and Des Moines International Airport had also announced plans to pursue the Gold+ initiative last month. Neither airport had updates on their respective decision as of Monday afternoon.

The American Federation of Government Employees applauded Tampa's decision to drop Gold+. AFGE has sued TSA to release records about Gold+. (https://federalnewsnetwork.com/litigation/2026/08/union-sues-tsa-over-privatization-plan-records/)

"TSA Gold+ is a major departure [in our] our country's current aviation screening security system, which has kept the flying public safe for nearly 25 years and should be applauded instead of abandoned," AFGE National President Everett Kelley said in a statement. "Tampa airport officials made the right call, and I hope other airports thinking of privatizing their security functions will follow suit and stay with TSA."

The Trump administration's privatization push has been deeply unpopular among TSA airport screeners, who fear the transition to a private contractor will make the job worse.

"We're all concerned about our pay, our benefits, our health insurance, our seniority, our leave balances," one TSA officer in Des Moines, who requested anonymity to avoid retaliation, told Federal News Network.

A second officer in Des Moines said a major reason they decided to pursue a career with TSA was the stability of a federal job. Since the airport announced plans to transition to Gold+, the officer said some more experienced employees have made plans to retire or seek a job elsewhere.

"It's a tough job, and it takes a long time to get good at it. So you can hire a bunch of new people, but they might not be as proficient until they've been there a few years," the officer said. "A lot of them are retiring, a lot of them are leaving, and I don't necessarily want to be in an environment where it's mostly trainees.

Read more: Workforce Rights/Governance

(https://federalnewsnetwork.com/category/workforce/workforce-rightsgovernance/)

The shift away from Gold+ to an "evolved" SPP now raises more questions about the Trump administration's push to privatize airport screening operations. In addition to Gold+, the administration earlier this year proposed requiring smaller airports to use private screeners under SPP. (https://federalnewsnetwork.com/workforce-rightsgovernance/2026/04/tsa-budget-cuts-jobs-in-privatization-push/)

One former Department of Homeland Security official, who requested anonymity to speak candidly, said the goals of the Horizon 25 Strategy, such as improving TSA PreCheck and customer satisfaction, have been longstanding objectives for agency management across multiple administrations.

"They put so much energy and messaging behind [Gold+], and then all of a sudden it's like, 'Yeah, never mind. We're going to do the same stuff that we've been doing,'" the official said.

The Gold+ concept would involve contractors managing both the screening workforce and technology. (https://federalnewsnetwork.com/management/2026/04/tsa-advances-goldplus-privatization-plan/) It has been pitched as a way to more quickly upgrade older screening equipment with no cost to airports. Participating airports have also touted how private airport screeners under the program would continue to be paid through government shutdowns.

But TSA officials did little to describe specific details behind the Gold+ program's broad promise to "accelerate innovation" in airport security screening.

Keith Jeffries, vice president with K2 Security Screening Group and former TSA federal security director for Los Angeles International Airport, said in industry meetings about Gold+, "for every answer to a question, there must have been 20 more questions associated with it."

"Their intent behind Gold+, I believe was true and legitimate, but they didn't know the answers either," Jeffries said. "I think it was too vague, and I think this evolved Screening Partnership Program will be more specific."

Cummins' decision to replace the Gold+ program comes as TSA had been moving forward to award a contract under the initiative. The Gold+ solicitation closed for bids on July 31. TSA had planned to award contracts by September.

TSA did not immediately say what will become of the Gold+ procurement.

The shift in strategy comes weeks after Cummins was confirmed by the Senate and sworn in as administrator. The former acting head of TSA who pushed Gold+, Ha Nguyen McNeill, is stepping down from the agency next month.

Cummins is a longtime industry executive who most recently was senior vice president of citizen services at the North American division of British public services contractor Serco Group.

Jeffries said he believes Cummins is likely rebranding some of the ideas behind Gold+, such as pairing technology upgrades with a private screening model, under the banner of SPP.

"Bottom line is, they've got to figure out a way to modernize these checkpoints," Jeffries said. "TSA has a limited financial resources. Cummins brings with him a tremendous amount of experience in getting the private sector to do that"

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Justin Doubleday
Justin Doubleday covers cybersecurity, homeland security and the intelligence community for Federal News Network.
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Around the Web

Doctor Begs Seniors: Do This to Stop Losing Muscle
ApexLabs

She Mixed Baking Soda With Apple Cider Vinegar and Discovered a Body Secret
Metabolic Reset Lab

From: Barry Sinex <Barry.Sinex@sinexsolutions.com>
Sent: Thursday, August 27, 2026 10:09 AM
To: DAA Rules & Standards <rulesandstandards@duluthairport.com>; DAA <daa@duluthairport.com>
Subject: FW: Invitation to Review the Updated Proposed Rules and Standards

Duluth Airport Authority
4701 Grinden Drive
Duluth, Minnesota 55811

Re: Formal objection to proposed August 15, 2026 DLH Rules and Minimum Standards

Dear Members of the Duluth Airport Authority and Executive Director:

I am writing to formally object to portions of the proposed August 15, 2026 revision of the Duluth International Airport Rules and Minimum Standards. Several provisions appear inconsistent with the federal obligations applicable to federally obligated airports, including Grant Assurance 22, Economic Nondiscrimination; Grant Assurance 23, Exclusive Rights; and the guidance contained in FAA Order 5190.6C, Airport Compliance Manual, effective February 20, 2026.

Airport sponsors may establish reasonable rules, safety requirements and minimum standards. However, those standards must be relevant to the activity, reasonably attainable, applied without unjust discrimination and structured so that qualified operators retain a meaningful opportunity to conduct aeronautical activities. Minimum standards cannot be used to protect incumbent businesses, eliminate lawful competition, channel users to a favored commercial provider or prevent aircraft owners and operators from exercising their protected self-service rights.

The following proposed provisions require revision or further FAA review.

1. Prohibition against mobile self-fueling equipment

Proposed Subdivision II, Section C.VII(k) states:

“Permittees shall not utilize mobile fueling equipment for into-aircraft fueling…”

This is a categorical prohibition against an aircraft owner or operator using mobile equipment to fuel its aircraft. FAA Order 5190.6C, Chapter 8, states that an airport sponsor may not prevent an aircraft owner or operator from servicing its aircraft with its own

employees and equipment. The manual further warns that restrictions having the effect of channeling self-service activity to a commercial aeronautical service provider may constitute an exclusive-rights violation.

DLH may require safe and properly maintained mobile equipment, employee training, insurance, bonding, fire extinguishers, spill-control equipment and fueling at appropriate locations. Those are equipment and safety standards. A complete prohibition against an entire category of owner-supplied fueling equipment is materially different.

The proposed prohibition is especially problematic because commercial FBO mobile fueling vehicles apparently remain authorized. If comparable equipment is considered safe when operated by an FBO but prohibited when operated by a properly trained aircraft owner or operator, the restriction may be unjustly discriminatory and may improperly channel fuel purchases to an incumbent commercial provider.

The proposed rule should be replaced with objective safety and equipment standards applicable to both commercial and self-fueling operations. If DLH believes that all mobile self-fueling equipment presents an airport-specific safety or efficiency problem, it should obtain a written assessment from the appropriate FAA Airports District Office before adopting the prohibition.

2. Limiting self-fueling to “non-commercial” aircraft

The proposed definition characterizes Self-Fueling as “Non-commercial aircraft refueling.”

FAA self-fueling protections are not limited to aircraft used solely for private or noncommercial purposes. FAA Order 5190.6C recognizes that the protected owner/operator category may include airlines, charter operators, flight schools, flying clubs and other operators possessing exclusive use and operational control under a long-term lease.

Grant Assurance 22(f) protects an aircraft operator’s ability to perform services on its aircraft using its own employees and equipment. A commercial aircraft operation does not lose this protection merely because its aircraft is used in revenue-producing operations.

The word “Non-commercial” should therefore be removed from the definition. Self-fueling eligibility should be determined by aircraft ownership or owner-like operational control, the use of the owner/operator’s employees and the use of resources supplied by that owner or operator.

3. Restrictions on flying-club flight instruction

The proposed rules prohibit flying-club aircraft from being used for commercial operations, including flight instruction for compensation.

FAA Order 5190.6C, Chapter 10, Section 10.6, expressly provides that flying-club aircraft may be used for instruction under specified conditions. The FAA permits a flight instructor to receive monetary compensation, or credit against dues or flight time, when the instructor and student satisfy the applicable membership and airport-based requirements. The FAA prohibits receiving both forms of compensation simultaneously, but it does not impose the blanket prohibition contained in the DLH draft.

The proposed rules should be revised to conform to the flying-club instruction provisions in FAA Order 5190.6C, Section 10.6(c).

4. Restrictions protecting existing tenants from non-tenant competition

Subdivision III, Section A.V conditions access by a non-tenant commercial operator upon proof that no existing airport tenant has the certificates, personnel, equipment or parts necessary to provide the requested service.

This condition appears designed to protect incumbent airport tenants from lawful competition. Whether an existing tenant can perform a service is not a proper substitute for determining whether another applicant is qualified to provide that service safely and in compliance with reasonable airport requirements.

FAA Order 5190.6C, Chapter 10, states that minimum standards must provide qualified operators with an opportunity to offer aeronautical services. It warns that minimum standards used to protect an exclusive right may violate the exclusive-rights prohibition. The FAA specifically recognizes that independent mechanics, instructors, aircraft washers and other single-service operators may be regulated through reasonable licensing or permitting requirements, including insurance and reasonable annual or gross-receipts fees.

DLH may impose reasonable permit, insurance, safety, security and fee requirements upon non-tenant operators. It should not condition their access upon the inability of an existing tenant to perform the same service.

This provision should be revised so that all qualified providers may apply for reasonable airport access, regardless of whether an incumbent tenant offers a competing service.

5. General requirement that commercial operators lease airport property

The Non-Tenant Operator provisions express DLH's intention that commercial aeronautical operators lease airport property so they maintain a level of financial investment comparable to tenant businesses.

A dedicated lease may be appropriate when facilities are reasonably necessary to conduct the particular activity. It should not be required merely to increase a provider's overhead or protect tenant operators against lower-cost competition.

FAA Order 5190.6C expressly contemplates independent, single-service operators working through licensing or permitting arrangements. Any requirement to lease property must therefore be connected to the operational needs of the particular service and the actual circumstances at DLH.

6. Restriction of independent maintenance providers

The proposed standards generally restrict non-airport-based mechanics to work performed for airport tenants inside exclusively leased hangars. This provision appears to exclude service for transient aircraft and aircraft located in common-use hangars, approved aprons or other locations that may safely accommodate maintenance.

The FAA permits an airport sponsor to confine maintenance to appropriate locations with equipment suitable for the work. However, the locations must be reasonably available and the restriction must be based upon safety, operational efficiency, facility preservation or another legitimate airport consideration.

DLH should identify objective criteria for determining where particular categories of maintenance may be performed. Access should not depend exclusively upon whether the aircraft owner leases a private hangar.

7. Denial based upon litigation against the Authority

Subdivision III, Section B.II(b)(9) permits DLH to deny an application because the applicant, a family member, a principal or a related entity was involved in allegedly "vexatious or frivolous litigation," expressly including administrative litigation against the Authority.

This provision is exceptionally concerning. It does not appear to require a final judicial determination that the prior litigation was frivolous. It could therefore be applied to an applicant who previously filed an FAA administrative complaint alleging noncompliance with federal grant assurances.

Prior use of an administrative or judicial process against DLH is not, by itself, relevant to whether an operator is qualified, adequately insured, financially capable or able to conduct

an aeronautical activity safely. Denying airport access on that basis could be viewed as unreasonable, retaliatory and inconsistent with Grant Assurance 22.

This provision should be deleted. At a minimum, it must not apply unless a court or tribunal has entered a final, nonappealable determination imposing sanctions for misconduct directly relevant to the applicant's present qualifications.

8. Denial based upon conduct of family members and prior associated entities

Other application provisions authorize denial based upon the conduct of immediate family members, companies formerly associated with an applicant's principal, or entities over which the applicant may not have exercised control.

Minimum standards should evaluate the applicant's qualifications, responsibility and compliance history. Adverse action based upon family relationships or attenuated business associations is overbroad unless DLH demonstrates a direct and material relationship between the prior conduct and the applicant's present ability to satisfy reasonable airport requirements.

These provisions should be narrowed to conduct for which the applicant or responsible principal was personally accountable and which is materially relevant to the proposed aeronautical activity.

9. Excessive discretionary authority over aeronautical activities

Several provisions allow the Authority or Executive Director to make access and operational decisions in "sole discretion."

DLH cannot use discretionary language to avoid its federal obligation to make the airport available for aeronautical activities on reasonable terms and without unjust discrimination. Decisions affecting aeronautical access must be supported by objective criteria and must be subject to meaningful review.

FAA Order 5190.6C clarifies that the FAA, rather than the airport sponsor alone, ultimately determines whether an aeronautical restriction is reasonable under Grant Assurance 22.

The proposed rules should replace "sole discretion" with objective standards connected to safety, efficiency, available facilities, qualifications, insurance and compliance with applicable law.

10. Designated self-fueling locations and separate facility leases

FAA guidance permits an airport to designate appropriate locations for fueling. The concern is the cumulative effect of the DLH provisions:

- Mobile self-fueling equipment is prohibited;
- Self-fueling may occur only at an Authority-selected location;
- DLH may require a separate property lease;
- An operator may be required to construct a stationary facility; and
- Commercial FBO mobile fueling remains available.

If DLH does not provide a practical and economically reasonable self-fueling location, the cumulative effect may eliminate meaningful self-fueling and channel users to an FBO. FAA Order 5190.6C states that fueling at a commercial pull-up pump is not considered protected self-fueling under the federal grant assurances.

DLH should identify the locations that will actually be available for owner/operator self-fueling, the equipment that will be permitted at those locations and the charges and lease requirements that will apply.

11. Special protection for 100LL self-fueling

FAA Order 5190.6C also incorporates Section 770 of the FAA Reauthorization Act of 2024. Subject to the statutory conditions and time period, an airport that made 100LL available during calendar year 2022 may not restrict or prohibit the sale of, or self-fueling with, 100LL.

Because DLH's mobile-equipment prohibition materially restricts the manner in which an owner may self-fuel, DLH should obtain FAA review addressing Grant Assurance 40 and Section 770 before adopting the prohibition.

Requested action

For the reasons stated above, I respectfully request that the Duluth Airport Authority:

1. Postpone adoption of the proposed August 15, 2026 Rules and Minimum Standards.
2. Remove the categorical prohibition against mobile self-fueling equipment and replace it with objective, nondiscriminatory safety and equipment requirements.
3. Remove "Non-commercial" from the definition of Self-Fueling.
4. Revise the flying-club provisions to permit compensated instruction under the conditions recognized by FAA Order 5190.6C.
5. Remove the requirement that a non-tenant provider prove that no existing tenant can perform the requested service.

6. Eliminate restrictions whose purpose or effect is to protect incumbent tenants from qualified competition.
7. Delete the provision permitting denial because an applicant or associated person previously pursued administrative litigation against DLH.
8. Narrow provisions attributing the conduct of family members or unrelated prior entities to an applicant.
9. Replace "sole discretion" standards with objective and reviewable criteria.
10. Provide the public with the airport-specific factual, safety and economic analyses supporting the proposed restrictions.
11. Submit the disputed provisions to the appropriate FAA Airports District Office for a written compliance assessment before final adoption.
12. Provide airport users with an additional public-comment period after the FAA's review and the publication of any resulting revisions.

Relevant FAA authority

The principal FAA authority includes:

- FAA Order 5190.6C, Chapter 8, Exclusive Rights;
- FAA Order 5190.6C, Chapter 9, Unjust Discrimination Between Aeronautical Users;
- FAA Order 5190.6C, Chapter 10, Reasonable Commercial Minimum Standards;
- FAA Order 5190.6C, Chapter 11, Self-Service;
- FAA Order 5190.6C, Chapter 14, Restrictions Based on Safety and Efficiency;
- FAA Order 5190.6C, Chapter 18, Airport Rates and Charges;
- Grant Assurance 22, Economic Nondiscrimination;
- Grant Assurance 23, Exclusive Rights;
- Grant Assurance 40, Access to Leaded Aviation Gasoline; and
- Section 770 of the FAA Reauthorization Act of 2024.

The official FAA Airport Compliance Manual is available at:

https://www.faa.gov/airports/resources/publications/orders/compliance_5190_6

This objection is not intended to prevent DLH from adopting legitimate safety, environmental, insurance, training or operational requirements. It requests that those requirements be objectively justified, reasonably attainable, relevant to the particular activity and applied equally to similarly situated users, as required by DLH's continuing federal obligations.

Please include this letter in the formal public record concerning the proposed Rules and Minimum Standards and provide a written response addressing each disputed provision before the Authority takes final action.

Sincerely,


DULUTH AIRPORT AUTHORITY BREAKS GROUND ON NEW AIR TRAFFIC CONTROL TOWER
The Duluth Airport Authority has broken ground on a new Air Traffic Control Tower at Duluth International. The existing tower at the Minnesota airport, one of approximately 30 locally owned, federally staffed air traffic control facilities in the nation, is among the oldest operating air traffic control facilities in the U.S. and no longer meets current FAA design standards for tower height, line-of-sight requirements, facility size or airfield siting. Construction of the new tower is expected to be completed in spring 2028.
DLH
Rendering Courtesy: EXP

From: Ryan Maxfield <rmaxfield@vantageair.com>
Sent: Tuesday, September 1, 2026 7:13 AM
To: Tom Werner <twerner@duluthairport.com>; rmissinne@vantageair.com <rmissinne@vantageair.com>; DAA Rules & Standards <rulesandstandards@duluthairport.com>; Jana Kayser <jkayser@duluthairport.com>
Cc: Kyle Cassidy <kcassidy@vantageair.com>; Ashley Watson <awatson@vantageair.com>
Subject: RE: Invitation to Review the Updated Proposed Rules and Standards

Dear Tom,

Vantage Aviation greatly values its relationship with the Duluth Airport Authority and remains committed to the continued success of Duluth International Airport. Since acquiring the incumbent FBO operation in February 2025, Vantage has made a significant investment in the business and has subsequently invested millions of additional dollars into the operation, with several million dollars of further investment planned. These investments are intended not only to strengthen our business, but also to enhance the airport, improve the experience of its users, support the Duluth aviation community, and contribute to the long-term success of Duluth International Airport.

From the outset, our objective has been to **raise the bar** for the quality of aviation services and amenities available at Duluth while maintaining the highest possible standards of safety, operational excellence, and customer service. We have understood this objective to be consistent with the Airport Authority's goals for the airport and the broader community.

It is therefore with *significant concern* that we have reviewed the proposed revisions to the Airport's Minimum Standards for Fixed Base Operators. In several important respects, we believe the proposed standards represent a material reduction from the requirements currently applicable to FBO operators at Duluth International Airport. In our view, substantially lowering minimum operating requirements is inconsistent with the shared objective of continually improving the quality, safety, capabilities, and professionalism of aviation services available at the airport.

Minimum standards serve an important purpose. When thoughtfully established and consistently applied, they help ensure that operators possess the facilities, equipment, staffing, financial commitment, and operational capabilities necessary to serve the airport and its users safely and professionally. They also provide confidence to private operators contemplating significant long-term capital investment that comparable operators will be expected to meet similarly meaningful standards.

Conversely, materially lowering those standards risks creating unintended consequences. Among them, it may diminish the incentive for incumbent and prospective operators to make substantial investments in facilities, equipment, personnel, and customer amenities when a significantly lower threshold is sufficient to satisfy the Airport's requirements. We believe this

could ultimately work against the interests of the Airport Authority, its tenants, airport users, and the greater Duluth community.

Vantage fully recognizes and respects the Airport Authority's right and responsibility to periodically review and amend its rules, regulations, and minimum standards. We support thoughtful modernization where appropriate and will always support policies that strengthen Duluth International Airport. At the same time, we cannot support changes that we believe will unnecessarily weaken standards designed to promote safety, professionalism, investment, service quality, and a fair economic playing field.

For these reasons, ***Vantage respectfully requests a modest extension of the current review schedule before the proposed Minimum Standards are advanced for final consideration.*** Specifically, we ask that the currently contemplated **September 15 presentation to the DAA Board of Directors and October 20 Board consideration** be postponed by several weeks. This additional time would allow Vantage to engage independent legal counsel and aviation-industry subject matter experts to review the proposed standards and provide an additional perspective regarding industry best practices.

For the avoidance of doubt, **Vantage Aviation is prepared to bear all costs associated with this independent third-party review.** Our intention is not to unnecessarily delay the Airport Authority's process, but rather to contribute constructively to it and ensure that the Board has the benefit of multiple informed perspectives before adopting standards that could have long-term implications for the airport.

We believe the Authority, its staff, and the DAA Board would benefit from hearing from professionals who have worked extensively with the U.S. Department of Transportation, Federal Aviation Administration, airport sponsors, and private aviation-service providers on airport rules, regulations, minimum standards, leasing practices, and related matters. Their involvement would provide an opportunity to evaluate the proposed changes against broader industry practices and help ensure the ultimate standards appropriately balance competition, safety, investment, operational capability, and the long-term interests of Duluth International Airport.

Vantage remains deeply committed to Duluth International Airport and to our partnership with the Duluth Airport Authority. We are proud of the investment we have already made and remain enthusiastic about the additional investments we intend to make. We believe those investments reflect our confidence in the Airport, the Authority, and the Duluth community.

Our request is therefore made in the spirit of partnership and thoughtful collaboration. We respectfully ask the Airport Authority to provide the additional time necessary for this independent review so that Vantage may present its findings and recommendations before the proposed Minimum Standards are advanced for Board consideration.

We appreciate the Authority's consideration of this request and look forward to continuing to work together toward standards that protect safety, encourage meaningful private investment, promote excellent service, and strengthen Duluth International Airport for many years to come.

Respectfully,

Ryan Maxfield
Founder & CEO
Vantage Aviation
(317) 514-0280

VANTAGE
AVIATION

From: DAA Rules & Standards <rulesandstandards@duluthairport.com>
Sent: Wednesday, September 2, 2026 9:10 AM
Subject: DLH Rules and Standards Project Update

DLH Stakeholder,

You're receiving this email because of your heightened interest in the review and update of DLH's Rules and Standards document. We appreciate your engagement in the process. The September Duluth Airport Authority Board (DAA) meeting is earlier (calendar days) than it normally is. The project team continues to make edits. The newest draft document will be publicly available on the airport's website: 2026 DULUTH AIRPORT AUTHORITY RULES AND STANDARDS REVIEW - Duluth International Airport . We anticipate having the new draft posted around the middle of September. There will also be a cover memo calling readers' attention to the changes between the newest draft and the last one. We will send you an email letting you know when it is posted. Should you wish to provide feedback to the DAA Board regarding the newest draft, you may:

- Provide written comment that will be included in the October board packet if received by October 13th.
- Sign up to address the board during the public comment period at the October board meeting on October 20th.
- Do both

We're pushing back the public presentation and approval by one month each to allow stakeholders time to review the latest draft. A presentation of the latest draft will be made by the project team at the DAA's October board meeting on October 20th at 8AM. The document will be considered for approval at the DAA's November board meeting on November 17th at 8AM.

Again, thank you for your engagement in the project.

Tom Werner, A.A.E.

Executive Director

Duluth Airport Authority

(218)727-2968



DULUTH AIRPORT AUTHORITY

September 15, 2026

TO: Duluth Airport Authority Board of Directors

FROM: Duluth Airport Authority Executive Director

RE: Employee Incentive Recommendation

In accordance with the Duluth Airport Authority's (DAA) Operating Policy 5, I recommend a $900 incentive award for Ms. Aimee Bone. I have investigated the circumstances and support its consideration by the DAA Board of Directors.

Aimee is an incredible asset to our team. She has been a tremendous help covering many of the marketing department's administrative functions while the director of communications and marketing is away on maternity leave. In addition, Aimee has stepped up to assist with processing airport security badge applications while the organization works to fill its vacant public safety manager position. This responsibility required additional technical training to fulfill the role correctly. All of this is in addition to her daily responsibilities with the DAA. Despite the additional duties Aimee always maintains a positive attitude and is eager to help customers who call and require assistance throughout the day.

Aimee has demonstrated time and again that she is a shining example of our organizational values. We are fortunate to have her on our team! Please refer questions regarding this recommendation to the undersigned.

Sincerely,

Tom Werner, A.A.E.
Executive Director
Duluth Airport Authority

Duluth International Airport
Sky Harbor Airport

4701 Grinden Drive
Duluth, Minnesota
55811

phone: (218)-727-2968
fax: (218) 727-2960

DAA@duluthairport.com
duluthairport.com

Duluth Airport Authority
Short Elliott Hendrickson Inc. (SEH) Work Order 2026-06 for Final Design, Plans & Specifications, Solicitation of Quotes for the Stormwater Infrastructure Installation at the Sky Harbor Airport

Terms:

- Estimated start date of September 2026
- Estimated end date of November 2026

Agreement Overview:

This work order includes final design, plans and specifications development, and solicitation for quotes for the proposed stormwater infrastructure improvements at the Sky Harbor Airport (DYT). The contract provisions included in the Master Agreement (dated 3-27-2023) between the DAA and SEH remain in effect for this work order.

Compensation to Consultant:

Compensation to the Consultant shall be a lump sum amount of $24,900.00.

Background:

Stormwater runoff from the Sky Harbor Airport (Duluth, MN) enters directly into the Duluth Harbor without any water quality treatment. A new stormwater best management practice (BMP) is being proposed to improve water quality of the stormwater prior to entering Duluth Harbor. The proposed improvements will enable the Duluth Airport Authority to receive stormwater credits and reduce overall fees associated with stormwater management.

The proposed project will include survey to allow for the final design of the proposed improvements. This work scope includes final design, plans and specifications development, quotation documents, and solicitation of quotes. Construction observation, construction administration, and project closeout services are excluded from this project scope and will be included in a follow-up work order.

The design and construction of this project will be funded at a 70 percent proration by the Minnesota Department of Transportation (MnDOT) and 30 percent by the DAA.

WORK ORDER
No. 2026-06
Between

The Duluth Airport Authority (DAA) (Owner) and
Short Elliott Hendrickson Inc. (SEH) (Consultant) **Dated: August 17, 2026**

STORMWATER BMP DESIGN AND PERMITTING
(FINAL DESIGN AND SOLICITATION OF QUOTES)
SKY HARBOR AIRPORT (DYT)

This work order includes completion of final design of a stormwater BMP to improve water quality at Sky Harbor Airport. The contract provisions included in the Master Agreement (dated 03/21/2023) between the DAA and SEH remain in effect for this work order.

Estimated start date is September 1, 2026; estimated end date is September 30, 2026.

Compensation by the Owner to the Consultant shall be a lump sum amount of $24,900.00.

Descriptions of the services to be provided are included in Attachment A. Detailed estimates of labor cost and expenses are included in Attachment B.

Point of Contact: Shawn McMahon, Principal

APPROVED:

Duluth Airport Authority (DAA)	**Short Elliott Hendrickson Inc.**
Title: _____	Title: _____
Date: _____	Date: _____

ATTACHMENT A
Scope of Work
Stormwater BMP
Sky Harbor Airport (DYT)
Duluth, Minnesota
Final Design, Plans & Specifications, Solicitation of Quotes

General Summary:

Stormwater runoff from the Sky Harbor Airport (Duluth, MN) enters directly into the Duluth Harbor without any water quality treatment. A new stormwater best management practice (BMP) is being proposed to improve water quality of the stormwater prior to entering Duluth Harbor. The following tasks have been included in this scope of work.

Proposed Project Schedule:

August 2026 – DAA Board to consider Final Design contract
September 2026 – Finalization of Design for review by the Airport and City
October 2026 or Spring 2027 – Construction

Project Deliverables – The project deliverables of this scope of work include the following:

1. Final plans
2. Cost Estimate
3. Permitting
4. Design Technical Memorandum
5. Recommendation of Contractor Award

<u>This Scope of Work includes:</u>

1. Project formulation, grant applications, and MNDOT Aeronautics coordination.
2. Conduct site topography survey
3. Complete wetland delineation and report
4. Prepare Final Design and Plans
5. Conduct one progress meeting and plan review with Airport staff
6. Prepare stormwater design memorandum and submit to City and Airport staff
7. Prepare project quantities and cost estimates
8. Prepare technical specifications (included on plansheets)
9. No Rise Certification (floodplain) and Agency Coordination
10. Prepare a Storm Water Pollution Prevention Plan
11. Solicit contractors for quotes and recommend award

<u>Assumptions</u>

- We are assuming that the project will be small enough to get quotes from contractors rather than going through a formal bidding process (under $150,000, per DAA Procurement Policy). Technical specifications will be included on the plan sheets. We do not anticipate preparing formal bidding documents or a project manual.

- The project will be less than one acre and will not require a Construction Stormwater Permit from the MPCA.
- The project will quality for a no loss determination in relation to wetlands.
- Construction oversight and monitoring services are not included.

ATTACHMENT B
ESTIMATED FEES AND EXPENSES
STORMWATER BMP
SKY HARBOR AIRPORT (DYT)
DULUTH, MINNESOTA
FINAL DESIGN, PLANS & SPECIFICATIONS, SOLICITATION OF QUOTES

Task No.	Task Description	Principal	Project Manager / Engineer VI	Sr. Water Resources Engineer	Water Resources Engineer	Scientist	Technician	Admin. Assistant	Survey Crew Chief III				
Scope of Work													
1.0	Project Formulation	1	2	2									
2.0	Collect Topography		1	1	2				10				
3.0	Wetland Delineation and Report			1		16							
4.0	Final Design and Plan Production		1	1	16		24						
5.0	Progress Meeting and Plan Review		1	1	1								
6.0	Design Memorandum		1	1	4			1					
7.0	Quantities and Cost Estimate			1	4			1					
8.0	Technical Specifications			1	4			1					
9.0	No Rise Certification and Agency Coordination			1	2	16							
10.0	SWPPP			1	4		4						
11.00	Contractor Quotes and Award Recommendation		2	1	4			1					
	Total hours per Labor Category	1	8	12	41	32	28	4	10	0	0	0	0

ESTIMATE OF LABOR COSTS:

Labor Category	Hours	Rate	Extension
Principal	1	$89.88	$89.88
Project Manager / Engineer VI	8	$83.15	$665.20
Sr. Water Resources Engineer	12	$78.00	$936.00
Water Resources Engineer	41	$55.00	$2,255.00
Scientist	32	$45.30	$1,449.60
Technician	28	$40.00	$1,120.00
Admin. Assistant	4	$37.21	$148.84
Survey Crew Chief III	10	$44.33	$443.30
Total Direct Labor Costs:	136		$7,107.82
Overhead			$13,719.51
Total Labor Costs			**$20,827.33**
Fixed Fee on Labor Costs (15%)			**$3,124.10**

ESTIMATE OF EXPENSES:

Direct Expenses	Quantity	Rate	Extension
Technology Fee (GPS and Survey Equipment)	136	$6.50	$884.00
Employee Mileage	80	$0.760	$60.80
			$0.00
Total Expenses			**$944.80**

SUMMARY:

Total Labor Costs + Expenses + Fixed Fee	$24,896.23
Estimated Total	**$24,900.00**

Resolution Approving an Increase in the Cost of a Project Already Approved in the Capital Improvement Plan

WHEREAS, the Duluth Airport Authority (DAA) previously approved the Hangar 101 Site Development Project as part of the Capital Improvement Plan, with an approved project cost of $903,375.00; and

WHEREAS, the estimated cost and scope of the project have increased due to the award of U.S. Economic Development Administration (EDA) and Minnesota Department of Transportation (MNDOT) grants in the amount of $2,682,308.80; and

WHEREAS, the project name has been updated to General Aviation Taxilane and Infrastructure Rehabilitation; and

WHEREAS, the DAA recommends increasing the approved project cost to $2,978,848.00 in order to leverage EDA and MNDOT grant funds to complete the project; and

NOW, THEREFORE, BE IT RESOLVED, that DAA hereby approves increasing the authorized cost of the General Aviation Taxilane and Infrastructure Rehabilitation Project from $903,375.00 to $2,978,848.00, an increase of $2,075,473.00.

BE IT FURTHER RESOLVED that this resolution shall take effect immediately upon adoption.

All other terms of the previously approved Capital Improvement Plan and project authorization remain unchanged.

Approved by the Duluth Airport Authority this 15th day of September 2026.

_____
President
Duluth Airport Authority

_____
Secretary
Duluth Airport Authority

Duluth Airport Authority
DAA Board Packet Budget vs. Actual Summary
From Jan 2026 to Jul 2026

UNAUDITED

Financial Row	Prior Year Actual (Jan 2025 - Jul 2025)	Current Year Actual (Jan 2026 - Jul 2026)	Budget Amount (Jan 2026 - Jul 2026)	% of Budget	Variance from Prior Year	Variance From Budget	Total Budget (FY 2026)
Ordinary Income/Expense							
Income							
Non-Aeronautical Revenue	2,581,333	2,463,618	2,235,687	110.20%	(117,715)	227,931	4,052,006
Non-Passenger Aeronautical Revenue	1,117,674	1,143,489	1,136,868	100.58%	25,816	6,622	1,989,471
Passenger Airline Aeronautical Revenue	1,081,761	1,174,681	1,148,049	102.32%	92,920	26,632	1,974,428
Total - Income	4,780,768	4,781,788	4,520,604	105.78%	1,021	261,185	8,015,905
Gross Profit	4,780,768	4,781,788	4,520,604	105.78%	1,021	261,185	8,015,905
Expense							
Miscellaneous Expenses	85,706	103,374	89,013	116.13%	17,669	14,362	134,740
Personnel Compensation & Benefits	1,616,663	1,744,831	1,753,928	99.48%	128,168	(9,097)	3,285,034
Services and Charges	1,574,625	1,548,604	1,583,606	97.79%	(26,021)	(35,002)	2,696,134
Supplies	334,500	455,423	415,959	109.49%	120,923	39,465	675,445
Total - Expense	3,611,494	3,852,233	3,842,505	100.25%	240,738	9,728	6,791,353
Net Ordinary Income	1,169,273	929,556	678,099	137.08%	(239,718)	251,457	1,224,551
Other Income and Expenses							
Other Income							
Non-Operating Revenue	460,485	436,597	419,575	104.06%	(23,888)	17,022	702,418
Total - Other Income	460,485	436,597	419,575	104.06%	(23,888)	17,022	702,418
Other Expense							
Non-Operating Expense	58,018	45,824	101,022	45.36%	(12,194)	(55,198)	173,181
Total - Other Expense	58,018	45,824	101,022	45.36%	(12,194)	(55,198)	173,181
Net Other Income	402,467	390,773	318,552	122.67%	(11,694)	72,221	529,237
Net Income Exclusive of Project Expenses, Depreciation & Amortization	1,571,740	1,320,329	996,651	132.48%	(251,411)	323,678	1,753,788
Projects/Grants	6,472,882	9,836,119	20,283,630	48.49%	3,363,237	(10,447,511)	34,771,938
Depreciation & Amortization	(8,021,521)	(8,606,008)	(7,297,623)	117.93%	(584,487)	(1,308,385)	(12,510,211)
Net Income	23,101	2,550,439	13,982,658	18.24%	2,527,338	(11,432,219)	24,015,514

- **Overall:** At the time this report was generated for the above period, the DAA is at an overall favorable variance budget vs actual of $323,678k. Adjustments are expected.
- **Operating Revenue:** Operating Revenues are ourperforming budget by $261,185.
  - o Non-Aeronautical Revenue is $227k over budget overall. Of that, the largest variance to budget is Parking Lot Fees at nearly $129k. Customer Facilitiy Charges are $49k over budget. Concession revenues are up over $58k due primarily to increased car rental concessions. There is currently a $17k negative variance related to the marketing grant. This was an issue related to the Blackcat transition and reimbursement is in progress.
  - oNon-passenger Aeronautical Revenue is now only $6,600k over budget. This variance is declining month over month as several hangar tenants paid for their 12 months lease in advance and timing is now catching up.
  - oPassenger Airline Aeronautical revenue is $26.6k over budget due to increased landing fees and new billing structure for charter activity based on board approved rates.
- **Operating Expenses:** Operating expenses are $9,700 over budget overall.
  - o Miscellaneous Expenses are $14.3k over budget due to a combination of factors including unbudgeted 2026 property tax bill increases as well as increased parking lot credit card transaction fees (Note: Parking Lot Fee Revenues are up $129K over budgeted estimates).
  - oPersonnel Compensation and Benefits is $9k under budget. This variance is misleading. There were 3 payrolls in July and payroll was budgeted allocably across the year. Several factors will continue to impact this variance through the end of this year. Included are favorable variances related to to unpaid military leaves and related medical insurance costs and a favorable variance of just over $40k related to unbudgeted AIP Admin Reimbursement recorded in June for pay periods spanning from 2024-to present.
  - oServices and charges are $35k under budget. Communications and technology costs for annual flight information display support contract are up $14.5k from budget. A number of repair/maintenance contract costs are currently coming in under budget about $40k. Property Insurance is running about $10K under budget. Utilities are about $10K over budget.
  - oSupplies are $39k over budget at this time. Camera supplies were purchased early this year, and this expense was budgeted over a 12 month period. Airfield supplies are up due to increased airfield deice fluid and sand and heavy equipment repair related purchases in the earlier part of this year.
- **Non-Operating Revenue:** Non-operating revenue is over budget by $17k overall.
  - o Passenger Facility Charges (PFCs) are$30k over budget.
  - oInterest income is below budget by $13k.
- **Non-Operating Expenses:** Non-Operating Expenses are under budget by $55k due to reduced interest expense related to minimal use of the line of credit to date in 2026. Ongoing use of the line of credit is anticipated for the foreseeable future as construction continues and cash flow needs increase, resulting in greater utilization of this budgeted expense.
- **Depreciation & Amortization** was updated for February through July, resulting in a notable shift ($7M) in this line item compared to prior months reporting.
- **Report Disclaimer:** The results of this report are expected to change slightly with delayed revenue and expense postings.
- **OPERATING POLICY #28 MINIMUM CASH BALANCE REPORTING BASED ON 2025 AUDITED FINANCIALS AS OF 6/10/2026**
  - Minimum Cash Balance Goal: $3,029,950 Current Balance: $678,191(does not include grants receivable)
  - Days Cash on Hand: 40 days currently vs 180 day benchmark (140 days under goal).

Duluth Airport Authority

Income Statement

From Jan 2026 to Jul 2026

Financial Row	Amount
Ordinary Income/Expense	
Income	
Non-Aeronautical Revenue	
Advertising Income	$27,492.00
Concession Revenue	
ATM	$289.00
Car Rental Concession	$405,891.11
Car Sharing Concession	$2,956.35
Commercial Vehicle Per Trip Fee	$2,197.50
Food & Beverage Concession	$62,424.38
Lottery Concessions	$299.75
Per Departure Fee	$1,485.00
Per Passenger Fee	$7,825.00
Services/Other	$587.73
TNC Per Trip Fee	$18,849.00
Vending	$7,490.67
Total - Concession Revenue	$510,295.49
Customer Facility Charges	$272,268.00
Miscellaneous Revenues	$74,030.90
Parking	$1,366,860.45
Permits	$3,260.61
Reimbursed Expenses	$45,341.59
Rent	$111,255.23
Sponsorship Income	$26,500.00
State Aid	$26,313.84
Total - Non-Aeronautical Revenue	$2,463,618.11
Non-Passenger Aeronautical Revenue	
Aviation Gas	$34,467.32
Concession Revenue	$193,149.02
Event Income	$42,603.31
FBO Parking	$2,030.35
Float Storage	$1,180.00
Landing Fees	$23,881.86
Ramp Fees	$12,215.00
Rent	$831,692.58
Tie Downs	$2,270.00
Total - Non-Passenger Aeronautical Revenue	$1,143,489.44
Passenger Airline Aeronautical Revenue	
Landing Fees	$269,545.07
Per Use Fee	$468.85
Terminal Office/Space Rental	$904,666.73
Total - Passenger Airline Aeronautical Revenue	$1,174,680.65
Total - Income	$4,781,788.20
Gross Profit	$4,781,788.20
Expense	
Amortization Expense	$272,917.51
Depreciation	$8,333,090.79
Miscellaneous Expenses	
Miscellaneous Expenses	$5.00
Bad Debt Expense	$2,589.60
Licenses & Taxes	$21,221.15
Memberships, Dues & Subscriptions	$14,724.54
Transaction Fees	$64,834.18
Total - Miscellaneous Expenses	$103,374.47
Personnel Compensation & Benefits	
Benefit Administration Fees	$532.95

Financial Row	Amount
Employer Contributions for Retirement	$164,941.20
Employer Paid Insurance	$293,174.27
Retiree Benefits	$43,685.14
Wages & Salaries	$1,222,139.52
Worker's Compensation	$20,357.69
Total - Personnel Compensation & Benefits	$1,744,830.77
Services and Charges	
Advertising	$2,233.40
Badging	$5,000.00
Central Services Fee	$83,008.31
Communications & Technology	$208,218.73
Employee Development Services	$38,758.54
Employee Physicals	$1,042.00
Insurance	$84,903.24
Marketing	$84,980.37
Professional Services	$322,771.55
Rentals	$3,531.04
Repairs and Maintenance - Contractual/Services	$282,958.46
Sponsorship Expenses	$9,698.75
Transportation	$914.23
Utility Services	$420,585.35
Total - Services and Charges	$1,548,603.97
Supplies	
Merchandise for Resale	$28,533.80
Office Supplies	$36,951.94
Operating Supplies	$118,773.68
Repairs & Maintenance Supplies	
Airfield	$104,304.44
Building	$36,746.79
Fencing & Gates	$10,728.52
Fuel System	$1,890.51
Grounds & Landscaping	$2,904.16
Heavy Equipment	$73,296.10
Heavy Equipment Accessories	$784.13
Jet Bridge	$7,217.54
Light Equipment	$18,562.67
Parking Equipment	$9,701.04
Parking Lot & Roadway	$80.55
Shop Supplies	$4,528.10
Small Tools	$419.36
Total - Repairs & Maintenance Supplies	$271,163.91
Total - Supplies	$455,423.33
Total - Expense	$12,458,240.84
Net Ordinary Income	($7,676,452.64)
Other Income and Expenses	
Other Income	
Capital Contributions	
Grants	$9,836,119.11
Total - Capital Contributions	$9,836,119.11
Non-Operating Revenue	
Interest Income	$73,735.94
Passenger Facility Charges	$362,861.08
Total - Non-Operating Revenue	$436,597.02
Total - Other Income	$10,272,716.13
Other Expense	
Non-Operating Expense	
Interest Expense	$45,824.16
Total - Non-Operating Expense	$45,824.16
Total - Other Expense	$45,824.16
Net Other Income	$10,226,891.97
Net Income	$2,550,439.33

Duluth Airport Authority

Balance Sheet

End of Jul 2026

Financial Row	Amount
ASSETS	
Current Assets	
Bank	
Checking Account	$38,785.46
Petty Cash	$272.41
Pooled Cash - City Balance	$769,417.68
Total Bank	$808,475.55
Accounts Receivable	
Accounts Receivable - Restricted PFC	$101,412.00
Accounts Receivable Billed	$524,345.11
Accrued Receivable	$21,495.03
Grants Receivable	$8,726,807.53
ST Lease Receivable	$73,775.12
Total Accounts Receivable	$9,447,834.79
Other Current Asset	
Inventory Assets	$55,098.38
Prepaid Items	$154,928.06
Undeposited Funds	$227,617.50
Total Other Current Asset	$437,643.94
Total Current Assets	$10,693,954.28
Fixed Assets	$145,536,813.94
Other Assets	$5,327,062.14
Total ASSETS	$161,557,830.36
Liabilities & Equity	
Current Liabilities	
Accounts Payable	
Accounts Payable	$172,265.39
Contracts Payable	$3,075,933.64
Total Accounts Payable	$3,248,199.03
Credit Card	$12,393.15
Other Current Liability	$4,491,930.67
Total Current Liabilities	$7,752,522.85
Long Term Liabilities	
LT Loans Payable to City of Duluth	$1,225,000.00
Net Pension Liability	$687,141.00
Total Other Post Employment Benefit Liability	$2,980,730.00
Total Long Term Liabilities	$4,892,871.00
Equity	$148,912,436.51
Total Liabilities & Equity	$161,557,830.36

Duluth Airport Authority

Duluth A/R Aging Report
End of Sep 2026

Customer	60 Days	90 Days	>90 Days	Total
	Open Balance	Open Balance	Open Balance	Open Balance
Aeronautical Radio, Inc.	$0.00	$0.00	$0.00	**($181.90)**
Alaska Airlines	$0.00	$17.56	$0.00	**$17.56**
Avis Rent A Car	$0.00	$0.00	$0.00	**$2,990.18**
Boortz, Daniel	$0.00	$0.00	$0.00	**$51.00**
Brown, James	$0.00	$0.00	$0.00	**$336.66**
Budget Rent A Car	$0.00	$0.00	$0.00	**$2,125.48**
Chad's Pad, LLC	$0.00	$0.00	$0.00	**$531.96**
Cirrus Design Corporation	$26,030.33	$24,516.97	$0.00	**$60,803.06**
City of Duluth	$1,878.15	$0.00	$0.00	**$1,878.15**
Clobes, Nathan	$0.00	$0.00	$0.00	**($153.00)**
Cohen, Marc	$0.00	$0.00	$0.00	**$51.00**
Costello, Michael F	$0.00	($153.00)	$0.00	**($153.00)**
Cotter/Luck	$0.00	$0.00	$0.00	**$2,300.86**
Deis, Matthew R	$0.00	$0.00	$0.00	**($1.00)**
Delta Airlines	$0.00	$31,268.48	$0.00	**$100,361.99**
DeSutter, Peter	$0.00	$0.00	$0.00	**$51.00**
Duluth Economic Development Authority	$0.00	$0.00	$0.00	**$28,069.00**
Ellefson, Nicholas	$0.00	$0.00	$0.00	**$775.30**
Emirates	$0.00	$26.12	$0.00	**$26.12**
Enterprise Leasing Company	$0.00	$0.00	$0.00	**$76,847.43**
General Services Administration	$0.00	$0.00	$0.00	**$5,923.49**
Guest Services Inc, DBA Giants Ridge F	$0.00	$0.00	$0.00	**$450.00**
Hagberg, Rick	$0.00	$0.00	$0.00	**$261.13**
Hall John	$0.00	$0.00	$0.00	**$329.13**
Hatfield, Dan	$0.00	$0.00	$0.00	**$261.13**
Hillman Colin	$0.00	$0.00	$0.00	**$300.00**
Jauss Aviation Inc.	$90.00	$0.00	$300.00	**$390.00**
JetBlue Airways	$0.00	$21.84	$0.00	**$21.84**
Johnson, Josiah H	$0.00	$0.00	$0.00	**$195.83**
Johnson, Lance	$0.00	$0.00	$0.00	**($180.00)**
Johnson, Richard	$0.00	$0.00	$0.00	**$597.79**
Korean Air	($17.56)	$0.00	$0.00	**($17.56)**
Lake Superior College	$0.00	$0.00	$0.00	**$35,712.14**
Lake Superior Helicopters	$0.00	$0.00	$0.00	**$9,411.04**
Larsen, Shane	$0.00	$0.00	$0.00	**$18.51**
LATAM CHILE	$0.00	$4.39	$0.00	**$4.39**
Marsden Central, LLC	$0.00	$0.00	$0.00	**$200.00**
Marshall School	$0.00	$0.00	$0.00	**$200.00**
MediaUSA Advertising Inc	$1,796.00	$0.00	$0.00	**$1,796.00**
Messerer Jon	$0.00	$0.00	$0.00	**($0.45)**
Minnesota Air National Guard	$82,109.69	$0.00	$75,000.00	**$159,641.86**
Minnesota Department of Transportation	$269,355.66	($15,195.63)	$5,571,476.00	**$7,356,763.17**
Minnesota Power	$0.00	$0.00	$0.00	**$523.59**
Northern Renegade Properties, LLC	$0.00	$0.00	$0.00	**$775.30**
Northland Constructors, Inc.	$0.00	$0.00	$0.00	**$181.50**
Oakwells CR, LLC	$1,996.69	$0.00	$0.00	**$2,716.69**
Oberholzer, Isaac	$0.00	$0.00	$0.00	**$51.00**
Olesen, Sheldon	$0.00	$0.00	$0.00	**$300.00**
Opack Matthew Jr.	$0.00	$0.00	$0.00	**$260.75**
Palmer, John	$0.00	$0.00	$0.00	**$260.75**
Parsons Electric	$0.00	$125.00	$0.00	**$125.00**

Parthe, Lance	$0.00	$0.00	$0.00	**$336.66**
Patnaude, Jason	$0.00	$0.00	$0.00	**$51.00**
Pfaltzgraff, George	$0.00	$0.00	$0.00	**$775.30**
PGKK (Goldschmidt & Kundel)	$0.00	$0.00	$0.00	**$1,485.62**
QMS, INC.	$0.00	$194.55	$0.00	**$194.55**
Rasier, LLC	$0.00	$0.00	$0.00	**$10.00**
RS&H	$120.00	$120.00	$0.00	**$360.00**
Safstrom Jon	$0.00	$0.00	$0.00	**$261.13**
SEH	$0.00	$0.00	$0.00	**$180.00**
Stevens, Mike	$0.00	$0.00	$0.00	**$261.13**
Sun Country, Inc. dba Sun Country Airlir	$0.00	$0.00	$0.00	**$120.00**
Sydow Dan	$0.00	$0.00	$0.00	**$336.66**
Teitelbaum, Mike	$0.00	$0.00	$0.00	**$51.00**
The Landline Company	$2,444.65	$854.00	$0.00	**$7,133.30**
unifi	$0.00	$0.00	$0.00	**$515.00**
United Airlines	$0.00	$16,933.31	$0.00	**$74,959.19**
United Parcel Service	$0.00	$0.00	$0.00	**$130.00**
University of Minnesota Duluth	$0.00	$0.00	$0.00	**$4,000.00**
Valentine, Ian	$0.00	$0.00	$0.00	**$51.00**
Vantage DLH LLC	$0.00	$0.00	$0.00	**$47,528.49**
Veit & Company	$0.00	$0.00	$0.00	**$1,050.00**
Westjet	$0.00	$26.34	$0.00	**$26.34**
Wiermaa, Jordan	$0.00	$0.00	$0.00	**$261.13**
Williams, Ron	$0.00	$0.00	$0.00	**$261.13**
Willie, Caden	$0.00	$0.00	$0.00	**$51.00**
Winter Investments LLC	$0.00	$0.00	$0.00	**$775.30**
Total	**$385,803.61**	**$58,759.93**	**$5,646,776.00**	**$7,995,366.80**