

CYGNUS
BUSINESS MEDIA

airport business

February/March 2012

Your Management Source Inside the Fence

Airports Empower Passengers

Putting the power of process
into the hands of travelers

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Bridgeford Flying Service Rebrands

Napa Jet Center reflects the growing global
image of a community and an industry

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IT Master Planning
Technology drives business

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Display Technology:
Dynamic Signage
Large format installations

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Technology is driving how airports are serving travelers with cutting edge self-service passenger processing and digital communication solutions.

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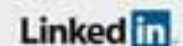
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Inside Airport Security
by Art Kosatka

The New Airport Marketing
by Agnes Huff

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John F. Infanger

Industry, We Have Funding

At last, the sector and the agency that directs it gets to think long-term; then there's the Fuel Fraud Tax, and constantly changing communications

"Time for the industry (and FAA) to shake, rattle, and roll and kick-start revitalization ... we now have a bill that provides the opportunity."

Congress finally passes long-term FAA/system reauthorization ...

... let's run through the highlight reel of H.R. 658-FAA Modernization and Reform Act of 2012, as approved on Capitol Hill and sent to the President.

- Authorizes FAA's Airport Improvement Program at \$3.35 billion for FY2012-2015, and FAA's Research Engineering and Development account at \$168 million annually during the period.
- PFCs: Makes permanent a pilot program to streamline the process, but fails to increase the cap from \$4.50 or index it to inflation — airport priorities.
- For most projects, fails to continue a provision in Vision 100 that provided for a 95/5 percent federal/local share for AIP-funded projects, thereby setting the government share at a 90/10 split.
- Expands the number of airports that can participate in the FAA privatization pilot program from five to ten.
- Authorizes \$143 million for the Essential Air Service program in FY2012; \$118 million in FY2013; \$107 million in FY 2014; and \$93 million in FY 2015.

- Makes the Airport Cooperative Research Program (ACRP) permanent, with funding levels continuing to be subject to Congressional appropriations. ACRP has been a boon to industry analysis, bringing in top-notch stakeholders who take a 'best practices' approach to providing guidance on airport operational issues.

Time for the industry (and FAA) to shake, rattle, and roll and kick-start revitalization. Always nice to have a plan ... we now have a bill that provides the opportunity.

* * *

A ball and chain placed on the backs of FBOs in the last funding bill was the Fuel Fraud Tax, which attempted to make sure people weren't bypassing higher highway taxes by siphoning off jet-A and using it off-airport. Credit NATA and VP Eric Byer for a gambit to get that corrected, since it wasn't addressed in FAA reauthorization, in the highway bill under consideration.

* * *

Finally ... we're reformulating our aviation package, which includes delivering a re-sized *airport business* magazine. All part of how we deliver information to industry, and led by our new portal www.AviationPros.com.

Thanks for reading.

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Briefings ...

ACC – Airport Consultants Council reports that Aspen-Pitkin County director of aviation Jim Elwood is the 2012 recipient of the Jay Hollingsworth Speas Airport Award for leadership in developing a cooperative relationship with the community surrounding the Aspen/Pitkin County Airport by designing and implementing aggressive environmental protection programs while achieving airport expansion.

AOPA – Aircraft Owners and Pilots Assn. creates seven full-time regional manager positions to strengthen the group's relationships with state and local governments across the country.

CAE – of Montreal announces that Mexico's first business jet and civil helicopter training

center is open and ready for pilot training at Toluca. New full-flight simulators for Bombardier Learjet 40/45 aircraft and the Bell 412 helicopter were recently qualified to Level D-equivalent standards in Mexico.

EAGLEMED – opens a base at Greenville (SC) Downtown Airport in S.C., providing air ambulance services.

FLIGHTSTAR CORP. – of Savoy, IL purchases the assets of Bloomington Avionics Inc. of Bloomington, IL. Flightstar serves as the Champaign-Urbana Willard Airport's FBO.

FT. LAUDERDALE-HOLLYWOOD INT'L AIRPORT – breaks ground on a \$791 million runway expansion; project will extend, shift, and

lengthen Runway 9R/27L from 5,276 feet to 8,000 feet, giving the airport two parallel runways able to handle air carrier flights.

GEAVIATION – and StandardAero open a \$50 million, 122,500-sq. ft. aircraft engine testing, research, and development center in Winnipeg.

GREATER WICHITA ECONOMIC DEVELOPMENT COALITION – teams with the Chamber of Commerce to assemble a task force to attract new aviation companies, following Boeing's announcement that it would close its Defense, Space, and Security operations in Wichita by the end of 2013.

GREENVILLE-SPARTANBURG INT'L AIRPORT – begins a \$102 million renovation project for

GSP's 49-year-old main terminal building, aimed at improving the regional airport's passenger flow, operational and energy efficiency, and ability to remain in compliance with higher security standards set by TSA.

HAWKER BEECHCRAFT CORP. – receives type certification for the Hawker 900XP midsize business jet from the Interstate Aviation Committee Aviation Registry in Russia.

HAWTHORNE GLOBAL AVIATION SERVICES – acquires ExcelAire LLC, an aircraft charter/management company at MacArthur Airport in Ronkonkoma, NY. Moelis Capital Partners and Hawthorne Corp. formed Hawthorne Global Aviation Services in November 2011 to build a

industry news

network of FBOs across North America.

HOOSIER AVIATION — formerly the Terre Haute Air Center, is now under the ownership of Jordan and Nicole Brown at Terre Haute Int'l Airport.

JACKSONVILLE AVIATION AUTHORITY — approves a lease with KCI Aviation for the construction of a new 30,000-square foot hangar facility at Cecil Airport. KCI, based in Bridgeport, WV, specializes in inspection, maintenance, and repair of business aircraft.

KESTREL AIRCRAFT — a start-up manufacturer led by Cirrus founder Alan Klapmeier, is mov-

ing operations from Brunswick Landing, ME to Superior, WI, after receiving an incentives package of some \$116 million in financing, grants, loans, and tax credits. Construction of a composite plant is set for 2013.

KISSIMMEE (FL) GATEWAY AIRPORT — reports that tenant Sun-State Aviation adds two Cessna 162 Skycatchers to its fleet, giving students an option to begin training for a Sport Pilot license at lower cost and with fewer hours.

MASSPORT — approves Bedford-MA based Rectrix Aviation to develop FBO facilities at Worcester Regional Airport and L.G. Hanscom Field.

MYRTLE BEACH INT'L AIRPORT — reports that MSE Branded Foods, the food service operator at MYR, partners with local dining company, Divine Dining Group, to bring Bubba's Fish Shack and Nacho Hippo to the new terminal facility.

NATA — National Air Transportation Assn. establishes the State Advocacy Network (SAN) to bring together member representatives from each state whose focus will be on building relationships with state and local government; visit www.nata.aero/SAN. — NATA also unveils a groundbreaking audit standard specifically for FBOs to promote industry best practices and Safety Management Systems development among ground handling providers in response to member requests for a safety standard and rating for FBOs.

NETJETS — and Lufthansa reportedly will expand their Private Jet joint venture, linking up business and commercial aviation and providing NetJets customers access to Lufthansa's and Swiss International Air Lines' 21 gateways in the U.S.

NEUBERT AERO CORP. — teams with LED International Lighting Inc. to develop the next generation of runway closure systems, used by airports when runways are undergoing maintenance or repair.

NTSB — National Transportation Safety Board reports that general aviation accidents and fatalities declined in 2010 for the fourth consecutive year; the 1,435 GA accidents marked a 20-year low.

PASSUR AEROSPACE, INC. — of Stamford, CT launches the National Airport Information Network, where airlines, airports, FAA, and other aviation firms can manage disruptions due to

weather, congestion, and other irregular operations.

PHILLIPS 66 AVIATION — expands its network of branded dealers with the addition of 85 fixed base operators formerly with Exxon, which announced in 2011 its intent to exit the GA fuels market in North America. World Fuel Services will service the former Exxon FBOs for Phillips.

PRECISION AVIATION GROUP — of Atlanta launches a Rotorcraft Services Division at its subsidiary Gardner Aviation Services at the Atlanta Regional Airport.

PRIVA TECHNOLOGIES, INC. — launches its Flex Pass program that provides travelers with fast-track access to airport security checkpoints, after a successful start-up at Jacksonville Int'l Airport. Annual membership costs \$150; Flex Day Pass is \$20 per day.

SAN ANTONIO — selects SpawGlass Contractors, Inc as the Construction Manager at Risk (CMR) for the Terminal A renovations at San Antonio Int'l Airport. SpawGlass will collaborate with the city and architectural and engineering firm Reynolds, Smith, and Hills Inc., during the finalization of design and construction documents.

SEAPORT AIRLINES — launches service between Yakima and Wenatchee in Washington and Portland, OR on March 1.

SENECA COS. — of Des Moines is awarded a \$6.5M Fuel Project at Minneapolis-St. Paul Int'l Airport to provide the demolition of the existing Terminal 2-Humphrey Tank Farm and construction of a new fuel facility for jet-A, MOGAS, and diesel, including performance of site

FBO snapshot

SIGNATURE ADDS FBOs; TEAMS WITH UNITED AT NEWARK LIBERTY

Signature Flight Support Corp. went on an FBO buying binge, acquiring fixed base operations in Alabama, along with investments internationally and at Newark Liberty International Airport. FBO acquisitions include:

- - The assets of Azalea Aviation Inc.'s Mobile Air Center at Mobile Regional Airport and Downtown Air Center at Mobile Downtown Airport. Mobile Air Center features 60,000 sq. ft. of hangars and 16,000 sq. ft. of executive terminal and customer offices. Downtown Air Center is comprised of over 45,000 sq. ft. of hangar space including a newly constructed 16,800-sq. ft. hangar.
- - Elliott Aviation of Omaha at Eppley Field, adding to its Signature TECHNICAir™ maintenance business. The Elliott FBO and Part 145 aircraft maintenance facility includes an executive terminal, ramps, parking and 77,000 sq. ft. of hangar space. The FBO facility will be rebranded as Signature Flight Support and will continue to offer Part 145 aircraft maintenance under the Signature TECHNICAir™ brand. Internationally, Signature recently opened its second FBO location in Germany at Frankfurt, while acquiring a majority stake in Arrindell Aviation Services at St. Maarten.

Meanwhile, United Airlines and Signature will spend some \$36 million building a new hangar and charter terminal at Newark Liberty in time for the 2014 Super Bowl. United plans to develop a \$25 million 132,000-sq. ft. aircraft maintenance hangar to support Boeing 787s. Signature will replace its passenger terminal and make ramp renovations as part of a ten-year lease extension; project cost is estimated at \$11 million.



Low-Fare Entry In New York Has Shifted Traffic, Not Increased It



A comparison of local origin and destination (O&D) passenger traffic at the three major New York airports indicates that the expansion of Jet Blue, AirTran, Spirit, and Southwest has shifted airport preferences, but has not materially stimulated total traffic.

Comparing the full calendar year 2000 with the latest four quarters ending 3Q 2011, shows that while there has been a 70 percent increase in O&D at JFK, it has largely been offset by declines in O&D at both Newark and LaGuardia. In fact, the net change in NYC metro O&D – 3 percent – tracks with the change nationally.

Also of interest is that the average one-way fare paid, including federal fees and taxes, has remained almost the same as ten years ago. However, due to changes in the average passenger trip length, the fare paid on a per mile basis has dropped for NYC consumers by 10.3 percent, according to Boyd Group International.

Local O&D Passengers

Airport	2000	2011	Change
LGA	22,213,612	20,904,631	-5.9%
EXR	20,532,240	16,098,892	-21.6%
JFK	10,262,116	17,616,072	+71.7%
NYC Total	53,007,967	54,619,595	3.0%
Avg OW Fare	230.15	228.22	-0.8%
Avg Fare Per Mile	17.4 cents	15.6 cents	-10.3%

utility work, grading, and concrete paving.

SILVER AIRWAYS CORP. – is relocating its maintenance department from its home base in Fort Lauderdale to a new, state-of-the-art 61,000-sq. ft. facility at Gainesville Regional Airport.

SOUTHWEST AIRLINES – will convert AirTran Airways operations at 22 domestic and international airports to Southwest operations over time. Of the 69 cities AirTran served when Southwest acquired it on May 2, 2011, 53 cities are planned to convert to full Southwest Airlines service. Effective Aug. 12, 2012, AirTran will cease operations at Allentown, PA; Lexington, KY; Harrisburg, PA; Sarasota, FL; Huntsville, AL; and White Plains, NY.

SUMMIT AVIATION – a Greenwich AeroGroup Co. based at Middletown, DE adds aircraft sales and leasing.

TAMPA INT'L AIRPORT – officials consider a \$27.6 million upgrade to an airside terminal to handle up to three wide-body international flights simultaneously.

Design work would begin in March, with the entire upgrade completed by September 2013. TPA also plans for \$30 million in upgrades at its main terminal.

THE BERGER GROUP – of Morristown, NJ acquires Ranger International Services Group of Greenville, SC.

VELCON FILTERS, LLC. – of Colorado Springs, CO completes the qualification test for the “EI 1581 Specification and Qualification Procedures for Aviation Jet Fuel Filter/Separators, Fifth Edition”; visit <http://www.velcon.com/aviation/Qualifications.html>.

WEST STAR AVIATION – of Grand Junction, CO receives STC approval for the

installation of the Safe Flight Instrument Corporation Auto Power System in Proline 21 equipped Hawkers.

WILEY POST AIRPORT – in Oklahoma City unveils a new ILS, the second system installed at PWA and located on the south end of 35R, the primary runway.

www.aviationpros.com/company/10131879 Visit us at Cygnus Aviation Expo Booth # 804



Brad McAllister
Associate/ Tech Editor

AirportConnect

SITA is selected by San Diego International Airport to provide passenger processing technology, including a local departure control system; more than 300 information display monitors; over 100 common use self-service kiosks; and 150 common use passenger processing stations; www.sita.aero.

Digital AOPA App

Pilots now have digital access to all information in *AOPA Pilot* and *Flight Training* magazines by downloading and viewing issues on Apple iPad tablets. There is no charge for digital subscribers to download and use the app; www.aopa.org.

EASE Common Use

Air-Transport IT services, Inc. announces that Anchorage and Fairbanks International Airports have chosen the AirIT EASE virtualized multi-sided infrastructure. The

two implementations will include full common use and LDCS (Local Departure Control System) functionality to accommodate the airport's airline partners; www.AirIT.com.

Election Resource

The National Business Aviation Association (NBAA) announces the 'Election 2012' Web resource to help the business aviation community be informed and involved in this year's elections; www.nbaa.org.

Facility Maintenance

Eagle Technology's Proteus and Equipsoft software helps airports and other facilities streamline maintenance operations by providing a digital platform for building and grounds maintenance management, heating and ventilation monitoring, and alarm and security system inspections; www.eaglecmms.com.

Flex Pass IDs

Priva Technologies, Inc. launches its new Flex Pass program that provides travelers with fast-track access to airport security checkpoints, says the company; www.go-flex.com.

SmartPark

SmartPark JFK, a full service JFK International Airport valet parking facility, launches an Android mobile application that gives users convenient access to its parking reservations system without the need of a computer; ; www.smartparkjfk.com.

Thickness Design Software

The American Concrete Pavement Association announces the release of AirPave 11 concrete pavement thickness design software allowing users to analyze a fleet of aircraft or specialty vehicles in a single design run to determine stress ratio and required thickness; www.pavement.com. **ab**

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Let the Show Begin

Cygnus Aviation Expo Teams Up with NATA, SAE for annual event targeted at aviation service companies

By John F. Infanger, Editorial Director



the 2012 Cygnus Aviation Expo and the Spring Training Week hosted by the National Air Transportation Association is set for March 5-9 in Las Vegas. In addition to the Expo, scheduled for March 7-9 at the Las Vegas Convention Center, Cygnus has teamed up with SAE International to co-host SAE's first-ever Aerospace and Defense Ground Support Equipment Conference in concert with the Expo, which brings together exhibitors and attendees from the ground support, maintenance, and aviation services communities.

Featured sessions include ...

- **LEVERAGING PART 16 VIOLATIONS.** Session will explore one of the most useful tools at the hands of the tenant that is at odds with the airport landlord — the Part 16 Complaint, or the threat of a Part 16 Complaint.

- **LEASES: The Foundation of the Business vs. the Interests of the Airport.** One of the hottest topics among FBOs/tenants and airports — how leasing affects the business and the airport — will be covered.

- **MARKETING AND SOCIAL MEDIA: New ways to reach (and service) the customer.** Brad McAllister, Tech Editor for *airport business* magazine, leads an interactive panel to explore how FBOs and other tenant organizations use social media to engage and interact with customers.

- **FBO/MRO ROUNDTABLE: Challenges Facing Multi-Faceted Service Businesses.** Reps from FBOs and Maintenance/Repair/Overhaul organizations team up with *Aircraft Maintenance Technology* magazine editor Ronald Donner to discuss the challenges and lessons learned.

- **FULL-DAY, PRE-SHOW MANAGEMENT DAY: Management Training for Supervisors Promoted from the Line.** Training professionals from ServiceElements, a Phoenix-based management consulting firm, and Charles Chandler, an *AMT* field editor, are featured.

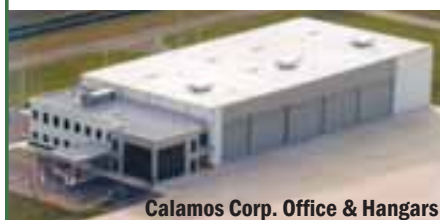
- **2-DAY FBO FINANCE FUNDAMENTALS SEMINAR (March 6-7).** Long-time FBO leaders Phil Botana, president of the Tampa International Jet Center, and Mark Chambers, Managing Partner for Aviation Resource Group International, offer in-depth analysis and training for understanding the financial metrics of the FBO business.

- **NATA Line Service Supervisor Training (March 5-6)**
- **NATA Safety 1st Trainer Seminar (March 7)**
- **Environmental Compliance Seminar (March 8)**

For more details visit www.CygnusAviationExpo.com and www.Nata.aero.



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Hudson Takes On LAX

The challenge: Revitalize the entire retail experience while continuing operations

By John F. Infanger, Editorial Director

In late 2010 an ownership team comprised of four local Los Angeles companies, including Magic Johnson Enterprises, along with international travel retailer Hudson Group were selected by Los Angeles World Airports (LAWA) to refresh the retail concessions program in four terminals of Los Angeles International Airport (LAX). Other partners are Concourse Ventures, The Zaman Group, and Soto & Sanchez.

company... It's all here for LAX: world-class newsstands, bookstores, and specialty retail shops." Newsstand brands included in the proposal are: Hudson News, CNN Newsstand Los Angeles, I Love LA, LA Times Newsstand, People News, Entertainment Weekly News, and E! News. Bookstore brands include Hudson Booksellers and Vroman's, a local LA bookstore. Specialty local retail brands include Rip Curl and See's Candies,

Additional outlets include: The Mattel Experience; Kitson; NBC Universal Studios; Bartels' Harley-Davidson; Hollywood Bling; a fashion boutique called Hollywood Style; and

have networked extensively and developed strong relationships with a wide range of organizations from all parts of the city. Embracing diversity in our partnerships is a core value of Hudson Group and is one of the foundations of our success in the industry."

On securing the partnership with NBA star Magic Johnson ...

"We discussed companies that we thought would bring the most value to this specific business. We agreed that Magic Johnson Enterprises would be the ideal partner. We reached out to Magic and to our surprise and great delight, discovered that he was as interested in developing this business model as we were.

On how this program fits with Hudson's overall airport portfolio ...

"The new brands and concepts that we will be constructing in the airport will truly be a breath of fresh air. In the RFP, LAWA made it very clear that they wanted all the new stores to reflect Los Angeles culture, style, and image.

"It's important to understand that much of the infrastructure of the LAX terminals derives from the early 1990s. So we will be replacing stores that are nearly 25 years old. The local "look and feel" was equally apparent in the bookstores and specialty retail components of the bid."

On the transition from old to new ...

"The transition from existing stores to new facilities takes a lot of coordination in any airport. But because this buildout involves 21 stores in four extremely busy terminals, the project will be more than a little complex. The most important consideration in a buildout of this kind is the continuation of service to customers throughout the construction period." **ab**



Hudson Group heads a team that will bring national and local brands to LAX, involving some 21 stores in four terminals.

The program includes some 21 news, gift, book, and specialty retail stores, totaling 20,716 square feet of space in Terminals 4, 5, 7, and 8.

Hudson Group president/CEO Joe DiDomizio calls the program "a large and important competitive win for our

a new sports concept, Magic Johnson Sports. Luxury brands include Hugo Boss and Sunglass Hut.

For a Q&A for *airport business*, CEO DiDomizio shared his insights on key components of the LAX concessions program. Following are edited excerpts ...

On how the deal came together for Hudson and its partners ...

"Hudson Group and its business partners have been operating in LAX since 2003. So for nearly a decade, the company has been an active member of the Los Angeles community. As such, we

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IT Master Planning Plays an Emerging Role

Increasing demands from customers and stakeholders are changing the planning process, with a growing impact on staffing

By John F. Infanger, Editorial Director



“The mobile app industry has really changed the focus of what the IT managers at airports have to provide.”

— Faith Varwig

The rapid pace of change occurring in the world of information technology (IT) is causing a revolution of sorts for airport planners. Historically, airport master plans provide a 20-year roadmap, identifying potential areas for development, protection, and other airfield needs. Enter IT, which is impacting everything from meeting new customer needs and expectations to facilitating the businesses of stakeholders.

Two central players in this discussion are Faith Varwig, principal with St. Louis-based Faith Group, LLC and Tom Strange, CEO of The Solution Design Group, Inc., based in Orlando. The two often team on airport planning projects, and are leaders in the concept of IT master planning.

Central to this discussion is the question: Is this a matter of incorporating IT into the master planning process, or bringing master planning to the IT world? Comments Varwig, “That is a good question; the definition has changed dramatically in the past ten years. In general, IT master plans address the evaluation of current business processes in place at airports and a determination of how technology can support or advance those business processes to make the airport more efficient, at lower cost, or provide a higher level of passenger service.”

Says Strange, “I guess it could be both. Airports traditionally, in the master planning process, think very hard about bricks and mortar, but not nec-

essarily the IT systems needed to support the operation as part of the master planning process. We and others advocate IT master planning become an integral part of the master plan for an airport.

“It’s a chapter in the master planning process, a separate activity. The best way to think of it is, it’s a plan for a three- to five-year planning horizon – an eternity in IT – that will help the airport define the IT needs that will support the airport’s business goals. Don’t do technology for technology’s sake, but do it to support the strategic drivers.”

Increasing Demand

Varwig relates that airport personnel and stakeholder representatives are rapidly embracing the new technologies coming out of the IT marketplace, changing the perspective for airport planners. “We spent the last part of the 1990s and first part of 2000s focused on building infrastructure and focused heavily on pipe and wire; general network configuration and design; procuring technology systems to support their business processes,” she says. “That’s changed a lot in past two to three years with the new hand-held devices – I-Pads; 4G phone systems. The mobile app industry has really changed the focus of what the IT managers at airports have to provide their clients within the airport. Now everybody in the airport wants to do all their work on hand-held devices.

“It requires a whole different way of thinking about technology at airports;

it requires another layer of infrastructure to support those applications. Ten years ago we hardly dealt with wireless applications in the back of the house. We mostly cared about the traveling public. Now airports have free Wi-Fi; now everybody back of house at the airport wants that same capability of being able to connect no matter where they’re at within the airport environment. It implies huge changes to how they conduct business; to the infrastructure itself; and to the people that support the infrastructure.”

Strange points out that the traditional 20-year plan still makes sense from a long-term overview perspective, but planning today has to recognize the impact of IT. “If we look ahead three to five years from now, the check-in process will be so much more smart phone driven. In recent years the move has been to all kiosks; now we have to wonder how long we will need the kiosks.”

He says that airlines and other businesses in the terminal and at the airport should have a say in the airport IT planning process. It is becoming typical for airports to survey stakeholders when assessing the state of the airport when it comes to IT, to incorporate their needs.

Strange says that the first step in the process is performing a conditions assessment to establish a baseline — what is the “as is” condition of the airport? “Strategically define the roadmap,” he says. “These are the priorities; get them into the capital budgeting cycle. Sometimes it’s a completely separate process, having nothing to do with a capital development program at all.”

Impact On Staffing

Varwig explains that where airports in the past have never really had to have a wireless guru or network security per-

son, almost all of the major airports today have people totally dedicated to those job descriptions. “We also, as part of the master plans, spend a lot of time thinking about staffing and what the proper staffing level is for the airport,” she says. “And whether airport management likes it or not, the dollars go up on a regular basis. The more technology, the more applications, the more people and budget you need to support it. That’s been a large pill to swallow for a lot of airports.

“So the stakeholders are clamoring for technology, but airports can’t get more staffing to support it. It’s a dilemma that every client I’m working with now is dealing with.”

Varwig and Strange recently teamed up to assist the Little Rock National Airport with its IT master plan and determined that the airport will need some 8.5 IT staffers internally just to maintain the IT systems. Looking across the national landscape, Varwig

estimates there is a rapidly growing demand for IT specialists inside the airport. “Applications developers; network engineers; network security engineers – it’s a whole different classification of people and skill sets,” she says. “Quite honestly, it’s the biggest migration within airports.”

The two consultants are also involved with Orlando International in performing an update to an IT master plan they conducted five years ago. Explains Varwig, “This was supposed to be a refresh of that. What’s interesting is it’s not so much a refresh as it is whole new ideas. Whole new systems have been created since then. Social networking; the ability to provide enhanced passenger services by doing passenger tracking throughout the terminal itself; the use of mobile applications; the integration of data to create these executive dashboards so that airport operators have a better awareness of what’s happening at all

times within their organizations. None of that existed two to three years ago.”

FAA; Future Funding

Neither consultant sees FAA as being a leader when it comes to IT master planning. Says Strange, “They certainly have now embraced IT with the electronic ALPs [airport layout plans] and having GIS [geographic information systems] in the process. I don’t know I would call FAA a driver; at the same time, some airports are being dragged into it kicking and screaming, particularly the smaller ones.”

Varwig says FAA also needs to rethink its funding requirements for airports, and account for the rapidly growing need for IT at airports. “FAA needs to be more aware of the requirement for technology in those programs and be willing to fund it,” she says. “We run into difficulty all the time with most of our clients [who] want to include technology as part of the program, but there are funding limitations.” **ab**



“The best way to think of it is, it’s a plan for a three- to five-year planning horizon – an eternity in IT.”

— Tom Strange

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A photograph of an airport baggage claim carousel. Above the carousel, a series of digital screens display flight information, including 'BAGGAGE' and 'ARRIVALS' sections. The screens are illuminated with blue light. In the foreground, the carousel is visible, and a person is walking past it. To the right, there are vending machines filled with snacks. The overall scene is a busy airport terminal.

Airports Empower Passengers

Dynamic digital signage allows a very high degree of flexibility with almost instantaneous ability to update content.

Technology is driving how airports are serving travelers with cutting edge self-service passenger processing and digital communication display solutions

Brad McAllister, Associate/Technology Editor

According to the 2011 SITA Airport IT Trends Survey, respondents ranked ‘improving customer service’ as the primary driver for new technology investments. Says SITA, mobile services investments for passengers and staff continue to top the airport investment priority list.

With regard to passenger processing technology, the survey shows that

self-service continues to grow, and that airports plan to extend the self-service concept to other passenger touchpoints such as e-gate and common bag-drop functionality.

On the digital communications front, SITA’s survey suggests that services on mobile devices and social networks are set to support the airport’s customer service vision.

“Notification of flight status and

delays on passenger mobile phones remains at the top of airport mobile investments,” states SITA. “Utilizing mobile phones to direct passengers around the airport is beginning to attract airport investments with 44 percent of respondents planning for such services by 2014.

“Airports also have a strong desire to offer retail services by way of the mobile device [60 percent with plans by 2014].”

With an increased focus by airports to provide a quality customer service experience for travelers coupled with the benefit of emerging digital display and passenger processing technology on operational efficiency, information technology (IT) is driving the business of customer

communication and engagement at the airport setting.

Comments Derrek Wright, FlightStats director of business development for the airport segment, “Airports are moving towards an orientation of really optimizing the traveler experience. What traditionally was an IT approach with providing data to airports via FIDS screens has now expanded to the entire communication ecosystem within and around airports.”

Says Sam Ingalls, assistant director of aviation, information systems, McCarran International Airport, “I’m very dead-set on business driving the technology, and not the other way around.

“In a general sense, my airport colleagues are really doing a lot of exciting things and moving forward. I’ve seen a groundswell of activity over the past few years, and a lot of uptake of the various initiatives and implementation of technology.”

Dynamic display solutions

David Saleme, concessions manager for the Columbus Regional Airport Authority, has been with the Port

Columbus International Airport for some 15 years.

Dynamic signage allows for frequency of impressions, flexibility, and creative content, relates Saleme. It’s a very good medium for the messaging we are putting out there with our different concessions; it allows a very high degree of flexibility with almost instantaneous ability to update content.

Because airports are pressured to enhance non-aeronautical revenue generation, Saleme says a good strategy is to combine content that informs the traveler with promotion and advertising offers.

“We look for that continual increase in gross revenue sales, but what also helps us is the ability to employ combination-use hardware, so we are able to provide both flight information in the media proximity of the advertising,” explains Saleme.

Adds Engalls, “The ability to dynamically display whatever it is you may need to display in any part of the terminal at any point in time is an incredible advantage.

“Whether it’s LED or LCD, we have some 1,300 dynamic signs in Terminal

3 and, excluding the FIDS, some 400 in Terminals 1 and 2.

“We have really fine-tuned our process with the dynamic signs, and it really gives us a lot of flexibility to drive messaging to different parts of the terminal building, and provide information to customers that we couldn’t do in a static sense.”

With regard to the future of signage technology, Saleme says we will continue to see a growth in the use of large format digital media. Designing advertising that catches the eyes of customers is important; large format digital media does that, he relates.

“There will continue to be an increase of interactive technology incorporated into digital displays,” adds Saleme. “People are becoming very accustomed to interacting with the touchscreen, whether its an iPhone, iPod, or Android device ... touch technology is going to continue to become more prevalent at the airport setting.”

Information distribution; social media

“We are quite interactive in social media; it enhances our ability to directly interact with our customers, and to

FLIGHTVIEW GATE-SIDE SURVEY HIGHLIGHTS

FlightView, a provider of real-time flight information solutions for the aviation and travel industries, recently conducted a gate-side survey at four major U.S. airports - Boston Logan, Denver, San Diego, and Myrtle Beach.

The survey found that 62 percent of travelers are frustrated when they’re at the gate, learn that their flight has been delayed, and can’t get enough information on a new take-off time.

Airports and airlines can provide more detailed information for a delayed flight with gate displays that visually show passengers where their plane is located, and when it’s expected to arrive, says FlightView.

Perfecting mobile content

Airports and airlines have an opportunity to improve customer service by moving beyond just offering flight status information on mobile websites and apps – to providing information such as nearby amenities, boarding messages, upgrade information, social sharing functionality, and other day-of-travel information.

Tapping the cloud

Limited resources and an increased pressure to ensure that flight information is up-to-date, accurate, and always available will fuel more airports and airlines to enlist third-party cloud providers to manage, host, and distribute flight information.

More information on the results of FlightView’s gate-side survey can be found on the Web at: flightview.com/corporate/news.



NEAR FIELD COMMUNICATION TECHNOLOGY

SITA Lab, the technology research arm of IT provider SITA, working on a joint innovation program with Orange Business Services, a communications services partner, has shown that passengers could use a near field communication-enabled (NFC) phone as a boarding pass to open security, airline lounge, and boarding gates automatically.

Airport equipment providers DESKO and Kaba also joined SITA and Orange in the development of the pilot, providing advanced scanners, readers, and security access gates.

According to a press release, NFC allows smartphones and similar devices to communicate with each other. NFC-enabled smartphones can hold secure information such as credit card data, or passenger data, including boarding passes and identities; they can also be used for contactless transactions such as payment or airline boarding.

A short animated demo of NFC can be found on the Web at: www.sita.aero/content/near-field-communications-demo.



personalize the experience,” remarks Ingalls. “We really do try to provide a personal customer service experience where we are able to do that. Using various forms of digital communication to push information out to customers in real-time is a great benefit.”

Ingalls has participated on many airport technology standard-setting groups; currently, there are several areas the groups are working on related to the passenger processing experience.

“There are a lot of capabilities for direct interaction with the customer,” says Ingalls. “There are so many different channels now; that’s what’s so exciting about what technology has brought us in terms of the capability for a direct communication link to the customer or end-user.”

Keith Gerr, marketing director with FlightStats, says the company has been zeroing in on the fact that airports want to deliver a great customer service experience. “There are some big themes we roll out with, one of them being the ability to provide data consistency across all customer touchpoints.”

FlightStats weaves a combination of consumer products along with its FlightStats.com website and additional products an airport can purchase, such as data feeds, as a way to provide data consistency to airport partners, says FlightStats’ Wright.

“Think about FlightStats as a network,” explains Gerr. “We have the website, apps, data relationships; our Airport Portal service allows airports to view us as an extension of their brand; that is an objective of ours.”

Adds Scott Hopkins, product development for the airport segment at FlightStats, “Our fundamental goal is, we have a huge traveling consumer base, and we want to be able to connect airports with that traveler base.

“One of the areas that airports are really interested in is getting offers into the hands of travelers, such as for concessions or parking.”

Passenger processing; customer service

“We have seen huge benefits from common use technology over the years ... I can’t tell you what that’s meant to us both economically and operationally,” says Ingalls.

When you get down to the customer service level, common use should be transparent to the customer, he adds.

With regard to the ability to check-in online, technology and the function of IT at the airport starts for many travelers before reaching the terminal. “Technology that enables paperless boarding; self-bag tagging; express and remote bag-drops; online check-in; mobile information delivery ... all of that is going to continue to increase at the airport setting, and make facilities more operationally efficient,” explains Ingalls.

Carriers at McCarran have been trialing self-boarding technology. “When we open our new terminal building... ”



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With an increased focus by airports to provide a quality customer service experience for travelers, IT is driving the business of customer communication and engagement at the airport setting.

says Ingalls, "... all gates will be outfitted and equipped with self-boarding functionality.

"We are also putting in kiosks in the new terminal building that can support self-bag tagging. Bag-drop functionality is really going to be key; I think that process will skyrocket in terms of usage across the U.S. as it rolls forward out of what has been very limited pilot-type activity."

On customer service, Ingalls says McCarran has provided complimentary Wi-Fi since January 2005, and initially that was a customer service item. "We have earned a considerable amount of revenue through sponsorship and other types of arrangements related to the Wi-Fi service. To me, that's a great example of having your cake and eating it to — providing the experience to the customer while still earning the revenue.

"This is all about empowering the customer; they have the technology in their hands. Airports must continue to put the power of process into the hands of travelers."

Ultimately, Ingalls relates that business should be driving the technology — whether its passenger processing or social media — both in terms of the ultimate benefit to the customer, and in terms of the economic and financial benefit to the airport and its partners.

"It was just prior to moving forward with common use some 15 years ago, we actually commissioned a very extensive technology master plan," remarks Ingalls. "We have updated that since and I think there are a lot of other airports that have done that as well.

"Technology is becoming a much more integrated part to the master planning process for airports, and it should be." **ab**

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Bridgeford Flying Service Rebrands

The Napa Jet Center reflects the growing global image of a community and an industry

By John F. Infanger



“We got something that would be timeless and shows what our business is about and what Napa is about.”

— Mark Willey,
CEO, Napa Jet
Center

Last fall, Bridgeford Flying Services at the Napa (CA) County Airport held a celebration to formally introduce its rebranding as the Napa Jet Center, replacing a name that had stood for 65 years and which had become well recognized within the community.

Remarks Napa Jet Center CEO Mark Willey, “As we continued to evolve the business and as Napa Valley became world renowned, it made sense. We didn’t take it lightly. It came out of peer group discussion and board sessions. I’m part of an FBO 20 Group. We did some focus groups with customers; we did some with employees.

“There’s a lot of different names that you can use when you want to do something like this. Even the logo development — we wanted to capture the heritage, the community.

“We went to our fuel provider AirBP and had them help us select a couple of design firms. Even the logo development took more time than I would have liked. But it needed to take the time. We got something that would be timeless and show what our business is about and what Napa is about.

“We went to Cessna’s marketing VP, Roger White, to get his input. To me this is something you do very rarely, and you need to put the resources, the time, and the effort to do it right. Using the words Jet Center implies a quality, full-service operation. Using the word Napa denotes the community and what the expectations are of the customers that come here. It’s why we’re here, to service those customers.”

A central consideration in the rebranding initiative was a cognizance that Bridgeford Flying Services was already a well-known brand in the community. Originally established in 1942 as an Air Base for National Defense, the airfield was transferred to Napa County in 1945 after which three former World War II pilots formed Bridgeford Flying Services.

Explains Willey, “We respected the fact that the Bridgeford name means something very important to the community. We called the previous owners; one was still working in the business when I got here; one of the original owners. And we talked to many of the

surviving members about the name change and our reasons. We tied it in with our 65th year celebration. We invited VIPs; media. Probably had well over 300 people.

“The board’s direction and the owner’s direction are to live up to the standards of excellence that our name demands. After being here for 65 years, we do a lot in the community. We donate to various non-profit causes; we’ve probably taught over 6,000 people to fly. I ran into a Southwest pilot the other day that learned to fly with us. That goes through the community. A number of the vintners learned to fly with us. We manage their aircraft for them. They’ve come to know Bridgeford Flying Services and it means something to them. We wanted to keep that legacy.”

The company also invested some \$125,000 to reinvigorate the terminal interior, according to Willey, which emphasizes the local wine heritage.

Full Service

The Napa Jet Center remains a full-service business aviation company offering line operations, aircraft storage, executive aircraft charter, aircraft management, aircraft maintenance services, a flight school, and aircraft sales. It is billed as the oldest Cessna dealer in the Western U.S., and remains a Cessna Pilot Center. The FBO operates on a 20-plus year lease with the airport.

CEO Willey was recruited to head up the Napa FBO after spending some 17 years at Atlantic Aviation,



The Napa Jet Center relies heavily on the wine and tourism businesses, both of which are prominent in the FBO's interior redesign. It's also a small player in the distribution of wines through an affiliate.

then owned by the DuPont family. He spent the last seven years as VP/general manager of its Wilmington, DE headquarters.

He relates that his company's fortunes are directly tied to the wine industry and tourism. There is limited growth locally, he says, and the business is very seasonal. Napa Jet Center gets very involved with local groups,

such as the Napa Valley Destination Council, and provides wine tours and wine distribution through Sansibar, a wine distributor.

Says Willey, "The community has a Fly a Leader program through the Chamber of Commerce. We'll bring business leaders out, fly them around the valley, take a tour of the airport with the airport staff, and we'll go

through the tower. So, they get to see the asset that the airport is so that they can help protect that asset. One year we brought out a number of the concierges from the local resorts."

Looking to the future, Willey says growth through acquisition of a similar type FBO is a possibility. "We'll start talking more seriously about that at our next board meeting," he says. "We can develop more here or look elsewhere. It would be nice to have the same type of destination places, so we're providing the customer the same experience. If it doesn't come to fruition, it doesn't. We're not going to be a chain of buy and sell." **ab**

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Exploring Airline Economics

As the industry continues to evolve, airports play an increasing role in route development

Warren Buffett sold all of his airline stock a few years back because he said it was impossible to predict.

In my younger days in Huntsville, AL many of my friends were NASA engineers. On technical matters they were so far over my head that I didn't even try to pretend otherwise. One thing they taught me is that some problems have so many variables it's impossible to calculate the outcome. Trying to predict the airline market is one such problem. Warren Buffet sold all of his airline stock a few years back because he said it was impossible to predict the industry accurately. Airports, of course, must deal with airline markets, and they work at it.

When I traveled almost constantly out of Huntsville, it was sometimes profitable to drive to Nashville or Birmingham to get the best airfare. The Huntsville airport staff actually had

figures on how many cars with North Alabama license tags parked in the Birmingham and Nashville airports. They took those figures to the airlines that served Huntsville, airfares dropped and my need to drive to either city disappeared.

Now I live in east Tennessee, some 59 miles from Asheville Regional Airport (AVL), NC, and 32 miles from Tri Cities Regional Airport (TRI). At first, I sometimes drove to AVL for a cheaper fare, but during the last year or so that has not often been necessary. The directors of both airports — Lew Bleiweis in Asheville and Pat Wilson at Tri Cities — are knowledgeable and aggressive marketers. Visiting with them has been informative.

About a year and a half ago, Southwest Airlines announced plans to begin service in and out of Greenville-Spartanburg Airport (GSP), SC some 63 miles south of AVL and 142 miles south of TRI. Most folks figured GSP was close enough to interfere with AVL's market, but not close enough to bother TRI. Talking with Pat Wilson, however, left me thinking: If Southwest could cause fares to drop in Asheville, I and others might start driving to Asheville, which would indeed hurt TRI.

Southwest has been operating at GSP for about ten months now and here are some stats gleaned from AVL's marketing director Tina Kinsley and TRI's Pat Wilson: AVL's airport set a record for enplanements in 2010, rising 27 percent compared to 2009. Knowing that Southwest was coming into GSP in March 2011, AVL studied other markets into which the carrier moved. Based on their findings, they assumed (and budgeted for) enplanements dropping 10 percent in 2011. It didn't happen. The drop, so far, has been more like 1.5 to 2 percent, making 2011 their second best year for enplanements.

TRI enplanements, according to Wilson, climbed in 2011. He says, "There must be ten important factors that have influenced enplanements, and it's impossible to say which have been most important." Maybe that's what Warren Buffett was talking about.

Obviously, the entry of Southwest into GSP was of little importance at AVL or TRI. One major factor is that, thanks to increased costs in jet fuel, Southwest is no longer that much cheaper than other airlines. This is a different market from the days when a commercial bus drove people from Memphis to the Little Rock Airport, just so they could fly Southwest.

And change does go on: TRI is currently negotiating to get service to/from Nashville. I hope they can pull it off. **ab**



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Display Solutions Get Dynamic

Airports employ large format digital signage technology to keep customers informed and entertained, and to promote services while generating advertising revenue

Brad McAllister, Associate/Technology Editor

As digital signage becomes cheaper as the technology advances, airports have a real opportunity to make an impact statement with dynamic visual communications systems. A digital display strategy has become a key part of the customer service imperative airports face today.

With the use of large format display technology, digital signage can be an important solution for airports with regard to keeping travelers well-informed and entertained while also promoting its own services, and those of its tenants and local stakeholders.

Says Barbie Peek, Huntsville International Airport director of marketing, “We want to stay on the cutting-edge of technology and provide the best customer service experience for everyone.”

To that end, the airport has recently expanded its LCD video wall technology as a part of its capital improvement program. The ‘jumbotrons’ display everything from flight information and local cable television to advertisements.

“Going digital enables the airport to be much more flexible with its display offerings ... you can change things fast and in a more efficient way,” explains Peek.

“New applications for display technology are being developed all the time, and the need to keep the traveling public informed and provide up-to-the-second information is key,”

says Daktronics aviation and parking market manager, Todd Lambert.

“Dynamic display technology is giving ultimate flexibility in message and branding control to airports; and technology is advancing to the point where it is becoming cheaper to implement large format display solutions.”

Serving the Customer

“There has been an increased emphasis by airports in communicating with passengers in a customer service context,” relates Planar’s John Dixon. Planar Systems, Inc. is providing the Huntsville Airport with the company’s Clarity Matrix LCD Video Wall System.

Comments Dixon, “Multi-user functionality has become critical. The ability to send many different types of messages by way of one display screen or system of screens is a great display solution.

“Customers expect to see local and weather information alongside FIDS; there is also the advertising function, and that of entertainment, and keeping the customers interested and engaged.”

Dixon says in the past, airlines were directly involved in the purchasing of display equipment. “Now, you are seeing a full press by the airport to interact and engage with their customers throughout the entire facility,” he adds.

Peek, who has been with the airport for more than 22 years, remarks, “Culturally, we are all driven by tech-



A Daktronics LED large format signage installation at Vancouver International Airport.

nology, whether it’s a mobile device or laptop computer.

“Our objective in adding these display systems helps answer questions like: Are we reaching out and serving our customers and consumers in the best way possible? Are we delivering the best information to the right place in the quickest and most efficient way possible? Those are vital ingredients in communicating with and serving our customers.”

Peek relates that Huntsville is home to the cutting-edge of aerospace and defense technology. NASA’s Marshall Space Flight Center is located here, along with aerospace companies like Redstone Arsenal. “Those types of things are happening all around Huntsville,” she adds.

“As the airport, we are the front door for our community; we also want to be on the cutting-edge in terms of technology. Our passengers expect that.”

The Huntsville Solution

Peek refers to the large format signage systems at the airport as ‘jumbotrons.’ The first jumbotron was installed in the public waiting area and has the capability of playing just about any type of digital media as well as local cable television. On either side of the main screen, the jumbotron is anchored by FIDS monitors.

“It is really targeted at airport use; there is no advertising, but we



“Going digital enables the airport to be much more flexible with its display offerings.”

— Barbie Peek, Huntsville Int'l Airport

do use it to promote various services,” explains Peek.

As the airport moved into a baggage claim project, it designed two more jumbotron systems. One of the systems is a community jumbotron, with Planar screens in the center anchored on each side by airline arrival and departure information.

The second jumbotron is used primarily for advertising. “Both jumbotrons have similar technology and are very flexible in terms of displaying various types of content,” adds Peek.

Planar’s Dixon says he is definitely seeing a trend to ‘go large’. “We have been very successful with the Clarity Matrix product,” he comments.

“Another trend we are seeing with video walls is the integration of the display solution with the architectural aspect of the facility.”

Huntsville is a good example of this, he says. With its open space, the video technology is integrated into a wall mural and the architecture of the terminal interior, as seen in the photo on this page.



Content Flexibility; Maintenance

As more data becomes available, the capability to take that data and interact with it is key, says Dixon. The capability to display a wide range of different types of content exemplifies the contextual advantage of digital signage technology.

“Signage can be dynamic in that it responds to the immediate network needs of the airport, such as if the airport wants to change any particular stream of content at any particular time,” explains Dixon.

“Another dynamic aspect is the content itself — the capability to display everything from gate information, updated in real-time, to full-motion video streamed live from the Internet or from local cable television.

“With the access to the different information available through the network, and the ability to instantly change or adjust content ... airports have the capability to display content in an intelligent and dynamic way that captures the attention of travelers and engages them.”

Lambert agrees, stating, “The need to provide consistent branding, and to keep customers happy with services such as free Wi-Fi, and informing users of the various retail options provided by tenants — that is very key.

“Airports are seeing that the software and content being driven to these display installations is becoming very easy to implement and manage.”

There is ability for return on investment, says Lambert. With the larger boards, a certain percentage of the display is used to inform while a certain percentage is used to advertise; this can provide an economic boost

HUNTSVILLE’S VIDEO WALL SYSTEM EXPANSION

Huntsville International Airport has committed to LCD video wall technology from Planar Systems, Inc. by choosing the company’s Clarity Matrix LCD Video Wall System as a key part of the airport’s \$92 million capital improvement program.

Features and capabilities of the expanded system include:

- One video wall consisting of 21 Clarity Matrix LCD panels in a seven-wide-by-three-high configuration;
- One video wall with 25 panels in a five-wide-by-five-high configuration (the two video walls combined provide more than 400 square feet of digital signage space);
- 1,366 X 768 resolution, 700-nit brightness, and a 3000:1 contrast ratio;
- Despite high ambient light in Huntsville’s new baggage claim area, information on the video walls is visible from as far away as 75 feet;
- 7.3 millimeters separates the displays creating a nearly seamless image;
- EasyAxis Mounting System streamlines positioning and alignment of LCD panels, saving time and money for the customer and systems integrator; also provides front and rear access to all LCD panels. Routine service and maintenance can be performed without dismantling the video wall.
- The off-board electronics design removes the electronics from behind the LCD panel, reducing heat that can cause damage and reduce the lifespan of the displays;
- The video walls can display a wide range of dynamic content — from video to photos, and graphics to text — which airport staff can change quickly and easily at any time;
- Available in 46” (1366x768) and 55” (1920x1080 with LED backlight technology).

The Clarity Matrix video walls were selected with the involvement of the airport’s systems integration partner, Norcross, Georgia-based Technical Innovation.

to the airport by giving a concession to advertisers and retail tenants.

“Local area visitor bureaus are beginning to invest in the airport space with advertising; airports are also seeing local industries, such as area art councils, advertising or sponsoring some of the larger displays.

“Airports are recognizing that the price of the technology is coming down, and they have found more avenues for generating revenue tied to display technology.”

Of the three major jumbotrons at Huntsville, only one is targeted for paid advertising, says Peek. “We have also incorporated advertising into our digital boards,” she comments. “These are digital displays that can house multiple ads as opposed to having several static advertising boards.”

Even for the entity selling the ad, says Peek, the customer can change the display of its ad quickly and easily; the airport’s advertising partner is Clear

Channel Airports.

Generally, airports are looking at five years of usage for most of the components of a digital video display, says Dixon. Peek says five to seven years is a fair assessment.

Lambert says with an LED product, airports are looking at a seven to twelve-year plan. “One thing we have implemented is the opportunity to utilize a standard-sized module so that in seven or eight years, for customers that would like to move to the newest technology — we are able to leave the cabinet infrastructure in place and just swap out the electronics,” he relates.

A key point with regard to maintenance of the Daktronics product is the capability to engineer a product that is either front or rear-servicing. “Some of our installs actually have plenty of room behind the product so that the airport can put up a catwalk behind the system,” says Lambert.

Touchscreen Technology

There is some resistance in moving toward touchscreen technology, but also definitely an increased demand to want to add the capability of touch interaction with displays in airports, says Dixon. In other digital signage applications, particularly in the retail space, a different level of interaction with customers can be added.

“With smart phones and tablet devices, people are used to interacting with touch screen display technology, and so display technology is naturally moving in that direction,” remarks Dixon.

“The technology has evolved to the point where it’s incumbent on the airport to figure out how to add multi-level ‘drill-down’ content to signage applications.

“People are using touch technology all the time, and users now expect that type of functionality; interactive technology is only going to become more prevalent.” **ab**



Todd Lambert,
Daktronics, aviation
and parking market
manager

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Building Opportunities

The new Transportation Education Center at Southern Illinois University Carbondale will offer several potential benefits for the airport, and the region

Pete Rosenbery, Assistant Director, Southern Illinois University Carbondale

the state-of-the-art construction project nearing completion at Southern Illinois University Carbondale will be one of the nation's leading transportation centers.

The nearly 230,000-square foot Transportation Education Center (TEC), located at the Southern Illinois Airport, will offer enhanced learning and research opportunities for students in the University's nationally

recognized aviation and automotive programs. Officials expect the facility will also create economic development opportunities.

The nearly \$63 million project includes \$56.7 million from a state-



The complex includes the approximate 186,000-square foot main education building, a nearly 11,000-square foot aviation test cell, and a nearly 32,000-square foot fleet storage building.

wide capital construction plan signed into law in July 2009. The remaining amount includes funds for design fees and Leadership in Energy and Energy Design, or LEED, certification. The facility is now 75 percent complete with a projected July 2012 completion.

The TEC complex includes the approximate 186,000-square foot main education building, a nearly 11,000-square foot aviation test cell, and a nearly 32,000-square foot fleet storage building.

The facility will bring the aviation and automotive programs into one general area. Prior to this, aviation management and flight programs split instruction between facilities at the airport and campus buildings in Carbondale, with aviation technologies classes meeting at the airport. The automotive technology program has the bulk of its classes in World War II-era buildings on the University's campus in Carterville, about 16 miles from the airport.

The airport will see several benefits and additional opportunities once the TEC is finished, says Gary Shafer, Southern Illinois Airport manager. The facility will help market property both on and off airport grounds. Shafer anticipates approximately 250 acres of development property will be available.

"The most significant will be the place on the aviation map that the center will provide to the airport," he says. "It's going to more firmly entrench us as one of the leading aviation training centers in the country.

"The mere presence of these nationally known programs is going to make it easier for the airport and economic development agencies in the area to market our available properties to aviation- and automotive-related industries."

Another benefit will be the addi-



tion of more than 300 people on the airport grounds each day for classes, lectures, and meetings. Five degree programs will be inside the TEC — automotive technology, aviation technologies, aviation flight, aviation management, and the University's master of public administration in aviation administration concentration.

The facility will help market property both on and off airport grounds; Shafer anticipates some 250 acres of development property to be available.

"That additional population will entrench what we deliver out here, such as food service, and increase revenue opportunities for the airport," says Shafer.

The TEC includes a nearly 11,000-square foot aviation test cell that will allow aviation technologies students and faculty to run high-powered turbine and piston engines. The facility, which will feature four separate cells, will have the most advanced instrumentation and equipment available.

For the aviation management and flight programs, a key addition is a 3,250-square foot flight simulation

area. The flight simulation area is more than six times larger than the current flight simulation area, and will house a level V Regional Jet Flight Training Device (FTD) along with other new flight simulation equipment.

There will also be new weather and dispatch services, an aviation computer laboratory testing area, and two new air traffic control laboratory spaces. One laboratory will focus on tower air traffic control training, and the second for radar air traffic control training. SIU Carbondale is the only public university in the state to offer an Air Traffic Control minor.

Officials foresee increased enrollment in all of the programs as the TEC begins operation. With program enrollments now among the highest levels, department officials anticipate a five to ten percent rise in enrollment in the three years after the facility is finished, given the availability of supporting resources for equipment and faculty.

The programs are working to obtain significant alumni and industry support for the TEC, especially as it relates to specialized equipment, ongoing operations, and student scholarships.

The nearly \$63 million project includes \$56.7 million from a statewide capital construction plan; the remaining amount includes funds for design fees and LEED, certification.

ab

Mechanical Stabilization

Imperial County uses the Spectra Roadway Improvement System to enhance the lifespan of a new taxiway without adding substantial costs to the pavement section

Lars Nelson, Tensar International Corporation Regional Manager

about the company
Tensar International Corporation offers systems for improving structures such as roadways, railyards, construction platforms, and parking lots. The company's support services include site evaluation, design consulting, and site construction assistance.

the Imperial County, CA government operates Imperial County Airport, an airfield with two runways that support general aviation and commercial aircraft. In 2009, the county needed to rehabilitate a taxiway to maintain its capability of serving this traffic.

The county wanted an affordable option for creating a new

taxiway with a superior projected design life. With regard to site conditions, the subgrade soils consisted of lacustrine deposits, which varied from lean to fat clay (CL to CH) and silt (ML). Shallow groundwater also created pockets of extremely soft soils.

An alternative solution the county considered involved using a 19-inch thick aggregate base with

and without lime stabilization. Both of these options were rejected because of concerns over cost, construction scheduling, and lifecycle performance.

The Tensar Solution

The county decided to use the Spectra Roadway Improvement System, a mechanically stabilized layer incorporating TriAx Geogrid as a lower cost, longer lasting alternative to installing a very thick base layer or remediating the subgrade with lime.

PROJECT SPECIFICS

Project: Imperial County Airport; El Centro, California
Product/System: Spectra Roadway Improvement System

Quantity: 30,000 square yards of Tensar TriAx Geogrid

Design Engineer: Geotechnics, Inc.

General Contractor: Granite Construction

Materials Supplier: CONTECH Construction Products, Inc.

The Spectra System Advantage

- Simplify and speed construction while increasing the performance of pavement structures;
- Reduce aggregate fill thickness;
- Decrease labor and equipment requirements;
- Reduce undercut, overexcavation, and removal requirements;
- Improve durability by changing the dynamics of load interaction with the subgrade and more evenly distributing load pressures;
- Enable construction to proceed even in difficult working conditions.



Subgrade soils consisted of lacustrine deposits, which varied from lean to fat clay and silt.

“Our client had used geogrid on another airport project,” says Geotechnics, Inc. project engineer Matt Fagan.

“The client believed that the use of geogrid could improve the lifespan of the new taxiway without adding substantial costs to the pavement section. Granite Construction completed the installation by removing the existing pavement section and 15-inches of soil.

“Next, they leveled and rolled the subgrade and covered it longitudinally with TriAx Geogrid. To complete the installation, they installed 15-inches of aggregate base and 4-inches of asphalt concrete.

“In areas with significant groundwater, the company excavated the saturated material, installed

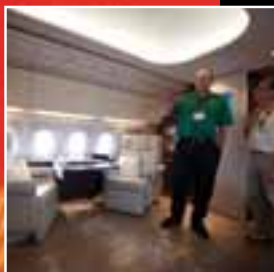
The county wanted an affordable option for creating a new taxiway with a superior projected design life.

a lower layer of TriAx Geogrid, and covered it with recycled asphalt [stockpiled when the original taxiway was removed] to return the subgrade to the required profile depth.”

“The TriAx Geogrid’s rib has a higher profile and a unique hexagonal shape that gives 360-degree load distribution,” says Tensar International Corporation regional manager Lars Nelson.

“These properties allowed the taxiway designer to reduce the aggregate layer by four inches while still providing superior base confinement and strength,” he adds.

“The use of TriAx Geogrid helped us establish a firm and unyielding subgrade throughout the site, which translated to improved relative compaction in the aggregate base and asphalt concrete,” says Fagan. **ab**



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about the author

Dr. William Johnson has spent more than 30 years as senior executive and scientist for engineering companies specializing in technical training and human factors before joining FAA in 2004. He is also an aviation maintenance technician and a pilot, and has been for more than 45 years.



SMS Jargon and Collecting Predictive Data

Among its initiatives, FAA has teamed up with Airlines for America to create the Maintenance and Ramp Line Operations Safety Assessment System, a means for conducting peer-to-peer assessments during normal operations.

For most airline and airline-related service organizations, SMS can be a formalization of the many safety programs already in place

By Dr. William Johnson, Chief Scientific & Technical Advisor – Human Factors, FAA

the International Civil Aviation Organization (ICAO) guides the direction of required safety programs. Its safety management manual (Google the term “ICAO SMM”) describes the multitude of suggested requirements for a safety management system (SMS). The requirements apply to airlines, charter companies, MROs,

airports, air traffic organizations, and others. Each organization must have a formal means to collect, analyze, and apply results from three different types of data: **reactive**; **proactive**; and **predictive**.

FAA aligns guidance with ICAO; different data requires different methods to collect, analyze, and use the information to promote safety.

SMS Data Types

When looking at *reactive* data, the event has already occurred and the damage done. Depending on the severity of an event, it can be heard about on the news. However, many other events, such as a runway incursion, high value ramp damage, or worker injury, may remain known only to the airline or company personnel involved.

Companies usually have accident/event procedures in place and are prepared to launch an investigation team and establish fact-based contributing factors. There are very good processes to interview those involved; companies usually have the means to determine the cause and take actions to ensure

that the event never happens again.

Afterward, the FAA and any number of industry organizations and publications help disseminate accident/event data. This helps reduce the chance that the event may be repeated by another company.

The event investigation process, the data collected, and the final report is merely a reaction to the event — hence, the term “reactive” data. There is high value in learning from the reactive data from big events.

Collecting, analyzing, and applying *proactive* data is not new, only the emphasis on the term is new. Aviation organizations have auditing, quality, and safety departments that apply a multitude of operational measures to assess current performance and safety.

The FAA Continuing Analysis and Surveillance System (CASS) exemplifies a robust data system. For CASS, the company is responsible for collecting data and assessing the opportunities

for improvement. Traditional audits with IATA, the Coordinating Agency for Supplier Evaluation (C.A.S.E.), and the National Aviation Authority are nothing new.

Getting Predictive

SMS regulations encourage us to take our data collection to the next level. *Predictive* data systems are a means to use daily/normal operations to help identify a company’s strengths and weaknesses.

Sometimes there is confusion between the terms used in “system safety” versus the language used in “threat and error management.” Using the language of system safety, predictive data helps identify the small hazards in advance of assigning a risk level. Using the language of threat and error management, predictive data helps identify the threats so that they can be managed before they become errors. In any language, it is a matter of



The characteristics of the LOSA systems used for maintenance and for ramp environments.

identifying and addressing challenges as early as possible.

How can one establish systems to gather and apply predictive data? Most likely, frontline employees see the hazards before management does. Predictive data, therefore, must be worker-centered. Companies must make it easy for employees to speak up.

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EDITOR'S NOTE:

This article is a compilation of two articles previously featured in Ground Support Worldwide magazine, a Cygnus Business Media publication.

Voluntary reporting systems are likely the best means to achieve this goal.

FAA cooperates with the industry through programs such as the Aviation Safety Action Program (ASAP). It protects workers from FAA action when they report mistakes early. Progressive companies use ASAP as a means to report not only events but also to report the conditions (threats) that may lead to events.

Another new program created by FAA with the Airlines for America

(A4A), formerly the Air Transport Association, is the Maintenance and Ramp Line Operations Safety Assessment system (MRLOSA). MRLOSA is a formal means for workers to conduct peer-to-peer assessments during normal operations. Such data may be the very best means to gather and use predictive data.



One example of the many posters available from the www.mrlosa.com website.

The ramp LOSA, on the other hand, uses structured observation checklists. The system for ramp comes complete with ready-to-use database and data analysis tools that are kept with the opera-

tor. There is no need for outside data storage and analysis. This ensures that company data are secure and that analysis does not require external consultants.

The graphic on page 29 shows the characteristics of the LOSA systems used for maintenance and for ramp environments. It is a systematic means for observation of normal operations. The peer-trusted observers, as well as those observed, participate in LOSA as volunteers.

LOSA is a joint effort by company management and labor to recognize early indications of threats and errors. Sometimes LOSA can be targeted to assess known challenges. In any case, the standards for confidentiality always apply.

Understanding LOSA

Line Operations Safety Assessments (LOSA) require employee involvement to identify safety threats to areas of ramp operations. LOSA is a way for employees to observe one another's work. Although it is peer-to-peer observation, it is a formal process.

It's not new. Since the late 1990s, LOSA has evolved in flight operations and is widely used today. Line pilots, for example, train to be LOSA observers, fly jump seat and observe the crew. The observer looks for excellent performance, but also observes whether threats and errors are present. The observer is trained not to interfere with normal operations unless there is grave danger to people or property.

Those being observed know that the LOSA is not a classic "audit" and that LOSA data cannot attribute actions to an individual or crew. LOSA is a formal employee system that does real-time risk assessment using the threat and error management model.

The LOSA system for ramp is very different from that used on the flight deck. The philosophy and principles are the same, but the flight deck relies on open-ended text to record the observations.

Implementation Requires Support

LOSA implementation requires strong support from corporate leadership and from the workforce. It requires resources for personnel, training, data analyses, etc. The return on these investments includes an enhanced SMS program, new knowledge of daily risk, and an increase in efficiency and continuing safety. A return on investment tool is under development for use with the LOSA systems.

The development team of government and industry has developed and tested all necessary materials to support the implementation of LOSA for ramp. That includes training documents and manuals, data collection and analyses forms and software, and materials to promote LOSA to the workforce. **ab**

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Daktronics video display technology allows airports to drive advertising revenue and show useful information in concourse areas. With content from multiple sources, these displays provide traveler-valued news, weather, and flight information.



By offering information, entertainment, and advertising, Daktronics LED video displays keep travelers connected to the outside world, ease traveler anxiety, and promote stores and services within the facility. With a wide 140-degree viewing angle and high-definition pixel pitches, these displays cover large groups of viewers at virtually any viewing distance.

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in the continental U.S., Alaska, and Hawaii. The five-year contract is to provide in-pavement and elevated taxiway LED fixtures to up to 46 bases as part of the USAF's requirement to convert airfield taxiway lighting to ETL-Certified LED fixtures. ADB has already shipped 1,999 LED fixtures as part of this contract.

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ACI-NA Addresses GA, Cross-Border Lobbying

Principato explains how the changes will affect the association's efforts and membership

By John F. Infanger, Editorial Director

airports Council International-North America (ACI-NA) recently announced two initiatives which could impact the future look of the organization, in particular with cross-border lobbying with Canada.

In February, the ACI-NA board of directors was expected to adopt a proposal to permit general aviation airports to join the association. And, in January, ACI-NA began the process of assimilating the Canadian Airports Council (CAC) into the Washington-based organization. The CAC had been based in Ottawa; its president, Daniel-Robert Gooch, will retain his position and remain based in the Canadian capital.

The GA move follows the creation in 2011 of the General Aviation Airports Coalition (www.gaairport-coalition.org), which was formed to address the issues related to GA facilities. The GAAC is not affiliated with ACI-NA nor with the American Association of Airport Executives (AAAE).

ACI-NA represents local, regional, and state governing bodies that own and operate commercial airports in the U.S. and Canada. President Greg Principato, who joined the association in 2005, recently spoke with *airport business* about the recent changes. Following are edited excerpts of that discussion ...

ab: What was the genesis for the general aviation airports initiative?

Principato: It's something that

has been talked about for awhile. Our bylaws say that we're open only to those airports that are certificated to receive commercial service.

The ACI-World bylaws, with which we are not allowed to be contradictory, say that general aviation airports are permitted. We're not out of compliance. Some of our leadership over the years has thought that if we're truly the voice of airports we should offer membership and benefits to all airports.

The result is that our small airports committee has put a proposal to the board to allow general aviation airports to join ACI-NA. It's likely to be approved.

ab: Do you anticipate the move will have a significant impact on the association's activities?

Principato: I don't know if it's going to have a lot of impact; a lot of GA airports are active with AAAE, and I know there's a small association put together to bring together GA airports. I think some might want to join in order to participate in the committees and get the information you get as a member of ACI. I'm guessing that because there are other alternatives there won't be a huge wave that will join, but some will. There are some general aviation issues, like on the security side, that we're already working on.

ab: Isn't it true that, as an association that represents airport systems, you already have some GA airports as members?

Principato: That's a good point; we actually have GA airports because their airport system is a member. For example, the Port Authority of New York & New Jersey is a member, so Teterboro is a member.

ab: Would you expect to implement some sort of tiered dues structure?

Principato: It wouldn't be an onerous amount; the board will decide that. The small airports committee has proposed one way forward. The proposal calls for a couple of tiers to it.

ab: Regarding the CAC, is it accurate to say you are absorbing the group?

Principato: I prefer the word integration. The Canadian airports are all members of ours anyway; we're not a U.S.-only organization. The way it worked is, if you were a member of the Canadian Airports Council you were a member of ACI-NA. The CAC took care of lobbying and working with the regulators and Parliament; and Canadian members could participate in our committees.

A number of things came up, one of which is people looked at what was going on up in Canada and said we're paying for things like putting on conferences that ACI-NA is already doing. It could be a lot more efficient if we did away with that. That was a big part of the impetus.

ab: Do you expect this will further enhance cross-border lobbying efforts?



"There are an increasing number of issues where cross-border interests are more closely aligned."

Principato: There are an increasing number of issues — security facilitation, for example — where the cross-border interests are more closely aligned. Instead of having two organizations that try to dance with each other, have one organization and be really integrated. The bylaw amendments passed over the last two years enable that to happen.

Two more Canadian voting members have been added to allow for more representation on the North America board [of ACI-NA]. The CAC board will remain in place as a policy board to oversee the legislative and regulatory work of the office in Ottawa. We will have a U.S. policy board, plus five past

chairs, that will oversee our legislative and regulatory work.

There will be some growing pains. At some point, the Canadian Airports Council will go away as a separate legal

There are an increasing number of issues — security facilitation, for example — where the cross-border interests are more closely aligned.

entity. It will be basically the Ottawa office of ACI-NA and be known as the Canadian Airports Council, so when the person that runs the office there goes to Parliament Hill, he's president of CAC.

In terms of policy issues, you're not going to Parliament Hill and saying you're taking your orders from some guy in Washington, just as I don't go to Capitol Hill saying I'm taking orders from Montreal [ACI World headquarters]. He has a separate policy board from which he gets that direction.

There's a lot of enthusiasm about it. I think people just thought it made sense.

A lot of the issues around the world have a lot of commonality — financial; security; environmental; and so forth. It didn't make sense to have two sets of work; two sets of activities. **ab**

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Spirit of Aviation

It's the people who value the journey

By Missy Zingsheim, Publisher



this year at NBAA Schedulers & Dispatchers I met someone who reminded why we all work in and love the aviation industry.

I met Tara Ely with Elliott Aviation out of Des Moines while I was walking the show floor on the first day. I went up to her booth looking for someone else and instead met Tara. When I introduced myself and my colleagues she couldn't believe that she was talking to the people who produce *airport business* magazine. She told me how she reads every issue and highlights important information.

For the six years that I have been in the aviation industry I have never met anyone so excited to be a part of the industry. Sometimes in life you need a reminder of why you continue to do what you do; this time my reminder came in the form of Tara Ely. I hope Tara, that you are reading this. Thank you.

I also have to thank Pradeep Panikar with Napa Jet Center for showing me around his full-service FBO facility. I was able to have the Napa experience from the ramp at their outstanding FBO, as well as a first class wine-tasting. Please make sure you read our Business Profile about Napa Jet Center's recent rebranding efforts. Thank you for all your hospitality; it was a great experience visiting your FBO.

It has been almost three months since we launched www.AviationPROS.com, and I hope you have had a chance to visit the new aviation portal, explore the pages, and participate in the ongoing discussions taking place throughout the site.

Please let us know what you think about the new website portal, and feel free to drop a note on our Facebook page www.facebook.com/AviationPros. AviationPROS.com is a one-stop-shop for aviation industry news, analysis, and products.

Top: Tara Ely (right) and publisher Missy Zingsheim at an evening event at the recent Schedulers & Dispatchers conference in San Diego. Bottom, a hangar at the Napa Jet Center at Napa (CA) County Airport.

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