

AVIATION BUSINESS JOURNAL

OFFICIAL PUBLICATION OF THE NATIONAL AIR TRANSPORTATION ASSOCIATION

2nd Quarter 2011



Nantucket Memorial Airport

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Nantucket Memorial Airport

By: Shane C McClellan, Captain of s/v Guiding Light (www.svGuidingLight.com).

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By Jim Gardner

A common practice for many FBOs has been to classify their customer service representatives who work behind the counter in the FBO lobby as clerical employees. Some of these FBOs have been doing this for years without any comment or exception from their workers compensation insurance company. However, an onsite audit from the NCCI could reveal some surprises.

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Running afoul of Department of Transportation rules can be painful, especially for "non-operators" in the aviation industry, such as brokers, ticket agents, and others. Find out what lessons can be learned from prior enforcement proceedings and how businesses can avoid attracting the attention of the "swift justice" Enforcement Office.

Island Crossroads

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By Paul Seidenman & David J. Spanovich

When passengers arrive at Nantucket Memorial Airport (ACK), it's unlikely they know they have landed at the second busiest airport in Massachusetts — after Boston Logan International. In fact, during the island's high tourist season summer months, as many as 1,000 daily operations have been recorded at the airport, which traces its lineage to a grass strip, laid out on a farmer's field in 1919, and known then as Nobadeer Airport. During the past seven years under Al Peterson's management, ACK has undergone a continuous process of major facility upgrades for both air carrier and general aviation passengers.

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Is Plane Power Part of your Plan?

By James K. Coyne

In almost 40 years of flying, I've visited over 1,000 FBOs and, as we all know, no two are alike. The physical differences are always apparent, but beneath the surface you can usually detect much more important variations in the fundamentals of their business models. Simply put, the successful FBOs just seem to have more energy!

I recently visited a good friend with a beautiful FBO in North Dakota and marveled, as always, at his continuing success. Every time I stop by, it seems, there is some new initiative he's taking to find new customers, new lines of business, or new ways to build support for his airport from state, federal, and local policymakers. Of course, this may just be due to some special ingredient in the water of the Red River Valley — after all North Dakota has the lowest unemployment rate of any state in the Union, but I think it has more to do with the energetic example that the company's president sets for everyone in his organization.

Unfortunately, you can also find elegant FBOs that feel like they're just beautiful palaces that have been frozen in amber. The smiles are all

in the proper places and the fuel is properly pumped, but it still seems like everyone is just waiting, standing at their duty stations just in case a customer shows up. One wonders if their business plans include any proactive initiatives at all.

As America struggles to recover from a prolonged stagnation, this may be a good time for each of us to ask how we can put more power into our business plans, especially as some of our competitors, e.g. the legacy airlines, seem oblivious to any concerns about "connecting" with their customers. Too often, it seems, we fall into the "commodity trap" and suppose that what we sell is nothing more than an unglamorous gallon of fuel. Are we destined to become, like gas stations along the roadside, little more than interruptions in a customer's busy life? Isn't it better to show every client the power of our industry and how it can add power to their own lives, their livelihoods, and their lifestyles?

I'm reminded of a business initiative developed by various Bell Telephone companies back in the days of their vast telecommunications oligopoly. They could easily have just sat around waiting for customers to pick up the phone and pump pennies



into their treasuries, but instead they developed a program called "Phone Power" that proactively sought out business users who perhaps didn't appreciate how valuable a business tool the telephone could be. I attended a 'Phone Power for Small Businesses' seminar back in 1971 and, as a result, developed a small telemarketing program that helped ring up some important sales for my little business. If the telephone company can overcome their "commodity trap," so can you.

Every business in those days "knew" about the telephone, just as everyone today "knows" what airplanes are, but few of them fully understood how significant the vast telephone network really could be to their business. Similarly, I submit, most businesses today haven't learned how valuable the network of private aviation can be. Isn't it our job to teach them? Isn't it time for a "Plane Power" program at your airport?

I estimate that less than 5% of the businesses in most communities know how to use plane power. The obvious candidates, those with national and regional offices or broad

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President's Message

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sales or distribution networks, have surely gotten the message, but what about everyone else? They think that private aviation is *just an alternative* to the airlines or long drives in an automobile. We've got to show them that it is much, much more. Simply put, private aviation may be the single most powerful tool they can find to expand their business and increase profits.

Airport management should play a part in this, too. Perhaps your FBO and the airport could jointly support a program of regular Plane Power seminars, custom-crafted for the leaders of the most ambitious businesses and other enterprises in your community, where the true value of an effective private aviation program, either with managed or chartered aircraft, can be persuasively presented. Private aircraft can be part of an unbeatable sales and promotion campaign for almost any business. They can help a business cement important supplier relationships. They can incentivize staff and increase the effectiveness of critical employees. They can open new markets, dissuade competition, entertain prospects, connect with policymakers, and energize whole companies. In fact, the real power of an airplane is its almost magical ability to empower the senior management of virtually any company, giving them more time to win the next battle even as it provides a powerful horse to carry equally powerful leaders into the fray itself. Can this, by any measure, merely be compared to an airline ticket?

Of course, some FBOs will sit back and wait for others to grow the market, assuming that a rising tide will eventually lift all vessels. Promoting private aviation is someone else's job, they will say, as they wait for plane manufacturers or fractional providers to sell aircraft and shares, eventually bringing new customers to their hangars and ramp — they hope. In today's market, a smarter plan may be to plug into tomorrow's new customers on your own terms.


Your FBO is unique and you will inevitably have your own strategies about finding new customers. My advice is simple: Energize your whole company, your airport, and your entire network of friends, colleagues, and employees to find that next customer. Don't wait for him to find you.

PS: If you do put together a local Plane Power program and need a passionate participant, give me a call. I'll be more than happy to help. A



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AIR CHARTER SUMMIT NATA 2011

By Eric R. Byer



As we approach the 2011 NATA Air Charter Summit that will take place on June 6-8 in Chantilly, Virginia, I am reminded about all that is going on concerning the Part 135 community. From flight and rest requirement interpretations to the continuing struggle to coalesce around one audit standard for the Part 135 industry and to illegal charter operations that continue to raise the ire of the industry and the FAA alike, there is no shortage of issues to discuss at this year's summit. The association has taken into consideration many of these important issues and built an outstanding program for them to be discussed in June. Session highlights of this year's program include:

- **FAA Regulatory Review**
John Allen, Director, Flight Standards Services, Federal Aviation Administration
- **Most Frequently Issued FAA Part 135 Violations**
Joe Conte, Office of the Chief Counsel, Enforcement Division, Federal Aviation Administration
Paul Lange, Law Offices of Paul A. Lange
- **Open Forum with the FAA Part 135 Branch**
John Duncan, Manager, Air Carrier Division (AFS-200), Federal Aviation Administration
Steve Kane, Manager, Part 135 Operations Branch (AFS-250), Federal Aviation Administration
Tim Beglau, Aviation Safety Inspector, Part 135 Operations Branch, Federal Aviation Administration
- **Transportation Security Administration Update**
Brian Delauter, General Manager, General Aviation, Transportation Sector Network Management, Transportation Security Administration

- **Twelve-Five Standard Security Program Session (TFSSP Operators Only)**
Transportation Security Administration TFSSP Principal Security Supervisors will review the latest program updates and address operator questions.
- **Alleviating Part 135 Audit Confusion**
As the Part 135 community becomes saturated with a variety of audits for operators, learn more about the various audit standards and what the future holds for the on-demand air charter industry.
- **Bankruptcy Has Its Clawbacks**
During the last few years' difficult economy, several brokers and charter operators have failed. To the surprise of many operators, payments made in the final days of that business, including payments for charter flights, can sometimes be reclaimed during bankruptcy proceedings. These so-called clawbacks are authorized in the bankruptcy laws and are intended to ensure that all of the failed company's debtors have a fair shot at any remaining assets. How can you protect your business if a customer's business fails and you're asked to give back tens of thousands of dollars? Can you fight a clawback? What are your rights during these proceedings? Find out the answers to these questions and more during this informative briefing.
- **Charter Broker Guidance Session**
Dayton Lehman, Deputy Assistant General Counsel, Office of Aviation Enforcement and Proceedings, U.S. Department of Transportation
Kent S. Jackson, Partner, Jackson & Wade, LLC

Don't miss the 2011 NATA Air Charter Summit. It promises to address some of the most important issues affecting the Part 135 and 91k communities while bringing together the best and brightest within these industries.

To learn more about the 2011 NATA Air Charter Summit, visit www.nata.aero/acs. I look forward to seeing you in June! **A**

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The Anatomy of Aviation Insurance[®]

A Workers Compensation Controversy for FBOs



By Jim Gardner

A common practice for many FBOs has been to classify their customer service representatives who work behind the counter in the FBO lobby as clerical employees if, for no other reason, than this was a logical choice given the work environment of the employee. Some of these FBOs have been doing this for years without any comment or exception from their workers compensation insurance company. However, an onsite audit from the NCCI could reveal some surprises. (The National Council on Compensation Insurance — NCCI — publishes the NCCI Scopes Manual which most states accept as the standard for employee classification).

Aviation operators have three basic class codes assigned by the NCCI to an aviation operation: 8810 – Clerical Office Employee; 7403 – Aviation Airport or Heliport Operator, and 7422 – Aviation Aircraft or Helicopter Operator.

To better understand employee classification for an FBO, I solicited clarification and discussion on the 8810 and 7403 class codes from several workers compensation underwriters with whom I work. Here are our findings:

8810 — Clerical Office Employees

This classification applies to employees engaged exclusively in bookkeeping, record keeping, correspondence, or other office work where books and records are kept

or correspondence is conducted. It applies only to employees who work in areas physically separated from other operations and perform clerical duties exclusively. Rule 1-B-2 defines physical separation as by floors, walls, partitions, counters, or other similar barriers. The definition of clerical office does not include areas where inventory is kept; where products are displayed for sale; or where a customer brings products from other areas for purchase.

Code 8810 includes depositing of funds at a bank; pick up or drop off of mail at a post office; purchasing office supplies; or delivering of paychecks to employees, but only if the employee qualifies as a clerical office employee and such duties are related to their work.

Important note: *If an employee has any other duty, the total payroll of that employee shall be assigned to the highest rated classification to which their work pertains.*

If a classification phraseology includes “& Clerical,” then employees qualifying as clerical office employees are included in that classification and they are not assigned to code 8810. It makes no difference whether the clerical office employees are at a separate location or at the same location where the other operations are conducted.

If classification phraseology includes “All Employees,” or similar terminology, but does not include “& Clerical,” employees qualifying for

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assignment as clerical office employees are assigned to code 8810.”

Important note: *If a business is described by code 8810... any operation (employee) not qualifying as a clerical office operation is assigned to the basic classification that describes that operation.*

It is clear and logical to most of us in the aviation industry that the clerical class code could apply to customer service representatives and other office type workers in FBOs. The problem, however, is twofold. First, if an auditor chooses to strictly apply the definition of a Clerical Office Employee to an FBO Customer Service Employee, then the 8810 class code will likely not apply. Second, the only place left to place the employee in an Aviation risk category is that of a 7403 — Aviation Airport or Heliport Operator, which is the basic classification that describes that operation.

The insurance rate for an 8810 clerical worker is as low as 36 cents per \$100 in clerical payroll while the rate for a 7403 can be \$4.00 or more per \$100 of payroll. This speaks for itself.

7403 Aviation — Airport or Heliport Operator — All Other Employees & Drivers

Consider the definition and contemplate operations of the 7403 class code.

“This classification applies to employees of airport or heliport operators involved with the service, maintenance, and repair of aircraft and hangar and terminal buildings, customer service employees such as information or ticket clerks and baggage handlers, and security personnel.

Service or maintenance of aircraft includes refueling, cleaning, de-icing, and performing routine maintenance of

the aircraft’s systems. Maintenance of buildings or grounds includes cleaning bathrooms, washing windows, cleaning and waxing floors, vacuuming, servicing HVAC equipment, and shoveling sidewalks and snowplowing runways. Also included is the maintenance of vehicles used at the airport.”

The problem here is that the definition is so broad that it applies to employees who clearly have a large diversity in workplace risk. If the auditor decides that a customer service representative works in a terminal environment then that employee is disqualified as a clerical employee regardless of what the job/risk of injury logically entails. Regardless of the classification, a customer service representative who spends 100% of his/her time behind an FBO counter doing clerical duties does not have the same risk of injury, degree of injury, or frequency of injury as a ramp service worker, aircraft refueler, or aircraft mechanic. Maybe not even as much exposure as the auditor themselves.

There is also a big financial discrepancy. The insurance rate for an 8810 clerical worker is as low as 36 cents per \$100 in clerical payroll while the rate for a 7403 can be \$4.00 or more per \$100 of payroll. This speaks for itself.

The bottom line is that there is a huge gap in real risk and classification of some aviation workers with no clear recourse readily available except to appeal the NCCI ruling to the state Insurance Commissioner. In my mind, to strictly apply the definition of an 8810 to customer service representatives without a reasonable alternative is unjust and financially punishing to a business that already is experiencing extreme financial hardships.

Historically, the NCCI has been very reluctant to make changes in classifications codes. Unless the evidence has been overwhelming, challenges to the NCCI classifications have not been very successful. Economically, the insurance companies don’t appear to have much incentive to work for a change. Even so, FBOs in Georgia recently got a favorable ruling from the Georgia Insurance Commissioner. In December 2010 an NCCI Circular announced a revision to the Basic Manual Classification for the Georgia aviation classification code 7403. The new classification code definition states:

“...Ticket sellers and information clerks away from airport locations are to be separately rated as Code 8810. Individuals at the airport location that provide customer service, including but not

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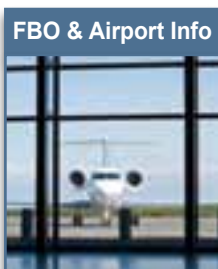
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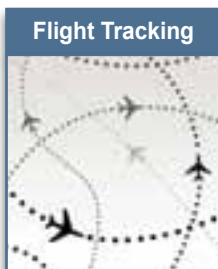
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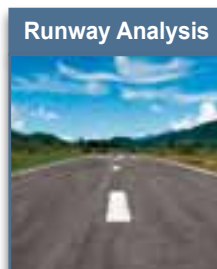
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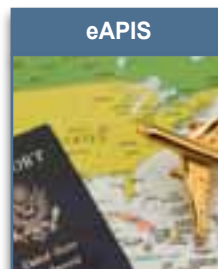
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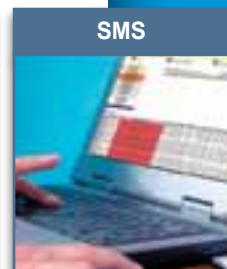
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Anatomy of Aviation Insurance

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limited to, telephone duties, reservations, and billing are to be separately rated as Code 8810. If their duties include tagging luggage and baggage check-in or if they are exposed to the operative hazards, the Code 7403 is assigned.”

This ruling has already been applied to one FBO in Georgia after a 2010 audit was disputed. Originally the insurance company auditor applied the strict definition of the 8810 class code moving all of their “behind the counter” CSRs from the 8810 to the 7403 category which resulted in a large audit premium due. The FBO with the aid of their insurance broker disputed the audit. With the cooperation of the underwriter an independent audit was requested. The NCCI auditor conducting the dispute audit saw that the CSRs workspace was enclosed by the counters with clear entry and exit ways. In addition, these CSRs did not go out on the ramp or other operational areas. In the past, the NCCI had ruled that because the CSRs worked in a “terminal area” rather than a cubicle or enclosed office, they were precluded from being classified as an 8810 and therefore were defaulted to the 7403 category. In light of the new ruling and with the agreement of the insurance company, the original audit was reversed.

While this is a very important change, it only applies to Georgia. It does not address the difference in workplace hazards of a CSR who occasionally walks out on a static ramp to deliver a note or welcome VIPs and the ramp service lineman whose everyday job is working on a dynamic ramp.

Through special training for CSRs, such as NATA’s Safety 1st Program and other risk management measures, you may be able to mitigate the risk of injury to a CSR who occasionally goes out on the ramp. It isn’t a final solution, but it may help prevent an accident or injury and keep your experience modifier low.

Long term, the classification issue would require a commitment by the NCCI and insurance underwriters to spread the Georgia 8810 ruling to other states as well as provide another, more realistic classification such as the “outside sales” category to the aviation operators. **A**

Jim Gardner is a retired US Air Force officer and professional pilot. He currently works as an aviation insurance specialty broker with JSL Aviation Insurance in the Atlanta, GA area. Visit Jim’s personal website at www.JimGardnerAviationInsurance.com for other articles and information on aviation insurance.

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NATA Spring Training Week

The 2011 NATA Spring Training Week at the Cygnus Aviation Expo in Las Vegas started strong on February 21 with increased attendance and finished full steam with positive participant response. The 2011 lineup included NATA's Line Service Supervisor Training, Environmental Compliance and Safety 1st Trainer seminars. From top-notch training and quality speakers to friendly competition and a fun locale, NATA Spring Training Week had something for everyone.

NATA Director of Safety and Training Amy Koranda said, "We applaud our members for sending a record number of line service personnel to attend the NATA Spring Training Week Line Service Supervisor Training (LSST), Safety 1st Trainer and Environmental Compliance seminars. There were ample opportunities for supervisors and managers to

learn something new and receive a great reminder of how vital their job is and that it must be done judiciously."

Each seminar featured talented speakers who came to share their unique expertise and industry experience and were well received by the participants.

"Given the large number of positive evaluations and enthusiastic attendee remarks, investing in safety training at Spring Training Week is an excellent choice," added Koranda. (See Safety 1st article on Spring Training seminars on page 51.)

On the morning of February 24, Koranda, Jim Ballough of JBallough Global Aviation Solutions, and transportation safety consultant John Goglia led a lively panel discussion on Safety Management Systems (SMS) today and provided information on free SMS resources, several of which can be



Breaks Record



found on various Web sites including, www.nata.aero, www.faa.gov and www.acsf.aero.

To get participants in the spirit, NATA hosted a "Spring Training Week Sports Trivia Challenge" at the NATA booth. Congratulations go out to the following MVPs:

Wednesday, February 23

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Jeremy Van Dyke (Gift Card)

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For more information on NATA's Spring Training Week and other seminars and events, visit www.nata.aero. **A**



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SWIFT JUSTICE

DOT ENFORCEMENT

By Lindsey C. McFarren

The *Aviation Business Journal* recently ran an article about illegal air charter operations and discussed the FAA's Illegal Charter Hotline. The article, "Cowboy Charter Operators — Putting a Stop to Part 134 1/2 Charter Activity" (first quarter 2011), spoke mostly about how air charter operators can find themselves sideways with the FAA, having violated Federal Aviation Regulations, and be subject to fines, certificate suspensions, or worse. But running afoul of Department of Transportation (DOT) rules can be equally painful, especially for "non-operators" involved in the aviation industry, such as brokers, ticket agents, and others.

"The Broker Issue," published in ABJ third quarter 2010, included a detailed discussion of DOT policies, interpretations, and rules that often affect charter brokering. Two of the most notable DOT broker-related documents are affectionately referred to by the industry as "Broker I" and "Broker II" — notices published by DOT in 2004 and 2007, respectively, to provide guidance to DOT enforcement actions. Broker I can be summarized by two simple ideas: 1) To hold out or otherwise engage in air transportation, an entity must either hold economic authority from the DOT (or qualify for an exemption) or must be either the agent of the charter customer or the agent of the direct air carrier. A broker may not be the principal in a transaction between the two parties. In short, a broker is considered a "ticket agent" in DOT terms. 2) As a ticket agent, an air charter broker is prohibited from holding out to the public as if they are actually an air carrier. These two notices provide the industry with important guidance on several DOT requirements, including 49 United States Code §§41101 and 41712.

To engage directly or indirectly in air transportation, a citizen of the United States is required to hold economic authority from the DOT in accordance with 49 USC §41101. 49 USC §41101, "Requirement for a Certificate," states, in part:

"a) General. — Except as provided in this chapter or another law—



- (1) an air carrier may provide air transportation only if the air carrier holds a certificate issued under this chapter authorizing the air transportation;
- (2) a charter air carrier may provide charter air transportation only if the charter air carrier holds a certificate issued under this chapter authorizing the charter air transportation."

There are a few exemptions to 49 USC §41101 available for operators. These exemptions take the form of direct air carrier authority as an air taxi pursuant to 14 CFR Part 298 (limited to aircraft originally designed for 60 passenger seats or fewer) or indirect air carrier authority as a public charter operator pursuant to 14 CFR Part 380. An indirect air carrier does not provide air transportation but does solicit members of the public to purchase air transportation. Economic authority is granted to operators of large aircraft in the form of a certificate of public convenience and necessity.

Earlier this year, Capital Airways, LLC, found themselves on the wrong end of DOT enforcement action. Capital Airways was served with a DOT Consent Order on January 5, 2011, in which the DOT assessed a civil penalty of \$175,000.

Capital Airways operates an MD-83, so it is ineligible for the Part 298 exemption. Without economic authority or an

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DOT Enforcement

Continued from page 19

appropriate exemption, an entity may not hold out air transportation or conduct transportation that results from the holding out of a third party, such as another air carrier or a charter broker. In basic terms “holding out” is an advertisement or offer to provide a service via Web site, brochure, or even oral marketing.

According to the DOT, in April 2010, Capital Airways entered into contracts with Aviation Advantage, Inc., (AAI) a brokerage firm through which Capital Airways operated several weekly roundtrip charter flights transporting passengers who purchased the air transportation as part of hotel-air packages sold by two casinos. The DOT found that, by contracting for and transporting the individuals through the casinos and AAI, Capital Airways indirectly held out and operated air transportation.

In addition to the casino junket, the DOT found that Capital Airways provided air charter service to a number of collegiate sports teams through contracts with Global Airline Services, Inc., an air charter broker. Capital Airways was not found to be “holding out” through a form one might commonly think of — public advertising, for example — but rather “unlawful holding out and operation of common carriage *via reputation*” [emphasis added].

Aside from violating Section 41101, precedent establishes these types of violations as “unfair and deceptive practice”, as well as an unfair method of competition in violation of 49 U.S.C. §41712. The DOT’s logic behind the additional violation is that operators violating Section 41101 have skated around FAR Part 121 by not seeking and complying with the requirements of a Part 121 air carrier certificate, which results in lower operating costs than their legitimate Part 121 competitors.

Capital Airways is not the only aircraft operator to find itself sideways with DOT requirements. Jet Team Charters, LLC, was the recipient of a Consent Order on July 30, 2010. Jet Team also was found to have violated 49 USC §§41101 and 41712. Jet Team did not hold appropriate economic authority from the DOT, nor did it have an exemption permitting it to provide air transportation. According to the DOT, Jet Team solicited business with a university through a travel agent. In Jet Team’s response to the DOT, it claimed the travel agent acted without Jet Team’s authorization.

Jet Team and the DOT reached a settlement of \$30,000 in civil penalties, without Jet Team admitting or denying the DOT’s findings.



Luxury Air Jets also found itself the focus of a DOT investigation in 2010. Luxury Air Jets is a charter broker and does not own or operate aircraft, nor did it hold economic authority or an appropriate exemption from the DOT. The DOT found Luxury Air Jets to have violated 49 USC §§41101 and 41712. The investigation also revealed Luxury Air Jets to have violated 14 CFR 399.80(a).

The operational control debacle of 2005-2006 helped to highlight appropriate advertising practices for legitimate on-demand air charter operators. Following the history of that initiative, it’s easy to spot the DOT’s concerns with the following statements which were found on the Luxury Air Jets website:

- “Our aircraft”
- “Flying with us”
- “Our private charter flights”

Remember, Luxury Air Jets does not own or operate any aircraft. It is a charter broker. The DOT felt the above statements and others indicated that Luxury Air Jets was holding out direct air transportation without proper economic

authority. These statements were found to be in violation of 49 USC §§41101 and 41712 and 14 CFR 399.80(a). 14 CFR 399.80(a), “Unfair and deceptive practices of ticket agents,” states: “It is the policy of the Board to regard any of the following enumerated practices (among others) by a ticket agent as an unfair or deceptive practice or unfair method of competition: (a) Misrepresentations¹ which may induce members of the public to believe that the ticket agent is an air carrier.”

Additionally, the Luxury Air Jets Web site indicated the company was “a member on good standing of ARG/US, NATA and NATA First”. The DOT contacted each of the organizations and found Luxury Air Jets was not a member. (In fact, there is no “membership” status for ARG/US and we can only assume Luxury Air Jets meant “NATA Safety 1st”, not “NATA First”.) The Department decided these representations regarding membership of trade associations and other organizations were a separate violation of 49 USC §41712 (deceptive marketing practices). Luxury Air Jets and the DOT agreed to a \$40,000 civil penalty, without Luxury Air Jets admitting to or denying the claims of the Department.

The DOT has been assessing similar fines to other businesses for several years now. In 2008, Jet One Jets, Inc., was found to have violated 49 USC §§41101 and 41712.

A few lessons can be gleaned from these enforcement proceedings for anyone who has an air carrier certificate, owns an aircraft, or provides aircraft brokering services.

1. The FAA isn't the only aviation-related regulatory agency. If you are a charter broker, be cognizant of DOT requirements that could apply to your business. Avoid marketing tactics that could imply your business is providing air transportation. If you are a charter operator, be leery of working with brokers who seem unaware of DOT requirements or flat out choose to ignore them.
2. The DOT's Office of Aviation Enforcement and Proceedings (Enforcement Office) is alive and well. The cases discussed here are just a few DOT enforcement cases from the past several years. There are many more examples of DOT investigations resulting in civil penalties.
3. DOT justice is swift. The very nature of these violations — especially cases of questionable advertising or Web

sites — seems to lead to shorter investigations and quicker Consent Orders. For example, some of Capital Airways' violations occurred in December 2010. The related Consent Order is dated January 5, 2011.

4. DOT justice is fair. The cases discussed here resulted in compromise civil penalties of less than \$200,000. Often the DOT divides these civil penalties in half. The first half is divided into installments due over a reasonable period of time. The second half of the penalty is only due if, within one year following the date the first payment is due, the company violates the cease and desist provisions of its compromise (commits the same “crime”) or fails to meet the payment terms. Basically, as long as the company doesn't screw up again or miss a payment within a year, the business pays only half of the originally assessed civil penalty.

It seems the DOT has little interest in putting a company out of business for a misleading website or a few stray activities if the company is inclined to come into compliance. Rather, the Department seems to assess these fines to create a deterrent against future similar activities by the company in question and other entities that lack economic authority to engage in air transportation.

Avoid attracting the interest of the “swift justice” Enforcement Office. Become familiar with the DOT requirements that apply to the type of business you manage. Seek guidance from NATA, a knowledgeable attorney, or even the Enforcement Office itself if you have questions about what types of activities your business is permitted to conduct. It might seem unusual to go to the enforcers to ask for guidance, but the folks in the DOT's Enforcement Office are historically more interested in maintaining compliance in the industry than in assessing civil penalties.

Know the law. Ask questions. Avoid being the focus of a DOT Consent Order. **A**

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

¹ The word “misrepresentation” used in this list includes any statement or representation made in advertising or made orally to members of the public which is false, fraudulent, deceptive or misleading, or which has the tendency or capacity to deceive or mislead.



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Wings of Hope Notified of 2011 Nobel Peace Prize Nomination

Wings of Hope — Delivering Peace and Hope for Mankind

by Linda Pylant

Wings of Hope has been nominated for the 2011 Nobel Peace Prize.

Since 1901, the Nobel Committee has selected nominators from around the world to determine the individuals and organizations that will be nominated. These nominators are the only persons who can offer candidates for consideration. Wings of Hope's unique philosophies and commitment to world peace came to the attention of a nominator who selected the charity for nomination.

Wings of Hope is a nonprofit organization devoted to serving the basic health care needs of poor people in the United States and around the world, while working with them to develop and maintain agricultural and business resources that will help alleviate the causes of their problems. The organization's main mission is health care. Its goal is to change the course of humanity towards peace and hope.

"Health care is the basis for everything we do, because if someone is dying it doesn't matter how much education or sustainable food you provide," said Wings of Hope President Douglas Clements. "The tears of a mother in the jungle are the same as the tears of a mother in the United States. We get them health care and we get them to the health care."

"Seeing children live instead of die — it's satisfying to be a part of that," Clements said. "Children are a tremendous asset to a culture. When you save a child's life you change the future of the world and that's tremendously satisfying."

An all volunteer organization, Wings of Hope is both nonpolitical and nonsectarian. "We don't accept government money and corporate money has to be approved before we take it," said Clements. "We're very transparent, we tell everybody where our money comes from and how we spend it. We also make sure a minimum of 90 cents of every dollar we receive goes to the people we serve."



A small clinic Wings of Hope constructed in Tanzania. The volcano is Lengai after having just erupted.

Photo courtesy of Wings of Hope.

Wings of Hope was founded in 1962 by four St. Louis business executives — ordinary men who had a vision. They had heard about a nurse in the Turkana desert of Kenya who used an aircraft to attend to sick mothers and children in nomad camps. Her plane was an old Piper that had fabric coverings. The harsh desert conditions had worn out the old fabric covering common to older airplanes. These four men provided her an all metal airplane, a Cessna, outfitted with bush flying equipment and long range fuel tanks.

They formed Wings of Hope and, after two years, dispatched a completely refurbished plane to her. During this process, word spread throughout the world. Requests came in from remote and isolated areas pleading for assistance.

Wings of Hope programs have expanded significantly since the charity was formed in 1962. Domestic and international programs assist more than one million people annually.

In a February 3, 2011 press release, Clements stated: "Wings of Hope was notified last week that we have been

Continued on page 24

Wings of Hope

Continued from page 23

nominated for the 2011 Nobel Peace Prize. We are humbled and honored to receive consideration for this highly prestigious international award.”

The selection committee will compile a short list of nominees sometime in April with the Laureate selected by late fall.

For more information about Wings of Hope, visit www.wings-of-hope.org. **A**

Wings of Hope Distinguished Service Awards

- United Nations' Humanitarian Award
- Papal Humanitarian Award
- Lindbergh Medal for Humanitarian Service
- National Aeronautic Association Outstanding Achievement in Support of Public Benefit Flying Awards
- World Trade Center Global Ambassador Award
- Presbyterian Global Peacemaker Award
- Adela Sharr Medal
- George Washington Honor Medal from the Freedom Foundation

MISSION: Get them healed. Get them home.

She endured 6600 miles being medivaced from Iraq.
But the 850 miles to her hometown was what made all the difference.



They went the extra mile.
So we do too.
The Veterans Airlift Command
provides free air transportation
to reunite those wounded in combat
with their families, providing loving support
at the crucial times of healing and recovery.
But to keep our mission flying,
we need your help.

VETERANS AIRLIFT COMMAND

You can help— veteransairlift.org

NATA Air Charter Summit to Raise Funds for Wounded Warriors

NATA has partnered with the Veterans Airlift Command (VAC) to raise funds for wounded warriors at the upcoming NATA Air Charter Summit to be held June 6-8 near Dulles, Virginia. The VAC is a charitable 501(c)(3) organization that provides free air transportation to wounded warriors, veterans, and their families for medical and other compassionate purposes. NATA and VAC have established a special fund, NATA Wings for Warriors, for NATA members and friends to contribute to the organization.



VAC was founded by retired U.S. Army helicopter pilot Walt Fricke, who grew the VAC mission from a single volunteer aircraft owner and pilot — himself — into a national network consisting of over 1,700 volunteer aircraft owners and pilots.

When wounded warriors return from the battlefield, they are often in need of ongoing medical treatment far from their homes, loved ones, and comrades. This strikes a very personal chord with Walt, who was seriously wounded during the Vietnam War and spent months in a hospital 500 miles from his family and fiancée. The difficulty of that situation brought to light the powerful impact that the comfort of family and loved ones has on the healing process.

Walt coordinates the transportation of wounded veterans and their families all over the country, utilizing a network of volunteer aircraft owners and pilots who have generously donated their time and equipment to support the mission of the VAC. In fact, these flights are now recognized under the official FAA call sign “Hero Flight”, which air traffic control grants priority handling whenever possible.



What can you do to help?

- Make a personal or corporate contribution to the NATA Wings for Warriors fund by visiting <http://www.veteransairlift.org/m/donate.aspx?campaign=NATAFW2011>.
- Share the VAC mission with fractional share owners and card program members. Ask them to donate unused flight hours to the VAC.
- Give a corporate gift of flight hours to the VAC.
- Visit the VAC display at the Air Charter Summit to learn more about the organization.
- Help raise awareness of the VAC with your aircraft owner and pilot friends and colleagues.

Our servicemen and women are returning from Iraq, Afghanistan, and other conflict-torn areas in need of compassion. All of our soldiers deserve our respect, but those who are wounded serving our country especially need comfort and care. Join NATA in supporting the Veterans Airlift Command, so wounded warriors can receive medical treatment and heal in the presence of their families and friends.

Make a donation today or stop by the VAC display at the Air Charter Summit to learn more. **A**

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

2011 Air Charter Summit

National Air Transportation
Association



June 6-8, 2011
Marriott Westfields,
Chantilly, VA

www.nata.aero/acs



Monday, June 6

- Noon **Registration Opens**
- Noon - 5:00 p.m. **National Air And Space Museum
Steven F. Udvar-Hazy Center Tour**
(Optional Tour — \$25 registration fee)
- 5:00 p.m. **Welcome Reception**
- 7:00 p.m. **Welcome Reception Concludes
Registration Closes
Dinner on own**

Tuesday, June 7

- 7:30 a.m. **Continental Breakfast**
- 8:00 a.m. **Welcome**
James K. Coyne, President, NATA
- 8:15 a.m. **Keynote Address**
- 9:00 a.m. **Refreshment Break**
- 9:15 a.m. **FAA Regulatory Review**
John Allen, Director, Flight Standards Services
FAA representatives directly responsible for Part 135 oversight will provide attendees with updates on current initiatives, including flight and duty time requirements, actions to publish the Part 135 ARC proposals, safety management system implementation and much more.
- 10:30 a.m. **Refreshment Break**
- 10:45 a.m. **Most Frequently Issued FAA Part 135 Violations**
Joe Conte, Office of the Chief Counsel, Enforcement Division, FAA
Paul Lange, Law Offices of Paul A. Lange, LLC
Federal Aviation Administration Chief Counsel Office representatives address the most common violations involving Part 135 operations.
- 12:15 p.m. **Networking Luncheon**
- 1:30 p.m. **Refreshment Break**
- 1:45 p.m. **Open Forum With The FAA Part 135 Branch**
John Duncan, Manager, Air Carrier Division (AFS-200), FAA
Steve Kane, Manager, Part 135 Operations Branch (AFS-250), FAA
Timothy Beglau, Aviation Safety Inspector, Part 135 Operations Branch, FAA
Attention Operators! Come to this session prepared to ask questions on Part 135 issues and engage in an open forum with FAA staff members from the Part 135 on-demand branch. These FAA representatives are directly responsible for the management of Part 135 issues within the FAA. They will let you know about current projects that will impact your operations, take your questions, and provide you with the information you need.
- 2:45 p.m. **Refreshment Break**

Wednesday, June 8

3:00 p.m.

Transportation Security Administration Update

Brian Delauter, General Manager, General Aviation, Transportation Sector Network Management, TSA
TSA representatives responsible for general aviation security, including the Twelve-Five Standard Security Program, will provide information on the latest security developments affecting the charter community, including an update on the Large Aircraft Security Program proposed rule.

3:45 p.m.

Refreshment Break

4:00 p.m.

Twelve-Five Standard Security Program Session (TFSSP Operators Only)

TSA TFSSP Principal Security Supervisors will review the latest program updates and address operator questions.

6:00 p.m.

Reception

7:00 p.m.

Dinner with Special Guest Speaker

David Feherty,
CBS Sports Broadcaster

David Feherty, one of the most charismatic players in golf, joined CBS Sports full time in 1997 after having served as analyst for the CBS Television Network's coverage of several 1996 events, including the PGA Championship, Presidents Cup and Doral-Ryder Open. He serves as an on-course reporter for the majority of CBS's golf tournaments and as an analyst for the Masters and the PGA Championship. He and Gary McCord host CBS Sports' offbeat, critically acclaimed late-night highlight shows for early-round coverage of several PGA TOUR events.

Feherty is a regular contributor to *GOLF Magazine* with his popular "Sidespin" column. He is also *The New York Times* and *Booksense* bestselling author of three books.



7:30 a.m.

Continental Breakfast

8:00 a.m.

Alleviating Part 135 Audit Confusion

James C. Christiansen, Head of Sales, U. S. Central Region, Hawker Beechcraft Corporation

Joseph Moeggenburg, President & CEO, ARGUS International, Inc.

Dennis Keith, President & Owner, Jet Solutions, LLC

As the Part 135 community becomes saturated with a variety of audits for operators, learn more about the various audit standards and what the future holds for the on-demand air charter industry.

9:00 a.m.

Refreshment Break

9:15 a.m.

Bankruptcy Has Its Clawbacks

During the last few years' difficult economy, several brokers and charter operators have failed. Much to the surprise of many operators, payments made in the final days of that business, including payments for charter flights, can sometimes be reclaimed during bankruptcy proceedings. These so-called clawbacks are authorized in the bankruptcy laws and are intended to ensure that all of the failed company's debtors have a fair shot at any remaining assets. How can you protect your business if a customer's business fails and you're asked to give back tens of thousands of dollars? Can you fight a clawback? What are your rights during these proceedings? Find out the answers to these questions and more during this informative briefing.

10:15 a.m.

Refreshment Break/Checkout

10:45 a.m.

Charter Broker Guidance Session

Dayton Lehman, Deputy Assistant General Counsel,
Office of Aviation Enforcement and Proceedings, U.S. DOT

Kent S. Jackson, Partner, Jackson & Wade, LLC

Love them or hate them, brokers are part of nearly every air charter operator's business. In this session, you'll hear about recent Department of Transportation enforcement actions and possible new regulations that could impact both operators and brokers. You will also learn practical steps to take when working with brokers to help protect your business.

Noon

Adjourn

Pricing:

Members: \$595.00

Non-Members: \$795.00

Optional National Air And
Space Museum Steven F.
Udvar-Hazy Center Tour: \$25

Monday, June 6, from
Noon - 5:00 p.m.

(includes transportation from and to
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Discounted room rate: \$159
(Cut-off date to receive the
NATA discounted room rate is
Friday, May 13. Online
reservations are available:
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Questions?

Contact Diane Gleason at dgleason@nata.aero or 703-575-2050.

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Successful FBO Leadership Conference Kicked Off NATA's 2011 Events

More than 100 FBO and airport professionals gathered at the National Air Transportation Association's (NATA) annual FBO Leadership Conference (FBOLC) in Savannah, Georgia. The successful two-day event began on Monday with a general aviation leadership lunch and ended Tuesday with a session to segue into the NBAA Schedulers and Dispatchers Conference, February 9-11, at the Savannah Convention Center.

FBO Leadership Conference highlights included:

- In the opening session, Aircraft Owners and Pilots Association (AOPA) President and CEO Craig Fuller said that general aviation is in the "best of times and worst of times." In the positive column, collaboration among the general aviation associations and the General Aviation Caucus are playing tremendous roles in strengthening the industry. Among the negatives are continued challenges with the economy and budget. But Fuller, NATA President and CEO James K. Coyne and National Business Aviation Association (NBAA) Senior Vice President Steve Brown all agreed that

they are seeing positive signs in the industry and are becoming more optimistic about the economy.

- Congressman Jack Kingston (R-GA) welcomed FBOLC attendees to Georgia and mentioned several general aviation positives in this region, including a \$5 million expansion at Gulfstream and the creation of new jobs. Former Congressman Todd Tiahrt (R-KS) praised Coyne and NATA for keeping him and others informed on what general aviation does and for making positive changes in the relationship between the Federal Aviation Administration (FAA) and the private sector. Coyne encouraged attendees to enlist his help in organizing and leading local meetings with Members of Congress, county officials, customers and others to continue the crucial work of promoting the importance of general aviation and what it does.
- Transportation Security Administration (TSA) General Manager of General Aviation Security Brian Delauter announced that changes are coming for the DCA Access Standard Security Program (DASSP). All operators who are currently approved as gateway airports to

Continued on 30

FBO Leadership Conference

Continued from page 29

Ronald Reagan Washington National Airport should contact their personal security specialist by March 1, 2012, for updated information. Delauter also encouraged those interested in participating in the DASSP to reach out to their local TSA office to learn more about the program. NATA Director of Safety and Training Amy Koranda emphasized that NATA's Safety 1st program is more than just its Professional Line Service Training (PLST) Online Program. Included within the NATA Safety 1st program are Flight Crew Briefings, Operational Best Practices, Safety Management Systems (SMS) for ground and air, workshops, and webinars as well as a new ground audit standard that will be introduced this spring. On the topic of SMS, Koranda said that an SMS is a business plan for safety, explaining, "It is critical for a business to be engaged in the development of an SMS program. A canned manual is not an ideal solution to encourage employee engagement, nor will it reflect your business." Coyne added, "NATA's Safety 1st SMS should be more than you need to be FAA compliant. NATA's Safety 1st SMS is ICAO compliant, and that is what the FAA is looking to as a model."

- NATA Director of Regulatory Affairs Michael France and AOPA Vice President of Regulatory Affairs Rob Hackman discussed the factors behind the Avgas issue and gave a status report on where the issue now stands. Hackman and France outlined the purpose of the formation of the Avgas Coalition that includes NATA, AOPA and NBAA along with other leading aviation organizations. The mission of the coalition is

to collaborate, coordinate and provide leadership on the development and implementation of the process by which an unleaded avgas solution will be identified. Among the most important points to remember are: this is a multi-year process, no date has been set to ban 100LL gas, everything is being taken into consideration and we have to get this right because the outcome will affect future generations. Most importantly, since this issue will take a number of years to resolve, the industry must stay engaged.

- A panel including FAA Manager of the Airport Compliance Division, Airport Compliance and Field Operations Branch, Kevin Willis, Nantucket Memorial Airport Manager Al Peterson and McBreen & Kopko Partner Leonard Kirsch discussed the value of airport minimum standards to the future of businesses. Willis listed airport minimum standards as one of the five key tools that the FAA recommends to airport managers and businesses. He said that, among the benefits of minimum standards, is helping to maintain the quality of service, ensuring an open and competitive field, protecting airport users, establishing a process for development of the airport and promoting safety. Kirsch added that comprehensive and inclusive minimum standards can be the best friend of an airport and FBO. He also advocated that, at a minimum, minimum standards should be reviewed periodically. Peterson added that minimum standards can be changed, but apply to aeronautical purposes only and are for future development, not existing conditions. (See follow up article to this session on page 40.) **A**





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Island Crossroads

Nantucket Memorial Airport Builds to Better Serve Airlines and GA

By PAUL SEIDENMAN & DAVID J. SPANOVICH

When passengers arrive at Nantucket Memorial Airport (ACK), it's unlikely they know they have landed at the second busiest airport in Massachusetts — after Boston Logan International. In fact, during the island's high tourist season summer months, as many as 1,000 daily operations have been recorded at the airport, which traces its lineage to a grass strip, laid out on a farmer's field in 1919, and known then as Nobadeer Airport.

Linking the mainland with commercial flights from Boston starting in 1926, the facility was purchased in June 1941 from its private owner by the Town of Nantucket, which renamed it Nantucket Airport. Then, with the United States' entry into World War II, Nantucket Airport was leased to the U.S. Navy in 1942 for use as a training base for fighter pilots. Following the war, in June of 1946, the airport was transferred back to the Town of Nantucket, and commercial airline service resumed, primarily as commuter flights to Boston, New Bedford, Hyannis, and Providence. In honor of

those Nantucket citizens who died in the Second World War, the airport was renamed Nantucket Memorial Airport in August of that year.

Today, ACK continues to be an integral part of Nantucket's transportation infrastructure, with year-round commercial service, along with a growing number of corporate jets, given the island's reputation as an upscale destination, just south of Cape Cod's west end. One of Nantucket's main attractions is that it represents a unique architectural experience through strict building rules designed to preserve its nineteenth century atmosphere. The airport holds NATA affiliate member status, and Airport Manager Alfred (Al) Peterson is a NATA Airports Committee and board member. A longtime businessman, Peterson was appointed manager by the Nantucket Airport Commission — ACK's operator — in 2004, following two years as an airport commissioner. As manager, he supervises a staff of 36 year-round, and up to 14 additional seasonal staff from May through September. The



Nantucket Airport as it looked circa 1958 and now.

increased staff mainly supports general aviation operations and airport security.

Peterson has held a pilot's license since his college years, and holds commercial, instrument, single and multi-engine ratings. He reported that he has owned airplanes since 1978, and currently flies a Beechcraft V35 Bonanza.

During the past seven years under Peterson's management, ACK has undergone a continuous process of major facility upgrades for both air carrier and general aviation passengers, despite a recession-caused slowdown in passenger enplanements and cargo flights from the mainland. Among the most prominent of those upgrades was a renovated and expanded passenger terminal.

Completed in 2009, the project added 18,000 square feet of space to the original 12,000 square foot terminal, primarily to accommodate growth along with TSA security screening requirements. As Peterson noted, the terminal upgrade, which is being partially underwritten by a just-announced DOT \$851,986 grant, is part of an overall \$29 million airport improvement project that began in 2008. The project was designed to incorporate green building elements.

"Our objective with the entire terminal reconstruction and addition was to meet the US Green Building Council's LEED (Leadership in Energy and Environmental Design) Silver Certification standards, although we will not actually pay for formal Green Building Council certification," he said.

For instance, he pointed out that two oil-fired furnaces have been replaced with a geothermal climate controlled system, which will both heat and cool the 30,000 square foot passenger terminal. "We are the first airport in the U.S. to use geothermal heating and cooling," said Peterson. "We

now have air cooling, in addition to heat, and we're saving some \$70,000 annually in fuel costs, along with the emissions that came from the old system."

Peterson also noted that the airport worked with National Grid, the area's electrical energy supplier, to incorporate low energy lighting fixtures, as well as more energy efficient motors, which drive the climate control system's fans and pumps.

In addition to the passenger terminal, a new airport rescue and firefighting support facility opened in January of this year.

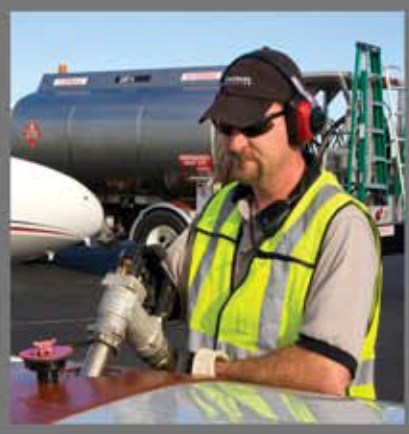
Peterson also reported that planning is well underway to lengthen GPS-equipped Runway 15/33 by another 500 feet, taking the 100-foot-wide strip up to 4,500 feet in length. "Off-season, we average about 100 daily operations, but that increases to approximately 900 during the summer, which means we have to use two runways," he said. "The runway expansion will allow us to better accommodate dual operations, because it will enable smaller aircraft to land and hold short of runway 6/24, if it's in use." The runway project, he said, is slated for completion by the summer of 2012.

At 6,303 by 150 feet, Runway 6/24 is ACK's main landing strip. It is dual ILS and LPV (landing precision vertical) system equipped at each end. The smaller of two secondary runways, 12/30 is 2,600 by 50 feet, and is not instrument equipped. In addition to the three runways, the airport has seven taxiways of which one, designated "Echo," was resurfaced and upgraded with LED lighting in 2008.

Continued on page 35



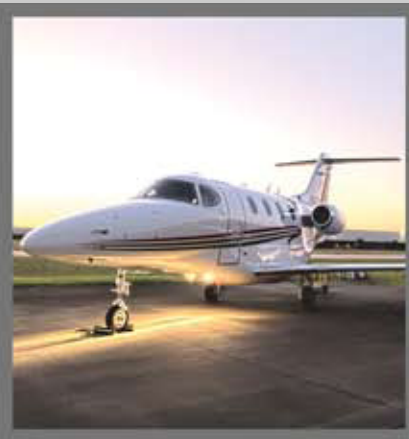
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Nantucket Memorial Airport

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Nantucket Memorial Airport (ACK) Manager Alfred (Al) Peterson (right)



The airport improvements also include the replacement of the 50-year-old, Level II, FAA-staffed control tower with a modern facility — also Level II — to be completed by mid 2012, on the airport's east side, and near the airport's snow removal equipment building. Peterson explained that relocating the tower away from its present location near the west-side terminal building will relieve traffic congestion, due to limited parking facilities for passengers and airport workers, and provide a higher level of safety.

Currently, the control tower operates daily from 6 AM to 9 PM off season, but remains open until 10 PM in the summer months. Peterson pointed out that ACK has "excellent terminal radar coverage," which is maintained by Cape Tracon, located at Coast Guard Station Cape Cod.

For general aviation, which accounted for 28,671 itinerant operations out of the 127,575 total operations in 2010 (up from 28,295 of the 127,482 total for the previous year) ACK is planning major improvements over the next few years.

"General aviation, which accounts for about 22 percent of our total traffic, was the driving force behind the increased activity at the airport in 2010, compared with the previous year," Peterson remarked. "We expect that to continue, we are projecting an eight to ten percent increase in GA traffic for 2011."

With business jets accounting for about 60 percent of general aviation activity, the enhancements are focusing on expanded aircraft parking. The existing 600,000 square foot ramp, located on the airport's southwest side, will be expanded by 675,000 square feet. That project is now in

the environmental review process and under current planning, construction should be completed in the 2013-2014 timeframe.

"Our general aviation aircraft operators are flying into Nantucket on increasingly larger types of jets, and are parking them on a ramp which, as originally built, was sized more for twin turboprops," he said. "With the larger jets, we need the additional parking."

The jets, Peterson reported, range from light models, such as the Embraer Phenom, through Gulfstream Vs, and as large as Air Force Two, the Boeing 757 that Vice-President Joe Biden uses when he visits Nantucket. "He has spent Thanksgiving on Nantucket for many years," said Peterson.

The growing number and size of the executive jets, and the up-market passengers who fly on them, is behind the plans for the new 7,000 square-foot FBO terminal facility that will open in the totally renovated, former airport rescue and firefighting building, in the summer of 2012. It will replace two double-wide trailers that were put in place in 2002 as a temporary measure, and provide a comfortable passenger and pilot lounge, catering and flight planning, and on-site car rentals. "With a growing private jet clientele, we knew we had to establish an FBO which people expect," said Peterson.

In addition to the FBO facilities for transient aircraft, ACK continues to operate two hangars, incorporating 12,000 total square feet for aircraft storage. Peterson reported that

Continued on page 37

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Nantucket Memorial Airport

Continued from page 35

right now, there are 40 tenant aircraft, of which the largest is a Beechcraft King Air 200.

Although the FBO operations at ACK do not offer line maintenance, Peterson stated that there are several on-call vendors ready to provide AOG services. “All of those companies are approved for most of the aircraft types that come into Nantucket,” he explained.

He added that the airport, itself, will remain the FBO operator and fuel vendor. In fact, all eight of ACK’s operations people have gone through NATA’s Professional Line Service Training Course.

Fuel is sold under the ConocoPhillips brand, and is dispensed directly into general aviation and air carrier aircraft from tanker trucks. The airport operates a fleet of five fuel trucks, including three for Jet A, and two for LL100 avgas. Fuel storage is on-site, and includes a 100,000 gallon capacity above-ground tank for Jet A, and a 50,000 gallon capacity avgas tank, below-ground. According to Peterson, 1.2 million gallons of fuel were uploaded in 2010, of which 85 percent was Jet A. The airport does not break out the percentages of fuel sold to air carriers and GA operators.

“Because of the economy, that was down from the 1.5 million gallons we sold in 2009, when 70 percent of that was jet fuel,” said Peterson. “For 2011, we are projecting fuel sales of between 1.35 and 1.5 million gallons, with jet fuel again accounting for 85 percent.”

ACK’s air carriers represent an eclectic mix of year-round Part 135 air taxi and on-call charter operators mostly flying twin-piston Cessna 402s to close-in mainland destinations and Martha’s Vineyard. They include Cape Air, Island Air, Nantucket Shuttle, and Nantucket Airlines, as well as Ocean Wings, which is Island Air-owned, ACK-based, and provides on-demand charter services.

Longer haul, turbine-powered Part 121 regional airlines operate only in the summer under US Airways, Delta Air Lines, and Continental Airlines codes. Seasonal service is also provided by JetBlue Airways. According to Peterson, that carrier’s 100-seat Embraer 190 jet was the largest commercial airliner serving the airport last year, flying a nonstop run to and from New York-Kennedy International Airport. Delta Air Lines also linked New York-Kennedy nonstop, using regional jets, while the longest nonstop service was operated by US Airways Express to Washington-Reagan National Airport.

Peterson added that other nonstop regional airline service last summer linked the island to New York-LaGuardia, and Newark International Airport, under US Airways and Continental Airlines schedules, respectively.

Air cargo service, which is mostly in-bound to Nantucket, is flown year-round by several carriers. As Peterson noted, Cape and Islands Air Freight, a division of Island Airlines, shuttles freight to and from Hyannis, using their Cessna 402s. FedEx, he reported, operates a Cessna Caravan to the island, while Wiggins Airways, flying a Cessna 402, handles UPS shipments.

The commercial passenger and cargo traffic has been impacted by the economy. As examples, according to statistics shown on ACK’s website (www.nantucketairport.com), the air taxi segment — which represents about 77 percent of the airport’s operations — accounted for 97,614 operations last year, down from 98,056 in 2009. The seasonal Part 121 carriers did better at 391 operations, versus the 297 the prior year. However, passenger enplanements were 201,634, down 1.06 percent from 2009’s 203,786. That number represents a 20.94 percent decrease from the 2008 enplanements of 257,755. Air freight also took a hit, with 2,262,269 pounds in 2010, versus the 2,442,107 pounds in 2009, a decline of 7.36 percent.

“Cargo volumes were down, mainly due to the slowdown in home construction on the island, but we expect to see a slight growth in air freight this year — probably of around two to three percent,” said Peterson. “We also believe we’ll see a slight increase in passenger enplanements, in the area of about 204,000.”

Some military flights also come into ACK. In 2010, there were 529, up from the 493 the previous year. According to Peterson, most of that flying tends to be for training purposes out of Coast Guard Station Cape Cod, and Quonset State Airport (Rhode Island), which hosts an Air National Guard unit. The military operations include fixed wing aircraft and helicopters, with the C 130 generally the largest.

With air service as one of only two links (along with a ferry service) to the mainland, it is not surprising that ACK enjoys a high level of community support. But Peterson attributes this to the airport’s very proactive noise mitigation program.

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Nantucket Memorial Airport

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Island winter weather presents challenges.

“That has helped us a great deal, in terms of community relations,” he said. “Given that Nantucket is a resort area, it is very noise sensitive — and we are noise sensitive, too. To deal with that, we established VFR noise abatement routes, and a voluntary noise abatement incentive program that has been tailored to the commuter and air taxi operators, which generally fly VFR. If the noise abatement procedures are complied with on an 85 percent or better rate, the operator gets back 15 percent of its landing fees, each month.”

Peterson added that the noise abatement routes are over-water, in order to avoid the island’s residential areas. The incentive program does not apply to jets and turboprops since they are flying IFR, under positive radar control. However, he stressed, all operators are encouraged to fly quietly and comply with noise mitigation procedures.

Along this line, the airport maintains a noise hotline (508-325-7531) which is staffed from 8 AM to 4 PM, Monday through Friday, with a recorded message at other times, allowing a caller to verbally register a complaint. An on-line “Noise Complaint Form” is also available on the airport’s Web site. All noise complaints are handled by the airport’s Environmental Office.

The program has had great success. Peterson noted, “In 2010, there were 125 noise complaints, down from 182 in 2009. Using 2003 as the base year when 894 complaints were received, the 2010 number represents a reduction of nearly 80 percent.”

Along with the noise abatement program, ACK, itself, is involved in community affairs programs. As an example, this will be the fourth consecutive year in which the airport and the FAA have sponsored a week-long aviation career education program — locally known as ACE Camp — in conjunction with Nantucket High School. “It’s a very comprehensive program intended to introduce the students to aviation as a possible career, and includes hangar tours, and airplane rides,” said Peterson. “It has been very successful.”

Going forward, Peterson reported that the economy will largely dictate any future growth plans for the airport. “Because of the kind of people that come to Nantucket, we are particularly sensitive to what goes on in the financial markets,” he said. “At the same time, we are a destination resort airport, with very limited expansion opportunities. The fleet mix of airplanes that come in will be the limiting factor on how much more we can grow our operations.”

And holding NATA membership will help, as Peterson explained: “Being a NATA member gives me the opportunity to interface with other FBO and charter operators, and see, first-hand, what is going on in our community, and what our customers’ issues are. I see their side of the picture in terms of airport operations, and I learn a lot about how other airports are interfacing with their operators and some of the other issues involved.” **A**

Benefits of Airport Minimum Standards

Notes from the FBO Leadership Conference

By Colin Bane



“I think the most important thing when it comes to airport minimum standards at an airport is that you have them in the first place,” says Nantucket Memorial Airport manager Al Peterson. “When you go into any kind of a business environment you’d like to know that everybody’s playing by the same set of rules, the same set of facts. A good minimum standards agreement defines those and assures that you don’t get discriminatory treatment. It levels the playing field for all the parties and offers a level of consistency that everyone can use as a basis for planning their business.”

Critical Process in Future Planning

Peterson was a panelist at the Airport Minimum Standards session at the FBO Leadership Conference (FBOLC) in Savannah, GA in February and says he sees the process of developing and updating minimum standards agreements as a critical step in doing business and planning for the future.

“The process itself is productive because it documents that you’ve

given some thought to issues that might arise, that there’s been communication and agreement between the airport sponsors and that it’s been reviewed and accepted by your board or commission or authority. As an airport manager it’s important because, if someone has a buddy that is politically connected and doesn’t want to do A, B, and C but he wants to do D, you’ve got something you can point to and say, ‘Hey, we all agreed to these rules.’”

Comprehensive Protection for Airport Sponsors and FBOs

Leonard Kirsch, a partner in the McBreen & Kopko law firm, was another panelist in the session, and echoes Peterson’s point, noting that comprehensive and inclusive minimum standards protect both airport sponsors and FBOs:

“There are some airports resistant to this idea — the Port Authority of NY & NJ will not do minimum standards because they think it ties their hands, it binds them — but in fact it’s the opposite,” Kirsch says. “Good minimum standards protect you because they spell out the entry

requirement and they do so in a non-discriminatory manner that prevents problems from occurring. I think the biggest mistakes airport sponsors make is, one: not having minimum standards in place, two: not enforcing them — the only thing worse than having no minimum standards is having them and not enforcing them — and, three: going back after the fact and trying to dumb them down. My advice to any airport sponsor or FBO working on writing or revising their minimum standards agreements is to make sure you have the opportunity to review and comment on any new minimum standards. Make sure that they are as comprehensive as possible and that they provide a clear path to entry onto the airport, and make sure that any new parties that come on board at the airport have the same obligations as existing businesses at the airport, so that all parties will be able to compete on a level playing field.”

Proven Tool to Secure Federal Funding

In 2009 NATA published *Airport Sponsors Guide to Minimum Standards & Airport Rules &*

Regulations, noting that a well crafted and enforced minimum standards document works as a tool to help airport sponsors meet their federal grant assurances under the Federal Aviation Administration's Airport Improvement Program (AIP).

These assurances are designed to ensure that airports receiving federal funds are operated in a manner that best serves the public.

"One of our target issues over the past year and a half has been the promotion of minimum standards usage at airports," says Mike France, NATA's Director of Regulatory Affairs. "While there's almost universal acceptance of minimum standards among large airports, many small-to-midsize airports either do not have minimum standards or their standards are terribly out of date leaving those airports without a valuable management tool for grant assurance compliance. Our primary goal with the minimum standards session at the FBOLC was to show the value of comprehensive minimum standards to all parties involved. They're not just something that's good for the airport. Well drafted minimum standards also provide benefits to airport tenants. We really wanted to highlight the value of minimum standards for FBOs, maintenance facilities, and other on-airport business, as well as for the airports themselves. We think these well drafted minimum standards are a win-win for all parties involved."

As defined in NATA's 2009 publication,

Airport minimum standards set forth the minimum requirements an individual or entity wishing to provide aeronautical services to the public on a public-use airport must meet in order to provide those services, such as minimum leasehold size, required equipment, hours of operation, and fees. Minimum standards should be imposed to ensure that an adequate level of safe and efficient service is available to the public. Once established the minimum standards provide a host of benefits to the airport sponsor:

1. *Safe operating environment*
2. *Higher quality services to the public*
3. *Airport sponsors can avoid conflicts and political entanglements*
4. *Orderly and efficient development of the airport and its services*
5. *Helps maintain compliance with Federal Grant Assurances*
6. *Protects the Airport Sponsor by ensuring service providers maintain a minimum level of insurance coverage.*

In addition, minimum standards provide benefits to existing and potential service providers:

1. *Current service providers' investments are protected from devaluation from new competing providers operating at a substantially lower initial investment*
2. *Potential aeronautical service providers can*

accurately predict initial investment allowing a more thorough business plan to be developed

Improved Communication Between Airports and Tenants

Above all, France says the process of developing and updating these agreements helps get all parties at an airport communicating.

"Kevin Willis, FAA Manager, Airport Compliance Division, was on our panel and he had what I thought was a highlight moment of the entire session," France says. "When posed with the discussion question regarding what strategies airports and tenants could use to resolve issues relating to minimum standards without entering into a formal Part 13 or Part 16 process Mr. Willis paused, looked around the room, and then loudly announced, 'Talk!' Kevin's answer got a really good laugh from the room but it was also very poignant: So many of the problems that arise when dealing with minimum standards or any other airport issue can often be resolved if both the airport sponsor and affected tenant would just sit down and engage in an open and honest dialogue."

Peterson has become an advocate for airport minimum standards after seeing how much consistency they have brought to negotiations between his airport and tenants, and says he participated in the FBOLC panel to help address and alleviate concerns others may have about the process.

"I think one of the biggest concerns most FBOs have when it comes to

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Benefits of Airport Minimum Standards

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minimum standards is that there isn't consistency," Peterson says. "They're concerned that they'll make a major capital investment and all of a sudden the rules will change. One of the things that the FAA is encouraging, and that I think most airports would agree to, is that the minimum standards minimize that potential. I don't know of any negatives to having them. They may tie the hands of people who want to wheel and deal, you know, freeform negotiating, but from my perspective that's a good thing all around. When you're planning your business you want consistency."

Collaborative Effort to Develop Airport-Specific Documentation

France says one of the most common requests he gets is for a boilerplate template for drafting minimum standards agreements, but says that's missing the point altogether: Getting input from all parties and working together to anticipate and address an airport's specific circumstances is the main goal here.

"No two minimum standards documents are going to be identical," France says. "The FAA's view is that minimum standards are a very airport-specific document and should never be copied from one airport to another. The reason for this is that, to be effective, minimum standards must be tailored to the conditions, and specific operational environment of an individual airport which requires extensive investigation and cooperation between the airport sponsor and airport tenants. Directly copying minimum standards from another airport would remove

the benefits of this investigation and cooperation and could actually cause an airport to violate their grant assurances unintentionally."

Still, there are some good models out there. Kirsch points to Albuquerque, NM for what he sees as a good example to look to.

"Albuquerque has an excellent airport authority that bent over backwards to listen to the concerns of the FBOs and then incorporated those comments and concerns into the final minimum standards," Kirsch says. "It's as much about the process of getting to these agreements as it is about the document itself. The entire point is to think ahead and plan for issues that may arise in the future, so that when those issues come up — and believe me, they will — there's not a scramble with everybody asking, 'Well, what do we do now?' There are some major issues right now in the industry and I think a good minimum standards agreement helps all sides navigate them as they come up. You want this document to outline how business is going to be conducted, how the standards are going to be enforced, and how these standards are going to be in the economic interest of the airport and its tenants and in the interest of the flying public."

Favorable Consensus Among Experts

The panelists all agreed that minimum standards agreements should lay out standards for airport rules and regulations, required leasehold size, required building and hanger size, personnel requirements, hours of operation requirements, equipment

requirements, insurance requirements, policies regarding "through-the-fence" operations (which the FAA advises against allowing), evaluating airport competition, and mediating disputes locally to avoid filing Part 13 informal complaints and Part 16 formal complaints with the FAA. The minimum standards should set reasonable requirements an operator must meet to provide commercial services at an airport and should provide opportunities for newcomers to offer services within those requirements. Ultimately, they should protect both the business interests of the airport sponsor and airport tenants and ensure that safe and efficient service is available to the public. And, they should be revised and updated, upward, to keep pace with airport growth, increases in demand for services, and regional economic growth.

"If an airport is open with their tenants and allows them to be engaged and involved in the process of developing or updating these standards, that's when we see success," France says. "We see cases occasionally around the country where the airport sponsor either doesn't include the tenants or the tenants believe that participation is not important. Therefore we're trying to highlight how cooperation between the airport and tenants, early on as these documents are being drafted or updated, can really prevent problems down the road. We're urging NATA members to view airport minimum standards as a real value to their business and to participate in their development." **A**

ACSF Symposium Presented “Your Business Plan For Safety” To Record Attendance

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The Air Charter Safety Foundation (ACSF) hosted its 2011 Air Charter Safety Symposium at the National Transportation Safety Board (NTSB) Training Center in Ashburn, Virginia on March 15 and 16. The symposium provided two days of learning and discussion on topics such as How to Develop a Positive Safety Culture and A Successful Emergency Response Plan.

“Several keynote speakers from the Part 135 and 91K industry shared their views on emergency planning, preparation and safety culture,” said ACSF President Bryan Burns. “In addition, the Federal Aviation Administration (FAA) and the NTSB provided valuable insight on past incidents and accidents and recommended best practices to prevent them from happening again. The symposium drew a remarkably large number of attendees, who were rewarded for their time with very informative presentations. The best part was the interaction between attendees and presenters. It was an extremely successful event.”

The theme for this year’s Air Charter Safety Symposium was “Your Business Plan for Safety,” which drew over 100 representatives from the on-demand/charter and shared aircraft ownership industries as well as various aviation industry experts.

“The Air Charter Safety Symposium that concluded March 16th was the best ever,” said ACSF Chairman James C. Christiansen. “Attendees benefited from senior Federal Aviation Administration officials, industry experts and NTSB board presentations that included NTSB Member Dr. Earl Weener and NTSB Chair Deborah Hersman. We’re very pleased that the ACSF continues to gain momentum and that the validity of the foundation’s mission — to raise the level of safety within air charter and shared ownership operations — continues to be confirmed through operator and industry participation in ACSF activities.”

Presentation highlights from the Symposium included:

- Keynote Speaker John M. Allen, director of Flight Standard Service for the FAA, discussed some trends in Aviation Safety and Challenges for 2011 and beyond. He noted that, with demand for resources and an uncertain budget, the FAA’s ability to meet the challenges of designing, manufacturing, regulating and operating new aircraft will be affected, and the FAA will be looking to safety management systems to help tailor priorities and focus.
- A Safety Management System (SMS) update from Dr. Don Arendt, SMS program manager for the FAA, who noted the need for top management to stimulate

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Attendees enjoy a networking reception and dinner sponsored by Signature Flight Support.



ACSF Wrap Up

Continued from page 43

ACSF Acknowledges Key Contributors



NTSB Chairman Deborah A.P. Hersman gives a briefing on the East Coast Jets accident



FAA SMS Program Manager, Dr. Don Arendt gives Safety Management System Update



ACSF Chairman James C. Christiansen welcomes symposium attendees.



a healthy safety environment, build trust and gain knowledge through a company-wide SMS program. Dr. Arendt discussed the FAA SMS Pilot Project, which currently has 60 Part 135, 43 Part 121, four Part 141, and 10 Part 145 participants.

- The Honorable Earl Weener, board member, NTSB, provided an overview of safety issues affecting business aviation with a focus on airframe icing and runway excursions. He noted that, although there are efforts to raise awareness of these issues, there are still recurring issues in aviation accidents.
- Presentations on Emergency Preparedness and Response were given by Don Rickerhauser, manager of safety and security with Bombardier FlexJet, and Bob Schmidt, director of operations for Million Air Dallas. Both presentations highlighted the importance of being prepared for an emergency through development of an emergency response plan and the need to put that plan in practice at least annually. Preparation through planning, training, exercises, and appropriate service level agreements can significantly assist an

operator in properly managing an accident and providing care for those people affected.

The ACSF's leadership acknowledged key contributors that have supported the ongoing efforts of the foundation in promoting the safety of on-demand charter and fractional ownership operations throughout the industry. Among those recognized for their dedication were CAE, NetJets, Signature Flight Support, FlightOptions, JetSolutions and many others.

"We were extremely gratified by the record level of financial support the ACSF received this year from leading companies and individuals," stated Christiansen. "We also added three new members during the symposium. Any organization that supplies charter or fractional lift, and those organizations that use this lift, should strongly consider joining their peers by becoming members of the ACSF. The benefits to their organization and to the industry, in general, far outweigh the cost of membership."

Presentations from the symposium will soon be available to the public on the ACSF's Web site at www.acsf.aero/symposium. **A**



The Voice of Aviation Business

NATA 2011 EVENTS SCHEDULE

MAY

- 4** Air Charter, Aircraft Maintenance and System Technology, Airports, Business Management, and Safety & Security Committee Meetings – Hyatt, Washington, DC
- 4** Industry Excellence Awards Dinner, Election of Officers and Annual Meeting of Members – Hyatt, Washington, DC
- 5** Breakfast and Day On The Hill – Washington, DC
- 16** Airline Services Council Dinner – Ruth's Chris, Arlington, VA
- 17** Airline Services Council Meeting – DoubleTree Crystal City, Arlington, VA
- 24-25** Line Service Supervisor Training Seminar – New England Air Museum, Windsor Locks, CT
- 24-25** Air Charter Safety Foundation Auditor Training Class
www.acsf.aero
- 26-27** OSHA 10-Hour Seminar – New England Air Museum, Windsor Locks, CT

JUNE

- 6-8** Air Charter Summit – Marriott Westfields, Dulles, VA www.nata.aero/acs

AUGUST

- 23-24** Commercial Operators Tax Seminar – Hyatt Regency Pier Sixty-Six, Ft Lauderdale, FL

SEPTEMBER

- 21** Flight Training Committee Meeting – Hartford, CT (with AOPA Summit)

OCTOBER

- 9** Air Charter, Aircraft Maintenance and System Technology, Airports, Business Management, and Safety & Security Committee Meetings – Hilton, Las Vegas, NV
- 24-25** Aviation Business Roundtable – Ritz-Carlton, Arlington, VA

NOVEMBER

- 1** Airline Services Council Dinner – Landini Brothers, Alexandria/Old Town, VA
- 2** Airline Services Council Meeting – DoubleTree Crystal City, Arlington, VA
- 7-8** LSST Seminar – Westin Airport, Atlanta, GA
- 8-10** FBO Success Seminar – Westin Airport, Atlanta, GA

NATA 2012 EVENTS SCHEDULE

MARCH

- 5-8** Spring Training Week at the Cygnus Aviation Expo – Las Vegas, NV
(Cygnus Aviation Expo March 7-9)
- 13-14** Air Charter Safety Foundation, Safety Symposium – NTSB Training Center, Ashburn/ Dulles, VA

JUNE

- 11-13** Air Charter Summit – Marriott Westfields, Dulles, VA

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PLST Buzz

By Colin
Bane

NATA's Safety 1st Online Professional Line Service Training Enters Third Year as Industry Standard

“We’re so focused we’re boring” has become both motto and marketing slogan at APP Jet Center, where safety, service, and efficiency — in that order — are the top priorities.

It’s no surprise, then, to learn that the National Air Transportation Association’s Safety 1st Professional Line Service Training (PLST) is mandatory for everybody who works on the line at APP’s four bases in Florida, Virginia, and California.

“These aircraft that fly into your facility are multimillion dollar aircraft, some of them, and people want to know that they’ll be taken care of and know that there’s not going to be any issues,” says APP Jet Center general manager Tom Panico. “When you’re taking your jet somewhere and you land, you’re putting your plane in someone’s hands that you probably never have met before. When they see, ‘Oh, you’ve been through the Safety 1st training program?’ and you focus on safety and service, that eases the minds a bit. They’re not looking to be treated like rock stars themselves: They’re looking for their aircraft to be treated like rock stars.”

The Safety 1st PLST program dates back to 1996 and was originally presented as a series of video training modules. In 2008 NATA overhauled the training to develop an adaptable and updatable interactive online training course. Panico and his employees were among the first to complete the new training; more recently they were among the first to complete recurrent training (required every two years).

“It’s a great program for training new employees and keeping everyone else sharp,” says Panico. “Some of it is common sense, you know, ‘think before you act’ type of stuff, but a lot of it is critical information. You can’t just go out there and do this job without some serious training, and even people who have been doing it for years need refreshers and need new training as new aircraft and new technologies come on the line.”

Panico says the online training course has helped him make his hands-on, practical training sessions more



valuable: Where he used to spend significant time covering fundamentals, he now finds his employees are coming into these sessions better prepared.

Panico explains: “There are two parts of the training, the online modules and the classroom learning and on-the-job training that leads to the practical exam where you actually go out with your supervisor, or whoever is in charge of training, and you have to perform each task correctly to get signed off on it. People are now coming into it with a better awareness and a better grasp of the bigger picture.”

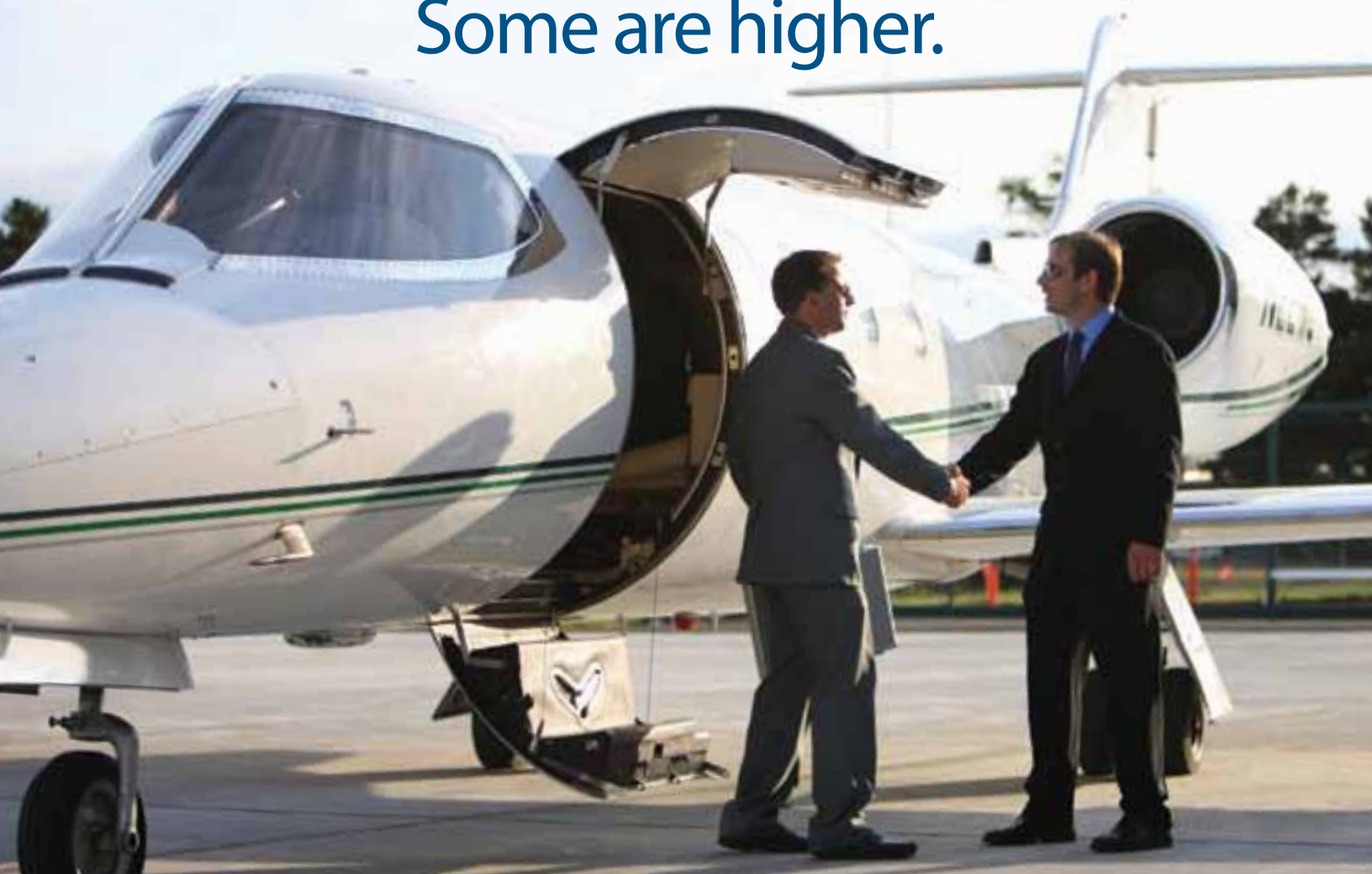
With increased confidence in every employee on the line at APP Jet Center and in the overall operation in general, Panico says things around his base have gotten a bit... boring. Just the way he likes it.

Shawn Mack, director of training at Banyan Air Service in Fort Lauderdale, FL, echoes the sentiment.

“We used to have to rely a lot more on the hands-on aspect of training to get them the fundamentals,” says Mack. “Now, because the online piece of the training is so much more thorough and so much more involved, by the time you get out there with the employees and take them through the hands-on, practical part of the training they already have a

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PLST Buzz

Continued from page 47

much better grasp of those fundamentals and you can make much more effective use of your face-to-face training time.”

Mack currently has 35 line service technicians and sends his entire staff through the nine-hour PLST curriculum.

“Everybody goes through it so they can have a full grasp of the entire operation and how each intricate part of each duty has to do with the next,” Mack says. “Like you’d see at a lot of FBOs, our guys do different duties throughout the week, so everybody needs to be trained full-scope in every aspect of line service safety.”

He says the online training module has been a huge step up.

“Prior to the online training rolling out in 2008, it was video tape modules that were manufactured in 1996 and there was really no significant supplemental information between ‘96 and ‘08 for any of the new aircraft that were coming online,” says Mack. “The new modules are easily updatable, so NATA can add to the curriculum and add new aircraft service points. The benefit is just astronomical: It gives us a comprehensive and up-to-the-minute training program that is easy for us to administer and easy for our employees to get the information they need. After shopping around a bit and talking with my industry peers I’ve concluded that it’s the best safety training out there. For our needs it’s really the only game in town.”

Amy Koranda, director of safety & training at NATA, says it’s been exciting to see NATA members across the country embrace the online PLST course and recurrent training modules as the gold standard for line service safety across the industry

“The response to the new PLST has been very positive,” says Koranda. “We’re getting great feedback from our members as they’ve seen the effects of the new training program over the last two years and as they begin sending employees through recurrent training.”

The Safety 1st PLST is produced by the National Air Transportation Association’s Safety 1st division and has been adopted by hundreds of FBO leaders. PLST has the full support of NATA’s Board of Directors, its Safety and Security Committee, the major aviation fuel providers, major insurance underwriters, and leading industry experts, as well as the enthusiastic endorsement of hundreds of FBOs nationwide. It is the industry standard in Line Service Specialist training.

For more information, visit www.NATA.aero/PLST. **A**



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National Air Transportation Foundation (NATF)

Scholarships Give the Gift of Aviation Education



The National Air Transportation Foundation (NATF) is proud to announce the winners of its Dan L. Meisinger Sr. Memorial Learn to Fly Scholarship, Pioneers of Flight Scholarship, and NATA Business Scholarship.



The 2010 Dan L. Meisinger Sr. Memorial Learn to Fly Scholarship was awarded to Andrew Kubal, a junior at the University of North Dakota, who is currently pursuing a bachelor's degree in commercial aviation and plans to begin flight instructing within the next year to get more hours under his wings. Andrew's future dream is to own a fishing guide service flying customers to Canada and Alaska. The Dan L. Meisinger Sr. Memorial Learn to Fly Scholarship was established in honor and memory of Dan L. Meisinger, Sr., founder of Executive Beechcraft, whose career in aviation spanned 63 years and who was twice named Beech Aircraft's Man of the Year. The Learn to Fly Scholarship is given annually to deserving college students enrolled in aviation programs, to be used to pursue their academic goals.



The 2010 NATA Business Scholarship was awarded to Joseph Bommarito, flight instructor at Lynn University in Boca Raton, Florida, who plans to continue his education at Lynn University and obtain his multi-engine instructor certificate, an airline transport pilot certificate, plus a Master of Business Administration with a specialization in Aviation Management. Joseph is also gaining experience flying a Gulfstream GIV and uses it to teach his students in the classroom. Joseph's career aspiration is to become a corporate pilot within the next 10 years. The annual NATA Business Scholarship was established for the continuing education of employees of NATA member companies. The applicants' studies are directly related to furthering the skills applicable to working at an FBO, charter company, maintenance facility, or flight school.

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The 2010
Pioneers
of Flight
Scholarship
has been
awarded to

Scott Beyer, a sophomore at the Spokane Falls Community College, where he is currently working on his instrument rating. Scott will be transferring to the University of North Dakota in the fall of 2011 to complete his aviation degree. In addition to flying aircraft as a profession, Scott has his sights on many community service opportunities as well — Angel Flight, providing transportation to those with medical needs, or search and rescue services. The Pioneers of Flight Scholarship was established in 1989 to offer financial assistance and encouragement to young people in the pursuit of academic excellence to fulfill the NATF's ultimate goal of fostering and promoting careers in the aviation industry.

Congratulations to all award recipients! Applications for 2011 scholarships will be due near the end of the year, but it's never too early to submit worthy candidates. All NATF scholarship applications and requirements are available online at www.nata.aero/scholarships. **A**

NATA Seminars Offer Line Service Continuing Education Check Your Investment



Many members invest in line service staff by sending them to specifically designed NATA seminars. And what we mean by “specifically designed” is that we’ve asked and received excellent advice from our members on what training would be particularly helpful to line supervisors/managers.

For many attendees, this is their first opportunity for formalized leadership, coaching and management training. In the majority of cases, attendees became a supervisor/manager by hard work and on-the-job training. We’ve been asked to enhance these skills and teach great leadership, supervisor, coaching, management and safety training that will truly help line supervisors excel in the industry, not to mention make your company a top-quality operation.

Having just completed a week of spring training in Las Vegas, we applaud and thank you for sending a large number of line service personnel to attend NATA’s Line Service Supervisor Training (LSST), Safety 1st Trainer, and Environmental Compliance seminars. Each seminar has handpicked talented speakers who come to share their unique expertise and industry experience. Please take the time to question your employees about what they learned and what they plan to do differently with this newfound knowledge.

Ask what leadership tip they plan to incorporate from Dr. Todd Dewett’s session. Dr. Dewett offered some great stories and advice on leadership that will guide thinking and people skills. And Dr. Mario Martinez had some good input on coaching and management styles that should help your supervisor/manager understand how his/her style affects others at your operation. Walter Chartrand provided sage advice on customer service tips as well as cultivating a great, safety-minded team. What tips will your team use? And ask about Reed Fuller and Mike France’s technical reviews on fueling, quality control, refueler maintenance and fire safety. Did they pick up anything new or was this session a great reminder of how vital line service staff are in the industry? And, finally, were we successful about letting them know they are very important assets at your company and with your customers?

Given the evaluations and attendee remarks made, your investment was an excellent one. Thanks again for sending your line personnel; it’s a WIN-WIN for everyone. **A**



NATA Recognizes AMT Employers

The National Air Transportation Association is pleased to present the 2011 award winners in its Aviation Maintenance Technician (AMT) Employer Recognition Program. This program acknowledges employers who share the association's belief that high quality AMT training has a positive impact on aviation safety, employee morale and customer satisfaction, and demonstrate that belief by providing training to their employees. The AMT Employer Recognition Program requires participants to

provide and document a minimum level of training to employed AMTs.

Status levels within the program provide one, three or five star awards depending on the percentage of employed AMTs meeting this threshold. This 2011 award recognizes a company's efforts in calendar year 2010.

Congratulations to the following companies that received one, three, or five star recognition in the program for their dedication to training: **A**

ONE STAR AWARD WINNERS	THREE STAR AWARD WINNERS	
Banyan Air Service - Maintenance Ft. Lauderdale, FL	Central Flying Service, Little Rock, AR	Jet Aviation - TEB, Teterboro, NJ
Broadie's Aircraft, Fort Worth, TX	Edwards Jet Center, Billings, MT	Mach 5 Aviation, Auburn, CA
Crown Air Aviation, San Diego, CA	FIVE STAR AWARD WINNERS	Mayo Aviation, Inc., Englewood, CO
Duncan Aviation, Lincoln, NE	Air Resource Group, Springdale, AR	Million Air - Houston, Houston, TX
Intercontinental Jet Service Corp., Tulsa, OK	Banyan Air Service - Avionics Ft. Lauderdale, FL	Netjets Aviation, Columbus, OH
Kansas City Aviation Center, Olathe, KS	Bombardier Flexjet, Richardson, TX	Netjets Sales, Columbus, OH
Million Air - SLC, Salt Lake City, UT	Executive Jet Management, Cincinnati, OH	Northrop Grumman Corporation Rolling Meadows, IL
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Stevens Aviation, Inc. - BJC Broomfield, CO	Jet Aviation - BED, Bedford, MA	Standard Aero - LAX, Los Angeles, CA
		The Home Depot Atlanta, GA

NATA Unveils Revamped Web Site

NATA's site, www.nata.aero, is your aviation business source for news, editorials, events, products, services, training and much more. NATA unveiled a new sleek look to the Web site along with improved navigation and enhanced features.

The new www.nata.aero includes:

- A quick list of the latest NATA blogs on the homepage
- A robust News section
- Easy access to event registration, online training and webinars
- A prominent homepage advertising option
- A comprehensive products and services section

- Member-contributed content in the classifieds section under the

Membership Tab (RFPs, press releases and job listings)

We hope you find the site to be even more intuitive, helpful and agile. Visit www.nata.aero today and return often! There is always something new to be found. If you have suggestions or questions regarding NATA's new site, contact lpylant@nata.aero.



2011 Revision of Key Aviation Guidebook

NATA recently released the 2011 revision of its popular guidebook Refueling and Quality Control Procedures for Airport Service and Support Operations. The 2011 revision is a complete update that contains an in-depth review of topics relating to aviation fuel handling, with full-color photographs in a new, easy-to-read format. Included in the 2011 revision are chapters addressing:

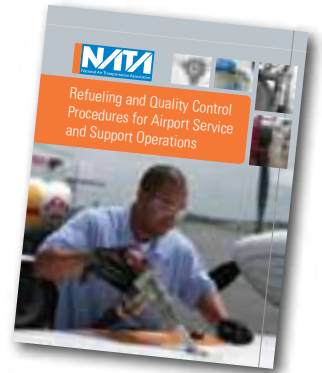
- Safety
- Aviation Fuels
- Fuel Handling Equipment
- Quality Control and Fuel Testing Procedures
- Equipment Inspections and Maintenance
- Operational Procedures

- Fuel Spills
- Training
- Resources

FAA advisory circular (AC) 150/5230-4A, Aircraft Fuel Storage, Handling and Dispensing on

Airports, references this publication as an authoritative source for: "information about fuel safety, types of aviation fuels, fueling vehicle safety, facility inspection procedures, fueling procedures, and methods for handling fuel spills."

This guidebook is offered to NATA member companies at a special rate. Secure your copy today at www.nata.aero/store. **A**



NATA Announces the Launch of RA Check version 2.0

NATA is pleased to announce the launch of the new and improved RA Check version 2.0. This on-line tool combines a highly comprehensive FAA-endorsed risk assessment tool with the automation necessary to make its use quick, easy, and accurate.

Since its inception last year, RA Check has fulfilled a vital role in safety management programs with the perfect combination of sound safety risk assessment methodology and convenient automation features. Safety and compliance tools such as RA Check are greatly improving the business balance between safety and productivity.

"So far, more than 100 companies have utilized RA Check to make over 300,000 automated safety checks, and today this tool becomes even more convenient and accommodating with its second major release," said NATA Director of Technology Initiatives David Vernon.

The new version of RA Check includes several enhanced features:

- RA Check can now also be used as a stand-alone tool without integrating with Computing Technologies for Aviation's Flight Operating System (FOS).
- It is now possible to customize criteria settings - operators can set parameters to their own specifications and even eliminate and add criteria as necessary.

The key benefits of RA Check include:

- Streamlines processes -
 - Automates the criteria of the Turbine Aircraft Operators Subgroup (TAOS) Flight Risk

Assessment Tool formula and returns an online response.

- Can still integrate with CTAs (FOS) limiting manual data entry.
- Automatic and user-generated email alerts for risk assessment reports and risk factor questionnaires that may be viewed and addressed on your Smart Phone.
- Raises situational awareness by focusing only on factors that pertain to each particular flight.
- Alerts crewmembers to proactive safety measures for a particular flight.
- Reduces training time, standardizes results and removes subjectivity.
- Sets realistic operational thresholds. **A**

User Review

Jet Aviation, based in Teterboro, New Jersey, is a user of the system. "Risk assessment is not new to our operation, but RA Check's automation makes it a good fit for us," said Jet Aviation Vice President of Flight Logistics Matt Feinstein. "The RA Check interface is easy, web-based, and integrated with our scheduling system; three factors that have led to quick acceptance by crewmembers and other employees who use the system."

The program is developed, hosted, and managed by NATA. A free 30-day trial registration and further information are available online at www.nata.aero/racheck.

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