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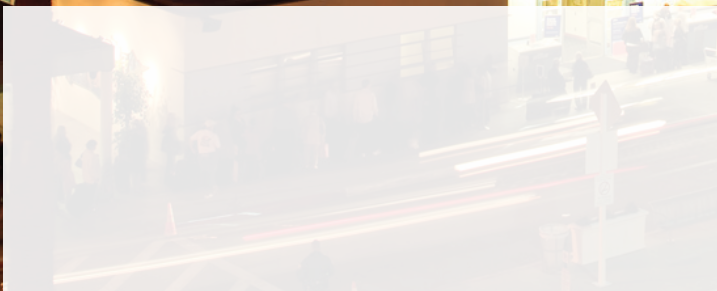
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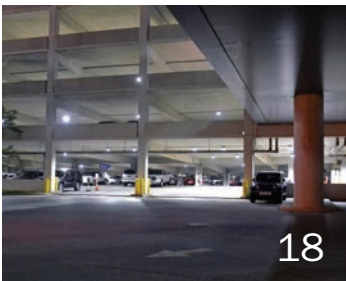
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By Tim Kern

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by Art Kosatka



VIDEO Network



Brad McAllister, Editor

A Fond Farewell

In just four and a half years, I feel like I have learned more about aviation and the business of airports than I thought I would ever learn about anything – and that feels great. Much credit is due to my team members at Cygnus Aviation, who have encouraged me to delve deeply into this expansive and exciting industry.

Before my time here at *Airport Business*, I had very limited exposure to the industry, apart from a stint my brother made in pursuing a professional piloting career years ago. Despite that, I have always been interested in powered flight — from the first time as a young boy seeing airliners approaching O’Hare when my father would take us kids to an occasional Twins/Sox game in Chicago.

I am not a pilot, although I did participate in an introductory flight lesson as part of my initial foray as assistant editor for this publication back in ‘08 (my trainer was Wisconsin Aviation’s Jim Quinn) — yet, the aviation ‘bug’ has me firmly in its grasp.

You don’t need to be a pilot to fall in love with aviation. I love aviation because the world depends upon it, and because everyone who works within it is very passionate about what they do. As editor for *Airport Business*, I have met many great professionals, and have developed many friendships. I thank you all graciously for accepting me into this industry, and for sharing your passion.

While the time has come for me to move on as a member of the Cygnus Aviation editorial team, I am very excited to be taking a new step in a very familiar direction. The rate at which technology is transforming all aspects of air travel and airport operations has interested me greatly from the moment I was introduced to aviation. Now, as a member of a forward-looking technology solutions firm, I will be at the pulse of what drives innovation and success in this industry.

I am a firm believer in the mindset that change in technology is constant and increasing, especially at the airport setting. But airports are adapting. They are finding new ways to generate

revenue in a time when Federal financial support is clearly inadequate. And airports are listening to passengers, and working like crazy to provide a travel experience that is beginning to finally restore the perception that the airport can be an exciting destination in and of itself.

As for GA? Airport business operators are still cautiously optimistic for the future. Service providers are adapting as well, however, and they are utilizing new communication tools like social media to engage their respective communities and to educate the public of the important role GA plays in economic development, and in connecting small towns and cities to the larger regional and national network.

This is why I love aviation. Everyone here is part of a community that only wants to see aviation thrive.

Welcome to 2013.

Thanks for your interest,
BDM

industry news

Boeing 787 Grounded

Dreamliners worldwide have been grounded as of press time after lithium ion batteries led to a fire in one plane and smoke in a second. Boeing is still building 787s even though deliveries have been halted, and is aiming to deliver at least 60 of the planes in 2013. That would keep it on pace for its current rate of building five per month. Boeing has said it wants to be building 10 787s per month by the end of 2013. U.S. aviation officials have asked Boeing for a full operating history of the batteries on the 787s. Japan’s All Nippon Airways confirmed that it had replaced batteries on its 787 aircraft ten times because they didn’t charge properly or connections with electrical systems failed; Japan Airlines also said it had replaced 787 batteries.

ACI-NA Releases 2013 Capital Needs Survey

America’s airports need to complete \$71.3 billion worth of essential infrastructure projects between now and 2017, including major runway and terminal expansions that are required to keep pace with passenger growth forecasts, says the association. During a media briefing, ACI-NA president Greg Principato stressed that the existing federally mandated funding system fails to meet U.S. airport capital needs for modernizing airport capacity which is critical for a safe, efficient, and globally competitive aviation system. The survey provides information on all airport projects over the next five years, not just those that are Airport Improvement Program (AIP) eligible, as is the case with the FAA’s National Plan of Integrated Airport Systems (NPIAS) report.

Briefs:

ACC — Paula Hochstetler will retire as president of the Airport Consultants Council (ACC) on Dec. 31, 2013. The ACC board of directors has unanimously selected ACC Executive Vice President T.J. Schulz to succeed her as president. At the time of her departure, Hochstetler will have led ACC for more than 19 years.

BOMBARDIER AEROSPACE — increased its aftermarket service network for business aircraft customers with the addition of a line maintenance facility (LMF) in Nigeria. ExecuJet Nigeria in

Lagos will complement ExecuJet's centre in Lanseria, South Africa, which has been part of Bombardier's Authorized Service Facility (ASF) network since 2002.

BONHAM (TX) — receives a \$1.6 million aviation grant from the Texas Department of Transportation's Aviation Division. The Texas Transportation Commission gave final approval in January for the grant for Jones Field. It requires the city of Bonham to match 10 percent, \$160,000.

CDA — Chicago Department of Aviation has been honored by the Construction Industry Service Corporation (CISCO) with a "Public Body of the Year" award. According to CISCO, the CDA was chosen for its management of the O'Hare Modernization Program (OMP), which has provided thousands of jobs to Chicagoland area union construction workers and contractors.

COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE — Holly Woodruff Lyons has been appointed Subcommittee on Aviation Staff Director. Woodruff Lyons has been a member of the Subcommittee staff since 2002, and the top Republican Aviation staffer since 2007.

DANE COUNTY REGIONAL AIRPORT (WI) — Passenger traffic was up 6.7 percent when compared to 2011, marking the second-best year in airport history. In 2012, the airport recorded 810,953 passengers, behind the record year of 2004 when 847,341 passengers flew out of the airport. Officials credit the boost to several service expansions that included flights to New York-LaGuardia; Cincinnati; Denver; Orlando, FL.; and Washington, D.C.

DELTA AIR LINES — will add new service to Atlanta from Burlington, VT; Green Bay, WI; and Anchorage, AK, beginning summer 2013.

DELTA AIR LINES — the Port Authority of New York and New Jersey, and JFK International Air Terminal LLC (JFKIAT) will continue expansion at JFK International Airport with a \$175 million project that will add 11 gates and 75,000 square feet to Terminal 4's Concourse B. Delta has committed an additional \$5 million for information technology enhancements. The new project is in addition to the previously announced \$1.2 billion redevelopment at Terminal 4 set to open in May.

DFW — Jeff Fegan announces plans to retire in September as chief executive of Dallas/Fort Worth International Airport. Fegan, 58, has held the top position at DFW since 1994.

EPIC — announces the release of the iGo EPIC app. The app offers easy search functionality and fuel pricing for FBOs within the EPIC FBO Network. For EPIC Cardholders there's an added convenience of getting account specific

pricing by FBO location.

GOOGLE — execs could be getting a serious travel upgrade with the proposed addition of an \$82 million facility that would service and house their private jets at the Mineta San Jose International Airport. The proposed 29-acre expansion will include an executive terminal, hangars, and ramp space large enough to accommodate large business jets and aircraft servicing facilities.

HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT — is keeping its title as the world's busiest. Airport officials say passenger traffic increased by more than 3.1 million passengers in 2012 — making 2012 its busiest year ever.

JDA AVIATION SOLUTIONS (JDA) — and Group & Wang Associates (G&W) of Washington, D.C., and Beijing have entered into a strategic cooperative relationship to help aviation companies improve safety and quality management

FBO snapshots

DUBAI CONCOURSE A READY FOR A380

Dubai Airports and Emirates has completed the phased launch of Concourse A — the home of the A380 and the world's first purpose-built facility for the aircraft at Dubai International.

All 20 A380 capable contact gates and Emirates' luxurious First Class and Business Class lounges, which comprise 29,000 square meters of the facility, are now fully operational after a five-week-long phase-in period.

During the first month of operations following its inaugural flight on January 2, 2013, EK003 bound for Heathrow and operating from one of the four contact stands opened during Phase 1, Concourse A has handled 461,972 pieces of luggage carried on over 2,450 flights serving 589,234 passengers.

With 11 floors and a total built-up area of 528,000

sqm, Concourse A is connected to Concourse B and Terminal 3 via an underground train. The First Class and Business Class lounges have dedicated floors that offer direct and convenient access to aircraft boarding gates. The lounges, which extend the entire length of the concourse, are the largest in the world and offer customers fine dining with showcase kitchens, conference rooms, business centers, a Timeless Spa, entertainment zones, dedicated smoking areas as well as children's play areas. The First Class lounge passengers also have the added convenience of a dedicated duty-free shopping area and a Le Clos wine cellar.

Concourse A also offers an enhanced duty-free shopping and dining experience featuring a wide variety of high-quality and globally recognized food and beverage brands which include Paul,



Umaizushi Bistro, Picnic, Wafi Gourmet, Carluccio's, Cho Gao, Pulp Juice Bar, McDonalds and McCafe, Shake Shack, Costa Metropolitan, Starbucks, Le Pain Quotidien, Giraffe, Heineken Lounge, Jack's Bar & Grill, and Moet & Chandon Champagne Bar.

Concourse A boosts capacity at Dubai International from 60 to 75 million passengers per year. It is a vital part of Dubai Airports' \$7.8 billion Strategic Plan 2020 which will increase airport capacity to 90 million by 2018.

FBO snapshots

TAC AIR OMAHA COMPLETES EXECUTIVE TERMINAL RENOVATIONS

TAC Air, a division of Truman Arnold Companies, has just completed extensive interior and exterior renovations to its executive terminal at Eppley Airfield (OMA) in Omaha, NE, and is moving forward with the construction of 20,000 square feet of new hangar space to accommodate general aviation customers.

Improvements to the interior facility include new wall and floor coverings, remodeled restrooms, a modernized conference room, a remodeled pilot lounge with new furniture, HDTV and work stations, new and refinished lobby furniture, an updated weather briefing room, enhanced Wi-Fi con-



nections, and a new interior ceiling.

Construction of the 20,000-square-foot storage hangar, 2,000 square feet of office space, and 60,000 square feet of ramp space is slated to begin immediately to accommodate growing industry demands. It is scheduled to be completed by late spring of 2013.

and comply with the U.S. and People's Republic of China civil aviation regulations and certification requirements. The focus will be on airworthiness, certification, airline and airport safety auditing and management.

LANDMARK AVIATION — announces Charlie Ferraro as a regional vice president. Ferraro will supervise the company's Western U.S. locations, which include operations at IFP, LAX, OAK, SAN, and SDL.

MIDWAY AIRPORT — FAA approves the City of Chicago's preliminary application to its privatization pilot program, allowing the City to move forward with issuing a Request for Qualifications (RFQ) for potential interested bidders in Midway Airport, and test market interest, conditions, and revenue generation possibilities for the potential lease of Midway.

MIDWAY — The number of passengers boarding flights at Midway Airport last year increased a modest 1.8 percent from 2011, to 9.67 million travelers, enough to surpass the airport's previous high set in 2004. Five airlines provide more than 510 daily flights to about 65 cities.

NBAA — changes the name for its largest annual U.S. event from "Annual Meeting & Convention" to "Business Aviation Convention & Exhibition" ("BACE").

NORTH TEXAS BUSINESS AVIATION ASSOCIATION (NTBAA) — will be presenting the first annual Safety Show-Down event on April 3, 2013 at Million Air Dallas at Addison (KADS) Airport.

NORTHROP GRUMMAN CORP.'S — Europe-based airport systems group has signed a contract with the U.K.'s East Midlands Airport, part of the Manchester Airports Group, for the delivery of the Passenger Flow module of its Airport Realtime Collaboration (ARC) suite.

PARAGON NETWORK — Paragon Aviation Group adds two locations DuPage Flight Center (KDPA) in Chicago, and Henriksen Jet Center (KTME) in Houston. Located in West Chicago, DuPage Flight Center is an alternative to Midway. Its 14,000-square-foot executive terminal features an array of professional amenities, including on-site catering, a restaurant, and exercise facilities.

PINNACLE AIRLINES — announces it will move its headquarters from Memphis to Minneapolis-St. Paul International Airport (MSP).

PIPER AIRCRAFT — The FAA is requiring inspections on tens of thousands of older model Piper

airplanes to check cables that control tail surfaces. The FAA is posting a directive prompted by reports of failures in the cable assembly which direct a plane's nose. The rule requires inspections and parts replacement as needed, to correct what the FAA calls an "unsafe condition."

REPUBLIC AIRLINES — Embraer and Republic Airways Holdings Inc. sign a contract for the sale of 47 Embraer 175 jets. The agreement includes options for an additional 47 aircraft, providing a potential for 94 E175s, which could reach a total value of approximately \$4 billion.

RIZON JET — the luxury flight services company headquartered in



U.S. Domestic National Metrics

Year/Quarter	2012Q3	% Change '12 Q3 v '11 Q3
Total Passenger	112,661,405	-4.4%
Gross Revenue	\$22,898,920,242	-2.7%
Airline Net Revenue	\$19,945,684,645	-2.5%
Average Gross Fare	\$219.13	2.0%
Average Net Fare	\$190.87	2.2%
Ticket Yield	16.01¢	1.8%
Nonstop Yield	16.92¢	1.7%
Avg. Passenger Trip (Avg. LOH)	1,192	0.4%

Source: Aviation DataMiner Analysis of DOT/BTS Data

Airlines are continuing to moderate — actually, reduce — capacity, and focus on increasing revenues per unit of capacity. Based on the average one-way trip, the consumer paid \$219.13, including federal fees and taxes, which was 2.0 percent higher than in the third quarter of last year. (Shown as "Gross Fare"). This trend will continue into 2014, based on Boyd Group International's forecasts of airline strategies and fleet trends. Bottom line: in 2013 expect a financially healthier airline industry, but consumers will be paying more to fly.

FBO snapshots

VAIL VALLEY JET CENTER NOW OFFERING AVFUEL CONTRACT FUEL

Avfuel Contract Fuel cardholders can now access cost-plus rates on jet fuel and take advantage of pre-authorization and billing processes while experiencing Vail Valley Jet Center. Vail Valley Jet Center provides easy access to Colorado's most popular ski areas as well as a number of amenities including transportation, catering, rental cars, conference rooms, crew showers, an entertainment room, and complimentary mountain bikes and snow shoes. The FBO is routinely recognized as one of the top independent FBOs in the United States in industry surveys.

For more information, visit www.vvjc.com.



Doha, State of Qatar, announces that its VIP Terminal in London Biggin Hill has been ranked No. 1 in this year's European Business Air News (EBAN) FBO survey.

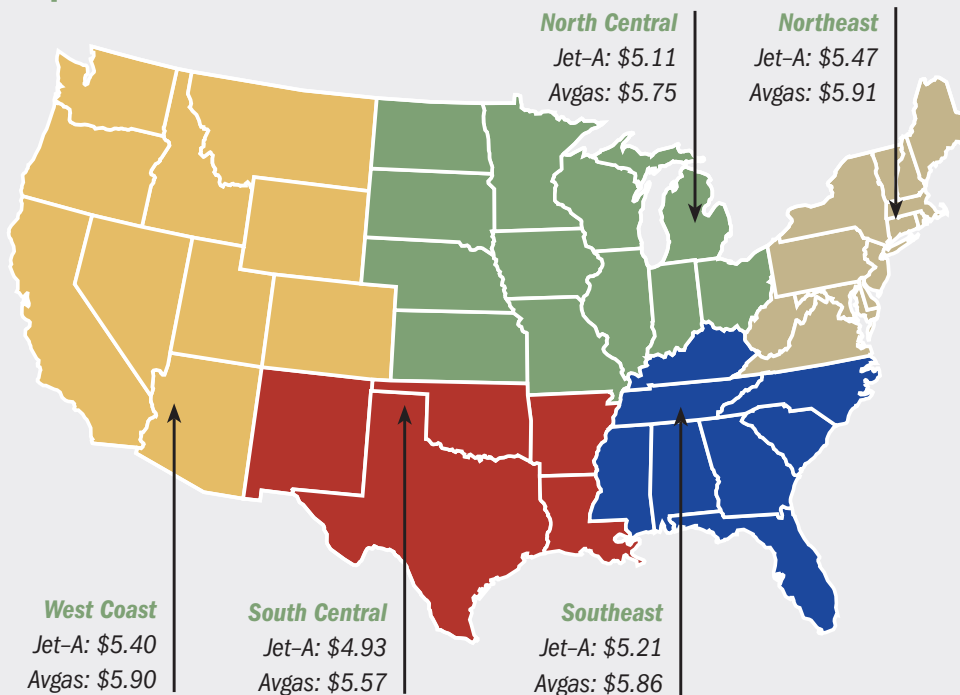
SINGAPORE — plans to add a fourth terminal to its international airport, boosting the number of passengers it can handle to 82 million a year as low cost airlines burgeon in the region. Changi International Airport says that construction of the 600 million Singapore dollars (\$485 million) terminal will begin in the fourth quarter of this year and be completed by 2017. It will spend a further S\$680 million on airfield infrastructure, aircraft parking spots, and security.

SWISSPORT USA — plans to hire 1,000 New Jersey residents for available positions with the aviation ground services company at Newark Liberty International Airport as it opens a new cargo and baggage handling operation this spring.

TRIANGLE GRADING AND PAVING — has been awarded a \$943,182.78 contract from the city of Lynchburg, VA, to enhance Lynchburg Regional Airport (LYH). The project is expected to begin Friday, March 15 and is scheduled to be completed by May 2013.

U.S. DEPARTMENT OF TRANSPORTATION — According to the Air Travel Consumer Report issued by the U.S. Department of Transportation, the reporting carriers posted a rate of 3.09 reports of mishandled baggage per 1,000 passengers for 2012, an improvement on 2011's rate of 3.35 and their lowest rate of mishandled baggage for a year since this data was first reported in September 1987. **ab**

fuel watch



The following fuel prices were derived from transactions completed with the AVCARD credit card during January. 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.

Effectively Plan For Irregular Ops

How the C³ methodology in ACRP Report 65 can help airports improve passenger service in any situation

Rose Agnew and Stephanie Ward, members of ACRP Report 65 project team

Over the past decade, passengers stranded on tarmacs or in terminals have caught the attention of the media, public watchdog bloggers, and politicians. These situations, called irregular operations (IROPS) events, disrupt flight schedules and passenger travel itineraries, often negatively impacting passenger service provided by the aviation industry.

In response, the U.S. Department of Transportation (DOT) and the Federal Aviation Administration (FAA) passed legislation targeted at both airports and airlines, including the DOT's *Enhancing Airline Passenger Protections* rules in 2010, and the *FAA Modernization and Safety Improvement Act of 2012*. These efforts intend to promote mutual assistance in the aviation industry to alleviate the effects of IROPS on passengers.

To assist airports in complying with new regulations, creating newly mandated plans, and improving passenger service, the Transportation Research Board (TRB) funded and the FAA sponsored an Airport Cooperative Research Program (ACRP) project to produce *ACRP Report 65: Guidebook for Airports Irregular Operations Contingency Planning*. This guidebook, released in February 2012, helps airports develop both DOT-required tarmac delay contingency plans and individual airport IROPS response plans.

One Airport At A Time

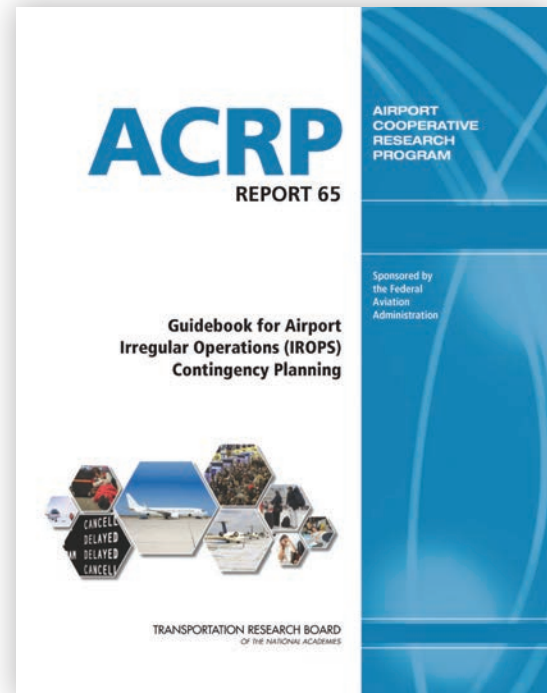
During the nearly 24 months of research leading up to the publication

of *Report 65*, the ACRP research team concluded that airports need to focus on more than just stopgap measures to make gates available for deplaning passengers during tarmac delays. *Report 65* provides tools to assist an industrywide reform, one airport at a time.

The recommendations are based on a concept first coined by Dallas-Fort Worth International Airport (DFW) management in 2007. The "C³" concept, which stands for "communication, collaboration, and coordination," challenges airports to work in conjunction with other service providers, such as reliever airports, airlines, airport tenants, ground personnel, concessions, and government agencies including the FAA, the Transportation Security Administration (TSA), and Customs and Border Protection (CBP).

"C³ enables all aviation service providers to bridge the gap between going it alone with individual plans to achieving an environment of partnering for success," says Jim Crites, executive VP of operations at DFW. "When the industry works together to distribute diversions evenly across several airports, they realize a collective success in the eyes of passengers while achieving a cost-effective solution to maintaining the balance between supply and demand."

This C³ philosophy is the driving force behind the tools and resources found in *Report 65*. It shows how airports can use local IROPS committees to involve all providers to formulate collaborative contingency plans for establishing shared situational aware-



ness. Shared situational awareness is created when information is clearly communicated between all aviation service providers as needed to help these organizations ensure passenger needs are met.

Report 65 also shows how these committees can gauge plan effectiveness, which is an airport's ability to respond to four categories of IROPS impact situations related to passenger service. These situations include: surge (passengers and aircraft), capacity (terminal and gates), after-hours (security and concessions staffing), and extended delay.

Comprehensive Guidance

Beginning in *Part 1 – Fundamentals of IROPS Planning*, the guidebook's six chapters review the necessary steps for implementing C³ to improve airport



Once published, the FAA requested that Report 65 be disseminated through regional training sessions. ACRP staff members, in conjunction with the FAA, chose hub airports across the country to host these sessions based on their proximity to congested airspace and unique climate conditions. These airports were located in areas around Washington (D.C.), Chicago, San Francisco, Boston, Atlanta, Orlando, and Phoenix.

about the author

Rose Agnew is principal of Aviation Innovation, LLC. Agnew has more than 25 years of business and management development experience within the aviation industry. Her work includes supporting airports with developing Irregular Operations (IROPS) Response Plans in coordination with airlines and government organizations.

about the author

Stephanie Ward, AICP, is an aviation planning manager for Mead & Hunt with 20 years of planning experience for airports and aviation agencies. Her work includes traditional master planning, environmental assessments, land use compatibility plans, state system plans, and public involvement.

response efforts. *Part 2 – Resources*, provides various topics and tools that can be used to achieve collaborative plan development as well as a sample IROPS plan. Three of the sections from *Part 2*, including *Resource A – Topics for IROPS Plan Development*, *Resource B – Model IROPS Contingency Plan*, and *Resource C – Tools*, are available on the ACRP project website in a Microsoft Word format that airports can download and tailor to their own circumstances.

Both the model plan and guidebook are scalable to relate to large, medium, and small airports. They are also flexible to support airports in either improving their existing IROPS contingency plans or creating a completely new plan. To ensure its scalability and flexibility, *Report 65* was tested on five airports of varying size. Lessons learned from these airports were then incorporated into the final draft of *Report 65* before it was released.

The guidebook demonstrates how a local IROPS committee can be used to leverage executive buy-in from service providers who may not be on board with the recommended

C³ process. *Chapter One – Executive Buy-in/Get Organized* describes how a cross-sectional committee provides a nonthreatening environment for starting a dialogue between various local service providers.

“We had an initial plan in place when we began looking at *Report 65*, but we found it easy to use the tools and model plan to form our local IROPS committee and refine our tarmac delay contingency plan by the spring [DOT] deadline,” relates Brian Thompson, operations manager at Rochester International Airport. “The guidebook demonstrated the critical role each individual plays in delay and diversion situations, and showed us how important it is to work together effectively with so many different parties.”

Airports that already have contingency plans in place are offered methods for exposing gaps in current operating procedures related to IROPS response. In *Chapter Two – Document Current Situation*, exercises like a self-assessment questionnaire and checklists for evaluating current plans can iden-

tify where C³ solutions can be implemented. For instance, these tools can detect where passengers, especially those with special needs, require additional accommodations both in terminals and off site at hotels during events lasting more than 24 hours.

Cost-effective solutions for airports are provided in *Chapter Three – Establish Procedures to Cooperate*. Airports are provided sample agreements to use with airlines, the FAA, CBP, TSA, concessions, and ground transportation for sharing resources with one another. These can include flight status communication for reliever airports so they can meet the needs of incoming passengers and aircraft. In addition, its synopsis of technology considerations is focused on ways C³ can be generated or improved upon during IROPS events at varying economic levels.

In *Chapter Four – Review, Update, and Training for Plan Implementation*, airport IROPS committee members are given tips on how to update plans and train personnel once their contingency plans have been developed and approved. “Table top” training, or

exercises that are accomplished across the table from one another using the C³ process, enable participants to practice communicating how they would handle real-life IROPS situations, such as appropriately staffing and stocking concessions to handle extra passengers.

Methods for developing shared situational awareness are highlighted in *Chapter Five – Consolidated Cooperation During an Event*. In addition to tracking aircraft and weather patterns, the guidebook recommends initiating C³ protocols with concessions, ground transportation, government agencies, and reliever airports to evaluate the situation and anticipate needs. These needs can include the ability of a terminal to accommodate passengers and the number of gates available to meet aircraft delayed or diverted there.

To achieve continuous improvement, in *Chapter Six – Capture Lessons Learned and Updating Plans*, the local IROPS committee is tasked with ensuring C³ continues after each IROPS event occurs through a debriefing process. This focus on regular updates ensures contingency plans evolve with changing regulations, conditions, and passenger needs.

Improving Customer Service

Once *Report 65* was published, the FAA not only endorsed it, but also requested that it be disseminated through regional training sessions. ACRP staff members, in conjunction with the FAA, chose hub airports across the country to host these sessions based on their proximity to congested airspace and unique climate conditions. These airports were located in areas around Washington (D.C.), Chicago, San Francisco, Boston, Atlanta, Orlando, and Phoenix.

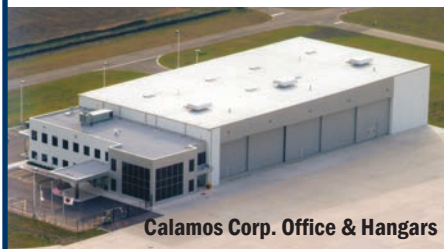
Approximately 90 percent of major U.S. hub airports attended these training sessions. This has resulted in a significant number of the busiest airports across the nation being equipped to develop IROPS contingency plans using *Report 65's* C³ philosophy. By using the guidebook as a tool to

develop individual IROPS contingency plans, consistent response planning may be implemented nationwide. This could potentially make it easier for everyone to collectively anticipate IROPS event protocols, and proactively initiate response measures to ultimately improve customer service for passengers. **ab**

ACRP Report 65 can be viewed by going to the TRB website at <http://www.trb.org/Publications/Blurbs/166569.aspx>. Hard copies can also be purchased at this site. Airports are encouraged to first read the fundamentals section and then proceed with additional topics they may find beneficial. ACRP research team members included: Aviation Innovation, LLC; Mead & Hunt Inc.; Barich Inc.; and The Greater Toronto Airports Authority.

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World-Class,

Without The Pricing

**Historic Long Beach
Wraps Up Modernization**

Tim Kern, aviation journalist, INK



ahead of schedule and under budget.” “Southern California resort look and feel.” “Twenty minutes from the parking lot to the gate.” That’s Long Beach, CA’s new passenger concourse, which opened for operations on December 12. Though there is still plenty of work to do, the function is obvious, and the style, including some surprises, is also obvious.

Long Beach Municipal Airport (Daugherty Field; KLGB) welcomes more than 3 million commercial passengers a year through its 41 daily operations, plus a healthy amount of corporate and private traffic. Additionally, as the assembly site for Boeing’s C-17 Globemaster III, the 10,003-foot main runway stays busy. In recent decades, though, LGB’s considerable charm was becoming an increasingly-solitary draw.

Located just down the coast from Los Angeles and with neighboring harbor facilities (the largest in the U.S.), Long Beach was a city in decline, as the once-considerable defense businesses (including such significant entities as the U.S. Navy) pulled out starting in the 1980s. By the mid-’90s, Long Beach looked like just another abandoned, run-down, stagnant American city.

Now six and a half years in office, Mayor Bob Foster comments, “Fifty thousand jobs left Long Beach in the 1980s; then the Navy pulled out. The city was at ‘depression level’ in the mid ’90s.

“Except for the Riviera-like weather and incredible nearby scenery, it was running on empty.

“We have a great tourist destination here, and we know that the airport is a big part of that. We had an airport that went from cute, iconic, and comfortable ... to cute, iconic, and congested. One of our goals was to go from parking lot to gate in 20 minutes. We wanted the improved airport to be ‘big, but manageable.’ The airport is the face of the city. This was a very important project, and it turned out better than expected.”

The city was well-positioned to exploit the downturn, as Foster relates, “We don’t carry a lot of debt. One-time revenue is hardly ever used for ongoing expenses.”

The significant hub for JetBlue (JetBlue uses the term ‘Focus City’) and a destination for Delta, US Airways, and Alaska, soldiered on, its excellent military infrastructure supporting giant airplanes as well as the 737s, A320s, and 757s that make up the daily faire.

Unfortunately, LGB looked and felt old. A traveler’s review in 2010 describes the airport as “Rinky-dink, decrepit, and old; a local airport that should have been either upgraded or torn down DECADES ago.”

Could Have Gone Either Way

The do-over could have been a disaster; it nearly became one, but those in charge didn’t give up and worked on the common goal, knowing that a vibrant, convenient airport can transform a city. Long Beach, though, did not want to concentrate on only airline traffic.

First, its NIMBY-limited 41 daily ops constrained airline expansion; second, its huge capacity and long runways invited corporate use. With an in-the-fence area of 1,166 acres and easy transport over short distances to the Los Angeles area, LGB had, in addition to capacity, an ideal location.

The project needed to expand air-



plane-handling capacity, and early on, the decision to forego jetways was made. This was not to preserve the 1930s feel of Long Beach, but rather to allow flexibility in aircraft docking. Since the climate is dry and mild, passengers will typically have a pleasant walk to/from their planes. Stairs also allow, should airlines desire, loading through fore and aft doors, simultaneously.

Passenger convenience was paramount. Not only is LGB one of the few airports with free Wi-Fi, the airport’s planned convenience extends all the way from terminal signage to mobile apps that tell what’s going on, so that ground transportation can be updated in real

Long Beach Airport Director Mario Rodriguez

time.

Early in planning, the decision was made that the original terminal could be retained and repurposed, and the new concourse would be built between the historic terminal and the runways. This not only preserved history, it meant that construction costs could be minimized as new facilities would not have to duplicate existing ones.

Airport director Mario Rodriguez

arrived here in early 2009 after turning around and improving a couple other regional airports. He had a different vision. "All airports look exactly the same," he remarks. "Why? We can break that mold. We can make it simple, pleasant, and convenient. We don't need to scale down O'Hare." Over the airport's design life (30 years), the airport's flexible design allows "the ability to change on the

fly, at 1/10 the price of building new."

However, the things that could derail the cost savings were the unplanned, such as the original general contractor's default. Work effectively stopped. Rodriguez explains, "We [airport management] in essence took on the role of general contractor during the interim period," maintaining key subs, listening to those subs and revising the plan on the fly to make best use of completed work and avoid costly pitfalls that were yet to come. The city and airport management's reaction to this possible tragedy was key to the project's ultimate success and its being both early and under budget.

The airport's new construction meets and exceeds LEED-Silver standards (the airport believes it can earn Gold certification), employing everything from lo-flow toilets to getting an eighth of its electrical power through solar technology.

Still, Costs Matter

Rodriguez notes that typically airport facilities are financed through bonds. This debt, much like a mortgage, is paid by the airlines. The airlines, in turn, pass this cost on to their customers. "We opted to be more businesslike and prudent," he says. "Our new improvements are self-funding, which means that the cost should not be passed on to our airlines and, by default, our customers."

Airlines got involved from the beginning, knowing they were not obligated to fund the project. "When they heard 'free,' they got very interested," and were themselves free with their ideas and help, adds Rodriguez.

"LGB stands out not because we spent hundreds of millions to accomplish this task, but because we did not. We designed the building in such a way that it is easy to modify, and we have the money to do it."

On the side of comfort, Rodriguez has only local businesses as concessions, run through The Paradies Shops. "With every [other] airport the same, we wanted to do it differently," comments Rodriguez. "This is not a 'big box' airport. Over here, it looks,

THERE'S AN APP FOR THAT. ALL OF THAT.

Arpit Malaviya, VP for business development at ProDIGIQ, points to one of the forty 65-inch HD screens that will communicate to everyone in the new terminal. Everything from arrivals and departures, to commercial flight tracking, to ADA-compliant visual paging, to emergency warnings and instructions.

Two walls of six ganged-display screens can also welcome guests or "act like a digital billboard," says Malaviya. Each screen also supports an advertising delivery function. "Mario Rodriguez [airport director] wants this facility to support itself, and he is open to unconventional funding streams."

Airport signage isn't new. What is new at LGB, though, is the seamless integration of information. "We support the passengers with information all the way from their homes to their cars, through the terminal, and through baggage claim on their way back," says Malaviya, "And all in real time."

With an iPhone, iPad or Android app, a traveler can see the arrival and departure information anywhere, any time. Better yet, all the apps and all the screens draw from one data set. "The customer sees the information as soon as the airport; and it all agrees internally."

Everything comes from the cloud. "I personally believe this is one of the largest all-cloud installations in the world," Malaviya continues. "Regional airports are leading the way. They have limited in-house [IT] resources, so they need outside help with their solutions.

That they don't have these resources is really a blessing, though, because this way, they can lead the industry in technology."

Everything is off site, and everything is run by ProDIGIQ (its largest installation is Indianapolis International Airport). "It's not the airport's responsibility; it's ours," remarks Malaviya. "Where this kind of advanced information system might take as many as a dozen people to run locally (and with the local obstacles of finding and expanding IT training and people), the airport needs no one."

Instead of spending money up-front on equipment and technology, and paying attention to maintaining and upgrading it, the airport management passes those tasks to ProDIGIQ. This takes a certain level of trust, and the airport's due diligence was satisfied with examination of ProDIGIQ's 50 existing installations. (Five more airport installations are currently underway.)

Still, it is convenient that ProDIGIQ is located nearby, in Calabasas. "This also allows us to bring new ideas to LGB, first," says Malaviya. "Today's passenger comes from beyond the terminal. We think beyond the terminal."





feels, tastes like a high-end resort. You won't see Starbucks, Burger King — and no upticks. Everything is street-priced here. It elevates your experience without gouging — we're world-class, without the pricing."

Rodriguez, whose annual airport budget is just under \$40 million, aims to make the airport at least a break-even proposition rather than a cost center for the city. He addresses areas where the airport was doing things that looked good on paper, but that weren't working. A case in point comes from the City Auditor's report, issued in early 2012.

With more than 3 million passenger operations, one would expect a thriving taxi and limo business. There are 26 shuttle van operators and approximately 460 luxury sedan/limousine operators authorized to access the airport, and per their contracts, such services self-report, and pay a fee of \$1.75 per passenger. At the time of the report, "Underlying support for these payments, such as sales receipts or gasoline meter readings is currently not being required." Further, the

underlying basis for these payments — the number of airport pickups during the preceding month ... is not independently verified.

Checking further into the revenue stream from livery, the auditor found that in a single month, "Of the 18 operators listed in the log, one accurately reported the number of passenger pick-ups. The remaining 17 operators either under-reported pick-up activity or did not submit a report."

The auditor's report contained several suggestions, which the airport investigated. "One option we contemplated is working with the Los Angeles International and John Wayne Airports to implement a program where all three airports use a single electronic transponder system that will record each visit to the airport and allow for electronic reconciliation and possibly billing," explains Rodriguez. "Conversations have been promising ... but [under current conditions] it does not make any business sense. The preferred option in this circumstance is to opt for a yearly permit fee in lieu of a per pick-up fee to reduce admin-

istrative overhead."

Rodriguez thinks the interim solution is a lot better than maintaining the status quo. "Currently, LGB spends about \$80,000 to collect almost \$45,000," he adds. "The annual fee option will lower costs to near revenue levels."

Mayor Foster remarks, "[Rodriguez] wanted to make this a social airport and a 'Long Beach' airport, using local vendors. He wanted an airport where you could afford to buy a sandwich without the fear of actually eating it."

Long Beach has largely achieved its goals. Though there remains some six more months of work ahead, the passenger experience has improved; the food is good; the Wi-Fi remains free; the integrated information system works; and passengers can still get from the parking lot to the gate in under 20 minutes.

As the mayor says, "In Long Beach, we're not LA." **ab**



Mayor Bob Foster



Ralph Hood
*Certified Speaking Professional;
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Ag Aviation - Uptown

I recently spoke at the Missouri Agricultural Aviation Association. If you think ag aviation (cropdusting, for you folks my age) hasn't changed a lot, you shoulda been there.

Back in the 1950s, ag aviators flew Stearmans, and for good reason. My old boss Bob Hudgens could buy a new Stearman in a crate and modify it, ending up with a cropduster for a grand total of about \$1,000.

By the time I started selling and insuring cropdusters, Stearman operators were fading out, replaced by purpose-made ag aircraft with names like Cessna, Piper, and AgCat. Today many ag aircraft are powered by turbine engines that cost a fortune, but work like the legendary Tasmanian Devil.

What fascinated me most was a terrific safety program called the PASS program, which is put out by the National Agricultural Aviation Association. Presenters Dennis

Gardisser, PhD, and Barry Wilson did a great job.

One shocker to me was that it is now illegal to land an ag aircraft (or other restricted category aircraft) at any airport served by airlines, unless you have written permission in advance. Wow! I remember operating those aircraft in/out of Little Rock, AR; Montgomery and Huntsville, AL; Charlotte and Greensboro, NC, and other such fields. Someone said he thought that law was changed after 9/11.

PASS included stats on accidents with details that were very informative. You can bet the ag pilots paid attention.

New info indicated that above 160 miles per hour, current spraying equipment can't keep the droplets of liquid from drifting. Dennis suggested that — until better nozzles are developed — the pilots should slow down to 159 mph or less to avoid the liability.

Back when I was selling to the industry, there were not — to my knowledge — any airplanes that could spray at 160 mph. Now, with PT-6 P&W engines, they can. BTW, I learned last year from P&W that the ag aircraft market makes up a big percentage of all the small aircraft engines they sell.

There was also a lot of fun to be had at the convention. I didn't know many of the group, but that didn't matter. Ag aviation is a small group of people in every state, and many of them knew many people I had known in the old days. We swapped stories aplenty.

From my home in east Tennessee to Cape Girardeau is 520 miles, and I drove it each way. It danged near killed me. I do this every few years when I get tired of dealing with airline schedules, and it is always a mistake. I say I won't do it again, but somewhere down the road, when the flight schedule doesn't fit my plans, I probably will. More's the pity.

I have speeches for aviation groups scheduled in the near future for the Montana DOT in Butte, MT, and for Women in Aviation in Nashville. Both are repeats, and both will — as was the Missouri speech — be fun and informative.

ab

“New info indicated that above 160 miles per hour, current spraying equipment can't keep the droplets of liquid from drifting.”



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Light It Up

Cleveland's Hopkins International Airport retrofits its public parking garage lighting, a switch that takes less than five minutes per fixture and produces more than 70 percent energy savings

Rick Racey, Beacon Products

the Airport Authority for the City of Cleveland, OH, realized state-of-the-art LED parking-garage interior lighting systems could save significant energy compared to metal-halide systems presently employed.

The project's lighting-design goals were straight-forward:

- Substantially reduce energy costs 24/7/365;
- Strive to increase light levels day and night in front of cars entering the garage looking for parking spaces, or leaving;
- Similarly increase light levels at the rear of, and in-between parking spaces whether available or occupied, perpendicular to motorist's line of travel;
- Materially reduce routine light-fixture maintenance, malfunctions, and necessary lamp replacements;
- Reduce lighting glare in motorists' eyes;
- Provide a long-lasting lighting solution, not likely to become predictably outdated

The Airport Authority requested

proposals from seven different lighting manufacturers nationwide with Cleveland-area sales representation, who offered various alternatives to present metal-halide lighting. All seven responded. After viewing product samples, reading proposals, and conducting an ROI analysis of proposals, all selection criteria clearly pointed to a new-type of specially designed parking-garage luminaire, exclusively employing unique LED arrays: the Endura ceiling-mounted LED interior luminaire, with low-glare "Dual-Directional" Drive-Lane Optics.

LED-Based Fixtures

The consensus of Airport Authority testing was that actual light distribution inside their existing parking garage, showed Endura LED luminaires to have superior distribution along drive lanes, with great evenness, no "hot spots," and low-glare high-color-rendition white light. This light projected in front of drive lanes, avoiding common problems of dark shadows in the line of travel.

Ease of retrofit installation on a one-for-one basis in place of existing

metal-halide light fixtures, re-using existing wiring connections, was also greater than all other fixtures tested; less than five minutes per luminaire. ROI payback was calculated at 24+ months for a short-term, predictable payback.

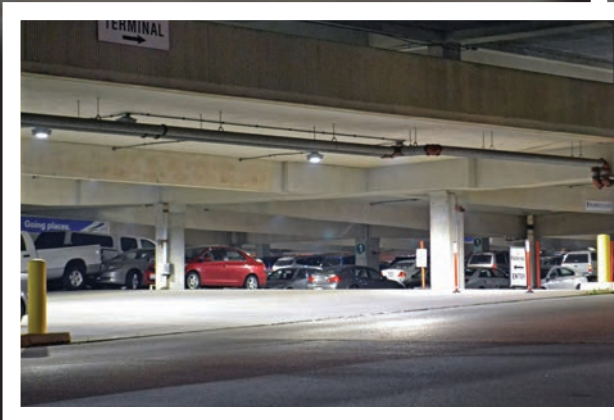
LED-based parking-garage fixtures suffer no lighting outages with brief voltage drops or "faults" in power lines; and do not have minutes-long lighting interruptions plus restriking delays until light returns to full illumination. LEDs also emit white, daylight-mimicking high-color-rendition light, and commonly have 50,000 hours of operating life, double MH, and never burn out but simply grow dimmer over time.

Endura parking-garage LED luminaires are newly designed precisely for airport and other self-park above-ground public parking garages. The lighting solution is purpose-designed and built with "Dual-Directional" LED systems, which its manufacturer, the long-established Beacon Products division of Hubbell Lighting, terms Drive-Lane Optics.

Drive-Lane Optics achieves lighting



Raising part of parking-garage fixtures' light to 70 degrees in the direction of perpendicular parking spaces on either side of a driver's lane of travel raises peak candlepower to benefit any motorist searching for a parking space.



distribution particularly effective for typically low mounting heights found in public parking garages at airports, shopping malls, urban shopping, business districts, and private parking garages integral with large-building or recreational complexes, urban or suburban.

Peak "candlepower" from Endura LEDs in the direction motorists are traveling in a parking-garage drive lane is actually reduced to a 55-degree low-glare angle, from a typical 70-degree-high-glare light angle in drivers' eyes, in often dark parking garages. For any type of light fixtures — HID, linear fluorescent, standard LED light fixtures, or any other light-source type — most interior commercial light fixtures are not specifically designed for the special problems encountered by motorists when entering, parking in available spaces, or leaving public parking garages.

Conversely, raising part of parking-garage fixtures' light to 70 degrees in the direction of perpendicular parking spaces on either side of a driver's lane of travel raises peak candlepower to benefit any motorist searching for a parking space. More light from this higher angle is not directed at drivers, but directed to parking spaces perpen-

dicular to drive lanes, and is projected toward front or rear bumpers of parked vehicles, clearly showing when spaces are filled.

Flexibility; Life-Cycle Benefits

Still further savings accrue to airport and other parking-garage owners/operators by virtue of an optional Beacon On-Board Occupancy Sensor. Such a sensor provides three light-level options on each Endura. Parking-garage owners now have a choice for emitted light encompassing both the 55- and 70-degree angles, which can be set or changed to coincide with different hours of daylight or sunlight into a parking garage.

These light-level options range from 100 percent LED light output, to 50 percent, or to 33 percent. Endura similarly offers settable options for how long any of its parking-garage light-fixtures remain on during periods of low occupancy; from 0.5 to 30 minutes.

The fixture with Dual Directional Drive-Lane Optics is also thermally protected against either excessive heat

buildup, or snow-belt cold-weather climates. LEDs typically last 50,000 hours before becoming dimmer to the point replacement is recommended; metal-halide and other kinds of HID parking-garage light fixtures commonly last 20,000 to not more than 25,000 hours. The Hopkins Airport parking garage has cut lamp replacement times and costs in half with the retrofit to LED.

Endura LED parking-garage luminaires are 12 inches square, and 6 1/4 inches high for a sleek, contemporary appearance that helps the Hopkins International Airport parking garage appear newer than it is. A domed top to Endura functions as both a design element and as a bird-nesting, debris-accumulating deterrent for additional long-term maintenance savings. **ab**

“ROI payback was calculated at 24+ months for a short-term, predictable payback.”



Who's In Charge Here?

Some Say Airport Sponsors Are Taking Over Too Many FBOs

Mark Phelps, aviation writer

Over the past five years, trade groups have joined some members of congress expressing concern over what they see as a troubling trend.

They claim that municipal airport land owners, known as sponsors, are jumping into the FBO business and competing unfairly with privately owned and operated businesses.

Sponsors are usually local governments represented by an airport authority or board, so this is viewed by some as unwelcome government intrusion into private enterprise.

On the other side, airport managers have argued that the practice is necessary, either to provide airport services at a location where a private business could not survive, or to create competition that better serves consumers.

Municipalities providing airport service is hardly a new practice. There is a visible cycle where government-operated FBOs increase in number after every economic downturn as private FBOs go under. So even critics acknowledge there are situations where it's best for all involved when taxpayer funds support the airport's ability to provide for its customers, be they operators of private aircraft or airlines.

But the fear is that airport-sponsored FBOs may be competing with private businesses on an uneven playing field. And supported by taxpayer money, the airport sponsor can slant the rules so the private business is the one running uphill. In essence, critics say, the landlord is going toe-to-toe with its tenants, and the landlord writes the rules of engagement.

Airport Real Estate

Both sides accuse the opposition of oversimplifying. That's not really surprising, given the immense complex-

ity of any FBO's business plan, be it a small private enterprise or a huge public-backed entity. It starts with the very ground they rest upon, and works upward from there.

From the real estate perspective, an FBO is unlike any other business. Imagine renting acreage to build buildings and conduct a private business (the FBO) on municipally owned land (the airport) that is almost totally controlled by a federal agency (the FAA). If the airport has airline service, you can add the TSA to the mix. So negotiating (and renegotiating) a long-term lease is a major part of the FBO's business plan. Terms of the lease can either be business-friendly, or a nightmare of high rents, fees, and restrictive sub-clauses. Also, the degree of enforcement of those restrictions could vary, depending on who is in power on the airport board.

How the local government views the airport has everything to do with the terms of the lease, as it is initially designed in a request for proposal (RFP) — and that lines up the challenges the FBO will encounter on a day-to-day basis. The government that controls the airport property could be at the city or town level, a county, or even the state. It may be overseen and administrated by an airport board or

a private management entity, which could be a quasi-government agency such as a port authority.

Case In Point

No two airports present exactly the same scenario, and in fact, the landscape can change over the course of the terms of the lease. But let's look at a snapshot of two fictional airports, each owned by its respective county:

At airport Alpha, things are pretty good. The county owns the airport and the local tax base is comfortably lucrative. Local businesses that support that tax base are thriving, real estate values are on the upswing as people move in to go to work, and the county fathers have launched a two-prong plan to boost development in the area even further: by increasing tourism at its lakefront marina; and encouraging new manufacturing to move in to prime, vacant space. The local government is savvy and innovative, realizing that the county's small airport has the potential to funnel vacationing boaters and potential business interests into the economic mix of their community.

The leaseholder of the modest FBO, representing the second generation of the family-owned business, is similarly quick on the uptake. She grew up in the industry, studied business in college and would like to expand her operation, while also doing her part to stimulate the local economy. And she has some good ideas on what that would take, including a refurbished passenger terminal, new storage hangars, and an updated fuel farm that can accommodate more jet fuel. She even sees that expanding the flight school will help sustain a bedrock of local interest

“How the local government views the airport has everything to do with the terms of the lease, as it is initially designed in a request for proposal (RFP) — and that lines up the challenges the FBO will encounter on a day-to-day basis.”



in aviation. The FBO regularly holds “open house” events, inviting the public out for airplane rides and to have a look at some of the antique and classic airplanes based there.

So the airport board supports and cooperates with the FBO, which it views as the “gateway to the community.” It even funds many of the municipal services such as plowing the airport’s private access road and park-

ing lot; updating sewer and electrical service to accommodate the planned expansion; and vouching for the FBO when it comes time to apply for federal grants and construction financing for the new projects. There’s even talk of acquiring new land to extend the runway and add an ILS approach.

The FBO’s current 20-year lease has six years left to go, and both sides are already discussing terms

for renewal — balancing the FBO’s plans to invest in upgraded facilities and the sponsor’s promise to support the airport with an eye toward its contribution to further economic growth in the area.

Sound too good to be true? These days, it probably is. This is what it looks like when everything goes right. But with the overall economic downturn since 2008, airports like this one are few and far between.

Airport Beta is not so pretty. Its county fathers have not planned wisely, and bad luck in the form of the failure of a large local business has touched off a series of tumbling fiscal dominoes.

“Advocates of the FBO business are proposing national standards for RFPs at airports.”

First, the now-disappeared corporate and real estate taxes from the failed company historically represented a large chunk of municipal revenue. Housing prices (and corresponding property taxes) are in a downward spiral as displaced employees try to sell to move out. And the past summer was a rainy one, so income from tourism to the local lake region was down by 23 percent.

Out at the local airport, the FBO is also looking at the last six years of a 20-year lease. Even though this is a similar second-generation business with smart, dedicated management, the county is in no position to cut him any slack. In fact, they have even cut back on some services that were part of his lease. The airport board would like to see the facility as a leg-up to future economic development —

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for tourism in better weather and in hopes of attracting new business. But with the taxpayers crying for austerity, there are no pennies in the piggy bank for taking any steps forward.

To boot, a newly appointed airport board member tends to view the facility as a playground for the rich hobby pilots in town, and would like to see them pay a larger share in fuel flowage fees, higher hangar rents, and other added charges. Visiting pilots are viewed as cut from the same high-priced cloth — and the board member has publicly wondered why there are no landing, parking, and other service fees at the local airport, as there are in other places he’s “heard about.” The board member has gone as far as to suggest that if the FBO operator doesn’t like the new lease terms being offered, then he’s happy to have the county take over the business, since he’s sure the municipality could do a better job of management.

Yes, this is the nightmare scenario. And with the financial meltdown of 2008 still shaking out, unfortunately there are far more airports in the Beta category than there are Alphas.

Some have even suggested that airports are in local governments’ crosshairs as cash cows to help supplement depleted general funds. Under federal law, it is strictly illegal to divert funds collected at the airport to non-airport use, but some say creative bookkeeping (in the form of fees for municipal services and other ploys) are used to get around the rules. An expert in airport real estate issues said the FAA is mandated with enforcing “sponsors’ assurances” laws, and will levy steep fines on airport sponsors discovered to be flaunting the letter or spirit of the law of the land.

National Standards

Since FBOs also compete with rivals at other nearby airports, there can be a double-whammy. They even compete with airports thousands of miles away, as in when a jet crew decides at which stop on a long trip they will upload the bulk of their fuel. As service levels and infrastructure crumble under

the weight of economic distress, the well-supported competition at another airport in another county just 30 miles away begins to draw the traffic, compounding the problem for the struggling operation.

For these and many other reasons, advocates of the FBO business are proposing national standards for RFPs at airports. Arguing that each airport is part of the federal airway system, they say that it is in the national best interest that a level playing field is established. Opponents argue that such regulation would assume too much of a “one size fits all” inequity.

The debate is in full swing, and the resulting shakeout will have a profound effect on airport infrastructure going forward.

ab


about the author



Mark Phelps


Mark Phelps is an aviation writer and editor living in New Jersey. His work history includes years on the staffs of Flying Magazine, the Experimental Aircraft Associations publications division, Dassault Falcon Jet and Aviation International News, where for 13 years he wrote the monthly column on FBOs “Touching Bases.” He is an instrument-rated pilot and owns an IFR-equipped 1954 Beech Bonanza.

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Gather And Organize Evidence To Support Your Case

Part five of a six-part series on airport tenant relations and aviation legal matters

Paul A. Lange, *Esp.*, Law Offices of Paul A. Lange, LLC

In the first three articles of this series, we discussed some of the more common grant assurances that are disputed. Our fourth article took a different direction, namely how to begin preparing for litigation or settlement discussions in advance of commencing litigation. The place to start is ensuring that your own house is in order, hence the tag line “People who live in glass houses ...”

Since our last article discussed ensuring that your own house is in order — your defensive strategy — this article will help you plan your offensive strategy. How do you go about determining whether the competitive harm that you are suffering is actionable? You

start by gathering and organizing the evidence against those who are causing you harm.

What Are Your Complaints; How Do They Stack Up Against The Rules?

You probably started out annoyed. Or perhaps frustrated. Maybe even angry at the wrongdoer, whether that be the airport sponsor, the entity who manages the airport on

behalf of the sponsor, or a competing FBO, new entrant, or other service organization. It gets under your skin, and it doesn't go away. But does it amount to a grant assurance violation such that the airport's federal funding is in jeopardy? Let's find out.

Have You Read The Rules?

Sounds simple, right? Most folks think that they know the rules. Or maybe they've read one of the rules at some point in the past. Now is the time to be diligent and read everything that you can get your hands on about the subject.

Ask yourself whether you've looked at all applicable guidance material. Have you reviewed the

appropriate statutes? Regulations? FAA Handbooks and Orders? Advisory Circulars? Grant assurances? Part 16 case decisions?

Google is an amazing and powerful tool for these purposes. Keep an organized notebook of what you find, whether electronic or in hard copy. Segregate the rules that you think are most applicable and that you believe are being violated. Read them again — carefully. This will narrow your focus, and provide discipline to your decision-making process.

Don't Ignore State And Local Rules

While you may be more familiar with FAA rules, having spent much of

about the author



Paul A. Lange
Paul A. Lange, LLC

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





as at the county or state level?

Be sure that you know all the rules governing your airport and those who run it. There may also be generalized state laws and procedures that address when government entities act contrary to their own rules. While potentially applicable, this last set is more general in nature, will be more difficult to find, and is best left to your lawyers to vet once you're past the aviation specific analysis.

Make A Chart And Gather Evidence

Make a chart of the rules (and all subparts) that you think may have been broken. Then post each piece of evidence that you currently have against the applicable rule or rules (evidence of harm is often applicable to more than one rule). Your chart will quickly display the holes in your case (literally) and where you need to gather more supporting evidence.

As part of this process, request all publicly available records as early as possible. Then send out follow-up requests periodically as circumstances dictate so that you obtain all evidence created since your last request. In addition to your becoming prepared, these activities will keep the airport and any opposing private parties mindful that their activities are being scrutinized.

What should you request? Applicable leases, relevant correspondence, emails, meeting agendas and minutes, memoranda reporting on meetings, voice mails, text messages, briefing papers, PowerPoint presentations, spreadsheets, charts, and any other records, electronic or printed, which relate in any way to your issue.

Take photos where applicable, but be sure to make notes on who took each photo including where, when, and on what device. Just as with other evidence, post each applicable photo against each of the rules that you think are being broken. An example of where photos help involves a corporate self-fueling operation that seeks to expand beyond its limitations and sell fuel to the general

public without meeting the minimum standards requirements for an FBO. Photos of the shiny new fuel truck with logo on the ramp, price advertisements — and if you're lucky — photos of the shiny, newly painted fuel truck fueling an aircraft on its ramp that is not one of its own will substantially assist your cause. The old phrase that a picture is worth a thousand words remains true to this day.

Also keep copies of applicable news media that contain useful statements and admissions (whether written or in video or audio form), and don't forget to continuously monitor and save what is posted (and changed) on applicable websites and social media sites.

This includes not only the website(s) of the offending entity, but also of its employees and any other witnesses you identify.

Social media sites are ripe with casual but potentially explosive comments by individuals discussing their glee over promotions, "fun" at the expense of someone else (you or your company), and other useful tidbits which can support your claim of wrongdoing. Remember that websites are more easily updated with each passing day, and unlawful statements may be posted one day and taken down the next.

Preserve that evidence and don't miss the opportunity.

Organize, Organize, Organize

As you develop a chart or spreadsheet outlining each of the rules, their subparts, and each piece of evidence that you have in support, a good picture will develop of whether you have a viable claim. You'll see holes where you have little or no required evidence to support your claim. You'll also be

“Perhaps even more important to your bottom line is that it will save you money by being more efficient with your and your lawyer's time.”

your professional life working in and around aviation, don't ignore state and local rules. Remember that rules such as airport minimum standards are typically codified within the body of regulations guiding the conduct of the airport sponsor, whether that airport sponsor is an authority, a local municipality, a county, or a state.

Be sure that you have the most up-to-date version of the minimum standards. Also be sure to read the airport rules and regulations beyond just the minimum standards to ensure that nothing else strikes you as improper when matching conduct against those rules. Are there any applicable statutes or regulations at a higher level within your state, such

forced to confront and test the evidence that you have.

Being intellectually honest with yourself, and being your own devil's

advocate, will go a long way toward understanding whether you have a claim which is worth your time and hard earned money to pursue. While the process described in this article is time consuming and at times frustrating and annoying, it's a necessary part of good decision making. Perhaps even more important to your bottom line is that it will save you money by being more efficient with your and your lawyer's time.

While lawyers and paralegals often perform the tasks proscribed above, there's no reason why this extensive legwork cannot be completed up front by you (the FBO) using your own employees.

Stay tuned for the next article in this series, where we'll describe what to do when your hard work demonstrates that the evidence actually matches up with the rules and establishes a violation.

ab

PRESERVING EVIDENCE

What steps should be taken to preserve evidence?

Here is a recap of part 4 in the series, Preserving Your Own Evidence. They include:

- (1) preserving all relevant records (both paper and electronic);
- (2) implementing procedures for the preservation of evidence, commonly referred to as instituting a "Litigation Hold";
- (3) suspending your routine document retention policy and preserving all documents;
- (4) collecting relevant records so that they may be searched by counsel; and
- (5) notifying all employees and agents likely to have relevant evidence of the issuance of a litigation hold, the suspension of routine document retention policies, the request that relevant materials be gathered, and that those materials be provided to a designated person within the company or to counsel.

How do you properly implement a litigation hold?

You need to identify:

- (1) how your organization stores materials and information;
- (2) identify the source of materials that are most likely to be relevant and identify the individuals who are most likely to have possession of relevant materials and information;
- (3) identify the "key players" within the organization that may have relevant information; and
- (4) identify organizations and individuals over whom the organization exercises control such that the duty to preserve would be extended to them as well.

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Airports Take Off On Twitter

A perfect match
or passing fad?

Agnes Huff, Agnes Huff Communications Group
(AHCG)

data issued by the U.S. Department of Transportation and the FAA reported there are more than 19,700 airports in the United States. According to the 2011-2015 National Plan of Integrated Airport Systems from which this data was found, there are 5,170 airports open to the public and just 503 that provide commercial service. And of those U.S. commercial airports, only a little over 50, or 9 percent have a notable presence on Twitter.

You might wonder how many more networks does an airport have to participate in to have a meaningful share of voice? From websites, blog sites, FaceBook, and Twitter, it's difficult to keep up with rapidly growing community-driven resources, and even more challenging to determine what is essential and critical for airport marketing in today's competitive world.

Personally, I think Twitter can be an excellent marketing resource for airports if used appropriately. I have seen other organizations utilizing Twitter that experience real-time issues that may have the potential to impact hundreds and thousands of people. On the positive side, tweeting is a tool that can be used to drive traffic back to your website, blogs, newsletters, schedules, and other communication

channels that are most important for your airport.

Humanize The Travel Experience

Twitter is an interactive program — it connects the airport to the larger community, including employees, travelers, vendors, airlines, car rental companies, restaurants, and local attractions, among others. Not only can you send “tweets,” which are microblog/messages of 140 characters or less, but you can monitor talk of the airport too. Similarly, travelers are encouraged to participate by voicing their thoughts and opinions by tweeting, often as a response to a thread or open-ended question tweeted by the airport.

The immediacy of Twitter makes it an effective communication tool for an airport. Sometimes, a tweet can serve as an early warning system and may expose a situation that could have serious consequences. For example, if there is severe weather in the region, the airport can tweet to inform travelers who are followers to call their airline to check on the status of their flights.

Used effectively, tweets provide useful information and relevant updates that can help travelers better manage the travel experience at your airport.

Airports that use Twitter allow for it to become the “hub” of customer interaction. At a time when much is automated, airports using Twitter are able to interact with travelers to reinforce that their comments and concerns are being heard. In essence, it humanizes the traveling experience — building connections, establishing relationships with travelers that increase positive impressions, competitive advantages, and return visits.

It’s interesting to note that airports using Twitter include the large international airports as well as smaller regional ones. Most have a reasonable number of followers and many of the airports tweet informative information for followers on a consistent basis.

It’s in an airport’s best interest to effectively manage Twitter dialogues, since travelers often share their expe-

AIRPORT TWEETS ABOUT

The communications possibilities are endless and there is much to learn from an audit of airports that have Twitter accounts and are currently having online dialogues to communicate a wide variety of issues.

A current review of Twitter accounts from passenger airports who tweet many thousands of messages include tweets regarding airport delays, weather and traffic advisories, deals and promotions, changes in FAA rules and regulations, restroom closures, interesting articles, and publicity results. Here are a few examples:

Indianapolis Airport

Tweets: 1,262

Followers: 7,614

Tweeted: T-storms throughout midwest, south, east coast so check flight status w/your airline before heading to airport.

Richmond Airport

Tweets: 8,179

Followers: 13,000

Tweeted: RT @flyROA: Attention travelers! Commercial flights will NOT be affected by the President’s visit to Roanoke today.

Re-tweet: Early start @Flack4RIC I really like Richmond Airport – calm, clean, polished & all gates in one direction [instagr.am/p/MX-NDWiz4U/](http://instagram.com/p/MX-NDWiz4U/)

DFW Airport

Tweets: 7,447

Followers: 9,573

Tweeted: Thanks to @AAAEsean for his great article on #DFW’s check-in program: Our friends @HIAairport are mentioned too! bit.ly/PSJcsq

Harrisburg Airport

Tweets: 18,265

Followers: 5,725

Tweeted: @KodenametheNER sorry to hear that you feel that way. Anything we can do to improve your #MDT airport experience? (In response to: @KodenametheNER – Nothing worse than waiting in the Harrisburg Airport for an hour...)

Tweeted: What bag fees apply to your luggage? Verify which airlines charge which fees for which suitcase! bit.ly/N8yFBV

San Diego International Airport

Tweets: 1,118

Followers: 8,105

Tweeted: Water main break affecting intersection of Laurel St. & Harbor Dr. Detour to/from airport: <http://ow.ly/c5op8>

Tweeted: A story about what’s happening at SDIA in the current issue of international Airport Review - <http://ow.ly/4Tv5t>

Note: In the past year, San Diego’s tweets and their followers have more than doubled.

Baltimore Washington International Airport

Tweets: 13,070

Followers: 8,555

Tweeted: We’re installing new reduced water consumption flush valves in BWI’s restrooms tonight - May 25. The work will be done between 10pm & 5am.

Las Vegas McCarran International Airport

Tweets: 1,075

Followers: 4,799

Tweeted: Reminder – If you are flying outside of the United States using a foreign air carrier, go to Terminal 3. Terminal 2 no longer in use.

Phoenix Sky Harbor Airport

Tweets: 1,596

Followers: 8,197

Tweeted: Traveling this month? Download our parking coupon to save 40 percent off terminal garage parking [http://skyharbor.com/Survey_ParkSur ...](http://skyharbor.com/Survey_ParkSur...)

LAX International Airport

Tweets : 2,763

Followers: 20,186

Tweeted: We’re now on Instagram! Follow us @lax_official for a photo diary on all LAX happenings, including the future of LAX!

Note: LAX is one of the fastest growing social media users, increasing tweets and followers significantly in 2012.

San Francisco International Airport

Tweets: 3,676

Followers: 8,169

Tweeted: Morning jet setters - High winds are causing departure traffic delays to IAH av. 1hr 33min. Pls check w/your specific airline for status. (In this example, @pamefeliciano originally tweeted: “Now I know I’m in SFO and def not in JFK. Curious though, is it bring your own yoga mat? <http://yfrog.com/j2f2gyij>)

Hartsfield-Jackson Atlanta International Airport

Tweets: 3,623

Followers: 10,405

Tweeted: Delays to the N.E. this afternoon <http://tinyurl.com/pgmv> - Track your flight’s status with Trak-a-Flight <http://tinyurl.com/25ht967>



rience through direct tweets, re-tweets, or “hashtags.”

Enhance The Effort

Twitter can also be used as a platform for sharing other types of social media, including adding Pinterest and Instagram accounts into tweets. These newer trending forms of social media are more visually appealing and designed to enhance the current Twitter experience. Instagram, a free app available for iPhone and Android smart phones, allows users to post pictures on a single feed for other app-us-

ers or Twitter followers.

Los Angeles International Airport (LAX) recently announced a new Instagram account in a tweet, describing it as a “photo diary on all LAX happenings.” Users will be able to stay connected with LAX not only through Twitter updates, but now through Instagram as well.

A few airports have found a niche in keeping their travelers engaged through Pinterest, which acts as “a virtual pin board” to post or “repin” images found elsewhere on the Web. San Diego Airport uses Pinterest to

“repin” travel-related images for followers to view, some of which include: “Travel Books and Inspiration,” “Places We Wish We Flew To,” “Travel Tips,” and “Travel in Style” to name a few. Incorporating visual diaries like Instagram or Pinterest are on the increase.

When considering whether your airport wants or should have a Twitter account or a more indepth social media presence, it’s useful to audit how other airports are using Twitter and other social media. But due diligence is essential and clear goals on what you want your Twitter account and tweets to accomplish should be established.

Just as with any marketing effort, a well-developed strategy is essential to manage the effort and the investment. Sometimes that can be done internally, but other times it may be best to hire professionals to help with setup and management.

It is clear that as consumer requirements for real-time information seeking continues to increase, successful airports can look at how best to meet their expanding communication needs and take advantage of the new opportunities. **ab**

ASSOCIATION TWEETS

Here’s a brief look at some of the industry’s associations and their Twitter following.

Airports Council International North America

@airportscouncil

The Airports Council International – North America (ACI-NA) represents local, regional and state governing bodies that own and operate commercial airports in the United States and Canada. Over 350 aviation-related businesses are also members of ACI-NA, providing goods and services to airports. Based in Washington, D.C., <http://www.aci-na.org>

5,268 tweets

885 following

4,387 followers

Tweets on: industry survey, FAA’s revision of Airport Improvement Program Handbook, perimeter security systems, TSA plans to use bomb-sniffing dogs, blogs, association magazine Center Lines

National Air Transportation Association

@NATAaero

NATA is the leading national trade association representing the legislative, regulatory and business interests of general aviation service companies. Based in Alexandria, VA, <http://www.nata.aero>

1,276 tweets

468 following

2,068 followers

Tweets covering new Line Service Supervisor Course, comments on TSA Issues Advisory, Registration for Air Charter Safety Symposium

National Business Aviation Association

@nbaa

NBAA is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive, and successful.

2,664 tweets

43 following

11,885 followers

Tweets on training seminars and conferences, scholarships, latest issue of NBAA Update, congressional issues, FAA updates, Texas Legislative General Aviation Caucus.

about the author



Agnes Huff, PhD

Agnes Huff, PhD, has more than 25 years of experience providing specialized strategic public relations, marketing, crisis management, and business consulting to a diverse group of clients in the aviation industry. In 1995, she founded Agnes Huff Communications Group (AHCG), an integrated marketing and PR consulting firm headquartered in Los Angeles. Clients include national and international airports and airlines, government entities, travel and tourism organizations, and transportation companies, among other high-profile industry clients. She welcomes feedback and will respond to comments at ahuff@ahuffgroup.com. More information on AHCG is available at www.ahuffgroup.com.

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Brad McAllister, Editor

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to power their products and services with valuable up-to-date content. The cloud is comprised of aggregated data sourced from numerous flight and weather systems, housed in a reliable facility. It simplifies customers' operations by streamlining processes and reducing IT resources. **ab**

Data Cloud

FlightView's data cloud is a repository of comprehensive flight, airport, and weather data, used by various customers

FlightView Cloud for Airports



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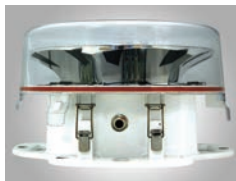
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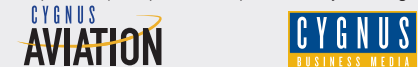
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