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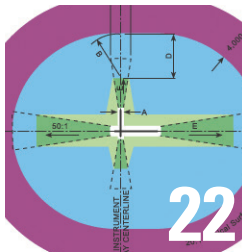
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The International Airport GSE Expo: Las Vegas' Best New Show

What seems like many years ago I had a supervisor who told me I should "only make new mistakes." When I looked at him with what I am sure can only be described as pure confusion, he told me that if I am only making new mistakes then I will continue to make progress and be successful.

Why do I bring this up? Normally, at this time of year, I am rehashing our most recent show and still trying to get my voice back. But this year it is a new show, in a new-ish location, on a new date, in a new season and a time to only make new mistakes. You follow me?

This is a brand new venture for us, we are combining two shows into one for what will be the ONLY GSE show in North America in 2016. With that comes NEW processes, NEW questions and NEW opportunities. What I can tell you is that we already have more than 50,000 sq. ft. of exhibitor space booked, whereas last year's show had just 20,000 sq. ft. of exhibitor space booked. Not only are there already more companies to see at the International Airport GSE Expo, but more equipment too. Because of the size of this year's show, we wanted to make sure that everyone had enough time to spend at the show so it will be a full two-and-a-half days this year.

We are also planning as many networking and social opportunities as we can. Tuesday we will have an evening reception throughout display ar-

reas during the last hour of the show, during which we will be acknowledging the Leaders of the Year awards. SAE will be holding their G-12 deicing subcommittee meeting in conjunction with the Expo and we have invited NATA to join us with their Safety First program again this year. And, probably the most popular place to meet with everyone, the Lobby Bar where I know that I will see everyone after the show has ended each day.

I am beyond excited for this year and the months to come and can't wait to see everyone in Las Vegas this October.

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► **TOP NEWS**

Daesh Claims Responsibility for Brussels Bombings

Daesh, the Islamic State terror group also known as ISIS, is claiming responsibility for the two bomb blasts that tore through Brussels Airport and the Brussels metro system around 8 a.m. March 22, killing at least 34 people and wounding at least 230 more. The U.S. State Department warned Americans to “exercise vigilance” when in Europe: “Terrorist groups continue to plan near-term attacks throughout Europe, targeting sporting events, tourist sites, restaurants and transportation.”

Schiphol Airport Wins Big At Air Cargo Excellence Awards

Amsterdam’s Schiphol Airport was ranked as the top major European airport (over 1 million tons per year) in the latest Air Cargo Excellence Survey. The airport category of the Air Cargo Excellence Awards is based on voting from airlines, who rank airports according to their judgment of performance, value, facilities and operations. The Award winners were announced at a ceremony in Berlin, coinciding with IATA’s 2016 World Cargo Symposium.

Iron Maiden’s 747 Damaged in Ground Incident in Chile

Heavy metal band Iron Maiden’s private 747, dubbed “Ed Force One,” was to be taken for refueling prior to flying to Cordoba for the band’s next performance. Upon moving, the steering pin that connects the ground tug to the aircraft fell out. On making a turn the aircraft had no steering and collided with the ground tug, badly damaging the undercarriage, two of the aircraft’s engines and injuring two ground tug operators.

Ex-Norfolk Baggage Handlers Sentenced for Stealing from Bags

Two former baggage handlers at Norfolk International Airport were sentenced Monday on charges they stole valuables from passengers’ bags. Chris Arthur Perry Jr., 26, received 17 months in prison. Gregory Paul Wingard Jr., 28, received one year and one day. Prosecutors said the two were part of a group of baggage

handlers who worked from about December 2013 until June 2015 to steal cash and valuables from checked luggage.

HYDRO Systems Opens Second US Service Center

HYDRO Systems USA opened a new service center near Dulles International Airport, just outside of Washington, DC, on March 16. The service center is HYDRO’s second US-based service center focused on maintenance, repair and recertification of GSE and maintenance tooling. The new facility is located near the Airbus Americas facility in Ashburn, Virginia to provide tool maintenance and repair services to Airbus.

Workers at 10 U.S. Airports Postpone Strike Following Brussels Terrorist Attacks

Terminal cleaners, cabin cleaners, skycaps, wheelchair agents, customer service agents, terminal security officers, ramp workers and baggage handlers who were set to strike March 22 and 23 decided to postpone the planned work stoppage in observation of the Brussels Airport and subway terrorist attacks.

“We stand in solidarity with the Brussels Airport workers and our thoughts and prayers are with the families that lost loved ones in this senseless tragedy,” said Legesse Woldearegay who works as a customer service agent for Eulen America, a Miami-based Delta and American airlines contractor. “We must all work together to make our airports as safe as they can possibly be.”

► **PEOPLE**

Lufthansa Cargo Appoints New Management Roles

Dr. Jan-Wilhelm Breithaupt

will be the Lufthansa Cargo’s new Director of Global Handling Management starting April 1. Breithaupt, who holds a doctorate in engineering, has been with Lufthansa Cargo since July 2010 and is currently in charge of Global Handling Development & Solutions.



► **Upcoming Events**

May 3-5
NBAA Maintenance Managers Conference
Kansas City, Missouri

May 15-18
IGCH 19th Ground Handling Conference
Toronto, Canada

May 15-18
AAAE 88th Annual Conference & Exposition
Houston

October 18-20
International Airport GSE Expo
Las Vegas

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Achim Martinka will be in charge of sales and handling in Europe & Africa starting on June 1. Martinka has been in charge of Lufthansa Cargo's activities in North and South America as Vice President Area Management The Americas since October 2010.



Bernhard Kindelbacher, will move to Atlanta to take over as Head of Area Management The Americas starting June 1. Since 2010 Kindelbacher has been in charge of Strategy, Subsidiaries & Business Development at Lufthansa Cargo.



► NEW DEALS

Valspar Agrees \$11.3 Billion Acquisition Offer From Sherwin Williams

In a joint news release, the companies said Valspar shareholders will receive \$113 per share, 35 percent more than Friday's stock close of \$83.83. The \$11.3 billion deal includes \$2 billion in debt that the Sherwin-Williams Co. will acquire.

Valspar has about 10,500 employees worldwide, including about 600 in Minneapolis. Those include headquarters staff as well as finance; research and development; and technology staff. Valspar representatives said it's too soon to know how many of those staffers will stay in Minneapolis and how many might go to Ohio, where Sherwin Williams is based.

Worldwide Flight Services Completes Acquisition of Consolidated Aviation Services

Worldwide Flight Services (WFS) completed the acquisition of Consolidated Aviation Services (CAS) on March 1. Financial terms were not disclosed. CAS, headquartered in New York, serves over 250 airline customers. WFS, which was acquired by Platinum Equity in September 2015, is at airports in more than 22 countries on five continents. WFS serves 300 airlines globally, including the handling of four million tons of cargo and 50 million airline passengers each year.

Maney Aircraft, Inc. Partners with East Wonder International in Asia

Maney Aircraft, Inc. announced today that it has appointed East Wonder International as its manufacturer's representative and exclusive distributor for Sprague Systems Engineering line of ground support equipment in China, Hong Kong, Taiwan and Singapore. This agreement includes the sales, service and support for all Sprague Systems Engineering products in the covered regions.

Global Ground Support Awarded Order from Southwest Airlines

Global Ground Support, LLC, an Air T company, signed on to provide more than \$2.8 million worth of Global's provisioning trucks. As the sole supplier of Southwest Provisioning trucks since 2003, Global has delivered over 230 trucks for the Dallas-based airline. Deliveries of the 35 trucks are expected to be completed this year.

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Alaska Airlines and Menzies Aviation Cited for Failing to Maintain Safe Workplace at Sea-Tac Airport

Menzies, in response, “reaffirms its commitment to investing in its employees and maintaining a safe working environment” with an across-the-board wage hike to \$15.24/hour for Sea-Tac employees.

The Washington State Department of Labor and Industries issued citations to Alaska Airlines and its ground handling contractor, Menzies Aviation, for health and safety violations. Multiple inspections found unsafe working conditions in Alaska Airlines and Menzies Aviation’s operations on airport premises.

Inspectors found that “Alaska Airlines did not provide safety devices, safeguards, work practices, processes and the means to make the workplace safe from hazards that were causing, or likely to cause, serious physical harm to Menzies ramp agent employees who handle cargo and passenger baggage for Alaska Airlines at Sea-Tac Airport, Seattle, Washington.” The state’s Department of Labor & In-

...the company
“remains optimistic”
 that the citations
 would be reversed
 upon appeal

dustries also found that “Menzies employees have approximately a four times higher injury rate than other employees in their risk class.” Menzies was fined a total of \$62,000 concerning 16 violations of state worker health and safety laws.

In response, Menzies issued an across-the-board wage hike for Sea-Tac employees to \$15.24 per hour and said the company “remains optimistic” that the citations would be reversed upon appeal:

“The Company believes that many of the citations were inappropriately issued as they relate to wider airport infrastructure issues over which it has no control,” a Menzies representative said in a release announcing the wage hike.



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XCED Aviation

Ground Support Worldwide's 2016

By Alex Wendland

XCED Aviation Services has lowered the cost of ground support equipment for ground handlers, airlines and FBOs at 43 airports throughout North America in just two years of operation. Originally a GSE finance lessor, Xced has evolved to become an operating lessor providing fleet management services for ground handlers, airlines and FBOs of all shapes and sizes.



Services:

Service Leader of the Year

It Runs in the Family

In just two years of operation, Xced Aviation Services has grown from a GSE finance lessor into a full “transportation asset management” services provider. Xced’s services have put equipment in 43 airports throughout the United States and Canada through leases,

buybacks and refurbishments; and they’re about to change the way airlines and ground handlers track and manage their GSE.

“We take care of all their GSE fleet responsibility,” William Long, president of Xced, says. “We have the equipment where you need it. We provide you with all of the

data to better manage your business and ensure that your GSE operates properly, so you’ll have fewer breakdowns, and your planes will be able to come and go on time.”

Long says his team has been able to provide a wide array of financial and service solutions for GSE that offers a more

THE SASSER FAMILY HOLDINGS CORE VALUES TREE

All Sasser Family Holdings subsidiaries differentiate themselves from their competition with a dedication to customer service and “doing the right thing.” The following values are prominently displayed in the various office spaces the company holds throughout the greater Chicago area and are cited as core tenets of the company’s operation.

Our Purpose: Delivering superior customer service and expertise in order to help our customers better serve their customers.

We will never compromise our integrity: Respect, commitment and accountability at every level and in every interaction.

We succeed or fail as a team: Every contribution from our clients, employees and partners, has value.

We relentlessly seek ways to add value: Dedication to quality and safety in every transaction.

Our only product is superior customer service: Superior customer service is critical to our success and the key to long term partnerships.

attractive alternative than strictly paying cash, and they provide significantly more flexibility as GSE needs change. The differentiator, according to Xced, is their dedication to service, along with their parent company, Sasser Family Holding’s, history of providing single investor financing.

“Sasser Family Holdings and the family ownership dates back to 1928 when our founder, Fred H. Sasser, left his job at Mather Stock Car to start his own company,” Kelly Brannon Pronek, senior director of corporate communications and marketing, says. “As the company grew, it became evident that there was a need to diversify outside of rail to offset economic downturns and continue to provide consistent service to clients in good times and bad.”

Building off the expertise in leasing and managing transportation assets, under current CEO Fred R. Sasser, Xced Aviation Services was established in 2014. Pronek continues, “being part of a privately owned, global organization holds many advantages for Xced and their clientele. The diversification of the holding company’s asset types helps insulate Xced, and our other subsidiaries, from the financial hardships faced by many of our competitors in the event of a down market. Our clients also enjoy benefits that aren’t often seen in a smaller organization, including the pooling of internal resources, guidance of diverse experience and an extremely competitive cost of financing due to our collective volume.”

“Fred really understood the industry from

▼ **The First Eight: Xced’s original team. Pictured: Bill Brooks, Director of Operations; Nicole Romero, Sr. Account Executive; Bridget Rozzano, Staff Accountant; William Long, President; Eric Wennerstrom, VP of Accounting & Finance; Karla Harrington, Manager of Contracts & Administration; Cheryl Doyle, Administration; Joe Giarritano, VP of Sales**



day one, and his long-term vision of how we should grow and meet the needs of our clients certainly played a vital role in helping Xced grow our niche business," Long says of the early planning days of Xced, "we were

at lunch one day, and Fred said to me, 'the Xced business is going to look the same as our rail business by the time we build out the entire GSE model.' I never really thought about it, but you have a rail car, and you have

a cargo loader; they're two entirely different pieces of equipment, but the business model is remarkably similar."

However, as Long went on to discover, the existing Sasser Family Holdings

"Xced doesn't **leverage our situation**. We don't sell the debt or the equity here. It's **our own money** that we're **reinvesting** in all our services."

— William Long, President,
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model did fit GSE. Like heavy rail equipment, GSE has an exceptionally long lifespan, with a strong secondary market and innumerable refurbishment opportunities – all operational aspects that Sasser Family Holdings had been working in for the better part of a century.

Long and Xced rely on those generations of leasing and financing experience to set the company apart; they pride themselves on their high level of client service and a single investor financing capital structure. In fact, Long cites their capital structure, the ability to finance full fleets without leveraging debt, as one of Xced's biggest assets.

"Xced doesn't leverage our situation," Long says. "We don't sell the debt or the equity here. It's our own money that we're reinvesting in all our services. Single investor financing means all of our GSE capital is invested from Xced and Sasser Family

Holdings, and it isn't bought or sold to finance the next deal."

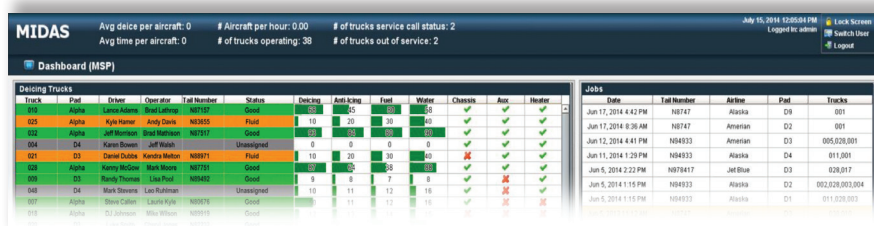
What does all this history lead to? Perhaps Long says it best himself:

"Sale or leasebacks, short-term rentals, long-term leases, refurbishment, maintenance, trade-in or airline outsourcing – these are the products that make up the Xced foundation, our wide range of service capabilities," Long says. "The legacy of Sasser Family Holdings dating back to 1928 has been built on service and flexibility. Xced is an extension of Sasser Family Holdings operating in general aviation.

"Our programs are all built around providing our clients new or refurbished GSE at the gate."

Most of the Xced products have been developed in conjunction with solving a problem for one of their clients. "Our clients present us with a problem, and we work

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with them on developing a solution,” Long says. “One of our major clients asked us to assist them in reducing their maintenance cost for a particular piece of GSE. We developed our upgrade program by analyzing the needs with our client. We liked the program so much, we built out the program to cover all GSE. Now Xced can offer all our clients the capability of upgrading to new or refurbished GSE through our upgrade program. The program reduces the client’s maintenance footprint and provides a more efficient operation through more reliable GSE.”

GSE for the 21st Century

Xced started when Long and the Sasser management team identified a service element missing in aviation GSE fleet management and financing. Now, two years in, a much larger Xced team is ready to tackle the next gap: data.



▲ Joe Edison, Chair, Sasser Family Council; Jeff Walsh, COO, Sasser Family Holdings; John Sasser, Sasser family member; Luke Lukens, VP & CFO, Sasser Family Holdings; William Long, President, Xced Aviation Services



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Xced's new GroundSmart lease program, integrating data collection and asset management services, has been developed to address specific client challenges. A more expansive launch of the service this summer will make the program available to all airlines and ground handlers in North America, giving them the ability to maintain and track the usage of all their GSE – both motorized and non-motorized.

"By integrating three separate technologies, Xced's new program, GroundSmart, accumulates vast amounts of real-time data. This provides our clients with a much needed tool to better manage their operation. If you can't measure it, you can't manage it," Bill Brooks, director of operations for Xced, says.

Through a small attachment on each piece of equipment, Xced collects and integrates real-time usage data to improve

utilization and equipment security, enhance safety on the ramp, increase accountability of operators and the lifespan of GSE and, most importantly, change the maintenance culture from one of reaction to one of prevention. Clients have the ability to decide which data is critical to managing their business, and Xced manages the process and provides them with that critical data.

GroundSmart also allows GSE managers the ability to track the location of all associated equipment through GPS capabilities, accurate to 13 feet, in the battery-sized GroundSmart attachment.

Additionally, given the vast number of GSE contracts in play on airport ramps, the equipment is spread across a large number of gates. It is not uncommon to see artificially inflated fleets and nearly non-existent equipment inventory tracking. GroundSmart allows Xced clients to "right

Xced's goal with **GroundSmart** is to provide **cost savings** to both lessee and lessor through **efficiency** in utilization, refurbs, **flexible leasing**, buy backs and **immediate service** based on **real-time** maintenance data.

size their fleets" to maximize utilization, further reducing their costs.

GroundSmart provides an ignition smart card attachment in which only authorized personnel are able to start the equipment and take off. The smart card element can be further customized to limit GSE usage based on an operator's qualifications. That's a big safety feature. Additionally, geo fencing can limit where the GSE travels, reducing misplaced equipment scurrying around the ramp.

The goal of GroundSmart is to lower the GSE cost of ownership to the airlines and ground handlers. GroundSmart provides cost savings through efficiencies in fleet utilization, timely refurbs, flexible leasing terms, strategic replacement of aged GSE, and service based on real-time usage and maintenance data. Not every client will need all of GroundSmart's capability, however.

"Our clients can select any or all of the features of GroundSmart," Long says. "Somebody may only want the software capabilities. Additionally, if they have their own maintenance service capabilities, we can certainly incorporate their maintenance program into our GroundSmart program. This flexible and powerful product is designed to be fully customizable, realizing that our clients all have different needs and requirements."

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Refurb From the Ground Up

Xced currently has over 1,500 pieces of GSE under contract in North America, and recently has expanded with a captive service and refurbishment capability. “Our refurbishment strategy complements our other services. We recently started refurbishing our tugs, GPUs, and belt loaders at our captive Florida refurbishment facility with the goal of initiating integration of our refurb GSE into our GroundSmart program,” Long says. “Now we have a second refurbishment facility in Indianapolis that exists to further enhance our service capabilities. Our Indianapolis facility is geared toward our larger GSE: cargo loaders, pushbacks, and deicers. Establishing our facility in a geographically strategic location is a key element to servicing our clients. We save our clients money and time by reducing the transportation cost from a centrally located facility.”

“We are not directly competing with the existing refurbishment companies out there today,” Long says. “Our refurb and service capabilities are purely captive to service the Xced clients and portfolio. We need to have access to high quality refurbished GSE to enable Xced to fully implement our GroundSmart strategy. Now with our enhanced refurbishment capabilities, Xced offers our clients a 100 percent captive fleet management solution for all their GSE needs, truly cradle to grave services.”

Xceding Expectations

“It is hard to believe how far Xced has come since our inception in 2014. I think we have done a very good job of listening to what the industry has told us. Because of our relationships with our clients and our industry partners, we are regularly developing new solutions to meet their needs.” says Long.

“We have a passion for the industry, and a commitment to constantly looking for ways to elevate ourselves, our clients and the industry.”

Currently, the Xced team is in the early stages of introducing their next new service, which will be establishing a pool of GSE assets at airports, where airlines and ground handlers can share in the use of GSE. “One of our clients is a level 2 airport, and when we recently visited them, we looked at all the GSE at the gates and realized how much value was underutilized. Allowing airlines and ground handlers the option to utilize a pool of GSE drives down their operating cost and, at the same time, provides a higher quality GSE on the ramp. Xced is planning to introduce this product over the next two months. **GSW**

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Health and Safety is a Full Time Job

While a deadly October 2014 apron incident at Moscow's Vnukovo airport could have happened anywhere - indeed multiple similar occurrences have happened – the event highlighted that employee health and safety on the apron system is of utmost importance, even more so when operations are conducted in difficult meteorological conditions, which are very common across the whole Russian landscape.

By Mario Pierobon

On the night of 20 October 2014 snow removal vehicles were active at Moscow's Vnukovo airport in Russia. Two snowploughs were working under the command of a supervisor who was sitting in a nearby car. The supervisor lost sight of one of the snowploughs as it entered the intersection of runways 06/24 and 01/19.

At the same time a Dassault Falcon 50EX (F-GLSA) headed to Paris was cleared for take-off on runway 06. The crew taxied onto the runway from taxiway A11 and began the take-off roll. About 10 seconds after the crew had received permission to take off, the surface movement radar in the control tower showed one of the snowploughs to be moving along the left border of runway 19 in a southerly direction towards the intersection with runway 06. After about 14 seconds the aircraft commenced the take-off the crew observed a 'car' crossing the runway. The take-off was continued. The airplane lifted off the runway at a speed of about 134 knots. After 1,030 meters the right wing and right hand

main landing gear impacted the snowplough. The airplane rolled inverted and came down 250 meters further on. A post impact fire broke out. All of the aircraft occupants were killed in the crash: the three crew members and the passenger, the then CEO of energy group Total of France, Christophe de Margerie. The aircraft was destroyed. According to preliminary data, the driver of the snowplough was in a state of alcoholic intoxication.

Dmitry Marinov is Station Manager for Russia of Scandinavian Airline System (SAS) and has been based at St. Petersburg's Pulkovo airport for many years. Since 2015 he's also in charge of SAS' Moscow station at Sheremetyevo airport in addition to his duties in St. Petersburg, the "Northern capital." According to Marinov, health and safety management in Russia is ultimately governed by federal law that prescribes all mandatory requirements. Russian airports issue orders and instructions at a local level, enforcing specific local procedures with reference to and in compliance with federal laws.

Ground handling service providers operating at various Russian airports also implement their own health and safety management systems. SAS' service provider at Saint Petersburg's Pulkovo is the Northern Capital Gateway Consortium (NCG), which is comprised of Russia's VTB Bank, the Copelouzos Group and Fraport; the consortium is in the midst of a 30-year agreement to manage and develop Pulkovo airport. According to Marinov, NCG's health and safety system is an ambitious and thorough project. NCG has decided to operate the British Standard OHSAS 18001 on occupational health and safety management. The standard sets out minimum requirements for occupational health and safety management best practices and it provides a framework for an occupational health and safety management system.



The standard can help an organisation put in place the policies, procedures and controls needed to achieve the good working conditions, aligned to internationally recognised best practices, according to BSI.

Developments in health and safety on the ramp in Russia has been achieved, first and foremost, by means of regulation. Russian federal laws require that efforts be committed by service providers in order to be proactive with regard to employees' health. For example, tests on hearing impairment and random tests on the use of psychoactive substances. Marinov says overall health condition monitoring is mandatory before the beginning of employment, and this includes visits to a psychiatrist and a narcologist for certain categories of employees; then health conditions are checked every one-to-two years. Tests on alcohol/drugs consumption are conducted for specific categories of employees – such as drivers, equipment operators and the likes – both before the shift starts and after the shift is completed; these are performed on a permanent basis for all the staff concerned, says Marinov.

Health and safety on the ramp is also achieved by training and making employees aware of the maintenance of suitable postures while at work. Russian regulations require that applicable working instructions be read and signed by employees at the start of employment; they must also further read and sign instructions, and any updates thereof, every three-to-six months. Signatures of employees are to be kept on file for a 10 year period. In case of incidents these documents may be requested by state prosecutors or other authorised bodies, Marinov says.

Line operations management is important to ensure that ramp attendants don't take short-cuts or lift weights improperly, doing damage their health in the long run. Marinov says norms like the maximum weight that may be lifted are stipulated by the law and that immediate managers with responsibility for staff are to monitor adherence on a daily basis; consistency in oversight function of line managers is reinforced by the fact that they are the first ones to whom investigating bodies turn to in case of occurrences, he says.





Arkadiusz Binek, former head of SAS operations in Russia and currently responsible for several quality improvement projects for SAS International, believes that

for health and safety management on the ramp in Russia to be brought to the next level the focus should not just be on the production of multiple governmental health

and safety regulations but rather on their more extensive application in practice. Binek believes that there is a good implementation of regulatory standards for the alcohol tests of certain categories of employees. "The October 2014 accident at Moscow's Vnukovo airport proves, however, that this not always an effective process. In addition, as for hearing impairment not every employee has his/her own hearing protection aids" says Binek.

Binek recognises that another limitation is the quality of training for ramp operators. "As for ramp safety, the most critical thing, at least from my point of view, is the fact that the basic airside safety training does not exist as a separate training for staff having access to the ramp" he says.

One management strategy to improve employees' health and safety systems on the ramp is to focus on the quality and effectiveness of management-employee communication. Management must not just 'talk the walk' by, e.g., implementing formal health and safety systems which may reveal compliance on paper but also 'walk the talk', namely foster inherently safe behaviours of employees executing a safety sensitive task. In this respect communication is key.

The Lancer insurance company is a US based firm specialising in commercial insurance products and in its safety recommendation N. 16 on safety awareness programmes it recommends that safety awareness programming includes the use of safety posters, bulletins and other reminders on a regularly scheduled basis. According to Marinov in Russia ground handling companies commonly use posters showing proper postures for, e.g., loaders on stairs or PC workers in office environments.

Lancer says they believe that using the likes of posters and other reminders a company makes a firm statement that safety is important and its practice is fully supported by management. It is important that programmes have a schedule, which should imply that one or two safety awareness items be distributed each month. All safety messages should be stated in a positive context, namely stress the proper way of executing a task as opposed to messages saying 'don't do this, don't do that'; most adults respond more effectively to a positive message of 'show me how' rather than the reprimand

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'don't', according to Lancer.

Posters conveying a safety awareness message should be developed in accordance with principles of mass communication that account for the psychology of humans in the work environment and posted materials on bulletins or boards, according to Lancer insurance, need to be changed every two-to-three weeks in order to have a fresh appearance and convey a fresh message. Outdated materials must be removed, otherwise new safety messages fail to sediment in the human psyche. Also, the very fact of updating safety awareness communication material shows that management is committed to an on-going effort, that it is not complacent and that continuous improvement is not just lip service.

According to Marinov during the past decade the area of health and safety on the ramp has considerably developed in Russia. "I see that at least here in Saint Petersburg the role of health and safety office is not that formal as it used be years back, when it was basically involved only post factum after something has happened. Today I see them present and pro-actively available to employees as well as external auditors. Even though there are still maybe too many regulatory standards that are to be adhered to, which makes it challenging" he says.

Health and safety regulatory standards and their actual enforcement, coupled with authentic and effective management-employee communication, can make the difference in safety performance and foster safe practices in an engaged ramp workforce. **GSW**



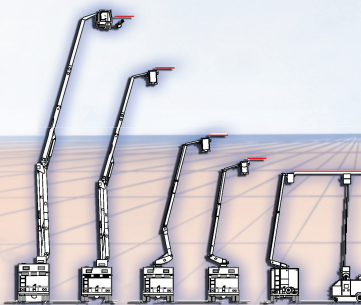
▶ ABOUT THE AUTHOR:

Mario Pierobon is a safety management consultant and content producer. He currently is working on a research project investigating aircraft ground handling safety. You may reach him at marioprnb@gmail.com.

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FAR Part 77: Imaginary Surfaces Are a Very Real Issue

At almost every airport across the country, an FBO's leasehold is comprised of a mixture of buildable and non-buildable areas, dependent on a number of factors. One factor defining non-buildable areas may be found in an airport's minimum standards, where a leasehold improvement formula is sometimes located.

By Douglas Wilson

For example, for each square foot of improvements on a leasehold – such as hangars or an FBO building – a certain corresponding percentage of non-buildable square footage is in turn dedicated to aircraft parking or transition areas, known more simply as “ramp” space. More often than not however, the real factor which affects FBOs and dictates those non-buildable areas of a leasehold is FAR Part 77, Imaginary Surfaces.

Under Part 77, several imaginary surface areas of an airport are defined, and their dimensions are a function of the type of airport itself and the approaches available to that airport, among other factors. The first surface, and perhaps most

obvious is referred to as the primary surface. At ground level and emanating from the centerline of the runway, the primary surface is the area which must be object free – excepting those required for the safe movement of aircraft, such as lighting, taxiway signage and nav aids. While other imaginary surfaces, such as the approach surface on runway ends are more commonly known to pilots, it is another imaginary surface – the “transitional surface” that most affects FBOs. Transitional surfaces establish a 7:1 slope of a protected area outwards from either side of the runway, or primary surface. As a great many FBO leaseholds are located parallel to a runway, improvements such as hangars or an FBO itself must be lower than the



Whether a **function of a leasehold formula** for non-buildable areas or Part 77, the seemingly ubiquitous **asphalt known as the ramp can create unusual angst** between an FBO, its customers, and sometimes, the airport itself. **Why?**

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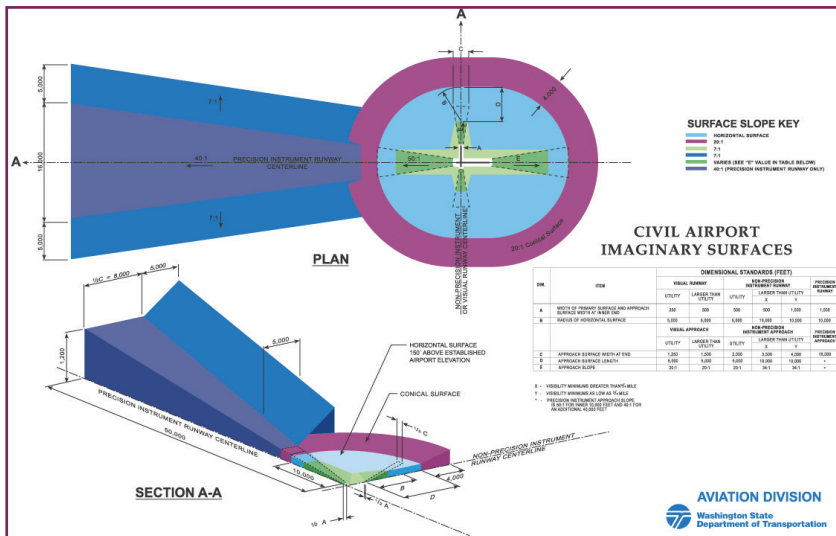
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◀ **FAR Part 77 defines the usage of various surfaces throughout an airport, including “imaginary” and “transitional” surfaces.**

formula for non-buildable areas or Part 77, the seemingly ubiquitous asphalt known as the ramp can create unusual angst between an FBO, its customers, and sometimes, the airport itself. Why?

With very rare exceptions, FBOs at public use airports in the United States pay monthly leasehold fees to their landlord; be it the city, county, municipality or operator of the airport itself. That leasehold fee is usually straight-forward: the total amount of square footage for a given parcel, multiplied by a formula price per square foot. Taxes and other fees often accompany the monthly rent, so to speak. Returning to the primer on buildable versus non-buildable areas of a leasehold, a significant portion of an FBO’s leasehold may be unbuildable. Thus, those unbuildable portions become ramp space, and are only able to be used for parking of aircraft, and providing FBO line services, such as fuel. If that ramp area is asphalt or similar, an FBO must maintain that surface at great expense. Over the lifetime of a leasehold, an FBO may need to resurface or replace the ramp several times. Minor surface repairs such as crack sealing may take place annually, while seal coatings occur perhaps every three to five years depending on the airport’s geography. For an FBO then, a great portion of their monthly rent to their airport is for an area of the leasehold they cannot build upon but must maintain it at great expense.

transitional surface. Hence, to build a hangar with a 28-foot door for example, this may mean that building is set back some 200 feet. It is therefore the transitional surface

that creates non-buildable areas of leaseholds and for FBOs, effectively dictates the size and layout of their ramp.

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Recovering Costs

So how can they recover those costs? Handling fees, parking fees, or ideally, both.

And that, as they say, is the rub. For some customers of an FBO, no pricing mechanism yet invented seems as unsavory as paying to park on the FBO’s ramp for a few minutes. “But we’re just dropping off our passengers” is the well-intentioned yet all too familiar refrain from the flight crew.

Likewise, a daily or overnight parking fee charged by an FBO seems like highway robbery, or does it? Here’s an experiment: Fly into an airport near a major city

with a Gulfstream G450, and park at the FBO. Next, rent a four-door car, and drive downtown for the day. Park the car in a well maintained, fenced parking lot, complete with a security camera system and a parking attendant. What was the cost to park the rental car for the day?

For the purpose of this example, let's say the rental car was a Toyota Camry, and the parking fee was \$15 for the day. Dimensionally, the Toyota accounts for 96 square feet, which means a mere \$0.15 was applied on a per square foot basis. Now, charge the 7,020-square-foot Gulfstream the same per square footage price for the day. The net result? A \$1,053 daily parking fee for the airplane! Yet, it is exactly the same formula applied to a parking lot. Highway robbery? Hardly. FBOs are wise to consider the real cost of parking aircraft, and should charge accordingly.

Finally, the unbuildable areas of a leasehold can be the source of occasional tension between an airport and an FBO. Customarily, airports increase leasehold rates on set schedules; every three to five years for example. For an FBO, this stings all the more when a significant portion of their leasehold is unbuildable. With a trickle of a revenue stream to offset cost, FBOs are left little recourse but to lobby for height limitation discounts, aviation-use discounts or otherwise from their airport for their non-buildable areas. Airports themselves, though handling large volumes of money

from a budgetary perspective, are likewise run on a shoestring--as excess fees are channeled back into infrastructure or other airport improvement programs.

Somewhere in the pricing chain the weakest link must give. It's academic that airports should charge leasehold fees, and FBOs should charge parking fees. It would seem logical that end-users - aircraft operators - should expect to pay handling fees, parking fees or both. And yet, that notion is the source of a very real debate. It is no small irony that debate takes place below an FAA defined imaginary surface. **GSW**

▶ ABOUT THE AUTHOR:

Douglas Wilson, President & Founder, FBO Partners LLC, is the president and founder of FBO Partners LLC, an aviation consulting firm that provides asset management of hangar facilities for FBOs, and offers specialized consulting in due diligence, contract life-cycle management, and other FBO disciplines. Wilson can be reached at douglas.wilson@fbopartners.com.

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Don't Blow A Gasket, Snap a New One On

The Page Industries PCA610 Pre-Conditioned Air Connector, and PCA650 Snap-in Replaceable Gasket, have only been available for about 18 months, but the industry has been calling for them for years.

By Alex Wendland

▼ *Various new features on the PCA610 Pre-Conditioned Air Connector from Page Industries create a tighter seal and increase airflow into the aircraft.*

The PCA610 is all about saving time and money for ramp agents and ground handlers with gasket – the PCA650 – that can be replaced in under a minute as opposed to the daylong or overnight process that traditionally plagued gasket replacements.

“It’s not uncommon to go out on the ramp and see a large percentage of the PCA connectors don’t even have a gasket in a certain area,” Brian Piety, president at Page Industries, says. “It’s actually gone completely from that top section.”

Traditionally, the gasket is heavily glued onto the rim of the connector and heavily abused. The connector drags on the ground when hoses were

dragged as well as dropped and variously impacted in general use. The rubber naturally wears down over the course of a few months and the process for replacing gaskets without the PCA650 gasket is labor intensive.

“The reason is people were reluctant before this one came along to replace the gasket because what you had to do is you had to send somebody out to the gate,” Piety says. “They would have to take the existing PCA connector off of the hose, which is held on by a band clamp. They’d have to un-band clamp it, and then they would have to take that PCA connector back to the shop. When they got to the shop they would get a file or a grinder and grind off the existing gasket and the glue to try to make the top of the PC Air connector smooth again.

“Then they would get a new gasket, put a bunch of glue down on top of the connector, put the gasket back on there, and then put weight on top of the gasket, and usually let it sit overnight.”

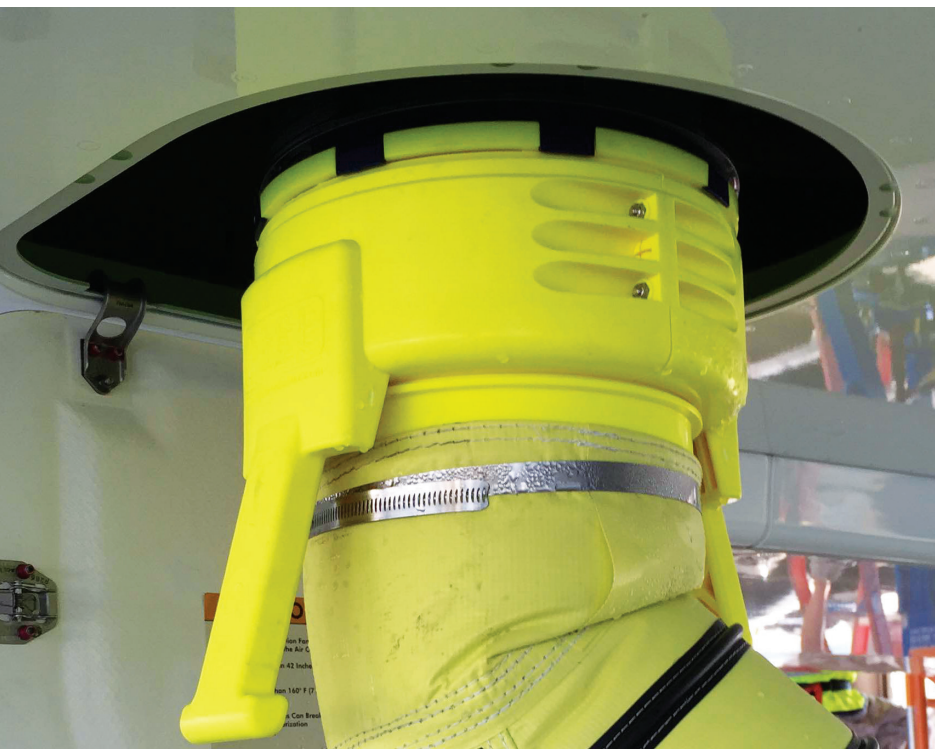
As if that wasn’t prohibitive enough, the person replacing the gasket had to take the connector back out to the ramp and reattach it to the hose the next day.

“These guys have got better things to do, and it’s a huge amount of labor when you’re having to drive out there,” Piety says.

Now, using both Page products, you can pop off the plastic ring holding the gasket to the connector and snap a new gasket on in under a minute. All you need is a screwdriver...or even a coin.

Piety says his demonstrations have impressed buyers.

“Sitting in the conference room the first time the guy did it, it took him about 45 seconds to take one off and put another one on, and that’s in a conference room, and he had never done it before,” Piety says. “It takes less than a minute.”



Rubber Soul

There's a give-and-take with older gasket models. A harder rubber gasket lasts longer – it stands up better to wear, tear and abrasion. A softer rubber gasket fits more snugly to an aircraft – you may have noticed airplanes aren't box-shaped. You lose air efficiency out of the poor seal created with a hard rubber gasket and you spend more time replacing gaskets if you use a soft rubber.

"The perfect gasket, if there was such a thing, it would be extremely soft, but extremely durable," Piety says.

Page Industries wanted to avoid that cost-benefit exchange entirely. They started with the hardest rubber they could find; Piety says Page used "the most durable material anybody has ever used for a gasket."

The next part of their gasket seemed to solve the problem:

"The top of that gasket is not perpendicular to the top of the PC Air connector," Piety says. "We cut out a slight 'V' section in the middle of the gasket. Because of our unique design we were able to get our softness just from the gap that's in the gasket itself. That's where you get your give."

The PCA610 has been very popular in its first 18 months. The replaceable gasket – combined with a durable connector piece – has airlines and ground handlers latching on.



Feature Filled

Speaking of latching, Page's patented slot filled design adds a small bar to the back of the latches that connect to the aircraft. The latch addition fills the entire latch slot on the aircraft and adds grip to the hold.

"What that means is we fill the whole slot of the aircraft; it makes it much more secure," Piety says. "Much less likely to fall off the aircraft when the operator thinks that they have it engaged."

The Page PCA610 also comes with a redesigned debris-blocking screen. It may not sound like the largest revolution in PCA technology, but the new screen allows 5-10 percent more airflow to the aircraft without the addition of new blowers or more power.

But wait, there's more: the PCA610 comes with an "integral spinning PCA hose con-

nection." Essentially, that's a built-in swivel adaptor. When a connector is attached to an aircraft and the hose gets twisted or kinked before air starts flowing, it can restrict the flow of air and decrease the pressure.

"You want to get rid of these twists and kinks in the hose because every time you have one you diminish your airflow," Piety says.

When the air hits a twist or kink in the hose, it pushes the obstruction to the end of the hose and the spinning component allows the hose to spin, releasing the obstruction and maximizing airflow to the plane.

"It allows them to not have to take the PC Air connector off and rotate it 180 or 360 degrees," Piety says. "It's an easy way to get rid of the twist in the hose." **GSW**

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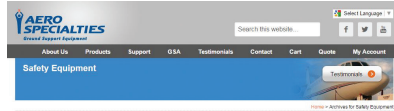
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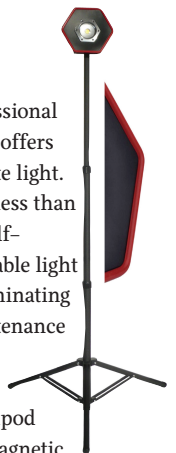
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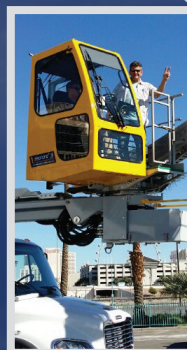
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Welcome to Awards Season

The Grammys? The Oscars? The Tonys? Phooey to all of them. The April edition of *Ground Support Worldwide* kicks off our annual run of product, leadership and achievement awards.

Congratulations to XCED Aviation Services on their win as the *Ground Support Worldwide* Service Provider of the Year. The nominations we received for all three award categories have been strong and made our jobs as a selection committee that much more difficult.

Ground Support Worldwide will be giving out awards for both Team Leader of the Year and Lifetime Achievement over the next two issues. We're always excited about our awards season, but this year has a little extra juice with the growth in the International Airport GSE Expo.

You'll find no spoilers in this column, but we'll be honoring XCED Aviation Services as well as our other two award winners in the opening ceremony of our show. The excitement surrounding the show is palpable (hopefully you're already planning on being there a day early for the annual golf outing) and I can't wait to have all of our award winners in the house at The Rio in Las Vegas.

Our awards don't only stand to recognize the best of our industry, but allows our readership an in depth look at a provider or leader they may not have otherwise known about.

This is the second month in a row we've focused heavily on fleet management and GSE

financing, and with good reason. New models of GSE maintenance are going to be a major growth area as equipment lasts even longer than it once did. A worldwide aviation boom is going to spread that older equipment around the world and fleet management financing allows many airlines and ground handlers to keep shiny new equipment on the ramp.

Imagine that, GSE as a status symbol.

As always, we want to know what you think of the magazine, our awards and our online home, AviationPros.com. Be sure to get in touch however you prefer.

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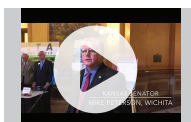


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