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, November 17th, 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.

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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.

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DULUTH AIRPORT AUTHORITY

DULUTH AIRPORT AUTHORITY
MEETING AGENDA
NOVEMBER 17, 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 October 20, 2026 Board Meeting Minutes

III. *DAA CASH DISBURSEMENTS

A. Operating Check Registers #26-29, 2026; Operating ACH Payment Registers #28-38, 2026; Construction ACH Payment Registers #17-19, 2026.

IV. *CORRESPONDENCE

A. DLH Airport Construction Update Newsletters. Email.
   i. October 16, 2026
   ii. October 23, 2026
   iii. October 30, 2026
   iv. November 6, 2026
B. November 6, 2026: DLH Air Traffic Control Tower Construction Newsletter. Email.
C. March 2025: U.S. Airport Infrastructure Needs 2025-2029: Modern Airports for a Strong Minnesota. ACI North America (Airports Council International).
D. October 8, 2026: Hermantown Zoning Hearing Notice. Letter.
E. October 13, 2026: LifeLink III Unveils Brand New Hangar and Living Quarters at DLH Airport. Fox21 News.
F. October 13, 2026: New Duluth Air-Medical Base Aims to Close Care Gap for Rural Patients. NNN.
G. October 23, 2026: U.S. Airlines Favor Higher Fares Over Fuller Planes as Fuel Costs Squeeze Profits. Reuters.
H. October 26, 2026: DLH SCASDP Extension Request to Ms. Jermeka Scott, US Department of Transportation. Letter.
I. October 26, 2026: Duluth City Council Backs 148th's Pursuit of F-35s. DNT.
J. October 27, 2026: Memorandum to DAA Board of Directors from DAA Executive Director RE: Remarks Supporting 148th Fighter Wing's Pursuit of F-35 Fighter Aircraft. Letter.
K. November 6, 2026: Duluth Chamber Highlights Leaders, Community Investments at Annual Event. DNT.

L. November 8, 2026: Allegiant Air Cuts More Sun Country Flights from Minneapolis Despite Really Strong Demand. Simple Flying.

V. OPPORTUNITY FOR PERSONS TO BE HEARD

VI. OLD BUSINESS

None.

VII. NEW BUSINESS

A. Resolution to Approve $4500 Employee Incentive Award for Ms. Jana Kayser and Mr. Ryan Welch in Accordance with Operating Policy #5.
B. Resolution to Approve the 2027 DLH and DYT Capital Improvement Plans.
C. Resolution to Approve Work Order 2026-07 between the Duluth Airport Authority and Short Elliot Hendrickson, Inc. for Project Formulation for the Hangar 104 Rehabilitation Project.
D. Resolution to Approve the 2027 Rates and Charges Schedule for DYT.
E. Resolution to Approve the 2027 Rates and Charges Schedule for DLH.
F. Resolution to Approve the Duluth Airport Authority 2027 Annual Budget.
G. *September 2026 Financial Reports
H. *November 2026 Accounts Receivable
I. *October 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: November 17, 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:
  - 2027 Capital Improvement Program
- Construction:
  - Air Traffic Control Tower Replacement
  - Taxiway Alpha Phase 6
  - Fuel System Replacement
- Operations and Maintenance:
- Sky Harbor
  - 2027 Capital Improvement Program

BUSINESS/PROPERTY DEVELOPMENT

- Stebner Rd Development Update
- 101 Site Development Update
- Airport Property Rate Study
- GA Hangar Inspections Update

FINANCIAL UPDATE

- Q3 Financial Update
- Project Payment, Cash Flow, LOC Update
- FY27 Budget Presentation to Duluth City Council

MARKETING/COMMUNICATIONS

- Q3 Metrics
- Strategic Plan Initiatives:
  - ClubDLH Repurposing Plan

  - Sunflower Program Rollout Plan
  - Customer Service Brand Overhaul Update

LEGISLATIVE UPDATE

- Post Election Recap
- 148th Fighter Wing Competes for F-35 Fighter Selection

PRESENTATIONS/TOURS/TRAVEL RECAP

- NSR

OTHER

- Proposed DLH Rules and Standards Update

Submitted by,

Tom Werner, A.A.E.
Executive Director

DULUTH AIRPORT AUTHORITY

Duluth Airport Authority
Meeting Minutes
October 20, 2026

MEETING LOCATION: Amatuzio 3rd Floor Conference Room

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

DIRECTORS ABSENT: Pat deGrood

OTHERS PRESENT:
Tom Werner, DAA Executive Director
Ryan Welch, DAA Dir. of Operations, Planning, and Construction
Jana Kayser, DAA Dir. of Business Development
Brandon Conklin, DAA Public Safety Manager
Elizabeth Schelde, DAA Accountant
Aimee Bone, DAA Administrative Coordinator
Samantha Goodall, DAA Finance Intern
Jaimie Domagala, Fraction, LLC
Eric Monson, Lake Superior Helicopters/Ascent Aviation
Rob Missinne, Vantage Aviation
Barry Sinex

OTHERS PARTICIPATING VIA ELECTRONIC MEANS:
Dante Tomassoni, Cirrus
John DeCoster, Decomm Aviation Consulting
Horeya Czaplewski, EXP
Lydia deGrood, Giant
Nathan Niemann, H+U
Nicholas Clabbers, Kaplan Kirsch
Laura Kilgarriff, Kaplan Kirsch
Shawn McMahon, SEH
Ryan Maxfield, Vantage Aviation

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, with a 1% increase. Delta was up 4%, and United was up 3% compared to September 2025. Enplanements were up 5% compared to September 2025.
- Load factors remain strong, with Delta in the mid-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 1% compared to September 2025. United has had a year-to-date increase of 23% and a 12% increase for the month of September.
- Market share data shows United with 42% of total seats in the market and Delta at 58%.
- Mr. Werner shared data on the three-year monthly seat count 2024-2026. Delta remained stable and fluctuated a bit more for United.
- DLH seat capacity sees good growth through the end of 2026, and sharp growth starting in 2027.
- DLH's origin & destination (O&D) traffic was up 10% in 2Q26 compared to the same time from 2025. DLH revenue was up 23% from last year's 2nd quarter.
- DLH fare increases have generally been in-line with U.S. fare increases.
- DLH Network Airline revenue per available seat mile (RASMs) are near system averages; LFs remain good, although United did see slight slippage in 2Q26, likely driven by sharp capacity growth.
- Mr. Werner shared 2Q26 benchmarking with DLH fares compared to other Upper Midwest regional airports. Some airports, such as Hibbing, remained flat. Other airports had double-digit growth, with Grand Forks at nearly 30%.
- Mr. Werner shared the Delta RASM performance with all airports within 1,500 miles of MSP and showed that the Delta DLH to MSP is right at or slightly above the curve, thus performing well.
- Mr. Werner then shared Delta's MSP Midwest City pairs load factors for YE2Q26. DLH's load factors were near the top, and two points higher than the Midwest average load factors. However, Mr. Werner noted that Minnesota's Essential Air Service (EAS) markets were near the bottom.
- Mr. Werner next shared United's RASM for ORD, and the data shows strong performance.
- Mr. Werner shared Seats per Capita comparisons in peer markets, and the data showed that DLH is near the bottom for per capita seats, and Mr. Werner suggested the possibility of the data showing correlation of the median household income of the DLH area being lower than that of other regional markets.
- Mr. Werner then shared the top 30 U.S. Airports seat capacity change, which included ORD in the second-highest spot at 8%. It was also noted that MSP remained flat, with 0% capacity growth.

- National Air Service News: Mr. Werner reminded everyone 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. Mr. Werner noted that it does not affect the Sun Country direct seasonal flights from DLH to Fort Myers, beginning in January through April 2027, is still on schedule.
- Local Air Service News: Mr. Werner shared that United is reducing its daily departures from four to three daily starting in November and expects it to pick up again in December.

B. **Operations/Construction/Planning:** Mr. Werner began with Planning and provided the following updates:
   - Mr. Werner shared a slide with 5-year look of the airport plan and shared a preview of the Capital Improvement Program updates for both DLH and DYT for 2027, which the board will vote on at the November board meeting.
     - DLH CIP includes the Projects for 2027: GA taxilane construction, hangar 104 rehabilitation, runway 9/27 shoulder replacement preliminary and final design, and runway 9/27 HIRL replacement design. DAA hopes to receive the grant for Taxiway A Phase 7 in 2027 (since notified would not receive in 2026) and also have some remaining AIG funds to put towards a revenue-generating hangar. This is in addition to the ongoing ATCT project.
     - DYT CIP for 2027 includes the stormwater design and construction, hangar one sanitary line/holding tank repair, and installation of a dry hydrant to support expansion…
     - Mr. Werner also added that local shares will also be shown in the budget.
     - Mr. Welch added a follow up to a brief to the board about attempting to secure the grant for the remaining work on the midfield ramp to support defense infrastructure, but DLH was not selected for the grant. Mr. Welch will meet with the grant team later in the month to try and strengthen DLH's position in the future.
   - Mr. Welch shared the following Operations updates:
     - The ATCT project continues to move along as does the Taxiway Alpha Phase 6 project, which is expected to be completed in the next several weeks. Mr. Welch shared recent drone images of the ATCT construction site.
     - Mr. Welch shared that cashflow continues to be a priority, and Ms. Domagala will go into further detail during her presentation a bit later in the meeting.
     - Communication and updates with the airport stakeholders will continue. Also bi-weekly tenant meeting as well as
       Taxiway Alpha 6 Reconstruction: the project is starting to wind down. Most of the paving is done, with some bituminous paving in the shoulders this week as well as getting the electrical systems up and running. Mr. Welch shared that there will be a ribbon cutting once this project is complete. Mr. Welch also showed several drone photos of the project and will share drone footage at a future board meeting once the project is completed.
     - Mr. Welch shared updates for the Midfield Ramp Reconstruction – Phase 3 project and shared a couple of images.
       - Director Hoff asked if the concrete paving for the Phase 6 is mixed on site, and Mr. Welch shared that the construction company created a batch flat nearby. Dir. Hoff asked about the thickness of the concrete, and Mr. Welch shared that it's about 13 inches thick, with 4 inches of bituminous material beneath it.
     - Mr. Welch shared updates of the fuel farm relocation. The project is currently on pause while waiting for the fuel tanks to arrive. Mr. Welch shared several photos of the site.
     - Mr. Welch discussed ATCT updates in detail. Level three of the tower walls, at about 45 feet above ground. Foundation for the base building have been poured and backfilled to grade and all interior column footings have been poured.

- Continue to work on MEP mechanical, electrical, and plumbing rough-ins, will pour the level four deck in the coming week, and structural steel is expected within the month.
  - Dir. Hoff asked if the same concrete is used for the ATCT as the taxiway project, and Mr. Welch replied that it is different. The volume that goes into the ATCT comes in smaller truck runs. Locally produced.
- Mr. Welch shared that the new SRE equipment is ready for winter and training on the new equipment is completed.
- Continue to work through several labor shortages. All military leaves are complete, several employees on paternity leave.
- Mr. Welch then introduced Mr. Brandon Conkling, the new DAA Public Safety Manager. Mr. Conklin
  - Dir. Hoff asked what the scope of Mr. Conklin's job is, and Mr. Welch shared it's public safety. Right now, the focus is on security and then other job layers such as the emergency management and cyber security areas will be added as time goes on.

- Sky Harbor Airport: Mr. Welch shared several updates.
  - The docks is coming out later this week and just preparing for winter.
  - Mr. Welch shared that the recent controlled burn went well.

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

- Fisher/FedEx Property Update: Ms. Kayser shared that Mr. Kurt Fisher is a developer from Mankato who owns the FedEx facility and leases the land from the airport. Mr. Fisher is getting ready to retire and has listed the FedEx facility for sale. Ms. Kayser shared that the DAA has informed Mr. Fisher that the DAA will not be assigning the lease unless it is amended and restated to make the DAA compliant with current grant assurances due to the age of the lease. The lease has subordination language and the DAA must approve the assignment, but will not be unreasonably withheld, in compliance with FAA regulations. Mr. Fisher's current lease has five years remaining. Ms. Kayser will keep the board updated with developments.
  - Dir. Hoff confirmed which building it is with Ms. Kayser, and Ms. Kayser also shared that it has a customer facing side where packages can be dropped off, in addition to the air cargo side. Ms. Kayser also confirmed with Dir. Hoff that the hangar in front of it will eventually be torn down.
  - Dir. O'Brien asked Ms. Kayser if Mr. Fisher had built the building, and Ms. Kayser confirmed that he did have it built in the early 1990s and added onto it in the last ten years. Ms. Kayser also confirmed that the facility is in proper shape.
  - Dir. Hoff asked if there is any long-term commitment to FedEx beyond the five years, and Ms. Kayser shared that there isn't that she is aware of.
- Airline Lease and Use Agreement: Ms. Kayser shared an update on the agreement progress with United and Delta airlines, with the goal to start the lease in January that will renew annually.
- Stebner Road Update: Ms. Kayser reminded everyone that this is the property where MN Power plans to build their new service center. Ms. Kayser shared that the FAA verbally approved the National Emergency Use provision tied to the property has been approved for release from the DOD. Ms. Kayser is waiting for the written approval along with the FAA's land use determination to use the land for non-aeronautical purposes. Hopes to start the lease with MN Power early next year, and the construction project to start as well.

- 101 Site Development: Ms. Kayser shared that the DAA continues to work with the EDA to finalize its grant. SEH continues to work on the taxilane design, and Cirrus is working on their run-up and fuel calibration hangar which will also be constructed at the site. Cirrus is hosting a groundbreaking event tomorrow for the building. The taxilane project will start in the spring. The EDA grant also encompasses the Hangar 104 rehabilitation, and Ms. Kayser shared that the DAA continues to work through the design and investigation of rehabilitating the two bays of Hangar 104.
- Airport Property Rate Study: Ms. Kayser shared that prior to Monaco selling to Vantage Aviation, the DAA worked with Mr. Don Monaco to amend the lease including the ground lease rate being set by a rent study to be conducted no later than January 2027. The DAA has contacted Mr. Clay Carter (company is Valuation Takes Flight), and he will be here in the first week of November to do an airport property rent study for both aeronautical and non-aeronautical spaces. Once that is complete, the DAA will be able to adjust the FBO lease according to the suggested rates, as well as adding the language into the other leases moving forward.
- Lake Superior College Hangar 14 Canopy Installation: Ms. Kayser shared an update about the new hangar roof canopy, and shared that it is near completion. The canopy has been completed since last month's board meeting, and siding replacement on one side of the door is the only remaining item.

D. **Financial Update:** Ms. Domagala provided an update on the following:
- 2027 Budget Process: Ms. Domagala shared the 2027 budget draft for DLH rates and charges.
    - The current rates were shown in black text, and the proposed rate changes for 2027 in red text. Ms. Domagala shared that the bulk of data that will be presented includes annual CPI adjustments and contractual agreements.
        - Various DLH items include:
            - Increase of 10% rate adjustment for Airline Leased Premises: Signatory, 125% of Signatory Rate for Airline Leased Premises, and increase of 3% CPI rate adjustment for non-airline terminal tenant rate.
            - Fuel flowage fee increase from $0.090 to $0.100.
            - Preferential Use Cargo Ramp Fee per calendar month increase of 3% CPI adjustment.
            - Annual Corporate Parking Permits-3% rate increase.
            - Ground Transportation Per Trip Fees-Increase to $2.50 from $1.50 for hotel taxi/limo to match the fees for TNCs.
            - Airport Rental Car Ready Return & Overflow-3% increase CPI.
            - DAA Owned Hangar rental rates are also proposed a 6% increase adjustment.
        - DYT items includes Hangar 1 Aircraft Storage Fee monthly increases at 3% CPI to Single Engine Category with multipliers to adjust for each.
    - Draft Annual Budget Main Points:
        - DAA staff budgeted for nearly a $39.6k budget surplus in 2027.
        - Operating revenues are budgeted to be an all-time high, representing a 9.5% increase over the 2026 budget.
        - Passenger-related concession revenue was estimated 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 and expected to continue through the entirety of 2027.
- Non-Aeronautical revenue increases are expected to continue, driven in part by LifeLink rents and the return of the TSA LEO program.
- A 10% rate increase to the Signatory Airline rental rate has been proposed as well as 6% to the landing fee rate.
- Operating expenses are budgeted at 8.9% over the 2026 budget.
- DAA staff worked to maintain a relatively flat budget by considering deferred maintenance where possible and increasing rates where necessary. On the expense side, there are several large items that needed to be taken into consideration, which include a governance study for $150,000, replacing outdated servers for $111,000, and the DAA budget for city services such as HR, payroll, etc. increased by $17,000, or around 12.4%. The DAA does request a cost allocation from the city, which remained flat, but overall expenses went up for the city so that was passed along to what the DAA pays for its services. Other such expenses such as payroll and rising union contract adjustments, and health and dental benefits, along with one additional maintenance employee.
- There is an additional $100,000 budgeted to fuel costs due to the current price of diesel and unleaded fuel prices.
- The local shares for DLH and DYT are a combined $527,000.
- DAA staff continue to support the master plan as well as its strategic plan initiatives.
- DAA's annual debt service in 2027 for all long-term debt is $586,096.
- Airline negotiations with a new rate structure are anticipated, which may affect the final budget for November approval.
    - Dir. O'Brien confirmed with the staff that the governance study is an item that the board had previously passed, and also asked if the additional $150,000 that DAA anticipates generating from parking fees is speculative. Ms. Domagala shared that overall, there has been a higher parking volume and expects the trend to continue, as it has been steadily climbing and that the $150,000 is conservative. Dir. O'Brien asked if parking fee comparisons were conducted at similar airports, and Ms. Kayser shared that this was done the last time parking fee prices were adjusted. Mr. Werner added that the challenging aspect to parking fee comparisons is that a customer here at DLH doesn't necessarily concern themself with what a passenger in another part of the country is paying for parking. They are more likely to be concerned with MSP and comparing aspects between the two airports.
    - Dir. Johson inquired about the downward trend of marketing expenses, and Ms. Baker shared that marketing budgeting accuracy has increased with spending versus projected amounts. Additionally, the marketing grant has been increased from last year to this year and Ms. Baker emphasized remaining focused on increased accuracy of marketing expenses.
- Ms. Domagala added that the long-term debt service is decreasing exponentially (from $1 million to $586,000) in 2027 due to items dropping off.

- Mr. Werner added that at the peak of the debt service schedule that DAA had multiple large items paying off at once, combined with increased costs of running an airport. Mr. Werner also shared that once the ATCT and the Alpha runway are completed, there are no additional marquee projects at this time and DAA will have increased flexibility. Long term, Mr. Werner shared that it will be important, especially if the governance study leads to a change in DAA operational standpoint, to set funds aside to back bonds and other tools that are perhaps not utilized directly today. Additionally, record revenues sound positive, but are concerning. The DAA does not make money for the purpose of making money, but just enough to preserve safety and security. The DAA runs a lean operation, and there is no other area to cut. The cost for employment has been increasing, and the background narrative in the Strategic Plan is to reduce costs to the airlines to attract other airlines. There is not an alternative project to present to the board but is something the DAA is mindful of.
    - Dr. Hoff asked if other airports are facing similar issues, and Mr. Werner stated that there are. One additional aspect to keep in mind is that DLH is very far north, so this is a factor when considering warm weather destinations and the price of fuel and costs to service flights to those regions. Onn paper, the challenges at DLH may appear similar, but there are also some notable differences.

- Mr. Werner and the board thanked Ms. Domagala for her presentation.

E. **Marketing/Communications:** Ms. Baker shared the following updates:
- Ms. Baker thanked staff for covering marketing and communications items while she was on leave.
- The Lifelink ribbon cutting took place on October 13th at 10:00 am, was very successful, and had strong media coverage.
- Ms. Baker shared that she is working on a few items for Strategic Plan Initiatives which include:
    - Club DLH: Ms. Baker is exploring repurposing options for Club DLH to add additional membership opportunities, and a rewards space for frequent travelers.
    - DLH Customer Service: Ms. Baker discussed introducing the Sunflower Program, which is recognized globally at more than 300 airports, including 86 nationwide, to accommodate individuals with hidden disabilities. The lanyard is a visible symbol for passengers who need may need additional assistance while navigating the airport.

F. **Legislative Update:** Mr. Werner provided an update on the following:
- After the elections are done, DAA will have a better idea of who will be in key committee positions at the state legislature.
- Mr. Werner reminded everyone of the additional $2 million that the DAA needs that will be part of MnDOT's budget and will get support to advocate for passing the legislation.
- Modern Skies Act: Mr. Werner shared that this is an initiative to bolster aviation-related capital accounts, including $3 billion in additional discretionary funds for the airport improvement program. This is of great interest to DLH because it did not receive its

funding for Phase 7, as was discussed at the previous board meeting. DAA will work with the post-election congressional delegation.

- Airport Terminal Program: This program funds refurbishment and expansion of terminals around the country and also funded the DLH ATCT project. DAA is very supportive of this program getting reauthorized and will work with legislation after the election to help do so.

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

- National Airports Conference: Mr. Werner shared that he recently attended the annual conference which is a good opportunity to speak with colleagues about the industry. Workforce capital funding and cyber security are key topics and concerns, as they were last year as well.

H. **Other:**

- Board Retreat Preview: Mr. Werner shared that the board retreat will take place tomorrow here in the DAA 3rd floor conference room at 1 p.m., notice has been posted, and air service consultant Mr. Michael Bown will be in attendance and giving an air service presentation and several other topics will be discussed as well.
- Proposed DLH Rules and Standards Presentation: Mr. Werner shared that Mr. Nicholas Clabbers and Ms. Laura Kilgarriff from Kaplan Kirsch and Mr. John DeCoster from Decomm Aviation Consulting would be sharing the proposed Rules and Standards. Mr. Werner reviewed the objectives for the process:
    - All DLH's Rules, Regulations, and Minimum Standards were the Subject of the Review.
        - Areas of Special Emphasis:
            - Commercial Vehicle Policy Enforcement (by reference)
            - Terminal Employer Sanctions for Security Enforcement
            - General Aviation Aircraft Insurance Thresholds
            - Fixed Based Operator Minimum Thresholds
                - Jet A
                - General Aviation Terminal Space
                - Hangar Space
                - Contiguous Process and Guardrails
            - What does Self-Fueling Look Like at DLH?
                - Develop Process Guardrails
            - Support the Responsible Integration of Advanced Air Mobility (AAM) and Sustainable Aviation Fuels (SAF) Consistent with Industry Best Practices.
    - Develop Credible Business Case for Certain Thresholds/Rules Grounded in:
        - Regulatory Compliance
        - Industry Best Practices
        - Competitive Advantage over Peer Airports.
    - Maintain Public Credibility Through Transparency and Stakeholder Engagement
        - Stakeholder input will be sought regarding the current Rules and Standards.
        - Should revised or new DLH Rules, Regulations, and Minimum Standards be proposed, there will be a deliberate public process where DAA staff/project team will recommend their adoption by the DAA Board of Directors at DAA Board Meetings.

- Additionally, as a public forum, the process enables the public to hear discussion about it and be involved as needed.

- Mr. Werner then introduced the Project Lead, Nicholas Clabbers, from Kaplan Kirsch:
  - Mr. Klabbers stated that the firm is based out of Denver, CO, and has worked with the DAA for a number of years. Mr. Klabbers also introduced the other project team members, Ms. Kilgarriff and Mr. DeCoster.
  - Both Kaplan & Kirsch and John DeCoster (who was at a different firm at the time) were both part of drafting the current DLH Rules and Regulations back in 2014.
  - Mr. Klabbers discussed some of the legal and regulatory pieces around what the Rules and Standards are, and why they're important:
    - DAA has obligations to ensure "reasonable and not unjustly discriminatory" access to the Airport, and to avoid creating an "exclusive right" to provide services at the Airport.
    - Establishing baseline requirements for conducting commercial aeronautical activities (commonly called Minimum Standards) can assist with meeting these obligations.
    - Regular review of these regulatory documents is strongly recommended to ensure outdated requirements do not inadvertently violate these obligations.
  - Mr. Klabbers discussed the background of updating the 2024 document:
    - Proposal for updated Rules and Standards governing commercial aeronautical activities and general safety and welfare at the Airport.
    - The Rules and Standards were last updated June 2014.
    - The proposed changes are intended to support the Airport's position as a regional center for aviation and commerce and to better align requirements with today's operating environment.
  - Mr. Klabbers next discussed the revision process:
    - Since March 2026, DAA staff and the consultant team has conducted a comprehensive review of the Rules and Standards.
    - Proposed revisions based on the Airport's operational needs, industry best practices, and user feedback.
    - The DAA considered public feedback (written and oral) obtained through several rounds of public comment.
      - Spring 2026: Initial public review and input.
      - August 15, 2026: Public review of the first revised draft.
      - September 17, 2026: Public review and comment on an updated draft incorporating prior feedback.
  - Mr. Klabbers shared Key Changes:
    - FBOs and SASOs
      - Minimum Hangar Space: Reduces the FBO requirement from 30,000 to 20,000 gross square feet to support new entrants while meeting operational needs.
      - FBO and SASO Operational Requirements: Provides greater flexibility in fixed based operator (FBO) and Specialized Aviation Service Operator (SASO) staffing, customer service, response

times, operating hours, facility design, as well as location of FBO property (removes requirement that property be contiguous).

- Fueling
  - Fuel and Deicing Fluid Capacity: Reduces minimum capacities for AVGAS (10,000 to 3,000 gallons), and deicing fluid (1,000 to 500 gallons) to align with operational needs.
  - Self-Fueling: Permits mobile self-fueling at DAA-designated locations, and the transport of fuel onto Airport property for self-fueling.
  - Sustainable Aviation Fuel: Allows, but does not require, FBOs to provide sustainable aviation fuel (SAF) based on commercial interest.
- Additional Proposed Changes
  - Flying Clubs: Clarifies FAA-based requirements for flight instruction, instructor compensation, and restrictions on commercial activities.
  - Independent Operators: Permits independent operations, including flight instruction and mobile mechanics, with a DAA permit.
  - Indemnity: Requires reimbursement of federal civil penalties caused by an Airport user's act or omission; DAA to seek dismissal or reduction of the penalty.
  - Fee Changes: Provides tenants and commercial aeronautical operators at least 30 days' written notice of changes to rates, fees, or charges.
  - Application Procedures: Affords applicants notice of an incomplete application and 30 calendar days to correct.
  - Additional Updates: Updates definitions; clarifies investigative authority and expressive-activity requirements; provides for evolving AAM requirements and establishes additional ground service equipment storage requirements.
  - Mr. Klabbers stated that this was a quick overview and opened the meeting for questions.
    - Dir. Hoff asked how DLH compares with the proposed changes in standards compared to other airports of similar size? Mr. Klabbers shared that minimum standards are difficult to make in a cookie cutter fashion and must be individually crafted to fit the needs of the particular airport. This sentiment is also what the FAA communicates about the standards. That said, Mr. Klabbers said the project team studied similar airports. The standard deviation can go in different directions, but the standards that are being proposed are very much in line with regional competitors.
    - Mr. Werner asked Mr. DeCoster if he would add any industry contexts about the thresholds that he touched on in relation to fuel and provide DLH's position in the industry. Mr. Decoster shared that there's an incumbent FBO at DLH and he was also part of the team from 2014. Conditions were different back then than they are now. Trying to

balance it for a competitive situation with the potential of what an investment might be if a new FBO were to start at DLH, but that they have sufficient investment to ensure commitment to DAA. Mr. DeCoster said that the proposals encompass what they feel represents what the demand would potentially be for a second FBO.
    - Dir. O'Brien asked how many square feet the current FBO's hangar is. Mr. Werner and Mr. Klabbers shared that the hangar is well over the minimum threshold of 30,000 square feet. Mr. Ryan Maxfield of Vantage Aviation shared that it is over 70,000 feet total.
- Mr. Werner discussed that this is the month the updated proposals were to be brought to the board for review and be able to talk to the project team about the revisions being proposed. It will be brought back to the board as soon as next month for adoption. The DAA has received public and written comments over the past couple of months, including from Mr. Barry Sinex, who suggested a limited FBO. Mr. Ryan Maxfield suggested something similar. There are two different stakeholders with two different sets of rules looking to accomplish the same way forward. Mr. Werner shared that a limited FBO is not what's being proposed. There is one standard, and one way of operating with FBOs at this facility. However, if the board wishes, the project team can go back and see if there's anything in this new category to see if there are any appropriate opportunities for Duluth. Mr. Werner asked if the board would be interested in the project team revisiting the possibility of reexamining a limited FBO. There was interest expressed by members of the board, so Mr. Werner and the other members of the project team will do so and bring the proposal to the board once the public and stakeholders have had time to review and make comments, possibly at December's meeting. There is not a sense of urgency, and while the current 2014 Rules and Standards may be perceived as dated, they are not at all out of compliance. Dir. Hoff asked if there are examples of limited FBO standards at other airports, and Mr. Klabbers confirmed that they are less common, but do exist. Mr. Werner thanked the project team and the board and stated that the process will continue.

- 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 September 15, 2026 Meeting Minutes
- Dir. Crawford entertained questions or a motion.
    - Motion: Dir. Johnson
    - Second: Dir. Black
    - Abstain: None
    - Result: This resolution was adopted unanimously.

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

- Mr. Barry Sinex thanked the board for the opportunity to speak on the topic of Rules and Standards. Mr. Sinex shared that the minimum standards are responsible for making sure that everything is safe and providing necessary service at the airport, and the FAA does warn against using exclusivity in the process of creating minimum standards. Mr. Sinex questioned why the previously considered reasonable standards of 10,000 square feet were being doubled, and suggested the changes were influenced by concerns about protecting the existing FBO rather than FAA requirements. Mr. Sinex shared that he supports allowing an additional, limited FBO operation to provide maintenance services for smaller aircraft, as well as avgas, and offer transient customers another option for purchasing fuel. Next, Mr. Sinex expressed interest in creating an avgas FBO, as well as discussing the proposed FBO requirements with the existing FBO, Vantage Aviation. Mr. Sinex raised concerns about Paragraph 9 in the proposed revisions to the Rules and Standards, which would allow the Airport Manager to deny airport access based on litigation or reports to the FAA involving an individual, family members, or business associates. It is Mr. Sinex's recommendation to remove Paragraph 9 because it lacks a clear definition of frivolous litigation and could give the Airport Manager excessive discretion, potentially limiting citizens' rights to conduct business at the airport.

- Mr. Ryan Maxfield also thanked the board for the opportunity to speak on the topic of Rules and Standards. Mr. Maxfield stated that Vantage Aviation is in favor of good policy, and it is good policy to periodically review and update airport rules, regulations, and minimum standards to reflect current FAA advisory circulars 150 and guidance. Mr. Maxfield stated that he opposes what he views as a significant reduction in standards for a full-service FBO which he does believe should be defined differently than a limited FBO or SASO. Mr. Maxfield stated that Advantage Aviation voluntarily exceeds existing minimum standards through investments, quality of control of their fuel and deicing, equipment, and customer service. Mr. Maxfield explained that maintaining an adequate fuel storage capacity allows the company to purchase fuel strategically, manage price volatility, and provide competitive pricing to airline partners and transient customers. Next, Mr. Maxfield shared that Vantage supports a limited FBO to serve smaller piston aircraft with specific services without requiring the same infrastructure and standards as a full-service FBO, while continued strengthening with the full-service FBO standards. Mr. Maxfield noted that other airports generally maintain or strengthen their minimum standards rather than reduce them to accommodate new operators to ensure that the quality and safety of each operator is upheld.

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.

- Mr. Werner shared that Ms. Schelde has been a tremendous addition to the team during a complex time and has been a substantial part of its success over the past six months.

  Dir. Crawford entertained questions or a motion.
  - Motion: Dir. O'Brien
  - Second: Dir. Henderson
  - Abstain: None.
  - Result: This resolution was adopted unanimously.

B. Resolution to Approve a Bilateral Amendment for Lease Number LMN00332 between General Services Administration and the Duluth Airport Authority.

- Ms. Kayser shared that GSA is who manages the TSA lease in the terminal. The agreement started in 2019 and is in effect until 2029. There was an executive order 14398 that was passed and it's required by the federal government to be incorporated into the lease. It addresses DEI discrimination by federal contractors.
  - Dir. Crawford entertained questions or a motion.
  - Motion: Dir. Hoff
  - Second: Dir. Johnson
  - Abstain: None.

    Result: This resolution was adopted unanimously.

C. *August 2026 Financial Reports
D. *October 2026 Accounts Receivable

E. *September 2026 Airline Statistics, Landline Statistics

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 9:40 a.m. unanimously.

Respectfully submitted,

Aimee Bone
Administrative Coordinator

Approved: Tom Werner Digitally signed by Tom Werner Date: 2026.11.09 13:20:49 -06'00'

DAA Executive Director

III. Cash Disbursements

Duluth Airport Authority
DAA Operating Check Register #26
2-Oct-26
12917-12920

Document Number	Date	Transaction Type	Payee	Amount
12917	10/2/2026	BILLPMT	Cintas	$358.25
12918	10/2/2026	BILLPMT	Natalie Baker	$60.00
12919	10/2/2026	BILLPMT	Dan Taylor	$60.00
12920	10/2/2026	BILLPMT	St. Louis County Auditor	$10,000.00
			Total	**$10,478.25**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 5, 2026 08:20:28 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 5, 2026 08:05:54 CDT)
Board President

John Bailey (Oct 2, 2026 14:19:55 CDT)
City Treasury

Duluth Airport Authority
DAA Operating Check Register #27
14-Oct-26
12921-12926

Document Number	Date	Transaction Type	Payee	Amount
12921	10/14/2026	BILLPMT	AT&T Mobility	$495.06
12922	10/14/2026	BILLPMT	Minnesota Power	$21,427.17
12923	10/14/2026	BILLPMT	Minnesota Power	$10,424.35
12924	10/14/2026	BILLPMT	City Of Duluth, Minnesota	$3,150.25
12925	10/14/2026	BILLPMT	City Of Duluth Comfort Systems	$17,889.37
12926	10/14/2026	BILLPMT	City Of Duluth Comfort Systems	$173.80
			Total	**$53,560.00**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 15, 2026 08:06:12 CDT)

Finance Director

Tom Werner

Executive Director

Jason Crawford
Jason Crawford (Oct 14, 2026 15:49:42 CDT)

Board President

John Bailey (Oct 14, 2026 15:54:14 CDT)

City Treasury

Duluth Airport Authority
DAA Operating Check Register #28
23-Oct-26
12927-12938

Document Number	Date	Transaction Type	Payee	Amount
12928	10/23/2026	BILLPMT	Holland, Noah	$300.00
12929	10/23/2026	BILLPMT	Northland Fire & Safety, Inc.	$135.00
12930	10/23/2026	BILLPMT	St. Germain's Cabinets	$543.00
12931	10/23/2026	BILLPMT	Cintas	$517.08
12932	10/23/2026	BILLPMT	Development Association	$300.00
12933	10/23/2026	BILLPMT	Baker, Natalie	$60.00
12934	10/23/2026	BILLPMT	City Of Duluth, Minnesota	$81.60
12935	10/23/2026	BILLPMT	Marsden Building Maintenance	$17,590.02
12936	10/23/2026	BILLPMT	Taylor, Dan	$60.00
12937	10/23/2026	BILLPMT	MediaUSA Advertising Inc	$450.00
12938	10/23/2026	BILLPMT	University of Minnesota	$13,500.00
			Total	**$33,536.70**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 26, 2026 08:55:00 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 23, 2026 16:04:10 CDT)
Board President

John Bailey (Oct 26, 2026 08:16:28 CDT)
City Treasury

Duluth Airport Authority
DAA Operating Check Register #29
14-Oct-26
12927

Document Number	Date	Transaction Type	Payee	Amount
12927	10/14/2026	BILLPMT	Wells Fargo	$1,610.87
			Total	$1,610.87

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 30, 2026 14:00:23 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 30, 2026 10:26:26 CDT)
Board President

John Bailey (Oct 30, 2026 10:04:33 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #29
23-Sep-26
Confirmation # 2660139

Document Number	Date	Transaction Type	Payee	Amount
00000249/1	9/23/2026	BILLPMT	American Association Of Airport Executives	$7,500.00
00000249/2	9/23/2026	BILLPMT	Durfee, Tristan	$476.70
00000249/3	9/23/2026	BILLPMT	Hall Equipment Overhaul & Leasing LLC	$8,603.91
			Total	**$16,580.61**

Airport Director

Jaimie Domagala
Jaimie Domagala (Sep 23, 2026 12:10:57 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Sep 23, 2026 10:29:01 CDT)
Board President

John Bailey (Sep 23, 2026 10:30:28 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #30
1-Oct-26
Confirmation # 2660139

Document Number	Date	Transaction Type	Payee	Amount
00000250/1	10/1/2026	BILLPMT	Amazon	$741.86
00000250/2	10/1/2026	BILLPMT	Amazon	$143.39
			Total	$885.25

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 5, 2026 08:24:29 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 1, 2026 16:19:55 CDT)
Board President

John Bailey (Oct 1, 2026 16:21:13 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #31
5-Oct-26
Confirmation # 2750248

Document Number	Date	Transaction Type	Payee	Amount
00000251/1	10/5/2026	BILLPMT	Bodin, Joelle	$60.00
00000251/10	10/5/2026	BILLPMT	Midway Sewer Service	$700.00
00000251/11	10/5/2026	BILLPMT	Graves, John B	$441.20
00000251/12	10/5/2026	BILLPMT	Dooley's Petroleum, Inc.	$8,130.00
00000251/13	10/5/2026	BILLPMT	Tusker	$49.46
00000251/14	10/5/2026	BILLPMT	Oberon3, Inc.	$126.00
00000251/15	10/5/2026	BILLPMT	Techniques Inc	$282.10
00000251/16	10/5/2026	BILLPMT	Menards - Hermantown	$28.34
00000251/17	10/5/2026	BILLPMT	Kaplan Kirsch	$4,807.10
00000251/18	10/5/2026	BILLPMT	Twin Ports Paper Supply, Inc	$254.60
00000251/19	10/5/2026	BILLPMT	Pomp's Tire Service, Inc.	$128.40
00000251/2	10/5/2026	BILLPMT	Durfee, Tristan	$60.00
00000251/20	10/5/2026	BILLPMT	Pomp's Tire Service, Inc.	$1,331.50
00000251/21	10/5/2026	BILLPMT	Menards - Hermantown	$40.97
00000251/22	10/5/2026	BILLPMT	Twin Ports Paper Supply, Inc	$205.16
00000251/23	10/5/2026	BILLPMT	Jamar Company	$507.00
00000251/24	10/5/2026	BILLPMT	Menards - Hermantown	$111.91
00000251/25	10/5/2026	BILLPMT	Menards - Hermantown	$20.04
00000251/26	10/5/2026	BILLPMT	Short Elliott Hendrickson Inc.	$2,500.00
00000251/27	10/5/2026	BILLPMT	Metro Sales, Inc.	$276.35
00000251/28	10/5/2026	BILLPMT	Twin Ports Paper Supply, Inc	$619.50
00000251/29	10/5/2026	BILLPMT	Menards - Hermantown	$85.79
00000251/3	10/5/2026	BILLPMT	Graves, John	$60.00
00000251/30	10/5/2026	BILLPMT	EarthLink Business	$189.18
00000251/31	10/5/2026	BILLPMT	EarthLink Business	$1,048.16
00000251/32	10/5/2026	BILLPMT	Volaire Aviation Inc.	$2,000.00
00000251/33	10/5/2026	BILLPMT	Shel/Don Group Inc.	$94.91
00000251/34	10/5/2026	BILLPMT	Menards - Hermantown	$18.73
00000251/35	10/5/2026	BILLPMT	Menards - Hermantown	$33.98
00000251/36	10/5/2026	BILLPMT	Menards - Hermantown	$58.48
00000251/4	10/5/2026	BILLPMT	Kayser, Jana	$60.00
00000251/5	10/5/2026	BILLPMT	Sinnott, Paul	$60.00
00000251/6	10/5/2026	BILLPMT	Welch, Ryan	$60.00
00000251/7	10/5/2026	BILLPMT	Venberg, Cole	$60.00
00000251/8	10/5/2026	BILLPMT	Werner, Thomas	$60.00
00000251/9	10/5/2026	BILLPMT	Menards - West Duluth	$84.43
			Total	**$24,653.29**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 5, 2026 08:21:41 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 5, 2026 10:12:12 CDT)
Board President

John Bailey (Oct 2, 2026 14:18:51 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #32
6-Oct-26
Confirmation #2790158

Document Number	Date	Transaction Type	Payee	Amount
00000253/1	10/6/2026	BILLPMT	Fraction LLC	$19,740.00
			Total	**$19,740.00**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 6, 2026 10:47:59 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 6, 2026 10:55:48 CDT)
Board President

John Bailey (Oct 6, 2026 10:47:12 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #33
6-Oct-26
Confirmation #368909947

Document Number	Date	Transaction Type	Payee	Amount
ONLINE PAYMENT	10/6/2026	BILLPMT	Kwik Trip	$284.84
			Total	$284.84

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 6, 2026 10:54:23 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 6, 2026 10:55:17 CDT)
Board President

John Bailey (Oct 6, 2026 11:00:43 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #34
9-Oct-26
ONLINE PAYMENT

Document Number	Date	Transaction Type	Payee	Amount
ONLINE PAYMENT	10/9/2026	BILLPMT	Citi Visa	$12,066.86
			Total	**$12,066.86**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 12, 2026 08:42:57 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 9, 2026 16:26:48 CDT)
Board President

John Bailey (Oct 9, 2026 15:27:57 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #35
9-Oct-26
Confirmation 2820278

Document Number	Date	Transaction Type	Payee	Amount
00000255/1	10/9/2026	BILLPMT	Innovational Water Solutions, Inc.	$3,283.00
00000255/10	10/9/2026	BILLPMT	Welch, Ryan	$551.26
00000255/11	10/9/2026	BILLPMT	Kayser, Jana M	$1,263.18
00000255/2	10/9/2026	BILLPMT	Jamar Company	$538.20
00000255/3	10/9/2026	BILLPMT	Short Elliott Hendrickson Inc.	$2,500.00
00000255/4	10/9/2026	BILLPMT	Pomp's Tire Service, Inc.	$1,090.20
00000255/5	10/9/2026	BILLPMT	American Association Of Airport Executives	$600.00
00000255/6	10/9/2026	BILLPMT	Johnson Controls	$1,813.83
00000255/7	10/9/2026	BILLPMT	Vestis Uniforms and Workplace Supplies, Inc.	$120.54
00000255/8	10/9/2026	BILLPMT	Paul Bunyan Communications	$9,926.67
00000255/9	10/9/2026	BILLPMT	IdentiSys Incorporated	$579.92
			Total	**$22,266.80**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 12, 2026 08:44:12 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 9, 2026 16:06:41 CDT)
Board President

John Bailey (Oct 9, 2026 15:26:05 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #36
19-Oct-26
Confirmation 2920360

Document Number	Date	Transaction Type	Payee	Amount
00000256/1	10/19/2026	BILLPMT	Windcave Inc.	$397.90
00000256/2	10/19/2026	BILLPMT	Windcave Inc.	$381.30
			Total	$779.20

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 20, 2026 10:38:03 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 19, 2026 16:25:15 CDT)
Board President

John Bailey (Oct 19, 2026 16:20:56 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #37
23-Oct-26
Confirmation 2960304

Document Number	Date	Transaction Type	Payee	Amount
00000257/1	10/23/2026	BILLPMT	AAAE Great Lakes Chapter	$1,190.00
00000257/10	10/23/2026	BILLPMT	Durfee, Tristan	$60.00
00000257/11	10/23/2026	BILLPMT	Durfee, Tristan	$68.66
00000257/12	10/23/2026	BILLPMT	Grainger, Inc.	$54.82
00000257/13	10/23/2026	BILLPMT	Graves, John	$60.00
00000257/14	10/23/2026	BILLPMT	Innovational Water Solutions, Inc.	$555.00
00000257/15	10/23/2026	BILLPMT	Innovational Water Solutions, Inc.	$989.51
00000257/16	10/23/2026	BILLPMT	Inter City Oil (ICO)	$2,026.70
00000257/17	10/23/2026	BILLPMT	Ironwood Studio LLC	$491.25
00000257/18	10/23/2026	BILLPMT	Jamar Company	$13,998.77
00000257/19	10/23/2026	BILLPMT	Jamar Company	$13,998.77
00000257/2	10/23/2026	BILLPMT	Acme Tools	$427.00
00000257/20	10/23/2026	BILLPMT	Kaplan Kirsch	$5,517.50
00000257/21	10/23/2026	BILLPMT	Kayser, Jana	$60.00
00000257/22	10/23/2026	BILLPMT	LVC Companies, Inc.	$126.00
00000257/23	10/23/2026	BILLPMT	Menards - Hermantown	$138.81
00000257/24	10/23/2026	BILLPMT	Menards - Hermantown	$298.96
00000257/25	10/23/2026	BILLPMT	Menards - Hermantown	$39.48
00000257/26	10/23/2026	BILLPMT	Menards - Hermantown	$1.28
00000257/27	10/23/2026	BILLPMT	Menards - Hermantown	$6.00
00000257/28	10/23/2026	BILLPMT	Menards - Hermantown	$46.88
00000257/29	10/23/2026	BILLPMT	Metro Sales, Inc.	$21.31
00000257/3	10/23/2026	BILLPMT	Apex	$1,250.00
00000257/30	10/23/2026	BILLPMT	Metro Sales, Inc.	$261.06
00000257/31	10/23/2026	BILLPMT	Northern Engine & Supply	$85.32
00000257/32	10/23/2026	BILLPMT	Northern Tool Commercial Account	$42.72
00000257/33	10/23/2026	BILLPMT	Oberon3, Inc.	$126.00
00000257/34	10/23/2026	BILLPMT	Peterson Excavating & Landscaping	$11,520.00
00000257/35	10/23/2026	BILLPMT	Pomp's Tire Service, Inc.	$86.40
00000257/36	10/23/2026	BILLPMT	Schindler Elevator Corp	$4,789.20
00000257/37	10/23/2026	BILLPMT	Sinnott, Paul	$60.00
00000257/38	10/23/2026	BILLPMT	Spectrum Enterprise	$210.48
00000257/39	10/23/2026	BILLPMT	Spectrum Enterprise	$210.48
00000257/4	10/23/2026	BILLPMT	Batteries Plus	$147.59
00000257/40	10/23/2026	BILLPMT	Terminal Supply Co.	$153.07
00000257/41	10/23/2026	BILLPMT	TK Airport Solutions, Inc.	$1,680.50
00000257/42	10/23/2026	BILLPMT	TKDA	$664.92
00000257/43	10/23/2026	BILLPMT	Tusker	$1,007.70
00000257/44	10/23/2026	BILLPMT	Twin Ports Paper Supply, Inc	$928.49
00000257/45	10/23/2026	BILLPMT	Twin Ports Paper Supply, Inc	$1,177.29
00000257/46	10/23/2026	BILLPMT	Venberg, Cole	$60.00
00000257/47	10/23/2026	BILLPMT	Vestis Uniforms and Workplace Supplies, Inc.	$121.26
00000257/48	10/23/2026	BILLPMT	Viking Automatic Sprinkler	$5,728.00
00000257/49	10/23/2026	BILLPMT	Waste Management of WI-MN	$3,287.70
00000257/5	10/23/2026	BILLPMT	Batteries Plus	$295.90
00000257/50	10/23/2026	BILLPMT	Welch, Ryan	$60.00
00000257/51	10/23/2026	BILLPMT	Werner, Thomas	$60.00
00000257/52	10/23/2026	BILLPMT	Ziegler, Inc.	$541.24
00000257/6	10/23/2026	BILLPMT	Benson Electric Company	$4,106.17
00000257/7	10/23/2026	BILLPMT	Bodin, Joelle	$60.00
00000257/8	10/23/2026	BILLPMT	Como Lube & Supplies	$2,414.50
00000257/9	10/23/2026	BILLPMT	Doorco Inc.	$11,822.00
			Total	$93,134.69

Jaimie Domagala
Jaimie Domagala (Oct 27, 2026 13:42:32 CDT)
Airport Director

Finance Director

Tom Werner

Executive Director

Jason Crawford
Jason Crawford (Oct 23, 2026 16:09:27 CDT)
Board President

John Bailey (Oct 26, 2026 08:16:07 CDT)
City Treasury

Duluth Airport Authority
DAA Operating ACH Register #38
30-Oct-26
Confirmation 3030253

Document Number	Date	Transaction Type	Payee	Amount
00000259/1	10/30/2026	BILLPMT	Amazon	$2,234.89
00000259/10	10/30/2026	BILLPMT	Menards - Hermantown	$87.00
00000259/11	10/30/2026	BILLPMT	Menards - Hermantown	$34.99
00000259/12	10/30/2026	BILLPMT	Menards - Hermantown	$14.58
00000259/13	10/30/2026	BILLPMT	Menards - Hermantown	$85.86
00000259/14	10/30/2026	BILLPMT	Menards - Hermantown	$76.21
00000259/15	10/30/2026	BILLPMT	Sherwin-Williams Co.	$177.43
00000259/16	10/30/2026	BILLPMT	Short Elliott Hendrickson Inc.	$2,500.00
00000259/17	10/30/2026	BILLPMT	Tusker	$1,102.40
00000259/18	10/30/2026	BILLPMT	Twin Ports Paper Supply, Inc	$360.67
00000259/19	10/30/2026	BILLPMT	Vestis Uniforms and Workplace Supplies, Inc.	$121.26
00000259/2	10/30/2026	BILLPMT	Dooley's Petroleum, Inc.	$11,757.61
00000259/3	10/30/2026	BILLPMT	General Security Services Corporation	$27,070.00
00000259/4	10/30/2026	BILLPMT	Giant Voices LLC	$9,547.00
00000259/5	10/30/2026	BILLPMT	Imperial Dade	$259.18
00000259/6	10/30/2026	BILLPMT	Lynnette's Portrait Design	$218.00
00000259/7	10/30/2026	BILLPMT	Menards - Hermantown	$57.33
00000259/8	10/30/2026	BILLPMT	Menards - Hermantown	$39.17
00000259/9	10/30/2026	BILLPMT	Menards - Hermantown	$120.33
			Total	**$55,863.91**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 30, 2026 15:14:18 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Nov 2, 2026 08:33:01 CST)
Board President

John Bailey (Oct 30, 2026 14:53:56 CDT)
City Treasury

DAA Construction ACH Payment Register #17-2026
2-Oct-26
ACH Payment Confirmation #2750256

Document Number	Date	Transaction Type	Payee	Amount
00000252/1	10/2/2026	BILLPMT	Johnson Wilson Constructors	$321,293.33
			Total	**$321,293.33**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 5, 2026 08:19:17 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 5, 2026 08:05:24 CDT)
Board President

John Bailey (Oct 2, 2026 14:34:19 CDT)
City Treasury

DAA Construction ACH Payment Register #18-2026
7-Oct-26
ACH Payment Confirmation #2800250

Document Number	Date	Transaction Type	Payee	Amount
00000254/1	10/7/2026	BILLPMT	1 EXP US Services, Inc.	$126,968.37
00000254/10	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$15,700.00
00000254/11	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$41,595.00
00000254/12	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$69,455.00
00000254/13	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$15,550.00
00000254/14	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$18,487.00
00000254/15	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$3,304.00
00000254/2	10/7/2026	BILLPMT	1 Hoffmann + Uhlorn Construction, Inc.	$2,140,354.06
00000254/3	10/7/2026	BILLPMT	1 Johnson Wilson Constructors	$198,482.19
00000254/4	10/7/2026	BILLPMT	1 Johnson Wilson Constructors	$81,138.19
00000254/5	10/7/2026	BILLPMT	1 Shafer Contracting Co., Inc.	$1,349,323.73
00000254/6	10/7/2026	BILLPMT	1 Shafer Contracting Co., Inc.	$324,358.88
00000254/7	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$6,800.00
00000254/8	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$17,470.00
00000254/9	10/7/2026	BILLPMT	1 Short Elliott Hendrickson	$14,535.00
			Total	**$4,423,521.42**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 7, 2026 12:55:05 CDT)
Finance Director

Tom Werner
Executive Director

Jason Crawford
Jason Crawford (Oct 7, 2026 13:35:35 CDT)
Board President

John Bailey (Oct 7, 2026 12:56:22 CDT)
City Treasury

DAA Construction ACH Payment Register #19-2026
29-Oct-26
ACH Payment Confirmation #3010433

Document Number	Date	Transaction Type	Payee	Amount
00000258/1	10/29/2026	BILLPMT	M_B Companies, INC	$611,128.12
00000258/2	10/29/2026	BILLPMT	M_B Companies, INC	$899,245.44
			Total	**$1,510,373.56**

Airport Director

Jaimie Domagala
Jaimie Domagala (Oct 29, 2026 08:22:38 CDT)

Finance Director

Tom Werner

Executive Director

Jason Crawford
Jason Crawford (Oct 29, 2026 08:51:19 CDT)

Board President

John Bailey (Oct 28, 2026 16:16:02 CDT)

City Treasury



Construction Newsletter

Duluth International Airport (DLH)

October 16, 2026

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

This Week

This week's work included preparing the Taxiway W shoulders for paving, general turf grading, and concrete pavement joint sealing on Taxiway A, Taxiway W, and Midfield Ramp. Shoulder paving began on Thursday and will continue through the middle of next week.

Next week

Next week, the contractor will continue shoulder paving operations within the Taxiway A, Taxiway W, and Midfield Ramp work areas. Additional work will include turf grading, installing taxiway edge lights and guidance signs, establishing turf, and installing permanent pavement markings.

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

[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

avanespen@sehinc.com

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



Construction Newsletter

Duluth International Airport (DLH)

October 23, 2026

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

RUNWAY 9/27 CLOSURE

Runway 9/27 is scheduled to close on Monday, October 26, from 11:30 p.m. to approximately 5:15 a.m. Tuesday, October 27 to support shoulder paving operations on Taxiway W. Runway 3/21 will remain available for aircraft operations.

This Week

This week's work included preparing the Taxiway W shoulders for paving, general turf grading, and concrete pavement joint sealing on Taxiway A, Taxiway W, and Midfield Ramp. Shoulder paving began on Thursday and will continue through the middle of next week.

Next week

Next week, the contractor will finish shoulder paving on Taxiway W (within the Runway 9/27 RSA), finish placing and grading topsoil along the edges of the taxiway shoulders, perform general site cleanup, and complete miscellaneous punch list items. Additional work will include installing taxiway edge lights and guidance signs, establishing turf, and installing permanent pavement markings.

Proposed Schedule (subject to change)

- All airfield pavement is anticipated to open in early November.

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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Construction Newsletter

Duluth International Airport (DLH)

October 30, 2026

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

This Week

This week, the contractor continued general turf area grading and turf establishment, continued painting pavement markings, and continued installing the taxiway edge lights. The contractor also performed general site cleanup, sweeping, and miscellaneous punch list items.

On Thursday, the contractor removed barricades from the Midfield Ramp Phase 3 area, and it reopened to aircraft traffic.

Runway 9-27 was closed overnight from Thursday evening into Friday morning as the contractor performed shoulder paving on Taxiway W. Runway 3/21 remained available for aircraft operations..

Next week

Next week, the contractor will continue painting pavement markings, installing airfield guidance signs, establishing turf, and completing general site cleanup, sweeping, and miscellaneous punch list items.

Proposed Schedule (subject to change)

The Taxiway A Phase 6 project area is anticipated to reopen to aircraft traffic late next week or early the week after next, weather dependent.

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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Construction Newsletter

Duluth International Airport (DLH)

November 6, 2026

Taxiway A Reconstruction (Phase 6)

This Week
Weather delayed completion of several final items, this week, pushing the anticipated taxiway reopening to next week. The contractor was able to perform general site cleanup and some remaining electrical work including pouring concrete pads for airfield guidance signs and continuing installation of taxiway edge lights and signs.

Next week
On Monday, the contractor is expected to complete permanent pavement markings, continue installing airfield guidance signs and taxiway edge lights, and restore turf areas around the signs. Work will also include hydroseeding the remaining turf areas, completing punch list items, and sweeping the taxiway and shoulder pavement.

On Tuesday, the contractor is expected to complete final sweeping and any remaining sign installation before removing barricades and reopening the taxiway to aircraft traffic.

Proposed Schedule (subject to change)
Taxiway A Phase 6 project area is anticipated to reopen to aircraft traffic on Tuesday, November 10

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
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daa@duluthairport.com

Air Traffic Control Tower Construction Newsletter

Duluth International Airport (DLH)

November 6, 2026

Construction of the Air Traffic Control Tower continues with crews completing the fourth level of the tower walls. Work on the adjoining base building has also progressed, with backfilling around the footings and foundation walls completed to grade and interior column footings poured.

Over the next month, crews will continue vertical construction by pouring additional floor decks and walls. Work will also include completing below-grade mechanical, electrical, and plumbing rough-ins, with structural steel delivery anticipated in early December.







Project Contact Information

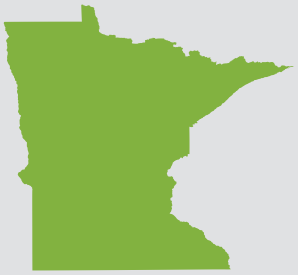
Ryan Welch, Director of Operations, Planning, and Construction - Duluth Airport Authority
daa@duluthairport.com

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ACI NORTH AMERICA
AIRPORTS COUNCIL INTERNATIONAL

U.S. Airport Infrastructure Needs // 2025 – 2029

MODERN AIRPORTS FOR A STRONGER MINNESOTA



9
Airports

166,700
Jobs Created and Sustained

$8.2 Billion
Local Payroll Supported

$33.5 Billion
Total Economic Output

Infrastructure Needs of Minnesota Airports
2025 - 2029

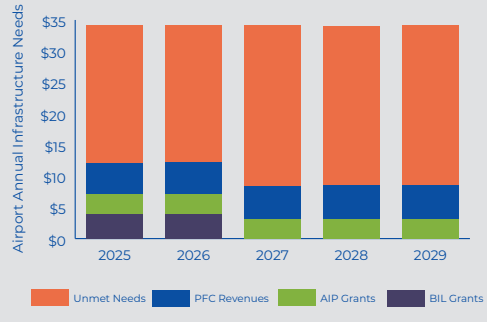
$6.15 Billion

Maxed Out Airports

Regulatory burdens, inflation, and increased costs have hamstrung airports for decades and continue to constrain the industry's ability to invest in infrastructure. When the Passenger Facility Charge user fee is maxed out, airports aren't able to fund needed infrastructure projects that help the airport keep pace with growth in passenger and cargo volume.

Minnesota Airports	PFC Constrained Until
Bemidji Regional	2025
Brainerd Lakes Regional	2033
Duluth International	2029
Falls International/Einarson Field	2048
Minneapolis-St Paul International/Wold-Chamberlain	2029
Range Regional	2029
Rochester International	2026
St. Cloud Regional	2060
Thief River Falls Regional	2046

Capital Needs and Selected Funding Sources
In Billions



Airports Drive Economic Growth

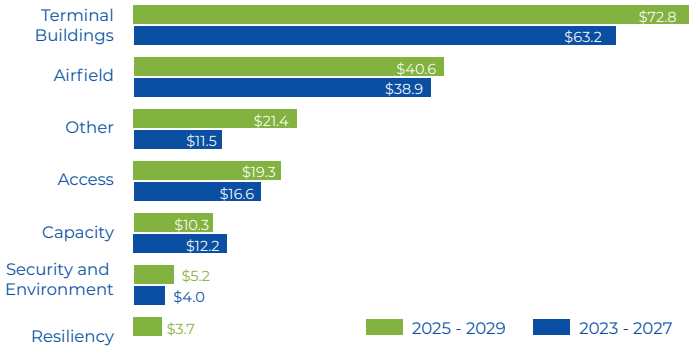
Airports play a critical role not only as transportation gateways but also as indispensable engines of economic growth, community connectivity, and job creation nationwide.

Airports are at the very heart of our nation's economic success, supporting 12.8 million jobs, generating $619 billion in annual payroll, and producing an annual economic output of $1.8 trillion. With nearly one billion enplanements expected in 2025 and forecasts rising to 1.4 billion by 2040 and 1.7 billion by 2050, the demand for modern, resilient airport facilities has never been more pressing.

Airport Funding Crisis:
Unable to Meet Infrastructure Demands

To meet these growing demands, our report estimates that U.S. airports will require $173.9 billion in infrastructure investments over the next five years. This marks a 15.1 percent increase from 2023 and reflects rising construction costs, emerging facility requirements, and the complexity of projects, particularly in our major metropolitan areas.

U.S. Airport Infrastructure Needs by Project Type
In Billions



Unlocking Opportunities to Meet Soaring Demand

Federal grant initiatives have been invaluable in helping America's airports construct and maintain essential safety and capacity projects. But federal funding alone cannot address all the many airport needs across the country. Instead, we need to allow airports more flexibility to self-fund their projects. Modernizing the Passenger Facility Charge (PFC) cap – and indexing it for inflation – is the best way to align user-fee revenue with the true cost of delivering the state-of-the-art airports our passengers need and deserve.

City of Hermantown Minnesota

October 8, 2026

NOTICE IS HEREBY GIVEN that a public hearing will be held by the Hermantown Planning and Zoning Commission on October 20, 2026 beginning at 7:00 PM at the Hermantown City Hall, 5105 Maple Grove Road to consider the following:

> An application by Vermillion Homes, Inc. for a Zoning Map Amendment (rezoning) of parcel 395-0133-00040 which consist of 6.0 acres. The parcel is currently zoned C-1, Office/Light Industrial with a proposed rezoning to C, Commercial.

This notice is provided to property owners within 350 feet of the proposed project pursuant to City ordinances. Please share this notice with others who may be interested in the proposed project.

All interested persons are encouraged to attend the City of Hermantown's Planning and Zoning Commission meeting scheduled for October 20, 2026, in person to provide comments, express concerns, or ask questions.

Sincerely,

PLANNING & ZONING COMMISSION

Eric Johnson
Community Development Director

RECEIVED
OCT 15 2026

https://www.fox21online.com/news/health/life-link-iii-unveils-brand-new-hangar-and-living-quarters-at-dlh-airport/article_ba072705-3b78-499c-84f1-bc1c6f6841aa.html

Life Link III unveils brand new hangar and living quarters at DLH airport

Emily Halling, Fox 21 News
Oct 13, 2026

DULUTH, Minn. (KQDS-TV) -- Life Link III, a medical flight organization for emergencies is celebrating new beginnings, with a brand-new space.

Life Link III is crucial in getting patients from point A to B, during medical emergencies in both Minnesota and Wisconsin.

"We know that critical care access is really important for our region, specifically for our rural communities that maybe don't have the either the bricks and mortar facilities or the specialties available in those areas," said Ryan Stuaff, Chief Development Officer for Life Link III.

After four years of planning, funding, and building, the nonprofit medical service has a new 3.6-million-dollar place to call home.

"We have had a couple different bases around the area. Not as much room, obviously, as this place, we're really happy with. We're able to fit possibly two assets in here," said Patrick Fitzsimmons, a flight paramedic with Life Link III.

Life Link III was previously based at Essentia Health in downtown Duluth. Now, they have their very own hangar, and living quarters at the Duluth international airport.

"We've got, you know, a super nice kitchen. We all have really nice bedrooms, a nice living area," said Fitzsimmons.

Fitzsimmons says the patient experience with their emergency services is also seeing an upgrade.

"We have a nice spot where an ambulance can pull in, have a nice warm spot for us to transfer the patient over. With the winters being so cold, obviously, it's nice to not have to expose those patients to the you know extreme temps," said Fitzsimmons.

The new space was made possible in partnership with the DLH airport, along with state and federal funding.

"We're tied into the airport infrastructure, so everything from refueling to the services that are available here at the airport; those are things that we would have to access by flying over. And now that we have a home here, we're able to access that more readily," said Stauff.

Emily Halling
Multi-media Journalist

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New Duluth air-medical base aims to close care gap for rural patients



New Duluth air-medical base aims to close care gap for rural patients

By Kyre Johnson

Published: Oct. 13, 2026 at 6:55 PM CDT | Updated: 16 hours ago

Life Link III's new Duluth base is designed to help close that gap. They say it's a purpose-built home for helicopter and fixed-wing operations, designed to help the team move quickly when Northland families need them most.

Jana Kayser who is the director of business development for the Duluth International Airport said, "after four years of planning, coordination, problem solving, and a lot of hard work. It's pretty special to finally stand here today and cut the ribbon on this facility."

With more than 4,000 critical-care responses a year, the organization says the new $3.6 million Duluth base, which is moving from Cloquet, will strengthen Northland coverage.

ADVERTISEMENT

President and CEO for Life Link Shane Farmer said, "this facility represents not just the physical building but really just incredible critical care."

They say the base adds heated indoor patient transfers and improves access to remote communities across the Northland, which pilots say is a difficult terrain to navigate.

Lead pilot for Life Link in Duluth Arul Ignatius said, "a lot of times you are called to places which are not easily accessible"

Life Link's chief medical officer Dr. Bjorn Peterson says that challenge was put on display last April.

ADVERTISEMENT

“There was a five-year-old boy in northern Minnesota that went outside to play with his younger brother in some fresh snowfall. After not hearing from them for a while, his mother went out to look for them and found him face down in a stream at the back of their property,” said Dr. Peterson.

That boy was Ashkan Thibodeaux from Itasca County who was severely hypothermic and had CPR done for hours.

“I was told by the ER doctor; they were out of options. He was ready to walk back into the room with the mom and tell them that there was nothing more they could do for their little boy and stop CPR when they got a call that said, ‘Life Link is on their way,’” said Dr. Peterson.

Ashkan survived, and he’s just one reminder of why this building and crew are so crucial.

Coleraine community welcomes home 5-year-old hero who saved his brother

“What we provide is that access to health care to some of these families in these communities that are too far out for the life-saving treatments,” said Dr. Peterson.

Life Link III says the new base is ready to support emergency flights across the Northland.

Life Link III is seeking donations for equipment, training and care for patients who don’t have insurance. To donate visit the following link: Donate - Life Link III

Click here to download the Northern News Now app or our Northern News Now First Alert weather app.

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Learn more about LSEG

US airlines favor higher fares over fuller planes as fuel costs squeeze profits

By **Rajesh Kumar Singh**

October 23, 2026 5:02 AM CDT · Updated 7 hours ago



A Southwest Airlines plane approaches Ronald Reagan Washington National Airport near Alexandria, Virginia, U.S., December 24, 2025. REUTERS/Ken Cedeno/File Photo/File Photo/File Photo Purchase Licensing Rights

Feedback

Summary Companies

- Airlines bet travelers will keep paying more despite signs of softer traffic
- Passenger revenue jumps 18% despite less than 1% traffic growth
- Airlines face tougher pricing-power test as capacity growth accelerates in 2027
- High fuel costs squeeze profits despite record revenues and steep fare increases

CHICAGO, Oct 23 (Reuters) - US airlines are increasingly willing to fly with empty seats rather than slash fares simply to fill them, betting that disciplined pricing and flight schedules will help protect profits at a time of soaring fuel costs.

The strategy has delivered substantial revenue gains as demand has held up despite sharp fare increases. Yet profits have still been squeezed as jet fuel prices surged roughly 90% since the US-Israeli war on Iran began in February, forcing several major carriers to cut earnings forecasts.

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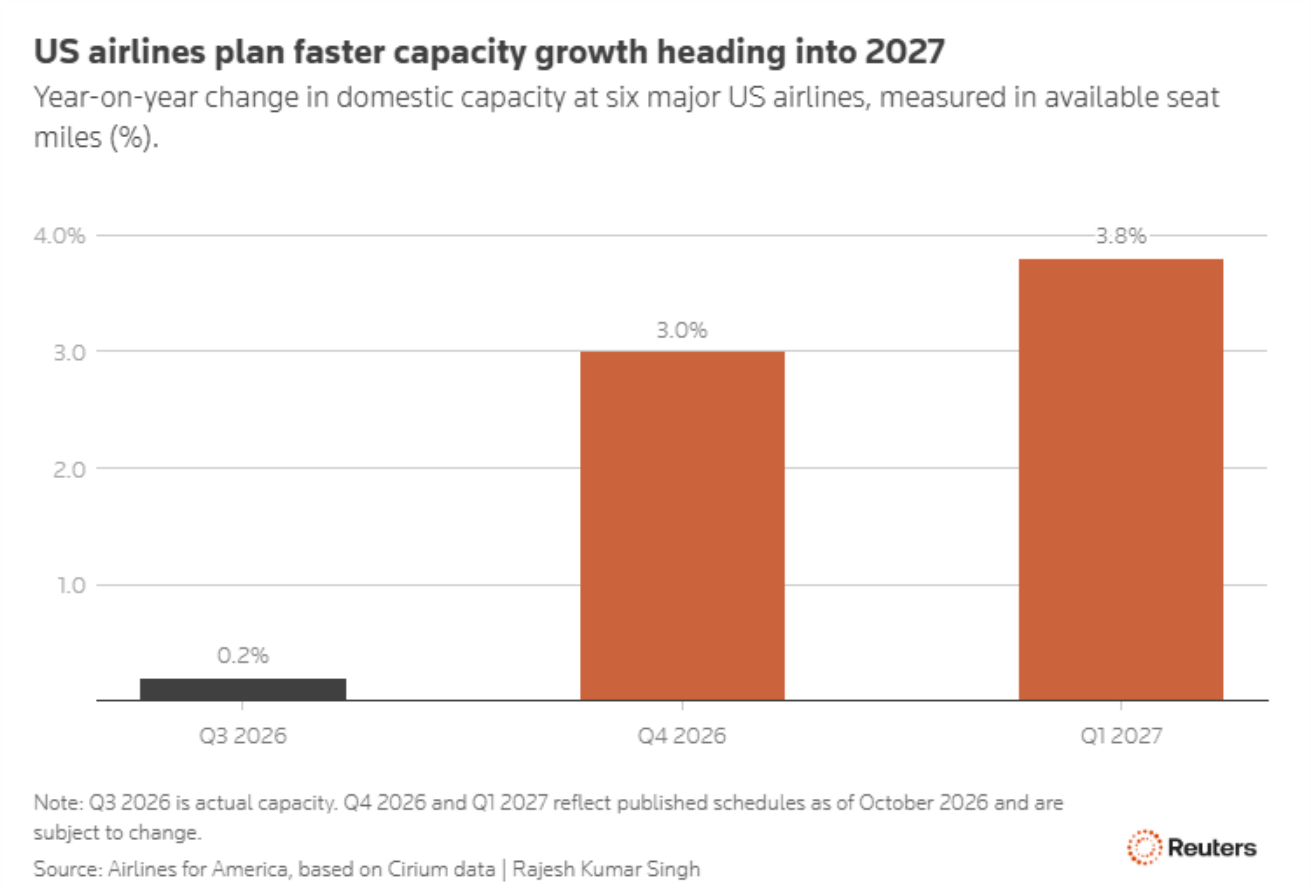
Executives at Delta Air Lines (DAL.N), United Airlines (UAL.O), American Airlines (AAL.O), Southwest Airlines (LUV.N) and Alaska Air Group (ALK.N) have emphasized protecting margins over boosting passenger volumes.

Their resolve faces a test in 2027. Industry schedules point to more flying capacity, potentially intensifying competition for passengers even as fuel prices are expected to stay high and making this year's substantial fare gains harder to repeat.

"If fuel stays elevated, we have to continue to push yield up so that we can make a bit of money," American Chief Financial Officer Devon May told Reuters on Thursday. Yield is the revenue airlines collect for each mile passengers fly.

Six major US airlines plan to grow domestic capacity 3.0% in the fourth quarter from a year earlier and 3.8% in the first quarter of 2027, a sharp acceleration from just 0.2% growth in the third quarter, according to Airlines for America, citing Cirium data.

Feedback

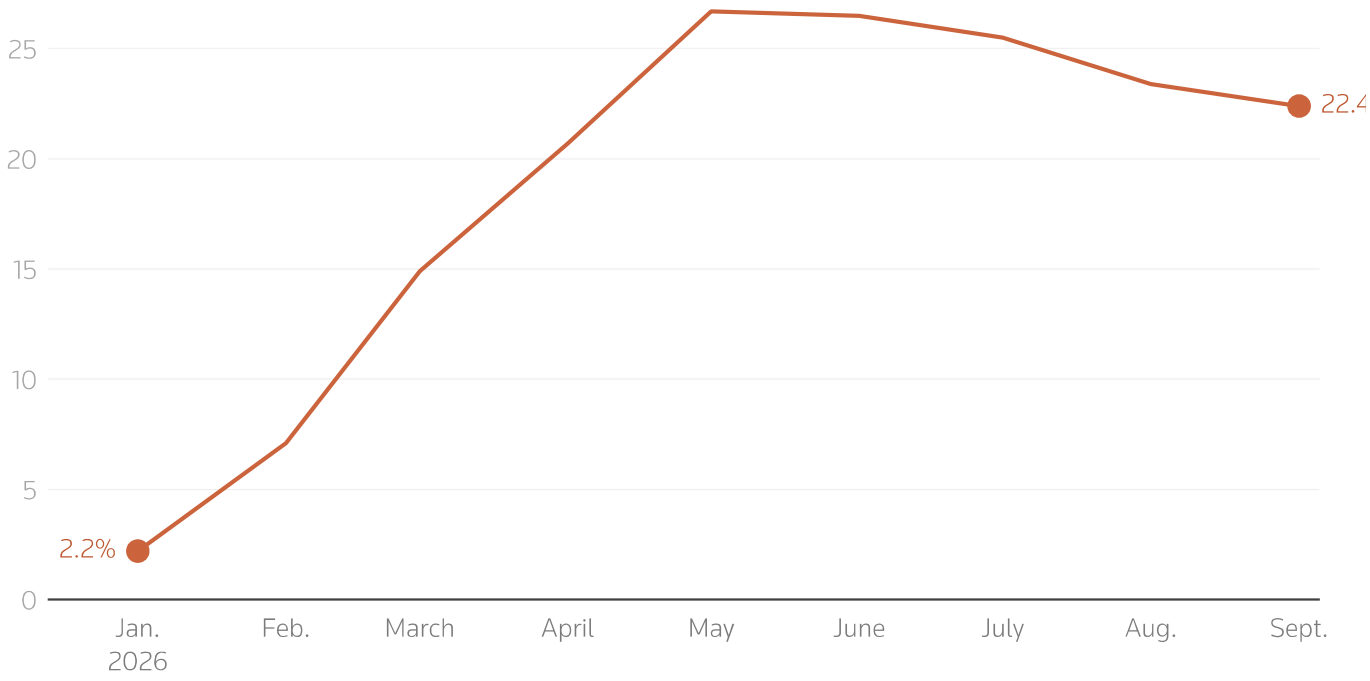


US air fares rose an average of nearly 23% year-on-year in the seven months through September, far outpacing the 3.6% average increase in overall consumer prices, according to Labor Department data.

Feedback

US airline fare inflation accelerated in 2026

12-month percent change in CPI airline fares, seasonally adjusted



Data through September 2026.

US Bureau of Labor Statistics | Rajesh Kumar Singh

Reuters

Airlines are still seeking increases. JetBlue Airways (JBLU.O) initiated a $10 one-way increase in domestic published fares on Wednesday, JP Morgan said, following a similar United-led increase the previous week that Southwest subsequently matched.

United said it had nothing further to add, while Southwest said it does not publicly discuss pricing. JetBlue did not immediately respond to a request for comment.

A DIFFERENT APPROACH

Airlines have long balanced fares against how full their planes are. But elevated fuel costs have made executives more willing to sacrifice occupancy and avoid discounts.

United's commercial chief Andrew Nocella offered an example during Wednesday's earnings call. Its leisure load factor, a measure of how many available seats are occupied, fell 1.3 percentage points in the third quarter.

Nocella acknowledged that the decline showed "a small amount of elasticity given higher ticket prices," but called it "a trade we would make every day."

American Airlines planes flew less full in the third quarter even as passenger yields jumped more than 18%. Finance chief May told Reuters the trade was deliberate.

Delta has also been "managing the business for margins," CEO Ed Bastian said.

Feedback

Across Delta, United, American, Southwest and Alaska, passenger revenue rose nearly $8.8 billion, or 18%, in the third quarter from a year earlier, while passenger traffic increased less than 1%.

US airlines revenue growth far outpaces passenger traffic

Year-on-year change in third-quarter 2026 passenger revenue and traffic at five major US airlines.



Note: Includes Delta, United, American, Southwest and Alaska. Passenger traffic measured in revenue passenger miles.

Source: Company earnings reports; Reuters calculations | Rajesh Kumar Singh

Reuters

The divergence shows how much revenue growth now depends on earning more from each passenger rather than carrying more of them. Premium products and changes in passenger mix have also contributed to the gains.

The Transportation Security Administration screened 2.9% fewer people at US airports in the quarter than a year earlier, raising questions about whether higher fares are beginning to discourage travel. Limited capacity growth and the shutdown of budget carrier Spirit Airlines have also weighed on traffic.

Airline executives insisted that demand remains resilient.

"Those higher fares are not causing an erosion of volumes," Southwest CEO Bob Jordan told analysts, after the airline reported a nearly 22% increase in average passenger fares in the first nine months of this year.

Feedback

THE 2027 TEST

But record revenues have not been enough to shield profits from soaring fuel costs. Gulf Coast spot jet fuel prices have risen from $2.43 a gallon before the war began in February to $4.63 on October 20, according to US Energy Information Administration data.

Delta and Southwest have cut their annual earnings forecasts, while American expects a full-year loss despite sharply higher passenger revenue.

Airlines are now scrutinizing expansion plans. American intends to slow growth considerably next year, with May saying the carrier was reassessing whether additional flights would generate enough revenue to cover their operating costs.

Southwest has pledged not to pursue growth at the expense of profitability, while United executives have cautioned that airlines' published 2027 capacity plans may not materialize.

Such restraint could help maintain higher fares. But flying less can raise operating costs per seat, while pushing prices higher risks discouraging travelers who have already absorbed steep increases.

But airline executives say a disciplined approach on capacity can allow the industry to hold on to pricing gains.

"We think these yield gains are very sustainable," May said.

Reporting by Rajesh Kumar Singh; Editing by David Gregorio

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Rajesh Kumar Singh
Thomson Reuters

Rajesh Kumar Singh is the U.S. Aviation Correspondent at Reuters, based in Chicago, where he reports on airlines, aircraft manufacturers, and regulatory developments that shape the global aviation industry. Prior to this role, he covered U.S. manufacturing and trade policy, including the U.S.–China trade wars, where his work delved into the disruption facing American businesses and the strategic responses of major corporations. He began his career with Reuters in India, where he reported on a wide range of issues covering the country's economic complexities—from its recovery after the global financial crisis to the challenges of inflation and governance.

Feedback

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Retail & Consumer

Apple's foldable iPhone hits stores with $2,000 price tag and scarce supply

2 hours ago



DULUTH AIRPORT AUTHORITY

October 26, 2026

Jermeka Scott
Grants Management Specialist, U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

RE: Extension Request Small Community Air Service Development Program Grant

Ms. Scott,

The Duluth Airport Authority (DAA) is requesting an extension to the Small Community Air Service Development Program (SCASDP) grant agreement in accordance with Sec B(5). The current agreement is set to expire January 6, 2027.

DAA was awarded a $750,000 SCASDP grant as a part of an overall $1.129 million package. The 2021 SCASDP grant agreement is enclosed for your convenience. The grant was intended to support new service from the Duluth International Airport (DLH) to Denver, CO (DEN) in conjunction with SkyWest Airlines operating as United Express. They submitted a letter of support for our application. If successful, this route would be Minnesota's only westbound service outside of the Minneapolis/St. Paul Airport (MSP). The business case was built around SkyWest operating 1 Canadair Regional Jet (CRJ) frequency per day to start.

The airline industry has changed dramatically since the grant was awarded.

- Driven by labor shortages (particularly pilots) and aviation fuel, airline operating costs have increased over 40%. As a result, the CRJ aircraft breakeven load factors now would exceed 100%, making the DLH-DEN mission uneconomical to fly.
- Larger aircraft are a necessity, particularly for longer missions like DLH-DEN. However, demand for the service doesn't support a larger airframe, providing a daily frequency at a traditional network carrier's price point.
- Air travel demand has changed dramatically post-pandemic, as leisure travel has increased sharply and business travel demand still generally lags pre-pandemic levels. Tied to this, hybrid travel combining leisure & business travel is among the fastest growing travel segments. Our original business case was predicated on strong business travel usage.

As you know, in recent years DLH has been working to align the grant award with other carriers and new destinations that would meet the overarching objectives of the grant program and our original application. Our work in this regard continues, specifically with low-cost carriers. While

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

recent macro-economic headwinds have made progress slow, we remain hopeful that we have an attractive business case for either Allegiant Airlines or Breeze Airways in the next couple of years.

Thank you for considering this request. Questions should be directed to the undersigned at twerner@duluthairport.com .

Sincerely,

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

Enclosures

- Grant Agreement Between the U.S. Department of Transportation and the Duluth Airport Authority

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Sky Harbor Airport
4701 Grinden Drive
Duluth, Minnesota
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fax: (218) 727-2960
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duluthairport.com

GRANT AWARD AND AGREEMENT BETWEEN THE U.S. DEPARTMENT OF TRANSPORTATION AND THE DULUTH AIRPORT AUTHORITY, ACTING FOR THE COMMUNITY OF DULUTH, MINNESOTA, UNDER THE SMALL COMMUNITY AIR SERVICE DEVELOPMENT PROGRAM

CFDA 20.930 FAIN: 69A34519400090020

DOCKET #: DOT-OST-2020-0231-0020

WHEREAS, the Duluth Airport Authority (the Sponsor), on behalf of the community of Duluth, Minnesota, has applied for a Grant under the Small Community Air Service Development Program; now THEREFORE, the U.S. Department of Transportation (DOT), acting for the UNITED STATES, presents this Grant Award and Agreement (Grant Agreement) to the Sponsor for a grant of up to $750,000 to assist in the Sponsor's efforts to address the air service needs of the community. This Grant Agreement shall be effective on the date of last signature by the Sponsor and DOT (collectively, the Parties). Unless otherwise defined in this Grant Agreement, capitalized terms shall have the meanings assigned to such terms in Section E hereof.

THIS GRANT AWARD AND AGREEMENT IS MADE ON AND SUBJECT TO THE FOLLOWING TERMS AND CONDITIONS:

A. GENERAL CONDITIONS

1. The maximum obligation of the United States payable under this Grant Agreement shall be $750,000.
2. Payment of the United States' share of the Total Project Cash Costs will be made pursuant to and in accordance with the provisions of such regulations and procedures as DOT may prescribe, including, without limitation, 2 CFR Parts 200 and 1201. Final determination of the United States' share may be based upon a final review of the Total Project Cash Costs and settlement will be made for adjustments to the United States' share of costs.
3. The Sponsor shall carry out and complete the Grant Project without undue delays and in accordance with the terms hereof and pursuant to any regulations and procedures as DOT may prescribe.
4. This Grant Agreement constitutes an obligation of federal funding. The grant awarded hereunder shall expire and the United States shall not be obligated to pay any part of the costs of the Grant Project unless the Sponsor signs this Grant Agreement on or before **September 10, 2021**, or such subsequent date as may be prescribed in writing by DOT. If the Sponsor makes any substantive changes to this Grant Agreement, such changes shall constitute amendments to this Grant Agreement and further action on the part of DOT is required in order for DOT to accept such amendments to the initial grant award obligation. If not signed and returned to DOT without modification by the Recipient on or before **September 10, 2021**, DOT may unilaterally terminate this Grant Agreement.

5. The Sponsor shall take all steps, including litigation, if necessary, to recover Federal funds when DOT determines, after consultation with the Sponsor, that such funds have been spent fraudulently, wastefully, or in violation of Federal laws, or misused in any manner in any project upon which Federal funds have been expended. For the purposes of this Grant Agreement, the term "Federal funds" means funds however used or disbursed by the Sponsor that were originally paid pursuant to this Grant Agreement.
6. The Sponsor shall retain all documents relevant to this Grant Agreement and the Grant Project for a period of three (3) years after completion of all projects undertaken pursuant to the Grant Agreement and receipt of final reimbursement from the U.S. Treasury, whichever is later. It shall furnish DOT, upon request, all documents and records pertaining to the determination of the amount of the Federal share or to any settlement, litigation, negotiation, or other efforts taken to recover such funds. All settlements or other final positions of the Sponsor, in court or otherwise, involving the recovery of such Federal share shall be approved in advance by DOT.
7. The United States shall not be responsible or liable for damage to property or injury to persons that may arise from, or be incident to, compliance with this Grant Agreement.
8. The Sponsor shall ensure compliance with Federal regulations requiring conduct of a Federally-approved audit of any expenditure of funds of $750,000 or more in a year in Federal awards.
9. The provisions of 2 CFR 200.317–200.326 (Procurement Standards), as implemented and modified by 2 CFR 1201, shall apply to the extent that the Sponsor procures property and services in carrying out the Grant Project.

B. SPECIAL CONDITIONS

1. Subject to the terms set forth in this Grant Agreement, DOT reserves the right to terminate the Grant Agreement, and DOT's obligations hereunder, on ninety (90) days' prior written notice, unless otherwise agreed between the Sponsor and DOT, if any of the following occurs:
    a. The Sponsor fails to provide the local contribution as provided in its Grant Application, or alternatives approved by DOT;
    b. The Sponsor fails to provide any In-Kind Contributions that are provided in its Grant Application, or alternative In-Kind Contributions approved in writing by DOT;
    c. The Sponsor does not meet the conditions and obligations specified under this Grant Agreement; or
    d. DOT determines that termination is in the public interest.

2. Either Party may seek to amend or modify this Grant Agreement on thirty (30) days' prior written notice to the other Party. The Grant Agreement will be amended or modified only on mutual written agreement by both parties.
3. At any time, on thirty (30) days' prior written notice, the Sponsor may request termination of this Grant Agreement.

4. Subject to the terms set forth in this Grant Agreement, and unless otherwise agreed between the Sponsor and DOT, **this Grant Agreement will expire on January 8, 2027**. **NOTE**: The three-year limitation set forth in Title 49 U.S.C. 41743(d)(1), applicable only to revenue guarantees, begins when subsidized service commences.
5. Should the Sponsor be unable to complete its Grant Project within the time initially allocated to it in this Grant Agreement, the Sponsor may obtain a self-initiated one-year extension of this Grant Agreement if the Sponsor files with the Department, no later than sixty (60) days prior to the original expiration date of this Grant Agreement, a written request for such extension. Consistent with the provisions of 2 CFR § 200.308(d)(2), such request must include a description of the supporting reasons for the extension. **NOTE**: Access to remaining federal funding is not a sufficient reason for a self-initiated extension. Supporting reasons must be substantive in nature. If the supporting reasons are in the public's best interests, the Department will acknowledge receipt of the request filed under this subsection of the Grant Agreement, and this Grant Agreement will then expire one calendar year after the expiration date currently set forth in this Grant Agreement.

C. PROPOSAL SPECIFIC CONDITIONS

1. Sponsor: The Duluth Airport Authority, designated by the community of Duluth, Minnesota, as the legal Sponsor under the Small Community Air Service Development Program, is a government entity that shall administer the Grant according to the terms and conditions set forth in this Grant Agreement.

   Sponsor Contact:
   Name: Tom Werner
   Title: Executive Director
   Company: Duluth Airport Authority
   Address: 4701 Grinden Drive, Duluth, MN, 55811-1575

   Phone: 218-625-7766
   Email: twerner@duluthairport.com

   DUNS Number: 132648346
   TIN Number: 41-6005105

2. Scope of the Grant Project

Grant Project: Minimum revenue guarantee (MRG) and associated marketing program to recruit, initiate and support new air service to Denver (DEN).

3. Funding

a. Total Project Cash Costs: $1,059,000
Federal Share: $750,000
Airport Cash: $30,000
Local Share: $279,000

In-Kind Contribution: $70,000

b. Payment by DOT shall not exceed **$750,000** for the Grant Project's Total Project Cash Costs, which are costs arising from the Grant Project described in Section 2 above.
c. The community will provide any In-Kind Contributions described in its Grant Application, or alternative In-Kind Contributions approved by DOT, toward implementation of the Grant Project.
d. **The Sponsor shall pay the costs associated with the Grant Project prior to seeking reimbursement from DOT**. If the Sponsor is seeking private contributions to complete the Local Share, the Sponsor is responsible for ensuring that the full Local Share is provided.
e. To seek reimbursement from DOT, the Sponsor shall submit documentary evidence of all expenditures associated with the Grant Project set forth in Section C.3.b above, and included in the Total Project Cash Costs set forth in Section C.3.a above (those to be covered by the local and/or state contribution, as well as those covered by the Federal contribution) on a monthly basis. DOT will reimburse the Sponsor on a monthly basis for **70.82 percent** of all valid expenditures submitted (the specific Federal share of Total Project Cash Costs is set forth in Sections C.3.a and C.3.b above), subject to Section C.3.c, above, and Sections C.3.f and C.3.g, below. All reimbursement requests to DOT shall include sufficient documentation to justify reimbursement of the Sponsor, including invoices and proof of payment of the invoice. **NOTE**: Expenditures incurred by third parties are not directly reimbursable to such third parties under this grant program. The Legal Sponsor **must have paid all costs** associated with eligible invoices, including costs incurred by third parties, prior to seeking reimbursement from the Department. The Sponsor may **not** seek reimbursement from the Department in any case where a third party (such as, but not limited to, an Economic Development Board, a Visitors' Bureau, or a Chamber of Commerce) has paid for such services instead of the Sponsor. In seeking reimbursements, grant recipients must provide invoices or other evidence of the expenditure, details about the expenditure and how it relates to the grant project, and evidence of

payment. In addition, the legal sponsor is required to certify that each invoice is relevant to the authorized grant project and has been paid. In addition, for grants involving marketing of services conducted under a revenue guarantee, the Sponsor may seek reimbursement only for marketing activities that are market-specific to the city pairs shown in the revenue guarantee agreement with the air carrier, and not for general marketing of the city or airport at issue in this Grant Agreement. Specifically, all marketing materials that are for route-specific grants must display the destination city and/or airport name.

f. Payment of the final ten percent (10%) of the Federal funding for the Grant Project will be made after receipt by DOT of the final report set forth in Section C.4 below.

Section C.3.g shall apply only if this box ☒ is checked.

g. No reimbursement by DOT will be made until the Sponsor has provided DOT with a copy of the revenue guarantee, subsidy, or financial incentive agreement between the Sponsor and air carrier(s), including the cost and revenue bases for the compensation required.

Section C.3.h shall apply only if this box ☒ is checked.

h. At the sole option of DOT, funding may terminate twelve (12) months after the Execution of this Grant Agreement if the Sponsor is unable to execute an agreement with an Air Carrier to provide the new air service described above, unless otherwise agreed between the Sponsor and DOT.

Section C.3.i shall apply only if this box ☒ is checked.

i. At the sole option of DOT, funding may terminate within six (6) months after execution of an agreement with an Air Carrier to provide the new air service described above if the marketing program to support the service has not been developed and implemented, unless otherwise agreed between the Sponsor and the DOT.

Section C.3.j shall apply only if this box ☒ is checked.

j. At the sole option of DOT, funding under this Grant Agreement may terminate if no air service by an Air Carrier has commenced within twelve (12) months after the Execution of this Grant Agreement, unless otherwise agreed between the Sponsor and DOT.

k. If during the term of a revenue guarantee agreement, subsidy agreement, or other financial incentive agreement with the Community, the Air Carrier stops providing the agreed-upon service, DOT will only provide reimbursement to the Grant Recipient for the actual service provided by the Air Carrier under the relevant agreement.

l. The Sponsor shall ensure that the funds provided by DOT are not misappropriated or misdirected to any other account, need, project, line-item, or the like.
m. All requests for reimbursement must be made by the Grant Recipient within sixty (60) calendar days after the date of expiration (see Section B.4) of this Grant Agreement.
n. All expenses for this Grant Project must be incurred by the date of expiration of this Grant Agreement (see Section B.4), unless otherwise agreed between the Sponsor and DOT.
o. Should this Grant Agreement be terminated prior to the expiration date provided herein (see Section B.4), DOT reserves the right to require that the Sponsor return to DOT any of the funds reimbursed for expenses subsequently deemed ineligible.

4. Reports
   a. Grant Project reports, including progress on milestones as set forth in Section 4.b, below, shall be reported to DOT on a semi-annual basis, with reports due to DOT on April 15 and October 15 of each year that the Grant Agreement remains effective. **The first Grant Project report is due on April 15, 2022.**
   b. Project reports shall include the following: (i) brief narrative detailing the status of the Grant Project and the progress being made towards the scope of the Grant Project described in Section C.2; (ii) status report on the hiring of any consultants in conjunction with implementation of the Grant Project; (iii) status report on progress toward completion of any and all In-Kind Contributions committed to implementation of the Grant Project as described in Section C.3.a above and in the Grant Application, or alternative Third-Party In-Kind contributions approved by DOT, including documentation evidencing that In-Kind Contributions were made; (iv) status report on any and all marketing or promotional activities undertaken; (v) status report on any and all contract negotiations with Air Carriers, including any revenue guarantee, subsidy, or financial incentive agreements; and (vi) status report on contract negotiations with other third parties in conjunction with the implementation of the Grant Project.
   c. Final report (in a format to be provided by DOT) of the Sponsor's assessment of the Grant Project shall be made to DOT within three months after expiration of this Grant Agreement or conclusion of the Grant Project, whichever occurs earlier.

5. Sponsor Obligations

Section C.5.a shall apply only if this box ☐ is checked.

   a. Within three (3) months following the date of Execution of the Grant Agreement, the Sponsor shall submit to DOT a detailed marketing plan as set forth in the Grant Application, including the types of media to be used,

projected expenditures for each marketing component, and timeline for release of the marketing/advertising material.

Section C.5.b shall apply only if this box ☒ is checked.

b. Within six (6) months following the date of execution of an agreement with an Air Carrier for service at the community, the Sponsor shall submit to DOT a detailed marketing plan as set forth in the Grant Application, including the types of media to be used, projected expenditures for each marketing component, and timeline for release of the marketing/advertising material.

c. The Sponsor shall, within fifteen (15) calendar days after their execution, provide DOT with a copy of all agreements executed between the Community and any consultants, Air Carriers, or other parties with respect to the Grant Project. The Sponsor shall, within fifteen (15) calendar days after execution, also provide DOT with notice of any amendment to, or termination of such agreements. The Sponsor shall ensure that all agreements entered into with third parties regarding this grant are consistent with this Grant Agreement and the documents incorporated by reference into the Grant Agreement, and any amendments or modifications executed, pursuant to Section B.

d. The Sponsor shall ensure that the obligations set forth in this Grant Agreement are met. Failure to do so may result in termination of the Grant Agreement by DOT.

D. ASSURANCES

The Sponsor shall execute the attached assurances and certifications (Assurances) in conjunction with its signing of this Grant Agreement and shall ensure compliance by the Grant Recipient with these Assurances and any amendments or modifications thereto. The Assurances are integral parts to this Grant Agreement and are deemed to be incorporated by reference into this Grant Agreement.

E. DEFINITIONS

Air Carrier: A United States-certificated air carrier undertaking to provide air transportation, including, without limitation, scheduled and unscheduled air carriers, regional air carriers, commuter air carriers, and air taxi operators.

Assurances: This term shall have the meaning ascribed to it in Section D of this Grant Agreement.

Community: All parties identified in the Grant Application as participating in the Grant Project, including the Sponsor.

DOT: United States Department of Transportation.

Execution of Grant Agreement: Signing of this Grant Agreement by DOT and the Sponsor.

Federal Share: Federal funds authorized for use by the Grant Recipient in implementing the Grant Project.

Grant Agreement: This written agreement between DOT and the Sponsor describing the scope of the Grant Project and setting forth the terms and conditions of the Community's participation in the Small Community Air Service Development Program, and incorporating by reference (a) all attachments and exhibits to this Grant Agreement, including the Assurances, in their entireties; (b) the Grant Application, except to the extent inconsistent with the terms of this written agreement; and (c) DOT Order 2021-7-13 in its entirety.

Grant Application: The complete document submitted in FY 2020 and FY 2021 to DOT by the Community in Docket DOT-OST-2020-0231, including any information submitted in the docket as confidential material.

Grant Project: The scope of the project set forth in Section C.2 of this Grant Agreement.

Grant Recipient: Community receiving the SCASDP grant, including the Sponsor.

In-Kind/Third-Party In-Kind Contribution: Property or services that benefit the Grant Project and that are contributed by non-Federal third parties without charge to the Grant Recipient or a cost-type contractor under the Grant Agreement.

Local Share: Public, community, state, or private funds described in the Grant Application for use in implementing the Grant Project, excluding any In-Kind Contributions (including Third-Party In-Kind Contributions).

Party: DOT and/or the Sponsor, as the context indicates.

Proposal: A proposed project described by the Community in its Grant Application.

Small Community Air Service Development Program (SCASDP): A grant-in-aid financial assistance program originally established under the Wendell H. Ford Aviation Investment and Reform Act for the 21st Century (AIR-21), Pub. L. No. 106-181, reauthorized by Vision 100—The Century in Aviation Reauthorization Act, Pub. L. No. 108-176, and the FAA Modernization and Reform Act of 2012, Pub. L. No. 112-95, as amended, and codified in Title 49 U.S.C. § 41743.

Sponsor Obligations: Responsibilities of the Sponsor under this Grant Agreement and those documents incorporated by reference into the Grant Agreement as set forth above (see definition of Grant Agreement).

Sponsor: A government entity and legal sponsor of the Grant Recipient that agrees pursuant to this Grant Agreement to administer and oversee implementation of this Grant Agreement and the fulfillment of the Grant Project.

Total Project Cash Costs: Sum of the Federal and local cash shares contributed toward completion of the Grant Project, excluding any In-Kind Contributions (including Third-Party In-Kind Contributions). Total Project Cash Costs are described in Sections C.3.a and C.3.b of this Grant Agreement.

GRANT AWARD AND AGREEMENT

This Grant Award and Agreement is made in accordance with Title 49 U.S.C. § 41743 and is subject to the terms and conditions of this Grant Agreement and the Assurances attached hereto and incorporated herein.

Executed this 13th day of September, 2021.

United States Department of Transportation

(SEAL)

Brooke Chapman
Associate Director
Small Community Air Service Development Program

ACCEPTANCE

The undersigned Sponsor agrees to accomplish each element of the Grant Project in compliance with the terms and conditions of this Grant Agreement and the Assurances attached hereto and incorporated herein.

Executed this 30th day of August, 2021.

The Duluth Airport Authority

(SEAL)

JOELLE NICOLE BODIN
NOTARY PUBLIC-MINNESOTA
My Comm. Exp. Jan. 31, 2023

By: Signature of Sponsor's Designated Official Representative

Craig Fellman
Printed Name

President
Title

~~Attest:~~ Joelle Nicole Bodin

Title: Director of Finance & Administration

ACCEPTANCE

The undersigned Sponsor agrees to accomplish each element of the Grant Project in compliance with the terms and conditions of this Grant Agreement and the Assurances attached hereto and incorporated herein.

Executed this 30th day of August, 2021.

The Duluth Airport Authority

(SEAL)

JOELLE NICOLE BODIN
NOTARY PUBLIC-MINNESOTA
My Comm. Exp. Jan. 31, 2023

By: _____
Signature of Sponsor's Designated Official Representative

Jeff Anderson
Printed Name

Secretary
Title

Attest: Joelle Nicole Bodin

Title: Director of Finance & Administration

CERTIFICATE OF SPONSOR'S ATTORNEY

I, Steven B. Hanke, acting as Attorney for the Sponsor do hereby certify: That in my opinion the Sponsor is a government entity empowered to enter into the foregoing Grant Agreement under the laws of the State (or Commonwealth) of Minnesota. Further, I have examined the foregoing Grant Agreement, and the actions taken by said Sponsor relating thereto, and find that the acceptance thereof by said Sponsor and Sponsor's official representative has been duly authorized and that the execution thereof is in all respects due and proper and in accordance with the laws of the said State (or Commonwealth) and Title 49 of the U.S. Code. In addition, for grants involving projects to be carried out on property not owned by the Sponsor or where Sponsor may make payments to others, there are no legal impediments that will prevent full performance by the Sponsor. Further, it is my opinion that the said Grant Agreement, including the Assurances, constitutes a legal and binding obligation of the Sponsor in accordance with the terms thereof.

S B H	8/30/21
Signature of Sponsor's Attorney	Date
Steven B. Hanke	(218) 730-5271
Printed or Typed Name	Telephone

ATTACHMENT B

GRANT ASSURANCES

TITLE VI ASSURANCE
(Implementing Title VI of the Civil Rights Act of 1964, as amended)

ASSURANCE CONCERNING NONDISCRIMINATION IN FEDERALLY-ASSISTED PROGRAMS AND ACTIVITIES RECEIVING OR BENEFITING FROM FEDERAL FINANCIAL ASSISTANCE

(Implementing the Rehabilitation Act of 1973, as amended, and the Americans With Disabilities Act, as amended)

49 C.F.R. Parts 21, 25, 27, 37 and 38

The United States Department of Transportation (USDOT)

Standard Title VI/Non-Discrimination Assurances

DOT Order No. 1050.2A

By signing and submitting the Grant Application and by entering into the Grant Agreement under the Small Community Air Service Development Program (SCASDP), the Grantee (also herein referred to as the "Recipient"), **HEREBY AGREES THAT**, as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation (DOT), the Grantee is subject to and will comply with the following:

Statutory/Regulatory Authorities

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
- 49 C.F.R. Part 21 (entitled *Non-discrimination In Federally-Assisted Programs Of The Department Of Transportation—Effectuation Of Title VI Of The Civil Rights Act Of 1964*);
- 28 C.F.R. section 50.3 (U.S. Department of Justice Guidelines for Enforcement of Title VI of the Civil Rights Act of 1964);

The preceding statutory and regulatory cites hereinafter are referred to as the "Acts" and "Regulations," respectively.

General Assurances

In accordance with the Acts, the Regulations, and other pertinent directives, circulars, policy, memoranda, and/or guidance, the Recipient hereby gives assurance that it will promptly take any measures necessary to ensure that:

> *"No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity," for which the Recipient receives Federal financial assistance from DOT.*

The Civil Rights Restoration Act of 1987 clarified the original intent of Congress, with respect to Title VI and other Non-discrimination requirements (The Age Discrimination Act of 1975, and Section 504 of the Rehabilitation Act of 1973), by restoring the broad, institutional-wide scope and coverage of these non-discrimination statutes and requirements to include all programs and activities of the Recipient, so long as any portion of the program is Federally assisted.

Specific Assurances

More specifically, and without limiting the above general Assurance, the Recipient agrees with and gives the following Assurances with respect to its Federally assisted SCASDP Discretionary Grant program:

1. The Recipient agrees that each "activity," "facility," or "program," as defined in §§ 21.23 (b) and 21.23 (e) of 49 C.F.R. § 21 will be (with regard to an "activity") facilitated, or will be (with regard to a "facility") operated, or will be (with regard to a "program") conducted in compliance with all requirements imposed by, or pursuant to the Acts and the Regulations.

2. The Recipient will insert the following notification in all solicitations for bids, Requests For Proposals for work, or material subject to the Acts and the Regulations made in connection with the SCASDP Discretionary Grant and, in adapted form, in all proposals for negotiated agreements regardless of funding source:

   > *"The Grantee, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award."*

3. The Recipient will insert the clauses of Appendix A and E of this Assurance in every contract or agreement subject to the Acts and the Regulations.

4. The Recipient will insert the clauses of Appendix B of this Assurance, as a covenant running with the land, in any deed from the United States effecting or recording a transfer of real property, structures, use, or improvements thereon or interest therein to a Recipient.

5. That where the Recipient receives Federal financial assistance to construct a facility, or part of a facility, the Assurance will extend to the entire facility and facilities operated in connection therewith.

6. That where the Recipient receives Federal financial assistance in the form, or for the acquisition of real property or an interest in real property, the Assurance will extend to rights to space on, over, or under such property.

7. That the Recipient will include the clauses set forth in Appendix C and Appendix D of this Assurance, as a covenant running with the land, in any future deeds, leases, licenses, permits, or similar instruments entered into by the Recipient with other parties:

    a. for the subsequent transfer of real property acquired or improved under the applicable activity, project, or program; and
    b. for the construction or use of, or access to, space on, over, or under real property acquired or improved under the applicable activity, project, or program.

8. That this Assurance obligates the Recipient for the period during which Federal financial assistance is extended to the program, except where the Federal financial assistance is to provide, or is in the form of, personal property, or real property, or interest therein, or structures or improvements thereon, in which case the Assurance obligates the Recipient, or any transferee for the longer of the following periods:

    a. the period during which the property is used for a purpose for which the Federal financial assistance is extended, or for another purpose involving the provision of similar services or benefits; or
    b. the period during which the Recipient retains ownership or possession of the property.

9. The Recipient will provide for such methods of administration for the program as are found by the Secretary of Transportation or the official to whom he/she delegates specific authority to give reasonable guarantee that it, other recipients, sub-recipients, sub-grantees, contractors, subcontractors, consultants, transferees, successors in interest, and other participants of Federal financial assistance under such program will comply with all requirements imposed or pursuant to the Acts, the Regulations, and this Assurance.

10. The Recipient agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the Acts, the Regulations, and this Assurance.

By signing this ASSURANCE, the Grantee also agrees to comply (and require any sub-recipients, sub-grantees, contractors, successors, transferees, and/or assignees to comply) with all

applicable provisions governing DOT's access to records, accounts, documents, information, facilities, and staff. You also recognize that you must comply with any program or compliance reviews, and/or complaint investigations conducted by DOT. You must keep records, reports, and submit the material for review upon request to DOT, or its designee in a timely, complete, and accurate way. Additionally, you must comply with all other reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program guidance.

The Grantee gives this ASSURANCE in consideration of and for obtaining any Federal grants, loans, contracts, agreements, property, and/or discounts, or other Federal-aid and Federal financial assistance extended after the date hereof to the recipients by the U.S. Department of Transportation under the SCASDP Discretionary Grants Program. This ASSURANCE is binding on the Grantee, other recipients, sub-recipients, sub-grantees, contractors, subcontractors and their subcontractors, transferees, successors in interest, and any other participants in the SCASDP Discretionary Grants Program.

APPENDIX A

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

1. **Compliance with Regulations:** The contractor (hereinafter includes consultants) will comply with the Acts and the Regulations relative to Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.

2. **Non-discrimination:** The contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor will not participate directly or indirectly in the discrimination prohibited by the Acts and the Regulations, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR Part 21.

3. **Solicitations for Subcontracts, Including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding, or negotiation made by the contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the contractor of the contractor's obligations under this contract and the Acts and the Regulations relative to Non-discrimination on the grounds of race, color, or national origin.

4. **Information and Reports:** The contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Recipient or DOT to be pertinent to ascertain compliance with such Acts, Regulations, and instructions. Where any information required of a

contractor is in the exclusive possession of another who fails or refuses to furnish the information, the contractor will so certify to the Recipient or DOT, as appropriate, and will set forth what efforts it has made to obtain the information.

5. **Sanctions for Noncompliance:** In the event of a contractor's noncompliance with the Non-discrimination provisions of this contract, the Recipient will impose such contract sanctions as it or DOT may determine to be appropriate, including, but not limited to:

    a. withholding payments to the contractor under the contract until the contractor complies; and/or
    b. cancelling, terminating, or suspending a contract, in whole or in part.

6. **Incorporation of Provisions:** The contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The contractor will take action with respect to any subcontract or procurement as the Recipient or DOT may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the contractor may request the Recipient to enter into any litigation to protect the interests of the Recipient. In addition, the contractor may request the United States to enter into the litigation to protect the interests of the United States.

APPENDIX B

CLAUSES FOR DEEDS TRANSFERRING UNITED STATES PROPERTY

The following clauses will be included in deeds effecting or recording the transfer of real property, structures, or improvements thereon, or granting interest therein from the United States pursuant to the provisions of Assurance 4:

NOW, THEREFORE, the U.S. Department of Transportation as authorized by law and upon the condition that the Grantee will accept title to the lands and maintain the project constructed thereon in accordance with and in compliance with all requirements imposed by Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S Department of Transportation pertaining to and effectuating the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252; 42 U.S.C. § 2000d to 2000d-4), does hereby remise, release, quitclaim and convey unto the Grantee all the right, title and interest of the U.S. Department of Transportation in and to said lands described in Exhibit A attached hereto and made a part hereof.

(HABENDUM CLAUSE)

TO HAVE AND TO HOLD said lands and interests therein unto Grantee and its successors forever, subject, however, to the covenants, conditions, restrictions and reservations herein contained as follows, which will remain in effect for the period during which the real property or

structures are used for a purpose for which Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits and will be binding on the Grantee, its successors and assigns.

The Grantee, in consideration of the conveyance of said lands and interests in lands, does hereby covenant and agree as a covenant running with the land for itself, its successors and assigns, that (1) no person will on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination with regard to any facility located wholly or in part on, over, or under such lands hereby conveyed [,] [and]* (2) that the Grantee will use the lands and interests in lands and interests in lands so conveyed, in compliance with all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations and Acts may be amended[, and (3) that in the event of breach of any of the above-mentioned non-discrimination conditions, the Department will have a right to enter or re-enter said lands and facilities on said land, and that above described land and facilities will thereon revert to and vest in and become the absolute property of the U.S. Department of Transportation and its assigns as such interest existed prior to this instruction].*

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary in order to make clear the purpose of Title VI.)

APPENDIX C

CLAUSES FOR TRANSFER OF REAL PROPERTY ACQUIRED OR IMPROVED UNDER THE ACTIVITY, FACILITY, OR PROGRAM

The following clauses will be included in deeds, licenses, leases, permits, or similar instruments entered into by the Grantee pursuant to the provisions of Assurance 7(a):

A. The (grantee, lessee, permittee, etc. as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree [in the case of deeds and leases add "as a covenant running with the land"] that:

    1. In the event facilities are constructed, maintained, or otherwise operated on the property described in this (deed, license, lease, permit, etc.) for a purpose for which a U.S. Department of Transportation activity, facility, or program is extended or for another purpose involving the provision of similar services or benefits, the (grantee, licensee, lessee, permittee, etc.) will maintain and operate such facilities and services in compliance with all requirements imposed by the Acts and Regulations (as may be amended) such that no person on the grounds of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities.

B. With respect to licenses, leases, permits, etc., in the event of breach of any of the above Non-discrimination covenants, Grantee will have the right to terminate the (lease, license, permit, etc.) and to enter, re-enter, and repossess said lands and facilities thereon, and hold the same as if the (lease, license, permit, etc.) had never been made or issued.*

C. With respect to a deed, in the event of breach of any of the above Non-discrimination covenants, the Grantee will have the right to enter or re-enter the lands and facilities thereon, and the above described lands and facilities will there upon revert to and vest in and become the absolute property of the Grantee and its assigns.*

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.)

APPENDIX D

CLAUSES FOR CONSTRUCTION/USE/ACCESS TO REAL PROPERTY ACQUIRED UNDER THE ACTIVITY, FACILITY OR PROGRAM

The following clauses will be included in deeds, licenses, permits, or similar instruments/agreements entered into by Grantee pursuant to the provisions of Assurance 7(b):

A. The (grantee, licensee, permittee, etc., as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree (in the case of deeds and leases add, "as a covenant running with the land") that (1) no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land, and the furnishing of services thereon, no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination, (3) that the (grantee, licensee, lessee, permittee, etc.) will use the premises in compliance with all other requirements imposed by or pursuant to the Acts and Regulations, as amended, set forth in this Assurance.

B. With respect to (licenses, leases, permits, etc.), in the event of breach of any of the above Non-discrimination covenants, Grantee will have the right to terminate the (license, permit, etc., as appropriate) and to enter or re-enter and repossess said land and the facilities thereon, and hold the same as if said (license, permit, etc., as appropriate) had never been made or issued.*

C. With respect to deeds, in the event of breach of any of the above Non-discrimination covenants, Grantee will there upon revert to and vest in and become the absolute property of Grantee and its assigns.*

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.)

APPENDIX E

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

Pertinent Non-Discrimination Authorities:

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21.
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 *et seq.*), (prohibits discrimination on the basis of sex);
- Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 *et seq.*), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27;
- The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 *et seq.*), (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131 – 12189) as implemented by Department of Transportation regulations at 49 C.F.R. Parts 37 and 38;
- The Federal Aviation Administration's Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898 (as amended by Executive Order 12948), Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with

Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);

- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 *et seq*).

Signature

8/30/21
Date

Dir of finance & admin
Title

Duluth Airport Authority
Grant Recipient

UNITED STATES OF AMERICA
DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY
OFFICE OF AVIATION ANALYSIS

CERTIFICATION REGARDING INFLUENCING ACTIVITIES

Certification for Contracts, Grants, Loans,
and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:
(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Influencing Activities," in accordance with its instructions.
(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Julie N Brown — Signature

8/30/21 — Date

Dir of Fin & Admin — Title

Duluth Airport Authority — Grant Recipient

UNITED STATES OF AMERICA
DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY
OFFICE OF AVIATION ANALYSIS

CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS IN THE PERFORMANCE OF SMALL COMMUNITY AIR SERVICE PURSUANT TO GRANT AWARD UNDER THE SMALL COMMUNITY AIR SERVICE DEVELOPMENT PROGRAM

A. The grant recipient certifies that it will, or will continue, to provide a drug-free workplace by:

(a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grant recipient's workplace, and specifying the actions that will be taken against employees for violation of such prohibition;
(b) Establishing an ongoing drug-free awareness program to inform employees about--
(1) The dangers of drug abuse in the workplace;
(2) The grant recipient's policy of maintaining a drug-free workplace;
(3) Any available drug counseling, rehabilitation, and employee assistance programs; and
(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
(c) Making it a requirement that each employee to be engaged in the performance of work supported by the grant award be given a copy of the statement required by paragraph (a);
(d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment supported by the grant award, the employee will--
(1) Abide by the terms of the statement; and
(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
(e) Notifying the agency in writing, within ten calendar days after receiving notice under paragraph (d)(2) from an employee or otherwise receiving actual notice of conviction. Employers of convicted employees must provide notice, including position title, to the Office of Aviation Analysis. Notice shall include the order number of the grant award;
(f) Taking one of the following actions, within 30 days of receiving notice under paragraph (d)(2), with respect to any employee who is so convicted--
(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended, or
(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State or local health, law enforcement, or other appropriate agency;
(g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

B. The grant recipient *may*, but is not required to, insert in the space provided below the site for the performance of work done in connection with the specific grant.

Places of Performance (street address, city, county, state, zip code). For the provision of air service pursuant to the grant award, workplaces include outstations, maintenance sites, headquarters office locations, training sites and any other worksites where work is performed that is supported by the grant award.

Check [ ] if there are workplaces on file that are not identified here.

Lydia M. Bro

Grant Recipient Signature

8/30/21

Date

OFFICE OF THE SECRETARY OF TRANSPORTATION

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS -- PRIMARY COVERED TRANSACTIONS

2 C.F.R. Part 1200, 2 C.F.R. Part 180

Instructions for Certification

1. By entering in the SCASDP Grant Agreement and signing below, the Sponsor is providing the assurance and certification set out below.

2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The Sponsor shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the Sponsor to furnish a certification or an explanation shall disqualify such person from participation in this transaction.

3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the Sponsor knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

4. The Sponsor shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the Sponsor learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.

6. The Sponsor agrees that it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction pursuant to 2 CFR Parts 180 or 1200 or 48 CFR Part 9, Subpart 9.4, unless authorized by the department or agency entering into this transaction.

7. The Sponsor further agrees that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion -- Lower Tier Covered Transaction," available from the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment, debarred, suspended, ineligible, or voluntarily excluded from the covered transaction pursuant to 2 CFR Parts 180 or 1200 or 48 CFR Part 9, Subpart 9.4, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its

principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-procurement Programs.

9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction pursuant to 2 CFR Parts 180 or 1200 or 48 CFR Part 9, Subpart 9.4, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

Certification Regarding Debarment, Suspension, and Other Responsibility Matters -- Primary Covered Transactions

(1) The Sponsor certifies to the best of its knowledge and belief, that it and its principals:

(a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;

(b) Have not within a three-year period preceding this Grant Agreement been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

(d) Have not within a three-year period preceding this Grant Agreement had one or more public transactions (Federal, State or local) terminated for cause or default.

(2) Where the Sponsor is unable to certify to any of the statements in this certification, such Sponsor shall attach an explanation to this proposal.

Name

DAA
Affiliation

Dir of Fin & Admin
Title

8/30/2021
Date

OFFICE OF THE SECRETARY OF TRANSPORTATION
CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION -- LOWER TIER COVERED TRANSACTIONS

Instructions for Certification

1. By entering into the SCASDP Grant Agreement and signing below, the Sponsor is providing the assurance and certification set out below.

2. The certification required by a prospective lower tier participant is a material representation of fact upon which reliance is placed when a transaction is entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

3. The prospective lower tier participant shall provide immediate written notice to the person to which the certification is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or had become erroneous by reason of changed circumstances.

4. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.

5. The prospective lower tier participant shall agree that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction pursuant to 2 CFR Parts 180 or 1200 or 48 CFR Part 9, Subpart 9.4, unless authorized by the department or agency with which this transaction originated.

6. The prospective lower tier participant shall further agree that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion -- Lower Tier Covered Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in the covered transaction pursuant to 2 CFR Parts 180 or 1200 or 48 CFR Part 9, Subpart 9.4, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-procurement Programs.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in the covered transaction pursuant to 2 CFR Parts 180 or 1200 or 48 CFR Part 9, Subpart 9.4, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

Certification Regarding Debarment, Suspension, Ineligibility an Voluntary Exclusion -- Lower Tier Covered Transactions

By entering into the SCASDP Grant Agreement and signing below, the Sponsor is providing the assurance set forth in paragraphs (1) and (2) below.

(1) The Sponsor shall ensure that any prospective lower tier participant certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in the Grant Project by any Federal department or agency.

(2) Where the prospective lower tier participant is unable to certify to any of the statements in the certification, the Sponsor shall ensure that such lower tier prospective participant attaches an explanation to the certification.

_____
Name

_____
Title

_____
Affiliation

_____
Date

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News Local

Duluth City Council backs 148th's pursuit of F-35s

But two city councilors, who abstained from the vote, sought to delay consideration of the resolution until after next week's election.



The F-35 demonstration team performs during the Duluth Air and Aviation Expo on Saturday, July 5, 2025, in Duluth.

Clint Austin / Duluth Media Group file photo



By Jimmy Lovrien

October 26, 2026 at 9:21 PM

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News Reporting

DULUTH — An effort by two city councilors to postpone a resolution supporting the 148th Fighter Wing's latest push to acquire the next generation of fighter jets until after the election failed Monday.

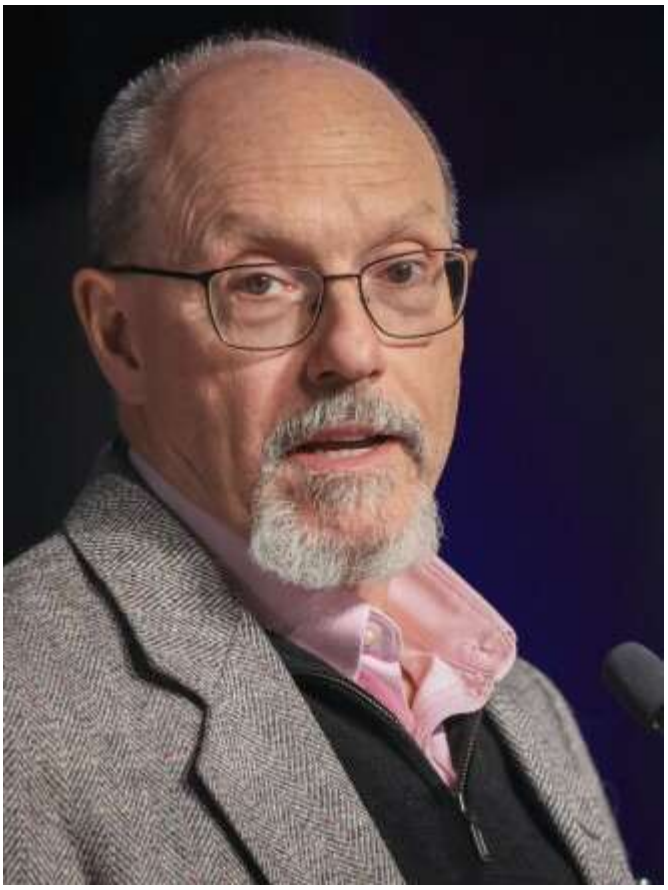
The City Council ultimately passed the measure, which sends a letter of support to the U.S. Air Force urging it to assign F-35 Lightning II jets to the Duluth-based Minnesota Air National Guard unit, with seven council members supporting it. Councilors David Clanaugh and Wendy Durrwachter abstained.

Lt. Col. Alexander Prevendar of Esko speaks about the Duluth AirshowLt. Col. Alexander Prevendar of Esko speaks about the Duluth Airshow

As he read a six-minute statement during the meeting, Clanaugh said he had "been engaging my brain, heart and conscience to discern how to proceed" since Thursday's agenda session and criticized President Donald Trump's decision to launch a war against Iran and his inconsistent support of Ukraine in its fight against Russia.

He encouraged councilors to postpone the vote until after the Nov. 3 election or "to abstain from validating a process within the hands of the current federal government and all of its problems."

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David Clanaugh, city councilor representing the 4th District, speaks March 24, during the State of the City address at Lincoln Park Middle School.

Clint Austin / Duluth Media Group file photo

The 148th has been collecting similar letters from local governments and organizations to bolster its chances of replacing its aging F-16s. It wanted letters in by Oct. 29 to submit them to an Air Force panel meeting Nov. 5.

The 148th is one of nine squadrons vying for the jet. The list of finalists will narrow to four by year's end and the two that get the new jets will be announced next year. Aircraft would arrive in 2034.

The 148th has eyed the F-35 for two decades, arguing it would ensure the Fighter Wing and its 1,000 employees have a future in Duluth.

Last week, Col. Scott Prom of the 148th told the council that this could be the last round of F-35 assignments as the military moves toward more autonomous aircraft.

"Why are manned fighters important? Well, a manned fighter versus an unmanned aircraft brings more capabilities and employment for flying bases and local communities," Prom said.

Without the F-35, he said that the 148th's mission could change or it could close altogether. Both outcomes could mean an end to its fire department, which provides service to Duluth International Airport and mutual aid to surrounding communities.

Councilor Arik Forsman, who represents the city at large, said supporting the resolution was "one of the easiest votes I've ever taken on the council" and asked Clanaugh what election outcome he'd be looking for in delaying the resolution.

"I'm hopeful that we'll have a restoration of a system of checks and balances in our federal government, so that something as serious as F-35s, which are incredible weapons, that they will be used in this difficult world to good purposes, not to the whims of the individuals," Clanaugh said.

But 3rd District Councilor Roz Randorf, who supported the resolution, said it was possible to hold the federal government to account and support the members of the 148th.

"I think we can do that," Randorf said. "It doesn't have to be mutually exclusive."

Read more

-

[Klobuchar pushes F-35s for Duluth's 148th Fighter Wing]

Jun 29, 2022

- 

[F-35s fly into Duluth as officials tout 148th]

Jul 19, 2019

Duluth News Tribune
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With 52 full-time positions added, 148th looks to future in Duluth

Jan 26, 2019

About the Duluth City Council

The Duluth City Council's regular meetings are on the second and fourth Mondays of each month at 6 p.m., with agenda meetings at 5:15 p.m. each Thursday preceding a regular meeting, unless otherwise scheduled, at City Hall, Room 330. Meetings are also livestreamed and recorded for later viewing at duluthmn.gov/city-council/city-council-meetings-events/council-meeting-media.



Wendy Durrwachter

District 1: Wendy Durrwachter
Represents: Duluth city precincts 1-7
Term expires: Jan. 3, 2028
Contact: 218-730-5700, Ext. 3, wdurrwachter@duluthmn.gov



Diane Desotelle.

Contributed / Diane Desotelle

District 2: Diane Desotelle

Represents: Duluth city precincts 8-13
Term expires: Jan. 7, 2030
Contact: 218-730-5355, ddesotelle@duluthmn.gov

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Roz Randorf.

District 3: Roz Randorf

Represents: Duluth city precincts 14-19
Term expires: Jan. 3, 2028
Contact: 218-443-8364/218-730-5353, rrandorf@duluthmn.gov

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David Clanaugh.

Contributed / David Clanaugh

District 4: David Clanaugh

Represents: Duluth city precincts 21-27
Term expires: Jan. 7, 2030
Contact: 218-730-5356, dclanaugh@duluthmn.gov

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Janet Kennedy.

Clint Austin / 2024 file / Duluth Media Group

District 5: Janet Kennedy, vice president
Represents: Duluth city precincts 28-35
Term expires: Jan. 3, 2028

Contact: 218-730-5357, jkennedy@duluthmn.gov

Jordon Johnson.

Contributed / Jordon Johnson

At large: Jordon Johnson

Represents: All Duluth city precincts
Term expires: Jan. 7, 2030
Contact: 218-730-5359, jjohnson@duluthmn.gov



Arik Forsman

At large: Arik Forsman

Represents: All Duluth city precincts
Term expires: Jan. 3, 2028
Contact: 218-730-5352, aforsman@duluthmn.gov

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Lynn Marie Nephew

At large: Lynn Marie Nephew, president
Represents: All Duluth city precincts
Term expires: Jan. 3, 2028
Contact: 218-730-5354, lnephew@duluthmn.gov

Duluth News Tribune
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Terese Tomanek.

Contributed / Terese Tomanek

At large: Terese Tomanek
Represents: All Duluth city precincts
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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.

Twitter Linkedin

DULUTH AIRPORT AUTHORITY

MEMORANDUM

OCTOBER 27, 2026

TO: BOARD OF DIRECTORS

FROM: EXECUTIVE DIRECTOR

RE: REMARKS SUPPORTING 148th FIGHTER WING'S PURSUIT OF F-35 FIGHTER AIRCRAFT

At the October 26, 2026 Duluth City Council meeting I spoke in support of the 148th Fighter Wing's pursuit of the F-35 fighter aircraft during the U.S. Air Force's upcoming selection process. Within weeks, the Air Force will select two Air National Guard units to convert from their current airframes to the F-35 fighter. My remarks are below:

Council President Nephew and member of the council. Thank you for the opportunity to address you this evening. I'm here in support of Resolution 26-0918R regarding affirmative support for the 148th Fighter Wing's selection to receive the F-35 fighter aircraft.

As you know, aviation in this community generates $1.4B annually and supports 4,000 jobs. The 148th is an important part of our aviation economy. It generates $107.5M dollars annually and supports jobs for 1,000 of our friends and neighbors.

In addition, through an Airport Joint Use Agreement between the Federal Government and the Duluth Airport Authority, the 148th has access to all the Duluth International Airport's airfield in support of our national defense. In exchange they provide 24 hours firefighting response to all aviation emergencies at DLH as well as mutual aid to the surrounding communities. This has been a successful partnership for many decades. Were the 148th to be decommissioned, the responsibility to provide critical emergency response services would fall to the Airport Authority. That includes funding and operating an airport fire department in support of air carrier operations at Duluth, including Delta, United, and Sun Country Airlines. This would cost the DAA and aviation users hundreds of thousands of dollars at a minimum every year.

Supporting this resolution does not signal your support for past, present, or future foreign policy decisions. It does mean that you support your friends, neighbors, and relatives who have volunteered to serve this nation, preserve our way of life, and answer the call when our nation needs common people to do uncommon things.

As a 20-year retired Army Reserve Veteran of two conflicts I can tell you community support for you and your family's sacrifice is incredibly important.

As the leader of Duluth's airports, I can tell you that sustaining the economic vitality and contributions to aviation safety provided by the 148th Fighter Wing is paramount in my mind. They are an invaluable part of our aviation sector.

I urge your support for the resolution before you tonight. Thank you.

Duluth International Airport
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BUSINESS

Duluth Chamber highlights leaders, community investments at annual event

Leaders were recognized for their contributions of time, talent and experience to help uplift the community during the Duluth Area Chamber of Commerce's 156th annual meeting and dinner celebration.



Aili Ratike of North Shore Bank receives the Volunteer of the Year award during the Duluth Area Chamber of Commerce's 156th Annual Meeting and Dinner Celebration at the Duluth Entertainment Convention Center on Thursday, Nov. 5. Dan Williamson / Duluth Media Group



By Brielle Zywicki
November 06, 2026 at 10:46 AM

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DULUTH — The Duluth Area Chamber of Commerce held its 156th annual meeting and dinner celebration Thursday evening at the Duluth Entertainment Convention Center.

With 1,300 people in attendance, the event highlighted the chamber's work to improve business conditions and increase economic development in partnership with local businesses and organizations across the region.



Jim Roche, Duluth Area Chamber of Commerce interim president, delivers closing remarks Thursday evening. Dan Williamson / Duluth Media Group

Although the search for the organization's next president and CEO continues, incoming Board Chair Tiffany Hughes said the board is committed to finding a leader who understands the importance of the chamber's role in the regional business community.

Leading Duluth into the future

The chamber works to advocate for the business community in its relations with the city, which has identified five strategic priorities — housing at all income levels, growing the commercial tax base, investing in streets and utilities, revitalizing downtown and maintaining an affordable city property tax liability.

“They're not just aspirations. They're how we organize our work, and they're how we invest our limited resources,” said Mayor Roger Reinert. “We've made progress on all five.”

Reinert said more than 1,000 new units of housing have been added to the market since he took office in 2024.

Additional housing projects are in progress or nearing completion as well, including Titanium Partners' The Legacy(https://www.duluthnewstribune.com/business/the-legacy-breaks-ground-on-duluth-apartment-complex) apartment complex, Arris townhomes, (https://www.duluthnewstribune.com/news/local/board-supports-zoning-change-that-may-bring-townhomes-to-duluth) and additional buildings at Acres on Arrowhead.



Duluth Mayor Roger Reinert speaks during the Duluth Area Chamber of Commerce's 156th annual Meeting and Dinner Celebration at the DECC. Dan Williamson / Duluth Media Group

“We also overhauled the (Unified Development Chapter) to remove regulatory and zoning barriers to new home construction, and to move us towards by-right construction,” Reinert said. The UDC is the official body of rules and regulations to guide land use and development in the city.

New vacation rental rules, established this year, now prohibit the conversion of single-family homes into vacation homes. (https://www.duluthnewstribune.com/business/duluth-rental-ordinance-faces-backlash-from-property-owners?fbclid=IwY2xjawVaN7JleHRuA2FlbQIxMABwZG9mBWJyaWQRMWdocol4dEFvZVZoVkxnSVRzcnRjBmFwcF9pZBAyMjIwMzkxNzg4MjAwODkyAAEfM6BHSesTNWnLC8kWxtjCs8pZgfpw5B8NeHKOaif-KUQa06wvhTfIJUNSAbw_aem_VVswkNNfpYnG-kCbOzZt0g&utm_campaign=mrf-facebook-duluthnews&utm_source=facebook&utm_medium=social&mrfcid=20261030 6ae4c18eaedd08555f21a74f)

“The first step to more housing is to stop losing what we already have,” Reinert said. “Housing supports employers. Infrastructure

supports development. A stronger commercial tax base helps us pay for core city services and keep them affordable. A healthy downtown supports a healthy region, and fiscal discipline helps us keep the cost sustainable for both residents and businesses."

Recognizing leaders in the community

Carly Viegut leads communications and brand strategy for the Boreal Waters Community Foundation, and was selected as the chamber's Emerging Leader of the Year.

"Community progress doesn't happen through the efforts of any one organization," said Aubrey Martin, director of membership development for the chamber. "It happens because people like Carly recognize the potential of this region and choose to invest their time, talents and energy toward making it stronger."



Carly Viegut of Boreal Waters Community Foundation receives the Emerging Leader of the Year award. Dan Williamson / Duluth Media Group

Viegut's career has also included roles with the Entrepreneur Fund, the University of Wisconsin-Superior and the American Red Cross. She's also a co-founder of the Lake Superior Impact Collective,

serves on the Fuse Duluth Leadership Council, and is a graduate of Leadership Duluth.

“When Aubrey called to tell me that I'd be receiving this award, I was changing my 7-week-old daughter's diaper, and I have to say, in that moment, ‘emerging leader’ felt like a pretty generous description,” Viegut said. “Like so many women, I love my work, and I also really love being a mom. And so to have the recognition during this season of life just feels especially meaningful.”



Tom Werner of the Duluth Airport Authority receives the Business Champion of the Year award. Dan Williamson / Duluth Media Group

The chamber also recognized Tom Werner of the Duluth Airport Authority as Business Champion of the Year.

Having dedicated 27 years to the Duluth Airport Authority, Werner has served as its executive director since 2012.

During his tenure, he has overseen more than $237 million in infrastructure improvements at the Duluth International and Sky Harbor airports, including the passenger terminal and runway

reconstruction. Construction on a new $70 million air traffic control tower is currently underway.

The airport and associated businesses contribute $1.4 billion annually to the regional economy.

“Tom's leadership has helped position Duluth as a competitive aviation hub, supporting economic growth and creating opportunities for businesses throughout our region,” said Mary Delano, director of strategic engagement for the chamber, in her introduction.



Guests eat and listen to Duluth Mayor Roger Reinert's speech during the Duluth Area Chamber of Commerce's 156th Annual Meeting and Dinner Celebration. Dan Williamson / Duluth Media Group

Aili Ratike of North Shore Bank was named Volunteer of the Year for her commitment to Leadership Duluth.

By developing strong leaders and connecting people across industries, the program strengthens the workforce and helps create better opportunities for regional businesses, according to Lori Steinbach, director of office administration for the chamber.

Ratike graduated from the program in 2023, and joined the steering committee the following year, helping to create opportunities for future leaders.

“Aili reminds us that improving business conditions isn't just about policies and resources; it's also about investing in people who help our region thrive,” Steinbach said.



Incoming board chair Tiffany Hughes of A&L Properties, right, and outgoing board chair Pat deGrood of the Jamar Company hug during the Duluth Area Chamber of Commerce's 156th Annual Meeting and Dinner Celebration. Dan Williamson / Duluth Media Group



Chamber guests chat and eat on Thursday. Dan Williamson / Duluth Media Group

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MORE BY BRIELLE ZYWICKI

(https://www.duluthnewstribune.com/news/local/sturgeon-released-after-unprecedented-interagency-cooperation)

Sturgeon released after 'unprecedented interagency cooperation'(https://www.duluthnewstribune.com/news/local/sturgeon-released-after-unprecedented-interagency-cooperation)

Nov 5

Allegiant Air Cuts More Sun Country Flights From Minneapolis Despite “Really Strong” Demand



Credit: natmac stock | Shutterstock

Allegiant Air is preparing to further reduce Sun Country Airlines' passenger schedule at Minneapolis–Saint Paul International Airport (MSP), despite acknowledging that demand in the Twin Cities remains exceptionally strong. During its third-quarter 2026 earnings call on Wednesday, Allegiant CEO Greg Anderson confirmed that Sun Country's pilot staffing levels remain below requirements, limiting the airline's ability to operate its planned services. The latest comments raise further questions about how quickly the Minnesota-based carrier can rebuild its network after Allegiant acquired it in May.

The situation matters because Minneapolis is Sun Country's home market and one of the most important battlegrounds in its competition with Delta Air Lines. While Allegiant has repeatedly promised to restore and expand the airline's presence, Delta's substantial operations and growing recruitment efforts have created additional challenges. With fewer Sun Country flights available, Minneapolis travelers could also face reduced competition and potentially higher fares on popular leisure routes.

Pilot Shortages Force Further Schedule Cuts Despite Strong Demand



Allegiant's latest financial update indicates that Sun Country's operational difficulties are continuing into the final months of 2026. Anderson acknowledged that pilot attrition has improved since the previous earnings call, but staffing remains insufficient to support the airline's desired schedule. As a result, the company expects to continue operating below its intended passenger capacity as recruitment and training progress.

The reductions are noticeable at MSP, where Sun Country has historically provided an important low-cost alternative to Delta. Earlier cuts removed about 348 September departures, representing roughly one-third of the airline's previously scheduled flights that month. According to the Minnesota Star Tribune, October's schedule was subsequently reduced by around 20% year over year, while November's was approximately 8% lighter. The latest reporting on Sun Country's Minneapolis reductions illustrates how the changes are affecting passengers.

Despite the continued reductions, Anderson emphasized that the underlying market remains attractive, and the airline plans to expand there and to restore capacity as staffing improves, with recruitment classes already underway.

"*The demand in the Twin Cities is really strong,*" Anderson explained during the carrier's earnings call last week. "*We want to add capacity there. So for our Sun Country flying, I would expect we'll start adding back flying as the staffing levels rebuild. We have Allegiant. Expect sometime in 2027 to be able to fly Allegiant aircraft from Allegiant bases into the Twin Cities and add some incremental flying.*"

UPDATE: 2026/11/08 19:45 PST BY CHANNING REID

In a statement to Simple Flying on Sunday, an Allegiant spokesperson explained that the flight cuts are not part of a "*long-term strategy,*" but part of its ongoing transition to merge both carriers' operations.

"While we recognize there are near-term headwinds associated with pilot attrition, we remain optimistic about our long-term growth plans in Minneapolis. As part of Sun Country's regular network planning process, we periodically adjust our schedule to align capacity with seasonal demand and operational needs. Our dedicated team of network planners continually evaluates industry dynamics and other factors to determine the appropriate level of future capacity. In keeping with Allegiant's business model, we will continue to monitor the situation and make capacity adjustments as necessary to best align with market conditions while supporting our customers and protecting pricing. To minimize customer impact, the current reductions are concentrated during off-peak periods where demand is lower, and disruptions are expected to be limited. These adjustments are not a reflection of long-term strategy, but a temporary transition as we continue navigating staffing levels to support our growth in 2027 and beyond. Our commitment to MSP remains strong as it will serve as the largest base in our combined network."

Delta's Minneapolis Dominance Makes Recovery More Difficult But Not Impossible



One of Sun Country's biggest challenges is competition for experienced pilots, particularly from Delta. After Allegiant's acquisition, many Sun Country pilots reportedly left for larger airlines, with many joining Delta. Allegiant previously acknowledged that pilot attrition was much higher than anticipated, creating an unexpected operational challenge during integration.

Delta's position makes the situation particularly difficult. Minneapolis is one of its most important hubs, and the airline consistently accounts for approximately 70% of the airport's passenger market. Its extensive domestic and international network, larger fleet, and recruitment capabilities give it considerable advantages over Sun Country. Pilots moving to Delta have become a major operational challenge.

The consequences extend beyond staffing. Sun Country has also expanded its cargo operations, particularly through its partnership with Amazon. Cargo flights have increasingly competed for available aircraft and crew resources, adding pressure on scheduled passenger services. Meanwhile, Delta can potentially benefit from reduced competition on routes where Sun Country previously offered lower fares. Although this does not mean Delta will automatically replace every discontinued service, its dominant position gives it considerable influence over the Minneapolis market.

However, Sun Country still has an important competitive advantage: its low-cost airline (LCC) business model, affordable fares, and focus on leisure destinations could help it attract price-sensitive travelers who might otherwise choose Delta, allowing the Minnesota-based carrier to remain a meaningful competitor at its home airport.

Can Allegiant Rebuild Sun Country Before Delta Takes More Ground?



The situation also raises questions about Allegiant's original ambitions for the acquisition. When the deal was announced, the combined company presented Minneapolis as a major growth opportunity, promising additional destinations and improved passenger connectivity. However, the immediate

aftermath has been considerably more complicated, with workforce departures and schedule reductions undermining those ambitions.

Allegiant nevertheless insists that the current situation is temporary. Anderson indicated that recruitment classes are full and that the company expects to begin restoring Sun Country's passenger capacity as more pilots become available. Furthermore, Allegiant expects to introduce its own aircraft into Minneapolis operations sometime in 2027, potentially adding incremental capacity from its existing bases. The company sees the Twin Cities as a long-term growth opportunity, not a market it intends to abandon.

Nevertheless, Delta's growing presence represents a considerable competitive threat. With Sun Country temporarily reducing its operations, Delta could strengthen its position on overlapping routes, potentially making it harder for the low-cost carrier to regain market share. Discussions among Minneapolis travelers on Reddit also highlight concerns about pilot recruitment, competition, and future ticket prices. Whether Allegiant can reverse the trend will depend on how quickly it rebuilds Sun Country's workforce and restores the capacity that made the airline an important competitor at MSP.
■

DULUTH AIRPORT AUTHORITY

November 17, 2026

TO: Board of Directors

Type text here

FROM: Executive Director

RE: Employee Incentive Recommendation

In accordance with the Duluth Airport Authority's (DAA) Operating Policy 5, I recommend a $4500 incentive award for Ms. Jana Kayser. I have investigated the circumstances and support its consideration by the DAA Board of Directors.

Jana stepped up to assist in oversight, coaching, and mentoring of the Accounts Receivable position while there were multiple parental leaves in the Finance Department. Her diligence and calm leadership style resulted in outstanding A/R reports every month with very few past due amounts. In addition, Jana is working toward her accreditation through American Association of Airport Executives. This is no small feat, requiring extensive hours of her own time in composing a master's level research paper for peer review. Furthermore, Jana managed the LifeLinkIII hangar project, bringing it to successful completion in October. She continues negotiating critical agreements with key stakeholders around the airfield including Cirrus, Minnesota Power, and our airline partners. All of which are of strategic importance to DAA.

Jana has proven herself to be true leader in this organization. Her attention to detail and work ethic are in keeping with the highest examples of our organization's values. We are fortunate to have her on our team! Please refer questions regarding this recommendation to the undersigned.

Sincerely,

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

Duluth International Airport
Sky Harbor Airport

4701 Grinden Drive
Duluth, Minnesota
55811

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

DAA@duluthairport.com
duluthairport.com

DULUTH AIRPORT AUTHORITY

November 17, 2026

TO: Board of Directors

FROM: Executive Director

RE: Employee Incentive Recommendation

In accordance with the Duluth Airport Authority's (DAA) Operating Policy 5, I recommend a $4500 incentive award for Mr. Ryan Welch. I have investigated the circumstances and support its consideration by the DAA Board of Directors.

Ryan's leadership shined during a critical time for the organization. In addition to managing multiple high-profile construction projects simultaneously, he worked closely with a completely new and inexperienced DAA Finance Department to ensure timely reimbursement of grant funds while closely monitoring our organization's cashflow. This required close and frequent communication with our agency partners at MNDOT and the FAA. He coached and mentored key staff allowing them to get up to speed quickly in the performance of their grant related accounting duties. Ryan's department worked through their day-to-day responsibilities while compensating for multiple long-term leaves. The unexpected departure of the DAA's Public Safety Manager resulted in Ryan picking up those duties for weeks while a hiring process was conducted.

With calm and steady leadership Ryan displayed qualities that were critically important to the DAA's success over the past 6 months. He has demonstrated time and again the depth of his leadership. I'm proud to serve alongside him in the DAA. We are fortunate to have Ryan in our organization! 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
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Resolution Approving the 2027 Capital Improvement Plan for the Duluth International Airport (DLH) and the Sky Harbor Airport (DYT)

WHEREAS, Duluth Airport Authority (DAA) staff coordinated a Capital Improvement Plan (CIP) for Federal Fiscal Year 2027 (October 1, 2026 – September 30, 2027), and State Fiscal Year's 2027-2028 (July 1, 2026 – June 30, 2027 and July 1, 2027 – June 30, 2028) with Federal Aviation Administration (FAA) and Minnesota Department of Transportation Aeronautics Division (MnDOT) staff;

RESOLVED, that DAA approves the 2027 Capital Improvement Plan for Duluth International Airport and Sky Harbor Airport as described and calculated in the Excel document attached hereto and incorporated by reference as Exhibit A; and

FURTHER RESOLVED, that DAA agrees to the terms and conditions of the grants associated with the identified projects and the proper signing officers are hereby authorized to execute grant agreements and any amendments thereto.

FURTHER RESOLVED, that DAA staff are authorized to execute agreements and make payments consistent with the 2027 Capital Improvement Plan for Duluth International Airport and Sky Harbor Airport as described and calculated in the Excel document attached hereto and incorporated by reference as Exhibit A.

STATEMENT OF PURPOSE: This is an overview of projects and equipment that Duluth International and Sky Harbor will seek federal and state assistance through various Federal and/or state funding sources. The 2027 Capital Improvement Plan (CIP) was coordinated with the FAA and MnDOT Aeronautics development staff. The projects identified in the CIP with impending grant action, and listed below, are included in Federal Fiscal Year 2027 (October 1, 2026 – September 30, 2027), and State Fiscal Year's 2027-2028 (July 1, 2026 – June 30, 2027 and July 1, 2027– June 30, 2028).

The major proposed projects for Duluth International include: (full list found in exhibit A).

- Taxiway A Reconstruction
    - Phase 7 – Construction and Construction Administration
- Midfield Ramp Repair
    - Phase 4
- General Aviation Taxilane and Infrastructure Rehabilitation at the Hangar 101 Site and Hangar 104 Site
- Runway 9/27 Shoulders/Runway Safety Area/Lighting Circuits - Design
- RSA Improvements - Design
- Grinden Drive Pavement Maintenance

The major proposed projects for Sky Harbor include: (full list found in exhibit A)

- AUM Entitlement Repayment
- Stormwater Treatment
- Fuel Tank Relocation
- Dry Hydrant

Duluth International Airport (DLH)

CIP 2026-2040

FEDERAL OR STATE FISCAL YEAR (FFY/SFY)	Future Development	Project Type	Cost	Funding Rates			FAA Funding	AIP Funding (Entitlement and Descretionary)	AIG Funding (Allotment)	ATP Funding (Terminal)	State Funding	MCCA Funding	PFC Funding	DAA Reserves	Other Funding	Other Funding Source	
				FAA	MnDOT	Local											
CALENDAR YEAR 2027																	Total Entitlement Available
PLANNING AND ENVIRONMENTAL																	
AIRSIDE ENGINEERING AND CONSTRUCTION																	
FFY 2027	Taxiway A (Phase 7) - Construction/Construction Administration	Construction/Eng	$ 12,625,000.00	PR	PR	PR	$ 8,500,000.00	$ 8,500,000.00	$ -	$ -	$ 425,000.00	$ 3,700,000.00	$ 425,000.00	$ -	$ -		
SFY 2027	Midfield Ramp - Phase 4	Construction/Eng	$ 700,000.00	0%	70%	30%					$ 700,000.00			$ 300,000.00		Could be PFC eligible	
FFY 2026 SFY 27	General Aviation Taxilane and Infrastructure Rehabilitation	Construction/Eng	$ 3,225,000.00	0%	28.0%	72.0%	$ -	$ -	$ -	$ -	$ 997,500.00	$ -	$ -	$ 427,500.00	$ 1,800,000.00	EDA - 60% Total Cost	
FFY 2027	Runway 9/27 Shoulder Replacement - Prelim and Final Design	Construction/Eng	$ 400,000.00	90%	5.0%	5.0%	$ 360,000.00	$ 360,000.00			$ 20,000.00		$ 20,000.00				
FFY 2027	Runway 9/27 HIRL Replacement - Design	Construction/Eng	$ 200,000.00	90%	5.0%	5.0%	$ 180,000.00	$ 180,000.00			$ 10,000.00		$ 10,000.00				
FFY 2027	RSA Improvements - Design	Construction/Eng	$ 100,000.00	90%	5%	5%	$ 90,000.00	$ 90,000.00			$ 5,000.00			$ 5,000.00			
LANDSIDE ENGINEERING AND CONSTRUCTION																	
CY 2027	Pavement Maintenance (Grinden Drive)	Maintenance	$ 150,000.00	0%	70%	30%	$ -	$ -	-	-	$ 105,000.00	$ -	$ -	$ 45,000.00	$ -		
ARCHITECTURE AND BUILDINGS																	
CY 2027	Terminal Improvements TBD (Carpet, furniture, wayfinding, etc.)	Construction	$ 50,000.00	0%	0%	100%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,000.00	$ -		
CY 2027	Misc. Building Maintenance	Maintenance	$ 100,000.00	0%	0%	100%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000.00	$ -		
FFY 2027	Revenue Generating Hangar (20,000 SF)	Construction/Eng	$ 6,000,050.00	PR	0%	PR	$ 2,261,333.00	$ -	$ 2,261,333.00	$ -	$ -	$ -	$ -		$ -	Tenant	
CY 2027	Misc. Building Maintenance	Maintenance	$ 100,000.00	0%	0%	100%	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000.00	$ -		
EQUIPMENT																	
CALENDAR YEAR TOTALS			**$ 23,650,050.00**				**$ 11,391,333.00**	**$ 9,130,000.00**	-	-	**$ 2,262,500.00**	**$ 3,700,000.00**	**$ 455,000.00**	**$ 1,027,500.00**	**$ 1,800,000.00**		

Duluth Sky Harbor Airport (DYT)

Capital Improvement Plan

FEDERAL OR STATE FISCAL YEAR (FFY/SFY)	Future Development	Project Type	Cost	Funding Rates			AIP Funding (Entitlement and Discretionary)	AIP Funding (OTHER)	AIG Funding - Annual Allotment	AIG Funding - Terminal Grant	State Funding	DAA Reserves	Local Funding Source	AIP Entitlement Balance Tracking	AIG Allotment Balance tracking
				FAA	MnDOT	Local									
													Beginning Balance	$ -	$ 137,000.00
CALENDAR YEAR 2027													Annual Entitlement	$ 150,000.00	$ -
													Total Entitlement Available	$ 150,000.00	$ 137,000.00
PLANNING AND ENVIRONMENTAL															
FFY 2027	FBL Entitlement Repayment	Transfer	$ 81,304.00	100%	0%	0%	$ 81,304.00							$ 68,696.00	$ 137,000.00
AIRSIDE ENGINEERING AND CONSTRUCTION															
SFY 2027	Stormwater Treatment (Design & Construction)	Engineering	$ 90,000.00	0%	70%	30%	$ -		$ -	$ -	$ 63,000.00	$ 27,000.00		$ 68,696.00	$ -
FFY 2027	Fuel Tank Relocation outside of TLOFA (Design & Construction) - FAA	Engineering	$ 75,000.00	90%	5%	5%	$ 67,500.00			$ -	$ 3,750.00	$ 3,750.00		$ 1,196.00	$ -
SFY 2028	Fuel Tank Relocation outside of TLOFA (Design & Construction) - MnDOT	Engineering	$ 75,000.00	0%	70%	30%	$ -		$ -	$ -	$ 52,500.00	$ 22,500.00		$ 1,196.00	$ 137,000.00
LANDISDE ENGINEERING AND CONSTRUCTION															
														$ 1,196.00	$ 137,000.00
ARCHITECTURE AND BUILDINGS															
SFY 2027	Hangar 1 Sanitary Line / Holding Tank Repair	Construction/Engineering	$ 75,000.00	0%	70.0%	30.0%					$ 52,500.00	$ 22,500.00		$ 1,196.00	$ 137,000.00
CY 2027	Dry Hydrant - Hangar Development	Construction/Engineering	$ 50,000.00	0%	0.0%	######					$ -	$ 50,000.00		$ 1,196.00	$ 137,000.00
EQUIPMENT															
														$ 1,196.00	$ 137,000.00
	CALENDAR YEAR TOTALS		$ 446,304.00				$ 148,804.00	$ -	$ -	$ -	$ 171,750.00	$ 125,750.00		$ 1,196.00	$ 137,000.00

Capital Improvement Program

Figure 1

Duluth International Airport
Duluth, Minnesota

2027, 2028, 2029, 2030, 2031 CIP Projects
10/2026; DULAI

Legend

Previously Completed Pavement Removal

2027
- GA Taxilane Construction
- Hangar 104 Rehabilitation
- Runway 9/27 Shoulder Replacement - Prelim and Final Design
- Runway 9/27 HIRL Replacement - Design
- RSA Improvements - Design
- Taxiway A Phase 7 Construction / CA
- Revenue Generating Hangar (20,000 SF)

2028
- Grinden Drive Approaches and Roundabout

2029
- Runway 9/27 Shoulder Replacement - Construction
- Runway 9/27 HIRL Replacement - Construction
- RSA Improvements - Construction
- SRE - Multi - Purpose (Priority 1)
- Blower (Replace #20) (Priority 2) (Multi-Year)
- Network Planning Study

2030
- Runway 3/21 Rehabilitation - Design
- Runway 3/21 Obstruction Removal
- Taxiway C Realignment - Design
- NAVAID (Runway 27 PAPI & Glideslope) Relocation - Design
- NAVAID (Runway 27 PAPI & Glideslope) Relocation - Reimbursable Agreement

2031
- Runway 3/21 Rehabilitation - Construction/Construction Administration
- Runway 3/21 Obstruction Removal
- Taxiway C Realignment - Construction
- NAVAID (Runway 27 PAPI & Glideslope) Relocation - Construction
- NAVAID (Runway 27 PAPI & Glideslope) Relocation - Reimbursable Agreement
- Hydrosolutions Demolition
- Replace Grader #18

N

Feet
0 250 500 1,000

2030, 2031
Runway 21 Obstruction Removal
(TERPs & Part 77 Surfaces)

2030, 2031
Taxiway C Realignment -
Design & Construction

2027, 2029
Runway 9/27 Shoulder
& HIRL Replacement -
Design & Construction

2030, 2031
Runway 27 PAPI &
Glideslope Relocation -
Design & Construction

Taxiway B

Taxiway C

Runway 3/21

Runway 9/27

TW A1

Exist. TW A2

TW W

TW A3

TW A4

TW A5

Taxiway H

Taxiway A

Taxiway D

RSA

2027
Taxiway A Phase 7
Construction

2031
Hydrosolutions
Demolition

2027
Hangar 104
Rehabilitation

2027
GA Taxilane Construction

2027
Airport-Owned
(Revenue Generating Hangar)

Terminal

2028
Grinden Drive
Approaches and Roundabout

2030, 2031
Runway 3/21 Rehabilitation
Design & Construction

2030, 2031
Runway 3 Obstruction Removal
(TERPs & Part 77 Surfaces)

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Capital Improvement Plan

Figure 1

Sky Harbor Airport
Duluth, Minnesota

2027, 2028, 2029, 2030, 2032 CIP Projects
10/2026; DULAI

2027
Hangar 1 Sanitary Line/Holding Tank Repair

2028
Hangar 1 Rehabilitation - Design & Construction

2032
General Aviation Apron Reconstruction

Airport Property Line

2029
Apron Rehabilitation - Crack Repair & Slurry Seal

2030
Apron Improvements & Safety Enhancements Phase 1 - Pavement Removal

2027
Dry Hydrant - Hangar Development

2027
Stormwater BMP - Design & Construction

2028
Runway & Taxiway Rehabilitation - Crack Seal

2030
Seaplane Base Improvements - Phase 2 - Dock #2, Pedestrian Walkway, & Fence

2030
Seaplane Base Improvements - Phase 1 - Seaplane Ramp Relocation

SEE PLAN SHEET BELOW

SEE PLAN SHEET ABOVE

Legend

2027
- Stormwater BMP - Design & Construction
- FBL Entitlement Repayment
- Hangar 1 Sanitary Line/Holding Tank Repair
- Dry Hydrant - Hangar Development

2028
- Runway / Taxiway Rehabilitation - Crack Seal
- Hangar 1 Rehabilitation - Design & Construction

2029
- Apron Rehabilitation - Crack Repair & Slurry Seal

2030
- Seaplane Base Improvements - Phase 1 - Seaplane Ramp Relocation
- Seaplane Base Improvements - Phase 2 - Dock#2, Pedestrian Walkway, & Fence
- Apron Improvements & Safety Enhancements Phase 1 - Pavement Removal
- Replace Tractor #26 with attachments

2032
- General Aviation Apron Reconstruction

Feet
0 75 150

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Duluth Airport Authority
Short Elliott Hendrickson Inc. (SEH) Work Order 2026-07 for Project Formulation for the Hangar 104 Rehabilitation at the Duluth International Airport

Terms:

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

Agreement Overview:

This work order includes project formulation to assist the DAA in selecting the appropriate renovation elements for Hangar 104 at Duluth International Airport (DLH). The contract provisions included in the Master Agreement (dated 3-27-2023) between the DAA and SEH remain in effect for this work order.

Compensation to Consultant:

Compensation to the Consultant shall be a lump sum amount of $52,700.00.

Background:

Hangar 104 is located on the midfield ramp at Duluth International Airport (DLH). The hangar is an aged four-bay hangar with prior use as a military alert hangar. This hangar was constructed in 1957/1958 and much of it remains original. Two of the four bays are owned and operated by the Duluth Airport Authority. The remaining two bays are owned by the fixed base operator on the airfield.

The purpose of this project is to evaluate feasible rehabilitation and code-compliance alternatives for the Authority-owned portions of Hangar 104 and provide the Duluth Airport Authority with sufficient technical, regulatory, and preliminary cost information to determine an appropriate path forward for future design and construction.

Construction on the hangar may include demolition of existing electrical systems, existing steam powered heating, existing halon fire protection system, installation of new hangar doors, all new electrical, gas-powered heating, fire protection and insulation to meet code and life-safety requirements.

The project formulation, design and construction of this project will be funded with a mix if the previously awarded Economic Development Aid grant and additional funding at a 70 percent proration by the Minnesota Department of Transportation (MnDOT) and 30 percent by the DAA.

WORK ORDER
No. 2026-07
Between

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

HANGAR 104 REHABILITATION – PROJECT FORMULATION
DULUTH INTERNATIONAL AIRPORT (DLH)

This work order includes project formulation for the rehabilitation of Hangar 104. The contract provisions included in the Master Agreement (dated 3-21-2023) between the DAA and SEH remain in effect for this work order.

Estimated start date is November 17, 2026; Estimated end date is December 31, 2026.

Compensation by the Owner to the Consultant shall be a lump sum amount of $52,700.00

A description of the services to be provided is included in Attachments A. A detailed estimate of labor cost and expenses is included in Attachment B.

Point of Contact: Shawn McMahon, PE

APPROVED:

Duluth Airport Authority (DAA)	**Short Elliott Hendrickson Inc.**
_____	
Title:_____	_____
	Title: Principal
Date:_____	Date: November 17, 2026
Title:_____	
Date:_____	

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ATTACHMENT A
SCOPE OF WORK
Hangar 104 Rehabilitation
Duluth International Airport (DLH)
Project Formulation

General - Hangar 104 is located on the midfield ramp at the Duluth International Airport (DLH). Hangar 104 is an aged four-bay hangar with prior use as a military alert hangar. This hangar was constructed in 1957/1958 and much of it remains original. Two of the four bays are owned and operated by the Duluth Airport Authority. The remaining two bays are owned by the fixed base operator on the airfield.

The purpose of this project is to evaluate feasible rehabilitation and code-compliance alternatives for the Authority-owned portions of Hangar 104 and provide the Duluth Airport Authority with sufficient technical, regulatory, and preliminary cost information to determine an appropriate path forward for future design and construction.

Construction on the hangar may include demolition of existing electrical systems, existing steam powered heating, existing halon fire protection system, installation of new hangar doors, all new electrical, gas-powered heating, fire protection and insulation to meet code and life-safety requirements.

See project area shown below in Figure 1.

- Fig. 01 – Project Site



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

1. Hangar 104 Renovation Options Memo to include: Existing conditions summary, Building code review, NFPA 409 review, Existing building limitations and deficiencies, Summary of required life-safety improvements, and a Recommended path forward.

THIS WORK SCOPE INCLUDES:

Work Element 1: Project Formulation

- **Scoping and Scope/Fee Review** – Short Elliott Hendrickson (SEH and/or Consultant) coordinated with the Duluth Airport Authority (Sponsor) to develop the appropriate scope of work. Additional coordination will include task definition and establishment of project goals and objectives. A project site visit will be completed by the project manager, project architect, electrical engineer, structural engineer, and mechanical engineer to verify existing conditions. The site visit will include travel time.
- **Project Formulation** – SEH will complete the project and grant pre-application documentation, environmental review submittals, cost breakdowns and eligibility determinations for the approved scope of work. SEH will complete the required environmental review.
    - Project Formulation will also include:
        - Building Code and NFPA 409 Evaluation: Review applicable building, fire, and life-safety code requirements affecting the renovation of Hangar 104 and identify improvements required to achieve compliance under potential rehabilitation scenarios. The study will evaluate whether building code or fire protection requirements triggered by renovation of the Authority-owned bays necessitate improvements to portions of the privately-owned bays.
        - Prepare planning-level opinions of probable construction cost.
        - City of Duluth Coordination: SEH will coordinate with the City of Duluth representatives to discuss code compliance. This coordination will include 1 project meeting to discuss the elements with code officials. This meeting is expected to include 1-hr of preparation time, 1-hr for meeting and 1-hr for recording of meeting minutes (for Project Manager and Project Architect only). This task will also include correspondence and communications outside of the allotted meetings.
        - DAA Meeting – SEH will coordinate 2 meetings with the Duluth Airport Authority to discuss the scope of the project and the prepared memo.
        - Internal Meetings –This task includes weekly meetings by the design team to discuss project elements and provide coordination between team members. There are 4 30-minute meetings expected.

Assumptions

- No destructive investigation is included.
- Hazardous materials testing is excluded.
- Detailed structural analysis is excluded.
- Geotechnical investigation is excluded.
- Surveying is excluded.
- Utility locates are excluded.

Exclusions

- Final design documents.

- Construction documents.
- Specifications.
- Bidding support.
- Construction administration.
- Structural load testing.
- Hazardous material investigations.
- Detailed cost estimating beyond planning-level opinions of probable cost.
- Permit application preparation.

SCHEDULE
The anticipated project schedule and milestone dates are as follows:

October 20, 2026	Board Consideration of SEH's proposal
November 2026	Project Options Memo to DAA

ATTACHMENT B
ESTIMATED FEES AND EXPENSES
HANGAR 104 RENOVATION
PROJECT FORMULATION
DULUTH INTERNATIONAL AIRPORT (DLH)
DULUTH, MN

Task No.	Task Description	Project Director	Project Manager	Project Engineer	Aviation Planner	Senior Technician	Structural Engineer	Structural Technician	Mechanical Engineer	Mechanical Technician	Electrical Engineer	Electrical Technician	Sr. Project Architect	Architect Technician	Project Scientist	Admin Technician
Project Formulation																
1.1	Scoping, Review, and Coordination	2	16				4		4		4		4			
1.2	Existing Conditions Site Visit		8					8	8			8	8			
1.3	Project Formulation	4	8		8		4		4		4		4		4	2
1.4	Building Code and NFPA 409 Analysis						12		12		12		12			
1.5	Hangar 104 Renovation Options Memo		4				2		2		2		2			
1.6	Preliminary Opinion of Probable Cost		4				4		4		4		4			
	Meetings															
1.7	*City of Duluth Coordination*		8										4			
1.10	*DAA Meetings*	2	4										2			
1.11	*Internal Design Team Meetings*		4				2		2		2		2			
	Total hours per labor category	8	56	0	8	0	28	8	36	0	28	8	42	0	4	2

ESTIMATE OF LABOR COSTS:

Labor Category	Hours	Rate	Extension
Project Director	8	$89.10	$712.80
Project Manager	56	$55.91	$3,130.96
Project Engineer	0	$52.88	$0.00
Aviation Planner	8	$57.33	$458.64
Senior Technician	0	$49.93	$0.00
Structural Engineer	28	$64.81	$1,814.68
Structural Technician	8	$40.86	$326.88
Mechanical Engineer	36	$70.69	$2,544.84
Mechanical Technician	0	$40.30	$0.00
Electrical Engineer	28	$73.52	$2,058.56
Electrical Technician	8	$46.67	$373.36
Sr. Project Architect	42	$65.88	$2,766.96
Architect Technician	0	$52.82	$0.00
Project Scientist	4	$69.86	$279.44
Admin Technician	2	$46.89	$93.78
Total Direct Labor Costs:	228		$14,560.90
Direct Salary Costs plus Overhead			$28,105.45
Total Labor Costs			**$42,666.35**
Fixed Fee on Labor Costs (15%)			**$6,399.95**

ESTIMATE OF EXPENSES:

Direct Expenses	Quantity	Rate	Extension
Computer Charge	228	$6.50	$1,482.00
Per Diem	6	$200.00	$1,200.00
Employee Mileage	1,220	$0.76	$927.20
Total Expenses			**$3,609.20**

SUMMARY:

Total Labor Costs + Expenses + Fixed Fee	$52,675.50
Estimated Total	**$52,700.00**

VII. - D.

Resolution to Approve the 2027 Rates and Charges Schedule for DYT

Executive Summary

Terms:

• Calendar year of 2027

Overview:

• Annually DAA staff review the referenced Rates and Charges Addendum to recommend rate adjustments where necessary and additional rates to be added.

• Survey data of surrounding airports is used to make comparisons.

Summary of Changes:

• A 3% CPI increase to Hangar 1 Aircraft Storage Fees

DULUTH SKY HARBOR AIRPORT

2027 Rates & Charges

Effective January 1st, 2027 - Adopted November 17, 2026

Fuel Price	To be determined by airport manager and published on the Duluth Sky Harbor website, ForeFlight, SkyVector, AirNav, GlobalAir and 100LL.com		
Fuel Discounts (Tenant Discount requires fuel card)	Sky Harbor Tenant with Lease Agreement or Commercial Operator Agreement	$0.25	Per Gallon
Tie-downs	Per Night (1-6 nights)	$10.00	Per Night
	Per Week (1-3 weeks)	$30.00	Per Week
	Per Month	$90.00	Per Month
	Six Month Season (Must be paid in advance)	$450.00	Per Six Month Season
Float Storage (Float storage location determine by airport manager)	Monthly Float Storage	$20	Per Month
	Seasonal / Winter Only	$100	Per Winter Season
	Annual / 12-Month	$180	Per 12-Months

Aircraft Parking & Float Storage Rules:

Aircraft parking and tie-down spaces are non-reservable and shall be occupied on a first come, first served basis.

A. No person shall park, store, tie down or leave an aircraft and/or floats on any area of the airport other than designated parking spaces or those designated by the Airport Manager.

B. The pilot and owner of an aircraft and/or floats are solely responsible for storing floats, parking and tying down their aircraft and shall properly secure their aircraft and/or floats while it is parked or stored on the airport. Pilots and owners of aircraft and/or floats are solely responsible for securing aircraft and/or floats in a manner necessary to avoid damage to other aircraft , floats, or buildings on the airport in the event of wind or other severe weather conditions. The pilot and owner of an aircraft and/or floats shall be held responsible and liable for any damage or loss whatsoever resulting from failure to comply with this rule.

C. With respect to aircraft parking, tie-down and float storage, the Airport Manager is authorized to control and direct activities that the Airport Manager

Hangar 1 Aircraft Storage Fee (Summer months are May - October. Winter months are November - April.)		Per Month (Summer)	Per Month (Winter)	Per Night (Summer)	Per Night (Winter)
	Single Engine	$310.00	$335.00	$78.00	$88.00
	Twin Engine - Small	$465.00	$502.50	$117.00	$132.00
	Twin Engine - Medium	$620.00	$670.00	$156.00	$176.00
	Twin Engine - Large	$930.00	$1,005.00	$234.00	$264.00
	Piston Helicopter	$310.00	$335.00	$78.00	$88.00
	Turbine Helicopter	$620.00	$670.00	$156.00	$176.00
Conference Room Rental (DYT Tenants receive 20% discount)				0-4 Hours	$40.00
				4-8 Hours	$75.00
Overnight Vehicle Parking	Per Vehicle, Per Night				$10
	Spaces are limited. Parking space to be determined by the manager and must be for aviation related purposes.				
Land Lease	Price per agreement with Duluth Airport Authority				
Operator Agreements	All individuals or businesses providing sales, service or commercial operations out of Sky Harbor must have an agreement with the Duluth Airport Authority.				

Payment Options & Instructions

1. Scanning the QR code available on this document or in the airport terminal building – Direct payment
2. On the Duluth Airport Authority website Sky Harbor page – Direct payment
   https://skyharbor.duluthairport.com/plan-your-stay/tie-down-payment/
3. Monthly invoicing from the Duluth Airport Authority (weekly, monthly and seasonal parking)
   Make checks payable to Duluth Airport Authority, 4701 Grinden Drive, Duluth, MN 55811
   ***All invoiced aircraft parking, tie-down, and float storage fees shall be paid within thirty (30) days of invoice date**

In the event that fees are not paid within thirty (30) days of invoice date and such failure to pay continues for a period exceeding ninety (90) days after invoice date, the aircraft or floats owner shall be in default. Upon default, the Duluth Airport Authority may exercise any one or more of the following remedies (in its sole discretion): (i) utilize a collections agency and/or an attorney to recover said amount, including reasonable attorney's fees, court costs, and collection costs, (ii) enter the premises where the aircraft or floats are located and take immediate possession of and remove (or disable in place) the aircraft or floats by self-help, summary proceedings or otherwise without liability; and (iii) eject and trespass the aircraft pilot, owner or float owner from Sky Harbor.

Contact for Questions	Airport Manager	218-733-0078 ext. 6	skyharbormanager@duluthairport.com

VII. - E.

Resolution to Approve the 2027 Rates and Charges Schedule for DLH

Executive Summary

Terms:

- Calendar year of 2027

Overview:

- Annually DAA staff review the referenced Rates and Charges Addendum to recommend rate adjustments where necessary and additional rates to be added.
- Rate adjustments were based on contractual agreements and/or on CPI, an agreed upon percentage adjustment.
- DAA staff shared rates with the FBO to affect their business and to allow them to make recommendations.
- DAA staff conduct rate surveys from comparable airports to help inform adjustments.

Summary of Changes:

- The airline rates and charges model calculates a recommended rate for the airlines. A 6% increase to landing fees and a 10% increase to the terminal rental rate for 2027 was included.
- The terminal per use fee was adjusted based on the rates and charges model. This fee only includes counter space at this time. This is based on the terminal requirements and estimated operations.
- Aircraft Parking fees were increased by CPI.
- Fuel Flowage fees were adjusted to market rate.
- Hangar rents were increased by 6% due to high demand and long wait lists.
- Rental Car Ready Return Fees were increased based on CPI.
- Corporate Surface Permit and Garage Permit rates were increased by CPI.
- Taxi/Limo/Hotel Shuttle Permit per Trip Fee was adjusted to match TNC rate.

DULUTH INTERNATIONAL AIRPORT

2027 Rates and Charges Schedule

Effective January 1, 2027 - Adopted November 17th, 2026

Passenger Terminal Fees (Per Square Foot)	Airline Leased Premises - Signatory		$34.17
	Airline Leased Premises - Non Signatory		$42.71
	Non-Airline Terminal Tenant Rate		$47.86
Aircraft Landing Fee (Per 1,000 lbs MGLW)	Signatory Carrier		$2.75
	Non-Signatory Carrier (125% more)		$3.44
	All Other Aircraft		$3.44
	Exemptions: Aircraft operated or chartered by the United States Federal Government or State of Minnesota and non-revenue generating aircraft under 12,500 lbs MGLW are exempt		
Terminal Per Use Fees	Non-Signatory Ticket Counter Per Use Fee		$93.77
Aircraft Definitions	**Signatory**: Aircraft covered by an Airline Use and Lease Agreement with the DAA or by an agreement with the DAA containing terms and conditions similar with those contained in such an agreement.		
	Non-Signatory: Aircraft using the Airport facilities that are not covered by an Airline Use and Lease Agreement with the DAA and not covered by an agreement with the DAA containing terms and conditions similar with those contained in such an agreement; diverted Airline aircraft not using the Airport Terminal; and commercial air carrier aircraft making regularly scheduled flights to the Airport. Any Non-Signatory aircraft utilizing the terminal must be reported by the ground handler.		
Terminal International Arrivals Facility Per Use Fee	Less than 50,000 lbs. MGLW		$75.00
	50,001-175,000 lbs. MGLW		$175.00
	175,001 lbs. MGLW and above		$275.00
Non-Terminal (FBO) International Arrivals Facility	US Customs Facility (GAF)		$0.00
Non-Terminal FBO & DAA Ad Hoc Charged Aircraft Parking (Per 1,000 lbs MGLW)		Per Night	
	Category by MGLW (lbs.)	(24 hour period)	Per Month (Calendar)
	12,499 & Under	$19.67	$159.71
	12,500 - 49,999	$83.33	$671.24
	50,000 - 99,999	$166.65	$1,330.90
	100,000 & Over	$341.41	$2,725.46
Fuel Flowage Fee (Fee Per Gallon) Must have agreement with DAA.	FBO Charged In-to Plane Fee		$0.100
	FBO Charged Aviation, Heating & Auto Fuel Fee		$0.100
	Fee Per Gallon - Other Airport Operator		$0.100
Landside Fuel System Fees	Fuel System Access Device (Per Each)		TBD
Preferential Use Cargo Ramp Fee Per Aircraft			Per Month (Calendar)
	Per Calendar Month Preferential Use Cargo Ramp Fee		$1,797.35
Passenger Facility Charge (PFC)	Per Enplaned Commercial Passenger, Per FAA Approved PFC Application		$4.50
DAA Owned Hangar Rental Rates (Per Each) *$50 Discount if paid in full by January 31 of lease year.	Hangar Type		Per Month (Calendar)
	West T-Hangars*		$243.80
	East T-Hangars*		$243.80
	East Ranch Hangars*		$312.70
	4825 Airport Rd. Ranch Hangars (12ft high door)*		$736.70
	4825 Airport Rd. Ranch Hangars (14ft high door)*		$764.26
	Other		Set by Lease Agreement
Airport Car Rental Customer Facility Charge (CFC) (Full per day fee should be charged for each transaction day or any fraction thereof.)	Fee Per Car Rental Transaction Day		$4.00
	"Transaction Day" means a 24-hour period or fraction thereof for which a rental car customer is provided the use of a rental car for compensation regardless of the duration or length of the rental term. If the same rental car is rented to more than one customer within such continuous 24-hour period, then each such rental shall be calculated as a Transaction Day, Except that a partial day that is a grace period of no more than 2 hours after the last 24-hour day booked shall not be considered a Transaction Day.		
Rental Car Ready Return & Overflow Fees (Per Each (Tax Not Included)		Surface	Ramp
	Per Month, Per Space Fee	$20.36	$21.56
Parking Lot Fees (Includes Tax)		Surface	Ramp
	Hourly Rate (Up to Daily Maximum)	$3.00	$6.00
	Daily Maximum	$15.00	$18.00
	Additional Drive-off Fee	$125.00	$125.00
Parking Permits (Includes Tax) *DAA Employees and DAA Directors are exempt for airport business		Per Month (Calendar)	Annual
	Corporate Surface Permit (Annual)		$1,462.60
	Corporate Garage Permit (Annual)		$2,420.50
	Airport Tenant Employee Permit (Annual)*		$120.00
	Airline Crew Overnight Permit (Monthly or Annual)	$51.00	$612.00
	Tenant Commercial Parking Agreement (Monthly or Annual)	$250.00	$3,000.00
	Airport Crew/Tenant Employee Parking Violation		$25 + parking fees owed
Ground Transportation Fees & Permits (Includes Tax) (Permit/Operator Agreements are required)	Taxi/Limo/Hotel Shuttle Permit (Annual)	$25.00	Per Each Vehicle
	Taxi/Limo/Hotel Shuttle Permit Per Trip Fee	$2.50	Per Pick-Up & Drop-Off
	Passenger Shuttle Service Permit (Annual)	$500.00	Per Each Vehicle
	Transportation Network Company Permit (Annual)	$1,500.00	Per Company
	Transportation Network Company Per Trip Fee	$2.50	Per Pick-Up & Drop-Off
	Peer-To-Peer Car Sharing Concession Fee	10% of Gross Revenue	Per Agreement
Civil Penalties	Civil Penalty for Violation of Commercial Vehicle Ordinance 001 (Per Occurrence)		$240.00

DULUTH INTERNATIONAL AIRPORT

2027 Rates and Charges Schedule

Effective January 1, 2027 - Adopted November 17th, 2026

Business Services Club Pass (Sponsorship Agreement Passes will not be charged)	Per Pass Fee to Access Business Services Club Room		$150 per pass
Terminal Conference Room/Space Rates & Fees (20% Discount for Airport Tenants)	Room/Space	0-4 Hours	4-8 Hours
	1st Floor Baggage Claim - Wall Up	$300.00	Per Agreement
	2nd Floor Secure Business Club Conference Room	$40.00	$80.00
	2nd Floor Mezzanine	$250.00	$350.00
	2nd Floor Conference Room - Room 250	$100.00	$150.00
	3rd Floor Conference Room - Amatuzio A	$150.00	$200.00
	3rd Floor Conference Room - Amatuzio B or C	$100.00	$200.00
	3rd Floor Conference Room - Amatuzio A+B	$175.00	$250.00
	3rd Floor Conference Room - Amatuzio B+C	$175.00	$250.00
	3rd Floor Conference Room - Amatuzio A+B+C	$200.00	$300.00
	2nd Floor Private Office (201 SF) - If vacant	$50.00	$75.00
	After Hours and Weekends Additional Fee (After 5pm and/or Sat. & Sun.)	$50.00	$100.00
Fiber Internet: (Contract required. Higher speeds available upon request with pricing established per contract)	Internet Speed		Per Month (Calendar)
	100 MB Fiber Internet with 1 static IP address		$120.00
	200 MB Fiber Internet with 1 static IP address		$180.00
	Each Additional Static IP Address		$24.95
Badging Fees (DAA Employees, ARFF, CBP, Duluth PD, Fire & Public Works, USDA, & MN Air National Guard Badges are Exempt)	SIDA & Sterile Badge		$200.00
	SIDA & Sterile Signatory Only		$150.00
	AOA Badge		$125.00
	AOA Signatory Only		$65.00
	Landside Badge		$65.00
	Incomplete		$100.00
	SIDA & Sterile Renewal		$115.00
	AOA Renewal		$65.00
	Emergency Renewal Additional Charge		$60.00
	Lost or Non-Returned Badge		$125.00
	Badge Handling Fee (ex: company change, access change, etc.)		$65.00
	Contractor Badge		$175.00
	Contractor Badge Handling Fee		$150.00
	Contractor Badge Late Fee		$125.00
Security Violation Sanction Fee	Sanction Fee issued to lessee, tenant, operator, or business which violates the Airport Security Plan (ASP) at the Executive Director's Discretion		$1,500.00
	If at any point the DAA is issued a sanction or civil penalty, responsible tenants, operators or businesses responsible for violations will be required to reimburse the DAA for the amount of the sanction/fee or civil penalty imposed.		TBD based on imposed fee.

Resolution to Approve the Duluth Airport Authority 2027 Annual Budget

Executive Summary

Terms:

- Calendar year of 2027

Overview:

- Each year, DAA staff prepares the budget for the following year for DAA board approval.
- Once approved by the DAA board, the budget will go to the City Council for approval which is scheduled for November 19, 2026.
- DAA staff continues to budget to support master plan and strategic plan initiatives.
- The 2027 Budget assumes a break-even budget. DAA will have an overall surplus of about $39.6k after amortization of project expenses.
- There are no changes from the draft budget presented in October.
- Ongoing conversations with airlines and FBO may impact budget assumptions.
- Additional budget assumptions are attached as a part of this package for your review.

DULUTH AIRPORT AUTHORITY

2027 ANNUAL BUDGET

Financial Row	2027 Annual Budget
Ordinary Income/Expense	
Income	
Non-Aeronautical Revenue	
Advertising Income	$58,000
Concession Revenue	**$852,468**
Customer Facility Charges	$468,503
Miscellaneous Revenues	**$112,981**
Parking	**$2,292,518**
Permits	**$4,510**
Reimbursed Expenses	**$74,804**
Rent	**$189,925**
Sponsorship Income	$46,000
State Aid	**$312,589**
Total - Non-Aeronautical Revenue	**$4,412,298**
Non-Passenger Aeronautical Revenue	
Aviation Gas	$68,000
Concession Revenue	**$322,994**
Event Income	$43,455
FBO Parking	$3,603
Float Storage	$1,200
Landing Fees	**$41,488**
Ramp Fees	$21,564
Rent	**$1,553,436**
Security Reimbursement	$127,000
Tie Downs	$3,960
Total - Non-Passenger Aeronautical Revenue	**$2,186,699**
Passenger Airline Aeronautical Revenue	
Landing Fees	**$487,051**
Per Use Fee	**$0**
Terminal Office/Space Rental	$1,694,764
Total - Passenger Airline Aeronautical Revenue	**$2,181,815**
Total - Income	**$8,780,812**
Gross Profit	**$8,780,812**
Expense	
Miscellaneous Expenses	**$143,040**
Personnel Compensation & Benefits	
Benefit Administration Fees	**$1,100**
Employer Contributions for Retirement	**$342,352**
Employer Paid Insurance	**$608,504**
Retiree Benefits	**$93,109**
Unemployment Compensation	**$0**
Wages & Salaries	**$2,548,260**
Worker's Compensation	**$30,000**
Total - Personnel Compensation & Benefits	**$3,623,324**
Services and Charges	
Advertising	**$2,900**
Badging	$10,000
Central Services Fee	$160,900
Communications & Technology	**$343,225**
Employee Development Services	**$94,069**
Employee Physicals	$3,600
Finance Charge	$0
Insurance	**$156,545**
Marketing	**$170,000**

Professional Services	**$644,680**
Rentals	**$15,000**
Repairs and Maintenance - Contractual/Services	**$524,549**
Sponsorship Expenses	$10,400
Transportation	**$2,850**
Utility Services	**$703,930**
Total - Services and Charges	**$2,842,648**
Supplies	
Merchandise for Resale	**$63,000**
Office Supplies	**$33,800**
Operating Supplies	**$269,110**
Repairs & Maintenance Supplies	**$396,352**
Total - Supplies	**$762,262**
Total - Expense	**$7,371,274**
Net Ordinary Income	**$1,409,539**
Other Income and Expenses	
Other Income	
Non-Operating Revenue	
Total - Non-Operating Revenue	**$614,494**
Total - Other Income	**$614,494**
Other Expense	
Non-Operating Expense	
Interest Expense	**$76,096**
Total - Non-Operating Expense	**$76,096**
Total - Other Expense	**$76,096**
Net Other Income	**$538,398**
Net Income Exclusive of Project Expenses, Depreciation & Amortization	**$1,947,936**
Projects/Grants	
Capital Contributions	
Contributed Capital	
Other	$3,095,419
Total - Contributed Capital	**$3,095,419**
Grants	
Federal Grants	$38,673,183
Other Grants	$0
State Grant	$6,213,750
Total - Grants	**$44,886,933**
Total - Capital Contributions	**$47,982,352**
Total - Projects/Grants	**$47,982,352**
Capital Improvement Costs	**$48,677,852**
Loan Principal	**$540,000**
CFC's Reserved for Approved Projects - Restricted	**$418,503**
PFCs Reserved for Approved Projects - Restricted	**$493,994**
Future Amortization of Capital Projects	**$379,050**
Amortization of LifeLink	**$139,373**
Positive (Negative) Budget Variance	**$39,616**
Depreciation & Amortization	**($13,756,114)**
Net Income	**$36,174,174**

DULUTH AIRPORT AUTHORITY

2027 BUDGET ASSUMPTIONS-FINAL

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 Sep 2026

Financial Row	Prior Year Actual (Jan 2025 - Sep 2025)	Current Year Actual (Jan 2026 - Sep 2026)	Budget Amount (Jan 2026 - Sep 2026)	% of Budget	Variance from Prior Year	Variance From Budget	Total Budget (FY 2026)
Ordinary Income/Expense							
Income							
Non-Aeronautical Revenue	3,506,091	3,443,490	3,147,730	109.40%	(62,601)	295,760	4,052,006
Non-Passenger Aeronautical Revenue	1,475,368	1,526,600	1,500,445	101.74%	51,232	26,155	1,989,471
Passenger Airline Aeronautical Revenue	1,393,647	1,518,294	1,483,834	102.32%	124,647	34,461	1,974,428
Total - Income	6,375,106	6,488,383	6,132,008	105.81%	113,277	356,375	8,015,905
Gross Profit	6,375,106	6,488,383	6,132,008	105.81%	113,277	356,375	8,015,905
Expense							
Miscellaneous Expenses	101,730	129,883	107,788	120.50%	28,153	22,095	134,740
Personnel Compensation & Benefits	2,149,163	2,201,187	2,309,933	95.29%	52,023	(108,747)	3,285,034
Services and Charges	2,014,986	2,092,420	2,020,626	103.55%	77,434	71,794	2,696,134
Supplies	434,616	546,777	496,039	110.23%	112,161	50,739	675,445
Total - Expense	4,700,495	4,970,267	4,934,386	100.73%	269,772	35,881	6,791,353
Net Ordinary Income	1,674,611	1,518,117	1,197,622	126.76%	(156,495)	320,494	1,224,551
Other Income and Expenses							
Other Income							
Non-Operating Revenue	584,309	560,882	538,291	104.20%	(23,427)	22,591	702,418
Total - Other Income	584,309	560,882	538,291	104.20%	(23,427)	22,591	702,418
Other Expense							
Non-Operating Expense	74,397	66,995	129,886	51.58%	(7,402)	(62,891)	173,181
Total - Other Expense	74,397	66,995	129,886	51.58%	(7,402)	(62,891)	173,181
Net Other Income	509,912	493,886	408,405	120.93%	(16,026)	85,481	529,237
Net Income Exclusive of Project Expenses, Depreciation & Amortization	2,184,524	2,012,003	1,606,028	125.28%	(172,521)	405,975	1,753,788
Projects/Grants	13,408,548	15,235,383	26,078,953	58.42%	1,826,835	(10,843,570)	34,771,938
Depreciation & Amortization	(10,315,228)	(11,064,813)	(9,382,659)	117.93%	(749,585)	(1,682,155)	(12,510,211)
Net Income	5,277,844	6,182,573	18,302,322	33.78%	904,730	(12,119,749)	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 $405,975. Adjustments are expected.
- **Operating Revenue:** Operating Revenues are ourperforming budget by $356k.
  - o Non-Aeronautical Revenue is exceeding budget expectations by $295,760. Of that, the largest variance to budget is Parking Lot Fees at nearly $167k. Car rental concessions are $91k over budgeted amounts and ride sharing service charges are up nearly $14k .Customer Facilitiy Charges are $79k over budget. There are timing related negative variances for both the M&O grant and the Marketing grant with a combined negative variance of $73,503. These funds are expected to be fully utilized in future months.
  - oPassenger Airline Aeronautical revenue is $34.4k over budget due to increased landing fees and new billing structure for charter activity based on board approved rates.
- **Operating Expenses:** Operating expenses are approximately $36k under budget overall.
  - o Miscellaneous Expenses are $22k 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 $167K).
  - oPersonnel Compensation and Benefits are nearly $109k 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.
  - oServices and charges are nearly $72k over budget. While several areas are running under budget, Engineerirng Fees related to the LSC improvements resulted in an $84k unbudgeted expense. Communications and technology costs for annual flight information display support contract are up $14.6k from budget. Property and liabilty insurance policies are running a combined $12.5k under budget. Utilities are about $10K over budget. Some marketing expenses are also coming under budget for a total of $19k.
  - oSupplies are $50.7k 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 are $17.4k over budget.
- **Non-Operating Revenue:** Non-operating revenue is over budget by $22.6k overall.
  - o Passenger Facility Charges (PFCs) are$39.2k over budget.
  - oInterest income is below budget by $16.6k.
- **Non-Operating Expenses:** Non-Operating Expenses are under budget by nearly $63k 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: $662,254 (does not include grants receivable)
  - Days Cash on Hand: 39 days currently vs 180 day benchmark (141 days under goal).
  - Grants Receivable are $8,355,860 as of 11/10/2026.
  - Current Line of Credit Balance is $3,600,000 as of 11/10/2026.

Duluth Airport Authority

Income Statement

From Jan 2026 to Sep 2026

Financial Row	Amount
Ordinary Income/Expense	
Income	
Non-Aeronautical Revenue	
Advertising Income	$36,384.00
Concession Revenue	
ATM	$328.00
Car Rental Concession	$604,156.90
Car Sharing Concession	$3,930.91
Commercial Vehicle Per Trip Fee	$3,340.50
Food & Beverage Concession	$86,003.30
Lottery Concessions	$299.75
Per Departure Fee	$1,735.00
Per Passenger Fee	$8,689.00
Services/Other	$844.91
TNC Per Trip Fee	$26,294.00
Vending	$9,851.52
Total - Concession Revenue	$745,473.79
Customer Facility Charges	$397,660.00
Miscellaneous Revenues	$96,303.14
Parking	$1,723,694.39
Permits	$4,179.09
Reimbursed Expenses	$56,046.03
Rent	$141,727.25
Sponsorship Income	$26,500.00
State Aid	$215,521.89
Total - Non-Aeronautical Revenue	$3,443,489.58
Non-Passenger Aeronautical Revenue	
Aviation Gas	$54,589.92
Concession Revenue	$270,553.93
Event Income	$42,603.31
FBO Parking	$2,610.45
Float Storage	$1,180.00
Landing Fees	$31,086.40
Ramp Fees	$15,705.00
Rent	$1,094,370.72
Security Reimbursement	$10,500.00
Tie Downs	$3,400.00
Total - Non-Passenger Aeronautical Revenue	$1,526,599.73
Passenger Airline Aeronautical Revenue	
Landing Fees	$354,588.61
Per Use Fee	$562.62
Terminal Office/Space Rental	$1,163,142.93
Total - Passenger Airline Aeronautical Revenue	$1,518,294.16
Total - Income	$6,488,383.47
Gross Profit	$6,488,383.47
Expense	
Amortization Expense	$350,893.94
Depreciation	$10,713,919.16
Miscellaneous Expenses	
Miscellaneous Expenses	$5.00
Bad Debt Expense	$2,589.60
Licenses & Taxes	$21,221.15
Memberships, Dues & Subscriptions	$22,629.54
Transaction Fees	$83,437.67
Total - Miscellaneous Expenses	$129,882.96
Personnel Compensation & Benefits	

Financial Row	Amount
Benefit Administration Fees	$532.95
Employer Contributions for Retirement	$207,217.87
Employer Paid Insurance	$377,913.34
Retiree Benefits	$55,910.70
Wages & Salaries	$1,534,620.70
Worker's Compensation	$24,991.03
Total - Personnel Compensation & Benefits	$2,201,186.59
Services and Charges	
Advertising	$3,042.14
Badging	$10,000.00
Central Services Fee	$106,724.97
Communications & Technology	$256,030.27
Employee Development Services	$46,032.44
Employee Physicals	$1,042.00
Finance Charge	$611.82
Insurance	$109,222.96
Marketing	$102,854.37
Professional Services	$519,613.34
Rentals	$4,358.02
Repairs and Maintenance - Contractual/Services	$398,155.79
Sponsorship Expenses	$12,398.75
Transportation	$1,465.03
Utility Services	$520,867.87
Total - Services and Charges	$2,092,419.77
Supplies	
Merchandise for Resale	$47,905.80
Office Supplies	$40,907.66
Operating Supplies	$143,052.59
Repairs & Maintenance Supplies	
Airfield	$112,482.85
Building	$50,740.64
Fencing & Gates	$10,728.52
Fuel System	$1,890.51
Grounds & Landscaping	$6,342.52
Heavy Equipment	$78,815.65
Heavy Equipment Accessories	$894.13
Jet Bridge	$15,949.85
Light Equipment	$21,862.36
Parking Equipment	$9,701.04
Parking Lot & Roadway	$80.55
Shop Supplies	$5,003.43
Small Tools	$419.36
Total - Repairs & Maintenance Supplies	$314,911.41
Total - Supplies	$546,777.46
Total - Expense	$16,035,079.88
Net Ordinary Income	($9,546,696.41)
Other Income and Expenses	
Other Income	
Capital Contributions	
Grants	$15,235,383.40
Total - Capital Contributions	$15,235,383.40
Non-Operating Revenue	
Interest Income	$91,782.94
Passenger Facility Charges	$469,098.75
Total - Non-Operating Revenue	$560,881.69
Total - Other Income	$15,796,265.09
Other Expense	
Non-Operating Expense	
Interest Expense	$66,995.25
Total - Non-Operating Expense	$66,995.25
Total - Other Expense	$66,995.25
Net Other Income	$15,729,269.84
Net Income	$6,182,573.43

Duluth Airport Authority

Balance Sheet

End of Sep 2026

Financial Row	Amount
ASSETS	
Current Assets	
Bank	
Checking Account	$146,355.43
Petty Cash	$272.41
Pooled Cash - City Balance	$5,240,023.68
Total Bank	$5,386,651.52
Accounts Receivable	
Accounts Receivable - Restricted PFC	$105,812.83
Accounts Receivable Billed	$531,172.25
Accrued Receivable	$21,495.03
Grants Receivable	$4,277,408.03
ST Lease Receivable	$73,775.12
Total Accounts Receivable	$5,009,663.26
Other Current Asset	
Inventory Assets	$55,098.38
Prepaid Items	$112,356.59
Undeposited Funds	$238,671.62
Total Other Current Asset	$406,126.59
Total Current Assets	$10,802,441.37
Fixed Assets	$151,002,903.94
Other Assets	$5,249,085.71
Total ASSETS	$167,054,431.02
Liabilities & Equity	
Current Liabilities	
Accounts Payable	$4,948,142.02
Credit Card	$14,648.63
Other Current Liability	$4,654,198.76
Total Current Liabilities	$9,616,989.41
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	$152,544,570.61
Total Liabilities & Equity	$167,054,431.02

Duluth Airport Authority
Duluth A/R Aging Report
As of November 12, 2026

Customer	60 Days Open Balance	90 Days Open Balance	>90 Days Open Balance	Total Open Balance
1 Transportation Security Administration	$10,500.00	$0.00	$0.00	**$10,500.00**
Avis Rent A Car	$0.00	$0.00	$0.00	**$32,870.38**
Bellamy Bill	($94.62)	$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	**$2,125.48**
Car Service Up North	$0.00	$0.00	$0.00	**$15.00**
Chad's Pad, LLC	$0.00	$0.00	$0.00	**$531.96**
Cirrus Design Corporation	$23,177.29	$0.00	$0.00	**$22,284.33**
City of Duluth	$1,922.96	$0.00	$0.00	**$3,845.92**
Civil Air Patrol	$1.00	$0.00	$0.00	**$240.24**
Cohen, Marc	$0.00	$0.00	$0.00	**$51.00**
Delta Airlines	$0.00	$0.00	$0.00	**$62,061.39**
DeSutter, Peter	$0.00	$0.00	$0.00	**$51.00**
Duluth Hangar, LLC	$0.00	$0.00	$0.00	**$954.67**
Dwarf King Taxi LLC	$0.00	$0.00	$0.00	**$66.00**
Ellefson, Nicholas	$0.00	$0.00	$0.00	**$775.30**
Enterprise Leasing Company	($27,298.88)	$0.00	$0.00	**($54,401.34)**
Federal Aviation Administration	$0.00	$0.00	$0.00	**$17,910.75**
Federal Express Corporation	$0.00	$0.00	$0.00	**$860.00**
Fitger's	$0.00	$0.00	$0.00	**$28.50**
General Services Administration	$0.00	$0.00	$0.00	**$5,923.49**
Guest Services Inc, DBA Giants Ridge Rec	$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**
Harris, Melissa	$0.00	$0.00	$0.00	**$102.00**
Hatfield, Dan	$0.00	$0.00	$0.00	**$261.13**
Hillman Colin	$0.00	$0.00	$0.00	**$300.00**
Holiday Inn & Suites Duluth	$0.00	$0.00	$0.00	**$295.50**
Jim's Taxi INC DBA Allied Taxi	$0.00	$0.00	$0.00	**$85.50**
Johnson, Richard	$597.79	$0.00	$0.00	**$1,195.58**
Lake Superior College	$0.00	$0.00	$0.00	**$35,647.14**
Lake Superior Helicopters	$0.00	$0.00	$0.00	**$7,895.02**
LaQuinta Inn & Suites	$0.00	$0.00	$0.00	**$1.50**
Larsen, Shane	$90.00	$0.00	$18.51	**$216.23**
Life Link III	$0.00	$0.00	$0.00	**$11,984.43**
Lucero Andrew	$0.00	$0.00	$0.00	**$450.00**
Marsden Central, LLC	$0.00	$0.00	$0.00	**$200.00**
Marshall School	$200.00	$0.00	$0.00	**$400.00**
Messerer Jon	$2,141.72	($0.40)	$0.00	**$2,141.32**
Miner's Outdoor Adventures, LLC	$0.00	$0.00	$0.00	**$207.74**
Minnesota Air National Guard	$255,953.67	$0.00	$75,000.00	**$1,631,407.23**
Minnesota Department of Transportation	$115,506.19	($1,044.68)	$3,611,600.17	**$6,731,200.56**
Minnesota Power	$0.00	$0.00	$0.00	**$523.59**
Miscellaneous	$65.00	$0.00	$0.00	**$65.00**
Mountain Air Cargo	$0.00	$0.00	$0.00	**($1,512.06)**
Nixcab Taxi	$0.00	$0.00	$0.00	**$16.50**
Northern Renegade Properties, LLC	$0.00	$0.00	$0.00	**$775.30**

Northland Constructors, Inc.	$0.00	$0.00	$0.00	**$181.50**
Oakwells CR, LLC	$1,895.70	$0.00	$0.00	**$2,015.70**
Oberholzer, Isaac	$0.00	$0.00	$0.00	**$51.00**
Olesen, Sheldon	$0.00	$0.00	$0.00	**$325.00**
Opack Matthew Jr.	$0.00	$0.00	$0.00	**$260.75**
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**
Pier B Resort	$0.00	$0.00	$0.00	**$1.50**
Precision Concrete Group	$0.00	$0.00	$0.00	**$65.00**
RS&H	$0.00	$0.00	$0.00	**$3,008.51**
Safstrom Jon	$0.00	$0.00	$0.00	**$261.13**
Stevens, Mike	$0.00	$0.00	$0.00	**$261.13**
Sun Country, Inc. dba Sun Country Airlines	$0.00	$0.00	$0.00	**$2,998.28**
Sydow Dan	$336.66	$0.00	$0.00	**$673.32**
Teitelbaum, Mike	$0.00	$0.00	$0.00	**$51.00**
The Landline Company	$68.00	$0.00	$0.00	**$68.00**
Tom Sullivan	$190.00	$0.00	$0.00	**$190.00**
Turo Inc.	$509.25	$0.00	$0.00	**$509.25**
unifi	$715.00	$0.00	$0.00	**$1,230.00**
United Airlines	$67,386.87	$0.00	$0.00	**$67,386.87**
United Parcel Service	$0.00	$0.00	$130.00	**$130.00**
Valentine, Ian	$0.00	$0.00	$0.00	**$51.00**
Vantage DLH LLC	$315.00	($0.01)	$0.00	**$39,810.29**
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**
Subtotal	**$454,178.60**	**($1,045.09)**	**$3,686,748.68**	**$8,653,851.42**

Less Grants Receivable:

TSA	$ 10,500.00			
MN Air National Guard (GR)	$ 253,421.50	$ -	$ 75,000.00	$ 1,625,516.32
Minnesota Department of Transportation	$ 115,506.19	$ (1,044.68)	$ 3,611,600.17	$ 6,731,200.56
Total	**$ 74,750.91**	**$ (0.41)**	**$ 148.51**	**$ 297,134.54**

Year to Date Airline Statistics

	DELTA					UNITED					CHARTERS - SUN COUNTRY					CHARTERS - OTHER				
	2026 Enplanements		2026 Deplanements			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	Revenue	Non Rev	Revenue	Non Rev	Total
JAN	6,964	169	6,402	173	13,708	2,641	53	2,584	46	5,324	0	0	0	0	-	0	0	0	0	-
FEB	6,622	128	6,335	182	13,267	3,116	74	2,958	53	6,201	179	0	178	0	357	0	0	0	0	-
MAR	7,372	188	6,936	190	14,686	4,052	92	4,219	74	8,437	180	0	180	0	360	0	0	0	0	-
APR	7,304	189	7,430	213	15,136	6,655	190	7,100	186	14,131	284	0	176	0	460	0	0	0	0	-
MAY	7,582	184	8,086	186	16,038	5,051	144	5,566	115	10,876	0	0	0	0	-	0	0	0	0	-
JUN	8,009	189	8,650	225	17,073	3,909	103	3,923	100	8,035	109	0	0	0	109	0	0	0	0	-
JUL	7,877	168	7,951	182	16,178	4,661	107	4,784	146	9,698	0	0	0	0	-	0	0	0	0	-
AUG	8,378	172	7,954	161	16,665	5,542	156	5,584	136	11,418	0	0	0	0	-	0	0	0	0	-
SEP	8,246	209	7,994	185	16,634	5,639	130	5,391	145	11,305	177	0	175	0	352	0	0	0	0	-
OCT	8,409	188	8,016	202	16,815	5,628	135	6,070	147	11,980	322	0	145	0	467	0	0	0	0	-
NOV					-					-					-					-
DEC					-					-					-					-
Total	76,763	1,784	75,754	1,899	156,200	46,894	1,184	48,179	1,148	97,405	1,251	0	854	0	2,105	0	0	0	0	-

	2026 Total Passenger Data Including Charters							2025 Total Passenger Data Including Charters							2025 - 2026 Difference						
	2026 Enplanements			2026 Deplanements			Total	2025 Enplanements			2025 Deplanements			Total	2025-2026 Diff Enplanements			2025 -2026 Diff Deplanements			2026-26 Diff
Month	Rev	Non Rev	Total	Rev	Non Rev	Total	Passengers	Rev	Non Rev	Total	Rev	Non Rev	Total	Passengers	Rev	Non Rev	Total	Rev	Non Rev	Total	Total Passengers
JAN	9,605	222	9,827	8,986	219	9,205	19,032	10,613	194	10,807	9,697	186	9,883	20,690	(1,008)	28	(980)	(711)	33	(678)	(1,658)
FEB	9,917	202	10,119	9,471	235	9,706	19,825	11,009	251	11,260	10,684	255	10,939	22,199	(1,092)	(49)	(1,141)	(1,213)	(20)	(1,233)	(2,374)
MAR	11,604	280	11,884	11,335	264	11,599	23,483	12,437	279	12,716	12,524	281	12,805	25,521	(833)	1	(832)	(1,189)	(17)	(1,206)	(2,038)
APR	14,243	379	14,622	14,706	399	15,105	29,727	11,024	256	11,280	11,745	267	12,012	23,292	3,219	123	3,342	2,961	132	3,093	6,435
MAY	12,633	328	12,961	13,652	301	13,953	26,914	12,129	191	12,320	12,323	205	12,528	24,848	504	137	641	1,329	96	1,425	2,066
JUN	12,027	292	12,319	12,573	325	12,898	25,217	12,192	293	12,485	12,047	287	12,334	24,819	(165)	(1)	(166)	526	38	564	398
JUL	12,538	275	12,813	12,735	328	13,063	25,876	13,619	297	13,916	14,066	314	14,380	28,296	(1,081)	(22)	(1,103)	(1,331)	14	(1,317)	(2,420)
AUG	13,920	328	14,248	13,538	297	13,835	28,083	12,977	255	13,232	12,815	265	13,080	26,312	943	73	1,016	723	32	755	1,771
SEP	14,062	339	14,401	13,560	330	13,890	28,291	13,454	262	13,716	13,270	289	13,559	27,275	608	77	685	290	41	331	1,016
OCT	14,359	323	14,682	14,231	349	14,580	29,262	13,533	299	13,832	12,882	319	13,201	27,033	826	24	850	1,349	30	1,379	2,229
NOV	-	-	-	-	-	-	-	10,079	249	10,328	9,959	277	10,236	20,564	-	-	-	-	-	-	-
DEC	-	-	-	-	-	-	-	8,943	234	9,177	8,853	276	9,129	18,306	-	-	-	-	-	-	-
Total	124,908	2,968	127,876	124,787	3,047	127,834	255,710	142,009	3,060	145,069	140,865	3,221	144,086	289,155	1,921	391	2,312	2,734	379	3,113	5,425