



**Airport Advisory Board  
Regular Meeting  
City Hall, 697 Vista Ave, Page AZ  
March 30, 2026 at 5:30 PM**

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**NOTICE OF PUBLIC MEETING AND AGENDA**

Pursuant to Arizona Revised Statutes § 38-431.02, notice is hereby given to the members of the City of Page Airport Advisory Board and the general public that the Page Airport Advisory Board will hold a meeting open to the public in Page City Hall located at 697 Vista Avenue, Page, Arizona. Members of the Airport Advisory Board will attend either in person or virtually.

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**1. Call to Order**

**2. Roll Call**

- |   |                              |
|---|------------------------------|
| Mario Bevilacqua Von Gunderrode-<br>Chair | Vernon Randel                |
| Sean Brown-Vice Chair                     | Scott Golba                  |
| Justin Feldman                            | Mike Farrow, Council Liaison |
| Michael Preller                           |                              |
| Neil Salmi                                |                              |

**3. New Business**

- A. Discussion and Possible Action Pertaining to the EAS Carrier Bid Proposals For Page Municipal Airport
- B. Discussion and possible action on the scope of the new terminal expansion project

**4. Adjourn**

**FOR YOUR INFORMATION**

Next Regular Meeting Monday, \_\_\_\_\_, at 5:30 p.m.

Persons with disabilities should call the City of Page at 928-645-8861 for program and services information and accessibility.

If you would like to receive City Council and Board agenda notifications via email, please visit our public portal and sign-in or create an account to subscribe: <https://pageaz.portal.civicclerk.com/>.

**DISCLAIMER:** Agenda Items may be taken out of order. This agenda may be subject to change up to 24 hours prior to the meeting. Please see the local crier boards or our website at [cityofpage.org](http://cityofpage.org) for the current agenda.

**CERTIFICATION OF POSTING OF NOTICE**

The undersigned hereby certifies that a copy of the attached notice was duly posted at the following places: City Hall Bulletin Board located at 697 Vista Avenue, Page, Arizona; Justice Building Bulletin Board located at 547 Vista Avenue, Page, Arizona; U. S. Post Office Lobby located at 44 Sixth Avenue, Page, Arizona, on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_, at \_\_\_\_\_ a.m./p.m.

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CITY OF PAGE

A D V A N C E D A I R



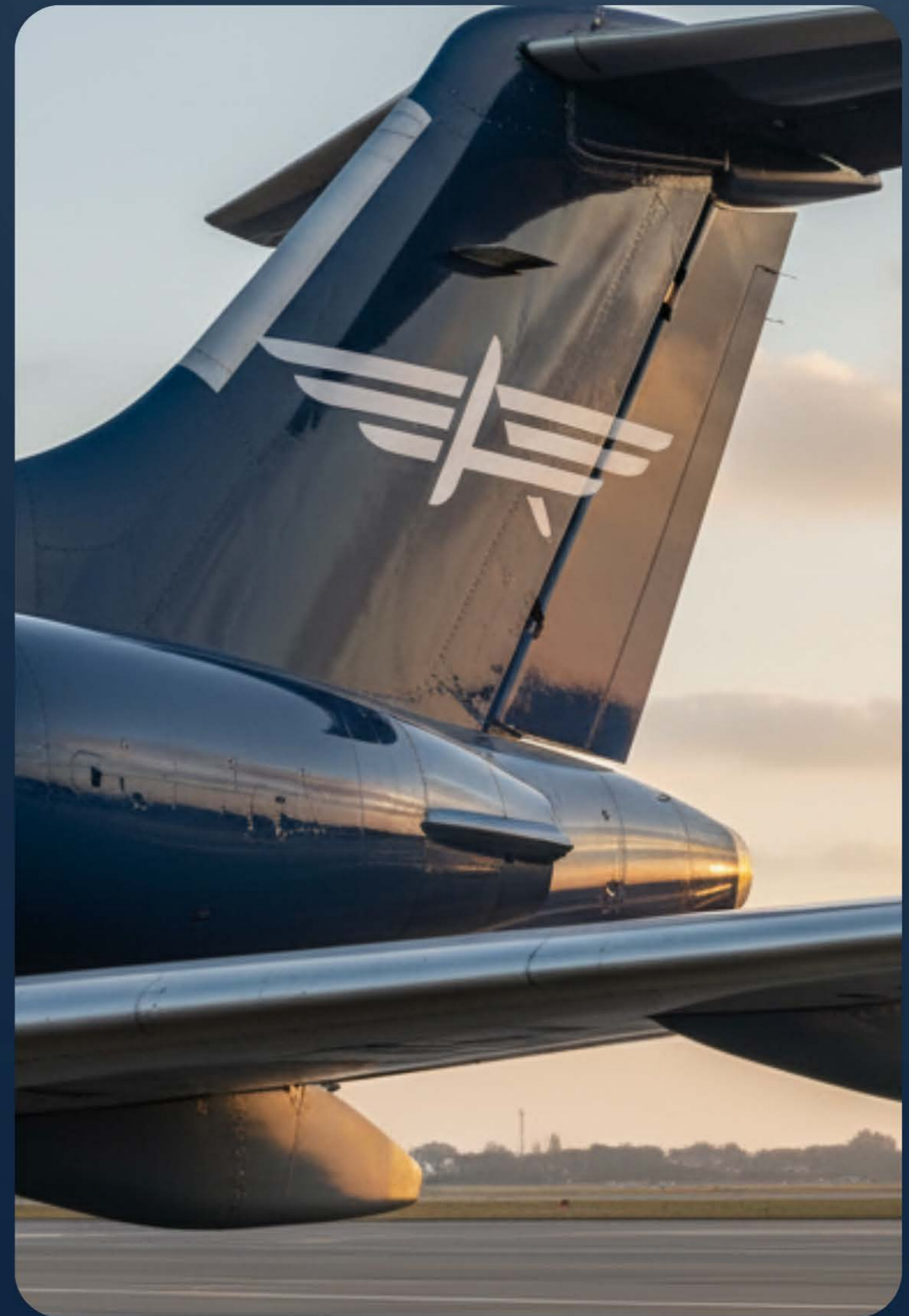
# Essential Air Service Proposal

for Page, AZ (PHX) DOT-OST-1997-2694

Connecting **Page, AZ** to **Phoenix, AZ** and **Window Rock, AZ** with right-sized high-reliability service.

## Advanced Air, LLC

12101 Crenshaw Boulevard, Suite 100  
Hawthorne, California 90250  
Ph. 310.644.3344 Fx. 310.644.9344  
[www.flyadvancedair.com](http://www.flyadvancedair.com)



# Why Advanced Air is the Right Partner for Page, Arizona



## Safety First

Advanced Air maintains a Perfect Safety Record.



## Right-Sized Fleet

30-passenger Dornier 328 Jet or ERJ-145 perfectly matched to Page, Arizona demand



## Frequent Flights

15 weekly round trip from Page, AZ and Phoenix, AZ.  
3 weekly included stops in Window Rock, AZ



## Transparent Pricing

Average \$75 fares



## Community Investment

\$75,000 annual marketing commitment  
to Page, AZ



## Proven Performance

96-98% completion across all markets

Our commitment extends beyond flights; we aim to be an integral part of Page, Arizona's growth, offering not just transportation but a partnership built on trust, safety, and community support.



# Proposed Service:

PGA <-> PHX

## Route Details

**Origin:** Page, AZ

**Destination:** Phoenix, AZ

**Weekly Service:** 15 round-trip flights

**Aircraft Type:** 12x Dornier 328 Jet (30-Passenger) or ERJ-145 | 3x King Air 350 (9 Passenger)

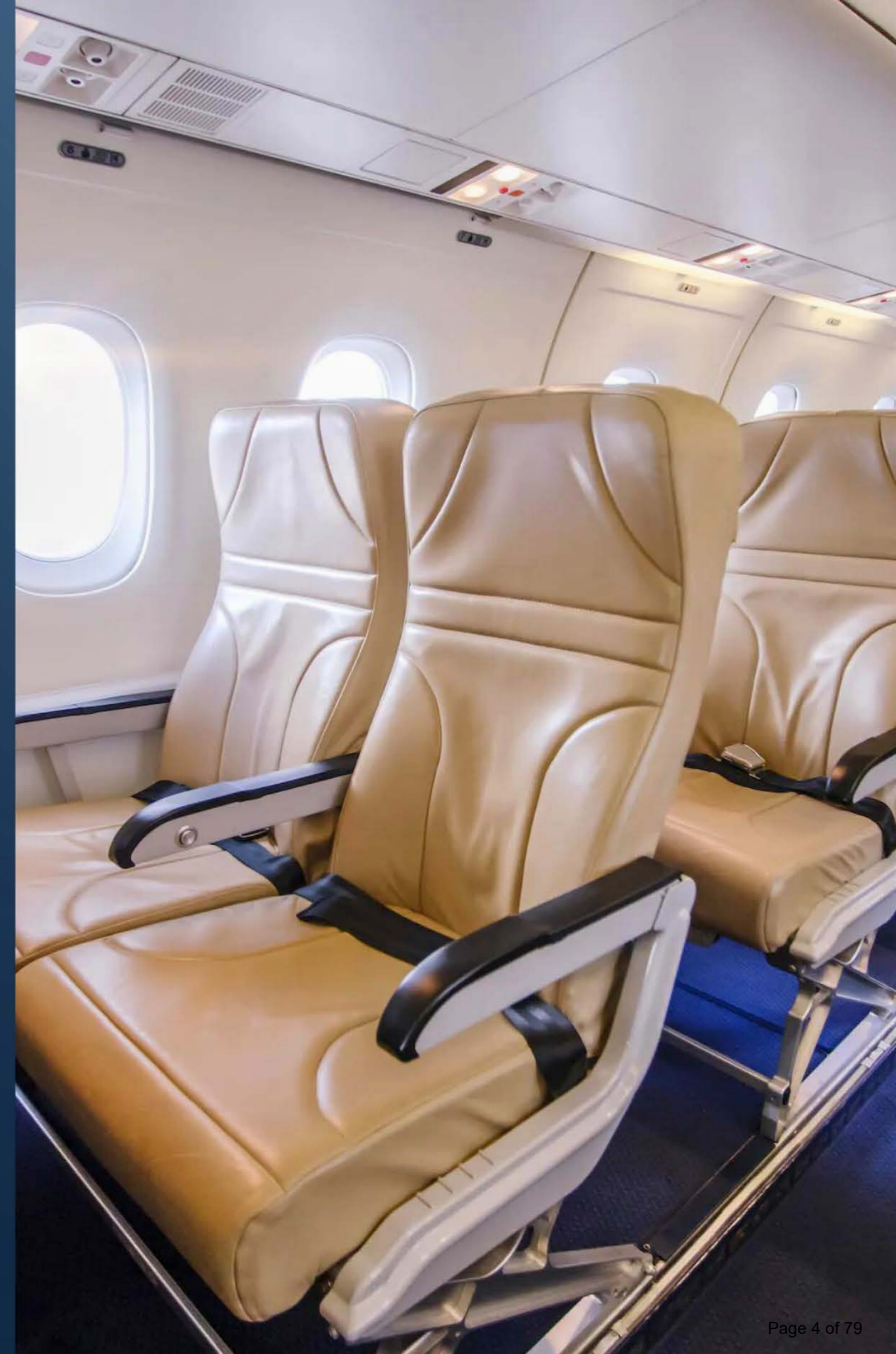
**Annual Flights:** 1,560

**Annual Seats:** 40,248

**Average Fare:** \$75 one-way



This service provides Page, AZ residents with same-day access to Phoenix's major medical facilities, business centers, and connecting flights—transforming hours of driving across northern Arizona into a comfortable and efficient short flight.



# Proposed Service:

PGA <-> RQE

## Route Details

**Origin:** Page, AZ

**Destination:** Window Rock, AZ

**Weekly Service:** 3 round-trip flights

**Aircraft Type:** King Air 350 (9 Passenger)

**Annual Flights:** 312

**Annual Seats:** 2,808

**Average Fare:** \$50 one-way



This service provides Page, AZ and Window Rock, AZ residents with same-day access to Phoenix medical facilities, business centers, and connecting flights - transforming hours of driving into a comfortable quick flight.

**Flight Pattern:** Phoenix, AZ → Page, AZ → Window Rock, AZ → Page, AZ → Phoenix, AZ



# Scheduled Service

EAS/RASE, AEAS, and our Semi-Private Network

Advanced Air's Scheduled Service operations cater to two diverse demographics: Support for Federal (EAS) and State (RASE) Air Service programs that provide much-needed air service to the country's rural communities and a Semi-Private network offering seasonal flights to popular tourist destinations.

**Current Federal and State Subsidized EAS, AEAS, and RASE Contracts:** These markets are served by our King Air 350, PC-12 aircraft, and Dornier 328 Jet and connect these rural communities to medium and large hubs including Albuquerque, Phoenix, Los Angeles, Oakland, and Las Vegas.



- Proposed Route
- EAS/RASE
- AEAS
- Semi-Private Network
- Hubs

# Interline Connectivity with Alaska Airlines

Advanced Air has an interline agreement with Alaska Airlines. Our passengers can book connecting flights on-line via the major distribution systems and connect to our partner in Phoenix and Denver.



The cities shown in white are some of the options flyers will have when connecting through Phoenix, AZ with Alaska Airlines.

For the full list, check Alaska Airlines website.

*Additional Interline Agreements currently pending.*

# Advanced Air at a Glance

A Proven Regional Carrier Since 2005



## Established Operator

Founded in 2005 and based at Hawthorne Municipal Airport (HHR) in Los Angeles, California



## Robust Fleet

Approximately 20 aircraft including turboprops, small, midsize, and heavy jets; and 30-passenger regional jets.



## High Volume Operations

Over 11,000 annual departures across EAS, AEAS, and charter services nationwide & 65,000 passengers annually.



## Exceptional Reliability

96-98% system-wide completion factor with strong dispatch and maintenance infrastructure



## Rural Connectivity Experts

Specialized in connecting small communities to regional hubs across multiple states



## Operational Excellence

Experienced IROP management with licensed dispatchers and dedicated staff for weather events and schedule recovery.

ADVANCED AIR



An Airline That  
**Feels Like Family**



# Safety Credentials

Uncompromising Commitment to Safety



## Perfect Safety Record

A testament to our rigorous safety culture and protocols.



## ARGUS Platinum

The highest level of aviation safety audit, awarded to operators demonstrating best practices.



## IS-BAO Stage 3

International Standard for Business Aircraft Operations (IS-BAO) Stage 3, indicating a fully mature SMS.



## Robust SMS

A comprehensive Safety Management System driving continuous improvement and risk mitigation.



## Department Of Defense (DOD) Civil Airlift Review Board (CARB)

Advanced Air is certified as a DOD approved air carrier. This certification is among the highest safety standard certifications that can be achieved by an air carrier.



## Advanced Maintenance

Proactive maintenance programs ensuring peak aircraft performance and reliability. Maintenance bases at HHR and PHX.



Advanced Air's unwavering dedication to safety is the cornerstone of our operations. We adhere to the highest industry standards, ensuring every flight is meticulously planned and executed, giving our passengers complete peace of mind.

# Southwest Airlines Destination 225° Program

**Advanced Air** is a proud partner of the **Southwest Airlines Destination 225° Pilot Pathways Program**, offering a direct pipeline for aspiring pilots to build experience before transitioning to **Southwest Airlines**. Candidates enter through four pathways—University, CAE Cadet, Military, or Employee—and, once vetted by Southwest, join Advanced Air for 24 months of flight experience. After completing this phase, pilots flow directly into a Southwest Airlines flight deck opportunity.



# Understanding Page, AZ

A Strategic Gateway for Tourism, Energy, Healthcare Access, and Regional Connectivity



## Healthcare Access

Critical access to larger medical centers in **Phoenix** helps Page residents reach specialized care not always available locally. Reliable air service reduces long-distance travel across remote desert highways and allows for faster access to scheduled medical appointments, benefiting families, seniors, and medical travelers throughout northern Arizona.



## Family, Student, & Community Connections

Air service helps families, students, and workers stay connected between northern Arizona communities and Phoenix. Direct flights make travel easier for education, family visits, and personal commitments while reducing the long driving distances common in the region.



## Energy, Government & Business Travel

Direct connections between Page and Phoenix, Arizona support engineers, contractors, government personnel, and business travelers working across northern Arizona. Efficient air access helps facilitate meetings, inspections, and project coordination while strengthening relationships between regional organizations and the state's primary economic center.



## Tourism & Outdoor Recreation

Page is a gateway to some of the Southwest's most iconic destinations, including Lake Powell, Antelope Canyon, and Glen Canyon National Recreation Area. Improved connectivity from Phoenix makes it easier for visitors to experience these landscapes while supporting tourism growth and local businesses.



## Industry & Regional Commerce

Dependable connectivity between Page and Phoenix supports northern Arizona's tourism economy and regional business activity. Faster access to Phoenix's corporate offices, logistics networks, and transportation hubs helps local businesses reach partners, clients, and markets more efficiently.



## Distance, Weather & Highway Safety

Travel between Page and Phoenix typically involves several hours of highway driving across desert terrain. Air service provides a safer and more reliable alternative, particularly during peak tourism seasons, helping residents and visitors travel more efficiently.

Page, Arizona serves as a vital gateway to the Colorado Plateau and the Lake Powell recreation region. Its role in tourism, energy infrastructure, and regional connectivity—combined with its distance from major metropolitan centers—makes reliable air service to Phoenix essential for economic growth, healthcare access, and long-term regional mobility.

# Demographics & Market Insights

Understanding Page's Travel Needs

7.5K

City Population  
Page, Proper

15K

County Population  
Regional Service Area

## Key Market Characteristics

**Workforce Composition:** A tourism-heavy workforce centered on Lake Powell (Glen Canyon NRA), Antelope Canyon, and regional utilities. Supported by tribal government, hospitality, and retail sectors serving both residents and over 4 million annual visitors.

**Tourism & Hospitality Presence:** High demand from international and domestic tourists visiting Horseshoe Bend and the Lake. Local businesses include houseboating outfitters, tour operators, and a dense concentration of hotels that require consistent corporate and vendor travel.

**Travel Patterns:** Extreme isolation makes Page a "remote island" for travel. Residents face 270+ mile drives to Phoenix or Las Vegas. Reliable air service to major hubs is a critical "lifeline" for business, government, and leisure, cutting 4 hours of driving down to a 1-hour flight.

**Medical Needs:** Limited local specialized healthcare requires frequent trips to Phoenix, AZ. Air service is vital for patient transport, visiting specialists, and government officials traveling between the Navajo Nation and state capitals.

**Seasonal Demand:** While summer is the peak for water recreation, Page sees significant year-round "Grand Circle" road-trippers and winter tourism, creating a more balanced outbound resident demand during the off-season.

## Targeted Marketing Strategy



### Hyper-Local Targeting

Focus on **Page residents**, LeChee tribal members, National Park Service staff, and hospitality management seeking to avoid the long desert drive for shopping or transit.



### Geographic Focus

Geofenced outreach across **Page, Greentown, and the Western Navajo Nation**, with inbound targeting in **Phoenix and Las Vegas** to capture "Fly-Drive" tourists.



### Value Messaging

Emphasize **avoiding the US-89 drive**, "Gateway to the Lake" convenience, and seamless connections to international flights via major hub airports.

# Why Window Rock, AZ?

## Regional Air Connectivity: Phoenix – Page – Window Rock

Connecting Communities, Expanding Opportunity, and Supporting the Navajo Nation and Northern Arizona

- Strengthens **collaboration** between **Page** and the **Navajo Nation**.
- Creates new tourism and cultural travel opportunities benefiting both communities.
- Creates additional capacity to **increase enplanements** in Page with six additional weekly departures beyond the current 12x.
- Establishes Page as a Regional Transportation Hub, allowing expanded tourism access, business, and government connectivity.
- Provides long-needed **commercial air access for Window Rock** and surrounding communities with connectivity to the National Transportation System.
- Expands **access to healthcare, employment, education, and training opportunities** for both communities.
- Supports local hospitality, tourism operators, and small businesses in both Page and Window Rock.
- Increased **visitor access to Navajo Nation cultural sites**, events, and local businesses.

Window Rock, Arizona serves as a vital link between the Navajo Nation, Northern Arizona communities, and the Phoenix metropolitan region. Its role in government access, healthcare mobility, economic development, and cultural tourism—combined with the long travel distances common across the region—makes reliable air service essential for stronger regional connectivity and long-term opportunity.

# Dornier 328 JET or ERJ-145

## Why Regional Jet Service is the Right Fit for Page

**Right-Sized Capacity:** A 30-passenger regional jet provides the scale needed to support sustainable Essential Air Service for Page, AZ, aligning with forecast demand while creating meaningful seat availability for residents, business travelers, and visitors.

**Faster Hub Connectivity:** Regional jet performance supports faster, more competitive service to Page, AZ, improving total trip times and making the service more attractive for both local passengers and inbound travelers.

**Reliable Scheduled Service:** Both the Dornier 328 JET and ERJ-145 are proven regional aircraft designed for dependable scheduled operations, making them well suited for the consistency required in EAS markets.

**Passenger Comfort:** A fully pressurized cabin and regional jet experience provide a comfortable, efficient ride for passengers traveling for business, medical appointments, family needs, and leisure.

**Efficient EAS Platform:** This aircraft category offers a strong balance of capacity, speed, and operating efficiency, helping support reliable service levels while maximizing the usefulness of each scheduled departure.

**All-Season Utility:** Regional jets are well suited for year-round service in markets that can experience weather variability, seasonal travel fluctuations, and long-distance surface travel challenges.

### Pressurized Jet Cabin

Comfortable regional jet experience

### 30-Seat Capacity

Sized for scalable EAS service

### Faster Regional Connectivity

Supports efficient service to hub airports

### Built for Scheduled Service

Proven regional airline platform

30

Passenger Seats

Comfortable cabin layout

50+

Pounds

Luggage per passenger

405

Knots

Maximum cruise speed

# King Air 350

Perfectly Sized for Window Rock

## Why the King Air 350 is Perfect for RQE

**Right-Sized Capacity:** 9 comfortable passenger seats matched to realistic Page, Arizona demand, maximizing load factors and minimizing subsidy requirements

**Pressurized Cabin:** Smooth flight experience at higher altitudes with comfortable cabin pressure

**Twin-Engine Efficiency:** Twin-engine design, enhancing performance and reliability.

**Rugged Performance:** Proven track record in challenging terrain, short runways, and adverse weather conditions

**Hot Weather Performance:** Strong operating capability in extreme desert temperatures common in Imperial County and the Southwest.

**Quiet Operation:** Respectful of airport neighbors with lower noise footprint than jets

### Enclosed Lavatory

Private, clean facilities onboard

### Generous Baggage

50+ lbs per passenger capacity

### Comfortable Seating

No middle seats, ample legroom

### Climate Control

Pressurized, temperature-controlled cabin

9

### Passenger Seats

Comfortable cabin layout

50+

Pounds

Luggage per passenger

312

Knots

Maximum cruise speed

# Passenger Experience

Comfortable, Simple, Reliable

01

## Seamless Online Check-In

Convenient regional airport in Page and international airport in Phoenix with minimal security lines and a fast, stress-free check-in process.

02

## Comfortable Full-Service Flight

Settle into your window or aisle seat (**no middle seats**) and enjoy attentive in-flight service with complimentary refreshments and snacks during the scenic flight between the **Valley of the Sun and Northern Arizona**.

03

## Convenient Arrival

Land minutes from **Phoenix's central business districts and sports entertainment** hubs, or arrive directly at the gateway to **Lake Powell and the Colorado Plateau in Page**, with quick access to ground transportation, rental cars, and nearby attractions.

## No Middle Seats

Every passenger enjoys either a **window or aisle seat**, offering comfort, personal space, and incredible aerial views of the desert Southwest.

## Experienced Crews

Pilots and flight staff with extensive experience serving regional and tourism routes across the American Southwest, ensuring safe and smooth travel between **Page and the Phoenix metropolitan area**.

## Personal Service

Friendly, attentive service from check-in to arrival—delivering a personalized travel experience that connects **Phoenix travelers** directly with the adventure destinations of **Northern Arizona**.



**Perfect For:** Travelers heading between the Phoenix metropolitan area and northern Arizona for outdoor adventures at Lake Powell, Antelope Canyon, and Horseshoe Bend, as well as business trips, family visits, weekend escapes, and anyone who values their time and prefers a quick flight over a long desert drive.

# Route Schedule

Convenient Schedule Designed Around Page, AZ to Phoenix, AZ

# 15

Weekly Round Trips

Consistent, reliable service

# 2+

Daily Flights

7 days a week

# 60

Flight Minutes

Average for PGA and PHX



**Regional Synergy for Page & Window Rock:** Our schedule is designed to align with major connecting flight banks at Phoenix Sky Harbor International Airport, facilitating efficient onward travel to destinations across the Southwest, West Coast, and nationwide. The 15 weekly round trips are strategically timed to support the residents, businesses, and government agencies in Northern Arizona. Our additional flights between Page and Window Rock will serve as a vital link between the Navajo Nation, Northern Arizona communities, and the Phoenix metropolitan region.

# Reliability & Performance

Proven Performance in Rural Markets

## Why Our Reliability Stands Out

- **Specialized Aircraft:** The Dornier 328 Jet & ERJ-145's proven performance in extreme weather conditions minimizes weather-related cancellations
- **Experienced Crews:** Pilots trained specifically for Intermountain West weather patterns and terrain
- **Proactive Maintenance:** Rigorous preventive maintenance schedules prevent mechanical delays
- **IROP Management:** Dedicated irregular operations team to quickly recover from weather events
- **Fleet Redundancy:** Backup aircraft available to maintain schedule during maintenance periods



**Minimum Completion Factor**

Across all comparable rural EAS markets



**On-Time Performance**

Flights departing within 15 minutes of schedule



**Peak Completion**

During favorable weather conditions



Transparency Commitment: Advanced Air will provide monthly performance reports to the city of Page, AZ, including completion factor, on-time performance, and load factor statistics.



# Marketing Commitment

Driving Ridership Through Strategic Marketing

## \$75,000 Annual Investment in Page, AZ



### Digital Advertising

Targeted campaigns across Google and social media focused on Page, Arizona and key Southwest travel markets, promoting convenient regional air service for residents, visitors, and outdoor travelers. Campaigns will highlight fast connections to northern Arizona's iconic destinations and position Page as an easily accessible gateway to the Colorado Plateau.



### Traditional Media

Strategic placements in northern Arizona, regional Southwest publications, and travel outlets highlighting Page as a gateway to Lake Powell and surrounding natural attractions. Media coverage will promote convenient access for tourism, leisure travel, and regional business activity.



### Seasonal Campaigns

Special promotions aligned with peak tourism seasons at Lake Powell and nearby attractions. Campaigns will support summer boating, spring and fall outdoor recreation, and regional events that bring visitors to Page and the surrounding canyon country.



### Business Outreach

Direct marketing to northern Arizona businesses, tourism operators, tour companies, hospitality providers, and regional organizations highlighting the benefits of improved air access to Page for business travel, tourism operations, and regional connectivity.



### Airport & Community Presence

Professional signage at Page Municipal Airport (PGA) and participation in local tourism and community events to build awareness of Page's role as a gateway to northern Arizona's outdoor recreation economy.



### Email Marketing

Leveraging traveler databases, tourism partners, and regional visitor networks to promote travel opportunities to Page, with messaging tailored to outdoor travelers, adventure seekers, and visitors exploring the American Southwest.



### Co-Branded Partnerships

Collaborative campaigns with the Page Lake Powell Chamber of Commerce, regional tourism partners, outdoor recreation businesses, and Arizona travel organizations to build destination awareness and support sustained tourism demand for Page and the greater Lake Powell region.

FLY FROM  
**PAGE**  
TO  
**PHOENIX**

AS LOW AS  
**\$75**




Advanced Air

ADVANCED AIR



FLY FROM  
**PAGE**  
TO **PHOENIX**

AS LOW AS  
**\$75**



❤️ ➡️ 💬

FLY FROM  
**PAGE**  
TO **PHOENIX**

**ADVANCEDAIRLINES.COM**

ADVANCED AIR




ONLY  
**\$75**

# Altitude In-Flight Magazine

Showcasing Page, AZ and Inspiring Travel  
Across Our Network

Altitude is Advanced Air's in-flight magazine, offered on every flight throughout our network. It serves as a powerful platform to:

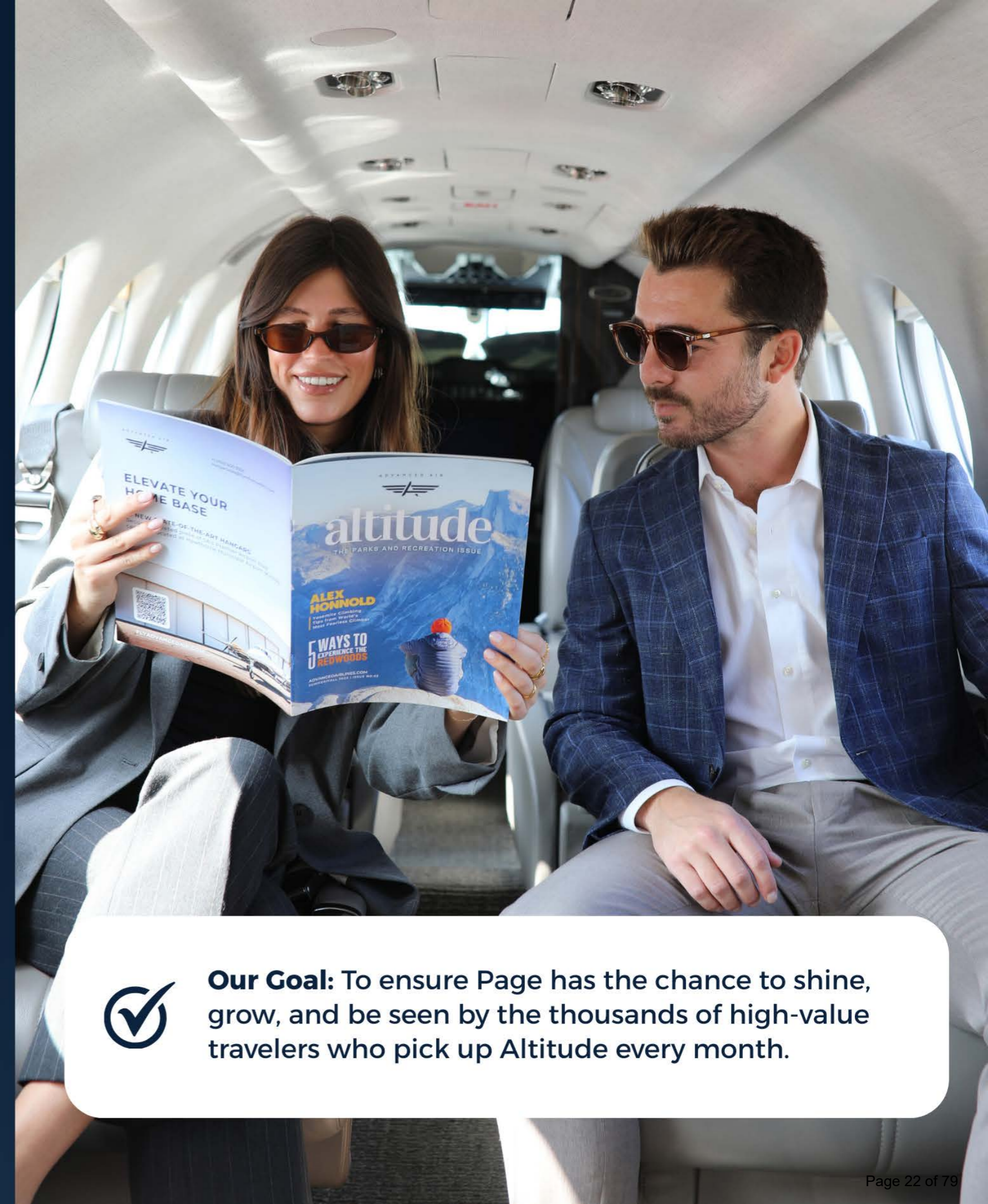
**Promote Local Business:** Feature world-class outfitters, Lake Powell resorts, Antelope Canyon tours, restaurants, boutique hotels, that make Page, Arizona, a vibrant gateway to adventure in northern Arizona.

**Tell Community Stories:** Spotlight the people and cultures that shape the region, including Navajo Nation storytellers, outdoor guides, and local entrepreneurs who share the rich history and living traditions of the Colorado Plateau.

**Boost Tourism & Economic Development:** Articles inspire travelers to experience the breathtaking landscapes surrounding Page, from the iconic curves of Horseshoe Bend to the vast waters of Lake Powell, helping drive sustainable tourism and year-round economic activity.

**Increase Destination Awareness:** Passengers flying throughout our network discover the "hidden gem" of Page Municipal Airport and the ease of reaching northern Arizona's most iconic destinations with fast and convenient air service.

**Support Community Pride:** By showcasing the natural beauty, culture, and entrepreneurial spirit of Page, the magazine highlights the community's role as a premier gateway to the American Southwest.



**Our Goal:** To ensure Page has the chance to shine, grow, and be seen by the thousands of high-value travelers who pick up Altitude every month.

# Startup Timeline

## Smooth, Efficient Launch Plan



Flexibility: While 90 days is our standard timeline, Advanced Air can accelerate launch if needed to meet specific community deadlines or urgent travel demand.



## Key Milestones

### Pre-Launch Activities

- Crew base establishment and training
- Ground services contracts for Page (PGA).
- Maintenance coordination with facilities at Phoenix Sky Harbor and Page regional centers.
- Ticketing system integration and testing
- Website and booking portal updates
- Customer service training for the Arizona market

### Community Engagement

- Launch events with Page, Arizona officials, and local media
- Arizona Chamber of Commerce presentations (Page & Greater Phoenix)
- Major employer outreach meetings with regional tourism and healthcare partners
- Airport open house for Page (PGA) community tours
- Promotional ticket giveaways for Arizona residents

## Long-Term Partnership

# Committed to Serving Page, AZ for the Long Run

### Periodic Performance Reviews

Regular meetings with **Page, Arizona** and regional stakeholders to review ridership data, on-time performance, and community feedback. Coordination with tourism partners and regional transportation leaders helps ensure the service continues meeting the needs of residents, businesses, and visitors traveling to and from Page.

### Schedule Flexibility

Willingness to adjust flight frequency and timing to align with **Page's seasonal tourism** patterns, including peak visitation to Lake Powell and nearby recreation areas. Scheduling will support both local travel needs and visitor demand throughout the year.

### Transparent Reporting

Monthly performance updates shared with **city and regional leaders** in northern Arizona, providing clear data on service reliability, passenger demand, and operational performance to maintain strong accountability and service standards.

### Community Involvement

Active participation in community and tourism initiatives in Page, working closely with **local organizations, civic groups, and regional partners** to stay aligned with the needs of residents and the local visitor economy.

### Multi-Year Vision

A strong commitment to a **multi-year partnership** that supports long-term air service sustainability for **Page Municipal Airport** while strengthening reliable connectivity between Page and Arizona's major metropolitan areas.

### Economic Development Focus

Collaboration with **local leaders and tourism organizations** to support expanded visitation to Page's iconic destinations—including Antelope Canyon and Horseshoe Bend—while improving access to business, healthcare, and economic opportunities for northern Arizona residents.

## Our Promise

Advanced Air commits to being more than just an airline serving Page, Arizona. We will be an active community partner, responsive to feedback, transparent in our operations, and dedicated to enhancing connectivity for Northern Arizona. We understand that reliable air service is critical infrastructure for communities that are geographically distant from major metropolitan centers, and we take that responsibility seriously as we support regional mobility, tourism, and economic opportunity.

# Proposed Financial Summary

Page, AZ (PGA) | 15 weekly round trips to PHX and 3 weekly round trips to RQE

## Operations

Scheduled Flights	1,872
Scheduled Block Hours	1,269
Scheduled Seats	43,056

## Revenue

Passengers	29,702
Average Net Fare (o/w)	\$72
Load Factor	70%
Passenger Revenue	\$ 2,132,000

## Expenses

Fuel	\$ 2,161,914
Maintenance and Reserves	\$ 1,496,258
Flight Crew	\$ 683,783
Ownership and Insurance	\$ 1,634,269
Airport Rent and Operations	\$ 559,125
Overhead Staff	\$ 580,200
Marketing and Distribution	\$ 75,000
Total Costs	\$ 7,190,550

## Profit Element

Margin (@ 5%) \$ 359,527

## Requested Annual Subsidy

Year 1	\$ 5,418,077
Year 2	\$ 5,743,162
Year 3	\$ 6,087,752
Year 4	\$ 6,453,017

### NOTE:

Seat Pricing (one-way):

Approximately \$75 for Phoenix (PHX) and \$50 for Window Rock (RQE)

12 weekly round trips using Do328J or EMB145 and 3 round trips using KA350

30-passenger flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent upon community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

# Summary: Why Advanced Air

## The Best Choice for Page AZ

### 24 Weekly Flights

12 round trips per week delivering consistent, high-frequency service between **Page, Phoenix, and Window Rock**

### \$72 Average Fares

Transparent pricing with no hidden fees for a full-service experience with a flight attendant, drinks, and snacks

### 30-Seat Regional Jet Service

Right-sized capacity aboard a **Dornier 328 JET or ERJ-145 and King Air** designed for scalable, reliable EAS operations

### \$75,000 Marketing Commitment

Annual investment promoting service in **Page**

### Interline Connectivity

Advanced Air has an interline agreement with Alaska Airlines to make connections in Phoenix and Window Rock seamless

### Community Partnership

A dual-market approach built around long-term commitment to **Page, Phoenix and Window Rock**

### Proven EAS Operator

7+ years of experience serving rural America through EAS

### 96-98% Completion

Industry-leading reliability across all markets

### Outstanding Safety Culture

Perfect Safety Record, ARGUS Platinum, and industry-leading credentials

*We're Ready to Serve Page*



# Essential Air Service Proposal

Page, Arizona

DOT-OST-1997-2694

Corporate Flight Management Inc. d/b/a Contour Airlines  
A Tennessee Corporation  
808 Blue Angel Way, Smyrna, TN 37167



Dear Mr. Gormas,

Contour Airlines is pleased to submit this proposal to continue providing Essential Air Service to Page, Arizona (PGA). As part of our proposal, we are offering the community 12-weekly nonstop flights, including options for Las Vegas (LAS), Phoenix (PHX), and Salt Lake City (SLC). Contour prefers a 48-month term for the award.

Contour Airlines will continue to utilize twin-engine regional jet aircraft, comfortably configured with 30 seats. Passengers will be able to connect to Contour partners Alaska, American, Delta, JetBlue, and United Airlines. We believe that this proposal well positions the community to continue to see enplanement growth and the corresponding economic growth that means for the community.

We are confident that Contour's continued service to Page would be beneficial to the region, and we hope to continue our important partnership with this community.

Thank you for your consideration.



Ben Munson  
President



# Company History & Overview



## Corporate History

- Founded in 1982 in Nashville, Tennessee
- New management team introduced airline growth strategy in 2015

## The Platform

- Diversified Platform
  - *Airline, charter, FBO, and MRO operations*
- Optimized for regional market connectivity
  - *Commercial platform and operations optimized for EAS*
  - *Multiple major airline partners*
  - *Strong community engagement at all levels*



**35 Cities**  
in Network



**40**  
Regional Jets



**800+**  
Employees

# Our Fleet



Bombardier CRJ Aircraft



Embraer ERJ Aircraft

**Contour Exclusively Operates Twin-Engine Regional Jet Aircraft  
in Our Essential Air Service (EAS) Network**



## Contour Amenities



Flight Attendant  
on every flight



36" pitch  
at every seat



Food & Beverage on  
every flight

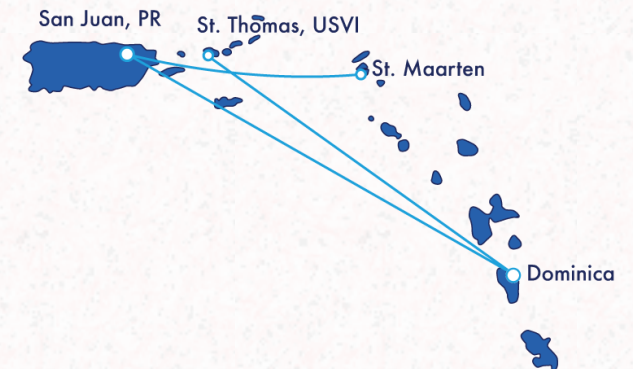


Free Carry-On &  
Free Checked Bag

# Our Network



- Contour has significantly scaled into the **largest independently branded airline in EAS**
- Commercial platform purpose built to **optimize for EAS markets**
- Connecting EAS communities with **most relevant hubs** for business and leisure travel
- Serving **multiple hubs** proving successful in multiple markets



## Notes

*El Dorado, AR and Carlsbad, NM service starting in March 2026*

# Safety and Security

## Safety Accreditations



CARB CERTIFIED CARRIER



Contour Is One of Few Part 135 Carriers with a FAA Approved Safety Management System

## Leading Safety Culture

- Contour holds the **highest-level accreditations** that an airline can receive for safety. Of note, Contour also undergoes audits from its major partner airlines.
- **U.S. Department of Defense (DoD)** Civilian Airlift Review Board (CARB)–certified carrier, enabling use by U.S. government travelers.
- Works with regulatory bodies and industry groups to ensure **best practices** across safety & security disciplines
- Contour is one of the few Part 135 carriers with a **FAA approved Safety Management System (SMS)**.

# Partner Portfolio

## Five Major Connecting Airline Partners



- Contour currently has active partnership agreements with **Alaska, American, JetBlue, and United**
- **Delta Air Lines** moving forward with interline agreement with Contour in 2026
- Contour **continuously expanding interline portfolio** to maximize service options for our communities

## Distribution Strategy

- Contour tickets, regardless of connecting carrier, are distributed across all traditional channels.
- Both Contour and connecting flights will be displayed on all major OTAs and metasearch platforms, as well as partner airline sites.
- Passengers connect seamlessly, not having to re-clear security or re-check their baggage.

# Promoting Traffic Growth

## Contour Marketing Difference

- Independent brand supported by professional agencies to build awareness
- Contour has included a proposed marketing budget of \$75,000 to work collaboratively with community to promote service and grow passenger traffic to and from Page
- Promotional fares with discounted price point relative to most regional travel options
- Emphasis on traffic stimulation in partnership with community to maximize service value

**Contour Airlines**  
Sponsored · Published by [Contour Aviation](#)

Beginning April 1st, Contour is proud to announce that Moab, UT and Vernal, UT will be adding an additional route to Denver, CO!!

While both locations will still be flying to/from Phoenix, AZ, Moab will offer 7 weekly flights and Vernal will offer 5 weekly flights to Denver. Plus, connect beyond Denver with our newest partner, United Airlines.

Hurry, tickets start at \$69 one way\*. Book now at [www.contourairlines.com](http://www.contourairlines.com).

\*Terms and Conditions Apply. Please visit [fare-sales](#) for details.

**Contour Airlines**  
Sponsored · Published by [Contour Aviation](#)

Beginning October 1st, Contour is proud to announce new jet service from Show Low, AZ to Phoenix, AZ!! Plus, connect worldwide with our partner, American Airlines.

To book your flight now, go to [www.contourairlines.com](http://www.contourairlines.com). Terms and Conditions apply\*.

\*For details, please visit [www.contouraviation.com/fare-sales](http://www.contouraviation.com/fare-sales).

**Fly Denver**  
nonstop to — ✈️  
**Moab and Vernal, UT**

**CONTOUR**  
CONTOURAIRLINES.COM  
Home  
Corporate Flight Management d.

**There's a New Sheriff in Town**

New jet service from **Show Low** to **Phoenix** begins October 1<sup>st</sup>.

Fares starting at **\$49** one way\*

**CONTOUR** Connections available worldwide with our partner, **American Airlines**

CONTOURAIRLINES.COM  
**Home**  
Corporate Flight Management d.b.a Contour Airlines.

[Book now](#)

# Contour Bid (Option A)

## Bid Overview

Essential Air Service Market	Page, AZ
Frequency*	12 weekly Round-Trips
Hub(s)	PHX (12)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	21,630
Average Fare	\$90
<b>Total Revenue</b>	<b>\$1,946,700</b>

## Expenses

Departure Costs	\$1,328,208
Aircraft Operating Costs	\$4,154,520
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$6,921,777</b>
Profit Component (5%)	\$346,089

## Proposed Subsidy Year 1

**\$5,321,166**

Proposed Subsidy Year 2	\$5,587,224
Proposed Subsidy Year 3	\$5,866,585
Proposed Subsidy Year 4	\$6,159,915

# Contour Bid (Option B)

## Bid Overview

Essential Air Service Market	Page, AZ
Frequency*	12 weekly Round-Trips
Hub(s)	PHX (7) + LAS (5)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	23,896
Average Fare	\$90
<b>Total Revenue</b>	<b>\$2,150,640</b>

## Expenses

Departure Costs	\$1,685,163
Aircraft Operating Costs	\$4,154,520
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$7,278,732</b>
Profit Component (5%)	\$363,937

<b>Proposed Subsidy Year 1</b>	<b>\$5,492,029</b>
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Proposed Subsidy Year 2	\$5,766,631
Proposed Subsidy Year 3	\$6,054,962
Proposed Subsidy Year 4	\$6,357,710

# Contour Bid (Option C)

## Bid Overview

Essential Air Service Market	Page, AZ
Frequency*	12 weekly Round-Trips
Hub(s)	PHX (7) + SLC (5)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	22,660
Average Fare	\$94
<b>Total Revenue</b>	<b>\$2,130,040</b>

## Expenses

Departure Costs	\$1,921,549
Aircraft Operating Costs	\$4,154,520
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$7,515,118</b>
Profit Component (5%)	\$375,756

## Proposed Subsidy Year 1

**\$5,760,834**

Proposed Subsidy Year 2	\$6,048,875
Proposed Subsidy Year 3	\$6,351,319
Proposed Subsidy Year 4	\$6,668,885



# CONTOUR

[www.ContourAirlines.com](http://www.ContourAirlines.com)





Todd M. Homan, Director  
United States Department of Transportation  
Office of Aviation Analysis  
1200 New Jersey Ave SE  
Washington, D.C. 20590

March 16, 2026

**Re:** Response to Order: 2026-2-9/Proposal to Provide Essential Air Service at Page Municipal Airport

**Via e-mail to:** [EAS@dot.gov](mailto:EAS@dot.gov) and [michael.gormas@dot.gov](mailto:michael.gormas@dot.gov)

Dear Mr. Homan,

Attached is Denver Air Connection's proposal to provide air service at the Page Municipal Airport serving Page, Arizona to PHX, DEN or LAX in a combination that best suits the needs of the community.

We look forward to the opportunity to support the region's transportation needs and economic growth by providing safe, reliable, scheduled passenger service.

Denver Air Connection provides passengers with seamless access to the most comprehensive route networks through convenient connections with United, American, and Delta, offering travel options tailored to meet a wide range of passenger needs.

Our service is developed with airline schedules in mind to ensure seat availability and direct flights to and from these hub airports. The communities we serve praise our excellent completion and on-time performance rates.

As directed by the RFP, we will offer the community 12 round-trip flights per week, flown under the highest safety standards afforded via Part 121, in 50-seat Embraer 145s for up to a four-year term.

We will work closely with local leadership to set the best possible schedule to maximize connection possibilities. Denver Air Connection believes this proposal meets the needs of the community and provides the best overall option for air service to the region.

Thank you for your consideration,

A handwritten signature in blue ink that reads "Marcus Hesting".

Marcus Hesting,  
Director of Finance  
Denver Air Connection  
13252 E. Control Tower Rd. | Englewood Colorado 80112 | O: 303.768.9626 | M: 720.635.5903  
[mhesting@keylimeair.com](mailto:mhesting@keylimeair.com) | [denverairconnection.com](http://denverairconnection.com)

# Proposal to Provide Essential Air Service

## Page, Arizona



**Filed: March 16, 2026**

**Via e-mail to: [EAS@dot.gov](mailto:EAS@dot.gov) and [michael.gormas@dot.gov](mailto:michael.gormas@dot.gov) with the title  
"Proposal to provide EAS to Page, Arizona"**

**Order: 2026-2-9**

**Served: February 13, 2026**

**Docket: DOT-OST-1997-2694**

**Under 49 U.S.C. § 41731 et seq.**

# 27 Years Of Service



With its passenger service brand Denver Air Connection, Key Lime Air is a regional airline committed to advancing transportation equity and economic opportunity in partner communities. Since 1996, we have delivered safe, reliable air service to rural and emerging markets—ensuring connectivity and vital access to the national and global transportation network.

Operating under both 14 CFR Part 121 and Part 135, we offer solutions that align with federal and state transportation goals. Our flexible certifications allow us to serve communities of all sizes, from Essential Air Service (EAS) routes to specialized charter operations, ensuring efficient use of public funds while maximizing community impact.

Our mission is simple: To empower economic and community growth through transportation access. With a deep understanding of logistical and regulatory complexities of regional aviation, Denver Air Connection is a proven partner in advancing public transportation infrastructure where it matters most.

We are excited for the opportunity to begin a new partnership with Page Municipal Airport and the surrounding community. We love what we do, and our passion shows by providing an extraordinary experience for both passengers and the regions we serve with safe, reliable, and on-time airline service.

The growing list of communities we serve is a testament to the quality service offered by Denver Air Connection. Our partner communities praise our impressive on time performance rate and onboard experience

# Safety+Skill = Reliability



## Safety

Safety is at the core of Denver Air Connection's culture. We maintain a Safety Management System that is integrated into every aspect of our operation.



## Skill

Denver Air Connection pilots and mechanics are trained to the highest standards in the world. Our pilot culture aspires to perfection on every flight.



## Reliability

All aircraft are maintained in house under our FAA approved maintenance program. This in conjunction with our Part 145 Repair Station gives us the ability to maintain, inspect, and alter our aircraft and components at all levels. We pride ourselves on never leaving passengers stranded due to maintenance issues. Our communities know that we will use our fleet to bring maintenance to a location to fix an issue or send a replacement aircraft to get the passengers to their destination



## Performance

Denver Air Connection has demonstrated an impressive completion rate of better than 98% for our EAS communities.



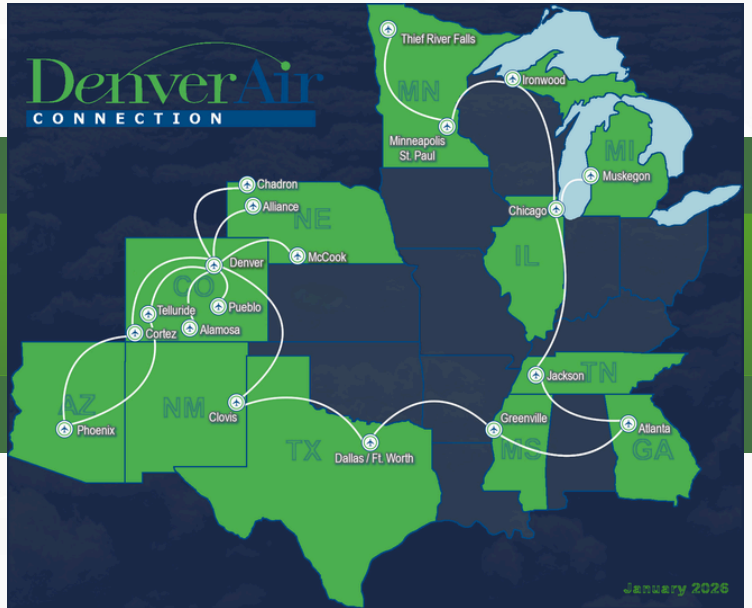
## Compliance

DOT EAS requirements, Denver Air Connection certifies it is in compliance with:

- 49 CFR Part 20 – New restrictions on lobbying; and
- 49 CFR Part 21 – Nondiscrimination in federally-assisted programs of the Department of Transportation – Effectuation of title VI of the Civil Rights Act of 1964; and
- 49 CFR Part 27 – Nondiscrimination on the basis of disability in programs and activities receiving or benefiting from federal financial assistance; and
- 14 CFR Part 382 – Nondiscrimination on the basis of disability in air travel; and
- 2 CFR Part 1200 – Government-wide debarment and suspension (non-procurement) and government-wide requirements for drug-free workplace (grants).



# The Communities We Serve



**Telluride, CO** – Denver Air Connection established the first and only scheduled passenger jet service to this mountain destination. Service to Phoenix began on December 16, 2021.

**Alamosa, CO** – Denver Air Connection began service to Denver in June 2022. In 2024, Alamosa selected Denver Air Connection to continue providing service through 2026.

**Cortez, CO** – Denver Air Connection began service to Denver and Phoenix in October 2022.

**Pueblo, CO** - Denver Air Connection began service to Denver International Airport on May 1, 2025.

**Clovis, NM** – Denver Air Connection began service to Denver on May 1, 2020. Service was expanded to include Dallas Ft. Worth International Airport on November 1, 2021. In 2022, Denver Air Connection was selected to continue serving the community for another four years.

**Muskegon, MI** - Denver Air Connection began service to Chicago O’Hare in November 2024.

**Ironwood, MI** – Denver Air Connection began service to Chicago O’Hare and Minneapolis on October 1, 2021. In 2023, the Ironwood community reselected Denver Air Connection for a four year term to provide service through 2027.

**Thief River Falls, MN** – Denver Air Connection began service to Minneapolis on June 1, 2020. In 2022, Denver Air Connection was selected to continue serving the community for another five years.

**Alliance, NE**– Denver Air Connection began service to Denver on June 1, 2019. In September 2025, Denver Air Connection was selected to continue service for another four years.

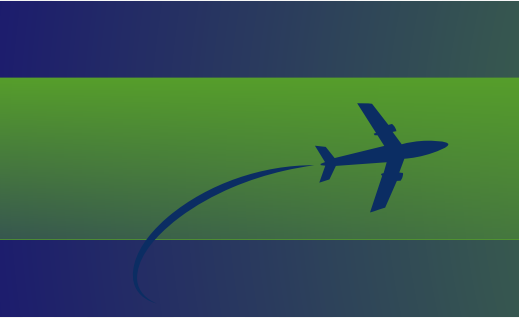
**McCook, NE** – Denver Air Connection began service to Denver in June 2022. In 2024, McCook reselected Denver Air Connection for an additional 4-year term extending service through 2028.

**Chadron, NE** - Denver Air Connection begins service to Denver International Airport on September 1, 2025.

**Jackson, TN** - Denver Air Connection began service to Atlanta Hartsfield Jackson and Chicago O’Hare on December 1, 2024.

**Greenville, MS** - Denver Air Connection began service to Atlanta and Dallas Ft. Worth on October 1, 2025.

# Investment in Our Fleet



With 20 years in operation, over 26 million flight hours, in service with 36 airlines in 26 countries, the ERJ-145 is a proven runway legend. The ERJ-145 has a 50-seat capacity and a 1550-mile range fully loaded. In addition to our initial fleet, that underwent an Embraer refurbishment in the Summer of 2019, Denver Air Connection purchased two additional ERJ-145XRs in January of 2024. The latest additions to the fleet arrived in February and April 2025 - two 30 passenger, custom configured ERJ-145s.

In the cabin, every detail has been considered. Overhead stowage compartments feature space-saving retractable panels and with no middle seat and the three-abreast, 31" seat pitch, every passenger has a comfortable window or aisle seat. Our 50 seat jets provide flexibility and choice to meet the community's emergent needs.



# Code Share vs. Interline



**BETTER** than Code Share. **DAC** gives you access to **ALL** our partners on **EVERY** flight.

- ✓ **GLOBAL CONNECTIONS WITH A SINGLE ITINERARY ON AMERICAN, UNITED, AND DELTA**
- ✓ **EASY BOOKING – IT'S YOUR CHOICE - BOOK THROUGH AIRLINE WEBSITES OR YOUR PREFERRED SOURCE**
- ✓ **NO HASSLE BAG TRANSFER - BAGS ARE CHECKED THROUGH TO YOUR FINAL DESTINATION**
- ✓ **PRICING ADVANTAGE – LOCAL PRICING NOT CONTROLLED BY BIG THREE**
- ✓ **CONVENIENT GATE LOCATIONS - WE OFFER CENTRAL PROXIMITY FOR EASY TRANSFERS**
- ✓ **MILEAGE PROGRAM – ACCRUE ON DAC – REDEEM ANYWHERE\***
- ✓ **24 - HOUR CUSTOMER SERVICE - OUR EMPLOYEES ARE NOT OUTSOURCED**
- ✓ **AMENITIES – DAC'S UNIQUE CHARTER-LIKE ATMOSPHERE OFFERS THE BEST SERVICE AND SNACKS IN THE SKIES**

\*Partner redemption program coming Spring 2026.





# Investment in Our Passengers



**We take pride in our dedication to our passengers.** Whether it's our 24-hour customer service team, our dedicated station agents, or our friendly flight attendants, Denver Air Connection is here to joyfully serve our guests. We share our dedication through our reliable service to each of our partner communities.

**Frequent Flyer Program** - Passengers on Denver Air Connection now earn points for every time they fly. With our Mile High Elite Program, passengers can redeem their points for future flights

**King Sized Service** - Passengers experience a true charter-like flight. Known for our king sized service and even bigger snacks, The Points Guy (<https://thepointsguy.com/news/best-snack-basket/>) described our inflight service as “the best snack basket in the sky.”





# Marketing Through Community



Denver Air Connection recognizes the critical role that marketing plays in the success of a community's airline service. To support this, we have allocated a minimum of \$25,000 annually to raise awareness and promote the utilization of the service.

This budget will support a comprehensive and coordinated marketing campaign, developed in close partnership with the community. Our strategy integrates traditional media—including print and broadcast—with robust digital outreach through our social media platforms. The goal is to enhance awareness, increase visibility, and improve customer satisfaction among the community's passengers.

Our marketing efforts are grounded in collaboration. We work closely with local professionals to craft and distribute compelling messaging, ensuring we reach the highest possible utilization rates for the service.





# A Partner in Growth

Denver Air Connection represents the airline partner that truly listens to the community’s needs and customizes service to meet those needs. The Department is directed to consider five factors when making a carrier selection:

## 1. The demonstrated reliability of the applicant in providing scheduled air service.

- **Denver Air Connection delivers an exceptional rate on completed flights and impressive on-time performance rate.**

## 2. The contractual and marketing arrangements the applicant has made with a large carrier to ensure service beyond the hub airport.

- **Denver Air Connection has established interline agreements with United Airlines, American Airlines, and Delta Air Lines which provides seamless access to these Airlines’ networks.**
- **Denver Air Connection maintains close contractual and marketing relationships with our airline partners and the communities we serve to ensure service beyond the hub airport.**

## 3. The interline agreements that the applicant has made with larger carriers to allow passengers and cargo of the applicant at the hub airport to be transported by the larger carrier(s) through one reservation, ticket, and baggage check in.

- **Denver Air Connection has interline agreements with American Airlines, United Airlines, and Delta Air Lines.**

## 4. Community views. The preferences of the actual and potential users of air transportation at the eligible place, giving substantial weight to the views of the elected officials representing the users of the service.

- **Denver Air Connection enjoys high levels of customer support from our passengers. We are happy to provide references for all the communities we serve to hear firsthand how we deliver on our promises every day.**

## 5. The air carrier has included a plan in its proposal to market the service.

- **Denver Air Connection will work with the community on how to best spend marketing dollars and to ensure marketing budgets are utilized and implemented effectively.**

# ESSENTIAL AIR SERVICE BID March, 16 2026

Denver Air Connection will provide a total of 12 weekly, nonstop, roundtrip flights in a schedule that best suits regional needs. Scheduled operations will take into account the needs and wants of the community and maximize connection potential. This proposal is for up to a four-year term.

## Option I:

<b>Denver Air Connection Essential Air Service Bid March 16, 2026</b>	
Round trips per week	PGA-PHX <u>12</u>
<b>Aircraft Data</b>	
Aircraft	ERJ-145
Block Hours	1,252
Available Seats	62,400
Load Factor	40%
<b>Passenger Revenue</b>	
Passengers	24,960
Average Fare	<u>120.00</u>
Revenue	2,995,200
<b>Expenses</b>	
Aircraft Lease	1,080,000
Crew Cost	1,539,464
Maintenance	647,481
Insurance	357,600
Overhead Facilities & Staff	1,068,000
PHX Operating Expense	587,596
PGA Operating Expense	478,405
Deice, Catering and Misc.	62,400
Marketing	25,000
Set-Up	10,000
Fuel Cost	<u>1,750,320</u>
Total Expense	7,606,266
<b>Annual Subsidy Requirement</b>	
Operating Income	(4,611,066)
Profit (5%)	<u>380,313</u>
Total Subsidy Year 1	4,991,379
Total Subsidy Year 2	5,141,120
Total Subsidy Year 3	5,295,354
Total Subsidy Year 4	5,454,215
<b>Effective Subsidy Rates</b>	
Subsidy per Trip (98% completion)	4,081
Subsidy per Passenger	200

# ESSENTIAL AIR SERVICE BID **March 16, 2026**

## Option 2:

**Denver Air Connection  
Essential Air Service Bid  
March 16, 2026**

	<u>PGA-DEN</u>
Round trips per week	12
<b>Aircraft Data</b>	
Aircraft	ERJ-145
Block Hours	1,628
Available Seats	62,400
Load Factor	40%
<b>Passenger Revenue</b>	
Passengers	24,960
Average Fare	<u>130.00</u>
Revenue	3,244,800
<b>Expenses</b>	
Aircraft Lease	1,080,000
Crew Cost	1,550,620
Maintenance	803,504
Insurance	357,600
Overhead Facilities & Staff	1,068,000
DEN Operating Expense	587,596
PGA Operating Expense	478,405
Deice, Catering and Misc.	62,400
Marketing	25,000
Set-Up	10,000
Fuel Cost	<u>2,275,416</u>
Total Expense	8,298,540
<b>Annual Subsidy Requirement</b>	
Operating Income	(5,053,740)
Profit (5%)	<u>414,927</u>
Total Subsidy Year 1	5,468,667
Total Subsidy Year 2	5,632,727
Total Subsidy Year 3	5,801,709
Total Subsidy Year 4	5,975,760
<b>Effective Subsidy Rates</b>	
Subsidy per Trip (98% completion)	4,471
Subsidy per Passenger	219

# ESSENTIAL AIR SERVICE BID **March 16, 2026**

## Option 3:

**Denver Air Connection  
Essential Air Service Bid  
March 16, 2026**

	PGA-LAX/DEN
Round trips per week	12
<b>Aircraft Data</b>	
Aircraft	ERJ-145
Block Hours	1,753
Available Seats	62,400
Load Factor	40%
<b>Passenger Revenue</b>	
Passengers	24,960
Average Fare	130.00
Revenue	3,244,800
<b>Expenses</b>	
Aircraft Lease	1,080,000
Crew Cost	1,635,458
Maintenance	873,815
Insurance	357,600
Overhead Facilities & Staff	1,068,000
LAX/DEN Operating Expense	837,196
PGA Operating Expense	478,405
Deice, Catering and Misc.	62,400
Marketing	25,000
Set-Up	10,000
Fuel Cost	2,594,592
Total Expense	9,022,466
<b>Annual Subsidy Requirement</b>	
Operating Income	(5,777,666)
Profit (5%)	451,123
Total Subsidy Year 1	6,228,789
Total Subsidy Year 2	6,415,653
Total Subsidy Year 3	6,608,123
Total Subsidy Year 4	6,806,366
<b>Effective Subsidy Rates</b>	
Subsidy per Trip (98% completion)	5,093
Subsidy per Passenger	250



**SWC**  
SkyWest Charter®



Page Municipal Airport

**Dear Mr. Gormas,**

SkyWest Charter (SWC) is pleased to submit this proposal to provide Essential Air Service (EAS) at Page Municipal Airport. While we propose a **two-year term** operating **12 subsidized weekly round-trips** via our 30-seat CRJ200 regional jets, our vision extends far beyond the contract dates. We view this as the beginning of a long-term partnership designed to scale alongside the Page community.

Our service is strategically engineered to catalyze regional growth:

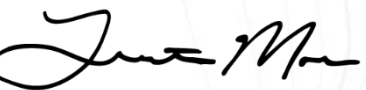
- **Optimized Connectivity:** By aligning schedules with major hubs in PHX, DEN, SLC, or LAX, we provide the seamless global access necessary to attract high-end tourism and community investment.
- **Capacity for Growth:** The 30-seat CRJ200 offers a premium cabin experience that elevates the airport's profile, ensuring Page is perceived as a premier, accessible destination.
- **Operational Stability:** We provide the reliability of an experienced partner, giving the local community the confidence to plan for long-term expansion.

This proposal is more than a flight schedule; it is a commitment to the economic vitality of the region. SkyWest Charter is dedicated to working hand-in-hand with airport leadership to ensure that air service remains a robust engine for Page's future development.

Thank you for your time and for the opportunity to grow together.

**Trent Moss**

Director – SWC SkyWest Charter



***We will offer 12 subsidized weekly round-trip flights for a two-year term utilizing the CRJ200.***

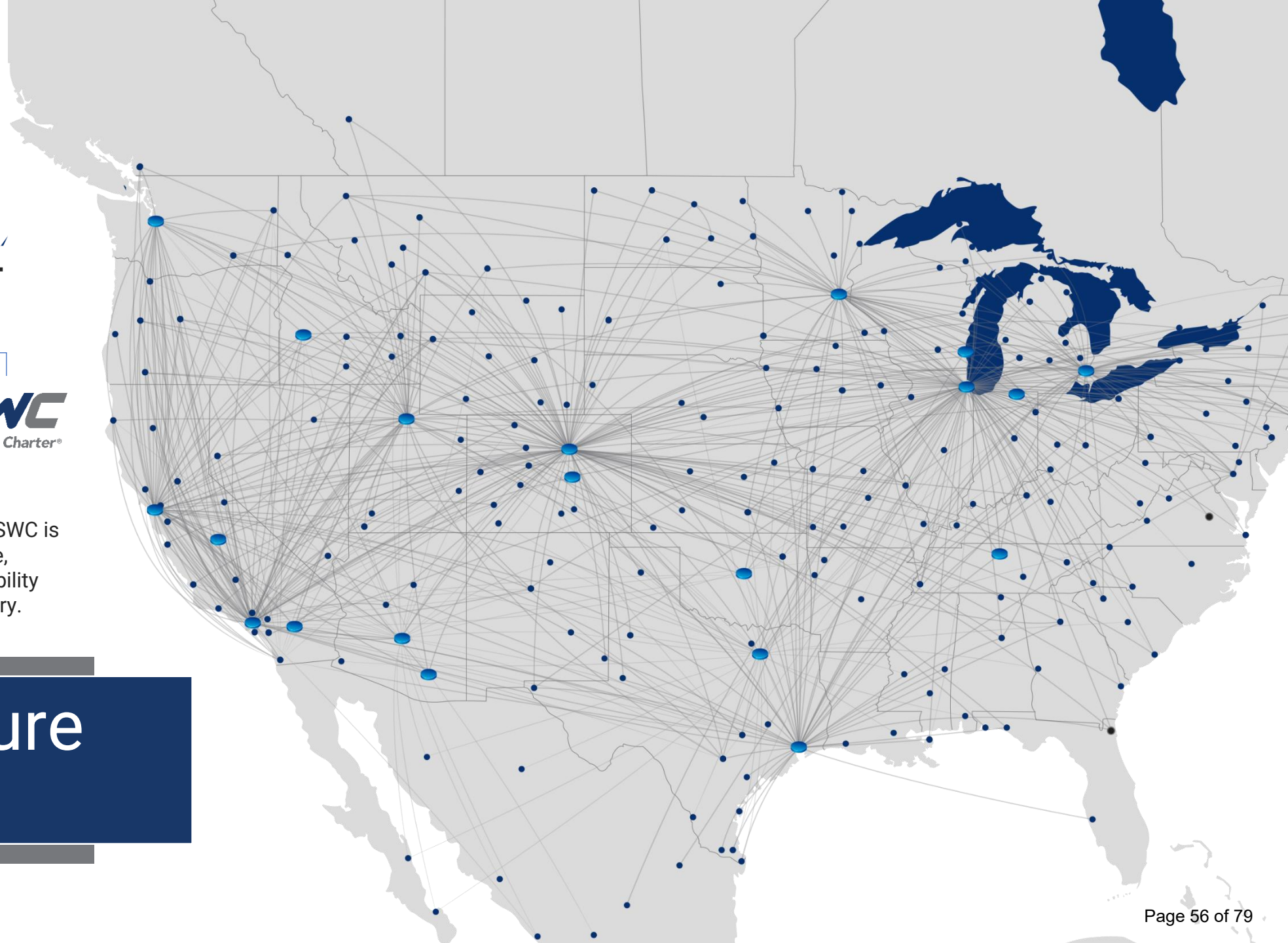


SWC welcomes the opportunity to offer service to the Page, AZ community. Our combination of safe and reliable aircraft, well-timed schedules, and access to a large airline network via interline agreement will provide passengers with quality air service and stimulate economic growth in the region. SWC will also actively partner with the community to market the service with a variety of promotions including print, digital, radio, and online.



As a subsidiary of SkyWest, Inc., SWC is supported by a vast infrastructure, offering unmatched product reliability and service in the Part 135 industry.

# Infrastructure Strength



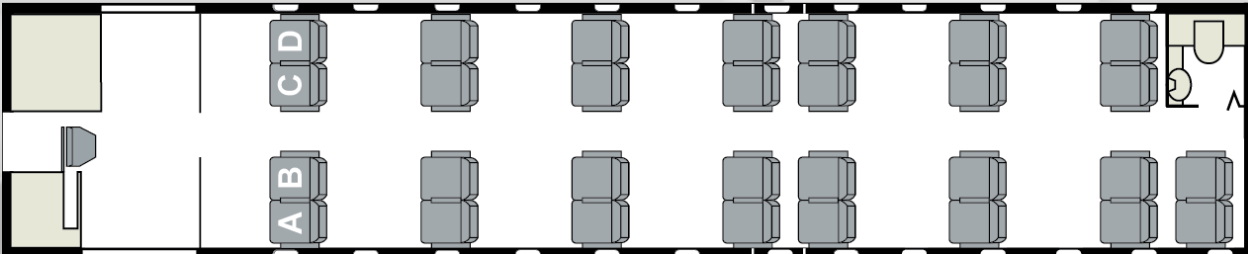
# Safety Programs

SWC is dedicated to the highest safety standards. The SWC team is proud to incorporate the following safety programs and certifications, reflecting our overall commitment to safety.





# 30-SEAT JET SERVICE



Number of  
round trips  
per week from  
PGA to  
PHX/DEN/SLC/LAX  
**12.0**

**30-SEAT  
CRJ200**



Passenger Revenue	
Passengers	20,592
Revenue	\$ 2,162,160

Block Time		Minutes
Trip block time - Average		66
Total scheduled block time		1,373
Total completed block time		1,332

RPMs	
Passengers	20,592
Stage length - Average	243
Total RPMs	5,003,856

ASMs	
Scheduled departures	1,248
Completed departures	1,211
Stage length	243
Available Seats	30
Total ASMs	9,097,920

Revenue	\$ 2,162,160
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Marketing costs	\$ 25,000
Direct operating expenses	\$ 3,520,442
Departure related	\$ 3,851,297
ASM related	\$ 84,793
Total expenses	\$ 7,481,531

Operating income (loss)	\$ (5,319,371)
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5% profit margin	\$ 374,077
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Annual subsidy requirement (Year 1)	\$ 5,693,448
Annual subsidy requirement (Year 2)	\$ 5,864,251
Annual subsidy requirement (Year 3)	\$ 6,040,179
Annual subsidy requirement (Year 4)	\$ 6,221,384

Effective subsidy rate per unit	
Subsidy per trip	\$ 4,703
Subsidy per passenger	\$ 276



*Backed by the strength of its parent company SkyWest, Inc., SWC is among the strongest CRJ200 operators in the world.*

# SWC

SkyWest Charter®

[www.skywestcharter.com](http://www.skywestcharter.com)





**SkyWest**  
AIRLINES®

# Page Municipal Airport Page Arizona



Dear Mr. Gormas:

SkyWest Airlines is pleased to submit two comprehensive proposals for Essential Air Service at **Page Municipal Airport**. Our mission is to provide the Page community with reliable, high-quality regional jet service that leverages our industry-leading partnerships to ensure global connectivity.

## Proposal Highlights

SkyWest intends to operate **624 subsidized annual round-trip flights**—averaging 12 flights per week—to accommodate seasonal demand. Both options offer a stable, long-term commitment for a term of up to **four years**, utilizing our proven CRJ-series regional jet fleet.

## Strategic Service Options

- **Option 1: American Airlines Partnership** Dedicated service to **Phoenix Sky Harbor (PHX)** under our American Airlines Codeshare Agreement. This option utilizes CRJ-700 and CRJ-900 aircraft to provide seamless access to the American Airlines global network.
- **Option 2: Dual-Carrier Connectivity** Expanded service to **Phoenix (PHX) and/or Salt Lake City (SLC)** through our agreements with both **American and Delta Air Lines**. This flexible model utilizes our CRJ-550, -700, and -900 fleet to maximize passenger choice and hub access.



**SkyWest**  
AIRLINES®

Cody Thomas  
Managing Director – Market Development



*We will offer 12 subsidized weekly round-trip flights for up to a four-year term utilizing a CRJ700, CRJ900, and/or CRJ550 aircraft.*



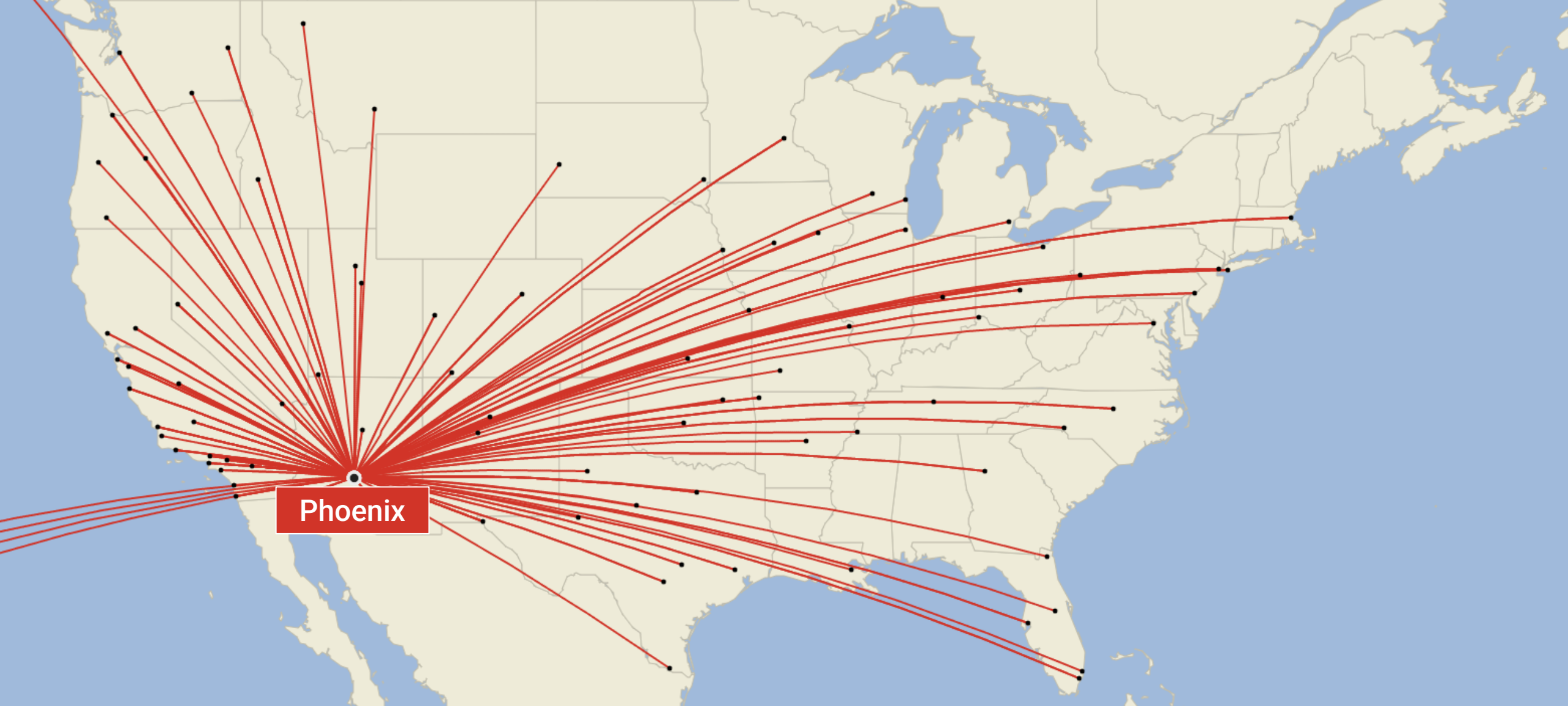
**SkyWest**  
AIRLINES®

SkyWest welcomes the opportunity to offer both American Eagle and/or Delta Connection service to the Page, AZ community. Our combination of safe and reliable aircraft, well-timed schedules, and access to the world's largest airline networks will provide passengers with quality air service and stimulate economic growth in the region. SkyWest will also actively partner with the community to market the service with a variety of promotions including print, digital, radio and online.

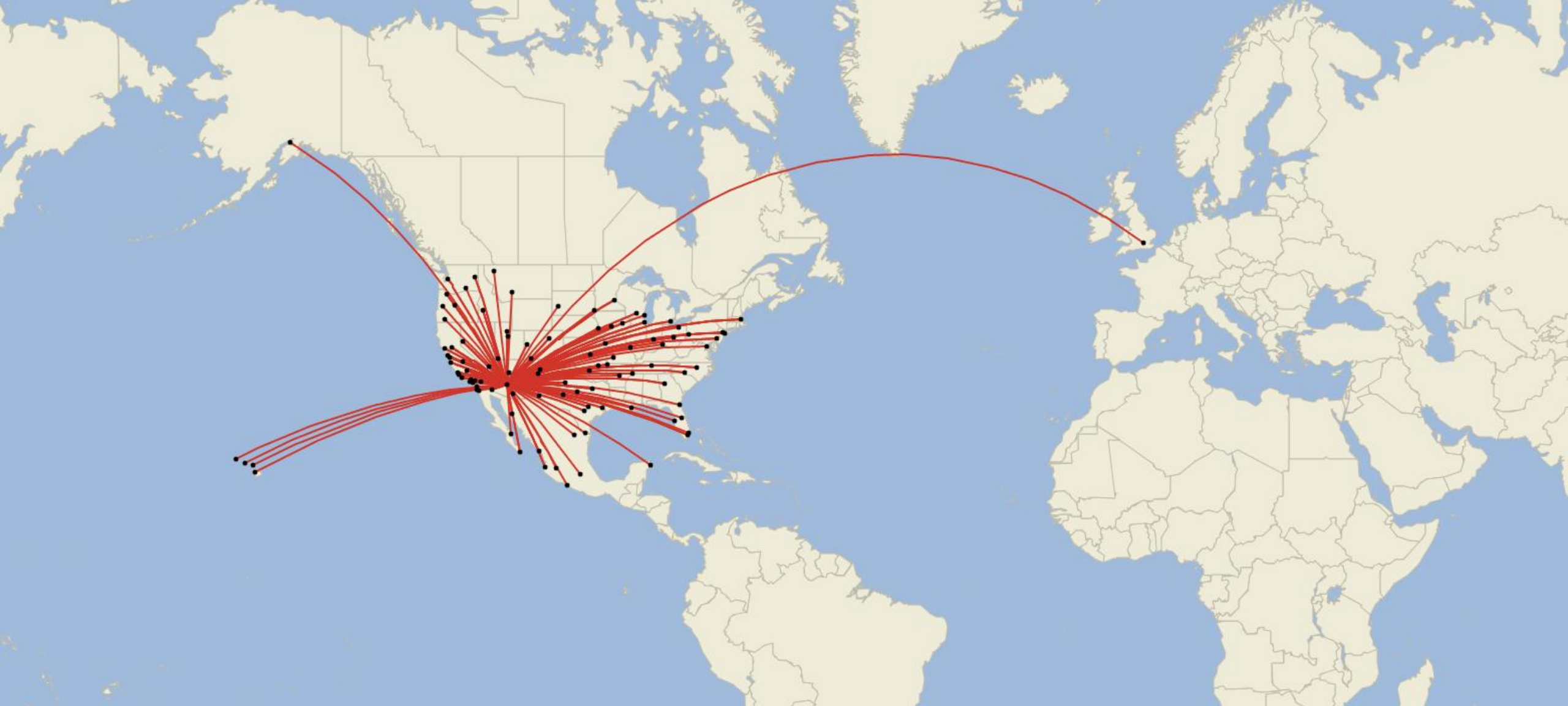
# CODESHARE ADVANTAGE

	CODESHARE	INTERLINE
Full Itinerary on Single Ticket for Connecting Flights	✓	✗
Frequent Flyer Miles for Flights From PGA	✓	✗
Auto Bag Transfer on Connecting Flights in Hub	✓	✗
Pricing Advantage – Especially International	✓	✗
Irregular Operations (IROP) Protection	✓	✗
Gate Proximity to Partner Departures	✓	✗
Amenities – Lounge Access and Travel Support	✓	✗





# DOMESTIC ROUTES FROM PHX



# GLOBAL ROUTE NETWORK



# 65/76-SEAT JET SERVICE WITH FIRST CLASS CABIN



Professional flight attendant on every flight

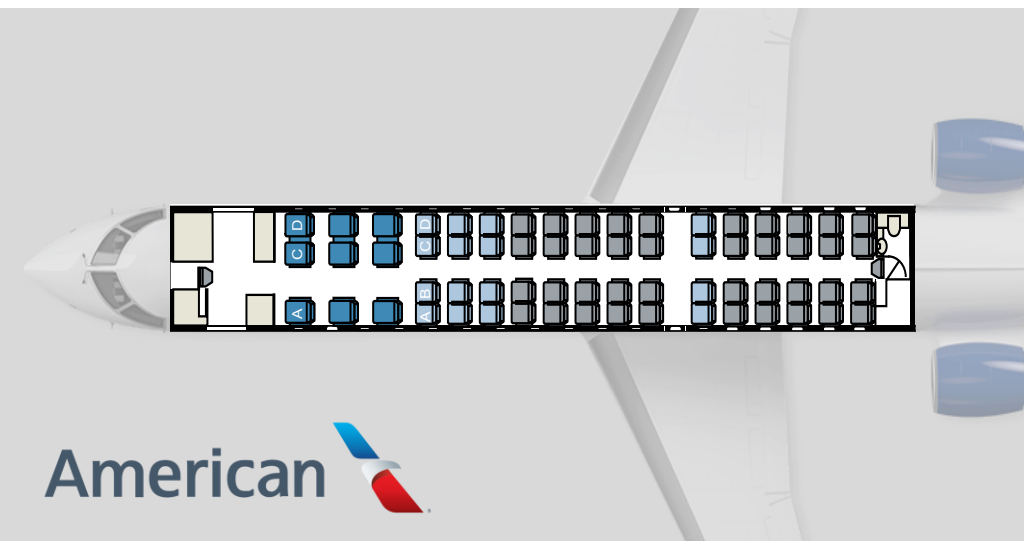
AAdvantage  miles that never expire

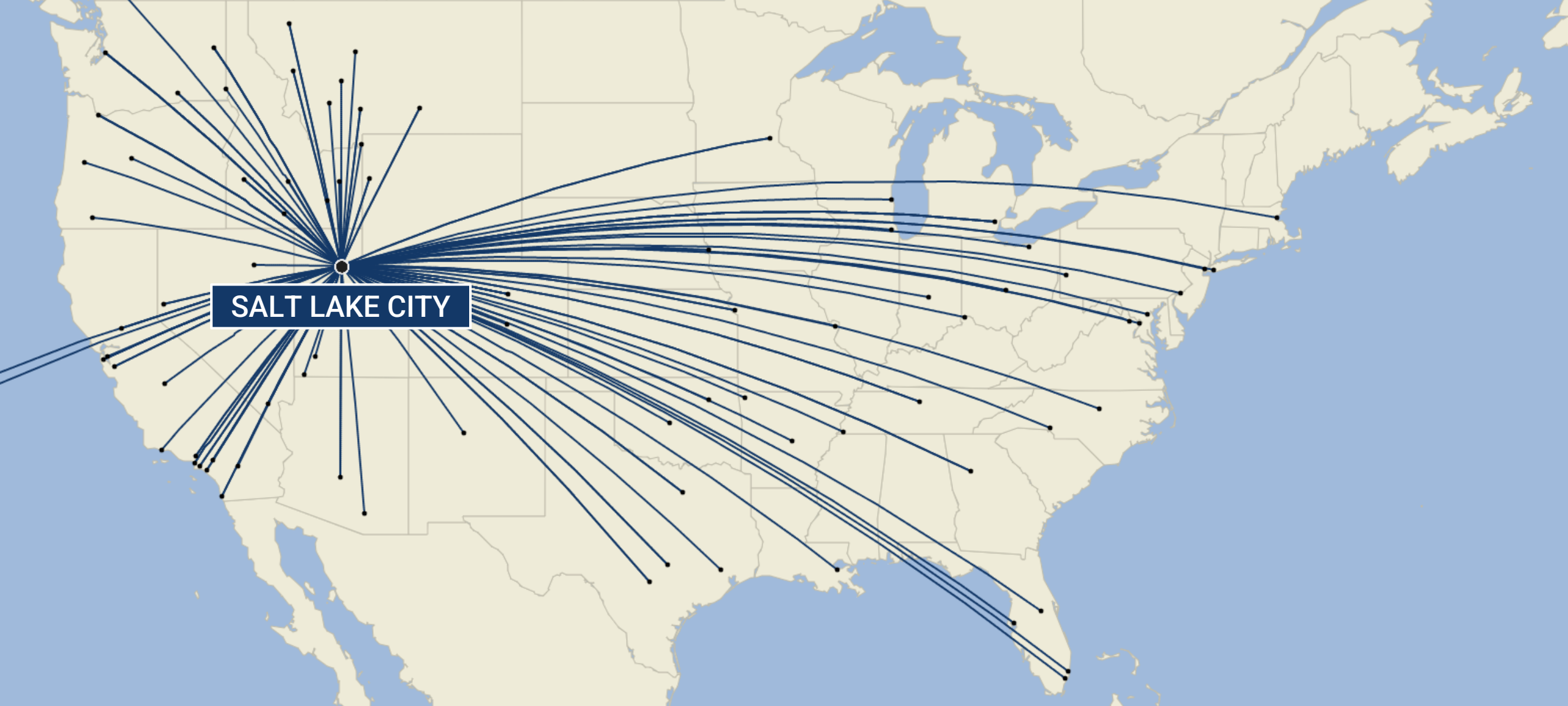


Mobile app & 24/7 customer service

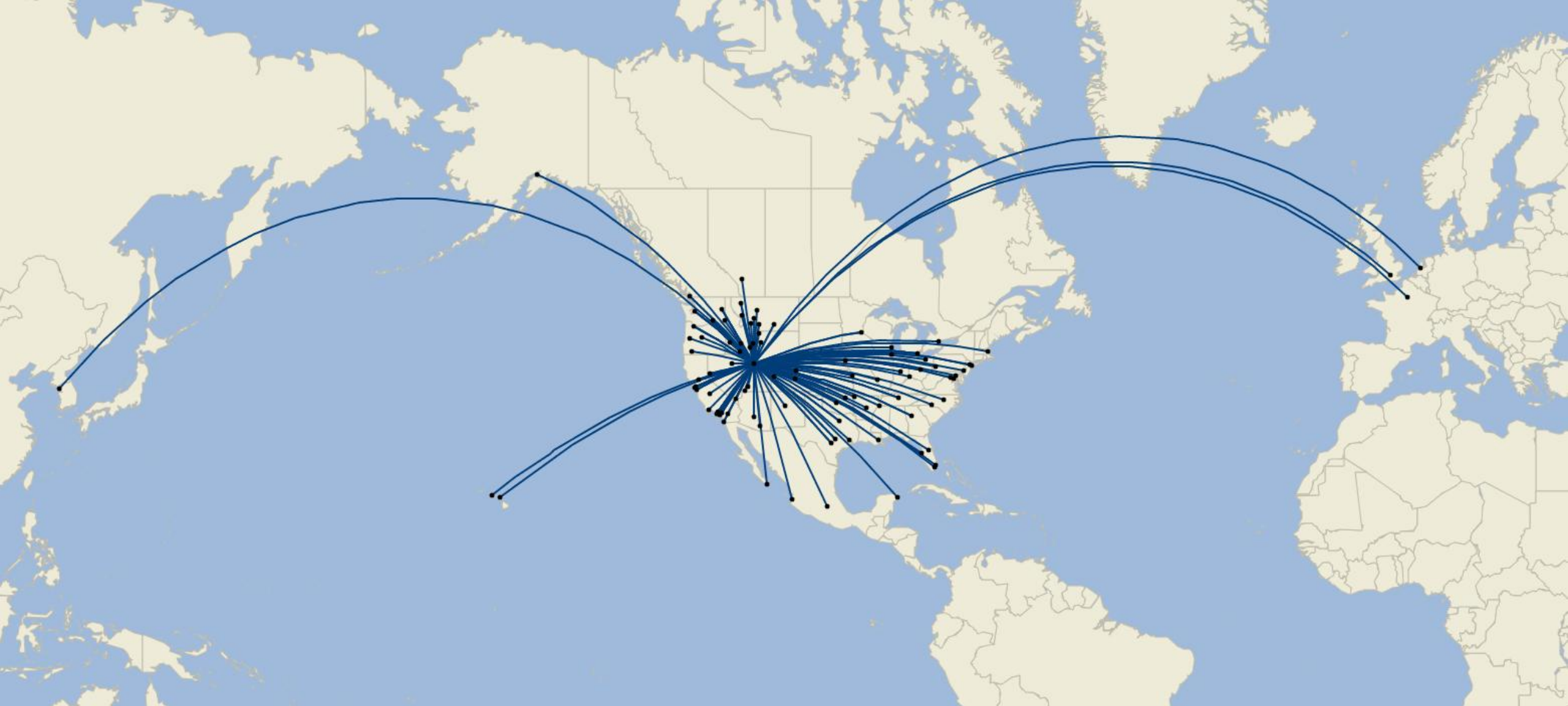


Seamless bag transfer to final destination





# DOMESTIC ROUTES FROM SLC



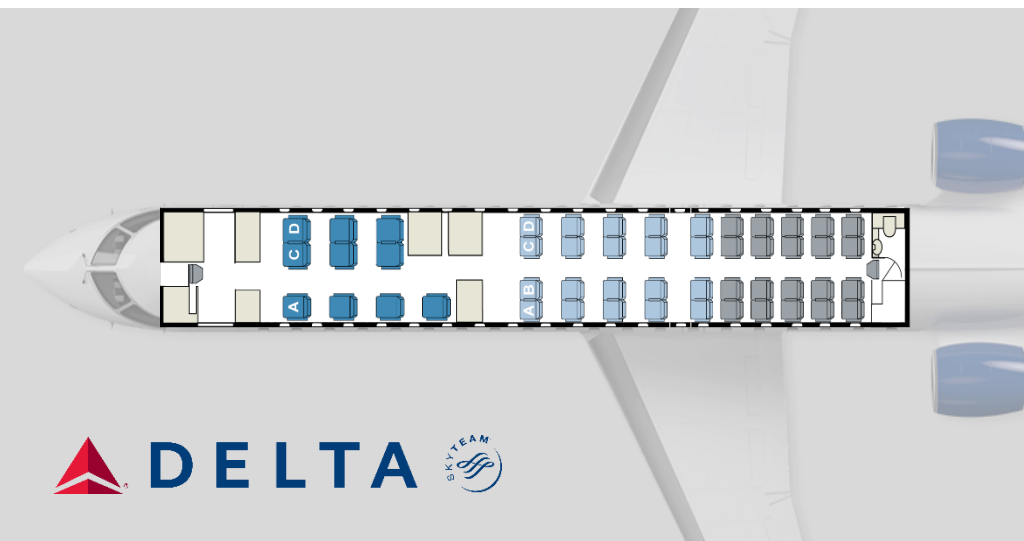
**DELTA**



**GLOBAL ROUTE NETWORK**



# 50-SEAT JET SERVICE



Professional flight attendant on every flight



Delta SkyMiles® that never expire



Mobile app & 24/7 customer service



Seamless bag transfer to final destination

Number of round trips per week from PGA to PHX  
**12.0**

**65-76 SEATS  
CRJ700/900**



Passenger Revenue	
Passengers	32,448
Revenue	\$ 3,569,280

Block Time	Minutes
Trip block time - Average	66
Total scheduled block time	1,373
Total completed block time	1,332

RPMs	
Passengers	32,448
Stage length - Average	243
Total RPMs	7,884,864

ASMs	
Scheduled departures	1,248
Completed departures	1,211
Stage length	243
Available Seats per Departure	65
Total ASMs	19,712,160

Revenue	\$ 3,569,280
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Marketing costs	\$ 25,000
Direct operating expenses	\$ 4,018,272
Departure related	\$ 4,253,808
ASM related	\$ 183,717
Total expenses	\$ 8,480,797

Operating income (loss)	\$ (4,911,517)
-------------------------	----------------

5% profit margin	\$ 424,040
------------------	------------

Annual subsidy requirement (Year 1)	\$ 5,335,557
Annual subsidy requirement (Year 2)	\$ 5,495,624
Annual subsidy requirement (Year 3)	\$ 5,660,492
Annual subsidy requirement (Year 4)	\$ 5,830,307

Effective subsidy rate per unit	
Subsidy per trip	\$ 4,408
Subsidy per passenger	\$ 164
Load factor	40%

**SkyWest will dedicate \$25,000 annually to market air service**

Number of  
round trips  
per week from  
PGA to PHX/SLC  
**12.0**

Passenger Revenue	
Passengers	32,292
Revenue	\$ 3,552,120

Block Time	Minutes
Trip block time	66
Total scheduled block time	1,373
Total completed block time	1,332

RPMs	
Passengers	32,292
Stage length	256
Total RPMs	8,197,956

ASMs	
Scheduled departures	1,248
Completed departures	1,211
Available Seats	58
Total ASMs	18,217,680

Revenue	\$ 3,552,120
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Marketing costs	\$ 25,000
Direct operating expenses	\$ 3,928,518
Departure related	\$ 4,391,509
ASM related	\$ 169,789
Total expenses	\$ 8,514,816

Operating income (loss)	\$ (4,962,696)
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5% profit margin	\$ 425,741
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Annual subsidy requirement (Year 1)	\$ 5,388,437
Annual subsidy requirement (Year 2)	\$ 5,550,090
Annual subsidy requirement (Year 3)	\$ 5,716,592
Annual subsidy requirement (Year 4)	\$ 5,888,090

Effective subsidy rate per unit	
Subsidy per trip	\$ 4,451
Subsidy per passenger	\$ 167
Load factor	45%

**SkyWest will dedicate \$25,000 annually to market air service**



**50 SEAT CRJ550  
& 65-76 SEAT  
CRJ700/900**





# TOP FAA PART 121 OPERATOR

	PART 121	PART 135
Two Air Transport Pilots in Flight Deck	✓	✗
Active Flight Dispatching	✓	✗
FAR Part 117 Rest Rules	✓	✗
Safety Management Systems	✓	✗
Advanced Qualification Program (AQP) Training	✓	✗



Founded in 1972 and headquartered in *St. George, Utah*



Connects small and medium sized communities to the *global air service network*



Fleet of nearly *500 aircraft*



Over *2,500 daily departures* to over 250 cities



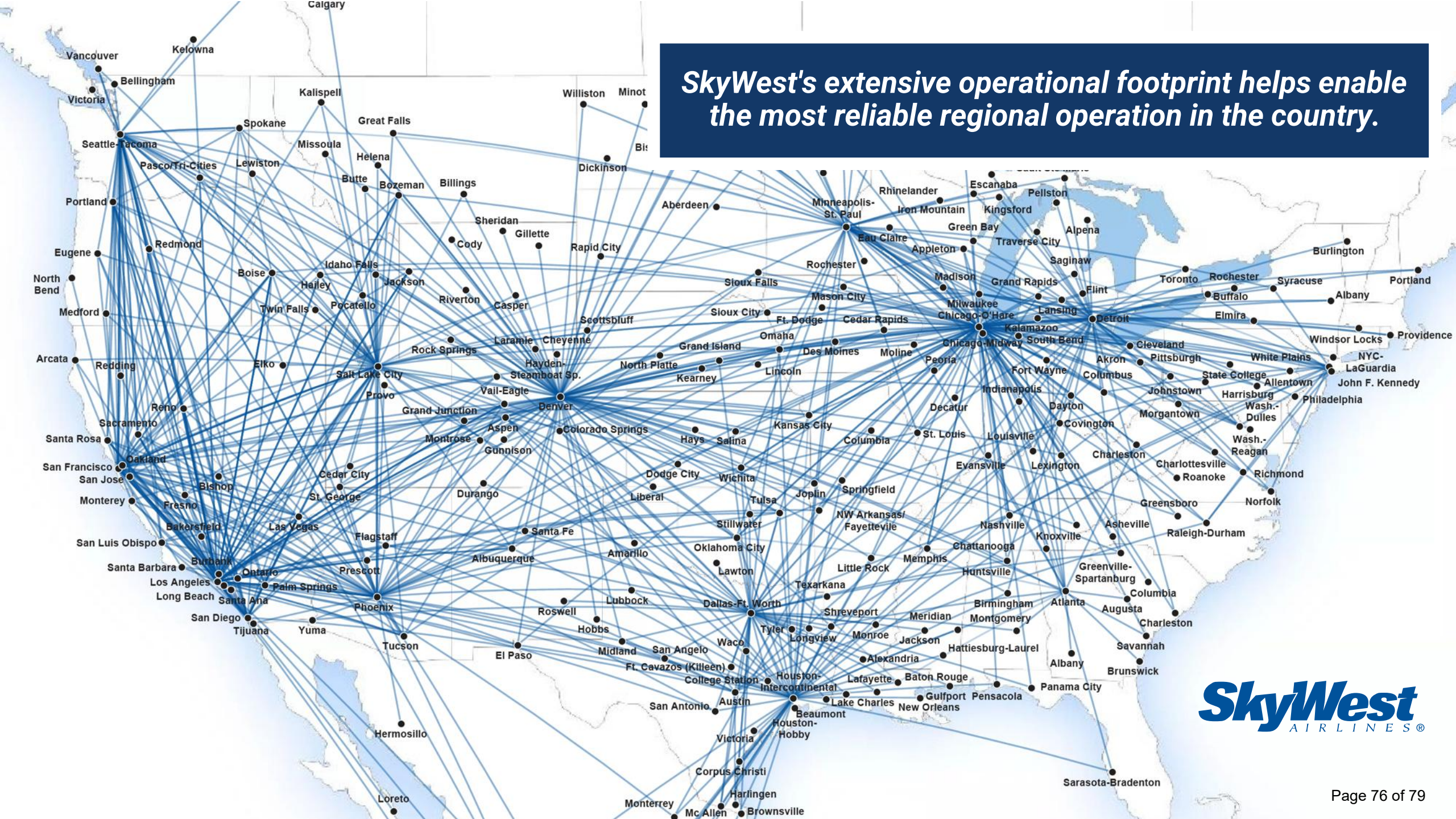
## ABOUT SKYWEST



*Partnership with four major airlines:*



**SkyWest's extensive operational footprint helps enable the most reliable regional operation in the country.**





*SkyWest is a leading CRJ200 operator and has been named the manufacturer's most reliable operator in North America five times.*

# SkyWest

AIRLINES®

[www.skywest.com](http://www.skywest.com)



Background: The Terminal Expansion Project was scheduled to begin in March but was delayed to allow the City to determine if they would like to further expand the project to change the secure area seating capacity from 37 passengers to approximately 60 passengers. Per our consultants, the estimated project cost is as follows: \$70k for additional design, \$1,500,000 for additional construction, and \$198,000 construction on-hold delay costs. Our consultants approximate a total of \$2 million for the expanded project (taking into account all factors, such as changes in materials cost) and a delay of at least 6 months. Costs associated with additional construction are unlikely to be reimbursed by the FAA.

Alternative to be considered: Allow the Terminal Expansion Project to proceed as originally designed. The original project is already funded under an FAA grant.

Recommendation to consider:

Our FAA Engineer & Program manager recommends we "complete the current expansion plan. If demand increases, and PGA experiences consistent data showing an upward trend, then plan on another expansion in a few years."