

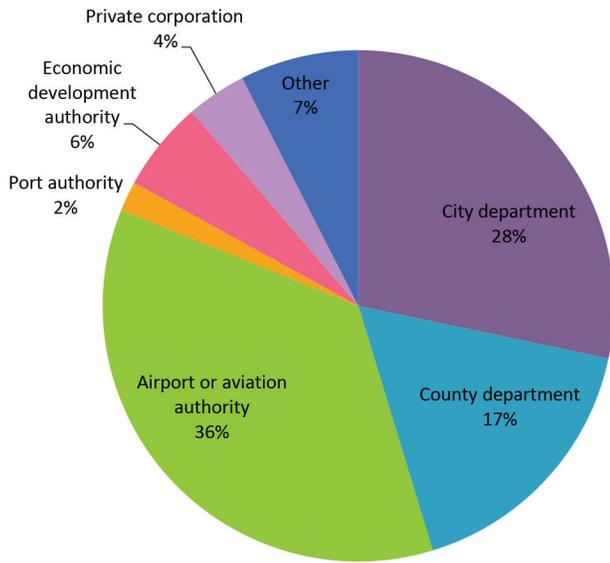
# APPENDIX B

## Survey Results

### Response Statistics

|                        |     |
|------------------------|-----|
| Participants Requested | 64  |
| Airports Responding    | 53  |
| Response Rate          | 83% |

### What is the governance form of your airport?

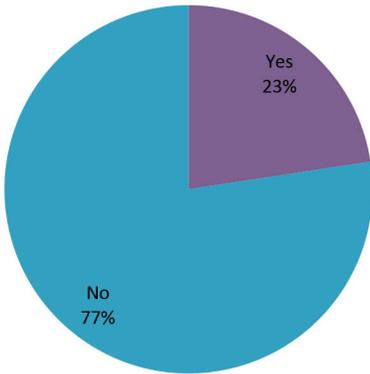


| Value                          | Percent | Count |
|--------------------------------|---------|-------|
| City department                | 28.3    | 15    |
| County department              | 17.0    | 9     |
| Airport or aviation authority  | 35.8    | 19    |
| Port authority                 | 1.9     | 1     |
| Economic development authority | 5.7     | 3     |
| Private corporation            | 3.8     | 2     |
| Other                          | 7.5     | 4     |
|                                | Total   | 53    |

### If you chose "Other" as your form of governance, please specify that form.

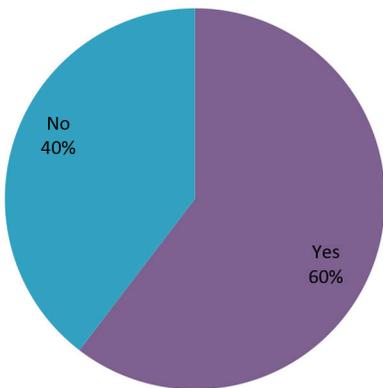
| Count | Response   |
|-------|--|
| 2     | Commission   |
| 1     | Port of Oakland is an independent department of the city of Oakland with its own Board of Port Commissioners |
| 1     | Special District   |

**Is your airport a joint use facility with the military?**



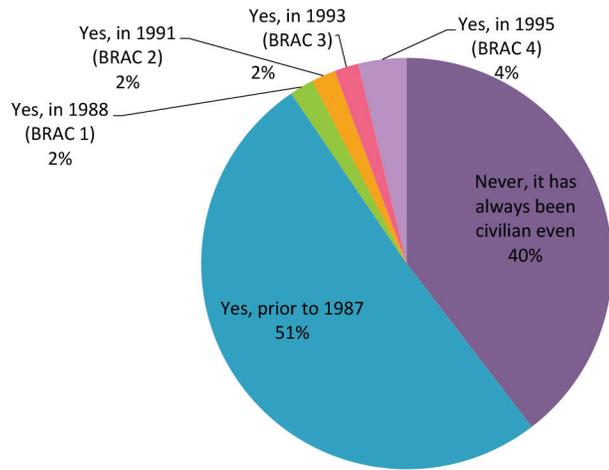
| Value | Percent | Count |
|-------|---------|-------|
| Yes   | 22.6    | 12    |
| No    | 77.4    | 41    |
|       | Total   | 53    |

**Is your airport a former military airfield?**



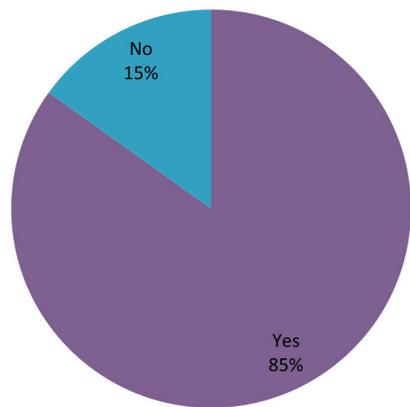
| Value | Percent | Count |
|-------|---------|-------|
| Yes   | 60.4    | 32    |
| No    | 39.6    | 21    |
|       | Total   | 53    |

**Was your airport transferred from military to civilian ownership?**



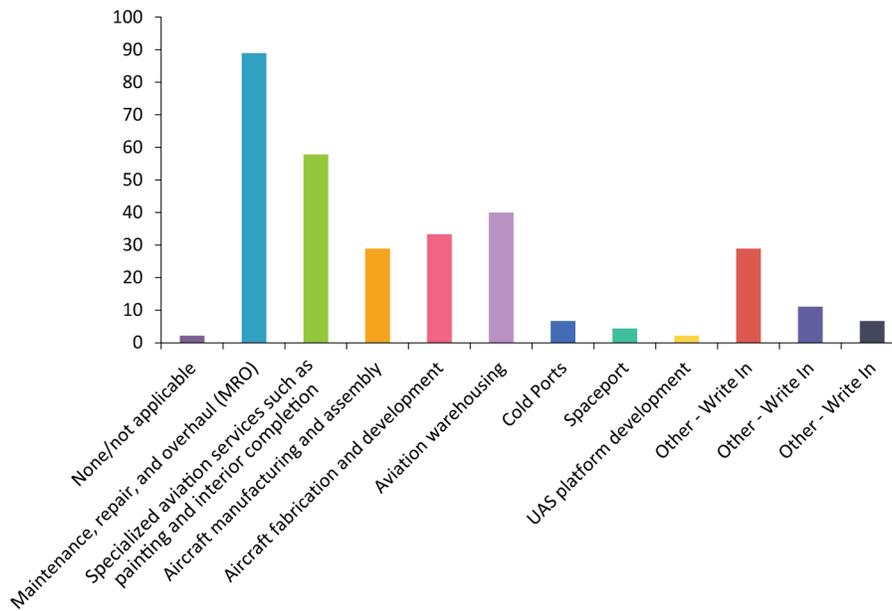
| Value  | Percent | Count |
|--|---------|-------|
| Never, it has always been civilian even if it went under military control temporarily during wartime | 39.6    | 21    |
| Yes, prior to 1987   | 50.9    | 27    |
| Yes, in 1988 (BRAC 1)  | 1.9     | 1     |
| Yes, in 1991 (BRAC 2)  | 1.9     | 1     |
| Yes, in 1993 (BRAC 3)  | 1.9     | 1     |
| Yes, in 1995 (BRAC 4)  | 3.8     | 2     |
| Total  |         | 53    |

**Do you have industrial aviation activity at your airport?**



| Value | Percent | Count |
|-------|---------|-------|
| Yes   | 84.9    | 45    |
| No    | 15.1    | 8     |
| Total |         | 53    |

**What types of industrial aviation activity do you currently have at your airport? (Please mark all that apply.)**

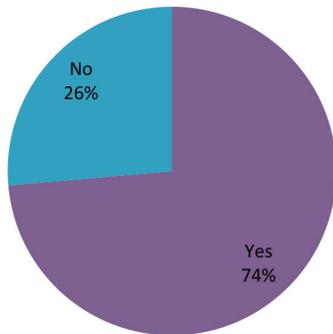


| Value  | Percent | Count |
|--|---------|-------|
| None/not applicable  | 2.2     | 1     |
| Maintenance, repair, and overhaul (MRO)                                | 88.9    | 40    |
| Specialized aviation services such as painting and interior completion | 57.8    | 26    |
| Aircraft manufacturing and assembly                                    | 28.9    | 13    |
| Aircraft fabrication and development                                   | 33.3    | 15    |
| Aviation warehousing   | 40.0    | 18    |
| Cold ports   | 6.7     | 3     |
| Spaceport  | 4.4     | 2     |
| UAS platform development   | 2.2     | 1     |

| Other-Write In   | Count |
|--|-------|
| Agriculture spraying ops   | 1     |
| Aircraft modification non-MRO  | 1     |
| Avionics   | 1     |
| Developing a P3 perishable air cargo complex under FAA Airport Privatization Pilot Program | 1     |
| Empire unmanned  | 1     |
| Engine repair  | 1     |
| Engine testing   | 1     |
| FBO  | 1     |
| MRO  | 1     |
| Military flight center—AWAC & P-8 production in addition to commercial aircraft            | 1     |
| NASA lab   | 1     |
| R&D/aircraft engine certification  | 1     |
| The spaceship “Dream Chaser” was built at APA  | 1     |
| Aircraft engine remanufacturing and testing  | 1     |
| Aircraft parts refurbishment/restoration   | 1     |

|  |   |
|--|---|
| Engine test cells                                      | 1 |
| Forest service base                                    | 1 |
| R&D  | 1 |
| Aircraft engine component overhaul and remanufacturing | 1 |
| GSE repair, leasing                                    | 1 |
| Manufacturing of air ambulances                        | 1 |

**Do you have other types of economic development activities on your airport property (current or former airport property)?**



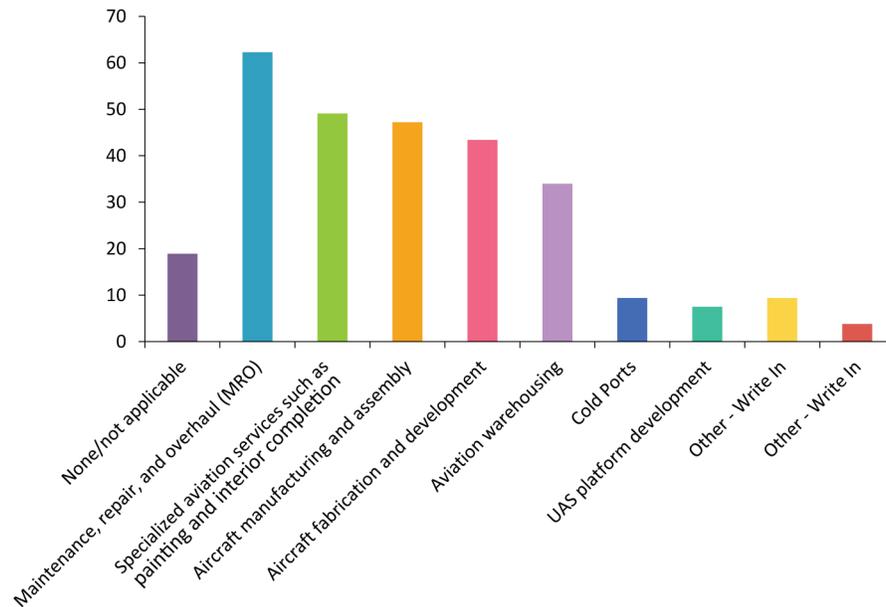
| Value | Percent | Count |
|-------|---------|-------|
| Yes   | 73.6    | 39    |
| No    | 26.4    | 14    |
|       | Total   | 53    |

**If you answered “Yes” to question 14, please describe those other types of development.**

| Count | Response   |
|-------|--|
| 1     | 1,700 acres of industrial/commercial/aeronautical commercial land with Master Developer  |
| 1     | 2 hotels   |
| 1     | Air cargo & distribution, aircraft flight crew simulator training, FAA NextGen program development   |
| 1     | All activities below are on airport-owned land. 1. Government Entities (Other County Departments, Federal Agency other than FAA) 2. Banking 3. Agricultural 4. Uniform Cleaning Services 5. Truck Rental (not passenger car rental) 6. Traffic Management Company (wholesaler and renter of cones, barricades, Jersey barriers, etc.) 7. Trucking company 8. Automotive Interior Parts Manufacturer 9. Taxi company 10. Power Generator Servicing and Sales 11. Door Company 12. Warehousing, non-aviation 13. Medical Supply Company 14. Miscellaneous Office Space |
| 1     | Flight simulation and training for military fixed wing   |
| 1     | Grand Canyon Tour Facilities, helicopter repair, aircraft paint shop and skydive facility  |
| 1     | Hangar development, non-aeronautical commercial park, future non-aeronautical logistics zone planned   |
| 1     | Hotel, office, and non-aeronautical commercial/industrial.   |
| 1     | Land & Air Super Park—the only state of Iowa certified Super Park. It is more than 500 acres of development-ready property   |
| 1     | Large distribution center (1.1 mil sf) being constructed on former airport land for major overnight shipping company   |
| 1     | Lay down property for petrochemical sites. A home improvement manufacturing facility and a Community College   |
| 1     | Lease development with air base facilities, both air side and land side.   |
| 1     | Manufacturing  |
| 1     | Manufacturing and warehousing/distribution   |
| 1     | Manufacturing business on nonaviation property; county animal control on nonaviation property  |
| 1     | McDonnell Douglas Aircraft Manufacturing on former Airport Property; Boeing C-17 Aircraft Manufacturing on former Airport Property; Gulfstream Design & Completion Operations on current Airport Property  |
| 1     | Multiple, including new airline(s)   |

| Count | Response   |
|-------|--|
| 1     | Museum, hotel, commercial  |
| 1     | Nonaviation business park  |
| 1     | Nonaviation warehouse rental car operations (non-airport-related)  |
| 1     | Nonaviation commercial development of excess land  |
| 1     | Outside of airport lands but within former Kelly Air Force base property limits—warehousing, cyber security, housing, Department of Defense missions, distribution, rail activities, office, and will have retail in the future  |
| 1     | Portions of the former military installation are now being reutilized by a variety of manufacturers, tech service providers, health care operations and a community college.   |
| 1     | Purchase of Tennessee Air National Guard Base for use by FedEx   |
| 1     | Small business incubator   |
| 1     | Solar array  |
| 1     | Two new full-service FBOs and maintenance facilities are being constructed, nonaeronautical commercial development.  |
| 1     | UPS has large shipping/warehouse activity located near ONT.  |
| 1     | Vista Clinical Fast Track Foods, Fed Ex Express, Great South Timber & Lumber Mill, Champion Home Builders (four plants), MEDTRANS/Trauma One, U.S. Dept. of Ag. (U.S. Forestry Tanker Base), Capital Metal Supply Tubular Building Systems   |
| 1     | Warehouse/distribution/logistics facility development. Rail intermodal facility  |
| 1     | Warehousing  |
| 1     | We are currently in the design stage of our 35 acre MRO/Air Cargo development.   |
| 1     | We have a 165 acre industrial. Our largest employer is SiTel. They are a computer call center that employs more than 500 people. In addition we have Filtration Manufacturing Inc. (FMI), which employs 15 people and makes lifetime filters. Lastly, Evans-Machine & Gear employs 10 people and is a gear remanufacturing facility. |
| 1     | We have a Business Park with a considerable mix of uses, from a County Corrections facility to a regional post office sort facility and a number of other diversified business and government activities.  |
| 1     | We have a business park with 260 different companies and 10,000 employees.   |
| 1     | We have a fair amount of non-aeronautical development, including a golf course, driving range, ice hockey and skating rinks, a karting race track and a hotel, accounting for about 15–20% of airport revenue.   |
| 1     | We have a large warehouse operation on airport property that is a non-aviation use.  |
| 1     | Defense contractors, avionics specialist   |

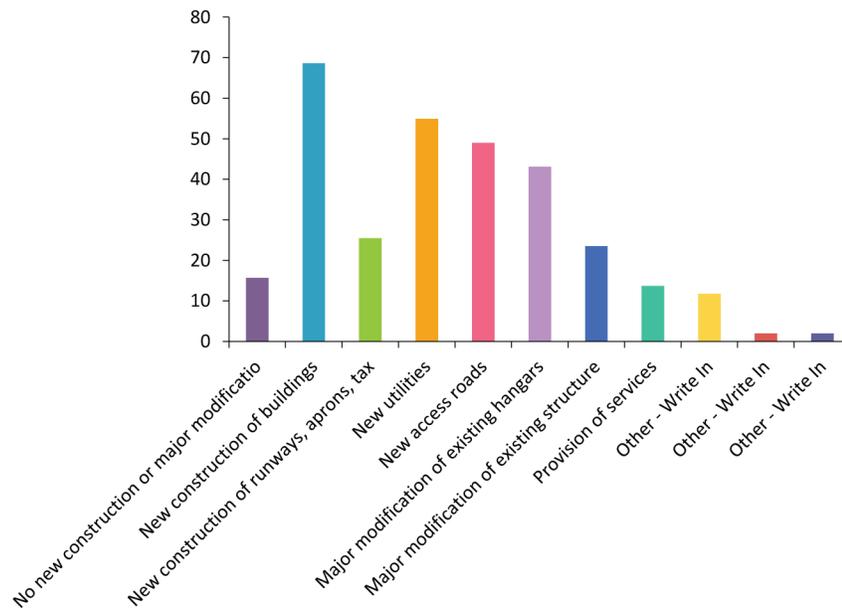
**What types of industrial aviation activity are you now actively seeking at your airport? (Please mark all that apply.)**



| Value  | Percent | Count |
|--|---------|-------|
| None/not applicable  | 18.9    | 10    |
| Maintenance, repair, and overhaul (MRO)                                | 62.3    | 33    |
| Specialized aviation services such as painting and interior completion | 49.1    | 26    |
| Aircraft manufacturing and assembly                                    | 47.2    | 25    |
| Aircraft fabrication and development                                   | 43.4    | 23    |
| Aviation warehousing   | 34.0    | 18    |
| Cold ports   | 9.4     | 5     |
| UAS platform development   | 7.5     | 4     |

| Other-Write In  | Count |
|---|-------|
| Building rail infrastructure                                      | 1     |
| Business park development   | 1     |
| Developing infrastructure for future aviation private development | 1     |
| Logistics   | 1     |
| Nonaviation industrial  | 1     |
| Distribution  | 1     |
| Waste water R&D   | 1     |

**What types of infrastructure did your industrial aviation development require? (Please mark all that apply.)**



| Value  | Percent | Count |
|--|---------|-------|
| No new construction or major modifications                   | 15.7    | 8     |
| New construction of buildings                                | 68.6    | 35    |
| New construction of runways, aprons, taxiways, or towers     | 25.5    | 13    |
| New utilities  | 54.9    | 28    |
| New access roads   | 49.0    | 25    |
| Major modification of existing hangars                       | 43.1    | 22    |
| Major modification of existing structures other than hangars | 23.5    | 12    |
| Provision of services  | 13.7    | 7     |

| Other—Write In   | Count |
|--|-------|
| In future will require construction of taxiway/s, utilities, stormwater drainage, etc. | 1     |
| Operation has been here for decades so not sure what was initially required.           | 1     |
| Private development of former aircraft manufacturing activities                        | 1     |
| Relocation of existing tenants   | 1     |
| Resurfacing of aprons  | 1     |
| Wetlands mitigation  | 1     |
| Land acquisition   | 1     |

**What funding source(s) did you use to pay for the infrastructure required by industrial aviation development? (Please mark all that apply.)**

| Value   | Percent | Count |
|---|---------|-------|
| AIP   | 37.7    | 20    |
| Agricultural lease  | 11.3    | 6     |
| Airport capital funds/equity  | 58.5    | 31    |
| Airport improvement trust   | 3.8     | 2     |
| Airport privatization (partial or full)   | 3.8     | 2     |
| Airport revenue bonds   | 9.4     | 5     |
| Bank loan to airport  | 5.7     | 3     |
| Commercial association  | 1.9     | 1     |
| Commercial paper  | 3.8     | 2     |
| Developer funded by directed cash and bank loan as lease condition              | 17.0    | 9     |
| Direct private investment   | 39.6    | 21    |
| Economic development bonds  | 9.4     | 5     |
| Federal grants and loans—EDA  | 22.6    | 12    |
| Federal grants and loans—USDA   | 5.7     | 3     |
| Federal grants and loans—other (not FAA, EDA, or USDA)                          | 3.8     | 2     |
| Free Trade Zone (FTZ)   | 15.1    | 8     |
| General obligation bonds  | 13.2    | 7     |
| Ground lease  | 41.5    | 22    |
| Industrial bonds  | 1.9     | 1     |
| Industrial development bonds  | 3.8     | 2     |
| Loans from airport sponsor  | 7.5     | 4     |
| Local improvement district (LID)  | 1.9     | 1     |
| Local Income Tax Revenue (CEDIT—City or County Economic Development Income Tax) | 7.5     | 4     |

|  |      |    |
|--|------|----|
| Mineral or petroleum royalties         | 1.9  | 1  |
| New markets tax credit                 | 1.9  | 1  |
| Outside Sponsorship                    | 1.9  | 1  |
| Passenger facility charges (PFCs)      | 7.5  | 4  |
| Public-private partnership (PPP, P3)   | 17.0 | 9  |
| Sale of utility or other services      | 5.7  | 3  |
| Special facility bonds                 | 7.5  | 4  |
| Special tax district                   | 3.8  | 2  |
| State aviation grants                  | 37.7 | 20 |
| State economic development grants      | 37.7 | 20 |
| State grants for public infrastructure | 18.9 | 10 |
| State infrastructure bank loans        | 3.8  | 2  |
| State loans                            | 3.8  | 2  |
| Tax increment financing (TIF)          | 7.5  | 4  |

| Other--Write In  | Count |
|--|-------|
| County economic development grant  | 1     |
| Economic development grant from a private foundation   | 1     |
| Funded by sponsor  | 1     |
| Hangars and facilities for aircraft maintenance are all tenant-funded.   | 1     |
| Infrastructure charges to tenants  | 1     |
| Line item appropriation (ATCT)   | 1     |
| Local economic development fund  | 1     |
| Local sales tax for transportation   | 1     |
| None. There was no infrastructure required specifically for the MRO.   | 1     |
| Not aware of social infrastructure required or paid for as they have been here for decades   | 1     |
| Private investment   | 1     |
| Redevelopment bonds  | 1     |
| Unknown...FAA funding used for the construction of our main runway (10,000 ft). Unsure if that was directly tied to the aircraft manufacturing adjoining the airfield. | 1     |
| Local (city) grants  | 1     |
| Local grants   | 1     |

**How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness.**

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How would you rate the funding methods for desirability and for effectiveness? The more stars you choose, the higher you rate the funding source for desirability or effectiveness.

|   | Desirability                            | Effectiveness                           |
|---|---|---|
| AIP                                     | ★★★★☆<br>Count: 32<br>Not Applicable: 0 | ★★★★☆<br>Count: 34<br>Not Applicable: 0 |
| Agricultural lease                      | ★★★☆☆<br>Count: 16<br>Not Applicable: 0 | ★★★☆☆<br>Count: 16<br>Not Applicable: 0 |
| Airport capital funds/equity            | ★★★★☆<br>Count: 29<br>Not Applicable: 0 | ★★★★☆<br>Count: 30<br>Not Applicable: 0 |
| Airport improvement trust               | ★★★☆☆<br>Count: 12<br>Not Applicable: 0 | ★★★☆☆<br>Count: 12<br>Not Applicable: 0 |
| Airport privatization (partial or full) | ★★★☆☆<br>Count: 12<br>Not Applicable: 0 | ★★★☆☆<br>Count: 12<br>Not Applicable: 0 |
| Airport revenue bonds                   | ★★★★☆<br>Count: 17<br>Not Applicable: 0 | ★★★★☆<br>Count: 18<br>Not Applicable: 0 |
| Bank loan to airport                    | ★★★☆☆<br>Count: 14<br>Not Applicable: 0 | ★★★☆☆<br>Count: 15<br>Not Applicable: 0 |
| Certificates of participation           | ★★★☆☆<br>Count: 11<br>Not Applicable: 0 | ★★★☆☆<br>Count: 11<br>Not Applicable: 0 |

|  | Desirability                               | Effectiveness                              |
|--|--|--|
| Commercial association   | ★★☆☆☆<br>Count: 9<br>Not<br>Applicable: 0  | ★★☆☆☆<br>Count: 10<br>Not Applicable:<br>0 |
| Commercial paper   | ★★☆☆☆<br>Count: 11<br>Not<br>Applicable: 0 | ★★☆☆☆<br>Count: 10<br>Not Applicable:<br>0 |
| Developer funded by directed cash and bank loan as lease condition | ★★★★☆<br>Count: 16<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 17<br>Not Applicable:<br>0 |
| Direct private investment  | ★★★★★<br>Count: 24<br>Not<br>Applicable: 0 | ★★★★★<br>Count: 24<br>Not Applicable:<br>0 |
| Economic development bonds   | ★★★★☆<br>Count: 14<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 13<br>Not Applicable:<br>0 |
| Federal grants and loans—EDA                                       | ★★★★☆<br>Count: 21<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 22<br>Not Applicable:<br>0 |
| Federal grants and loans—USDA                                      | ★★☆☆☆<br>Count: 12<br>Not<br>Applicable: 0 | ★★☆☆☆<br>Count: 14<br>Not Applicable:<br>0 |
| Federal grants and loans—other (not FAA, EDA, or USDA)             | ★★☆☆☆<br>Count: 10<br>Not<br>Applicable: 0 | ★★☆☆☆<br>Count: 10<br>Not Applicable:<br>0 |
| Free Trade Zone (FTZ)  | ★★★★☆<br>Count: 15<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 15<br>Not Applicable:<br>0 |
| General obligation bonds   | ★★☆☆☆<br>Count: 15<br>Not<br>Applicable: 0 | ★★☆☆☆<br>Count: 15<br>Not Applicable:<br>0 |

|   | Desirability                            | Effectiveness                           |
|---|---|---|
| Ground lease  | ★★★★☆<br>Count: 29<br>Not Applicable: 0 | ★★★★☆<br>Count: 30<br>Not Applicable: 0 |
| Industrial bonds  | ★★★★☆<br>Count: 12<br>Not Applicable: 0 | ★★★★☆<br>Count: 12<br>Not Applicable: 0 |
| Industrial development bonds  | ★★★★☆<br>Count: 11<br>Not Applicable: 0 | ★★★★☆<br>Count: 11<br>Not Applicable: 0 |
| Loans from airport sponsor  | ★★★☆☆<br>Count: 16<br>Not Applicable: 0 | ★★★★☆<br>Count: 16<br>Not Applicable: 0 |
| Local improvement district (LID)  | ★★★★☆<br>Count: 12<br>Not Applicable: 0 | ★★★★☆<br>Count: 12<br>Not Applicable: 0 |
| Local Income Tax Revenue (CEDIT—City or County Economic Development Income Tax) | ★★★★☆<br>Count: 14<br>Not Applicable: 0 | ★★★★☆<br>Count: 14<br>Not Applicable: 0 |
| Mineral or petroleum royalties  | ★★★★☆<br>Count: 14<br>Not Applicable: 0 | ★★★★☆<br>Count: 14<br>Not Applicable: 0 |
| New markets tax credit  | ★★★☆☆<br>Count: 10<br>Not Applicable: 0 | ★★★☆☆<br>Count: 10<br>Not Applicable: 0 |
| Outside Sponsorship   | ★★★★☆<br>Count: 14<br>Not Applicable: 0 | ★★★★☆<br>Count: 14<br>Not Applicable: 0 |
| Passenger facility charges (PFCs)   | ★★★★☆<br>Count: 17<br>Not Applicable: 0 | ★★★★☆<br>Count: 17<br>Not Applicable: 0 |

|  | Desirability                               | Effectiveness                              |
|--|--|--|
| Public-private partnership (PPP, P3)   | ★★★★☆<br>Count: 19<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 19<br>Not Applicable:<br>0 |
| Revolving investment funds             | ★★★☆☆<br>Count: 11<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 11<br>Not Applicable:<br>0 |
| Sale of conservation easements         | ★★★☆☆<br>Count: 9<br>Not<br>Applicable: 0  | ★★★★☆<br>Count: 10<br>Not Applicable:<br>0 |
| Sale of utility or other services      | ★★★★☆<br>Count: 14<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 14<br>Not Applicable:<br>0 |
| Special facility bonds                 | ★★★★☆<br>Count: 12<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 12<br>Not Applicable:<br>0 |
| Special tax district                   | ★★★★☆<br>Count: 12<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 12<br>Not Applicable:<br>0 |
| State aviation grants                  | ★★★★☆<br>Count: 28<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 29<br>Not Applicable:<br>0 |
| State economic development grants      | ★★★★☆<br>Count: 23<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 24<br>Not Applicable:<br>0 |
| State grants for public infrastructure | ★★★★☆<br>Count: 16<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 16<br>Not Applicable:<br>0 |
| State infrastructure bank loans        | ★★★★☆<br>Count: 13<br>Not<br>Applicable: 0 | ★★★★☆<br>Count: 13<br>Not Applicable:<br>0 |

|  | Desirability                            | Effectiveness                           |
|--|---|---|
| State loans  | ★★★☆☆<br>Count: 12<br>Not Applicable: 0 | ★★★★☆<br>Count: 13<br>Not Applicable: 0 |
| Tax increment financing (TIFs)   | ★★★☆☆<br>Count: 14<br>Not Applicable: 0 | ★★★★☆<br>Count: 14<br>Not Applicable: 0 |
| USDA crop subsidies  | ★★☆☆☆<br>Count: 9<br>Not Applicable: 0  | ★★★★☆<br>Count: 9<br>Not Applicable: 0  |
| Infrastructure Charges to Tenants:How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness.            | ☆☆☆☆☆<br>Count: 1<br>Not Applicable: 0  | ★★★★☆<br>Count: 1<br>Not Applicable: 0  |
| Line Item Appropriation:How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness.                      | ★★★★★<br>Count: 1<br>Not Applicable: 0  | ★★★★★<br>Count: 1<br>Not Applicable: 0  |
| Local (City) Grants:How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness.                          | ★★★★★<br>Count: 1<br>Not Applicable: 0  | ★★★☆☆<br>Count: 1<br>Not Applicable: 0  |
| Local Sales Tax dedicated for Transportation:How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness. | ★★★☆☆<br>Count: 1<br>Not Applicable: 0  | ★★★★★<br>Count: 1<br>Not Applicable: 0  |
| Local property tax mileage. :How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness.                 | ★★★★★<br>Count: 1<br>Not Applicable: 0  | ★★★★★<br>Count: 1<br>Not Applicable: 0  |
| Redevelopment Bonds:How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness.                          | ★★★★★<br>Count: 1<br>Not Applicable: 0  | ★★★★★<br>Count: 1<br>Not Applicable: 0  |
| State and Federal grants. :How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness.                   | ★★★★★<br>Count: 1<br>Not Applicable: 0  | ★★★★★<br>Count: 1<br>Not Applicable: 0  |

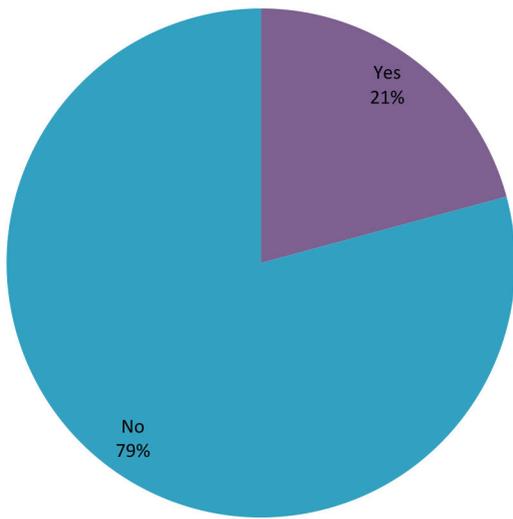
|  | Desirability                           | Effectiveness                          |
|--|--|--|
| Throughput and concession fees:How would you rate the funding methods for desirability and for effectiveness? (You'll be asked to define "effectiveness" in question 20.) The more stars you choose, the higher you rate the funding source for desirability or effectiveness. | ★★★★★<br>Count: 1<br>Not Applicable: 0 | ★★★★★<br>Count: 1<br>Not Applicable: 0 |

**In question 19, what did you mean by “effectiveness”? Please describe your working definition.**

| Count | Response  |
|-------|---|
| 1     | AIP is a good source of revenue; however, often takes considerable effort to inform/educate FAA. Airport capital is quick easy and only requires Commission support.  |
| 1     | Ability to satisfy identified needs   |
| 1     | Applicability and likelihood of securing funding  |
| 1     | Being able to effectively and efficiently deploy the funds  |
| 1     | Ease of access to funds. Adequate resources, within the limitations of staffing, initiating, and completing of projects. Availability to reach out to FAA to work together on projects  |
| 1     | Ease of implementation and use  |
| 1     | Effectiveness includes ability to secure those types of funds   |
| 1     | Effectiveness is a combination of availability of funds, flexibility in how funds are used (less restrictions = greater effectiveness), simplicity of process to obtain funds, portion of total project cost that the funding source can/will fund, ongoing administrative/compliance/reporting burden.               |
| 1     | Effectiveness is a combination of the following factors: availability of funds; flexibility in use of funds (less restrictions = greater effectiveness); simplicity of process to obtain funds; portion of total project cost that the source can/will fund; ongoing administrative/compliance/reporting obligations. |
| 1     | Effectiveness is a combination of the ratio of the cost of additional work and bureaucratic regulations to the value of the actual capital improvement and the number of jobs supported by that improvement.  |
| 1     | Effectiveness is defined as availability, efficiency, and applicability of funds based on project type. Certain required components of development projects may not be approved through certain funding sources, and the funding source that may indeed be approved may be too cumbersome to be efficient.            |
| 1     | Effectiveness means there is a guaranteed funding source to provide for the majority of the cost to develop and construct needed facilities and infrastructure.   |
| 1     | Effectiveness to me means that you were able to achieve the overall goal of what you were planning to do.   |
| 1     | Financing vehicle mechanics and structure (T&C's) conducive to institutional and investment banks   |
| 1     | Flexibility in use  |
| 1     | Focus on results-oriented development. Effectiveness = results.   |
| 1     | For funding sources, effectiveness meant how easy were the funds to obtain, use, and have the use be flexible enough as a proposed development changed. I also considered how easy the funds were to use for different types of development.  |
| 1     | Funds were made available in the amounts required on a timely basis.  |
| 1     | Getting the money to complete the work  |
| 1     | Hard to obtain!   |
| 1     | How did the conditions or restrictions associated with the funding source/s match up to the goals and objectives of the project   |
| 1     | How well did it meet the final need.  |
| 1     | I did not use the effectiveness rating.   |
| 1     | Limited in its application. Infrastructure only.  |
| 1     | Meets the goals of the airport and the community  |
| 1     | Money was economically spent and achieved desired result.   |
| 1     | Not applicable/unknown, thus no items addressed above.  |
| 1     | Percentage of funding source and match requirements; ease of use and access of funds  |
| 1     | Proven historical results   |
| 1     | Quick and easy access to funds  |
| 1     | Speed and efficiency of funding source  |
| 1     | The EDA grant helped to fund utility installation for two large new hangars, which now employ more than 800 people.   |
| 1     | The FAA ADO, FDOT District 2, State Economic Development Office, Columbia County and the City of Lake City all have worked together as team to provide the funds needed at the airport.   |
| 1     | The ability of the funded company to maintain and grow its business without continually coming back for additional public sector financing. Also, the demonstrated net value to the city by increased property taxes and incomes.   |
| 1     | The desired/requested funds were/were not available to accomplish the goal. Less stars means the funds were sought but not available.   |
| 1     | The effectiveness means that it worked well and helped to capture new or expanding businesses.  |
| 1     | The funding option allowed the airport to increase property value and revenue base because of the development.  |

| Count | Response   |
|-------|--|
| 1     | The ratio of effort and finances to the result   |
| 1     | The resulting success of business growth and new jobs creation   |
| 1     | The uses of the funds were effective in accomplishing the economic development project. The mid-level rating is only based upon the challenges of using the funding sources. |
| 1     | Value of resource in terms of eligibility of ability to fund various aspects of proposed development project   |
| 1     | With direct investment the aviation manufacturing plant was designed and constructed very rapidly without having to wait for government funds.                               |
| 1     | Able to achieve desired result in a period of time   |
| 1     | Ease of using funds and restrictions associated with their use   |
| 1     | Fairly easy to obtain without undue restrictions   |
| 1     | Lowest cost of money with lowest administrative burden   |
| 1     | Our ability to utilize funds without restrictions  |

**Were any sources of funding available to your airport but were not considered because of restrictions or conditions that were unacceptable to the airport?**



| Value | Percent | Count |
|-------|---------|-------|
| Yes   | 20.8    | 11    |
| No    | 79.2    | 42    |
|       | Total   | 53    |

**What positive and negative issues did you encounter if you tried to combine two or more funding sources? (If you did not combine funding sources, please say so. If you combined funding sources without any issues, please describe the process. If you had issues and resolved them, please describe how you solved the problems.)**

| Count | Response  |
|-------|---|
| 6     | N/A   |
| 1     | AIP—Trying to build infrastructure for a current need that does not look exclusive.   |
| 1     | AIP and the Private Foundation sources were combined to pay for some apron replacement and resurfacing. This required some very careful accounting procedures and a lot of planning to make sure that only the AIP eligible portion of the project used AIP funds as a source. This was done but at a greater administrative cost.  |
| 1     | CDBG—requires a county partnership and must be directly beneficial for the community.   |
| 1     | Combining FAA grants and state transportation grants and/or state loan to fund a project  |
| 1     | Combining funding sources is always a challenge. However, the Oregon State Department of Aviation is working hard to make state funds available to support federal grants.  |
| 1     | Determining what portions of project(s) could be paid from AIP and state capital funds and conditions attached to each  |
| 1     | Have history of combining funding sources, which is desirable because each participant is able to leverage finite dollars toward a greater success  |
| 1     | In the past we have combined federal and state grants with no issues. We are currently looking to combine several sources to build a large hangar. Things have gone well so far.  |
| 1     | It is not necessarily the combining of the funds that is the problem, but rather the ability to move quickly enough by using multiple funding partners and the process and procedures that we must follow in order to get under grant. Complications arise as the state and federal fiscal years are different and grant awards are handled at different time periods.  |
| 1     | Large revenue bonds   |
| 1     | Legal documentation   |
| 1     | Local government and state governments worked together to provide tax incentive programs to private developer of aviation plant.  |
| 1     | Many of our projects have dual funding sources, such as State or Federal Grant and Aviation Revenue Bonds.  |
| 1     | Multiple grants from different public jurisdictions make it difficult to put together a deal.   |
| 1     | Negative is that the loan/grant applications are complicated when combining multiple funding sources on a project. Positives are that upon funding awards the reimbursement processes are relatively simple.  |
| 1     | No comment.   |
| 1     | None that I am aware of.  |
| 1     | Record keeping to satisfy the various grant requirements can be burdensome We hired grant management professionals to oversee our processes.  |
| 1     | Some funding sources had conflicting requirements that prevented the sources from being combined. However, most funding sources were combined due to the political savvy of the airport director. I am not the best person to answer this question unfortunately.   |
| 1     | The only issue FWA encountered is a handful of community residents who vocalized their belief that public funds should not be used to aid in the development of private business.   |
| 1     | The positive side of combining two funding sources was that between the two you were able to achieve the ultimate goal. The negative was that it required much time and explanation to each contributor. Example: Revenue Bonds and Bank Loans.   |
| 1     | Typically we combine AIP with PFC and State funds. No issues except PFC are so hard to predict two years out on how much a project will cost.   |
| 1     | Unique financing model for this airport project never done before. Took years to educate potential users/guarantors   |
| 1     | Use state and county funds plus a major investment from the MRO operator. No issues.  |
| 1     | Used local tax revenue, state economic development funds for a project. Just required to explain the different funding sources.   |
| 1     | We are in the process of securing funding through a combination of PPP, state infrastructure bonds and city LID. So far they are complementary, with no negative issues. We went through an RFP process for the PPP. Because the airport-authority-owned land is the last large contiguous industrial/commercial parcel and designated as a job center by local jurisdiction, the city is willing to issue a LID and that is in process. Once the LID is in place the state will issue infrastructure bonds for backbone and access improvements. The development partner will use their funding capacity for onsite and vertical construction and ultimately tenant lease. The developer has a Master Development Agreement with the Authority as well as land takedown through a series of ground leases plus option payments on future takedowns. The Authority is also eligible for Profit Participation. |

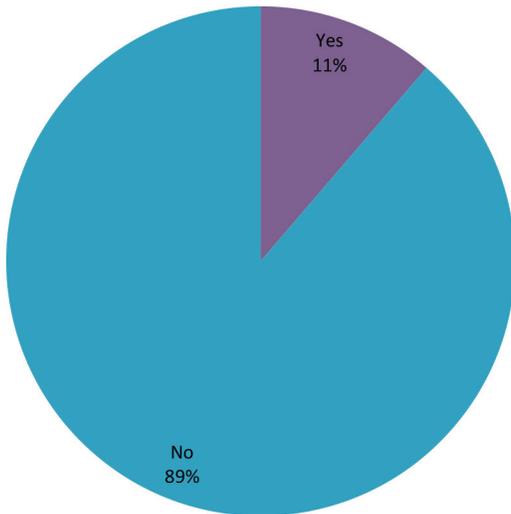
| Count | Response  |
|-------|---|
| 1     | We combine the traditional sources of FAA and local funds. We do not combine local and private funds for project as this is considered a gift of public resources. With that said, I can use local funds to prepare a site for development, but the development is the responsibility of the private sector. The State in the last session provided a sales tax exemption for MRO activities with a definition that could only benefit firms at BFI. The airport and county do not have such authority.                                     |
| 1     | We combined an EDA grant with HUD-issued/state-administered Community Development Block Grant (CDBG) funds. This helped to successfully fund infrastructure (airfield pavement) restoration work. The 2008–2009 economic recession then made it difficult for the beneficiary company to satisfy the job creation commitment of the CDBG program. As a result there was added risk associated with the possibility of needing to refund CDBG money. We needed to secure special consideration so as to avoid the need to refund CDBG money. |
| 1     | We did combine funding sources due to the required match for both FAA and state grants. The biggest problem we had was dealing with the State Economic Development Office grants because you do not know if you are going to get it until the last moment. You submit your grant application and then hope it gets approved. Since you do not know for sure if it will be approved you must have a plan “B” for obtaining the funding just in case it’s not approved.   |
| 1     | We have historically only used one source of funding per project, except our current runway expansion project. The positive: the AIP program was not sufficient to solely fund a project of this size, and the local Council of Governments stepped in to support the budget delta with an infrastructure grant. The negative: allotting and tracking hundreds of millions of dollars of government money, spread out over federal, state, and local fund jurisdictions!  |
| 1     | We were successful in bringing five different funding sources together for a \$14 million project: two federal, two state, and one local government. Biggest issue was making sure each agency’s requirements and conditions were met. It would have been nice to have a lead agency identified so that if we met that agency’s requirements we met them all—especially between federal agencies.   |
| 1     | With AIP, PFC’s, and TSA grants, determination of the portion of the project that is eligible for these funding sources and obtaining the concurrence of the regulator (FAA and TSA) has sometimes been complicated and difficult.  |
| 1     | Did not combine   |
| 1     | Keeping the accounting of multi-agency grants separate but both funding the same project was problematic of solved.   |
| 1     | Maintaining integrity of grant assurances when building infrastructure to be used for future private development is always the goal   |

**What positive and negative issues did you encounter if you tried to combine AIP funds with one or more of the other funding types?**

| Count | Response  |
|-------|---|
| 6     | N/A   |
| 1     | As long as AIP is firewalled in terms of delineation of what eligible items it is being used for, it is usually not too bad to work out.  |
| 1     | Availability  |
| 1     | Being in FAA APPP without previous precedent or model to use by FAA Airports and past failures of cargo-focused airports quite naturally caused FAA to be very cautious but generally cooperative.  |
| 1     | Bound counsel said industrial development is not eligible for AIP funds.  |
| 1     | Combining AIP funds with any other funds is a challenge. On several projects we have combined AIP dollars with Military support funds, but working with both federal entities with differing fund requirements is a serious challenge; e.g., project tracking, funding specific items, etc. |
| 1     | Currently, we are not eligible for AIP funds. We are currently pursuing an application into the NPIAS.  |
| 1     | Dates and different recording requirements have been the only small issues.   |
| 1     | Determining what portions of project(s) could be paid from AIP and state capital funds and conditions attached to each.   |
| 1     | Did not combine AIP with other sources. Used AIP for taxiway construction.  |
| 1     | Difference in priorities between State and Federal.   |
| 1     | FAA declared that our project and anything related to our project was NOT ELIGIBLE.   |
| 1     | For other types of projects—cash flow.  |
| 1     | For the FAA AIP projects we did our homework, we made sure the FAA was aware of our needs and the size of the MOR facility we had. We went to the ADO office in Orlando as a team and presented our needs to them in person. They were only very positive about helping, never negative.    |
| 1     | If local airport revenue and AIP funds, no problems at all. The project must be on the AIP project list.  |
| 1     | Integrity of AIP-funded projects had to be maintained regardless of other sources of funding.   |
| 1     | It is always positive to combine “free money” with any other funding sources.   |
| 1     | Lots of paperwork and admin requirements that are associated with all federal grants  |
| 1     | Minimal issues for another funding source that covered the local share. Unless it came from another Federal funding source.   |
| 1     | Negatives included some grants will not allow other grant funds to be used against a matching of local funds. Positives include in those instances where your expenditures exceeded your eligible funded costs, the extra funding could be applied to unfunded expenditures.                |
| 1     | No AIP funds were used.   |
| 1     | No comment.   |

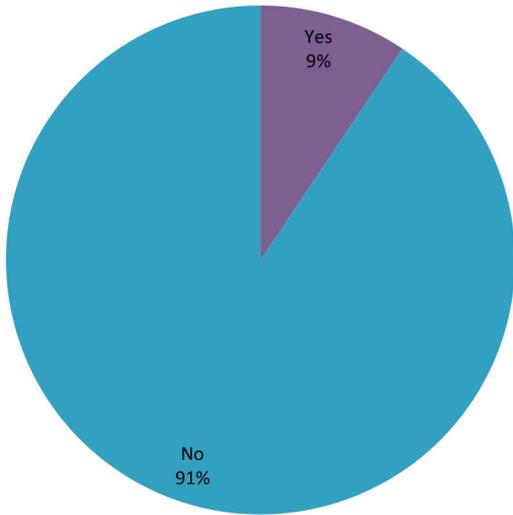
| Count | Response  |
|-------|---|
| 1     | No issues; key is understanding each program  |
| 1     | None that I am aware of.  |
| 1     | Not applicable  |
| 1     | Positive: Our AIP grants were earmarked for certain portions of the cumulative project, which made tracking and budgeting simple; essentially one pot of money for one task. Our COG grants were the same. Negative: Contractors exceeded their project budgets in more than one area, some due to change orders, and some due to site conditions. Because we had a fixed amount of funds per task, we were faced with denying pay requests for overages, or paying the overages out of pocket. |
| 1     | Satisfying needs doesn't always match easily with AIP eligibility limitations   |
| 1     | See above.  |
| 1     | See answer to number 22.  |
| 1     | Still required to meet FAA rules on entire project  |
| 1     | The AIP funds are so competitive for primary runways that very little else is considered as eligible for discretionary funding. Entitlements are expected to be part of the funding for any project, so they are tied to discretionary dollars.   |
| 1     | We did not use AIP.   |
| 1     | We didn't experience many negative issues in this regard. We used a portion of our airport revenue bonds to match or AIP funds. This worked out well for us.  |
| 1     | We haven't had a problem during my tenure. It is a fairly straightforward process.  |
| 1     | With AIP, PFCs, and TSA grants, determination of the portion of the project that is eligible for these funding sources and obtaining the concurrence of the regulator (FAA and TSA) has sometimes been complicated and difficult.   |
| 1     | Did not combine   |

**Were governance/ownership changes required to enable your industrial aviation development?**



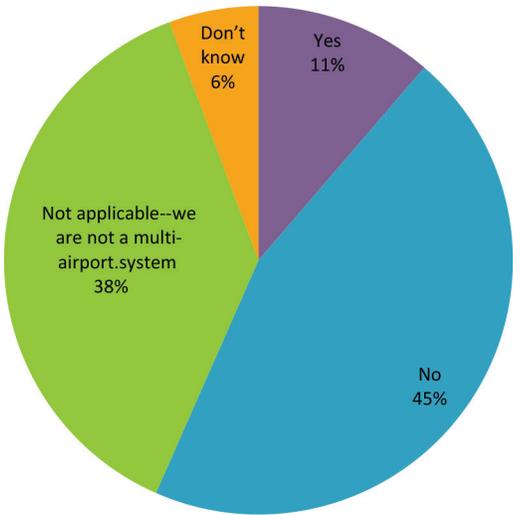
| Value | Percent | Count |
|-------|---------|-------|
| Yes   | 11.3    | 6     |
| No    | 88.7    | 47    |
|       | Total   | 53    |

**Was a land swap involved?**



| Value | Percent | Count |
|-------|---------|-------|
| Yes   | 9.4     | 5     |
| No    | 90.6    | 48    |
|       | Total   | 53    |

**Have you ever attempted to cross-qualify eligibility in a multi-airport system; i.e., to use a Part 139 airport's eligibility to enable use of AIP or PFC funds at a GA or reliever airport for infrastructure for industrial aviation development?**

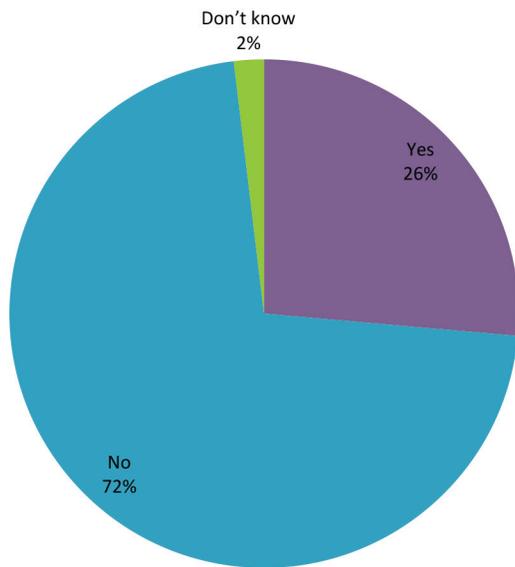


| Value  | Percent | Count |
|--|---------|-------|
| Yes  | 11.3    | 6     |
| No   | 45.3    | 24    |
| Not applicable—we are not a multi-airport system | 37.7    | 20    |
| Don't know                                       | 5.7     | 3     |
|  | Total   | 53    |

**If you answered yes to having tried to cross-qualify eligibility, please explain what you attempted and what the outcomes were.**

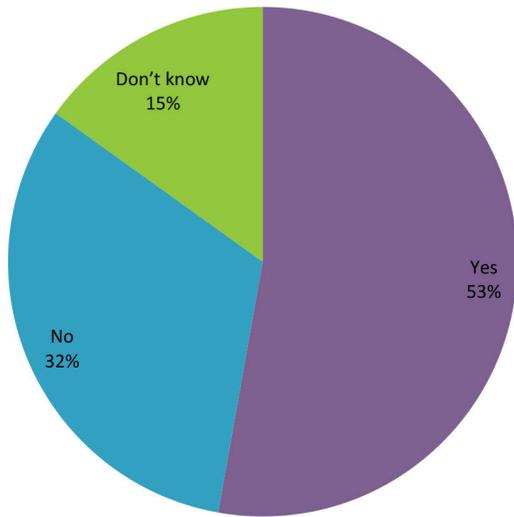
| Count | Response  |
|-------|---|
| 1     | Our Airport Authority is the sponsor for SMD and FWA. Several years ago, we used SMD's AIP funds (150k) on a project at FWA.  |
| 1     | PFCs were collected at LAX to construct the terminal buildings at ONT. However, this probably is not considered industrial aviation development.                    |
| 1     | Successfully funded AIP projects where entitlement funds were limited.  |
| 1     | This approach was deemed ineligible and if it was industrial use would not be a priority.   |
| 1     | We convinced the Orlando ADO to pay for the taxiway connector into our MRO/Air Cargo development as the development would be used by multiple tenants and entities. |
| 1     | Subsidy of GA airport: successful   |

**Have through-the-fence agreements been a factor regarding industrial aviation development?**



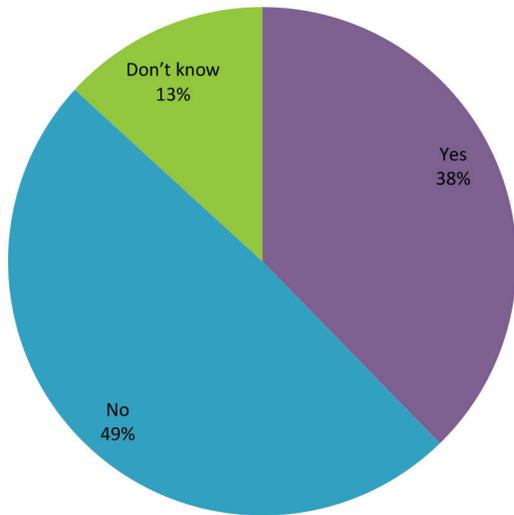
| Value      | Percent | Count |
|------------|---------|-------|
| Yes        | 26.4    | 14    |
| No         | 71.7    | 38    |
| Don't know | 1.9     | 1     |
|            | Total   | 53    |

**Did you have to update your ALP or submit a first-ever ALP as a consequence of a proposed industrial aviation development?**



| Value      | Percent | Count |
|------------|---------|-------|
| Yes        | 52.8    | 28    |
| No         | 32.1    | 17    |
| Don't know | 15.1    | 8     |
|            | Total   | 53    |

**Did restrictive grant assurances become a factor in your approach and outcomes?**

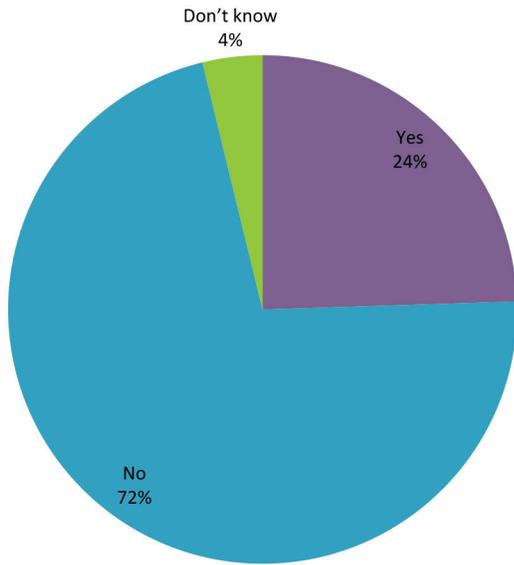


| Value      | Percent | Count |
|------------|---------|-------|
| Yes        | 37.7    | 20    |
| No         | 49.1    | 26    |
| Don't know | 13.2    | 7     |
|            | Total   | 53    |

**How did you handle your industrial aviation development in grant assurances for the FAA?**

| Count | Response   |
|-------|--|
| 2     | Complied with all grant assurances   |
| 1     | Again, we are not currently funded by the FAA. We are pursuing inclusion in the NPIAS to be eligible for AIP and MAP funding   |
| 1     | By trying to release as much land as possible from the grant assurances  |
| 1     | Generally speaking, grant assurances did prevent some development occurring on certain areas of land. In some cases, other parcels were found and in some cases the developed was unable to be completed.  |
| 1     | Grant Assurances were a part of the framework for crafting the “deal.”   |
| 1     | Grant assurances are restrictive, so you have to work around them; e.g., get a release to have aeronautical development, or make sure the non-aeronautical development is short term when you have excess undeveloped land. I am not sure how the latest FAA edict squares with aeronautical activity and most likely depends on the ADO’s interpretation. |
| 1     | Have not yet pursued FAA funding   |
| 1     | Industrial aviation tenant development is focused on mechanical services that our tenants provide from facilities that they built/lease.   |
| 1     | It has not been easy. Trying to get property released for non-aeronautical and attempting to provide a competitive ground lease rate have been very challenging.   |
| 1     | Just made sure all leases and development are approved   |
| 1     | Made sure we met all the requirements to guarantee we didn’t violate any grant assurances  |
| 1     | Modify to meet FAA requirements  |
| 1     | No grant assurances involved   |
| 1     | Not in a significant way—still working on a possible development   |
| 1     | Received FAA ADO coordination  |
| 1     | Required Lessor to pay for improvements. Lease Term tied to capital investment. Ground lease rent set at Fair Market Value with CPI adjustments.   |
| 1     | The Authority is not funding any portion of the development. Agreements ensure fair market value ground leases.  |
| 1     | The FAA only funds runways and taxiways, no hangar development and no operational funding  |
| 1     | The exclusivity issue  |
| 1     | They are included in the bid-specs. So developers and tenants need to pay Davis-Bacon wages. All leases have specific wording with regard to property ownership and transfers that are in line with grant assurance and noise compatibility programs.  |
| 1     | They were not a factor.  |
| 1     | This was not a problem since we made sure that AIP funds were applied only to clearly defined AIP-eligible items. All non-AIP-eligible development was accomplished using other funding sources.   |
| 1     | Tight control over the use of funds and an openness to proposals, including the use of RFPs.   |
| 1     | Unclear what this question means.  |
| 1     | We did our best to comply with the requirements (i.e., accomplishing deed of release and environmental documentation process in a timely manner so as not to delay project).   |
| 1     | We only used FAA funds for airside projects (taxiways) and not industrial aviation development.  |
| 1     | We very carefully analyze the uses to make sure that inside-the-fence properties are for aviation purposes.  |
| 1     | With diligent and constant communication from a partnership perspective  |
| 1     | Work in progress   |
| 1     | Not an issue   |
| 1     | Those deals were subject to assurances, and the developers were made aware of those restrictions early on in the process.  |
| 1     | Unknown  |
| 1     | We are in process of doing a land release.   |

**Does your airport have a program to encourage industrial aviation start-ups?**



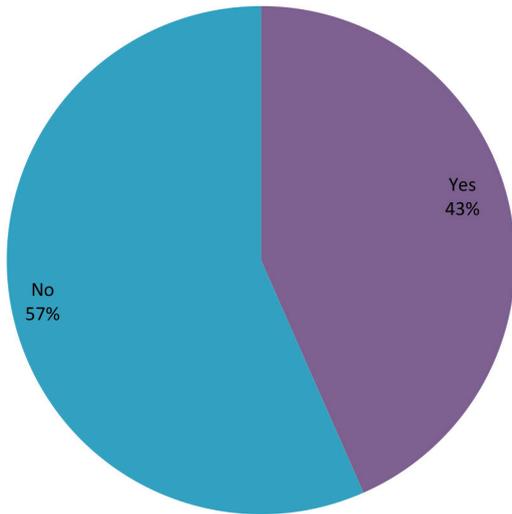
| Value      | Percent | Count |
|------------|---------|-------|
| Yes        | 24.5    | 13    |
| No         | 71.7    | 38    |
| Don't know | 3.8     | 2     |
|            | Total   | 53    |

**How are industrial aviation facilities factored into your overall rates and charges?**

| Count | Response   |
|-------|--|
| 1     | Additional aviation facility revenues enable us to maintain and lower overall airline rates and charges. Capital investment would have increased operating costs on the debt service side had we not refinanced for a lower interest rate. |
| 1     | Airline rates and charges are not affected by revenues or costs of industrial facilities   |
| 1     | All airport property is zoned light-industrial. A professional appraiser reviews tri-annually the best use of the property by area and assesses the value. The rates and charges reflect those appraised values.                           |
| 1     | All of the industrial development is actually conducted with private land sales immediately adjacent to the airport, then the new users pay an annual access fee to use the facility.  |
| 1     | All rates for flightline access are the same, regardless of proposed use.  |
| 1     | Currently we are going out with an RFP for a licensed appraiser to determine the market rent value for airport property. We will have it done for both non-aviation and aviation property.   |
| 1     | Currently we lease land to private aircraft manufacturer, charge for fuel and landing fees.  |
| 1     | Ground lease rates are the same.   |
| 1     | Industrial aviation facilities are not currently considered in our overall rates and charges.  |
| 1     | Industrial aviation is the core mission of the civil portions of Kelly Field, so rates and charges are built around industrial aviation facilities.  |
| 1     | Kept as separate as possible   |
| 1     | Land leases are based on fair market value. Depending on lease conditions, either 3- or 5-year cycle for reappraisal. Only a size discount is permitted for activities requiring one million square feet.                                  |
| 1     | Large hangars and massive ramp space are number one priorities at our airport.   |
| 1     | Lease income received from facilities...helps determine rates and charges.   |
| 1     | Lease rates are negotiated—with the per square foot rates being relatively consistent among the industrial aviation tenants.   |
| 1     | Lease revenue helps offset airfield costs.   |
| 1     | Not sure   |
| 1     | Our leases are land leases so there are no additional charges. We did work with the state's legislature to make sure manufactured aircraft are not taxed; e.g., flyaway tax.   |

| Count | Response   |
|-------|--|
| 1     | Our project is outside airport rates and charges.  |
| 1     | Our rates and charges vary at our airport. Example—Land Rent. We charge \$350.00/acre for flightline access and \$250.00/acre for non-flightline access.   |
| 1     | Part of the rates and charges for the lease of space   |
| 1     | Revenue from industrial aviation facilities goes into our general fund, which offsets costs to airline operators.  |
| 1     | Revenue helps reduce our rates and charges. We have no costs so there are no negative impacts.   |
| 1     | Revenues and expenses do not impact airline-related cost centers.  |
| 1     | The development is outside of the rates & charges. The debt was serviced by community funds or rents received for the specific tenant.   |
| 1     | The majority of our revenue is generated by facility and ground leases so we do not have a specific matrix for rates and charges for these facilities as each agreement/lease is negotiated based on the specific circumstances with that tenant.  |
| 1     | The same as similarly situated activities  |
| 1     | They are a cost center in the international airport's budget.  |
| 1     | They are a significant portion (25–30%) of the overall airport revenue.  |
| 1     | They are not factored into R&Cs.   |
| 1     | They are not part of the airline Rates and Charges structure as we are not a fully residual airport.   |
| 1     | They are not.  |
| 1     | They are part of our rates and charges.  |
| 1     | They pay our standard rate for aeronautical land.  |
| 1     | They pay rates and charges similar to regular aviation facilities.   |
| 1     | Very significantly....user guarantees throughput or concession fee   |
| 1     | We always attempt to obtain the highest market rate possible for all building and land leases. The more demand that we have for existing buildings, the higher the rate that can be sustained. Landing fees and fuel flowage fees are also market based in the sense that we conduct periodic surveys of other airports in the Southeast and attempt to place our rates and fees near the average. |
| 1     | We have a ground lease rate for industrial airfield and non-airfield.  |
| 1     | We offer a discount rate for large volume land leases.   |
| 1     | A portion of revenues is used to subsidize airline rates.  |
| 1     | At this point it is not much of an issue.  |
| 1     | Depends on location and use  |
| 1     | Fair market values   |
| 1     | Part of the overall costs and expenses of running facility   |
| 1     | They are not   |
| 1     | Unknown  |
| 1     | Unsure   |

**Do you have an industrial aviation activity (in operation or under construction) on your airport that fits the description of “Most Recent Major Industrial Aviation Project”?**

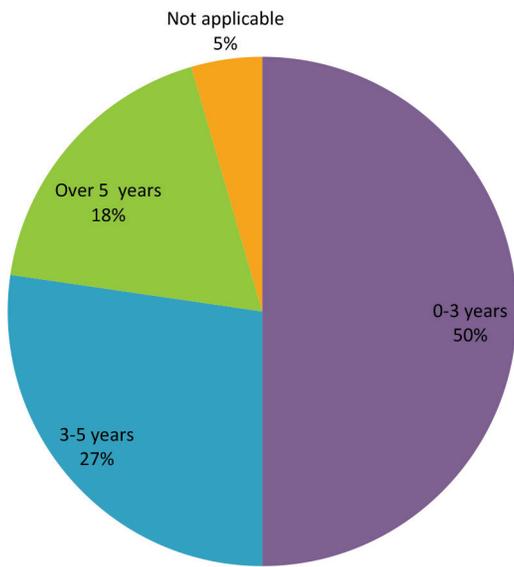


| Value | Percent | Count |
|-------|---------|-------|
| Yes   | 43.4    | 23    |
| No    | 56.6    | 30    |
|       | Total   | 53    |

**What is the nature of this project?**

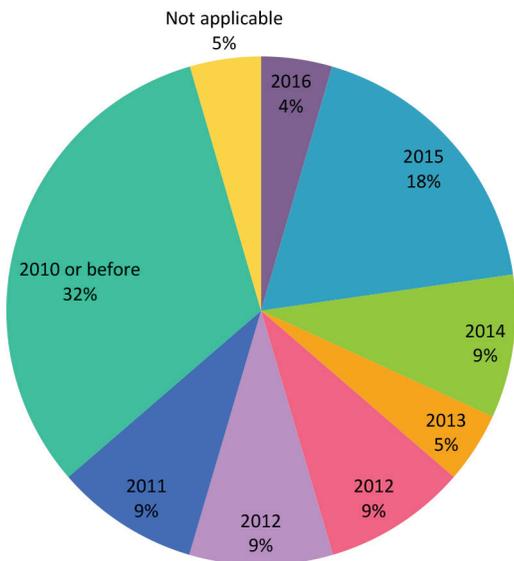
| Count | Response  |
|-------|---|
| 2     | Aircraft manufacturing  |
| 1     | 173,000 sf aircraft maintenance hangar  |
| 1     | 70 acre infrastructure development for aviation   |
| 1     | 80,000 sq ft MRO hangar development   |
| 1     | Addition of six new 737 stalls to accommodate Boeing production                           |
| 1     | Air/spacecraft manufacturing  |
| 1     | Aircraft hangar   |
| 1     | Brewery   |
| 1     | Building a new commercial perishable air cargo complex on an existing rural GA airport!!! |
| 1     | Cleared contractor  |
| 1     | Expansion of current tenant   |
| 1     | Expansion of manufacturing facilities   |
| 1     | Hangar rehabilitation   |
| 1     | Hangar development  |
| 1     | Hangar expansion  |
| 1     | Helicopter repair   |
| 1     | Hotel and MRO expansion   |
| 1     | MRO   |
| 1     | MRO/air cargo development   |
| 1     | Construction of aircraft manufacturing facilities   |
| 1     | Infrastructure  |

**What was the timeline from start to finish for your single most recent major industrial aviation project?**



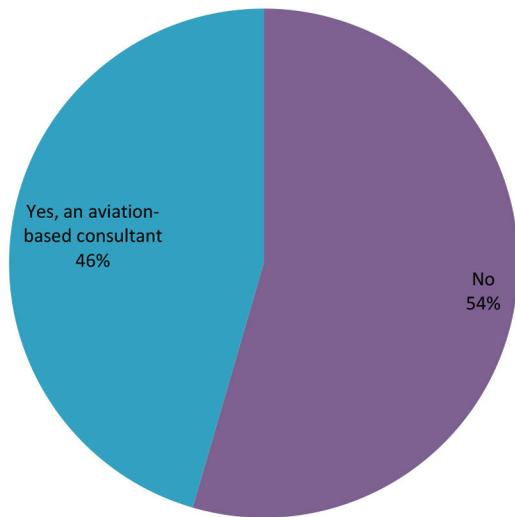
| Value          | Percent | Count |
|----------------|---------|-------|
| 0-3 years      | 50.0    | 11    |
| 3-5 years      | 27.3    | 6     |
| Over 5 years   | 18.2    | 4     |
| Not applicable | 4.5     | 1     |
|                | Total   | 22    |

**In what year did you start work (planning or seeking funding) for the timeline project in question 35?**



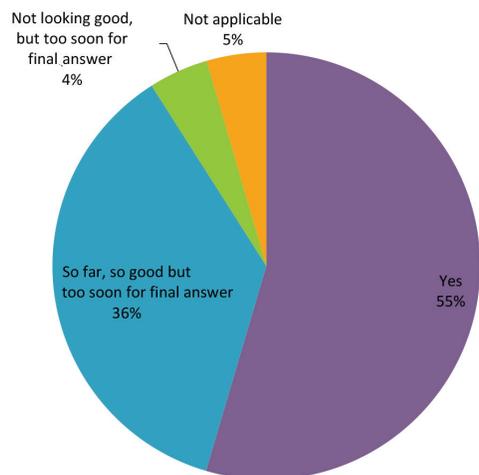
| Value          | Percent | Count |
|----------------|---------|-------|
| 2016           | 4.5     | 1     |
| 2015           | 18.2    | 4     |
| 2014           | 9.1     | 2     |
| 2013           | 4.5     | 1     |
| 2012           | 9.1     | 2     |
| 2012           | 9.1     | 2     |
| 2011           | 9.1     | 2     |
| 2010 or before | 31.8    | 7     |
| Not applicable | 4.5     | 1     |
|                | Total   | 22    |

**Did you use a consultant to facilitate/assist with the endeavor?**



| Value                             | Percent | Count |
|-----------------------------------|---------|-------|
| No                                | 54.5    | 12    |
| Yes, an aviation-based consultant | 45.5    | 10    |
|                                   | Total   | 22    |

**Would you classify your most recent major aviation industrial project as a success?**



| Value   | Percent | Count |
|---|---------|-------|
| Yes   | 54.5    | 12    |
| So far, so good but too soon for final answer   | 36.4    | 8     |
| Not looking good, but too soon for final answer | 4.5     | 1     |
| Not applicable                                  | 4.5     | 1     |
|   | Total   | 22    |

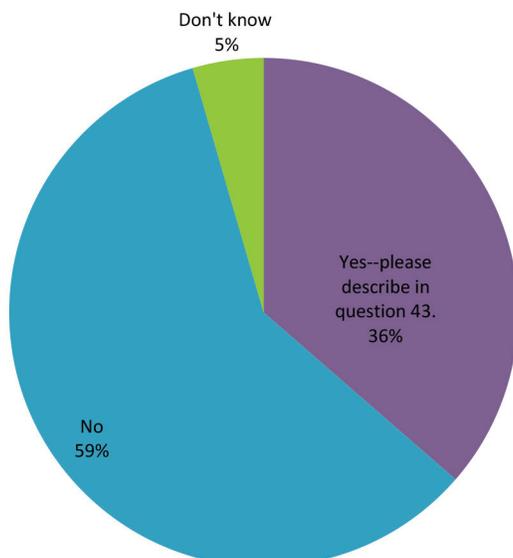
**Considering the possible definitions of a successful project, please rank the following criteria in order of descending importance to you as an indicator of success:**

| Overall Rank | Item                                   | Score | Total Respondents |
|--------------|--|-------|-------------------|
| 1            | Jobs added                             | 199   | 20                |
| 2            | Goals and objectives achieved          | 166   | 18                |
| 3            | Increased revenue                      | 153   | 17                |
| 4            | Enhanced reputation of airport         | 131   | 17                |
| 5            | Enhanced visibility for airport        | 114   | 16                |
| 6            | Good publicity                         | 92    | 15                |
| 7            | Greater political support from sponsor | 85    | 15                |
| 8            | Improved priority for state funding    | 61    | 12                |
| 9            | Higher credit rating                   | 32    | 11                |
| 10           | Other #1                               | 29    | 3                 |
| 11           | Other #2                               | 17    | 2                 |

**If you listed one or more “Other” options, in question 40, please specify what they were in this space.**

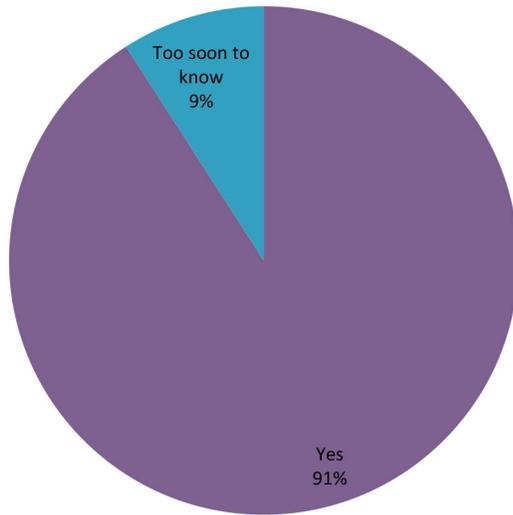
| Count | Response  |
|-------|---|
| 1     | Adding operational capacity to regional airspace  |
| 1     | N/A   |
| 1     | Other #1—Enhanced MRO work space capacity Other #2—Attracting additional airlines/aircraft to OSC for MRO services. |
| 1     | Other #1—Positioning of customer for longevity and additional growth  |

**Do you have a quantitative metric for success and/or effectiveness of the funding method(s) you use/used?**



| Value                               | Percent | Count |
|-------------------------------------|---------|-------|
| Yes—please describe in question 43. | 36.4    | 8     |
| No                                  | 59.1    | 13    |
| Don't know                          | 4.5     | 1     |
|                                     | Total   | 22    |

**Would you embark on a similar project in the future?**



| Value            | Percent | Count |
|------------------|---------|-------|
| Yes              | 90.9    | 20    |
| Too soon to know | 9.1     | 2     |
|                  | Total   | 22    |

**What are the three (3) most important positive or negative Lessons Learned at your airport concerning industrial aviation development?**

| Count | Response  |
|-------|---|
| 1     | Work closely with the FAA to ensure a quick approval process including ALP. Work with City Economic Development to assist with attracting new development. Work closely with City Planning and Building departments to ensure a smooth process for approvals and permitting.  |
| 1     | Made use of a vacant building; other activities are interested but they don't want to pay for a building; can't think of a third.   |
| 1     | 1) It has to be taken as a team approach. 2) Be prepared for items you are not prepared for. 3) The more you spell out in the agreements the better. Ambiguity leads to longer project times.   |
| 1     | 1) The biggest problem is getting fair market value for the property. 2) Developing an incentive package that will be acceptable to the new tenant and that the airport can live with. 3) Making sure all   |
| 1     | 1. It is important to sell the benefits of the project to the community and elected officials. 2. Cost management is vital. 3. The design process should be kept as simple as possible with only a few hands in it.   |
| 1     | 1. It's expensive. 2. Make sure the project is going to give a sustainable revenue source that will make the project profitable and offset the project costs. 3. Try to develop projects that have a positive local economic impact (increased jobs, tourism, etc.).  |
| 1     | 1. Our community, the local cities and counties, chambers of commerce, business leaders, and educational leaders all came together to form one team to make this project possible. Great unity yields great success. 2. The EDA Grant for facility ingress and egress was greatly appreciated, but by the time all compliance issues were met, the cost of this portion of the project was 30% to 40% more expensive per square foot than the privately funded portions of the apron. 3. Of the government grants used, the state aviation grants and the federal AIP grants were the least burdensome and most cost-effective. |
| 1     | 1. Use a general contractor approach versus 5 prime contractors. 2. When using multiple funding sources try to get an agreement amongst the agencies on who is the lead. 3. We use job creation and overall economic impact as a driver for industrial aviation or any development.   |
| 1     | 1. Excessive "at risk" investment prior to any positive or negative guidance by FAA. APPP could redefine how airports are financed, could truly and justifiably promote private investment and might foster more creative AIP and FAA LOI standards to reduce unreasonable validation burdens on FAA staff.   |

| Count | Response   |
|-------|--|
| 1     | 1. Highly competitive market. Industrial users bring with them a significant economic impact to an area, and you are always in a stiff competition to land these users. 2. It is extremely difficult to land industrial users with new development when so many former federal/military facilities are being offered up for essentially zero initial capital investment from the users. The redevelopment of decommissioned military bases/hangars over the past few years has taken a toll on the private developer. 3. Industrial development is a slow process, and only construct when you have an inked deal. We attempted a spec facility several years ago, with direct taxiway access that sat vacant for over 6 years before being leased. We are part of a much larger master planned mixed-use development where spec office/warehouse has been the bread and butter for 25+ years, but this doesn't work in an airport-specific environment. |
| 1     | 1. Include the FAA to ensure compliance with its guidance. 2. Make sure the development fits the overall plan for the airport. 3. Structure the development so that it makes sense financially.  |
| 1     | 1. It takes a long time 2. It takes more funds than you think 3. Some politicians don't like spending money even though there are economic benefits.   |
| 1     | 1. It takes much time (Negative). 2. It creates high-paying jobs (Positive). 3 Political pressure can be very stressful and overwhelming (Negative).   |
| 1     | 1. You can never start soon enough. 2. You can never move fast enough 3. It is difficult to manage everyone's expectations.  |
| 1     | A lot of our development is workforce dependent; e.g., educated, ability to obtain security clearance, and most importantly direct work-related experience.  |
| 1     | Creating a partnership with the ADO from project concept to implementation Ensuring that the ALP reflects the project and is a major or pen & ink amendment work. Coordination with local permitting jurisdiction  |
| 1     | Development occurred too long ago for relevance.   |
| 1     | Don't take risk. Don't obligate rates and charges. Stay focused on your core business and let the private sector take the risk without giving up revenue.  |
| 1     | Every project is unique and has its own complexities. Consideration of all variables and making the right decisions requires an enormous amount of time and effort. Identifying and engaging the right subject matter experts is extremely important.  |
| 1     | Every project is unique and they are often complicated. Consideration of all variables and making the right decisions requires an enormous amount of times and effort. Identifying and engaging the right subject matter experts is very important.  |
| 1     | Final outcome TBD. Process cumbersome with long lead times involving environmental, design, and related clearances based on California State law.  |
| 1     | Gain a competitive advantage by identifying and preparing development site properties for new construction.  |
| 1     | It is important to pay attention to the local and national economy Partnerships with business and industry are very important. Keeping the community informed on airport activities in this area helps when it is necessary to seek local approvals.   |
| 1     | It is overly complicated, different from traditional economic development, and neighbors mix their concerns on the industrial project with all airport activity.   |
| 1     | It requires an appetite for moderate to high risk/reward. Job creation value to the community is more lucrative than ROI. It takes a long time to develop leads into actionable deals.   |
| 1     | Job creation per public dollars invested   |
| 1     | Jobs. Project development is a process that needs to be handled by a multidisciplinary team—airport consultant, airport attorney, airport facility planners, etc.  |
| 1     | Multiple funding sources are usually required. Competitive leases are difficult to develop under FAA guidelines.   |
| 1     | Must be ready when a customer needs to commence. Can't wait to build after you are approached and still meet a customer timeline. Marketing then becomes important.  |
| 1     | Negotiate win-win or lose-lose, but never a win-lose.  |
| 1     | Occurred more than 30 years ago. Unknown   |
| 1     | Positive—3P works, State and regional value jobs, State and private sector are willing and able to financially support development. Negative—Limited number of private sector developers and their financiers understand airport sponsor and grant assurance requirements, and business objectives, which makes alignment difficult and progress slow.   |
| 1     | Positive: Develop strong partnership. Obtain support from all stakeholders. Facilitate the process for the private sector. Negative: Funding commitments for road improvements were not made available.  |
| 1     | Positive: Plan with all possible entities involved up front. Negative: It takes a long time.   |
| 1     | Priority should be made to obtain developer funded project or public-private partnership as it difficult to obtain approval if necessary from airlines that would be impacted otherwise via rates and charges.   |
| 1     | The infrastructure is never needed as fast as clients say they need it. Always have land with aviation access ready to go in advance. You will always need wider taxiways and thicker concrete.  |
| 1     | The project should be able to stand on its own without negatively impacting the airport or its users.  |
| 1     | There need to be more grant programs available for this type of activity.  |
| 1     | There really has not been much in terms of new industrial development at ONT in the past several years. However, the cargo sector is steadily increasing at ONT, which could lead to additional industrial development opportunities.  |

| Count | Response   |
|-------|--|
| 1     | Without existing large hangars/infrastructure, it's difficult to attract development. Industrial tenant may continue to ask for funding for improvements, maintenance, etc., citing job retention. |
| 1     | Competitiveness with private sector  |
| 1     | Get consensus from all involved.   |
| 1     | It is difficult let the development drive the lease terms and not FAA grant assurances.  |

**Do you wish to make any comments or observations concerning any matter related to industrial aviation development, the infrastructure to support it, or funding such infrastructure?**

| Count | Response  |
|-------|---|
| 3     | N/A   |
| 1     | A large portion of development at _____ Airport was funded privately in the beginning. The reduction in lease revenue to compensate for a lot of this development was made at too high of a discount factor. This has resulted in cash flow issues in recent/current years.   |
| 1     | Being a commercial service airport makes it a little more difficult to attract activity due to the security requirements for employees.   |
| 1     | Federal slow to adjust, but trying to improve; State much easier to work with on innovative projects. Local community support is imperative.  |
| 1     | Hangars and office space for today's customer are expensive and tough for an airport to generate the dollars required without grants  |
| 1     | I have always viewed FAA as an airport development partner at airports I have managed. It appears to me, my personal opinion, that the APPP has not been recognized or allowed to achieve its tremendous potential. It should be focused on adding capacity and relieving congestion on airways and at major airports. It was not promulgated to allow cities to refi their airports for short term financial gain. It is possibly a great program that has not been facilitated because some of the potential advantages it offers are actually in conflict with traditional AIP Grant assurances. |
| 1     | Industrial Aviation Development is a great thing to be a part of. Our airport did a very nice job of planning and laying the foundation for airport growth. Our airport has three (3) supporting entities therefore many people involved. Political pressure was very difficult but in the end everyone was happy with the final product.   |
| 1     | Industrial aviation development on airports and the funding thereof should be a very key and vital aspect of the overall national aviation plan.  |
| 1     | It is my opinion that growth is more dependent on a stable economic climate than one-time incentive capital. Available space is a must, but some build to suit may also be preferred. Build flex space, as projects come and go easily.   |
| 1     | My experience is that any financing involving debt is controlled by state statute and local policy. Likewise, economic development in general is typically based on state programs, and the availability and extent of local funding is enabled by the state.   |
| 1     | Regardless of funding, two primary issues. First, open communication and partnerships with all technical parties. Second, keeping the political side of the process involved in the process.  |
| 1     | The FAA needs to back off on their through-the-fence restrictions.  |
| 1     | The infrastructure needed to support large industrial aviation development is very costly and should not be taken lightly when seeking industrial development. The team members need to be aware of this and be committed to provide the resources necessary to support the project. In other words, count the cost before taking on the task.  |
| 1     | To be able to attract industrial aviation you need to have infrastructure in place, because most of the time they are ready to make the move now. But the problem is obtaining a grant to build the infrastructure, because they require you have contract with an aviation business before you can apply for a grant.  |
| 1     | To be honest, you cannot be afraid to fail. There will be ups and downs throughout the process, but you must continue to push and believe in the project goals.   |
| 1     | Wages and economic impact of industrial aviation is extremely attractive to the community the airport serves—infrastructure that supports industrial aviation is usually desirable.   |
| 1     | Yes. It would have been more informative for you if the questions had been sent to participants prior to taking this survey.  |
| 1     | It isn't easy.  |

**Do you have an estimate or firm data on the economic impacts of your airport?**

|   | Yes   |    | No    |    | Not sure |    | Don't know |   |
|---|-------|----|-------|----|----------|----|------------|---|
| Direct employment impacts of airport overall  | 79.2% | 42 | 11.3% | 6  | 3.8%     | 2  | 5.7%       | 3 |
| Indirect employment impacts of airport overall  | 60.4% | 32 | 18.9% | 10 | 15.1%    | 8  | 5.7%       | 3 |
| Direct economic impacts of airport overall  | 71.7% | 38 | 17%   | 9  | 5.7%     | 3  | 5.7%       | 3 |
| Indirect economic impacts of airport overall  | 66%   | 35 | 18.9% | 10 | 9.4%     | 5  | 5.7%       | 3 |
| Direct tax revenues for local government generated by airport overall                           | 41.5% | 22 | 35.8% | 19 | 11.3%    | 6  | 11.3%      | 6 |
| Indirect tax revenues for local government generated by airport overall                         | 32.1% | 17 | 43.4% | 23 | 11.3%    | 6  | 13.2%      | 7 |
| Direct employment impacts of all industrial aviation at your airport                            | 52.8% | 28 | 30.2% | 16 | 5.7%     | 3  | 11.3%      | 6 |
| Indirect employment impacts of all industrial aviation at your airport                          | 32.1% | 17 | 43.4% | 23 | 11.3%    | 6  | 13.2%      | 7 |
| Direct economic impacts of all industrial aviation at your airport                              | 35.8% | 19 | 39.6% | 21 | 11.3%    | 6  | 13.2%      | 7 |
| Indirect employment impacts of all industrial aviation at your airport                          | 32.1% | 17 | 41.5% | 22 | 13.2%    | 7  | 13.2%      | 7 |
| Direct tax revenues for local government generated by all industrial aviation at your airport   | 22.6% | 12 | 43.4% | 23 | 18.9%    | 10 | 15.1%      | 8 |
| Indirect tax revenues for local government generated by all industrial aviation at your airport | 17%   | 9  | 47.2% | 25 | 20.8%    | 11 | 15.1%      | 8 |