

**APPLICATION UNDER  
SMALL COMMUNITY AIR SERVICE DEVELOPMENT PROGRAM  
DOCKET DOT-OST-2022-0003**

**SUMMARY INFORMATION<sup>1</sup>**

**All applicants must submit this Summary Information schedule, as the application coversheet, a completed standard form SF424 and the full application proposal on [www.grants.gov](http://www.grants.gov).**

**For your preparation convenience, this Summary Information schedule is located at <http://www.transportation.gov/policy/aviation-policy/small-community-rural-air-service/SCASDP>**

**A. PROVIDE THE LEGAL SPONSOR AND ITS DUN AND BRADSTREET (D&B) DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER**

**Legal Sponsor Name:** San Bernardino International Airport Authority

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**Name of Signatory Party for Legal Sponsor:** Michael Burrows, Chief Executive Officer

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**DUNS Number:** 79-315-8205

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**B. LIST THE NAME OF THE COMMUNITY OR CONSORTIUM OF COMMUNITIES APPLYING:**

1. San Bernardino, CA
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**C. PROVIDE THE FULL AIRPORT NAME AND 3-LETTER IATA AIRPORT CODE FOR THE APPLICANT(S) AIRPORT(S) (ONLY PROVIDE CODES FOR THE AIRPORT(S) THAT ARE ACTUALLY SEEKING SERVICE).**

- |   |    |
|---|----|
| 1. San Bernardino International Airport (SBD) | 2. |
| 3.  | 4. |
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<sup>1</sup> Note that the Summary Information does not count against the 20-page limit of the SCASDP application.

IS THE AIRPORT SEEKING SERVICE NOT LARGER THAN A SMALL HUB AIRPORT UNDER  
FAA HUB CLASSIFICATION EFFECTIVE ON THE NOFO's SET APPLICATION DATE?

☒ Yes ☐ No

DOES THE AIRPORT SEEKING SERVICE HOLD AN AIRPORT OPERATING CERTIFICATE ISSUED BY  
THE FEDERAL AVIATION ADMINISTRATION UNDER 14 CFR PART 139? (If "No", PLEASE  
EXPLAIN WHETHER THE AIRPORT INTENDS TO APPLY FOR A CERTIFICATE OR WHETHER AN  
APPLICATION UNDER PART 139 IS PENDING.)

☒ Yes ☐ No

D. SHOW THE DRIVING DISTANCE FROM THE APPLICANT COMMUNITY TO THE NEAREST:

1. Large hub airport: Los Angeles, CA (LAX) - 77 miles
2. Medium hub airport: Ontario, CA (ONT) - 22 miles
3. Small hub airport: Palm Springs, CA (PSP) - 57 miles
4. Airport with jet service: Ontario, CA (ONT) - 22 miles

Note: Provide the airport name and distance, in miles, for each category.

E. LIST THE 2-DIGIT CONGRESSIONAL DISTRICT CODE APPLICABLE TO THE SPONSORING  
ORGANIZATION, AND IF A CONSORTIUM, TO EACH PARTICIPATING COMMUNITY.

- |          |    |
|----------|----|
| 1. CA-31 | 2. |
| 3.       | 4. |

F. APPLICANT INFORMATION: (CHECK ALL THAT APPLY)

- ☒ Not a Consortium ☐ Interstate Consortium ☐ Intrastate Consortium
- ☐ Community (or Consortium member) previously received a Small Community  
Air Service Development Program Grant

NOTE: A community that currently receives subsidized Essential Air Service funding,  
receives assistance under the Alternate Essential Air Service Pilot Program, or is a  
participant in, and has received a grant under, the Community Flexibility Pilot Program,  
is not eligible for SCASDP grant funds. See Section C.1. ("Essential Air Service  
Communities")

If previous recipient: Provide year of grant(s): N/A; and,  
the text of the grant agreement section(s) setting forth the scope of the grant project:

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**G. PUBLIC/PRIVATE PARTNERSHIPS: (LIST ORGANIZATION NAMES)**

<b>PUBLIC</b>		<b>PRIVATE</b>	
1.	San Bernardino International Airport Authority	1.	Hillwood
2.	Inland Valley Development Agency	2.	
3.		3.	
4.		4.	
5.		5.	

**H. PROJECT PROPOSAL:**

**1a. GRANT GOALS: (CHECK ALL THAT APPLY)**

- |  |   |   |
|--|---|---|
| <input checked="" type="checkbox"/> Launch New Carrier | <input checked="" type="checkbox"/> Secure Additional Service | <input type="checkbox"/> Upgrade Aircraft                   |
| <input type="checkbox"/> First Service                 | <input checked="" type="checkbox"/> New Route                 | <input type="checkbox"/> Service Restoration                |
| <input type="checkbox"/> Regional Service              | <input type="checkbox"/> Surface Transportation               | <input type="checkbox"/> Professional Services <sup>2</sup> |
| <input type="checkbox"/> Other (explain below)         |   |   |
- 
- 

**1b. GRANT GOALS: (SYNOPSIS)**

CONCISELY DESCRIBE THE SCOPE OF THE PROPOSED GRANT PROJECT USING THE FORMAT/STRUCTURE USED IN THESE EXAMPLES: "REVENUE GUARANTEE TO RECRUIT, INITIATE, AND SUPPORT NEW DAILY SERVICE BETWEEN \_\_\_ AND \_\_\_;" OR

"MARKETING PROGRAM TO SUPPORT EXISTING (OR NEW) SERVICE BETWEEN \_\_\_ AND \_\_\_ BY \_\_\_ AIRLINES."

Revenue guarantee to recruit, initiate, and support new daily service between  
San Bernardino International Airport (SBD) and Sacramento International Airport (SMF).

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<sup>2</sup> "Professional Services" involve a community contracting with a firm to produce a product such as a marketing plan, study, air carrier proposal, etc.

1c. GRANT HISTORY

DOES THIS APPLICATION SEEK TO REPEAT A PAST GRANT PROJECT OF THE COMMUNITY OR CONSORTIUM (FOR EXAMPLE, A SPECIFIC DESTINATION AIRPORT)?

☐ Yes ☒ No

IF THE ANSWER TO THE ABOVE QUESTION IS "YES":

A: WHAT YEAR WAS THE FORMER GRANT AGREEMENT SIGNED? N/A

B: HAVE 10 YEARS PASSED SINCE THE PREVIOUS GRANT AGREEMENT WAS SIGNED?

☐ Yes ☐ No

IF THE ANSWER TO 'B' ABOVE IS 'NO,' THE APPLICANT SHOULD APPLY FOR A FORMAL WAIVER OF THE TEN-YEAR SAME PROJECT LIMITATION (SEE SECTION C.1. "SAME PROJECT LIMITATION"). THE REQUEST FOR WAIVER SHOULD INCLUDE A) A STATEMENT THAT THE COMMUNITY OR CONSORTIUM IS REQUESTING A WAIVER OF THE LIMITATION IN ACCORDANCE WITH THE PROVISIONS OF 49 U.S.C. § 41743(C) (4)(C); AND B) INFORMATION AND EVIDENCE TO SUPPORT A FINDING THAT THE APPLICANT SPENT LITTLE OR NO MONEY ON ITS PREVIOUS PROJECT OR ENCOUNTERED INDUSTRY OR ENVIRONMENTAL CHALLENGES, DUE TO CIRCUMSTANCES THAT WERE REASONABLY BEYOND THE CONTROL OF THE COMMUNITY OR CONSORTIUM. IF YOU HAVE ANY QUESTIONS ABOUT YOUR COMMUNITY'S PAST GRANTS, PLEASE CONTACT THE DEPARTMENT.



**2. FINANCIAL TOOLS TO BE USED: (CHECK ALL THAT APPLY)**

- ☒ **Marketing (including Advertising):** promotion of the air service to the public
- ☐ **Start-up Cost Offset:** offsetting expenses to assist an air service provider in setting up a new station and starting new service (for example, ticket counter reconfiguration)
- ☒ **Revenue Guarantee:** an agreement with an air service provider setting forth a minimum guaranteed profit margin, a portion of which is eligible for reimbursement by the community
- ☐ **Recruitment of U.S. Air Carrier:** air service development activities to recruit new air service, including expenses for airport marketers to meet with air service providers to make the case for new air service
- ☒ **Fee Waivers:** waiver of airport fees, such as landing fees, to encourage new air service; counted as in-kind contributions only
- ☐ **Ground Handling Fee:** reimbursement of expenses for passenger, cabin, and ramp (below wing) services provided by third party ground handlers
- ☐ **Travel Bank:** travel pledges, or deposited monetary funds, from participating parties for the purchase of air travel on a U.S. air carrier, with defined procedures for the subsequent use of the pledges or the deposited funds; counted as in-kind contributions only
- ☐ **Other** (explain below)
- 
- 

**I. EXISTING LANDING AIDS AT LOCAL AIRPORT:**

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> Full ILS | <input type="checkbox"/> Outer/Middle Marker | <input checked="" type="checkbox"/> Published Instrument Approach |
| <input type="checkbox"/> Localizer           | <input type="checkbox"/> Other (specify)     |   |

**J. PROJECT COST: DO NOT ENTER TEXT IN SHADED AREA**

REMINDER: LOCAL CASH CONTRIBUTIONS MAY NOT BE PROVIDED BY AN AIR CARRIER (SEE "TYPES OF CONTRIBUTIONS" FOR REFERENCE).

LINE	DESCRIPTION		SUB TOTAL	TOTAL AMOUNT
1	Federal amount requested			\$1,000,000
2	State <u>cash</u> financial contribution			\$0
	<i>Local cash financial contribution</i>			
	3a	Airport <u>cash</u> funds	\$0	
	3b	Non-airport <u>cash</u> funds	\$750,000	
3	Total local <u>cash</u> funds ( <i>3a + 3b</i> )			\$750,000
4	TOTAL CASH FUNDING ( <i>1+2+3</i> )			\$1,750,000
	<i>In-Kind contribution</i>			
	5a	Airport <u>In-Kind</u> contribution**	\$129,300	
	5b	Other <u>In-Kind</u> contribution**	\$0	
5	TOTAL IN-KIND CONTRIBUTION ( <i>5a + 5b</i> )			\$129,300
6	TOTAL PROJECT COST ( <i>4+5</i> )			\$1,879,300

**K. IN-KIND CONTRIBUTIONS\*\***

For funds in lines 5a (Airport In-Kind contribution) and 5b (Other In-Kind contribution), please describe the source(s) of fund(s) and the value (\$) of each.

5a: Airport fee waivers

**L. IS THIS APPLICATION SUBJECT TO REVIEW BY AN AFFECTED STATE UNDER EXECUTIVE ORDER 12372 PROCESS?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on (date) \_\_\_\_\_.
- ☐ b. Program is subject to E.O. 12372, but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**M. IS THE LEAD APPLICANT OR ANY CO-APPLICANTS DELINQUENT ON ANY FEDERAL DEBT?  
(If "YES", PROVIDE EXPLANATION)**

- ☒ No ☐ Yes (explain)

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## APPLICATION CHECKLIST

INCLUDED?	ITEM
<i>For Immediate Action</i>	
Y	Determine Eligibility
Y	New Grants.gov users must register with <a href="http://www.grants.gov">www.grants.gov</a> . Existing Grants.gov users must verify existing <a href="http://www.grants.gov">www.grants.gov</a> account has not expired and the Authorized Organization Representative (AOR) is current.
<i>For Submission by 4:00 PM EDT on March 15, 2022</i>	
N/A	Communities with active SCASDP grants: notify DOT/X50 of intent to terminate existing grant in order to be eligible for selection.
Y	Complete Application for Federal Domestic Assistance (SF424) via <a href="http://www.grants.gov">www.grants.gov</a>
Y	Summary Information schedule complete and used as cover sheet (see <b>Appendix B</b> )
Y	<b>Application of up to 20 one-sided pages (excluding any letters from the community or an air carrier showing support for the application), to include:</b>
Y	<ul style="list-style-type: none"> <li>A description of the community's air service needs or deficiencies.</li> </ul>
Y	<ul style="list-style-type: none"> <li>The driving distance, in miles, to the nearest large, medium, and small hub airports, and airport with jet service.</li> </ul>
Y	<ul style="list-style-type: none"> <li>A strategic plan for meeting those needs under the Small Community Program, including a concise synopsis of the scope of the proposed grant project.</li> </ul>
Y	<ul style="list-style-type: none"> <li>For service to or from a specific city or market, such as New York, Chicago, Los Angeles, or Washington, D.C., for example), a list of the airports that the applicant considers part of the market.</li> </ul>
Y	<ul style="list-style-type: none"> <li>A detailed description of the funding necessary for implementation of the community's project.</li> </ul>
N/A	<ul style="list-style-type: none"> <li>An explanation of how the proposed project differs from any previous projects for which the community received SCASDP funds (if applicable).</li> </ul>
Y	<ul style="list-style-type: none"> <li>Designation of a legal sponsor responsible for administering the program.</li> </ul>
N/A	<ul style="list-style-type: none"> <li>A request for a waiver of the ten year same project limitation (if applicable) See Appendix B</li> </ul>
N/A	<ul style="list-style-type: none"> <li>A motion for confidential treatment (if applicable) – see Appendix D below.</li> </ul>



# **SMALL COMMUNITY AIR SERVICE DEVELOPMENT PROGRAM GRANT APPLICATION**

DOCKET DOT-OST-2022-0003

**SAN BERNARDINO INTERNATIONAL AIRPORT  
SAN BERNARDINO, CALIFORNIA**

Legal sponsor: San Bernardino International Airport Authority  
Contact: Mark Gibbs, Director of Aviation  
Address: 1601 East 3rd Street, San Bernardino, CA 92408-0219  
Phone: (909) 382-4100 Ext. 132  
Email: [mgibbs@sbdairport.com](mailto:mgibbs@sbdairport.com)

# SECTION 1.

## SUMMARY OF PRIORITY SELECTION CRITERIA

This Small Community Air Service Development Program (SCASDP) grant application for San Bernardino International Airport (SBD) meets the criteria of Docket DOT-OST-2022-0003. The San Bernardino International Airport Authority (SBIAA), the airport sponsor, is requesting \$1,000,000 to implement a \$1,879,300 air service initiative. The goal is nonstop service to Sacramento International Airport (SMF) on Breeze Airways.



SBD was formed following the closure of the Norton Air Force Base in the 1990s. After years of environmental remediation and infrastructure construction, SBD is focused on cargo and passenger air service development. SBD has become the fastest growing cargo airport in the country, projected to be a top 25 cargo airport in the U.S. with more than 1.5 billion tons of landed weight in 2022.



SBD's pursuit of passenger service has borne fruit with an initial partnership with Breeze. **SBD and the Inland Valley Development Agency (IVDA) have partnered with Breeze to bring the first commercial service to SBD in August 2022**, recently announced San Francisco International Airport (SFO) service. SBD and Breeze believe that SFO service will be the first of many successful routes; however, in today's airline environment, it is critical to have a strong incentive program to support service. SBD, IVDA and Breeze have partnered for the new SFO service, and this application is to support nonstop service to SMF as SBD's second route. This grant is critical to the ability for SBD and Breeze to compete in the Inland Empire (i.e., San Bernardino-Ontario-Riverside, CA Metropolitan Statistical Area [MSA]) to grow sufficiently to attract passengers. The second route to SMF will help be that catalyst to grow SBD into a strong passenger service airport.

### Airfare Higher than National Average

Today, SBD catchment area air travelers are forced to drive to alternate airports, such as Ontario International Airport (ONT) or Los Angeles International Airport (LAX), to access commercial air service. The drive to LAX can range from 90 minutes to four hours based on traffic, not including the additional time for parking, airport congestion and TSA. It is imperative for passengers to build as much as six hours into their travels to fly out of LAX to limit the risk of missing their flights. In addition to the costs associated with hours of travel time, at the 2022 Internal Revenue Service (IRS) allowed

automobile rate of 58.5 cents per mile, it costs travelers approximately \$90 in direct expenses to travel to/from the San Bernardino area to LAX in addition to their airfare. There is a significant expense to local air travelers by not having adequate access to the national air transportation system. While fares are competitive at airports in the Los Angeles Basin, San Bernardino area air travelers are paying unreasonably high fares when the cost of travel to the alternate airport is accounted for.

## Community Funding

It is estimated that a \$1,500,000 revenue guarantee, \$250,000 one-year marketing program and fee waivers will be required for Breeze to add SMF service at SBD. SBD and the community will fund 47 percent of the proposed \$1,879,300 Strategic Plan. **Non-airport revenue sources will fund 43 percent (\$750,000) of the \$1,750,000 cash requirement.**

## Public-Private Partnership

SBIAA has formed a public-private partnership in support of new service at SBD. The IVDA, Hillwood and SBIAA are the primary partners in this program. **This partnership is poised for success and is ready to continue their successful efforts to begin air service.** This public-private partnership has decades of experience working together on projects like this and has been successful in recruiting both cargo and passenger service to SBD.

## Material Benefits

SBD is important to the future economic prosperity of San Bernardino County, and its importance will continue to increase with the addition of service to SMF. The Inland Empire is the 13<sup>th</sup> largest MSA in the country, with nearly five million residents, larger than other major cities like Detroit, Minneapolis, Seattle or San Diego. With limited service from ONT, the Inland Empire has by far the lowest number of seats per person of any top 20 MSA in the country at just 0.7 seats per person in 2019. The next lowest ratio was Philadelphia at 3.2 seats per person, or nearly five times as many seats per person as the Inland Empire. The average of the top 20 MSAs in 2019 was 5.7 seats per person, or over eight times more seats on a per person basis than the Inland Empire. **The Inland Empire is grossly underserved compared to any top MSA in the country**, and with over two million people in SBD's immediate catchment area, this air service initiative will have a major impact on countless people.

## Timely Manner

The public-private partnership has a solid schedule and Strategic Plan for timely use of the funds. The IVDA, SBD and Breeze have already partnered on new service announced to SFO for August 2022, and this grant will enable additional service to start shortly after. The research and analysis necessary to determine the viability of new SBD service has been completed. The market demand exists, and feedback from Breeze has been encouraging; however, an incentive package to mitigate the start-up risks will be required. Accordingly, SBD and its partners have created an incentive package as part of the Strategic Plan that addresses the economic risks that an airline will face during start-up. **Breeze Airways supports this application (reference letter of support).**



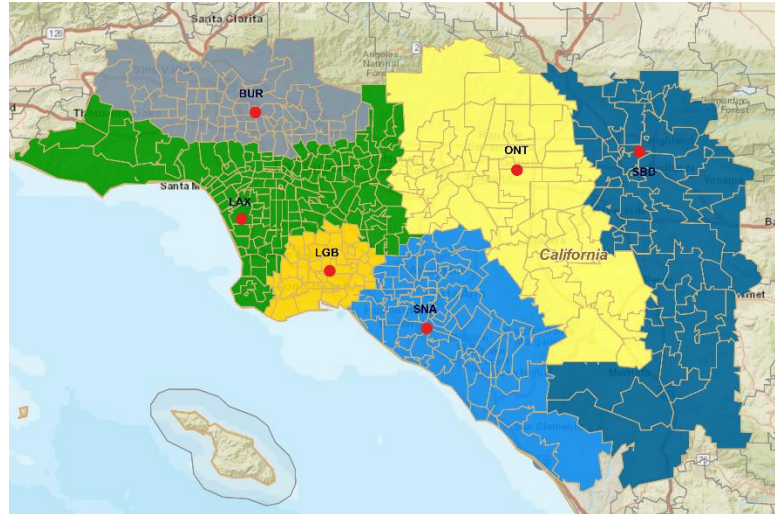
## SECTION 2. AIR SERVICE ENVIRONMENT

SBD is vital to the economic future of San Bernardino County, and its importance will continue to increase with the expansion of passenger service to a second route. This section shows the broad segment of the traveling public that will benefit from the proposed Strategic Plan.

### Market Reach and Potential

SBD has a very large, close-in population compared to many airports. The Inland Empire, including the ONT and SBD catchment areas (reference **Exhibit 2.1**), represents nearly five million residents encompassing over 27,000 square miles. **SBD's primary catchment area has a population of approximately two million residents.**

**EXHIBIT 2.1 AIRPORT LOCATION**



**TABLE 2.1 DRIVE TIME TO ALTERNATE AIRPORTS**

DIVERSION AIRPORT	HUB SIZE	MILES	EST. DRIVE TIME	% AIRPORT USE
Los Angeles, CA (LAX)	Large	77	1:30-4:00	46%
Ontario, CA (ONT)	Medium	22	0:30-1:15	40%
San Diego, CA (SAN)	Large	109	2:00-3:00	8%
Orange County, CA (SNA)	Medium	54	1:10-2:10	3%
Palm Springs, CA (PSP)	Small	57	1:00-1:15	1%

*Source: Drive miles/time = Google Maps from city of San Bernardino, CA; % airport use = Mead & Hunt True Market Estimate YE March 31, 2020*

With SBD's first passenger air service scheduled to begin in summer 2022, all air travelers currently divert from the primary catchment area and use other surrounding airports in ONT, LAX, San Diego International Airport (SAN), Orange County and Palm Springs. **Table 2.1** shows the estimated drive time from the San Bernardino community to the primary airports used by SBD catchment area air travelers. ONT, the closest medium hub airport, captures 40 percent of SBD catchment area air travelers. SBD catchment area residents, especially in the areas south and east of SBD, have a drive time to ONT that can exceed 75 minutes. A higher percentage of SBD catchment area travelers, 46 percent, use LAX, the closest large hub airport. The San Bernardino-LAX drive can range from 90 minutes to four hours depending on traffic. At a reimbursable rate of 58.5 cents per mile, this is costly to local businesses adding \$90 or more per trip and the loss of nearly eight hours of travel time. An additional 8 percent of SBD catchment area travelers use SAN, upwards of a three-hour drive.



The air service at ONT is insufficient for the population in the immediate area of 2.6 million, much less the additional two million residents surrounding SBD. Since 2000, population has grown 42 percent in the Inland Empire, while the state of California population grew at only 16 percent. The San Bernardino area has grown significantly, while access to air service has diminished at the close-in ONT, forcing residents to bear more cost and time to travel from LAX, which ultimately suppresses demand by the limited access to the national air transportation system.



## Large and Diverse Employers

The SBD catchment area has a dynamic and growing local business community with significant air travel demand. Within SBD's catchment area are several major employers (selected list provided in **Table 2.2**) with extensive travel requirements.

**TABLE 2.2 MAJOR EMPLOYERS IN SAN BERNARDINO COUNTY**

ORGANIZATION	LOCATION	EMPLOYEES	INDUSTRY
<b>Amazon</b>	<b>San Bernardino</b>	<b>20,000+</b>	<b>Logistics</b>
Stater Bros	San Bernardino	18,000	Retail
Arrowhead Regional Medical Center	Colton	17,395	Medical
Abbot Vascular	Temecula	12,000	Medical
March Air Reserve Base	Moreno Valley	8,750	Military
University of California	Riverside	6,657	Education
Kaiser Permanente	Fontana	5,682	Medical
Abbot Labs	Temecula	4,500	Medical
Kaiser Permanente	Riverside	3,200	Medical

*Source: San Bernardino Area Chamber of Commerce*

Amazon has become the largest employer in the SBD area, offering countless warehouses and fulfillment centers, as well as Amazon's second largest air hub based at SBD, which will eventually offer as many as 26 daily departures and employ thousands of people. The nearly 660,000-square-foot sorting facility in eastern San Bernardino serves as the southern California headquarters for Amazon's expansive air freight network. In line with Amazon's goal of reaching net-zero carbon emissions by 2040, its San Bernardino air hub includes the company's first ground-power units run on electricity. The units supply aircraft with power while being serviced on the ground. The facility also will operate the company's first electric wide-body pushback tractors in North America. Such ground support equipment will help reduce carbon emissions and cut down on noise on the site. **This air service initiative will supplement Amazon's eco-friendly efforts by reducing the amount of congestion on roadways.**

## Higher Education

The San Bernardino area hosts some of the best higher education institutions in the country. A few of these institutions are highlighted below:

- **California State University, San Bernardino (CSUSB):** Part of the California State University system, the largest system of higher education in the country. Its 23 campuses and five off-campus centers, serving more than 400,000 students, extend from Humboldt State in Arcata in the north to San Diego State in the south. CSUSB specifically has an enrollment of nearly 18,000 students, and CSUSB's impact sustains more than 2,000 jobs in the region and 4,700 statewide. CSUSB continues to be nationally ranked in rankings from US News and World Report, Forbes and the Princeton Review.
- **University of California, Riverside (UCR):** A public research university and one of the 10 general campuses of the University of California system. Widely recognized as one of the most ethnically diverse research universities in the nation, UCR's current enrollment is more than 21,000 students.
- **San Bernardino Valley College:** Fully accredited, community college. The two-year college has an enrollment of more than 12,500 students and covers 82 acres.
- **Loma Linda University:** Seventh-day Adventist coeducational health sciences university. The University comprises eight schools and the Faculty of Graduate Studies and has more than 4,600 students and 1,600 full-time faculty.
- **University of Redlands:** Private, liberal arts university in Redlands, CA (part of the SBD catchment area). The 2,410 students come from 43 states and 11 countries and support nearly 190 full-time faculty members.
- **Crafton Hills College (CHC):** One of two colleges in the San Bernardino Community College District and one of 112 colleges in the California Community College system, the largest college system of higher education in the world. CHC has an enrollment of 2,150 full time students and 3,500 part-time students.
- **National University:** The San Bernardino campus is one of 27 campuses for National University in California and Nevada. National University, based in San Diego, is the second-largest private, nonprofit institution of higher education in California and 12th largest in the U.S.

**Additional commercial air service at SBD will enhance future regional economic development efforts. San Bernardino County companies rely on commercial air transportation to conduct business in the global economy.**

## SECTION 3.

# AIR SERVICE NEEDS AND DEFICIENCIES

This section provides detailed analyses to demonstrate that the SBD catchment area is underserved and in need of improved access to the national air transportation system. Past air service development efforts to address these needs and deficiencies is also provided.



### Underserved Metropolitan Statistical Area

With SBD's first passenger service starting in August 2022, the SBD area is the epitome of underserved. While SBD is also in the same overarching MSA as ONT, the overall Inland Empire is the most underserved "large city" in the country. The Inland Empire is the 13<sup>th</sup> largest MSA, with an estimated 2019 population of nearly 4.8 million people, projected to be near five million people in 2022. To compare different MSAs and their level of air service, a comparison of the number of airline seats to population was analyzed in **Table 3.1**.

**TABLE 3.1 MSA POPULATION AND SEAT COMPARISONS**

RANK	METROPOLITAN STATISTICAL AREA	2019 POPULATION	2019 SEATS	2010 SEATS	2019 SEATS/ PERSON
1	New York City-Newark, NJ/NY	20,447,905	85,555,872	67,928,505	4.2
2	Los Angeles-Long Beach-Orange County, CA	13,599,195	64,019,451	47,375,475	4.7
3	Chicago, IL	9,678,380	63,457,773	53,278,031	6.6
4	Dallas-Ft. Worth, TX	7,601,608	54,655,534	41,377,050	7.2
5	Houston, TX	7,130,126	36,107,959	31,272,360	5.1
6	Washington, DC	6,369,536	29,643,270	27,721,562	4.7
7	Miami-Ft. Lauderdale-Palm Beach, FL	6,329,272	51,456,753	38,984,134	8.1
8	Philadelphia, PA	6,153,841	19,929,023	20,445,144	3.2
9	Atlanta, GA	6,063,212	63,304,564	54,312,644	10.4
10	Phoenix, AZ	4,899,707	28,056,894	25,500,212	5.7
11	Boston, MA	4,874,597	25,666,961	18,121,124	5.3
12	Oakland-San Francisco, CA	4,794,078	42,825,076	30,262,425	8.9
13	<b>Inland Empire (Riverside-Ontario-San Bernardino, CA)</b>	<b>4,760,422</b>	<b>3,387,898</b>	<b>3,251,912</b>	<b>0.7</b>
14	Detroit, MI	4,296,765	22,176,947	20,240,191	5.2
15	Seattle, WA	3,953,570	30,102,332	19,079,181	7.6
<b>Average Top 15 MSAs</b>		<b>7,396,814</b>	<b>41,356,420</b>	<b>33,276,663</b>	<b>5.6</b>

Source: Woods & Poole Economics, Inc.; Diio Mi

In 2019, the Inland Empire offered less than 3.4 million outbound seats with a population of 4.76 million people, averaging out to 0.7 seats per person living in the MSA. For the top 15 MSAs, the average number of seats per person was 5.6. The lowest (besides the Inland Empire) was Philadelphia at 3.2 seats per person.

For the Inland Empire to reach the next lowest number of seats per person, SBD and ONT would need to add 11.9 million additional seats. To add those 11.9 million additional seats to hit even the lowest ratio for any other major city, **SBD and ONT would need to add 217 DAILY departures on 150-seat aircraft.** While SBD qualifies for SCASDP as a non-hub airport with minimal service, the nearby alternate service at ONT is inadequate for their own demands much less the demands of residents in the SBD catchment area.

## Significant Catchment Area Demand

The Inland Empire has substantial air service demand, even with being suppressed due to the limited number of seats and options nearby. A true market estimate was performed for the year ended March 31, 2020, for the Inland Empire to quantify the total demand of passengers being generated from the catchment area (**Table 3.2**).

**TABLE 3.2 INLAND EMPIRE TRUE MARKET ESTIMATE**

RANK	DESTINATION	ORIGIN AIRPORT				TOTAL PAX	PDEW
		ONT	LAX	SAN	OTHER		
1	Seattle, WA (SEA)	54	25	10	11	596,663	817.3
<b>2</b>	<b>Sacramento, CA</b>	<b>84</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>550,270</b>	<b>753.8</b>
3	Portland, OR	48	38	6	9	479,610	657.0
4	Denver, CO	55	28	10	7	479,277	656.5
5	Oakland, CA	83	8	4	5	462,611	633.7
6	San Francisco, CA	45	35	8	12	436,953	598.6
7	Dallas, TX (DFW)	45	44	7	4	333,222	456.5
8	Phoenix, AZ (PHX)	82	7	4	7	304,544	417.2
9	San Jose, CA	84	7	4	5	303,578	415.9
10	New York, NY (JFK)	31	57	7	5	303,085	415.2
11	Chicago, IL (ORD)	23	57	11	9	284,196	389.3
12	Orlando, FL (MCO)	44	46	8	2	281,846	386.1
13	Atlanta, GA	36	52	6	6	235,978	323.3
14	Salt Lake City, UT	39	26	14	21	233,098	319.3
15	Boston, MA	13	69	11	7	224,301	307.3
16	Austin, TX	39	40	14	7	215,177	294.8
17	Honolulu, HI	11	76	9	4	201,724	276.3
18	Houston, TX (IAH)	18	67	11	5	191,027	261.7
19	Las Vegas, NV	82	8	5	5	178,862	245.0
20	Nashville, TN	26	60	8	5	167,126	228.9
21	New Orleans, LA	17	70	7	6	161,463	221.2
22	Newark, NJ	20	67	8	5	160,518	219.9
23	Philadelphia, PA	24	64	7	4	159,742	218.8
24	Baltimore, MD	23	57	18	3	159,524	218.5
25	Washington, DC (IAD)	16	72	7	5	153,800	210.7
<b>Total Domestic</b>		<b>45</b>	<b>38</b>	<b>10</b>	<b>7</b>	<b>10,976,963</b>	<b>15,036.9</b>

Source: Mead & Hunt True Market Estimate YE March 31, 2020; Note: PDEW = Passenger Daily Each Way

It is estimated that a total of 10.98 million domestic passengers are generated from the Inland Empire, with 45 percent of domestic travelers (4.9 million) flying from ONT and 38 percent (4.2 million) flying from LAX. An additional 17 percent fly from other southern California airports, primarily SAN. From the immediate SBD catchment area with a population of two million people, it is estimated that 4.7 million domestic passengers are generated and more than 2.5 million of those passengers are forced to drive to LAX or SAN, adding hundreds of dollars in additional costs and time to each trip.



The San Francisco Bay Area, including San Jose, has a combined true market size of nearly 750,000 annual origin and destination passengers and was the first route for service from SBD. The proposed service that this SCASDP grant would support to SMF represents a demand of at least 550,270 annual passengers. The significant demand gives nonstop SBD-SMF service a high probability of success. **Most importantly, service to SMF will bring tens of thousands of people off the road that today are driving between Sacramento, the state Capital, and the Inland Empire due to reduced service levels compared to historical norms.** The Sacramento-Inland Empire market had as many as 700,000 annual flown origin and destination passengers as recently as 2006; however, significantly reduced schedules between ONT and SMF has severely impacted the number of passengers flying and has added to the congestion on Interstate 5 and other highways in California.

## High Cost of Air Travel

Although there are numerous nonstop flights daily from ONT (a medium hub airport) and LAX (a large hub airport), it is very costly to drive in the Los Angeles Basin, especially due to inconsistent traffic delays on the highway system. The Los Angeles Basin is well-known across the country for traffic delays and issues. Due to the inconsistent drive times and limited service at ONT, most catchment area travelers end up driving to alternate airports, such as LAX. Those diverting customers must build in hours of additional time to avoid missing their flights. It is common for the drive from the areas around SBD to take as long as four hours to get to LAX, and passengers must build in an additional 30 to 60 minutes for parking and another 30 to 60 minutes for TSA lines. To minimize the risk of missing flights, passengers from the SBD area must leave five to six hours, at a minimum, prior to departure time at LAX, adding in significant costs in lost productivity, not to mention exorbitant parking rates at LAX.



In addition to the costs associated with hours of travel time, at the 2022 IRS allowed automobile expense of 58.5 cents per mile, it costs local travelers approximately \$90 in direct expenses to travel to/from the San Bernardino area to LAX. With the inclusion of time for these travelers, there is a significant expense for local air travelers by not having adequate access to the national air transportation system. While fares are competitive at the larger airports in the Los Angeles Basin, SBD catchment area air travelers are paying unreasonably high fares when the cost of travel to the alternate airport is accounted for.

## Past Air Service Development Efforts

SBD has taken a proactive approach to initiating air service over the past three years. **Table 3.3** provides an overview of the air service development efforts since 2019. SBD has had numerous meetings each year with airlines, both virtually and physically at their headquarters. SBD is a regular participant at many of the domestic and international air service development conferences including Routes World, Routes Americas, ACI-NA Jumpstart and Mead & Hunt's Air Service Conference. Along with the numerous meetings, SBD has completed a variety of demand studies ranging from leakage studies to Global Positioning System (GPS)-based visitation analyses.

**TABLE 3.3 PAST AIR SERVICE DEVELOPMENT EFFORTS**

YEAR	INITIATIVE
2019	ACI-NA Jumpstart Conference
	Asia Opportunity Assessment
	Mead & Hunt Air Service Conference
	Passenger Demand Analysis
	Routes Americas
	Viva Aerobus HDQ Meeting
	Volaris HDQ Meeting
2020	World Routes
	GPS-Based Visitation Analysis
	Mead & Hunt Air Service Conference
	Passenger Demand Analysis
	Routes Americas
2021	Sun Country HDQ Meeting
	Breeze Airways Meeting
	GPS-Based Visitation Analysis
	Mead & Hunt Air Service Conference
	Routes Americas
	Southwest HDQ Meeting

## SECTION 4. STRATEGIC PLAN

The Strategic Plan proposed by SBD will achieve the community's goals and reduce its air service deficiencies. This section provides a detailed description of the goals of the project, the detailed market analysis, and the incentive and support plan required to implement the Strategic Plan. Importantly, **SBIAA/SBD has not previously received an award under the SCASDP program.**



**TABLE 4.1 PUBLIC-PRIVATE PARTNER ROLES**

PUBLIC-PRIVATE PARTNER	ROLE
<b>PUBLIC</b>	
SBIAA/SBD	Grant/revenue guarantee administration; Assist with the local marketing efforts
Inland Valley Development Agency (IVDA)	Providing local funding for strategic plan
<b>PRIVATE</b>	
Hillwood	Providing B2B and sales support for service

### Public-Private Partnership

SBIAA, the owner/sponsor of SBD, has been designated as the sponsor of this grant application. SBIAA has formed a public-private partnership with the IVDA and Hillwood. All partners in the public-private partnership will be fully involved in the execution of the Strategic Plan (**Table 4.1**). SBIAA will execute all federal grant offers, process all associated reimbursement requests and oversee grant administration. The IVDA will administer the revenue guarantee. Hillwood will use its extensive contacts and experience in B2B sales to promote the service. Together these partners form a team committed to improving air service to the SBD catchment area.

### Project Goals

The project goal of this SCASDP grant application is to add a new route at SBD to a top 25 unserved market, thereby allowing the local community improved access to the national air transportation system and reducing leakage to LAX. By meeting this goal, the excessively high cost and inconvenience for local travelers will be reduced and the need for air travelers to drive to other airports to access air service will be mitigated.

### Proposed Air Service

The top priority for the SBD market is to establish nonstop service to one of their top 25 destinations, as identified in **Table 3.2** on page 8. SBD, the IVDA and Breeze Airways partnered to establish the newly announced service to SBD's number one destination, the San Francisco Bay Area, that begins in August 2022. This SCASDP grant would expand on this recent success and partnership to ensure success for Breeze at SBD by adding a second route to another of SBD's top 25 markets. SBD and

Breeze agree that SMF is the next best destination for this market; however, Breeze is just starting West Coast service and may have to adjust their strategic priorities as their service matures. With the severe shortage of capacity in the SBD catchment area, service to a different market such as Phoenix, Salt Lake City or Seattle would also benefit the SBD catchment area. SBD will work with Breeze to identify the best alternative if SMF is not a Breeze priority going forward.



## Airline Participation

SBD has been working closely with Breeze for nearly a year, holding numerous in person and virtual meetings to bring the recently announced SFO service to fruition. This partnership has united the entire region in support of this new air service. **Breeze has provided a letter of support for this application, and SBD has received strong support from the entire region.**

**TABLE 4.2 SBD-SMF MARKET ANALYSIS**

ITEM	STATISTICAL CATEGORY	MATURE MARKET
1	Seats per departure	118
2	Roundtrips Per Day	1
3	Onboard Passengers	70,635
4	Load Factor	82%
5	Average Revenue (Fare + Ancillary)	\$116
6	<b>Segment Revenue</b>	<b>\$8,200,700</b>
7	<b>Segment Profit</b>	<b>\$316,700</b>
Source: Mead & Hunt, Inc.		

## Market Analysis

A financial analysis and route forecast has been developed for Breeze service to SMF. The public-private partnership understands and agrees with the U.S. Department of Transportation (DOT) that a thorough understanding of the target market is essential for the success of new air service. A route analysis was performed for a single roundtrip flight on a 118-seat Embraer E195 aircraft. The primary market assumption was that Breeze will capture a share of the passengers that are driving to competing airports (i.e., ONT and LAX) to travel to SMF but, most importantly, reduce the number of people driving to Sacramento.

**Table 4.2** summarizes the details of the market analysis performed for Breeze service to SMF. Overall projections estimate an 82 percent load factor on the single roundtrip, resulting in 70,635 annual passengers. These passengers will be able to fly from the closer local airport in San Bernardino, instead of driving to alternate airports or driving all the way to Sacramento, significantly reducing the time and cost of traveling between these two markets as well as decreasing congestion on the area freeways.

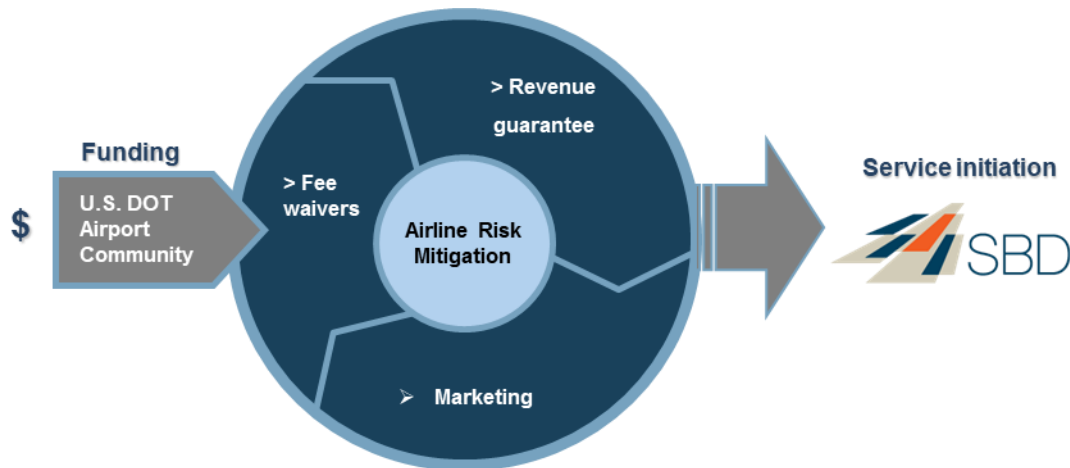
## Incentive and Support Plan

In today's airline environment, community support packages have become increasingly important and virtually required for most new service. To be effective, support packages must be structured to address the issues of new airline entry and ensure that the market responds quickly. The public-



private partnership proposes a community support package that has been tested and proven to be successful. To reduce an airline's breakeven period and offset the risk during start-up, the public-private partnership proposes the following incentives (refer to **Exhibit 4.1**): marketing campaign (create service awareness); revenue guarantee (reduce airline risk); and fee waivers (reduce airline start-up costs).

#### EXHIBIT 4.1 INCENTIVE PLAN



#### Marketing Campaign

SBD is new to scheduled passenger service, and the biggest challenge will be to effectively increase awareness of the new service. With this in mind, SBD has created a comprehensive marketing plan to promote the new Breeze service to SMF. SBD proposes to launch a multi-faceted pre- and post-launch marketing program at a total cost of \$250,000. The budget will be adjusted between the various mediums based on real-time results in order to have the most effective marketing campaign possible.

The marketing campaign will begin three months prior to launch of the new service and continue throughout the first year of service. SBD will work hand-in-hand with organizations throughout the Inland Empire to promote the new service to help ensure success.

#### TARGET AUDIENCE

The following market segments have been identified as the core target audiences:

- Business travelers – Convenience oriented and receptive to time-saving/ease of use benefits.
- Leisure travelers – Price sensitive travelers who are looking for the best value and are receptive to unique cost-saving benefits.

The key to successfully targeting these audiences is to define specific messages for each segment, then to deliver those messages through specific media channels focused on the appropriate target audience. It takes more than one exposure to win a customer, so ensuring consistent, repeated messages are visible across all media formats will establish and solidify service success.

## ADVERTISING CAMPAIGN

The purpose of the advertising campaign is to increase public awareness of SBD and the new service to SMF. SBD intends to use a strategy involving print, broadcast and digital marketing to inform the public of the new air service and encourage its use. GPS, mobile tracking data will be used to understand which neighborhoods and cities are most likely to use SBD and to drill down to have significantly more effective marketing for the marketing campaign to be even more successful.

**Print:** Print advertising in limited use can be an efficient way to reach a broad, general consumer base within a defined geographical area, while delivering an abundance of information at the same time. Print advertisements will be written and produced for publications promoting the new service and emphasizing the “Fly SBD” advantage.

**Radio:** Radio has the ability to achieve the highest message frequency among the primary target groups and will greatly enhance the overall campaign, particularly when used in combination with the print and digital advertisements. Additional value-added incentives, including events, sponsorships and contests, will be negotiated as well.

**Digital:** Digital marketing has the ability to surgically target specific zip codes or even neighborhoods that have been identified to be the most likely to use SBD.

## PROMOTIONS CAMPAIGN

The goal of the promotions campaign is to communicate to the public the convenience and ease of the new SMF service. The widespread use of the Internet for both researching and purchasing air travel will play a key role in the promotion of new air service from SBD. SBD will promote “Fly SBD” across all social media and digital presence. A search engine submission program will be maintained to ensure the new service from SBD tops the list in relevant Internet searches.

Social media will play a crucial role in building awareness of the new service while cultivating an ongoing relationship with customers. Popular social media channels, i.e., Twitter and Facebook, offer effective ways for SBD to interact directly with passengers in real time.

## PUBLIC RELATIONS CAMPAIGN

Public relations are an umbrella function, incorporating activities such as corporate communications, public affairs and even advertising. The unifying element is the development of a positive image for Breeze’s service at SBD within the Inland Empire. The public relations campaign will include the following strategies: media releases, articles in the trade or industry press, trade shows, media kits, newsletters and speaker’s bureau. The goal for the overall public relations campaign is to increase public awareness and support of SBD.

## Revenue Guarantee

As the airline industry continues to experience significant turbulence through pilot and mechanic shortages, skyrocketing fuel prices and demand impacts due to the pandemic, it is more critical than ever for a community to partner with an airline to reduce an airline's risk and provide incentive to continue to grow the SBD market. This Strategic Plan includes a revenue guarantee as part of the community support package. Although market analyses indicate nonstop service would be profitable, service ramp-up and breakeven can take up to 12 months, particularly in a market with significant barriers-to-entry. It is anticipated that an airline would require at least a \$1,500,000 revenue guarantee to initiate service at SBD.

## Fee Waivers

The air service support program includes a waiver of landing fees, terminal rents, office space and baggage make-up fees that are associated with the new service to SMF. Fee waivers for the SMF service are estimated at \$129,300. Fee waivers will vary based on the type of aircraft used, frequency of service and other factors.

## Strategic Plan Funding

The public-private partnership is requesting U.S. DOT assistance in funding 53 percent, or \$1,000,000, of the Strategic Plan. SBD and the community will fund 47 percent of the total proposed air service program. Non-airport revenue sources will provide 43 percent of the cash requirement and 40 percent of the funding for the total program (**Table 4.3**). The commitment of \$750,000 of local, non-airport funds show the level of importance this potential new service is to the San Bernardino and greater Inland Empire areas.

**TABLE 4.3 STRATEGIC PLAN BUDGET**

DESCRIPTION	FUNDING SOURCE					TOTAL
	U.S. DOT	AIRPORT		NON-AIRPORT		
	CASH	CASH	IN-KIND	CASH	IN-KIND	
Airline incentive program:						
Minimum Revenue Guarantee	\$1,000,000	-	-	\$500,000	-	\$1,500,000
Marketing Program	-	-	-	\$250,000	-	\$250,000
Fee waivers	-	-	\$129,300	-	-	\$129,300
Total	\$1,000,000	\$0	\$129,300	\$750,000	\$0	\$1,879,300
Percent of total project	53%	0%	7%	40%	0%	100%
Percent of cash contribution	57%	0%	-	43%	-	100%

## Project Continuation and Sustainability

Based on the positive market analysis, it is anticipated that service will be self-sustaining after the start-up period which can take up to 12 months or more. However, the public-private partnership understands that service failure is often due to the lack of awareness in the community. The San Bernardino business community and the public-private partnership understand the economic importance of this project to the region and the challenges associated with profitably operating air service to the San Bernardino market and will work to ensure its long-term success.

## Alternate Plan

If SBD fails to obtain service to SMF on Breeze, SBD will work with Breeze to identify the next best opportunity from the SBD catchment area's top 25 markets to provide access to the national air transportation system. Since Breeze is a new West Coast airline entrant, their focus on specific areas may prioritize another top SBD destination as the best market for growth. Alternate service to a different top 25 destination would fulfill the goals of this grant application of improving service and reducing the need to drive to alternate airports from the Inland Empire.

## SECTION 5. SCHEDULE AND MONITORING

The public-private partnership has developed a realistic timetable for achieving the project goals. This section provides critical milestones to be achieved by the public-private partnership to timely execute this air service initiative. A monitoring program is also provided to track the progress of the project.

### Milestones for Timely Completion of Project

Target dates are proposed in **Table 5.1** to track the progress of this air service initiative assuming a grant award by September 30, 2022.

**TABLE 5.1 STRATEGIC PLAN SCHEDULE**

DATE	ACTION ITEM	DESCRIPTION
<b>Oct-Dec 2022</b>	Airline meetings and negotiations	The public-private partnership will meet with Breeze representatives to negotiate nonstop service to SMF.
<b>Jan 2023</b>	Marketing campaign development	Development of the marketing campaign will be completed to begin the marketing campaign 60 days prior to new service initiation.
<b>Mar 2023</b>	Marketing initiation	It is anticipated that the marketing campaign will begin at least 60 days prior to the new service start date and continue throughout the first year of new service.
<b>May 2023</b>	Service initiation	The service start date is the critical date for the rest of the Strategic Plan. It is anticipated that an airline will initiate nonstop service in May 2023. Air service initiation is dependent on airline route planning, economics and availability of aircraft for SBD.
<b>Apr 2024</b>	Revenue guarantee contract completion	At the end of the first year of service, the revenue guarantee will be calculated based on the terms of the agreement. The revenue guarantee contract term will be based on the service start date.

### Strategic Plan Monitoring Program

The monitoring program includes service performance tracking, assessing the effectiveness of the marketing campaign, tracking airfares and determining the influence of service on retention at SBD.

**Table 5.2** provides the action items and frequency to monitor the Strategic Plan over a one-year period.

**TABLE 5.2 STRATEGIC PLAN MONITORING**

FREQUENCY	ACTION ITEM	DESCRIPTION
<b>Monthly</b>	Airline performance	Load factors, enplanements, departures
	Revenue guarantee indicators	Ticket revenue, cost, drawdown
<b>Quarterly</b>	Airline performance	Load factors, enplanements, departures, revenue per available seat mile

**TABLE 5.2 STRATEGIC PLAN MONITORING**

FREQUENCY	ACTION ITEM	DESCRIPTION
Quarterly	Airfares	Compare U.S. DOT airline reported average airfares on a quarterly basis, when available, to prior quarters
		Published airfares will be monitored for the first three months of service then quarterly thereafter via one of the Global Distribution/Computer Reservations Systems (GDS/CRS)
9 Months	Program assessment	Complete an overall assessment of the program to determine if additional community support is needed beyond one year
12 Months	Passenger Demand Analysis	Conduct a follow-up true market estimate to determine changes in passenger diversion after the first 12 months of service

# APPENDIX A. AIRLINE & COMMUNITY SUPPORT LETTERS

*Appendix A* includes letters of support for the SBD application to the U.S. DOT for nonstop service from SBD to SMF. Support letters were submitted by **Breeze Airways**, government representatives, participants in the public-private partnership and members of the San Bernardino County community. The letters of support are included on the following pages of this *Appendix A*.

## Airline

Breeze Airways

## Government

Congress of the United States,  
Congressman Jay Obernolte  
Congress of the United States,  
Congressmember Pete Aguilar  
City of Colton, Mayor Frank J. Navarro  
City of Glendora,  
Councilmember Michael Allawos  
City of Highland, Mayor Larry McCallon  
City of Loma Linda, Mayor Phillip Dupper  
San Bernardino County,  
3<sup>rd</sup> District Supervisor Dawn Rowe  
San Bernardino County,  
5<sup>th</sup> District Supervisor Joe Baca, Jr.  
San Bernardino County Fire Protection District

## Public-Private Partnership

Hillwood  
Inland Valley Development Agency  
San Bernardino International Airport Authority



## Businesses/Organizations

Amazon  
California Airports Council  
Central California District Export Council  
Certified Aviation Services, Inc.  
Esri  
Executive Jet Maintenance  
Goodwill Industries  
Greater Riverside Chambers of Commerce  
Hy-Sky  
Inland Action, Inc.  
Inland Empire Economic Partnership  
International Union of Operating Engineers  
Mt. San Jacinto College  
San Manuel Band of Mission Indians  
Stater Bros. Markets  
Toofoom, Inc.  
Unical Aviation, Inc.  
Zenaida Global



March 9, 2022

Ms. Brooke Chapman  
Associate Director  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, D.C. 20590

**RE: Breeze Airways' Letter of Support for San Bernardino International Airport Small Community Air Service Development Program Application**

Dear Ms. Chapman:

The purpose of this letter is to express Breeze Airways' (Breeze's) support for the application submitted by the San Bernardino International Airport (SBD) to the Department of Transportation's Small Community Air Service Development (SCASD) Grant Program. If awarded, the funding could be a significant help in expanding low-cost service at SBD.

Breeze began operations in 2021 that focus on offering low fares on routes ignored by other airlines. Breeze aims to open travel to many that did not previously have the option or could not afford it. To that end, Breeze just announced new service from SBD to San Francisco International Airport (SFO) beginning in August 2022.

Even with the new service announcement, the community is still underserved. Breeze is interested in serving additional routes from SBD including Sacramento International Airport (SMF). Adding our second route at SBD is not without its risks; incentives, including a minimum revenue guarantee, will help in consideration. While we cannot guarantee Breeze will initiate new service should SBD receive SCASD funding, it would greatly enhance the probability.

We encourage you to give the grant application submitted by SBD serious consideration and look forward to continued discussions with SBD.

Sincerely,

*Eric Fletcher*

Eric Fletcher  
Director, Legal and Corporate Affairs Breeze Airways  
6340 S 300 E, Suite 500 Cottonwood Heights, UT 84121

**Breeze Airways**  
6340 S 3000 E, Suite 500  
Cottonwood Heights, UT 84121



**JAY OBERNOLTE**  
EIGHTH DISTRICT, CALIFORNIA

**COMMITTEE ON SCIENCE, SPACE,  
AND TECHNOLOGY**  
INVESTIGATIONS AND OVERSIGHT, RANKING  
MEMBER

**COMMITTEE ON NATURAL  
RESOURCES**  
INDIGENOUS PEOPLES OF THE UNITED STATES  
NATIONAL PARKS, FORESTS, AND PUBLIC LANDS

**COMMITTEE ON THE BUDGET**



**Congress of the United States**  
**House of Representatives**

WASHINGTON, D.C. OFFICE:  
1029 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
TELEPHONE: (202) 225-5861

DISTRICT OFFICE:  
9700 SEVENTH AVE., SUITE 201  
HESPERIA, CA 92345  
TELEPHONE: (760) 247-1815

E-MAIL VIA WEBSITE:  
<http://obernolte.house.gov>

March 7, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

Dear Ms. Chapman:

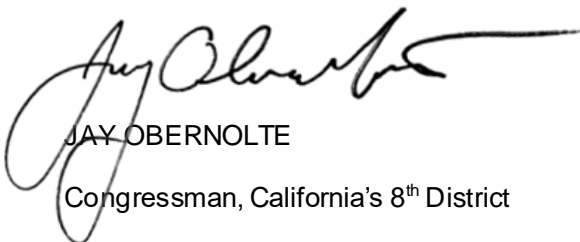
I am writing to express my support the long-envisioned San Bernardino International Airport (SBD) Small Community Air Service Development Project (SCASDP). The communities in California's 8<sup>th</sup> Congressional District welcome the opportunity to provide additional travel and transportation options to our residents, businesses, and their customers.

The revitalization and resurgence of the former Norton Air Force Base has long been anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community, after the military base closure in 1988. Since the closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs, generating over \$3 billion in total economic output. This project will only serve to increase that progress substantially.

As a community stakeholder in the former Norton Air Force Base reuse efforts, I support the renewed efforts for SCASDP funding requests. This project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow, while also supporting the stability and safety of the airport system for all that use it.

I look forward to the continued growth of the SBD International Airport and the contributions that it will make to the long-term economic strength of the region. I request full and fair consideration of the airport's SCASDP grant application.

Respectfully,



JAY OBERNOLTE  
Congressman, California's 8<sup>th</sup> District

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SUITE 100  
SAN BERNARDINO, CA 92408  
(909) 890-4443

VICE CHAIR OF THE  
HOUSE DEMOCRATIC CAUCUS

HOUSE DEMOCRATIC STEERING  
AND POLICY COMMITTEE



**PETE AGUILAR**  
CONGRESS OF THE UNITED STATES  
31ST DISTRICT, CALIFORNIA

COMMITTEE ON APPROPRIATIONS

SUBCOMMITTEE ON DEFENSE

SUBCOMMITTEE ON HOMELAND SECURITY

SUBCOMMITTEE ON TRANSPORTATION,  
HOUSING AND URBAN DEVELOPMENT AND  
RELATED AGENCIES

COMMITTEE ON HOUSE ADMINISTRATION

SUBCOMMITTEE ON ELECTIONS

March 10, 2022

Ms. Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport Small Community Air Service  
Development Program Funding Request

Dear Ms. Chapman:

I am writing in support of the Small Community Air Service Development Program (SCASDP) application submitted by the San Bernardino International Airport Authority (SBIAA). If approved, this project will support safety and stability of the airport system, enhance its long-term economic viability and create new opportunities for growth, commerce and employment in our region.

The revitalization and resurgence of Norton Air Force Base has long been a priority for our region and represents one of the best opportunities for future economic growth in our community. Since its closure in 1988, the City of San Bernardino has remained a disadvantaged community in search of opportunities to use the airport's potential. The local reuse authorities – SBIAA and the Inland Valley Development Agency (IVDA) – have been able to create and retain over 14,500 new direct jobs generating over \$3 billion in total economic output.

Building upon local investments and experience, the SCASDP funds will significantly increase growth of the San Bernardino International Airport. It will support new route development and create pathways for marketing new airline route services. Additionally, the project will help provide safe and sustainable commercial air passenger service, which is critical to full use of our airport and to further success of local communities and the larger Southern California region.

On March 8, 2022, San Bernardino International Airport marked a major milestone in its 80-year history as Breeze Airways announced daily nonstop service between SBD and San Francisco beginning August 4, 2022. This will be the first ever scheduled passenger flight from SBD. The service announcement highlights decades of partnerships between federal, state and local organizations focused on transforming the Norton Air Force Base into a successful commercial airport. It also serves as a focal point for connecting travelers in communities underserved by air service to the U.S. cities they want to visit.

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HOUSE DEMOCRATIC STEERING  
AND POLICY COMMITTEE



**PETE AGUILAR**  
CONGRESS OF THE UNITED STATES  
31<sup>ST</sup> DISTRICT, CALIFORNIA

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RELATED AGENCIES

COMMITTEE ON HOUSE ADMINISTRATION

SUBCOMMITTEE ON ELECTIONS

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts to revitalize the former Norton Air Force Base. I encourage your full support for the SCASDP funding request, consistent with applicable law and regulations. If you have any questions, please contact Curt Lewis, my Grant Program Director at [Curt.Lewis@mail.house.gov](mailto:Curt.Lewis@mail.house.gov) or (909) 503-8388.

Sincerely,

A handwritten signature in black ink that reads "Pete Aguilar".

Pete Aguilar  
Member of Congress



March 7, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

**MAYOR**

Frank J. Navarro

RE: Support for San Bernardino International Airport (SBD) Small  
Community Air Service Development Federal Funding Request

Dear Ms. Chapman:

**COUNCIL MEMBERS**

David J. Toro  
District 1

Ernest R. Cisneros  
District 2

Kenneth J. Koperski  
District 3  
Mayor Pro Tem

Dr. Luis S. González  
District 4

John R. Echevarria  
District 5

Isaac T. Suchil  
District 6

As Mayor of the City of Colton, I am pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a founding and current member of the San Bernardino International Airport Authority (SBIAA), we welcome the opportunity to provide additional travel and transportation options to our residents, businesses, and their customers. The revitalization and resurgence of Norton Air Force Base has long been awaited and highly anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at (909) 370-5051.

**CITY MANAGER**

William R. Smith

Sincerely,

  
Frank J. Navarro  
Mayor



March 2, 2022

Ms. Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

As a Glendora Council Member representing my personal endorsement supporting the long-envisioned SBD Small Community Air Service Development Project (SCASDP). Though located in Los Angeles County, in my opinion the City of Glendora and its over 51,000 residents and business would benefit from the opportunity to provide additional travel and transportation options and opportunities to our community and partners.

The revitalization and resurgence of Norton Air Force Base has been long anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still underserved disadvantaged community after the military base closure in 1988. Since the closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As a community stakeholder in the growth of inland Southern California, I fully support the renewed efforts for SCASDP funding requests. I am confident that this project will enhance and create new opportunities for growth, employment, commerce, and badly needed housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support for the Inland Valley Development Agency and its economic development efforts, as well as the continued assistance in the revitalization efforts towards former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region. SBD is and has been doing amazing things for the community and the greater Southern California economy and its residents, let's keep the positive momentum moving forward.

If you have any questions or concerns, please call me on my personal cell phone at: (626) 824-4546.

Sincerely,

*Michael Allawos*

Michael Allawos  
Council Member  
City of Glendora





March 3, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

**Subject:      *Support for San Bernardino International Airport (SBD) Small Community Air Service Development Federal Funding Request***

Dear Ms. Chapman:

As Mayor of the City of Highland, I am pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a founding and current member of the San Bernardino International Airport Authority (SBIAA), we welcome the opportunity to provide additional travel and transportation options to our residents, businesses, and their customers. The revitalization and resurgence of Norton Air Force Base has long been awaited and highly anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at 909.864.6861.

Sincerely,

  
Larry McCallon  
Mayor

cc: Highland City Council  
Joseph Hughes, Highland City Manager

**Mayor**  
Larry McCallon

**Mayor Pro Tem**  
Penny Lilburn

**City Council**  
Jesse Chavez

**City Council**  
Anaëli Solano

**City Council**  
John P. Timmer

**City Manager**  
Joseph A. Hughes

27215 Base Line, Highland, CA 92346

Tel: (909) 864-6861 • Fax: (909) 862-3180 • Web: [www.cityofhighland.org](http://www.cityofhighland.org)



# City of Loma Linda

25541 Barton Road, Loma Linda, California 92354-3160 • (909) 799-2800 • FAX (909) 799-2890

Sister Cities: Manipal, Karnataka, India - Libertadore, San Martin, Argentina • [www.lomalinda-ca.gov](http://www.lomalinda-ca.gov)

March 2, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

As Mayor of the City of Loma Linda, I am pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a founding and current member of the San Bernardino International Airport Authority (SBIAA), we welcome the opportunity to provide additional travel and transportation options to our residents, businesses, and their customers. The revitalization and resurgence of Norton Air Force Base has long been awaited and highly anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at (909) 799-2810.

Sincerely,

Phillip Dupper, Mayor  
City of Loma Linda





## County of San Bernardino

March 2, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service Development  
Federal Funding Request

Dear Ms. Chapman:

As the Third District Supervisor for the County of San Bernardino, I write this letter in support of the application by the San Bernardino International Airport (SBD) for Federal funding for the Small Community Air Service Development Project (SCASDP). The County of San Bernardino serves as a founding and current member of the San Bernardino International Airport Authority (SBIAA). As a member of the SBIAA Board of Directors, I support SBD's grant funding application for the continued revitalization of the former Norton Air force Base which now inhabits the SBD.

The revitalization and resurgence of the Norton Air Force Base has long been awaited and highly anticipated project in the region. SBD utilizes the former base as a means to support and encourage economic growth that is essential to both this disadvantaged community and Southern California as a whole. The progression towards safe and sustainable air passenger service plays a vital role in boosting the local economy. Since the base's closure in 1988, local reuse authorities' efforts have been able to create and retain over 14,500 jobs which generated over \$3 Billion in economic output. SBD seeks to further progress in rebuilding and stimulating the economy through the SCASDP.

SBD's funding request will enhance and create new opportunities for growth, employment, commerce, and housing for generations to come. The project will also support the stability and safety of the airport system for everyone who uses it. Through continued partnership with the Inland Valley Development Agency, SBD's efforts to develop and retain air passenger service will have a positive impact on the strength of the regional economy.

I strongly support SBD's efforts in providing additional travel and transportation alternatives to our residents, businesses, and consumers. Should you have any questions please do not hesitate to contact me at (909) 387-4855.

Sincerely,

Dawn Rowe  
Third District Supervisor  
San Bernardino County





March 4, 2022

## Joe Baca, Jr.

Supervisor, 5<sup>th</sup> District

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

**RE: Support for San Bernardino International Airport (SBD) Small Community Air Service Development Federal Funding Request**

Dear Ms. Chapman:

As Supervisor for the 5<sup>th</sup> District of the County of San Bernardino, I am pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). Our County was a founding and current member of the San Bernardino International Airport Authority (SBIAA), and we certainly welcome the opportunity to provide additional travel and transportation options to our residents, businesses, and their customers. The revitalization and resurgence of Norton Air Force Base has long been awaited and highly anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at: 909-387-4565.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Baca Jr.", written over a white background.

**JOE BACA JR.**  
5<sup>th</sup> District Supervisor  
San Bernardino County



## SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT

157 W 5<sup>th</sup> Street, 2<sup>nd</sup> Floor • San Bernardino, CA 92415-0451 • (909) 387-5974 • Fax (909) 387-5685

Administration  
Headquarters  
[sbcfire.org](http://sbcfire.org)

**Daniel R. Munsey**  
Fire Chief/Fire Warden

**Thomas Marshall**  
Deputy Chief of Operations

**Bertral Washington**  
Deputy Chief of Administration

**Cory Nelson**  
Deputy Chief of Business Operations

March 8, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of the San Bernardino County Fire Protection District (SBCFPD), we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As the current provider of Aircraft Rescue and Fire Fighting (ARFF) services for KSBD, we welcome the opportunity to provide additional travel and transportation options to our members and their customers and. The revitalization and resurgence of Norton Air Force Base has been long anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at: 909-387-5952.

Sincerely,

  
Dan Munsey  
Fire Chief/Fire Warden

### BOARD OF DIRECTORS

Col. Paul Cook (Ret).  
First District

Janice Rutherford  
Second District

Dawn Rowe  
Vice Chair  
Third District

Curt Hagman  
Chairman  
Fourth District

Joe Baca Jr.  
Fifth District

Leonard X. Hernandez  
Chief Executive Officer



March 2, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of Hillwood (a Perot Company), I am pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). We were a proud supporter of the prior reuse and revitalization efforts ultimately leading to the \$36 Million multi-year transformation of SBD's main runway in cooperation with the Federal Aviation Administration (FAA) which was successfully completed in 2005. Established in 2001, our Alliance California public-private partnership with Inland Valley Development Agency (IVDA) and SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we serve. Safe and sustainable commercial air passenger service was always part of our focus knowing that it is the stimulus which will take this region from revitalization to vitality - a critical step for this still disadvantaged community after military base closure in 1988. We have made great strides but are at the precipice of true possibility for consumers and the flying public.

As founding partners in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. With substantial local investment by IVDA in the SBD Passenger Terminal, this proposed project helps protect the investments previously made in the airport by so many, while efficiently building upon current progress accelerating a major new source of economic development in the region with support from industry partners like Hillwood.

We truly believe this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the IVDA and its economic development efforts, as we continue to revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic security of the region.

Ms. Chapman  
March 2, 2022  
Page 2 of 2

If you have any questions or concerns, please contact us at 909-382-0033.

Sincerely,

A handwritten signature in black ink, appearing to read 'SM', with a stylized flourish extending from the end.

Scott Morse  
Executive Vice President





## Inland Valley Development Agency

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March 9 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of the Inland Valley Development Agency (IVDA), I am pleased to support the long-awaited SBD Small Community Air Service Development Project (SCASDP). As the original local reuse authority under the Base Realignment and Closure Commission process, the IVDA has an on-going core mission to support SBD International Airport through significant local infrastructure and operating investments which now span over three decades. Most recently the IVDA helped support the launch of new daily air passenger service with Breeze Airways to San Francisco that will begin in the Summer of 2022. IVDA's regional economic and community development focus has always included expanding additional travel and transportation options to our inland Southern California residents, businesses, and their customers. Safe, affordable, accessible and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988, while bringing substantial economic benefits to the broader region over the long run. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As one of the leading local agencies in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the IVDA and its economic development efforts supporting SBD's continued growth and stability, as we all continue to help revitalize the former Norton Air Force Base and now for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at 909 382-4100.

Sincerely,

Michael Burrows  
Chief Executive Officer



---

March 9 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of SBD International Airport(SBD), I am pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). This airport has invested for decades in modern and right-sized infrastructure to finally bring commercial air passenger service back to the former Norton Air Force Base, and on March 8, 2022, we were finally able to announce a new beginning with daily service with Breeze Airways to San Francisco commencing this summer. Supporting and enhancing additional travel and transportation options to our inland Southern California residents, businesses, and their customers remains a top priority for our team at SBD. Safe, affordable, accessible and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As one of the leading local agencies in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of SBD and its aeronautical development efforts, as we all continue to help revitalize the former Norton Air Force Base and now for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at 909-382-4100.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mark Gibbs", is written over a light blue horizontal line.

Mark Gibbs  
Director of Aviation



March 9, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
U.S. Department of Transportation  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: San Bernardino International Airport, Small Community Air Service Development Project

Dear Ms. Chapman,

I write to express Amazon's support for San Bernardino International Airport's (SBD) grant application to the U.S. Department of Transportation's Small Community Air Service Development Program (SCASDP). SBD's grant application seeks to fund new route development and marketing materials to support commercial passenger airline service at the airport. Developing and maintaining passenger service would benefit Amazon's customers, residents, and the over 40,000 employees and their families in the Inland Empire region.

Amazon was proud to launch our regional air hub at SBD Airport last year and create over a thousand jobs for the local community. We understand that passenger airline service will contribute to the continued economic stability of the region and revitalization of the former Norton Air Force Base.

We ask that you give SBD Airport's application full consideration. Please let me know if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Matt McCardle". The signature is written in a cursive, flowing style.

Matt McCardle  
Director, Aviation Public Policy





March 7, 2022

Ms. Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

**RE: Support for San Bernardino International Airport (SBD) Small Community Air Service Development Federal Funding Request**

Dear Ms. Chapman:

On behalf of the California Airports Council (CAC), I am pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As an organization representing California's commercial airports, we welcome the opportunity to provide additional travel and transportation options to our State's residents, businesses, and their customers. The revitalization and resurgence of Norton Air Force Base has long been awaited and highly anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at: [jlites@calairportscouncil.org](mailto:jlites@calairportscouncil.org) or 916 266-4575.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Lites", written in a cursive, flowing style.

Jim Lites  
Executive Director

March 9, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of the Central California District Export Council, we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a Federally recognized Tribe that has been a part of this community for centuries, we welcome the opportunity to provide additional travel and transportation options to our members, employees and thousands of international partners, patrons, and customers. The revitalization and resurgence of Norton Air Force Base has been patiently and anxiously awaited, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we serve. Safe and sustainable commercial air passenger service is the crucial next step for this still disadvantaged community after military base closure in 1988. We applaud the reuse efforts to date, having replaced over 14,500 direct jobs now generating over \$3B in total economic output. Commercial passenger airline service will only propel our inland Southern California region even further.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the interconnected National airport system for all that use it.

Thank you for your ongoing support of the IVDA and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic stability of the region.

If you have any questions or concerns, please contact us at: 559-455-7809.

Sincerely,



---

Tsvi Chuck Guy  
Chairman of the board  
Central California District Export Council



March 4, 2022

Brooke Chapman  
Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Avenue, SE  
Washington D.C. 20590

Re: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

On behalf of Certified Aviation Services, Inc., (CAS) we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (ISCASDP). As a home-grown corporation doing business at SBD we are pleased to be a part of this community we serve. With heavy aircraft maintenance, ramp services and other aircraft operations at the former Norton Air Force Base (Norton AFB) we welcome the opportunity to provide travel and transportation options to our employees, patrons and customers worldwide. The revitalization and resurgence of Norton AFB is welcome, and we look forward to addition opportunities for this vital facility. We know that SBD relies on the full use of this critical aeronautical asset for our business, employees and travelers throughout the Southern California region that we serve. Safe, sustainable and convenient commercial air service is the crucial next step for this still disadvantaged community after Norton AFB was closed in 1988.

Much progress has been made at the Alliance California Business Park and SBD and they now support over 14,500 direct jobs and have generated over \$3Billion in annual economic output. Scheduled passenger service will only catapult this community asset even further in the future.

As community stakeholders in the former Norton AFB reuse efforts we fully support the renewed efforts for SCASDP funding requests. We see that this project will enhance our efforts and create new opportunities for growth along with enhanced employment, commerce, and housing for years to come while also supporting the stability and safety of the national airport system that is so vital for the public.

Thank you for your ongoing support of the Inland Valley Development Agency, SBD and its economic development efforts, as we all continue to help revitalize the former Norton AFB which is now San Bernardino International Airport (SBD) for the long-term economic stability of the region.

If you have and questions, suggestions or concerns please contact David Brown at 949 275 5042

Paul Oliver, President

David Brown, Vice President



+1 (909) 605-0380  
F (909) 494-9625



Certified Aviation Services, LLC  
[www.certifiedaviation.com](http://www.certifiedaviation.com)



1150 S. Vineyard Ave.  
Ontario, CA 91761



March 9, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

Dear Ms. Chapman:

Esri is pleased to support the long-envisioned San Bernardino International Airport (SBD) Small Community Air Service Development Project (SCASDP). And, in particular, we strongly support the renewed efforts for SCASDP funding requests.

The continued revitalization of the former Norton Air Force Base is a priority for our region, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region. Safe and sustainable commercial air passenger service is the crucial next step for this still disadvantaged community after the military base closure in 1988.

This project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the interconnected National airport system for all that use it.

These community efforts are very important, particularly to Esri. Our headquarters are here in Redlands, California and we employ more than 3,500 staff and their families. The revitalization of the airport and surrounding area will be critical in our ability to continue to grow Esri both in the recruiting of staff and extending our business. We have thousands of customers and partners visit us here in Redlands every year – from all over the world, including very high-level corporate, government and NGO staff. This effort will provide much needed travel and transportation options.

We look forward to the continued growth of the SBD International Airport and the contributions that it will make to the long-term economic strength of the region.

If you have any questions or concerns, please contact me at 909-369-2252 or [dberry@esri.com](mailto:dberry@esri.com).

Sincerely,

Donald J. Berry, Jr.  
Chief Operating Officer  
Esri



CRS# 8EJR734C

2027 E Perimeter Road, San Bernardino, CA 92408

P: 949.265.9590 | [www.ejmmx.com](http://www.ejmmx.com)

March 3, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

San Bernardino International Airport Support for Small Community Air Service Development  
Federal Funding Request

Dear Ms. Chapman,

I am pleased to provide this letter of support for the San Bernardino International Airport regarding this important grant funding opportunity. Executive Jet Maintenance has been a tenant at SBD since 2016. Our presence at the airport has grown from a fleet of four corporate jet aircraft initially to twenty-six today. As our company continues its growth trajectory, access to convenient and local commercial air service will be increasingly important to our company expansion plans. We look forward to connecting our employees, sales force, and business partners via commercial air service through SBD. We strongly support and encourage your consideration of this important grant to help foster new commercial air service, closer to home.

Sincerely,

Kurt Belcher  
Executive Jet Maintenance



March 4, 2022

342 N. San Fernando Road  
Los Angeles, CA 90031  
323.223.1211

14565 Lanark Street  
Panorama City, CA 91402  
818.782.2520

8120 Palm Lane  
San Bernardino, CA 92410  
909.885.3831

GoodwillSoCal.org

LAURENCE MIDLER  
CBRE Group, Inc.  
CHAIR

RICHARD VILLA  
The TCW Group, Inc.  
VICE CHAIR

PETER STARRETT  
Peter Starrett Associates  
TREASURER

SUSAN STROMGREN  
Bank of the West (ret.)  
SECRETARY

PATRICK McCLENAHAN  
PRESIDENT & CEO

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air  
Service Development Federal Funding Request

Dear Ms. Chapman:

On behalf of Goodwill Industries, we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a local organization, we welcome the opportunity to provide additional mobility, travel and transportation options to our communities. Since the 1990's, we have supported the revitalization and resurgence of Norton Air Force Base. These efforts have been long anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our residents, businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact me at [lking@goodwillsoocal.org](mailto:lking@goodwillsoocal.org) or 909 386-6236.

Sincerely,

Lowell King  
Regional Operations Officer – Inland Empire



## GREATER RIVERSIDE CHAMBERS OF COMMERCE

*The Chamber...building a stronger local economy*

March 8, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

**RE: Support for San Bernardino International Airport (SBD) Small Community Air Service Development Federal Funding Request**

Dear Ms. Chapman,

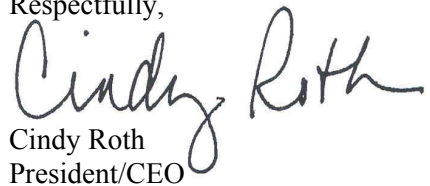
On behalf of the Greater Riverside Chambers of Commerce, representing over 1,200 local employers and 110,000 jobs in the Inland Southern California region, we are writing to express our **SUPPORT** for the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As the region's leading voice for business and improving quality of life, we welcome the opportunity to provide new travel and transportation options to serving the region's growing needs.

The revitalization and resurgence of Norton Air Force Base has been long anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after the military base closed in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 billion in total economic output. This project will only serve to substantially increase that progress.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your consideration and support as we continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region. Should you have any questions regarding our support, please do not hesitate to contact me at 951-683-7100.

Respectfully,



Cindy Roth  
President/CEO

CR/as





March 10, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of Hy-Sky™ we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). We welcome the opportunity to provide additional travel and transportation options to our domestic and international partners, vendors and customers. The revitalization and resurgence of Norton Air Force Base has been patiently and anxiously awaited, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we collectively serve. Safe and sustainable commercial air passenger service is the crucial next step for this still disadvantaged community after military base closure in 1988.

We fully support the renewed efforts for SCASDP funding requests. We see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the interconnected national airport system for all that use it.

Thank you for your ongoing support of the IVDA and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic stability of the region.

If you have any questions or concerns, please contact me at 918-200-5306

Sincerely,  
*Danielle McLean*  
Danielle Mclean  
Founder & CEO, Hy-Sky™  
Email: d@hy-sky.net

March 8, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development  
Office of Aviation Analysis  
1200 New Jersey Avenue SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport Small Community Air Service Development  
Federal Funding Request

Dear Ms. Chapman,

On behalf of Inland Action, Inc. (a non-partisan, non-profit organization created in 1962 at Norton AFB), I am pleased to write this letter of support for the San Bernardino International Airport (SBD) Small Community Air Service Development (SCASD) Project. Since 1962, Inland Action, Inc. has ardently supported the strength of our Norton Air Force Base operations, then retention, and reuse of this regional asset which consistently supported aeronautical operations for the safety, security, and economic advancement of our communities.

Regrettably, Norton Air Force Base was listed for closure under the 1988 Base Realignment and Closure Commission Act and officially closed in 1994, but Inland Action's support has never stopped amidst years of economic deterioration across the largest County in the United States. In fact, Inland Action's support and alignment grows even stronger with the many, many developments that SBD International Airport have successfully accomplished over time working for and with organizations like us.

As business, industry, and community leaders across sectors, we have all seen and want to continue to see the power of the progress of economic development brought by key programs such as this SBD SCASD funding request. Since its foundation in 1990, we have seen the airport pragmatically and responsibly develop, implement, evaluate, and adapt an established program for grant management, execution, implementation and performance starting in 1993 across many Federal agencies.

Through our years of collaboration with SBD, we know that creating an open and accessible business and travel option for our greater Southern California region isn't just about starting commercial air passenger service, it's about growing a new, exciting, curb-to-runway option to fly SBD. Inland Action, Inc. has always supported this from the days of Norton AFB and now SBD. We all have been waiting for this new chapter of renewal, and it is upon us.

Thank you for your serious consideration of SBD's application as well as its economic development efforts. We all continue to work to see SBD International Airport provide this service for the overall benefit of the region.

Sincerely,

A handwritten signature in cursive script that reads "Carole Beswick". The ink is a light grey or blue color.

Carole Beswick, CEO



March 2, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of the Inland Empire Economic Partnership (IEEP), we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a local community and business group, we welcome the opportunity to provide additional travel and transportation options to our members and their customers. The revitalization and resurgence of Norton Air Force Base has been long anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact us at: 909.9442201 or via email at [PGranillo@IEEP.com](mailto:PGranillo@IEEP.com).

Sincerely,

A handwritten signature in blue ink that reads "Paul C. Granillo".

Paul Granillo  
President and CEO  
Inland Empire Economic Partnership



*International Union of Operating Engineers* AFL-CIO  
Southern California & Southern Nevada

**RONALD J. SIKORSKI**  
*Business Manager*  
*and*  
*General Vice-President*

March 10, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of the International Union of Operating Engineers Local Union No. 12, we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a local labor organization representing multiple trades and professions, we welcome the opportunity to provide additional travel and transportation options to our members and their customers. The revitalization and resurgence of Norton Air Force Base has been long anticipated, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we all support. Safe and sustainable commercial air passenger service is the natural progression for this still disadvantaged community after military base closure in 1988. Since closure, the local reuse authorities have been able to create and retain over 14,500 new direct jobs generating over \$3 Billion in total economic output. This project will only serve to increase that progress substantially.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting stability and safety of the airport system for all that use it.

Thank you for your ongoing support of the Inland Valley Development Agency and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic strength of the region.

If you have any questions or concerns, please contact me at (626) 792-8900.

Sincerely,

Ronald J. Sikorski, Business Manager  
I.U.O.E., Local Union No. 12 and  
General Vice President

RJS:va

March 10, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service Development  
Federal Funding Request

Dear Ms. Chapman:

As the Superintendent/President of Mt. San Jacinto College, I am pleased to provide this letter of support for the long-envisioned SBD Small Community Air Service Development Project (SCASDP). Mt. San Jacinto College is a comprehensive community college that is one of California's 116 community colleges. A single college District, MSJC serves a 1,700-square mile area from the San Geronio Pass to Temecula. We serve students throughout this region from the San Jacinto, Menifee Valley, San Geronio Pass and Temecula Valley campuses. We offer a variety of vocational, technical, and continuing education programs to prepare students and working professionals for rewarding careers and emerging needs.

The revitalization and resurgence of Norton Air Force Base has been patiently and anxiously awaited, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we serve. Safe and sustainable commercial air passenger service is the crucial next step for this still disadvantaged community after military base closure in 1988. We applaud the reuse efforts to date, having replaced over 14,500 direct jobs now generating over \$3B in total economic output. Commercial passenger airline service will only propel our inland Southern California region even further.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the interconnected National airport system for all that use it.



Thank you for your ongoing support of the IVDA and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic stability of the region.

Sincerely,

A handwritten signature in blue ink, reading "Roger W. Schultz". The signature is fluid and cursive, with the first name "Roger" being more prominent.

Roger W. Schultz, Ph.D.  
Superintendent/President  
951.487.3002 | [rschultz@msjc.edu](mailto:rschultz@msjc.edu)

San Jacinto Campus  
1499 N. State Street  
San Jacinto, CA 92583  
951.487.6752

Menifee Valley Campus  
28237 La Piedra Road  
Menifee, CA 92584  
951.672.6752

San Geronimo Pass Campus  
3144 W. Westward Avenue  
Banning, CA 92220  
951.922.1327

Temecula Valley Campus  
41888 Motor Car Parkway  
Temecula, CA 92591

# *San Manuel Band of Mission Indians*

March 3, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of the San Manuel Band of Mission Indians, we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a Federally recognized Tribe that has been a part of this community for centuries, we welcome the opportunity to provide additional travel and transportation options to our more than 6,000 employees and thousands of international partners, patrons, and customers. In addition, The Landing at San Manuel, a new warehouse project that the Tribe is currently developing on the Norton Air Force Base grounds stands to create additional jobs and logistics operations that will require transportation options.

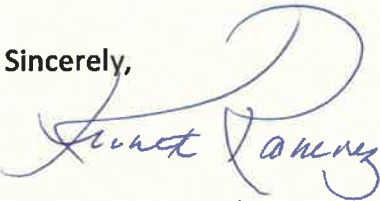
The revitalization and resurgence of Norton Air Force Base has been eagerly awaited, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we serve. Safe and sustainable commercial air passenger service is the crucial next step for this community that has faced numerous disadvantages since the closure of the military base 1988.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the interconnected National airport system for all that use it.

Thank you for your ongoing support of the IVDA and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic stability of the region.

If you have any questions or concerns, please contact Mr. Dan Little, Chief Intergovernmental Affairs Officer, at 909-864-8933.

Sincerely,



Kenneth R. Ramirez  
Chairman  
San Manuel Band of Mission Indians



909.733.5000  
301 S. Tippecanoe Ave.  
San Bernardino, CA 92408  
staterbros.com

Pete Van Helden, Chief Executive Officer  
Stater Bros. Markets  
301 S. Tippecanoe Ave.  
San Bernardino, CA 92408  
(909)733-5610  
[pete.vanhelden@staterbros.com](mailto:pete.vanhelden@staterbros.com)

March 4, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Department Program  
Office of Aviation Analysis  
U.S. Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590

Dear Ms. Chapman,

As the CEO of the premier supermarket chain in Southern California, I feel I can safely speak for my company's 18,000+ teammates in expressing our support for San Bernardino International Airport's (SBD) request for funding through the Small Community Air Service Development Program (SCASDP). Stater Bros. Markets operates 171 stores exclusively in Southern California and a 2.1 million sq. ft. distribution center in San Bernardino, CA to replenish those stores.

The airport sits on the grounds of the former Norton Air Force Base, which closed in 1994. The base closure was devastating to the surrounding area, and it has never fully recovered. Nearly 15 years ago, we moved our distribution center to a portion of the Norton Air Force Base in part as a show of support for the revitalization of this hard-hit area. To further these efforts, the community would greatly benefit from convenient and economical commercial air travel. SCASDP funding would go a long way toward the airport's goal of providing commercial airline service that would help catalyze the area's revitalization through jobs, travel, tourism, commerce, and the resultant jolt in economic activity. Other benefits would include reducing the area's reliance on other congested Southern California airports and providing more choices in meeting the travel needs of those who live and work in the local area.

Thank you for your consideration of SBD's grant request. If I may be of assistance to answer any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Pete Van Helden", written over a large, stylized blue circular mark.

Pete Van Helden  
Chief Executive Officer  
Stater Bros. Markets



March 2, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of Toofon, Inc., we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a private aerospace company borne from CalTech research and development labs, we welcome the opportunity to provide additional travel and transportation options to our domestic and international partners, vendors and customers. The revitalization and resurgence of Norton Air Force Base has been patiently and anxiously awaited, and as a founding member of the UAS Center at SBD, we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we serve. Safe and sustainable commercial air passenger service is the crucial next step for this still disadvantaged community after military base closure in 1988.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the interconnected National airport system for all that use it.

Thank you for your ongoing support of the IVDA and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic stability of the region.

If you have any questions or concerns, please contact us at: [amir@toofon.co](mailto:amir@toofon.co).

Sincerely,

A handwritten signature in black ink, appearing to read "Amir Emadi".

Amir Emadi  
President & CEO





ISO 9001/AS9120 CERTIFIED & ASA100/FAA AC00-56A ACCREDITED  
WEBSITE: <http://www.unical.com> [sales@unical.com](mailto:sales@unical.com) SITA: LAXUAXD

680 SOUTH LEMON AVE., CITY OF INDUSTRY, CA 91789, USA. TEL: +1 909-348-1700, FAX: +1 909-598-8091

March 7, 2022

Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Ave, SE  
Washington, DC 20590

RE: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

On behalf of Unical Aviation, Inc., we are pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As home grown corporation headquartered in San Bernardino, we remain a part of this community and the residents and customer we all serve. With over 500 total employees and a heavy aircraft maintenance and aircraft parts operation at the former Norton Air Force Base and the City of Industry, we welcome the opportunity to provide additional travel and transportation options to our employees and thousands of partners, patrons, and customers worldwide. The revitalization and resurgence of Norton Air Force Base has been patiently and anxiously awaited, and we know that SBD relies on the full use of this critical aeronautical asset for our businesses, employees, and the larger Southern California region we serve. Safe and sustainable commercial air passenger service is the crucial next step for this still disadvantaged community after military base closure in 1988. Much progress has been made at the Alliance California business park and at SBD, now supporting over 14,500 direct jobs and generating over \$3B in total economic output. Schedule air passenger service will only catapult this community even further into the future.

As community stakeholders in the former Norton Air Force Base reuse efforts, we fully support the renewed efforts for SCASDP funding requests. We do see that this project will enhance and create new opportunities for growth, employment, commerce, and housing for many years to follow while also supporting the stability and safety of the interconnected National airport system for all that use it.

Thank you for your ongoing support of the IVDA and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic stability of the region.

If you have any questions or concerns, please contact me via email at [dgraham@unical145.com](mailto:dgraham@unical145.com) or phone at 626-217-6945

Sincerely,

A handwritten signature in black ink, appearing to read "David B. Graham".

David Graham  
VP Aircraft & Component Maintenance

**Zenaida Global**

6056 El Tordo, Suite 205  
Rancho Santa Fe, CA 92067  
(619) 405-7473  
[www.zenaidaglobal.com](http://www.zenaidaglobal.com)

March 7, 2022

Ms. Brooke Chapman, Associate Director  
Small Community Air Service Development Program  
Office of Aviation Analysis  
1200 New Jersey Avenue SE  
Washington, DC 20590

Re: Support for San Bernardino International Airport (SBD) Small Community Air Service  
Development Federal Funding Request

Dear Ms. Chapman:

Zenaida Global is pleased to support the long-envisioned SBD Small Community Air Service Development Project (SCASDP). As a small business dedicated to the expansion of international trade for US companies in a wide variety of industries, we welcome the opportunity to provide additional travel and transportation options to our domestic and international partners, vendors and customers. The revitalization and resurgence of Norton Air Force Base has been patiently and anxiously awaited, and as a contractor to SBD, our company is well aware that SBD relies on the full use of this critical aeronautical asset for the businesses, employees, and the larger Southern California region we collectively serve. Safe and sustainable commercial air passenger service is the crucial next step for this still disadvantaged community after military base closure in 1988.

Thank you for your ongoing support of the IVDA and its economic development efforts, as we all continue to help revitalize the former Norton Air Force Base and now SBD International Airport for the long-term economic stability of the region. If you have any questions or concerns, please contact me at (619) 405 7473.

Sincerely,



Kimberly A. Benson  
President & CEO