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San Diego's New

## “It” Factor

San Diego International Airport's  
new \$907 million Green Build leads  
the sustainability way

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## INSIDETHEFENCE

Ronnie L. Garrett  
Editor



# Let's All Work Together— To Save the Planet!

**A**round our house I'm known as the "save the planet" lady. Lights go off when you leave a room, air conditioning doesn't get set to such low temps that Wisconsin's deep freeze in January seems warm, faucets don't drip, you don't drive somewhere that you can walk to, and you don't buy new what you can buy used (this last one is an easy one for me because I just so happen to collect antique furniture).

This environmental passion extends to my professional life as well where I've long been known as the go-to writer for green and sustainability articles.

As a result of this passionate belief that we must reduce, reuse, recycle, I was thrilled to write about San Diego International Airport's \$907 million Green Build Project, which offers an impressive array of sustainability features. This airport takes its commitment to sustainability very seriously, and will likely receive LEED Gold certification from the U.S. Green Building Council for this project.

But while San Diego's latest project fills the pages of this issue, it is certainly not the only airport greening its operations. And for those who believe sustainability equals better insulation, low-flow toilets and efficient lighting and heating systems, think again. While it does include

these things, going green is happening in some pretty unique ways at airports across the country. Consider the following green innovations at today's airports:

- **Growing Green.** FedEx at Chicago's O'Hare

International Airport is reducing its carbon footprint with a green roof (a roof partially covered with vegetation), which acts as insulation and helps keep buildings cool during the summer and warm inside during chilly Midwestern winters. Growing green saves some green too; green roofs can reduce energy costs by up to 35 percent a year.

- **Catching Wind.** Wind turbines at Boston Logan

International Airport have helped the facility reduce its energy costs by more than \$13,000 a year.

- **Gathering Rays.** Solar panels generate electricity

to keep the lights on at Denver International Airport and Fresno International Yosemite Airport.

- **Snow Bound.** Denver International Airport also

reuses its bountiful snow and de-icing fluid. The airport collects de-icing fluids, mixes it with melted snow, and then pipes it to an on-site collection pond where it is reused as antifreeze or flushing fluids in toilets.

What does sustainability mean to you? What are you doing to green operations at your airport? I would love to hear from you! Maybe your sustainable project can grace the cover of *Airport Business* magazine too!



### THE TRAIN TO NOWHERE

Critics consider this one of L.A.'s greatest planning failures: a \$1-billion train that stops 2.5 miles from passenger terminals at the nation's third-busiest airport. It has earned the moniker: "the train to nowhere," but it seems

planners haven't learned from the mistakes of the past. Now, a second LAX-adjacent train won't deliver passengers to the airport. Instead, the \$2.1-billion north-south Crenshaw Line will connect the Mid-City Expo Line with the South Bay's Green Line. When it opens in 2019, it will

pass 1.5 miles east of the LAX terminals, and will not have an LAX connection for up to nine more years. In response to demand for an LAX connection, Los Angeles World Airports and Metropolitan Transportation Authority officials are considering a direct extension of the light-rail system or a separate people-mover system that would circulate inside the airport. A decision is expected late in 2014. If extra money is secured and environmental reviews are finished quickly, this second option could open as soon as 2020. Whatever the option, however, the added cost is estimated to be approximately \$1 billion.

## Top 10 Most Challenging U.S. Airports to Land In

By Nicole Lutter

There are several variables pilots must consider while safely landing their planes: speed, height, time, traffic, etc. Arguably the largest factor for a safe landing is, of course—*location, location, location*. Although airlines and airports strive to exceed FAA standards, these runways may make a passenger—or even a pilot—nervous. The following is a list of the most challenging airports to land in.

### **Bob Hope Airport, Burbank, Calif.**

When it comes to airport runways, size matters. Bob Hope Airport is known for having short runways. In 2000, a flight overran the runway before coming to a stop near a gas station. Luckily, no one was killed. Bob Hope Airport has worked on improving itself since this accident.

### **Nantucket Memorial Airport, Nantucket, Mass.**

Weather is the enemy at Nantucket Memorial. Fog can roll in quickly and decrease visibility significantly. By the time a plane is finally out of the fog, it finds itself on the runway, landing.

### **Sitka Rocky Gutierrez Airport, Sitka, Ala.**

At Sika Rocky Guterrez Airport, there are plenty of things that a pilot will run into—literally. Flocks of birds live close to the airport and debris washes up onto the only runway on the island. As if having to avoid these obstacles wasn't enough, Alaska's weather is temperamental, and, because of the airport's proximity to the water, visibility can turn foggy fast.

### **Reno-Tahoe International Airport, Reno, Nev.**

High elevation, high temperatures and low air density put planes at risk. Reduced air density affects engine thrust, wing lift and propeller efficiency. Pilots must monitor their speed and engine power to make sure they make a safe takeoff or landing.

### **Yeager Airport, Charleston, W.V.**

This airport's short runway leading off of a cliff requires a quick-thinking, skilled pilot for successful takeoffs and landings.

### **Reagan National Airport, Washington, D.C.**

Reagan National Airport is surrounded by no-fly zones, and tight security around buildings such



as the Pentagon, CIA headquarters and the White House. Pilots must make a series of quick and sharp turns to avoid flying over these areas, making this airport delicate to fly in and out of.

### **San Francisco International, Calif.**

There is some debate about what caused the recent Asiana plane crash at San Francisco International Airport—plane, pilots and airport are all being considered. Though it's pure speculation about whether any of these factors led to the crash, the airport's runway design has recently come under scrutiny in regard to this accident.

### **Midway International Airport, Chicago, Ill.**

The "world's busiest square mile" is a mess with overcrowded ground traffic. Take into consideration short runways and the severe weather conditions of the Midwest, and it is enough to make even a seasoned pilot anxious.

### **LaGuardia Airport, N.Y.**

LaGuardia is in a constant competition for air space with JFK and Newark airports. Not that there was much room to compete over: tall skyscrapers surround these airports from nearby Manhattan. Pilots must make a 180-degree turn around Citi Field in order to land here.

### **San Diego International, Calif.**

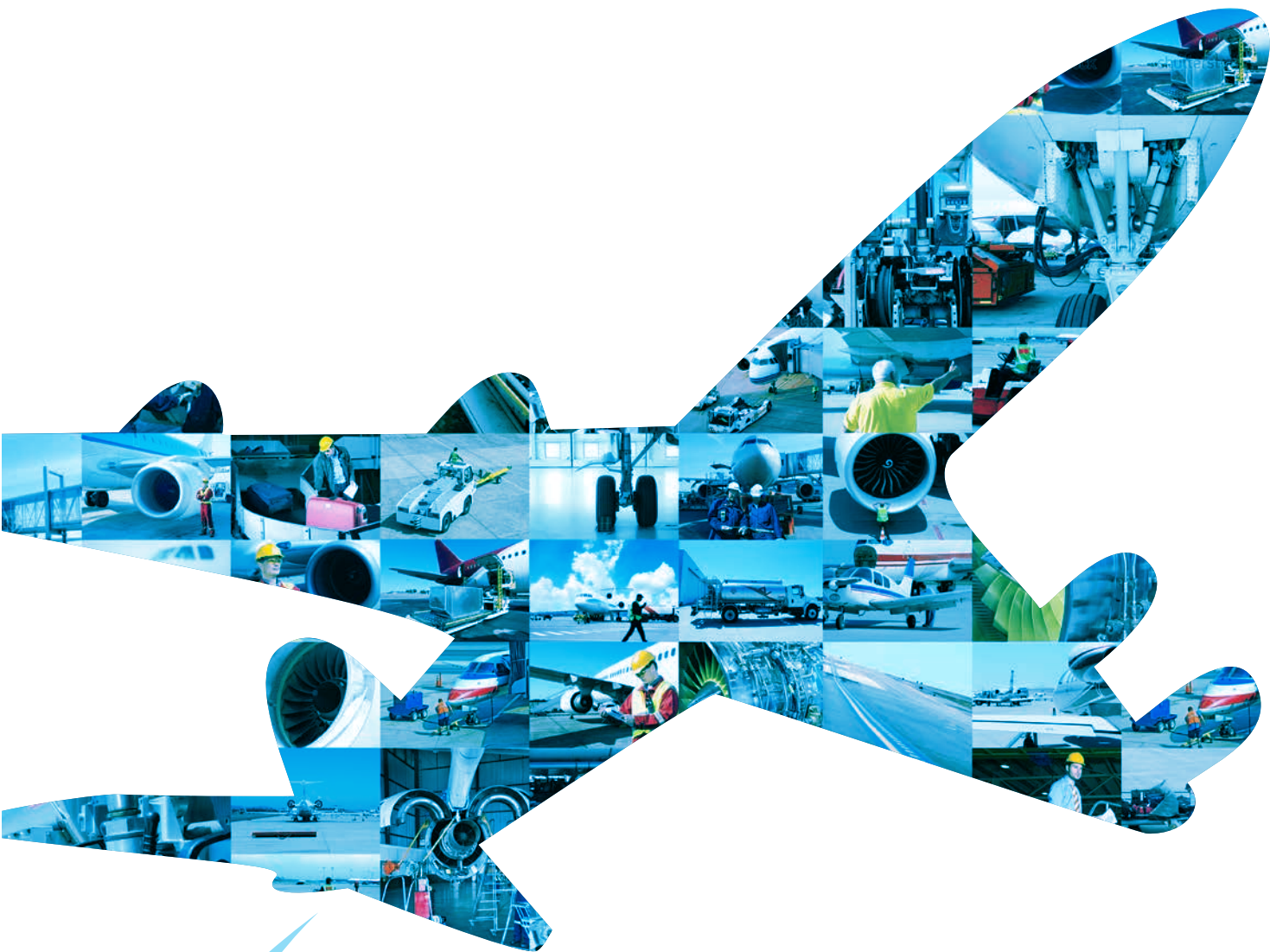
San Diego International Airport is located just three miles away from the ever-growing downtown San Diego. It takes a skilled pilot to move swiftly past tall buildings that are only a mile from the runway, nearby mountains and Mexican airspace.

*(Editor's Note: This list was constructed from existing lists found on [americanlivewire.com](http://americanlivewire.com), [smartertravel.com](http://smartertravel.com), and <http://abcnews.go.com/blogs/lifestyle/2012/07/10-scariest-airports/>. It is also important to note that most U.S. airports, including those listed, operate well above FAA standards.)*

## Phillips 66 Personal Credit for Pilots



The nation's largest network of branded FBOs, Phillips 66 Aviation, is launching a new personal credit card for pilots, which makes recreational flying easier, while providing opportunities for triple WingPoints Rewards and double Young Eagles Fuel Rebates. To apply for a new Phillips 66 Aviation personal card, visit [phillips66aviation.com](http://phillips66aviation.com).



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## Top Aviator Inducted to Wisconsin Aviation Hall of Fame

Jeff Baum will be inducted into the Wisconsin Aviation Hall of Fame (WAHF) in a ceremony scheduled for Oct. 26, 2013 at the Experimental Aircraft Association's (EAA's) AirVenture museum in Oshkosh, Wis. The 32-year aviation veteran founded Wisconsin Aviation Inc. in 1981, which has since become the state's largest full-service FBO and provider of general aviation services. Baum has served on numerous state and national aviation committees, and through his leadership, Wisconsin Aviation has received numerous local and regional awards, as well as national recognition for outstanding service. For his achievements in Wisconsin's aviation industry, Baum was named "Business Person of the Year" (1988, 1997) by the Wisconsin Aviation Transportation Association and "Aviation Person of the Year" (2003) by the Wisconsin Airport Management Association. In 2012, Wisconsin Aviation was named "Best Air Charter Company" in Wisconsin by Corporate Report's "Best of Wisconsin Business Awards."



## ROCKFORD AIRPORT...

Receives a total of \$2.1 million in U.S. Department of Transportation grants to fund improvements that include the construction of a cargo apron to meet demand for additional aircraft parking and new 10-foot-high perimeter security fencing.

## SONOMA JET CENTER...

Joins Signature Flight Support Corporation affiliate FBO program, Signature Select.



## Highflying Food Picks from Frommer's

Guidebook publisher Frommer's ranks the following as the Top 10 restaurants at U.S. airports:

- **Atlanta:** One Flew South (Terminal E)
- **Baltimore:** Obrycki's (Gate B-11)
- **Boston:** Legal Sea Foods (Terminal A, after security, has Legal Test Kitchen; Terminal B, before security, has Legal C Bar; and Terminal C, before security, has the traditional restaurant)
- **Chicago O'Hare:** Tortas Frontera (Terminal 1)
- **New York-JFK:** Deep Blue Sushi (Terminal 5)
- **New York-LaGuardia:** Custom Burgers by Pat LaFrieda (Delta Terminal)
- **Los Angeles:** Encounter at LAX (center of airport before security)
- **Minneapolis:** Ike's Food and Cocktails (at The Mall near Concourse E)
- **Raleigh, N.C.:** 42nd Street Oyster Bar (Terminal 2)
- **Seattle:** Ivar's (central terminal)

\*Source: USA Today

## AIRBUS...

Reports it received 932 gross aircraft orders in the first seven months of the year, already beating its 2012 tally and taking it closer to its 2013 target of more than 1,000 passenger jet orders.

## ALASKA AIRLINES...

Tests solar-powered passenger ramps at Seattle-Tacoma International Airport and Norman Y. Mineta San Jose International Airport.

## AMERICAN AIRLINES ...

And U.S. Airways face challenges after the U.S. Justice Department, along with the attorney generals of six states and the District of Columbia, filed a lawsuit to block the proposed merger between the two.

## BATON ROUGE METROPOLITAN AIRPORT ...

Announces its terminal expansion project, that expands the airport rotunda and arrival court, is on track and will open in November.

## CHICAGO DEPARTMENT OF AVIATION (CDA)...

Reports Tortas Frontera ranked second out of 10 nominees in the *USA Today* Best Airport Food in the U.S. award.

## DEKALB COUNTY AIRPORT...

Unveils \$200,000 in renovations to its terminal.

## FAA...

Is conducting testing to identify the number of lithium batteries that can be safely transported by cargo aircraft.

## INDIGO PARTNERS...

Has begun negotiations to purchase Frontier Airlines from parent-company Republic Airways Holdings.

## JETBLUE...

Teams with Bags VIP so that passengers can now have their checked bags taken from the airport and delivered to their final destination. One bag costs \$25; two bags, \$35; and three to 10 bags, \$40 when delivered within 40 miles of the airport.

## LAGUARDIA AIRPORT ...

Announces that work on its six-level parking garage and electrical substation is expected to create 1,500 jobs.

## LANDMARK AVIATION ...

Names Ben Humbert as general manager of its Gerald R. Ford International Airport (GRR) location.

## Fuel Farm Upgrade Draws Challenges

An estimated \$1 million upgrade to bring fuel storage tanks at Las Cruces International Airport into compliance with state environmental regulations is being questioned by some pilots and a longtime airport business.

Hal Kading, owner of Southwest Aviation, the only FBO at the airport, questions why the city would spend that much money on something that isn't needed. He states he believes they could modify the existing storage area, and bring it into compliance, at less cost to the city.



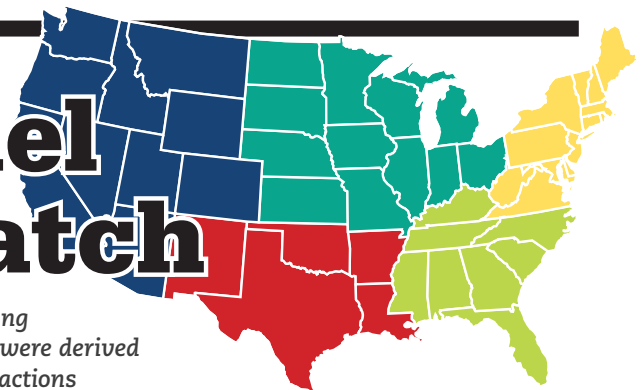
The law now mandates that any public or private entity that owns and operates an above-ground storage tank must bring the facility that houses those tanks into regulatory compliance.

The two new above-ground storage tanks being proposed will

be large enough to support planes and other aircraft that use the airport. The fuel farm, at the southeast corner of the airport, will be owned by the city.

## Fuel Watch

The following fuel prices were derived from transactions completed with the AVCARD credit card during May. Not all operations sell both jet-A and Avgas. The figures for jet fuel prices will be more representative than those for Avgas, due to the higher number of transactions recorded. Prices reflect all taxes and discounts. Data is supplied from AVCARD in consolidated format; individual transactions are not disclosed.



### West Coast

Jet-A: \$5.14  
Avgas: \$6.01

### South Central

Jet-A: \$4.70  
Avgas: \$5.91

### Southeast

Jet-A: \$4.83  
Avgas: \$6.11

### North Central

Jet-A: \$5.01  
Avgas: \$6.09

### Northeast

Jet-A: \$5.11  
Avgas: \$6.21



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San Diego  
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Airport's

It

Factor

*The oceanside airport puts the finishing touches on a \$907 million project that showcases exactly why green is in fashion for airport construction and operations*

*The floor-to-ceiling, reflective glass windows in Sunset Cove help maintain a constant temperature inside no matter what the temps are outside.*

# N

**early a decade before green became the new “it” factor in the construction and building operations world, San Diego International Airport (SAN) President/CEO Thella Bowens remarked that sustainability needed to become part of the organization’s DNA.**

Today, as this oceanside airport puts the finishing touches on the largest improvement project in its 85-year history, it’s safe to say sustainable DNA flows readily through the facility as it works with nature rather than against it.

The \$907 million Green Build, which opened in August, features 10 new gates, a tighter and more efficient security system, a state-of-the-art baggage system, easier airport access and a revamped shopping hub at Terminal 2 West. Largely billed as a means of expanding airport operations, creating jobs and improving the passenger experience, the new construction has at its core an impressive environmentally friendly design that will boost sustainability and cut operations costs throughout its life.

In fact, going green might very well nab this project, four years in the making, the gold—LEED Gold. Bowens points out the airport’s sustainability policy mandates that every facility the airport builds or renovates attain at least a Silver LEED rating from the U.S. Green Building Council (USGBC), she then adds the Green Build project likely exceeded this goal.

“It now looks like we will get at least a Gold rating,” she explains. “But we won’t hear from the USGBC until mid-2014.”

When this recognition comes their way, San Diego will join the elite company of the few airports in the nation holding Gold certification. But as notable as this achievement is, it’s important to note this is not the first time the airport has attained this recognition. Its long-standing sustainability commitment has nabbed LEED Gold for the airport authority’s facilities management building and the airport’s receiving and distribution facility. What’s more, in the near future, the airport will bring on a

“In order to honor our commitment to continuous improvement in our environmental performance, we had to start measuring and tracking our performance...”

**PAUL MANASJAN, ENVIRONMENTAL AFFAIRS DIRECTOR, SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY**

## GREEN BUILD BY THE NUMBERS

- ▶ **\$415 million** in contracts went to local businesses with \$118 million going to small businesses.
- ▶ **\$45 million** under budget. Building during the Great Recession allowed the airport to take advantage of lower building materials costs, labor costs and financing costs.
- ▶ **54,000 tons** of construction materials recycled from existing structures.
- ▶ **40 parking spaces** devoted to charging electric vehicles.
- ▶ **\$6.2 million** allocated for public art.

fixed-based operation facility that is expected to achieve Platinum certification.

All of this is possible because of a sustainability commitment that runs from the top down, says Bryan Enarson, San Diego International Airport vice president of development. "As a public agency we have a responsibility to be good stewards of the environment," he says. "Doing things where you use recycled materials, lower water usage, and conserve energy all play into improving and helping the environment."

### EASY BEING GREEN

The push to green this airport, situated on 661 acres just two miles northwest of San Diego's downtown, actually began long before the airport embarked on its latest construction journey, reports Paul Manasjan, environmental affairs director at San Diego County Regional Airport Authority.

"We realized years ago that airports are

very much in the public eye and we needed to take a leadership role in reducing our carbon footprint," he says.

However, simply deciding to become more sustainable wasn't enough. As Manasjan explains the airport authority needed to first define what it meant for an airport to be sustainable. The resulting definition took the three-legged stool concept of traditional sustainability, where one leg represents environmental responsibility; another, social factors; and the third, economic considerations; and added a fourth leg defined as operational. The resulting acronym, EONS, which stands for Economic Viability, Operational Excellence, Natural Resource Conservation and Social Responsibility, is designed to guide the airport along its sustainable path.

Airport officials then developed strategies to incorporate the EONS concept into their facilities. They joined the San Diego Regional Sustainability



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Partnership, educated management and senior staff on the need for greater sustainability, then developed a sustainability policy.

This netted a number of firsts for the airport. "In 2008, we became one of the first airports in the nation to have a board-adopted sustainability policy," Manasjan says. And in 2011, San Diego International Airport became the first major U.S. airport to publish an annual sustainability report as part of the Global Reporting Initiative.

"You can't manage what you don't measure," explains Manasjan. "In order to honor our commitment to continuous improvement in our environmental performance, we had to start measuring and tracking our performance so that internally we could see where we were going, set goals and make adjustments to our methods based on this information."

These measurements highlight how going green can save some green, he adds. In its 2012 sustainability report, the airport found in areas where energy efficient lighting had been installed, they were able to save 2.3 million kilowatts, enough to power 300 homes for a

year; that the installation of low-flow fixtures in restrooms saved approximately 15 gallons of water annually; and that single-stream recycling efforts diverted 677 tons of waste from area landfills.

"We've been able to hedge our energy costs, even as we have grown the airport, by putting sustainable efforts in place," says Enarson. "Sustainability will keep our costs down over the long-term. Remember, 75 percent of a project's costs are really the long-term costs over the next 30-40 years."

### SUPER SUSTAINABILITY

Transportation officials state the upgrade to Terminal 2 will buy time and ease congestion on the airport's runway, roadways and security lines. And the project is more than a decade in the making, says Bowens.

"We actually started planning and design before the recession because at that point we were out of gates. We had more airlines coming in than we could accommodate," Bowens says.

When the Great Recession hit, the playing field changed dramatically, she adds, noting the

airport saw dramatic reductions in passenger traffic. Today's passenger counts have risen to more than 17 million per year, but traffic remains slightly lower than pre-recession levels. The slow-down bought the airport some time to develop a workable design that met future needs and addressed its sustainability goals.

**"... 75 percent of a project's costs are really the long-term costs over the next 30-40 years."**

**BRYAN ENARSON, VICE PRESIDENT OF DEVELOPMENT, SAN DIEGO INTERNATIONAL AIRPORT**

The resulting project features many sustainable highlights, adds Bowens. "Everything from solar panels installed on both the roof and in the parking lot to low-flow fixtures in the building, to the landscaping itself is sustainable," she says.

Even recycling ramped up during the construction process where 19,000 tons of concrete

## TRIED AND TRUE TIPS FOR GOING GREEN

**DO** your homework. Not every sustainable option makes sense. "We didn't just throw money into the building to get LEED certification," says Thella Bowens, president/CEO, San Diego International Airport. "We went through a cost benefit analysis to make sure every sustainable effort we undertook had a real return on investment."

**Undertake an educational effort.** It's important to convince people that sustainable efforts are necessary and good for individuals, the environment and the airport's bottom line. San Diego International Airport opened a center that shared the sustainable products and efforts going into the Green Build project. "We wanted to educate those who visited the building as well as those who worked here," says Bowens.

**Get buy-in from the top.** Raise awareness and get sustainability support from the top dogs in the organization, says Paul Manasjan, environmental affairs director, San Diego County Regional Airport Authority. San Diego, he says, held workshops for all of the organization's managers.

**Consider total cost of ownership.** By looking at a building's costs over time, sustainable efforts will make more sense. "There may be higher costs upfront but in the long run there are big savings," says Manasjan. He explains the local utility predicts San Diego's energy costs will rise by 18 percent in 2014, so anything that reduces energy use directly impacts the airport's bottom line.



**Start with waste reduction.** Figure out how to divert waste from landfills and track the results, says Manasjan. This helps get an organization used to measuring and tracking program results. When that program is successful, Manasjan recommends tacking energy efficiency both through improvements within the building and by reducing greenhouse emissions.

and asphalt from the old runway apron and former Navy landfill was reused in the new building's foundation and 75 percent of the construction waste was recycled on-site or sent to an off-site recycling center. Some of this material was even used in the terminal's new terrazzo flooring.

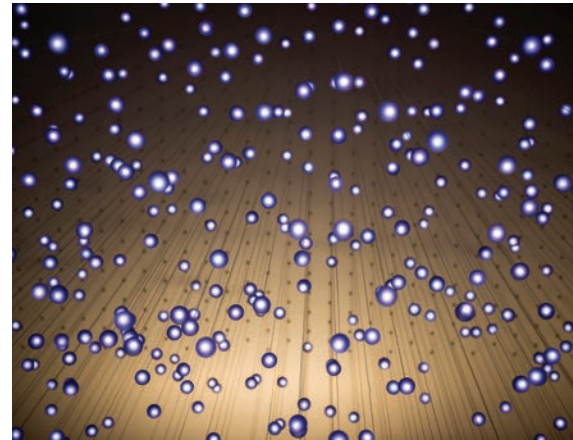
"It looks like a brand new building, but half of this building actually uses materials we already had," Bowens says. "We had a plant right at the airport recycling old concrete for the new apron and the building itself."

The new terminal allows natural light to flow in through floor-to-ceiling windows that utilize reflective glass designed to keep heat or air conditioning inside the building. It also relies on high-efficiency heating and air-conditioning systems and daylight

harvesting lights that automatically turn down when natural light is brighter. These changes are expected to reduce energy use by 30 percent, saving nearly 600,000 kilowatt hours of electricity, and putting an estimated \$250,000 to the airport's bottom line.

Solar panels on the building roof, which is coated with white PVC material to reflect the sun's rays, as well as R-32 insulation in exterior walls, will reduce heat and air-conditioning demand. In fact, the photo-voltaic cells on the roof are expected to generate up to 1 megawatt of electricity at peak use, enough to power 600 homes.

The airport will rack up additional electricity savings with its new baggage system, operated by more than 550 motors, by utilizing motors that are 30 percent more efficient



## BEAUTY TAMES THE TRAVELING BEAST

**TRAVEL** is stressful but giving the road-weary traveler a beautiful and restful place to pass the time can greatly improve the experience, says Constance White, art program manager at San Diego International Airport.

"As a public utility, the greatest thing we want to do is provide a great customer experience, and art is a way to do that," she explains.

The airport's \$907 million Green Build allocated \$6.2 million to public art, which includes the work of local, national and international artists. The airport commissioned 10 artists to create pieces for both inside and outside of the new terminal.

Perhaps the piece de resistance is a creation called "The Journey" by Jim Campbell. This piece is suspended just below the ceiling and is essentially a light ribbon comprised of 38,000 LED lights that create a virtual surface measuring 6 feet wide by 700 feet long. "It's almost a way-finding piece," says Thella Bowens, president/CEO, San Diego International Airport of the piece that stretches from the check-in point to the concourse.

"Taxonomy of a Cloud" by Stuart Keeler is another impressive and beautiful piece made of pipe work and more than 300 strands of Swarovski crystals designed to look like a shower of rain in the color of San Diego's sapphire to cerulean blue sky.

"People just stop and comment about how beautiful these things are," says Bowens. "It really is some of the most beautiful art I've ever seen."

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than past systems. Low-emission infrastructure provides power and preconditioned air units for aircraft at the terminal's gates, which will improve air quality and reduce the airport's carbon footprint, by eliminating the need for planes to use engines while at the gates.

"Everything we did in this building is designed to enhance or reduce the amount of electricity or water being used," Bowens says. "We even put in native landscaping to reduce the amount of water use on the outside."

## PUT PASSENGERS FIRST

Though sustainable efforts abound, the Green Build primarily focused on positioning the airport for growth and making the passenger experience more pleasurable. And both goals were met, states Bowens.

Sunset Cove, the airport's new concessions area and one of the project's more prominent features, provides 9,000 square feet of space for 38 new retail and concessions vendors. "We have actually doubled the size of the airport concessions area, not just in the Green Build section but across the airport," says Enarson. "This provides opportunities to improve customer service by giving passengers more venues to choose from."

The airport brought in vendors that dish up some local flavor, including Phil's BBQ, Stone Brewing Co. and Pannikin Coffee & Tea. A wine bar and an entertainment stage featuring local acts round out the regional flare.

"Travel in and of itself is stressful, and we want to make sure people who use our airport find ways to be diverted from some of that stress," says Bowens. "And because every airport is unique to its community, we want passengers to identify our airport with the local culture."

Bowens adds the airport strives to provide passengers with the services, amenities and facilities they truly want and need.

To that end, the completed terminal now offers a new 12-lane security checkpoint (twice the number of lanes as before), 10 new gates (more than double the number they had before) and a 1,200-foot-long, dual-level elevated roadway that separates arriving and departing passengers to alleviate curbside traffic congestion.

The airport also enhanced curbside check-ins. These new systems utilize Common Use Passenger Processing Systems (CUPPS) to build flexibility and efficiency into the processing system and give passengers a variety of check-in options. Customers can check in at any kiosk, they do not need to look for an airline-specific one. CUPPS equipment also means that if airlines need to shift from one area to another, they can do so easily.

"By giving customers choices for check in, getting boarding passes, buying a ticket and so on, the lines at ticket counters and gates will be shorter," says Enarson.

Finally, in honor of San Diego's large military presence, where nearly 125,000 service members and their families travel through the airport annually, the project included the world's largest airport USO, which provides amenities such as a children's area, WiFi access, a lounge, restrooms with showers, and an outside BBQ and patio area. "Members of the military

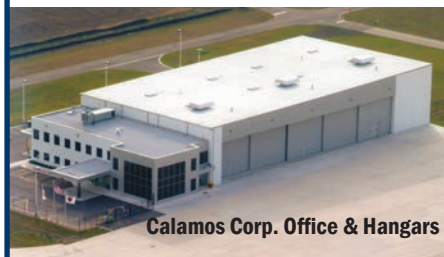
can have their spouses, children and other family members accompany them when departing or returning," Enarson says.

As one can plainly see, going green and putting passengers first

is San Diego International Airport's mission, making it the new "it" factor in the airport community. And one thing is for certain, neither of these efforts will ever go out of fashion.



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# Focused Footage at the FBO

*Adding a digital surveillance system helps Millennium Aviation secure assets, safeguard staff and passengers, and shield itself from false liability claims*

**M**illennium Aviation is no small potato in the fixed-base operator (FBO) market. The Reading, Pa. firm operates its regional FBO and charter operation out of 1 million square feet of ramp space and two corporate hangars offering a combined 80,000 square feet of storage. And, on any given day, the Millennium Aviation team services as many as 30 transient aircraft and a handful of charter flights.

“We have more than \$100 million worth of aircraft sitting on our ramp on any given day, which we are responsible for,” says Peter Knight, CEO and owner of Millennium Aviation. “We also have a fuel farm on-site where we maintain approximately 24,000 gallons of Jet-A fuel inventory and 12,000 gallons of Avgas.”

With high-dollar assets such as these on-site, a solid and reliable security system is an absolute must; it may even be a requirement clients expect.

“High-dollar, large aircraft need extra care and handling, making a reliable surveillance system an absolute necessity,” Knight says.

To that end, Millennium Aviation recently added an Avigilon high-definition (HD) video



*A high-definition video surveillance system secures Millennium Aviation assets inside and out.*

surveillance system to secure aircraft, safeguard staff and passengers, and protect itself against false liability claims. The FBO selected Avigilon, a Vancouver, B.C.-headquartered technology firm, because it specialized in HD surveillance systems, network video management software and digital IP surveillance cameras providing the utmost in resolution and quality.

Rick Ramsay, senior manager of product strategy at Avigilon, says securing FBOs is a growing market for them. "We see the most interest from potential customers who can immediately see the value and benefit of higher resolution and better quality video," he says. "Customers, like FBOs, that have high-dollar assets to protect, especially with high insurance liability, really benefit from this type of system."

Knight points out it can be "very difficult and costly" to get insurance in the FBO business

for its existing system. But The Wire Guys President Michael Miller talked to them about upgrading to an Avigilon system instead.

The resulting system added approximately 20 Avigilon 5-megapixel cameras throughout the FBO main entrance, lobby, hangar, parking lots, and fuel storage areas, and a 29-megapixel camera on the airport ramp. "Installing the 29-megapixel camera allows us to videotape and scope in on the entire ramp with one camera that can zoom in on any location we want it to," says Knight.

The primary advantage of the 29-megapixel camera actually comes from its high definition capabilities, says Knight. "We have much better resolution when we want to manually zoom in on an image," he says. "With video systems of the past, it was tough to make out what was really on camera. It looked like you were monitoring shadows not individuals."

According to Knight, the 29-megapixel camera was well worth the investment. This is a "serious tool," he says, and one that will more than pay for itself over a five-year period. "And you can't put a price on the protection it provides," he adds.

### SEARCHABLE STORAGE

Images can be clear as daylight, but they are rendered meaningless without an efficient way to store and search captured footage, says Ramsay.

Millennium Aviation's system uses the Avigilon Control Center (ACC) network video management software with High-Definition Stream Management™ technology. Employees also use ACC Mobile to view live and recorded images wirelessly from anywhere on the network, and employ an Avigilon network video recorder (NVR) to store up to 30 days of continuous coverage on a 15-terabyte server.

The software tools in place allow Millennium users to get detailed information when an event occurs. This is a significant reason why such a system makes sense, Ramsay adds, noting that the system can prevent theft, and protect the FBO from potential liability from an event they may have had nothing to do with. In previous months, there was a claim regarding an aircraft towing movement. Millennium Aviation officials viewed video footage to learn how the aircraft was moved and to make sure employees moved it properly. "There was the potential for about

a \$30,000 claim," says Knight. "Because of the footage, we didn't have a claim at all."

Avigilon really shines in its ability to search video quickly and easily, according to Miller. "You can sit down and within 5 minutes, without training, be searching through live video. It's very intuitive software to use." Video footage can be searched by pixel or by thumbnails. With a pixel search, the user highlights the area of the image they want to see and searches for motion events in that area. They may also highlight an area within a thumbnail image and search that way. "Searching video is easy, intuitive, and dare I say, fun," says Miller. Once users find the event they are looking for, they can capture that event and export it in a format that can be easily viewed by others.

The system's remote viewing capabilities are also a benefit, adds Knight. Managers can coordinate with line service workers, and direct employees remotely to meet incoming/outgoing customers' specific needs. "We can easily watch and monitor cameras from an iPad, iPhone or an Android digital device," he says. "The searchability is a little more limited but it does provide good live video in real time."

Millennium Aviation has even used the system's remote viewing capabilities to train staff. When there are new personnel or personnel are operating new pieces of equipment, managers can view video footage as employees work and train them from wherever they are. "In one instance I was able to work with the operator via cell phone to give him better instructions on the areas he needed to operate the equipment on," says Knight. "That saved an incredible amount of time. I was able to coordinate and train immediately versus having to wait and have that discussion at a later date."

The FBO even uses the system to determine when snow removal is needed, monitor weather conditions and more. "They are finding new and innovative ways to use the system, other than just for security," says Stephanie Von Zuben, Avigilon communications specialist.

When millions of dollars of assets are on the line, it pays for companies like Millennium Aviation to add focused footage to their FBOs. An HD surveillance system packs a tremendous punch in the form of premium savings, liability protection, secured assets, safe employees and more.



"... you can't put a price on the protection it [the Avigilon HD video surveillance system] provides."

**PETER KNIGHT, CEO AND OWNER, MILLENNIUM AVIATION**

and stresses that a HD surveillance system can make a tremendous difference. "Such a system gives underwriters the assurance that they are making a safe investment," he explains. "Deductibles can range from \$10,000 to \$50,000 for FBOs that have experienced a lot of liability issues or security breaches."

Millennium Aviation's new security system has already positively impacted the firm's insurance costs. In fact, the \$95,000 investment substantially reduced insurance premiums, says Knight.

### DIGITAL EYES

While a security system is nothing new to Millennium Aviation (it's actually had three systems over the last 10 years), Knight describes the new system as "the most user-friendly, viable and capable system" they've ever had.

The FBO originally approached The Wire Guys of Alburty, Pa., to provide tech support

# Drive Parking Tech Up a Level

*There are many ways that airports can leverage parking technology to meet consumer demands, elevate customer service and drive revenue*

“Have it your way” has long been a theme in the food industry but these days it’s also become a mantra for airport parking. Airports are working harder than ever to improve the passenger experience so that their patrons can have it their way from the moment they drive up to the airport and set foot on the pavement in the parking garage.



Detroit Metropolitan Airport’s 1>2>3 Park program allows airport patrons to enter and exit quickly through unmanned booths.

“Customers are demanding easy access and a variety of choices,” says Al Pramuk, the executive vice president of Aviation at Gresham, Smith and Partners (GSP) in Alpharetta, Ga. He explains airports have responded to parking issues by focusing on improving access and integrating technologies that enhance the passenger experience.

And, they have good reason for taking that approach. “Airport travel is two things for everyone: expensive and stressful,” says Stephen Callender, owner of Stellar Impeller, a public relations and brand identity firm, as well as a frequent passenger in and out of Austin-Bergstrom International Airport. Callender says he feels innovative parking technology relieves his stress, gives him more leisure time at the airport, saves him money, and enhances his travel experience.

Chuck Reedstrom, project manager at Kimley-Horn and Associates Inc. of Houston, Tex., feels that technology is changing so much and so fast that when airports implement new parking technologies, he writes specifications for a 10-year useful life. “It’s all about customer service: getting patrons through the entry and exit faster, and today’s new parking technologies are capable of doing that,” he says.

From individual space signage and in-garage baggage claims, to a variety of premium and valet services, airports have found updates to the parking garage often generate valuable business opportunities.

With increasing competition from off-airport parking services, beefing up customer service at airport parking lots is essential. Other than airline landing fees, the fees these lots generate are a top revenue contributor that helps front the costs of operating and maintaining the airport.

## MAKING MONEY EASY

Airports constantly seek ways to offset the cost of the airlines, according to Pramuk. Airport managers want to keep passengers from choosing off-airport parking venues, and to do so, “options have to go beyond way-finding signage on the highways,” he says.

Reedstrom remarks tollbooth technology (using AVI transponders) is a favorite parking innovation, and the fastest payment option being implemented at up to seven airports nationwide. While he says the frequent users “absolutely love this,” premium patrons are even



*Electric vehicle charging stations have become a demand rather than a luxury in airport parking garages.*

more excited. Regular toll users can drive right into an airport parking garage and have the parking fees added to their monthly highway toll bills, using the same device.

Pramuk says this technology can be implemented in a variety of ways, from daily travelers to Gold members-only admittance. It’s here to stay, he says, and will only be gaining more notice in the years to come as airports find innovative ways to make it work for them and their customers.

On the topic of speed, Arun Gulati, the vice president of Technology Services at Detroit Metropolitan Airport (DTW), says that his parking facilities have gained a lot of it. In 2007, DTW implemented its 1>2>3 Park Credit Card In/Credit Card Out program. The airport has more than 18,000 parking spots, and prior to adding this automated system, airport personnel manned each booth in every garage. “This offers a convenience to the person coming to park,” says Gulati. He says that a traveler/visitor swipes his or her card upon entry, but does not receive a traditional ticket. The information is stored electronically until the person leaves and swipes the same credit card at an unmanned booth, and their payment is processed automatically.

Travelers may take their ticket to a cashier if they are uncomfortable leaving card info, but Gulati says 80 percent of DTW’s parking business are by credit card and 20 percent of those transactions have already transi-

“It’s all about customer service: getting patrons through the entry and exit faster, and today’s new parking technologies are capable of doing that.”

**CHUCK REEDSTROM, PROJECT MANAGER, KIMLEY-HORN AND ASSOCIATES INC.**

tioned to the 1>2>3 option. The system also takes a picture of vehicle license plates, so upon exiting, they can be compared to the credit card number for security purposes. DTW brings in \$65 million per year through this automated system.

## WIDE OPEN SPACES

It used to be that a large sign outside the airport told passengers whether or not there was room in a parking structure, and if they were lucky, the number of spaces. Today, signage technology has improved to the extent that it directs passengers to open spots. A single-space sensor system, with a sensor placed above each parking space, relays when a vehicle pulls in

# MANAGING AIRPORTS TODAY



Car-sharing programs like Car2Go allow passengers to borrow Smart cars to get them to and from the airport.

or out. If it's in use, the LED light above the space turns red. If open, it turns green.

The number of spaces available in any garage can be communicated through signs around the airport: a large sign at the entrance and then others on each level. Signs within individual drive aisles offer passengers information on the number of spaces available in each aisle, and in each direction. Smartphone apps and websites also communicate parking info to the public.

Advanced parking signage also offers a benefit airports may not consider initially. From a sustainable approach, emissions and fuel usage is reduced because vehicles are not aimlessly cruising up and down drive aisles trying to find an open spot. A study he spearheaded at in the Johannesburg, South Africa, airport revealed the average search time dropped from 26 minutes to 2.5 minutes upon installation of the single-space sensor program, and saved the airport about 8 tons of emissions each year.

## GIVE THE GREEN LIGHT

Airport parking is going green in more ways than just eliminating CO2 emissions. With more than 100,000 electric cars currently operated in the United States, and more added each day, charging stations are becoming a demand, not a luxury, for public parking areas. This year alone, electric car sales are predicted to add 70,000 vehicles to the roads.

Gulati says that DTW has had electric vehicle stations since 2011, and they have been a very popular

option. Two are on the 8th floor of the McNamara Terminal parking deck, the largest airport parking structure in the world, and two are on the 4th floor of the Big Blue Deck near the North Terminal. There is no additional fee to use these spaces, and they are conveniently located by the terminals. With the Chevrolet Volts being manufactured just 20 miles down the road, DTW is excited to offer this service for its passengers.

Allen Will, the director of Business Development and Programs with Telefonix Inc., says the Waukegan, Ill, company has launched the L1 PowerPost, a commercial Level 1 charging station. It's a lower cost per unit than a Level 2, and uses less voltage, which is a good fit for an airport setting. The L1 is a 120-volt, 16-amp unit. Will lives in Chicago and drives his car into short-term parking for three- or four-day work trips. "The shortest trip from an airport is a day trip," he explains, a minimum of 10-12 hours. In just eight hours, Will's Chevy Volt can have a complete charge using the L1 PowerPost, while a Level 2 unit can do it in four. Will says that at an airport, the Level 1 unit is completely sufficient, and will save an airport money, even offer the ability to install more charging stations. "You don't need the higher-powered equipment for these types of facilities," he says.

Will says that an electric car charging station is a sound business investment for an airport. It also can be a money-maker, whether charging more for the spot, or developing a marketing plan around it.

## A PARTNERSHIP THAT PAYS

For those who don't want the hassle of parking, a completely new option has hit the streets in 19 cities worldwide. Callender explains

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that Car2Go is a car-sharing program which uses a fleet of modified Smart and electric Smart cars to help people move around, including to and from airports. He uses a mobile app to find available Car2Go cars nearby, as well view their interior and exterior condition, and fuel levels, before every trip.

Callender reserves a car online and has 30 minutes to reach it. The keys are left in the vehicle and accessed by using a member card and tapping it on the windshield, which unlocks the driver's side door upon approval. "Inside, there's a touchscreen on the dash where I push a smiley face or sad face to signify the interior and exterior conditions of the car," add Callender.

He also explains that gas cards are left in each car for refueling purposes. Users are charged by the minute, 35 cents each, which he says is cheaper than a taxi. And for

airport services, an extra \$5 charge is applied, a great benefit for an airport to work out a partnership with Car2Go. This is a partnership that pays, in dollars and customer approval ratings.

In fact, Callender and his wife were among the first to bring a Car2Go rental to Austin-Bergstrom International Airport upon leaving for their honeymoon in April. "We were so excited to see that they'd worked out an agreement with The Parking Spot, because the option before was to have our friends crawl out of bed really early in the morning to take us to the airport," he says.

He says that being carless is quite common for younger Austinites, and this service makes the air-

port a more attainable location for them. Upon returning to the airport, a shuttle is ready to take them to their next Car2Go, and an affordable trip home.

## PREMIUM SERVICES

Customer service is of utmost importance in the airline/airport industry, but in the parking garage, it's growing at astonishing rates and with high-end services that

## BACK TO PARKING'S FUTURE

**CHUCK** Reedstrom, a project manager at Kimley-Horn and Associates Inc., says his favorite new technology is near-field communications (NFC), which uses a smartphone as a parking credential. As a passengers approach the parking garage, if they have NFC capability in their phones and the entry lane does also, they can tap their phones to a reader and it processes automatically, then opens the gate. The process works the same way as they leave. The parking credentialing system can bill the patron directly, to whatever option they have previously established to handle the transaction.

"That is in the works and I think we'll probably see something in the next year or so," says Reedstrom.

He explains it is an entirely new realm of technology, which appeals to an entirely new set of patrons. With so many people relying on their smartphones for everything from coupons to calendars, this is just a way for airport parking to be brought up to speed. It offers them a way to utilize technology to its fullest capabilities, while meeting the growing consumer trend of personal device-relied living.

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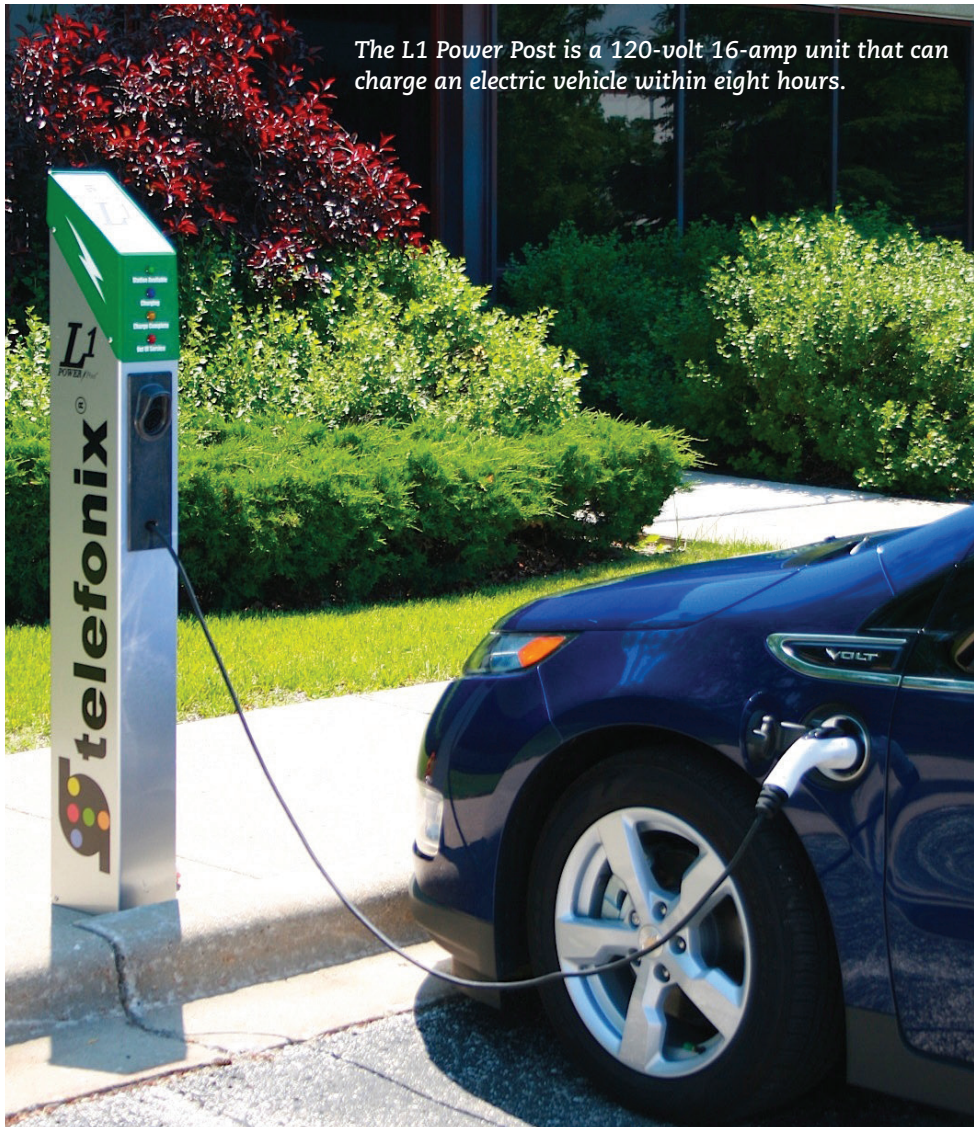


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*The L1 Power Post is a 120-volt 16-amp unit that can charge an electric vehicle within eight hours.*

## FACTS ABOUT PARKING PROGRAMS

- ▶ **Car2Go** is a car-sharing program available in 19 cities nationwide, and at six airports including San Diego; Washington, D.C.; Miami; Portland; Seattle; and Austin.
- ▶ Detroit Metropolitan Airport 1>2>3 Park Credit Card In/Credit Card Out automated parking fee system **collects \$65 million** in parking payments annually.
- ▶ **Electric car sales** are predicted to add 70,000 vehicles to the road by year's end.
- ▶ The L1 PowerPost from Telefonix Inc. can **completely charge** an electric vehicle in four hours.
- ▶ Adding a single-space sensor program to a parking lot can **reduce parking spot search times** from 26 minutes to 2.5 minutes, finds research by Chuck Reedstrom, project manager, Kimley-Horn and Associates Inc.

high-end customers appreciate.

A common challenge for airports is to reduce terminal curbside traffic. A trend that started in European airports is slowly infiltrating parking garages in the United States. Pramuk explains that the new international terminal at Hartsfield-Jackson Atlanta International Airport, which opened last May, was designed by GSP to have a baggage check-in area right in the parking garage. Passengers appreciate the convenience of not having to carry their bags any further, and the airport eliminates extra congestion in the terminals.

This concept is also being employed at remote parking locations, like those at Phoenix Sky Harbor International Airport. The satellite parking structures are about a mile from the airport, but passengers can park, drop their bags at a kiosk, then take a shuttle to the terminal. Pramuk explains that every 20 minutes, the checked bags are delivered directly to an airport's baggage screening matrix inside the terminal. Finally, for premium customers, agreements are being made with third-party vendors to pick up bags at a traveler's hotel. They are then brought directly to the airport and checked in, bypassing the hassle altogether for the passenger.

However, platinum perks are becoming available for more than just baggage conveniences. Using a Web-based system, passengers can reserve, pre-pay and also ask for certain amenities, all before a foot touches the gas pedal to drive to the airport. From car washes, to services such as oil changes and mechanical repairs, and membership valet services that ensure prime parking, this sector has become a "huge business" for airports, says Reedstrom.

While consumers may not be able to have parking totally "their way," airports are using technology to get pretty close as they drive amenities to the next level and contribute to an airport's bottom line, rather than take from it.



### ABOUT THE AUTHOR

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# Let's Work Together

*Airport Business checks in with Gregory Principato as he steps down as president of ACI-NA, with advice that the more the aviation industry works together the better off we'll be*



**G**regory Principato might aptly be referred to as a member of the dead president's club, not because he's read the Harris Baseman novel of the same name, but because he is a student of history and his hobby is visiting the grave sites of dead presidents; something he hopes to complete before his life journey gets too complicated.

While this pastime isn't the reason Principato, who succeeded David Plavin in the ACI-NA hot seat in July 2005, recently stepped down as president of ACI-North America, it is the pursuit of his personal passions that made it the right time for him to do so. He states it is time for him to "seek new challenges and opportunities" and to travel the world "without having to pack a suit."

"I just didn't want to wake up some morning at a certain age and say 'Gee I wished I'd taken a step back,' " he explains.

*Airport Business* recently caught up with Principato before he closed the chapter on his eight-year ACI-NA term to tap into his insight about the future of the association and the aviation industry in general.

**Your plans to retire came out at about the same time as a memo about the ACI-NA's intent to explore a possible partnership/joint venture with AAAE. What is the possibility of this happening in the near future?**

One of the first things my predecessor handed me was a briefing book (from the 80s) about the relationship between the two organizations. The book posed questions like: Should we work more closely together? Should we merge? With Chip Barclay's retirement, and mine as well, there is a unique opportunity to look at this again.

Both airports and the airport business community are asking if there is a better way to do things, a more streamlined way. It makes sense to look at whether there should be two organizations, with duplication on the meeting side, the training side and for sponsorships. On

the policy side, there is a sense among members that if we could present a more unified front in Washington, it would benefit the industry in achieving its objectives.

**What do you see as the biggest issues facing the aviation industry?**

I think the over-arching challenge is that people don't really understand how important the aviation industry is for our economy. In other parts of the world—Asia, the Middle East, Latin America, and parts of Africa—aviation is not taken for granted because they know what it's like not to have a successful industry. And they are making smart decisions on how to invest in the infrastructure, looking at their place in the world and how to make the best use of it. Here in the United States, and to an extent in Canada as well, the entire aviation industry (airlines, airports, manufacturers) is totally taken for granted and as a result the policy choices we make are often short-sighted.

Frankly, this challenge is one of the reasons I'm very concerned about the paths that Airlines for America (A4A) and the Air Line Pilots Association (ALPA) are going down. They are advocating a national airline policy and "leveling the playing field," and it seems to me that they're doing what the steel and automobile industries did after World War II when people said, 'Oh my goodness, other countries are eating our lunch; they've got more efficient ways to make cars and to make steel, we need to protect ourselves and we need special favors.' It was only after the auto and steel industries stopped whining about protection and started investing and competing that they did well. I

think we need to go that direction in aviation. The best way to beat foreign competition is to make strategic smart policy decisions and invest in modernizing infrastructure.

**How do you get around the mindset that the government owes the industry special favors?**

It's hard to change that mindset, and it's a work in progress.

We did an economic impact study a year ago, to show the economic impact that airports have in the United States. At the same time, A4A did their own economic impact study and

## ON THE POSSIBILITY OF TEAM ACI-NA/AAAE

With Chip Barclay's retirement, and mine as well, there is a unique opportunity to look at this again.

## ON PFC FUNDING MECHANISM

It's time to give airports the financial freedom to generate the resources they need and use the PFC mechanism for the benefit of passengers and the community.

## ON IMPROVING THE PASSENGER EXPERIENCE

If you're the airport operator, you recognize people have a choice and you want people to want to come back ... and that's why you invest in improving the passenger experience.

their numbers were similar to ours. But when I asked them to work with ACI-NA to jointly message this to the Department of Commerce and others, they did not respond to the idea. I think that's a shame. The entire aviation industry needs to get together. Yes we have some differences among us but we agree on most things so let's come together and present a unified front.

### **What needs to happen to get airports the financing they need to update their infrastructure?**

Right now we have an out-of-date financing framework and an out-of-date governance framework.

Everywhere you turn, there is a constraint, with federal grant programs coming down and debt piling up. In order to globally compete U.S. airports need the ability to generate their own resources as airports around the world do.

A lot of airport investment comes from

bonds, which is debt, and U.S. airports are carrying about \$150 billion in debt. Even with the low cost of capital and their excellent credit ratings, that makes them vulnerable.

If you travel to places like Dubai and others, a lot of the financing comes from passenger user fees, similar to the U.S. passenger facility charges (PFC) mechanism. In Dubai, however, there is no cap on it. The PFC there is \$20. In Canada there is no cap either, and on average it's \$20. I am not saying U.S. airports should raise these fees to \$20 immediately; most of them won't go up much at all. But currently there is a federal limit on the amount that can be charged. Rather than the U.S. government making that decision, the airport and its local governing body should determine that amount.

It's time to give airports the financial freedom to generate the resources they need and use the PFC mechanism for the benefit of passengers and the community. But in order to best use this financial freedom, airports need to work more closely with airlines. They need to say: Here's our capital plan. What do you think? How can we work together on this? And, ultimately, if an airport and an airline want to work together to put a project in place, and finance it a certain way, the federal government should have nothing to say about it as long as there is full disclosure.

### **What's ACI-NA's stance on privatization?**

ACI's position has always been if an airport wants to privatize, it should be allowed to, and if it doesn't want to it shouldn't have to. When I arrived at ACI-NA, the intellectual momentum in the U.S. industry was going in the direction of privatization. Now that intellectual momentum has stopped. There are still people interested in it as a concept. But if you look around the world, a growing number of airports are run on some kind of private concession and a more business-like model.

The United States has a pilot program for privatization but it's proved very hard to participate largely because of the requirement for 65 percent of the airlines to approve filing the application. We need a better program for privatization. The San Juan project is a good development, but I'm not sure how much effect it will have on mainland airports. If Chicago-Midway was to have privatized a few years ago, and the Mayor had held up a check for



**Principato believes airports must be allowed to generate their own resources to front the costs of needed improvements.**

\$2.5 billion, I think a lot of other mayors around the country would have said: 'Maybe we should get a piece of that.' It would have really opened the program up. We will have to see what happens with the current Chicago-Midway proposal underway at FAA.

### **Why the renewed emphasis on customer service and the passenger experience in today's airports?**

It used to be if there was a delay or canceled flight, the airlines would take pretty good care of you. Now if the delay was due to weather or air traffic control issues, and the regulations don't require the airlines to provide assistance to passengers, they don't. But the customer still has to be taken care of so airports have had to step in to fill the gaps, especially at large connecting hubs where passengers can experience long delays during severe weather events.

For many people, traveling is a daunting experience. You spend a lot of time in the aluminum tube. When you're in the tube, it's just a tube with seats, but when you get to the building and all it has to offer is a hot dog stand, it makes the travel experience even worse. Today you get a real sense of the community when you arrive at the airport, with local restaurants and amenities providing a great experience for the travelers ... and it makes

**Principato plans to tackle some of his personal pursuits as he leaves ACI-NA.**





Principato stepped down as ACI-NA president as of July 1.

them want to come back. If you're the airport operator, you recognize people have a choice and you want people to want to come back ... and that's why you invest in improving the passenger experience.

**TSA and airports seem to have a love-hate relationship. Where does that relationship stand today?**

When I first got the job, three-quarters of the calls I got from airport directors were to complain about the TSA security situation at their airports. That's changed. I'm not going to say airport directors think the TSA is a model government agency but things are much better. People were worried that some of the new technologies in use would mean a return to long lines but they have not, which can be attributed to the TSA and airports working together.

However, Custom and Border Protection remains a very difficult problem to solve. In a lot of larger international gateways, it has become

the No. 1 problem, with long lines and waits in the customs hall. The use of technology in the CBP process, which ACI-NA has long championed, has huge opportunities. I'm optimistic things will change for the better here as well.

**When you think back on your tenure with ACI-NA, what are you most proud of?**

You should leave things better than they were when you found it. I think I've done that. By every measure, whether it's the financial health of the organization, reforms made in the committee structure, bringing airport and business members into fuller participation, or work on the regulatory and legislative side, we have made great progress and have built much stronger relationships. Finally, I'm proudest of the ACI-NA staff we've assembled ... We have a really talented, diverse group of people. I've been on some good teams but this one is the best.



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## Are You Ready for This?

Airports need to ready themselves for drones (UAVs)

One of the more interesting changes in aviation today revolves around present and future drones, or Unmanned Aerial Vehicles (UAVs). UAVs are not just niche aircraft that might be used in a few places by a few aviation users such as special military ops. UAVs are here to stay and the potential uses are mind-boggling.

Yes, they will be—already are—used by the military in many roles. In fact, it is difficult to find a military role for which UAVs can't be used. The main advantages are manufacturing and operating costs, and the

big-boy of all advantages, reduced risk to personnel.

Reduced personnel risk means UAVs could be used for missions which would be unacceptable in a manned aircraft. Espionage is one example that pops immediately to mind. If we'd had a UAV in 1960, Francis Gary Powers need not have been on board and the UAV could have been demolished remotely once hit. Those of you who remember will realize what a huge international debacle this might have avoided.

UAVs can come in sizes ranging from hummingbird to Pterodactyl. There seems to be no reason they can't be used as bombers. Border patrol is a cinch with UAVs. It would be harder to determine what UAVs can't do, than what they can do.

Would passengers ride in a single-pilot airliner with, perhaps, UAV capabilities just in case something happened to the sole

UAVs are here to stay and the potential uses are mind-boggling.

human pilot? Or would they ride in UAV airliners with no on-board pilot at all? Right now, there are serious studies on these questions taking place. Will the time come when UAVs are mixed in with manned aircraft shooting ILS approaches at your airport?

Even if passengers refuse to ride UAVs, will FedEx et al use UAVs to transport freight worldwide? Will airborne traffic reports come from UAVs? Will forest fires be doused by fire-bombing UAVs? Will we spray cotton and fertilize rice with agricultural UAVs?

Before you decide which task can't be done by a UAV, ask yourself, "Why not?"

There is also the UAV advantage that is much in mind but seldom mentioned in public. Some wonder if UAVs will eliminate the trouble and costs of dealing with pilot and flight attendant unions. Please notice that I'm not making a judgment about the merits of this, but just mentioning that some are taking this into consideration.

How will some or all of this change your airport? I don't know the answer to this question but have a feeling that airports better get ready.

What a great time to be an observer. Aviation is changing faster and in more ways than at any time in my lifetime.



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# Those With Part 16 Complaints, Please Stand Up

*But before you take action, know the standing requirements for filing a Part 16 Complaint with the FAA*

**I**f you are considering filing a Part 16 Complaint, the first question you should ask is: Can I satisfy the strict standing requirements? The purpose of this article is to educate the average airport tenant, user or sponsor on the standing requirements for filing a Part 16 Complaint with the Federal Aviation Administration (FAA).

## What is Standing?

Standing is “[a] party’s right to make a legal claim or seek judicial enforcement of a duty or right,” 1442 Black’s Law Dictionary, 8<sup>th</sup> Ed. Simply stated, a party seeking redress before a court or tribunal must demonstrate that it has been harmed before it will be allowed to proceed. The requirements for standing vary by jurisdiction. The FAA, like other courts, requires that parties meet its standing requirements before initiating and pursuing a Part 16 action.

## What are the Requirements for Standing?

The standing requirements for initiating and

pursuing a Part 16 Action are set forth in 14 C.F.R. § 16.21 and 16.23. 14 C.F.R. § 16.21 sets forth the requirement that the aggrieved party must first initiate and engage in good faith efforts to resolve the disputed matter informally with the individual or entities responsible for the non-compliance. 14 C.F.R. § 16.23 requires that the party filing the complaint be “directly and substantially affected by any alleged noncompliance.” The complaining party must specifically claim that it engaged in pre-complaint resolution efforts and that it is directly and substantially affected by the non-compliance in order to demonstrate standing.

## What if you don’t meet the Standing Requirements?

If you file a Part 16 Complaint with the FAA without meeting the requirements, your complaint may be dismissed with prejudice. 14 C.F.R. § 16.25 states that: “*Within 20 days after the receipt of the complaint, the Director will dismiss a complaint, or any claim made in a complaint, with prejudice if . . . (c) The complainant lacks standing to file a complaint under § 16.3 and 16.23.*” The fact

that the dismissal is with prejudice means you may be precluded from re-filing your Part 16 Complaint or even precluded from filing future Part 16 Complaints. Therefore, unless you are sure you meet the standing requirements; do not file a Part 16 Complaint. You may, however, be able to seek relief by filing a Complaint under the rules outlined in 14 C.F.R. Part 13.



The full text of this article is available online at [www.aviationpros.com](http://www.aviationpros.com).

## ABOUT THE AUTHORS

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Lange founded and leads the law offices of Paul A. Lange LLC with offices in Conn. and NY. The firm practices nationwide and internationally in various aviation-related legal matters including airport development, financing, regulatory enforcement matters and disputes.

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McKay focuses her practice primarily on employment, litigation and insurance. She recently litigated the successful defense in U.S. District Court of an airport fixed-base operator from Rehabilitation Act claims.



# Harness the Power of Social Media

*Airports can drive deeper brand relationships by fully embracing social media platforms*

**D**id you know that more than 1 million travelers have “checked-in” on Foursquare at Hartsfield-Jackson Atlanta International Airport? As they announced their location, they also shared their preferences, seeking services and openly voicing their opinions across a swath of social networks.

What are airports doing to respond to today’s connected traveler? When we ask airport CEOs this question, we usually receive more questions. That’s because most are still attempting to understand the ever-changing technology landscape and the consumer trends that

are emerging from the connected traveler.

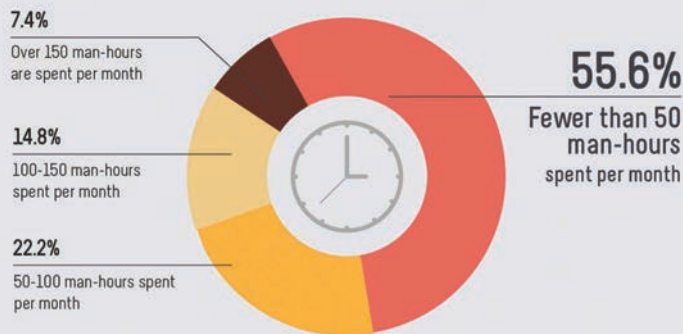
Helsinki Airport Director Ville Haapasaari recently stated that the number of wireless network users increased by 168 percent between January 2012 and January 2013. In fact, user volume is now almost

30 times greater than that back in January 2009. Recent research by eConsultancy.com also found that 75 percent of frequent travelers use smartphones while traveling, and more than 70 percent of them log-on to free airport WiFi.

With the Internet and smart-

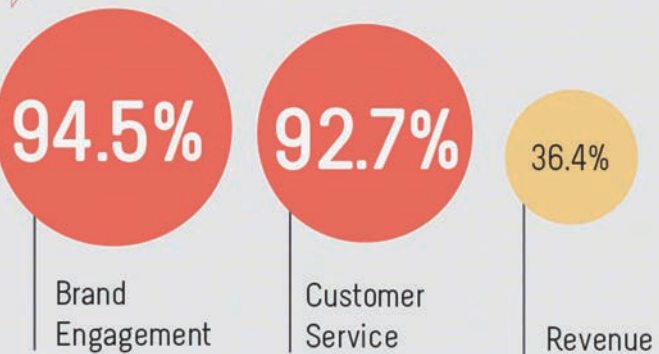
phones becoming ever-present, social media is becoming an effective tool for gathering information, sharing reviews, planning trips, gaining advice and most importantly, making the decision to travel through a particular airport. It is apparent that the age of the connected traveler has arrived. Airports globally have recognized this trend and have responded in kind by building up their social media presence, though mostly limited to marketing. What was unclear till now is how large a role social media plays in airports’ business agendas and how that role will pan out in the future.

Most airports are being conservative with the allocation of manpower to social media



Over 55 percent of airports invest more than 50 manhours a month on social media, with the majority having one to three staff members working on it. SimpliFlying Airport Social Media Outlook 2012

Top 3 goals driven by social media



## AIRPORTS ONLINE

A few months ago, SimpliFlying released its annual Social Media Outlook 2012/2013 report that elaborated on the results of an extensive survey with more than 50 airports from different regions across the globe. Participating airports were selected on the basis that they were both socially savvy and actively engaging today's connected travelers, with an eye on driving business goals such as customer service, crisis management and revenue. The study found:

- Approximately 55 percent of today's airports invest more than 50 manhours per month on social media, with the majority of airports reporting that they have one to three staff members working on it.
- 98 percent of the airports have social media staff working across departments, with marketing as the most common cross-functional role.
- Airport budgets for social media span from a few thousand dollars to more than \$100,000. About 63 percent of the airports surveyed currently allocate less than \$10,000 annually to social media, but some airports reported plans to increase that allocation.
- Most airports have mapped the value of their social media performance to business goals such as brand engagement, customer service and revenue.
- The biggest challenge faced by airports is the insufficient allocation of resources to social media. The second largest challenge is the lack of budget.
- Only approximately 40 percent of the airports surveyed plan to increase their social media budget in the next year. In contrast, more than 70 percent of airlines in a recent study plan to increase overall social media spend in 2013.

How many industries have their customers passing through their facilities—some for up to several hours—multiple times a year? Airports more than most businesses, hold a unique opportunity to engage their passengers with the online social media experience.

## GATWICK GETS CONNECTED

According to Mandie Armstrong, digital communications manager at London Gatwick Airport (LGW), social media "is a unique opportunity to connect people to your brand for two-way conversation."

Recently, LGW challenged itself to become a more family friendly airport. As a way to keep the stress levels of parents (and nearby travelers) low, the airport found a creative way to store audio stories and keep children busy while they wait. Working in conjunction with the online distribution platform, SoundCloud, Gatwick invited unpublished children's authors to submit their stories.

More than 70 budding authors took part, with the most popular stories being listened to more than 200 times. Gatwick measured downloads and engagement levels, but the No. 1 performance indicator was the number of "happy" kids. The project is soon to be released to the wider local community.

Engaging instantly and directly with target customers in a way and time that is convenient for them, has allowed Gatwick to communicate the new "brand Gatwick," with a distinctive tone of voice.

The Gatwick personali-

## WHAT A TRAVELER WANTS

**FLIGHTVIEW'S** 2012 survey of the traveling public (of which more than 80 percent reported carrying a smartphone) found that the following non-traditional airline or airport mobile apps were of interest to them.

- ▶ **67.9 percent** wanted visual tracking of their plane's location when it was not on the jetway,
- ▶ **65.6 percent** sought real-time alerts on special conditions, like parking lot closings, emergency announcements, etc.,
- ▶ **44.6 percent** wanted GPS walking directions for the airport,
- ▶ **37.5 percent** wanted to be able to view restaurant/activity deals and offers for their destination, and
- ▶ **1.7 percent** wanted to be able to order food from terminal restaurants and have it delivered pre-boarding.

Source: FlightView

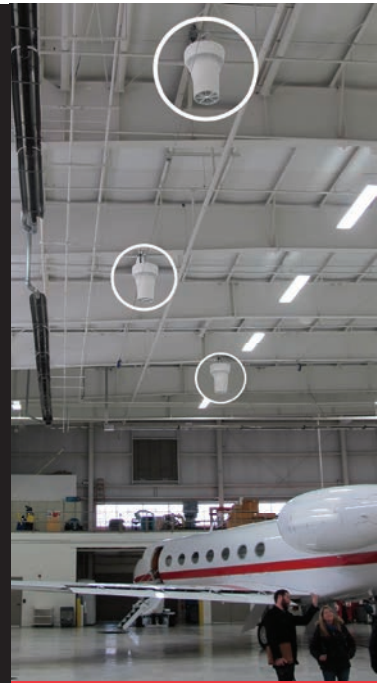
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ty is further revealed through the recently held third of its Q&A sessions on Twitter, featuring a senior executive. Its 46,000 followers (since rising to 61,000 followers) had the opportunity to ask the CEO, Stewart Wingate, any questions they may have had regarding the airport. Most airlines and airports wouldn't dare to venture close to a free-for-all like this in such a public way. Gatwick's latest session, held April 4, invited followers to pose questions to Tina Oakley, HR director.

Today, there are more than 300 airports on Twitter. Gatwick has certainly stood apart from competition, by attaching a face to the brand through its Twitter chats. Airports that follow the lead of Wingate and Armstrong could foster a much better relationship with customers. And guess what? They'd tell the world about it through social media!

## ENGAGE THE AUDIENCE

Not too far from London, Dublin Airport Authority's (DUB's) social media activity is about high

engagement levels and telling "stories." Public Affairs Director Paul O'Kane has a journalistic sensibility to their social approach.

DUB aims to significantly enhance the airport's existing relationship with its customers and stakeholders by leveraging original information and content across a variety of social media platforms. O'Kane is acutely aware that social media is not measured by the number of likes and followers, but rather through real engagement with the audience, which is what his team delivers—daily!

After spending many months developing an effective social strategy for DAA, O'Kane advises, "It's as useful to know what you don't want to do with social media as it is what you do want to do. And, Tweeting without strategy is just typing!" Last December, @Dublin Airport was named Best Airport Twitter Feed in the world in the Moodies Awards.

The mobile transformation alone has extraordinary implications for every airport, as the connected traveler will expect airports

**"There are two types of aviation people in the world—those who've got social media, and those who are about to get it."**

**PAUL O'KANE, PUBLIC AFFAIRS DIRECTOR,  
DUBLIN AIRPORT AUTHORITY**

to be accessible through connectivity, charming through excellent customer service and improved customer insight while on the go.

O'Kane had this advice for the rest of airports on social media, *"There are two types of aviation people in the world—those who've got social media, and those who are about to get it."*

## FROM DWELL-TIME TO SPEND-TIME

Beyond brand engagement, airports like Abu Dhabi International are already driving incremental revenue from social media. After just one month in the social sphere, the airport has used Twitter to promote its pay-per-use lounge during off-peak hours—an initiative that drove more than 18 new clients to the lounge in the first attempt! And the creative folks at Abu Dhabi have much more in store, in the coming months.

## CONSUMERS DEMAND SOMETHING NEW

This year will see some significant changes in how the airport brand and consumers use of social media, which could prove to be a real wake-up call for many airports.

Airports will need to think very carefully about the content they put out into the social media world, ensuring it is relevant and interesting to the connected trav-

eler. Sharing good content shows you understand what adds value to passenger experience.

Consumers aren't just craving new experiences—they're demanding them. Successful airports will be those that adapt and develop from customer insights, both positive and negative.

No matter how you look at it, if you wait another year to introduce a digital strategy, your airport won't just stand still—it will fall even further behind. Especially when the likes of Gatwick and Dublin are constantly innovating.



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McMullen is vice president for airports at SimpliFlying, a leading consulting firm that has advised more than 30 airlines and airports on customer engagement strategy. Following five successful years at Routesonline working with airports in route development strategy and marketing communications, McMullen currently leads global airport engagement projects for SimpliFlying.



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## FINAL ANALYSIS



### A LITTLE MYSTÈRE FOR TRAVELERS

Travelers through Seattle-Tacoma International Airport recently had an unexpected treat, when they caught one of several special appearances in the airport by high energy acrobatic performers from Las Vegas' original Cirque du Soleil show, *Mystère*. The troupe was there to call attention to a summer-long promotional partnership between Hudson Group and the famed international entertainment company.

# 1,539

The number of U.S. civil aviation accidents in 2012, which is slightly less than the 1,550 crashes reported by The National Transportation Safety Board in 2011.



Michael Sasso,  
New ATT Group Show  
Director, Cygnus  
Business Media

“By further reducing the number of legacy airlines and aligning the economic incentives of those that remain, the merger of US Airways and American would make it easier for the remaining airlines to cooperate, rather than compete, on price and service.”

QUOTE FROM US AIRWAYS INCLUDED IN LAWSUIT AGAINST US AIRWAYS AND AMERICAN AIRLINES MERGER

# 6 MONTHS

The length of time the American Heart Association and American Airlines Occupation Health Services will be teaching passengers waiting for flights Hands-Only CPR at Dallas/Fort Worth International Airport.



## \$2.75 MILLION

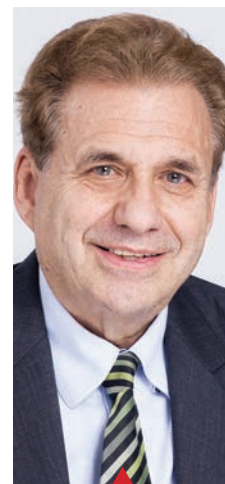
FAA'S PROPOSED PENALTY AGAINST BOEING CO. FOR ALLEGEDLY FAILING TO PROPERLY FIX QUALITY CONTROL ISSUES WITHIN A REASONABLE AMOUNT OF TIME.

“Ultimately, if an airport and an airline want to work together to put a project in place, and finance it a certain way, the federal government should have nothing to say about it as long as there is full disclosure.”

GREG PRINCIPATO, AGI-NA PRESIDENT  
(RETIRED)

# 97%

Airlines reporting planned investments in mobile passenger services and personalization by 2016.



John (Jack) Kasarda,  
named as consultant,  
Aviation Group of  
Parsons Brinckerhoff



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<sup>1</sup>Available feature. <sup>2</sup>Ward's Large Van segment, '13 NV3500 Passenger vs. '12 competitors. Air bags are only a supplemental restraint system; always wear your seat belt. Rear-facing child restraints should not be placed in the front passenger's seat. All children 12 and under should ride in a 2nd-, 3rd- or 4th-row seat properly secured in child restraints, booster seats or seat belts, according to their size. Air bags will only inflate in certain accidents. See your owner's manual for details. Always wear your seat belt, and please don't drink and drive. ©2013 Nissan North America, Inc.



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