

# AVIATION BUSINESS

OFFICIAL PUBLICATION OF THE NATIONAL AIR TRANSPORTATION ASSOCIATION

# JOURNAL

4<sup>th</sup> Quarter 2007



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## Chertoff: New GA Security Regulations Imminent

In a rare presentation, U.S. Department of Homeland Security Secretary Michael Chertoff recently discussed with participants at the 2007 NATA Aviation Business Roundtable the department's strategy for expanded general aviation security regulations. The specific requirements of the new regulations, under development for more than two years, are expected to be published shortly in the Federal Register. Chertoff's comments provide an unusual window into why additional security requirements are necessary and what they will mean to FBOs and aircraft operators worldwide.

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## FBO Management Software Vendors Face a More Demanding Market

*By Paul Seidenman & David J. Spanovich*

With the continuing boom in general aviation, the FBO industry is pushing the vendors of business management software to develop fully integrated products with applications to more internal processes and, by extension, the capability to deliver faster, more efficient customer service. At the same time, growing acceptance of web-hosting and the ever-expanding use of wireless devices are encouraging developers to think beyond in-house client servers and desktop PCs when designing their products.

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## NATA's Safety 1st PLST Goes Online

Line service specialists play a critical, front line role. Ab initio and recurrent training—so important to their success—is about to take a great leap forward as NATA has updated and upgraded the third generation of its Professional Line Service Training for online delivery, incorporating for the first time a state-of-the-art learning management system.

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# Is Carbon Too Hot to Handle?

By James K. Coyne

**A**viation businesses always have hot topics to worry about. We routinely deal with highly publicized issues like air safety, airport congestion, new taxes or user fees, noise impacts, and fears of another terrorist attack. Over the years, we've learned how these concerns shape public policy and what our customers want us to do in response. It's never easy to predict how the currents of public opinion will ebb and flow, but anyone in this business knows that new political ideas are as important to the future of aviation as new technologies.

In November each year, NATA's Aviation Business Roundtable brings together some of our industry's most experienced and successful leaders to discuss the "front burner" policy questions. This year, there was a new topic on the agenda that was scarcely a footnote at major aviation conventions earlier this year: Carbon. Whether we realize it or not, the prospects for aviation in the 21<sup>st</sup> century may be influenced more by the outcome of the international policy debate over carbon than any other political, economic, or demographic factor.

The "carbon" question reflects public concerns about global warming and specifically mankind's production of the so-called "greenhouse gases" blamed for the recent rise in atmospheric temperatures. Ever since man discovered how to use fire, carbon-based fuels have been burned—for power, cooking, electricity, industrial uses, transportation, and temperature control—and are, without doubt, an essential component of modern life. The byproduct of all this fossil fuel use has been an inexorable increase in the percentage of carbon dioxide in our atmosphere, which many scientists consider to be the primary cause (along with increases in other "greenhouse gases" like methane and nitrous oxide) of rising global temperatures.

Whether global warming is as significant or "real" as conventional wisdom asserts, whether these gases are the only or primary cause of global warming, and whether global warming might not be as disastrous as some fear (or even a benefit!) are questions that will surely be part of the ongoing debate, but for now **the overwhelming political reality is that atmospheric carbon is a pariah** and producers thereof can no longer expect a carbon-based



business-as-usual world from now on!

Carbon dioxide enters the atmosphere from myriad sources, and aviation in *all* its forms contributes only about 2 percent, and general aviation less than 10 percent of that. Still, aviation is an easy target and in the most simplistic sense is "connected" to the atmosphere, inasmuch as planes are the only man-made thing that most people ever see in the sky. Never mind that millions of autos and trucks, thousands and thousands of power generation stations, and countless homes and factories produce the vast majority of carbon emissions; because *they* never leave the ground, I suppose, they are more politically acceptable. In any case, the carbon police are at aviation's very doorstep.

In Europe, aviation will soon face a mandatory cap and trade program that will force airlines and some general aviation users to "buy" permits to emit carbon dioxide. Only a fixed amount of carbon-emission permits will be available, so that EU authorities, in theory, will be able to limit carbon emissions by controlling the number of permits. Those who can reduce emissions will trade permits to others who can't or won't but can afford instead to buy the permits at so-called "market prices."

More punitive policies are being proposed in Japan, Europe, and even by some current presidential candidates here in the U.S. that involve direct "carbon taxes" on most carbon dioxide emitters. In either scenario, it is likely that carbon dioxide emissions in some jurisdictions will cost anywhere from \$10 to \$50 per ton of CO<sub>2</sub> (a gallon of jet fuel produces 21.1 pounds of carbon dioxide, a gallon of avgas 18.35 pounds).

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# Forecast for 2008: Cloudy to Murky Skies

By Eric R. Byer

**A**s we wrap up 2007, much has been left undone to complete, hopefully, in 2008. And with the 2008 election looming, the cloudy picture that exists today is bound to become murkier. So, as I have done in previous year-end columns, I will take a look at the top six issues affecting aviation on which NATA members should expect to see some movement in the next twelve months. We will start at number six and work our way down.

## 6. Carbon Offset Movement: In the Words of Kermit the Frog, "It Ain't Easy Being Green"

Spurred on by the likes of Prince Charles with his desire to offset the emissions produced by his jet when he goes skiing in the French Alps and Al Gore with his global warming initiative for which he was awarded a Nobel Prize, we now have to take this latest craze quite seriously. In fact, NetJets has actually created a program in Europe in response to a growing demand by their customers to offset their carbon emissions when utilizing NetJets aircraft. Reviewing the carbon offset movement, I find comical how some of these programs actually work. In some cases, half the dollars spent in offsetting your carbon emissions do not even go into programs designed to make the world a more environmentally friendly place, such as building windmill farms, replanting forests, or replacing garbage dumps. There is a term in north Jersey that we use for these types of endeavors: racket.

**Forecast:** Carbon offsets are here to stay, especially if Hillary Clinton takes over the Oval Office.

## 5. Badging: Will Continued Delays in Processing Badges for Workers Ever Get Better?

The badging issue for NATA's FBOs and airline services companies continues to be a legitimate nightmare. Currently, it is not uncommon to see a provider hiring a new employee and then having to wait nearly two months, in some cases longer, before that employee receives a badge and can be

granted access to the secure area of the airport. Did I mention that the company has to pay salary and benefits for the employee while waiting for this badge? Yes, it is an absolute travesty and the Transportation Security Administration (TSA) is abundantly aware of it. A new mandate requiring that Security Threat



Assessments be part of the Criminal History Record Check has only served to slow this process down by an additional week or so. The process is outrageously slow and must be quickened, as commerce is being severely hampered. TSA officials maintain they are really trying to make the process more efficient. We shall see, but with breaches like the recent one at Chicago's O'Hare International Airport where illegal aliens obtained expired ID badges to gain access to the SIDA, I would not hold my breath that the process will become more efficient.

**Forecast:** Until badging standardization occurs, do not hold your breath!

## 4. Operational Control: Will the Part 135 Industry Survive The AMI Debacle?

This issue has by now been argued in so many ways that it has become mind numbing. But the fact is that operational control is here to stay. What is the key to compliance? Make sure you read NATA's correspondence constantly on the issue and that you have a solid working relationship with your POI. Will another debacle like TAG/AMI happen again? Probably not. But will the FAA be watching as they conduct their base and special emphasis inspections now through early next year? Absolutely. Sound operators really have nothing to fear. Those who think their certificate will never be suspended, think again.

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**Forecast:** There is light at the end of the tunnel on this one.

### 3. GA Security: How Will the New Large Aircraft Security Programs Affect GA?

At NATA's 2007 Aviation Business Roundtable in early November, Department of Homeland Security Secretary Michael Chertoff announced, for all intents and purposes, that the department would release a new security program for general aviation operations, titled the Large Aircraft Security Program (LASP), by year's end. The LASP will combine existing general aviation security programs like the Twelve-Five Standard Security Program (TFSSP) and the Private Charter Standard Security Program along with a couple other smaller programs into one. The LASP will likely require all general aviation operations, including Part 135 and 91, utilizing aircraft weighing more than 12,500 pounds to participate in a program similar to the TFSSP. Currently, only Part 135 operations utilizing aircraft weighing more than 12,500 pounds participate in the TFSSP. The makeup of this program is still largely unknown, but existing TFSSP operators will not likely see a great deal of change. For the Part 91 folks, it is a different story.

**Forecast:** Expect a proposed rule out by year's end with a 60- to 90-day comment period and the rule-making process ultimately taking 18 to 24 months.

### 2. FAA Reauthorization: Will Congress Pass a New Reauthorization Bill?

We are now at the very end of November, and FAA reauthorization has come to a grinding halt. Committee staff who work on resolving the differences between the U.S. House of Representatives and U.S. Senate versions of the bill are not even discussing the bills, so it appears that Congress may just sit on their hands. What does this mean? Well, a couple of predictable outcomes loom large. The simple thing to do is simply pass a long-term extension of the existing programmatic and tax structures that run the FAA based on the FY 2007 funding levels. This seems like the likeliest of avenues for Congress to pursue, as it is politically benign and allows the debate to continue after next November's elections. The length of the extension could be between one and two years.

However, with President Bush recently encouraging Congress to act during an Oval Office press conference on airline congestion, it is possible Congress will act in some way. There is the potential

for Congress to separate the programmatic and tax pieces of the FAA reauthorization process. Because the tax piece in the House and Senate are quite similar, Congress could approve this part of the bill before Congress adjourns for Christmas and wait until next year to handle the programmatic piece. This would be a huge victory for NATA members as the tax increase for Jet A as proposed in both the House and Senate versions would eliminate the fuel fraud tax contained within the 2005 Highway Bill. My heart says Congress will attempt to do this but that it is more likely this do-nothing Congress will simply punt both the overall process for at least a year, if not longer.

Notice how I did not mention Congress actually reconciling both bills and getting a clean version to the President that he would sign by year's end? That is because the air traffic controllers will not allow that to happen, insisting that the contract signed with the FAA a couple of years ago be re-opened. Democrats, who control Congress, will not allow any bill to head to the President unless the current agreement has been reopened. And if it is, the President will veto the bill, period.

**Forecast:** Dark and gloomy with no light at the end of the tunnel.

### 1. Who Will Be Our Next President?

Ah yes, the \$1 million question, in the infamous words of Austin Powers. It looks like it will certainly be an N.Y. affair between Rudy and Hillary. With the primaries being moved up into early January, we will certainly know the candidates by February. This works in the favor of the underdog in the polls, Rudy. The more time the frontrunner has to fall on his or her face, the more likely the underdog can close the gap and snag the lead. Remember, in 2004 DNC Chairman Howard Dean was considered a lock by many. But then John Kerry ran the table against him. In fact, if the primaries were held in early January through February, Dean may not have lost. Who knows? If Hillary and Rudy survive the primaries and become the general election candidates, it is a toss-up. If Bush finds Osama Bin Laden or security issues are heightened, favor Rudy. If Hillary is able to focus on her core domestic issues, including health care and education, favor Hillary.

**Forecast:** My wife won't let me bet, so no comment.

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# Are You Drifting Toward Failure?

By Russ Lawton

**A**m I drifting toward failure? Wow, there's a thought-provoking question. None of us wants to answer affirmatively to that one. Or is it really that far-fetched to think that an accident could lie just beneath the surface, waiting for the right opportunity to occur? "No, that's not possible. We're safe. We've never had an accident," you might be thinking.

Regardless of whether you operate, service, or maintain aircraft, there are risks that must be managed. There is constant tension in the struggle

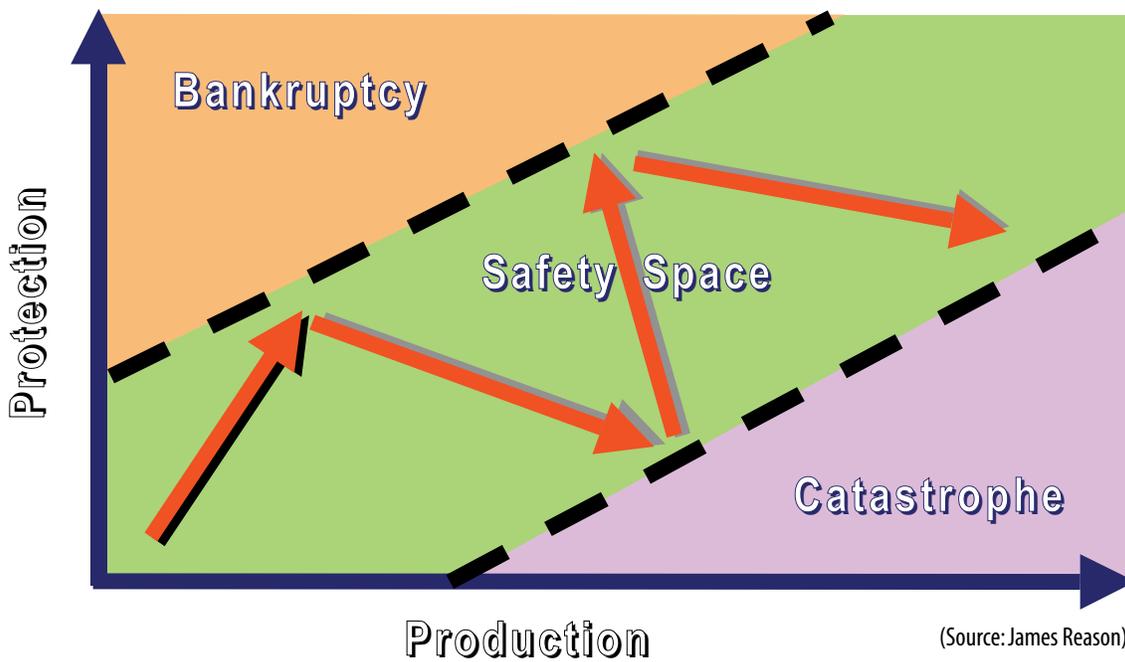
challenge is how to remain within the safety space and avoid catastrophe.

Even safe systems can drift into failure. How does this happen? It starts when we view our past successes as a guarantee of future safety. "We've always done it this way and have never had a problem." When this type of thinking develops, two things can happen: Complacency sets in or, even worse, we decide to narrow the safety margins because we've gotten away with it before.

When people get complacent, those carefully

thought-out procedures you worked so hard to develop usually go out the window. "I don't need to confirm that fuel order; I got it the first time" or "I don't need to consult the checklist; I've got it memorized."

The pressure of finite resources and competition can also fuel the drift away from the safety margins (e.g., the need for faster turn-around times, better efficiency, etc.) In this situation, some companies



(Source: James Reason)

between staying in business and staying in business safely. You can be so focused on making the bottom line look good that safety suffers. On the other hand, you can be so safe that business never gets done. (If you want to be risk-free, operate in a "1 G, zero airspeed" environment.)

Somewhere between bankruptcy and catastrophe lies the safety space, that balance you must constantly manage. Successful companies know how to navigate the "drift" between the two extremes: staying in business (production) and staying in business safely (protection). (See illustration above.) The

do not view rule breaking as a shortcoming, but rather an indication that people are motivated to get the job done.

What are some things you can do that will help you stay inside the safety space? The following can certainly help:

- **Discourage cutting corners.** If the procedures you developed were intended to be followed at all times (not selectively), it's important to emphasize and reinforce their importance, especially when under pressure.

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## Safety Watch

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- **Don't give mixed messages.** The last thing you want is to come across with, "I don't care, just get it done...but remember safety first." Instead, the question should be, "Can we conduct this operation and maintain our high level of safety?"
- **Empower employees.** Don't just say, "Everyone in this company is accountable for safety." Provide employees with the authority to stop an operation at any point if they believe safety is compromised or against established company rules/procedures.
- **Ask questions.** Find out what the people who know the job best think. "Are these procedures workable or are we pushing the envelope?"
- **Listen to everyone.** A good safety program encourages the uninhibited reporting of hazards and/or near misses that could have resulted in damage, injury or loss of business. People will report when they know the information will be seriously reviewed and followed up.

- **Develop a systematic approach to managing risk.** A good safety management system should require the routine, periodic review all risk control measures to ensure their effectiveness and look for any new or emerging hazards.

## Give Safety an Active Voice

Safety should never be compartmentalized within an organization. It must have an active voice and be a dynamic part of the business plan. Otherwise, you run the risk of drifting toward failure, and you'll never even know until it's too late.

Navigating the safety space can be tricky. Total protection to guarantee safety can result in bankruptcy; whereas, focusing on sales production only can lead to disaster. A systematic approach to managing risk helps ensure that you operate with an adequate margin of safety.



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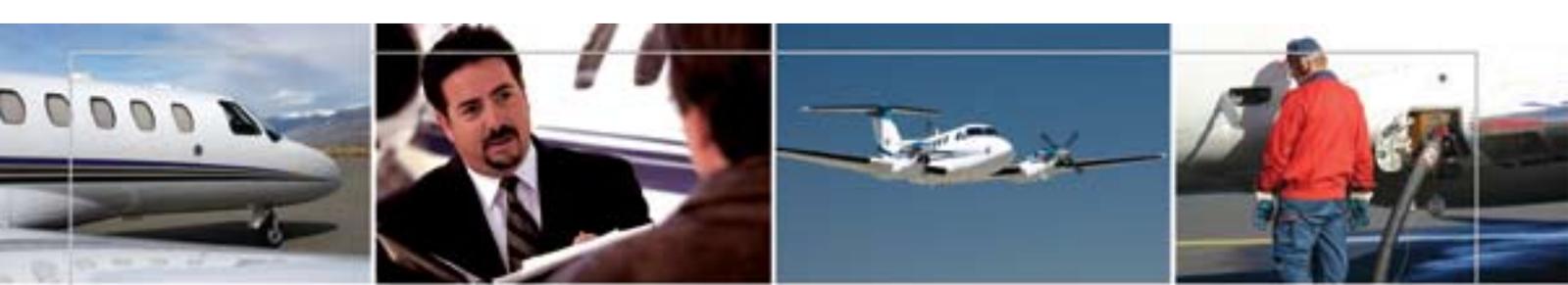
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# A Vision Update

By Lindsey McFarren

Last quarter, the *Aviation Business Journal* introduced to you the new Air Charter Safety Foundation (ACSF) and shared with you the foundation's first several goals. Following is a progress report. Some of the tasks identified by the ACSF's Board of Governors and outlined below can be achieved in just a few months and, I'm pleased to report, are near completion. Others will take years of work to flesh out thoroughly, and some—indeed the most crucial—will require nothing short of a full cultural shift in the charter and shared ownership industry.

One of the ACSF's biggest tasks, and likely the most important to our industry, is a single industry audit standard. The standard itself has been drafted, and a group of very experienced auditors, safety professionals, and flight department managers is working diligently to draft auditor guidance and training material so we can begin training auditors in early 2008. I hope this audit will help eliminate the litany of auditing requirements most operators face today and will also raise the bar for the entire industry.

## Avoid the SMS "Gotcha"

The audit will encourage the implementation of a full safety management system (SMS), a new step toward safer operations for many air charter operators and shared ownership providers. Although the Federal Aviation Administration (FAA) is unlikely to require a full SMS for air charter operators and shared ownership providers until after the International Civil Aviation Organization (ICAO) deadline of 2009, U.S. operators will have to implement an SMS to operate in countries that do enforce the ICAO requirement. (Can you say "Canada"?) A complete, mature SMS demands at least several months for even the smallest operators and any number of years for a larger operator to achieve. Any operator who begins to develop an SMS in November 2008 should be looking for supplemental lift to meet its international flight obligations. Most operators are not aware of this SMS "gotcha," and I am optimistic that the ACSF audit will help prepare operators for the 2009 ICAO deadline.

A second significant task is to improve the

quantity and quality of data available on the air charter and shared aircraft ownership industry. This requires two separate initiatives: simple activity reporting (how many hours did we fly, in what type of aircraft, and under what operating rules) and safety event reporting (how many accidents or incidents have been narrowly avoided).

The activity reporting seems like an easy nut to crack, but I don't have delusions of air charter operators clapping their hands with glee over the opportunity to fill out another form. But at the beginning of 2008, the ACSF will ask air charter operators to complete a very simple (about 10 questions) survey regarding their activity in 2007. However, by 2009, the ACSF will identify and implement an electronic means of collecting this data, with the cooperation of the operators of course, using existing software already common to the industry. I sincerely hope that operators will be open partners in this endeavor.

The second aspect of data collection is safety event reporting. The ACSF has acquired a sophisticated safety event reporting software package, already in use by some airlines and charter operators, to allow crewmembers, maintenance professionals, and others to submit safety events anonymously online. The software will require some modifications to be fully web-enabled and tailored to the charter and shared ownership industry, but it will be available in 2008.

## New Online Resource

The ACSF has a new, dedicated website at [www.acsf.aero](http://www.acsf.aero). In addition to safety and security news updates, online event registration, and several helpful resources, ACSF members will have access to unique online discussion web boards. These bulletin boards will be used to share best practices, ask safety- and security-related questions of peers in the industry and ACSF staff, and discuss ongoing ACSF projects.

One of the resources soon available on the website is a comprehensive *Emergency Response Manual*, which will be available to all ACSF members by the end of 2007. Because many emergency procedures are specific to an operator, airport, or aircraft,

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## ACSF News

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this manual is not an out-of-the-box solution for every circumstance. It is meant to be a working template and requires some altering by the operator, so it will be downloadable and editable free of charge to all ACSF members.

### Air Charter Safety Symposium

Another exciting ACSF initiative is the 2008 Air Charter Safety Symposium, February 19-20 at the National Transportation Safety Board Training Center in Ashburn, Va. The symposium, "Developing a Healthy Safety Culture," will not just discuss the theory behind a good safety culture but will also provide attendees with tools they can take home and implement the very next day in their own operations. Safety professionals, crewmembers, directors of operations, and all levels of leadership are encouraged to attend the symposium. After all, one of the first tenets of a healthy safety culture is that it starts at the top!

Robert Sumwalt, vice chairman of the National Transportation Safety Board, and James Oberg, aerospace safety culture expert and news corre-

spondent, are featured speakers. Experts from the FAA's accident investigation branch will provide a detailed review of recent charter accidents, focusing on a few that clearly illustrate the results of a "sick" safety culture. Airline, business aviation, and charter industry professionals round out the day and a half-long program.

The event will be the first of its kind. Never has one program focused exclusively on air charter and shared ownership safety and featured an agenda with such illustrious safety experts. It promises to be a productive, educational, and even entertaining event. Online registration is available at [www.acsf.aero](http://www.acsf.aero), and I look forward to seeing you and your colleagues in Ashburn.

### Committed to Success

The ACSF has a lot of work ahead of us. The ACSF Board of Governors has laid out a series of very ambitious tasks, but we're already making progress and are committed to success—that is, a safer and more secure air charter industry. The board will meet in February following the 2008 Air Charter

Safety Symposium to discuss high-level safety and security concerns, and these discussions will no doubt lead to the next projects for the ACSF.

Our vision—to enhance the safety and security of air charter and shared aircraft ownership providers in the United States and worldwide—can't be achieved by a few staff members in Washington, D.C., and a handful of aviation professionals on the ACSF Board of Governors. We need your support and participation. I ask you to join us—become a member, participate in web board discussions, and volunteer for project-specific working groups. Your experience and knowledge is vital to our success. Join us in achieving our vision. 

*Linsey McFarren is director of the Air Charter Safety Foundation. She can be reached at (888) SAFE-135 or [lmcfarren@acsf.aero](mailto:lmcfarren@acsf.aero).*



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**S**ixty aviation business leaders from around the nation met in Washington, D.C. late last fall for NATA's annual Aviation Business Roundtable. The event traditionally brings senior government officials together with the aviation community to exchange views and divine trends regarding issues affecting aviation service businesses. This year's highlights included presentations by Homeland Security Secretary Michael Chertoff (left; see page 25 for his remarks) and Transportation Secretary Mary Peters (below left), as well as a rare and extended personal discussion with Lynne Cheney (below with NATA Chairman Reed Pigman and President James K. Coyne) about her life with Vice President Cheney.

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Republican presidential candidate Rudy Guliani (above left) stopped by between campaign appearances to address roundtable attendees. NTSB Board Vice Chairman Robert Sumwalt and Member Deborah Hersman (above right) both made presentations concerning safe aircraft operations and the NTSB's goals to further improve them. By far the most spirited discussion concerned the FAA's actions with regard to the TAG/AMI certificate revocation, defended by the FAA's Associate Administrator for Safety Nicholas Sabatini (bottom right) and Director of Flight Standards Jim Ballough (below right). Bob Connaughton (bottom center), Chairman of the White House's Council on Environmental Quality, explained the Bush administration's view of global warming to roundtable attendees assembled in the ornate Indian Treaty Room of the Eisenhower Executive Office Building (below left).

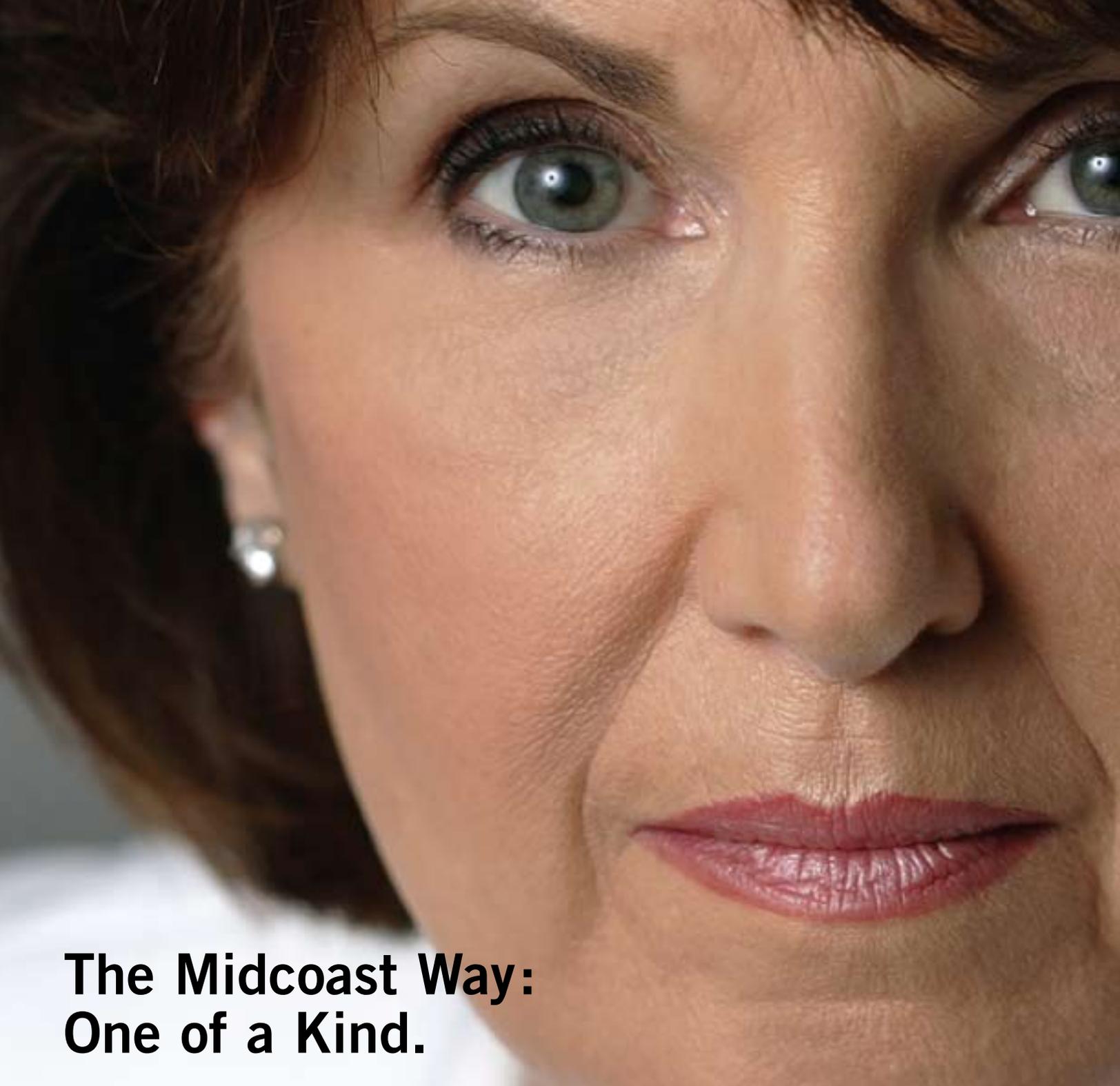




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# Chertoff: New General Aviation Security Regulations Imminent

In a rare presentation, U.S. Department of Homeland Security Secretary Michael Chertoff recently discussed with participants at the 2007 NATA Aviation Business Roundtable the department's strategy for expanded general aviation security regulations. The specific requirements of the new regulations, under development for more than two years, are expected to be published shortly in the *Federal Register*. Chertoff's comments provide an unusual window into why additional security requirements are necessary and what they will mean to FBOs and aircraft operators worldwide. Following are his comments to the NATA roundtable.

I'd like to talk a little bit of the challenges we face in trying to deal with the legitimate security concerns that we all have about aviation and to do it in a way that is consistent with the efficiency and the freedom of movement that this sector of transportation affords to people all around the world.

I'm aware that [NATA] has had a terrific cooperative relationship with our department and you've also been involved in keeping our nation's aviation industry safe and efficient for the last 75 years, so I commend you for that. We recognize actually that what was once a method of transportation that

was limited to only a very, very few people is increasingly becoming more affordable and more widespread. We want to continue the growth of aviation. We want to do it in a way that assures we can travel using aircraft in a way that is going to get us to our destination not only safely, but with security...to make sure that these planes don't become in themselves weapons, which of course was so dramatically and tragically illustrated on September 11, 2001.

So I want to thank you for working with us, and I appreciate the opportunity to talk a little bit about what we see as threats to aviation and the current environ-

ment and what our strategy is for dealing with those threats in which I think you will play a critical part as our partners.

A few months ago we did observe the sixth anniversary of September 11, and the good news is that over the last six years we have not had a successful attack against the U.S. on American soil, but that is not to say that there have not been successful terrorist attacks elsewhere in the world, nor is it to say that the aviation sector has ceased to be a target for terrorism. In fact, just over a year ago we faced what I believe to be the most significant terrorist effort

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## Chertoff Speech

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or plot since September 11 that was directed against the U.S. and that was of course the August 2006 aviation plot which targeted commercial aircraft flying from Great Britain to the United States. Happily, that plot was thwarted but it should underscore the persistent interest on the part of terrorists in aviation as an attractive target for terrorist activity, both because of the ability to kill a lot of people and also because striking at the aviation system strikes at global movement of people and that is really a good deal of what these terrorists are about.

It is a desire to resist the free trade and free travel that is so much a fabric of the 21<sup>st</sup> century around the globe. And, of course, what they were hoping to do was strike not only at the U.S. by striking at the aviation industry, but at our connection with our allies in Europe and others around the globe.

With that in mind I'd like to talk a little about what we are currently doing to protect our aviation system in light of these continuing and persistent threats. And in particular I'd like to talk about a strategy for general aviation.

I think it's not a surprise to the public that we've done a lot to shore up vulnerabilities since 9/11 in the field of commercial aviation. People see it in visible inspection of their checked baggage and their carry-on baggage. Less visible to them is the deployment of air marshals, the hardening of the cockpit doors to prevent hijacking, armed flight deck officers on many commercial flights, and we're training our TSA personnel in behavioral detection. Behavioral detection is a critical element in the defense against people getting on planes with weapons or explosives, looking at kinds of behaviors that suggest somebody is attempting or intending to carry

out a threat against a commercial airline.

So we have a whole series of layered defenses in the domain of commercial aviation, and we continue to build on and amplify those defenses because we recognize we have to continue to stay ahead of the enemy. But a great deal of what we try to do of course at DHS is not only look at the known threat that we have previously experienced, but also to look at the unknown or unexperienced threat so that we don't simply lock the front door and leave the back door wide open. And that's why we always try to look at systems comprehensively, to see whether

there are vulnerabilities that have not yet been addressed, and that's why I wanted to talk to you a little about general aviation, which because of its increasing importance requires us to spend a little bit more time than we maybe have previously in terms of elevating and intensifying our ability to defend and reduce vulnerabilities in the general aviation sector.

What are we worried about in general aviation? Well, three broad types of threats. First, we're worried about terrorists or criminals using private aircraft to enter the U.S., to avoid or evade our controls at the ordinary ports of entry

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**“But, and I want to make this clear, I can’t turn my back on a very real threat that is out there.”**





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## Chertoff Speech

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where most commercial travelers enter. Second, we're concerned about private aircraft being used to smuggle dangerous weapons or goods into the country, weapons of mass destruction or other kinds of dangerous materials. And third, we're worried about general aviation jet itself becoming a weapon of mass destruction or a weapon in much the same way we saw on 9/11 with commercial airliners.

So to counter those threats we need to make sure we have an appropriate level of vetting of passengers and crew members that takes place before flights arrive in the United States and we have made sure that the property aboard these aircraft is properly screened as far forward before the aircraft arrives in the United States as possible. Here I'm talking about the continental United States. And our challenge is to find a way to do these kinds of defensive measures without sacrificing the fluidity and freedom of movement that characterizes general aviation. We are mindful of the fact that we don't want to destroy the system of general aviation in order to save it. That would be playing to the hands of the terrorists. So we have to use the kind of risk-managed approach we're using in other areas, including small boats, commercial aviation, and large cargo vessels, to make sure that we have the appropriate level of security without being overbearing or oppressive.

Let me say what we've already done to strengthen the security of general aviation.

As you know, customs and boarder protection commonly requires all international aircraft to notify its officers prior to landing at airports where CBP clearance procedures are in effect. So we get a heads-up about the aircraft before it comes into one of the designated private airfields where

we can conduct our screening. CBP's air and marine operations center...actually detects how all aircraft come into the United States and provides a law enforcement response to aircraft that do not comply with existing aviation laws. So we do screen to make sure someone is not sneaking in, in violation of a flight plan or without filing a flight plan.

TSA has also mandated that charter operators of aircraft over 12,500 pounds develop and implement a security program. This includes conducting watch list checks, flight crew background checks, and suspicious activity reporting. Again, you understand this is designed to make sure that charter commercial aircraft do not become the analog of what regular scheduled aircraft were on September 11.

TSA also requires certain aircraft operators to obtain a security waiver in order to enter U.S. airspace. And under this process we review information about the pilot, passengers, aircraft, and flight plan. Additionally, we recognize that general aviation as an industry on its own has developed and adopted security and best practices in daily operations in their various facilities. And of course that makes sense because, as we all know, your assets and your employees are very much at risk if in fact terrorists should exploit general aviation to carry out a terrorist attack.

But now we need to move to the next level as we continue to raise the bar against those who want to commit acts of terror. On September 11 of this year, we marked the anniversary of September 11, 2001, by announcing a proposed rule for our electronic advanced passenger information systems or EAPIS—an effort to improve our ability to check international passengers aboard general aviation

flights. This will require private aircraft operators to electronically submit data about passengers, crew, and flight information to CBP at least 60 minutes prior to their departure to or from the continental U.S.

Right now we get only very general basic information from general aviation aircraft, such as who is or who isn't a U.S. citizen... but that's not enough for security. Under the proposed rule, aircraft operators will need to provide comprehensive manifest data and notice of reliable information electronically to CBP. By getting this information an hour before departure, our inspectors will have adequate time to fully prescreen travelers and crews and take necessary actions to resolve threats before the plane takes off.

Second, TSA, in cooperation with the FAA, is putting into a place a system that will help our air space by validating the identity threat and movement aircraft operating worldwide. This automatic detection and processing terminal, or DAPT system, will serve as a critical advanced warning system for air controllers and security personnel allowing them to obtain more information about pilots and aircraft. The system is currently operational, and significant improvements in its capabilities will be completed by the end of November.

Third, TSA and the FAA will soon issue a modification to the current international notice to airmen to enhance current international waiver procedures and requirements and align them with other risk-based initiatives such as the CBP EAPIS requirement I've just described.

Beyond these measures, TSA is working with the industry directly to develop voluntary programs to enhance security for the general aviation community. For example,

we're engaged in discussions regarding the voluntary adoption of security action items for aircraft operators and fixed base operators. And I know many of you here have been involved in these discussions, and we very much appreciate your participation.

The voluntary adoption of security practices—including positively verifying the identification of your passengers on board aircraft and maintaining facility security in and around general aviation aircraft—can effectively reduce risk within the general aviation operating environment without unduly interfering with your ongoing operations.

That is where we are now and what our short-term measures are. But we're also looking to a Phase 2 that will further enhance the robustness of our security measures for general aviation. The idea is to build on the efforts we are already undertaking in a number of areas, particularly with respect to standardizing security for the general aviation community. Let me review some of the things we're talking about.

First, TSA is working to establish a security program for large general aviation aircraft operators including corporate and private operators to make them consistent with existing security programs of other aircraft of similar size. We want to continually engage the general aviation industry in various elements of the program so that our new requirements will provide enhanced and consistent security while supporting the continued growth and operation of the GA community.

We will also begin implementation of a program to move screening and vetting of passengers and aircraft at their last point of departure overseas [to the U.S.]. Of course, we're taking a similar approach with respect to cargo

screening through programs as maritime corridors as well as aviation corridors through programs like the container security initiative and secure freight where we've deployed our personnel and equipment overseas to work with foreign partners at foreign seaports. But by conducting more of the security screening and vetting on the front end of the trip

for aviation instead of at the back end upon arrival, we can satisfy goals in the aviation sector that we're currently satisfying in the maritime sector—namely, we get better security and extend our perimeter of protection and we lessen the inconvenience that will occur on the chance that a flight has to be turned around and

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**“The nightmare scenario that we talk about is the possibility of a weapon of mass destruction. In particular, a nuclear bomb or a radiological bomb being detonated in a city.”**



## Chertoff Speech

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refused entry to the U.S. when we discover a security concern while the aircraft is en route. The net result is better protection for us and less inconvenience for the traveler.

To further this effort, TSA is developing, in close cooperation with this industry, a program in which overseas fixed base operators will voluntarily provide additionally for inbound flights to the U.S. This program will allow FBOs to check manifests for passengers against EAPIS filings to better identify the flight crew and passengers aboard the aircraft. TSA is partnering with Signature Flight Support to establish a pilot program that will look at a couple of locations to serve as last points of departure into the U.S. The two locations we are looking at to begin the program are Anchorage, Alaska, and Shannon, Ireland. And we greatly appreciate Signature's cooperation in this effort. I know NATA has been supportive of this program. This is the kind of pub-

lic/private partnership to improve security and is very important to the country and our economy. We believe that broader application of these types of programs will enable us to provide the security the public expects and has a right to be entitled to while continuing to give GA operators the flexibility to pursue their growth.

Finally, again with respect to the issue of pushing our screening envelope further outside and prior to the arrival into the U.S., we are going to explore ways to enhance radiological and nuclear screening of GA aircraft, again before their actual departure for the U.S. We are working to develop enhanced technologies that will allow for noninvasive screening in the GA operating environment so we can deploy these overseas at locations from which people are departing on an intercontinental flight to arrive in the continental U.S. Again, we need to operate in collaboration with our foreign partners and we need to work with the private

sector in pursuing these initiatives. We haven't fully designed the details of the program, but we look forward to continuing to work with you as we flesh it out.

Let me step back before I conclude and just try to put this concept of pushing more of the screening overseas in a very practical context. The nightmare scenario that we talk about is the possibility of a weapon of mass destruction. In particular, a nuclear bomb or a radiological bomb being detonated in a city. Much of what we've seen in the maritime domain, preventing people from smuggling a WMD into a container, of course, is designed to avoid the possibility that someone would bring a container with a nuclear bomb into the city and detonate it. That's what we also do with respect to commercial aviation.

We want to make sure that someone doesn't turn an airliner into a bomb by hijacking it and plunging it into a city. It's obvious

**"The last thing we want to do is to have someone [overseas] get on a general aviation jet, put a nuclear bomb into it, and decide that instead of landing at the point of entry, they're going to downtown New York or downtown Washington and detonate a bomb."**



when you think about that, that general aviation is another place we have to look. The last thing we want to do is to have someone [overseas to] get on a general aviation jet, put a nuclear bomb into it, and decide that instead of landing at the point of entry, they're going to downtown New York or downtown Washington and detonate a bomb. And that's why this concept of pushing screening of people and dangerous items overseas in partnership with the industry and partnership with our foreign allies is a very, very important measure in raising the level of our security. I know that's what you understand, I know that's why you've been working very closely with us on it, and I think it's important for the public to see that we don't only focus on the threats that we dealt with last year or six years ago, but that we are busy working with you to look around the corners at threats that might come next year or in six years to come.

I recognize we're never going to be able to guarantee against people using modern transportation to bring dangerous terrorists or dangerous items into the country, but I also recognize that we need to generally and in a balanced and cost-effective way continue to raise the bar to people who are a threat to our country and to our families and to our communities, and that's why I'm delighted that we've been able to work together and will continue to work together to bring a risk-managed approach to the area of GA in the way we've done with commercial aviation and the maritime domain. So using this strong partnership, using intelligent discipline and tough-minded analysis of the vulnerabilities and the appropriate measures to cut back those vulnerabilities, I'm confident we can stay ahead of the enemy in making sure that

what is a great boom to international commerce is never, God forbid, a great weapon to be used against our citizens and a great destructive device to be used against our country.

## Q&A

**Question re the 12-5 program:** What is your view on how that has worked in the charter community? Do you feel that it can be transitioned to other aircraft without any difficulty?

**Chertoff:** I think it's worked, as far as I can tell, exceptionally well. Of course the most important metric is that we have not had anybody use a charter aircraft to carry out an attack, which is day to day the ultimate measure of success. My understanding though is that the charter community has acclimated to it quite efficiently, and at least if you believe that as we move this into the domain of non-charter general aviation, there is no reason it shouldn't work as well. I know there is a lot of back and forth and close communication as we monitor the implementation and expansion of these programs—that's why I'm optimistic that with the cooperation of this group and the people you represent, we can continue to move the security levels to a higher state without unintentionally comprising your ability to do what you need to do, which is to move people around.

**Question re airport badging:** Can we bring standardization to the national security badging world using systems like TWIC and Trusted Traveler?

**Chertoff:** Well, we are of course moving forward with TWIC. We're

beginning to distribute it at a couple of airports and we tend to continue to roll it out. I should point out that my understanding is that some of this issue relates to the airport owners themselves, of course, because the ultimate deployment of new reader technologies is something that they are going to play a major roll in.

Let me tell you the vision of where we want to go. We had a delay in rolling TWIC out because there was a contractor issue and we corrected that and changed the contractor. We also want to make

**“TSA is working to establish a security program for large general aviation aircraft operators, including corporate and private operators, to make them consistent with existing security programs of other aircraft of similar size.”**

sure that the deployment works in the real world, but at the end of the day I think we do want to have a single card, interoperable that is supported by a background check. With the cooperation of the airports, it will allow them to put into place security checkpoints needing fewer kinds of badges and allowing easier interchangeability of badges.

I should also say that another issue that we are frankly always in debate about is to what extent there ought to be an individual hand screening or searching people who come [onto secure areas]. Some argue that everybody should go through the same regimen that you do when you're a passenger. We continue to believe that badging properly done is the best solution.

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# “Lookout”

NATA's most important work involves protecting our members from regulatory and legislative mischief.

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**Question:** Can security-vetted aircraft have access to airspace equal to that of Part 121 operators?

**Chertoff:** Well, it's certainly an issue we can look at. Obviously when you get a special security event, for example, or an Inauguration, and of course Reagan National Airport has particularly sensitive circumstances for obvious reasons. There is some concern about even raising the level of security further. I'm not going to jump TSA on this issue, but I'm sure they are going to continue to monitor security measures to see whether they can establish a confidence level that would allow for greater flexibility. At Reagan National early in my tenure I think we relaxed the rules somewhat with respect to GA coming into Reagan National and not without some controversy, I might add. There were people on the other side who are still nervous about this concept, but I think it is something we ought to keep working on together.

**Question:** Can that include any TFR in the country?

**Chertoff:** Well, generally I'd always take the view of the Secret Service on this. I hear what you're saying, and we're going to have to continue to talk about it. I'm sure TSA will continue to evaluate the balance here. I'm not going to be able to tell you here that we concede to this. But we look forward to continuing to work with you on this issue.

**Question:** Are you talking about making people fly through specific airports internationally as security portals in order to enter the U.S.?

**Chertoff:** I don't think we fully determined what the right answer is, but I think that ultimately, the concept is that people have to be screened at some point coming

into the U.S. on an intercontinental flight, not from Canada or Mexico.

If you're flying across the Atlantic or Pacific [into the U.S.], you're going to be required to go to a specific airport in order to be screened there. The thought would be to move as much of that as we could overseas, with the cooperation of our partners, and it might be under some model you would stop at an intermediate place, get your screening done there, including your customs screening, and then fly directly to wherever you wanted to go in the U.S. So the net net is that the gateway stop takes place overseas as opposed to here in the U.S.

I think at the end of the day the fundamental problem is this: I'm going to be uncharacteristically—but maybe characteristically is more adequate—characteristically blunt about it. What are we most worried about? We spend a huge amount of money and time worrying about people putting a nuclear bomb in a container and bringing it to the U.S. on a ship, or putting a bomb aboard an airplane, or getting hold of an airplane by hijacking and turning it into a weapon.

I had a senior official of a private air company approach me earlier this year and say to me that he worries he doesn't know who gets on his planes. He doesn't know what their background is. So to some extent we run the risk that someone getting on a flight on the other side of the Atlantic or Pacific with a nuclear device on a plane intent upon using that airplane as a flying bomb. Obviously, the way to correct that is to do much of the screening of the people and the scanning of the plane overseas. It's just a question of building the air traffic model in a way that actually doesn't result in greater inconvenience because if we do all this screening overseas

then you don't have to do it when you come to the U.S. Instead of maybe stopping at a screening airport in the U.S., you can fly directly to your destination.

"We're not interested in shutting down GA. We feel it's important that you have a system in place that works with and grows with general aviation. Maybe, and I don't want to start to speculate about rules that haven't been written yet, maybe you can take some hay off the haystack. There may be some regular travelers that you can deal with one way. There are differences in the way you treat fractional jets or [charter aircraft] that are hired on a per-trip basis as opposed to corporate jets, where you know who gets on the jet, who may have custody of the jet. So obviously, these are all issues that we have to discuss and work out. And we should only propose requirements that add real value. For example, we can eliminate a level of screening here by doing it overseas. That's a good thing.

But, and I want to make this clear, I can't turn my back on a very real threat that is out there. And we tell everyone else in the commercial domain and in the maritime domain, you have to assume the burden of security. So we're going to have to work together to find a way to deal with what I believe is a very real, be it not imminent, but still a very real threat, which is somebody using a general aviation jet flying across the ocean to smuggle in a dangerous weapon or something dangerous. We have to figure out a way to address that threat in a way that's consistent with the business model and the traffic model that you all use. That's why we work cooperatively so that we can help to identify the lower-risk flights and deal with them in one way and the higher-risk flights in another.

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# 2008 & Security: What to Expect

By Eric R. Byer

Since that awful day some six and a half years ago, it seems that every year has become the Year of Security in our industry. But 2008 is shaping up to be the most eventful security year, in terms of policy, in quite some time.

## Large Aircraft Security Program

The largest issue looming over the general aviation industry is the soon-to-be-released Large Aircraft Security Program (LASP), which was formally introduced during NATA's 2007 Aviation Business Roundtable in November by U.S. Department of Homeland Security Secretary Michael Chertoff. Essentially, the LASP will expand the Twelve-Five

Standard Security Program (TFSSP) to govern all operations utilizing aircraft weighing more than 12,500 pounds. Currently, only Part 135 operations are covered under the TFSSP. This means that Part 91 operators utilizing aircraft from the King Air 200 on up will be required to have their pilots undergo Criminal Record History Checks (CHRC). Passengers will likely be matched against the No-Fly List before every operation just like the existing TFSSP. The process by which this match is conducted may be enhanced through the use of a web-based process that will be more efficient.

Unfortunately, there is still a great deal of uncertainty as to the exact makeup of the proposed rule for the LASP. Rumors have it that this new rule could include real-time positive identification of those traveling onboard aircraft operating under the LASP, something the Transportation Security Administration (TSA) leadership has wanted for quite some time. The LASP could also include self-assessed audits due to the expansive nature of the industry and the limited resources TSA has to enforce the program.

In addition to expanding the TFSSP into this new LASP, the Private Charter Standard Security Program (PC-SSP), which covers large commercial type aircraft that conduct charter, will also become a part of the LASP, even though the contents of that program are rumored to remain status quo.

Clearly, one of the most important aspects of the rule that NATA would like addressed is what the benefit to

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members for participation in the new LASP will be. Since the TFSSP's inception, the charter community has realized no clear benefit, including access to airports and airspace, especially during special security events like the Super Bowl, NASCAR races, political conventions, and many other sporting venues. Considering how successful the TFSSP has been, the association will certainly push for these benefits within the new LASP.

Chertoff's address to our roundtable attendees certainly seemed to make it clear that the LASP was one of the department's highest priorities and that they intended to issue the proposed rule by year's end. DHS and TSA staff have indicated that a fair comment period for the proposed rule (60-90 days) will be provided to industry, with the entire rule-making process taking between 18 and 24 months from start to finish.

## Cargo Security

One of the daunting challenges that the TSA faces is implementing the new congressional mandate requiring that all cargo placed aboard commercial passenger aircraft be screened by August 2010. Members of the NATA Airline Services Council, many of whom are cargo handlers that collect, screen, and place cargo onboard passenger commercial aircraft, will play an essential role in achieving compliance with this new mandate. Starting early in 2008, TSA will offer a pilot program. In many ways, it is a feasibility study of sorts, which will review existing procedures and include new ones for securely handling cargo placed onboard commercial passenger aircraft.

Since the law took effect earlier this year, the TSA has been very proactive in including the industry in discussions on how to meet the new mandate to ensure 100 percent compliance. With the February 2009 requirement to ensure that 50 percent of all cargo placed on passenger commercial aircraft be screened, time is ticking but the TSA is well on its way.

## Employee Screening/Badging

Employee screening has been a political hot potato since earlier this year when security breaches by unauthorized individuals occurred at Miami International Airport and Orlando International Airport. The situation recently has only worsened with illegal aliens obtaining expired ID badges and using them to gain access to the secure area of Chicago's O'Hare International Airport. Clearly, the biggest issue involved in employee screening is badging

and the lack of standardization that continues to be the consternation of the TSA's senior leadership, not to mention the airline service and ground handling community. The fact of the matter is that the current badging dilemma, which allows airports to issue badges but also allows each airport to have seemingly unique procedures of its own, is failing both in terms of efficiency and security. To compound the problem, a new mandate requiring that Security Threat Assessments be part of the Criminal History Record Check so that these employees can obtain badges for access into the secure areas of commercial airports has only slowed this process down by an additional week or so. TSA officials are certainly aware of this deficiency and are reviewing ways to streamline the process. Many continue to call on the Transportation Worker Identification Card, but the fact remains that this project has been in idle mode for years now without a promising future.

Should employee security breaches continue, Capitol Hill will continue to beat the drum that full screening be required every time an employee enters into the secure area of the airport. 

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# FBO Management Software Vendors Face a More Demanding Market

By Paul Seidenman & David J. Spanovich

**W**ith the continuing boom in general aviation, the FBO industry is pushing the vendors of business management software to develop fully integrated products with applications to more internal processes and, by extension, the capability to deliver faster, more efficient customer service. At the same time, growing acceptance of web-hosting and the ever-expanding use of wireless devices are encouraging developers to think beyond in-house client servers and desktop PCs when designing their products.

"The Internet is letting the customer become a full, real-time participant in the aircraft service process," said Paul Liepe, president of MyFBO.com. "With today's web-based technology, the aircraft owner can get a current report concerning the work being done, what it is costing, and what still needs to be done without having to make phone, fax, or email inquiries.

Jack Demeis, founder and president of Continuum Applied Technology in Austin, Tex., reported that an increasing number of customers for his company's well-known Corridor FBO management software system are now opting for web implementation. In fact, some 40 percent of Corridor users have selected web basing, using the vendor's Application Service Provider (ASP) option that has been available for the past five years. "ASP has become increasingly popular because the subscription generally costs less than the licensing fee," Demeis said.

## Big Benefits for Small FBOs

Demeis added that while it's applicable to any FBO, it has been especially favored by small to medium-sized companies. "About 75 percent of our ASP customers are single location operators, which find the system more cost effective," he said.

Eric Barnum, president of Crow Executive Air, an FBO at Toledo Metcalf Airport, said that he would like to see business software management products integrate more fully with the Internet, giving customers and employees quick access to information.

"If the vendor provides all the necessary security precautions, the fear that used to be prevalent using the web for business data management will largely

disappear," Barnum said. "That (security) technology is actually available now. The banks have proven that."

The growing interest in web-based products is the result of a major change in the thinking of the FBO industry, according to Leann Lehmann, president of Broken Arrow (Tulsa)-based Horizon Business Concepts, whose TotalFBO is one of the world's leading FBO management software systems.

"Smaller companies are looking at the lead that large operations have taken and are starting to see the advantages that this can offer them," she said. "For instance, start-up costs are lower because there's no upfront software to buy and no extra IT staff to employ."

In addition, Lehmann said that a web-based system allows FBO staff to see how their business is doing from any location, using notebook computers, small portable devices, or even cell phones with Internet capability. "That's really pushing this along," she said.

## Going Wireless on the Ramp

In fact, one strong trend throughout the FBO industry is toward the use of more wireless communications devices on the ramp. This, of course, is driving demand for business software systems with a wireless interface. "That's due to the fact that

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## FBO Management Software

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FBOs are under pressure to provide better customer service," said Continuum's Demeis, who pointed out that this will become even more critical within another three to five years.

"At that time, there will be a major increase in the volume of aircraft, largely because of the VLJs (very light jets)," he said. "More people will be flying, and that means that there will be a greater push for higher service standards, including faster turn times on the ramp."

Part of the "better service" assured by wireless is rapid and correct recording of fuel pumping data and quick invoice generation. For example, at many FBOs the quantity of fuel pumped and credit card information are called into the front desk from the ramp by radio, and the information then is manually keyed into the system. That slows the process and is prone to error.

"Radio communications are not always reliable," said Brenda Smith, FBO manager at Martin State Airport outside Baltimore, Md. "If funds permit, we will be adding a wireless interface to our management system in 2008."

James (Jim) Barnes, chief executive officer of

Wellington-Royce, the Atlanta, Ga.,-based developer of the BASE System, argued that while web-basing and wireless capability are significant trends, more FBO customers are demanding totally integrated packages.

## Integration Fuels Efficiency

"Our current customers and those considering our system have said that their major objective is to have a completely integrated system that has its own accounting applications as well as having the functionality to support all the other areas of

## Major FBO Management Software Products

(All data was copied directly from information provided by vendors.)

Software Product	Vendor/Mfg./ Customer Sales Contact
<p><b>BASE System</b></p> <p><i>For: Any size aviation company regardless of their type of business</i></p>	<p>Wellington-Royce Corporation 6065 Roswell Road Suite 2200 Atlanta, GA 30328</p> <p>Web Address: <a href="http://www.wellingtonroyce.com">www.wellingtonroyce.com</a></p> <p>-----</p> <p>Jim Barnes, CEO <a href="mailto:jbarnes@wellingtonroyce.com">jbarnes@wellingtonroyce.com</a> 770-395-7400</p>
<p><b>CORRIDOR Enterprise Plus Edition</b></p> <p><i>For: Large multi facility FBOs</i></p>	<p>CONTINUUM Applied Technology, Inc. 9601 Amberglen Blvd Suite 109 Austin, TX 78729</p> <p>Web Address: <a href="http://www.corridor.aero">www.corridor.aero</a></p> <p>-----</p> <p>Chris Kubinski Sales Consultant E: <a href="mailto:CKubinski@corridor.aero">CKubinski@corridor.aero</a> 512-918-9000 X244</p>

their business,” he said. “They no longer want to deal with three to four multiple software packages, vendors, and multiple support contracts to run their business.”

FBO operators, he reported, are selecting fully integrated products because they are frustrated at having to run part of their business in one software package, print reports from it, and then re-key the data into another software system. “And they don’t like having a technical issue that needs an immediate solution and having to deal with numerous vendors pointing fingers at each other,” he added.

Along this line, MyFBO.com’s Paul Liepe said that

his customers also discuss the need for systems that provide a single point of interface that allows them to access everything they need to know about all aspects of their business. “People no longer want systems with multiple points of interface for each business function,” he said. “They want seamless integration. In fact, the loudest voices in this regard are coming from multi-location operators who want to grow rapidly.”

Joe Crawford, president of Abilene Aero, a full service FBO at Abilene Regional Airport in Texas, echoed this view. “We chose TotalFBO because it

Continued on page 42

Capabilities / Platform Requirements	Customized Features / Modules Available / Compatibility with Other Software Products	Average Price Range / Terms
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Completely integrated system for automated data flow</li> <li>• Includes its own accounting applications with excellent audit trails</li> <li>• Supports all business operation processes for a general aviation company including charter/aircraft management, maintenance, fueling, point-of-sale, inventory and more.</li> <li>• Provides multiple levels of system security and user authorization</li> <li>• Continual enhancements are added to the system based on customer requests.</li> </ul> <hr/> <p>Installed on the client’s server and accessed by users through their PCs using Windows 98, 2000, and XP operating systems.</p>	<p>Provides custom programming services to satisfy any customers’ special requirements.</p> <hr/> <p>The applications of the BASE System are available in any selection size; from a core group of modules up to any number of applications the customer chooses to suit their business requirements and growth.</p> <hr/> <p>All of the BASE accounting and other system reports can be exported into Excel. The user can have any MS products on their PC</p>	<p>Price depends on size of project; based on the number of applications selected by customer.</p> <hr/> <p>Purchase of the selected software applications is a one-time flat fee.</p> <p>Version upgrades of the system are provided to the customer at no additional cost.</p> <p>Wellington-Royce also provides implementation planning, installation and training, a customer support staff available by toll-free number and email, and custom programming services.</p>
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Same features as Work Group Plus Edition and:</li> <li>• Centralized procurement</li> <li>• Enterprise Inventory management</li> <li>• Centralized work order quoting and management</li> <li>• Third party aircraft maintenance tracking integration: CAMP, AVTRAK</li> <li>• Third party flight ops software integration: CTA/FOS</li> </ul> <hr/> <p>Server Operating Systems: Microsoft Server, Unix, Linux, and others</p> <p>Client Workstation: License: Client Work Station – Windows XP</p>	<p>There are two types of customization:</p> <ol style="list-style-type: none"> <li>1.) Certain CORRIDOR behaviors can be customized via many user configurable parameters; cost \$0.</li> <li>2.) Utilizing CORRIDOR’s Software Developers Kit (SDK) third party applications can be integrated with CORRIDOR for virtually un-limited functions. Cost vary.</li> </ol> <hr/> <p>Separate Modules include:</p> <ul style="list-style-type: none"> <li>• Line Quoting, Point Of Sale, &amp; Management</li> <li>• Aircraft Ownership (Aircraft Registration Database)</li> <li>• Work Order</li> <li>• Inventory</li> <li>• Accounting Integration</li> <li>... And many more.</li> </ul> <hr/> <p>Designed to work with MS Office and many other Windows Compatible Applications.</p>	<p>Please contact vendor for pricing.</p> <p>ASP (subscription): N/A</p> <hr/> <p>License: Term - Perpetual; Fixed Term License: Term -3yr, &gt;3 years</p>

## FBO Management Software

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provides a fully integrated package. This is very important for us because we have six different profit centers and the management of all six centers is accomplished within one program, from one system, and from one vendor.”

But there is also no question that the demand for fully integrated business management products is being fostered by an FBO industry that continues to consolidate.

“I get about one to two calls per week from FBO companies that have gone through some type of consolidation or expansion,” said Mark Macha, vice president of Cornerstone Logic in Houston, Tex. “They are especially interested in systems that can be used in conjunction with a central database, so sales and other information—vendor and customer records—can be tracked from multiple locations. The trend is to tie vendor and customer records together.”

Taking system integration a step further, it is likely that future FBO management software products may provide opportunities to link the FBO with the aircraft’s onboard data generating systems

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Software Product	Vendor/Mfg./ Customer Sales Contact
<p>CORRIDOR Work Group Edition</p> <p>For: Small single facility FBOs</p>	<p>CONTINUUM Applied Technology, Inc. 9601 Amberglen Blvd Suite 109 Austin, TX 78729</p> <p>Web Address: www.corridor.aero</p> <p>-----</p> <p>Chris Kubinski Sales Consultant E: CKubinski@corridor.aero 512-918-9000 X244</p>
<p>CORRIDOR Work Group Plus Edition</p> <p>For: Medium single/multi facility FBOs</p>	<p>CONTINUUM Applied Technology, Inc. 9601 Amberglen Blvd Suite 109 Austin, TX 78729</p> <p>Web Address: www.corridor.aero</p> <p>-----</p> <p>Chris Kubinski Sales Consultant E: CKubinski@corridor.aero 512-918-9000 X244</p>

“For the long term, we are starting to get inquiries about systems that would integrate data from today’s glass cockpit aircraft into the databases contained within the business,” said Paul Liepe. “We believe that a few years from now, capturing and integrating the aircraft data with business-related data will be the norm.”

While FBO management software is slated to incorporate more capabilities, it will only increase the need for due diligence when selecting a product, given the plethora of choices now available.

Capabilities / Platform Requirements	Customized Features / Modules Available / Compatibility with Other Software Products	Average Price Range / Terms
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Fuel POS, inventory &amp; concierge services</li> <li>• Online credit card processing; Work order quoting, work order &amp; invoices</li> <li>• Procurement &amp; inventory management; Logbook research &amp; maintenance record tracking</li> <li>• Part Sales; Third party aircraft maintenance tracking integration: CAMP, AVTRAK</li> <li>• Third party flight ops software integration: CTA/FOS</li> </ul> <hr/> <p>Server Operating Systems: Microsoft Server, Unix, Linux, and others</p> <p>Client Workstation: License: Client Work Station – Windows XP</p> <p>Subscription: Windows XP</p>	<p>There are two types of customization:</p> <p>1.) Certain CORRIDOR behaviors can be customized via many user configurable parameters; cost \$0.</p> <p>2.) Utilizing CORRIDOR's Software</p> <hr/> <p>Separate modules include:</p> <ul style="list-style-type: none"> <li>• Line Quoting, Point Of Sale, &amp; Management</li> <li>• Aircraft Ownership (Aircraft Registration Database)</li> <li>• Work Order</li> <li>• Inventory</li> <li>• Accounting Integration</li> <li>... And many more.</li> </ul> <hr/> <p>Designed to work with MS Office and many other Windows Compatible Applications.</p>	<p>License (one-time purchase) \$1,800-\$2900 per concurrent user (minimum user count may apply)</p> <p>ASP (subscription): \$120-\$170 per concurrent user /month (minimum user count may apply)</p> <hr/> <p>Subscription: Term - 1yr, 3yr, &gt;3 years</p> <p>License: Term - Perpetual</p> <p>Fixed Term License: Term - 1yr, 3yr, &gt;3 years</p>
<p>Key features include the Same ones as Work Group Edition along with:</p> <ul style="list-style-type: none"> <li>• Support for sharing information across multiple FBO location.</li> <li>• Third party aircraft maintenance tracking integration: CAMP, AVTRAK</li> <li>• Third party flight ops software integration: CTA/FOS</li> </ul> <hr/> <p>Server Operating Systems: Microsoft Server, Unix, Linux, and others</p> <p>Client Workstation: License: Client Work Station – Windows XP</p>	<p>There are two types of customization:</p> <p>1.) Certain CORRIDOR behaviors can be customized via many user configurable parameters; cost \$0.</p> <p>2.) Utilizing CORRIDOR's Software Developers Kit (SDK) third party applications can be integrated with CORRIDOR for virtually un-limited functions. Cost varies.</p> <hr/> <p>Separate modules include:</p> <ul style="list-style-type: none"> <li>• Line Quoting, Point Of Sale, &amp; Management</li> <li>• Aircraft Ownership (Aircraft Registration Database)</li> <li>• Work Order</li> <li>• Inventory</li> <li>• Accounting Integration</li> <li>... And many more.</li> </ul> <hr/> <p>Designed to work with MS Office and many other Windows Compatible Applications.</p>	<p>License (on-time purchase) \$2,200-\$3,400 per concurrent user (minimum user count may apply)</p> <hr/> <p>License: Term - Perpetual</p> <p>Fixed Term License: Term - 1yr, 3yr, &gt;3 years</p> <p>ASP (subscription): N/A</p>

“A lot of people don’t understand the nuts and bolts involved in integrating it with other parts of their business,” cautioned Cary Winter, executive vice president of North American Jet, a Chicago, Ill.,-based business aircraft charter operator and maintenance firm. “The vendor must play a crucial role beyond the system integration process. He has to be able to communicate the value and operation of the product to non-technical people. If the FBO manager doesn’t understand how it will benefit and work for him, if he doesn’t understand how the

physical process (of running the business) matches the electronic process, the value of the product will be diminished, and he will wind up with just another piece of software he’ll have to live with.”

When researching this article, the writers identified eight major vendors of integrated FBO management software packages. All of the information in this article and table of product comparisons is based on discussions with the individual providers as well as and written responses to questions.

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## FBO Management Software

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### BASE System

The BASE (Business Aviation Software Engine) System was introduced in 2000 by Wellington-Royce Corporation of Atlanta, with a specific focus on all aspects of general aviation, including FBOs, aircraft management and charter operators, and maintenance facilities.

According to Wellington-Royce Chief Executive Officer Jim Barnes, BASE was designed as a “totally integrated, single system solution” software package designed to run all aspects of the user’s business. Included are 22 different applications, all of which tie in with back office and point-of-sale accounting functions. BASE also offers business analysis tools for senior executive and department manager level employees.

The software, which has been designed to work with both single location FBOs and chain type operations, is installed on the client’s server, which can be accessed via PC by each designated user within the company. Barnes said that the company is developing a business model that would offer a web-based solution, hosted on Wellington-Royce’s in-house server. If launched, it would be targeted to businesses that view the cost of an onsite server as cost prohibitive.

One of BASE’s unique applications, said Barnes, is Contact Management, which serves a market research function. This enables the user to access databases that provide information about aircraft types and tail numbers, which can be traced to the owner.

Along with this, Welling-Royce has introduced a Charter/Aircraft Management application that provides full support and breakout of all invoicing and expenses for trips, as well as set-ups for all owner contracts. “There are many reports available to run for ongoing customer, owner, and trip accounting analysis and statements,” Barnes said.

A provision to interface with the CTA-FOS Charter software has also been developed so that a company that already has the FOS system can seamlessly move all trip billing and expense data to the BASE system for its business accounting.

The BASE system is available for a license fee for the applications chosen. In practice, most users choose a core group of applications initially and add others on an as-needed basis. This, explained Barnes, gives the software an inherent customization feature. And while BASE is a flexible system that already offers a large range of functionality, a customer can request additional specific processes, which the vendor will provide.

Along with a one-time fee for each application,

Software Product	Vendor/Mfg./ Customer Sales Contact
<p>ELS Fuel Management System</p> <p>For: Medium and Larger FBOs</p> <p>(ELS Fuel Management System is geared for smaller FBOs looking for more than a POS device. Because we utilize similar data structures, migration to the FBO Operational Fuel Management System is easily accomplished, as the FBO grows and has more system demands.)</p>	<p>PRG Aviation Systems 6351 Owensmouth Avenue Suite 105 Woodland Hills, CA 91367-2237</p> <p>Web Address: <a href="http://www.prgaviation.com">www.prgaviation.com</a></p> <p>-----</p> <p>Hubert Lee President <a href="mailto:Sales@prgaviation.com">Sales@prgaviation.com</a> 800-877-1425 818-710-1425</p>
<p>FBO Manager</p> <p>For: Any Size Operation</p> <p>Available in two versions:</p> <p>FBO Manager Standard: Maintenance invoicing, part sales, fuel sales (no truck meter tracking), and credit card processing. Track Hobbs and Tach times, instructor times, ground school, and more; print aircraft maintenance-due reports; track individual flying times over selected time periods.</p> <p>FBO Manager Plus: FBO Manager Standard functionality plus: Multi-user version for jet centers and FBOs primarily selling fuel. Maintenance invoicing; fuel and part sales; flight and instructor rental sales; and credit card processing; fuel automation; concierge module.</p>	<p>Cornerstone Logic, Inc. 8787 Tallyho Rd Houston, TX 77061</p> <p>Web Address: <a href="http://www.FBOManager.com">www.FBOManager.com</a></p> <p>-----</p> <p>Mark Macha Vice President <a href="mailto:mmacha@uvair.com">mmacha@uvair.com</a> 713-947-5638</p>

there is a yearly support agreement subscription cost, which includes quarterly training, all enhancements, and customer support.

### Corridor

Specifically designed to meet the demands of the FBO industry, Corridor is applicable to any FBO business, ranging from a single facility pumping fuel to a multi-location, full-service operation.

Capabilities / Platform Requirements	Customized Features / Modules Available / Compatibility with Other Software Products	Average Price Range / Terms
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Immediate Inquiry of a customer's fuel purchase history with notes on each visit</li> <li>• Bridges the gap between POS devices and general accounting packages</li> <li>• Choose from over 100 standard reports to better manage your operations</li> <li>• Training of new staff in the front desk module takes less than 30 minutes</li> </ul> <p>-----</p> <p>Currently hosted on client's servers; Hosted solution to be released later this year.</p> <p>Servers: Windows XP -- Windows Server 2000 or Windows Server 2003</p> <p>Clients: Windows XP Professional, Internet Explorer 6.0 or better</p>	<p>PRG will "customize" the database for the FBO. The objective is to have a working system on the completion of the training.</p> <p>-----</p> <p>Separate modules include:</p> <ul style="list-style-type: none"> <li>• Airline Accounting for commingled fuel</li> <li>• Fuel Truck Automation</li> </ul> <p>-----</p> <p>Utilizes Internet Explorer and Microsoft Office products.</p>	<p>The pricing varies based on number of concurrent users and options required.</p> <p>-----</p> <p>Monthly Subscription with 60 day cancellation.</p>
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Processing of major Fuel Cards: UVair Fueling Card; Air BP; Airworld (ExxonMobil); AVCARD; Avfuel; ChevronTexaco; ConocoPhillips; Multi Service; Shell Aviation; US Government Air Card</li> <li>• Enterprise multi-site management</li> <li>• User friendly touch screen interface</li> <li>• Seamless interface to Quickbooks, Peachtree, MAS90</li> <li>• 24/7 System Support</li> </ul> <p>-----</p> <p>PC Based -- Windows XP, Standard Configuration</p>	<p>Customization is available based on current user input.</p> <p>-----</p> <p>Designed to work with common accounting software packages such as Quickbooks, Peachtree and MAS90.</p>	<p>Contact Vendor for pricing information &amp; terms available.</p> <p>-----</p> <p>Year one costs includes: Software license, Green Belt Training, 6 hrs of system support. Renewal year fee includes: Software license renewal and 6 hrs system support.</p>

Developed, marketed, and supported by Continuum Applied Technology of Austin, Tex., Corridor has been in production since 1996. It is currently available in three versions: Corridor Work Group Edition, Corridor Work Group Plus Edition, and Corridor Enterprise Plus Edition. Each has been targeted to a specific segment of the FBO market. Specifically, Corridor Work Group Edition was designed for the small, single FBO entity. Corridor

Work Group Plus Edition is for medium-size single or multi-location FBO businesses, and Corridor Enterprise Plus Edition is for large, chain-type operations.

All three products offer more than 25 modules. Fuel sales, regulatory compliance, including inspection status, aircraft maintenance, component repair and inventory control, are just a few examples of

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## FBO Management Software

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Corridor's wide-ranging capabilities.

Continuum Applied Technology founder and president Jack Demeis said that Corridor can also be integrated with separate flight operation packages. This enables the software to process data such as aircraft flight hours and crew scheduling supplied by third-party sources. The data can then be tracked by aircraft tail number, manufacturer, model, and production serial number and is updated by Corridor's regulatory compliance module that alerts the user as to when the next maintenance event is to take place.

Closely related to this is a new work order module added in 2007 that is compatible with third-party maintenance record keeping software, currently CAMP and AvTrak.

Corridor is available for implementation on an in-house client server for a licensing fee, as well as via an Internet connection, via a secured link, to the vendor's data center in Austin. This Application Service Provider is available by subscription, normally on a three- to five-year basis and payable monthly.

## ELS Fuel Management System

PRG Aviation Systems of Woodland Hills, Calif., introduced ELS Fuel Management System to bridge the gap between point of sale (POS) devices and general accounting packages. Currently available for use on in-house servers, the vendor has announced that a hosted, web-based version will be released in 2007.

The system presents a complete history of a customer's fuel purchasing activities, including notes for each visit, and it is capable of producing more than 100 standard reports for business management. Other modules include airline accounting for commingled fuel and compatibility with fuel truck automation. ELS Fuel Management System has been designed to work with Internet Explorer and standard Microsoft Office products.

Training of new staff in the front desk module takes less than 30 minutes. In fact, the vendor will customize the database for its FBO customer in order to assure a working system upon completion of training.

ELS Fuel Management System is made available by monthly subscription and varies by the number of concurrent users and options required. Cancellation is permitted on 60 days notice.

PRG Aviation Services president Hubert (Hubie) Lee reported that ELS Fuel Management has been geared to smaller FBOs that require more than a

Software Product	Vendor/Mfg./ Customer Sales Contact
<p>FBOperational Fuel Management System</p> <p>For : Medium and Larger FBOs</p> <p>(As an FBO grows and has more system demands, the number of users may be increased. Because we use similar data structures, migration from the ELS Fuel Management System to the FBOperational Fuel Management System is also easily accomplished.)</p>	<p>PRG Aviation Systems 6351 Owensmouth Avenue Suite 105 Woodland Hills, CA 91367-2237</p> <p>Web Address: <a href="http://www.prgaviation.com">www.prgaviation.com</a></p> <p>-----</p> <p>Hubert Lee President <a href="mailto:Sales@prgaviation.com">Sales@prgaviation.com</a> 800-877-1425 818-710-1425</p>
<p>MyFBO.com</p> <p>For : Small to medium and/or multi-location operators.</p>	<p>MyFBO.com 926 Main Street Danville, VA 24541</p> <p>Web Address: <a href="http://MyFBO.com/">http://MyFBO.com/</a></p> <p>-----</p> <p>Set up online account from web site, or via phone.</p> <p>Phone: 434-793-6800</p>

POS device. But the system has also been designed to permit the customer to make an easy transition to FBOperational Fuel Management System, the vendor's more sophisticated product, as both use similar data structures.

FBOperational Fuel Management System Marketed to the medium to large sectors of the FBO industry, PRG Aviation Systems' FBOperational Fuel Management System currently operates on Windows-based internal servers utilizing Internet Explorer and Microsoft Office products. The vendor planned to offer it as a hosted, web-based product by the end of 2007.

The system, which is also a bridge between POS devices and general accounting packages, offers a seamless flow of information from initial contact through invoice and provides a communications tool between customer service and line service and between customers and suppliers.

Among the most important features of FBOperational is the capability to monitor and track all of the orders for line related work, including fuel,

Capabilities / Platform Requirements	Customized Features / Modules Available / Compatibility with Other Software Products	Average Price Range / Terms
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Immediate Inquiry of a customer's fuel purchase history with notes on each visit</li> <li>• Seamless flow of information from initial contact to completion of all services and creation of the invoice</li> <li>• A communications tool between Customer Service, Line Service, Customers and Suppliers</li> </ul> <hr/> <p>Currently hosted on client's servers; Hosted solution to be released in 2008.</p> <p>Servers: Windows XP -- Windows Server 2000 or Windows Server 2003</p> <p>Clients: Windows XP Professional, Internet Explorer 6.0 or better</p>	<p>At the time the software is installed and initial training is provided, the database is "customized" to provide a working system, on the completion of the training.</p> <hr/> <p>Separate modules include:</p> <ul style="list-style-type: none"> <li>• Airline Accounting for commingled fuel</li> <li>• Fuel Truck Automation</li> </ul> <hr/> <p>Utilizes Internet Explorer and Microsoft Office products.</p>	<p>The pricing varies based on number of concurrent users and options required.</p> <hr/> <p>Monthly Subscription with 60 day cancellation.</p>
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Customer records management</li> <li>• Flight and ground service scheduling</li> <li>• Point-of-sale (including credit card processing)</li> <li>• Customer accounting and monthly billing / collection</li> <li>• Safety management</li> </ul> <hr/> <p>Offered as an Internet service only – requires only a current web browser</p>	<p>Modules/Fully integrated options include:</p> <ul style="list-style-type: none"> <li>• Ground services management (includes mobile fuel sales)</li> <li>• Maintenance tracking</li> <li>• Inventory management</li> <li>• Service orders / work orders (includes mobile time and parts entry)</li> <li>• Documents and images online</li> </ul> <hr/> <p>Designed to work with off-shelf products; Exports to QuickBooks, Microsoft Excel, Microsoft Access.</p>	<p>Varies based on size of operator and number of locations. Online quote calculator available on web site.</p> <hr/> <p>Month to month subscription</p>

catering, lavatory servicing, or cabin cleaning. This allows the FBO to dispatch line staff to the aircraft upon its arrival and is considered a crucial time saving feature, especially for larger FBOs servicing multiple airplanes at one time. Because the FBO line service dispatcher module is able to display who is doing what by aircraft and prioritizes this information in real time, efficiencies with line service staff deployment are maximized.

For smaller FBOs that generally do not handle large numbers of aircraft simultaneously, the system has a non-real time feature, allowing print out of a service slip, with the requested tasks to be manually checked off by the line service technician.

FBOOperational is available by monthly subscription with a 60-day cancellation notice, and pricing is based on the number of concurrent users and options required.

## FBO Manager

Cornerstone Logic, a wholly owned subsidiary of

Universal Weather and Aviation, Inc., of Houston, offers FBO Manager in two versions: FBO Manager Standard and FBO Manager Plus.

FBO Manager Standard includes maintenance invoicing, maintenance due reports, part sales, fuel sales, and credit card processing. For flight school activities, it includes the tracking of instructor times, ground school, and individual flying hours over selected time periods.

FBO Manager Plus includes all the functions of the standard version and offers a multi-user version for jet centers and FBOs primarily selling fuel. It includes maintenance invoicing, fuel and parts sales, flight instructor, and aircraft rental sales, credit card processing, fuel automation, and a concierge module.

According to Mark Macha, vice president of Cornerstone Logic, a major advantage of the FBO Manager product line is that it is designed to be stand-alone or to interface seamlessly and directly with most standard, off-shelf accounting software

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## FBO Management Software

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packages, including Peachtree, QuickBooks, and MAS90. For the user, reported Macha, that means there is no requirement to scrap an existing accounting system and learn to use a new program.

Both versions of the software run on a Windows XP-equipped PC, are internal server based, and are applicable to single as well as multi-location FBOs. All back office functions are linked with point of sale data, including the capability to process transactions with most major credit cards typically accepted at FBOs.

In December 2007, FBO Manager was enhanced to work with the Shell Retail Card and the Shell Fleet Card, along with the Shell Aviation Card, with which it has always worked. Macha reported that other cards will be added by oil company request.

FBO Manager Standard and Plus are licensed yearly, with the first-year license entitling the customer to up to six hours of support and training. After the first year, the license includes an additional six hours of support. The yearly fee also includes free access to updates and enhancements, which are downloadable from the company's website. Cornerstone Logic is adding onsite training at its Houston headquarters for a minimal cost.

## MyFBO.com

The product, which takes its name from the Danville, Va., developer, was designed specifically as a broad-range business management tool. Totally web-based, the software is hosted on MyFBO.com's own servers. According to Paul Liepe, the company's president, this presents a number of inherent advantages for users. For instance, there is no requirement to install any specialized hardware or software to access the system, and it will work with any browser. In addition, because it is web based, it can be used by both single and multi-location FBOs, and it is accessible from desktop computers as well as Internet-enabled wireless devices.

Among MyFBO.com's capabilities is the automation of most typical FBO tracking requirements pertaining to aircraft maintenance. This includes inventory management, shop orders, and point of sale functions such as credit card processing, accounting, employee time sheets, and monthly billing. Reservations for charter or aircraft rental, as well as hangar or tie-down space and maintenance shop appointments, are also among the many functions the system tracks. A comprehensive aircraft management feature is also included.

Because it is so comprehensive, said Liepe, the software can be customized to the user's needs

Software Product	Vendor/Mfg./ Customer Sales Contact
<p>Quantum Control</p> <p>For: Medium – large FBOs, with over 50% revenue from maintenance activities.</p>	<p>Component Control 1731 Kettner Boulevard San Diego, CA 92101</p> <p>Web Address: <a href="http://www.componentcontrol.com">www.componentcontrol.com</a></p> <p>-----</p> <p>Jocelyn Scott Vice President – Customer Services, <a href="mailto:jocelyn@componentcontrol.com">jocelyn@componentcontrol.com</a> 619-696-5449 OR Andrew Valley Vice President – Sales <a href="mailto:avalley@componentcontrol.com">avalley@componentcontrol.com</a> 619-696-5446</p>
<p>Total FBO Accounting &amp; Aviation Business Management Software</p> <p>For : All types and sizes of general aviation businesses</p> <p>Total FBO has been in production with the same owner since 1987</p>	<p>Horizon Business Concepts 721 W Queens St. Broken Arrow, OK 74012</p> <p>Web Address: <a href="http://www.TotalFBO.com">www.TotalFBO.com</a></p> <p>-----</p> <p>Traci Lynch, Sales Mgr. <a href="mailto:Sales@HBCinc.com">Sales@HBCinc.com</a> Phone: 800-359-9804</p>

through configuration options, aligning it with the FBO's individual business units and practices. He also pointed out that some recent enhancements have been added, such as the capability to process more brands of credit cards for point of sale transactions, with the number of credit card brands now more than 17.

In May 2007, MyFBO.com added a new "Express Pay" feature, which permits FBO customers to provide an online listing of their aircraft by tail number. Customers are then able to authorize the FBO to bill a specific credit card for fuel, maintenance, or other services ordered for their listed aircraft. The result is that with Express Pay, the time involved in manually processing the transaction at the front desk or on the line is eliminated, and turn

Capabilities / Platform Requirements	Customized Features / Modules Available / Compatibility with Other Software Products	Average Price Range / Terms
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• User-specific, customizable Graphic User Interface</li> <li>• N-Tier Architecture with Oracle Back-end and web-services/API extensions</li> <li>• Front Office interfaces with MS Office (i.e. Exchange, Excel, MS Project)</li> <li>• Integrated StockMarket web-based e-commerce application for Inventory Sales/Purchasing – www.stockmarket.aero</li> <li>• Integrated with the following third-party products: AVREF Catalog Files; GFI Faxmaker; Citrix Metaframe XP; Seagate's Crystal Reports 9.; Quickbooks; Great Plains</li> </ul> <hr/> <p>Client-Server based solution built on Oracle 10G</p>	<p>Customizable; Forms Designer and Screen Designer module available for customers to make changes on the fly, without additional costs to the customer. Professional Services are available on a time and material basis as an option to the customer.</p> <hr/> <p>Modules Include:</p> <ul style="list-style-type: none"> <li>• MRO</li> <li>• Aircraft Services</li> <li>• Hangar Management</li> <li>• Accounting</li> <li>• E-commerce &amp; more.</li> </ul> <hr/> <p>Fully integrated with Microsoft office.</p>	<p>Contact Vendor for pricing information &amp; terms available.</p>
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Instant fully integrated accounting</li> <li>• Broad Range of Aviation Specific functions for all types of aviation businesses</li> <li>• World Class 24/7 Tech Support</li> <li>• Multi Module, Multi Level Support</li> <li>• All the options you need to run your business</li> </ul> <hr/> <p>PC Based, requires Windows 2000 or later.</p>	<p>User can generate Custom Reports-- typically from \$500-\$1000; Additional data fields in existing data entry screens--typically from \$250-\$1000</p> <hr/> <p>Modules/Fully integrated options include:</p> <ul style="list-style-type: none"> <li>• Accounting</li> <li>• Reservations/scheduling</li> <li>• Aircraft maintenance and management</li> <li>• Charter</li> <li>• Concierge &amp; more</li> </ul> <hr/> <p>Users can export data to Excel</p>	<p>Price Range: \$7,000-\$12,000, depending on package</p> <hr/> <p>One time purchase price with flat fee annual maintenance plan.</p> <hr/> <p>Check or Credit Card, free shipping, payment at time of order</p>

times are decreased.

The MyFBO.com software is parameter driven, providing high levels of customization to meet the needs of individual subscribers. Internet delivery of MyFBO.com services provides software updates and additions to occur as the needs of subscribers change. Because of its modular structure, subscribers pay only for features used.

MyFBO.com is available by monthly subscription, with pricing based on the size of the operator and the number of locations.

## Quantum Control

Introduced in 1999 by Component Control of San Diego, Quantum Control is an aviation management software package that integrates all aspects

of operations with a complete suite of modules including quoting, sales, purchasing, inventory, shop control, maintenance, and financials. In addition to FBOs, Quantum Control provides advanced aviation management support to OEMs' aftermarket services, component repair and overhaul companies, aircraft completion centers, airlines, maintenance facilities, and parts distribution and redistribution companies. Currently, Quantum Control is used by more than 800 customers in 48 countries.

Quantum Control offers a fully customized user interface, configured for each customer's best business practices, according to Andrew Valley, the company's vice president of sales. The customized configuration, he explained, can be based on the

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## FBO Management Software

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preferred style of presentation, as well as the order of screens each individual works with. Currently, all configurations are run on each customer's client server.

Within the FBO market, Quantum Control has carved a niche with those that are heavily involved in aircraft maintenance, which Valley reported make up at least 50 percent of its FBO customer revenue base. It has also established a very strong position as a replacement package for legacy systems, which run on large computers and, in many cases, were developed by the FBOs, themselves. The typical Quantum Control FBO customer services and maintains turbine aircraft.

### TotalFBO

Horizon Business Concepts has developed and marketed TotalFBO as "the largest, most fully integrated FBO management software product available today," according to Leann Lehmann, president of the Broken Arrow (Tulsa), Okla., company.

The TotalFBO software suite incorporates accounting along with most other business management related functions, specifically focused on the general aviation aircraft sector. In addition to FBOs, typical customers include repair facilities, avionics shops, flight schools, and aircraft management firms. Since it was initially introduced in 1988, TotalFBO has become one of the longest in-production software products of its kind with more than 1,300 licensed customers. Lehmann said TotalFBO is being expanded to interface with wireless devices as their use continues to grow.

While the PC-accessible software has been available for use via internal servers and networks, the vendor announced a web-based version of the product, TotalFBOweb, at the 2007 NBAA convention. This is scheduled to be available during the first quarter of 2008 and will be hosted on a TotalFBO server. TotalFBOweb will incorporate all of the features found in the desktop version, and no new servers or upfront software purchases will be required for the web-based product, which will be available by subscription.

TotalFBO, itself, is available by one-time fee, with an optional annual service plan, which enables customers to remain current with all upgrades as well as telephone help desk and emergency support. Prices are predicated on the features and service plans selected.

### Wintouch FBO

Costa Mesa, Calif.,-based Touchtone Corporation

Software Product	Vendor/Mfg./ Customer Sales Contact
<p>TotalFBOweb Accounting and Aviation Business Management Software</p> <p>For all types and sizes of general aviation businesses</p> <p>Total FBO has been in production with the same owner since 1987</p>	<p>Horizon Business Concepts 721 W Queens St. Broken Arrow, OK 74012</p> <p>Web Address: <a href="http://www.TotalFBO.com">www.TotalFBO.com</a></p> <p>-----</p> <p>Traci Lynch, Sales Mgr. <a href="mailto:Sales@HBCinc.com">Sales@HBCinc.com</a> Phone: 800-359-9804</p>
<p>Wintouch FBO</p> <p>For: FBOs of all sizes.</p> <p>Smaller organizations like the concurrent licensing which allows for shift scheduling or nominal users to use the same concurrent license. One of our FBOs particularly likes that they can track planes by tail numbers, keeping the service record intact should the plane be sold or transferred to another account.</p> <p>Wintouch users include freight forwarding companies, auto parts companies, membership organizations, credit companies, insurance companies, publishers, manufacturing companies, and more, in addition to FBOs.</p>	<p>Touchtone Corporation 3151 Airway Avenue Suite I-3 Costa Mesa, CA 92626</p> <p>Web Address: <a href="http://www.Wintouch.com/fbo.htm">www.Wintouch.com/fbo.htm</a></p> <p>-----</p> <p>Juli Korneychuk Marketing Manager <a href="mailto:julik@TouchtoneCorp.com">julik@TouchtoneCorp.com</a> 714-755-2810 or 800-786-8663 (Toll Free USA only)</p>

offers its Wintouch FBO in both web-based and internal server versions. Debra Stafford, a company technical writer and customer training specialist, reported that a key selling point is the fact that the Java-based software runs on an AS400 IBM server, which can be accessed at individual workstations using a PC or Mac.

"AS400 has for many years been a commonly used business platform with a reputation for stability and very little downtime," she said. "Wintouch is able to pull any information running on the AS400, which can then be viewed and analyzed by the user." For those who do not maintain the AS400 in-house, Touchtone offers an Internet-based version of the same software, which the vendor runs on its

Capabilities / Platform Requirements	Customized Features / Modules Available / Compatibility with Other Software Products	Average Price Range / Terms:
<p>Key features include:</p> <ul style="list-style-type: none"> <li>• Instant fully integrated accounting</li> <li>• Broad Range of Aviation Specific functions for all types of aviation businesses</li> <li>• World Class 24/7 Tech Support</li> <li>• Multi Module, Multi Level Support</li> <li>• All the options you need to run your business</li> </ul> <p>-----</p> <p>Internet Based; not limited to Windows—supports Mac and Linux browsers as well (DSL or better internet connection required)</p>	<p>User can generate Custom Reports—typically from \$500-\$1000; Additional data fields in existing data entry screens—typically from \$250-\$1000</p> <p>-----</p> <p>No Separate Modules; service available by package only.</p> <p>-----</p> <p>Users can export data to Excel</p>	<p>Price Range: \$245-295, plus \$40 per additional users per month.</p> <p>-----</p> <p>Available via Subscription.</p> <p>-----</p> <p>Check or Credit Card, free shipping, payment at time of order</p>
<p>Key Features include:</p> <ul style="list-style-type: none"> <li>• Integrated with most standard available office software systems</li> <li>• Completely custom integrated for each customer's unique enterprise system</li> <li>• Graphic dashboard</li> <li>• Unlimited custom reports; package tracking using URL scripts</li> <li>• Quick access to "Green Screen" emulation from a PC</li> </ul> <p>-----</p> <p>Platform requirements--For Clients: PC, Mac, Laptop, Web browser, or PDA/Cell Phones. Server: IBM System i™ (formerly: iSeries or AS/400);</p> <p>Operating System Requirements--Windows, Mac OS X, or Web browser. Server: OS5 or OS6</p>	<p>Typically, Wintouch is fully customized to each customer's existing business processes within their business, applications on their IBM AS/400 and their need for GUI access to that information, and additional answers or solutions using that information. Also, unlimited customizable reports are available to each individual user.</p> <p>-----</p> <p>Wintouch handheld runs on IBM Websphere and offers full access to all of the information and tools that Wintouch has to offer. The next upgrade (after 7.0) will offer IP Telephony but there is an additional degree of customization for each customer based on their telephone service.</p> <p>-----</p> <p>Wintouch is integrated to Microsoft Outlook, Word and Excel, Lotus Notes, and Thunderbird email. Wintouch is customized to each customer's other LOB (line of business) applications running on the customer's AS/400. Many ERP integrations are available including JDE, MACPAC, MAPICS, CMS, Wellington-Royce, DCS Transport &amp; Logistics and many homegrown AS/400 programs. Costs vary accordingly.</p>	<p>Pricing is based on the number of concurrent users and the amount of additional customization needed.</p> <p>-----</p> <p>Annual licensing fee, based on concurrent users, allows full access to live support.</p>

own AS400 server.

Wintouch FBO can be easily customized to the user's personal business practices. Touchtone works with each customer to tailor the software to individual requirements, such as maintenance tracking by aircraft tail number, down to the individual line item. As another example, FBOs involved with charter or flight training can have the software customized to include aircraft scheduling, tracking of pilot licenses, and training currency.

In its latest release, Wintouch FBO Version 7.0, the system offers a Graphic Dashboard to display custom reports in pie chart, bar graph, or tabular view with a single click. Wintouch 7.0 also provides a complete redesign of graphics and icons, which

are now more intuitive. Also, it more fully integrates Microsoft Outlook, Word and Excel, Lotus Notes, and Thunderbird email.

Touchtone Corporation is in the process of incorporating customer relations management data capabilities into Wintouch FBO, given the fact that more FBOs are developing service packages based on the profiles of frequent, individual customers.

Wintouch FBO is made available by license for each concurrent user. In addition, there is an annual subscription fee that covers service support, software updates, and new releases.

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FBO  
LEADERSHIP  
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**March 17-20  
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### **Conference Topics**

- **The Flawless Execution Model—Afterburner Seminars**
- **Implementing a Customer-Centric Strategy**
- **Maintenance Management**
- **FBOs of the Future—What will they look like? Who will they serve? Will you still own one?**
- **Developing Executive Leadership**
- **Industry Standards for Maintenance Professionals**
- **Regulatory/Legislative Update**
- **Measuring Management Performance—The Truth Behind the Numbers!**
- **New Pilots and Technicians: Where Will They Come From?**
- **FBO Best Practices Networking Lunch**
- **Chairman's Party and Dinner**
- **The New PLST Online**
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# Together, we make Workers Comp workable.

As an aviation industry professional, we don't have to tell you how rough the skies have become. You probably know better than most. So let's skip directly to the part about how you might actively make the insurance part of your business a little more workable.

As an NATA member, you may be eligible to participate in one of the association's Workers Compensation Programs. One program is underwritten by USAIG, the other by Phoenix Aviation Managers, both are administered by AirSure Limited. Just as flying in a V formation means more efficiency for the flock, joining a group of other aviation businesses could mean better coverage for less money with your Workers Comp insurance.

Because, beyond competitive rates, you're also eligible to earn an annual reward when the group has a good year. Though not guaranteed, you'll like

the odds. In 28 of the past 30 years, the USAIG plan has paid nearly \$45 million in good experience returns, averaging 19.26%. The Phoenix Program, which started a few years ago, just earned its first good experience return in 2005. That's what we call making Workers Comp . . . workable.

To find out whether you are eligible to participate, just give your broker a call today, or contact the NATA program manager directly.



*Take the active.*

Program Manager: 321.751.3197 [asalem@airsure.com](mailto:asalem@airsure.com)  
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# NATA's Safety 1<sup>st</sup> PLST Goes Online

Line service specialists play a critical, front line role. *Ab initio* and recurrent training—so important to their success—is about to take a great leap forward.

**W**hat is the best way to train, and recurrently train, the men and women out on the tarmac who marshal, fuel, and manage the general aviation aircraft, crew, and passengers that are the lifeblood of any FBO?

The answer is about to change. For some time, NATA's Safety 1<sup>st</sup> Professional Line Service Training (PLST) program has set the standard for line service training, and not by accident. AMR Combs created the first training program for line service specialists in the mid-1980s. With the advent of video in the late-1990s, the Aviation Training Institute (ATI) pro-

duced a new "TV" edition of PLST. NATA purchased ATI's PLST in 2000, improved it again, and subsequently rolled it under the NATA Safety 1<sup>st</sup> brand of line service offerings.

That version of the training currently is used by more than 900 FBOs and thousands of line service specialists across the United States and internationally, and took more than two years to produce. The program encompasses nearly six hours of training, incorporating full-motion video with state-of-the-art computer graphics. It offers clear, close-up video to

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**SAFETY 1<sup>st</sup> NATA**

CONCEPT MENU GLOSSARY HELP

## ROOT CAUSE OF CONFLICT

*Consider these scenarios:*

- A pilot angrily approaches you waving a fuel bill. He is upset with the charges.**
- A passenger vents his anger when he finds that his requested ground transportation is not there.**
- The flight crew vents frustration over not being met on the ramp by a line service specialist.**

## Train Anytime, Anywhere

Safety and customer service are high on any FBO's priority list. PLST Online provides training to address those issues and much more 24 hours a day, 7 days a week. Line service supervisors can conduct the new PLST Online training anytime and from anywhere. The self-paced quality of online training reduces stress by allowing students to personalize the timing of their program. Training, particularly PLST Online, provides a win-win scenario, as trained line service technicians have increased confidence, motivation, and sense of value as well as greatly improved safety records. FBO management benefits from increased employee retention, productivity, and overall organizational safety.

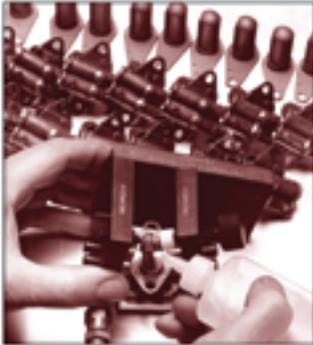


### Interactive Training Elements

PLST Online features interactive elements to energize your line service training program and motivate your employees. Videos, quizzes, photos, illustrations, and animation add to the learning experience and aid retention. The fuel module depicted here teaches students how to identify fuel products, understand fuel additives, and correctly classify piston, turboprop, and jet aircraft using several of the interactive elements, including detailed illustrations.

## PT6 Fuel Nozzles

### Recertification, Exchange Kits, Including Duplex



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provide detailed images of refueling, towing, and safety tasks. PLST is the only training program of its kind with aircraft specific procedures.

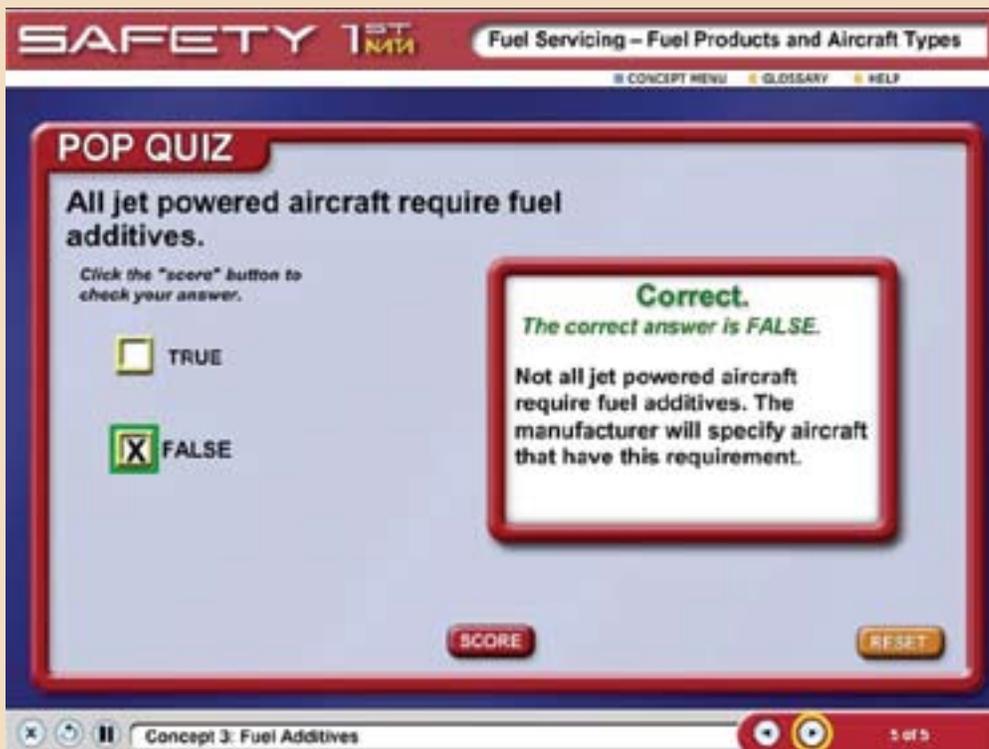
The original program included nine training modules covering all aspects of the line service specialist's responsibilities. In early 2003, a tenth module on aviation security was produced by NATA to assist member FBOs with ramp security training.

But the times, and the technologies, change.

Over the past year and a half, NATA has worked behind the scenes to dramatically update and improve the third generation of PLST for online delivery, incorporating for the first time a state-of-the-art learning management system to track, all produced for NATA by Avstar Media of Dallas, Tex.

Online training has many advantages over conventional video training. In short, online training is the most effective way of delivering training to a large number of people at the lowest cost, for many reasons.

- PLST Online happens at the student's and FBO's convenience—any day, any time, all year, when the student and the FBO have the time.
- PLST Online is available everywhere there's web access.
- PLST Online is highly interactive and thus more effective as a training tool.
- PLST Online will always be current, as online training will be updated by NATA on a rolling, permanent basis.



## Less Paperwork, More Productivity

PLST Online introduces pop quizzes into the program to enhance retention and prepare the students for the corresponding module exams. Dynamic exams randomize question selection and presentation. No two exams are alike. One of the most exciting features of online training is the elimination of tedious paperwork due to electronic score recording. Supervisors can easily track the status of students in every phase of training. Less paperwork means more productivity for your line staff and more profitability for your FBO.

- PLST Online is highly measurable, as each “page,” quiz, and test are automatically tracked as completed and, where applicable, scored. Comprehensive reporting ensures that supervisors can keep an objective eye on their student’s progress.
- PLST Online is cost effective, as your training budget goes directly for training only, not ancillary costs.
- PLST Online is the most effective way of engaging the unsupervised learner. More participation + more enthusiasm = greater learning success and a better performing FBO.

Online training, if done well, can deliver measurable results that bring a real return on investment. NATA adopted a very aggressive and innovative approach to the development of online training, according to NATA Director of Safety Amy Koranda.

“When we began this project, much of the online training we reviewed struck us as, well, dull,” she said. “It was not truly interactive. More often than not it resembled black-and-white slides with just black text on white backgrounds.”

“We wanted a different approach,” she said. “PLST covers a lot of fascinating information, and we needed it to tell an exciting story in an exciting way. We think that we’ve accomplished that.”

Developing online training for line service specialists involved creating new storyboards for each

Continued on page 58



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Cary A. Winter - Executive Vice President, North American Jet

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## PLST Goes Online

Continued from page 57

lesson highlighting hundreds of learning concepts, professional narration, compelling images, animated graphics, and interactive presentations. "It also takes a lot of creativity to do well," Koranda added.

Given their history in the development of prior versions of the training, Koranda said that R. Bisgard Aviation Consulting was the obvious choice to help review each new online storyboard for content prior to lesson development. "Avstar Media's talented developers then took these storyboards, added their insights on interactive learning, and created a new program," she said.

Throughout the development process, NATA member input has been integral. The draft lessons were reviewed by NATA staff and a team of skilled industry professionals through weekly webcast sessions. These expert industry supervisors and trainers, who work the line every day, provided real world know-how to fine-tune a dynamic line service training experience. Lessons were also reviewed by NATA staff advisors for graphic and technical consistency.

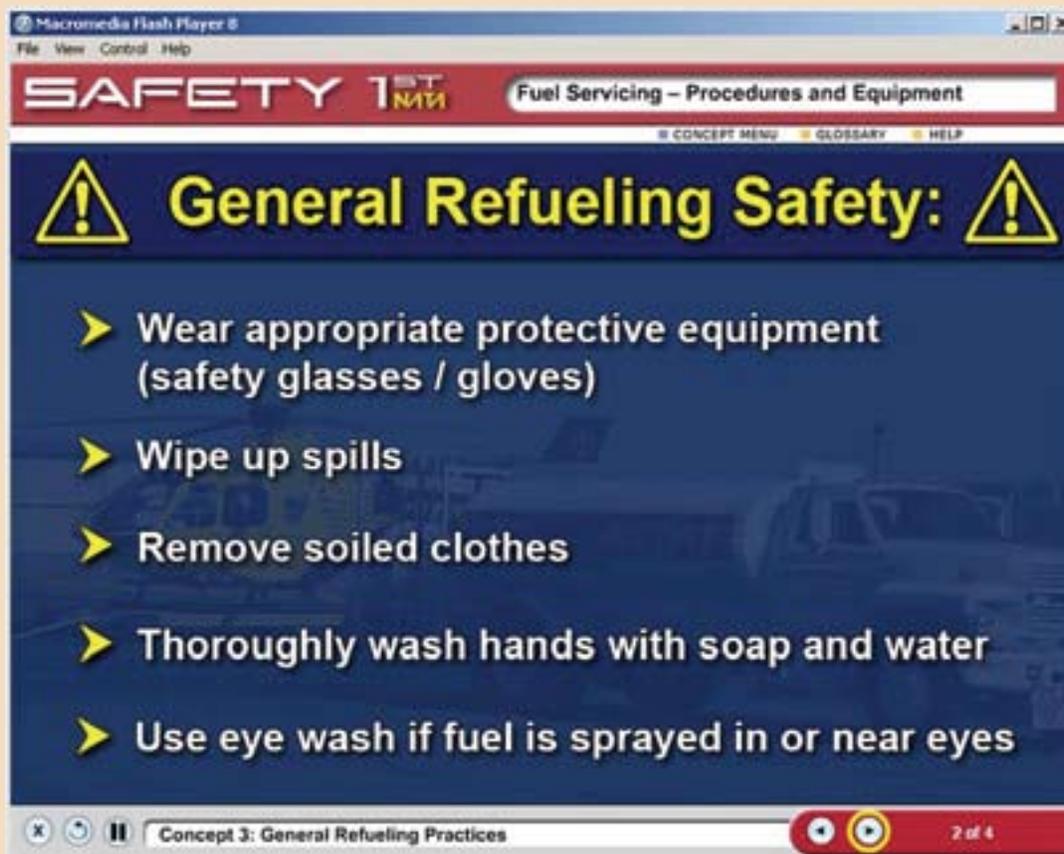
As a result, the new Safety 1<sup>st</sup> PLST online training provides consistent, up-to-date, and convenient training. Lessons incorporate multimedia applications such as full motion video and images to enhance the

learning experience and increase comprehension. What better way to convey complex and, at times, dangerous and detailed procedures, such as dealing with a fire or towing a Gulfstream V?

New to the program and unique to PLST Online are frequent pop quizzes throughout the lessons that reinforce concept retention before reaching the end of the modules and the exam. What's more, random exam questions are selected from a bank of questions so each exam is unique, taking away the drudgery of the same exam every time you conduct training.

The cumbersome paperwork and record keeping that goes along with any training has been automated to the point where every line service specialist's progress can be determined with just a click of the mouse.

"When NATA purchased the ATI program, we promised to enhance the training and keep it fresh," Koranda said. "Each year we have delivered on this to provide exceptional training options. With PLST online, training updates and improvements will be immediately available to all participants. It's one of the most unique and intriguing benefits NATA has rolled out to date."



### Put Safety 1<sup>st</sup>

Safety 1<sup>st</sup> is not only a name, it's a culture. PLST Online incorporates safety messages, warnings, and procedures in every module. Ultimately, this prevents injuries and damage and saves money. Special attention is also given to the latest government and industry rules and regulations to keep your staff informed.

**SAFETY 1<sup>ST</sup> N114**

CONCEPT MENU GLOSSARY HELP

# Procedures and Equipment

## Your Goal:

Provide the proper grade, type and quantity of clean, uncontaminated fuel to the aircraft.

X [Progress Bar] [Navigation Buttons]

**A Learning Framework**

Clearly defined goals at the start of each lesson provide a framework for learning. Online content is consistent, incorporates industry best practices and standards, and is easily updated. The updated module lessons teach not only the how, but the why to line service excellence.

**SAFETY 1<sup>ST</sup> N114**

CONCEPT MENU GLOSSARY HELP

# SUMMARY

**Effective Communication Report Card**

Speak clearly & concisely	A+
Listen attentively	A+
Ask questions	A+
Take notes	A+
Repeat back service requests	A+
Sound like you care about your customer and their needs	A+

X [Progress Bar] [Navigation Buttons]

**Added Training**

Online training allows for a range of additional content, including summaries, checklists, and related articles. New content will be added regularly. The next planned phase will incorporate an industry first: aircraft-specific procedures.

## Foundation Scholarships Are the Gift That Keeps on Giving

**T**he National Air Transportation Foundation (NATF) awards financial assistance and encouragement year after year to scholarship applicants in pursuit of general aviation careers. We hope you take advantage of the many offerings available and want to highlight a special scholarship directed to NATA members.

NATA's Business Scholarship is dedicated to promoting safety, professionalism, education, and training as a means for individuals to advance their careers. The annual NATA Business Scholarship Award, in the amount of \$2,500, is for continuing education for employees of NATA member companies. All applicable studies should be directly related to furthering the skills applicable to working at an FBO, charter company, maintenance facility, or flight school.

Applicable training includes aviation maintenance program under the aegis of Part 147 or 65, any pilot certificate or rating under Part 61 or 141, and any aviation-related two-year, four-year, or graduate degree program at an accredited college or university.

Scholarship applicants must be age 18 or older; be nominated and endorsed by a representative of a Regular or Associate NATA member company; possess a Student Pilot certificate (or higher) with a third-class medical certificate, if applying for pilot certificates or ratings; and demonstrate a commitment to general aviation.

For our *Aviation Business Journal* readers, we are extending the deadline for submitting applications to February 29, 2008. For additional details and a scholarship application, go to [www.nata.aero](http://www.nata.aero). Don't miss an opportunity to reward your deserving staff. It is truly a gift that will change their lives.

## How to Build a More Successful FBO—Cruise into 2008

**N**ATA is rolling out a new seminar in 2008, one that will unveil the secrets to running a cutting-edge business that maximizes FBO profits. Running and managing a fixed base operation is a very demanding business. It not only demands a strong business sense, it also requires motivated and loyal employees, targeted marketing, and creative negotiating skills.

This new seminar, sponsored by Wing Aero Products, will deal with real-life scenarios in the



day-to-day business of running a successful FBO. Discussions will include tips on developing favorable leases with an airport authority, negotiating favorable agreements with a fuel supplier, decreasing credit card interest rate charges, lowering insurance premiums, dealing with regulatory issues, and building long-term profitable customer relationships. This is not a complete list, but it gives you an idea of the material that will be covered.

Adding to the intrigue, NATA will offer the first seminar at sea, onboard a cruise ship destined for the Bahamas, October 23-26, 2008. We highly recommend that all FBO owners, managers, general managers, supervisors, and entrepreneurs attend. It's a great way to combine business with pleasure for one all-inclusive price.

Specifically, the cruise ship is the Carnival Sensation, which sails from Port Canaveral, Fla. Participants should fly into Orlando, where shuttle buses will take them to the port.

Boarding on Thursday, October 23, takes place between 12:30 to 2:30 p.m., and the ship sails at 4 p.m. An open bar and hors d'oeuvres party in the evening welcomes everyone aboard.

The ship docks in Nassau (Paradise Island) in the Bahamas on Friday at 10 a.m. and will remain docked until 5 a.m. on Saturday. The seminar will be held in sessions on Friday and Saturday. Saturday will be a "fun day" at sea with lots of activities, a formal dinner, and midnight buffet. The ship returns to Port Canaveral at 9 a.m. Sunday, where buses will return participants to the airport.

Conveniently, passports are not currently required for cruise ship travel. Security is tight and immigration is very involved with cruise ship arrivals, so you will need a birth certificate and driver's license. This may be subject to change when the new passport cards become available. (The cruise line recommends carrying a passport if you have one in the event an emergency arises and you must return by air.)

Reserve your spot while there is still space available! Visit [www.nata.aero](http://www.nata.aero) for more detailed information. You will be amazed at the affordable rates while you cruise and learn.

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