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, October 20th, 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

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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

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DULUTH AIRPORT AUTHORITY

DULUTH AIRPORT AUTHORITY
MEETING AGENDA
OCTOBER 20, 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 September 15, 2026 Board Meeting Minutes

III. *DAA CASH DISBURSEMENTS

A. Operating Check Registers #23-25, 2026; Operating ACH Payment Registers #24-27, 2026; Construction ACH Payment Registers #14-16, 2026.

IV. *CORRESPONDENCE

A. DLH Airport Construction Update Newsletters. Email.
   i. September 11, 2026
   ii. September 18, 2026
   iii. September 24, 2026
   iv. October 5, 2026
   v. October 9, 2026
B. September 25, 2026: DLH Air Traffic Control Tower Construction Newsletter. Email.
C. September 10, 2026: Allegiant Air Cuts Massive Forty-One Routes to Florida: See Full List Now. Simple Flying.
D. September 17, 2026: Letter to DAA from Mr. Barry Sinex RE: Rules and Standards: New Draft Available for Public Review and Comment.
E. September 22, 2026: Non-Select Letter to DAA from Mr. Daniel Glasson, Deputy Director, Department of War.
F. September 25, 2026: Letter to DAA from Mr. Eric Monson of Lake Superior Helicopters/Ascent Aviation RE: Proposed Rules and Standards – Mobile Self Fueling.
G. October 4, 2026: Prescribed Burns Planned for Minnesota Point. WDIO.
H. October 5, 2026: Why Airfares Could Rise Even More, but Airline Profits Won't. CNBC.
I. October 9, 2026: After 180 Years, 'Good Fire' Returns to Minnesota Point. DNT.
J. October 13, 2026: Letter to DAA from Thompson Burton PLLC on Behalf of Vantage Aviation RE: Proposed Revisions to Duluth International Airport Rules and Standards.

K. October 13, 2026: Letter to DAA Board of Directors from DAA Executive Director RE: Proposed Revisions to Rules and Standards Governing Business Activity at the Duluth International Airport.

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. Beth Schelde in Accordance with Operating Policy #5.
B. Resolution to Approve a Bilateral Amendment for Lease Number LMN00332 between General Services Administration and the Duluth Airport Authority.
C. *August 2026 Financial Reports
D. *October 2026 Accounts Receivable
E. *September 2026 Airline Statistics, Landline Statistics

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: October 20, 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:
  - Proposed 2027 Capital Improvement Program
  - Defense Community Infrastructure Program Grant Application Update
- Construction:
  - Air Traffic Control Tower Replacement
  - Taxiway Alpha Phase 6
  - Fuel System Replacement
- Operations and Maintenance:
  - Winter Preparations
  - Personnel Update
- Sky Harbor
  - Proposed 2027 Capital Improvement Program
  - Stormwater Mitigation Project

BUSINESS/PROPERTY DEVELOPMENT

- Fisher/FedEx Property Update
- Airline Lease and Use Agreement Update
- Stebner Rd Development Update
- 101 Site Development Update
- Airport Property Rate Study

FINANCIAL UPDATE

- Proposed FY27 Budget
- Proposed FY27 DLH Rates and Charges
- Proposed FY27 DYT Rates and Charges

DULUTH AIRPORT AUTHORITY

MARKETING/COMMUNICATIONS

- LifeLinkIII Ribbon Cutting Recap
- Strategic Plan Initiatives:
  - ClubDLH Repurposing
  - Sunflower Program
  - Customer Service Brand Overhaul

LEGISLATIVE UPDATE

- Modern Skies Act Introduced

PRESENTATIONS/TOURS/TRAVEL RECAP

- Nation Airports Conference

OTHER

- Board Retreat Preview
- Proposed DLH Rules and Standards Presentation

Submitted by,

Tom Werner, A.A.E.
Executive Director

DULUTH AIRPORT AUTHORITY

Duluth Airport Authority
Meeting Minutes
September 15, 2026

MEETING LOCATION: Amatuzio 3rd Floor Conference Room

DIRECTORS PRESENT:
Jason Crawford, President
Sandy Hoff, Vice President
Briana Johnson, Secretary
Pat deGrood
Michael Henderson
Kevin O'Brien

DIRECTORS PARTICIPATING VIA ELECTRONIC MEANS:
Gary Black (Traveling)

OTHERS PRESENT:
Tom Werner, DAA Executive Director
Ryan Welch, DAA Dir. of Operations, Planning, and Construction
Jana Kayser, DAA Dir. of Business Development
Elizabeth Schelde, DAA Accountant
Aimee Bone, DAA Administrative Coordinator
Jaimie Domagala, Fraction, LLC
Shawn McMahon, SEH
Rob Missinne, Vantage Aviation
Barry Sinex

OTHERS PARTICIPATING VIA ELECTRONIC MEANS:
Horeya Czaplewski, EXP
Lydia deGrood, Giant
Nathan Niemann, H+U

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 continue to have modest growth over 2025. Delta was flat at 0% change, and United was up 18% compared to August 2025. Enplanements were up 8% compared to August 2025.
- Load factors remain strong, with Delta in the low 90s% and United in the mid-80s%.
- Delta capacity continues at a 1% increase year to date in terms of seats, with monthly increase of 2% compared to August 2025. United has had a year-to-date increase of 25% and a 31% increase for the month of August.

- Market share data shows United with 42% of total seats in the market and Delta at 58%.
- On-Time Performance: Mr. Werner shared graphics of DLH on-time flight performance, as he did at last month's board meeting. Comparables were shared between DLH and ORD with SkyWest, a third-party regional carrier for United and Delta Airlines. Other similar sized regional airports as DLH that operate via SkyWest to ORD (Cedar Rapids, IA and Appleton, WI, and several others) were similar in on-time rates with the June 2026 snapshot. The on-time rate nationally is about 85%. For Delta flights, DLH to MSP is 80.5%, and MSP to DLH is 79.8%. For United flights, DLH to ORD is 65.5%, and ORD to DLH is 61.8%, and the ORD flights are well below the national average. Contributing to this are issues such as flight cancellations due to weather, etc. There is also a great deal of construction going on at ORD. There is little room for disruption, and when delays occur, it can take days to resolve.
  - Dir. O'Brien asked if some of the issues can be mechanically related, and Mr. Werner said that's possible, and it can also include other factors such as crew time-out.
- Next, Mr. Werner discussed On-Time Performance with Delta flights between DLH and MSP. Those numbers were at about 80%, so much closer to the national average.
  - Dir. Hoff inquired about the duration of the construction at ORD, and Mr. Werner stated that he's unsure of the timeline, but knows that there is a lot of construction. Speculative that it'll be completed in 2027.
  - Dir. Black mentioned that his wife's Delta connection from MSP to DLH was canceled. She took Groome Transportation to get back to Duluth in a more timely manner, but had to get dropped off at UMD. Dir. Black asked if it would be possible for Groome pick up and drop off directly at DLH. Mr. Werner shared that any commercial vehicle operator is welcome to apply and operate at DLH.

- National Air Service News: Mr. Werner shared that Sun Country is cutting 40% of their fall MSP routes due to pilot shortage. The shortage is largely due to the Sun Country acquisition by Allegiant Air. This also affects the local air service market. As a result of the Sun Country flight cutbacks, Landline has paused operations here at DLH for the time being.

B. **Operations/Construction/Planning:** Mr. Welch provided the following updates:

- Mr. Welch shared that Taxiway Alpha Phase 7 will be paused for 2027 due to a $9 million FAA discretionary grant being delayed, which has not happened since Mr. Welch started working with the DAA. As a result, priorities have changed and the DAA is working with the city to shift gears.
  - Mr. Werner added that the broader view is that it is highly unusual to not get the discretionary grant and thus sets the capital improvement plan back by a year. This has a ripple effect on the DAA 5-year plan. DAA is analyzing what will be done regarding maintaining safety, etc.
- Midfield Ramp: Mr. Welch shared that the DAA is competing for a $12 million grant to compete for project funding. He anticipates a status update by end of the month.
- ATCT Enabling Project: Mr. Welch shared that the project continues and getting dates aligned in the different steps of the new air traffic control tower. None of the taxiway Alpha project and funding aspects are related to the ATCT project.

- 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, as she did at the previous board 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. This includes continued communication and coordination with the 148th.
- Next, Mr. Welch shared photos of the ATCT construction updates.
    - Dir. Hoff asked what the goal is with the project by winter. Mr. Welch shared that he will give an update at next month's board meeting. Mr. Werner added that the intent is to have all of the casts in place, so 100+ feet by end of the year.
- Taxiway Alpha: Mr. Welch shared that during the recent 60-hour closure of 9/27, there were some flight delays due to low cloud ceiling and requirements on 3/21. There will be another 60-hour closure coming up on Friday, September 25th. Currently, the weather looks favorable for the closure. Mr. Welch shared that the in-person bi-weekly tenant meetings continue to keep information flowing. This has been a challenging project which has also included a large amount of organic soil correction.
    - Dir. O'Brien asked when the runway concrete needs to be replaced in 40-50 years, will it just be tearing out the old concrete and putting the new concrete in? Mr. Welch answered that this should be the case and the base should be good.
    - Dir. Hoff asked Mr. Welch if one of the large amounts of soil he was referring to was the large pile that was next to the Cirrus Innovation Center? Mr. Welch answered yes, and that it used to be another 40-50 feet tall across its entirety.
- DLH Fuel Replacement System: Mr. Welch shared that groundbreaking on this project started in the past couple of weeks. The dirt work, all 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 and system operation is expected by end of year.
- Mr. Welch shared that the DAA recently received two pieces of equipment, a snowblower and de-ice truck. There are a lot more freezing rain and icing events than there used to be at DLH.
    - Dir. Hoff asked if DLH pre-treats the runways and Mr. Welch answered yes, and every day the team does a cost-risk benefit analysis daily in an effort to make the correct calls for treating the runways.
- Mr. Welch next discussed the labor staffing for the team. There are several employees out or soon to be on leave, but pleased to announced that the DAA has hired its new Public Safety Manager. His name is Mr. Brandon Conklin, and he will start on Wednesday, September 23rd. Mr. Conklin has been working at the Dane County Airport in Madison, WI, for the past several years. Prior to that time, he was an intern at the DAA.
- Sky Harbor Airport: Mr. Welch shared several updates.
    - The bollard and drive hydrant will be done this week.
    - There will be a rental car available at Sky Harbor soon.
        - Dir. Hoff asked if it will be a courtesy car, and Mr. Welch replied that it will be a revenue-generating rental car from Avis. The courtesy car will remain at DYT, this is just an additional option.
    - The stormwater treatment project at DYT will be discussed further during the New Business part of today's meeting and has the potential to reduce the DAA's stormwater fees by 90%.

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

- Intersection Control Study: Ms. Kayser shared that the intersection control study is now completed. As she had mentioned at the previous board meeting, a roundabout will be the most effective solution. The DAA will work with the county to work on its design and the project and some of the pre-work has been completed. Ms. Kayser shared that the DAA will be exploring funding opportunities for its share of the cost. The DAA is responsible for its connection to the airport, as well as ancillary costs such as a DLH sign that will be on the center portion of the roundabout. The county will pay for the roundabout itself.
    - Mr. Werner shared that the entrance sign in the roundabout will be an opportunity for the board to help envision a design as well as fundraise for it. Construction is anticipated in 2029. Mr. Werner also shared that because it is an entrance to a public airport terminal, it may also be eligible for federal funding as well. Funding strategy will be included in the CIP.
    - Ms. Kayser shared that the intersection will be part of the entire airport road reconstruction project and will require coordination of traffic control and maintaining access to the airport. The DAA will continue to give updates along the way.
- Hangar 103 Project: Ms. Kayser shared photos of progress on the hangar entrance protection project, which is nearing completion.
- LifeLink III Project Update: Ms. Kayser shared that the hangar tenants moved in on September 9th and that same day one of the aircraft went out for a call. The ribbon cutting for the hangar is taking place on October 13th. The hangar is near completion, with a few final small tasks to be completed.
    - Dir. Hoff asked why the address is on the airport side of the building (facing the airfield) and Ms. Kayser shared that it's for emergency purposes. Ms. Kayser shared that with the ranch hangars, a new hangar naming process was implemented to be named after their address so that they are easily identifiable.
- Landline: Ms. Kayser confirmed the news that Mr. Werner shared that the Landline has paused service starting on September 2nd. They have shared that they plan to return in early 2027. Since their lease was on a month-to-month, it was terminated and a new lease will be created when/if they return in 2027 when the pilot shortage for Allegiant/Sun Country stabilizes. It was also noted that the suspension of service has very little impact on their customers, with a limited number of passengers affected.
- General Aviation Inspections: Ms. Kayser shared that this year's inspections have been delayed until October so that Mr. Conklin can be a part of the process.
- DAA Intern: Ms. Kayser shared that Mr. Pettit has been sent overseas for deployment, and the DAA informed him that he will have an open internship when he returns and is ready and thanked him for his service.

D. **Financial Update:** Ms. Domagala provided an update on the following:

- Finance Department HR Updates: Ms. Domagala shared that the current employees in the department are scheduled to return in December.
- LEO Grant: Ms. Domagala shared that the DAA was awarded approximately $130,000.
- 2027 Budget Process: Ms. Domagala shared that she is working with the DAA directors to have a budget draft to present at October's board meeting.
- Project Cash Flow:
    - Ms. Domagala shared that the current line of credit balance is approximately $2.2 million, and the DAA expects to utilize an extra $3.2 million for partial construction

payments in October. Ms. Domagala also noted that there is $7 million in outstanding grant receivables in various stages of being processed.
    - Mr. Werner added that the AR report in the board packet has total receivables at around $8 million currently; the bulk is waiting on reimbursement from state and federal reimbursement. It is all related to construction.
  - Ms. Domagala then presented a new slide with a 6-month overview of the construction cashflow graph to compare a 14-day versus 30-day reimbursement cycle.
    - Mr. Werner shared that the data remains very dynamic and acknowledged the diligence of Ms. Domagala, Ms. Schelde, and Mr. Welch. Mr. Werner also shared that MnDOT continues to adjust their processes and will keep sharing updates.
    - Ms. Domagala shared several challenges, which include delays with their new Blackcat system and local share under calculations that are being corrected with the state.
      - Mr. Werner added that a member of the state's Blackcat leadership team is now the DAA's regional engineer and is assisting with application and reimbursement review.
    - Ms. Domagala discussed the $3.5 million in closeout dollars to finalize that are with the state and FAA. SEH is assisting the DAA in resolving this.
      - Mr. Werner shared that he invited the MnDOT director of aeronautics to today's board meeting. The director had a prior commitment but may be at the October board meeting.
    - Ms. Domagala opened the floor to questions.
      - Directors Hoff and Johnson complemented Ms. Domagala on her work and Dir. Crawford asked if there's any risk of going beyond a 30-day window. Ms. Domagala said that as it is now, a 30-day window is a worst-case scenario. Mr. Werner added that in a recent discussion with MnDOT leadership, it was noted that MnDOT is statutorily obligated to reimburse airports within 30 days.
      -

E. **Marketing/Communications:** Mr. Werner shared updates on Ms. Baker's behalf:
  - The Lifelink ribbon cutting is on October 13th at 10 AM.
  - Ms. Baker will be back from leave at the end of September.
    - Dir. Hoff asked if an email had been sent out about the ribbon cutting, and Mr. Werner confirmed that one had been sent.

F. **Legislative Update:** Mr. Werner provided an update on the following:
  - On the national side, there are discussions at the end of the year but no significant updates for this month.

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

H. **Other:**
  - DLH Rules and Standards Review: Mr. Werner shared that the second public comment period was finished on September 8, 2026. Several comments were received during that time and are included in the board packet. The DAA was able to take some of the

comments and incorporate it into the latest draft. The draft for public viewing will be published on the website, possibly by the end of the week. There will be a presentation at the October board meeting by the project team about what's being proposed, and an opportunity for the board to ask questions. Mr. Werner anticipates that the board will have consideration of the new standards and take a vote on it at the November board meeting. If the board determines that they would like to see something different in the proposal, the timeline can be adjusted. The method for feedback on the upcoming draft will be open for written feedback as well as opportunity to be heard at the upcoming board meetings, as is the usual process.

- Mr. Werner then invited Mr. Barry Sinex to preview his business application for a new FBO at DLH. Mr. Sinex thanked the board for their work on the airport's minimum standards and asked whether a limited FBO would be permitted. Mr. Sinex is considering a business focused on general aviation aircraft services and 100 low lead fuel, and possibly other new fuels coming to the market. Mr. Sinex also discussed the possibility of offering additional services if a full-service FBO is required. He explained that this clarification would help guide his business plan and determine whether to pursue general aviation services or explore maintenance and fueling opportunities with airlines and airport tenants. Mr. Sinex shared that he is not seeking an immediate decision, but rather discussion and clarification from the board.
    - Dir. Hoff asked Mr. Sinex to repeat the portion of what he said after mentioning the low lead fuel, and Mr. Sinex said he had mentioned the maintenance aspect, and what the minimum standards require. Mr. Sinex shared that he cares about general aviation and has been at DLH for fifty years and that he cares about what happens to the airport in general. He would like to pursue general aviation if he can.
    - Mr. Werner shared that whatever minimum rules and standards are eventually approved, the DAA will recommend that they be consistent with the DAA's obligation to the federal government with regards to minimum standards. Mr. Werner and Mr. Sinex briefly discussed general aviation waivers and Mr. Werner shared that the current minimum standards are in full force until the new ones are established. Mr. Werner also shared that he is not in favor of waivers because they create a lot of enforcement and perception of fairness issues. Mr. Sinex thanked the board for their time and concluded his time addressing the board.
- Mr. Werner next shared that there will be a DAA board retreat on October 21st, and it will take place in the 3rd floor conference room at the DAA office. Topics at the retreat will include a focus on air service, the state of the industry, and emerging opportunities. Mr. Werner shared that he will also do his annual report on the strategic plan process, and it will be noticeably different than last year's. Mr. Werner added that there will also be some updates on cashflow.

- 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 August 18, 2026 Meeting Minutes

- Dir. Crawford entertained questions or a motion.

- Motion: Dir. Johnson
- Second: Dir. O'Brien
- Abstain: None
- Result: This resolution was adopted unanimously by roll call.

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.

V. OPPORTUNITY FOR PERSONS TO BE HEARD

None.

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.

- Mr. Werner shared that this incentive is for helping out in the badging office during the search and hiring of a new Public Safety Manager and other tasks while staff has been on leave.

Dir. Crawford entertained questions or a motion.

- Motion: Dir. Johnson
- Second: Dir. deGrood

- Abstain: None.
- Result: This resolution was adopted unanimously by roll call.

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.
   - Mr. Welch shared that the work order includes the final design, plan, and spec development as well as solicitation quotes for the proposed stormwater infrastructure at Sky Harbor Airport. It's funded with 70% MnDOT, 30% DAA grant. The contract provisions include the master agreement signed between the DAA and SEH back in 2023, and a lump sum of $24,900.
     - Dir. O'Brien asked if this will help the DAA save financially, and Mr. Welch estimated about a two-year return on investment and a reduction of 90% in stormwater costs, about $12,000.
   - Dir. Crawford entertained questions or a motion.
   - Motion: Dir. Hoff
   - Second: Dir. Henderson
   - Abstain: None.
     Result: This resolution was adopted unanimously by roll call.

C. Resolution to Approve an Increase in the Cost of a Project Already Approved in the Capital Improvement Plan.
   - Ms. Kayser shared that when the board approved the CIP, it approved the Hangar 101 site development. The cost was just over $900,000. Since that was approved, the DAA received an EDA grant as well as the MnDOT supplemental grant to complete the former site of hangar 101 taxilane as well as the hangar 104 rehab. This resolution is to approve the increase. The grants total $2.6 million, so the project increased about two million. This resolution will also improve the new project name and in addition to the increase of the cost.
     - Dir. Crawford entertained questions or a motion.
     - Motion: Dir. Hoff
     - Second: Dir. Johnson
     - Abstain: None.
       Result: This resolution was adopted unanimously by roll call.

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

ADJOURN: Dir. Crawford requested a motion to adjourn the meeting.
- Motion: Dir. Henderson
- Second: Dir. Hoff
- Abstain: None.
- Result: The meeting was adjourned at 9:07 a.m. unanimously by roll call.

DULUTH AIRPORT AUTHORITY

Respectfully submitted,

Aimee Bone
Administrative Coordinator

Approved: Tom Werner Digitally signed by Tom Werner Date: 2026.10.13 07:18:26 -05'00'

DAA Executive Director

Duluth Airport Authority
DAA Operating Check Register #23
4-Sep-26
12896-12904

Document Number	Date	Transaction Type	Payee	Amount
12896	9/4/2026	BILLPMT	City of Duluth-Life Safety Division-Fire Department	$325.00
12897	9/4/2026	BILLPMT	Starlink	$180.00
12898	9/4/2026	BILLPMT	Superior Shooters Supply LTD	$65.97
12899	9/4/2026	BILLPMT	Baker, Natalie	$60.00
12900	9/4/2026	BILLPMT	Kwik Trip	$235.93
12901	9/4/2026	BILLPMT	Taylor, Dan	$60.00
12902	9/4/2026	BILLPMT	Innovative Pest Solutions	$645.00
12903	9/4/2026	BILLPMT	NAPA Auto Parts	$12.90
12904	9/4/2026	CHK	WF Bus Payment Processing - Tom	$3,131.51
			Total	**$4,716.31**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 7, 2026 11:19:14 CDT)

Finance Director

Tom Werner

Executive Director

Jason Crawford
Jason Crawford (Sep 8, 2026 07:54:37 CDT)

Board President

John Bailey (Sep 8, 2026 08:14:23 CDT)

City Treasury

Check Register #23-2026

Final Audit Report 2026-09-08

Created:	2026-09-04
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA_Lo9NSmHi2VBmDaNi_hIBrD9SchdBE28

"Check Register #23-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
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2026-09-04 - 7:11:02 PM GMT

Document emailed to Tom Werner (twerner@duluthairport.com) for signature
2026-09-04 - 7:11:02 PM GMT

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2026-09-07 - 4:18:52 PM GMT

Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)
Signature Date: 2026-09-07 - 4:19:14 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Document e-signed by Jason Crawford (jcrawford@bell.bank)
Signature Date: 2026-09-08 - 12:54:37 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

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

2026-09-08 - 1:14:05 PM GMT

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

Signature Date: 2026-09-08 - 1:14:23 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Agreement completed.

2026-09-08 - 1:14:23 PM GMT

Adobe Acrobat Sign

Duluth Airport Authority
DAA Operating Check Register #24
11-Sep-26
12905-12907

Document Number	Date	Transaction Type	Payee	Amount
12905	9/11/2026	BILLPMT	U.S. Customs and Border Protection	$5,148.61
12906	9/11/2026	BILLPMT	Sun Control of Minnesota	$495.00
12907	9/11/2026	BILLPMT	Lulich Implement, Inc.	$2,732.89
			Total	**$8,376.50**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 14, 2026 08:43:49 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Sep 11, 2026 15:52:23 CDT)
Board President

John Bailey (Sep 11, 2026 15:42:19 CDT)
City Treasury

Check Register #24-2026

Final Audit Report 2026-09-14

Created:	2026-09-11
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA9w0ucfFsqBI0_uce4-wRD_pcPKITCgxz

"Check Register #24-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-09-11 - 8:27:02 PM GMT

Document emailed to Jaimie Domagala (jdomagala@duluthairport.com) for signature
2026-09-11 - 8:27:06 PM GMT

Document emailed to Tom Werner (twerner@duluthairport.com) for signature
2026-09-11 - 8:27:06 PM GMT

Document emailed to Jason Crawford (jcrawford@bell.bank) for signature
2026-09-11 - 8:27:06 PM GMT

Document emailed to Josh Bailey (jbailey@duluthmn.gov) for signature
2026-09-11 - 8:27:07 PM GMT

Email viewed by Jason Crawford (jcrawford@bell.bank)
2026-09-11 - 8:27:28 PM GMT

Email viewed by Josh Bailey (jbailey@duluthmn.gov)
2026-09-11 - 8:42:11 PM GMT

Document e-signed by Josh Bailey (jbailey@duluthmn.gov)
Signature Date: 2026-09-11 - 8:42:19 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Document e-signed by Jason Crawford (jcrawford@bell.bank)
Signature Date: 2026-09-11 - 8:52:23 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Email viewed by Tom Werner (twerner@duluthairport.com)
2026-09-11 - 9:16:47 PM GMT

Document e-signed by Tom Werner (twerner@duluthairport.com)
Signature Date: 2026-09-11 - 9:17:08 PM GMT - Time Source: server - Signature Appearance Selected: MOBILE_IMAGE

Email viewed by Jaimie Domagala (jdomagala@duluthairport.com)
2026-09-14 - 1:42:45 PM GMT

Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)
Signature Date: 2026-09-14 - 1:43:49 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Agreement completed.
2026-09-14 - 1:43:49 PM GMT

Adobe Acrobat Sign

Duluth Airport Authority
DAA Operating Check Register #25
18-Sep-26
12908-12916

Document Number	Date	Transaction Type	Payee	Amount
12908	9/18/2026	BILLPMT	City Of Duluth Comfort Systems	$12,101.74
12909	9/18/2026	BILLPMT	Minnesota Power	$10,299.83
12910	9/18/2026	BILLPMT	Minnesota Power	$24,557.31
12911	9/18/2026	BILLPMT	AT&T Mobility	$495.06
12912	9/18/2026	BILLPMT	City Of Duluth Comfort Systems	$188.45
12913	9/18/2026	BILLPMT	Marsden Building Maintenance	$17,590.02
12914	9/18/2026	BILLPMT	MediaUSA Advertising Inc	$450.00
12915	9/18/2026	BILLPMT	Duluth Area Chamber Of Commerce	$285.00
12916	9/18/2026	BILLPMT	SFM	$6,948.00
Online Payment	9/18/2026	CHK	Citi Cards	$5,000.00
Online Payment	9/18/2026	BILLPMT	Kwik Trip	$586.00
			Total	**$78,501.41**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 21, 2026 08:28:58 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Sep 18, 2026 15:31:35 CDT)
Board President

John Bailey (Sep 18, 2026 15:32:07 CDT)
City Treasury

Check Register #25-2026

Final Audit Report 2026-09-21

Created:	2026-09-18
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA6PD9gI03rhueLbGTdodnE4WUzVAUzfoT

"Check Register #25-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-09-18 - 8:28:41 PM GMT

Document emailed to Jaimie Domagala (jdomagala@duluthairport.com) for signature
2026-09-18 - 8:28:44 PM GMT

Document emailed to Tom Werner (twerner@duluthairport.com) for signature
2026-09-18 - 8:28:45 PM GMT

Document emailed to Jason Crawford (jcrawford@bell.bank) for signature
2026-09-18 - 8:28:45 PM GMT

Document emailed to Josh Bailey (jbailey@duluthmn.gov) for signature
2026-09-18 - 8:28:45 PM GMT

Email viewed by Jason Crawford (jcrawford@bell.bank)
2026-09-18 - 8:28:55 PM GMT

Document e-signed by Jason Crawford (jcrawford@bell.bank)
Signature Date: 2026-09-18 - 8:31:35 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Email viewed by Josh Bailey (jbailey@duluthmn.gov)
2026-09-18 - 8:31:59 PM GMT

Document e-signed by Josh Bailey (jbailey@duluthmn.gov)
Signature Date: 2026-09-18 - 8:32:07 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Email viewed by Tom Werner (twerner@duluthairport.com)
2026-09-18 - 10:14:32 PM GMT

Document e-signed by Tom Werner (twerner@duluthairport.com)
Signature Date: 2026-09-18 - 10:14:47 PM GMT - Time Source: server - Signature Appearance Selected: MOBILE_IMAGE

Email viewed by Jaimie Domagala (jdomagala@duluthairport.com)

2026-09-21 - 1:28:45 PM GMT

Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)

Signature Date: 2026-09-21 - 1:28:58 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Agreement completed.

2026-09-21 - 1:28:58 PM GMT

Adobe Acrobat Sign

Duluth Airport Authority
DAA Operating ACH Register #24-2026
28-Aug-26
Confirmatoin #-9703

Document Number	Date	Transaction Type	Payee	Amount
9703	8/28/2026	ACH Online	Citi Cards	$5,441.50

Total: $5,441.50

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 2, 2026 12:26:54 CDT)

Finance Director

Tom Werner

Executive Director

Jason Crawford
Jason Crawford (Sep 8, 2026 09:40:19 CDT)

Board President

Josh Bailey (Sep 2, 2026 08:26:59 CDT)

City Treasury

ACH Payment Register #24-2026

Final Audit Report 2026-09-08

Created:	2026-09-02
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAUF0pubFVd1E4rF6-kldxpf1K2vdL-sz6

"ACH Payment Register #24-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-09-02 - 1:17:20 PM GMT

Document emailed to Jaimie Domagala (jdomagala@duluthairport.com) for signature
2026-09-02 - 1:17:23 PM GMT

Document emailed to Tom Werner (twerner@duluthairport.com) for signature
2026-09-02 - 1:17:24 PM GMT

Document emailed to Jason Crawford (jcrawford@bell.bank) for signature
2026-09-02 - 1:17:24 PM GMT

Document emailed to Josh Bailey (jbailey@duluthmn.gov) for signature
2026-09-02 - 1:17:24 PM GMT

Email viewed by Jason Crawford (jcrawford@bell.bank)
2026-09-02 - 1:18:16 PM GMT

Email viewed by Josh Bailey (jbailey@duluthmn.gov)
2026-09-02 - 1:26:34 PM GMT

Document e-signed by Josh Bailey (jbailey@duluthmn.gov)
Signature Date: 2026-09-02 - 1:26:59 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Email viewed by Tom Werner (twerner@duluthairport.com)
2026-09-02 - 1:36:34 PM GMT

Document e-signed by Tom Werner (twerner@duluthairport.com)
Signature Date: 2026-09-02 - 1:36:52 PM GMT - Time Source: server - Signature Appearance Selected: IMAGE

Email viewed by Jaimie Domagala (jdomagala@duluthairport.com)
2026-09-02 - 5:26:36 PM GMT

Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)

Signature Date: 2026-09-02 - 5:26:54 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Document e-signed by Jason Crawford (jcrawford@bell.bank)

Signature Date: 2026-09-08 - 2:40:19 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

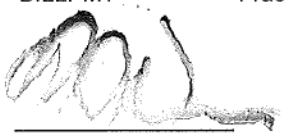
Agreement completed.

2026-09-08 - 2:40:19 PM GMT

Adobe Acrobat Sign

Duluth Airport Authority
DAA Operating ACH Register #25-2026
8-Sep-26
Confirmatoin #-2470255

Document Number	Date	Transaction Type	Payee	Amount
00000244/1	9/8/2026	BILLPMT	Tusker	$202.31
00000244/10	9/8/2026	BILLPMT	Werner, Thomas	$60.00
00000244/11	9/8/2026	BILLPMT	Welch, Ryan	$60.00
00000244/12	9/8/2026	BILLPMT	Venberg, Cole	$60.00
00000244/13	9/8/2026	BILLPMT	Transportation Security Clearinghouse	$5,000.00
00000244/14	9/8/2026	BILLPMT	Sinnott, Paul	$60.00
00000244/15	9/8/2026	BILLPMT	IdentiSys Incorporated	$432.80
00000244/16	9/8/2026	BILLPMT	Menards - Hermantown	$264.40
00000244/17	9/8/2026	BILLPMT	Pomp's Tire Service, Inc.	$128.40
00000244/18	9/8/2026	BILLPMT	Paul Bunyan Communications	$3,362.24
00000244/19	9/8/2026	BILLPMT	Imperial Dade	$353.38
00000244/2	9/8/2026	BILLPMT	Menards - Hermantown	$151.61
00000244/20	9/8/2026	BILLPMT	Imperial Dade	$223.86
00000244/21	9/8/2026	BILLPMT	Dooley's Petroleum, Inc.	$11,242.00
00000244/22	9/8/2026	BILLPMT	Vestis Uniforms and Workplace Supplies, Inc.	$120.54
00000244/23	9/8/2026	BILLPMT	Spectrum Enterprise	$210.48
00000244/24	9/8/2026	BILLPMT	Imperial Dade	$53.78
00000244/25	9/8/2026	BILLPMT	Menards - Hermantown	$12.99
00000244/26	9/8/2026	BILLPMT	Graves, John B	$495.99
00000244/27	9/8/2026	BILLPMT	HUB Parking Technology USA, Inc	$3,618.00
00000244/3	9/8/2026	BILLPMT	Bodin, Joelle	$60.00
00000244/4	9/8/2026	BILLPMT	DSC Communications	$110.00
00000244/5	9/8/2026	BILLPMT	Durfee, Tristan	$60.00
00000244/6	9/8/2026	BILLPMT	Kayser, Jana	$60.00
00000244/7	9/8/2026	BILLPMT	Graves, John	$60.00
00000244/8	9/8/2026	BILLPMT	Snell, Matthew J	$60.02
00000244/9	9/8/2026	BILLPMT	Fraction LLC	$17,242.50
			Total:	**$43,765.30**



Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 7, 2026 11:20:11 CDT)

Finance Director

Tom Werner

Executive Director

Jason Crawford
Jason Crawford (Sep 8, 2026 07:55:25 CDT)

Board President

John Bailey (Sep 8, 2026 08:41:19 CDT)

City Treasury

ACH Payment Register #25-2026

Final Audit Report 2026-09-08

Created:	2026-09-04
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAABmCanBroEvBI37A0v0gTJY9kw-8GHezd

"ACH Payment Register #25-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-09-04 - 6:33:41 PM GMT

Document emailed to Jaimie Domagala (jdomagala@duluthairport.com) for signature
2026-09-04 - 6:33:44 PM GMT

Document emailed to Tom Werner (twerner@duluthairport.com) for signature
2026-09-04 - 6:33:45 PM GMT

Document emailed to Jason Crawford (jcrawford@bell.bank) for signature
2026-09-04 - 6:33:45 PM GMT

Document emailed to Josh Bailey (jbailey@duluthmn.gov) for signature
2026-09-04 - 6:33:45 PM GMT

Email viewed by Jason Crawford (jcrawford@bell.bank)
2026-09-04 - 6:34:38 PM GMT

Email viewed by Tom Werner (twerner@duluthairport.com)
2026-09-04 - 7:21:46 PM GMT

Document e-signed by Tom Werner (twerner@duluthairport.com)
Signature Date: 2026-09-04 - 7:22:04 PM GMT - Time Source: server - Signature Appearance Selected: MOBILE_IMAGE

Email viewed by Jaimie Domagala (jdomagala@duluthairport.com)
2026-09-07 - 4:19:26 PM GMT

Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)
Signature Date: 2026-09-07 - 4:20:11 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Document e-signed by Jason Crawford (jcrawford@bell.bank)
Signature Date: 2026-09-08 - 12:55:25 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

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

2026-09-08 - 1:41:06 PM GMT

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

Signature Date: 2026-09-08 - 1:41:19 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Agreement completed.

2026-09-08 - 1:41:19 PM GMT

Adobe Acrobat Sign

Duluth Airport Authority
DAA Operating ACH Register #26-2026
14-Sep-26
Confirmatoin #-2540309

Document Number	Date	Transaction Type	Payee	Amount
00000247/1	9/14/2026	BILLPMT	Sherwin Industries, Inc.	$1,147.03
00000247/10	9/14/2026	BILLPMT	Ironwood Studio LLC	$385.00
00000247/11	9/14/2026	BILLPMT	EarthLink Business	$187.04
00000247/12	9/14/2026	BILLPMT	EarthLink Business	$1,041.14
00000247/13	9/14/2026	BILLPMT	AAAE Great Lakes Chapter	$1,135.00
00000247/14	9/14/2026	BILLPMT	Menards - Hermantown	$12.63
00000247/15	9/14/2026	BILLPMT	Menards - Hermantown	$79.96
00000247/16	9/14/2026	BILLPMT	Imperial Dade	$71.69
00000247/17	9/14/2026	BILLPMT	Northern Engine & Supply	$659.72
00000247/18	9/14/2026	BILLPMT	Menards - Hermantown	$133.93
00000247/19	9/14/2026	BILLPMT	Lumacurve Airfield Signs	$2,336.11
00000247/2	9/14/2026	BILLPMT	Ruzynski, Jacob	$1,030.34
00000247/20	9/14/2026	BILLPMT	Blueglobes LLC	$1,666.05
00000247/21	9/14/2026	BILLPMT	Border States	$1,064.60
00000247/22	9/14/2026	BILLPMT	Menards - Hermantown	$432.90
00000247/3	9/14/2026	BILLPMT	Ruzynski, Jacob	$181.11
00000247/4	9/14/2026	BILLPMT	Twin Ports Paper Supply, Inc	$219.69
00000247/5	9/14/2026	BILLPMT	Menards - Hermantown	$22.54
00000247/6	9/14/2026	BILLPMT	IdentiSys Incorporated	$2,181.82
00000247/7	9/14/2026	BILLPMT	TKDA	$2,703.98
00000247/8	9/14/2026	BILLPMT	Terminal Supply Co.	$168.00
00000247/9	9/14/2026	BILLPMT	LVC Companies, Inc.	$3,592.60
			Total:	**$20,452.88**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 14, 2026 08:44:32 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Sep 11, 2026 15:54:24 CDT)
Board President

John Bailey (Sep 11, 2026 15:34:18 CDT)
City Treasury

ACH Payment Register #26-2026

Final Audit Report 2026-09-14

Created:	2026-09-11
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAeBazSQWxHagLBSe-BzGfshsakJN27K-Z

"ACH Payment Register #26-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-09-11 - 8:15:53 PM GMT

Document emailed to Jaimie Domagala (jdomagala@duluthairport.com) for signature
2026-09-11 - 8:15:57 PM GMT

Document emailed to Tom Werner (twerner@duluthairport.com) for signature
2026-09-11 - 8:15:58 PM GMT

Document emailed to Jason Crawford (jcrawford@bell.bank) for signature
2026-09-11 - 8:15:58 PM GMT

Document emailed to Josh Bailey (jbailey@duluthmn.gov) for signature
2026-09-11 - 8:15:58 PM GMT

Email viewed by Jason Crawford (jcrawford@bell.bank)
2026-09-11 - 8:16:10 PM GMT

Email viewed by Josh Bailey (jbailey@duluthmn.gov)
2026-09-11 - 8:29:47 PM GMT

Document e-signed by Josh Bailey (jbailey@duluthmn.gov)
Signature Date: 2026-09-11 - 8:34:18 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Document e-signed by Jason Crawford (jcrawford@bell.bank)
Signature Date: 2026-09-11 - 8:54:24 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Email viewed by Tom Werner (twerner@duluthairport.com)
2026-09-11 - 9:15:59 PM GMT

Document e-signed by Tom Werner (twerner@duluthairport.com)
Signature Date: 2026-09-11 - 9:16:39 PM GMT - Time Source: server - Signature Appearance Selected: MOBILE_IMAGE

Email viewed by Jaimie Domagala (jdomagala@duluthairport.com)

2026-09-14 - 1:44:06 PM GMT

Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)

Signature Date: 2026-09-14 - 1:44:32 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Agreement completed.

2026-09-14 - 1:44:32 PM GMT

Adobe Acrobat Sign

Duluth Airport Authority
DAA Operating ACH Register #27-2026
21-Sep-26
Confirmatoin #-2610271

Document Number	Date	Transaction Type	Payee	Amount
00000248/1	9/21/2026	BILLPMT	Decomm Ventures, LP	$1,200.00
00000248/10	9/21/2026	BILLPMT	Twin Ports Paper Supply, Inc	$203.68
00000248/11	9/21/2026	BILLPMT	Twin Ports Paper Supply, Inc	$374.02
00000248/12	9/21/2026	BILLPMT	Twin Ports Paper Supply, Inc	$101.84
00000248/13	9/21/2026	BILLPMT	Vestis Uniforms and Workplace Supplies, Inc.	$120.54
00000248/14	9/21/2026	BILLPMT	Waste Management of WI-MN	$418.09
00000248/15	9/21/2026	BILLPMT	Waste Management of WI-MN	$2,303.14
00000248/16	9/21/2026	BILLPMT	Waste Management of WI-MN	$376.09
00000248/17	9/21/2026	BILLPMT	Waste Management of WI-MN	$123.18
00000248/2	9/21/2026	BILLPMT	General Security Services Corporation	$27,070.00
00000248/3	9/21/2026	BILLPMT	Giant Voices LLC	$7,427.00
00000248/4	9/21/2026	BILLPMT	Imperial Dade	$155.50
00000248/5	9/21/2026	BILLPMT	Ironwood Studio LLC	$788.75
00000248/6	9/21/2026	BILLPMT	Metro Sales, Inc.	$25.71
00000248/7	9/21/2026	BILLPMT	Tusker	$8,406.27
00000248/8	9/21/2026	BILLPMT	Tusker	$1,003.12
00000248/9	9/21/2026	BILLPMT	Tusker	$1,102.40
			Total:	**$51,199.33**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 21, 2026 08:28:21 CDT)

Finance Director

Tom Werner

Executive Director

Jason Crawford
Jason Crawford (Sep 18, 2026 15:32:09 CDT)

Board President

John Bailey (Sep 18, 2026 15:27:54 CDT)

City Treasury

ACH Payment Register #27-2026

Final Audit Report 2026-09-21

Created:	2026-09-18
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAT8J_MGBHZuySr9V14q7NaNnn5mVfRDv2

"ACH Payment Register #27-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-09-18 - 8:26:54 PM GMT

Document emailed to Jaimie Domagala (jdomagala@duluthairport.com) for signature
2026-09-18 - 8:26:58 PM GMT

Document emailed to Tom Werner (twerner@duluthairport.com) for signature
2026-09-18 - 8:26:58 PM GMT

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2026-09-18 - 8:26:59 PM GMT

Document emailed to Josh Bailey (jbailey@duluthmn.gov) for signature
2026-09-18 - 8:26:59 PM GMT

Email viewed by Jason Crawford (jcrawford@bell.bank)
2026-09-18 - 8:27:14 PM GMT

Email viewed by Josh Bailey (jbailey@duluthmn.gov)
2026-09-18 - 8:27:43 PM GMT

Document e-signed by Josh Bailey (jbailey@duluthmn.gov)
Signature Date: 2026-09-18 - 8:27:54 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Document e-signed by Jason Crawford (jcrawford@bell.bank)
Signature Date: 2026-09-18 - 8:32:09 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Email viewed by Tom Werner (twerner@duluthairport.com)
2026-09-18 - 10:14:55 PM GMT

Document e-signed by Tom Werner (twerner@duluthairport.com)
Signature Date: 2026-09-18 - 10:15:07 PM GMT - Time Source: server - Signature Appearance Selected: MOBILE_IMAGE

Email viewed by Jaimie Domagala (jdomagala@duluthairport.com)

2026-09-21 - 1:27:07 PM GMT

Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)

Signature Date: 2026-09-21 - 1:28:21 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Agreement completed.

2026-09-21 - 1:28:21 PM GMT

Adobe Acrobat Sign

DAA Construction ACH Payment Register #14-2026
4-Sep-26
ACH Payment Confirmation #2460435

Document Number	Date	Transaction Type	Payee	Amount
00000243/1	9/4/2026	BillPayment	Hoffmann + Uhlorn Construction	$1,243,117.36
00000243/2	9/4/2026	BillPayment	Johnson Wilson Constructors	$323,922.03
00000243/3	9/4/2026	BillPayment	Shafer Contracting Co	$125,979.60
00000243/4	9/4/2026	BillPayment	Shafer Contracting Co	$1,039,176.07
00000243/5	9/4/2026	BillPayment	Short Elliott Hendrickson	$4,890.00
			Total	**$2,737,085.06**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 7, 2026 11:27:34 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Sep 8, 2026 11:52:34 CDT)
Board President

John Bailey (Sep 3, 2026 16:27:43 CDT)
City Treasury

Construction ACH Payment Register 14-2026

Final Audit Report 2026-09-08

Created:	2026-09-03
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAYUHbHKtOqmzz9CJDhHqjRW93r8KxWE-0

"Construction ACH Payment Register 14-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-09-03 - 9:09:35 PM GMT

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2026-09-03 - 9:09:38 PM GMT

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2026-09-03 - 9:09:38 PM GMT

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2026-09-03 - 9:09:38 PM GMT

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2026-09-03 - 9:09:39 PM GMT

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2026-09-03 - 9:09:49 PM GMT

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2026-09-03 - 9:27:15 PM GMT

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2026-09-03 - 9:34:08 PM GMT

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2026-09-07 - 4:27:18 PM GMT

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Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)

Signature Date: 2026-09-07 - 4:27:34 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Email viewed by Jason Crawford (jcrawford@bell.bank)

2026-09-08 - 4:51:30 PM GMT

Document e-signed by Jason Crawford (jcrawford@bell.bank)

Signature Date: 2026-09-08 - 4:52:34 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Agreement completed.

2026-09-08 - 4:52:34 PM GMT

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DAA Construction ACH Payment Register #15-2026
8-Sep-26
ACH Payment Confirmation #2470291

Document Number	Date	Transaction Type	Payee	Amount
00000245/1	9/8/2026	BILLPMT	1 Crafco, Inc.	$31,020.00
00000245/2	9/8/2026	BILLPMT	1 Prairie Restorations, Inc.	$5,585.00
			Total	**$36,605.00**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 7, 2026 11:18:33 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Sep 8, 2026 07:53:43 CDT)
Board President

John Bailey (Sep 8, 2026 08:13:45 CDT)
City Treasury

Construction ACH Payment Register 15-2026

Final Audit Report 2026-09-08

Created:	2026-09-04
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA6dSoVyhUf9FuB3LYhxzYFm4UelK-L_5

"Construction ACH Payment Register 15-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
2026-09-04 - 7:49:44 PM GMT

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2026-09-04 - 7:49:47 PM GMT

Document emailed to Tom Werner (twerner@duluthairport.com) for signature
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Document emailed to Jason Crawford (jcrawford@bell.bank) for signature
2026-09-04 - 7:49:48 PM GMT

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2026-09-04 - 7:49:48 PM GMT

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Signature Date: 2026-09-07 - 4:18:33 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Document e-signed by Jason Crawford (jcrawford@bell.bank)
Signature Date: 2026-09-08 - 12:53:43 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

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

2026-09-08 - 1:13:33 PM GMT

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

Signature Date: 2026-09-08 - 1:13:45 PM GMT - Time Source: server - Signature Appearance Selected: DRAW

Agreement completed.

2026-09-08 - 1:13:45 PM GMT

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DAA Construction ACH Payment Register #16-2026
September 10th, 2026
ACH Payment Confirmation #2520307

Document Number	Date	Transaction Type	Payee	Amount
00000246/1	9/10/2026	BILLPMT	1 EXP US Services, Inc.	$78,062.41
00000246/2	9/10/2026	BILLPMT	1 EXP US Services, Inc.	$106,033.34
00000246/3	9/10/2026	BILLPMT	1 Short Elliott Hendrickson	$4,950.00
00000246/4	9/10/2026	BILLPMT	1 Short Elliott Hendrickson	$18,487.00
00000246/5	9/10/2026	BILLPMT	1 Short Elliott Hendrickson	$11,628.00
00000246/6	9/10/2026	BILLPMT	1 Short Elliott Hendrickson	$8,075.00
00000246/7	9/10/2026	BILLPMT	1 Short Elliott Hendrickson	$159,110.00
00000246/8	9/10/2026	BILLPMT	1 Short Elliott Hendrickson	$31,400.00
			Total	**$417,745.75**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 9, 2026 13:50:58 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Sep 9, 2026 13:41:37 CDT)
Board President

Josh Bailey (Sep 9, 2026 13:45:22 CDT)
City Treasury

Construction ACH Payment Register 16-2026

Final Audit Report 2026-09-09

Created:	2026-09-09
By:	Elizabeth Schelde (eschelde@duluthairport.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAApVDS1H0C8uFBdgWg2EsGQuqIkpLqAQvj

"Construction ACH Payment Register 16-2026" History

Document created by Elizabeth Schelde (eschelde@duluthairport.com)
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2026-09-09 - 6:40:43 PM GMT

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2026-09-09 - 6:40:43 PM GMT

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2026-09-09 - 6:41:04 PM GMT

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Email viewed by Jaimie Domagala (jdomagala@duluthairport.com)

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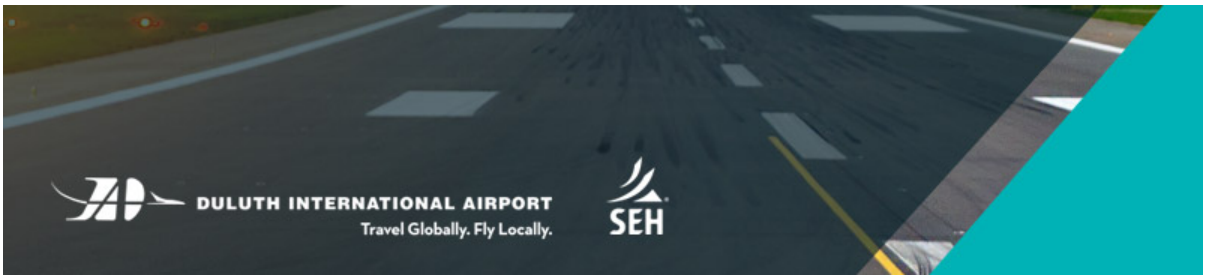
Document e-signed by Jaimie Domagala (jdomagala@duluthairport.com)

Signature Date: 2026-09-09 - 6:50:58 PM GMT - Time Source: server - Signature Appearance Selected: TYPE

Agreement completed.

2026-09-09 - 6:50:58 PM GMT

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Construction Newsletter

Duluth International Airport (DLH)

September 11, 2026

Taxiway A Phase 6 Reconstruction and Midfield Ramp Phase 3 Reconstruction

This Week

Work included completing soil correction work, draintile installations, and pavement section work within the Taxiway A and Midfield Ramp work areas. Compaction and grading in the Taxiway A work area were completed in preparation for paving operations scheduled to begin Monday.

Next week

Next week, paving within the Taxiway A work area is scheduled to begin Monday and continue throughout the week. Other work items will include continued pavement section work within the Midfield Ramp work area, along with airfield electrical installations. 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

- Work 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]







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

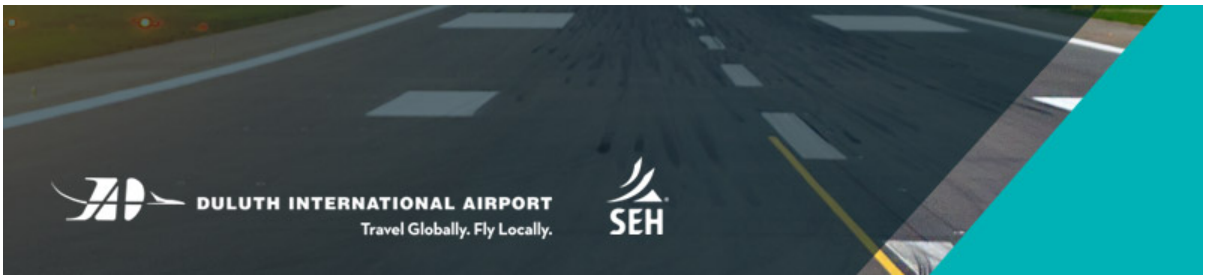
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daa@duluthairport.com



Construction Newsletter

Duluth International Airport (DLH)

September 18, 2026

Taxiway A Reconstruction (Phase 6) and Midfield Ramp Reconstruction (Phase 3)

UPCOMING RUNWAY 9/27 CLOSURE

Runway 9/27 is scheduled to be closed for approximately 60 hours beginning on September 25, 2026 at 8:30 A.M to facilitate construction operations within the Runway 9/27 Runway Safety Area (RSA). Runway 9/27 will remain open for crossings; no taxi operations will be allowed. Runway 3/21 will remain available for aircraft operations.

This Week

This week, paving operations and turf grading began along Taxiway A. Work also continued to prepare for paving operations on Taxiway A and Midfield Ramp.

Next week

Next week, concrete paving in both the Taxiway A and Midfield Ramp work areas is anticipated to begin, and paving will continue throughout the week and into the weekend. During the scheduled Runway 9/27 closure beginning on Friday, concrete paving on Taxiway W within the runway safety area will be completed.

Work will continue on the installation of electrical infrastructure along the taxiway shoulders and preparing for future paving operations.

Proposed Schedule (subject to change)

- Phase 6A: May 18 to October 2026

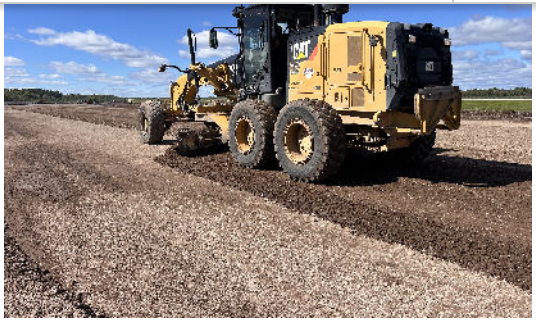
  - Taxiway A Reconstruction, through the Taxiway A2 intersection
- Midfield Ramp Reconstruction – Phase 3: July 14 to October 2026
  - Reconstruct northwest portion of the Midfield Ramp
- Phase 6A-1: 60-hour closure beginning on September 25 at 8:30 a.m.
  - Work within the Runway 9/27 Safety Area
  - Date is subject to change due to weather

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

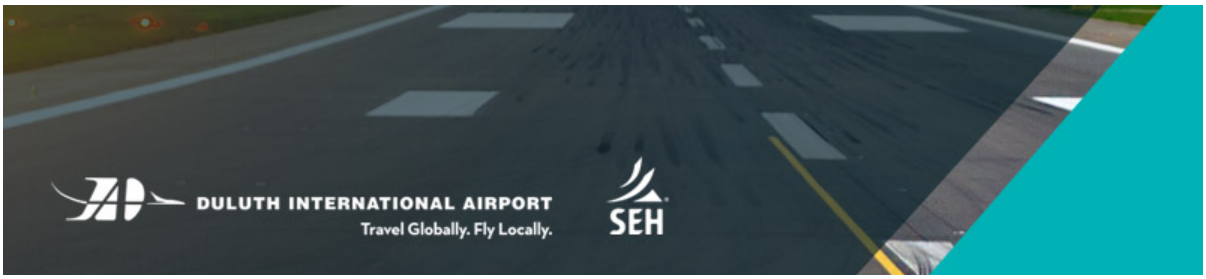
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daa@duluthairport.com



Construction Newsletter

Duluth International Airport (DLH)

September 24, 2026

UPCOMING RUNWAY 9/27 CLOSURE

Runway 9/27 will be closed for approximately 60 hours beginning **tomorrow, September 25, 2026 at 8:30 a.m** to facilitate construction operations within the Runway Safety Area. Runway 3/21 will remain available for aircraft operations.

This Week

This week, concrete paving operations began along Taxiway A and the midfield ramp.

Next week

Next week, concrete paving will continue for Taxiway A and the Midfield Ramp. Grading work will also continue throughout the turf area.

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
- Phase 6A-1: 60-hour closure beginning on September 25 at 8:30 a.m.
  - Work 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

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



Construction Newsletter

Duluth International Airport (DLH)

October 5, 2026

Taxiway A Reconstruction (Phase 6) and Midfield Ramp Reconstruction (Phase 3)

Last Week

Last week's work included completing concrete paving operations in the Taxiway A and Midfield Ramp work areas. The contractor also continued constructing the taxiway shoulder pavement and graded turf areas throughout the project site.

This week

The contractor will complete construction of the taxiway shoulders, and the electrical contractor will begin installing taxiway edge lights. Grading of turf areas will continue throughout the project, with seeding planned in areas ready for turf establishment.

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.







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



Construction Newsletter

Duluth International Airport (DLH)

October 9, 2026

Taxiway A Reconstruction (Phase 6) and Midfield Ramp Reconstruction (Phase 3)

This Week

The contractor began sawing and sealing concrete joints and installing taxiway edge lights. The contractor continued preparing for taxiway shoulder paving and continued grading turf areas throughout the project.

Next week

Next week, the contractor will begin paving the taxiway shoulders, and the electrical contractor will continue installing taxiway edge lights. Grading of turf areas will continue throughout the project, with seeding planned in areas ready for turf establishment.

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.







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

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

September 25, 2026

Construction continues on the new Air Traffic Control Tower, with the structure beginning to take shape. Crews have completed the first level of the tower walls, poured the second-floor deck, and are now forming the second-floor walls. Work on the adjoining base building has also progressed, with the south building footings completed.

Over the next several weeks, crews are expected to continue vertical construction of the tower by installing the third-floor deck and beginning the third-story walls. Site work will also continue with completion of storm drainage piping and utilities, backfilling around the base building foundation, and asphalt paving near the JetDuluth driveway and the north end of the new Stebner Road.


Kingspan





Project Contact Information

Ryan Welch, Director of Operations, Planning, and Construction - Duluth Airport Authority
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Simple Flying

Allegiant Air Cuts Massive 41 Routes To Florida: See Full List Now



Credit: Simple Flying

By James Pearson
Published Sep 10, 2026, 3:00 PM EDT

Think **Allegiant Air,** think Florida. For obvious reasons, the ultra-low-cost carrier (ULCC) revolves around the Sunshine State. In 2026, the airline's schedule submission to Cirium, an aviation analytics company, shows that a whopping 64% of its flights will touch **Florida.**

Allegiant serves 12 **airports** in the Alligator State, which is more than anywhere else. On a typical day this year, an average of 115 departures will occur. Inevitably, the variation is enormous for the point-to-point, leisure-driven operator. As few as seven departures are available on September 15, to as many as 190 on December 23.

Allegiant Has Cut 15 Routes From Destin & Fort Lauderdale



Credit Wikimedia Commons

The ULCC's schedule between January 2025 and August 2026 was compared to routes scheduled between September 2026 and May 2027, which is as far as Allegiant's schedule currently extends. This process identified that a total of 41 routes have been removed, some more recently than others. 15 are from **Destin–Fort Walton Beach Airport** (VPS) and **Fort Lauderdale-Hollywood International Airport** (FLL).

They are outlined below. The list represents what is known as of September 10 and may change. Flights from VPS to Minneapolis, FLL to Columbia, and FLL to Norfolk ended because Allegiant has pulled out of those airports completely. It'll return to Minneapolis through its acquisition of Sun Country.

With so many markets from VPS ceasing in August 2026, it'd be easy to conclude that Allegiant will simply return. However, all routes have been removed from the ULCC's booking engine. In the 12 months to May 2026, the US Department of Transportation (DOT) shows that three of them (Asheville, Huntington, and Lexington) had an average load factor of between 65.0% and 68.7%. Ouch.

End Month (January 2025 Onward)*	Route**
May 2025	FLL to Peoria (IL)
April 2025	VPS to Minneapolis (MN)
August 2025	FLL To Norfolk (VA)
April 2026	FLL to Traverse City (MI)
May 2026	FLL to Columbia (SC), FLL to Huntington (WV), FLL to Savannah (GA)
August 2026	VPS to Asheville (NC), VPS to Clarksburg (WV), VPS to Evansville (IN), VPS to Huntington (WV), VPS to Las Vegas (NV), VPS to Lexington (KY), VPS to Memphis (TN), VPS to Shreveport (LA)
*** Served between January 2025 to August 2026 but not scheduled thereafter**	** Some of the routes involve airports that have been removed from the carrier's network

15 Routes Removed From Jacksonville, Orlando Sanford, Palm Beach & Punta Gorda



Credit: Wikimedia Commons

Everyone knows that **Orlando Sanford International Airport** (SFB) is Allegiant's number one airport for flights. In 2026, about 8% of the ULCC's total services involve the airport, which might not seem a lot in itself. The following six route cuts contributed to Allegiant's SFB flights falling by 1% year-over-year, although that's half as much as for the airline's total services across its full system.

Jacksonville International Airport (JAX) is Allegiant's 31st most-served airport this year, while Palm Beach (whose IATA code was PBI but is now DJT) is 61st. Punta Gorda Airport (PGD), for the broader Fort Myers area, ranks third.

Some of the eliminated markets were not served for long. For example, Allegiant only flew between PGD and New Orleans between November 2025 and May 2026, and just 48 departures operated. The DOT indicates that 3,767 round-trip passengers were transported and just 44.5% of seats were filled. It was Allegiant's lowest load factor from PGD in that period. No wonder it was removed so quickly.

End Month (January 2025 Onward)*	Route**
April 2025	PBI*** to Indianapolis (IN), PGD to Richmond (VA), PGD to Savannah (GA), SFB to Minot (ND)
May 2025	SFB to Greensboro (NC)
August 2025	PGD to Huntington (WV), SFB to Norfolk (VA)
April 2026	PGD to Minneapolis (MN), SFB to Columbia (SC)
May 2026	PGD to New Orleans (LA)
August 2026	JAX to Des Moines (IA), JAX to Nashville (TN), JAX to Norfolk (VA), SFB to Austin (TX), SFB to Rapid City (SD)

End Month (January 2025 Onward)*	Route**
*** Served between January 2025 to August 2026 but not scheduled thereafter**	** Some of the routes involve airports that have been removed from the carrier's network *** Since changed to DJT, but the route remains removed

11 Routes Have Been Cut From Sarasota & Tampa-St Petersburg



Credit: Wikimedia Commons

Tampa Bay's St Petersburg–Clearwater International Airport (PIE) is Allegiant's second most-served facility across the ULCC's entire network in 2026. Meanwhile, **Sarasota Bradenton International Airport** (SRQ), which is only around 43 miles (69 km) to the south of PIE, ranks eighth. SRQ has been on the airline's map since 2018.

Allegiant flew between SRQ and Portsmouth, north of Boston, between November 2024 and November 2025. The DOT shows that 6,474 passengers were transported, with an average load factor of just 58.9%. Obviously, the route would never be sustainable with that load.

Worse still, the same source indicates that the carrier's average fare was just $44 (plus add-ons). It was among Allegiant's worst results for revenue per available seat mile, even when the distance was adjusted to better reflect routes of different stage lengths.

End Month (January 2025 Onward)*	Route**
March 2025	PIE to McAllen (TX), PIE to Savannah (GA)
April 2025	PIE to Bismarck (ND), SRQ to Minneapolis (MN), SRQ to Plattsburgh (NY)
May 2025	SRQ to Elmira (NY)
August 2025	PIE to Norfolk (VA)
November 2025	SRQ to Portsmouth (NH)
August 2026	PIE to Little Rock (AR), PIE to Tulsa (OK), SRQ to Nashville (TN)
*** Served between January 2025 and August 2026 but not scheduled thereafter**	** Some of the routes involve airports that have been removed from the carrier's network

From: Barry Sinex <Barry.Sinex@sinexsolutions.com>
Sent: Thursday, September 17, 2026 5:47 PM
To: DAA Rules & Standards <rulesandstandards@duluthairport.com>
Subject: RE: DLH Rules and Standards: New Draft Available for Public Review and Comment

Dear Members of the Duluth Airport Authority and Executive Director,
Thank you for considering my previous comments and for making certain revisions to the proposed Rules and Minimum Standards. I recognize that the latest draft now allows mobile self-fueling with written authorization and addresses certain other concerns. However, two provisions in the September 17 draft raise serious issues under the FAA's airport-compliance requirements and must be resolved before the Authority presents these standards as final.
First, the minimum FBO hangar requirement was doubled from 10,000 to 20,000 gross square feet after the incumbent FBO submitted a letter emphasizing its investment and the need to protect that investment. I am not aware of any operational, safety or public-service analysis supporting this increase.
The timing and circumstances create the clear appearance that the requirement was increased to protect the incumbent FBO from competition based on their protectionist response to the First draft. Protecting a private operator's investment is not a permissible basis for creating an artificial barrier to entry at a federally obligated airport. Minimum standards must be reasonably related to the activity and the airport's actual operating environment. They cannot be used to protect an incumbent, discourage a qualified competitor or establish a standard that only the existing operator can reasonably or practically satisfy.
FAA Order 5190.6C specifically warns that minimum standards adopted to protect an exclusive right may violate the federal prohibition against exclusive rights. It identifies as evidence of an improper exclusive right a standard that only one particular operator can reasonably or practically meet.
Before the Authority proceeds, please answer the following questions specifically:

1. What operational, safety, demand, capacity or facility analysis supports requiring exactly 20,000 square feet of hangar storage and maintenance space?
2. Why was the requirement doubled from 10,000 to 20,000 square feet between the August 15 and September 17 drafts?
3. Does the current incumbent FBO comply with this exact 20,000-square-foot requirement today?
4. If so, what portion of its facilities is being counted toward that requirement, and will a new FBO be permitted to satisfy the requirement using the same method?
5. If the incumbent does not currently comply, when will it be required to comply?
6. Was the increase proposed or adopted in response to the incumbent FBO's letter concerning its existing investment and its desire for protection from additional competition?
7. What evidence shows that 20,000 square feet is reasonably necessary to provide the required level of service at DLH?

8. Did the Authority analyze whether the requirement would prevent or materially discourage an otherwise qualified new FBO from entering the airport?

The minimum hangar requirement should be based upon the space reasonably necessary to provide the required services, accommodate actual demand and operate safely. The amount previously invested by the incumbent FBO is not a proper measure of how much a new competitor must invest. Competition will necessarily affect an incumbent. That is not a lawful justification for constructing a barrier to competition.

The second serious concern is Subdivision III, Section B.II(b)(9), which allows DLH to deny an applicant because the applicant, an immediate family member, a principal or an associated entity has participated in allegedly "vexatious or frivolous litigation," expressly including administrative litigation against the Authority concerning commercial aeronautical activities.

The provision does not require a final judicial or administrative finding that the prior proceeding was frivolous. It therefore gives the Authority the ability to label a complaint "frivolous" and deny airport access to the person who filed it.

This language could be applied to an individual or business that files an FAA administrative complaint challenging the Authority's compliance with its federal obligations. The retaliatory nature of such a provision is extraordinary. An airport sponsor cannot condition the right to conduct an aeronautical activity on an applicant surrendering the right to seek FAA review of the sponsor's actions.

The provision is also expressly directed toward litigation "against the Authority," rather than establishing a neutral qualification standard applicable to adjudicated misconduct generally. That makes its apparent purpose and potential chilling effect especially concerning.

An applicant may properly be evaluated based upon qualifications, certifications, financial capacity, insurance, safety record and ability to comply with reasonable minimum standards. Filing an administrative complaint against the Airport Authority is not evidence that an applicant is unqualified to conduct an aeronautical activity. The right to request FAA review cannot become grounds for exclusion from the airport.

This provision must be removed. The Authority cannot appoint itself judge and jury, label a legitimate challenge "frivolous," and then use that label to deny someone the right to conduct business at a public airport.

Put plainly, this provision sends an alarming message:

"Do not challenge the Duluth Airport Authority, do not seek FAA review, and do not take us to court or we may prevent you from doing business at the airport."

That is not a legitimate minimum standard. It is a retaliatory threat designed to discourage public scrutiny and silence anyone willing to challenge the Authority's decisions.

This clause will not dissuade me from requesting an FAA review of these minimum standards, filing an appropriate administrative complaint, or pursuing legal action if necessary. To the contrary, the Authority's willingness to include such language demonstrates precisely why independent FAA and judicial review may be required.

I find it extraordinary that a public authority would even consider adopting language that, in practical effect, says: **"Agree with us, or risk being excluded from the airport."** That

language has no proper place in the operating standards of a federally obligated public airport.

Other concerns identified in my previous comments also remain unresolved and should be reviewed before adoption. I am deliberately limiting this email to the two most immediate issues: the unexplained doubling of the FBO hangar requirement and the provision that could punish an applicant for invoking an administrative review process.

If the Authority adopts the proposed standards without satisfactorily resolving these issues, I intend to request formal FAA review and, if necessary, proceed with an administrative complaint concerning DLH's compliance with Grant Assurance 22, Economic Nondiscrimination, and Grant Assurance 23, Exclusive Rights.

Accordingly, I respectfully request that the Authority not characterize or adopt the September 17 draft as its final resolution until:

- The Authority provides the factual record supporting the 20,000-square-foot requirement;
- The Authority demonstrates that the requirement is based upon actual airport needs rather than protection of the incumbent FBO;
- The Authority confirms that the requirement will be applied equally to the incumbent and every prospective FBO;
- The administrative-litigation provision is removed or appropriately rewritten; and
- The disputed provisions have been presented to the appropriate FAA Airports District Office for review.

I remain interested in establishing a qualified FBO and aircraft maintenance operation at DLH. I have the aviation experience and financial ability to pursue that opportunity. I am prepared to comply with reasonable, relevant and nondiscriminatory standards. I am not prepared to accept standards designed to protect an incumbent from lawful competition or provisions that threaten an applicant's airport access for seeking FAA review.

Please include this email in the official record relating to the proposed Rules and Minimum Standards and provide a written response to the questions above before final action is taken.

Sincerely,

Barry Sinex

IV. - E.

Outlook

2026 Non-Select Letter

From OLDCC NCR OLDCC Mailbox DCIP <oldcc.ncr.oldcc.mbx.dcip@mail.mil>
Date Tue 9/22/2026 11:20 AM
To DAA <daa@duluthairport.com>

Department of War Seal **OFFICE OF LOCAL DEFENSE COMMUNITY COOPERATION** OLDCC Seal

2231 Crystal Drive, Suite 520
Arlington, VA 22202-3711

City of Duluth DBA Duluth Airport Authority
Tom Werner
4701 Grinden Drive
Duluth, MN 55811-1578

Dear Tom Werner,

In response to your recent proposal under the Fiscal Year 2026 Defense Community Infrastructure Program, we are unable to invite you to submit an application for funding at this time.

Our inability to invite an application reflects the evaluation your proposal received from the Defense Community Infrastructure Program Review Panel as well as the amount of appropriations available for this program at this time.

Any questions related to this correspondence may be directed to Jennifer Hirsch, Program Activity Lead for our Defense Community Infrastructure Program, jennifer.l.hirsch3.civ@mail.mil or (703) 409-8719. Staff will be made available after October 1, 2026, and until March 31, 2027, to further discuss your proposal.

We appreciate your interest in this program and encourage you to review alternate opportunities for undertaking your proposed project to support your local installation, including resubmission for a future Defense Community Infrastructure Program competition.

Very Respectfully,

Daniel Glasson
Signature
Deputy Director
Department of War
Office of Local Defense Community Cooperation (OLDCC)
daniel.l.glasson.civ@mail.mil
Office: +1.703.697.2162

From: Eric Monson <emonson@heli-co.com>
Sent: Friday, September 25, 2026 9:38 AM
To: DAA Rules & Standards <rulesandstandards@duluthairport.com>
Subject: Proposed Rules and Standard | Mobile Self Fueling

Good day,
Thank you for revising the proposed Rules and Standards to recognize mobile self fueling. Lake Superior Helicopters/Ascent Aviation support reasonable requirements governing equipment, training, fire safety, environmental protection, insurance, reporting, and airport access.

Our concern is the apparent conflict between Subdivision II, Section C.II(f), which prohibits transporting fuel onto the Airport "via truck or otherwise" for direct aircraft fueling, and Section C.VII(m), which permits mobile into aircraft fueling with DAA authorization.

FAA Order 5190.6C, Chapter 11, is particularly clear on this issue. Section 11.2 recognizes the right of an aircraft owner or operator to fuel its own aircraft with its own employees. Section 11.3 specifically identifies flight schools among the operators entitled to self service and states that permitted self fueling includes "bringing fuel to the airport" with the operator's own employees, subject to the airport sponsor's reasonable rules and regulations.

The same Order also recognizes DAA's authority to establish reasonable requirements governing safe practices for transporting and storing fuel, appropriate fueling locations, equipment, personnel training, and fuel flowage fees. FAA Advisory Circular 150/5230 4C similarly defines self fueling as fueling by the aircraft owner using its own employees, equipment, and fuel obtained from the source of its preference.

Our contemplated operation is straightforward. We would purchase and own the fuel, transport it in company owned and controlled mobile fueling equipment, use our trained employees, and fuel only aircraft owned by us or operated by us under qualifying long term lease arrangements. The operation would comply with applicable NFPA 407, DOT, fire, environmental, equipment, training, documentation, insurance, reporting, inspection, and fuel flowage requirements established by DAA.

We fully recognize DAA's responsibility to prevent unsafe equipment or practices from operating on the Airport. What is difficult to reconcile with the FAA guidance is a blanket requirement that fuel brought onto the Airport cannot be dispensed directly into an eligible aircraft, regardless of whether the mobile fueler, personnel, fuel, and operation otherwise satisfy every applicable safety requirement.

If DAA believes fuel must be transferred into another vehicle or storage system after entering Airport property, even when the vehicle entering the Airport is itself an approved mobile aircraft fueler, we respectfully request identification of the specific safety risk being addressed, the applicable standard or DLH specific condition supporting that requirement, and why the other proposed safety controls would not adequately mitigate that risk.

We request that Section C.II(f) be revised substantially as follows:
“This prohibition does not apply to an aircraft owner or operator transporting its own fuel onto the Airport in a mobile aircraft fueling vehicle approved under a Self Fueling Permit, Lease, or other Agreement for direct fueling of aircraft eligible under that authorization. Such operations remain subject to approved equipment, personnel, access routes, locations, and all applicable safety and reporting requirements.”

We would also appreciate clarification of four items before adoption of the Rules and Standards:

1. Whether an approved mobile fueler may be filled off Airport and driven onto DLH by an employee of the self fueling operator.
2. The objective equipment, fuel quality, training, insurance, and inspection requirements applicable to approval.
3. The approved routes and fueling locations.
4. The review process and factual basis required for denial, restriction, suspension, or revocation of a self fueling authorization.

The federal authorities we believe are most relevant are FAA Order 5190.6C, Chapter 11, particularly Sections 11.2 through 11.9, Grant Assurance 22(f), FAA Advisory Circular 150/5230 4C, and 14 C.F.R. § 139.321.

Our goal is not to avoid DAA oversight. It is to establish a clear and safe process that meets DAA’s legitimate safety responsibilities without creating a prohibition inconsistent with the self fueling activities expressly recognized by the FAA. We would be happy to sit down and work through the specific equipment, operating procedures, routes, locations, and documentation necessary to make that happen.

Regards,
Eric Monson

Prescribed burns planned for Minnesota Point

By WDIO
October 4, 2026 - 4:27 PM



A culturally informed prescribed burn is planned for Minnesota Point next week, October 6-8.

The project is called Zhaagawaamikong-neyaashi Azhenamaw Manidoo-ishkode: Returning the Spirit of Good Fire to Minnesota Point.

The burn will take place in Unit B on the map below. This 17-acre area begins beyond Sky Harbor Airport and the Pump House on Minnesota Point.



The prescribed fire aims to return the Ojibwe practice of periodic burns to encourage red pine growth and support plants like blueberries. The project was delayed from last spring due to unsafe weather conditions.

In preparation, Wisconsin Department of Natural Resources staff and students from Fond du Lac Tribal and Community College and the University of Wisconsin-Platteville cleared downed branches and other potential hotspots to keep the fire low intensity.

“This woodland is fire dependent, and the use of fire has been absent from it for 180 years. Returning good fire will restore both the ecology and culture,” said Kevin Berens, burn boss and Statewide Scientific and Natural Areas Management Coordinator with the Minnesota Department of Natural Resources.

The planning team developed a burn plan that considers wind direction to reduce smoke impacts on nearby neighborhoods. Weather will be monitored before and during the burn, and the prescribed fire will be conducted by highly qualified and trained personnel. The walking trail through the Scientific and Natural Area and Duluth parkland at the end of the point will be closed temporarily for safety.

For Related Stories: Minnesota prescribed burn

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CNBC

AIRLINES

Why airfares could rise even more, but airline profits won’t

PUBLISHED MON, OCT 5 20267:00 AM EDTUPDATED MON, OCT 5 20268:06 AM EDT

Leslie Josephs@LESLIEJOSEPHS

KEY POINTS

- U.S. airfares rose 23.4% in August from a year earlier, while Thanksgiving and Christmas fares are also sharply higher.
- Elevated, volatile jet fuel costs and constrained capacity are giving airlines more reason to protect higher ticket prices.
- Higher fuel expense is offsetting revenue gains, prompting analysts and carriers to cut or reassess profit expectations.



Gas prices are displayed at a Shell gas station as an airplane approaches San Diego International Airport in California, April 24, 2026.
Kevin Carter | Getty Images

Volatile fuel prices and resilient travel demand are threatening to keep airfare high this year. Airline profits will be harder to come by.

The Iran war that began at the end of February sent fuel prices to multi-year if not record highs, including for diesel, gasoline and jet fuel, airlines' biggest expense after labor. Supply scares with the Strait of Hormuz disruptions lasting most of this year and high demand have sent jet fuel prices and other distilled products up more than crude oil.

Airline executives aren't expecting much relief in fuel costs anytime soon, or a drop in travel demand.

"You can't run the business on the hope that the Strait of Hormuz is going to open at a certain time," Qantas Airways CEO Vanessa Hudson told CNBC in an interview late last month. The Australian airline operates some of the world's longest flights and is planning even longer ones for next year and 2028, starting routes between London and Sydney and New York and Sydney.

"There's a backdrop of resilient demand in in this environment. We're making sure that we've got our capacity settings right," she said.

Airlines have been passing higher fuel costs along to consumers by raising fares, adding fuel surcharges or increasing their checked baggage fees. The United States' on-again-off-again truce talks with Iran since the spring have kept fuel prices volatile, but airlines are holding onto those fare gains as customers continue to book.

Carriers have also raced to add more luxurious seats on board to capitalize on demand for pricier and roomier offerings, sometimes taking down the number of standard coach seats to do so.

Slightly fewer people are flying this year compared with last, but demand overall remains strong, even with higher ticket prices. Security screenings at U.S. airports were down 1% this year through Sept. 20 compared with the same period of 2025, according to a Sept. 23 Bernstein note.

Still, the latest U.S. inflation read showed airfare rose 23.4% in August from a year earlier. Holiday travel could be up even more. As of Sept. 24, fare-tracking platform Hopper said domestic, round-trip tickets were going for $402 over Thanksgiving, up 31% from last year. U.S. Christmas fares, meanwhile, are up 23% at $452 a round-trip.

Those holiday visits are essential to many families, said Hopper economist Hayley Berg, so a lot of flyers might not like the fare but book it anyway. Berg said many customers have been locking in their Thanksgiving and Christmas flights earlier than usual.

While business travel demand has been strong in recent months and off-peak trips are no longer a savvy traveler's secret, customers' focus on those key holiday trips this year could mean there are deals in the interim, Berg said.

"To me, that signals that they're already thinking about end of year travel and not thinking about any of those filler trips, fall shoulder-season trips," she said.

Airline revenue surges, profit forecast dims

Carriers are forecasting double-digit revenue growth for the third quarter as customers spend more. That's even with slightly fewer people flying.

"I've never seen in my career, outside of recovery after maybe the pandemic or 9/11 ... seen a revenue environment in terms of year-over-year improvement," American Airlines CEO Robert Isom said at a Morgan Stanley investor conference last month. The carrier has been revamping its cabins to add more premium seats and other changes to catch up to rivals.

But despite the higher fares, Wall Street analysts have cut their profit estimates for U.S. carriers since another hike in jet fuel in the summer.

American in July said it expects to lose between 10 and 70 cents a share, on an adjusted basis, for the third quarter and cut its profit outlook for 2026.



Travelers at San Francisco International Airport in California, May 22, 2026.
David Paul Morris | Bloomberg | Getty Images

Investors and anyone looking to buy a plane ticket in the next few months will get an updated view of what's to come when airline earnings season kicks off on Friday with Delta Air Lines. The most profitable U.S. carrier, which also stands to benefit from its owned refinery, will report third-quarter results and will give a fresh outlook for the end of the year.

Wall Street's focus will be on the fourth quarter and beyond. Airlines are likely to lower their earnings outlooks for that quarter, said Savanthi Syth, airline analyst at Raymond James.

She said carriers aren't likely to make as many broad-based fare increases now, but if jet fuel remains in the $4 to $4.50 a gallon range, they're likely to cut more flights, which can end up raising fares with customers facing fewer seats to choose from.

"You're going to see more rationalization in capacity," she said.

Eyes on capacity growth

Volatile fuel costs are keeping airlines cautious. Carriers have trimmed some of their schedules to cut unprofitable or underperforming routes.

Along with fewer routes, the collapse of budget carrier Spirit Airlines in May took 1% to 2% of capacity out of the U.S. market, according to Barclays, meaning low-cost and full-service airlines alike have enjoyed more pricing power this year.

Read more CNBC airline news

- Why airfare could rise even more, but airline profits won't
- Budget airline king Bill Franke warms to premium upgrades
- Companies spurn airlines' cheapest business class tickets
- United's next decision: What to do with all those Boeing 737 Max 10 seats it ordered years ago
- Record heat, crowds drive offseason boom in international travel

But should oil prices fall, investors will be watchful of whether airlines increase capacity in a big way, which could end up driving fares lower.

"We expect higher booked fares should result in similar unit revenue trends in the fourth quarter for most airlines, but elevated domestic capacity growth at American and United (+10% and +9% in current schedules) will likely be the most watched guidance by investors," Barclays airline analyst Brandon Oglenski said in a note Sept. 28. "With elevated energy prices and refining margins for jet fuel persisting, we expect capacity growth ambitions will be meaningfully curtailed by most management teams, with some potentially providing early expectations on 2027 planning assumptions."

Duluth News Tribune
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NEWS LOCAL

After 180 years, 'good fire' returns to Minnesota Point

A 17-acre prescribed burn Thursday marked the long-awaited return of the once-regular Anishinaabe practice of using fire to promote the growth of blueberries and red pines.



Parker Kleive, an assistant engine boss with the Duluth Fire Department wildland fire program, uses a drip torch to return fire to the landscape on Thursday, Oct. 8, during a prescribed burn on Minnesota Point.
Clint Austin / Duluth Media Group

By Jimmy Lovrien
October 09, 2026 at 5:33 AM

News Reporting

DULUTH — Vern Northrup directed a crew of wildland firefighters through the woods on Minnesota Point, pointing a stick where they should drip burning fuel to ignite the brush or to a tree that needed water to keep flames from climbing the trunk.

As the crew reached the edge of the 17-acre prescribed burn area, Northrup, a Fond du Lac Band of Lake Superior Chippewa member and retired wildland fire operation specialist for the Bureau of Indian Affairs, reveled in the sight of flames creeping along the forest floor again.



Fire burns through the understory on Thursday during a prescribed burn in the red pine forest of Minnesota Point in Duluth.
Clint Austin / Duluth Media Group

"This is historic ... Bringing all this fire back to these places that haven't seen it in 150, 120 years is very satisfying to me," Northrup said.

Thursday's burn marked the return of what organizers called "good fire" to the sandbar's landscape.

That's because the Anishinaabe practice of burning the forest floor to promote the growth of blueberries disappeared from Minnesota Point shortly after it was ceded in the 1854 Treaty, harming the sandbar's fire-dependent red pines and allowing vegetation to build up along the forest floor, according to a study published last summer in the journal PNAS.

"Fire was suppressed, much like culture is suppressed," said Ricky W. DeFoe, who led some two dozen firefighters and several Park Point residents in a fire ceremony before the burn.



Smoke blows over the Wisconsin Entry and Lake Superior on Thursday, during a prescribed burn on Minnesota Point.
Clint Austin / Duluth Media Group

But after years of planning by state, local and tribal agencies and Minnesota Point 50, which is addressing some of the point's most pressing issues over the next half century — and with a cooperative agreement from the U.S. Fish and Wildlife Service — fire again burned through a section of the Point's forest floor. Additional burns in adjacent areas are expected over the next few years.

Fire will also, at some point, return to this 17-acre site.



A squirrel in the pine forest was among many animals at high alert.
Clint Austin / Duluth Media Group



LOCAL

Fire to return to Minnesota Point this spring

The Anishinaabe practice of using fire to promote the growth of blueberries disappeared from the sandbar shortly after it was ceded in the 1854 treaty. Crews plan to bring it back in April or May.

Mar 14

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***By** Jimmy Lovrien*

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Evan Larson, a professor in the Department of Environmental Sciences and Society at the University of Wisconsin-Platteville, worked on the team that studied tree cores and fire scars to determine when fire existed on the point and when it stopped.

The area's ideal fire frequency is something they are still figuring out, he said.



A wildland firefighter monitors an active fire on Minnesota Point.
Clint Austin / Duluth Media Group

After all, tree scars indicate it's been about 180 years since the last widespread fire on the point, and plenty of material and plants have accumulated.

"It's playing catch up," said Lane Johnson, research coordinator and forester at the University of Minnesota's Cloquet Forestry Center. "If you don't clean your house for a long time, you have to do a deep clean. So, we're just starting that deep cleaning process out here."

As the fire slowly crested a hill near the burn area's edge, Pat Sterner, chair of Minnesota Point 50, handed her phone off so she could have her photo taken — from a safe distance — in front of the flames.



Smoke elevates above trees during a cultural prescribed burn on Minnesota Point in Duluth on Thursday.
Dan Williamson / Duluth Media Group

"I can't even believe it," Sterner said. "When you work on a project that long, from inception to actual start, it's so gratifying."

For DeFoe, bringing fire back to Minnesota Point is about reconnecting to Mother Earth.

"That's what we're doing here," DeFoe said. "Bringing back balance and harmony."

This story originally contained an incorrect name for the Minnesota Point 50 group and a photo caption that incorrectly described what Bazile Panek handed burn boss Kevin Berens. Panek gave Berens tobacco. It was updated at 10::08 a.m. Oct. 9 with the correct name and caption. The News Tribune regrets the error.



Wildland firefighters offer tobacco during a traditional Anishinaabe ceremony on Thursday, prior to a prescribed burn on Minnesota Point in Duluth.
Clint Austin / Duluth Media Group



Vern Northrup, an elder from the Fond du Lac Band of Lake Superior Chippewa, pauses to explain cultural modified trees.
Clint Austin / Duluth Media Group



Bazile Panek, CEO of Good Sky Guidance, holds his mother, Nisogaabokwe Melonee Montano, of Red Cliff, as they watch fire return to the landscape on Minnesota Point in Duluth.
Clint Austin / Duluth Media Group



Bazile Panek, right, CEO of Good Sky Guidance, gives tobacco to burn boss Kevin Berens on Thursday prior to a prescribed burn on Minnesota Point.

Clint Austin / Duluth Media Group



By Jimmy Lovrien

Jimmy Lovrien covers the City of Duluth, environment and Minnesota's 8th Congressional District for the Duluth News Tribune. He can be reached at jlovrien@duluthnews.com or 218-461-9718.

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October 13, 2026

Duluth International Airport
Sent via Email to: rulesandstandards@duluthairport.com

Subject: Proposed Revisions to Duluth International Airport Rules and Standards ("Standards")

Mr. Warner:

We are legal counsel for Vantage Aviation, LLC ("Vantage") and have been engaged to identify mutually beneficial proposed revisions for Vantage and the Duluth Airport Authority ("DAA") to the Duluth International Airport's Rules and Standards, specifically the draft circulated by DAA on September 17, 2026 ("September Standards"). As background, I lead the airport practice group at Thompson Burton PLLC, a firm headquartered in Nashville, Tennessee, with additional offices in Huntsville, Alabama and Washington, DC. We work with clients every day to navigate complex airport regulatory matters with the goal of helping both airports and the private sector achieve their goals while complying with applicable federal, state, and local requirements. This letter addresses just such a matter.

Background:

Vantage Aviation, LLC, operates a FBO and leases property for that purpose at the Duluth International Airport ("DLH") pursuant to an Amended and Restated Operator Agreement dated September 1, 2024, as assigned by that certain Assignment of Operator Agreement fully executed on March 19, 2025, (collectively, the "FBO Agreement") and two ancillary agreements, the Airport Terminal Use Agreement and the Space Lease Agreement. Pursuant to Section 2 of the FBO Agreement, Vantage is required to operate an FBO at DLH in accordance with the Minimum Standards then in effect, but DAA is prohibited from modifying the Minimum Standards "in such a manner as to cause a substantial deleterious effect on Operator's business activities…". Since Vantage's assumption of the FBO Agreement, Vantage has voluntarily exceeded multiple aspects of the current Minimum Standards (dated 2014) in order to provide the level of customer service Vantage prides itself in, as well as to meet the safety expectations Vantage believes are critical to best-practice FBO operations at commercial service airports.

Suggested Action:

It is in this context that we have reviewed the September Standards. The current Standards have been in place at DLH since 2014, and this is a prime opportunity to update the requirements to align with updated FAA guidance from Advisory Circular 150/5190-8 and strengthen the customer service and safety obligations for DLH FBOs. Vantage's recommendations for improvements to the Standards were provided to DAA on May 29, 2026, and several of those recommendations have been incorporated into the September Standards. However, several other recommendations were not incorporated, and, in fact, it appears that in several significant areas, the September Standards actually reduce and rollback requirements that have been in place since 2014.

This reduction in the Standards is a significant concern for four reasons:

1) First, it lowers the safety and customer service requirements of DLH, which could negatively

impact safety and customer service;

2) Second, it removes the level playing field required under the federal grant assurances, specifically Grant Assurance No. 22, Economic Non-Discrimination, which requires the sponsor to make its aeronautical facilities available to its tenants on terms that are reasonable and to do so without unjustly discriminating among users;
3) Third, it is inconsistent with the guidance set forth in Advisory Circular 150/5190-8, §1.2.4, which states that minimum standards should "reasonably protect the investment of providers of aeronautical services to meet minimum standards from competition not making a similar investment". The same provision says standards must be reasonable, attainable, uniformly applied, and not unjustly discriminatory; and
4) Fourth, it conflicts with the prohibition in the FBO Agreement that DAA refrain from modifying the Minimum Standards "in such a manner as to cause a substantial deleterious effect on Operator's business activities…".

Vantage entered DLH in compliance with the 2014 Standards, and has since exceeded those Standards. Should DAA adopt Standards that establish lower thresholds for compliance (for example, hangar space, apron requirements, fueling requirements), potential new-entrant FBOs will be allowed to enter DAA on terms different than those imposed on Vantage, which is unjust discrimination against Vantage pursuant to the grant assurances, and will have a significant deleterious effect on Vantage's business activities. Further, the proposed Standards may lead to unintended consequences such as permitting any existing SASO that satisfies the non-contiguous hangar space requirement to become an FBO with the right to sell fuel.

We understand that the Standards are intended to establish minimums – in other words, Vantage's desire to exceed the Standards may not be the appropriate "minimum" for DAA to impose on all other FBOs. However, these minimums should not be further eroded such that Vantage is placed at a significant economic disadvantage. We also understand that DAA wants to create fair paths to entry for other aeronautical users, but this should not come at the expense of Vantage, or at the expense of DAA's current expectations and standards. In order to resolve this conflict, we suggest that DAA create two categories of FBOs: a Full Service FBO, and a Limited Service FBO. We have attached proposed revisions to the Standards detailing this resolution in "track changes" format for DAA's review as *Attachment A* to this letter, and we would welcome further discussion on this suggestion. In the interest of efficiency, we kept our revisions to a minimum, but can also provide more robust best-practice recommendations for Limited Service FBOs if that is of interest to DAA.

While the full detail of the suggested revisions is set forth in *Attachment A*, we have provided a summary of the key items below:

Aircraft Design Group: A Limited Service FBO is required to service piston aircraft with a Maximum Takeoff Weight (MTOW) of 12,500 pounds or less; larger aircraft would be serviced by a Full Service FBO. Limited Service FBOs are limited to the sale of AvGas.

Hangar Space: As currently proposed, any FBO must only provide 10,000 square feet of hangar space, and it could be non-contiguous. Taken to the extreme, this means that an operator who leases 10 non-contiguous t-hangars would meet this requirement. Since our understanding is that this is not DAA's intent, our revisions suggest maintaining the current standard of 30,000 square feet of contiguous hangar space for a Full Service FBO, and establishing a 10,000 square foot contiguous hangar space requirement for a Limited Service FBO.

Apron/Tie-Down Space: Ramp space should be at least 200% of hangar space and able to support the total number of aircraft handled on site by the FBO. This standard is intended to scale with whatever size

hangar a FBO operates from to ensure enough ramp space exists in order to empty the hangar while not inhibiting safe movement of aircraft around the FBO's leasehold.

Hours of Operation: Full Service FBOs must comply with current 2014 Standards, the reduced hours proposed in September Standards are recommended for Limited Service FBOs.

Refueling Vehicles: A Full Service FBO shall have at least two (2) jet refueling vehicles with a capacity of at least 5,000 gallons each and at least one AvGas refueling vehicle with a capacity of at least 750 gallons. A Limited Service FBO is only required to have one operating and fully functional AVGAS refueling vehicle with a capacity of at least 750 gallons. The 2014 Standards and the September Standards state only that a "sufficient number" of vehicles are required, which does not adequately ensure that the FBO and the airport can meet customer demand.

Fuel Storage: In order to ensure there is sufficient fuel to meet demand, farms shall provide a minimum storage capacity of ten thousand (10,000) gallons of AVGAS and one hundred thousand (100,000) gallons of Jet Fuel for a Full Service FBO. This is consistent with the 2014 Standards, and should be achievable by a Limited Service FBO since only the AvGas requirement would apply.

Deicing: A Full Service FBO would be required to store at least 1000 gallons of deicing fluid, which is consistent with the 2014 Standards.

Insurance: Insurance requirements should assess the scale and risk of proposed operations, not be fixed based on the type of operation.

Closing:

Vantage and DAA have enjoyed a strong and mutually beneficial relationship since Vantage assumed the FBO Agreement. Vantage is proud to be a part of the DLH community, and wants to see DLH thrive. It is in a spirit of partnership that we proposed these revisions, and we appreciate your attention and consideration and would welcome further discussion.

Respectfully,



Margaret Martin

ATTACHMENT A

VANTAGE PROPOSED REVISIONS TO MINIMUM STANDARDS (SEPTEMBER 17, 2026 DRAFT)

DULUTH AIRPORT AUTHORITY

Date: October 13, 2026

To: Duluth Airport Authority Board of Directors

From: Executive Director

Subject: Proposed Revisions to Rules and Standards Governing Business Activity at the Duluth International Airport

Background

The Duluth Airport Authority ("DAA") staff and consultant team has undertaken a comprehensive review of the Rules and Standards governing business activities at Duluth International Airport ("Airport") and submits the attached proposed updates for consideration by the Duluth Airport Authority Board of Directors ("Board"). The Rules and Standards provide threshold requirements for performance of commercial aeronautical services on the Airport and rules governing protection of health, safety, and welfare of the public and users at the Airport.

The current Rules and Standards were published more than ten years ago, in June 2014. The Federal Aviation Administration recommends periodic review and revisions to these documents, as outdated versions may contain requirements that are no longer appropriate for an airport, its operating environment, or its commercial aeronautical operators. The DAA is proposing to update the Rules and Standards to ensure that they align with current industry best practices and that the Airport remains a regional center of gravity for air travel, air cargo, and other aviation-related businesses.

The current draft reflects public input and feedback solicited through multiple rounds of public comment during the spring, summer, and early fall of 2026. DAA staff carefully considered written and verbal feedback from current and prospective operators and members of the public, including matters concerning self-fueling, minimum facility requirements, and Flying Club operations, and incorporated this feedback where appropriate. The most current draft of the proposed Rules and Standards can be viewed at https://duluthairport.com/2026-public-comment-rules-standards/ .

Summary of Revisions from 2014 Version

- **Minimum Hangar Space.** The proposal would reduce the minimum hangar space requirement for fixed-base operators (FBOs) from 30,000 to 20,000 gross square feet. This change establishes a more reasonable requirement for new entrants while maintaining sufficient hangar capacity to meet operational needs.
- **FBO and SASO Operational Requirements.** The proposed version modifies several previously prescriptive staffing and customer-service requirements for FBOs and Specialized Aviation Service Operators (SASOs), including certain response-time and

operating-hour requirements, to better align with operational needs. It also provides operators with greater discretion over interior design and fixture decisions by eliminating the requirement for the Executive Director's approval. In addition, the draft removes the requirement that an FBO's property be contiguous.

- **Fuel and Deicing Fluid Capacity.** The proposal reduces the minimum fuel and de-icing storage capacity requirements to better align with the Airport's operational needs. The required fuel-storage capacity has been reduced from 10,000 to 3,000 gallons of AVGAS and from 100,000 to 24,000 gallons of Jet A. The required deicing-fluid capacity has also been reduced from 1,000 to 500 gallons.
- **Self-Fueling.** The proposal expressly permit mobile self-fueling on Airport property. As proposed, self-fueling would be permitted either from a mobile fuel source or at a fixed location designated by the DAA. The revised version clarifies that fuel may be transported from an off-Airport location onto Airport property for purposes of self-fueling. It also includes a Self-Fueling Checklist that the DAA will use to evaluate self-fueling permit applications.
- **Sustainable Aviation Fuel.** The revision version includes changes to explicitly allow, but not require, FBOs to provide sustainable aviation fuel (SAF) based on commercial interest.
- **Flying Clubs.** The revised version clarifies the requirements applicable to Flying Club operations at the Airport based on Federal Aviation Administration requirements. The draft now addresses flight instructor compensation, explains when Flying Club aircraft may be used for flight instruction, and clarifies that a Flying Club may not hold itself out to the public for a commercial purpose.
- **Independent Operators.** The current draft more comprehensively addresses the scope of independent operator activities on airport property, including independent flight instruction and mobile mechanics, allowing such operations upon receipt of the required permit.
- **Indemnity.** Under the proposed draft, if a federal agency assesses a civil penalty against the DAA because of an act or omission by a Person or Entity at the Airport, that Person or Entity must reimburse the DAA. The section also provides that the DAA will exercise due diligence in seeking to have the penalty dismissed or abated, in reasonable consultation with that Person or Entity.
- **Application Procedures.** Before denying an application as incomplete or deficient, the DAA will now provide the applicant with notice of the identified deficiencies and an opportunity to cure them within 30 calendar days.
- **Fee Changes.** In the proposed draft, the DAA commits to providing tenants and commercial aeronautical operators with no fewer than 30 days' prior written notice before changes to rates, fees, or charges become effective.
- **Additional Updates.** Other notable changes include: updating the definitions to improve clarity and ensure consistency with federal requirements and policies; clarifying the DAA's authority to investigate potential violations of the Rules and Standards; providing that requirements governing Advanced Air Mobility (AAM) operations will be developed as those operations evolve; clarifying the requirements for expressive activities; and establishing requirements for the storage of ground service equipment.

shall be responsible for complying with all applicable Minimum Standards; provided, however, that the Commercial Aeronautical Operator shall remain liable to the Authority for compliance with the Minimum Standards and the terms of an Agreement.

b. Each Agreement shall require the Executive Director's consent and Authority Board approval to any assignment. Prior to granting his/her consent, the Executive Director may require the prospective assignee to complete an application or submit the information prescribed in Section B(I) hereof. The Executive Director may reject the request to assign the Agreement based on the factors enumerated in Section B(II) hereof.

c. No Entity shall conduct a Commercial Aeronautical Activity as a lessee or sublessee of Airport property that is leased or designated for a non-commercial use, including, for example, and without limitation, a hangar leased for private, non-commercial use.

SECTION D -- FIXED BASE OPERATORS

I. General Requirements

a. A Fixed Base Operator engages in and furnishes a full range of aeronautical products, services, and facilities to the public, which shall include, at a minimum, the following: aircraft fueling, aircraft propellants, and aircraft lubricants; aircraft line services; airframe and powerplant mechanic services, customer services, and pilot supplies; crew lounge, passenger lounge and concession area; aircraft de-icing and anti-icing; sanitary systems service; hangar storage and maintenance space. An FBO may, but is not required, to offer SAF based on commercial interest.

Deleted: to include Jet Fuel, AVGAS,

b. An FBO shall have in effect an Agreement with the Authority at all times during which FBO services are conducted on the Airport, which Agreement shall provide for the lease of space in accordance with the Minimum Standards, prescribe the specific Commercial Aeronautical Activities that may be provided by the FBO, and contain other such terms as may be included in the Authority's standard form Agreement or Agreement prepared for the specific FBO.

c. Only Fuelers shall engage in Commercial Fueling.

d. FBOs may subcontract, sublease, or use third-party contractors approved by the Executive Director to provide any of the required FBO services, or optional services, with the exception of aircraft fueling and aircraft line services, which services must be provided directly by the FBO and its personnel. Subcontractors, sublessees, and third-party operators shall meet all Minimum Standards applicable to such services. All subcontractors, sublessees, and third-party operators must be approved by the Executive Director in writing prior to the FBO entering into any binding contracts with such subcontractors, sublessees, and third-party operators.

II. Minimum Standards

a. **Aircraft Design Group Serviceability**. A Full Service FBO shall provide or have under an approved contract the personnel, equipment, and facilities required to service all types of aircraft normally operating at the Airport. A Limited Service FBO shall provide or have under an approved contract the personnel, equipment, and facilities required to service piston aircraft with a Maximum Takeoff Weight (MTOW) of 12,500 pounds or less.

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b. **Minimum Leased Space**. Unless otherwise provided by the Duluth Airport Authority, all operations of the FBO shall be conducted in an area of sufficient size to accommodate all services for which it is licensed, allowing for future growth and additional services as contemplated by the Authority or the applicant at the time of application.

Deleted: The leased space does not need to be contiguous. The FBO shall provide a minimum of (i) twenty thousand (20,000) gross square feet of hangar storage/maintenance space, (iii) hard surface ramp space of a size adequate to park and fuel several corporate aircraft simultaneously and accessible by taxiway, and (iii) heated and air conditioned lounge or waiting rooms of at least two thousand (2,000) square feet.

c. **Hangar Space**. A Full Service FBO shall provide one single structure, conventional type hangar comprising a minimum of thirty thousand (30,000) gross square feet, of which 25,000 square feet is dedicated to aircraft maintenance and storage operations, capable of accommodating the largest aircraft likely to be serviced

by the Full Service FBO at the Airport. The hangar must also contain a minimum of 5,000 square feet dedicated to a terminal and office area in addition to the aircraft maintenance and storage area. The terminal area must include crew and passenger lounges, administrative offices, and restrooms. Limited Service FBO shall provide a minimum of 10,000 square feet of hangar space capable of accommodating the largest aircraft likely to be serviced by the Limited Service FBO at the Airport; the hangar space for a Limited Service FBO does not have to be contiguous.

d. **Aircraft Apron / Paved Tie-down.** Paved ramp space of at least 200% of hangar area commensurate with the total number of aircraft handled on site by the FBO and suitable for the site with sufficient weight bearing capacity to accommodate the largest aircraft to be handled by the FBO. The FBO must be able to provide a parking area for the aircraft being serviced by the FBO.

e. **Hours of Operation**. Aircraft parking, tie-down services, fuel sales, and customer services shall be provided during those hours necessary to adequately meet public demand for such services, as agreed to by the parties. For a Full Service FBO, this service shall be provided a minimum of sixteen (16) hours per day, seven (7) days per week including holidays with a thirty (30) minute response call out service outside normal business hours. For a Limited Service FBO, this service shall be provided a minimum of twelve (12) hours per day, seven (7) days per week excluding holidays. Other services, both required and optional, shall be available, at a minimum, to the public between the hours of 8:00 a.m. and 5:00 p.m. local time daily, five (5) days per week, excluding holidays. The FBO shall provide the Executive Director with written notice of the FBO's hours of operation and any changes in hours of operation. Hours may be adjusted seasonally, as appropriate and agreed to by the FBO and Authority.

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f. **Staffing and Personnel Qualifications.**

1) Staffing. During the required hours of operation, each FBO shall employ and have on duty sufficient staff to meet the Minimum Standards for each Commercial Aeronautical Activity provided. A staffing plan shall be submitted to the Executive Director for reference. Each FBO shall have at least two (2) personnel, trained and certified as required below, on site at all times during required hours of operation. Additional personnel must be available within thirty (30) minutes on call outside normal hours of operation. A manager/supervisor must be on site or on call within thirty (30) minutes during all required hours of operation.

2) Point of Contact. FBO shall provide the Executive Director with a point-of-contact including phone numbers for personnel empowered to make decisions during emergency situations.

3) Personnel Qualifications. All FBO aircraft fuel handling personnel shall be fully trained in the safe and proper handling dispensing, and storage of aircraft fuel. Acceptable training shall be NATA Safety 1st or an equivalent training program. The Authority shall conduct spill training in accordance with the applicable SPCC Plan. Records identifying completed training programs shall be kept on file and submitted to the Executive Director upon demand.

g. **Insurance Requirements**. Each FBO shall maintain the types and amounts of insurance required by the Authority. These requirements are listed in Appendix 1, and may be revised by the Authority from time to time. Upon any revision of such requirements by the Authority, the FBO shall procure any insurance coverage necessary to meet the revised standards within ten (10) business days, and shall provide evidence of such insurance coverage to the Executive Director within that timeframe.

h. **Required FBO Services**. Each FBO shall be required to provide, at a minimum, the following services at the Airport:

1) Fuel sales and line services.

(i) Properly trained line personnel on duty during normal business hours and "on-call" by readily accessible telephone at other hours during the day or night.

Deleted: at least twelve (12) hours of every calendar day, seven (7) days a week

(ii) Sale of aviation fuels, oils, and lubricants customarily sold to all classes of aviation including into-plane fuel service for commercial size aircraft, by uniformed employees of the

FBO whose duties will not prevent them from providing such sales and services on a reasonable timeframe, as determined by the Authority. The sale of Jet Fuel is not permitted by a Limited Service FBO.

(iii) Marshalling aircraft on ground to and from aircraft parking on FBO's leased premises.

(iv) A Full Service FBO shall have at least two (2) operating and fully functional jet refueling vehicles with a capacity of at least 5,000 gallons each and at least one operating and fully functional AvGas refueling vehicle with a capacity of at least 750 gallons. A Limited Service FBO is only required to have one operating and fully functional AVGAS refueling vehicle with a capacity of at least 750 gallons. Fuel service vehicles must be equipped with adequate bonding apparatus on the trucks to eliminate the hazards of static electricity and approved types of fire extinguishers or other equipment commensurate with the hazard involved in the refueling and servicing of aircraft, including spill kits.

(v) Adequate towing equipment, parking, and tie-down areas to safely and efficiently move aircraft and store them in all reasonably expected weather conditions.

(vi) Adequate inventory of generally accepted grades of aviation engine oil and lubricants.

(vii) Proper equipment for repairing and inflating aircraft tires, servicing oleo struts, changing engine oil, oxygen and nitrogen service, ground power (GPU), washing aircraft and aircraft windows and windshields, and for recharging or energizing discharged aircraft batteries and starters.

(viii) Fuel farms shall provide a minimum storage capacity of ten thousand (10,000) gallons of AVGAS for all FBOs, and one hundred thousand (100,000) gallons of Jet Fuel for a Full Service FBO.

(ix) If providing deicing services, minimum storage capacity of f1000 thousand (1000) gallons of type 1 aircraft deicing fluid.

(x) FBOs shall pay such charges or taxes as may be imposed by the Authority and/or an authorized taxing authority on the gallons of all fuels delivered. Fuel delivery records shall be available for review by the Authority or its authorized agent.

(xi) FBO shall be responsible for snow removal in all areas of the FBO's leased premises used in connection with aircraft fueling. The Executive Director may, in the exercise of his/her sole discretion, direct Authority personnel to provide assistance when requested during unusually heavy snowfall to ensure fuel is available to the public. This obligation shall not apply to snow removal in areas immediately adjacent to the Terminal used in connection with aircraft fueling for commercial service airlines.

2) Customer services. Customer services shall include catering arrangements, arranging for ground transportation, and reasonable courtesy ground transportation.

3) Wireless internet for flight planning.

4) Crew lounge, passenger lounge, and concession area. Lounge or waiting rooms shall be heated and air conditioned with appropriate furnishings for passengers and airplane crews of itinerant aircraft, sanitary restrooms for men and women, public telephone facilities, and sufficient paved and striped parking for employees and customers.

1) Aircraft deicing and anti-icing service. FBOs shall conform to the minimum standards prescribed in Subsection III, Section E(XII) for Airline Ground Handlers in the performance of aircraft deicing and anti-icing service.

5) Sanitary systems service. Service shall include aircraft lavatory and potable water. This

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requirement does not apply to a Limited Service FBO.

6) Hangar Storage/Maintenance Space. FBOs shall satisfy the minimum leased space requirements prescribed herein and shall maintain sufficient space to accommodate reasonable demand for overnight and short-term aircraft storage.

i. **Optional FBO Services.**

1) Each FBO may provide Commercial Aeronautical Activities at the Airport in addition to the required FBO services, subject to any restrictions on a Limited Service FBO set forth above, with the prior written consent of the Authority.

2) Optional FBO services may include Commercial Self-Service Fueling and any of the Commercial Aeronautical Activities that may be conducted by Specialized Aeronautical Service Operators in Section E hereof.

3) An FBO providing optional FBO services through a sublessee or subcontractor shall submit to the Executive Director a copy of the executed sublease or subcontract, with financial information redacted, which must be approved in writing by the Authority and must comply with the standards set forth in this section, in addition to all other applicable Minimum Standards.

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4) FBOs must satisfy the Minimum Standards for each Commercial Aeronautical Activity, as provided in Section E hereof, and specifically must demonstrate to the Executive Director's satisfaction that sufficient space is available within the FBO's leased premises to provide high quality products and services to the FBO's customers.

5) Commercial Self-Service Fueling.

(i) Fuelers may provide Commercial Self-Service Fueling equipment in addition to the required aircraft fuel equipment, with the prior written consent of the Executive Director. Commercial Self-Service Fueling equipment will be located at a location agreed to by the Executive Director and must comply with all applicable federal, state, local laws, rules, and regulations. Fuelers may provide retail Commercial Self-service Fueling at the Airport only if the Fuelers also provide attended fueling at the Airport.

(ii) Fuelers shall provide an AVGAS tank with a five hundred (500) gallon minimum capacity and associated pumps, metering equipment, credit card acceptance device, and other equipment as may be necessary for this level of service. The tank shall be an aboveground, fire rated, heavy duty industrial strength and concrete coated tank with pumping equipment which shall meet all local fire codes and the requirements and/or regulations of the Minnesota Pollution Control Agency, Environmental Protection Agency, OSHA, NFPA, and any other local, state, or national governmental agencies having jurisdiction.

(iii) The Commercial Self-Service Fueling facility shall be available for use twenty-four (24) hours a day, seven (7) days a week. Locations should be equipped with credit card processing capabilities for use with widely accepted credit cards.

(iv) Fuelers shall inspect the facility daily and have trained personnel during normal hours of operation available to answer questions, provide other assistance, and respond to fuel spills from the facility.

SECTION E -- MINIMUM STANDARDS FOR SPECIALIZED AERONAUTICAL SERVICE OPERATORS

I. General Requirements

a. Compliance. SASOs shall be required to comply with the performance standards set forth in Section C and the applicable Minimum Standards as set forth in this section.

DULUTH AIRPORT AUTHORITY

October 20, 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. Beth Schelde. I have investigated the circumstances and support its consideration by the DAA Board of Directors.

Beth has been with the organization for a few months. She has not only been through an accelerated training program for her day-to-day accounts payable duties, but she has become fully proficient in grant financials while several marquee projects are happening at the same time. Beth has been asked to develop key relationships with our funding partners at the Federal Aviation Administration (FAA) and the Minnesota Department of Transportation, Aeronautics (MNDOT). In addition, Beth has been tasked with providing DAA leadership with critical financial analysis and cashflow forecasts that have informed timely decision making during a very dynamic period.

Beth has proven herself to be unphased by the importance of the tasks before her. She has demonstrated great work ethic and strong communication skills at a time when the organization needed both. Beth is an example of living our organizational values and an outstanding addition to 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
General Services Administration (GSA)
Lease Amendment

Terms:

- Term and rent remain unchanged

Background:

- The space lease for Transportation Security Administration (TSA) in the Terminal is managed by GSA.
- This amendment is a bilateral lease amendment that incorporates a clause required from Executive Order 14398, “Addressing DEI Discrimination by Federal Contractors.”

Docusign Envelope ID: 0D48281C-358F-8A76-8240-3C8E115F8D39

GENERAL SERVICES ADMINISTRATION PUBLIC BUILDINGS SERVICE LEASE AMENDMENT	Lease Amendment No. **DFC26**
	TO LEASE NO. **LMN00332**
ADDRESS OF PREMISES **DULUTH MN TERMINAL BUILDING** **4701 Grinden Dr** **Duluth, MN 55811**	PDN Number: **N/A**

THIS AMENDMENT is made and entered into between
DULUTH, CITY OF

whose address is: **4701 Grinden Dr**
Duluth, MN 55811

hereinafter called the Lessor, and the **UNITED STATES OF AMERICA**, hereinafter called the Government:

WHEREAS, the parties hereto desire to amend the above Lease to include the DEI Discrimination by Federal Contractors clause.

NOW THEREFORE, these parties for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, covenant and agree that the said Lease is amended, effective upon execution, as follows:

In Process

The following FAR clause is hereby incorporated into this Lease:

This Lease Amendment contains 2 pages.

All other terms and conditions of the lease shall remain in force and effect.
IN WITNESS WHEREOF, the parties subscribed their names as of the below date.

FOR THE LESSOR:

_____

Name: _____

Title: _____

Entity: _____

Date: _____

FOR THE GOVERNMENT:

_____

Name: Rebeca Torres Jurado

Title: Lease Contracting Officer

General Services Administration, Public Buildings Service

Date: _____

Docusign Envelope ID: 0D48281C-358F-8A76-8240-3C8E115F8D39

FAR 52.222-90 Addressing DEI Discrimination by Federal Contractors (APR 2026)

(a) *Definitions*. As used in this clause—

Program participation means membership or participation in, or access or admission to: training, mentoring, or leadership development programs; educational opportunities; clubs; associations; or similar opportunities that are sponsored or established by the contractor or subcontractor.

Racially discriminatory diversity, equity, and inclusion (DEI) activities means disparate treatment based on race or ethnicity in the recruitment, employment (e.g., hiring, promotions), contracting (*e.g.*, vendor agreements), program participation, or allocation or deployment of an entity's resources.

(b) In connection with the performance of work under this contract, the Contractor agrees as follows:

(1) The Contractor will not engage in any racially discriminatory DEI activities;

(2) The Contractor will furnish all information and reports, including providing access to books, records, and accounts, as required by the Contracting Officer, for purposes of ascertaining compliance with this clause;

In Process

(3) In the event of the Contractor's or a subcontractor's noncompliance with this clause, this contract may be canceled, terminated, or suspended in whole or in part, and the Contractor or subcontractor may be declared ineligible for further Government contracts;

(4) The Contractor will report any subcontractor's known or reasonably knowable conduct that may violate this clause to the Contracting Officer and take any appropriate remedial actions directed by the Contracting Officer; and

(5) The Contractor will inform the Contracting Officer if a subcontractor sues the Contractor and the suit puts at issue, in any way, the validity of this clause.

(6) The Contractor recognizes that compliance with the requirements of this clause are material to the Government's payment decisions for purposes of 31 U.S.C. 3729(b)(4).

(c) The Contractor must include the substance of this clause, including this paragraph (c), in subcontracts at any tier, including those for commercial products and commercial services, except those where the place of delivery or performance is outside the United States.

INITIALS: _____ & _____
LESSOR GOV'T

DocuSign

Certificate Of Completion

Envelope Id: 0D48281C358F8A7682403C8E115F8D39
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Document Pages: 2 Signatures: 0
Certificate Pages: 5 Initials: 0
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EnvelopeId Stamping: Enabled
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1800 F St. NW
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leasing@gsa.gov
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Signer Events	Signature	Timestamp
DULUTH, CITY OF jbodin@duluthairport.com Director of Finance & Administration Duluth Airport Authority Security Level: Email, Account Authentication (None) **Electronic Record and Signature Disclosure:** Accepted: 6/12/2026 6:18:59 PM ID: 91ac595e-a753-4a0f-a7ec-ca1e1dc096d1		Sent: 6/11/2026 9:16:42 PM Viewed: 6/12/2026 6:18:59 PM
Rebeca Torres Jurado rebeca.torres@gsa.gov Security Level: Email, Account Authentication (None) **Electronic Record and Signature Disclosure:** Accepted: 5/28/2026 5:25:55 PM ID: 96fd27cd-3849-4efb-b109-1ccb10276f16		

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In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp
G-REX g-rex.file@gsa.gov Security Level: Email, Account Authentication (None) **Electronic Record and Signature Disclosure:** Not Offered via DocuSign		

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Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
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Payment Events	Status	Timestamps

Electronic Record and Signature Disclosure

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ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

From time to time, PBS Leasing (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a $0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

How to contact PBS Leasing:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:
To contact us by email send messages to: craig.saunders@gsa.gov

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To advise PBS Leasing of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at craig.saunders@gsa.gov and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

To request paper copies from PBS Leasing

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to craig.saunders@gsa.gov and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with PBS Leasing

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;

ii. send us an email to craig.saunders@gsa.gov and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: https://support.docusign.com/guides/signer-guide-signing-system-requirements.

Acknowledging your access and consent to receive and sign documents electronically

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To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

By selecting the check-box next to 'I agree to use electronic records and signatures', you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify PBS Leasing as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by PBS Leasing during the course of your relationship with PBS Leasing.

DULUTH AIRPORT AUTHORITY

2027 DRAFT BUDGET ASSUMPTIONS

MAJOR TAKEAWAYS:

- DAA staff budgeted for a small surplus in 2027 after amortization of project expenses.
- Operating revenues are budgeted at an all-time high, representing a 9.5% increase over the 2026 budget.
- Passenger-related concession revenue projections are based on 2026 activity, adjusted for the return of Sun Country passenger service. Other revenues were determined based on current activity and contracted rates.
- TSA LEO revenue was added to the budget for the upcoming year. Revenue was assumed to continue through the entirety of 2027.
- Non-Passenger Aeronautical revenue is expected to continue increasing, driven in part by Lifelink rents and the return of the TSA LEO reimbursement program.
- Proposed rate increases include 10% for the Signatory Airline terminal rate and 6% for landing fees.
- Operating expenses less amortization and depreciation are budgeted at 8.9% over the 2026 budget.
- Operating expenses include a governance study for $150,000.
- DAA staff worked to maintain a relatively flat budget by considering deferred maintenance where possible and increasing rates where necessary.
- DAA staff continue to support the master plan as well as our strategic plan initiatives.
- Annual debt service in 2027 for all long-term debt is $586,096 after the final payments are made in 2026 for the terminal.

OPERATING REVENUE:

Non-Aeronautical Revenue:

- Concession revenue projections are based on 2026 activity, adjusted for the return of Sun Country service and informed by 2024-2026 trends. Projections are less conservative than in previous years because actual revenues have consistently exceeded budget.
- Parking revenue is budgeted to increase $150k over prior year budget based on 2026 activity.
- Rental and lease revenue is based on individual contracts.
    - Landline was removed from the budget for 2027.
    - WLSSD, Minnesota Power, and Lifelink were added to the budget.

Non-Passenger Aeronautical Revenue:

- Landing Fees and concession revenues were projected using three-year averages, with greater emphasis on 2026 trends.
- Rental and lease revenue is based on individual contracts.
- Fuel flowage fees and landing fee concession revenues are expected to increase due to proposed rates and charges adjustments.

Passenger Airline Aeronautical Revenue:

- Proposed rate adjustments include a 6% increase in landing fees and a 10% increase in terminal rental rates to address rising operating costs and contract pricing.
- Assumed similar service to 2026 for Delta and United and estimated the impact of the return of Sun Country service.

OPERATING EXPENSES:

Central Services/City Admin Fee:

- The City budgeted $160,900 for city services utilized by the DAA in 2027, an increase of $17,700, or approximately 12.4% over 2026.

Personnel Compensation & Benefits:

- Assumed addition of one maintenance staff.
- Included a 5% adjustment (2.5 wage adjustment + 2.5% market adjustment) to wages after step increases for all CBA employees as negotiated and approved in the CBA. Included a 2.5% adjustment to management employees.
- Assumed 9% increase in health insurance premiums and 2% Dental as approved by the JPE.
- Retiree insurance premiums adjusted for current retiree cost and the addition of one retiree.
- Work comp insurance premiums based on current experience.

Utilities:

- Assumed similar usage to last 12 months with 3% adjustment.
- Storm Water: Budgeted for fees based on 2026 experience.

Professional Services:

- Increase in professional services to support a governance study in 2027.
- Contract Security: contract rate increased.

Travel/Training:

- Each department projected actual travel and training.

Supplies & Services:

- Evaluated general operating, repair, and maintenance supplies to support maintenance initiatives. As airfield pavement and equipment have improved, supplies budgets have decreased.
- Departments reduced discretionary spending and right-sized budgets based on current experience.
- Increased fuel costs resulted in an increase of just over $100k from prior year budget.
- Contract cost updates were included based on most recent RFP results.
- Communications and technology costs reflect increases in core contractual agreements.

All Other: Based on current year as well as historical trends and estimates.

Duluth International Capital Projects with Local Share:

- General Aviation Taxi Lane and Infrastructure Rehabilitation: Estimated $427,500 in local share.

SKY HARBOR:

Sky Harbor Revenues: Revenue projections are based on three-year trends and averages, with greater emphasis on recent activity.

- Land/Field Rent: Based on 2025-2026 actual leases.
- Concessions: Estimated based on similar activity to 2026.
- Aviation Gas Sales: Projected to decrease based on 2026 activity.
- Hangar Rental: Based on current rental agreements, increase with adjusted pricing.
- State Aid M&O: Adjusted to match current state contract agreement.

Sky Harbor Expenses: Expense projections are based on three-year trends and averages, with greater emphasis on recent activity.

- Expenses for buildings were adjusted to be closer to actual cost.
- Storm Water: Budgeted for fees based on 2026 experience. We anticipate a 90% reduction as we receive exempt status-estimated to be July of 2027.

Sky Harbor Capital Projects with Local Share:

- Stormwater Treatment and Dry Hydrant Hangar Development: Estimated $77k local share.

DEBT SERVICE:

- Annual debt service for 2027 for all our long-term debt is $586,096.26.
- We will have two remaining loans from the City which were funded with a GO Bond issuance.
    - The first was to fund our parking structure and have a payback using parking lot revenues.
        - This is a 15-year loan, which goes through 2027.
    - The second loan funded renovations to LSC's Center for Advanced Aviation. Rent revenues pay the annual debt service plus 5% over levy.
        - This is a 15-year loan, which goes through 2030.
- Future debt service capacity: Could be gained after the December 2027 payoff of the parking structure loan.

Duluth Airport Authority

DAA Board Packet Budget vs. Actual Summary

From Jan 2026 to Aug 2026

UNAUDITED

Financial Row	Prior Year Actual (Jan 2025 - Aug 2025)	Current Year Actual (Jan 2026 - Aug 2026)	Budget Amount (Jan 2026 - Aug 2026)	% of Budget	Variance from Prior Year	Variance From Budget	Total Budget (FY 2026)
Ordinary Income/Expense							
Income							
Non-Aeronautical Revenue	2,910,363	2,862,945	2,563,033	111.70%	(47,418)	299,912	4,052,006
Non-Passenger Aeronautical Revenue	1,317,677	1,344,049	1,336,853	100.54%	26,372	7,197	1,989,471
Passenger Airline Aeronautical Revenue	1,235,867	1,344,713	1,314,601	102.29%	108,846	30,111	1,974,428
Total - Income	5,463,907	5,551,706	5,214,487	106.47%	87,800	337,219	8,015,905
Gross Profit	5,463,907	5,551,706	5,214,487	106.47%	87,800	337,219	8,015,905
Expense							
Miscellaneous Expenses	92,763	111,729	97,700	114.36%	18,967	14,029	134,740
Personnel Compensation & Benefits	1,930,629	1,990,182	2,085,112	95.45%	59,552	(94,930)	3,285,034
Services and Charges	1,801,898	1,773,275	1,816,184	97.64%	(28,623)	(42,909)	2,696,134
Supplies	388,972	508,642	462,816	109.90%	119,669	45,825	675,445
Total - Expense	4,214,262	4,383,828	4,461,812	98.25%	169,565	(77,984)	6,791,353
Net Ordinary Income	1,249,644	1,167,879	752,675	155.16%	(81,766)	415,204	1,224,551
Other Income and Expenses							
Other Income							
Non-Operating Revenue	520,662	500,250	478,129	104.63%	(20,412)	22,121	702,418
Total - Other Income	520,662	500,250	478,129	104.63%	(20,412)	22,121	702,418
Other Expense							
Non-Operating Expense	66,208	54,079	115,454	46.84%	(12,128)	(61,375)	173,181
Total - Other Expense	66,208	54,079	115,454	46.84%	(12,128)	(61,375)	173,181
Net Other Income	454,454	446,171	362,675	123.02%	(8,284)	83,496	529,237
Net Income Exclusive of Project Expenses, Depreciation & Amortization	1,704,099	1,614,049	1,115,350	144.71%	(90,049)	498,699	1,753,788
Projects/Grants							
Capital Contributions							
Contributed Capital	107,824	0	1,008,479	0.00%	(107,824)	(1,008,479)	1,512,719
Grants	10,663,123	12,662,549	22,172,812	57.11%	1,999,426	(9,510,263)	33,259,219
Total - Capital Contributions	10,770,947	12,662,549	23,181,292	54.62%	1,891,602	(10,518,742)	34,771,938
Total - Projects/Grants	10,770,947	12,662,549	23,181,292	54.62%	1,891,602	(10,518,742)	34,771,938
Depreciation & Amortization	(9,168,374)	(9,835,411)	(8,340,141)	117.93%	(667,036)	(1,495,270)	(12,510,211)
Net Income	3,306,671	4,441,188	15,956,501	27.83%	1,134,517	(11,515,313)	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 $498,699k. Adjustments are expected.
- **Operating Revenue:** Operating Revenues are ourperforming budget by $337,219.
  - Non-Aeronautical Revenue is $299.9k over budget overall. Of that, the largest variance to budget is Parking Lot Fees at nearly $144k. Car rental concessions are $82k over budgeted amounts and ride sharing service charges are up $11k .Customer Facilitiy Charges are $66k over budget. 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.
  - Non-passenger Aeronautical Revenue is now only $7k 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.
  - Passenger Airline Aeronautical revenue is $30.1k over budget due to increased landing fees and new billing structure for charter activity based on board approved rates.
- **Operating Expenses:** Operating expenses are $78k under budget overall.
  - Miscellaneous Expenses are $14k 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 $144K).
  - Personnel Compensation and Benefits are $95k under budget. 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.
  - Services and charges are $43k under budget. Communications and technology costs for annual flight information display support contract are up $11.7k from budget. A number of repair/maintenance contract costs are currently coming in under budget about $15k. Property and liabilty insurance policies are running a combined $11k under budget. Utilities are about $10K over budget. Some marketing expenses are also coming under budget for a total of $19k.
  - Supplies are $46k 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. Fuel costs (diesel and unleaded combined) are $18.4k over budget.
- **Non-Operating Revenue:** Non-operating revenue is over budget by $22k overall.
  - Passenger Facility Charges (PFCs) are$37k over budget.
  - Interest income is below budget by $14.8k.
- **Non-Operating Expenses:** Non-Operating Expenses are under budget by $61k 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.
- **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: $590,079 (does not include grants receivable)
  - Days Cash on Hand: 35 days currently vs 180 day benchmark (140 days under goal).
  - Grants Receivable are $4,098,193 as of 10/12/2026.
  - Current Line of Credit Balance is $100,000 as of 10/12/2026.

Duluth Airport Authority

Income Statement

From Jan 2026 to Aug 2026

Financial Row	Amount
Ordinary Income/Expense	
Income	
Non-Aeronautical Revenue	
Advertising Income	$33,938.00
Concession Revenue	
ATM	$328.00
Car Rental Concession	$518,234.75
Car Sharing Concession	$3,421.66
Commercial Vehicle Per Trip Fee	$2,761.50
Food & Beverage Concession	$74,348.13
Lottery Concessions	$299.75
Per Departure Fee	$1,695.00
Per Passenger Fee	$8,661.00
Services/Other	$725.55
TNC Per Trip Fee	$22,461.50
Vending	$8,609.41
Total - Concession Revenue	$641,546.25
Customer Facility Charges	$339,408.00
Miscellaneous Revenues	$83,952.93
Parking	$1,531,788.26
Permits	$4,179.09
Reimbursed Expenses	$50,490.24
Rent	$124,827.89
Sponsorship Income	$26,500.00
State Aid	$26,313.84
Total - Non-Aeronautical Revenue	$2,862,944.50
Non-Passenger Aeronautical Revenue	
Aviation Gas	$47,698.58
Concession Revenue	$232,358.75
Event Income	$42,603.31
FBO Parking	$2,320.40
Float Storage	$1,180.00
Landing Fees	$27,575.55
Ramp Fees	$13,960.00
Rent	$973,402.81
Tie Downs	$2,950.00
Total - Non-Passenger Aeronautical Revenue	$1,344,049.40
Passenger Airline Aeronautical Revenue	
Landing Fees	$310,338.86
Per Use Fee	$468.85
Terminal Office/Space Rental	$1,033,904.83
Total - Passenger Airline Aeronautical Revenue	$1,344,712.54
Total - Income	$5,551,706.44
Gross Profit	$5,551,706.44
Expense	
Amortization Expense	$311,905.72
Depreciation	$9,523,505.06
Miscellaneous Expenses	
Miscellaneous Expenses	$5.00
Bad Debt Expense	$2,589.60
Licenses & Taxes	$21,221.15
Memberships, Dues & Subscriptions	$14,844.54
Transaction Fees	$73,068.79
Total - Miscellaneous Expenses	$111,729.08
Personnel Compensation & Benefits	
Benefit Administration Fees	$532.95

Financial Row	Amount
Employer Contributions for Retirement	$186,634.17
Employer Paid Insurance	$336,234.61
Retiree Benefits	$49,797.92
Wages & Salaries	$1,394,307.51
Worker's Compensation	$22,674.36
Total - Personnel Compensation & Benefits	$1,990,181.52
Services and Charges	
Advertising	$2,733.65
Badging	$10,000.00
Central Services Fee	$94,866.64
Communications & Technology	$231,915.11
Employee Development Services	$43,129.57
Employee Physicals	$1,042.00
Finance Charge	$309.57
Insurance	$97,063.10
Marketing	$92,857.37
Professional Services	$371,054.05
Rentals	$3,790.10
Repairs and Maintenance - Contractual/Services	$340,226.20
Sponsorship Expenses	$12,398.75
Transportation	$936.09
Utility Services	$470,953.18
Total - Services and Charges	$1,773,275.38
Supplies	
Merchandise for Resale	$39,775.80
Office Supplies	$40,099.37
Operating Supplies	$137,553.62
Repairs & Maintenance Supplies	
Airfield	$110,652.02
Building	$40,834.08
Fencing & Gates	$10,728.52
Fuel System	$1,890.51
Grounds & Landscaping	$6,266.31
Heavy Equipment	$75,774.59
Heavy Equipment Accessories	$894.13
Jet Bridge	$7,345.94
Light Equipment	$21,775.96
Parking Equipment	$9,701.04
Parking Lot & Roadway	$80.55
Shop Supplies	$4,849.79
Small Tools	$419.36
Total - Repairs & Maintenance Supplies	$291,212.80
Total - Supplies	$508,641.59
Total - Expense	$14,219,238.35
Net Ordinary Income	($8,667,531.91)
Other Income and Expenses	
Other Income	
Capital Contributions	
Grants	$12,662,549.43
Total - Capital Contributions	$12,662,549.43
Non-Operating Revenue	
Interest Income	$82,608.94
Passenger Facility Charges	$417,641.05
Total - Non-Operating Revenue	$500,249.99
Total - Other Income	$13,162,799.42
Other Expense	
Non-Operating Expense	
Interest Expense	$54,079.37
Total - Non-Operating Expense	$54,079.37
Total - Other Expense	$54,079.37
Net Other Income	$13,108,720.05
Net Income	$4,441,188.14

Duluth Airport Authority

Balance Sheet

End of Aug 2026

Financial Row	Amount
ASSETS	
Current Assets	
Bank	
Checking Account	($3,131.51)
Petty Cash	$272.41
Pooled Cash - City Balance	$2,273,007.03
Total Bank	$2,270,147.93
Accounts Receivable	
Accounts Receivable - Restricted PFC	$155,875.89
Accounts Receivable Billed	$661,093.11
Accrued Receivable	$21,495.03
Grants Receivable	$8,385,000.16
ST Lease Receivable	$73,775.12
Total Accounts Receivable	$9,297,239.31
Other Current Asset	
Inventory Assets	$55,098.38
Prepaid Items	$135,541.20
Undeposited Funds	$208,654.88
Total Other Current Asset	$399,294.46
Total Current Assets	$11,966,681.70
Fixed Assets	$147,728,259.21
Other Assets	$5,288,073.93
Total ASSETS	$164,983,014.84
Liabilities & Equity	
Current Liabilities	
Accounts Payable	
Accounts Payable	$168,067.30
Contracts Payable	$3,386,749.54
Total Accounts Payable	$3,554,816.84
Credit Card	$9,777.39
Other Current Liability	$5,722,364.29
Total Current Liabilities	$9,286,958.52
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	$150,803,185.32
Total Liabilities & Equity	$164,983,014.84

Duluth Airport Authority
Duluth A/R Aging Report
As of October 13, 2026

Customer	60 Day Open Balance	90 Day Open Balance	>90 Day Open Balance	Total Open Balance
Avis Rent A Car	$0.00	$0.00	$0.00	**$31,548.96**
Bellamy Bill	$0.00	$0.00	$0.00	**($94.62)**
Boortz, Daniel	$0.00	$0.00	$0.00	**$51.00**
Budget Rent A Car	$0.00	$0.00	$0.00	**$17,602.73**
Chad's Pad, LLC	$0.00	$0.00	$0.00	**$531.96**
Cirrus Design Corporation	$0.00	$0.00	$0.00	**$25,987.29**
City of Duluth	$0.00	$0.00	$0.00	**$1,922.96**
Civil Air Patrol	$0.00	$0.00	$0.00	**$1.00**
Cohen, Marc	$0.00	$0.00	$0.00	**$51.00**
Deis, Matthew R	$0.00	($1.00)	$0.00	**$260.13**
Delta Airlines	$71,608.01	$0.00	$0.00	**$87,393.82**
DeSutter, Peter	$0.00	$0.00	$0.00	**$51.00**
Duluth Economic Development Authority	$0.00	$0.00	$0.00	**$43,422.78**
Duluth Hangar, LLC	$0.00	$0.00	$0.00	**$954.67**
Ellefson, Nicholas	$0.00	$0.00	$0.00	**$775.30**
Enterprise Leasing Company	($27,462.46)	$0.00	$0.00	**($54,761.34)**
Federal Express Corporation	$0.00	$0.00	$0.00	**$400.00**
General Services Administration	$0.00	$0.00	$0.00	**$5,923.49**
Guest Services Inc, DBA Giants Ridge Re	$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.	$0.00	$90.00	$300.00	**$390.00**
Johnson, Josiah H	$0.00	$0.00	$0.00	**$195.83**
Johnson, Richard	$0.00	$0.00	$0.00	**$597.79**
Kern & Kompany	$0.00	$0.00	$0.00	**$325.00**
KGM Contractors, Inc.	$0.00	$0.00	$0.00	**$1,575.00**
Lake Superior College	$0.00	$0.00	$0.00	**$35,902.14**
Lake Superior Helicopters	$0.00	$0.00	$0.00	**$7,508.91**
Larsen, Shane	$0.00	$18.51	$0.00	**$108.51**
Life Link III	$0.00	$0.00	$0.00	**$23,686.05**
Marsden Central, LLC	$0.00	$0.00	$0.00	**$800.00**
Marshall School	$0.00	$0.00	$0.00	**$200.00**
Matheson, Neil	$0.00	$0.00	$0.00	**$90.00**
Messerer Jon	($0.40)	$0.00	$0.00	**$2,141.32**
Minnesota Air National Guard	$0.00	$0.00	$75,000.00	**$77,903.68**
Minnesota Department of Transportation	$532,067.65	$206,989.69	$3,381,482.16	**$3,941,083.61**
Miscellaneous	$0.00	$0.00	$0.00	**$65.00**
Northern Renegade Properties, LLC	$0.00	$0.00	$0.00	**$775.30**
Northland Constructors, Inc.	$0.00	$0.00	$0.00	**$356.50**
Oakwells CR, LLC	$1,550.97	$0.00	$0.00	**$13,926.14**
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**
Outward Bound	$0.00	$0.00	$0.00	**$2,200.00**
Palmer, John	$0.00	$0.00	$0.00	**$260.75**
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**
Precision Concrete Group	$0.00	$0.00	$0.00	**$640.00**
QMS, INC.	$0.00	$0.00	$0.00	**$94.31**
Rasier, LLC	$0.00	$0.00	$0.00	**($2,500.00)**
RS&H	$0.00	$0.00	$0.00	**$2,888.51**
Safstrom Jon	$0.00	$0.00	$0.00	**$414.13**
SEH	$0.00	$0.00	$0.00	**$115.00**
Sky Harbor Miscellaneous Customer	$0.00	$0.00	$0.00	**$10.00**
Stevens, Mike	$0.00	$0.00	$0.00	**$261.13**
Sun Country, Inc. dba Sun Country Airlines	$0.00	$0.00	$0.00	**$120.00**
Sydow Dan	$336.66	$0.00	$0.00	**$673.32**
Teitelbaum, Mike	$0.00	$0.00	$0.00	**$51.00**
The Landline Company	$3,474.65	$0.00	$0.00	**$3,542.65**
Tom Sullivan	$0.00	$0.00	$0.00	**$300.00**
Transportation Security Administration	$0.00	$0.00	$0.00	**$345.00**
unifi	$0.00	$515.00	$0.00	**$1,230.00**
United Parcel Service	$0.00	$130.00	$0.00	**$130.00**
University of Minnesota Duluth	$4,000.00	$0.00	$0.00	**$4,000.00**
Valentine, Ian	$0.00	$0.00	$0.00	**$51.00**
Vantage DLH LLC	($0.01)	$196.84	$0.00	**$41,980.02**
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	**$585,575.07**	**$207,939.04**	**$3,456,782.16**	**$4,331,184.39**

Minnesota Air National Guard (GR)		$75,000.00
MN Department of Transportation		$3,941,083.61
Total Less Grants Receivable	**$**	**315,100.78**

Year to Date Airline Statistics

	DELTA					UNITED					CHARTERS				
	2026 Enplanements		2026 Deplanements			2026 Enplanements		2026 Deplanements			2026 Enplanements		2026 Deplanements		
Month	Revenue	Non Rev	Revenue	Non Rev	Total	Revenue	Non Rev	Revenue	Non Rev	Total	Revenue	Non Rev	Revenue	Non Rev	Total
JAN	6,964	169	6,402	173	13,708	2,641	53	2,584	46	5,324	-	-	-	-	-
FEB	6,622	128	6,335	182	13,267	3,116	74	2,958	53	6,201	179	-	178	-	357
MAR	7,372	188	6,936	190	14,686	4,052	92	4,219	74	8,437	180	-	180	-	360
APR	7,304	189	7,430	213	15,136	6,655	190	7,100	186	14,131	284	-	176	-	460
MAY	7,582	184	8,086	186	16,038	5,051	144	5,566	115	10,876	-	-	-	-	-
JUN	8,009	189	8,650	225	17,073	3,909	103	3,923	100	8,035	109	-	-	-	109
JUL	7,877	168	7,951	182	16,178	4,661	107	4,784	146	9,698	-	-	-	-	-
AUG	8,378	172	7,954	161	16,665	5,542	156	5,584	136	11,418	-	-	-	-	-
SEP	8,246	209	7,994	185	16,634	5,639	130	5,391	145	11,305	177	-	175	-	352
OCT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NOV	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DEC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	68,354	1,596	67,738	1,697	139,385	41,266	1,049	42,109	1,001	85,425	929	-	709	-	1,638

	2026 Total Passenger Data Including Charters							2025 - 2026 Difference		
	2026 Enplanements			2026 Deplanements			Total Passengers	Enplanements	Deplanements	Total Passengers
Month	Rev	Non Rev	Total	Rev	Non Rev	Total				
JAN	9,605	222	9,827	8,986	219	9,205	19,032	(980)	(678)	(1,658)
FEB	9,917	202	10,119	9,471	235	9,706	19,825	(1,141)	(1,233)	(2,374)
MAR	11,604	280	11,884	11,335	264	11,599	23,483	(832)	(1,206)	(2,038)
APR	14,243	379	14,622	14,706	399	15,105	29,727	3,342	3,093	6,435
MAY	12,633	328	12,961	13,652	301	13,953	26,914	641	1,425	2,066
JUN	12,027	292	12,319	12,573	325	12,898	25,217	(166)	564	398
JUL	12,538	275	12,813	12,735	328	13,063	25,876	(1,103)	(1,317)	(2,420)
AUG	13,920	328	14,248	13,538	297	13,835	28,083	1,016	755	1,771
SEP	14,062	339	14,401	13,560	330	13,890	28,291	685	331	1,016
OCT	-	-	-	-	-	-	-	(13,832)	(13,201)	(27,033)
NOV	-	-	-	-	-	-	-	(10,328)	(10,236)	(20,564)
DEC	-	-	-	-	-	-	-	(9,177)	(9,129)	(18,306)
Total	110,549	2,645	113,194	110,556	2,698	113,254	226,448	(31,875)	(30,832)	(62,707)

2026 Landline Passengers

	Arrivals				Departures								
	Revenue	Non-Rev	Seats (AU)	Total	Revenue	Non-Rev	Seats (AU)	Total	Van Depatures	Bus Depatures	Grand Total	2025 Grand Total	Inc /Dec
January	243	7	1,185	250	425	13	1,185	438	-	22	688	1,047	(359)
February	294	-	1,120	294	380	-	1,120	380	-	20	674	1,063	(389)
March	281	-	1,120	281	337	-	1,120	337	-	21	618	1,194	(576)
April	187	-	294	187	191	-	294	191	-	21	378	997	(619)
May	202	-	322	202	168	-	322	168	-	23	370	707	(337)
June	194	-	294	194	161	-	294	161	-	21	355	712	(357)
July	175	-	280	175	204	-	280	204	-	20	379	826	(447)
August	124	-	308	124	209	-	308	209	-	21	333	804	(471)
September	14	-	56	14	7	-	56	7	-	4	21	487	(466)
October				-				-			-	827	-
November				-				-			-	778	-
December				-				-			-	848	-
	1,714	**7**	**4,979**	**1,721**	**2,082**	**13**	**4,979**	**2,095**			**3,816**	**10,290**	**(4,021)**