

Priority Rating Model

For the

Air Service Enhancement Program

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Air Service Enhancement Program Priority Rating Model

The Air Service Enhancement Program (ASEP) Priority Rating Model (PRM) includes four (4) categories, which encompass related criteria, for the purpose of estimating the potential success of any proposed project seeking a match from the ASEP. The degree to which each proposed project achieves each criterion will be scored and multiplied by the priority weight for that category. Particular preference is given to statutorily intended benefits, and those benchmarks already set forth by the Wyoming Aeronautics Commission (WAC), for determining a project's success.

Projects that will use the ASEP Priority Rating Model

1) Primary Air Service

The WAC recognizes the need to maintain access to the national air transportation system at Wyoming's ten (10) commercial airports. Per the Commission response to the Wyoming Legislature Service Office (LSO) Audit Committee Recommendation #12 and #14 (Wyoming Legislature Management Audit Committee, 2012), this is defined as up to "two (2) round trips per day to a hub airport as defined by the Federal Aviation Administration (FAA)". These types of projects include, but are not limited to:

- Up to twice daily, industry standard reliable service, to a hub airport as defined by the FAA.

2) Growth Air Service

Growth Air Service may include any project that is complementary, or growth oriented, in addition to an airport's already established primary service. These projects types include, but are not limited to:

- Daily, reliable service to a second, third, etc. hub airport as defined by the FAA.
- Additional flight frequency, above Primary Air Service, to one (1) hub airport.
- Seasonal service designed to transport tourist traffic into Wyoming.
- Less than daily or seasonal service to leisure destinations such as Las Vegas, or Phoenix.

Ranking Project Types Using the ASEP Priority Rating Model

Projects will be ranked through a score card method, whereby particular attributes of the proposed project and the Sponsor or community, will be evaluated on metrics that are indicative of fulfilling statutory mandated requirements, or maximizing project success based on available state funds.

Distribution of Points

A total of 1,740 total possible points are available from this model. The share of total possible points is:

Statutory Benefit: 700 points / 40.2%

Economic Benefit: 360 points / 20.7%

Community Involvement: 520 points / 29.9%

Differentiating Characteristics: 160 points / 9.2%

Statutory Intended Benefits

Criteria Weight: 20

The initial partition of this model is centered on evaluating how a project addresses the six (6) statutorily intended benefits, pursuant to Wyoming Statute 10-3-601(b), and considerations to whether a project maintains Primary Air Service, all of which are established as benchmarks of determining a project's potential success as set forth in Aeronautics Rules Ch. 4, § 4. The six (6) statutorily intended benefits, weighted equally, include:

1. Increasing the minimum number of enplanements at airports facing a possible loss of federal Airport Improvement Program (AIP) funding (would restore or maintain the 10,000 enplanement minimum to qualify for \$1 Million annually in AIP entitlement funds);

Criteria	Priority	Definition	Qualification	Scoring Value
Statutory Benefit	20	Increasing the number of enplanements at airports facing a possible loss of federal AIP funding	Brings total above 10,000 during first calendar year of contract	5
			Brings total above 10,000 by second calendar year of contract	3
			Does not bring above 10,000 but improves	1
			Airport will already achieve 10,000 enplanements for any calendar year during proposed service	0

- A projection of enplaned passengers will be made in the application, and vetted by Division staff, to verify if the project would be able to achieve the minimum 10,000 enplanements. If the project would bring enplanements up to the 10,000 passenger threshold within the first calendar year of service, it would receive a higher score than if the project were to achieve this in a later calendar year. Accounting projected 10,000 enplanements would be strictly for the calendar year wherein the service takes place, excluding any implicit or additional pending air service proposals.

2. Increasing passenger enplanements at commercial airports in Wyoming;

Criteria	Priority	Definition	Qualification				Scoring Value			
Statutory Benefit	20	Increasing passenger enplanements at commercial airports in Wyoming	Year-round, annual service level	Increase in excess of 100%, or is responsible for all enplanements as defined by Primary Air Service enplanements	Or	Forecasted increase in enplanements of $\geq 12,000$	Seasonal / leisure or recreation oriented service	Increase $\geq 6\%$	5	
				Increase $\geq 75\%$, but $< 100\%$				$\geq 8,000$ but $< 12,000$	Increase $\geq 4\%$ but $< 6\%$	3
				Increase $\geq 50\%$ but $< 75\%$				$\geq 5,000$ but $< 8,000$	Increase $\geq 2\%$ but $< 4\%$	2
				Increase $< 50\%$				$< 5,000$	Increase $< 2\%$	1

- Projects responsible for a substantial increase or all enplanements at an airport will score the most points, as those projects provide the best opportunity to fulfill statutory benefits and benchmarks set forth. Seasonal traffic, or non year-round leisure oriented traffic, will be scored separately using a lower increase in total traffic. The base for the calculated increase will be the anticipated capacity before the addition of the proposed

service. Example: If a proposed project were to take place from December 12, through April 4, the base capacity would be the projected, published capacity for those dates.

- Increasing frequency, or sustaining flight operations, from commercial airports in Wyoming to regional airport hubs;

Criteria	Priority	Definition	Qualification				Scoring Value
			Year-round, annual service level		Seasonal / leisure or recreation oriented service		
Statutory Benefit	20	Increasing flight frequency or sustaining flight operations to regional airport hubs	Year-round, annual service level	≥ 12 flights / week	Seasonal / leisure or recreation oriented service	≥ 4 Flights / week	5
				≥ 10 flights, but < 12		≥ 3 but < 4 flights	3
				≥ 6 flights, but < 10		≥ 2 but < 3 flights	2
				≥ 1 flights, but < 6		≥ 1 but < 2 flights	1

- Under this statutory intended benefit, those projects providing the most number of frequencies would score higher.

- Increasing the number of Wyoming passengers originating flights in Wyoming commercial airports rather than airports in other states;

Criteria	Priority	Definition	Qualification		Scoring Value
Statutory Benefit	20	Reducing passenger leakage to out of state airports	Project introduces carrier which is projected to be responsible for at least 90% of all capacity		5
			Project introduces at least once daily jet service to airport		5
			Project introduces a new marketing carrier with at least once daily, year-round service to a second hub airport		5
			Project introduces a new carrier with at least once daily, year-round service to a third hub airport		3
			Project introduces a second or third hub by the same marketing carrier		2
			Project introduces additional capacity to same hub (Upgrading or additional flights)		2
			Project introduces at least 2x weekly leisure service		1

- Project would improve the airports current leakage rate to out of state airports.
- Previous data and regional case studies indicate retention typically improves the most when¹:
 - Project introduces new carrier which is responsible for 90% or more of all airline traffic.
 - Project introduces at least once daily jet service to airport.
 - Project introduces a new carrier with at least daily, year-round service to a second hub airport.
- Significant leakage reduction:
 - Project introduces a new third carrier with at least daily, year-round service, to a third hub.
- Some leakage reduction:
 - Project introduces a second or third hub airport by the same carrier.

¹ Research conducted by the Division using data from: Diio Mi “Market Intelligence for the Aviation Industry”, and Airline Reporting Corporation – Market Locator

- Project introduces additional capacity to same hub airport (Or upguging of flights).
- Minimal leakage reduction:
 - Project introduces less than daily leisure-oriented service.
- Project may only score for one (1) of the above criteria.
- Sources: (Holloway, 2008), (Barney, 2013), (Martin, 2009)

5. Increasing the consistency of service;

Criteria	Priority	Definition	Qualification	Scoring Value
Statutory Benefit	20	Increasing the reliability of service	Reliability of Airline is \geq Industry Standard	5
			Reliability of Airline is $<$ Industry Standard, but \geq 95%	3
			Reliability of Airline is $<$ 95%	1
Statutory Benefit	20	Increasing the on-time performance of service	On-time performance of airline is \geq industry standard	5
			On-time performance of airline is $<$ industry standard, but \geq 75%	3
			On-time performance of airline is $<$ 75%	1

- Airlines operating within the proposed project that have industry standard reliability and on-time performance (OTP) or better will receive the highest score value. Industry standard will be defined as the average reliability and OTP from all U.S. Department of Transportation (USDOT) reporting carriers for the previous year’s operating months. Example: A project with proposed service by an airline for May – August of 2016 would require industry standards or better for reliability and OTP for May – August of 2015.

6. Lowering airfares in Wyoming communities as a result of an air service enhancement grant;

Criteria	Priority	Definition	Qualification	Scoring Value
Statutory Benefit	20	Lowers air fares	Project introduces a U/LCC airline	3
			Project would increase average monthly capacity/population ratio above .22	3
			Project would increase average monthly capacity/population ratio above .13	2
			Project would improves average monthly capacity/population ratio but not above .13	1

- Data suggests a correlation in the more capacity relative to the population within communities served by small and non-hub airports, the lower the average airfare. Comparing data from 20 non-EAS communities in Wyoming and in the region suggests the same. Exceeding a threshold ratio of available seats per capita taken from these communities was split into terciles.

7. Does the project maintain Primary Air Service;

Criteria	Priority	Definition	Qualification	Scoring Value
Statutory Benefit	20	Does the project maintain Primary Air Service	Yes	2
			No	0

Economic Benefit

Criteria Weight: 15

Pursuant to Aeronautics Rules Ch. 4, § 4 (b), “Increasing or sustaining economic benefit or facilitating new or existing business opportunities, by providing adequate air service to Wyoming communities”, the economic benefit criteria includes measures to determine a proposed project’s anticipated economic impact to the community, to the airport, and its relative impact to the estimated cost.

1. Economic impact from proposed service;

Criteria	Priority	Definition	Qualification			Scoring Value	
Economic Benefit	15	Economic impact from proposed air service (placeholder until WYSASP tool is complete)	Year-round, annual service level	Increase in excess of 100%	Seasonal / leisure or recreation oriented service	Increase ≥6%	6
				Increase ≥ 75%, but < 100%		Increase ≥4% but <6%	4
				Increase ≥ 50%, but < 75%		Increase ≥2% but <4%	2
				Increase < 50%		Increase < 2%	1

- The “Economic Impact from Proposed Air Service” benchmark will be calculated as the Aeronautics Division’s estimate of visiting passengers multiplied by the estimated passenger spending at each commercial airport from the 2013 Economic Impact Study. This portion will serve as a placeholder until the Wyoming State Aviation System Plan (WYSASP) return on investment (ROI) component has been developed. If a project increases this impact from existing service in excess of 100% or is responsible for all economic impacts then it would score at the highest level. Other significant increases such as additional daily service would score higher as it would generate a significant number of additional visiting passengers used for this calculation. The baseline for gauging the increase would be any additional visiting passengers as a result of the service above what is already projected.

2. Economic benefit above proposed cost;

Criteria	Priority	Definition	Qualification	Scoring Value
Economic Benefit	15	Economic return from MRG/risk mitigation cost to state	Increase in excess of 400%	6
			Increase ≥ 300%, but < 400%	4
			Increase ≥ 200%, but < 300%	2
			Increase ≥ 200%	1

- From the previous calculation, the expected economic impact amount will be used to determine what the estimated impact would be above the projected cost sought from the state. A lower state match request would produce more favorable results in this measure.

3. Anticipated passenger facility charges (PFCs);

Criteria	Priority	Definition	Qualification				Scoring Value
Economic Benefit	15	Additional Passenger Facility Charge (PFC) revenue	Year-round, annual service level	Increase in excess of 100%	Seasonal / leisure or recreation oriented service	Increase ≥6%	6
				Increase ≥ 75%, but < 100%		Increase ≥4% but <6%	4
				Increase ≥ 50%, but < 75%		Increase ≥2% but <4%	2
				Increase < 50%		Increase < 2%	1

- An estimate of the number of passengers enplaned multiplied by the airports Passenger Facility Charge (PFC). This gives an indication of the revenue an airport would realize with the proposed service.

4. Anticipated revenue from on airport activities (fuel flowage fees, rental space, etc).

Criteria	Priority	Definition	Qualification				Scoring Value
Economic Benefit	15	Additional revenue from on airport activities (fuel flowage, rental space, etc)	Year-round, annual service level	Increase in excess of 100%	Seasonal / leisure or recreation oriented service	Increase ≥6%	6
				Increase ≥ 75%, but < 100%		Increase ≥4% but <6%	4
				Increase ≥ 50%, but < 75%		Increase ≥2% but <4%	2
				Increase < 50%		Increase < 2%	1

- An estimate of additional revenue the airport would receive through terminal rental space, fuel flowage, and other on airport activities generated by the addition of the proposed service.

Community Involvement

Criteria Weight: 10

Significant community involvement, participation, and investment, in all stages of the air service development process, are widely understood within the airline industry as an important factor in gauging the potential success of air service. The community involvement portion of the PRM takes into consideration factors such as whether a community has a task force dedicated for procuring and supporting air service, a detailed marketing plan for the proposed service, and if a community makes a “substantial financial and time commitment to the enhancement (of air service)”, as described by W.S. 10-3-601(d) (v).

1. Community lead task force;

Criteria	Priority	Definition	Qualification		Scoring Value
Community Involvement	10	Community lead task force	Yes		5
			No		0

- A community lead task force is recognized as a valuable asset for an airport in air service development. From Airport Cooperative Research Program, Report 18, “Passenger Air Service Development Techniques”: *The other critical resource that airports absolutely must have for an effective ASD effort is people with the expertise and enthusiasm to help. Most small community airports have capable staff already working at the airport*

that can fill important needs. But to be successful, ASD efforts usually must rely on a task force that includes other local professionals and outside consultants. The skills and expertise that consultants can bring to ASD issues can be complemented by local professionals who bring the background and insight into the community's strengths.

- A community lead task force is defined as a sanctioned organization, committee, team, task-force, or consortium, created specifically for the development and success of air service within the community. A task force must meet at least quarterly.

2. Community developed, market specific marketing and promotional plan;

Criteria	Priority	Definition	Qualification	Scoring Value
Community Involvement	10	Community developed marketing plan for proposed service	Yes	3
			No	0

- A marketing, advertising, or promotional plan is essential to building awareness of air service in the community and generating additional demand. The division will require a marketing plan, to coincide with a grant for any service, which is specific to the market and will run the duration of the service. General recommendations for a successful marketing plan will be included with future application information.

3. Historic involvement in air service;

Criteria	Priority	Definition	Qualification	Scoring Value
Community Involvement	10	Historic involvement in air aervice	Yes	2
			No	0

- A community, airport, or sponsor that has displayed active, routine, and historical involvement in promoting and procuring air service in the state, whether it be for the ASEP or not, would receive the score for the criterion. Examples may include attending various industry trade shows or events such as Routes, ACI JumpStart, or AAEE meetings for air service. Examples of what the sponsor has done to promote air service would be included in the application.

4. Demonstrated community involvement with airline partner;

Criteria	Priority	Definition	Qualification	Scoring Value
Community Involvement	10	Demonstrated Community Involvement with Airline Partner	Yes	2
			No	0

- If a community or sponsor has had an active and engaging approach with the proposed carrier this score would be received. Examples may include in-person meetings with the airline, seeking promotional giveaways from the carrier, seeking a marketing funds match with the carrier or plans to do so upon launch of service.

5. Community efforts to secure additional funding for air service, pursuant to W.S. 10-3-601(d)(iii): “Participation by the commission is necessary to the success of the enhancement because funding from other sources for the enhancement is unavailable.”

a) Small Community Air Service Development (SCASD) grant;

Criteria	Priority	Definition	Qualification	Scoring Value
Community Involvement	10	Federal Assistance	Applied for SCASD grant within 2 years	10

- Funding that has been granted to the sponsor for use in the proposed service, or an outstanding application a year after an application year. Ex: A community that applied for a SCASD grant in 2016 is eligible for points to be awarded for a project in state FY 2017, and 2018.

b) Community efforts to secure cash contributions.

Criteria	Priority	Definition	Qualification	Scoring Value
Community Involvement	10	Community efforts to secure cash contributions as a match for an air service MRG to include: Economic development organizations, local city or county government(s), and local businesses.	Three (3) or more sources	15
			Two (2) or more sources	10
			One (1) source	5

- Number of local sources where funds are procured from to include community economic development organizations, local city or county government, and local businesses, to provide cash contributions as match to a Minimum Revenue Grant. Value for this combined definition is based on the diversity of community support, with 3 or more sources receiving the highest Value.
- Local businesses are the most important users of a proposed service as they will be attributed with generating the most revenue, and generally the most passengers. A donation made by local businesses toward the local match shows commitment by the most prominent users and increases the chances of success, which is why the sources of funding have been pieced out for gauging potential project success. *“Other sources of revenue not derived directly from an airport’s operations can also support an ASD program. **The most important sources of outside (non-airport) funding are private corporations and related associations. The greater the involvement of private corporations, the greater the likelihood of success in retaining existing or attracting new service. If the business travel needs of corporate employees are not being met, it can be in the best interest of local businesses to support improved air service. Resorts, hotels,***

convention/visitors bureaus, and area attractions that depend on travel and tourism may financially support ASD efforts” (Martin, 2009)

c) Community in-kind contributions.

Criteria	Priority	Definition	Qualification	Scoring Value
Community Involvement	10	In-kind contributions as a percent of the total MRG	≥10%	15
			≥5% but <10%	10
			≥0% but <5%	5
			No in-kind contributions	0

- Frequently, with newly proposed air service, community businesses and other stakeholders contribute non-monetary products, services, or goods, towards creating and generating demand. Examples include marketing firms providing some level of service, advertisers offering a discount for billboards or news media coverage (Martin, 2009). This can include any fees waived by the airport.

d) Maximum community dollar match.

Max dollar contribution	# of dollars committed to service	\$
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- The maximum dollar amount the community can contribute to the MRG local match would include, but is not limited to, SCASD grants, economic development organization contributions, local government contributions, and local business contributions. Contributions based on percentages would work?

Differentiating Characteristics

Criteria Weight: 5

This portion of the PRM contains additional considerations that are unique or differentiating to an airport, community, or characteristics inherent within the proposed service that would contribute to a project’s potential success. A larger population base, for example, would be favorable to the potential success of air service, as well as having an airline that supports code shares or interline agreements.

1. Core-based statistical area population (CBSA);

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	Core-Based Statistical Area (CBSA) population	Great than or equal to 45,000	4
			Greater than or equal to 35,000 but less than 45,000	2
			Less than 35,000	1

- The population within the Core-Based Statistical Area (CBSA) as defined by the U.S. Census bureau. CBSA was chosen as it includes adjacent areas that are socioeconomically tied to the urban center. Thresholds were created by generating the 33rd and 66th percentiles of the population set. A higher CBSA population would score higher, as there are more people able to be served by a proposed service and an increased chance of fulfilling statutorily intended benefits.

2. Drive time to largest leaked out of state market;

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	Drive time to largest leaked out of state market	In Excess of 180 minutes	4
			≥ 90 minutes, but < 180 minutes	2
			< 90 minutes	1

- Those airports within close proximity (under 1.5 hour drive) of a large hub airport have a significant hurdle overcoming that airports lower air fare and multiple destination choices. Communities that are relatively isolated generally have a better chance of securing more passengers. Drive time analysis will need to be supported by the Sponsor in the application.

3. Airline code share;

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	Airline code share agreement	Yes	5
			No	0

- If the airline(s) within the proposed service has a code share agreement in place at the connecting hub airport, it will be scored favorably. A code share allows passengers greater convenience in booking to additional onward destinations, and gives the service greater visibility to perspective passengers. Example: SkyWest, operating as United Express, is able to code-share with United Airlines and other airlines in the Star Alliance such as Lufthansa.

4. Airline interline and or baggage agreement;

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	Airline interline/baggage agreement	Yes	3
			No	0

- If the airline(s) within the proposed service has a baggage interline agreement in place at the connecting hub airport it will be weighed favorably. This allows passengers

greater convenience in having bags transferred directly to their continuing flight regardless of the airline they may be on.

5. Community or sponsor input on pricing or revenue management aspect;

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	Ability for input of pricing	Yes	3
			No	0

- Contractually, should the proposed service contain some level of agreement for the sponsor to have input over pricing or revenue management; it would be scored favorably in this regard.

6. Community or sponsor input of scheduling;

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	Ability for input of scheduling	Yes	3
			No	0

- Contractually, should the proposed service contain some level of agreement for the sponsor to have input over scheduled times for flights; it would be scored favorably as it would improve the desirability of the flight schedule, improving ridership and the chance of success.

7. Scheduled times of proposed service are ideal for the service type;

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	Scheduled times are ideal for type of service	Yes	2
			No	0

- If the proposed scheduled times of the service are desirable, or ideally suited to the type of service, it would be scored favorably. An example would be weekly service intended to bring tourists into the state is best suited for Weekends, or a once daily service would ideally be an originating flight that would overnight at the airport applying. Unsatisfactory types of schedules may be a once daily service with only a mid-afternoon departure, or flights departing before 6am. Supporting evidence for timings would include supplying connecting flight information such as number of top destinations connected to.

8. Cost, or Minimum Revenue Guarantee (MRG) required, per available seat;

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	State cost (MRG required) per available seat	< \$50	5
			≥ \$50 but < \$60	2
			≥ \$60	1

- Calculated as the total match requested from the state for the service divided by the number of seats the proposed service would generate. A lower cost per seat translates into a well negotiated proposal with a higher degree of community investment, and reduced risk for a greater chance of success.

9. Previous participation in the ASEP.

Criteria	Priority	Definition	Qualification	Scoring Value
Differentiating Characteristics	5	Previous participation in the ASEP	Has not participated within the last two (2) calendar year	3
			Has participated within the last two (2) calendar years	0

- If the community or sponsor has not participated within the last two (2) calendar years from the end of the previous project to the start of the proposed project, then the proposed project would receive the points.

Definition of Terms and Acronyms

Acronyms

AIP	Airport Improvement Program
ASEP	Air Service Enhancement Program
CBSA	Core-Based Statistical Area
FAA	Federal Aviation Administration
U/LCC	Ultra Low-Cost Carrier or Low-Cost Carrier
MRG	Minimum Revenue Guarantee
OTP	On-Time Performance
PFC	Passenger Facility Charge
SCASD	Small Community Air Service Development
USDOT	U.S. Department of Transportation
WYSASP	Wyoming State Aviation System Plan

Definitions

Baggage Agreement – Ability for one (1) airline to seamlessly transfer baggage from their carrier to another at a hub airport.

Code-share – Two (2) or more airlines share the same flight. Sharing, in this sense, means each airline publishes and markets the flight under its own airline designator and flight number as part of its published timetable or schedule.

Growth (Enhanced) Air Service – Any air service that is complementary or growth oriented, in addition to an airport's already established primary service.

Leakage – Rate at which residents of a local airports catchment area use other airports

Marketing Carrier – An airline that sells its own code or brand as part of a code-share agreement on a flight actually operated by another carrier or by its own aircraft. Example: For a flight on Delta Connection, Delta Airlines would be the marketing carrier.

Minimum Revenue Guarantee – Agreement that establishes a target amount of revenue that a carrier will receive for operating a particular service to a particular destination over a given length of time. They may be expressed as a minimum amount that will be generated from passengers (ticket sales) provided that carrier meets certain operating requirements.

Operating Carrier – Airline which the marketing carrier uses to operate a flight. Example: All flights under the moniker "United Express" are operated by various regional carriers.

Primary Air Service - Up to twice daily, industry standard reliable service, to a hub airport as defined by the FAA.

Retention – Rate at which the residents of an airports catchment area use that airport.

Seasonal Service – Air service capacity that is not sustained at a year-round level, specifically added to capitalize on seasonal demand peaks inside or outside the state.

Small Community Air Service Development – Established by Congress under the Wendell H. Ford Aviation Investment and Reform Act of the 21st Century, P.L. 106-181 (AIR-21), to help small communities enhance their air service. Administered by the U.S. Department of Transportation, the program provides grants to help small communities achieve sustainable air service. An additional goal of the program was to generate creative air service proposals that could be implemented in other small communities.

Upgrading – Substituting larger, higher capacity aircraft for smaller aircraft

Year-round service – Air service that is published at a stable, predictable, and consistent level at any given time during a year.

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