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1st Quarter 2011

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Becoming Bakersfield Jet Center

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Private Sector Initiative

What It Means at Your Airport

By James K. Coyne

The mid-term elections were about many things: taxes, jobs, the deficit, the size of government, Obama, congressional leadership, and local issues too; few things got voters more upset in the weeks before the election than reports of corrupt, bloated, and wasteful local government. New Jersey Governor-elect Christie's vivid confrontation with public employee unions went viral on the Internet, and exit polls showed that most Americans are worried that state and local government budget, payroll, pension, and benefit levels are unsustainable. It didn't help that there were widespread reports of graft and corruption from California to Illinois to Maryland. Government, at all levels, was told by voters to go on a diet!

Many people are fundamentally suspicious that government bureaucrats are more interested in self-preservation and empire-building than delivering local services efficiently. Government programs seem to last forever. Even when they underperform or fail, politicians are tempted to throw more money at them. But now, the tide has turned. Austerity is "in" and everyone is looking for ways to cut out the fat and lighten the load on local taxpayers.

Your airport, of course, is not immune from this fiscal contagion, especially if it depends on the local community for financial support. Airport commissions face public scrutiny of their budgets, and if, for one reason or another, revenue is down, they face the same difficult choice that every local government entity has to make: Should we increase fees or must we cut back on expenses somewhere?

Hundreds of airports are struggling with this question right now, as many of them face the reality of less flight activity with fewer commercial and general aviation operations over the past few years. But, this is just part of a much greater struggle across the country, as local and federal policymakers grapple with fundamental political questions: Government or the private sector? Who should we turn to for economic growth? Who can manage with limited resources most efficiently and fairly? Who can get the job done? On whom should we rely?

When I worked for President Reagan years ago, this debate was a familiar one, but Mr. Reagan admitted his bias toward the private sector. He knew that government was important and necessary, but it always seemed to him that bureaucrats had very different incentives than businesspeople had. *Private sector initiative*, he said, gets things done. Public sector initiative might be an oxymoron.

Airport managers and commissioners face this issue every day, and many of them know that their airport succeeds largely because of the initiative of the businesses based at that airport and the off-airport businesses that they serve. More importantly, federal guidance to airports is very clear: the airport doesn't exist to make a profit, but rather to support the local community, foster economic growth, and provide other non-economic benefits like emergency services and support for healthcare providers.

With all the budgetary problems facing some airports, however, airport commissioners face hard decisions and sometimes "simple" answers are tempting, even when wrong. Most tempting, it seems, is the strategy of forcing a private FBO to leave, usually at the end of its lease, and having the airport offer FBO services directly. There's a pot of gold hidden

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somewhere in that FBO, they must think. How wrong they usually are!

Airport-run FBOs exist, and in some locations make sense. In most cases, however, the lack of private sector initiative is economically fatal. The airport is constrained by public sector employment rules that reduce its workforce flexibility and add extra costs. Also, few public sponsors are prepared for the liability issues that come with direct operational responsibility. But most of all, they misunderstand the service demands of a time-sensitive aircraft user community and rarely manage costs as consistently and effectively as private sector owners.

Private sector FBOs, by contrast, have used their initiative in recent years to invest millions of dollars in new passenger facilities, on-line ramp safety training, new technology that gives pilots, passengers, and aircraft dispatchers real-time aviation-related information, modern fuel safety and storage programs, and new state-of-the-art hangars—not to mention a wide variety of marketing investments to bring more based and transient aircraft to their facility. In fact, advertising expenditures by airport-owned or managed FBOs is less than 1% of all FBO advertising. Governments must just expect the public to come when they feel like it. Private businesses, on the other hand, are eager to offer incentives, and these extra efforts can make the difference between profit and loss at many small airports across the country.

Also, I've seen no evidence that airport-run FBOs save their customers any money. Government price increases in other areas, from highway and bridge tolls to postage rates, convince me that government entities are quick to raise prices whenever they face a budget shortfall. Private sector operators usually pay much closer attention to the need to maintain competitive prices that will preserve or increase market share.

Americans understand that there are jobs that only the public sector can do, but I don't think that pumping fuel is very high on that list. Do we expect to find government-run gas stations when we need gas for the family sedan? Those airport commissioners or managers who, out of desperation, think they can balance their budget by pumping fuel should, at a minimum, give it a second thought. Their best financial strategy is to operate the airport as efficiently as possible—and let private sector initiative meet the needs of the marketplace. **A**

If You Haven't Yet Done So, It's Time to Educate Your Local Airport Board

By Eric R. Byer

In his opinion editorial, Jim Coyne addresses the virtues of private sector versus public sector initiative in coping with the severe fiscal crisis many of America's airports face as a result of the current economic recession. Jim does a great job of laying out the benefits accrued from private sector businesses on airports getting things done.

Our Role

One of the most important things that NATA members in the private sector can do, whether they are an FBO, Part 135 on-demand air charter operator, Part 145 repair station, flight training facility, aircraft management company or any other type of aviation business, is educate local airport boards or commissions on their businesses' importance to airports and communities. Former Speaker of the U.S. House of Representatives Tip O'Neill coined the phrase, "All politics is local." This statement is especially true when considering the politics involving a local airport board. In all likelihood, airport board members are appointed by a local political leader as a "thank-you" for the airport board members' support in an election or previous dealings. And, for our members, all too often an uneducated airport board makes critical financial and regulatory decisions affecting aviation businesses.

Now, I am not saying that every airport board is not educated on the importance of the businesses at their airport; there are certainly airport board members who are pilots, aviation business owners or employees, or aircraft owners who already understand general aviation's critical role. Also, NATA does have some incredibly proactive members who have spent a great deal of time educating airport board members on the virtues of the service they provide to the airport and its surrounding community. But over the last few years, I have noticed a growing trend of general aviation airport boards making decisions that simply do not recognize the immense value of the businesses that serve on that field. Whether it be five bored local citizens who are tired of watching C-Span and want to complain about aircraft noise (even though the airport was probably there long before they were born) or are concerned with jet fuel purportedly being sprayed on their roofs, the not-in-my-back-yard crowd has done an impressive job of convincing local airport board members how the airport user and business community at the field are the devil incarnate.

The bottom line is that we need our members to become increasingly proactive in this education process. It is amazing how the tune changes when an airport board member is educated on the beneficial economic impact, including jobs, philanthropic endeavors, and key civic and business leaders' use of the airport, that the airport businesses have on the local community.

If you need help, give NATA a call. Jim Coyne does a fantastic job of educating local airport boards and, if time permits, he would welcome the opportunity to visit your local airport. NATA staff is always available to provide the background information and guidance you might need for this endeavor.

Consider becoming more active in getting the message out to your local airport board. Remember, all politics is local! **A**

Birds of a Feather

The Pinnacle Air Network Proves There's Strength in Flocking Together

By Colin Bane

Nearly 20 of the most successful general aviation companies in North America now belong to the Pinnacle Air Network, first founded in 1993; and that number is steadily increasing. At least four new members have come aboard since the NBAA 2010 meeting in October, where Pinnacle President Jim Taylor's Peak Power presentation was a hit. Taylor says he's in the midst of an aggressive campaign to add at least another five companies to the network in 2011.

Volume is the name of the game, said Taylor:

"We started a campaign this year at NBAA and ran an ad in Pro Pilot because we're looking to add more members and more vendors. It's all about volume: The more members you have the more volume and the more you get the attention of the supplier-vendors out there that we buy from. That's a large part of what we are: A buying co-op. Back in 1993 we saw an opportunity to get together and do some co-op buying, and there was a group of us that had the foresight to see the value in going into those negotiations collectively rather than individually."

The Pinnacle Air Network is a limited liability corporation collectively owned by its members, a roster that now includes new members: Aerolíneas Ejecutivas in Toluca, Mexico; Muncie Aviation in Muncie, Indiana; Kansas City Aviation Center in Olathe, Kansas; and Midwest Air Center in Chesterfield, Missouri, in addition to longer-standing members like Cutter Aviation (Will Cutter is chairman of Pinnacle Air Network) and Elliott Aviation (Wynn Elliott is vice chairman). Other Pinnacle members include Skytech Inc., Aerodynamics Inc. (ADI), Epps Aviation, Flightcraft, Flightline Group, Executive Beechcraft Inc., Central Flying Service, Stevens Aviation, Landmark Aviation, Tulsair Beechcraft, Woodland Aviation, Eagle Aviation, Piedmont Aircraft Company, and Million Air.

"The roster alone was a big selling point for me," explained Angelo Fiataruolo, general manager at Kansas City Aviation Center and one of the newest members of the network. "That list is a who's who of companies in this industry that I respect and am proud to be associated with. Obviously we did our due diligence to make sure our membership in the network would have substantial and tangible financial benefits, too; but first and foremost I just thought it would be great to be a part of that group."

Fiataruolo says he's also honored to be bringing some of his company's own resources—and significant added volume—to the table, and Taylor says that's what Pinnacle is all about.

"Obviously the membership is made up of some tremendous companies—these are companies that have great history and heritage," Taylor said. "We really want to bring in folks who have a high degree of integrity in this business. If you look at our list of members, you will see that we have done just that very thing. These people bring a lot of value to the table because of their years and years and years of experience, and then we also have some younger people and some younger companies now, and they bring some great new ideas to the table, too."

The Pinnacle Air Network currently has volume discount and VIP programs with fifteen different supplier-vendors, including biggies like Dallas Airmotive, Aviall and UPS, with new vendors coming on board all the time to offer special pricing to the network. Will Cutter of Cutter Aviation is chairman of the Pinnacle Air Network ("Evidently I left the room when the nomination came up," he jokes) and says that new members see those benefits immediately.

"There's a one-time $10,000 initiation fee, and that gives you a percentage of ownership in Pinnacle Air Network, LLC," Cutter explained. "Just on ownership stake alone that investment nearly doubles in value on Day One. The other side of it is that the very first engine you send to Dallas Airmotive, you'll more than make that initial investment back over what you would have paid as a standalone FBO, because we've got a better program with Dallas Airmotive than anybody else in the world. If you're going to do an engine a year, or two engines, or you're going to buy parts from

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Birds of a Feather

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Aviall, then you're going to make that investment back in the first year if not in the first three to six months. The short term benefit of joining Pinnacle is that you're going to save some money right away, and the long term benefit is you're going to save a lot of money over time and you're also going to get access to the wealth of knowledge and experience that this network represents."

Pinnacle bills itself as "a family of proudly independent business men and women whose names and faces are known to their customers – and whose reputations and integrity stand behind every product and service they sell." Taylor's all for independent spirit and small business entrepreneurship, but says he realized early on that general aviation companies would need to stand together in order to uphold those values in the face of increasing competition, particularly during an economic downturn.

"We don't have a big agenda," Taylor said. "It's all about creating additional value and getting better bottom-line profit for our members by allowing them to buy with better margins than the competition. A network like Pinnacle becomes even more valuable in a tough economic time like we've been going through, because every little bit helps. We're in an environment where you have to look after your pennies."

Why would a group of competitors within the general aviation industry join forces in a network like Pinnacle? It's simple math and a matter of strength in numbers, according to Taylor:

"Are some of our members competitors with each other? Oh, yeah! There's definitely some overlap, but there's also an acknowledgment among the members that none of them can afford to be a loner in this economy, especially when it comes to purchasing. I'm talking about fuel, maintenance, airplanes, the whole program: When we can approach a supplier-vendor and drop some big numbers on them, then we can get right down to business to make better margins for all of our members, help put more people in airplanes, and divert some of those crucial resources to other areas to improve the customer experience. It's good for the vendors, too, because it means they're moving more product and not having to spend all their time dealing with each individual company. Any time you can consolidate and buy a lot more product, you're going to get a better price break for it."

Indeed, more and more suppliers are lining up to offer pricing programs to the network, and Taylor's 2011 goals are aggressive on this front, too: He's aiming to add at least a dozen new relationships with vendors to offer better programs for his members and increase the overall value of the network.

"At first it was a hard sell, trying to convince some of these vendors to come down on their prices to work with us as a larger network," Taylor admitted. "They'd say to me,

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Pinnacle Air Network

Aerodynamics, Inc.	Executive Beechcraft, Inc.	Tulsair Beechcraft, Inc.
Cutter Aviation, Inc.	Flightcraft Aviation, Inc.	Woodland Aviation, Inc.
Eagle Aviation	Flightline Group, Inc.	Central Flying Service (CFS)
Elliott Aviation, Inc.	Landmark Aviation	Stevens Aviation, Inc.
Epps Aviation, Inc.	Piedmont Aircraft	Skytech Inc

As listed on www.pinnacleairnetwork.com as of 1/21/2011.

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'Well, we have a large part of your business already, so why do we need to do this?' And I'd say, 'You might have it now, but if we can't work together on a better program for more volume then you may not have our business in the future.' Now I think the vendors see the value in it, and more of them are trying to get in on it. As an example, we have a great, long relationship with Dallas Airmotive. Other companies have tried very hard to get their foot in that door and we open it back up to bids every two years; but so far they haven't prevailed. And, as a result, we have the best pricing program we can possibly get with that company. Let's say you're a new member just coming on with Pinnacle and you need to send a turbine engine to Dallas Airmotive for overhaul: You're going to see a tremendous discount over what you might have been quoted without that relationship and the volume of the entire network behind you. The benefits of membership in our network are immediate."

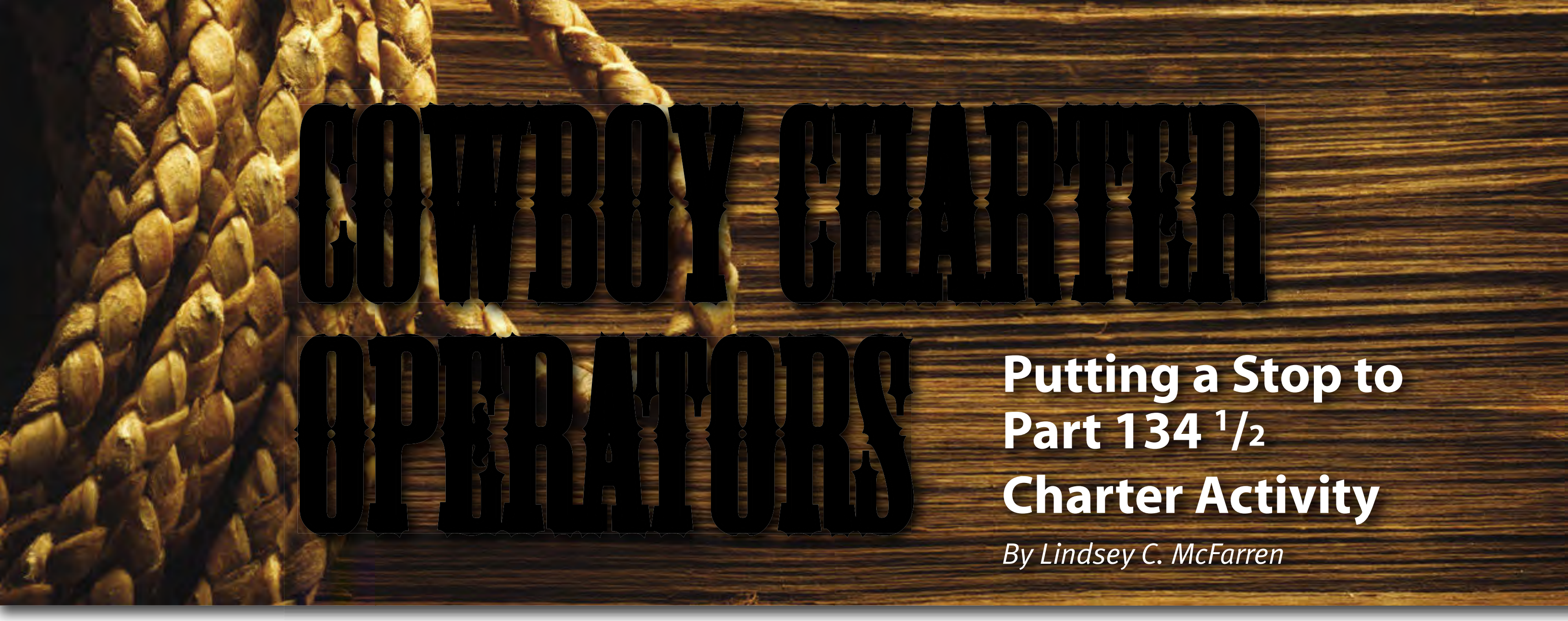
Taylor says the collective strength of the Pinnacle Air Network has had other less tangible but equally important benefits, and that the shared wisdom and experience of the network is helping to show the path out of the recession and into a prosperous future for everybody involved.

"This is a critical time for any business," Taylor said. "It's a time to watch your spending and take a look at every single line item to see where you can improve the margins. It's also a crucial time for marketing, and you've got to shout long and hard about how important the customer is, then make good and sure that you're taking the very best possible care of those customers. And, like I've said before, it's a time to start looking at what new kinds of partnerships you can forge. We meet twice a year at our different members' facilities to share our different perspectives and we always come away wondering, 'How did we ever do this without each other?'"

So, what does a man with intimate knowledge and insider perspective on many of the most successful companies in the industry see on the horizon for his members?

"I think there's going to be a good future for general aviation and I think our members are well positioned for it," Taylor said. "I don't know that we'll ever see the kind of rapid growth we once saw, but that might actually be for the best. I think what we'll see now is a long period of slow growth. I can tell you firsthand that we have a lot of entrepreneurial spirit in this industry. The people I work with, these are people who will tighten their belts and they'll put their thinking caps on and weather the storm, knowing that we'll all be stronger when it's over. We've already been seeing some positive trends coming into the New Year. I, for one, am optimistic about what's ahead. It's not going to be robust, necessarily, but I think we're all headed in the right direction now. My goal to help us all get where we're going is to help negotiate new deals on behalf of our growing membership to bring some of the costs down so that they can put those savings to better use and better serve their customers. I look at the people we have in this network and the strength of these companies and I feel really good about where we're headed."

For more information about Pinnacle Air Network, visit www.pinnacleairnetwork.com. **A**



COWBOY CHARTER OPERATORS

Putting a Stop to Part 134 1/2 Charter Activity

By Lindsey C. McFarren

The legitimate on-demand charter community—those with a valid Part 135 air carrier certificate—refer to those operators conducting illegal charter activity as "Part 134 ½ operators" or perhaps more commonly: "Those scoundrels who offer transportation at cut-throat prices, steal my clients, and have no regard for regulatory requirements." One region of the country is even referred to as "The Wild West" of charter operations because of the allegedly rampant 134 ½ activity.

Illegal charter operations came to the public eye in 2005 with the Challenger crash at Teterboro, when Platinum Jet Management and Darby Aviation became the Department of Transportation (DOT) and Federal Aviation Administration's (FAA) "Most Wanted" aviation bad guys. The enforcement proceedings against these two companies—and their owners and employees—have been closely watched by the aviation industry. The illegal activities of Platinum Jet and Darby have resulted in DOT penalties; FAA revocation of certificates; and finally, federal fraud indictments, guilty verdicts and jail time for some Platinum Jet and Darby executives and employees.

These enforcement proceedings have certainly been two of the most drawn out and dramatic cases in our industry's history; but those two companies are not the only ones to conduct illegal charter activity and become the focus of enforcement activity.

Typically, when an aircraft operator crosses the line into illegal air charter activity, it's because the operator has run afoul of Part 119, Part 135 or both.

Part 119 outlines the requirements for air carriers and commercial operators. It defines *direct air carrier* as a person who provides, or offers to provide, air transportation and who has control over the operational functions performed in providing that transportation. It also defines a *wet lease* as any leasing arrangement whereby a person agrees to provide an entire aircraft and at least one crewmember.

There are a few circumstances in which a wet lease may be legally conducted under Part 91 (see Part 91.501). However, any time flights are conducted under a wet lease and for compensation or hire, the individual or company arranging the flight and holding operational control must have a Part 135 on-demand air carrier certificate.

Part 135 outlines the requirements for commuter and on-demand operations. Specifically, it is applicable to the commuter or on-demand operations of each person who holds, or is required to hold, an air carrier certificate under Part 119.

Below are summaries of other, lesser-known enforcement cases resulting from illegal charter activities. Two of these cases demonstrate how Part 135 certificate holders can step outside the authorizations of their certificate and become illegal charter operators themselves.

Nix Flying Service

The scenario presented in *Administrator v. Nix* in the late 1990's is a pretty standard example of the Part 134 ½ concept. Tommy Hue Nix, the owner of Nix Flying Service in Belmont, Mississippi, received a 120-day suspension of his commercial pilot certificate due to conduct of illegal activities. Over the course of several years, Nix provided both the aircraft and pilot to Belmont Homes, Inc. for compensation through a somewhat familiar scheme. The aircraft was owned by Nix's wife's company Aircraft Leasing. The pilots were employed by Nix Flying Service. Neither company held a Part 135 air carrier certificate. Although the lease agreement and pilot services agreement were separate contracts, during the course of the FAA's investigation, it became clear that Aircraft Leasing had virtually no involvement in the actual flights. Belmont Homes' employees called Nix to arrange flights. Nix was found to have held operational control of the flights, choosing pilots, handling flight planning and

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other arrangements, and securing the aircraft from Aircraft Leasing. Because Nix performed these tasks for compensation or hire, the flights could not be operated legally under Part 91.

Nix was found to have violated FAR 119.49(g) which prohibits any person from operating as a direct air carrier or as a commercial operator without, or in violation of, an appropriate certificate and appropriate operations specifications. Nix also conducted these faux commercial operations without proper pilot training, violating Parts 135.293(a) and (b) and 135.299(a).

Don Bessette Aviation, Inc.

Administrator v. Bessette illustrates illegal activities conducted by an operator with a valid Part 135 air carrier certificate. Trinity Hospital secured transportation for compensation from Don Bessette Aviation, Inc. Though the aircraft and pilot services were contracted separately, the specific terms of the aircraft lease essentially forced certain pilots to be used on the flights. Bessette Aviation supplied the aircraft, while a separate company, Aviation Services, provided the pilots. Aviation Services, previously been owned by Don Bessette's holding company, was sold to two pilot-employees in May 2003. The two entities were co-located and undoubtedly related. As the Administrative Law Judge stated, "As a practical matter, aircraft and pilot were leased as a team."

However, Part 119 also requires compliance with issued Operations Specification. In 2004 when Bessette Aviation conducted the illegal flights, its Ops Specs limited the company to single-pilot on-demand activity in only one specific aircraft with only one named pilot. The irony of this case is that Bessette Aviation held the appropriate certificate to provide an aircraft and pilots for compensation, but the aircraft and pilot used for some of the flights were not listed on Bessette Aviation's Ops Specs. Further, the pilot used was not trained in the aircraft used, according to Part 135 regulations.

Bessette Aviation was found to have operated flights on April 14 and 22, 2004, under Part 135 in violation of FAR 119.49(c)(5), 119.49(c)(6), 135.293(a)(1), 135.293(b), and 135.299(a). Bessette Aviation faced a civil penalty of $3,000 for these violations. FAR 119.49 refers to Ops Specs requirements, while 135.293 and 135.299 address pilot training for Part 135 operations.

Interstate Helicopter

On March 4, 2008, a Cessna Citation I operated by Interstate Helicopters, encountered American White Pelicans on departure from Wiley Post Airport in Oklahoma City. Tragically, the encounter resulted in five fatalities, including both pilots and three passengers. Interstate Helicopters was a certificated Part 135 air carrier. However, it was only authorized to fly helicopters, not the aircraft that crashed in 2008. The flight had been chartered by United Engines. The Citation I was owned by an orthopedic clinic. The pilots were not employed by Interstate Helicopters. Interstate Helicopters reportedly "leased" the airplane to United Engines on a number of occasions, sometimes invoicing the airplane as a "sales demo". (The president and CEO of United Engines testified neither he nor the company had any intention of buying an aircraft and he had told Interstate Helicopters that repeatedly.) The NTSB claimed Interstate Helicopter's arrangements "circumvented" proper certification and authorization. The FAA revoked Interstate Helicopter's Part 135 certificate in September 2008. (Interstate Helicopter was issued a new certificate in January 2009.) It's not just the operator who faced enforcement action – another pilot involved with Interstate Helicopters received a 30-day suspension of his airline transport pilot certificate for failing to meet Part 135 training requirements on one of these so-called "demo flights."

Combating Illegal Charter

Although we might not always agree with the FAA's regulations or enforcement of those regulations, the air carrier qualifications and requirements exist for a reason. Aside from the obvious concern of losing business to the Part 134 ½ operators, legitimate air charter operators are subject to FAA oversight. Training requirements are more stringent for pilots flying Part 135 operations than for Part 91 operations; maintenance standards are also stricter. Part 135 pilots and maintenance personnel are subject to drug and alcohol testing. Finally, the DOT requires a minimum level of insurance coverage be obtained by the individual or company prior to the FAA issuing a Part 135 certificate. In short, Part 119 and 135 requirements provide an additional level of operational safety over Part 91 regulations and ensure the operator is able to appropriately handle losses if that level of safety fails.

NATA/FAA Hotline

NATA and the FAA launched the Illegal Charter Hotline almost two years ago in a step to combat illegal charter activity. The hotline, which is staffed by an independent third

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party, receives dozens of calls each year. The original intent of the hotline was to allow any employee or agent of a Part 135 on-demand certificate holder to call a special toll-free hotline, 888-SKY-FLT1 (or 888-759-3581), to report a suspected illegal commercial flight in which an aircraft operator without an FAA Part 135 certificate is accepting compensation for transportation in violation of both FAA and DOT regulations. However, the hotline also receives reports of other types of suspicious activity. Most of the calls are placed by reporters who choose to remain anonymous. Every call is assigned a case code so reporters can call back with additional information or to receive updates.

What type of activity should be reported?

Many different types of suspicious activity can be reported through the illegal charter hotline. Below are some hypothetical examples:

- A pilot could call to report a request from a non-certificated entity to fly a commercial flight—or a "demo flight" that seems sneaky!
- A charter operator or astute client could report deceptive marketing practices, such as misleading websites or magazine ads, of certificated charter operators, non-certificated aircraft operators acting as legal charter operators, or brokers.
- An FBO employee could call with details on a suspicious-looking operation.
- A charter operator could report a broker who may be crossing the lines of legality.
- A charter operator could report an aircraft owner who has been using the aircraft in ways that indicate the owner is receiving compensation for the flights.

Hotline Report Guidelines

Call during office hours. Call the hotline during normal office hours, Monday through Friday from 9 AM to 5 PM EST. If you receive the voicemail, leave a message with contact information so an agent can return your call. The hotline is not affiliated with the FAA or NATA, and agents always asks callers if they prefer contact information be kept confidential.

Provide details. The more details you can provide in the report, the more likely the FAA will be able to successfully investigate the situation. Provide the tail number of the aircraft in question; information about the operator or pilots; specific flights you think were or will be operated illegally; and the reason you believe flights are being operated illegally. For example, some callers suggest another operator—without proper certification—has provided quotes for transportation to the legal operator's clients. Typically the "suspicious" operator's fees are much lower than the operator who is playing by the rules and the honest operator loses a client to the lower price. If you find yourself in this situation, be prepared to share the details of the flights you lost to the other operator. Who was the client? What were the dates and destinations of the flights? Is there proof the other operator took those flights (for example, is flight plan information available or did the client show you an itinerary or invoice)? It might sound far-fetched for a client to give a legal operator the itinerary or invoice of an illegal charter flight but some clients will submit information once they learn they've been duped by a shady operator. Of course, others will just be happy to have found a cheap alternative to legal aircraft charter.

Consumer Education

NATA has created two free consumer publications, "Chartering and Aircraft, A Consumer Guide" and "Risks of Illegal Charter," to aid consumers in both choosing a legitimate on-demand air charter operator and avoiding illegal operators. Both publications are suitable for printing and are available for download at the online store on NATA's website (www.nata.aero). Legitimate air charter operators should provide these publications to their prospective and current clients, especially if a client is receiving solicitations or quotes from questionable aircraft operators.

Conclusion

Legitimate air carriers that spend valuable resources to maintain legal operations need to report aircraft owners and operators who seem less concerned with complying with regulatory requirements. Use the hotline to report suspicious activity. Provide as many details about the situation as possible and leave your contact information, knowing it will be kept confidential. And educate your clients! Our industry has been tarnished enough by the improper actions of Part 134 ½ operators. It's time to tame the cowboys. **A**

Lindsey C. McFarren is the president of McFarren Aviation Consulting, a safety, security and regulatory consulting firm focusing on general aviation issues.

Defining Pilot Rest and Much More

By Jacqueline E. Rosser

Air carriers, and every pilot who works for one, are very familiar with the regulations providing for pilot rest periods. But what exactly is "rest" when it comes to regulatory compliance? The fine folks at Merriam-Webster say rest is, among other things, "sleep or a freedom from work or labor". That's actually not too far from how the Federal Aviation Administration (FAA) defines rest, but they include a few more conditions that either clarify or confuse the situation, depending on your perspective and whether or not you have a law degree.

According to about 5,000 legal interpretations (okay, that may be a slight exaggeration), the FAA has said that for a "rest period" to be legal it must be: 1) continuous, 2) determined prospectively (i.e. known in advance) and 3) free from all restraint from the certificate holder, including freedom from work or freedom from the present responsibility for work should the occasion arise.

Requiring a pilot to answer cell phone calls? No problem. But don't even think about calling that time part of a rest period. You failed to meet part three of the definition. Call a pilot during his or her rest period to ask a question about that updated W-2 he or she filed? Okay. But, if you call him or her again, you just busted that rest period and can't count any of it toward meeting your regulatory requirement. Why? The rest wasn't *continuous*.

In simple terms, anytime you require a pilot to do something, like answer a call from you and/or report for duty once that call is answered, that time is simply not rest. At least not according to the FAA. And, well, when it comes to regulatory compliance (and enforcement!) their opinion is really the one that matters most.

If you've never heard of that definition of rest before, don't feel too badly. I speak with operators every year who have never heard that highly detailed definition of rest, nor seen its many interpretations. Don't bother looking in the FARs for that definition; you won't find it there. I've never found it in the FAA's inspector guidance or any Advisory Circular either.

Although you might not realize it, the FAA's definition of rest has actually been around for a few decades. Unfortunately, it largely exists only in legal interpretations issued by the FAA Office of the Chief Counsel.

At a recent webinar presented by NATA, we delved into the subject of what makes a legal rest period and how the FAA's definition can make it very difficult for Part 135 operators to comply, particularly those whose business relies mainly on pop-up charters that have less than ten hours of notice. If you are a Part 135 operator and missed it, you can review the webinar recording by visiting www.nata.aero/webinars.

During that session, several operators were concerned that, not only didn't they know about the multitude of interpretations related to rest periods, but also they were unaware that legal interpretations can and do apply to almost all regulated entities, not just the person who requested the interpretation.

The saying "knowledge is power" comes to mind. Knowing how the FAA will determine whether the rest periods you provide are compliant requires you to know and understand these legal interpretations. How can you do that?

To start with, become familiar with the FAA's online searchable database of legal interpretations (see sidebar to locate that database). Spend an afternoon searching on key phrases and reading the interpretations. For example, a simple search for "rest period" yields 96 different interpretations. Check back periodically to see what new interpretations may have surfaced. Then take what you've learned and do your best to make sure your system for assigning rest periods actually comports to the FAA's requirements.

Ultimately, the purpose of the rest period lines up precisely with the dictionary definition; giving a pilot the chance to sleep, not work. But the FAA determines whether or not you've done that by relying upon their interpretations. **A**

Finding Interpretations

The FAA has issued thousands of legal interpretations over the years related to any number of specific regulatory requirements. Any one of them could be insightful to air carriers, repair stations, flight schools, training centers or anyone required to comply with FAA regulations. The agency has begun posting legal interpretations dating back to 1990. All are searchable, but may not be currently available. Navigate to the Office of the Chief Counsel's Regulation Division's search tool at http://www.faa.gov/about/office_org/headquarters_offices/agc/pol_adjudication/agc200/Interpretations/ to get there.

2011 **Air Charter Safe**

March 15–16, 2011

You

Tuesday, March 15

The Air Charter Safety Symposium is the premier event focusing on safety in the on-demand air charter and shared aircraft ownership industry. The symposium is a must-attend event to learn the latest developments and practical techniques for implementation of safety programs.

9:00 a.m. – 10:00 a.m.	Registration & Continental Breakfast
10:00 a.m. – 10:30 a.m.	**Welcome Remarks** *James Christiansen, Chairman, Air Charter Safety Foundation*
10:30 a.m. – 11:00 a.m.	**Keynote Speaker** *John M. Allen, Director of Flight Standards Service, FAA*
11:00 a.m. – 12:00 noon	**SMS Update** *Dr. Don Arendt, SMS Program Manager, FAA*
12:00 noon – 1:00 p.m.	Lunch (included with all registrations)
1:15 p.m. – 2:30 p.m. *Sponsored by:* JET SOLUTIONS	**Building A Positive Safety Culture In Your Company** *Shawn Pruchnicki, Lecturer, Department of Aviation, The Ohio State University*
2:30 p.m. – 2:45 p.m.	Refreshment Break — R Dixon Speas Associates
2:45 p.m. – 3:45 p.m.	**Emergency Preparedness** *Don Rickerhauser, Manager, Safety & Security, Bombardier FlexJet*
3:45 p.m. – 4:00 p.m.	Refreshment Break
4:00 p.m. – 5:00 p.m.	**Emergency Response in Action** *Bob Schmidt, Director of Operations, Million Air-Dallas*
5:00 p.m. – 8:00 p.m.	Networking Dinner — *Sponsored by:* Signature Flight Support BBA Aviation

ty Symposium

AIR CHARTER SAFETY FOUNDATION

r business plan for safety.

www.acsf.aero/symposium

Wednesday, March 16

All events are at the NTSB Training Center in Ashburn, VA

7:30 a.m. – 8:00 a.m.	Continental Breakfast
8:00 a.m. – 8:45 a.m. *Sponsored by:* JET SOLUTIONS	**General Overview of Safety Issues** *The Honorable Earl Weener, Board Member, NTSB*
8:45 a.m. – 9:00 a.m.	Refreshment Break
9:00 a.m. – 10:00 a.m.	**Emergency Preparedness Response – Panel Discussion** *Bob Schmidt, Director of Operations, Million Air-Dallas* *Don Rickerhauser, Manager – Safety & Security, Bombardier FlexJet* *Paul S. Sledzik, Director, Transportation Disaster Assistance, Office of Communications, NTSB*
10:00 a.m. – 10:15 a.m.	Refreshment Break R Dixon Speas Associates
10:15 a.m. – 11:15 a.m.	**FAA Update – Accident Prevention/ Investigation** *Tony Fazio, Director, Office of Accident Investigation and Prevention, FAA*
11:15 a.m. – 12:00 noon	**General Safety Overview** *The Honorable Deborah A.P. Hersman, Chairman, NTSB*
12:00 noon	Closing Remarks
12:15 p.m. – 4:00 p.m.	ACSF Board of Governors Meeting and Executive Committee Meeting– By invitation only

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For more information and to register go to www.acsf.aero/symposium

How will NATA's Policy Agenda Aid its Members in 2011?

By Kristen Moore

On January 5, 2011, the 112th session of the United States Congress will convene. New leadership in the U. S. House of Representatives brings new committee chairmen important to general aviation such as John Mica (R-FL) the Chairman of the House Transportation and Infrastructure Committee, who takes the gavel from the 36-year veteran of the chamber who was defeated in the mid-term elections James Oberstar (D-MN). Thomas Petri (R-MN) will resume his chairmanship of the Subcommittee on Aviation. The new leadership will seek final passage of legislation to reauthorize the Federal Aviation Administration (FAA) as their top priority. However, over the past three years, legislation to reauthorize the FAA has not been stalled in the U.S. House of Representatives but rather in the U.S. Senate. Once again, it appears that swift passage of a bill will likely take place by spring 2011 and Members of Congress remain optimistic on getting support and final passage in the senate chamber. Passage of FAA reauthorization is just one of many policy priorities NATA will be working on this year. While a few ongoing priorities have remained on the agenda for a few years, some are new such as legislation to override the FAA regarding Residential Through-the-Fence (RTTF) agreements. Each policy priority has been outlined below:

FAA Reauthorization Legislation

Passage of a long-term bill to reauthorize the FAA is a top priority for NATA. Since September 2007, the United States Congress has passed seventeen short-term extensions to ensure that FAA policies and programs could continue without lacking funds. Over the past two years, the U.S. House of Representatives has passed two bills out of its chamber to reauthorize the FAA, while the U.S. Senate completed one bill last year. Conference negotiations were not finalized to allow a bill to be approved and passed by both chambers before the end of the 111th Congress last year. NATA's goal is to ensure that the newly introduced bill this year contains provisions important to the association and its members. The provisions and their importance are as follows:

Foreign Repair Station Language. NATA is concerned with the requirement to increase inspections on foreign repair stations. The potential job loss to U.S. repair stations is high if the European Union retaliates against the trade agreement with the U.S.

No User Fees. Commercial airline travel is the reason why the cost of air traffic control services continues to increase. General and business aviation are incremental users of the national airspace system. Increasing the costs for non-scheduled operators will result in operators flying less frequently. NATA supports a reasonable increase in the fuel tax to help alleviate the burden on the Airport and Airways Trust Fund and is opposed to any new funding proposals for general aviation.

Repeal of the Fuel Fraud Provision. The 2005 Highway Bill contained a provision altering the collection method of fuel taxes for business and general aviation fuel providers, which has had a significant financial impact on the aviation industry and constitutes a *de facto* tax increase. While the tax on aviation jet fuel remained at 21.9 cents per gallon (CPG), the Highway Bill mandated that all taxes on aviation jet fuel be collected at the same tax rate as that for highway diesel fuel, 24.4 CPG. When aviation fuel is purchased, the 24.4 CPG tax is deposited into the Highway Trust Fund. Only when a fuel provider applies to the IRS for the 2.5 CPG refund does the remaining 21.9 CGP transfer from the Highway Trust Fund into the Airport and Airway Trust Fund. In many cases, operators or fuel providers do not apply for a refund; therefore, the Aviation Trust Fund receives no revenue from the sale of the aviation jet fuel. This policy has increased Highway Trust Fund revenues by hundreds of millions of dollars at the expense of the Airport and Airway Trust Fund. NATA supports measures by the U.S. Senate Committee on Finance to repeal this onerous provision.

Termination of Exemption for Small Aircraft on Non-established Lines. Last year's Senate bill contained a provision (Section 806) that would place a significant financial burden on small businesses providing aircraft charter services. Currently, commercial air carrier operations in

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aircraft weighing fewer than 6,000 pounds, and that are not operated on an established line, are exempt from the commercial Federal Excise Tax (FET). Instead, these operators pay the noncommercial aviation fuel tax. Section 806 would eliminate that exemption and replace it with a far narrower exemption solely for those conducting sightseeing flights in small aircraft.

Airports Providing Aviation Services. NATA recommends that the Congress closely monitor government-run entities that attempt to compete with private industry at our nation's airports. Aviation businesses, such as fixed base operators, are better equipped to provide aviation services at an airport, and the government must recognize that airport management should focus on fostering a competitive environment that will benefit air travel passengers.

Accelerating Implementation of Next Generation Air Transportation System (NextGen). Funding provided for NextGen in the FAA reauthorization bill will help ensure that critical upgrades are made to existing facilities and equipment, and enable implementation of new technologies that will better define routes within the national airspace system, allowing more aircraft to travel within the airspace. This technology will minimize the impact on the environment due to aircraft flying more direct routes, improving fuel efficiency and reducing carbon dioxide emissions.

NextGen Equipment Incentives. As Congress works to devise incentives for equipping aircraft with NextGen technology, NATA will work to ensure that general aviation aircraft are included.

The strength of our national airspace system and its ability to meet future demands is dependent upon the federal government's success in meeting its obligations in providing adequate infrastructure. Passage of a comprehensive, long-term reauthorization bill will enable our country to meet the current and growing demands being placed on the aviation system.

Large Aircraft Security Program

Since October 2008, the general aviation industry has been in a state of uncertainty on what the Transportation Security Administration's (TSA) proposed Large Aircraft Security Program (LASP) would entail. The LASP proposal intends to govern operations for all aircraft weighing more than 12,500 pounds and requires operators of those aircraft to implement an approved security program. In addition, the LASP would, for the first time ever, require security programs for thousands of privately operated general aviation aircraft and, ultimately, seek to combine a number of security programs currently in place for general aviation, including the Twelve-Five Standard Security Program (TFSSP), into a single, uniform program. When the notice of proposed rulemaking (NPRM) was issued, NATA, along with the rest of the general aviation industry, were angered with the lack of knowledge and understanding of the general aviation community by the TSA. The proposed rule came after years of working diligently with the agency and offered assistance to provide an effective, feasible means to address the TSA's concerns. Over the past 18 months, NATA has been working with the TSA to arrive at a compromise on the LASP program and to develop more appropriate methods to increase the already outstanding security record of general aviation. A revised LASP proposal is expected sometime this year.

Standardization of Regulatory Interpretations at FAA

Last year, U.S. Representatives John Mica (R-FL) and Pete Sessions (R-TX) requested that the Government Accountability Office (GAO) review inconsistent regulatory interpretations at the FAA. The reason for the request was because the general aviation industry is continually confronted with varying interpretation of FAA regulations by the agency's Regional Aircraft Certification (ACOs) and Flight Standards District Offices (FSDOs). The 9 FAA regions, 10 ACOs and more than 80 FSDOs each issue approvals on a wide range of maintenance and operational requests made by regulated entities. These regulated entities include Part 135 on-demand charter operators, Part 145 repair stations, and Part 141 and 61 flight training facilities. However, in October 2010, the GAO released a report titled "Certification and Approval Processes are Generally Viewed as Working Well, but Better Evaluative Information Needed to Improve Efficiency." The report was in response to NATA's request for a review of the lack of standardization of regulatory interpretations at the regional and local levels. The report unfortunately missed the mark by failing to provide meaningful information on the root cause and scope of the FAA regulatory interpretation inconsistencies, and lacks an insightful analysis on how aviation businesses are impacted. NATA has since requested that the U.S. Congress push the

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GAO to review, once again, the ongoing concern over lack of standardization of regulatory interpretations at the FAA. NATA is hopeful that an additional assessment will reveal a result targeted to this specific burden to its operators.

State Income Tax Threatens Interstate Commerce

An increasing number of states have begun to pursue tax revenue from Part 135 air charter operators and Part 91K fractional jet operators. These state taxes have been in the form of corporate/business tax filings, but there are other tax statutes applicable to charter and fractional operators that may designate them as a public utility and/or subject them to property tax assessments. The diverse nature of state tax laws makes it difficult for operators to identify and understand their potential for liability when operating to states other than their home base. The primary concern with states levying such taxes is the enormous administrative burden placed on companies. It is unreasonable for a small business to have to file income tax reports in fifty different states, especially when some of those states were only visited once or twice in a given year. Such tax burdens do not pose a problem to large commercial airlines, as most airlines already do significant business in a state, with multiple employees working within that state. Charter operators and fractional ownership companies, however, do not have such an established presence, and may only use the airport to pick up or drop off customers. NATA will work to make Congress aware of this anomaly in state taxes and implement a legislative change that allows on-demand air charter and fractional jet operators to avoid the requirement to file in all states. In lieu of registering with each state revenue department, charter operators would prefer to pay a flat fee for doing business in a particular state. NATA will be requesting that Congress amend federal law to clarify a state's right to levy an income tax on an aviation business.

Part 135 Flight, Duty and Rest Regulations

The FAA issued a NPRM in October 2010 amending Part 121 flight, duty and rest hours for pilots. It is of great concern to the Part 135 industry because the FAA states in the proposal that it sees Part 135 as "substantially similar" to Part 121 and that a similar, if not identical, rule is likely to be published impacting Part 135. NATA was extremely disappointed by this given the fact that the Part 135 industry invested substantial effort to create a comprehensive rulemaking addressing this subject in 2005. The *Part 135 Flight, Duty and Rest (FDR) Subgroup was a part of the FAA Part 125/135 Aviation Rulemaking Committee (ARC).* The FDR subgroup developed a comprehensive proposal to address unscheduled/on-demand operations under 14 CFR Part 135. The recommendations would dramatically improve upon current regulations while still permitting the operational flexibility inherent to the continued ability to conduct on-demand operations. NATA will continue to urge the FAA to move forward with new regulations for Part 135 based upon the Part 125/135 ARC rather than attempt to implement one-size-fits-all rules.

Termination of Exemption for Small Aircraft on Non-established Lines

Last year, the U.S. Senate's FAA Reauthorization bill contained a provision (Section 806) that will place a significant financial burden on small businesses providing aircraft charter services. Currently, commercial air operations in aircraft weighing fewer than 6,000 pounds and that are not operated on an established line are exempt from the commercial FET. Instead, these operators pay the noncommercial aviation fuel taxes. The provision in the Senate bill attempted to eliminate the exemption and replace it with a far narrower exemption solely for those conducting sightseeing flights in small aircraft. A very small sector of the general aviation industry would be subject to significant financial, administrative and paperwork burdens as a result of this provision. Most of these small air charter operations have only one or two aircraft, typically single-engine, piston-powered airplanes and helicopters. They may conduct aerial surveying, photography, mail delivery, passenger transportation for personal or business reasons, and numerous other tasks to which small aircraft are perfectly suited. In addition, flights in aircraft weighing fewer than 6,000 pounds that qualify for the small aircraft exemption are not exempt from paying taxes under the current law, they pay taxes under a simpler process – the noncommercial aviation fuel tax. Compliance would involve completion and submission of quarterly tax filings, semi-monthly payments of the taxes collected, and the establishment of a system to evaluate on a flight-by-flight basis whether certain components of the FET apply. Further, these operators will still pay the per-gallon noncommercial tax every time they buy fuel and will have to wait until they file their taxes to claim a refund of that tax. The states most affected by this provision are Alaska, Arizona, Nevada, Hawaii and Louisiana. NATA will continue to convince the Senate Finance committee on why this provision should be excluded from the FAA reauthorization bill.

Residential Through-the-Fence Agreements

In late 2009, the FAA released a draft guidance letter regarding RTTF operations at public-use airports. And late last year, a proposed policy on RTTF agreements was published in the Federal Register prohibiting any new RTTF agreements while allowing existing RTTF agreements to continue under tighter federal oversight. An RTTF agreement is a legal document between a residential property owner and an airport owner that allows the property owner to access the airfield directly from the residential property by aircraft. The FAA's draft guidance letter stated that there "are no forms of acceptable" RTTF agreements and determined that RTTF agreements were unacceptable because the signing of these agreements violated the federal grant assurances signed by the airport sponsor (owner) in return for federal funds being expended for development at the airport. While RTTF agreements may provide a short-term benefit to airports through additional revenue and community goodwill, NATA believes those benefits are far outweighed by the risk posed to the long-term usability of airports. Legislation was introduced last year to override FAA policy by statute H.R. 4815. NATA believes this legislation could result in unintended consequences that damage the future utility of public-use airports and could call into question the future of all grant assurances and the FAA's ability to ensure that those obligations are followed by all airports receiving federal funding. NATA supports the FAA's proposed policy on RTTF agreements and believes that it provides a solution that protects the value of the taxpayer investment in airport development while allowing existing RTTF agreements to continue.

Congressional General Aviation Caucus

An important group was established on Capitol Hill in 2009 to support the general aviation industry. The U.S. House of Representatives and the U.S. Senate established General Aviation caucuses in their respective chambers to help educate Members of Congress and their staff about the vital role of general aviation. The primary goal of the House and Senate caucuses is to work with pilots, aircraft owners, the general aviation community and relevant government agencies to ensure a safe and vibrant environment exists for general aviation in our country. Each caucus holds regular briefings for Members of Congress and their staff on specific issues affecting the industry. Both the House and Senate caucuses are open to all Members of the House and Senate despite party affiliation and committee assignments.

Currently, there are more than 85 members of the U.S. House of Representatives who have joined the House General Aviation Caucus. There are 28 members of the Senate General Aviation Caucus. NATA will seek the support of new members of congress by requesting they join the GA caucus.

Conclusion

The outlined policy agenda for 2011 is just the beginning. A number of other policy issues are brought to our attention throughout the year. If an issue arises that you feel should be brought to the attention of NATA's Legislative Staff, please contact Kristen Moore at kmoore@nata.aero or 703-845-9000. A detailed view of each policy priority can also be found on the government affairs page at www.nata.aero, or to learn more about NATA's political contributions, please visit www.nata.aero/natapac. **A**

Advertiser Index

Photo courtesy *Bakersfield Magazine*

Owner's Steven (President) and Patricia Loyd (Human Resource Manager)

When Loyd's Aviation, Inc. opened its sleek, new Bakersfield Jet Center at Meadows Field (BFL) in March 2009, the country was in the grip of a severe recession and general aviation activity had all but stalled. But, as company President Steve Loyd explained, Bakersfield Jet Center was a bet on the future.

"It was our belief that as the economy improved, business flying would recover first," he said. "By offering a front-line operation, with superior, full service and amenities, our corporate aviation customers would continue to select us as their preferred FBO at Meadows Field."

"My daughter, a third generation family member to play a role in the history of the company, Kelly Loyd Pieczonka, took two years out of her career as a retail merchandiser to help the company become more efficient and poised for growth than it had been. With a BA from the University of California at Berkeley and ten years experience in business, she reorganized the operation and managed every aspect of the remodel of the front line," said Loyd.

The 5,000 square foot terminal, which offers 3.5 acres of ramp space, sits beside BFL's main taxiway. It replaced the original Loyd's Aviation FBO, a 1,500 square foot facility located at a more obscure location on the airport's northeast corner with limited aircraft parking. "If we had a jet and a couple of piston aircraft on our ramp at the same time, we were maxed out, and there was simply no room to grow," he said. "At the new FBO, we have increased our ramp space by five to six times, giving us the capability to handle 10-15 airplanes at a time. In fact, we can now handle an aircraft the size of an MD 80 or a 737."

Planning for the Bakersfield Jet Center began in pre-recession 2004, when a building with an FBO tenant suddenly came on the market. Loyd explained, "The owners wanted to sell, and we saw an opportunity to buy it, although we didn't begin the renovation until March 2008. That was when its former occupant, Mercury Air Center, let its lease run out."

Becoming Bakersfield Jet Center

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By then, of course, the economy was tanking, but Loyd decided to go ahead with the project. "I had a few sleepless nights, but it appears to be paying off," he said.

The company invested more than $500,000 and spent nearly a year to refurbish the building, which was originally constructed in the 1970s. "The building was run down when we got it, and the blacktop was completely shot. But, it had great potential," said Loyd.

Bakersfield Jet Center will be the new public face and name of the company established at BFL in 1958 as Loyd's Flying Service by Steve's father, Byron Loyd, along with his wife Eleanor. Initially, the founders set up the business as a parts dealership, focusing on single and twin-piston aircraft.

Byron, a World War II Navy veteran who learned to fly on the GI Bill, also flew charter trips in his single-engine, Piper Model 250 Comanche, along with contract flying for local corporate aircraft owners out of the city which sits at the

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Aircraft Fuel Technicians Jason Skiby, Robert Fox (Line Service Manager), Julio Penaloza and Bryant Valdez, and President Steve Loyd

This and all subsequent photos courtesy Fahey Photography, Bakersfield, CA

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Customer Service Representatives Nancy Lajas, Denise Shaar (CSR Manager), and Taarna Long

south end of California's Central Valley, and is a major oil drilling center. Steve, who joined the company after graduating from California Polytechnic State University (Cal Poly) in 1973, noted that his father was active in the company until his death at age 79 in November 2005.

By 1970, the business had expanded to include hangars. Loyd explained, "My father was the first entrepreneur to build hangars for general aviation aircraft at BFL, starting with 20 T-hangars on the northeast corner of the airport."

Today, the Bakersfield Jet Center complex provides over 130,000 square feet of covered storage. This includes a 30,000 square foot shade port, built at the company's former location, and designed to shield up to 25 transiting, piston, turboprop or light jet aircraft from the hot sun of a Central Valley summer. The remaining 100,000 square feet is a combination of individual and community (multi-tenant) hangars. The largest, at over 15,000 square feet, can accommodate eight to nine piston aircraft, or five to six medium cabin jets—or up to two large cabin jets, the size of a Falcon 900 or Gulfstream IV.

Currently, Bakersfield Jet Center has 50 tenant aircraft, mostly single and twin pistons, along with two turboprops—a Beechcraft King Air 200 and a King Air 350. "The two King Airs are our largest based aircraft," said Loyd. "But it's not unusual for jet operators to fly in here and request hangar storage for one to three nights."

"We're in a transitional period now with regard to our identity at BFL," he noted. "The Loyd's Aviation name is well known locally, but at the same time, we believed that the new name would give us greater visibility nationally. This is why the name on the building will say 'Bakersfield Jet Center—*By Loyd's Aviation*.' "

As with the FBO project, the company's maintenance operation, which does business as Loyd's Aircraft Maintenance, Inc., seized an opportunity when another business on the airport—Beechcraft West—closed in 1986. A major incentive behind this deal was Loyd's Aviation's aircraft management business.

"Because of quality control considerations, we wanted to do most of the maintenance in-house on aircraft we operated under management contracts, as well as for outside customers," Loyd pointed out. "So, when Beechcraft West closed, my father saw an opportunity to pick up a ready made staff of mechanics."

Loyd's Aircraft Maintenance, Inc. is structured as a separate corporate entity, in which Steve Loyd holds a 67 percent interest. Most of the remaining equity is held by Mark Jensen, who serves as director of maintenance. Mark Wiebe, a long-time mechanic, and Bill Long, the company's parts manager, also hold small percentages.

In addition to Jensen and Wiebe, the operation employs four A&P licensed mechanics, including three who hold FAA inspection authorization. The mechanics average over 25 years of experience, and all repair work is carried out under each mechanic's A&P ticket.

Starting with a mostly piston aircraft customer base, the company, which is a Cessna Single Engine Certified Service Center, has expanded to turboprops and jets.

"In turboprops, we have become a King Air specialist for all airframe service, and powerplant work, up through hot sections on the (Pratt & Whitney-Canada) engines," Loyd explained. "Of course, we still do all maintenance on single and twin pistons, and most Continental and Lycoming engine service. However, all reciprocating and turbine engine overhauls are contracted out." Also totally out-sourced are avionics sales and service, mostly to BFL neighbor MegaHertz Avionics, Inc.

Most of the jet maintenance the company performs is limited to line level work, such as tire change-outs and brake repairs. Said Loyd, "At one point, we were servicing a Sabreliner 65, a Cessna Citation II and a CJ2 CitationJet which were based elsewhere on the field. The Sabreliner has since been sold, but we're still servicing the two Cessna jets."

Loyd also stressed that the mechanics have the capability to repair most piston models and turboprops. "We have worked on Turbo Commanders and Cessna Conquests, but basically, our guys can work on anything. If we were to go into a management contract on an aircraft type we had never maintained, we would send our mechanics to school for training so we could service it in-house," he said.

With a current total workforce of 20, Bakersfield Jet Center, according to Loyd, is the largest of the three FBOs at BFL (Atlantic Aviation and Epic Jet Center are the other two), and the only one that offers an extensive major maintenance and repair service, along with fuel, hangar space and aircraft management. Because of the maintenance company's reputation for high quality work, Loyd reported that about 50 percent of its business comes from owners of aircraft based at airports other than BFL, but mostly within California.

Bakersfield Jet Center also provides line maintenance for the two regional airlines serving BFL—SkyWest (United Express) and Mesa Airlines (US Airways Express). Both operate Bombardier CRJ regional jets. SkyWest, in addition to its CRJs, still schedules some Embraer EMB 120 turboprops at BFL.

"The air carrier line maintenance includes system checks and tire changes, but we've even assisted their mechanics with engine changes," Loyd explained.

At this time, the company does no into-plane fueling or ground handling. In fact, Loyd said that he considered, but ultimately decided against, ground handling.

"We looked at it in the past, but we saw it as a low-margin business because the airlines are only interested in getting that service at the cheapest price," he explained. "When we combined that with the fact that it's not our core expertise, we concluded that it's better to leave that business to the airline ground handling specialists. We'll stay with what we know."

Bakersfield Jet Center has long been an Avfuel branded FBO, and Loyd refers to the distributor as "a great partner." He said, "They do an excellent job of marketing and promoting their FBO dealers, along with the fact that they are very customer focused and have an excellent reward program. I'm a big Avfuel fan!"

Currently, fuel sales are about equal to maintenance—each accounting for 40 percent of the company's total revenues—with the remaining 20 percent divided among hangar rentals, charter and aircraft management. Loyd said that for 2010, fuel sales were on track to perform better than maintenance, thanks in no small part to a military fueling contract he secured.

Also helping is a contract with BFL-based International Flight Training Academy, the All Nippon Airways-owned ab initio pilot training provider. The contract, which was signed in October 2010, is accounting for 30,000 gallons of avgas per month to power the academy's fleet of Beechcraft A36 Bonanzas and Baron 58s.

Ryan Crowl (Vice President, Loyd's Aviation Operations, *Flight, Line and Rental Service*) and President Steve Loyd

"We are estimating sales of about one million gallons of fuel for all of 2010, which is nearly double our 2009 total of 561,000 gallons," said Loyd. "Generally, Jet A accounts for about 60 percent of fuel sales."

If the estimated sales of one million gallons for 2010 bear out, it will bring Bakersfield Jet Center back up to its pre-recession 2007 sales of about the same amount. That year, Loyd reported, the company took in some $6 million—double the $3 million of total revenue for a recession-wracked 2009.

The company operates its own fuel farm on-site, which is comprised of three above ground tanks—two 10,000 gallon tanks for Jet A, and one 12,000 gallon tank for 100 LL avgas. The fuel is dispensed directly into the aircraft from tanker trucks, of which the FBO has five: Three trucks—two of which can accommodate 3,000 gallons each, and one with a 2,000 gallon capacity are used for jet fuel; and two other trucks for avgas—of 1,500 and 750 gallon capacity, respectively. All five line staff persons have been certified under NATA's Professional Line Service Training (PLST) program; and, as Loyd noted, Loyd's Aviation was one of the first FBOs to have PLST certified fuelers.

In addition to fuel sales and maintenance, Bakersfield Jet Center is poised to increase its aircraft management and charter business with a recovering economy. At this time, the company is managing three of its based aircraft—the King Air 200 and 350, as well as a twin piston Beechcraft Baron 58P. Although customized management contracts are available, the King Airs are being operated under a full, turn-key plan, which includes pilots as well as maintenance.

"The management focus is primarily concentrated on turboprops, specifically King Airs," said Loyd, who has over

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Bakersfield

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7,000 hours in the King Air series. "We are very comfortable with our niche as a King Air specialist."

While optimistic, Loyd also conceded that the economy has impacted his aircraft management business. "It's something that grows and shrinks with business conditions," he said. "For instance, between 2005 and 2008, we managed six aircraft. As the economy picks up, we expect that our managed fleet will grow."

Loyd, who is one of four pilots on the company payroll, holds an ATP certificate, has over 16,000 flight hours, and flies the King Airs, under FAR Part 91. (The King Air 200 is also operated under the company's Part 135 charter certificate.) He reported that in a typical month, he'll fly approximately 4-5 trips, for about 15-20 hours. The other three pilots also hold the ATP rating, and each has about 5,000-6,000 flight hours.

"Although charter accounts for a small portion of the revenue, we went ahead and met the requirements for the ARG/US Gold level rating for charter operations," Loyd said. "Charter largely went away in 2009, due to the economy, but as the economy recovers, corporate and on demand charter will have increasing flight hours. In fact, we are already seeing signs of that."

An upturn in the economy may also prompt the company to look again at flight instructing, which it provided before the current downturn.

But Bakersfield Jet Center has continued to offer an aircraft brokerage service, even though the outlook for that business remains challenging. Its area of focus is piston and turboprop aircraft. "With aircraft values having dropped by 20 to 50 percent in some cases, this is definitely a great time to buy an aircraft," said Loyd. "But, people are still being very conservative, and I don't expect to see any great improvements in the pre-owned aircraft market for now."

Despite challenging times, Loyd remains confident that running a successful FBO still comes down to maintaining a reputation for good service. "Good service starts with your management team. Ryan Crowl our Chief pilot and operations manager leads a superb staff of young talent. We are totally focused on providing superior customer service, whether our customer comes in on a Cessna 172 or a Gulfstream IV. I personally introduce myself to every one of our customers and thank them for their business. I realize that might be considered old fashioned, but it has paid off."

Loyd's Aviation Officers Chris Clements (Accounting Manager), Steve Loyd (President), Bill Long (Vice President of Sales, *Aircraft and Parts,* & IT), Mark Jensen (Senior Vice President Loyd's Aircraft Maintenance).

Along that line, he added that any increase in fuel sales will be driven more by service than by price. To cite an example, Loyd reported that, while Bakersfield Jet Center does not have fueling contracts with any of the fractional ownership plans, it has been drawing an increasing amount of business from Flight Options participants. "They know us, and when they come to Bakersfield, they tell their pilots to use us to purchase fuel and catering," he said.

At the same time, the company has gotten a number of customers who formerly used his competitors. "They decided to give us a try, and have remained with us, even though we are not the cheapest fuel supplier on the field—although we are very competitive," said Loyd. "You have to give everybody the right kind of service, but at the same time, keep your costs under control."

As for his own view of the big picture for FBOs, Loyd minces no words. "The customer base for the piston market is shrinking, and the future will be moving more in the direction of corporate operated turbine powered aircraft," he explained. "Yes, we have to take care of everyone, but corporate aviation is where the higher profit margins are. This is why we moved our FBO from a back corner of the airport to the front lines. In doing this, we are giving everyone, including the corporate operator, better service—but it helps us to develop our corporate market that much more."

A 20-year NATA member, Loyd currently chairs the association's Business Management Committee, and cites the advantages of NATA membership. "It truly represents people in the FBO industry, and helps us to run our businesses," he said. "An example of that is the Professional Line Service Training Program, which is second to none. I always recommend NATA membership to any FBO." **A**

A Closer Look At RTTF Agreements

By Michael France

Aviation never presents a shortage of controversial issues. Between FAA Reauthorization, general aviation security and the impacts of temporary flight restrictions, it is easy for other important issues to fade into the background. One of the issues of 2010 that didn't receive a bright national spotlight, at least in terms of press coverage, is Residential Through-the-Fence (RTTF) agreements at federally obligated airports. NATA has been working on this issue for the past year due to its possible impact on public-use airports and the businesses that make them work.

In its most simple terms, an RTTF agreement is a contract between the owner of residential property adjacent to a public-use airport and the airport's operator or sponsor that provides the property owner the right to access the airport, by aircraft, directly from their property. At first glance, the idea of RTTF agreements at public use airports may seem inconsequential, but they are far from it. In fact, RTTF agreements, when utilized at public use airports, can pose a threat to the future utility of the airport.

The first step in realizing the impact of RTTF agreements is understanding that an individual airport must be viewed as part of the larger system of public-use airports across the country. For an airport to be eligible to receive funding from the federal government for development projects, that airport must be part of the National Plan of Integrated Airports System (NPIAS). NPIAS "identifies [the] existing and proposed airports that are significant to national air transportation and [also]... estimates of the amount of AIP money needed to fund infrastructure development projects" at those airports. NPIAS is built upon the idea that individual airports serve a national purpose as a transportation infrastructure and therefore federal funds should be expended in the development and maintenance of those airports. Along with those federal funds come restrictions in how the airport can be operated. Those restrictions, known as grant assurances, work to assure that the airport is operated in a manner that serves the needs of the public and protects the federal investment in the future of the airport.

Through-the-fence agreements, in general, and RTTF agreements, specifically, create threats to the future usability of public use airports and therefore have become areas of concern for the FAA. In late 2009, the FAA released a draft guidance document that attempted to clarify the agency's position on RTTF agreements. The draft guidance specifically stated that there are "no acceptable forms of RTTF agreements". This clarification actually worked to confuse the issue due to the fact that the FAA at the local and regional level had approved RTTF agreements at some public use airports in the past. At the urging of the industry the FAA reevaluated its position and ultimately released a draft policy on RTTF agreements in mid-2010. This draft policy allowed existing RTTF agreements to remain in place under closer control of the airport and the FAA, while also prohibiting any future RTTF agreements.

In addition to attention from the FAA, RTTF agreements were the subject of proposed legislation. Some in the industry objected to the idea of a national policy that specifically prohibited RTTF agreements and felt that the issue of whether to allow an agreement should be a local decision. The proposed legislation offered to prevent the FAA from being able to stop airports from signing RTTF agreements by exempting those agreements from grant assurance compliance.

The aviation industry and federal government have long realized that residential encroachment into the areas surrounding an airport poses a direct threat to the future of that airport. The political power and legal rights of homeowners residing near an airport are frequently brought to bear against projects that would expand the utility of the airport. Any national policy or legislation that permits new RTTF agreements would, by its very nature, work to increase the amount of residential development around airports. Supporters of RTTF note that the residents of homes with RTTF access would most likely be aviation enthusiasts and supporters of the airport and, therefore, far less likely to object to airport noise and other airport operations. While this may be true at the moment these residents purchase their properties, even aviation enthusiasts would be likely to fight changes to the airport that would detract from their quality of life or property value. If an airport expansion became necessary to meet the demand present at the airport, it is highly unlikely that these residents would gladly surrender their homes for the benefit of the airport. The reality is that, as the operations, traffic type and volume at the airport change, homeowners with RTTF access would likely become as resistant to change as any other homeowner looking to protect their family home and investment in their residence.

NATA believes that the FAA has struck a careful balance with its proposed policy on RTTF agreements by allowing existing agreements to continue but preventing any new agreements from being signed. NATA is concerned that legislative efforts to allow new RTTF agreements to continue could be extremely harmful. Suggested legislative remedies include preventing the FAA, by statute, from enforcing the grant assurances in regards to RTTF agreements. This course of action represents an extreme threat to our system of federal investment in airport development as well as the private investment of aviation business in building general aviation infrastructure. The long case history regarding the federal grant assurances establishes a well understood foundation of how public use airports must be operated. Any statute exempting RTTF agreements from that framework, regardless of how well written, substitutes a new standard in place of the assurances. This new standard will be subject to countless interpretations by the FAA and the judiciary and will introduce a level of uncertainty in airport operations and utility that is unacceptable. The long term dangers, to both public and private investments in airports, threaten the future of the public airport system.

Currently nothing in FAA policy or federal law prevents an individual who desires to live in a residence with direct access to an airfield from doing so at any of the thousands of private airports across the country. The question involved in the RTTF debate is should this type of residential development be encouraged surrounding our nations public use airports. In 2011 this issue is likely to receive renewed attention as the FAA presumably releases a final policy on these agreements. NATA will continue to support the FAA's position that new RTTF agreements at federally funded airports is not in the best long term interest of our industry. **A**

NATA's 2010 Aviation Business Roundtable

The 2010 NATA Aviation Business Roundtable took place November 8-9 at The Ritz-Carlton Hotel in Arlington, Virginia. More than 70 aviation business leaders met with key political, policy and financial experts to discuss a number of critical issues affecting the aviation community, including the results of the 2010 mid-term elections, the economy, jobs, taxes, safety and security. The two-day meeting concluded after an exclusive tour of the 89th Airlift Wing at Andrews Air Force Base.

"It is clear from this year's rise in attendance that the NATA Aviation Business Roundtable continues to provide real value to our participants," stated NATA President James K. Coyne. "From leaders on Capitol Hill and at the Transportation Security Administration to those within our own industry, this year's Roundtable provided a robust platform for our attendees to learn the latest economic, security and legislative issues that will affect their businesses in 2011 and beyond."

Highlights from the 2010 Aviation Business Roundtable included:

- An industry overview from NetJets Chairman and CEO David L. Sokol including his thoughts on NetJets recent purchase of Marquis Jet and of 125 Embraer Phenom 300s.
- Post-2010 mid-term election analysis by acclaimed political analyst Stuart Rothenberg. During this review, Rothenberg highlighted that Republicans won 36 of the 48 seats in the U.S. House of Representatives held by Democrats that were carried by Senator John McCain (R-AZ) during the 2008 presidential election.
- TSA Administrator John Pistole's overview of the latest security developments affecting the general aviation community.
- Hawker Beechcraft Chairman & CEO Bill Boisture's review of the challenging economic and political climate that the general aviation manufacturing industry has faced over the last three years as well as this community's outlook for the future.
- Congressman Sam Graves' (R-MO) outlook as to what legislative issues Republicans will undertake once they take over the majority in the U.S. House of Representatives in 2011. It is anticipated that Graves, as the lead Republican on the House Committee on Small Business, will become chairman in 2011.
- U.S. Senate Subcommittee on Aviation Operations, Safety and Security Chairman Byron Dorgan's (D-ND) review of the challenges in passing a long-term Federal Aviation Administration reauthorization bill.
- Pharmaceutical Research & Manufacturers of America (PhRMA) President John Castellani's analysis of the challenges America's businesses have seen since the economic recession.

NATA Safety 1st NEW Online Module

De/Anti-icing

Winter weather training programs like NATA's Safety 1st De/Anti-Icing module are designed to familiarize your line service specialists with the responsibilities of their job and give an overview of the skills necessary for safe aircraft departures.

What's covered in the online training?

The **Deicing / Anti-Icing Introduction** discusses the impact of snow and ice on aircraft as well as crucial reasons for deicing.

Deicing and Anti-icing Safety discusses procedures for the safe operation of deicing equipment and personal protective equipment requirements for the safety of line service specialists.

Deicing & Anti-Icing Fluids covers the different types of fluids, their characteristics and their primary usage.

Deicing Procedures covers techniques to effectively deice aircraft and best practices to ensure safe deicing on general aviation aircraft.

Anti-icing Fluid Application stresses what to do and what NOT to do when applying anti-icing fluids.

Final Preparations For Departure discusses your responsibilities and flight crew expectations after de/anti-icing and prior to aircraft departure.

What are the benefits of de/anti-icing online training?

- Vivid videos and photos tell the story
- Quizzes throughout reinforce major concepts
- Final exam ensures comprehension
- Most up-to-date de/anti-icing best practices and procedures
- Current FAA holdover tables
- Consistent training for all deicing crews
- Specifically designed for general aviation

Additional information and a recorded webinar may be found on NATA's Safety 1st De/Anti-Icing module at www.nata.aero/onlinetraining.

NATA's Safety 1st Offers Customer Service, Safety & Security Online Training For Airport, Charter Operations & FBO Employees

NATA's Safety 1st Professional Line Service Training (PLST) Online is the standard training program of choice for aviation entities that sell fuel. The question we often receive is: "Have you ever thought about offering other online training that would benefit other employees at an airport, charter operation or FBO?" The answer is 'Yes!' and this is the first of more online training that will benefit ALL of your employees.

NATA's Safety 1st Customer Service, Safety & Security training is made up of four modules taken from PLST Online, packaged in one convenient training module for everyone at your facility. The first module covers the general aviation industry, explaining the vast number of aircraft it encompasses as well as particulars concerning the servicing aspects of ground procedures of the line specialist. Educating others at your operation will give them a better perspective of the line specialist's duties and a better understanding the next time s/he doesn't answer the radio immediately because s/he is towing, marshaling, refueling, assisting crew/passengers or any other demands of the job. The second module includes all aspects of ramp safety, such as personal protective equipment, aircraft care and servicing dangers, standard marshaling procedures for aircraft and helicopters, refueling and best practices, mobile refueler operations, emergency procedures and best practices, ground service equipment movements/procedures as well as seasonal operations and best practices. The third module includes customer service specifics that anyone at an airport, charter operation or FBO may experience with the many customers who visit your operation. And finally, module four covers general aviation security on the ramp, in the hangar, the facility and more.

Safety may typically start with your line service specialists, but it does not end with them. To ensure that your FBO, airport or charter operation is performing at the highest service, safety and security standards, all employees must have a stake. The customer service, safety and security training module opens up an opportunity to train your entire staff.

NATA's Safety 1st Customer Service, Safety & Security module is comprehensive – everything needed to train, test and track trainees in one convenient online module. Learn more by visiting www.nata.aero/onlinetraining. **A**

NATA SUSTAINING MEMBERS

These special members have made a commitment to help develop programs and initiatives throughout the year. This membership class includes participation, sponsorship, and recognition in all major NATA events and publications.

- Air BP Aviation Services
- Avfuel Corporation
- Eastern Aviation Fuels, Inc.
- Flight Options LLC/Nextant Aerospace
- FltPlan.com
- Jet Aviation
- Landmark Aviation
- NetJets
- Phillips 66 Aviation
- Signature Flight Support
- Universal Weather and Aviation, Inc.
- USAIG

Founded in 1940, the National Air Transportation Association proactively promotes aviation safety and the success of aviation service businesses through its advocacy efforts before government, the media and the public, and by providing valuable programs and forums to further its members' prosperity.

National Air Transportation Association
4226 King Street Alexandria, VA 22302
(800) 808-NATA www.nata.aero

SAFETY 1ST

NATA National Air Transportation Association
The Voice of Aviation Business

NATA
National Air Transportation Association
The Voice of Aviation Business

NATA 2011 Events Schedule

February

7-8 FBO Leadership Conference, Savannah, GA

21-24 NATA's Spring Training Week at the Cygnus Aviation Expo, Las Vegas, NV

Spring Training Week, Las Vegas, NV

21-22 Line Service Supervisor Training Seminar

23 NATA Safety 1st Trainer Seminar

24 Environmental Compliance Seminar

(Held in conjunction with the Cygnus Aviation Expo)

March

15-16 Air Charter Safety Foundation Symposium, Dulles, VA
www.acsf.aero/symposium

May

24-25 Line Service Supervisor Training Seminar, Windsor Locks, CT

26-27 OSHA 10-Hour Seminar, Windsor Locks, CT

June

6-8 Air Charter Summit, Dulles, VA

August

TBA Commercial Operators Tax Seminar

October

9 Fall Committee Meetings, Las Vegas, NV

November

TBA Aviation Business Roundtable, Pentagon City, VA

WWW.NATA.AERO

Is Membership in NATA Worth the Price of Admission?

By: Jack Evans, CEO, Total Airport Services, Inc.

Let's face it, times are tough and every expense has to be weighed against its impact on your bottom line. I recently spoke to one company CEO who has been in the business a long time. When I asked him why his company wasn't represented in NATA, his response was a little surprising. He said, "I don't have time for all those conferences and sitting around talking." I believe NATA membership is more than that and I can give you two specific examples of where it's helped our company.

The first is NATA Workers' Compensation insurance. The NATA Worker's Compensation insurance program was created in 1975 with three specific goals in mind:

- Provide NATA members with a dependable long-term market for workers' compensation insurance;
- Structure the plan in such a way that, if the overall loss experience of the participating members is favorable, participants would share in the return of a portion of the premium at the end of the policy year (Good Experience Return); and
- Make joining the program as easy as possible.

Since its inception, the plan has annually distributed a Good Experience Return to participating members. Through 2009, plan participants have received over $71 million in Good Experience Returns. The number of participants has continued to grow – from 76 original members in 1975 to more than 800 in 2010. Also, USAIG – America's first name in aviation insurance – managed by USAU (a division of Berkshire Hathaway), has provided the coverage since the plan's inception.

Once again this year, we have done a cost comparison to try to reduce costs. NATA has partnered with USAIG to provide some very good rates to members. Our savings from the difference in rates is more than the cost of NATA membership. If your insurance broker isn't touting your NATA membership in their rate quotes, you might think about talking to another broker.

The second is NATA's ability to represent the industry in aviation-related matters. One of the most recent instances to come to mind for us is in cargo security. NATA worked very closely with the TSA to guide and influence the way we implemented the congressionally mandated rules on cargo security. Without industry representation, this wouldn't have had a chance of being implemented in a way that was good for passengers without being burdensome for airlines and their service companies. Having worked inside the beltway of Washington D.C. for eight years, to me, this was the model of government/industry cooperation and success.

NATA is best known for its advocacy role in Washington, D.C., and throughout the nation. NATA fights hard to ensure that aviation businesses receive equitable treatment in both the legislative and regulatory arena. NATA's Government and Industry Affairs Department represents the interests of aviation businesses before Congress and the FAA, as well as other state and federal agencies. Locally, NATA actively supports a growing airport network so aviation businesses can continue to prosper.

For 70 years, NATA has focused on representing the interests of aviation businesses. Our dedication will continue with the support of our members and staff, and lead to the further growth and prosperity of air transportation.

There are many other examples that I could point to, but these have been significant for us. So when you're looking at cutting costs to try to stay competitive, don't sell your NATA membership short. It really can produce immediate savings in things like the insurance and in the long-run through influencing government programs. A

New NATA Members

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  (505) 856-5034

- **Bloomington Normal Airport Authority**
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  Bloomington, IL 61704
  (555) 663-7384
  fax: (555) 663-2430
  www.cira.com

- **Chris Aircraft Inc**
  Chris Drago
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  (401) 846-4550
  fax: (401) 846-4334

- **Coordinates Operations, LLC**
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  (339) 368-1799
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- **Estrella Air Inc.**
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  (561) 596-9544
  fax: (954) 416-6548
  estrellaaircraftmaintenance.com

- **Gale Associates, Inc.**
  Brian Smith
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  Bedford, NH 03110
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  fax: (603) 471-1809
  gainc.com

- **General Dynamics Corp.**
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  mrkaviation.com

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  vulturesrowaviation.com

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Announcing....New NATA Member Discount

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NATA-CS is the only one-stop-source in delivering regulatory compliance services ranging from the Transportation Security Administration's security requirements, to the Department of Transportation's substance abuse prevention requirements, to the Federal Aviation Administration's safety requirements.

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June 7 - 8	Denver, Colorado
June 21 - 22	Grand Rapids, Michigan
September 13 - 14	Columbus, Ohio

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