Aviation Management Consulting Group

Airport Fee Study

Los Angeles County Department of Public Works – Aviation Division

Brackett Field
Compton/Woodley Airport
General William J. Fox Airfield
San Gabriel Valley Airport
Whiteman Airport

October 9, 2020

AMCG
Aviation Management
Consulting Group

October 9, 2020

Ms. Carly Shannon
Director, Sustainability
C&S Engineers, Inc.
925 North La Brea Avenue, Suite 4072
Los Angeles, California 90038

Mr. Richard Smith
Chief, Aviation Division
Los Angeles County Aviation Division
900 South Fremont Avenue
Alhambra, California 91803

RE: General Aviation Fee Study

Dear Ms. Shannon and Mr. Smith:

In accordance with your request and authorization, Aviation Management Consulting Group (AMCG) has prepared a summary report of the General Aviation (GA) Fee Study for the Los Angeles County Airports consisting of Brackett Field, Compton/Woodley Airport, General William J. Fox Airfield, San Gabriel Valley Airport, and Whiteman Airport for your review and consideration. It is AMCG's recommendation that County of Los Angeles (County) establish GA fees utilizing a cost recovery-based approach or methodology, not a market-based approach.

Based on the structure of the GA fees selected by the County for implementation, AMCG has provided a recommendation for the fee amounts and developed a GA Fee Schedule.

AMCG is pleased to have been called on to conduct this GA Fee Study. Please contact me if you have any questions pertaining to this analysis or the recommendations provided.

Helping your aviation management excellence,

David C. Benner, C.M.
Managing Consultant
Aviation Management Consulting Group, Inc.

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I. EXECUTIVE SUMMARY

Airports:

Airport	Address
Brackett Field Airport	1615 McKinley Avenue La Verne, California 91750
Compton/Woodley Airport	901 West Alondra Boulevard Compton, California 90220
General William J. Fox Airfield	4725 William J. Barnes Avenue Lancaster, California 93536
San Gabriel Valley Airport	4233 Santa Anita Avenue El Monte, California 91731
Whiteman Airport	10000 Airpark Way Pacoima, California 91331

Scope of Work: C&S Companies has engaged Aviation Management Consulting Group (AMCG) to prepare a General Aviation (GA) Fee Study for the County of Los Angeles Airports consisting of Brackett Field, Compton/Woodley Airport, General William J. Fox Airfield, San Gabriel Valley Airport, and Whiteman Airport. Based on the structure of the GA fees selected by the County of Los Angeles (County) for implementation, AMCG provided a recommendation for the fee amounts and developed a GA Fee Schedule.

Date of Report: October 9, 2020

Methodology: AMCG recommends that the County establish GA fees utilizing a cost recovery-based approach or methodology, not a market-based approach. In addition, AMCG will developed a GA Fee Schedule that is consistent across all County Airports.

Fee Recommendations: The following table identifies the recommended GA fees for the County Airports.

Type of Fee	Fee
Fuel Flowage Fee	$0.15 per gallon
Throughput Fee	$0.07 per gallon
Landing Fee*	$1.00 per 1,000 pounds MGLW
Transient Parking Fee	$10.00 - $20.00
Commercial Aeronautical Permit Fee	$250 - $500
Vehicle Access Fee	$10.00 - $20.00

* WJF and EMT only: Firefighting activity and cargo activities conducted by Ameriflight

II. INTRODUCTION

A. Scope of Work

C&S Companies has engaged Aviation Management Consulting Group (AMCG) to prepare a General Aviation (GA) Fee Study for the Los Angeles County Airports consisting of Brackett Field, Compton/Woodley Airport, General William J. Fox Airfield, San Gabriel Valley Airport, and Whiteman Airport (Airports). Based on the structure of the GA fees selected by the County of Los Angeles (County) for implementation, AMCG provided a recommendation for the fee amounts and developed a GA Fee Schedule for the Airports.

To achieve this objective, AMCG identified current industry practices for establishing GA fees including identification of the types of fees that are generally charged and the measures that are generally utilized in the industry.

The results of this analysis, AMCG's recommendations for the structure of a GA fee program, and the methodology for determining the GA fees are outlined in this summary report. Additionally, a GA Fee Schedule for the County Airports was developed.

B. Project Approach

To achieve the scope of work, AMCG completed the following work program:

- Identified the elements of the existing GA fee program at the County Airports;
- Identified current industry practices;
- Obtained and analyzed GA fees (and related information) from the comparable and competitive airports identified; and
- Provided recommendations to the County for the structure of the GA fees.

Based on the structure of the GA fees selected by the County, AMCG provided recommendations for the fee amounts.

C. GA Fee Summary

Table 1 provides a brief overview of GA fees typically charged by airports, the current situation at the County Airports, industry practices (and the relative commonality), and recommendations for the County's consideration. It is important to note that additional fees may be imposed by commercial operators; however, these fees are omitted from the tables as these fees would not be charged by the County. Each of these areas is addressed in detail in this report.

In addition to the aeronautical-use related fees outlined below, airports may implement non-aeronautical fees (e.g., special events fees, commercial filming fees, use fees, etc.).

Table 1 – GA Fee Summary – All Airports

Type of GA Fee	Current Situation	Industry Practices	Recommendation
Fuel Flowage Fee	Yes	Most common	Yes
Throughput Fee	No	Less common	Yes
Transient Aircraft Fee	No	Less common	No
Landing Fee	Yes*	Moderately common	Yes*
Transient Parking Fee	Yes	Moderately common	Yes
Based Aircraft Fee	No	Less common	No
Percentage of Gross Receipts	No	Less common	No
Commercial Aeronautical Permit Fee	No	Moderately common	Yes
Vehicle Access Fee	Yes	Moderately common	Yes

* The County currently charges a landing fee at General William J. Fox Airfield and San Gabriel Valley Airport for firefighting activity and cargo activities conducted by Ameriflight

D. Current Situation

It is AMCG's understanding that the County is currently charging the following GA fees at the County Airports:

1. Fuel Flowage Fee

The County currently charges a fuel flowage fee of $0.30 per gallon for avgas and $0.35 per gallon for jet fuel at each County Airport. AMCG understands the fuel flowage fee was originally established to recover County costs of operating and managing the airports which was later reduced through an amendment to the current rates. It is important to note that the current fuel flowage fee methodology does not address differences between utilization of County-owned fuel storage facilities or privately-owned fuel storage facilities.

2. Landing Fees

The County currently charges a landing fee of $1.00 per 1,000 pounds max gross landed weight (MGLW) for firefighting activity and cargo activities (conducted by Ameriflight) at General William J. Fox Airfield and San Gabriel Valley Airport.

3. Transient Parking Fees

The County currently charges a daily transient parking fee of $5.00 for single-engine aircraft and $10.00 for multi-engine aircraft and helicopters. The fees associated with the first daily transient parking fee are waived with a fuel purchase. The County also charges a monthly parking fee at each Airport as approved by the Board for FY 2019-2020. Monthly parking fees, typically charged to based aircraft tenants rather than transient aircraft for daily or overnight use, have been analyzed in the *Airport Rent Study* for each County Airport.

4. Commercial Aeronautical Permit Fee

The County currently requires a valid and current commercial operator permit for all commercial operators at the County Airports. However, the County does not currently implement a fee associated with the permit.

5. Vehicle Access Fee

The County is currently charging a one-time $10 gate card fee for each individual authorized to access the County Airports.

III. INDUSTRY PRACTICES

Based on AMCG's industry experience and supported by the information contained in the firm's proprietary industry database (which is utilized to track, monitor, and analyze GA fee data and trends), AMCG has identified current industry practices for establishing GA fees. It is important to note that, in AMCG's opinion, certain industry practices are not necessarily representative of best practices[1]. Within this context, a summary of these findings which, in AMCG's opinion, are representative of current industry practices for establishing GA fees.

A. Fuel Flowage Fees

Commonality – Fuel flowage fees are currently the most common GA fee implemented by airport sponsors.

Methodology – When a fuel flowage fee is charged by an airport sponsor, fueling entities (including both commercial and non-commercial entities) are typically required through a lease agreement to collect and/or pay a fuel flowage fee for each gallon of fuel sold or dispensed at the airport. Fuel flowage fees are typically paid on a "cents per gallon" basis and typically range from $0.05 to $0.40 per gallon. Typically, airports served by air carriers exempt these entities from fuel flowage fees as a result of the air carriers paying landing fees under agreement with the airport sponsor. Government aircraft may also be exempt from fuel flowage fees although that is not always the case.

Collection – Fuel flowage fees are typically collected directly by the airport sponsor on a monthly or annual basis.

It is important to note that fuel flowage fees are different than throughput fees. While fuel flowage fees are charged to recover the costs of operating and managing the airport, throughput fees are charged to recover the costs for use of an airport sponsor owned fuel storage facility.

B. Throughput Fees

Commonality – While throughput fees have not always been charged by airport sponsors for the use of an airport sponsor owned fuel storage facility, this fee is becoming more common to ensure equitable treatment of similarly situated operators. This fee is designed to recover the investment and capital costs related to an operator utilizing an airport sponsor owned fuel storage facility. It is important to note throughput fees are different from fuel flowage fees. While fuel flowage fees are charged to recover the costs of operating and managing the airport, throughput fees are charged to recover the costs for use of an airport sponsor owned fuel storage facility.

[1] For the purposes of this document, best practices are defined as the most effective and practical methods or techniques for achieving an objective while making the optimal use of the County's assets and resources.

Methodology – A throughput fee is typically charged by an airport sponsor to recover the costs associated with constructing an airport sponsor owned fuel storage facility. Throughput fees are typically paid on a “cents per gallon” basis for each gallon of fuel sold or dispensed by a commercial operator utilizing the airport sponsor owned fuel storage facility.

Collection – Throughput fees are typically collected directly by the airport sponsor on a monthly or annual basis.

C. Transient Aircraft Fees

Commonality – Historically, transient aircraft fees have not been charged by airport sponsors to GA aircraft operators. However, airports are beginning to consider transient aircraft fees as a method to augment the loss of fuel flowage fees in the event a transient aircraft operator does not purchase fuel. When charged, transient aircraft fees are typically based on an average uplift mechanism (airport specific or industry standard) and the existing fuel flowage fee at the airport.

Methodology – Typically, transient aircraft fees are charged in accordance with an established schedule (i.e., aircraft within designated size ranges pay the same fee) and a minimum fee may be specified. In some cases, piston aircraft can be exempt from transient aircraft fees.

Collection – Transient aircraft fees may be collected directly by the airport sponsor or the airport sponsor may have an agreement with a commercial operator to collect and remit transient aircraft fees. The agreement may allow the commercial operator to retain a portion of the transient aircraft fees collected as compensation for services rendered by the commercial operator. The amount retained is often referred to as an administrative fee.

D. Landing Fees

Commonality – Historically, landing fees have not been charged by airport sponsors to GA aircraft operators. Due to advancements in technology, more airports are beginning to charge landing fees as an alternative to, or in addition to, fuel flowage fees. Additionally, airport sponsors may charge a landing fee for certain activities occurring at the airport.

Methodology – When charged, landing fees are most commonly based on aircraft weight and a “cents per 1,000 pounds” approach using historic costs and the annual gross landed weight for all aircraft using the airport. In the alternative, landing fees can be charged in accordance with an established schedule (i.e., aircraft within designated weight ranges pay the same fee) and a minimum fee may be specified. In some cases, based aircraft and/or aircraft under a specified weight (e.g., 5,000 pounds MGLW) can be exempt from landing fees.

Collection – Landing fees may be collected directly by the airport sponsor or the airport sponsor may have an agreement with a commercial operator to collect and remit landing fees. The agreement may allow the commercial operator to retain a portion of the landing fees collected as compensation for services rendered by the commercial operator. The amount retained is often referred to as an administrative fee.

E. Transient Parking Fees

Commonality – Transient parking fees are common throughout the industry and typically charged for the use of airport sponsor owned ramp areas for aircraft parking. Fees may be charged for day use (which is sometimes referred to as a ramp fee), overnight, and/or monthly use (which is commonly referred to as tiedown fee and charged to based aircraft). For the purposes of this analysis, monthly parking fees (more consistent with a rent basis) have been analyzed in the *Airport Rent Study* for each County Airport.

While more commercial operators (e.g., Fixed Base Operators – FBOs) charge ramp fees for GA aircraft parking on a commercial operator's leased premises, this type of fee is not as common for airport sponsors, except when a commercial operator is operating and/or managing a ramp area on behalf of the airport sponsor.

Methodology – Typically, transient parking fees are charged in accordance with an established schedule (i.e., aircraft within designated weight and/or size ranges pay the same fee) and a minimum fee may be specified. In the alternative, transient parking fees may be charged on a "cents per 1,000 pounds" approach and a minimum fee may be specified.

Collection – Transient parking fees may by collected directly by the airport sponsor or the airport sponsor may have an agreement with a commercial operator to collect and remit transient parking fees. The agreement may allow the commercial operator to retain a portion of the transient parking fee collected as compensation for services rendered by the commercial operator. The amount retained is often referred to as an administrative fee.

F. Based Aircraft Fee

Commonality – Historically, based aircraft fees have not been charged by airport sponsors to GA based aircraft. However, more airports are beginning to consider based aircraft fees as an alternative to fuel flowage fees or to augment landing fees if based aircraft are exempt from the landing fee.

Methodology – When charged, based aircraft fees are most commonly based on aircraft weight and a "cents per 1,000 pounds" approach (similar to landing fees). In the alternative, based aircraft fees can be charged in accordance with an established schedule (i.e., aircraft within designated weight and/or size ranges pay the same fee).

Collection – Based aircraft fees may be collected directly by the airport sponsor or the airport sponsor may have an agreement with a commercial operator to collect and remit based aircraft fees. The agreement may allow the commercial operator to retain a portion of the based aircraft fees collected as compensation for services rendered by the commercial operator. The amount retained is often referred to as an administrative fee.

G. Percentage of Gross Receipts

Commonality – Over the years, a percentage of gross receipts fee has become less common. In those instances where a percentage of gross receipts is charged, revenue related to fuel sales to based and transient users are typically exempt from inclusion, especially when fuel flowage fees are charged by the airport sponsor. In addition, other GA sales (e.g., aircraft sales, parts, and accessories) may also be exempt due to the product (as opposed to service) nature and the high dollar amounts typically involved. According to the Airport Development Acceleration Act (Anti-Head Tax Act) of 1973, a percentage of gross receipts cannot be charged for aircraft charter activities since such activities are subject to a ticket or segment tax.

Methodology – The amount of the fee and any exceptions or exemptions is typically stipulated in the lease agreement between the airport sponsor and the commercial operator.

Collection – Percentage of gross receipts fees are typically collected directly by the airport sponsor on a monthly or annual basis.

H. Commercial Aeronautical Permit Fees

Commonality – Commercial aeronautical permit fees are becoming more common to recover the administrative time and costs of the airport sponsor pertaining to inspection and audit of commercial operators. When charged, commercial aeronautical permit fees are typically charged on a monthly or annual basis depending on the type of aeronautical activity being conducted.

Methodology – Commercial aeronautical permit fees are typically based on a flat amount that must be paid to obtain a permit to operate a commercial business at the airport. The operating permit typically expires on an annual basis, thus requiring commercial aeronautical permit fees to be paid annually for renewal.

Collection – Commercial aeronautical permit fees are typically collected directly by the airport sponsor on a monthly or annual basis.

I. Access Fees

Commonality – Historically, access fees have not been charged by airport sponsors to GA users. However, more airports are implementing security measures and beginning to charge access fees.

Methodology – Typically, access fees are charged in accordance with an established schedule on a monthly or annual basis. Depending on the approach and infrastructure, the access fee may be charged for individual access (for an airport badge, gate card, keys, or other instrument) or for vehicle access (vehicle permit or another instrument).

Collection – Access fees are typically collected directly by the airport sponsor upon issuance of the badge, gate card, keys, permit, and/or other instrument. Additionally, access fees are typically collected on an annual basis.

J. Non-Aeronautical Fees

Commonality – Historically, non-aeronautical fees have not been charged by airport sponsors. However, consistent with FAA requirements, more airports are implementing a non-aeronautical fee program to charge for the non-aeronautical use of airport property.

Methodology – Typically, non-aeronautical fees (e.g., special events fees, commercial filming fees, use fees, etc.) are charged on a case-by-case basis depending on the length of time, impact to airport operations, necessity of additional staffing, and number of people accessing the airport.

Collection – Non-aeronautical fees are typically collected directly by the airport sponsor upon issuance of a permit for the non-aeronautical use of airport property.

IV. SIGNIFICANT FINDINGS

Consistent with the project approach, GA fees at comparable and competitive airports were analyzed at each Airport.

A. Comparable Airports

The first step in identifying comparable airports is developing an accurate profile of each Airport. The profiles were developed based on data available from various sources, including the Federal Aviation Administration (FAA) and state and local agencies. The Airport profiles provided the basis for establishing the criteria and parameters for identifying comparable airports.

The selection of comparable airports was based on a number of criteria including historic activity levels, total based aircraft, the presence of a control tower, runway length, total airport acreage, FAA National Plan of Integrated Airport Systems (NPIAS) classification, and FAA GA Asset Study classification as well as population, median household income, and mean household income for each County Airport's associated city. Parameters were then established in each of these areas to facilitate the selection process.

It is significant to note that while Airports owned by the County were identified as comparable airports to other County owned airports (e.g., San Gabriel Valley Airport identified as a comparable airport to Whiteman Airport), the relevant and useable data ascertained from these Airports was not included in the findings to ensure the County's existing fee structure does not have an undue influence on the results of this study.

1. Brackett Field

GA fees and related information were gathered from 12 comparable airports. A summary of findings is provided in Table 2.

Table 2 – Comparable Airports Summary – Brackett Field

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Arlington Municipal Airport (Texas)	Yes	No	No	Yes*	No	No	Yes	No
Felts Field (Washington)	Yes	No	Yes	Yes*	No	No	Yes	Yes
Fort Worth Spinks Airport (Texas)	Yes	No	No	Yes	No	N/A	N/A	No
Frederick Municipal Airport (Maryland)	Yes	No	Yes	Yes*	No	Yes	No	No
Glendale Municipal Airport (Arizona)	Yes	No	No	Yes	No	Yes	Yes	Yes
Grand Prairie Municipal Airport (Texas)	Yes	No	No	Yes*	No	N/A	N/A	N/A
Jack Northrop Field/Hawthorne Municipal Airport (California)	Yes	No	No	N/A	No	N/A	N/A	N/A

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Olympia Regional Airport (Washington)	Yes	No	Yes	Yes	No	N/A	N/A	Yes
Oxnard Airport (California)	Yes	No	Yes	Yes	No	No	Yes	Yes
Phoenix Goodyear Airport (Arizona)	Yes	No	No	Yes*	No	Yes	Yes	Yes
Renton Municipal Airport (Washington)	Yes	No	No	Yes	No	N/A	N/A	N/A
Riverside Municipal Airport (California)**	Yes	No	Yes	Yes	No	N/A	N/A	N/A

* Monthly rate only
** Identified as a comparable and competitive airport
N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 12 airports charge fuel flowage fees ranging from $0.06 to $0.20 per gallon (a mean of $0.11 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 5 airports charge landing fees
    - 1 of the 5 airports charge landing fees for commercial operations only
    - 2 of the 5 airports charge landing fees based on maximum gross landed weight (MGLW) ranging from $1.40 to $2.50 per 1,000 pounds MGLW
    - 1 of the 5 airports charge a landing fee of $1.00 per 1,000 pounds MGLW for aircraft over 5,000 pounds
    - 1 of the 5 airports charge a minimum landing fee of $17.50 for aircraft over 12,500 pounds
    - 1 of the 5 airports charge a landing fee depending on aircraft weight range
- Parking fees
  - 11 airports charge parking fees (daily, overnight, and monthly)
    - 6 of the 11 airports charge transient parking fees ranging from $5.00 to $150.00 per day (a mean of $37.00 per day)
    - 1 of the 11 airports charge a transient parking fee of $8.00 after the first 72 hours
- No airports charge based aircraft fees
- Percentage of gross receipts fee
  - 3 airports charge percentage of gross receipts fees
    - 3 of the 3 airports charge percentage of gross receipts fees ranging from 2.00% to 3.00%
    - 1 of the 3 airports has a minimum annual guarantee of $50,000 or 2.00%, whichever is higher

- Commercial aeronautical permit fees
  - 5 airports charge commercial aeronautical permit fees
    - 1 of the 5 airports charge commercial aeronautical permit fees ranging from $199.00 to $436.00 per day with additional charges for each additional consecutive day (a mean of $318.00 per day)
    - 2 of the 5 airports charge commercial aeronautical permit fees ranging from $25.00 to $35.00 per month (a mean of $30.00 per month)
    - 2 of the 5 airports charge commercial aeronautical permit fees ranging from $500.00 to $2,438 per year (a mean of $1,606.00 per year)
- Access fees
  - 5 airports charge access fees ranging from $15.00 to $25.00 annually (a mean of $20.00 per year)

2. Compton/Woodley Airport

GA fees and related information were gathered from 9 comparable airports. A summary of findings is provided in Table 3.

Table 3 – Comparable Airports Summary – Compton/Woodley Airport

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Auburn Municipal Airport (California)	No	No	No	Yes	No	No	Yes	Yes
Independence State Airport (Oregon)	Yes	No	No	Yes	No	No	Yes	No
Indy South Greenwood Airport (Indiana)	No	No	No	No	No	No	N/A	Yes
Jefferson County International Airport (Washington)	N/A	No	Yes	Yes	No	No	N/A	N/A
Medina Municipal Airport (Ohio)	N/A	No	No	Yes*	No	N/A	N/A	N/A
Placerville Airport (California)	Yes	No	No	Yes	No	N/A	N/A	N/A
Scappoose Industrial Airpark (Oregon)	N/A	No	No	Yes**	No	N/A	N/A	N/A
Southwest Washington Regional Airport (Washington)	N/A	No	No	Yes**	No	N/A	N/A	No
Ukiah Municipal Airport (California)	Yes	No	Yes	Yes	No	N/A	Yes	N/A

* Daily rate waived with fuel purchase

** Monthly rate only

N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 3 airports charge fuel flowage fees
  - 2 of the 3 airports charge fuel flowage fees ranging from $0.08 to $0.25 per gallon (a mean of $0.17 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 2 airports charge landing fees
    - 1 of the 2 airports charge landing fees for commercial operations only
    - 1 of the 2 airports charge landing fees of $23.00 up to 12,500 pounds and $2.68 per 1,000 pounds thereafter
- Parking fees
  - 8 airports charge parking fees (daily, overnight, and monthly)
    - 6 of the 8 airports charge transient parking fees ranging from $3.00 to $25.00 per day (a mean of $10.73 per day)
    - 1 of the 8 airports waive transient parking fees with a fuel purchase
- No airports charge based aircraft fees
- No airports charge percentage of gross receipts fees
- Commercial aeronautical permit fees
  - 3 airports charge commercial aeronautical permit fees
    - 2 of the 3 airports charge commercial aeronautical permit fees ranging from $218.00 to $250.00 per year (a mean of $234.00 per year)
    - 1 of the 3 airports charge a mobile service provider permit fee ranging from $15.00 to $25.00 per month (a mean of $20.00 per month)
- Access fees
  - 2 airports charge access fees of $25.00 for additional/replacement gate access cards only

3. General William J. Fox Airfield

GA fees and related information were gathered from 10 comparable airports. A summary of findings is provided in Table 4.

Table 4 – Comparable Airports Summary – General William J. Fox Airfield

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Fort Worth Spinks Airport (Texas)	Yes	No	No	Yes	No	N/A	N/A	No
Jackson County Airport – Reynolds Field (Michigan)	Yes	No	Yes*	No	No	No	Yes	Yes
Leesburg International Airport (Florida)	Yes	No	No	No	No	No	Yes	Yes

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Napa County Airport (California)	Yes	No	Yes	Yes	No	Yes	Yes	Yes
Norwood Memorial Airport (Massachusetts)	N/A	No	Yes	Yes	No	N/A	Yes	N/A
Ohio State University Airport (Ohio)	No	No	No	Yes	No	No	N/A	Yes
Olympia Regional Airport (Washington)	Yes	No	Yes	Yes	No	N/A	N/A	Yes
Salinas Municipal Airport (California)	Yes	No	No	Yes	No	No	Yes	Yes
University of Oklahoma Westheimer Airport (Oklahoma)	Yes	No	Yes	Yes	No	No	Yes	No
Westfield – Barnes Regional Airport (Massachusetts)	Yes	No	Yes	Yes	No	No	N/A	N/A

* Waived with fuel purchase
N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 8 airports charge fuel flowage fees ranging from $0.04 to $0.16 per gallon (a mean of $0.10 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 6 airports charge landing fees
    - 1 of the 6 airports charge landing fees for commercial operations only
    - 1 of the 6 airports charge landing fees based on MGLW of $1.40 per 1,000 pounds MGLW
    - 1 of the 6 airports charge a minimum landing fee of $17.50 for aircraft over 12,500 pounds
    - 1 of the 6 airports charge a landing fee ranging from $20.00 to $30.00 (a mean of $25.00) depending on aircraft size
    - 3 of the 6 airports charge a landing fee ranging from $15.00 to $250.00 (a mean of $99.19) depending on aircraft weight range
    - 2 of the 6 airports charge a landing fee ranging from $2.25 to $3.00 per 1,000 pounds for aircraft over 100,000 pounds
- Parking fees
  - 8 airports charge transient parking fees ranging from $5.00 to $250.00 per day (a mean of $56.17 per day)
- No airports charge based aircraft fees

- Percentage of gross receipts fee
  - 1 airport charges a percentage of gross receipts fee ranging from 0.20% to 3.00% dependent on the type of activity (e.g., aircraft sales, location-based service, or aircraft maintenance)
- Commercial aeronautical permit fees
  - 6 airports charge commercial aeronautical permit fees
    - 5 of the 6 airports charge commercial aeronautical permit fees ranging from $30.00 to $2,500.00 per year (a mean of $722.00 per year)
    - 1 of the 6 airports charge a commercial aeronautical permit fee of $75.00 for five days or less
- Access fees
  - 6 airports charge access fees
    - 5 of the 6 airports charge access fees ranging from $6.00 to $60.00 (a mean of $32.00)
    - 1 of the 6 airports charge an access fee of $5.00 for additional/replacement gate access cards only

4. San Gabriel Valley Airport

GA fees and related information were gathered from 15 comparable airports. A summary of findings is provided in Table 5.

Table 5 – Comparable Airports Summary – San Gabriel Valley Airport

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Ann Arbor Municipal Airport (Michigan)	Yes	No	No	Yes*	No	No	No	No
Bowman Field (Kentucky)	Yes	No	No	Yes	No	Yes	Yes	N/A
Crystal Airport	Yes	No	No	No	No	Yes	N/A	N/A
Danbury Municipal Airport (Connecticut)	Yes	No	No	No	Yes	No	Yes	No
Fullerton Municipal Airport (California)**	Yes	No	No	Yes*	No	No	Yes	N/A
Glendale Municipal Airport (Arizona)	Yes	No	No	Yes	No	Yes	Yes	Yes
Grand Prairie Municipal Airport (Texas)	Yes	No	No	Yes*	No	N/A	N/A	N/A
Jack Northrop Field/Hawthorne Municipal Airport (California)**	Yes	No	No	N/A	No	N/A	N/A	N/A
Napa County Airport (California)	Yes	No	Yes	Yes	No	Yes	Yes	Yes
North Perry Airport (Florida)	Yes	No	No	Yes	No	No	No	No
Oxnard Airport (California)	Yes	No	Yes	Yes	No	No	Yes	Yes
Phoenix Goodyear Airport (Arizona)	Yes	No	No	Yes*	No	Yes	Yes	Yes
Renton Municipal Airport (Washington)	Yes	No	No	Yes	No	N/A	N/A	N/A

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Riverside Municipal Airport (California)	Yes	No	Yes	Yes	No	N/A	N/A	N/A
Shreveport Downtown Airport (Louisiana)	Yes	No	No	Yes	No	No	Yes	Yes

* Monthly rate only
** Identified as a comparable and competitive airport
N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 15 airports charge fuel flowage fees ranging from $0.04 to $0.20 per gallon (a mean of $0.10 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 3 airports charge landing fees
    - 2 of the 3 airports charge landing fees for commercial operations only
    - 1 of the 3 airports charge landing fees depending on aircraft weight range
- Parking fees
  - 12 airports charge parking fees (daily, overnight, and monthly)
    - 7 of the 12 airports charge transient parking fees ranging from $3.00 to $65.00 per day (a mean of $16.67 per day)
    - 2 of the 12 airports charge transient parking fees ranging from $4.00 to $34.00 per night (a mean of $10.29 per night)
    - 1 of the 12 airports charge a transient parking fee of $8.00 after the first 72 hours
- Based aircraft fees
  - 1 airport charges a based aircraft fee ranging from $90.00 to $2,500.00 based on aircraft weight (a mean of $968.00)
- Percentage of gross receipts fee
  - 5 airports charge percentage of gross receipts fees
    - 5 of the 5 airports charge percentage of gross receipts fees ranging from 0.20% to 3.00% (a mean of 2.14%) dependent on the type of activity (e.g., aircraft sales, location-based service, or aircraft maintenance)
    - 1 of the 5 airports has a minimum annual guarantee of $50,000 or 2.00%, whichever is higher

- Commercial aeronautical permit fees
  - 8 airports charge commercial aeronautical permit fees
    - 1 of the 8 airports charge commercial aeronautical permit fees ranging from $199.00 to $436.00 per day with additional charges for each additional consecutive day (a mean of $318.00 per day)
    - 8 of the 8 airports charge commercial aeronautical permit fees ranging from $150.00 to $7,500.00 per year (a mean of $2,183 per year)
- Access fees
  - 6 airports charge access fees
    - 5 of the 6 airports charge access fees ranging from $15.00 to $25.00 (a mean of $21.00)
    - 1 of the 6 airports charges an access fee of $25.00 for additional/replacement gate access cards only

5. Whiteman Airport

GA fees and related information were gathered from 15 comparable airports. A summary of findings is provided in Table 6.

Table 6 – Comparable Airports Summary – Whiteman Airport

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Aurora State Airport (Oregon)	Yes	No	No	Yes	No	No	Yes	No
Boca Raton Airport (Florida)	N/A	No	N/A	N/A	No	N/A	N/A	Yes
Bowman Field (Kentucky)	Yes	No	No	Yes	No	Yes	Yes	N/A
Buchanan Field (California)	Yes	No	Yes	Yes	No	N/A	Yes	Yes
Danbury Municipal Airport (Connecticut)	Yes	No	No	No	Yes	No	Yes	No
Essex County Airport (New Jersey)	N/A	No	Yes	Yes**	No	N/A	N/A	N/A
Flying Cloud Airport (Minnesota)	Yes	No	Yes	No	No	Yes	N/A	N/A
Georgetown Municipal Airport (Texas)	Yes	No	No	Yes*	No	No	No	No
Grand Prairie Municipal Airport (Texas)	Yes	No	No	Yes**	No	N/A	N/A	N/A
Hayward Executive Airport (California)	Yes	No	Yes	Yes	No	N/A	Yes	Yes
Jack Northrop Field/Hawthorne Municipal Airport (California)***	Yes	No	No	N/A	No	N/A	N/A	N/A
North Perry Airport (Florida)	Yes	No	No	Yes	No	No	No	No
Phoenix Goodyear Airport (Arizona)	Yes	No	No	Yes**	No	Yes	Yes	Yes
Renton Municipal Airport (Washington)	Yes	No	No	Yes	No	N/A	N/A	N/A

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Shreveport Downtown Airport (Louisiana)	Yes	No	No	Yes	No	No	Yes	Yes

*Waived with fuel purchase
** Monthly rate only
*** Identified as a comparable and competitive airport
N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 13 airports charge fuel flowage fees charge fuel flowage fees ranging from $0.04 to $0.20 per gallon (a mean of $0.11 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 4 airports charge landing fees
    - 2 of the 4 airports charge landing fees for commercial operations only
    - 2 of the 4 airports charge landing fees ranging from $10.00 to $75.00 (a mean of $29.00) based on specific aircraft type
- Parking fees
  - 11 airports charge parking fees (daily, overnight, and monthly)
    - 6 of the 11 airports charge transient parking fees ranging from $3.00 to $65.00 per day (a mean of $16.87 per day)
    - 1 of the 11 airports charge transient parking fees ranging from $4.00 to $9.00 per night (a mean of $6.00 per night)
    - 1 of the 11 airports charge a transient parking fee of $5.00 after the third night (the first night is free and the second night is waived with a fuel purchase)
    - 1 of the 11 airports charge a transient parking fee of $8.00 after the first 72 hours
    - 1 of the 11 airports charges a transient parking fee based on aircraft wingspan
- Based aircraft fees
  - 1 airport charges a based aircraft fee ranging from $90.00 to $2,500.00 based on aircraft weight (a mean of $968.00)
- Percentage of gross receipts fee
  - 3 airports charge percentage of gross receipts fees
    - 3 of the 3 airports charge percentage of gross receipts fees ranging from 1.50% to 3.00%
    - 1 of the 3 airports has a minimum annual guarantee of $50,000 or 2.00%, whichever is higher

- Commercial aeronautical permit fees
  - 7 airports charge commercial aeronautical permit fees
    - 5 of the 7 airports charge commercial aeronautical permit fees ranging from $120.00 to $7,500.00 per year (a mean of $2,124.00 per year)
    - 2 of the 7 airports charge a mobile service provider permit fee ranging from $100.00 to $300.00 per year (a mean of $205.00 per year)
- Access fees
  - 5 airports charge access fees
    - 4 of the 5 airports charge access fees ranging from $20.00 to $35.00 (a mean of $25.00)
    - 1 of the 5 airports charge an access fee of $35.00 for non-direct airport tenants only

B. Competitive Airports

Typically, an airport is considered competitive if it is located in relatively close proximity to the Airport. Each competitive airport is then compared to the Airport based on (1) infrastructure and (2) available products, services, and facilities.

For the purposes of this study, airports within 40[2] nautical miles of the County Airports were identified as being potentially competitive airports. It is significant to note that while Airports owned by the County are located within the competitive area, the relevant and useable data ascertained from these Airports was not included in the findings to ensure the County's existing fee structure does not have an undue influence on the results of the study.

1. Brackett Field

GA fees and related information were gathered from 7 competitive airports. A summary of findings is provided in Table 7.

Table 7 – Competitive Airports Summary – Brackett Field

Competitive Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Chino Airport (California)	Yes	No	No	Yes	No	No	Yes	Yes
Fullerton Municipal Airport (California)	Yes	No	No	Yes*	No	No	Yes	Yes
Long Beach Airport – Daugherty Field (California)	Yes	No	Yes	Yes	No	N/A	Yes	No
Riverside Municipal Airport (California)**	Yes	No	Yes	Yes	No	N/A	N/A	N/A
San Bernardino International Airport (California)	Yes	No	Yes	Yes	No	Yes	Yes	No

[2] The radius for the competitive airports associated with General William J. Fox Airfield was set to 55 miles due to the isolated nature of the airport.

Competitive Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Van Nuys Airport (California)	Yes	No	No	No	No	N/A	No	No
Zamperini Field (California)	N/A	No	No	Yes	No	N/A	N/A	Yes

* Monthly rate only
** Identified as a comparable and competitive airport
N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 6 airports charge fuel flowage fees ranging from $0.06 to $0.13 per gallon (a mean of $0.09 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 3 airports charge landing fees
    - 1 of the 3 airports charge landing fees based on MGLW ranging from $3.88 to $8.17 per 1,000 pounds (a mean of $6.03)
    - 1 of the 3 airports charge a landing fee based on MGLW of $1.00 per 1,000 pounds for aircraft over 12,500 pounds
    - 1 of the 3 airports charge landing fees based on specific timeframes
- Parking fees
  - 5 airports charge parking fees (daily, overnight, and monthly)
    - 5 of the 5 airports charge transient parking fees ranging from $5.00 to $65.00 per day (a mean of $26.14 per day)
    - 1 of the 5 airports charges a transient parking fee based on wingspan
    - 1 of the 5 airports charges a transient parking fee after the first 8 hours
- No airports charge based aircraft fees
- Percentage of gross receipts fee
  - 1 airport charges a percentage of gross receipts fee
- Commercial aeronautical permit fee
  - 4 airports charge commercial aeronautical permit fees
    - 3 of the 4 airports charge commercial aeronautical permit fees ranging from $150.00 to $1,000.00 per year (a mean of $650.00 per year)
    - 1 of the 4 airports charge a mobile service provider permit fee of $100.00 per vehicle per month
- Access fee
  - 3 airports charge access fees
    - 2 of the 3 airports charges an access fees ranging from $21.00 to $25.00 (a mean of $23.00)
    - 1 of the 3 airports charge an access fee of $25.00 for additional/replacement gate access cards only

2. Compton/Woodley Airport

GA fees and related information were gathered from 8 competitive airports. A summary of findings is provided in Table 8.

Table 8 – Competitive Airports Summary – Compton/Woodley Airport

Competitive Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Bob Hope Airport (California)	Yes	No	Yes	N/A	No	N/A	N/A	Yes
Fullerton Municipal Airport (California)	Yes	No	No	Yes*	No	No	Yes	Yes
Jack Northrop Field/Hawthorne Municipal Airport (California)	Yes	No	No	N/A	No	N/A	N/A	N/A
John Wayne – Orange County Airport (California)	Yes	No	No	Yes*	No	N/A	N/A	Yes
Long Beach Airport – Daugherty Field (California)	Yes	No	Yes	Yes	No	N/A	Yes	No
Santa Monica Municipal Airport (California)	Yes	No	Yes	Yes	No	N/A	Yes	Yes
Van Nuys Airport (California)	Yes	No	No	No	No	N/A	No	No
Zamperini Field (California)	N/A	No	No	Yes	No	N/A	N/A	Yes

* Monthly rate only

N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 7 airports charge fuel flowage fees ranging from $0.05 to $0.14 per gallon (a mean of $0.09 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 3 airports charge landing fees
    - 1 of the 3 airports charge a landing fee for commercial operations only
    - 2 of the 3 airports charge landing fees based on MGLW ranging from $3.88 to $8.17 per 1,000 pounds (a mean of $5.84)
    - 1 of the 3 airports charge landing fees based on specific timeframes
- Parking fees
  - 5 airports charge parking fees (daily, overnight, and monthly)
    - 1 of the 5 airports charge a transient parking fees ranging from $18.77 to $37.55 per night (a mean of $28.16 per night)
    - 2 of the 5 airports charge transient parking fees ranging from $5.76 to $62.04 per day (a mean of $25.35 per day)
    - 1 of the 5 airports charges a transient parking fees based on wingspan

- No airports charge based aircraft fees
- No airports charge percentage of gross receipts fees
- Commercial aeronautical permit fee
  - 3 airports charge commercial aeronautical permit fees
    - 1 of the 3 airports charge a commercial aeronautical permit fee of $150.00 per year
    - 1 of the 3 airports charge a mobile service provider permit fee of $100.00 per vehicle per month
- Access fee
  - 4 airports charge access fees
    - 2 of the 4 airports charge access fees ranging from $21.00 to $60.00 (a mean of $40.50)
    - 2 of the 4 airports charge access fees ranging from $10.00 to $25.00 for additional/replacement gate access cards only (a mean of $17.50)

3. General William J. Fox Airfield

GA fees and related information were gathered from 5 competitive airports. A summary of findings is provided in Table 9.

Table 9 – Competitive Airports Summary – General William J. Fox Airfield

Competitive Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Apple Valley Airport (California)	Yes	No	No	Yes	No	No	Yes	Yes
California City Municipal Airport (California)	No	No	No	Yes	No	N/A	No	No
Mojave Air and Space Port (California)	No	No	No	Yes*	No	N/A	N/A	N/A
Tehachapi Municipal Airport (California)	No	No	No	Yes	No	No	No	No
Van Nuys Airport (California)	Yes	No	No	No	No	N/A	No	No

*Waived with fuel purchase
N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 2 airports charge fuel flowage fees ranging from $0.07 to $0.13 per gallon (a mean of $0.10 per gallon)
- No airports charge transient aircraft fees
- No airports charge landing fees
- Parking fees
  - 4 airports charge transient parking fees ranging from $5.00 to $250.00 per day (a mean of $42.22 per day)

- No airports charge based aircraft fees
- No airports charge percentage of gross receipts fees
- Commercial aeronautical permit fee
  - 1 airport charges a commercial aeronautical permit fee of $750.00 per year
- Access fee
  - 1 airport charges an access fee of $25.00

4. San Gabriel Valley Airport

GA fees and related information were gathered from 8 competitive airports. A summary of findings is provided in Table 10.

Table 10 – Competitive Airports Summary – San Gabriel Valley Airport

Competitive Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Cable Airport (California)	N/A	No	No	Yes	No	N/A	N/A	Yes
Chino Airport (California)	Yes	No	No	Yes	No	No	Yes	Yes
Corona Municipal Airport (California)	N/A	No	No	N/A	No	N/A	N/A	Yes
Fullerton Municipal Airport (California)**	Yes	No	No	Yes*	No	No	Yes	Yes
Jack Northrop Field/Hawthorne Municipal Airport (California)**	Yes	No	No	N/A	No	N/A	N/A	N/A
Long Beach Airport – Daugherty Field (California)	Yes	No	Yes	Yes	No	N/A	Yes	No
Santa Monica Municipal Airport (California)	Yes	No	Yes	Yes	No	N/A	Yes	Yes
Van Nuys Airport (California)	Yes	No	No	No	No	N/A	No	No
Zamperini Field (California)	N/A	No	No	Yes	No	N/A	N/A	Yes

* Monthly rate only
** Identified as a comparable and competitive airport
N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 6 airports charge fuel flowage fees ranging from $0.06 to $0.14 per gallon (a mean of $0.09 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 2 airports charge landing fees
    - 2 of the 2 airports charge landing fees based on MGLW ranging from $3.88 to $8.17 per 1,000 pounds (a mean of $5.84)
    - 1 of the 2 airports charge landing fees based on specific timeframes

- Parking fees
  - 6 airports charge parking fees (daily, overnight, and monthly)
    - 2 of the 6 airports charge transient parking fees ranging from $5.00 to $37.55 per night (a mean of $20.44 per night)
    - 3 of the 6 airports charge transient parking fees ranging from $5.00 to $62.04 per day (a mean of $22.66 per day)
    - 1 of the 6 airports charges a transient parking fee after the first 8 hours
    - 1 of the 6 airports charges a transient parking fee based on wingspan
- No airports charge based aircraft fees
- No airports charge percentage of gross receipt fees
- Commercial aeronautical permit fee
  - 4 airports charge commercial aeronautical permit fees
    - 2 of the 4 airports charge a commercial aeronautical permit fees ranging from $150.00 to $750.00 per year (a mean of $450.00 per year)
    - 1 of the 4 airports charge a mobile service provider permit fee of $100.00 per vehicle per month
- Access fee
  - 6 airports charge access fees
    - 5 of the 6 airports charge access fees ranging from $21.00 to $32.00 (a mean of $25.75)
    - 1 of the 6 airports charges an access fee of $25.00 for additional/replacement gate cards only

5. Whiteman Airport

GA fees and related information were gathered from 7 competitive airports. A summary of findings is provided in Table 11.

Table 11 – Competitive Airports Summary – Whiteman Airport

Competitive Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Camarillo Airport (California)	Yes	No	Yes	Yes	No	No	Yes	Yes
Fullerton Municipal Airport (California)	Yes	No	No	Yes*	No	No	Yes	Yes
Jack Northrop Field/Hawthorne Municipal Airport (California)**	Yes	No	No	N/A	No	N/A	N/A	N/A
Long Beach Airport – Daugherty Field (California)	Yes	No	Yes	Yes	No	N/A	Yes	No
Santa Monica Municipal Airport (California)	Yes	No	Yes	Yes	No	N/A	Yes	Yes

Competitive Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing Fees	Parking Fees	Based Aircraft Fees	Percentage of Gross Receipts	Commercial Aeronautical Permit Fees	Access Fees
Van Nuys Airport (California)	Yes	No	No	No	No	N/A	No	No
Zamperini Field (California)	N/A	No	No	Yes	No	N/A	N/A	Yes

* Monthly rate only
** Identified as a comparable and competitive airport
N/A indicates relevant and usable information was not available

Significant findings follow:

- Fuel flowage fees
  - 6 airports charge fuel flowage fees ranging from $0.06 to $0.14 per gallon (a mean of $0.09 per gallon)
- No airports charge transient aircraft fees
- Landing fees
  - 3 airports charge a landing fee
    - 1 of the 3 airports charge a landing fee for commercial operators only
    - 2 of the 3 airports charge landing fees based on MGLW ranging from $3.88 to $8.17 per 1,000 pounds (a mean of $5.84)
    - 1 of the 3 airports charge landing fees based on specific timeframes
- Parking fees
  - 5 airports charge parking fees (daily, overnight, and monthly)
    - 1 of the 5 airports charge a transient parking fee ranging from $18.77 to $37.55 per night (a mean of $28.16 per night)
    - 2 of the 5 airports charge transient parking fees ranging from $5.76 to $62.04 per day (a mean of $23.02 per day)
    - 1 of the 5 airports charges a transient parking fee based on wingspan
    - 1 of the 5 airports charges $1.44 per 1,000 pounds for aircraft over 12,500 pounds per day
- No airports charge a based aircraft fee
- No airports charge a percentage of gross receipts fee
- Commercial aeronautical permit fee
  - 4 airports charge commercial aeronautical permit fees
    - 1 of the 4 airports charge commercial aeronautical permit fees ranging from $199.00 to $436.00 per day with additional charges for each additional consecutive day (a mean of $318.00 per day)
    - 3 of the 4 airports charge commercial aeronautical permit fees ranging from $150.00 to $2,738.00 per year (a mean of $1,589.00 per year)
    - 1 of the 4 airports charge a mobile service provider permit fee of $100.00 per vehicle per month

- Access fee
  - 4 airports charge access fees
    - 3 of the 4 airports charge access fees ranging from $20.00 to $21.00 (a mean of $20.50)
    - 1 of the 4 airports charge an access fee of $25.00 for additional/replacement gate access cards only

V. RECOMMENDATIONS

A. Cost Center Approach

Regardless of the structure of GA fees the County ultimately decides to implement, AMCG suggests (consistent with a best practices approach) that the costs being incurred by the County relating to the planning, development, operation (including maintenance and repair), management, and marketing of each Airport that are not being covered by federal or state Airport Improvement Programs (AIP) be identified and quantified to the greatest extent possible.

This would include, but would not necessarily be limited to, the capital and operating costs being incurred by the County (or portion thereof), as follows:

- Local match/share of AIP funded projects;
- Airport planning projects not funded through AIP;
- Airport development projects not funded through AIP;
- Airport vehicles and equipment not funded through AIP;
- Airport reserve accounts to provide funding for future planning and development projects and vehicles and equipment that would not be eligible for AIP funding; and
- All other operating costs (e.g., personnel, insurance, utilities, etc.).

Once this is accomplished, all revenues (including rents and fees) should be quantified and all capital and operating costs (including airport reserve accounts for future projects) should be deducted which results in the cost recovery gap. Consistent with a best practices approach, the County should establish a fee program (aeronautical and non-aeronautical) designed to close the gap between revenues and costs (capital and operating). Based on the results of the financial analysis and aligned with County desires, the aeronautical fee program will be consistent across all County Airports.

If the fees that need to be charged by the County to close the gap are unreasonable from a market perspective, AMCG recommends that a reasonable portion (or percentage) of the gap between revenues and costs (capital and operating)should be targeted (cost recovery target).

B. Aeronautical Fees Recommended

1. Fuel Flowage Fee

AMCG recommends the County continue to implement a fuel flowage fee at the Airports paid based on the amount of fuel purchased.

Generally, the airport sponsors, aviation businesses, and aircraft operators believe a fuel flowage fee is an acceptable way of recovering airport costs. In comparison to other fees, fuel flowage fees are relatively easy to administer as fuel flowage fees are collected and remitted (or paid directly) by the fueling entity (commercial and non-commercial) to the airport sponsor.

The most significant downfall with charging fuel flowage fees is that only those GA aircraft operators who purchase (or dispense) fuel at the Airports pay the fee. Therefore, GA aircraft operators who use the airport, but do not purchase (or dispense) fuel, make no contribution to cover the airport costs through payment of fuel flowage fees.

From an industry perspective, fuel flowage fees are typically paid on the honor system. In many cases, fueling entities report fuel volumes without audit or there is no requirement to verify or reconcile the amount of fuel sold (or dispensed) by a fueling entity with the amount of fuel delivered. If the County decides to continue charging a fuel flowage fee at the Airports, AMCG suggests that the fueling entity continue to be required to pay this fee for all gallons delivered to the fuel storage facility (as reported by the fuel supplier).

AMCG recommends that the County require the fueling entity report all fuel purchased (by type), delivered to the fuel storage facility (by type), and sold (or dispensed) at the Airport (by type and category). This approach provides a mechanism for the County to reconcile the gallons delivered with the gallons dispensed at the Airports.

Additionally, in the case of a discrepancy between the amount of fuel delivered to the fuel storage facility and the amount of fuel sold (or dispensed) at the Airports, the greater amount shall prevail and the fueling entity shall promptly pay all additional fees due the County, plus annual interest on the unpaid balance at the maximum rate allowable by law from the date originally due.

2. Throughput Fee

If the County finances the development of a fuel storage facility (in the past or future), AMCG recommends the County implement a throughput fee to recover the associated fixed and variable costs.

As such, fueling entities utilizing County financed fuel storage facilities will be charged a throughput fee, paid on a per gallon basis, to recover the County's costs allocated specifically allocated to the fuel storage facilities. In comparison to other fees, throughput fees are relatively easy to administer as throughput fees are collected and remitted (or paid directly) by the fueling entities (commercial and non-commercial) to the airport sponsor.

Further, throughput fees are typically paid on the honor system. In most cases, fueling entities report fuel volumes without audit or there is no requirement to verify or reconcile the amount of fuel sold (or dispensed) by a fueling entity with the amount of fuel delivered. If the County decides to implement a throughput fee at the Airports, AMCG suggests that the fueling entity be required to pay this fee for all gallons delivered to the fuel storage facility (as reported by the fuel supplier) as opposed to basing the fee on gallons sold (or dispensed).

AMCG recommends that the County require the fueling entity report all fuel purchased (by type), delivered to the fuel storage facility (by type), and sold (or dispensed) at the Airport (by type and category). This approach provides a mechanism for the County to reconcile the gallons delivered with the gallons dispensed at the Airports.

3. Landing Fees

Landing fees could provide an equitable mechanism for the County to recover costs from all users at the Airports. However, based on the difficulty and cost associated with implementing a landing fee for all GA aircraft operators, AMCG recommends the County continue to utilize a GA landing fee for firefighting activity and cargo activities (conducted by Ameriflight) at William J. Fox Airfield and San Gabriel Valley Airport.

4. Commercial Aeronautical Permit Fee

AMCG recommends the County implement a commercial aeronautical permit fee associated with the existing commercial operator permit based on the type of activity being conducted at the Airports which AMCG believes is consistent with a best practices approach.

As such, FBOs and Specialized Aviation Service Operators (SASOs) will be charged a commercial aeronautical permit fee for engaging in commercial aeronautical activities at the Airports and and other entities will be charged a commercial aeronautical permit fee for engaging in temporary or special activities at the Airports. Typically, the amount of the commercial aeronautical permit fee would be dependent on the other types of fees selected (and the cost recovery target established) by the County.

5. Vehicle Access Fees

AMCG recommends the County continue to implement a vehicle access fee at the Airports.

As such, individuals requiring vehicle access to the Airports will be charged an access fee. Typically, the amount of the access fee would be dependent on the other types of fees selected (and the cost recovery target established) by the County.

C. Aeronautical Fees Dependent on the County's Business Philosophy

1. Transient Parking Fees

With regard to recovering the costs associated with the transient parking areas at the Airport, AMCG believes that the County has two primary options, as follows:

- The County could lease the transient parking areas to commercial operators and/or non-commercial tenants and charge market rent (Option 1).
- The County could allow commercial operators and/or non-commercial tenants to use transient parking areas and charge a fee for such use (Option 2).

Option 1

Commercial operators or non-commercial tenants (for purposes of this discussion, these entities will be referred to as the potential lessees) could identify the transient parking area that the potential lessee would like to lease from the County and the County could enter into an agreement with the potential lessee. It is important to note that the potential lessee must demonstrate immediate need for the transient parking area desired.

Under Option 1, the County would lease the transient parking area to the potential lessee and the potential lessee would then be responsible for the operation, management, and most importantly, the maintenance and repair of the transient parking area. In addition, the potential lessee (if a commercial operator) could establish fees for use of the transient parking area and collect and retain 100% of the fees.

Option 2

After identifying the ramp area needed for transient parking, the County could establish transient parking fees using a "cents per 1,000 lbs." approach based on MGLW of the aircraft. In the alternative, the County could establish transient parking fees based on aircraft size, type, or use. If utilizing a "cents per 1,000 lbs. approach, AMCG suggests that the County specify a minimum transient parking fee.

In addition, AMCG suggests that fees be established based on the amount of time a transient aircraft is parked on the ramp area. For example, the County could establish a day fee (i.e., for aircraft parking up to 8 or 12 hours a day) and an overnight fee (i.e., for aircraft parking over 8 or 12 hours a day). For the purposes of this analysis, the monthly parking fee will be analyzed as a rent (rather than a fee) and outlined in the *Airport Rent Study* for each County Airport. The County may also consider some type of grace period (e.g., for aircraft parking up to 4 hours a day without charge) as well.

Under Option 2, the County would not lease or relinquish control of the ramp area. As a result, the County would maintain a high degree of flexibility (from a planning, development, and operational standpoint) with regard to the future use of the ramp area. While the County would be responsible for the operation and management of the ramp area, the County could outsource these functions (which could include the collection and remittance of fees). The County would be responsible for maintenance and repair of the ramp and associated costs and expenses.

The amount of the transient parking fee would be dependent on the other types of fees selected (and the cost recovery target established) by the County.

D. Aeronautical Fees Not Recommended

1. Transient Aircraft Fee

AMCG does not recommend the County implement a transient aircraft fee for aircraft that do not purchase fuel at the Airports. While the transient aircraft fee is designed to encourage transient GA aircraft to purchase fuel at the Airports, which would have a positive economic outcome for the County through fuel flowage fees, the challenges and costs related to implementation could outweigh the economic benefit.

2. Based Aircraft Fee

AMCG does not recommend the County implement a based aircraft fee as this fee is most appropriate in conjunction with a landing fee charged to all transient GA aircraft. The difficulty and cost associated with the implementation of a based aircraft fee (and landing fee) may be in excess of the revenue generated.

3. Percentage of Gross Receipts

AMCG does not recommend the County implement a percentage of gross receipts fee.

As indicated previously, over the years, this fee has become less common. In fact, the trend in the industry is not to charge a percentage of gross receipts to commercial operators (FBOs or SASOs).

While the lease agreement between the airport sponsor and a commercial operator may have an audit provision, the time and expense associated with an audit can be significant and may be in excess of the fee generated after all the exemptions are considered. As such, AMCG does not recommend that the County charge a percentage of gross receipts.

E. Adjustment of Fees

AMCG recommends that GA fees be reviewed annually based on the prior year financials and next year budget for the Airports and that any deficits be carried forward and considered when updating fees in the future and that any surplus be: (1) local match/share of AIP funded projects, (2) used for non-AIP funded Airport planning or development projects (including capital expenditures relating to non-AIP funded Airport improvements, vehicles, and equipment), (3) set aside in a reserve accounts for future non-AIP funded planning or development projects, or (4) carried forward for consideration in establishing fees for the following year.

Also, and equally important, GA fees should not be imbedded in lease agreements with commercial operators or non-commercial tenants. Conversely, GA fees should be established in a separate schedule. AMCG suggests that a provision be included in all GA lease agreements to the effect of: “To recover the costs being incurred by the County relating to the planning, development, operation (including maintenance and repair), management, and marketing of the Airport (that are not being covered by federal or state AIP funds) that can be attributed specifically to GA, the lessee agrees to pay the fees set forth in the County’s GA Fee Schedule as may be amended from time to time.”

If it is necessary to include GA fees in a lease agreement, language should be included in the lease agreement stipulating that the County may, at the County’s discretion, adjust GA fees from time to time and that the lessee agrees to pay such fees to help recover the costs incurred by the County relating to the planning, development, operation (including maintenance and repair), management, and marketing of the Airports (that are not being covered by federal or state AIP funds) that can be allocated specifically to GA.

VI. GENERAL AVIATION FEES

A. Aeronautical Fees Selected

The County has selected the following fees for the County Airports, which are subject to the Board's approval prior to implementation:

- Fuel Flowage Fee
- Throughput Fee
- Landing Fee (WJF and EMT only)
- Transient Parking Fees
- Commercial Aeronautical Permit Fees
- Vehicle Access Fee

B. Financial Analysis

AMCG analyzed the Fiscal Year (FY) 2018-2019 financial statement for the Department of Public Works Aviation Enterprise Fund (M02 Fund) to ascertain the difference between revenues and expenses with consideration to historical, current, and future capital expenditures. The financial recast (Table 12) identifies (1) all revenues generated by the County Airports, (2) all costs incurred by the County related to the planning, development, operation (including maintenance and repair), management, and marketing of the Airports that are not covered by federal or state AIP, and (3) capital expenses related to historical, current, and future development projects. The financial recast determined the net income for all County Airports. Through a GA fee program, the County should strive to have adequate reserves for future AIP matches as well as recover any losses incurred.

It is significant to note that the revenues generated by the existing GA fee program of $425,848 are included in the FY 2018-2019 financial recast but removed when determining the total cost recovery amount.

The following key underlying assumptions were utilized in development of the GA fee program:

- Identified GA fee program revenue pertaining to fuel flowage fees, landing fees, and transient aircraft parking fees.
- Capital project funding/reserves estimated from the historical, current, and future capital costs allocated based on the amortization of the County match.
- Fuel volumes were based on actual FY 2018-2019 fuel volumes.
- Throughput fees utilized current County-owned fuel storage facilities, industry cost of construction (on a per gallon basis), and a reasonable economic life.
- Number of aircraft operations were based on actual activity levels (FAA Air Traffic Activity System) or Airport Master Plan data.
- Projected landing fees based on historical activity.
- Projected number of vehicle access fees based on discussions with the County.

Table 12 – Financial Recast – Aviation Division

Revenues	Total
Rents	
American Airports *	$ 4,021,516
Leases	$ 191,182
Total Rents Revenue	*$ 4,212,698*
% of Total Revenue	*87.43%*
Fees	
Fuel Flowage Fee	$ 399,497
Landing Fee	$ 20,184
Transient Aircraft Parking	$ 6,167
Total Fees Revenue	*$ 425,848*
% of Total Revenue	*8.84%*
Other Income	
Interest	$ 143,375
Miscellaneous	$ 10,499
Noise Monitoring	$ 5,685
State Revenue	$ 20,000
Total Other Income Revenue	*$ 179,559*
% of Total Revenue	*3.73%*
Summary	
TOTAL REVENUE	**$ 4,818,105**
COST OF GOODS SOLD	**$ -**
GROSS MARGIN	**$ 4,818,105**

Expenses	Total
Operating Expenses	
Communications	$ 934
Dues/Subscriptions	$ 4,458
Lease (Rent)	$ 50,369
Payroll and County Allocation	$ 1,886,353
Postage/Freight	$ 161
Professional Services	$ 1,039,777
Supplies	$ 11,478
Travel/Training	$ 6,703
Utilities/Telephones	$ 924
Vehicle/Equipment Maintenance	$ 15,240
OPERATING EXPENSES	**$ 3,016,396**
OPERATING INCOME (EBITDA)	**$ 1,801,708**
Capital Expenses	
Capital Project Funding/Reserves	$ 1,700,000
NON-OPERATING EXP. (INC.)	**$ 1,700,000**
NET INCOME (LOSS)	**$ 101,708**

* Included non-aeronautical revenue

C. Establishment of Fees

As indicated previously, regardless of the type of GA fees the County ultimately decides to charge, AMCG suggests (consistent with a best practices approach) that all of the costs relating to the planning, development, operation (including maintenance and repair), management, and marketing of the Airport (not covered by federal or state AIP) should be identified and quantified to the greatest extent possible.

Once this is accomplished, revenues should be deducted from costs to ascertain the gap for Administration and the County should establish a fee program that closes the gap (if reasonable, 100% of the gap should be targeted by the County).

As identified in Table 12, the projected net income for all County Airports is $101,708. AMCG eliminated the GA fee revenue of $425,848, which represents the current revenue obtained from fuel flowage fees and transient aircraft parking, to ascertain the full cost recovery total of $324,140.

1. Fee Calculation Analysis

Based on the total cost recovery (and the key underlying assumptions), AMCG calculated the rate for each of the fees selected by the County. Table 13 outlines the GA fee calculations which identifies certain key underlying assumptions, the recommended fee structure, and the resulting fee calculated for each line item.

Utilizing a cost recovery approach with consideration given to the findings from the comparable and competitive airports, AMCG calculated the rate for each fee selected by the County. The calculated rates are conveyed in the *General Aviation Fee Schedule* provided in Section VII.

Table 13 – GA Fee Calculation

General Aviation Fee Calculation	Assumptions	Fee	Revenue
Fuel Flowage Fee	Gallons	Fee (per gallon)	Revenue
Avgas	424,571	$0.15	$63,686
Jet Fuel	549,737	$0.15	$82,461
Throughput Fee	Gallons	Fee (per gallon)	Revenue
Avgas	424,571	$0.07	$29,720
Jet Fuel	549,737	$0.07	$38,482
Landing Fee	Landed Weight (5-year average)	Fee (1,000 MGLW)	Revenue
WJF only			
Firefighting and Cargo Activitiy	7,306,032	$1.00	$7,306
Transient Parking Fee	Number of Aircraft Charged Fee (Annual)	Per Aircraft	Total
Daily (4 to 12 hours)*			
Small Tiedown	483	$10.00	$4,830
Medium Tiedown	242	$15.00	$3,630
Helicopter	15	$15.00	$225
Overnight (more than 12 hours per day)			
Small Tiedown	4,348	$15.00	$65,220
Medium Tiedown	966	$20.00	$19,320
Helicopter	287	$20.00	$5,740
Commercial Aeronautical Permit Fee	Number of Operators	Fee (annual)	Revenue
Fixed Base Operator	1	$500	$500
Specialized Aviation Service Operator	36	$250	$9,000
Vehicle Access Fee	Number of Applicants	Fee	Revenue
New Application (2-year term)	150	$20.00	$3,000
Renewal (2-year term)	1,500	$10.00	$15,000

* Aircraft parking less than 4 hours are not charged a Daily Transient Parking Fee

2. Projected GA Fee Revenue

Table 14 summarizes the revenue projected based on the findings of Table 13 for each of the fees and identifies the County's revenue potential (predicated on the underlying assumptions) and a cost recovery target of approximately 100%.

It is important to note that while the fees are cost recovery based, fees should be within the bounds of the market to minimize an overly negative impact on aircraft operations and overall demand.

Table 14 – Projected GA Fee Revenue

Projected General Aviation Fee Revenue	Total	Percent of Goal
Fuel Flowage Fee	$146,146	41.98%
Throughput Fee	$68,202	19.59%
Landing Fee	$7,306	2.10%
Transient Parking Fee	$98,965	28.43%
Commercial Aeronautical Permit Fee	$9,500	2.73%
Vehicle Access Fee	$18,000	5.17%
Potential Fees Revenue	$348,119	
Full Cost Recovery Total (Administration)	$324,140	
Cost Recovery Target (Percent)	100%	
Cost Recovery Target (Amount)	$324,140	
Cost Recovery Reconciliation	$23,979	

VII. GENERAL AVIATION FEE SCHEDULE

To recover the costs being incurred by the County relating to the planning, development, operation (including maintenance and repair), management, and marketing of the Airport (that are not covered by federal or state AIP funds), AMCG recommends the County establish and implement the following GA Fee Schedule for all the County Airports.

Table 15 – GA Fee Schedule

TYPE OF FEE	FEE	
Fuel Flowage Fee		
Avgas		$0.15
Jet Fuel		$0.15
Throughput Fee		
Avgas		$0.07
Jet Fuel		$0.07
Landing Fee (WJF only)		
Per 1,000 pounds MGLW		$1.00
Transient Parking Fee		
Type	Daily (4 to 12 hours)*	Overnight (more than 12 hours per day)
Small Tiedown	$10.00	$15.00
Medium Tiedown	$15.00	$20.00
Helicopter	$15.00	$20.00
Commercial Aeronautical Permit Fee		
Fixed Base Operator		$500.00
Specialized Aviation Service Operator		$250.00
Vehicle Access Fee		
New Application (2-year term)		$20.00
Renewal (2-year term)		$10.00

* Aircraft parking less than 4 hours are not charged a Daily Transient Parking Fee