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Acronyms and Abbreviations

BMP	Best Management Practice
FAA	Federal Aviation Administration
IT	Information Technology
NPIAS	National Plan of Integrated Airport Systems
OPEX	Washington State Department of Transportation
P3	Public Private Partnership
PFC	Passenger Facility Charge
USDOT	United States Department of Transportation
WCX	West Coast Infrastructure Exchange
WSDOT	Washington State Department of Transportation



Solutions Development and Screening

Initial Solution Ideas

Solutions Development

At the onset of the Airport Investment Solutions Study, the consultant team developed a preliminary list of solution ideas. During the May 28th, 2014 Advisory Committee meeting, the Committee divided into groups for a solutions brainstorming session (Exhibit 3-1). The brainstorming session was highly interactive, and the teams were encouraged to “think outside the box” and document all ideas for consideration.

An initial list of solutions emerged by compiling the consultant team and Advisory Committee solutions. The initial list of solutions is provided in Appendix 4.

Definitions and Categorization

In order to have a basic and consistent understanding of each solution idea, the consultant team reviewed each idea, and developed:

- An overview description of the solution
- Preliminary key components and/or steps that may be required to implement the solution
- Known obstacles or constraints to implementation of the solution
- Anticipated results of implementing the solution.

The team organized solution ideas into the following categories:

- **New Funding Sources** – new state revenue sources for WSDOT Aviation’s Airport Aid Program
- **Refinements to Current Funding Programs** – adjustments to the appropriation or distribution of existing state funding resources to the Washington State transportation system, including the aviation system.
- **Revisions to Current Funding Sources** – optimization of existing state aviation revenue sources to benefit WSDOT Aviation’s Airport Aid Program
- **Other Potential Solutions** – Non-funding related solution ideas that manage statewide airport capital and preservation needs and costs



EXHIBIT 3-1
Brainstorming Solutions with the Advisory Committee
Advisory Committee “Team 1” reports their list of solution ideas

Results

Exhibit 3-2 summarizes the preliminary list of solutions. A complete preliminary list of solutions is provided in Appendix 5.

EXHIBIT 3-2 Preliminary Solutions*

1. NEW FUNDING SOURCES	
Title	Description
1A) Alternative industry taxation Sources outside of aviation	Identifying new source industries to tax that derives some benefit from aviation. This concept would include a broad identification of ancillary industries that rely to some extent on aviation; i.e. mining; low weight/high value goods manufacturing; computer and IT product manufacturing.
1B) Utilize "Infrastructure Exchange" financing	This source concept would entail exploring options to use private financing sources (e.g., pension funds, equity capital group funding) through the West Coast Infrastructure Exchange (WCX), a collaborative that has been set up across Washington State, Oregon, California, and British Columbia. WCX is intended to serve as a mechanism to help project sponsors and private sources identify where mutual interests and characteristics can lead to financing deals.
1C) Corporate Sponsorships	This new funding source would identify the potential for Local corporations to sponsor an airport, a concourse, other airport facility improvements and including naming rights. This concept would allow for the use of corporate sponsorship revenues to help cover capital funding for specific projects and potentially local share requirements.
1D) Public Private Partnerships, (P3) project funding	This source concept entails the full utilization of private sector funding for all types of revenue producing airport projects. This concept would include utilization and optimization of the full range of P3 funding sources which range from full airport privatization to partial, facility specific privatization.
1E) Establish a state Passenger Facility Charge (PFC) head tax program	This source concept entails the use of a passenger head tax, the revenues of which would be used for approved capital improvements. The PFC would be a state enacted program similar to the Federal PFC program.
1F) Establish wide ranging state tax credits to airports	This source concept would entail the enactment of a state law that would be geared to relieving and equalizing the existing tax burden for airports. This source would allow for an equal across the board treatment for the state airports regarding the imposition of any and all state levied taxes that impact aviation.
1G) Alternative taxing of airport operationally oriented uses	This source concept would provide for a state law that would allow for airport operational activity to be taxed, with the proceeds going to the aeronautics account. The potential listing of airport operational and consumption activity that could be a taxable source are; licensed motor vehicles based at an airport; non-aviation fueling consumption; emergency service access, forest fire fighting access to airports; taxi and commercial vehicle access; rental car access; forestry and conservation access, etc.
1H) Alternative taxing of on airport generated commercial activities	This source concept would tax on-airport generated commercial revenues with proceeds going to the aeronautics account. Potential sources for this tax could be inside the terminal activities, such as airport terminal food/beverage and retail concessions, etc.
1I) Alternative taxing of the proportional value of transportation benefits derived	This source concept would attempt to derive a pro-rata share of tax from persons, properties and business, based on their specific derived benefit from air transportation. This type of taxing source would use an economic valuation to fix a benefit derived for those aviation users at all of the State airports.
1J) Alternative economic development based consumption tax	This source concept would be tied to existing local and statewide economic development tax funding. The concept would be tied to a share of tourist taxes that can be attributed directly to aviation access, such as the existing hotel bed tax.
1K) Establish a State sponsored revolving aviation infrastructure loan fund	This source concept would require the State to manage a revolving loan fund that could be accessed by airports that meet basic credit requirements. The loan fund would offer airports access to very low interest capital funding that would serve to make many airports credit worthy and thereby lower the funding gap.



**EXHIBIT 3-2
Preliminary Solutions***

1L) Establish a through the fence access fee structure	This source concept would standardize all the state airports in dealing with and fairly charging for through the fence operations. This concept would need to set standard market rate charges for through the fence operations, and provide a guide for airport managers to ensure that they are both getting a reasonable return for these operations, and are also consistent with FAA guidelines for the same.
1M) Direct aviation administrative related fees	This source concept would be tied to a new fee structure directly tied to aviation administrative transactions, collected at the point source, and deposited into the aeronautics account. Potential aviation related fee categories could be; aircraft license renewals fee; pilot license issue and renewal fee; airport licensing fee, etc.

2. REFINEMENTS TO CURRENT FUNDING PROGRAMS

2A) Realignment of current funding allocations	This funding refinement deals with the reallocation of current funding allocations to better reflect a pro-rata share of aviation tax revenues going back to aviation capital needs in proportion to the benefit provided by aviation and air commerce. This concept envisions only modifications to the existing funding allocations that would represent a more fair funding approach for aviation.
2B) Restructure the current State transportation and general funds	This funding refinement is a further refinement of concept 2.A. In this refinement, the state aeronautics account and the state general fund are completely restructured to fully account for the proportional value of aviation within the state of Washington.
2C) Tiered airport aid funding	In this funding refinement, the state would modify the current funding model to take into account each airport's "ability to pay". In this new funding model, the state would pick up a larger percentage of local match and local requirements for airports that are "not" self-supporting, vs. those airports that "are" self-supporting. Larger airports would be providing more local funding to allow the allocation of matching funds to smaller airports.
2D) Set self-sustaining fee requirements for airports receiving grant funding	In this refinement, airports would be held to a commercial best practice requirement that would ensure a proper market rate, return on investment for grant funded projects. Airports that fail to meet their commercial bench mark will pay a self-sustaining fee back into the program.
2E) Reduce sales tax exemption for other construction	In this refinement, the specific sales tax exemption for other construction (such as hangars) would be reduced. This refinement would increase the overall cost of other facility construction at the Washington State airports, with the marginal increase going into the aeronautics account to be used for other airport capital development needs.
2F) State of Washington to petition to become an FAA block grant state	In this refinement, the State of Washington would be set up to administer all of the federal grant revenue flowing into the state annually. This program refinement would increase the administrative burden for the aviation department, while offering the opportunity to enhance the current federal grant program by providing local control that could expand grant opportunities for specific airports.
2G) Modify project screening and evaluation process to allow for more project eligibility	This refinement would require modifications to the current process for screening projects. In this new process, the State would work with the FAA to set wider bounds for projects that could be "federally eligible" and "State funding eligible". The new parameters would look to expand project funding in both the Federal and State buckets to include; revenue producing projects; economic development projects, airport business/ strategic planning, and safety/security planning, etc.

3. REVISIONS TO CURRENT FUNDING SOURCES

3A) Increase existing aviation taxation rates	This optimization method would entail an across the board increase in the current taxation program that goes into the State aeronautics account. This source is slightly different than other tax increase solutions in that it would be a taxation increase for each existing tax source, and it would only apply to the current sources. It is assumed that all current sources would go directly into the State aeronautics account.
3B) Airport Leasehold taxes to go directly into the aeronautics account	This optimization method would represent a minor modification to concept 2.B. In this modification, leasehold taxes would no longer go into the general fund, but would be rerouted directly into the State aeronautics account.
3C) Revise Fuel Tax Exemptions	This concept would raise fuel tax revenue by reviewing and optimizing existing exemptions. This concept would include the commercial operator exemption, but the overall analysis would apply to all stakeholders, so that a more fair and consistent aviation fuel tax base would be in place that would apply to all. Any net increase to tax revenues from this optimization concept would go directly into the State aeronautics account.



**EXHIBIT 3-2
Preliminary Solutions***

3D) Modify and improve the State aircraft excise tax program
This optimization concept would modify the State excise tax program for aircraft. This solution would modify the 1987 legislation that set up the current aircraft excise tax program. This improvement would consider changing both the current rate, and aeronautics account revenue allocation from the current 10% to a total of 100%. This solution would also expand the definition of aircraft in the legislation to include unmanned or drone aircraft.

3E) Utilizing other State and Federal grant funding sources
This optimization solution would require the State to analyze the availability of other Grant sources that would be available for use in the capital development of Washington airports. The solution would also require the development of an alternative grant funding guide book that would be used by the airport management industry to increase their capital funding solutions. The types of grants that might be available would be Federal and State multi-modal grants, Federal and State economic development grants for revenue producing/job producing projects, use of other public grant sources to cover local match, etc.

3F) Eliminate Aircraft Registration Exemptions, and Add New Registration Source(s)
This refinement concept would roll back current aircraft registration exemptions. It would entail a fairer and consistent implementation of aircraft registration fees applicable to all businesses and user groups.

4. OTHER POTENTIAL SOLUTIONS

4A) Promote establishment of commissions/ airport authorities
This concept is targeted toward airport structure and management. The concept involves using the outcome of the upcoming State airport system plan to better define airport ownership pairs where one large and self-sufficient airport can take on one or several airports that are not self-sufficient as a means of helping the smaller general aviation airport(s) financially, operationally, and administratively.

4B) leverage USDOT paving contracts at airports
This concept involves the potential for airport projects to tie into Federal and State executed roadway and highway contracts for paving that would take advantage of scale opportunities to lower the unit paving costs for airports.

4C) De-Federalize State airports for construction contracts
This concept considers the idea of opting out of the federally mandated contract provisions, while keeping safety/security provisions that the FAA would mandate.

4D) Improve aviation educational/marketing and outreach programs
This concept utilizes the various electronic and traditional public outreach avenues to raise awareness in what aviation commerce brings to the State of Washington. The concept also applies to raising the understanding of how vital the Washington airport system is to the public welfare, including; safety, security and overall emergency operations in the State. This concept would also help to bring the message to the public that would be necessary to adopt and execute any funding solutions that would result from this process.

4E) Right size airport infrastructure
This concept utilizes the results of the upcoming airport system plan to generate and justify improvements to the State system of airports. Among the potential system plan answers, the following list could have a positive effect on the potential infrastructure funding gaps; optimize the number of NPIAS airports in Washington; balance the number of NPIAS airports and non-NPIAS in Washington along the lines of the balance that other states enjoy; work with the FAA to modify NPIAS standards for airport inclusion as necessary to improve the overall funding potential in Washington State.

4F) Develop a Management Best Practices toolkit for state airports
This concept entails a tool kit that would be developed primarily for the non-self-sufficient airports in the State. The toolkit would be offered to these airports as a means of helping them adopt the best practices that would better allow them to move toward self-sufficiency in their capital development programs. Instituting best management practices would allow the State airports to work on the local side of the projected funding gap. A best practices toolkit could address and give valuable information on: OPEX savings techniques; revenue generation techniques; property management, economic development and job creation techniques; administrative and technological best practices, and an assessment of Washington state airports with regard to national best management practices.

4G) Investigate FAA funding best practices by region
This concept will ensure that Federal funding for airport improvements on a national basis are being administered on a standard basis with regard to the Northwest region. The concept will help to ensure that the Washington state airports are getting the same level of project approval regarding eligibility and funding priorities as all other states.

***Note: Solutions are not in any specific order.**



Solutions Screening

The consultant team screened the initial solutions to help narrow down the array of solutions to those that are feasible, acceptable, suitable, distinguishable, and complete.

Screening Criteria

The team developed screening criteria to apply to each solution. The criteria align with each “fatal flaw” heading (feasible, acceptable, suitable, distinguishable, and complete), such that solutions were readily assessed by simply asking if a particular solution met the criterion, with a ‘yes’ or ‘no’ response.

At the May 28th Advisory Committee meeting, the Committee provided input on the screening criteria. A total of nine criteria were developed as follows:

Feasible – capable of being accomplished

1. Solutions that WSDOT Aviation or other organizations are capable of accomplishing or influencing

Acceptable – capable of being accepted (meet minimum requirements)

2. Solutions that benefit statewide airport infrastructure
3. Solutions that support the study goal and objectives

Suitable – appropriate or fitting the situation

4. Funding and non-funding solutions that reduce the funding gap
5. Solutions that support Washington State Priorities of Government and the Governor’s “Results Washington” initiatives
6. Solutions that are harmonious with and do not preclude other solutions

Distinguishable – distinct or unique

7. Solutions that do not share critical components with other solutions

Complete – having all parts or elements; whole; entire

8. Solutions that are not dependent on other solutions
9. Solutions that are complete; not missing key elements or steps

Screening Process

The consultant team evaluated each solution against each of the nine screening criteria. The team responded ‘yes’ if a solution met the criterion and ‘no’ if a solution did not meet the criterion. The screening matrix (Appendix 6) summarizes the team’s responses for each evaluation. The team also recorded notes in the matrix to document suggestions and observations. Solutions that did not meet all of the screening criteria are summarized in Exhibit 3-3 and discussed further below.

**EXHIBIT 3-3
Screening Results Summary**

Solution	Failed Criteria/Notes
1A) Alternative industry taxation Sources outside of aviation	Failed Criteria #1, #9.
1C) Corporate Sponsorships	Failed Criterion #2. Add to Solution 4f – Airport Management BMP
4A) Promote establishment of commissions/ airport authorities	Failed Criterion #1. Add to Solution 4f – Airport Management BMP
4D) Improve aviation educational/marketing and outreach programs	Failed Criteria #3, #4, #7. Add to Solution 4f – Airport Management BMP



Results

At the end of the screening process, only one solution was removed from further consideration. **Solution 1a, “Alternative Industry Taxation Sources Outside of Aviation,”** was screened out because it did not meet criteria #1 and criteria #9. The team recognized that identifying and leveraging taxes on industries that benefit from the Washington State aviation system is a very large endeavor for WSDOT Aviation to take on (or even influence), and understanding the scope of actions and efforts involved to develop a complete solution would overwhelm this study’s scope.

Three solutions that were to be eliminated by the screening process were consolidated with other solutions to make them more viable.

- **Solution 1c, “Corporate Sponsorships,”** was identified as a unique solution, but one that may have limited measurable benefit to the funding gap and the aviation system.
- **Solution 4a, “Promote Establishment of Commissions/Airport Authorities,”** was identified as a unique solution, but one that WSDOT would have limited influence on at the State level.
- **Solution 4d, “Improve Aviation Educational/Marketing and Outreach Programs,”** was identified as a unique solution, but one that may have limited measurable benefit to the funding gap.

These solutions may all be best suited for inclusion with **Solution 4f, “Develop a Management Best Practices Toolkit for State Airports.”** Each of these solutions are excellent best practices that could be addressed at the local level to improve airport revenues to support capital and preservation needs.

Initial Evaluation

Evaluation Criteria

The study team developed evaluation criteria in order to specifically compare solutions and ultimately identify the Solution, or set of Solutions, which best meet the four primary objectives of the Study; to seek Solutions which:

- Produce the greatest benefit to the aviation system capital and preservation needs.
- Yield scalable and appropriate impact to users.
- Support the Governor’s “Results Washington” initiatives and Washington State “Priorities of Government.”
- Improve the aviation system benefit to the Washington State Economy.

To that end, the Consultant and WSDOT team developed evaluation criteria which reflected the Study goals and objectives. The Study Advisory Committee reviewed, confirmed, and added to the criteria at the first workshop, held on 28 May 2014. This list of criteria was then further vetted by the Consultant team, and reduced to measurable and applicable criteria to apply for purposes of ranking the Solutions.

The vetted criteria used to perform the initial evaluation of the Solutions are summarized in Exhibit 3-4. For the detailed and complete list of criteria, including explanations for eliminating some criteria from initial evaluation, see Appendix 7.

Evaluation Process

Solutions which were not screened out (as described in the previous Section) were taken through the initial evaluation in order to rank the remaining Solutions. Prior to evaluating the Solutions, however, evaluation of the criteria themselves was necessary.



**EXHIBIT 3-4
Initial Evaluation Criteria**

Code	Criterion	Description
AE	Solutions or combinations of solutions that address the funding gap	Solutions or combination of solutions that address the funding gap, either by supporting additional funding, or by managing need.
AG	Solutions that provide sustainable revenues	Solutions that provide reliable and long-term revenues to the aviation system preservation and capital needs.
AJ	Solutions that can be implemented in a timely manner	Solutions that may be implemented within 10 years
AK	Solutions that can garner aviation stakeholder support	Solutions that are endorsed or are anticipated to be able to be supported by a majority of aviation system stakeholders.
AL	Solutions that are equitable among various users	Solutions that provide the widest reaching impact to its various users, and are not limited to impacting only a limited number of users
AM	Solutions that balance the needs of various Washington airport classifications	Solutions that have impacts that are comparable with benefits across multiple Washington airport classifications
AQ	Solutions that provide for safety of people and property	Solutions that provide for the safety of people and property in Washington State's communities
AR	Solutions that protect and improve, and provide access to natural resources, and cultural and recreational opportunities throughout the state	Solutions that support protection of and access to natural resources, and cultural and recreational opportunities throughout the state.
AS	Solutions that improve statewide mobility of people, goods, and services	Solutions that improve the aviation system's role in the statewide mobility of people, goods, and services.
AV	Solutions that increase jobs, wages, economic output, and/or tax revenues	Solutions that support Washington State's economy by increasing jobs, wages, economic output and/or tax revenues.
AW	Solutions that provide opportunity for aviation system growth	Solutions that support long-term aviation system growth.
AX	Solutions that leverage private investment	Solutions that encourage or rely upon private investment for capital and preservation needs.
AY	Solutions that improve airport management across the system	Solutions that support improved airport management practices, including fiscal stewardship, across the aviation system.

Study Primary Objectives:

1. Produce the greatest benefit to the aviation system capital and preservation needs.
2. Yield scalable and appropriate impact to users.
3. Support the Governor's "Results Washington" initiatives and support Washington State "Priorities of Government."
4. Improve the aviation system benefit to the Washington State Economy.

Iterative process: The "measure" to apply each criterion to a Solution needed to be clear, succinct, and differentiating for adequate and traceable application of the

criterion to each Solution. In some cases, a certain criterion was too vague or broad to apply, in which case the team either refined its description, or modified the measurement of the criterion. The process for reviewing and modifying the initial evaluation criteria is illustrated in Exhibit 3-5.

Measurement: All Solutions needed to undergo an initial evaluation, with the same scoring scale for all criteria, so as to not inadvertently weigh certain criteria higher than others. The team determined three categories (1 to 3, 3 being the highest), worked best for application of all criteria in a comparative manner. Through the iterative process the team determined that 1 to 3 also provided enough differentiation to prioritize



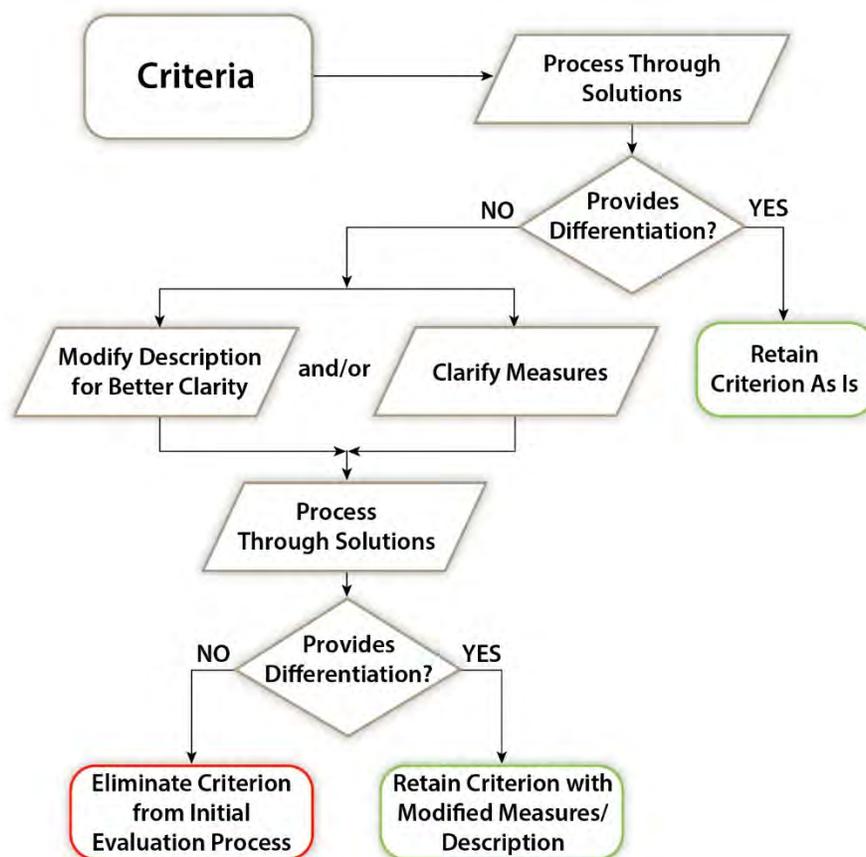
the solutions, while not implying a higher degree of detail than necessary at this stage in the process.

Evaluation Criteria Weighting: As shown in Exhibit 3-4, there are 13 evaluation criteria which were applied to the Solutions. All 13 criteria, however, do not necessarily hold equal merit, and therefore should not influence the resultant rankings of the solutions equally. Through consultation with the Study Advisory Committee, WSDOT, and the Consultant team, a comprehensive weighting analysis was performed. The Consultant team performed a pairwise comparison of all of the evaluation criteria.¹ The ranked criteria summary is provided in Appendix 8. The criterion with the highest number of pairwise

“wins” received the highest weighting, down to the criterion with the least number of pairwise wins holding the lowest weighting (i.e. least importance).

WSDOT and the study Advisory Committee completed a web-based survey that asked for respondents to provide a ranking of relative importance for the initial evaluation criteria. Respondents were able to ‘drag and drop criteria’ and prioritize them from most important to least important from each of their unique perspectives. The survey tool provided consolidated results, which are provided in Appendix 9.

**EXHIBIT 3-5
Evaluation Criteria Review and Modification Process**



¹ A pairwise comparison methodology entails comparing each criterion one-on-one against each other criterion as to which is deemed more important.

The consultant team assigned weighting factors to the results for each of the WSDOT, Advisory Committee, and consultant team prioritization results. The weighting factors reflect each criterion's relative importance out of a total of 100.

In order to incorporate all three unique perspectives, the WSDOT, Advisory Committee

and consultant team weighting factors were averaged. Appendix 10 illustrates each of the group's weighting factors, and the overall averaged weighting factor. Exhibit 3-6 shows the averaged weighting factor for each criterion which was applied for the initial evaluation.

**EXHIBIT 3-6
Evaluation Criteria Weighting**

Code	Evaluation Criteria	Weighting Factor
AE	Solutions or combinations of solutions that address the funding gap	6.7
AK	Solutions that can garner stakeholder support	4.9
AQ	Solutions that provide for safety of people and property	4.8
AG	Solutions that provide sustainable revenues	4.8
AS	Solutions that improve statewide mobility of people, goods, and services	3.7
AW	Solutions that provide opportunity for aviation system growth	3.5
AL	Solutions that are equitable among various users	3.5
AM	Solutions that balance the needs of various Washington airport classifications	3.2
AV	Solutions that increase jobs, wages, economic output, and/or tax revenues	3.1
AX	Solutions that leverage private investment	3.0
AJ	Solutions that can be implemented in a timely manner	2.9
AY	Solutions that improve airport management across the system	2.7
AR	Solutions that protect and improve, and provide access to natural resources, and cultural and recreational opportunities throughout the state	1.3

Results

The consultant team conducted an internal workshop in which every solution was provided a score (from 1 to 3 as described above) for each criterion, using the defined criterion measure. Appendix 11 provides the team's raw scoring results (prior to weighting), measures, and assumptions.

Evaluation criteria weighting was then applied to each raw score to come up with a total weighted score for each solution, and associated adjusted ranking. Appendix 12 illustrates the application of the criteria weighting to the raw scores, and initial solutions ranking.

Exhibit 3-7 presents the initial prioritized solutions. The top ten solutions (highlighted in green) are recommended to move forward in the study for further analysis and evaluation.

These solutions represent each of the four solution categories (described in Exhibit 3-2), indicating a balanced cross-section of potential approaches to achieve the project goal and objectives. Further, many solutions in this group are impactful, in terms of aggressively addressing the Washington State aviation system preservation and capital needs. A number of the solutions have been accomplished elsewhere in the Country. There are a few new funding solutions that seek to provide long-term and sustainable revenues.

The consultant team recommended and WSDOT approved adding three additional solutions to the top ten solutions to move forward in the study (highlighted in yellow). Adding the 11th – 13th ranked solutions will bring into the mix a few solutions that were very close to the top ten, affording WSDOT with additional analysis on solutions that have the potential to be impactful. (It should also



be noted that these solutions were either tied for 10th, or in the top 10, prior to weighting.) Solution 3d offers a relatively readily attainable means to recapture aviation-generated tax resources and place them back into Washington State airports via full capture in the aeronautics account. It also considers updates to the legislation to include excise taxes on activities which have emerged since

the legislation was written in 1987. Solutions 1k and 1b offer potentially significant new resources for airport capital and preservation projects. The consultant team therefore believes these new funding mechanisms are important to further study, to round out the other solutions being considered, and to ensure the best solutions, or range of solutions, are fully analyzed for implementation.

EXHIBIT 3-7

Initial Solution Prioritization – Green and Yellow highlighted solutions recommended for further analysis.

Solution	Solution Name	Rank - Total Score (No Weight)	Weighted Score	Rank - Weighted Score
3b	Airport Leasehold taxes to go directly into the aeronautics account	1	133	1
2a	Realignment of current funding allocations	2	130	2
2b	Restructure the current State transportation and general funds	2	130	2
1j	Alternative economic development based consumption tax	2	130	2
1i	Alternative taxing of the proportional value of transportation benefits derived	6	125	5
1d	Public Private Partnerships, (P3) project funding	2	125	6
4f	Develop a Management Best Practices toolkit for state airports	6	123	7
3a	Increase existing aviation taxation rates	8	120	8
1g	Alternative taxing of airport operationally oriented uses	10	118	9
3c	Revise Fuel Tax Exemptions	10	118	10
3d	Modify and improve the State aircraft excise/sales tax program	10	118	10
1k	Establish a State sponsored revolving aviation infrastructure loan fund	10	116	12
1b	Utilize "Infrastructure Exchange" financing	8	115	13
1f	Establish wide ranging state tax credits to airports	14	112	14
1h	Alternative taxing of on airport generated commercial activities	15	111	15
4e	Right size airport infrastructure	16	104	16
4g	Investigate FAA funding best practices by region	16	102	17
3e	Utilizing other State and Federal grant funding sources	16	101	18
2f	State of Washington to petition to become an FAA block grant state	19	101	19
1e	Establish a state Passenger Facility Charge (PFC) head tax program	20	100	20
4b	leverage USDOT paving contracts at airports	20	98	21
2g	Modify project screening and evaluation process to allow for more project eligibility	20	95	22
1l	Establish a through the fence access fee structure	23	95	23
4c	De-Federalize State airports for construction contracts	24	88	24
2d	Set self-sustaining fee requirements for airports receiving grant funding	24	85	25
2e	Reduce sales tax exemption for other construction	26	83	26
1m	Direct aviation administrative related fees	27	79	27
3f	Eliminate Aircraft Registration Exemptions	28	77	28
2c	Tiered airport aid funding	29	69	29

