

# AVIATION BUSINESS

OFFICIAL PUBLICATION OF THE NATIONAL AIR TRANSPORTATION ASSOCIATION

# JOURNAL

2<sup>nd</sup> Quarter 2010

## Montgomery Aviation

A Rising Hoosier Star

### Also Inside

- Industry Audit Standards: Fact or Fiction?
- The EU's Scheme to Reduce Carbon Emissions
- Building Community and Airport Relations: Ideas You Can Implement

PRESORT  
Standard  
U.S. Postage  
PAID  
Silver Spring, MD  
Permit No. 1400

# A Sure Sign of Quality...



# Aviation

Shell Aviation delivers a whole new class of service. Quality Shell Aviation fuels are sold through many Fixed Based Operators in the United States.

Highly dependable service and proven product quality makes Shell Aviation your supplier of choice. As a Shell Aviation FBO, your customers benefit by gaining full access to a global network of over 750 locations, and over 90 years of aviation expertise and technical know-how.

In addition, your customers are invited to apply for the Shell Aviation Card - the passport to high-quality hassle-free refueling worldwide. Full details of the Shell Aviation Card can be found on our company website below.

For more information about joining the Shell Aviation dealer network please contact Lynn Weyerhaeuser at Eastern Aviation Fuels on 1-800-334-5732.

[www.shell.com/aviation](http://www.shell.com/aviation)



**Shell Aviation**

## PROVIDING FUEL AND SERVICES TO THE GLOBAL AVIATION INDUSTRY

Contract Fuel • Pilot Incentive Programs • Fuel Quality Assurance • Refueling Equipment • Aviation Insurance • Fuel Storage Systems





# LANDMARK A V I A T I O N

For an Unsurpassed Customer  
Experience, Fly with  
**LANDMARK AVIATION.**

FBO

MRO

CHARTER & MANAGEMENT



ADDISON, TX	ADS	NORFOLK, VA	ORF
ASHEVILLE, NC	AVL	NORTH KINGSTOWN, RI	OQU
BLOCK ISLAND, RI	BID	OCALA, FL	OCF
CALGARY, AB	YYC	PALM BEACH, FL	F45
CEDAR RAPIDS, IA	CID	PARIS, FRANCE, EUROPE	LFPB
CHARLOTTESVILLE, VA	CHO	RALEIGH, NC	RDU
CLEVELAND, OH	BKL	ROANOKE, VA	ROA
DALLAS, TX	DAL	SAN ANTONIO, TX	SAT
DUBLIN, IRELAND, EUROPE	EIDW	SAN DIEGO, CA	SAN
FAYETTEVILLE, NC	FAY	SCOTTSDALE, AZ	SDL
FREDERICK, MD	FDK	SIoux FALLS, SD	FSD
GREENSBORO, NC	GSO	SPRINGFIELD, IL	SPI
HOUSTON, TX	IAH	SYRACUSE, NY	SYR
LAUGHLIN/BULLHEAD CITY, AZ	IFP	TORONTO, ON	YYZ
LAWRENCEVILLE, GA	LZU	VANCOUVER, BC	YVR
LEESBURG, VA	JYO	WASHINGTON-DULLES, VA	IAD
LINCOLN, RI	SFZ	WESTERLY, RI	WST
LOS ANGELES, CA	LAX	WHITE PLAINS, NY	HPN
MIDDLETOWN, RI	UUU	WICHITA FALLS, TX	SPS
NICE, FRANCE, EUROPE	LFMN	WINSTON-SALEM, NC	INT

# Aviation Business Journal

Official Publication of the  
National Air Transportation Association

## Chairman of the Board

Kurt F. Sutterer  
Midcoast Aviation, Inc.  
Cahokia, Illinois

## Vice Chairman

James Miller  
Flight Options  
Cleveland, Ohio

## Immediate Past Chairman

Dennis Keith  
Jet Solutions LLC  
Richardson, Texas

## Board of Directors

Charles Cox  
Northern Air Inc.  
Grand Rapids, Michigan

Todd Duncan  
Duncan Aviation  
Lincoln, Nebraska

## Immediate Past Treasurer

John Lotz  
Monterey Bay Aviation  
Monterey, California

## Frank Milian

ACM Aviation  
San Jose, California

## President

James K. Coyne  
NATA  
Alexandria, Virginia

## Treasurer

Bruce Van Allen  
BBA Aviation Flight Support  
Orlando, Florida

## Chairman Emeritus

Reed Pigman  
Texas Jet, Inc.  
Fort Worth, Texas

## Ann Pollard

Shoreline Aviation  
Marshfield, Massachusetts

## Mark Willey

Bridgetford Flying Service  
Napa, California

## Publisher

James K. Coyne

## Editor

Shannon Chambers

## Editorial Director

Eric R. Byer

## Contributing Editors

Michael Ancell  
Amy Hornaday  
Linda Pylant

## Art Direction/Design

Tim Wagner

## Advertising Sales

Cheryl Stratos  
Victoria Geis

## Advertising

For advertising information, call 703/212-4967  
or e-mail cstratos@ias-online.net.

## Produced by

**InnovativeAssociationSolutions, LLC**

103 Oronoco Street, Suite 200 • Alexandria, VA 22314  
703/212-4967 • www.ias-online.net



4226 King Street • Alexandria, VA 22302  
800/808-6282 • Fax 703/845-8176  
www.nata.aero



## The EU's Scheme to Reduce Carbon Emissions

By Michael France

This year marks the beginning of aviation's inclusion into the European Union's Emission Trading Scheme, which is basically Europe's version of a market-based approach to the reduction of greenhouse gas emissions. U.S.-based aircraft operators who fly into, out of, or between EU airports will be affected.

22

## Montgomery Aviation: A Rising Hoosier Star

By Paul Seidenman and David J. Spanovich

When Andi and Dan Montgomery took the plunge into the FBO business at Indianapolis Executive Airport (TYQ) in 2000, it was an especially risky business given that neither had any prior FBO experience. But the risk was worth taking. Now in its 10th year, Montgomery Aviation has expanded from its TYQ flagship location to two other Indiana airports.

25

## Building Community and Airport Relations: Ideas You Can Implement

By Colin Bane

Efforts are underway to address a public relations problem in the aviation industry: The communities we serve are increasingly disconnected from the economic advantages provided by local airports and FBOs. As opposition groups become more vocal and more organized, it's becoming increasingly important for FBOs to help educate community leaders and the public about the benefits of general aviation.

33

## President's Message | By James K. Coyne

7

## Inside Washington | By Eric R. Byer

11

## Safety Watch | By Lindsey McFarren

13

## Industry Audit Standards: Fact or Fiction? | By Charles E. Priester

17

## NATA Event Roundup

38

## RA Check Can Jump Start Your Safety Program

40

## Advertiser Index

41

## NATA Safety 1<sup>st</sup> News

42

## Failing to Connect the Dots on Safety

44

## NATA Member News


46

## New NATA Members

49

## NATA Events Calendar

50



# Jet Aviation and Midcoast Aviation: A global MRO network that safeguards you and your investment

Strength, stability and skill: three benefits you gain when working with Jet Aviation and our U.S. affiliate, Midcoast Aviation. Two brands. One team you can rely on. Solid ownership, 43 years experience and an unsurpassed level of talent – available at 17 independent MRO centers of excellence worldwide – offer you and your aircraft global support delivered with our uncompromising dedication to quality, safety and service. Whatever your aircraft type or size, whatever the work scope – routine inspection, unscheduled or heavy maintenance, overhaul or even structural repair or AOG services – we can help.

**Personalized to Perfection.** [www.jetaviation.com](http://www.jetaviation.com) | [www.midcoastaviation.com](http://www.midcoastaviation.com)

**Jet Aviation** | Basel | Boston/Bedford | Dubai | Dusseldorf | Geneva | Hannover  
Hong Kong | Jeddah | Kuala Lumpur | London Biggin Hill | Moscow Vnukovo  
Riyadh | Singapore | Teterboro | Zurich | **Midcoast Aviation** | St. Louis | Savannah

# Politics and Aviation: There's a Right Way and a Wrong Way

By James K. Coyne

**A** year ago, I wrote a provocative letter to President Obama condemning his criticism of business aviation users and predicting that he would, like previous presidents, come to understand the value of private aviation, at least as he experiences it as the "lead passenger" on Air Force One. Since then, he has proven me mostly right. In his first twelve months on the job, he has spent more time on Air Force One than any previous president and often remarks about how effective it is. Last month, in fact, he used it to persuade at least one wayward House member to change his vote on the health reform legislation. Simply put, a business airplane can help every business, even the business of running the country.

## A History of Bipartisan Support

The purpose of my letter was not to chasten the president, but rather to nudge him toward the path that most presidents and politicians have pursued for decades: a policy of bipartisan support for aviation across the board. At a recent congressional award ceremony, Secretary of Transportation Ray LaHood stated the oft-quoted fact that "there are no Democratic highways or Republican bridges," and I know that during his years in the House he regularly extended this spirit of bipartisanship to build political support for investments in aviation infrastructure.

And yet, Congress has failed over and over to pass legislation reauthorizing the FAA and last month had to pass a "temporary extension" of the previous legislation for the *twelfth time* in three years! I'm hopeful that an FAA reauthorization bill will be signed by the president before this extension expires on July 3, if for no other reason than that a 13th extension might be too scary for a superstitious Congress to accept.

Bipartisanship, it seems, has given way to gridlock and narrow special interests. Even worse, the Obama administration continues to ignore the

plight of general aviation businesses, especially those aircraft and component manufacturers who have laid off thousands of employees, lost market share to foreign firms, and suffered unprecedented losses.

Top industry officials appealed to White House staff last

year for some presidential attention, perhaps a visit by the president to Wichita as evidence of his interest and support. The staffers obliquely reminded the industry execs that Kansas was a very red state, and in light of realpolitik calculations that everyone implicitly recognizes, such a visit would be far down the list of presidential scheduling priorities.



## The Growing Influence of Politics

I would like to remind the president and his staff that Secretary LaHood's assertion about bipartisanship in transportation is a powerful promise. If he's correct, aviation jobs are just as American and just as essential as those making cars, building bridges, providing mass transit, or creating high-speed rail. Even those workers who vote in red states still expect the president to count them as part of America.

What concerns me most is that bipartisanship in Washington may become little more than a sound bite. With advisors who simplistically divide America into red or blue states and with a looming congressional election where almost every incumbent

Continued on page 8

## President's Message

Continued from page 7

feels threatened, it seems that *all* decisions are now political decisions, with a capital P. And speaking of capital letters, the Ds don't want to do anything that will help the Rs, and the Rs know that helping the Ds gets them nowhere.

## The Importance of National Goals

Politics used to be a lot different. Presidents Clinton and Bush made successful, nonpartisan trips to Wichita to salute the industry, its workers, and our international leadership in aviation. For them, perhaps, politics with a small p was a big part of the job. By this I mean using their influence to reach consensus and shape public opinion in ways that supported national goals rather than purely political ones.

Instead, the new politics of 2010 are polarizing. Whole industries are routinely condemned by politicians who should know better. Do we really want political leaders to regularly excoriate banks, insurance companies, pharmaceutical firms, defense contractors, fast-food companies, or whatever other type of business that happens to be in the penalty box this particular season? Is this the change we really want?

Other than a visit to a windmill manufacturer or some other government-subsidized or bailed-out business, I haven't seen much support from Washington lately for the companies in America that drive our economy. Those companies, Mr. President, are easy to find: Just look for the ones that use an airplane, like you do.



## McFarren Aviation Consulting

Specializing in safety, security and compliance support for the general aviation industry

### Services at a Glance

- IS-BAO Audit Preparation
- Air Charter Safety Foundation Audit Preparation
- Regulatory Compliance Gap Assessments
- Safety Manual Development
- Safety Management System (SMS) Implementation Assistance
- Facility Security Planning
- Operational Control Policy Development
- Company Operations Manuals for Part 91 Operators
- Safety and Security Training
- Operational Control Training

### About Our Logo

The four-point star in the MAC logo is the symbol for a VFR waypoint. A waypoint is a navigational tool used by pilots to enhance situational awareness, prevent deviations, and increase safety. At MAC, we strive to provide these same important benefits to your organization!

\* MAC is a woman-owned small business as defined by the Small Business Administration and qualifies as a Woman-owned Business Enterprise (WBE), Minority-owned Business Enterprise (MBE), or Disadvantaged Business Enterprise (DBE) in most jurisdictions. Please contact us if you would like to discuss partnership opportunities.





*Arrive ready to achieve.*  
**BE THERE.<sup>SM</sup>**



Today, every meeting, every sales call and every deal matters. You've got to be productive and at your best.

With NetJets<sup>®</sup>, you can seize opportunities as they arise. The largest fleet in private aviation guarantees a plane to go almost anywhere in the world – with as little as four to ten hours notice. NetJets gets you where you need to be on your schedule with the highest safety and service

standards in the industry, so you can be more productive in the air and more effective on the ground. All this, along with the financial strength and commitment of Berkshire Hathaway, means you can count on NetJets to help you achieve. Even more.

**Only NetJets has the resources and capability to deliver private aviation solutions that help you BE THERE.<sup>SM</sup>**

NETJETS.COM | 1.877.NETJETS

**NETJETS<sup>®</sup>** *BE THERE<sup>SM</sup>*

NETJETS FRACTIONAL JET OWNERSHIP PROGRAMS | THE MARQUIS JET CARD<sup>SM</sup>\* | EXECUTIVE JET<sup>®</sup> MANAGEMENT  
NetJets Inc. is a Berkshire Hathaway company.

©2010 NetJets Inc. All rights reserved. NetJets and Executive Jet are registered trademarks. The Marquis Jet Card is a registered service mark. \*Marquis Jet is an independent company not affiliated with NetJets and through its exclusive U.S. alliance sells the Marquis Jet Card.

UNDER OUR WINGS

# OVER 700 FBOs AND COUNTING.



Why do more FBOs choose to become a part of Phillips 66® Aviation than any other provider? One word: *trust*.

They trust our strong and secure supply. They trust our WingPoints® rewards and Partners-Into-Plane contract fuel programs. They trust our leadership and support. Most of all, they trust our unwavering dedication to their business and undying commitment to their success. Humble thanks to all of our FBOs for making Phillips 66 the number one brand in aviation.

**To learn how your business can become part of the number one brand  
in aviation, visit [700andcounting.com](http://700andcounting.com) or call 800-234-6603.**



The Most Trusted Wings In Aviation™

# NATA's Air Charter Summit: A Great Place to Learn

By Eric R. Byer

A number of years ago, NATA made the decision to create what is now commonly known as its Air Charter Summit. And since our first summit in 2007, participation and interest have grown substantially. NATA pursued a separate event for the Part 135 and 91k members because they asked for a venue that focused on regulatory, legislative, security, and business issues pertaining to their communities. And since 2007, the NATA Air Charter Summit has done exactly that. Whether it be operational control, charter brokering, changes to the Twelve-Five Standard Security Program, the impact legislation has on the Part 135 and 91k community, business development, environmental matters, or many other topics, the summit has served as the venue for Part 135 and 91k operators to learn the latest developments affecting the community.

The 2010 summit, June 7-9 at the Westfields Marriott in Chantilly, Va., will be the best event yet, with a number of outstanding sessions and speakers.

This year's lineup includes:

- **NTSB Leadership Update**
  - The Honorable Deborah A.P. Hersman, Chairman, National Transportation Safety Board (Invited)
- **FAA Regulatory Review**
  - John M. Allen, Director, Flight Standards Service, FAA (Invited)
  - Joseph Conte, Office of the Chief Counsel, Enforcement Division, FAA
  - John J. Hickey, Deputy Associate Administrator for Aviation Safety, FAA
- **Charter Brokering Update**
  - Dayton Lehman, Deputy Assistant General Counsel, Office of Aviation Enforcement and Proceedings, U.S. Department of Transportation
  - Andrew Priester, President & COO, Priester Aviation
- **Fractional Ownership Leadership Session**
  - Kenneth C. Ricci, Chairman, Flight Options
- **Transportation Security Administration Update**
  - Douglas Hofsass, Deputy Assistant Administrator for

Transportation Sector Network Management, Transportation Security Administration

- Brian Delauter, General Manager, General Aviation, Transportation Sector Network Management, Transportation Security Administration

- **Economic Outlook for Part 135**
  - Rolland Vincent, President, Rolland Vincent Associates
- **Tuesday Night Dinner with Special Guest Speaker**
  - Bruce Jenner, Olympic Hall of Famer
- **State Taxes and Applicability to Part 135 and 91k Operations Flight, Duty & Rest—What New Rules Will Mean to the Charter Community**
  - Eileen Gleimer, Partner, Crowell & Moring, LLP
  - Terri Farish, Director of Client Services, Chantilly Air, Inc.
- **Business Terms and Conditions for Providing Services to Customers, Including Brokers**
  - Jacqueline Rosser, Director, Regulatory Affairs, NATA



## AIR CHARTER SUMMIT NATA 2010

June 7 - 9 • Westfields Marriott • Chantilly, Va.

### Mark Your Calendar!

So, take a moment and block out your calendar for the 2010 NATA Air Charter Summit in early June. It truly is a one-of-a-kind, can't-miss event for the Part 135 and 91k community. To learn more about the summit, visit [www.nata.aero/acs](http://www.nata.aero/acs). I look forward to seeing you in June!

---

Thanks to business aviation, we're bringing cancer patients closer to their cure.

---

# “After her cancer treatment, she could not fly commercially. What a relief she could fly with Corporate Angel Network.”



Through the generosity of corporations flying business aircraft, Corporate Angel Network arranges free travel for cancer patients using the empty seats on corporate jets.

This service is vitally important to cancer patients. Some simply can't afford the cost to fly commercially. Others can't handle the stress of navigating airports. Still others can't risk the exposure of crowded airports because of immune system deficiencies.

Since 1981, Corporate Angel Network, a not-for-profit organization, has worked with U.S. corporations to schedule more than 31,000 cancer-patient flights and currently transports nearly 250 patients a month to and from treatment. The process is simple. Corporate Angel Network's staff does all the work. After all, patients and their families have enough to worry about.



**Cancer patients fly free in the empty seats on corporate jets.**

**Corporate Angel Network, Inc.**  
(866) 328-1313  
[www.corpangelnetwork.org](http://www.corpangelnetwork.org)

# ACSF Audit Lessons Learned

By Lindsey McFarren

Let me start by admitting that I am one of the individuals that helped create this audit standard. Let me also quote a wise man who once said, “We didn’t start the fire.” The industry itself—that’s you—has become increasingly frustrated with the endless parade of standards and audits. There are standards for pilots, standards for aircraft, standards for operators, and most come with a catchy name and logo. The good news is the goal of the ACSF Industry Audit Standard, which is to finally create ONE audit for all Part 135 operators, might actually come to fruition. The bad news is that the audit standard is hard. It’s not impossibly hard. It’s you-will-definitely-have-a-safer-more-efficient-operation-but-you-will-work-your-tail-off hard.

In addition to being on the initial audit standard working group, I’m now an auditor and safety consultant. ACSF policies wisely prohibit me from acting in both capacities for a single operator, but I’ve performed both auditing and consulting tasks for different operators.

This year marks the second year of the Air Charter Safety Foundation (ACSF) Industry Audit Standard (IAS). More than 20 operators have now undergone an audit based in the IAS, and I have participated in several of those audits and assisted other operators in audit preparation. I’ve learned quite a bit about the audit process and am happy to share those experiences with operators considering the audit.

## Steps to a Happy Audit

**First, if you would like to complete the ACSF IAS Audit, plan ahead.** Depending on your operation’s current documentation, implementation of safety plan, and other characteristics, you might need six or more months to prepare. Operators with very detailed documentation and relatively mature safety programs might need only several weeks to prepare for the audit, but others could require much longer. Obtain the operator pre-audit checklists, available for free at [www.acsf.aero](http://www.acsf.aero), and ask your staff members to help complete the checklists. This initial review will help you identify significant gaps in your documented and implemented policies.

**Second, consider outside help.** Sometimes it is better to have an objective third party assist you with the pre-audit checklists, but you aren’t entirely off the hook. Consultants are also likely to ask you to complete the checklists before they visit your operation. It is one thing for a consultant to review a company’s manual and complete the checklists for the operator. A very different perspective is obtained by having operators complete their own lists, revealing where they think they stand. A consultant is not only a good option for your gap analysis, but also for helping you develop and implement a plan

The ACSF standard should serve as guidance but is not an acceptable means of compliance if the material is just regurgitated and not appropriately implemented.

for closing those gaps with a reasonable chance of success. (Be sure to use a safety consultant who has received training on the ACSF standard. The audit firms listed on ACSF’s website have several individuals who are trained on this standard.)

**Third, don’t just check the box.** If you find gaps in your operation when you complete the pre-audit checklists (and you will), don’t just add a paragraph to your GOM or SOPs that “Operator X follows industry best practices for fatigue countermeasures to ensure adequate crewmember rest and alertness when operating across multiple time zones.” (See ACSF IAS 2.3.5.) The auditor will know if you copy and paste from the standard without reasonable attempts at implementation. (That’s a real example; I can’t make this stuff up.) The standard should serve as guidance but is not an acceptable means of compliance if the material is just regurgitated and not appropriately implemented.

If a consultant helps develop manuals or other documents to meet the ACSF standard, don’t just

Continued on page 14

## Safety Watch

Continued from page 13

put the documents on the shelf and consider yourself ready. The standard repeatedly asks two questions: “Is the policy documented?” and “Is the policy implemented?” Although a consultant can assist in implementation, unless you plan to have them on-site for several months, know that *you* as the operator must ultimately ensure implementation.

**Fourth, don’t panic.** No operator—let me repeat, *no operator*—will complete this audit on the first attempt. There is no such thing as a first-time pass. If an auditor has no findings following an ACSF IAS audit, ask ACSF for your money back. You didn’t have an attentive, thorough auditor. Operators have 120 days to submit and complete a corrective action plan to address findings from the audit. If you used a consultant to prepare, give him or her a call and ask for help with the corrective action plan. If you didn’t use a consultant before, you might consider calling one now to help develop and complete your corrective action plan. Pay attention to your timeline because operators that do not successfully complete their corrective action plan in those 120 days will have to start the process all over again.

### One Particular Pitfall

In working with these aircraft operators, I have found one section of the audit standard to be particularly confusing for aircraft operators, Section 1: Corporate Organization and Management. This section contains the standards related to an operator’s safety management system (SMS) and clearly many operators have difficulties with those standards, but this Safety Watch column has featured SMS principles in the past and these are not the standards I’d like to discuss here.


Rather, I’d like to focus on Section 1 Part 1.0 Management System and Part 2.0 Documentation and Records Management. The first misunderstanding about these two subsections is that the standards contained in them apply only to the flight department of the operation. This misconception is understandable, as the majority of the standards in Section 1 are assessed by the Flight Operations auditor. But the standards in Section 1 actually apply to the *entire* organization, not just the flight department. Therefore, an organizational chart from your General Operations Manual (GOM) that starts with “Director of Operations” at the top is likely to be insufficient to meet the requirements. Similarly, recordkeeping procedures for flight manifests and other flight department documents are only a

partial solution to the audit standards in Part 2.0 Documentation and Records Management. Records related to human resources, accounting, and other departments of your business should also be addressed. Apply this logic to each standard in Section 1, and you’ll more accurately see where your business stands.

So how do you comply with these standards? Well, it’s like eating an elephant: you start one bite at a time. Operators with experience with ISO (the International Organization for Standardization) will likely have an easier time meeting the standards in this section because ISO focuses so heavily on corporate policies, procedures, and documentation. In fact, one of the first possible steps to take to meet Section 1: Corporate Organization and Management is to develop a corporate policies and procedures manual. This manual should apply to *all* employees, not just individuals with flight-related duties. In other words, it should not be a copy of your GOM or GMM. Look at it this way: If your employees all pooled together to play the lottery, actually won, and never showed up for work again, how would anyone else know how to run the show?

Sit down and think about your business from nuts to bolts, or assign one person from each department to do this. For example, get someone from human resources to think about the employment process. How is a job posted or advertised? How are individuals interviewed and selected? What checks have to be conducted before the person joins the company? How do they eventually “separate” (government speak for “quit”), or how are they terminated? Do this with each department. Does it take time? Yes. Will your business be better for it? Absolutely.

### Even the Best Can Get Better

To date, operators that have undergone the ACSF audit consider it to be a very valuable but challenging experience. Don’t wait for a customer to request or demand you complete the audit; get a copy of the operator pre-audit checklist now and start comparing your operations to the standard. Even the best-organized flight department is likely to need to improve documentation of corporate policies and practices! You stand a much better chance of success if you close any gaps in your operation over a period of time instead of rushing to prepare in just a few weeks. 

*Lindsey McFarren is president of McFarren Aviation Consulting. She can be reached at lindsey@mcfarrena-aviation.com or (703) 445-2450.*



# NATA IC CHECK

*The only real-time compliance-driven flight release system  
for general aviation aircraft operations.*

NATA IC Check is an online application (similar to online banking or airline reservations systems) that checks 685 data points to confirm compliance with all applicable Federal Aviation Regulations as well as other government regulations and company, customer, industry and insurance standards applicable to professionally flown general aviation flights.

IC Check's primary goal is to assess whether individual flights for which an operator exercises operational control are flown only with a legal crew, legal passengers, legal aircraft and legal flight.

If IC Check's calculations indicate that the flight is "in compliance" with all operator-specified requirements, the program issues a "release" prior to flight in a process similar to that followed by many Part 121 air carriers. The IC Check flight release process typically requires two minutes of data entry per flight, much of which is automated. Results are instantaneous.

IC Check's key benefits include:

- Proves compliance with all applicable regulations.
- Promotes operational consistency.
- Strengthens safety culture through flight-by-flight compliance assessment, tracking and risk assessments.
- Prevents planning errors.
- Increases reliability of operational control systems and procedures.
- Reduces FAA inspection burden.
- Supports safety audits via online availability of comprehensive, flight-by-flight compliance records.
- Consolidates and streamlines company recordkeeping.
- Encourages the adoption and use of best industry practices.
- Fosters piece of mind through independent, automated confirmation of operational standards.

To support ease of use, IC Check has been integrated with CTA/FOS and Bart with integrations pending with Avtrak, Wyvern, Camp, Skybooks and several other programs.

Additionally, IC Check has been integrated with the National Oceanic and Atmospheric Administration's weather data feed to record conditions at the origin of the flight, destination and en route. In cooperation with Flight Explorer, Federal Aviation Administration (FAA) Aircraft Situation Display to Industry (ASDI) flight tracking data also will be attached to individual flight records to prove compliance.

The program was developed by and is hosted and managed by NATA. It is available by monthly subscription on a per tail basis.

*Further information is available online at [www.nata.aero/ICCheck](http://www.nata.aero/ICCheck).*



# The pleasure of your company is requested.



The Avitat Network is led by a team of elected FBO general managers known as the Avitat Council. Avitat Council members shown above include:

Front: Prajeet Pareparambil - Royal Jet (AUH), David Mills - Business Jet Center (OAK), Bert Marks - Central Aviation Services (YWG), John Langevin - Jet Aviation (TEB, BED, PBI, DAL), Tim Ward - Alliance Aviation (AFW)

Back: Bill Hudgens - Montgomery Aviation (MGM), Donnie Zachary - Louisiana Aircraft (BTR), Alain Champonois - Skyservice (YYZ, YUL, YYC), Rhonda Hughes - Avitat Boca Raton (BCT), Wally Seipp - Avitat Westchester (HPN), Andreas Becker - Frankfurt Aviation Service (FRA)

## Avitat invites you to join the premier network of ExxonMobil Aviation FBOs.

You are cordially invited to join the Avitat family, a global network of independent FBOs. Avitats are world renowned for service that excels in every minor detail and providing an outstanding buying experience for each and every customer.

When you become a part of our elite network you receive industry-leading tools to help set your facility apart: PremierCare, PremierSpirit, Pilots+Rewards, print and online advertising, tradeshow, and the Avitat Networking Initiative, which are all designed by FBO operators like you to help you succeed in providing exemplary service, to make your FBO the best on the field.

If you think your operation has the potential to become part of the network of FBOs that's one of the best in the industry, please contact Maryann Bowman, Avitat Development Manager at 281.360.1058 or [maryann.bowman@exxonmobil.com](mailto:maryann.bowman@exxonmobil.com).

Visit us at [www.avitat.com](http://www.avitat.com)

Esso-branded products available only outside the U.S.

**ExxonMobil**  
Aviation



**AVITAT**  
THERE'S NO SUCH THING  
AS A MINOR DETAIL.



# Industry Audit Standards: Fact or Fiction?

By Charles E. Priester

**T**he Air Charter Safety Foundation (ACSF) was created in 2007 to enhance the safety and security of the air charter community by advancing industry standards and best practices, promulgating safety, security, and service benchmarks, and promoting the universal acceptance of safety management systems through research, collaboration, and education. The ACSF also works to improve the public understanding of air charter providers as one of our nation's most important and versatile public transportation resources. Although NATA remains a big supporter of the ACSF, they are separate organizations, with the ACSF being a true non-profit organization qualified for 501(c)3 status.

In 2009, the ACSF launched the Industry Audit Standard (IAS), the only audit program that comprehensively evaluates both a Part 135 operator's safety management system (SMS) and its regulatory compliance. If you're a regular reader of the *Aviation Business Journal*, you've already read about the audit. This article will set the record straight on some common misunderstandings about how the IAS relates to other available audits, some of which were discussed again at the Air Charter Safety Symposium on March 2-3.

The primary goal of the IAS is to eliminate the need for a Part 135 charter operator to undergo multiple audits each year. Supporters of the IAS know this concept is a cultural change for Part 135 operators and their customers, and we don't expect this to occur overnight. However, if we as an industry expect our customers to shift their expectations toward the IAS, it's crucial that we thoroughly understand the intricacies of each audit standard. And this level of understanding requires some very frank discussions. There are many misconceptions about the IAS and other well-known aviation audits. These misconceptions are perpetuated by companies and organizations with profit to be made by continuing to foist multiple expensive audits upon Part 135 operators. It's important to note that it's difficult to conduct a side-by-side comparison as some audit standards are kept under lock and key and others seem to change based on the price an operator is willing to pay. However, operators regularly talk about their audit experiences and concerns.



Air Charter Safety Foundation Chairman Charlie Priester addresses the recent ACS Symposium. Photo courtesy of AINonline.

## Considering Some Common Audit Misconceptions

**There is no practical use for other audits. FICTION**

Other audits, including those provided by for-profit companies and the International Business Aviation Council, which publishes the International Standard for Business Aircraft Operations (IS-BAO), do in fact have a place in the general aviation industry. In the case of IS-BAO, the reality is in the name: business aircraft. Part 91 corporate flight departments can benefit greatly from an IS-BAO audit. IS-BAO subjects Part 91 aircraft operators to meeting a higher standard voluntarily, almost meeting Part 135 requirements in some cases. It also introduces aircraft operators to the concept of the SMS. The IS-BAO is a worthwhile endeavor for any Part 91 aircraft operator.

**All audits verify compliance. FICTION**

The IAS not only evaluates safety policies and

Continued on page 18

## Industry Audit Standards

Continued from page 17

procedures, it also confirms Part 135 compliance. In fact, the Federal Aviation Administration (FAA) oversaw some of the first IAS audits to evaluate the standard's potential use as a Part 135 oversight tool for the agency. The ACSF has published a matrix of IAS requirements and corresponding regulations to validate compliance. Other audits do not confirm Part 135 compliance. Specifically, a charter operator could successfully pass an IS-BAO audit but not meet the regulations for Part 135 operations. Following are a few examples.

- IS-BAO's standards related to rest time are relatively limited. You'll find a standard for fatigue countermeasures and another on how deviations from flight and duty times are authorized. IS-BAO's guidance and generic company operations manual provide flight and duty time roughly based on Part 135 requirements but do not include required days off each quarter or other limitations. You can probably think of many ways to meet this standard and still not meet FAR 135.267. Further, for Part 135 operations, deviations are permitted only within a very narrow window of regulatory limitations.
- IS-BAO's security requirements are very basic. The standards are a fantastic start for Part 91 operators, who in most countries are not required to have a formal security program. But Part 135 operators in the U.S. and commercial aircraft operators in other nations are typically subjected to a formal security program. The IS-BAO contains no provisions for a state-mandated program. You could presumably ace the security section of IS-BAO and have the Transportation Security Administration (TSA) descend on you the same day for an inspection with unpleasant results.
- The IS-BAO has two standards, a total of eight sub-standards, relating to operational control. If you've been involved with NATA over the past few years, it probably comes as no surprise to you that these eight sub-standards (one of which is related to weight and balance) are unlikely to

impress the FAA's operational control enforcement squad.

- The IS-BAO allows deviations to your company operations manual simply by asking your flight department manager. However, the FAA is not likely to accept your temporary deviation from your approved or accepted manuals or authorizations (except in an emergency scenario, of course).
- Do you know the pre-departure runway calculation? No need. If you think you can land there and the manufacturer data indicates you can, you're okay to go, even if you have hit the numbers and stop with your toe just this side of the dirt. IS-BAO only prohibits a takeoff at a weight that would result in a required landing distance greater than the total landing distance available.

The point is this: If you successfully pass an IAS audit, you can sleep well at night knowing that on the day of the audit with the information provided you're operating in compliance with Part 135 and the FAA won't be knocking down your door demanding your certificate. Will the IAS catch every instance of noncompliance? Of course not. There are ways to fleece an auditor intentionally, and there's only so much time to conduct each audit. But don't you want the standard to which you are being held to be the highest possible and that to which the FAA will hold you? See the table below for some of the IS-BAO requirements that require less of you than Part 135 regulations and leave you vulnerable to FAA or TSA enforcement action.

### The IAS is hard. **FACT**

The IAS will make you work. Even before the auditors get there, you will be given a pre-audit checklist with hundreds of standards and will be asked to conduct a gap analysis with that checklist. You're essentially doing your own internal audit before the auditors arrive, but this is a good thing. Many operators have more than 100 findings following an audit.

### IS-BAO Requirements That Could Leave a Part 135 Operator Vulnerable

6.13.1	Fatigue countermeasures program
6.13.2 a	If deviations from flight and duty time limitations are permitted, does the system include risk assessment process?
6.13.2 b	If deviations from flight and duty time limitations are permitted, does the system include identification of management person authorized to approve deviation?
6.13.2 c	If deviations from flight and duty time limitations are permitted, does the system include record of deviation, risk assessment and mitigation?
6.13.3	Deviations from flight and duty limitations require express approval from all personnel involved
15.1	Establish and maintain a security program proportionate to the threat against the operator, its personnel, aircraft and facilities

If you prepare properly, you might cut that number in half. This is easier than it sounds. Often it is discovered that operators are actually performing up to a particular standard, but there is no documentation of the policies or procedures for those activities. By using the pre-audit checklists, you'll identify activities your company does just because that's how you've always done it, and you'll be able to document those processes and procedures before they become audit findings.

Speaking at the recent Air Charter Safety Symposium, Executive Fliteways, Inc. (EFI) Director of Operations Ken Gray shared his first-hand experience of being audited to the IAS. "The ACSF audit standard was three times harder than any other audit our company has undergone," he said. "But we are a far better company because of it."

EFI began its IAS experience by developing an administration manual that lists every task performed at the company, who's responsible for doing it, and how it's accomplished. Developing such a manual is obviously a difficult project, but just like EFI, your company will be a far better one because of it!

### **I need IS-BAO to fly internationally. FICTION**

Some people believe the IS-BAO has been "approved" for flight operations into Bermuda, Aruba, the Cayman Islands, and Europe, with other nations on the way. The IS-BAO has in fact been granted official European recognition as an industry standard for business aircraft operations by the CEN (European Committee for Standardization), which is the official standards-setting body of the European Union. However, IS-BAO has not been approved by the European Aviation Safety Agency (EASA), the European equivalent of the FAA. It has also been recognized by the Overseas Territories of the UK, including Bermuda, for aircraft registered in those countries.

But what does that really mean to you, a charter operator of U.S.-registered aircraft? Nothing. The theory is that ICAO requires an SMS, therefore aircraft operators in ICAO-member states must have an SMS, so if you fly in to an ICAO state, you must have an SMS. This is simply not true. Read International Civil Aviation Organization Annex 6, Part



ACS Symposium attendees listen intently as Part 135 operators share their experiences with various industry audits.

1 carefully. It says, "States shall require, as part of their safety programme, that a [service provider] implement a safety management system acceptable to the State...." The U.S. has filed a difference with ICAO until the FAA can get through rulemaking. As FAA SMS Program Manager Dr. Don Arendt said at the Air Charter Safety Symposium, "There are no FAA-authorized procedures to accept or approve SMSs."

Put another way, there is no standard or SMS program currently approved or accepted by the FAA. If your aircraft is U.S.-registered, you're required to comply with the requirements of the FAA. The FAA has filed a difference with ICAO that the U.S. doesn't currently comply with the ICAO SMS requirement. There are many countries that do not comply with the ICAO SMS requirements for commercial operators and have informed the FAA that they will not impose restrictions on U.S. operators flying in their countries for the time being. Even Canada, which has an SMS requirement for its operators, isn't imposing restrictions on U.S. operators.

IBAC, as well, seems to know the IS-BAO is not required to fly internationally. The following is from a November 2009 IBAC Newsletter: "It is anticipated that non-commercial operators of complex motor-powered aircraft will be able to use their IS-BAO registration in their declaration to the civil aviation authorities as the means they use to meet the regulatory requirements and their associated responsibilities. It is also anticipated that national regulatory authorities will take into account IS-BAO registration in their regulatory oversight of business aviation operators engaged in commercial opera-

Continued on page 20

## Industry Audit Standards

Continued from page 19

tions.”

That is a far cry from being a *requirement* for international operations. (Also, note the focus on non-commercial operations.)

### I bought my SMS from a consulting company.

#### FICTION

No, you didn't. You bought an SMS *manual*. It's impossible to *buy* an SMS. Think about it for a moment. A major component of a successful SMS involves the culture of your company. Is it possible to purchase culture? No. It is possible to purchase an SMS manual to use as a starting point or to hire a consultant to assist you in implementation, but full implementation of an SMS requires a commitment from your company and your staff. It can't be done for you.

Attorneys speaking at the Air Charter Safety Symposium in March advised the attendees that the manuals they bought from a manual provider might actually do more harm than good, especially if they had been told that by purchasing it their companies instantly have an SMS. The truth is that by pur-

chasing the manual you might have acknowledged the value of having an SMS without putting in the work to implement one. This is fuel for a plaintiff's attorney if your company suffers an accident or incident.

### All auditors have similar training, experience, and liability coverage, ensuring a quality audit. FICTION

Although most of the well-known audit standards have minimum experience requirements and mandate a short training class, only the ACSF carefully controls the number of organizations that may perform audits. All IAS audits require two auditors, one with flight operations experience and one with maintenance experience. Not all audits (IS-BAO, for example) require an auditor from each category. Get a few price quotes for an IS-BAO audit, and you will see a wide range of rates. Get a price quote for the same operation through the ACSF, and you will get one price. This is because the ACSF has standardized training, qualifications, and other requirements of auditors, including a fixed rate based on fleet size, to maintain the integrity of the IAS.

### All aviation audits cover the same basic focus areas. FICTION

Most aviation audits assess flight operations and maintenance functions. The IAS is the only audit standard that looks closely at recordkeeping, document management, and the overall management of your organization. Why? Because these items are essential to a true SMS. The IAS has a holistic approach to the evaluation of your company. Further, although other audits include some maintenance requirements, they are not nearly as robust as the IAS maintenance standards. IAS gives you a bigger view of your operation, not just flight operations and basic maintenance.

This article is not intended to discredit other audit standards, which have their place in the general aviation industry, but to identify and dispel some common misconceptions about these standards and the IAS. Review the IAS for yourself. Visit the ACSF website at [www.acsf.aero](http://www.acsf.aero) for more information. And if you're really interested in seeing how the IAS stacks up to another common audit, contact the Air Charter Safety Foundation for a side-by-side comparison.

*Charles E. Priester is chairman of Priester Aviation in Palwaukee, Ill., and chairman of the Air Charter Safety Foundation.*

**KAISERCARE**  
OAKLAND JET CENTER KAISERAIR

The San Francisco Bay Area's best airport is in Oakland

**NEW** second location - Sonoma County Airport  
**SANTA ROSA JET CENTER**  
KAISERAIR

Experienced NATA "Safety 1st" and PLST Trained Staff  
Aircraft Maintenance Services  
Voted One of the Best Private FBO's in the Country  
Complete Line & Concierge Service 24 Hours, 365 Days a Year  
Lowest Fuel Price in the San Francisco Bay Area

[www.kaiserair.com](http://www.kaiserair.com) | 510-569-9622



# The Plan That Keeps Paying Good Experience Returns

The NATA Workers Compensation Insurance Plan - underwritten by USAIG - has now paid over \$70 million in Good Experience Returns since its inception in 1975. Moreover, this Plan has earned a Good Experience Return in 32 of its first 34 years!

With a track record like this, it's not surprising that more than 700 general aviation service companies are participants.

In short, this Plan is not only the most successful in the general aviation industry, it's one of the best reasons for becoming a NATA member.

USAIG, *America's First Name in Aviation Insurance*<sup>®</sup>, offers a complete spectrum of insurance for the general aviation services industry, including:

- Aircraft physical damage
- Aircraft liability
- Premises liability
- Products/completed operations liability
- Hangarkeepers liability
- Safety & Consulting Services.

# **USAIG**

**UNITED STATES AIRCRAFT INSURANCE GROUP** <sup>®</sup>

For more information on USAIG office locations, telephones, faxes and personnel, please visit our website.

[www.usaig.com](http://www.usaig.com)

# The EU's Scheme to Reduce Carbon Emissions

By Michael France, NATA Director, Regulatory Affairs

**A**ircraft operators face a wide variety of regulatory compliance challenges from the FAA, TSA, and even the IRS. Beginning this year those challenges will include, for some operators, regulation from European nations. This year marks the beginning of aviation's inclusion into the European Union's (EU) Emission Trading Scheme (ETS). ETS is basically Europe's version of a market-based approach to the reduction of greenhouse gas (GHG) emissions, known somewhat unaffectionately in the U.S. as "cap and trade" or "cap and tax." The scheme's purpose is to induce market pressure on companies to reduce their total GHG emissions by requiring these affected companies to purchase "credits" for the amount of greenhouse gases they emit. The total number of credits available would, in theory, be limited by government, creating demand thus rewarding companies that limit GHG emissions and imposing economic burdens on those that do not. Under the new ETS rules, U.S.-based aircraft operators would be included into the scheme for any flight into, out of, or between EU airports. Therefore, a Detroit-based operator returning to the states from the United Kingdom, for example, would be required to hold or purchase enough emissions credits to cover the GHGs emitted from the entire flight, including the portion of the flight in U.S. airspace.

## Bringing Aviation into the Fold

Aviation's inclusion into ETS began in January 2009 with the issuance of directive 2008/101/EC from the European Union Commission. This directive, while having no force on aircraft operators directly, set the rules by which ETS was to be imposed upon aviation and required all EU nations to adopt those rules into their own regulatory and legislative structure. The timeline set by directive 2008/101/EC was tight; affected operators would be required to submit detailed plans on monitoring their GHG emissions just seven months later and the individual EU nations would then have only five months to review and approve all of those plans before the compliance became mandatory.

The first step for the EU to begin regulating GHG emissions was the issuance of "Competent Authority" assignments. Under the plan, each affected aircraft operator would be assigned to an EU member state, referred to as the competent authority, for compliance. EU-based operators would naturally be

assigned to the home nation, while non-EU-based operators would be assigned to the EU nation they flew in the most. The original list of operator-competent authority assignments was published soon after the commission directive.

## Exemptions from Participation

Directive 2008/101/EC provided a list of operations that would be exempt from participation in ETS including certain government, police, EMS, and training flights. Of the most interest to U.S.-based operators was an exemption for "commercial air transport operators" that had a limited number of flights in the EU or emitted less than 10,000 tons of GHG per year. The EU's definition of a "commercial operator" and the method used by the competent authorities to determine who operated a flight became of utmost importance to U.S. operators. The definition of commercial operator was relatively simple: An operator who held an air operating certificate, such as a part 135 or 121 certificate, would be considered a commercial operator. The question of how the EU determined who operated a specific flight demonstrated the typical lack of understanding that regulatory agencies have for general aviation operations. The method for determining who operated a specific flight would be based on the information listed in box 7, aircraft identification, on the flight plan. Commercial operators who used an ICAO code would easily be able to show that they were commercial and therefore exempt (providing they were under the number of flights limit) by providing a copy of their air operating certificate. Commercial operators who did not use an ICAO code were concerned that the listing of the aircraft registration number in box 7 would lead the EU to believe that the operator of the flight was the owner of the aircraft, who may not hold an air operating certificate. Though this issue has not been completely resolved, commercial operators meeting the flight number limits are exempt. Noncommercial operators, such as individuals and businesses operating under Part 91, are required to participate in ETS even if they only fly into the EU once a year.

## Program Structure

The structure of aviation's inclusion into ETS requires that covered operators submit a monitoring plan to their competent authority and begin monitoring GHG emissions beginning in January of this year. Monitoring of GHG emissions then will

continue on a calendar year basis. In March of 2011, operators will be required to submit to their competent authority a third-party verified report of GHG emissions for 2010. Operators will not be required to obtain emission credits for 2010 emissions. In March of 2012, aircraft operators will be required to purchase or hold credits for 2011 GHG emissions.

The EU has established a simplified process of monitoring emissions for noncommercial operators who fly only a limited number of flights in the EU. Many U.S.-based Part 91 operators will fall into this category. A tool that allows these small operators to compute GHG emissions from distance flown is currently in the EU commission approval process.

Aircraft operators that are affected by ETS should have already completed and submitted their monitoring plans and begun the process of monitoring 2010 emissions for flights conducted into, out of, or between EU airports. U.S.-based aircraft operators planning on flying into the EU who have not already submitted monitoring plans should contact their competent authority prior to operating in the EU or face the possibility of significant fines and penalties.

## The Future of ETS

In December of 2009, the Air Transport Association, on behalf its member airlines, filed suit in the United Kingdom to block aviation's integration into ETS. ATA argued that the EU did not have the authority to impose emissions regulations on non-EU-based aircraft operators. A hearing in the UK courts is expected soon, which may result in the matter being moved to the European Court of Justice, which has authority over all EU nations. The airlines participating in the suit have, however, begun to comply, under protest, with the ETS regulations in the event that the legal action is unsuccessful. U.S.-based aircraft operators that may operate into the EU but have not yet complied with ETS regulations are encouraged to contact their assigned competent authorities as soon as possible. The National Air Transportation Association, while not directly providing emissions monitoring assistance, has available basic compliance information, including the current competent authority assignments and contact information.



PLST Online takes the industry-standard Safety 1st professional line service training to the next level by providing the most up-to-date approach available to the industry – now available 24/7!

PLST Online features interactive, high energy training enriched with videos, striking photography, detailed illustrations and whimsical animations designed to enhance the learning experience.

MORE INFORMATION:

[HTTP://WWW.NATA.AERO/PLST](http://www.nata.aero/plst)

CONTACT US BY EMAIL: [SAFETY1ST@NATA.AERO](mailto:SAFETY1ST@NATA.AERO)

CONTACT US BY TELEPHONE: (703) 575-2045

## AVIATION & AIRPORT LAW PRACTICE



Our multi-state law offices represent Pilots, FBOs, Aircraft Manufacturers, Part 91, Part 121, and Part 135 operators with a wide range of aviation matters, including aircraft transactions, Part 13 and 16 complaints, corporate, insurance and enforcement matters, as well as, litigation.

OUR TEAM OF SEASONED ATTORNEYS HAS THE EXPERTISE YOU NEED.

**McBreen & Kopko**  
ATTORNEYS AT LAW

Call today to arrange a consultation with the AVIATION AND AIRPORT LAW PRACTICE GROUP:

PH: (516) 364-1095 • FAX: (516) 364-0612  
[www.mklawny.com](http://www.mklawny.com)

# Relationships should be built on trust.



## Count on UVair for guaranteed payment and strong support of your FBO.

Now more than ever, you need to know that your business relationships are trustworthy. When you work with UVair®, we have your back. You get guaranteed payment, no processing fees, no unsolicited releases, marketing support, and the potential business of over 17,500 cardholders. Most importantly, you benefit from 29 years of acceptance with the UVair Fueling Card – and Universal Weather and Aviation, Inc.'s 50 years serving business aviation.

Contact us today to find out how your FBO can accept the UVair card.



N. America Toll-Free (866) 864-8404 • Worldwide (713) 378-2708 • [uvair.com](http://uvair.com)

Success from the word go.<sup>sm</sup>



Fueling services from Universal Weather and Aviation, Inc.



# Montgomery Aviation: A Rising Hoosier Star

By Paul Seidenman and David J. Spanovich



Dan and Andi Montgomery

**W**hen Andi and Dan Montgomery took the plunge into the FBO business at Indianapolis Executive Airport in 2000, it was an especially risky business given that neither had any prior FBO experience. In fact, both came from a commercial airline background. Andi had been a long-time flight attendant, and Dan a maintenance inspector at (now defunct) Indianapolis-based American Trans Air (ATA). But the risk was worth taking. Now in its 10th anniversary year, the company they founded, Montgomery Aviation, has expanded from its Indianapolis Executive Airport flagship location to two other Indiana airports, Frankfort Municipal and the Grissom Aeroplex. With 33 employees and NATA Safety 1<sup>st</sup> Professional Line Service Training certification at each airport, Montgomery Aviation today boasts full service FBOs, maintenance, flight training, aircraft rental, sales, and brokerage, charter operations, and aircraft management.

The couple's first steps into general aviation took place in 1989 when Dan Montgomery left ATA to found Montgomery Aviation, which initially operated as an FAR Part 145 certificated maintenance station, focusing on general aviation aircraft under

12,500 pounds at what was then named Terry Airport. "Dan established the repair station and then 10 years later the FBO because he viewed the little airport as a 'diamond in the rough,'" Andi said.

Terry Airport, which was privately owned, was renamed Indianapolis Executive Airport (TYQ) when it was acquired from its owner, Ray VanSickle, by the Hamilton County Airport Authority in 2003. VanSickle, Andi explained, had purchased the airport from the Campbell family, who built it in the early 1950s as a private airstrip on their farm in Zionsville, a suburb just north of Indianapolis.

"Ray saw the value of the airport to the point where he invested his own money," Andi said. "He built hangars, expanded the runway from 3,000 to 5,500 feet, and added a 600-foot overrun area along with an instrument landing system. It was because of his efforts that the airport became a designated reliever for Indianapolis International Airport (IND). He really was a visionary for the time."

Indianapolis Executive's location, northwest of Indianapolis, also gave it a major advantage over IND, which is situated southwest of the city. While two brand-name chain FBOs (currently Million Air and Signature Flight Support) might be a draw for business aviation at IND, Indianapolis Executive's north

Continued on page 26

## Montgomery Aviation

*Continued from page 25*

side location puts it some 25 highway miles closer to the heart of the area's corporate headquarters center, Hamilton County's Meridian Corridor along US Highway 31. "It's truly an executive airport," Andi said. "There's no commercial airline traffic to compete with, so you can be in and out in five minutes."

Today it is doing about 43,000 annual flight operations, and in 2009 the Aviation Association of Indiana named it "Airport of the Year." According to the association, the airport's annual contribution to the local economy is approximately \$88 million.

Andi recalled that when VanSickle asked the Montgomerys to establish the FBO, Dan was running the repair station and she was doing the company's books. "While we had never operated an FBO at the time, we realized that with our location, a good FBO could draw in a lot of transient corporate aircraft traffic, not to mention opportunities to base a turbine class of aircraft," she said. "The whole idea made good sense."

Andi said that customer surveys taken over the years show that about 32 percent of the business aircraft traffic at TYQ is made up of passengers visiting companies along the Meridian Corridor.

Establishing a viable FBO on the airport's grounds basically meant building it from scratch. The only available facility was a small concrete block building left over from the 1950s. "The whole airport really needed a lot of tender loving care, and there was very little in the way of customer service," Andi said. "We lived 15 miles away from the airport, but we felt that if we were to offer good service, we would always have to be there."

So on August 1, 2000, Dan and Andi, the couple's two teenage daughters, and one younger son moved into the concrete block building, which was known at the airport as "The Shack."

"The rooms were very small, each with a single electrical plug, and there was only one bathroom," Andi said. "The FBO was on one side, and we lived

on the other side. I even cooked for some of the pilots, and they would eat in our dining room."

Because they had never run an FBO, Andi noted that she and Dan sought advice from Jeff Magnus, who operated Magnus Aviation, an FBO operation at the Sheboygan, Wis., airport at the time. "Jeff was especially generous with his time, explaining what we needed to know," Andi said. "For this reason, we are always glad to help anyone today who is thinking about getting into the FBO business or adding new services to an existing FBO. It's our way of paying it forward."

From the start, the Montgomerys planned to grow the business beyond a fuel stop and a place to base aircraft. Dan, an instrument rated pilot, immediately established a flight school called Eagle Flyers because he believed that a good FBO should offer flight training. "He believed everything would feed off a good flight school, such as maintenance, hangaring, and aircraft sales," Andi said.

## A Great Leap of Faith

Within three years, it became apparent that the FBO was outgrowing its facilities and the old block house had to go. "We had established a reputation for excellent customer service, in which, even today, it's not uncommon for management to wait on the customers. But we realized that, while that's important, we would have to build a first-class complex in order to build the (turbine aircraft) clientele we wanted to attract," Andi said. "To do that, we invested \$800,000 of our own money in this project. We got no government funding. That took a great leap of faith on our part, but we concluded that if we built it, the corporate aircraft traffic would come. And it did."

Before 2003 was out, the block house had been demolished, and the Montgomerys unveiled an 18,000-square-foot hangar with two stories of offices for customers and flight school training facilities. The complex also encompassed a 3,000-square-foot FBO terminal. Andi said the new hangar attracted six jet operators as tenants.

In 2003, Dan accepted the position of airport manager from the Hamilton County Airport Authority. With the block house gone, the Montgomerys relocated to a house they built on the airport grounds, which has been designated as the airport manager's official residence.

In 2006, Montgomery Aviation opened a new 18,000-square-foot hangar, which resulted in 36,000 total square feet of hangar space, targeted especially to the FBO's expanding corporate jet clientele. The



company also enhanced the FBO to offer a full range of services for passengers and flight crews and added its signature feature, a canopy over the ramp adjacent to the terminal building. At 150-feet across and 35-feet high, the canopy accommodates aircraft the size of a Gulfstream V. Andi said it is the only FBO canopy in Indiana.

Today's complex, with 28 employees who Andi says are some of the best in the industry, also includes two other hangars of 12,000 square feet each, which were already on the field and purchased by the Montgomerys when they assumed control of the FBO. The four hangars now house 12 tenant jets, among a total of 49 aircraft. With the exception of a group of T-hangars built with private money and owned by Taft Aviation, Montgomery Aviation owns all the hangars on the field. Fuel-storage capacity is 12,000 gallons for jet and 10,000 gallons for avgas. Fuel sales at Indianapolis and the company's two other locations are sold under the AvFuel brand. "They have helped us to advertise and grow," Andi said. "I have a lot of respect for them, and we like their business philosophy."

Montgomery Aviation continues to operate its maintenance and repair business. "We still focus on piston and turbine aircraft up through 12,500 pounds MTOW aircraft," Andi said. "Right now, we are employing seven A&P mechanics at Indianapolis, who are also Inspector Authorized and capable of performing an A, B, or C level check on smaller jets, including the Citation and Westwind families as well as avionics upgrades. Our capabilities also include engine removals and installations, although heavy engine work is contracted out."

With a current student pilot group of about 150, Eagle Flyers has emerged as a solid contributor to the company's bottom line, despite the recession. A designated Cessna Pilot Center, Eagle Flyers' fleet is currently comprised of seven leased Cessna single engine piston aircraft: five Cessna 172 Skyhawks, one Cessna 182 Skylane, and a Piper 140. The flight training activity employs eight instructors, two of them full-time. Since the Montgomerys expect to see continued growth at Eagle Flyers, two new Cessna Skycatchers will be added, with the first slated for delivery this year and the other in 2011.

Eagle Flyers is at all three company locations and includes a flying club that provides flight students and licensed pilots with rental aircraft at reduced rates.

Encouraged by the growing charter market of the mid-decade, Montgomery Aviation, together with a former ATA pilot, established Solutions Air Charter in 2007, with each holding a 50 percent stake. The

company was launched through the purchase of an existing FAR Part 135 certificate, although Montgomery Aviation and Solutions Air Charter wrote all the maintenance and operations manuals at the time of the purchase, Andi said.

Based at Indianapolis Executive, Solutions Air Charter has five aircraft on its charter certificate, including a Cessna 182 single and a Cessna 310 twin piston, which are owned by the charter company. On the turbine side, the firm leases a King Air 350 turboprop and operates two jets, a Citation I and Citation II, both of which are under Solutions Air Charter's management program.

Andi reported that another Citation I will be added to the charter fleet this year. "We are also talking with two other jet customers about bringing their aircraft onto our certificate," she said. "In addition, we are in the process of being Wyvern approved."

The current recession, which has resulted in depressed prices for used aircraft, may help the charter fleet to grow. "The Citation I we are about to bring onto our certificate was recently purchased by a first-time jet owner because he was able to get it for a cheap price," Andi said. "There are a lot of great buys out there on used aircraft today, and we are seeing a number of new owners come along. This opens up opportunities for us, not only for charter but for maintenance and fuel sales."

The Montgomerys have aggressively marketed their charter operation, targeting what Andi referred to as the small to medium-size company that has no flight department and would probably not consider chartering.

"We've tried to show smaller businesses the advantages of general aviation as something that saves time and is affordable," she said. "For instance, a drive between Indianapolis and Chicago is three to four hours, but we can fly a customer to Chicago in the morning for a meeting and have him back in Indianapolis the same afternoon."

Continued on page 28



## Montgomery Aviation

*Continued from page 27*

The marketing push seems to be working. Despite the economy and its impact on the overall general aviation industry, the charter operation remains profitable. “While most of our customers tend to be larger firms, our outreach to smaller companies has expanded our overall customer base, and that’s what’s making the company profitable,” Andi said. “Once you introduce people like that to charter, they see that they can get so much more done because of the time savings it affords.”

The Montgomerys also have tentative plans to market to other charter operators. “We are seeing interest from other providers to use us whenever they need additional lift,” Andi said. “This is one of many options we are exploring, although we have always covered for other people and some of them have covered for us, too. We have built a very good reputation in charter, and we are committed to maintaining that. The aviation world is very small.”

Montgomery Aviation also sells and brokers new and used aircraft and is a CSTAR (Cessna Authorized Sales Representative) program participant. “Given the economy, we have not seen a lot of activity with aircraft sales. Often, we have to tell sellers that they are too high and buyers to come up a bit,” Andi said.

### Solid Reputation Opens Doors

Given Montgomery Aviation’s reputation as a successful FBO and airport management operation in Indianapolis, it wasn’t long before other airport authorities took note, shifting the company into an expansionary mode. The first move in this direction came in 2005, when the Frankfort Airport Board approached the Montgomerys about managing Frankfort Municipal Airport (FKR) and taking over an existing FBO.

“When we were approached about FKR, we saw an airport that needed some TLC,” Andi said. “Neither the airport nor the FBO had been well-run, and the previous management made public use difficult. Because of this, we advised the city officials about the types of reports they needed to get and what to do with respect to the airport and the FBO. We just kind of fell into it.”

Montgomery Aviation’s Frankfort FBO remains a small operation, with a staff of four including one A&P technician. The facility has 30 based aircraft, and all but one, a TBM single engine turboprop, are reciprocating engine powered.

The facilities include an 1,800-square-foot terminal building with a conference room, pilot lounge, bathroom, showers, and training offices. Montgom-

ery Aviation also got control of a 2,500-square-foot corporate hangar equipped with separate areas for maintenance and painting. The airport has 2,800- and 5,000-foot runways. Storage capacity for jet fuel and avgas is 10,000 gallons each.

“Since the Frankfort area is still largely a farming community, the FBO relies mostly on transient corporate traffic, which has slowed down because of the economy,” Andi said. “We had about 1,000 operations at Frankfort last year, but we believe that when the economy improves, that will improve. In fact, we do get some increases in transient aircraft on their way to the air show at Oshkosh because we do offer good fuel prices.”

As a bottom line, the Montgomerys view Frankfort Municipal as a “work in progress,” which they are heavily promoting using Fltplan.com, AC-U-KWIK, and an intensive public outreach program.

“We have opened this airport up to the public, and have hosted charity breakfasts and an afternoon fish fry fly-in each year, which benefits autism,” she said. “The general public and some pilots have formed their own club called the Frankfort Flyers, and they are very active on the field. It’s that kind of public-aviation cooperation that makes for a great airport and future plans.”

Other promotional efforts have included open houses and participation in the local high school’s leadership program offering ground school instruction. “Some of the students will continue in aviation and are our future,” Andi said. “We are very involved in the community now and intend to stay with it, as we have just renewed our management contract for the airport.”

The Montgomerys extended the flight school to Frankfort, which is close to Lafayette and Purdue University, which has a well-known aviation department. “We hired a great Purdue student to instruct there,” Andi said. “That has worked out so well that we are also using a part-time instructor at our Grissom Aeroplex location.”

Montgomery Aviation opened its third FBO at the Grissom Aeroplex (GUS) in 2007 at the request of the Miami County Economic Development Authority (MCEDA). Serving the Indiana cities of Peru and Kokomo, Grissom had transitioned from a U.S. Air Force base to a joint civilian-military facility several years before, with the civilian portion of the base under MCEDA supervision.

“The Air Force mandated that an FBO be established before they would allow general aviation operations at the base,” Andi explained. “The authority then approached us and asked us to do that.”

*Continued on page 30*



SIGNATURE STATUS™

*Touch Down. Move Up.*



# Rewards take off with every arrival.

Choose Signature wherever you fly, worldwide. Great rewards are waiting. That's Signature Status™. Just go to our website. Fill out your company profile. And keep choosing Signature. Your company will earn preferred parking and hangar privileges. Guaranteed crew cars. Hertz #1 Club Gold® Membership. Discounts on GPU services — and a lot more. Simply make our network your network. And aren't you really just being rewarded for doing something you'd do anyway?

Find out more about Signature Status™ at [SignatureFlight.com](http://SignatureFlight.com).

*Signature*  
FLIGHT SUPPORT  
BBA Aviation

## Montgomery Aviation

*Continued from page 28*

Montgomery Aviation has three full-time employees at Grissom, including two A&P technicians working out of a pre-existing hangar leased from the MCEDA. The hangar houses four 5,000-square-foot bays and 800 square feet of office space, including a lobby, pilot lounge, bathroom, and showers.

Montgomery Aviation funded an extensive remodeling of the office and terminal and the installation of a fuel farm with a storage capacity of 12,000 gallons of jet fuel and 1,200 gallons of avgas. "That was a major expense, but unlike Indianapolis and Frankfort, we don't pay flowage fees there," Andi said.

Tenants are three single engine piston aircraft and two Vietnam Era UH-1 Huey helicopters owned by the American Huey 369 Organization, which restores and exhibits these historic helicopters. Grissom's 12,500-foot runway is considered a major marketing advantage to general aviation as it can well accommodate the largest jets.

"We do a limited amount of single engine aircraft maintenance at Grissom, as well as flight training, which has just started at that location," said Andi, who pointed out that Grissom has been severely impacted by the current recession. "For example, there was a corporate jet that came in twice weekly but no longer does."

### **A Strong Commitment to Grissom**

But she expressed confidence that the facility's long runway, cheaper fuel prices, and growing reputation for excellent customer service could ultimately build the transient traffic. "We are using Fltplan.com and AC-U-KWIK to help market the facility," she said. "We also promote Grissom at the NBAA Dispatchers and Schedulers Conference as a great location for transit fuel stops."

She said the base is open to general aviation traffic during the tower operational hours of 7 a.m. to 11 p.m. The tower remains under Air Force control.

Andi said the MCEDA is "committed to bringing aviation development, such as an MRO facility, to Grissom" and is also promoting the base to the general aviation community.

"We were a bit nervous about opening an operation at an active military base, and we had several discussions with the authority before we said 'yes.' But the military and the authority have been very supportive of us. We are building our presence at Grissom gradually, and the Air Force has become more comfortable with general aviation. It is definitely a learning experience for all of us. We are very happy with the results," she said.

While maintaining an optimistic outlook for eventual long-term growth, Montgomery Aviation, as with so many companies, has been forced to deal with the realities of the current economic slump and make some adjustments. Andi said the company's total sales volume of jet fuel was down about 100,000 gallons in 2009, while avgas sales were off 2,000 gallons compared with 2008. She anticipates a leveling off or even a slight increase in fuel sales this year.

"We are watching every line item and have asked all of our employees to suggest ways that we can cut costs without compromising service," she said. "We have also deferred the purchase of several pieces of equipment, including a new fuel truck and tug, until the economy improves. In terms of staffing, we have hired a part-time customer service representative this year, and we are looking for a line service technician and a parts manager in maintenance. So we are hiring but being smart about it."

That means that, at least for now, the FBOs will not be staffed 24 hours per day, although a call-out service is available after hours at each location for a \$50 charge, waived for air ambulance and police aircraft. "At Indianapolis, which is staffed from 6 a.m. to 9 p.m. or whenever the last flight is scheduled to leave, Dan takes the phones at night," Andi said. "Just recently, an air ambulance pilot phoned in the middle of the night that he needed fuel and Dan rolled out of bed, rode the golf car to the airplane, and refueled it."

Interestingly enough, the only layoffs the company had recently stemmed from a major runway repaving project, which closed the main runway at TYQ last May and June. The project was the first aviation project completed under the American Recovery And Reinvestment Act Of 2009, Andi said.

"We lost two months worth of income during that period because the runway closure diverted a lot of traffic to Indianapolis International and other area airports," Andi said. "All of the corporate aircraft that were based with us had to move temporarily to other airports. In fact, we lost out on the Indianapolis 500, which generates a lot of traffic for us. So we had to layoff five people during this period, but we have since rehired two, and we are optimistic that we will be hiring more this year."

Following the completion of the repaving project, all but one of the Montgomery Aviation's based aircraft have returned. "I believe that it was the caliber and quality of our customer service that brought them and most of our other clientele back," she said.

Andi reported that she and Dan are approached several times per year by other airport operators to run FBOs. "While we are very humbled, I think that we need to stay where we are and further develop and concentrate on what we have now, especially given the economy," she said.

The Montgomerys have much to concentrate on, especially at Indianapolis where preparations are already underway for the hosting of the 2012 Super Bowl. "We are working with the Indianapolis Super Bowl Association and NetJets, our second largest customer (after Beck's Superior Hybrids)," she said. "In support of that and other events, we are planning to expand the south ramp of the airport by another 350,000 square feet and put in a new taxiway, which will give better access to the canopy. We will also increase automobile parking. The total project will be finished in the late summer, just in time for our annual fly-in for Down Syndrome Indiana, which gets a lot of support from the Commemorative Air Force, which is based here at Indianapolis."

Andi feels strongly about the importance of continuing to educate the public and elected officials about the benefits and economic impact of general aviation airports. "Very frankly, as an industry, I don't think that we're getting the message out as well as we should," she said. "You have to let elected officials know that general aviation matters and that it isn't just a super-rich person's form of transportation. We try to do this by holding open houses, participation in chamber of commerce and economic development organizations, and to speak before any groups that ask us. We also make our hangars available for charity events at no charge. You have to be proactive and keep the lines of communication open to the community."



## » BACHELOR OF SCIENCE IN TRANSPORTATION

# THE ROAD TO SUCCESS STARTS WITH A DEGREE IN TRANSPORTATION.

The demand for transportation professionals shows no signs of slowing. After all, the world's economy is dependent on moving people, products and raw material from one place to another. The bachelor's degree in Transportation from Embry-Riddle Aeronautical University – Worldwide addresses all major modes of transport — air, rail, highway and marine — and prepares graduates to work in the private, public or military sector. This degree will take you where you want to go.



With Embry-Riddle Worldwide, you can get your education in the way that works best for you:

- » Traditional Classroom - learning at more than 170 locations worldwide
- » Online - from anywhere in the world
- » EagleVision Classroom - web video conferencing between classrooms
- » EagleVision Home - web video conferencing from the convenience of your home
- » Blended Program - combine learning modes to suit your lifestyle

WORLDWIDE.ERAU.EDU

**EMBRY-RIDDLE**  
Aeronautical University  
WORLDWIDE

# THE UNDISPUTED CHAMP

FltPlan.com

With over 4.3 million flight plans created in 2009, no other flight planning service is a contender. We continue to enhance user services with new Flight Planning and Flight Tracking features, FAA-Approved Weather Briefings, our Flt Deck Airport/FBO Guide, our eAPIS Service and much, much more. Go a few rounds on [www.FltPlan.com](http://www.FltPlan.com) and see for yourself!

Contact Our eAPIS Specialists at 1-888-358-3375

  
**FltPlan.com**

PROFESSIONAL FULL-SERVICE FLIGHT PLANNING

Info@FltPlan.com or call 1-800-FltPlan

AUTHORIZED FOR  
**eAPIS**  
Part 91  
AND NOW  
Part 135



# Building Community and Airport Relations: Ideas You Can Implement



By Colin Bane

**R**ecent efforts like the General Aviation Serves America campaign by the Aircraft Owners and Pilot's Association and the National Air Transportation Association and the No Plane No Gain campaign from the National Business Aviation Association and the General Aviation Manufacturers Association have helped spotlight and address a public relations problem in the aviation industry: The communities we serve are increasingly disconnected from—or worse, unaware of—the services and economic advantages provided by their local airports and fixed base operators.

As opposition groups become more vocal and more organized within the community, it's becoming increasingly important for FBOs and their tenants to work proactively to help educate elected officials and local community leaders about the benefits of general aviation and the specific and tremendous value they provide at the local, state, national, and international level.

"The larger airports create so many jobs and have such an impact on the economy that we spend a lot of the time talking about that with our government officials that represent the areas around our airports," said Ralph Tragale, assistant director of government relations for the Port Authority of New York & New Jersey. "That resonates with them because a lot of them use the airport, a lot of them

have constituents who use the airport or work at the airport or have family members who work at the airport, so they're very receptive to that kind of discussion. But when you're talking about general aviation and especially a place like Teterboro, in a place as big and in an economy as large as the New York and New Jersey region, the amount of jobs and the amount of economic impact that the general aviation airport has is quite a bit smaller and more difficult to quantify."

The Port Authority of NY & NJ oversees five airports: JFK International, Newark Liberty International, LaGuardia, Stewart International, and Teterboro. Those airports handle more than 1.3 million flights and move more than 107 million passengers annually. In Tragale's mind, Teterboro is every bit as vital as the others, but the challenge of communicating its vitality is quite real.

"It's more challenging to communicate the upside of the smaller airports because, for example, a lot of the elected officials and their constituents don't personally use Teterboro airport," Tragale said. "It's not a commercial use airport, it's strictly for corporate and general aviation activity, and so it makes it a lot harder to convince people of the value of that airport to them and why they should have to accept the negative impacts of an airport when they might not appreciate the economic benefits of it."

Continued on page 34

## Community Relations

*Continued from page 33*

Tragale points out that Teterboro relieves the area's larger airports, helping decrease congestion at the Port Authority's commercial airports by removing smaller and slower aircraft from the regional aircraft. It's also a catalyst for economic growth in its own right, helping to power the local business economy and contributing to all of the key impact areas identified in the GA Serves America campaign, including emergency services and health and medicine aircraft, media aircraft for news coverage and traffic control, as well as business jets and private aircraft to help move passengers, food, and products around the country.

Community complaints about airports haven't changed much over the last few decades (noise, air quality issues, construction, and traffic top the list, as always), but in some ways the opposition has changed, framing private aircraft as toys for the rich, targeting smaller airports and FBOs, and becoming increasingly well organized in its attacks.

The answer for any airport, according to Tragale, is an old fashioned one: Airports must strive to be better neighbors and to be more proactive in the communities they serve and are a critical part of.

"Long ago we established a community partnership where we meet quarterly with the mayors and other officials in the municipalities surrounding our airports," Tragale said. "There are actually 13 different municipalities that surround Teterboro airport and/or who feel that they're directly impacted by the airport, so we meet quarterly with the 13 mayors of those municipalities and with the state and federal legislative officials who represent the area. We go over all the operations at the airport, construction at the airport, and anything new that might be coming up, and we entertain questions from them and provide public presentations on different matters to help educate them about our industry."

"And, further, we have worked with our tenant and aviation community to participate in those meetings so that the community gets to meet some of the people who work at the airport, not just the airport management staff, but the actual tenants. And what we've been able to accomplish by that is that now the tenants have more of a connection to the community and more of a vested interest in making sure that the airport is a good neighbor."

Teterboro Airport encourages its tenants to buy goods and services, professional or otherwise, from local entities to the fullest extent possible and urges its tenants to support the community in demonstrative ways like hosting the local United Way 5K race, making donations for new fire equipment in the lo-

cal municipalities, and developing partnerships and relationships in the community.

"Communication is always the first thing," Tragale said. "You have to make sure the communication is there and that it's running in both ways. But you have to go beyond that, especially in a general aviation airport where the community's not really feeling those financial impacts directly in a lot of ways because it's not as big an employment or economic center as a larger airport, so you have to find other opportunities to make sure that some financial benefits from the airports translate to the local residents."

## Listen and Respond

Being a good neighbor, Tragale noted, also means listening and responding to the very real concerns expressed by the community.

"You have to go back through that education process, help them understand the industry, help them understand the limitations that an airport has in terms of the federal law in regard to aviation, help them understand the system and how it works," he said. "That usually gets you most of the way you need to get, and then you can start working together on things that you actually can mutually accomplish, things like improving conditions around the airport, limiting the window of time that you do construction, and making other operational changes that an airport has the ability to change that will benefit the community. We live here too, so it's very much in our interest to work with the community to improve the quality of life around these facilities."

When Tragale speaks of quality of life issues, he's referring specifically to the Port Authority's efforts to work with local leaders and elected officials on community-based initiatives, including noise-abatement programs to help soundproof nearby schools, incentives for alternative-fueled vehicles, and funding the Council for Airport Opportunity and Air Service Development Office.

"I think the most exciting development on this front in the last five years has been what we call the Teterboro Industry Working Group, where we bring together our tenants and the major trade associations in the country," Tragale said. "We've created a voluntary program that goes beyond what an airport can ask operators to do. Because of federal law, we can't ask an operator not to fly at night, we can't ask an operator to fly a newer aircraft than the federal government demands. But what we've been

*Continued on page 36*



## NATA's Sustaining Members

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

**Air BP Aviation Services**

**Avfuel Corporation**

**Chevron Global Aviation**

**Eastern Aviation Fuels, Inc.**

**ExxonMobil Aviation**

**FltPlan.com**

**Landmark Aviation**

**Midcoast Aviation**

**NetJets**

**Phillips 66 Aviation**

**Signature Flight Support**

**Universal Weather and Aviation, Inc.**

**USAIG**

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



## Community Relations

*Continued from page 34*

able to do is bring the operators into this voluntary program where they agree to not fly at night unless it's essential, they agree not to bring noisier aircraft into our airports as much as possible because they recognize that this is a unique urban environment, and they work with the local communities to help improve safety and security. Through the working group, we've been able to help them understand that you need to be a good neighbor, and being a good neighbor means doing things that you don't have to do but that you know will help improve the quality of life in your airport's community and won't detract from your business." (Visit the TEB Industry Working Group resource page at [www.nata.aero/TEBworkinggroup](http://www.nata.aero/TEBworkinggroup).)

### Similar Issues in Middle America

As fixed based operators at three different airports in Indiana, Dan and Andi Montgomery of Montgomery Aviation (see member profile in this issue) are grappling with similar issues on a very different scale and in a very different community.

"I have about 12 people who work full time to close this airport down," said Andi Montgomery, VP of operations. "In fact the local community feels that they should decide the zoning on this airport because it falls within their bounds. The county who owns this airport has filed suit against them saying, 'No, we have the right to do our own zoning,' and we've been caught in the middle of it. Sometimes things are a little rocky around here!"

Montgomery said a local, vocal minority has been leading the charge against them ever since they became a full service FBO in 2000 at Indianapolis Executive Airport, but lately it's flared up even more.

"This happens every few years, where you'll get a lot of pressure from the community, and it's kind of up to the airport to educate the community and the elected officials as to the advantages of the general aviation airport within their midst," Montgomery said. "You'll always get one or two people who say, 'No, I built my house here, and I don't want this airport here.'"

For FBOs looking for resources in these efforts, check out [NoPlaneNoGain.org](http://NoPlaneNoGain.org), which provides information about the millions of highly skilled jobs provided by business aviation, the lifeline these airports and services provide in America's small and medium-sized cities and towns, the productivity gains business aviation provides for small and medium-sized companies, and the humanitarian and life-saving services these FBOs support through

efforts like Angel Flight, Air Care Alliance, and Corporate Aircraft Responding in Emergencies.

Montgomery said helping her community understand and appreciate the economic impact of the airports has been a critical first step. "I'm very fortunate because the Aviation Association of Indiana sends out paperwork that goes through the state's Department of Revenue, the Department of Commerce, and the Department of Transportation, so it's not just my numbers, and then I can hold up this document and say, 'If we didn't have this airport, \$88 million wouldn't be flowing into our community,'" she said. "No Plane No Gain has been trying to collect information about all of the state's economic impacts, and I think that's important because people understand economic impacts. It's a way of showing people, using some outside numbers, what the economic impact really is and to help them understand how vital the services you provide are for the local community."

Montgomery said she's also learned the value of being a good neighbor. She lets local organizations use her empty hangar space and other facilities for meetings, dinners, and other events free of charge and hosts the annual Commemorative Air Force Valentine's Day event, a World War II-themed dinner and swing dance party. She also hosts summer fly-ins and open-house events at all three airports, inviting the community to the airport and introducing them to some of what aviation is about.

"My husband and I both, we speak at Lion's Clubs, Rotary clubs, the local chamber associations, and merchant groups. Any time we're asked to speak, we always say yes," Montgomery said. "We'll take any opportunity to remind our neighbors that we're a business in their community. I'm a fixed base operator, and this is a mom-and-pop business that we're running, just like they run their businesses. I do a lot of aviation badges for Boy and Girl Scouts, and we generally try to reach out and touch as many different groups as we can. I'm always making the point that we're a gateway to this community. When Target sends in a team to look into opening a new store, they come through here. We have planes taking people out for their cancer treatments. We had planes going down to help in the relief effort in Haiti. A lot of people don't know that general aviation airports got the first people into a lot of parts of Haiti because big airplanes couldn't land on those little runways. I try to remind people of a bunch of different things. If general aviation doesn't touch them one way, it may touch them another."

So what is the opposition to these airports all about?

“Make sure you don’t give them a lot of press, okay?” Montgomery joked. “I think when you talk about aviation to a layperson, there’s commercial aviation—the big airplanes they get on when they go on vacation, and any time a GA airport grows or the traffic increases, they’re thinking about those big commercial airplanes, they’re thinking about 757s, not GA aircraft. So first you have to educate them on the differences between a commercial airport and a general aviation airport. The biggest airplanes I land here are Gulfstreams, and once you can appreciate the difference between the two, then we can have a conversation about what growth and traffic increases will mean in terms of noise and air quality and whatever concerns you may have.”

Still, even with smaller aircraft, airport-related noise is a very real issue for the surrounding communities, and like Tragale, Montgomery has learned to listen closely.

“When someone calls, we listen. I think that’s the first thing. You can’t become defensive because people may have legitimate complaints,” she said. “You listen to what they’re saying, then you can come back and give an explanation if there is one. Why was that approach so low? Well, maybe the FAA was checking approaches, and you can address the concern with the real explanation. Or, as another example, I’m in the middle of the country and we get a lot of complaints on the crop dusters. Traditionally they fly low. So you’ll get a call, and you’ll have to explain, ‘It’s because we’re in a rural community, and those crop dusters have to fly low to be effective.’ And then with noise, sometimes it’s just a matter of putting things in perspective. For instance, there’s a big windfarm thing going on in my community, and it’s gathering a lot of support, and the people who are for it say ‘Oh, it’s only 53 decibels.’ Well, that’s what some airplanes are, and the difference is the airplanes are up and out of here in a couple of minutes and the windfarms produce that level of noise constantly. So if you can get behind

that level of noise in the name of generating clean wind power, maybe you can also accept it as part what comes with the many services we provide.”

## An Integral Part of the Community

Montgomery said she’s learning more and more about the resources available to her, participating in NATA’s FBO Leadership seminars (“If we can’t help each other, who’s going to help us?”), and drawing on information provided by AOPA and NBAA. Ultimately, Montgomery said, an FBO’s survival depends on its ability to serve its community and to become an integral part of that community.

“You have to figure out what matters to your community and what their concerns are, and you have to be proactive about communicating with them,” Montgomery said. “Aviation is like anything else: You’ll get as much as you’re willing to put into it. We happen to love aviation, and we’re putting everything we’ve got into seeing these airports and their tenants succeed for the sake of this community we’re a part of.”

FUEL • LINE SERVICE • MAINTENANCE • CHARTER • FLIGHT SCHOOL

## FBO Business Navigation Made Easy!

Navigating through good and tough times requires the right tools - like **TotalFBO**, the leading aviation business management software.


**TotalFBO** has all the essentials:

- PCI Compliant
- Custom Business Modules
- Integrated Accounting System

And **TotalFBO** is surprisingly affordable, including the new **TotalFBOWeb** solution.

With more than 1,000 satisfied customers, isn't it time you got on board?

Find out how **TotalFBO** can make navigating your FBO business easier at **1-800-359-9804** or visit **totalfbo.com** for more information.



**totalFBO**<sup>®</sup>

The Affordable Essential Tool!

**1-800-359-9804 • www.totalfbo.com**

TotalFBO<sup>®</sup> is a product of Horizon Business Concepts, Inc.

# 2010 Air Charter Safety Symposium

Nearly 100 on-demand and shared aircraft ownership leaders gathered at the 2010 Air Charter Safety Symposium in March to discuss current and emerging safety challenges and initiatives and learn how to foster a healthy safety culture.



Symposium attendees heard from a speaker lineup that included FAA and NTSB officials and several aviation safety experts.



Kent Jackson from Jackson & Wade, LLC, and Don Baldwin from Baldwin Aviation, Inc., talk business at the networking reception.



Dr. Don Arendt, SMS program manager for the FAA, dispelled some misconceptions regarding safety management systems and discussed emerging issues with SMS implementation. Photo courtesy of AINonline.

# NATA Spring Training Week



The 2010 NATA Spring Training Week boasted increased attendance, top-notch training and education, many opportunities for business relationship development, the always-fun Las Vegas locale, and a chorus of positive participant feedback.

“We hit one out of the park with this year’s event,” said NATA Director of Safety & Training Amy Koranda. “Las Vegas was once again the most valuable destination for ground service safety information, training skills, products, and business intelligence.”

Line Service Supervisor Training Seminar attendees go all out in NATA’s “Wii Batting Team Challenge.”

# Coyne Testifies Before House Aviation Subcommittee



On March 17, NATA and ACSF President James K. Coyne touted the safety record of on-demand charter operators before the House Committee on Transportation and Infrastructure's Subcommittee on Aviation. His testimony highlighted how Part 135 accident rates have steadily improved in recent years and how fleet trends and advancing technology promise continued safety improvements.



ACSF President James K. Coyne catches up with his former House colleague Rep. Tom Petri, ranking Republican on the House Aviation Subcommittee.



The hearing focused on the FAA's oversight of on-demand aircraft operators, and the subcommittee heard testimony from (left to right) DOT Inspector General Calven Scovel, FAA Associate Administrator for Aviation Safety Peggy Gilligan (blocked from view), NBAA President Ed Bolen, Helicopter Association International President Matt Zuccaro, and NATA President Coyne.

## NATA Visits AEA



Aircraft Electronics Association President Paula Derks gives NATA President Coyne a tour of the association's new offices in Lee's Summit, Mo.



## FBO Leadership Conference: Building Strength Through Partnerships



More than 100 FBO and general aviation airport owners and managers gathered in January for the two-day NATA FBO Leadership Conference in San Antonio, Tex., during NBAA's Schedulers & Dispatchers Conference. Attendees discussed pressing industry issues such as the economy, health care, and security as well as vital business topics including customer service and building community relations.

Speakers at the Leadership Breakfast (above) included (from left) GAMA's Peter J. Bunce, AOPA's Craig L. Fuller, NBAA's Edward M. Bolen, and NATA's James K. Coyne. All agreed that to help overcome the challenges facing our industries, a grassroots effort to build strong relationships with state and local level politicians is necessary to help spread the word of the immense importance of general and business aviation to the economy.

# RA Check Can Jump Start Your Safety Program

In 2006, the Turbine Aircraft Operators Subgroup (TAOS), a group of industry and Federal Aviation Administration (FAA) representatives, developed and published the Flight Risk Assessment Tool (FRAT). To develop the tool, the group analyzed Part 91, 91(K), and 135 turbojet accidents, identifying 38 leading causal factors. The TAOS then applied intricate algorithms to determine the likelihood and severity of each factor, assigning each a weighted value. The FRAT was published as Information for Operators (InFO) and was a paper, worksheet-type tool.

This tool requires pilots or other operator employees to complete the tool by hand, tally the weighted value scores, and determine the risk score for each flight. A score above a given number (the initial recommendation was a score of 15) requires some intervention or review by the operator. The InFO does not prescribe mitigation or review policies; rather, it is flexible enough for each operator to make its own determinations on necessary action based on each score.

For example, some operators might require a score of 15-20 to be reviewed by management before the flight may continue. A score over 20 might require mitigation techniques (e.g., substituting a more experienced crew member, identifying an alternate airport with better approach options, or departing before dusk). However, these actions are only recommendations. Each operator may create its own policies and procedures for dealing with risk scores.

## Time Always Matters

As you can imagine, reviewing 38 factors of a flight prior to takeoff can take more than a couple of minutes. Some of the information (weather conditions, airport characteristics, and aircraft capabilities, to name a few) should be known by every pilot prior to a particular flight. However, items like a fellow crew member's time in type or recency might not be available right off the top of every pilot's head. And let's be honest: A risk assessment not required by regulation could be one of the first pre-flight activities pushed aside when passengers are waiting patiently, or not, to get moving, especially if the assessment takes more than 5 or 10 minutes.

Enter NATA's RA Check. NATA launched the revolutionary tool that combines safety management

system-required risk assessment with automated convenience at the Air Charter Safety Foundation's 2010 Air Charter Safety Symposium on March 3. NATA RA Check fully automates the FAA-published FRAT, which is designed to identify potential hazards prior to flight and weigh the risk associated with each hazard through a five-step process.

To use the FAA-published tool, operators must create numerical thresholds that trigger additional levels of scrutiny prior to a flight. RA Check removes subjectivity and standardizes results, saving operators time and money while improving safety. RA Check streamlines data-entry processes and provides further convenience as it is fully integrated with the Computing Technologies for Aviation (CTA) Flight Operating System (FOS). The online tool uses FOS data to complete many of the 38 accident causal factors while it pulls time-sensitive information, such as weather forecasts and current conditions from the National Oceanic and Atmospheric Administration's Aviation Digital Data Service, leaving only a few options to be assessed by hand.

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

Feinstein reported that the system is easy to log into and said a BlackBerry interface is being developed to allow pilots to access RA Check and address any outstanding items while on the road. Jet Aviation's flight management representatives and flight controllers currently complete the majority of the assessment, contacting crewmembers over the phone to answer the final few questions. Pilots are then emailed a textual report of the assessment, which includes applicable causal factors, risk score, and any need to contact management for authorization or guidance. (NATA is also working on a .pdf function to allow other format options for reports.) Once the BlackBerry features are completed, which should be any day now, pilots will be able to answer those last few questions with BlackBerry access and then will have access to the final risk score.

Jet Aviation has implemented the online RA



Check for aircraft on its Part 135 certificate and will soon roll out RA Check to aircraft managed by Jet Aviation. “We are excited about implementing the tool across our fleet, including both charter and managed aircraft,” Feinstein said.

Jet Aviation requires any score of 15 to be reviewed by management to determine the need for a mitigation plan and to develop one when needed. But RA Check’s thresholds are customizable. An operator may choose higher or lower thresholds based on its particular needs, and the tool can be set to automatically notify management of scores exceeding a predetermined value.

“RA Check fulfills a vital role in safety management programs with the perfect combination of sound safety risk assessment methodology and convenient automation features,” said NATA President James K. Coyne. “Safety and compliance tools such as RA Check and IC Check are greatly improving the business balance between safety and productivity.”

RA Check key benefits include:

- Streamlines processes
- Automates the criteria of the TAOS Flight Risk Assessment Tool formula and returns an online response
- Integrates with CTA’s FOS, limiting manual data entry
- Features automatic and user-generated email alerts for risk assessment reports and risk factor questionnaires, which may be viewed and addressed on a Smart Phone
- Raises situational awareness by focusing only on factors that pertain to each particular flight
- Alerts crewmember about proactive safety measures for a particular flight
- Reduces training time, standardizes results, and removes subjectivity
- Sets realistic operational thresholds
- Takes the most comprehensive risk assessment methodology and makes it as easy to implement as the most basic of models

David Vernon, NATA’s director of technology initiatives and developer of RA Check, believes every aircraft operator can benefit from this program, especially those who are implementing an SMS. “RA Check offers an easy, web-based tool to quickly identify risks for a particular flight,” he said. “How the operator deals with that risk is up to the management team of that operation. RA Check allows customization to accurately reflect an individual operation’s needs, and we look forward to helping operators get the maximum benefit from this product.”

A free 30-day trial registration and further information are available at [www.nata.aero/racheck](http://www.nata.aero/racheck). 

## Advertiser Index

2010 Air Charter Summit	47
Air BP Aviation Services	Back cover
Avfuel Corporation	3
Chevron Global Aviation	Inside back cover
Corporate Angel Network, Inc.	12
Eastern Aviation	Inside front cover
Embry-Riddle Aeronautical University	31
ExxonMobil Aviation	16
Fltplan.com	32
Horizon Business Concepts	37
KaiserAir	20
Landmark Aviation	4
McBreen & Kopco	23
McFarren Aviation, LLC	8
Midcoast Aviation	6
NATA IC Check	15
NATA Sustaining Members	35
NetJets	9
Phillips 66 Aviation	10
PLST Online	23
R. Dixon Speas Associates	45
Signature Flight Support	29
Universal Weather & Aviation	24
USAIG	21

# Safety 1<sup>st</sup> Professional Line Service Training Online

**T**he Safety 1<sup>st</sup> team has gathered questions that repeatedly come to us via email and phone to create a document called PLST Online frequently asked questions (FAQs). For PLST Online participants, the FAQs are included in the Trainer's Guide, taught during NATA's Safety 1<sup>st</sup> Trainer Seminar, and featured one at a time in NATA's monthly Safety 1<sup>st</sup> eToolkit newsletter. But this article addresses a particular question that we feel is vital to the success of line service training at your company.

We are often asked by trainers, students, and potential purchasers of the PLST Online, "What else comes with the online training?" This can be answered in two words: training resources.

The PLST Online training resources consist of the following: Aircraft Ground Service Online, Trainer's Guide, Fire Safety Manual, and the PLST .pdf documents. The beauty of all of these resources is that the student and/or trainer can download each of these documents for use throughout training. We recommend the trainer take responsibility for downloading all documents and give students access to appropriate resources to enhance their online learning experience. But again, the training resources are available to both students and trainers for use during the training process.

We'll start with the Aircraft Ground Service Online or as we like to call it, AGSO. (It wouldn't be aviation without another acronym.) The AGSO is the second phase of the PLST Online and is designed to incorporate the information from the Aircraft Ground Service Guide and Aircraft Towing Guide. We featured the AGSO in the last issue of this magazine, but in essence the guide includes pertinent aircraft specifications on more than 250 aircraft with in-depth details on refueling and towing, including videos. The information from the AGSO is easily printed and accessed throughout the year for all students and trainers as participants in Safety 1<sup>st</sup>. Access requires a user

name and password with either the PLST training or NATA member credentials.

Our next resource is the Trainer's Guide. This guide has a plethora of training lessons, checklists, resources, and guidance for your trainer to use. As mentioned previously, we go into depth on how best to use this resource at NATA's Safety 1<sup>st</sup> Trainer seminars as well as in the guide itself. In fact, it is the number-one resource that we recommended that all trainers read and download in both our PLST instruction email and our FAQs.

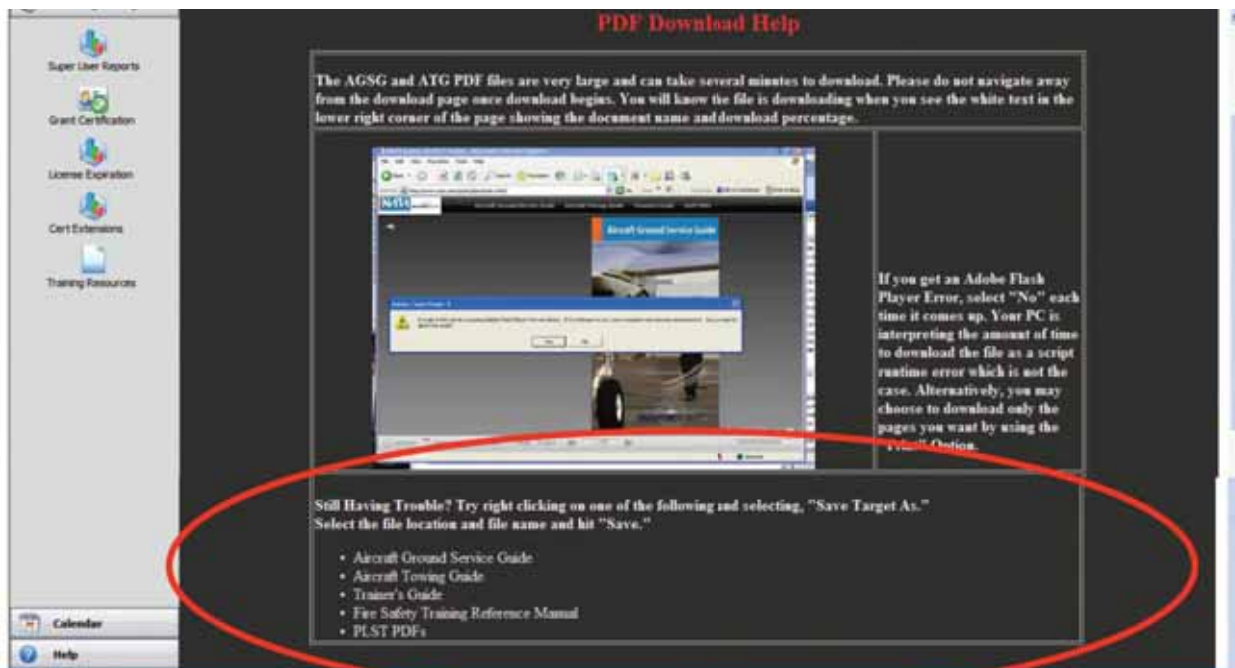
## Example FAQ: References for PLST Online

**Q.** As the trainer/administrator of our PLST Online, what is my best source of reference to learn more about the online training?

**A.** When logging into the PLST Online, go to the Training Resources page (under Training Management) and download all the reference materials available to you and your students. One of the best references for your use is the Trainer's Guide as it provides materials to assist you in training as well as an online information section. Please take time to read it and understand how it will assist you in training ALL your students.

Available training resources are shown at the top and may be viewed on screen; note the Trainer's Guide among them. All resources should be downloaded and printed for use by clicking on Download Files.





Read the .pdf download help assistance on this page.

Another very useful guide within the PLST Training Resources is the Fire Safety Manual, which covers the information required by 14 CFR Part 139 Section 321 on fire safety training. This training is vital for both 139 and non-139 airports and can be used as a valuable review for all members of the line team. And last, but certainly not least, are the .pdf documents included in the online training that contain additional, in-depth procedures or detailed training information. Again, we recommend the trainer download and print the more than 100 pages of PLST.pdf documents to share with all students.

So when your line service team asks what else they can use for training, dazzle them with two words: training resources. Then embellish it with, "Make sure our entire line service team has access to and trains with the Aircraft Ground Service Online (AGSO), Fire Safety Manual, and the PLST .pdf documents." And when you get finished with that, "Show me what you've done to enhance the lessons and checklists in the Trainer's Guide." This is a sure-fire way to get your money's worth from the PLST Online and get your line team motivated to keep on learning.

## What's New with PLST Online?

**T**he Safety 1<sup>st</sup> team has been busy working to provide more online training. Additional training includes nearly 14 OSHA modules and a customer service, safety, and security module designed to familiarize other FBO personnel with an overview of general aviation, ground service duties, safety, and security training. The customer service, safety, and security module is comprised of modules 1, 2, and 8 of the PLST Online. If

you've wanted to cross-train your FBO personnel, this is an affordable option.

Believe it or not, the PLST Online is celebrating its second anniversary, which means many line service personnel will be in need of recurrent training to maintain their Safety 1<sup>st</sup> certification. (NATA's Safety 1<sup>st</sup> PLST Online program requires training and certification every two years.) The pricing structure for recurrent training is less than the initial

training and has all the changes and updates that have been made since the beginning of the program. The online exams will be different because of the random nature of the question-and-answer process.

We will continue to add value and content to our online offerings. Why not email Safety1st@nata.aero and let us know what you might be looking for when it comes to training?

# Failing to Connect the Dots

By Steven C. McNeely

## How the recent quality troubles plaguing Toyota relate to SMS implementation efforts in the U.S. aviation industry.

**D**uring many conversations with colleagues and review of the comments to the FAA's Advanced Notice of Proposed Rulemaking regarding safety management systems (SMS), one statement often repeated is, "We already have a quality management system in place and do not need another such as SMS." There seems to be an underlying misunderstanding between a quality management system and a safety management system. As the President of Toyota recently stated in an op-ed article (CNN online), "We failed to connect the dots with accelerator problems in the United States and Europe" and "the company needed to improve sharing important quality and safety information across our global operations." I believe safety is an unspoken and unwritten quality expectation of our customers, and you cannot separate the two. You can have a quality product or service, as defined by the ISO standards, and still not have a safe product or service. Toyota's problems clearly accentuate this point.

### Quality Management vs. Safety Management

Part of the confusion stems from the adoption of some of the same types of tools and techniques used in quality management to manage the safety system. Trade association presidents and regulators state that SMS is a businesslike approach to managing safety, and this is correct. However, many people falsely assume this to mean that processes designed to produce a quality product (repeatedly doing the same thing without variation), equate to the same thing as repeatedly producing a safe product. In Toyota's case, the accelerator parts were manufactured to a specification (an incorrect one), and the quality system would detect any variance of the process and adjust the process to bring the production back in line with the specification. In effect, Toyota had a quality product. It was produced as designed, repeatedly without variation outside of established limits. Toyota did not have a safe product and, as stated, did not connect the dots between

failures of the product during use to failures of the production process. Because quality management systems measure types of data points geared toward production costs and sales, some people believe these same types of measures with a "businesslike approach" equate to a safety management system.

It is how the tools and techniques are used, along with a focus on investigation of events, that makes the quality and safety management systems different. The quality systems do not investigate incidents or accidents for risk assessment. Quality systems audit output of a process only for variance and make adjustments. SMS investigates events, looking for contributing factors from all influencing sources. For example, an altitude deviation will start by establishing whether a violation occurred, and if so, whether it was the result of an error, due to risk behavior, latent organizational problems, or both. SMS looks at the human interface aspects and the organizational factors to include the regulatory agencies, the operating environment, and the equipment to determine a root cause and contributing factors.

### Safety Record vs. Safety Performance

One purpose of an SMS is to improve safety performance and therefore reduce the exposure to risk of having an accident. An SMS is not focused on the safety record per se. Quality systems are focused on continuous improvement but through improving the production record rate. This is another source of confusion between the two management system concepts: Improving a safety record is not the same as improving safety performance. There are many aviation companies that have extremely good safety records, but they are operating with risky behavior or inadequate organizational structures and have just not had an accident yet. A good safety record, just like a good quality record, does not guarantee safety. Toyota has for decades been renowned for its outstanding quality, yet the company is now faced with a failure to connect safety to quality. We must ask ourselves, "How did this happen, and what does it mean to me?"

Two aspects pointed out with Toyota's problems have been management structure and management involvement. Management's attention and oversight was focused on the business bottom line, and those metrics were quality measures. Management was not focused on safety risk assessment or risk management. Safety risk assessment and safety risk management are just some of the components of an SMS, and both require management involvement. Aviation industry managers should learn a lesson from Toyota and ensure that what we do with the management system (i.e., doing the hazard analysis through the investigations of events) is not overlooked. The FAA should also take a lesson from this and ensure the necessary resources are available to connect the dots between the operators' reporting of failures and the manufacturers' requirements to correct identified problems. This is where Toyota failed, and we should not do the same.


## Clearing Up Misconceptions

I have read many comments from manufacturers and certified repair shops that lead one to question if there is a true understanding of the relationship and differences between a quality management system and a safety management system. One such comment was, "The QMS is FAA accepted." How can the FAA accept a QMS, which is not a regulatory requirement? Currently, the FAA cannot accept an SMS and is having problems even dealing with official recognition of an SMS. There is no regulatory QMS framework. Another comment is, "The facility has a quality control manual or quality control department." Again, going back to the Toyota example, quality control is not the same as quality assurance or safety assurance.

Some organizations, however, do understand the quality and safety interface. TIMCO Aviation Services commented, "The main difference between the QMS and the SMS is the identifying defects (QMS) or identifying hazards (SMS). QMS is more customer driven, dealing with produces and services, but SMS is more of a continuous internal health assessment. Having a QMS satisfies most requirements of the policy portion of an SMS, which gives us a good base to begin setting up an SMS."

Comments from the organizations that appear to understand the relationships and differences are those that seem able to "connect the dots." These organizations typically have other programs (which are good component parts of an SMS), such as Internal Evaluation Program, Continuous Analysis and Surveillance (required for some operators),

Aviation Safety Action Programs, and other programs such as FOQA. An example of these SMS component programs is the required CAS program for certain types of air carriers. The CAS program is a strategic and important element of the SMS. A good CAS program that has been designed, developed, and implemented can help the air carrier maintenance repair department "connect the dots" between failures in the field. What may be lacking is the FAA's participation in connecting the dots between the operator and the manufacturer. As the regulator with oversight responsibility for both the operators and the manufacturers, the FAA should bear the responsibility and liability to ensure the dots are connected and appropriate actions taken, including within the regulatory environment as well.

There is a lot to be learned from Toyota's present situation, and how the company got where it is. So what are we going to do about it? 

*Steven C. McNeely is manager, safety management systems for Jet Solutions, LLC.*



**R Dixon Speas  
Associates**

922 Waltham Street, Suite 101  
 Lexington, MA 02421-8019  
 781.863.1600  
 info@rdixonspeas.com  
 www.rdixonspeas.com

**55 Years Consulting to Aircraft Operators, Airports, MROs, FBOs & Manufacturers**

- ACSF IAS Accredited Audit Company
- IAS & SMS Development Assistance
- Comprehensive Safety & Compliance Audits
  - IS-BAO Certification
  - Operational Improvement
  - Maintenance Management
  - Strategic Planning
- Market Studies & Forecasts
  - Feasibility Studies
- Aircraft Suitability Analysis
- Management Recruitment



## Flight Crew Briefing for Newark Now Available

**N**ATA's Safety 1<sup>st</sup> program together with the Port Authority of New York and New Jersey have launched NATA's Safety 1<sup>st</sup> Flight Crew Briefing for Newark Liberty International Airport, a customized online training tool that provides pilots and other flight crew members flying into and out of Newark Liberty International Airport free access to critical safety information about the airport, including its location, layout, operations, regulations, and safety and security procedures.

With incredible clarity and effectiveness due to extensive use of interactive graphics, NATA's Safety 1<sup>st</sup> Flight Crew Briefing presents pilots with views of run-

way incursion hot spots, scenarios representing common pilot errors, security procedures, and other information that is critical to safe aircraft operations.

The Newark Liberty International Airport training tool is available to any interested person at no charge by visiting [www.airport-flightcrewbriefing.com/newark](http://www.airport-flightcrewbriefing.com/newark).

NATA launched NATA's Safety 1<sup>st</sup> Flight Crew Briefing for Teterboro Airport in June 2008. Since the training tool's inception, more than 250,000 "hits" have been recorded. "We are thrilled at the industry's acceptance, use and promotion of this effective educational and safety tool," said NATA President James K. Coyne. "The Newark Liberty International Air-

port module is a critical addition to this aviation safety initiative because the airport sees such varied types of aircraft traffic. We are also confident the Newark briefing will make great strides to prove the airport's commitment to safety to flight crews and members of the surrounding community as the Teterboro module has done."

Several aircraft operators are requiring their flight crewmembers to complete the Teterboro Airport course as part of their pilot training.

Airports or aircraft operators interested in developing a similar module should contact NATA Vice President of Government and Industry Affairs Eric R. Byer at [ebyer@nata.aero](mailto:ebyer@nata.aero).

## Van De Laar Hired As NATA Manager, Regulatory Affairs

**N**ATA in March announced the hiring of Dennis van de Laar as its new manager, regulatory affairs. Van de Laar comes to NATA from Southern Illinois Airport Authority where he served as a graduate assistant while completing his master's degree in public administration at Southern Illinois University.

During his work as a graduate assistant, van de Laar participated in a host of training and regulatory compliance projects with the airport authority. Previously, he served as a graduate assistant with the Southern Illinois University Department of Aviation Management and Flight where, under a Federal Aviation Administration grant, he co-authored a safety management system manual.

In his new post, van de Laar will be responsible for regulatory items affecting aircraft maintenance as well as assisting in issues involving airport and FBO operations and environmental compliance. He will also serve as the NATA staff liaison to the Aircraft Maintenance and Systems Technology Committee.

"We are very pleased to have Dennis join the NATA government affairs team," said NATA Vice

President of Government and Industry Affairs Eric R. Byer. "With his experience and education, we are excited about the impact Dennis will have on advancing NATA's regulatory agenda."

Van de Laar graduated from Southern Illinois University in 2007 with a Bachelor of Science in Aviation Management and completed his Masters in Public Administration in 2009.

## New GM at Wisconsin Aviation-Madison

**W**isconsin Aviation has named Jeffrey Davis General Manager of Wisconsin Aviation—Madison, the general aviation facility located on the east side of the Dane County Regional Airport. Davis, a native of Beaver Dam, Wis., is a ten-year employee of Wisconsin Aviation and had previously been serving as ground operations manager. As general manager, he will oversee fueling operations, buildings and facilities, ground service equipment operations, customer service, and tenant relations.

"Everyone who has worked with Jeff Davis knows his positive, can-do attitude," said Wisconsin Aviation President Jeff Baum. "He brings energy, expe-

Continued on page 48



# AIR CHARTER SUMMIT NATA 2010

June 7-9 • Westfields Marriott • Chantilly, Va.



## A can't-miss event for the Part 135 and 91k community, featuring

- NTSB Leadership Update
- FAA Regulatory Review
- Charter Brokering Update
- Fractional Ownership Leadership Session
- Transportation Security Administration Update
- Economic Outlook for Part 135
- Tuesday Night Dinner with Olympic Champion Bruce Jenner
- State Taxes and Applicability to Part 135 and 91k Operations
- Flight, Duty & Rest—What New Rules Will Mean to the Charter Community
- Business Terms and Conditions for Providing Services to Customers, Including Brokers



Olympic Champion Bruce Jenner

Gain a clear market edge by meeting face-to-face with key federal officials and industry experts, while exchanging best practices and discovering insider information to improve the efficiency and profitability of your operation.



For more information, call NATA at (703) 845-9000 or go to [www.nata.aero/acs](http://www.nata.aero/acs).

rience, and a great desire to wow the customer.”

Grant Goetsch, vice president of flight operations, also served as general manager until Davis' appointment. “This move completes a companywide restructuring, which began in 2008 and will help realize the goal of allowing Goetsch to focus his energies on our substantial charter, aircraft management, and flight school activities,” Baum said.

## New NATA Aviation Maintenance Employer Awards

**N**ATA has announced a new maintenance organization honor open to any full-time aircraft and/or components maintenance or repair business or a Part 91, 121, 125, 127, 129, 133, 135, 137, 141, 145, or 147 entity that conducts aviation maintenance. The NATA Aviation Maintenance Technician Employer Recognition Program awards aviation maintenance organizations that encourage and support aviation maintenance technician (AMT) training. The award is meant to complement the Federal Aviation Administration's Aviation Maintenance Technician Award, while providing an easier application process.

The NATA award is based on the percentage of AMTs employed (directly or indirectly) by a maintenance organization that participate in qualified training events. An AMT must complete at least 12 hours of training each year to be counted towards the organization's award percentage.

Anyone interested in participating should notify

Dennis van de Laar at [dvandelaar@nata.aero](mailto:dvandelaar@nata.aero). Applications can be turned in any time before December 31, but must be submitted no later than January 30, 2011, to qualify.

For more information, visit [www.nata.aero/AMTaward](http://www.nata.aero/AMTaward).

## BCA Ops & Safety Special: Thunderstorms

**F**or operators in the Northern Hemisphere, thunderstorm season is returning. These potent meteorological marvels follow patterns in development, movement, and dissipation, and woe to the aviator who fails to understand, identify, and take appropriate action to circumvent the threat they present at any altitude.

The new BCA Ops & Safety Special website and Facebook Fan Page provide a wealth of practical, expert, and usable information in a variety of formats to help pilots operate safely and with minimal scheduling disruption during thunderstorm season.

The site includes an Ask the Expert section, a photo gallery, video, systems and services, and links to many different articles on thunderstorms.

Access to the information on the special site is free and new topics will be introduced quarterly. Go to [www.aviationweek.com](http://www.aviationweek.com) or go to your Facebook page and search Business & Commercial Aviation. Become a fan today for regular updates and community discussion.

# USAIG and Alertness Solutions Introduce Fatigue and Alertness Management Solution

**U**SAIG and Alertness Solutions, two well-respected companies in their fields who share a common safety vision, recently introduced a science-based fatigue and alertness management solution that is designed to reduce risk for aviation professionals.

The Z-Coach Game Plan is web-based and available 24/7, making it accessible to employees who are geographically dispersed. It establishes a secure and private relationship between the individual

user and Z-Coach.

The Z-Coach Program is unique to the aviation insurance industry because it focuses on the individual, providing practical tools for each person to understand and manage his or her personal fatigue thresholds and levels of alertness. It coaches the user on how to implement simple but effective countermeasures to meet the challenges posed by stress, irregular work hours, and the constant disruption of normal sleep habits—all things aviation professionals deal

with almost every day.

Z-Coach inventor, Dr. Mark Rosekind, president and chief scientist of Alertness Solutions, has spent two decades studying the science of sleep and fatigue management. USAIG President and COO David L. McKay said, “Dr. Rosekind's science-based approach to fatigue management is here now, provides practical, real-world fatigue countermeasures, and we believe, if widely deployed and adopted, will have a major impact on improving aviation safety.”



- **Aero Safety Training, Ltd.**  
Linda Scully  
425 Beaverbrook Road  
Lincoln Park, NJ 07035  
(973) 872-6213  
Fax: (973) 706-8490  
www.lpawings.com
- **AirCompair.com**  
Mike Scaminaci  
956 S. Bartlett Road, Suite 309  
Bartlett, IL 60103  
(888) 229-5100  
Fax: (630) 483-2376  
www.aircompair.com
- **Altair Aviation, LLC**  
Elizabeth Benavides  
4805 Maher  
Laredo, TX 78041  
(956) 791-3500  
Fax: (956) 791-4012  
www.laredofbo.net
- **Brooksville Air Center, Inc.**  
Michelle Elferdink  
15421 Technology Drive  
Brooksville, FL 34604  
(352) 754-5449  
Fax: (352) 754-5421  
brooksvilleaircenter.com
- **Calspan Corporation**  
Anne Pomaski  
4455 Genesee Street  
Buffalo, NY 14225  
(716) 632-7500  
Fax: (716) 631-6969  
calspan.com
- **Central Air Parts Inc.**  
Robert Willhoit  
3185 Willhoit Airport Rd.  
Staunton, IL 62088  
(618) 635-3252  
Fax: (618) 635-2407  
www.cent-air.com
- **Cherokee Aviation - Marsh Harbour, Bahamas**  
Claude Sawyer  
P.O. Box AB20485  
Marsh Harbour, Abaco  
Bahamas AB20485  
(242) 367-0525  
Fax: (242) 367-0526  
www.cherokeear.com
- **Corporate Air Service, S.R.L.**  
Roxana Stanculescu  
Via Del Termine, 11  
Aeroporto A. Vespucci  
Firenze, Italy 50127  
(+39) 055-3152 ext.50  
Fax: (+39) 055-3744  
www.deltair.it
- **Cutter Flight Management**  
William Cutter  
2802 E. Old Tower Rd.  
Phoenix, AZ 85034  
(602) 267-4082  
Fax: (602) 275-9749  
www.cutteraviation.com
- **Elizabethton Municipal Airport**  
Dan Cogan  
415 Highway 91  
Elizabethton, TN 37643-6028  
(423) 543-2801  
Fax: (423) 543-7053  
www.elizabethtonairport.com
- **Empire Avionics Corp**  
Patricia Rome  
38 Loop Road, Suite 201  
Westchester County Airport  
White Plains, NY 10604  
(914) 761-5400  
Fax: (914) 761-8951
- **Fly Arkansas, LLC**  
Taylor Scott  
6462 HWY 126  
Midway, AR 72651  
(870) 481-6222  
Fax: (870) 481-6222  
www.flyarkansas.com
- **Flying Amici Aviation, LLC**  
James Hogan  
12150 East 96th Street North  
Suite 200  
Owasso, OK 74055 US  
(918) 272-3282
- **Gateway Helicopter Tours, Inc.**  
Brian Landgraf  
4279 Orlet Road  
Waterloo, IL 62298  
(314) 496-4494  
www.gatewayhelicoptertours.com
- **H & H Avionics Inc.**  
Rocky Hughes  
PO Box 4307  
Kingshill, St. Croix 00851 VI  
(340) 513-1447  
Fax: (340) 778-5352
- **Hoth, Inc.**  
Mike Hageland  
5245 Airport Industrial Rd.  
Fairbanks, AK 99709-4468
- **Keldridge, LLC**  
Kerry Eldridge  
4533 County Rd. B  
Oregon, WI 53575  
(608) 469-5075  
kerryjeldridge@yahoo.com
- **Key Lime Air Corporation**  
Glen Rich  
13252 E Control Tower Rd.  
Englewood, CO 80112-4437  
(303) 768-9626  
www.keylimeair.com
- **Logan Air Services, LLC**  
Scott Weaver  
900 West 2500 North  
Logan, UT 84321  
(435) 752-5955  
Fax: (435) 752-8767  
www.leaviation.com
- **Midland Financial Co.**  
Nick Verdea  
501 NW Grand Blvd.  
Plaza - 6th floor  
Oklahoma City, OK 73118  
(405) 495-9276  
Fax: (405) 789-7340  
www.midfirst.com
- **Monroe Air Center, LLC**  
5410 Operations Rd.  
Monroe, LA 71203-6117  
(318) 387-0222
- **Orion Jet Center**  
John Mason  
14850 NW 44th Court  
Opa Locka, FL 33054  
(305) 455-2295  
Fax: (305) 455-2742  
www.orionjetcenter.com
- **Priority Jet, LLC**  
Gary Lind  
500 Aviation Way, B3 Suite 1  
Peachtree City, GA 30269  
(678) 364-9142  
Fax: (678) 364-9467  
www.priorityjet.net
- **R&M Aviation**  
Rod Carey  
43W526 US Highway 30  
Sugar Grove, IL 60554-9511  
(815) 756-7525  
Fax: (815) 756-5675  
www.rmaviation.com
- **Rabbit Aviation Services, Inc.**  
Dan DeMeo  
655 Skyway Rd., Ste. H2  
San Carlos, CA 94070  
(650) 591-5857  
Fax: (650) 591-5895  
www.rabbitsql.com

Continued on page 50

## New NATA Members

Continued from page 49

- **Red Eagle Avionics LLC**  
David Cannavo  
1 Dales Way  
New Castle, DE 19720  
(302) 325-2727  
Fax: (302) 328-2451  
www.redeagleav.com
- **Ronson Aviation Inc.**  
Thomas Jadico  
Trenton Mercer Airport  
Trenton, NJ 08628  
(609) 771-9500  
Fax: (609) 771-9512  
www.ronsonaviation.com
- **Saker Aviation Services - Avoca**  
Linda Steventon  
101 Hangar Road  
Avoca, PA 18641  
(570) 457-3400  
Fax: (570) 451-0952  
www.sakeraviation.com
- **Sk Logistics Inc.**  
Hoke Smith  
121 Hawkeye View Ln.  
Saint Augustine, FL 32095-9652  
(904) 827-1999  
Fax: (904) 827-1399  
www.skjets.com
- **Sky Night Aviation**  
PO Box 445  
Greeneville, TN 37744-0445
- **Southeast Aero Services, Inc.**  
Kramer Upchurch  
385 Hawkeye View Lane  
St Augustine, FL 32095  
(904) 824-1899  
Fax: (904) 824-6334  
www.southeastaero.com
- **Standard Aero**  
Robert Miller  
1200 N Airport Dr.  
Springfield, IL 62707-8417  
(217) 535-3530  
Fax: (217) 541-3389  
www.standardaero.com
- **Strategy Aero Group**  
Marianne Stevenson  
5885 Flightline Circle Suite A  
Sacramento, CA 95837  
(877) 203-4736  
Fax: (916) 290-0770  
www.strategyaero.com
- **Tristate Aviation Group of Florida LLC, dba Suncoast Air Center**  
Marty Kretchman  
400 Airport Avenue East  
Venice, FL 34285  
(941) 485-1799  
Fax: (941) 485-1699  
suncoastaircenter.com
- **Valero Aviation Services Inc**  
Bradley Holcomb  
1000 Skyplace Blvd.  
San Antonio, TX 78232  
(210) 377-1111  
www.valero.com

## NATA Member News

Continued from page 48

### Banyan Provides Wings of Hope 4KIDS of South Florida

The teammates at Banyan Air Service, an NATA member based at Fort Lauderdale Executive Airport, have recently committed their support to 4KIDS of South Florida, a nonprofit organization committed to meeting the needs of thousands of children in foster care (www.4KIDSofSFL.org). Banyan helps through volunteer opportunities, monetary donations, and new and gently used items.

“We considered several nonprofit organizations but felt that the mission of 4KIDS of South Florida

was the right match for Banyan,” said Banyan’s Spirit Committee Director Brandy Voss.

Last month, Banyan volunteers worked every Saturday to renovate a donated house by repairing drywall, fixing sprinklers, painting rooms, and working on landscaping. Banyan teammates also support the nonprofit with donations through payroll deductions.

On April 24, the Banyan team participated in the 4KIDS of South Florida BiG Cardio in Lauderhill, Fla. This annual event raises funds for the organization and consists of numerous activities such as a cardio class, 5K run/walk, boot camp, basketball tournament, and fitness expo.

From the moment children are removed from their families because of abuse, abandonment, or neglect, 4KIDS of South Florida provides for them physically, emotionally, socially, and spiritually. 4KIDS has more than 100 licensed foster homes and foster families, twelve family-style homes, and cares for more than 1,000 children each year.

Banyan is a 24-hour business and private aviation center that provides comprehensive services to domestic and international aircraft owners, corporations and governmental agencies. Services include fueling and hangar services, aircraft sales, maintenance, and avionics.

#### NATA Events Calendar

- **Line Service Supervisor Training (LSST) Seminar**  
May 19-20, 2010  
Sheraton Hotel at Bradley Airport  
1 Bradley International Airport  
Windsor Locks, CT 06096
- **2010 Air Charter Summit**  
June 7-9, 2010  
Westfields Marriott  
14750 Conference Center Drive  
Chantilly, VA 20151
- **NATA Tax Seminar for Operators**  
August 17-18, 2010  
Omni Severin Hotel  
400 West Jackson Place  
Indianapolis, IN 46225

## Our vast FBO network. Hundreds of locations. One below you.

When you're on the spot to deliver standout customer service for your clients, you need an FBO network that's ready to do the same for you. We have over 600 FBOs in the U.S., Caribbean and Canada with the experience and resources to help you manage challenging logistics while providing your clients the creature comforts of a first-class operation. We offer quality fuel, products and services at competitive prices, and the convenience of our Alliance Card and FlyBuys™ rewards program. Want more info? You'll find us at [www.cgaFBOlocator.com](http://www.cgaFBOlocator.com). And just about everywhere you want to go.



Global Aviation



Our Family of Brands

Ideal flying conditions.



## Millions of rewards and more ways to get your hands on them.



What's the real definition of "more"? It's Bravo, our rewards program where you can choose from literally millions upon millions of items, events and travel. Plus, you get more value per point, more ways to use them and more ways to share them. Ask a participating Air BP FBO about Bravo or visit [MyBravoPoints.com](http://MyBravoPoints.com)

**MORE VALUE MORE OPTIONS MORE FLEXIBILITY**



Bravo rewards program available at participating Air BP locations in the U.S. and Canada. Bravo is a trademark of Air BP Aviation Services.