



INTRODUCING THE TINKER AEROSPACE COMPLEX

FACILITY PRESENTS UNIQUE PARTNERING OPPORTUNITY



The most modern US Air Force manufacturing facility in the world. A skilled, qualified and growing workforce pool of more than 38,000 people. An unprecedented opportunity for defense-related contractors to partner on production space alongside their military and private partners. State and local incentive opportunities and a variety of partnership types. All of that and more describe the newest addition to Oklahoma City's aerospace arsenal – the Tinker Aerospace Complex (TAC).

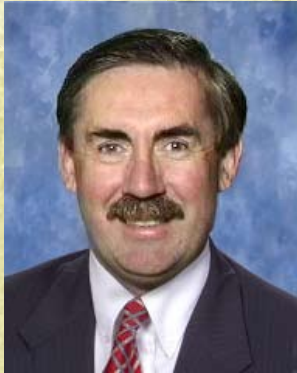
The new Tinker Aerospace Complex, a 3.8 million square-foot production and manufacturing facility, represents a monumental opportunity for private aerospace firms engaged in defense-related activity to work alongside their Air Force and military partners, creating new synergy and efficiencies for companies inside. In its former life, the plant motored on in a different sort of way as a General Motors production facility directly adjacent to the world-renowned Tinker Air Force Base. Tinker, with 27,000

military and civilian personnel and a \$3.4 billion annual economic impact, remains the state's largest single-site employer. State and local leaders continue to work to fortify Tinker's position both locally and globally.

Thus, when General Motors closed its Oklahoma City Plant in 2007, leaders saw the potential opportunity to use this unfortunate event as a means of further girding Tinker, as well as providing valuable manufacturing space for aerospace firms interested in partnering with Tinker or other government entities on defense-related projects. In another example of partnership and collaboration among the metro's leadership, The Greater Oklahoma City Chamber and Air Force officials, along with state and county leaders, collaborated on a plan to purchase the plant and surrounding acreage.

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NORTHROP GRUMMAN HAS “SPIRIT” WITH B-2



R. Stewart Scannell

Northrop Grumman Oklahoma City Site Director

The centerpiece of Northrop Grumman operations in Oklahoma City is the B-2 Weapons System Support Center located on Tinker AFB. This purpose-built laboratory complex is a U.S. Air Force facility, but 75 percent of the workforce consists

of Northrop Grumman employees working in partnership with their Air Force counterparts.

The facility became fully operational in 2002, and its mission is to provide sustainment and support for the B-2 “Spirit” Bomber -- software support, sustaining engineering, upgrades and supply support for the nation’s premiere bomber all emanate from the Center.

Northrop Grumman also occupies facilities on Air Depot Boulevard in Oklahoma City. This operation provides a wide range of engineering and support services to the B-2 Program, other Air Force customers at Tinker Air Force Base, the Federal Aviation Administration and Oklahoma state agencies. Northrop Grumman’s workforce in Oklahoma has grown from a mere handful in 1998 to over 700 employees across the state.



The B-2 weapons support center was built to take advantage of the “myriad of talent and skills” of the Oklahoma City workforce, and provides space for projected growth, according to site manager Mark Bojarski.

OKLAHOMA’S MIKE MONRONEY AERONAUTICAL CENTER A LEADER IN AEROSPACE AROUND THE GLOBE



“The first 50 years of aviation watched as we moved from bonfires to beacons, as fabric and long scarves were replaced by rivets and pressurized cabins. The onset of the jet age in those first 50 years of aviation led the President to think that we could make it to the moon. He was right, and we did. Aviation was at the heart of that spirit then, and it remains so today.” – Robert Strugell, on the 50th Anniversary of the Federal Aviation Administration, August 21, 2008

The Federal Aviation Administration’s Mike Monroney Aeronautical Center, located on the campus of Will Rogers World Airport in Oklahoma City, delivers on a wide variety of aerospace services and needs. Housing such important departments and programs as the Civil Aerospace Medical Institute, the FAA Air Traffic Controller Academy, the Civil Aviation Registry, the FAA Logistics Center, and the Transportation Safety Institute has helped Oklahoma City become a leader in aerospace around the globe, attracting high-quality, skilled talent in a plethora of disciplines.

The FAA is under the U.S. Department of Transportation, and the Oklahoma City complex, which covers more than 1,000 acres, is the department’s largest center. In addition, it is home to the largest concentration of DOT employees outside of Washington D.C., making it one of Oklahoma’s largest employers.

Established in 1946 by the Civil Aeronautics Administration as a centralized training and logistics facility with 350 employees, the Center has grown to some 5,500 employees, contract personnel and students. The Center is home to 35 tenant organizations which report directly to FAA headquarters plus organizations that report directly to the DOT and to the Department of Homeland Security.

Products and aerospace-related services at the Mike Monroney Aeronautical Center include:

- Engineering services
- Medical certification
- Human factors and organizational research
- Airmen and aircraft registration
- Standards development for pilots and aircraft performance
- Development of flight procedures
- Training of air traffic controllers, and technicians for the national airspace system

“I’m continually amazed by the capabilities of our employees,” said Lindy Ritz, Director of the MMAC. “If you spent time with them, you’d find we have a high concentration of very intelligent people.” Ritz confirms that among Center employees are several national experts representing several different fields of study.

In addition, the Center houses the FAA Academy, which is accredited by the North Central Association of Colleges and Schools. Academy staff conducts some 2,500 classes annually in Oklahoma City field locations and abroad. The Civil Aerospace Medical Institute does aviation human factors research. The proximity of these programs and industry services gives Oklahoma City-area aviation companies an unquestioned advantage when it comes to areas as diverse as talent acquisition, employee training costs, and personal contacts with other industry professionals.

SURVEY SAYS: OKLAHOMA CITY'S AEROSPACE INDUSTRY SECOND-TO-NONE

Oklahoma's roots in the aerospace industry run deep. Figures such as Wiley Post, the famed aviator and Lt. Gen. Thomas P. Stafford (Ret-USAF), astronaut, were years apart in age, but shared the same view of Oklahoma sky. And according to a new study on the effects of aerospace in metro Oklahoma City, the industry is continuing to boom in all facets of engineering, repair, and training.

Economists at Oklahoma State University's Center for Applied Economic Research completed a two-part economic impact study of the aerospace sector in the 10-county area that represents Greater Oklahoma City. Counties include Canadian, Cleveland, Grady, Kingfisher, Lincoln, Logan, McClain, Oklahoma, Payne, and Pottawatomie Counties. The study revealed that Aerospace is now and will continue to be a major focus industry for Greater Oklahoma City.

The study concludes that the Aerospace sector in Oklahoma City has tremendous potential for growth. While the first phase of the study, released in 2006, identified



Apollo 10 mission commander and Oklahoman Thomas P. Stafford pats the nose of Snoopy, the 1969 mission's mascot on the way to Launch Complex 39B.

the government entities and private firms in the industry, the second phase assesses the size and composition of the industry in the Oklahoma City region, and finds that Oklahoma's aerospace sector is often overlooked in comparative studies of the industry across states because of the high concentration of federal government hiring by the largest industry employer, Tinker Air Force Base. Most existing studies focus only on private sector employment and manufacturing in particular, and neither captures the complete and uniquely vertical structure of the industry in Oklahoma. When viewed using databases that include federal workers, Oklahoma ranks among the top 10 states in terms of employment in most traditional aerospace occupations. These measures suggest Oklahoma ranks higher among the better known aerospace states than existing studies suggest. And in the state, by far the highest concentration of public and private firms (70%) and workers (98%) are in Greater Oklahoma City.

THE STUDY WAS COMMISSIONED BY THE GREATER OKLAHOMA CITY CHAMBER OF COMMERCE AND FOCUSED ON FOUR DIFFERENT GROUPS OF AEROSPACE EMPLOYERS:

- The Federal Government and Military
 - Tinker Air Force Base
 - FAA Mike Monroney Aeronautical Center
 - Other federal and military employers
- Tinker Air Force Base Contractors
 - Private firms providing contract services to Tinker AFB
 - Private firms located on or adjacent to Tinker AFB
- Air Transportation
 - Civilian airports
 - Passenger airlines
 - Air Cargo and courier services
 - Aircraft ground support services
 - Flight training schools
 - Aircraft dealers
 - Plane storage
- Manufacturing and Maintenance
 - Aircraft and aircraft parts manufacturing
 - Engineering and design services
 - Aircraft maintenance and repair



KEY FINDINGS FOR CENTRAL OK REGION:

- 265 public and private-sector aviation and aerospace firms
 - 70 percent of firms in Oklahoma County
 - 98 percent of jobs in Oklahoma County
- 38,000 workers representing 4.7 percent of overall region's workforce
- \$1.9 billion in income
- \$3.3 billion in goods and services
- More than 31,000 employees (federal and civilian contract workers) at Tinker Air Force Base and FAA's Mike Monroney Aeronautical Center
- 35,656 workers in support jobs
 - \$971 million in income
 - \$2.8 billion in goods and services
- Total Workers (direct and spillover): 73,600
 - \$2.9 billion in income
 - \$6.1 billion in good and services statewide

INTRODUCING THE TINKER AEROSPACE COMPLEX (CONT.)



A \$55 million bond issue was passed by voters in May 2008, and the Oklahoma Legislature voted to contribute \$10 million to acquire the site. The funds secured the purchase of the facility, which the County owns and now leases to Tinker in a low-cost, long-term lease agreement. Moreover, the Air Force plans to invest millions of dollars to transform the facility.

“The Air Force greatly appreciates the leadership and generosity of Oklahomans,” said Lt. Gen. Loren Reno, former Commander, Oklahoma City Air Logistics Center, Tinker Air Force Base. “For more than five decades you have supported our mission and our people in so many ways.”

Ray Vaughn, Oklahoma County Commissioner, also expressed his gratitude to the community. “The renovation and use of the old GM Plant by Tinker is clearly a win-win victory for Tinker and its employees, as well as the citizens of Oklahoma County,” said Vaughn. “I commend our taxpayers for their sacrifice and foresight.”

The Tinker Aerospace Complex (TAC) will host some of the current 76th Maintenance Wing operations as well as other Department of Defense missions. Moreover, a substantial portion of the manufacturing space (1.27 million square feet) will be allocated for use by private aerospace companies, allowing for unprecedented benefits involved with working side-by-side with Tinker AFB workers in a state-of-the-art facility.

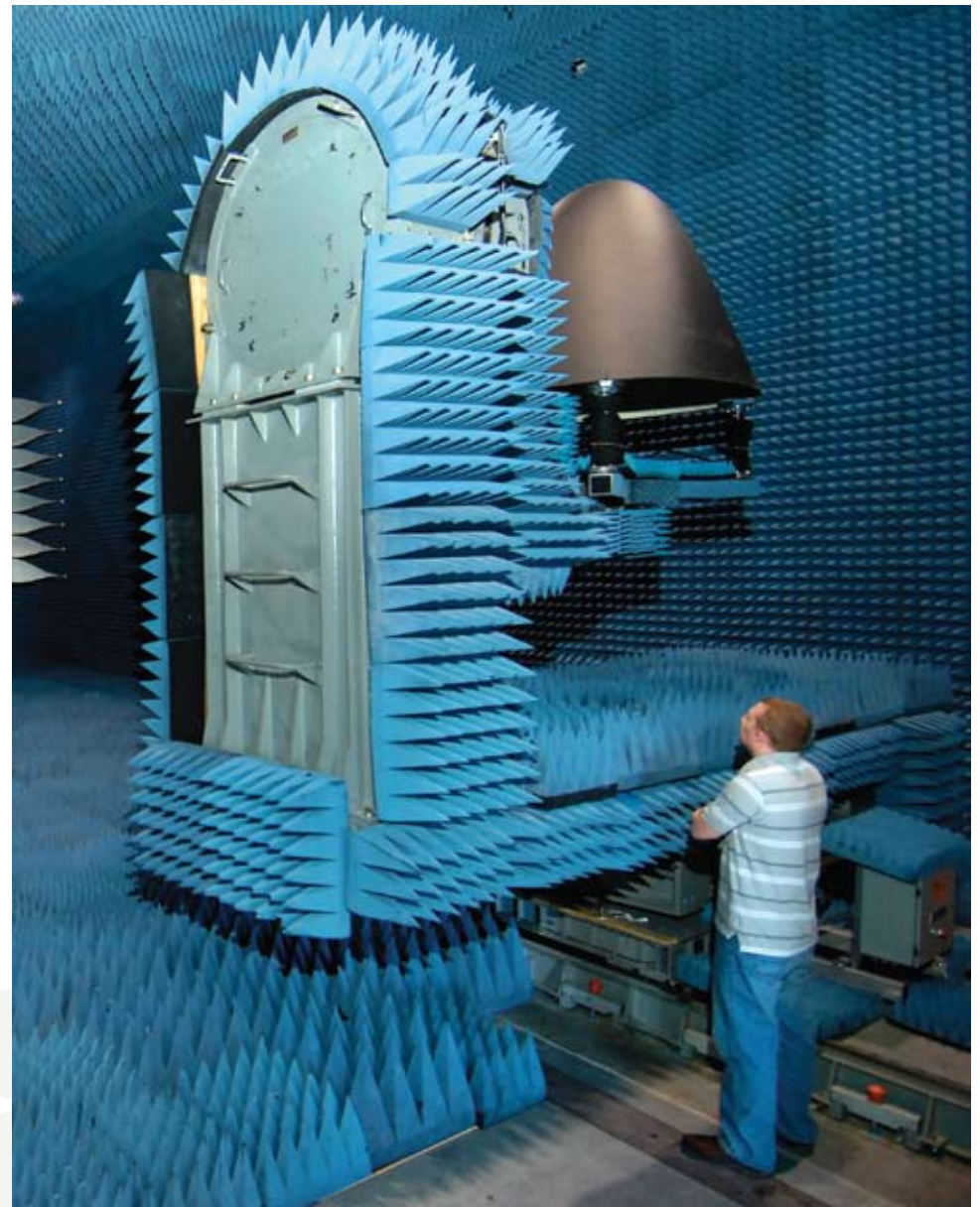
In addition, it will give Tinker and their partnering companies the flexibility they need to compete for workload, and the contracts and jobs that go with them, including the C-17 engines, joint strike fighter engines, and core work on the new KC-X tanker.

“Oklahoma County enjoys a history of support for Tinker dating back to the Second World War,” Vaughn confirmed. “I am glad that we have been able to sustain that tradition through this project.”

Reno agreed. “This community initiative is yet another example of our long-standing partnership with the state of Oklahoma, Oklahoma County and neighboring communities,” he said. “This facility will improve the overall working environment for Team Tinker. It represents a significant improvement in productivity with benefits for years to come.”

According to Roy Williams, President and CEO of the Greater Oklahoma City Chamber, the Tinker Aerospace Complex has the potential to create thousands of new jobs for Oklahoma residents. “This provides a significant benefit to the many public-private partnerships that have become the hallmark of Tinker’s success,” Williams said.

The Tinker Aerospace Complex is just one more example of how leaders are continually remaking Oklahoma City into an even better place for a variety of aviation and aerospace operations, including manufacturing, assembly, engineering, logistics, and corporate office locations.



The Tinker Aerospace Complex contains a variety of prime space options suitable for a large array of advanced manufacturing and production possibilities.

BOEING INCREASES FOOTPRINT IN OKLAHOMA

From aircraft to spacecraft, rockets to missiles, the aerospace industry in Oklahoma has a global reputation for being hard-working and able to conquer any challenge. Such status does not occur overnight, and neither did Boeing's presence in the Oklahoma City community. Established here in 1953, the company is a growing member of the state's valued industrial base. Its continued presence and expansion in Oklahoma City is a testament to the ability of aerospace companies located here to prosper.

In June, 500 members of the community, including local Boeing employees (the key figures in Boeing Oklahoma City's growth), as well as local, state and federal officials, inked the newest chapter in Boeing's Oklahoma success. They celebrated the opening of Support Systems, a new facility which boasts 100,000 square feet of office space. An additional 50,000 square feet is available for future expansion.

"This new facility is a statement that we are dedicated to our customer, employees and the Oklahoma community," said Dennis Muilenburg, President, Boeing Support Systems.

More than 900 employees work at Boeing Support Systems in Oklahoma. They focus on engineering and logistics services for the B-52, KC-135, B-1, E-4 and E-3 aircraft. The new facility, which consolidated six separate office complexes together, increases the effectiveness and efficiency of site operations. It also includes a new conference center.

Congresswoman Mary Fallin spoke at the ribbon-cutting event and complimented Boeing on its accomplishment.



"Boeing is a pillar in our state, and I compliment you on your commitment to your employees and customers by placing a state-of-the-art facility in Oklahoma."

The new building demonstrates Boeing's continuing commitment to Oklahoma City -- a tribute to the qualified, skilled workforce it has never ceased to find here. Congressman Tom Cole agreed, and thanked Boeing's local employees. "You make a difference with the work you do, all around the world," he said. "You are the best at what you do."



Above: The finishing touches are put on Boeing's new facility, which was officially opened in June. The facility features 100,000 square feet of office space.

Left: Congressman Tom Cole, Lt. Governor Jari Askins, Congresswoman Mary Fallin and Boeing leadership celebrate the opening of Boeing's Support Systems facility.

PRATT & WHITNEY:

AN OKLAHOMA PRESENCE SINCE 1952



Sam Anderson

Site Manager
PW Oklahoma City

Pratt & Whitney is a world leader in the design, manufacture and support of aircraft engines, space propulsion systems and industrial gas turbines. Whether it's through the development and implementation of better heat-resistant coatings, more environmentally

friendly processes, innovative servicing procedures or more fuel-efficient engines, Pratt & Whitney is the pioneer behind most major advances in military and commercial aviation. That's why their engines power more than half of the world's commercial air fleet, and the leading weapon systems of the U.S. Air Force (all operational F-15 Eagles; most F-16 Falcons; all C-17 Globemaster IIIs; and all F-22 Raptors).

Pratt & Whitney also powers two F-35 Lightning II flight test programs – conventional take-off and landing (CTOL) and short take-off and vertical landing (STOVL) variants. Twenty-two allied nations have Pratt & Whitney power for their frontline fighters.

Since 1956, Pratt & Whitney has had a continuous presence in Oklahoma City. In 2002, Pratt & Whitney was honored as the first private contractor to establish operations inside the U.S. Air Force's Oklahoma City Air Logistics Center at Tinker Air Force Base. The facility provides low observable coatings for F-117A "Nighthawk" aircraft and F119 engines for the F-22.

In 2004, Pratt & Whitney and the Air Force opened a 20,000 square foot Heavy Maintenance Center (HMC) at Tinker AFB where highly-skilled technicians perform overhaul repairs on F119 engines. The HMC was recently expanded to 28,000 square feet to prepare for scheduled depot maintenance.

WILL ROGERS WORLD AIRPORT: LAND AND PARTNERSHIP PROVIDE OPPORTUNITY



Oklahoma City's Will Rogers World Airport is one of the 10 largest in the United States by land mass. The airport's site availability and Foreign Trade Zone (FTZ), coupled with the willingness of key leaders to collaborate in public and private partnerships, creates outstanding potential for aerospace and logistics firms who are searching for value and efficiency in their choice of location.

MROTC BOASTS PUBLIC-PRIVATE PARTNERSHIP POTENTIAL

It's been seven years since plans for the Maintenance, Repair and Overhaul Technology Center (MROTC) began, and today the center is poised to be a leader in military aerospace development, providing a perfect site for companies looking to partner with the Air Force.

"The MROTC exists purely to be an asset and benefit to Tinker AFB," said Shaun Frankfurt of the Trammell Crow Company. It is just one of the many reasons the aerospace industry in Oklahoma is a strong economic engine for the state. The MROTC, located in close proximity to the installation, is a partnership between Trammell Crow, the Battelle Memorial Institute, Oklahoma County and the Oklahoma Industries Authority (OIA).

Located on 370 acres on 59th Street and Douglas Boulevard, the Center is already home to one of the largest aerospace companies in the world. Boeing has three hangars at the MROTC, and in August completed its first \$30 million phase. Boeing will use its space at the MROTC to do overhaul work on Tinker's fleet of E-3 Sentry AWACS. The company's total investment in the Center is \$100 million. Frankfurt said the MROTC is the perfect location for companies like Boeing that are working directly with the United States Air Force.

Right: A \$500 million investment in Oklahoma's aerospace industry, the MROTC sits atop 370 acres, and at build-out will have nearly 20 hangars and more than 1 million square feet of hangar and back-shop space.

Airports serve as catalysts for impressive employment and population growth, which is precisely why Oklahoma City leaders continually extol the virtues of Will Rogers World Airport. Located on 8,000 acres of pristine prairie, the airport is one of the 10 largest in the United States by land mass.

Serving as the state's largest commercial airport, Will Rogers represents an array of opportunities, where numerous tenants provide testimonials to the value of doing business in Oklahoma. Recent years have witnessed the construction and leasing of new corporate hangars for companies such as Devon Energy. This past spring, the U.S. Customs and Border Patrol dedicated its new training facility at Will Rogers.

According to Mark Kranenburg, Airport Director, Will Rogers World Airport's comprehensive site availability and foreign trade zone, coupled with the willingness of key leaders to collaborate in public and private partnerships, creates outstanding potential for Oklahoma. One example is the ARINC hangar, a \$13.6 million project that was dedicated in 2007. Large enough to hold four C-130 aircraft simultaneously and expected to eventually house 100 new ARINC employees, the new facility exemplifies the potential efficiencies that exist for firms to take advantage of at the airport.

The MROTC itself is expected to see more growth in the future. "We are regularly working with potential tenants," he said. "The master plan for the MROTC allows for nearly 20 aircraft hangars".

The MROTC, once at capacity, has the potential to provide 1,000 jobs and a \$50 million payroll.



AEROSPACE CENTER TAKING OFF: BOEING ANCHORS NEW AVIATION PARK



Among the offerings at Mid America Business Park are an 84,000 square foot Class A office building with lobby and security-card access; and a 130,000 square foot Class B office building with warehouse.

When Dwayne Collins, owner of several shopping centers, purchased Mid America Business Park in 2002, it consisted of just two buildings. Today, it is home to more than a dozen defense contractors, which simultaneously support both the aerospace and defense industries in Oklahoma City. The development of the park substantiates the sweeping opportunities available to companies interested in pursuing business in Oklahoma City.

According to Collins, the facility features four buildings, which include an 84,000 square foot Class A office building with lobby and security-card access; a 130,000 square foot Class B office building with warehouse; and two additional warehouses that together total 250,000 square feet. Other amenities include a conference room with kitchen; showers; on-site live security and management as well as a pond, jogging trail and waterfalls. It is also in a foreign trade zone (FTZ).

“The entire park is wrapped in fiber,” Collins said, “And we are building a sophisticated security fence around the perimeter. This facility is prepared to support the missions of the U.S. Navy and U.S. Air Force.”

The park, located off Air Depot Boulevard and I-240 across from the new Tinker Aerospace Complex (see page 1), is so successful that there are plans to expand. “We intend to double in size over the next few years,” Collins said. “We have half a million square feet leased and the capacity to do half a million more.”

LEGISLATION STRENGTHENS OKLAHOMA'S AEROSPACE INDUSTRY

In May, Oklahoma lawmakers passed a bill into law that will not only increase the number of engineers working in Oklahoma, but also make it easier and more profitable for local Aerospace companies to hire Oklahoma-educated graduates. The legislation promises to help the state make greater strides in the global marketplace, and is based on studies that show it will create an economic impact of \$129 million and lead to an additional 423 jobs across the state. This is positive news for Oklahoma City's aerospace firms as they compete for high-level engineering talent.

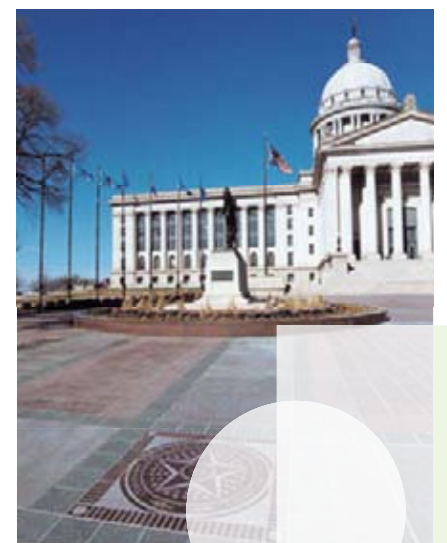
“The passage of this bill is an important step forward for Oklahoma,” said Kirk Humphreys, the Chamber's Vice-Chair of Aerospace. “This will greatly enhance our ability to attract and retain talented engineers – those with career experience as well as recent graduates who will bring new energy, intellectual capital and creativity to our state.”

In 2007, Oklahoma lawmakers also voted to create the Oklahoma Aerospace Institute as part of the Oklahoma Aeronautics Commission. Through partnerships, OAI will work to ensure that the state has a competitive aerospace labor pool that meets the needs of the industry, making it ever easier for firms to fill a variety of Aerospace workforce needs.

For more information on the tax incentive program, please contact Gary Pence at the Greater Oklahoma City Chamber (405.297.8953) or the Oklahoma Tax Commission (405.521.3133). For a list of answers to frequently asked questions, visit www.ok.gov/OAC/documents/HB3239-FAQ.doc.

LEGISLATIVE PRIMER

- Engineers hired after January 1, 2009, by an Oklahoma aerospace company will receive a \$5,000 tax credit a year for up to five years;
- Oklahoma Aerospace companies hiring engineering graduates will receive a percentage of the compensation paid to a qualified graduate during the first five years of the graduate's employment – 10 percent if the graduate is from an Oklahoma college or university or 5 percent if they are from an out-of-state college or university.
- Aerospace companies will receive a tax credit in the amount of 50 percent of the tuition reimbursed to a new engineer graduate for the first four years of his or her employment. The tax credit is based on the average annual tuition at a public university in Oklahoma, which is currently about \$3,600.





OKLAHOMA CITY AEROSPACE



PARTNERSHIP POWERING PROGRESS



OKLAHOMA CITY AEROSPACE

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Oklahoma City, OK 73102

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THE OKLAHOMA CITY REGION'S AEROSPACE CLUSTER

The Oklahoma City Region's aerospace industry consists of 265 public and private-sector firms in the 10-county area employing nearly 38,000 workers.

The Greater Oklahoma City Chamber is deeply committed to developing this important industry, whose economic impact in Oklahoma, including spillover into other industry sectors, exceeds \$6.1 billion.

For more information on the Oklahoma City Region's Aerospace Cluster, contact:

Gary Pence
Sr. Business Development Manager
Aviation & Aerospace
(405) 297-8953 (800) 616-1114
gpence@okcchamber.com
www.greateroklahomacity.com