

The international guide to business airports, FBOs and ground support partners

# Business Airport

I N T E R N A T I O N A L

January 2017

Discover new partners, routes and destinations

## LOSS OF CONTROL

How to reduce the number of fatal aircraft accidents worldwide

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#### **Recruitment:**

Securing top talent has never been so challenging

#### **EASA Part-NCC:**

Is the new regulation being taken seriously?

Location focus: South Korea | Column: Terry Yeomans, IS-BAH

City guide: Houston, USA | Event preview: Schedulers & Dispatchers 2017

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# Welcome

**B**eing on an aircraft when it encounters loss of control in-flight (LOC-I) must be one of life's scariest experiences. My closest encounter to a LOC-I incident was during a flight from London Heathrow to Tampa, Florida, for the 2016 Schedulers & Dispatchers event. Approximately 30 minutes before the flight was due to land, the pilot announced to all passengers that Tampa had been hit by a severe storm, which was likely to cause bad turbulence for the remainder of our flight. The pilot assured us that he would land the aircraft safely, but it may be a bumpy descent.

Over the next 30 minutes, the aircraft swayed and dropped in a way that I had never experienced before. The whole time I questioned whether we would actually make it to ground safely. After disembarking, I realized how bad the storm was. Homes were damaged beyond recognition and lives had been lost. This event made me appreciate the skills of pilots and their crew.

After a LOC-I incident, however, most passengers don't get the chance to reflect on how lucky and thankful they are. According to IATA, LOC-I is one of the most significant contributors to fatal accidents worldwide. Looking at the general aviation sector, the National Transportation Safety Board (NTSB) states that between 2008 and 2014, about 47% of fatal fixed-wing general aviation accidents in the USA involved pilots losing control of their aircraft in flight, resulting in 1,210 fatalities.

It is widely acknowledged in the business aviation sector that more needs to be done to try to reduce the

number of LOC-I incidents. The NBAA, FAA, NTSB, EASA, IATA and ICAO have all prioritized action on LOC-I. In *Taking control* on page 44, we look at what training programs, regulations and new technologies are being introduced specifically for business and general aviation to increase inflight safety. A member of the NTSB, Dr Earl F Weener, says that as human factors are involved in most LOC-I incidents "recurrent and thorough training is necessary to alter behavior".

New regulations have also been introduced in the business aviation industry to improve safety. The FAA's Part 23, which is set to come into force in 2017, aims to improve safety by enabling more technological innovation in small airplane development. Meanwhile, in Europe, EASA's Part-NCC regulation, which came into force in August 2016 (read more in *Part of the process*, page 20), requires non-commercial flights in complex motor-powered aircraft to develop an operations manual and SMS, with the overall aim of improving flight safety.

With improved crew training programs, stricter regulations and new technologies in place, the number of LOC-I incidents worldwide should decrease. It is essential, however, that owners and operators use all available resources to ensure their flights remain in control. "There are lots of resources available for LOC-I, so don't be afraid to ask for help," adds Weener.

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**MILLION AIR HAS BROKEN GROUND ON AN AMBITIOUS US\$70M FBO FACILITY AT WESTCHESTER COUNTY AIRPORT IN NEW YORK STATE, SET TO OPEN IN 2017, WHICH IT HOPES WILL CHANGE LOCAL ATTITUDES TO BUSINESS AVIATION**

Westchester County Airport is about to receive a major upgrade in terms of what it can offer the business aviation sector, thanks to a new FBO and hangar being built by Million Air. The independently owned FBO chain was first granted its lease in March 2015, and has just broken ground on a 20,000ft<sup>2</sup> terminal building and a 54,000ft<sup>2</sup> hangar, both due to open in 2017.

Looking at the designs, the FBO building stands out for its exposed stone, timber and fireplaces, which give it the look of a high-end mountain lodge. “The country feel really suits Westchester, which is all rolling hills, big trees and stone fences; it’s stunning,” says Roger Woolsey, Million Air’s CEO. “You walk in, there will be a number of fireplaces, high vaulted ceilings, wooden floors, and stairs with lots of glass overlooking the ramp and lobby. When people land, I want them to instantly feel that they are in Westchester County.”

Adding a touch of indulgence, the FBO will employ a full-time barista to make coffee and hot chocolate for guests, with a golf simulator for pilots to use in their downtime. Woolsey is also proud of another feature, one that he believes is a world first. “Westchester has some harsh winters, so when you drive up to the FBO, rather than pulling under a car port to keep the snow off your roof, instead you enter a four-lane, fully enclosed *porte cochère* with a heated floor – basically, a four-lane garage,” he says.



Right: The style of the new FBO sits well with the surrounding countryside

Main: Million Air's new developments take up 26 acres of space

Right: The interior will resemble a high-end mountain lodge



## Flexible design

**Not everything inside Million Air's new FBO is as it seems**

The new Million Air FBO building resembles a luxury mountain lodge, but company CEO Roger Woolsey reveals that more has gone into the design than at first appears. "The FBO itself will wrap around an existing hangar, which is small, but we've used it already for private events and hope to continue that in the future," he says. "So we've got these giant moveable bookshelves going in. It all opens up and you can use the extra space of the hangar for your event. It's a cool hidden feature."

Woolsey smiles when asked how the construction company reacts to working on his more unusual ideas. "We've had the same contractor, Jacob White, work exclusively with us for the last five years," he says. "I know that they'll step up to the challenge and love my ideas, rather than think I've gone crazy [laughs]."





**Vital statistics**

**Location:** Westchester, New York  
**Operating hours:** 24 hours  
**Runway lengths:** 11/29 – 4,451ft, 16/34 – 6,549ft  
**Fuel:** Jet A, Avgas 100LL

**“Westchester is one of the busiest corporate airports in the USA. It’s a 35-minute drive from Manhattan and the financial district, and an area where most of the executives and CEOs of New York City reside”**

Roger Woolsey, Million Air CEO

**Company origins**

**How the company evolved from a cosmetics firm into an FBO operator**

Today, Million Air is a successful FBO chain, headquartered in Houston, Texas, with 31 locations across the USA, Canada, the Caribbean and South America, and an outlet recently opened in Beijing – both company-owned and franchised buildings. CEO Roger Woolsey tells the surprising story of how it all started: “In 1984, Million Air was actually a cosmetics company. Mary Kay was the owner, and the brand named after her, which offers make-up, fragrances, skincare and men’s products, still endures to this day. Back then, Mary had a Gulfstream jet that she would use to fly her sales staff and investors all over the country. However, when she flew them back to Addison, Texas, where the company was based, she was embarrassed, as people had to walk through these non-elegant facilities which she felt had a negative effect on the overall experience she provided. So she bought a gas station there, put marble and granite in the bathrooms, and made it an extension of her brand. It was successful, but that wasn’t her intent – she just wanted to look good for her business.”

“A high-speed blast door opens and closes behind you, and you disembark out of the weather, straight into the lodge. We’ll be the only FBO in the world, as far as I know, to have one of these.”

Heated floors will feature in the new hangar too, which Woolsey says will be big enough to hold Gulfstream G650s. “We felt that there was more that could be offered to customers,” Woolsey reveals. “Westchester is one of the busiest corporate airports in the USA. It’s a 35-minute drive from Manhattan and the financial district, and an area where most of the executives and CEOs of New York City reside. But you land, and the only way into the old FBO was literally through a hangar. It was very underwhelming.”

Woolsey says that when negotiating with county legislators over the new facilities, he had to employ an element of persuasion, and to prove that greater opportunities lay ahead. “Private jets are business tools, and not everybody sees that right away,” he says. “But people who can create 500,000 jobs in the local community, they usually arrive in a private aircraft. I think we’ve helped to change attitudes, and Westchester County is really behind us now.”

Above: The new FBO is being built around an existing hangar

Below: Stone walls, wood beams and fireplaces will feature inside, with a barista serving hot drinks



**Staffing needs**

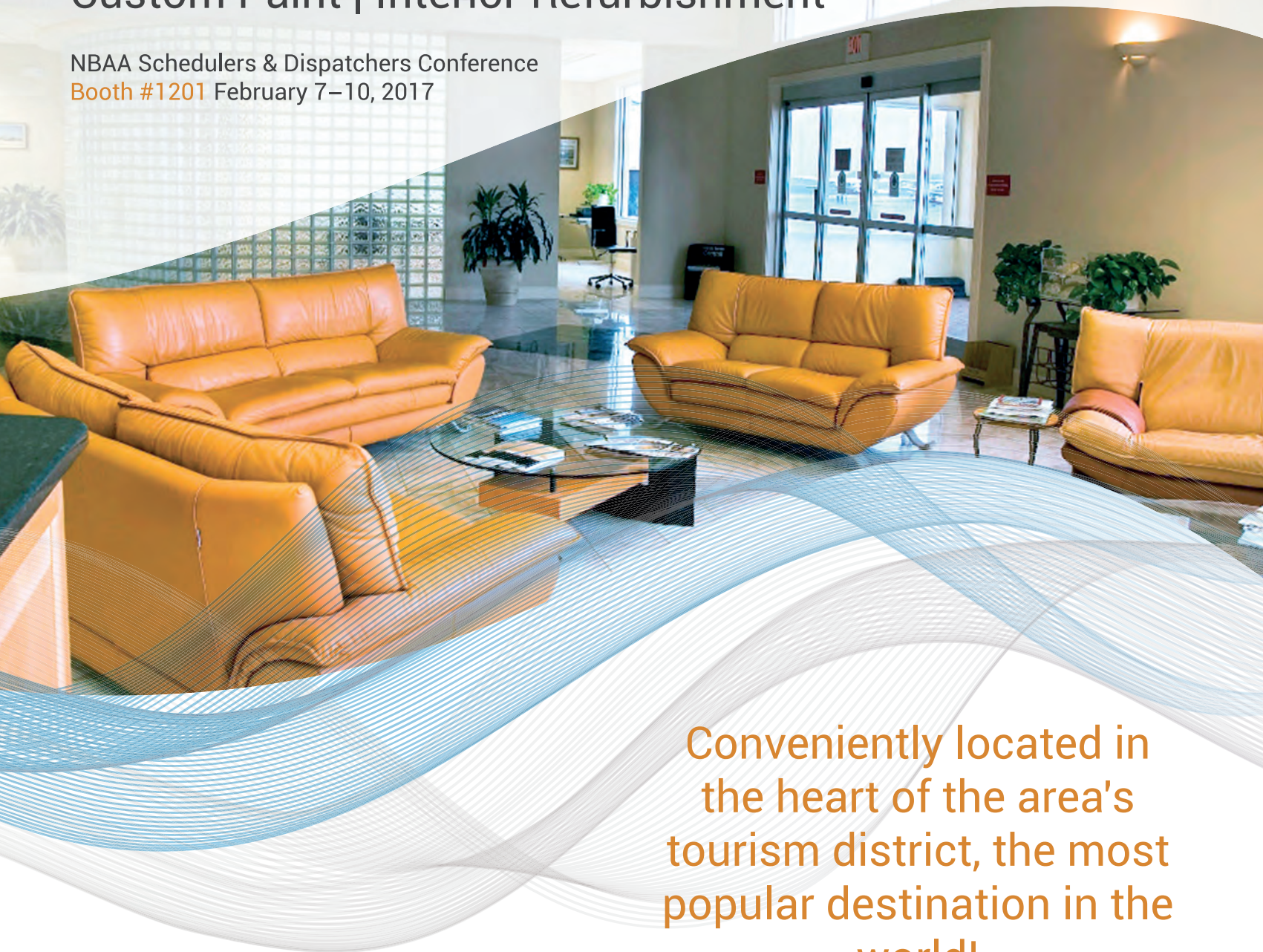
Many of the jobs created by the opening of the new facilities will include those at Million Air itself – Woolsey predicts that more than 30 positions will have to be filled. “We have a rigorous filter with people,” he says. “Some companies put too much emphasis on qualifications or work experience, but we feel we can easily train people to develop their skills and knowledge. What I can’t get through training is a natural smile or a genuine concern for customers, so those are the natural qualities we look for. Only a small number of applicants fit that category, but it’s the standard we’ve set ourselves.

“I’m a pilot, and all of the senior people in our organization are pilots, so we’re customers ourselves, and therefore we have this greater sense of what is expected or needed of us. Part of that is being made to feel special by the attentive staff.” ○



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## APP JET CENTER HAS TAKEN A NEW APPROACH WITH ITS LATEST FBO, DESIGNED TO TARGET A CLIENT BASE FROM SILICON VALLEY

Some FBO chains might adopt a uniform design between outlets to help with their branding, and even independents may favor the use of steel and glass for a clean, business-like feel. For Thom Harrow, owner and operator of APP Jet Center, it was clear that his client base at Hayward Executive Airport in the San Francisco Bay Area in California, had different expectations, and this needed to be taken into account.

“Our new US\$5m FBO facility at Hayward is just being finished,” Harrow reveals. “It measures 3,000ft<sup>2</sup>, and at the same time we’re adding a 30,000ft<sup>2</sup> hangar. While the FBO has all of the facilities you’d expect, such as a pilot’s lounge, snooze rooms, shower facilities, a concierge, wi-fi and private meeting rooms, the look and feel needed to be different. Having served the Silicon Valley market, I felt that this was a very particular client base, and they have a sense of style that differs from, say, the East Coast. That means different expectations.”

The desired look was achieved through the hiring of an interior design firm from San Francisco, Niche Interiors, which has worked on a number of residences throughout Silicon Valley, with the FBO

**“There are polished concrete floors; the furniture is colorful; and there’s a modern tech covering on the walls in the reception. It’s like a Silicon Valley executive’s home”**

Thom Harrow, owner and operator, APP Jet Center

Below: APP Jet Center enlisted the help of a local interior design firm that specializes in lavish homes, rather than taking the usual commercial route

being its first commercial interior project. Harrow describes the finish as organic, with lots of earth tones: “There are polished concrete floors; the furniture is colorful but tasteful; and there’s a kind of modern tech covering on the walls in the reception area. It’s like a Silicon Valley executive’s home.”

There are also a few touches designed to excite those in the tech business. “We’ve got really cool water fountains, which have a bottle feeder, and when you fill your water bottle they actually keep count and display on the side the number of plastic bottles saved from landfill by getting customers to reuse their own,” says Harrow. “Plus we have an open-front stainless-steel refrigerator packed with vitamin waters and health drinks, which looks very colorful, and we’ll give those free to customers.”

The approach helps APP Jet Center distinguish itself from the airport’s other FBO, which Harrow says has a classic design. “The lighting is tasteful and the conference room is a brightly lit white box with impactful artwork,” he adds. “It’s a great personal space, and the team at Niche Interiors has done a great job. I am looking forward to entering it in various interior design awards at some point in the near future.” ○

### A focused network

#### How APP Jet Center serves customers across the USA

Thom Harrow formed APP Jet Center in 2009, buying a group of FBOs from a bankruptcy sale. Today, he has four facilities in North America and around 60 staff, working just outside Washington DC in Manassas, Virginia; Centennial Airport, Denver; Hayward Executive Airport, California; and Fort Pierce, Florida. “Every FBO is different in terms of its look and the clientele,” Harrow says. “Our FBO in Florida is part of a restaurant we own and operate called Airport Tiki, which has a tiki theme throughout, serving fries and hamburgers. It’s a community landmark with a loyal local customer base. There is nothing I would change about it.”





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JUSTIN CRABBE, CEO OF **JETTLY**, DESCRIBES HIS COMPANY'S NEW APP AS "UBER FOR AIRCRAFT", LINKING PILOTS AND POTENTIAL CUSTOMERS

**M**any operators these days are working hard to prove that business aviation can be affordable and accessible to everyone, rather than just an elite few. Among the various initiatives are co-ownership programs and booking apps, and also Jettly – something the Canada-based company behind it calls “Uber for aircraft”.

CEO Justin Crabbe is happy to explain the concept. “There are two elements: flight sharing and commercial,” he says. “The flight-sharing side allows a pilot to post details of a flight, and he’ll set the operating costs, state where he is going to and from, and his user and aircraft profile will all be up there with it. Customers can log in, search the available flights and book an empty seat, splitting the costs evenly.

“The commercial side works in a similar fashion the opposite way. In this instance, customers can post a trip that they want, with pilots then able to bid on it. And it doesn’t have to just be a passenger flight, as we have various options, such as a cargo service if they want to send a package, or if they have specific requirements, such as landing on water. State what you need and the pilots will bid to get the job.”

As with other types of sharing economy, users can leave feedback about the service received through



**“Customers can post a trip that they want, with pilots then able to bid on it. And it doesn’t have to be a passenger flight, as we have various options, such as a cargo service”**

Justin Crabbe, CEO, Jettly

Jettly, with commercial ratings and biographies part of the pilot’s profile, to reassure others and get more people using the system. Passengers are charged a US\$20 flat fee for each booking, which is how Jettly generates revenue, but in terms of the potential time and money savings, Crabbe thinks this is a small cost.

In addition to connecting passengers with affordable aviation of all kinds, Crabbe believes that Jettly will generate more business for the smallest flight operators. “The Part 135 operators, where the guy answering the phone is usually the one flying the plane,” he says. “At the moment, they don’t really have a central system to connect to that helps them find work, and no one is really driving their marketing. It could also help younger pilots who have difficulty with the fuel costs, who want to get more experience in the air and need a way of making it affordable.”

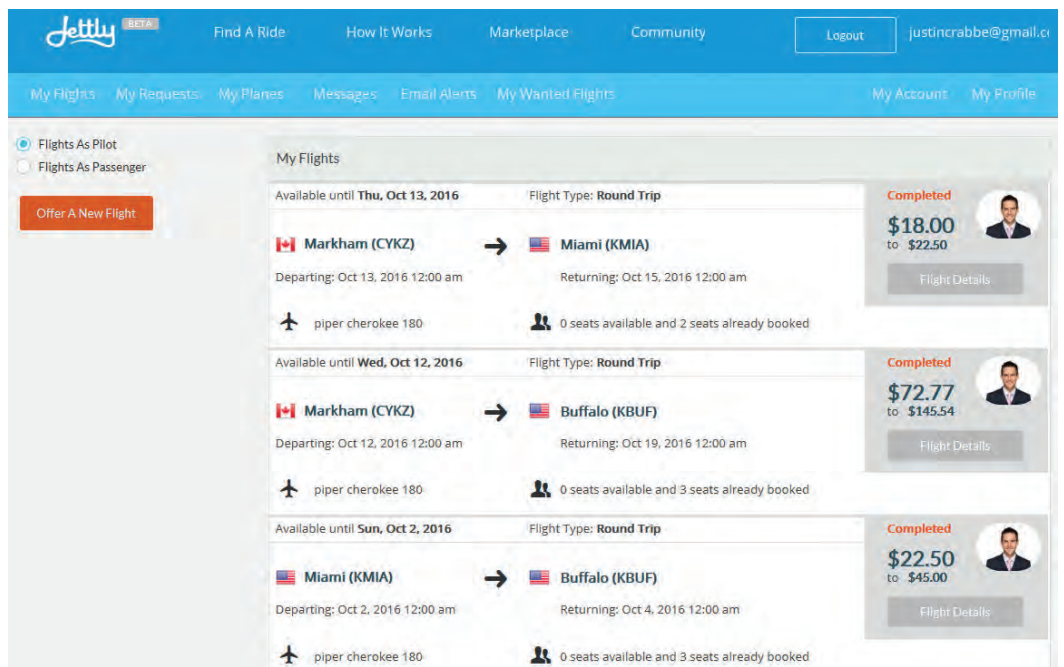
Crabbe is a pilot himself and understandably passionate about the industry. “The room for growth, and in the air taxi business on the commercial side, is substantial,” he adds. “People think that flying is expensive; it’s not. If you compare the purchase of a conventional aircraft to the cost of a vehicle, the depreciation factor with cars is terrible. It’s better to own a plane. This is an interesting market that we’re trying to shake up, and as a pilot it’s a passion.” ○

**Giving back**

**Jettly’s donations to support the aviation industry**

The benefits of Jettly extend far beyond the pilot or customer connected through the app. As part of its corporate social responsibility program, the company plans to donate US\$1 for every flight flown to the American Owners and Pilots Association (AOPA) or the Canadian Owners and Pilots Association (COPA) to support general aviation in Canada and the USA. This complements its desire to get more pilots into the air by lowering operating costs through its app.

Jettly is a new way for passengers and pilots to come together





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## AVION LAW IS A NEW LEGAL FIRM IN NEWPORT BEACH, CALIFORNIA, SPECIALIZING IN AVIATION AND HEADED UP BY ENGLISHMAN RICHARD PEARSON

It came as a surprise hearing Richard Pearson's voice for the first time, calling his office in California and being met with an accent from Yorkshire in the UK. "I relocated to America in 2013, originally working at an aviation law firm in Santa Monica," he comments. "Before that, I spent 20 years practicing law in Paris. I have a lot of experience, so I thought it was time to launch my own company – Avion Law was born."

Pearson explains when his help might be needed. "A big focus is the buying of aircraft," he says. "There's the structuring of the ownership according to tax, federal aviation, and other rules and regulations, which are not always consistent with each other. I help my clients to navigate their way, helping them to find a management company if they need one, whether it's for private or commercial use. On top of that, you have the financing and insurance element, and then the flipside, which is selling the aircraft."

Co-ownership is another area for which Pearson can outline the terms of the arrangement. "That's a very common way for a group of friends or associates to buy an aircraft together instead of individually," he says. "I also have commercial aviation clients, so I'll work with leasing companies in connection with the operating of their aircraft to the airlines, or for the airlines I'll assist with the renewal of the agreement they have."

There is plenty to keep him busy, and Pearson admits that aviation law is highly specialized, which means he is often referred work from other lawyers who are yet to understand it. "I hear from a lot of general business lawyers, who have high-net-worth clients wanting to buy aircraft," he says. "Their focus is general business, and they don't want to start again in an area unfamiliar to them. For me, it's what I've done from day one. I've been involved in other forms of transport over the years, such as shipping, but I made the decision to focus purely on aviation when setting up my own firm."

Pearson maintains his license as an English solicitor, and has met the requirements needed to practice law in California. He says that the state has a huge aviation community, but considers himself international, helping clients wherever they are based.

What advice would he give to anyone else interested in aviation law as a career? "The people buying business aircraft are able to do so because they are highly successful," he says. "It's common to pick up on clues of what it was that gave them that success, so we should take the opportunity to look for and be inspired by them." ○



***"A big focus is the buying of aircraft, and the structuring of the ownership according to tax, federal aviation and other rules, which are not always consistent with each other"***

Richard Pearson, aviation lawyer,  
Avion Law

### Getting it right

**Richard Pearson on one of the industry's biggest misconceptions**

"In the USA, there is an issue with people putting their aircraft into a specially created limited liability company in the belief that by isolating the asset they will isolate any liability arising from its use. But they are actually exposing themselves to greater liability, because FAA regulations do not permit them to operate an aircraft out of a single-purpose company like that, leading to fines or insurance payout refusals.

"It's a conversation we have on every deal. We advise the client on why it isn't a good idea and suggest a proper business entity within their structure instead. But if they insist, we'll help them do it without conflicting with FAA and IRS rules."



Above: Avion Law helps customers navigate a highly specialized area

Right: Richard Pearson is originally from the UK, now based in California

# MAG

# BUSINESS AVIATION

## FOUR WORLD-CLASS BRITISH GATEWAY AIRPORTS

### LONDON STANSTED

- The only London gateway with 3,000m / 10,000ft+ runway capacity; available 24/7/365
- Five FBO's offer rapid, discrete access to Central London within 45 minutes
- MRO capability for Bombardier, Embraer and now Gulfstream

### BOURNEMOUTH

- One of the busiest training airports in the South of England
- Substantial land availability for further FBO and MRO facility developments
- MRO capability for Bombardier, Challenger, Citation, Dornier, Learjet and Pilatus

### MANCHESTER

- Gateway to the Northern Powerhouse region
- Two FBO's offering handling for all aircraft types and hangarage for up to Gulfstream / Global Express sized aircraft
- Two 3,000m+ runways offering 24/7/365 operational capability

### EAST MIDLANDS

- One centrally located airport serving the cities of Nottingham, Leicester and Derby
- Four FBOs offering tailored services to suit every need
- Hangarage facilities available up to BBJ or ACJ

**Key Contacts:**  
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Bill Blanchard – Key Account Manager



## NEW RESEARCH REVEALS STRENGTH OF US BUSINESS AVIATION MARKET

The USA has  
**56.4%**  
of the world's  
mid-size and heavy  
business jets

Global  
Jet Capital  
estimates that  
globally as much as  
**US\$17.5bn**  
of funding will be  
needed in 2017 for  
business jet  
deliveries

**14%**  
of professionals said the  
US market's attractiveness  
will increase "dramatically"  
and 45% said it will increase  
"slightly". Just 5% said  
it will become less  
attractive

After the USA, the  
next most attractive  
country for business aviation  
companies is Canada.  
**34%**  
of professionals described this  
market as "very attractive"  
and 34% as "attractive"

**59%**  
of professionals said the  
US market is currently "very  
attractive" for business  
aviation companies, and  
a further 31% describe  
it as "attractive"

In 2015, 578  
mid-size and heavy  
business jet airliners  
were delivered globally,  
and approximately 277 of  
them were to the USA,  
which equates to around  
**48%**

**532**  
mid-size and heavy  
business jet airliners  
were delivered globally  
in 2014, with 234 going  
to the USA

**F**lorida-based Global Jet Capital, a provider of financing solutions to the private aircraft industry, has released the findings from its latest research looking at the strength of the global business aviation market. Global Jet Capital, which commissioned Corporate Jet Investor to conduct the research with 200 business aviation professionals, found that the USA is leading the way, particularly in the mid-size and heavy business jet arena. The research also revealed that the US market is set to grow further as business aviation professionals view the region as the most attractive globally.

Dave Labrozzi, chief operating officer at Global Jet Capital, says, "The USA is by far the biggest business aviation market in the world and is also the most attractive. Not only is it a well-established and sophisticated market, but the US economy remains one of the most attractive on the global stage. There is a strong correlation between this and prospects for the business aviation sector."

Here are the key findings from the report. ○





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# “If adopting and implementing IS-BAH can stop one accident, is that not worth the investment?”

**Terry Yeomans**



The IS-BAH program director talks industry standards and recommended practices and how they can contribute to a positive safety culture

**T**he October 2016 issue of *Business Airport International* looked at whether industry standards, such as the International Standard for Business Aircraft Handlers (IS-BAH), were worth the investment. Some aircraft operators suggested that although standards are important, they place a greater priority on good facilities and customer service levels. But do they really mean this? If so, it appears people are happy that if a meal is delivered in a nice facility, by someone who is dressed well and smiles, that the occasional bit of food poisoning is okay.

Safety is an unwritten expectation in the business aviation sector. We all expect the service or product we receive to be delivered with the risks from any hazards identified and reduced as low as is reasonably practical.

ICAO Annex 19 1<sup>st</sup> Edition (Safety Management Systems) became applicable from November 2013. The Standards and Recommended Practices (SARPs) apply to safety management functions related to, or in direct support of, the safe operation of aircraft. It directly affects service providers (such as aerodromes) and international general aviation operators.

The International Business Aviation Council (IBAC), supported by its member associations and with the help of the industry, developed IS-BAH as a tool to help states, service providers and international general aviation

operators meet their obligation under the SMS annex by positively identifying organizations that have adopted and implemented an industry standard that follows the same ICAO SMS structure they are obliged to adopt themselves.

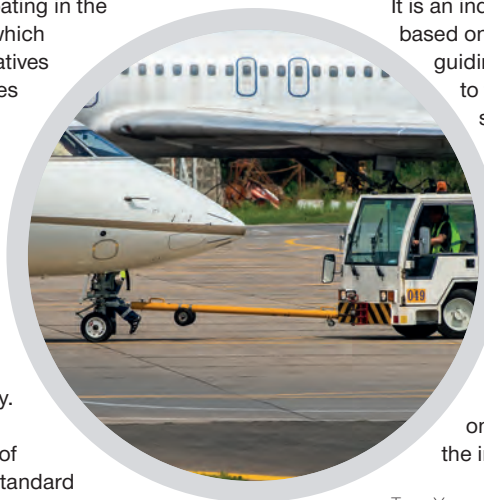
IS-BAH is a true industry standard. Influencing the content of standards is critical if an organization wishes not only to lead by example but also to mix with its competitors and major customers. FBOs, business aviation handling agents and aircraft operators benefit from taking part in the standard development process by actively participating in the IS-BAH Standards Board, which already includes representatives from a number of companies including MacPherson Aviation, AT&T, Biggin Hill Airport, NATA, XJet and many more.

IS-BAH aims to bring decreased variation across the business aviation ground handling sector – reducing the variation in processes is the definition of consistency. And how do you decrease variation? Increase control of your processes using the Standard as a guide. The audit process, when done correctly, provides the objective feedback needed to correct any deviations from conformity and keep the company focused on its goals.

## Ongoing commitment

If you make an honest attempt to conform to the requirements of getting IS-BAH registration, the work does not stop when you receive your certificate, as you’ll learn more about your business. It requires an ongoing commitment to a positive safety culture and the IS-BAH standards to be included in the overall strategy. This is in addition to the quality, environmental and compliance management of the organization itself.

IS-BAH provides an organized program for those that truly value safe operations. It is an industry-recognized standard based on safe operations. It provides a guiding light, or common goal, for all to follow. By achieving the IS-BAH standard, companies prove that they can provide a valued, consistent and transparent experience to their customers. This experience is based on clearly defined, common safe practices, which the ground team follow regardless of the situation. If adopting and implementing IS-BAH can stop one accident, is that not worth the investment? ○



Terry Yeomans is the program director for IS-BAH. He has been involved in business aviation since 1984, working for various companies. As an industry association representative, he has been deputy chair of the BBGA, chair of the EBAA AHGOC, and a council member and treasurer of IBAC

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# city focus



Your guide to flying to  
Texas's Space City

Words | Helen Norman

## Main airports in Houston

### West Houston Airport

**Operating hours:** 24 hours

**Facilities:** Passenger terminal, including conference rooms and wi-fi, aircraft hangars, courtesy cars, pilot supplies, catering and property sales.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 15/33 – 3,953ft

**Distance from Houston city center:** 23 miles

### Houston Executive Airport

**Operating hours:** 24 hours

**Facilities:** Fixed-base operations provided by Henriksen Jet Center. Facilities include concierge service and hotel arrangements, weather services, wi-fi, crew lounge, catering, luxury crew cars and rental cars.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 18/36 – 6,610ft

**Distance from Houston city center:** 36 miles

### David Wayne Hooks Memorial Airport

**Operating hours:** 24 hours

**Facilities:** Full-service fixed-base operations including flight planning rooms, pilot and passenger lounges, theater room and courtesy cars. Additional facilities including aircraft marshalling, hangars, gourmet catering and hotel reservations.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 17R/35L – 7,009ft; 17L/35R – 3,987ft;  
17W/35W – 2,530ft

**Distance from Houston city center:** 33 miles

### Houston Southwest Airport

**Operating hours:** 24 hours

**Facilities:** Full service fixed-base operations, including luxury lobby and pilots lounge, wi-fi, hangars, weather information service, crew cars, aircraft repair, catering and aircraft parking.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 9/27 – 5,003ft

**Distance from Houston city center:** 25 miles

### Sugar Land Regional Airport

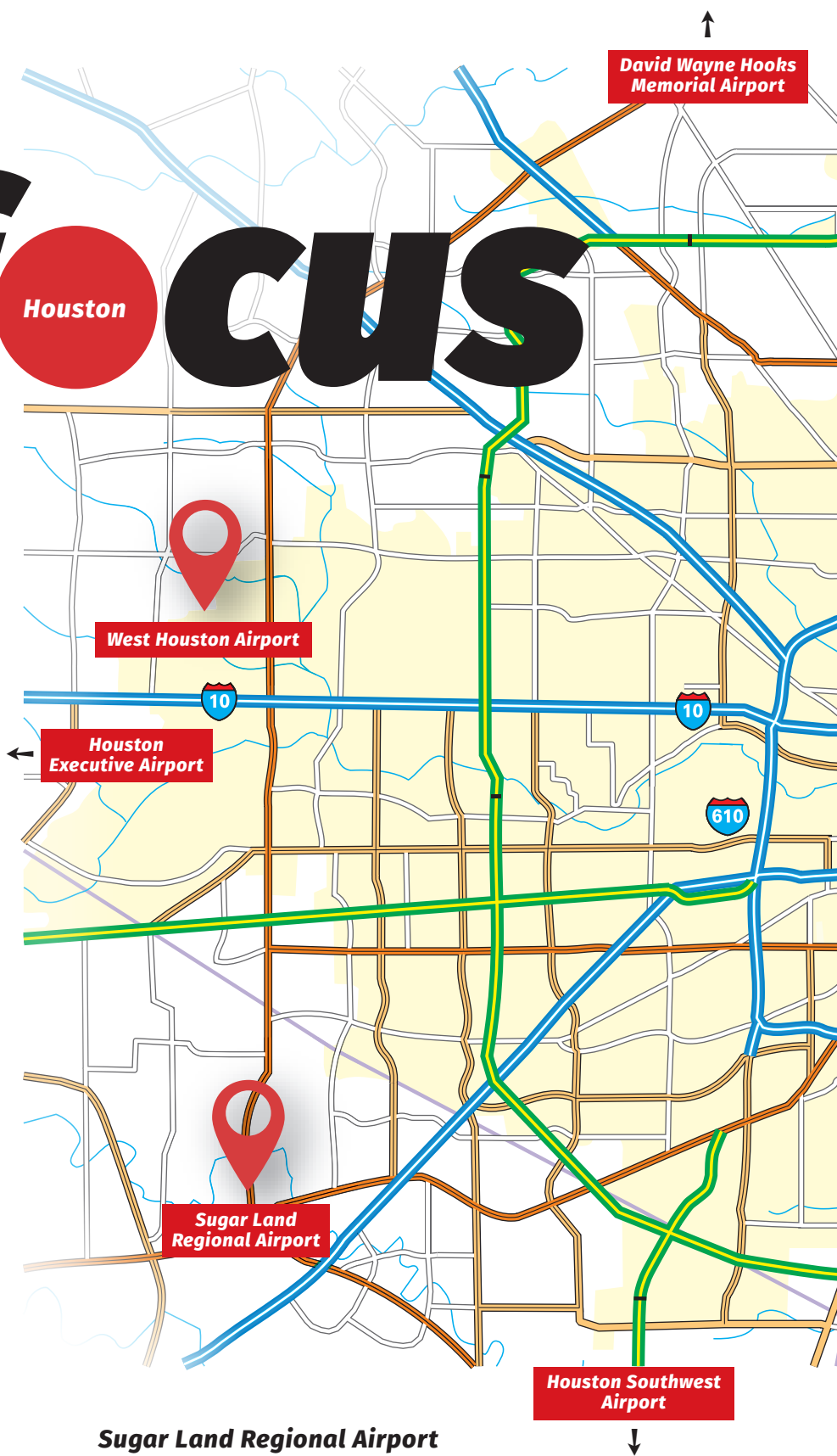
**Operating hours:** 24 hours

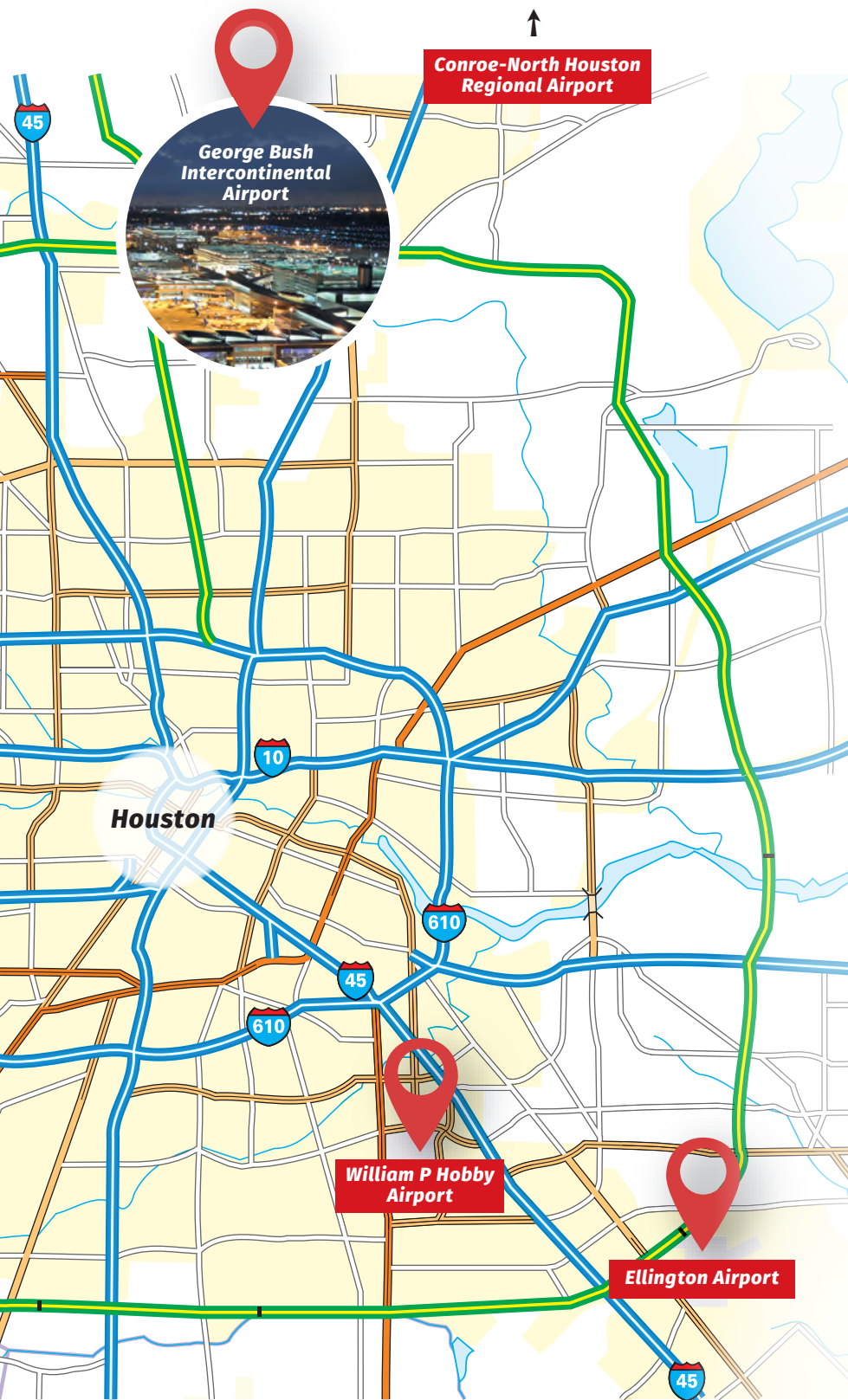
**Facilities:** Fixed-base operations provided by GlobalSelect, including a 20,000ft<sup>2</sup> corporate aviation terminal with a crew suite, executive lounge and conference rooms, aircraft repair, car rental and wi-fi.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 17/35 – 8,000ft

**Distance from Houston city center:** 25 miles





**George Bush Intercontinental Airport**

**Operating hours:** 24 hours

**Facilities:** Fixed-base operations provided by Signature Flight Support and Atlantic Aviation. Facilities include a pilots' lounge, conference rooms, showers, wi-fi, heated hangar space, flight planning center and office space.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 15L/33R – 12,002ft; 15R/33L – 9,999ft; 9/27 – 10,000ft; 8L/26R – 9,000ft; 8R/26L – 9,402ft

**Distance from Houston city center:** 20 miles

**Conroe-North Houston Regional Airport (previously Lone Star Executive)**

**Operating hours:** 24 hours

**Facilities:** Fixed-base operations provided by Galaxy Air Services and General Aviation Services. Facilities include transient hangar and tie-down options, rental car and limousine service arrangements, catering, and crew comfort areas. All FBOs also offer service and support for helicopter operations.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 14/32 – 7,501ft; 1/19 – 5,000ft

**Distance from Houston city center:** 31 miles

**William P Hobby Airport**

**Operating hours:** 24 hours

**Facilities:** Fixed-base operations provided by Jet Aviation, Wilson Air Center, Atlantic Aviation, Signature Flight Support and Million Air. Facilities include executive terminal, pilot and passenger lounges, flight planning services, catering, aircraft cleaning, snooze rooms, conference rooms, fitness center, heated hangar space and rental cars.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 4/22 – 7,602ft; 13L/31R – 5,148ft; 13R/31L – 7,602ft; 17/35 – 6,000ft

**Distance from Houston city center:** 13 miles

**Ellington Airport**

**Operating hours:** 24 hours

**Facilities:** Fixed-base operations provided by Signature Flight Support. Facilities include pilot lounge, wi-fi, aircraft hangar, conference room, snooze room, flight planning center, office space and on-site rental cars.

**Fuel:** Avgas 100LL and Jet A-1

**Runway length:** 4/22 – 8,001ft; 17R/35L – 9,000ft; 17L/35R – 4,609ft

**Distance from Houston city center:** 20 miles

**Other airports near Houston**

**Pearland Regional Airport**  
**Runway length:** 14/32 – 4,313ft  
**Distance from Houston city center:** 25 miles

**Baytown Airport**  
**Runway length:** 14/32 – 4,334ft  
**Distance from Houston city center:** 28 miles

**Weiser Airpark**  
**Runway length:** 9/27 – 3,455ft; 16/34 – 2,000ft  
**Distance from Houston city center:** 24 miles

**Skyway Manor Airport**  
**Runway length:** 17/35 – 2,550ft  
**Distance from Houston city center:** 19 miles

**C**ompliance with the European Aviation Safety Agency's (EASA) Part-NCC became a legal requirement on August 25, 2016. In simple terms, the regulation requires non-commercial flights in complex motor-powered aircraft to adhere to the same essential requirements as commercial air transport operations. The rules, however, are proportionate. Instead of holding an AOC, operators must submit a declaration on their operation to the national aviation authority.

Part-NCC declaration can only be made once the aircraft operator has developed an operations manual and safety management system (SMS), and has an approved minimum equipment list (MEL) for each aircraft. Failure to make a Part-NCC declaration may ground an aircraft, affect an operator's insurance cover and could result in heavy fines – depending on what EASA state the operator is based in. Part-NCC was introduced primarily to improve safety levels in the business aviation industry. However, since its implementation, some companies have been concerned that operators aren't taking it seriously enough.

Flight support provider Flightworx Aviation released a statement in September 2016 claiming that although some operators are working hard toward compliance, others have reacted to the new regulation with skepticism and apathy. Speaking to *Business Airport International*, Flightworx managing director Andy Shaw says that his company is supporting operators to achieve Part-NCC

# Part of the **process**

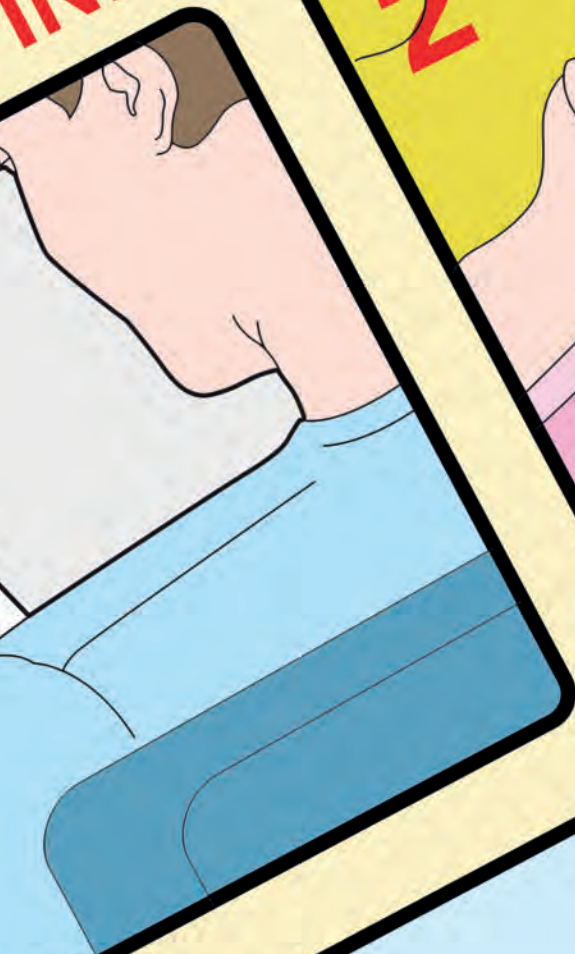
Are aircraft operators and owners taking EASA's new Part-NCC regulation seriously?

Words | **Steve Johnson**



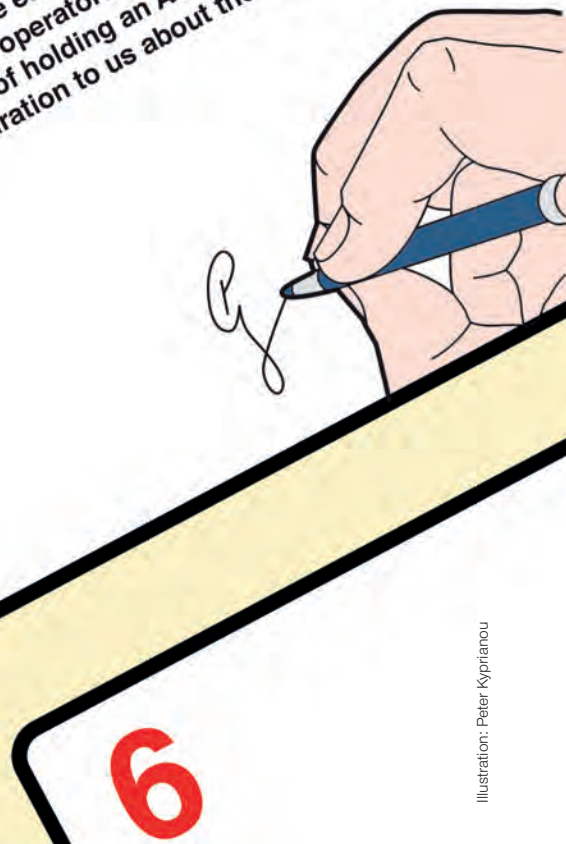
# LY INFORMATION

PART-NCC



## 4 Declaration

Part-NCC requires each operator to adhere to the same essential requirements as commercial air transport operators but the rules are proportionate. Instead of holding an AOC, operators must submit a declaration to us about their operations.



# 6

Illustration: Peter Kyprianou

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Gama Aviation

Above: Gama Aviation provides help and support to operators and owners looking to achieve Part-NCC approval

compliance. He adds, "Some operators are definitely serious about Part-NCC, but the consensus from people I have been consulting with is that there are many other private operators who have yet to fully embrace the requirements and to ensure they are properly informed about what the regulation entails."

According to the UK's CAA, however, the legislation is being taken seriously. A CAA spokesperson told *Business Airport International* that in November alone the authority received around 150 Part-NCC declarations. The spokesperson made it clear that Part-NCC is a legal requirement across all EASA member states and that it wasn't aware of any operators failing to comply.

A spokesperson for the national civil aviation authority of Germany, Luftfahrt Bundesamt (LBA), says that it too has seen a high number of Part-NCC declarations. The spokesperson says, "As of November 2016, LBA had received 112 valid declarations for 154 aircraft." LBA states that as Part-NCC is still in its early days of implementation, it is taking an "assisting more than punishing approach". However, like the CAA, LBA emphasized that "non-conformance is an offense".

The German authority began preparations for Part-NCC in January 2016. It worked closely with the UK's CAA to create an operations manual template for operators. LBA is also holding meetings and workshops across Germany to promote Part-NCC and is working with the Joint Aviation Authorities Training Organisation (JAA-TO) in the Netherlands to encourage Part-NCC compliance.

Despite the CAA's and LBA's positive approach to Part-NCC and warnings that non-compliance could result in serious consequences, one UK operator, who chose not to be named, said that only around two-thirds of the UK private fleet requiring Part-NCC compliance are actually compliant.

One problem, according to the operator, is that Part-NCC is a declaration-only requirement, which means most national authorities won't currently have inspection resources in place to check for compliance in all complex motor-powered aircraft.

**"With the right partner support, there is no reason for Part-NCC to be a significant overhead for operators"**

Nick Waters, operations director, Naljets

### Industry support

It is a near impossible task to check that every single operator that requires Part-NCC compliance is compliant, but the industry is working toward making it easier and less costly for companies to reach declaration stage. The CAA believes that trade associations have a big role to play in promoting the requirements.

The European Business Aviation Association (EBAA) has been extremely proactive in highlighting compliance. The association has launched an information campaign and a telephone hotline, says Razvan Prunean, EBAA manager for safety, rule-making and operations. "We have set up a platform to assist both EBAA members and non-members with Part-NCC compliance. These initiatives have been well supported," he explains.

Part-NCC was also a key discussion topic at the most recent EBAA Annual Safety Conference, held in Vienna, Austria on November 28-29, 2016. Business aviation safety experts provided attendees with information on how to comply and gave them examples of best practices.

It's not just the industry associations that are proactive in ensuring compliance, however. Business aviation services provider TAG Aviation has developed a Part-NCC compliance program, which has been designed to ease the transition for business jet owners and operators. In October 2016, the company reported that it has already successfully managed the NCC declaration process for 16 aircraft.

## Operator's viewpoint

**Nick Waters, operations director at Naljets, a UK-based international aircraft and aviation asset management company, gives his opinion on Part-NCC**

"We began the Part-NCC declaration process in November 2015, although as an EASA AOC holder we were already exceeding Part-NCC requirements. We took the elements that applied to NCC operations and stripped them down to allow compliant operations without unnecessary restrictions. Incidentally, this is the same approach that we take to our clients. We declared before the August 25, 2016 deadline.

"Overall, Part-NCC is a move in right direction. Many operators will already be compliant in certain areas of their normal operations. Some may have a little more work to do than others, but the baseline standards I think are a good and positive move toward continual improvement in standards of operation.

"I've always thought there was too large a gap between commercial air transport and private operations – someone boarding a private aircraft has the same expectation that the

operator/crew will be trained and experienced, and will carry them with a similar margin of safety. While commercial aviation safety records have continually improved, accident rates in private aviation have not, which has been one of the drivers of Part-NCC.

"Each national aviation authority will have their own audit/inspection schedule to visit those that have declared, but for the moment unless the operation is perceived as particularly high risk, self-declaration will likely continue to be the favored method. Aviation authorities generally have neither the manpower nor the budgets to inspect everyone.

"With the right partner support, there is no reason for Part-NCC to be a significant overhead for operators. A planned annual audit and keeping documents live to reflect the reality of the operation will be sufficient."



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**“Smaller operators are now compelled to demonstrate the principles of a safety management system”**

Andrew Nicholson, global security director, MedAire

## Practical support

**Courses from two of the industry’s leading training providers are helping operators achieve Part-NCC compliance**

**Name:** Aviation Manuals

**Cost:** Approximately €7,000 – €9,500 (US\$7,443 – US\$10,101)

**Description:** Aviation Manuals offers a service to help operators compile the necessary documents for Part-NCC compliance. The starting point is a core document that is ICAO Annex 6 Part 2 compliant and incorporates the latest IS-BAO standards and protocols, industry best practice and Part-NCC content. Through a series of one-hour, interactive online ‘collaborative development sessions’, the document is customized for each specific operator. Aviation Manuals carries out the editing and document management and approximately one week after the last session, the operator will have a draft manual to review before a final copy is issued. In addition to a complementary tool enabling operators to make temporary revisions to the manual, an annual update can be provided, if required.

Aviation Manuals’ chief executive officer Mark Baier says, “Working with us enables operators to retain ownership of their Part-NCC compliance rather than contracting out the process. Given that most operators already have some processes and documentation in use, the preparations for Part-NCC compliance also serve as a beneficial self-assessment program.”

**Name:** Global Air Training

**Cost:** £795 (US\$980) per person

**Description:** Global Air Training offers owners, operators and pilots of Part-NCC compliant aircraft a two-day workshop which covers EASA regulations, how to create an operations manual and safety management system, compliance monitoring and managing personnel. Global Air Training says that in addition to providing a working knowledge of the regulations, the workshops guide participants through practical activities based on their own operations. Such activities demonstrate how an operator can enhance safety through effective compliance while maintaining a cost-effective, flexible operation. David Lloyd, Global Air Training operations director, says of Part-NCC, “Our experience so far varies greatly with the type of operator and their resources. Larger and better resourced operations have a much smaller gap to bridge to achieve compliance.”

Above: Gama Aviation works closely with operators to learn how their operations work. Gama then tailors a set of manuals to meet specific requirements

“If an aircraft is not operated by an established operator, which has the necessary infrastructure and systems in place to meet Part-NCC, legal responsibility for the safe and proper operation of the aircraft defaults to the owner, who must ensure that the aircraft is now operated to the required Part-NCC standards,” explains Graham Williamson, president of aircraft management and charter services at TAG Aviation Europe.

TAG Aviation’s Part-NCC solution provides support to both owners and operators, including the provision of organizational structure, operating procedures and manuals, and the incorporation of the operation into TAG’s safety management system. The solution also provides required compliance monitoring functions, supervision of crew training and records, aircraft and equipment auditing, including minimum equipment, maintenance of continuing airworthiness standards, and supervision and support for staff.

Other business aviation companies are also offering help with Part-NCC compliance. Among them are Flightworx, Gama Aviation, Najets and international SOS company MedAire. Various training providers are also offering Part-NCC courses (See *Practical support*, left).

Since the introduction of Part-NCC, MedAire says that it has seen an increase in inquiries for its risk assessment tools. The company’s global security director, Andrew Nicholson, comments, “Smaller operators are now compelled to demonstrate the principles of a safety management system. Part-NCC aside, we have certainly noticed a more robust safety culture emerging within the business aviation industry.”

### Costs and resources

With such industry-wide support in place, why is there still skepticism over Part-NCC compliance, and what could be preventing operators from complying? Flightworx’s Shaw says that operators may be concerned about the costs involved and the lack of resources for compliance. “This could be fueled by some operators believing that their



national aviation authority will not be able to adequately oversee and police compliance. For others, I think it's more a question of operators having convinced themselves that Part-NCC does not apply to them."

However, Gama's Duncan Daines, group chief marketing officer, says that cost should not be an issue: "There are no barriers to the application of Part-NCC, even for the smallest of operators. The costs for the manuals are relatively low compared with the reputational damage and financial cost of grounded aircraft and the large fines for non-compliance. The ongoing costs are also relatively small, with flight crews merely having to follow the prescribed manual."

Marc Bailey, CEO of the British Business and General Aviation Association (BBGA), believes that the majority of operators have taken Part-NCC seriously, but he adds, "There will be private operators out there who have done nothing, or made a declaration without doing anything in real terms." Bailey believes that one of the issues of non-compliance is that operators aren't clear on why Part-NCC was introduced, and they are therefore not motivated to comply. He says, "The most fundamental question is what problem Part-NCC is seeking to resolve in the first place. On many occasions EASA has been asked to provide the evidence driving the need for Part-NCC; it did not. That's not a good motivator to engage a community."

#### Implications of non-compliance

Flightworx's Shaw warns aircraft operators that it is only a matter of time before the national aviation authorities start to crack down on non-declared operators. "It is likely that operators will start to be given timescales to comply if certain Part-NCC elements were found lacking after inspection," he comments. "In an extreme measure, an aircraft could even be grounded until it has achieved compliance."

Bailey warns that non-compliance could be extremely costly for an operator or owner, and stresses that even after Part-NCC has been declared, it's important for operators not to rest on their laurels: "The more an organization does not follow its Part-NCC declaration, then the more they are taking direct responsibility for consequential losses. I imagine insurers will be quick to decline claims, and protection from criminal actions will be lost."

Gama Aviation's Daines believes that the insurance industry will support the implementation of Part-NCC by requiring operators to declare compliance. "Obviously

Above: FlairJet's Part-NCC compliance service liaises with the relevant aviation authority on behalf of an aircraft operator or owner to declare compliance and ensure regulations are met

***"Currently, it isn't clear who has the authority to ensure compliance and the perception is that signing the declaration is all that is required"***

Malcolm Rusby, head of safety at TAG Aviation and chairman of the Corporate Aviation Safety Executive (CASE)

## Charter tips

**FlairJet offers a seven-step guide for privately operated jet aircraft looking to achieve Part-NCC compliance**

**Timescale:** From start to declaration takes about four weeks

**Step 1:** Ensure the crew qualifications meet legal and in-house requirements

**Step 2:** Define aircraft maintenance and continuous airworthiness requirements and implement maintenance program

**Step 3:** Create an operations manual tailored to the type of aircraft and operation

**Step 4:** Create minimum equipment list specific to the aircraft

**Step 5:** Check compliance with Part-NCC regulation checklist of implementing rules

**Step 6:** Ensure crew and support staff are advised and trained on any changes

**Step 7:** Liaise with authority to declare compliance

falsification or non-compliance would have ramifications for any subsequent claims. However, at the moment this is talk and conjecture rather than a requirement," Daines adds.

Malcolm Rusby, head of safety at TAG Aviation and chairman of the Corporate Aviation Safety Executive (CASE), a group of safety managers which came together to improve safety in the business aviation community, believes that over time Part-NCC will become a more important part of operators' business. However, it's essential that they understand the basics first, he says.

"Any change as big as Part-NCC will always

start slowly as it requires a serious culture change within companies. Currently, it isn't clear who has

the authority to ensure compliance and the perception is that signing the declaration is all that is required. To ensure compliance, an understanding of basic safety and risk management principles is required. Without this it would be very difficult to set up even a basic SMS."

Lisa Wellington, sales and marketing manager at charter operator FlairJet, believes that Part-NCC is a great step forward for the industry, but feels that more needs to be done to ensure compliance. "Sharing data between operators and aviation authorities on Part-NCC to address common findings would help. This would be a move we would welcome," she comments.

Gama's Daines says that aviation authorities need to start auditing operators and owners of aircraft that should be Part-NCC compliant. "As soon as this starts happening, those who are not compliant will change their stance fairly quickly," he concludes. ○



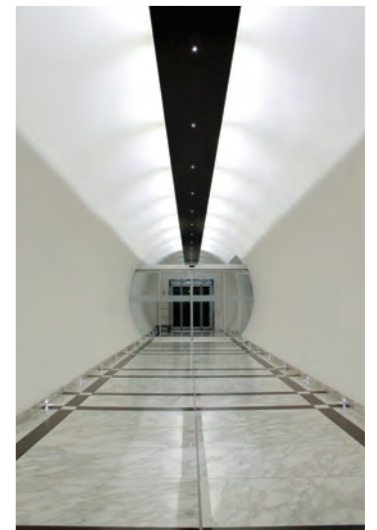
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Terminal was used by Pope Benedict XVI, on 6th June 2010, when he completed a historic official visit to Cyprus. In addition, the Terminal was used for the Heads of State during the second half of 2012 when the Republic of Cyprus was hosting the EU Rotating Presidency. Numerous Presidents and dignitaries have also used the terminal on official visits to Cyprus i.e Vice President of the United States Joe Biden, Former President's of the United States Jimmy Carter & Bill Clinton, President of Russia Mr . Medvedev, former EU commissioner Barroso and current EU commissioner Juncker, German Chancellor Angela Merkel and many others.

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Words | **Helen Norman**

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1

Right: **Shangri-La's Tanjung Aru Resort and Spa in Malaysia**  
 Below: **Cristiano Ronaldo playing for Real Madrid**  
 Bottom: **GoPro Grand Prix of Sonoma**

Company: **Magellan Jets**

Partnership: *Luxury tour operator IfOnly*

In August 2016, Magellan Jets, a provider of private jet travel, announced the launch of an exclusive partnership with San Francisco-based IfOnly, a multi-award-winning luxury tour operator, providing bespoke holidays and tours to Arabia, Indian Ocean and Asia. Magellan Jets partnered with the organization



in an attempt to amplify its current offerings to new Bombardier Challenger 300/350 members.

Founded in 2008, Magellan Jets is one of the fastest-growing companies in the private aviation industry. The company has revolutionized the jet card membership model to offer the industry's only customizable jet

membership. The company's mission is to make private flying personal, to ensure a unique, jet-specific experience that emphasizes a safe, seamless, door-to-door journey, which anticipates customer needs in an airplane that feels like their own.

The IfOnly promotion, which ran through to September 30, 2016, with experiences being valid for 12 months, secured a Challenger 300/350 jet for new members while inviting them to embark on an extraordinary adventure from IfOnly, compliments of Magellan Jets.

Through this partnership, available excursions included an ultimate weekend at the GoPro Grand Prix of Sonoma in California, a four-day heli-skiing trip at the White Wilderness Lodge in Canada, and a La Liga match in Madrid, Spain, with the opportunity to meet soccer player Cristiano Ronaldo.

The launch of the partnership with IfOnly comes as part of Magellan Jets' CEO Joshua Hebert and president Anthony Tivnan's goal to provide more value to Magellan Jets memberships by offering members unique travel experiences. The two companies first teamed up earlier this year on an exclusive experience for its members to meet the Pope at the World UnPlugNPlay Festival and attend a gala dinner on the terrace of the Vatican Gardens.

"We know that to give our clients the experiences they're hoping for, we need a rare combination of personal service and technology," says Hebert. "IfOnly is an ideal partner for us, giving us another exciting way to provide our members with extraordinary opportunities. IfOnly can provide our discerning clients with access that even they don't have."



Company: **Victor**

Partnership: *Shangri-La Hotels and Resorts*

Global private jet charter booking company Victor has teamed up with Shangri-La Hotels and Resorts, Asia-Pacific's leading luxury hotel group, to provide all Victor flyers with a preferential room rate at any Shangri-La hotel and resort. The partnership is, according to Clive Jackson, CEO and founder of Victor, "another example of Victor providing members with an enhanced travel experience and amazing hospitality when they arrive at their destination".

The partnership also invites frequent Victor flyers to take up Jade membership of Shangri-La's Golden Circle loyalty program. In return, Golden Circle members will receive an exclusive discount of US\$1,500 off the full price of chartering a jet with Victor when booking through the charter company's app for the first time. Jade membership status ensures guaranteed room availability for reservations made 72 hours in advance, pre-registration, priority upgrades, complimentary breakfast, and free wi-fi and local calls across 97 luxury Shangri-La properties in Asia-Pacific, North America, the Middle East and Europe.

Victor enables flyers to quickly search, compare and book thousands of jets at 40,000 airports worldwide. At least three bookable charter quotes are provided within 60 minutes of initial request, with flyers able to compare the best aircraft, operator and price before making a fully informed decision about their travel plans.

"Partnering with Shangri-La Hotels and Resorts, which offers the height of luxury for its guests, means that Victor members benefit from an even more luxurious experience. At Victor, we strive to provide the best service possible for our members, from transparent pricing and personalized itineraries, to 24/7 support," adds Jackson.

In December 2015, Victor also announced a partnership with Etihad Airways to complement and promote Etihad's exclusive The Residence and First Apartment cabins, both available on the airline's A380 fleet. The partnership provides customers with the convenience of chartering a private aircraft connection to or from their international A380 flights. In addition, members of Etihad Guest, Etihad Airways' frequent flyer program, will be provided with access to the Victor app, and an incentive offer of a Victor card with a value of US\$1,500 as a discount toward their first private jet charter booked using the app.

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Executives from Swift Fuels estimate the latest published FAA certification documents now allow up to 65% of the US piston engine fleet to benefit from the use of the Unleaded UL94 Avgas.

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- Beech – Duchess, Travel Air, Musketeer, Skipper
- Diamond - DA40 Star
- American Champion - Citabria, Decathlon
- Mooney – M20 (A-D, G)
- Maule – M5, M6, M7, M8
- Hundreds of aircraft makes and models are now available (see Avgas STC's at [www.swiftfuels.com](http://www.swiftfuels.com))

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- Lowers piston aircraft maintenance costs
- Eliminates toxic lead exhaust emissions

Swift Fuels' Chris D'Acosta says, "flight schools benefit from using UL94 due to the elimination of plug fouling and engine oil dilution issues caused by tetraethyl-lead. Eliminating these problems allows routine piston aircraft maintenance to become less expensive and recurrent (fleet) aircraft use to be more effective. In addition, pilots of many light sport aircraft, homebuilts and aircraft with autogas STC's using the UL94 avgas across the nation report they love it. Top aircraft mechanics are reporting very good results from UL94 (vs. the use of traditional 100LL) during aircraft / engine inspections."



To view a complete list of aircraft and rotorcraft models see Avgas STC's at

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

### Company: **PrivateFly**

#### Partnership: Various luxury tour providers

PrivateFly, a global private jet charter broker company, has a number of ongoing partnerships with luxury tour providers. According to Carol Cork, marketing director of PrivateFly, the partnerships enable the charter company to increase awareness of private aviation. “We work closely with third-parties in the travel industry to put together inspiring and attention-grabbing luxury travel packages,” explains Cork. “We find this a great way to showcase the benefits of private aviation.”

Examples of partnerships include with: LatinArt Space, a provider of custom-made Cuba travel programs; Arctic Signature, a provider of high-end experiences in the Nordic countries; and Black Tomato, a travel company that specializes in creating tailor-made experiences for its clients.

Cork says, “By working with LatinArt Space, we can offer our members unique travel programs that showcase Cuba’s art and culture. Cuba offers exciting potential as a luxury travel destination, especially now that it is opening up to US visitors.”

Through the LatinArt Space partnership, PrivateFly offers a 10-day tour of Cuba for four to six people, which is customizable, depending on members’ requests. A few highlights include: exploring Cuba’s contemporary art scene; a sunset cruise in a private yacht from Marina Hemingway; and a private meal prepared exclusively for guests by Chef Carlos, who also cooked for President Obama on his visit to Havana.

PrivateFly’s partnership with Arctic Signature offers members a once-in-a-lifetime festive adventure to see the Northern Lights by reindeer, undertake a snowmobile and ice fishing safari, and have a private audience with Father Christmas. Finally, PrivateFly’s Black Tomato partnership offers members a three-country ski adventure, including trips to Wyoming in the USA, Whistler in Canada, and Mount Naeba in Japan. A private jet flies members from one stop to the next over a period of eight days. The experience includes return private jet flights from either London or New York.

### Company: **Air Charter Service**

#### Partnership: Absolut and Uber

In August 2016, Air Charter Service, a private jet, helicopter, airliner and cargo aircraft charter business, teamed up with leading premium vodka brand Absolut, and transportation network company Uber to create a once-in-a-lifetime experience to Ibiza, Spain.

Users of the Uber application simply had to enter a promotional code between 9:00am and 9:45am on a Friday morning when booking their cab. In the competition, four lucky winners and their four guests were then randomly chosen and picked up by a taxi, and taken to TAG London Farnborough Airport to board a Challenger 850 chartered by Air Charter Service, to be taken to a mystery location.

After the winners’ private jet experience, the guests landed on the island of Ibiza and enjoyed a party at sunset on a private yacht. Absolut provided complimentary refreshments and then guests enjoyed an evening visiting clubs on the island. Just over 24 hours later, the winners were flown home by private jet.

Air Charter Service’s group executive jets director, Andy Christie, says, “It was billed as an all-expenses-paid holiday and the ultimate night out and it looks like the lucky winners certainly enjoyed themselves – we were happy to have contributed toward their once-in-a-lifetime trip.”

Alongside partnerships like the one mentioned above, Air Charter Service also regularly publishes articles on its websites looking at luxury destinations and global sports events. In November, for example, the charter company published an article on its website looking at travel to and from the Confederations Cup in Russia in 2017. The article looked at how dealing with aircraft charter requests for the event will help it prepare for charter requests to the FIFA World Cup 2018, which is also being held in Russia.

Justin Bowman, Air Charter Service’s CEO, says, “The tournament gives us an idea of what potential problems we may have to face when 32 national soccer teams, supporters, sponsors and media descend on the country in 2018. We see the Confederations Cup a little like a dry run. The vastness of Russia provides similar logistical problems to the task that teams and fans faced at the last World Cup in Brazil. Having an office in Brazil really paid dividends in the run-up to and during the last World Cup, and we are well prepared for 2018, with two offices in Russia.”



**A Challenger 850 chartered by Air Charter Service was used to fly competition winners to Ibiza, Spain**



Company: **XOJET**

**Partnership:** Resorts and healthcare provider

XOJET, an on-demand private jet charter company, which celebrated its 10<sup>th</sup> anniversary in 2016, regularly teams up with partners to provide its customers with a top-level service and experience. In July 2016, for example, the charter operator was named the official private aviation partner of ski resorts Vail Mountain and Beaver Creek in Colorado, USA. Gregg Slow, executive vice president of XOJET’s sales and client services business, says that partnerships like this are examples of the company’s efforts to better service its clients. “We constantly strive to create luxury experiences for our discerning clients and adding lifestyle partnerships with like-minded brands is just one of the ways we’re catering to their needs.”

Through the partnership, with XOJET’s Preferred Access and Elite Access programs, clients enjoy privileges, amenities and services at Vail and Beaver Creek including access to select fine dining, concierge assistance, tee times at award-winning mountain golf courses during the summer, and premier access to Vail and Beaver Creek’s world-class ski slopes during winter. Vail and Beaver Creek Signature Club members also receive preferred rates with XOJET.

In August 2016, XOJET announced its first wellness-centric partnership with Summus, which connects families to top-tier physicians across leading US

medical institutions. XOJET members receive special access to the Summus platform for remote consultations with physicians in the Summus network. XOJET clients may also purchase Summus memberships at preferred partner rates. Summus clients will receive reciprocal privileges in the form of preferred rates with XOJET.

Summus offers a personalized service with medical expertise on demand for its members. It specializes in connecting its members anywhere in the world, via video or voice, to leading experts who consult on issues related to preventive care, recent diagnoses, ongoing health management, surgery considerations, and treatment.

These types of partnerships are obviously paying off for XOJET as, at the beginning of 2016, the company announced that it achieved record results in 2015, delivering a 41% increase in EBITDA and a 14% increase in new program sales. “The success of the company this year, and over the past 10 years, comes down to our culture of obsessive client service and dedication to continuous improvement. The market has responded and our company is healthier than at any point in its history,” says Brad Stewart, CEO of XOJET. “We foresee another 10 years and more of bringing the best that private aviation has to offer to our clients.” ○

**Best of the rest**

**In what other ways are business aviation companies teaming up with partners to provide a unique experience for clients?**



**Basketball**

In October 2016, Sentient Jet, a private aviation services company, announced a multiyear partnership agreement with the Boston Celtics American professional basketball team. As part of the agreement, Sentient Jet will provide a customized jet card offer to Celtics season ticket members, as well as host Executive Suite nights for Sentient Jet Card holders.



**Luxury vehicles**

In September 2016, Delta Private Jets and Porsche announced a partnership to coordinate their efforts to enhance the customer experience at all points on the globe. Delta Private Jets card members, using a combination of private air travel through Delta Private Jets and commercial travel via Delta Air Lines, will receive a complimentary transfer in select locations between the relevant FBO and the most expedited airport entry point, traveling in style in one of the latest Porsche models.



**Golf**

Through charter operator OxygenAviation, professional golfers can book a private jet to any major golf event. Using a Gulfstream or a Learjet, a pro golf player can finish a tournament, return home for the night, and then be traveling to the next event the next day, all arranged around their personal schedule.

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# Recruit & retrain

Are we on the verge of  
a major skills shortage  
in the business  
aviation sector?

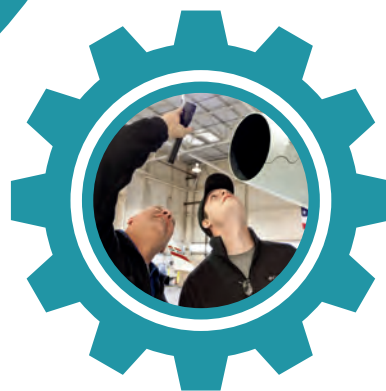
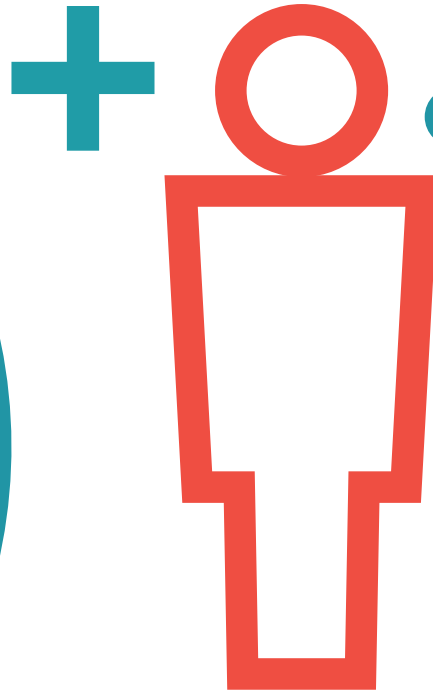
Words | Saul Wordsworth

**T**he current business aviation sector as a whole is robust, with emerging markets such as Brazil, Russia and even Nigeria showing growth. Technological advances, population growth, lower oil prices and a spurt in entrepreneurship all support a mostly buoyant industry that remains rich with glamour, variety, flexibility and possibility. Despite this, qualified personnel are becoming more and more difficult to find. "We are starting to be challenged to find top talent at the levels we have become accustomed to," says Sheryl Barden, president and CEO of Aviation Personnel International, a business aviation recruiting firm. "I believe that the charter companies are finding hiring more challenging. We receive many fewer replies to jobs advertised online than we did a year or two ago."

#### **Fewer and older**

Brian Humphries, president of the European Business Aviation Association (EBAA) says that certain talents are difficult to find: "Based on interviews we ran among

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**“In practice we are finding it increasingly difficult to attract people into business aviation in all our disciplines”**

Marc Bailey, CEO, British Business and General Aviation Association (BBGA)



Above and left: **The European Business Aviation Association** offers both classroom and on-the-job training programs for potential and current employees in the business aviation industry

our membership, the positions that are the most difficult to fill today are captains, maintenance technicians and dispatchers, with longer recruitment times for the best people. The situation is expected to get worse because of the forecast growth in commercial aviation, with a commensurate increase in demand for specialized aviation professionals. Though low attrition rates and high levels of employee loyalty may be lessening the immediate impact, continuing developments in aviation technology will place higher demands on key professionals such as pilots and technicians. All signs point toward a future shortage of skills in business aviation.”

The reasons behind the current shortfall are many and varied, from lack of promotion as a sector and the lack of company-sponsored training programs, to unsocial hours and loss of appeal. During the global credit crisis, business aviation companies failed to invest in recruitment and training, the effects of which are now being felt. Meanwhile the number of STEM (science, technology, engineering and mathematics) students continues to fall. All this is compounded by an aging workforce in the sector.

“The demographics are more than a little concerning and the sparse data we have from the CAA on licensed aircraft engineers suggests that position is stark,” says Marc Bailey, CEO of the British Business and General Aviation Association (BBGA), the UK’s national trade body representing general and business aviation. “The average age for aircraft engineers is 54 and that tapers off very quickly to just below 40, with very few coming in below. The position is the same throughout all engineering activities – crafts people, technicians, airworthiness staff... In practice we are finding it increasingly difficult to attract people into business aviation in all our disciplines.”

Jonathan Shooter, a UK pilot and chief flying instructor at Oysterair, believes one of the reasons for the skills shortage is that people are more attracted to the commercial aviation sector. “The large aviation training schools cater for careers in the airline industry, with courses primarily focused on flying in the commercial sector, with the background support that airlines have in place,” he says. “Business

## World-class academy

### Training facility planned for London Biggin Hill to meet aerospace skills shortage

Plans for a new world-class training facility to be established over the next decade at London Biggin Hill Airport were unveiled in September 2016.

London Biggin Hill, in conjunction with partners London South East Colleges, has agreed in principle the terms for a shared ambition to establish a leading aviation college at the airport.

To be known as the London Aerospace and Technology College (LATC) the initiative brings together London South East Colleges, working in partnership with the London Borough of Bromley and Biggin Hill Airport, to create the state-of-the-art facility.

The vision of the creators is an industry center of excellence for education, skills development and

training. LATC will provide pathways to accreditation and professional qualifications as required for progressive careers in the business aviation industry.

Recognizing the current global shortage of aero-engineers, the new college will give early attention to the training of mechanical, electronic and service engineers and technicians. This will commence with current entry level offerings already provided by London South East Colleges at its Bromley campus, then progressing to specialized courses co-designed with key industry partners, including business aircraft manufacturers, leading to degree and higher-level apprenticeships at the LATC.



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aviation pilots traditionally come from general aviation or the military, both of which are shrinking sectors.”

The business aviation industry remains skewed toward mid-to-late career employees, especially in the pilot ranks. This comes from the need to hire professionals with greater experience. Although some young people are entering the industry, it takes time to gain the knowledge and know-how necessary to compete for jobs – time that a dwindling number seem prepared to give up.

**Grab the millennials**

Better education about the benefits of working in the business aviation sector may be one solution to the skills shortage challenge. “Business aviation is not widely known or understood,” says Barden. “I think that we need to educate high-school careers guidance counsellors about the opportunities in this sector.”

In order to rectify this limited awareness, London Biggin Hill Airport has invested in supporting the fly2help charity’s Aim High scholarship for 14- to 18-year-olds. Free-to-join scholarships are undertaken at Biggin Hill, among other airports, where students are able to gauge the range of career opportunities in the industry and the skills required to develop a career. Biggin Hill staff are also set to deliver seminars to local secondary school students on the structure of the company and how best to prepare for the market.

“We have to work harder as a sector so that we have a better picture of what our requirements are region by region,” says Bailey.



The EBAA says that aircraft maintenance technicians are one of the most difficult positions to fill

**“Young people are attracted to business aviation in part by the stereotype of what they think the industry is like”**

Jonathan Shooter, a UK pilot and chief flying instructor at Oysterair



“Planning must be undertaken to develop training in ground operations, flight operations and airworthiness. We are helping to develop industry-led apprenticeships under the UK government’s Trailblazer program to design high-quality apprenticeships. The point is not to overproduce, but to try and match requirements so that employment is close to the ideal level.”

Shooter also believes that better education is needed. “Young people are attracted to business aviation in part by the stereotype of what they think the industry is like,” he comments. “However, when they realize the cost of training to become a pilot is upward of £100,000 [US\$124,000] and the salary they might expect, they look to other industries such as engineering and finance.”

Salaries vary depending on country and company.

What seems a lot in one country may seem little in another. The highest wages for pilots are currently to be found in China, for both commercial and business aviation roles. A commercial airline captain there may earn US\$20,000 per month, for example. Pay and stability are key drivers that may force staff to transfer to commercial airlines, which offer higher salaries and more benefits. According to Irma Sadlauskaitė, senior sales manager with Aviationcv.com, remuneration and a flexible roster are the most important factors when attracting new employees. “The roster – one that gives employees the chance to fly home and see their families – being the more important of the two,” adds Sadlauskaitė.

Barden believes that due to the growth of the commercial aviation sector, business aviation companies need to provide more competitive packages to attract employees. “As the airlines are actively hiring again, we need to learn how to compete with them and their published contracts for compensation and schedule. We haven’t had to do this for a long time. I do think that for some operators, adjustments will need to be made, especially to attract younger talent,” she says.

**Self promotion**

The business aviation sector offers greater variety than traditional airlines and this in itself is an attraction, but industry experts believe that it is now essential for the sector to attract interest and promote itself to the outside world.



Above: In its 2016 Pilot and Technician Outlook report, Boeing predicts a need for 617,000 new pilots worldwide over the next 20 years

Right: Aim High scholars during their recent visit to the Heritage Hangar at London Biggin Hill Airport





## Women in aviation

**A female pilot is embarking on a solo flight around the world to encourage women to look at careers in business aviation**

Dreams Soar was founded by Shaesta Waiz with the mission to inspire a new generation of female aviators. Central to this is her attempt in spring 2017 to become the youngest woman ever to fly solo around the world.

Even without this epic voyage, Waiz inspires through her life story. Born in 1982 in a refugee camp, she and her family fled to the USA in 1987 to escape the Afghanistan war. Despite being raised in poverty she held onto her dream of flying. At 28 she became the first certified civilian female pilot from her country. "I started Dreams Soar to share my story with women around the world, to let them know it is possible to achieve their dreams regardless of the challenges and traditions they may face," she explains.

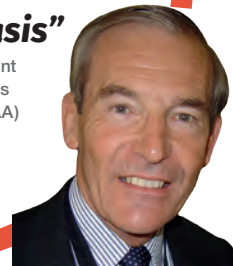
Through her 90-day flight, during which she will visit 18 countries, Waiz hopes to draw attention to the paucity of female airline pilots, a number that currently stands at 4,000 out of a worldwide figure of 130,000. Her

message is one of encouragement to women to follow careers in science, technology, engineering and mathematics (STEM) and aviation.

"Waiz's Beechcraft A36 Bonanza has been fitted with the latest in avionics technology from some of the leading aerospace manufacturers and has been on several flights across North America in preparation for a spring 2017 launch of the solo flight," says Lyndse Costabile, board chair at Dream Soar. "She continues her preparation. With a global flight that will cross five continents, one cannot be too careful. We are in conversation with some very exciting partnerships that will enhance our ability to make our flight and the STEM scholarships we want to award post-flight a reality. The global solo flight is only the first chapter of the Dreams Soar program. We aim to be the first non-profit organization to award scholarships on a global scale to youth pursuing STEM and aviation education," Costabile adds.

**"Most employees in the business aviation industry face more interesting and diverse situations on a day-to-day basis"**

Brian Humphries, president of the European Business Aviation Association (EBAA)



An augmented presence at recruitment roadshows, more public advertising and a reminder that the business aviation industry is not just for males (see *Women in aviation*, left) are all good starting points.

"The business aviation sector offers great career opportunities but needs to advertise itself better to attract the right skills and quality of employee," says Barden. "It must heighten awareness of the potential skills shortages in the sector, make itself a more visible and attractive career option, increase in-house training and educational opportunities, and enhance human resource management, especially in smaller companies."

In order not to fall short on demand the industry has to articulate the differences between itself and the commercial world. It tends to be more agile and flexible, and the nature of the organizations and the people supporting them more diverse. The commander on a business flight will have to be adept at client management and dealing with operational changes, as well as ensuring the safe operation of the aircraft. That type of changing environment would not necessarily suit an established airline pilot flying several legs on a roster each day.

"The sense of intrinsic reward, as opposed to extrinsic, which may be more achievable in commercial aviation, is an important factor," says Natalie Smith, HR manager at London Biggin Hill. "The value that employees place on outcomes that are obtained from the more-specific world of business aviation contribute more than the tangible motivators that may be rewarded in a large multinational corporation in commercial aviation. Handling agents, for example, have a multifunctional role, servicing the clientele from start to finish and assisting with all the requirements of passengers and crew. This leads to better job satisfaction, less monotony and faster-paced learning and development."

EBAA's Humphries concludes, "Most employees in the business aviation industry face more interesting and diverse situations on a day-to-day basis, with more authority to solve them, compared with those in commercial aviation. This is vital to delivering the flexibility that is key to the success of our sector. In short it is fun, satisfying and competitively paid and we need to ensure we stay that way to deliver continued success." ○

Right: Business aviation in Europe will need 101,000 additional maintenance technicians by 2034, according to the Hay Group





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MAYDAY!!

# Taking control



LOC-I accidents result in more fatalities in business and commercial operations than any other category of accident. With this in mind, *Business Airport International* looks at what is being done to improve flight safety in the business aviation sector

Words | Dan Smith

Loss of Control In-Flight (LOC-I) is an aviation incident classification that is applied to accidents in which the flight crew loses control of the aircraft during flight.

Although LOC-I is not a common type of accident, it has the highest number of fatalities. According to IATA, LOC-I accounted for just 8% of accidents in the five years from 2011 to 2015, but 97% of those accidents involved fatalities to passengers and/or crew.

The high level of fatalities has led organizations such as the European Aviation Safety Agency (EASA) and the International Civil Aviation Organization (ICAO) to prioritize action on LOC-I. But addressing the root causes of LOC-I is difficult as they can occur at almost any stage of a flight.

## LOSS OF CONTROL IN-FLIGHT

### Unexpected events

One common element in LOC-I accidents is the inadequate response of the flight crew to an unexpected event. Statistically, this makes approach to landing, maneuvering and climb the most vulnerable flight stages for LOC-I accidents. During these periods, flight crew are already busy, making it difficult for them to respond adequately to a new, and unexpected, situation. This results in the 'startle effect', where flight crew are required to make critical decisions quickly while in an emotionally charged state.

One of the deadliest LOC-I incidents attributed to the startle effect was the loss of Air France Flight 447 on a flight from Rio De Janeiro to Paris in 2009. The investigation by France's Bureau of Investigation and Analysis for Civil Aviation Safety (BEA) found that ice had entered the aircraft's pitot tubes as it entered a tropical depression. This caused the aircraft's airspeed indicators to provide inconsistent data. With the two most senior pilots on board asleep, the remaining pilot had to respond to the data and warnings he was receiving, act appropriately, and explain what was happening to the other flight crew as they awoke. Overwhelmed by the situation, the three pilots ran out of altitude before they could recover the aircraft and prevent the loss of 228 lives. Like many LOC-I accidents, human factors and technology played a big role.

### Changing human behavior

"Human factors are involved in most LOC-I incidents," notes Dr Earl F Weener, a member of the National Transportation Safety Board (NTSB). "But trying to change human behavior is often more difficult than implementing technological solutions. Recurrent training is necessary to alter human behavior." To meet this need, CAE, a global leader in a pilot training, launched its Upset Prevention and Recovery Training (UPRT) program for business aviation at EBACE in May 2016. The program meets EASA regulations on loss



Above: **Dr Earl F Weener, a member of the National Transportation Safety Board (NTSB) is working closely with other NTSB members to try to reduce the number of LOC-I accidents**

of control prevention and recovery training. Although the regulations principally target pilots who intend to pursue a career with a commercial airline, CAE has developed a course specifically for the business aviation sector.

Flight instructors from CAE attended instructor-focused training involving ground school, simulator and in-aircraft training to prepare them. "As a leader in UPRT training, we felt it was extremely important to make sure our instructors are properly prepared to teach the appropriate procedures and techniques to our customers," says Nick Leontidis, CAE's group president, Civil Aviation Training Solutions.

Similar pilot training requirements are in place in the USA, explains the FAA's Alison Duquette: "New Airman Certification Standards (ACS) put in place in June 2016 help integrate a greater focus on risk management into training. This helps applicants, instructors, evaluators and other stakeholders to understand what the FAA expects in each

## Improving preflight checks

### Over one in five flights takes off without adequate checks, according to the NBAA

In September 2016, the NBAA issued a report showing that a considerable proportion of pilots on business aviation flights are not performing adequate preflight checks. The organization conducted a study of 143,756 flights over two years between January 1, 2013 and December 31, 2015. The results showed that around 15% of flights began with only a partial flight control check, and 2% began without a full valid check. A valid flight check was defined as a stop-to-stop deflection of all flight controls specified by an aircraft manufacturer's flight manual.

The report, *Business aviation compliance with manufacturer-required flight control checks before take-off*, was initiated in response to a fatal 2014 Gulfstream G-IV accident at Hanscom Field Airport in Bedford, Massachusetts. The NTSB investigation concluded that the crew did not perform a flight-control check prior to

take-off. The NTSB noted that had this check been done correctly, the flight crew would have seen that the gust lock was engaged, preventing a successful take-off. The aircraft was destroyed in the incident, and seven people lost their lives.

In its final report on the Gulfstream G-IV accident, NTSB recommended that NBAA analyze the extent of non-compliance with manufacturer-required routine flight-control checks before take-off. In response, NBAA formed a project team to collect data and compiled the report. The team included flight operations quality assurance groups, vendors, NBAA staff, members of the NBAA Safety Committee and industry safety leaders.

Ed Bolan, the NBAA's CEO and president, says, "As perplexing as it is that a highly experienced crew could attempt a take-off with the gust lock engaged, the data also reveals similar

challenges across a variety of aircraft and operators. This report should raise awareness within the business aviation community that complacency and lack of procedural discipline have no place in our profession."

The report noted, "The overall non-compliance rate of 17.66% is very disturbing, and indicates that despite the post-accident reduction in the rate of warning events, there is still a significant challenge concerning non-compliance with manufacturer-required routine flight-control checks before take-off. It is troubling to find that nearly 18 of every 100 business aircraft flights included in the data were not in compliance with manufacturer-required routine flight-control checks before take-off, and that two of those 100 flights conducted no flight-control check before take-off at all."





phase of the certification process, from the FAA knowledge exam to the practical test. It also makes everyone aware of how knowledge, risk management and skill can work together for safe operations.”

**Data-driven initiatives**

The FAA’s Safety Team (FAASTeam) has introduced a WINGS Pilot Proficiency Program to help educate aviators on the risks of LOC-I. “The program is based on the premise that pilots who maintain currency and proficiency in the basics of flight will enjoy a safer and more stress-free flying experience,” notes Duquette. “It’s part of an ongoing training program that provides pilots with the opportunity to fly on a regular basis with an authorized flight instructor, and to attend seminars and online courses.”

The FAASTeam evolved from the Safer Skies program, which was launched by the US government in 1997. Safer Skies had the ambitious goal of reducing commercial aviation fatalities by 80% by 2007. This data-driven process looked at initiatives with the most potential to reduce the risk of accidents. While the aviation industry was skeptical that the 80% target could be achieved, the accident rate actually dropped by 83% over the decade.



**“We believe even more progress can be made by allowing pilots to install modern and proven safety enhancing equipment in aircraft”**

George Perry, senior vice president of the Air Safety Institute at the Aircraft Owners and Pilots Association (AOPA)

The NBAA report ends with a series of recommendations for operators, aircrew, training centers, business aircraft manufacturers, and NBAA itself. Key among them are that operators establish flight data monitoring programs (currently only 1% of business aircraft operators have one). It also recommends operators share this data in a formal system such as an aviation safety information analysis and sharing system.

For its part, NBAA will facilitate a council of data collection and sharing experts. This panel will guide and inform the business aviation community about this safety program. The goal is to raise awareness among the broader business aviation community that complacency and lack of procedural discipline have no place in the industry.

This success led the industry in the USA to create a joint safety committee (JSC) specifically targeting general aviation. NTSB’s Weener explains, “Suitable initiatives are identified, implemented and then checked to ensure they are working. While general aviation is not as homogeneous as the commercial aviation sector, there is huge room for improvement.” Introduced in 2014, the JSC has noted a considerable drop in general aviation accidents in 2015. “It is within the range of variability, but we are hopeful. Early indications are that 2016 is looking good,” he says.

**Angle of attack**

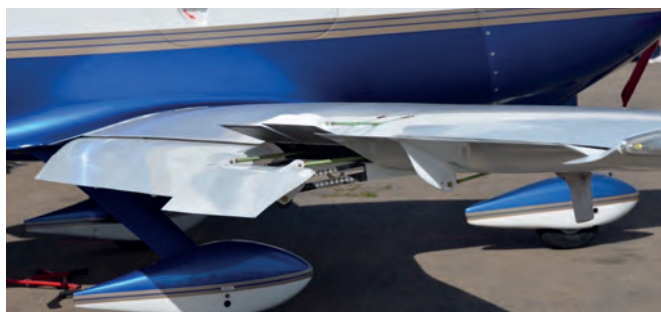
Many of the safety initiatives identified by the JSC involve technological improvements that can raise pilot awareness. Angle of attack indicators are the highest priority. “You can install angle of attack displays in an experimental aircraft for a few thousand dollars. But installing a certified system on a Part 23 aircraft can cost up to 10 times as much,” notes Weener. “Thanks to the work of the general aviation JSC, the FAA has changed its policy so angle of attack systems can be installed on Part 23 aircraft as a minor alteration. That lowers the cost to the experimental aircraft level and makes it affordable. It is also a good precursor example for other safety equipment.”

It’s a sentiment that is echoed by George Perry, senior vice president of the Air Safety Institute at the Aircraft Owners and Pilots Association (AOPA): “We believe even more progress can be made by allowing pilots to install modern and proven safety enhancing equipment in aircraft. The rules that currently govern equipment modernization in general aviation often stifle innovation. AOPA hopes that pilots will gain access to the latest technologies in the cockpit to make gains in general aviation safety.”

**New aileron reduces stall risk**

One company that is developing a technological solution for LOC-I is LAM Aviation. CEO Erik Stephansen explains: “The LAM Aero System is based on the LAM aileron, a novel high-lift application of flap and aileron panels. It mitigates or eliminates adverse yaw, providing favorable yaw that can be used to prevent incipient spin or to recover from spin. With air data sensors delivering information such as angle of attack, the same device can be electromechanically driven to automatically prevent stall, providing true spin resistance. And if an aircraft does not stall, it will not spin.”

The LAM aileron leads to vast improvements in slow-speed flight handling and performance. The system has already been successfully tested on a four-seat Columbia



Left: The FAA is spearheading rule changes (Part 23) to hasten the adoption of technology solutions that enhance aviation safety, and has partnered with LAM on an Angle of Attack research project to address the perennial issue of stall/spin



Volant, where it led to some additional benefits. “Our demonstrator has a lower stall speed and greatly improved roll control in the landing configuration compared with the excellent stock airplane,” comments Stephansen. “But the fully integrated system also allows cruise speed gains of 16%, improved climb rate of 40%, and fuel savings of over 25%. Together, these benefits dramatically improve operating costs and make the airplane a safer, more harmonious airplane to fly.”

The LAM Aero System has a modular architecture, enabling it to be installed on existing aircraft. “We are exploring options to fit the system to a variety of general aviation aircraft, from training aircraft up to jets,” he comments. “To reduce production costs to an affordable level and increase adoption we are talking to the FAA about its approval procedures. At the same time, LAM is also engaged in ongoing conversations with a number of OEMs to fit the system to new aircraft.”

#### Help is available

Until technology catches up, flight crews must rely on their own skills and resources. But there are things they can do in addition to training. “Proficiency is as important as technology,” notes Weener. “Too many general aviation incidents are preceded by ‘Hey, watch this!’ Maintain situational awareness at all times, particularly speed relative to your aircraft and maneuvering in flight. And avoid taking unnecessary risks.”

The FAA’s Duquette suggests joining a ‘type club’ for your aircraft: “You can leverage the knowledge, expertise and experience they and their members have to offer. And if you switch to a new or unfamiliar type of aircraft, make sure you have a transition program in place that includes staff training and gaining familiarity with the new aircraft’s systems and operating characteristics in normal, abnormal and emergency situations.”

NTSB’s Weener notes that while safety is mostly the responsibility of individual pilots, help is available: “There are lots of resources available, including the pilot in the other seat. But you can also ask air traffic control for help – most pilots forget they are there.” ○

Above: **The LAM Aero System is the first major new wing flight control system since the introduction of the aileron and flap**

Below: **Erik Stephansen, CEO, LAM Aviation**

**“Our demonstrator has a lower stall speed and greatly improved roll control in the landing configuration compared with the excellent stock airplane”**

Erik Stephansen, CEO, LAM Aviation



## Five of the worst

The following business aviation accidents were all determined to have LOC-I as a cause

### USA

**When:** June 7, 2012

**Where:** Lake Wales, Florida, USA

**Aircraft:** Pilatus PC-12/47

**Fatalities:** Six

Pilot failed to maintain control while climbing to cruise altitude in instrument meteorological conditions (IMC) following disconnect of the autopilot. Contributing to the accident was the pilot’s lack of experience in this aircraft (12 hours) and in IMC.

### USA

**When:** December 22, 2012

**Where:** York Airport, Nashville, USA

**Aircraft:** Cessna 441

**Fatalities:** One (pilot)

After an unexplained loss of power in the right engine, the pilot failed to maintain minimum control airspeed. This resulted in an uncontrollable roll into an inadvertent stall/spin. Contributing to the accident was the pilot’s turn toward the inoperative engine while maintaining altitude.

### UK

**When:** October 3, 2015

**Where:** Stapleford Aerodrome, Essex, UK

**Aircraft:** Beechcraft B200 Super King Air

**Fatalities:** Two

Shortly after take-off the aircraft descended rapidly, clipping trees and crashing into a field. Investigations found that the pilot had suffered a heart attack, but it was unclear whether this was the cause of the accident. Around 57 mechanical issues on earlier flights had not been included in the technical log.

### France

**When:** July 13, 2012

**Where:** Le Castellet Airport, France

**Aircraft:** Gulfstream G-IV

**Fatalities:** Three

After a five-minute cruise from Nice Airport, the crew omitted to arm the ground spoilers. During touchdown, they did not deploy. The crew applied a nose-down input, which resulted in unusually heavy loading of the nose gear for less than one second. The aeroplane exited the runway to the left, hit trees and caught fire.

### Africa

**When:** June 19, 2010

**Where:** Gabon, Africa

**Aircraft:** Aero Service CASA 212

**Fatalities:** 11

An aircraft carrying the entire board of a mining company was lost on a flight from Cameroon to Congo. The wreckage was found two days later in a mountainous region of Gabon. No definitive cause has been established, although a last-minute change of plan increased the number of people on board (originally two aircraft were to be used). Proper advanced planning may have made a critical difference.

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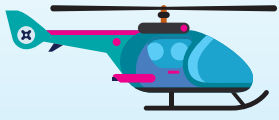
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# Making a



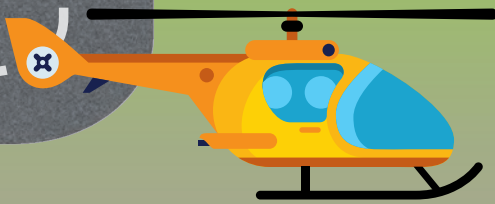


Business airports and FBOs looking to improve airport transfer and transportation options must seek to better understand the varying requirements of their customers

Words | Mario Pierobon



# connection



**T**ime is everything in the corporate aviation world. One of the main attractions of using business aircraft is that they can usually get clients from A to B more quickly than a commercial aviation flight. However, the overall experience of business aviation can be let down by ground transportation services. If the customer can't reach their final destination quickly and enjoyably after they have landed, then the whole journey can often be seen in a bad light. This is why business airports and FBOs place great importance on providing the right transportation services to help connect their facilities to their clients' final destinations.

"Executives care about time, so transportation needs to be waiting for them when they land," says John Villanova, chairman of luxury transportation business, Limousines Worldwide. "Chauffeurs should also know where the client needs to go so executives don't waste time explaining to the driver."

There are a number of things to consider when looking to put together a transfer and transportation service, such as what mode of transport clients want, what type of cars they prefer, if they are open to using public transport, whether helicopter shuttle services are an option, how easy it is for clients to access vehicles once they land, what happens if the road network is congested, and what services clients want while connecting to their final destination.



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As quick ground connection times can often determine whether a business traveler will use a particular facility or not, it is important that airports and FBOs get their transfer and transportation offerings right. So what makes a good ground transportation service and what mode of transport do clients actually prefer?

### Public transportation

All airports, whether commercial, business or mixed, offer ground transportation connections. But the services on offer can differ greatly as the demands of business travelers are different from the demands of commercial passengers. According to Bryon Burbage, chief executive officer at Hawthorne Global Aviation Services in the USA, keeping the business aviation passengers' productivity in mind is key. "Unlike many commercial airports, general aviation facilities are often used by corporate executives who may be CEOs of Fortune 500 companies," he says. "For these types of executive, time is priceless and every minute that is saved on their journey time can equate to higher productivity. They require convenient services that are a notch above the standard ground transportation options. Offering first-class ground transportation should be a priority of the FBO."

One thing that differentiates the key requirements of transportation connections at business airports from those at commercial airports is that public transportation is not as important. FBOs and business airports should not go out of their way to integrate public transportation into their connectivity plans, according to Burbage. "While public transportation is a nice option if airports are able to offer it, it's not essential. Most passengers who fly general aviation will want private transportation options."

James Dillon-Godfray, who is in charge of business development at London Oxford Airport, agrees that it is pretty rare for business aviation passengers to consider using any mode of public ground transportation. However, he does believe that it can't be overlooked completely, as other members of the flight, such as crew, can make use of good public transportation options.

"If an airport has a train station within walking distance of the FBO, then it could make sense for passengers and crew to use it as it might be the easiest transfer choice,"



Airside vehicular access is allowed at most business aviation airports to improve the overall passenger experience

### ***"The London Heli Shuttle service team is focused on ensuring customers transit through Biggin Hill to and from London Heliport in just six minutes"***

Andy Patsalides, marketing manager,  
London Biggin Hill

he explains. "However, such proximity is very rare and passengers often do not want to carry heavy luggage around. In Oxford's case we have a convenient new link to London's central Marylebone Station via the new Oxford Parkway railway station. The journey time into central London from this station is just 56 minutes, albeit with an additional eight-minute taxi run from the FBO. This connection time can be much quicker than trying to navigate London's often congested roads."

Congestion is an important consideration for ground transfer and transportation. The airport may have the best road access in a particular area, but this may be blighted by the fact that the local roads often experience heavy traffic, which could add a considerable amount of time to a passenger's final journey. Standard online trip calculators, which estimate the entire journey time, often don't take into account congestion as conditions change on a minute-by-minute basis.

"The fact that Oxford Airport is only 60 miles from London doesn't really mean anything," says Dillon-Godfray. "The nature of the roads, the route taken and congestion mean that journey times to and from London vary greatly. All these things need to be assessed when considering transportation options. I believe business aviation passengers would prefer to spend one hour traveling steadily at 70mph all the way, with some predictability of journey time, rather than sitting in very slow stop/start traffic, which can often be stressful and frustrating."



Hawthorne's MacArthur Airport FBO offers around 200,000ft<sup>2</sup> of hangar and office space

### Helicopter connections

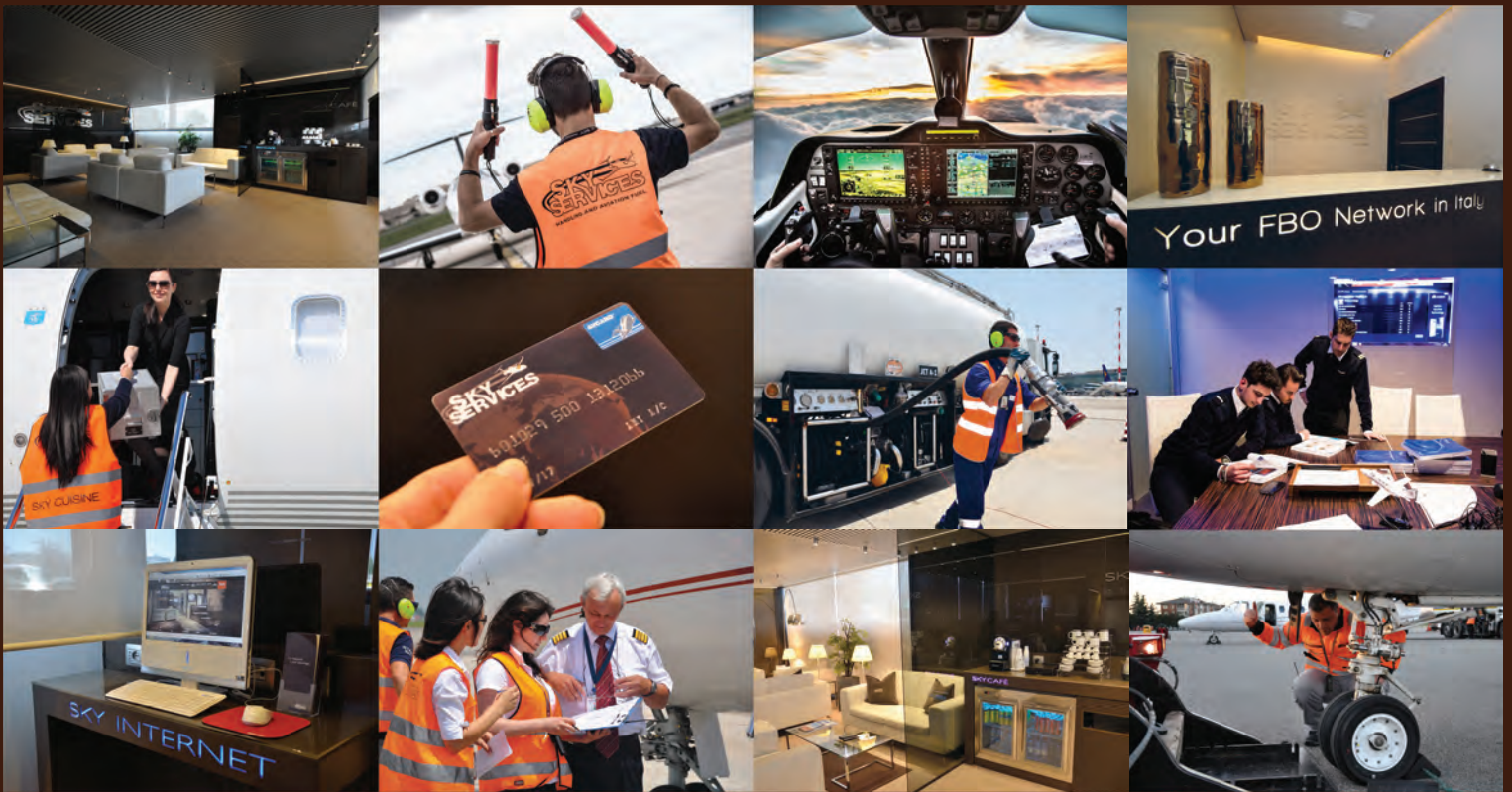
One of the most reliable transportation options in terms of predictable journey times and easy access is a helicopter shuttle service. For the past two years, London Biggin Hill Airport has been offering its business aviation clients the London Heli Shuttle service, which offers an extremely quick transfer service to the London Heliport in Battersea.

Andy Patsalides, marketing manager at Biggin Hill, says, "The London Heli Shuttle service team is focused on ensuring customers transit through Biggin Hill to and from London Heliport in just six minutes. This is the quickest transfer time from any London airport to the city center and has the potential to save up to two hours a day compared with the ground transfer return journey time. The London



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The London Heli Shuttle uses a fleet of AgustaWestland 109 helicopters



Heli Shuttle is an exclusive service operated by Castle Air, which has a dedicated Biggin Hill-based fleet of six-seater Leonardo 109 helicopters. Having a large fleet of helicopters reassures potential customers that all booking requests will be met. The service is offered at a fixed price of £2,300 [US\$2,866] plus VAT.”

Patsalides adds that more business passengers are taking advantage of the 16-minute non-stop rail services to London Victoria and London Bridge from Bromley South and Orpington rail stations, which, he says, “are a mere 10-minute drive from the airport”.

Helicopter transfers are also part of the proposition at Oxford Airport. “A number of business jet operators and charter clients prefer to land and park at Oxford, then take one of our helicopter shuttles into London’s Battersea Heliport, typically a mere 22- to 28-minute ride,” says Dillon-Godfray. “As Oxford’s parent company also owns London Heliport, we offer incentives to customers including half-price fees at the heliport and no landing fees for the helicopter at Oxford. At Oxford, the helicopter is permitted to land within three rotor-diameters of the fixed wing aircraft (so long as it is not a small, light aircraft) facilitating immediate access between the two.”

According to Dillon-Godfray, however, helicopter shuttle services can be limited. “In London, for example, London Heliport is the only licensed civil



The London Heli Shuttle primarily serves The London Heliport at Battersea, as well as the Vanguard Heliport near Canary Wharf

**“Our customers want the latest model cars every time. These must be clean and reliable, with a friendly driver who has prepared the route”**

Nick van der Meer, chief operating officer, VistaJet

heliport. There are a few other landing sites, which can be used, mainly to the west, but these are either for private operations or they have notable performance (weight/payload) limitations on the helicopters used,” he says.

#### Selecting transportation providers

“Helicopter access is often preferable for our business aviation clients,” says Nick van der Meer, chief operating officer of charter specialist VistaJet. “But services can be limited due to daylight restrictions, so it is essential to be able to travel by road as a back-up option.”

With this in mind, it is important that business aviation airports look at choosing the right ground transportation providers. Romain Papy, FBO general manager at Dassault Falcon Service at Paris-Le Bourget Airport, says, “Business travelers may have their own dedicated transportation supplier. In this case, the FBO will communicate with the driver to estimate the time of arrival/departure. In other cases, the FBO will be asked to supply a car, taxi or limousine with chauffeur and will select preferred partners.”

VistaJet tenders in-house rather than through FBOs, choosing to work directly with ground transportation providers around the world. “We find this to be the only way to get costs under control and standards up. We even request pictures of the car ahead of time,” says van der Meer. “Our customers want the latest model cars every time. These must be clean and reliable, with a friendly driver who has prepared the route and knows where they are going. The latest model Mercedes-Benz S500 is the usual choice, with Mercedes Vianos for larger groups.”

Oxford’s Dillon-Godfray says that the airport works closely with local ground transportation providers to ensure that it can offer its customers the highest-quality vehicles and services. “We have a preferred list of suppliers, who we know we can rely on,” he says. “For high-end vehicles, our customers usually prefer a Mercedes-Benz S-Class or a Range Rover. If larger capacity is required, a high-end Mercedes-Benz Viano is used. The companies we work with usually extend a line of credit with the FBO to facilitate ease of accounting and invoicing between the

## Worldwide ground support

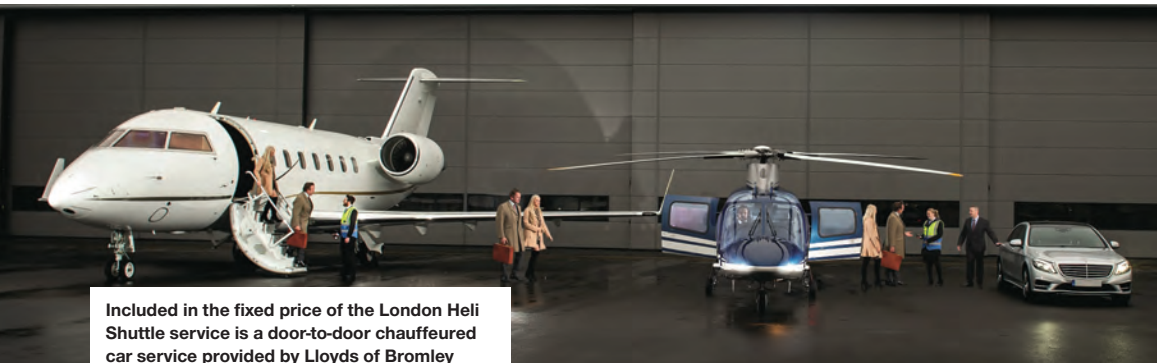
### New ground transportation venture launched by Universal and FAM International

In late October 2016, Universal Weather and Aviation announced a new global ground transportation service joint-venture with its long-time security partner FAM International. The service, called Universal Private Transport, will combine the worldwide business aviation trip management and logistical knowledge of Universal with the international ground transportation network of FAM.

The service will enable users to arrange VIP ground transportation anywhere in the world, and because it works in conjunction with Universal Trip Support Services, when an operator makes a trip change, the ground transportation automatically changes with it. Ground transportation

arrangements and changes can be made via telephone, email, SMS or online. Users can also manage preferences for receiving confirmations, driver details, and updates for passengers and anyone else on their team.

“Schedule changes not communicated, late arrivals, the wrong-sized vehicle, uninformed drivers and bad information are all common ground transportation risks that can adversely impact mission success,” explains Greg Evans, chairman at Universal. “Universal Private Transport was created to fulfill our clients’ requests to help give them more control by bullet-proofing those issues and eliminating unnecessary risk and stress to their missions, such as a non-vetted vendor or an unknown driver.”



Included in the fixed price of the London Heli Shuttle service is a door-to-door chauffeured car service provided by Lloyds of Bromley



Airside access for chauffeured car services reduces passengers' overall journey times

parties. In terms of the service on offer, the drivers should be suited and discreet, and not overly chatty. There should be newspapers and water in the vehicles and the drivers should be fully prepared with details of the flight, the estimated time of arrival and departure, and crucially they should know the local roads and how to navigate around congestion."

At Biggin Hill, the London Chauffeur Service provided by Lloyds of Bromley is offered to passengers. Patsalides says, "Clients particularly appreciate the fact that Lloyds continually renews its S- and V-class limo fleets. The drivers also have a good knowledge of the local area, ensuring that clients are taken on the most efficient route to and from their destination."

Limousines Worldwide's Villanova says that even the simplest of things can improve chauffeured services: "Close cooperation between the FBO and the transportation provider can help offer the best service for executives. For example, a red carpet rolled out for the client on arrival is a simple and easy thing to do, and it makes the client feel special."

Lee McConnell, corporate and general aviation development manager at Jersey Airport, points out that rather than giving people a chauffeured car, some FBOs are increasingly offering vintage cars. "Business aviation passengers sometimes request the use of a vintage or sports car, which they can drive to and from the airport themselves," he says. "I believe FBOs and business airports should be more inventive and think outside of the box for their transportation solutions," he adds.

### Access to the aircraft

Vehicular airside access is another important consideration for transfer and transportation. Airside access is a pretty standard practice in corporate aviation. "Some airports, however, are a little more difficult to access because of increased security implications, especially those with regular airline traffic," says McConnell.

At Paris-Le Bourget Airport, Papy says, "Airside access is strictly limited and depends on a pre-approval from local authorities as it could cause a potential security risk (terrorism) more than a safety risk (aircraft collision)."

Dillon-Godfray says that at Oxford Airport, access to the ramp is allowed for private vehicles, but it is undertaken under strict rules and always under escort. "Private vehicles cannot enter a secure critical part of airside – the zone that is secured for flights that have to be screened," he says. "Drivers are briefed and vehicles inspected when necessary

***"Rather than using a chauffeured limousine or high-end car, business aviation passengers sometimes request the use of a vintage or sports car"***

Lee McConnell, corporate and general aviation development manager, Jersey Airport

and then they remain under close supervision while on the ramp and are never left unattended by FBO staff. The protocols work and the procedures ensure appropriate oversight is maintained.

"The vast majority of arriving and departing passengers, and the operators they are using, would prefer to go straight to/from the door of the aircraft, unless they wish to use amenities within the FBO, and we will always try to facilitate that. The arrangement with the airport for individual FBOs is crucial in terms of how easy it is for the FBO to allow such access," Dillon-Godfray adds.

At London's Biggin Hill, business travelers are able to undertake airside aircraft-to-vehicle transfers. "Therefore they avoid the need to pass through the terminal building," says Patsalides. "Airside access enables passengers to undertake a discreet, seamless and very fast transfer from aircraft to car.

Security risks are mitigated as Biggin Hill benefits from a full-time border force and police presence. Passengers are pre-cleared prior to arrival or are met by our customs and immigration officers on their aircraft. The overall aim at Biggin Hill is to ensure that connections are made as smoothly and quickly as possible." ○

## On the road

### Do business airports have a say in improving road access to the facility?

According to Vistajet's Van der Meer, road access should be the number one priority when looking at airport connectivity. "For our clients, easy road access at the business aviation facility is a key consideration when choosing an airport to fly to," he says. "Poor road access can defeat the purpose of using business jets as a valuable time-saving tool."

Improving road access, however, isn't always something that business aviation companies have control over. Usually the responsibility lies with the local authority, but according to Biggin Hill's Patsalides, business aviation airports can influence road access developments.

"Business airports should work closely with the local government to make sure that it understands the needs of the business and how road access improvements can benefit the local community and not just the airport, such

as creating jobs and bringing business to the area," he says. "In the case of Biggin Hill there are several new projects being undertaken in the next few months and years, which will improve road access, such as junction changes, new roundabouts and new tunnels under the River Thames, including the Silvertown Tunnel, which aims to cut journey times during rush hour by around 20 minutes," Patsalides adds.

Oxford Airport's Dillon-Godfray believes that it is only the larger airports that can influence local authorities' decisions on road improvements. "Generally only the airports with significant road transport use, such as those with regular commercial services, will be able to influence local transport infrastructure development decisions," he says. "Smaller business or general aviation airports will have much less say."



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# Heart and Seoul

With the opening of its first FBO in June 2016, could South Korea finally be embracing business aviation?

Words | **Chris Anderson**



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To people in the West, it might come as a surprise to learn that the business aviation market in South Korea is relatively undeveloped. Since partition in 1948, the country has emerged as one of Asia's most affluent, different in many ways from the Communist North. Instead, South Korea benefited from government-sponsored schemes that encouraged the growth of large organizations, including Hyundai and Samsung, helping it to emerge as one of the world's leading economies, and a major exporter of cars and electronics.

Adam Twidell, CEO of PrivateFly, which handles private jet charters all over the world, compares South Korea with other markets. "Operating to South Korea is on par with China a few years ago," he says. "It's an exciting place and seeing growing demand, but there is a process that needs to be followed carefully to avoid pitfalls."

Something that may be holding back the progress of business aviation in South Korea is its perception, according to Soojin Cho of the Korean Airports Corporation (KAC). "Business aviation here is still a new concept," she says. "The market demands are concentrated only on some conglomerates, such as Hyundai and LG. In order to encourage development and create a domestic demand, the way that business aviation is perceived in South Korea needs to be worked on – something that is a useful tool and not a luxury."

But even with the market in its infancy, and waiting to be fully embraced, there are signs of progress. In June 2016, the first FBO in the country opened. Operated by KAC and Avjet Asia and based at Seoul's Gimpo International Airport, the facility is the first purpose-built FBO in South Korea, featuring a passenger terminal with customs and immigration controls, plus a large hangar big enough for eight private jets.

**Due South**

Before the arrival of this FBO, facilities for business aviation throughout the country were extremely limited. "There are

14 airports in South Korea and four of them stand out for business flights," says Dr Adnan Branbo, CEO of iJet, a flight support service provider based in Malta and Dubai. "There is Incheon and Gimpo, which are the airports for the capital, Seoul, in the north of the country, and you have Gimhae and Jeju in the south. If flying to Seoul, Incheon is open 24 hours but is a two-hour drive from the city in heavy traffic. Gimpo is closer, but with limited opening times."

Gimpo will have received a boost with the opening of the FBO. "At other airports, passengers will be escorted to the public terminal and line up with the commercial customers for their customs, immigration and quarantine checks," Cho explains. "It has taken time, but more business aviation customers arriving at Gimpo are using the FBO. For the first month, the concept was still unfamiliar to a lot of people, but in November we had around 75% of business flights choose the FBO facility as their way in to the country."

While there are no FBOs at other airports in South Korea, it should be noted that there is ground handling and other services. Korean Air, Swissport Korea and a number



Main image: South Korea's only FBO is located at Gimpo International Airport, Seoul  
 Above: Managed by the Korean Airports Corporation (KAC), the FBO opened in June 2016

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## The first FBO

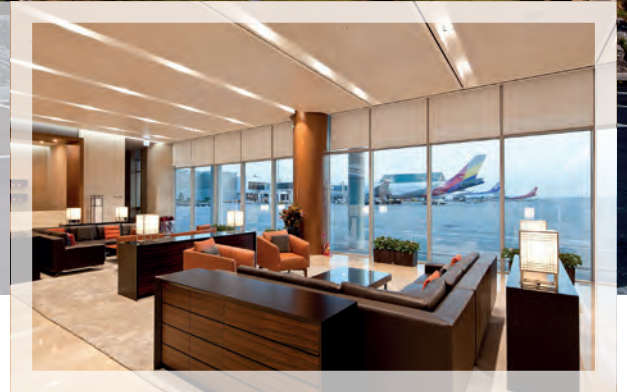
### Business aviation facilities at Gimpo International Airport, near Seoul

The Seoul Gimpo Business Aviation Center (SGBAC) is the only FBO in the country, located at Seoul's Gimpo International Airport, which is the closest of the capital's two airports to the city, just nine miles away. Incheon, which is bigger and open 24 hours a day, is 30 miles away. SGBAC is operated by the Korea Airports Corporation (KAC), a government-owned company that presides over 14 airports throughout the country, with the hangar and maintenance managed by Avjet Asia.

The FBO itself offers a VIP lounge and private meeting rooms, a crew lounge and its own customs, immigration

and quarantine area. The 12,490m<sup>2</sup> hangar, meanwhile, is big enough to accommodate eight G550 or Global 6500 aircraft. There are seven dedicated parking stands for business aviation.

This may be the only FBO in South Korea, but the service is impeccable. Adam Twidell, CEO of PrivateFly, says of the country as a whole, "English is widely spoken and generally it is a very positive business environment, where good manners and building personal relationships is important. But there is a cultural avoidance of confrontation, so negotiating or problem solving can sometimes be difficult."



customs, immigration and quarantine procedures to meet South Korea's regulations."

### Permits and fuel

As well as deciding where to land, those flying into South Korea must ensure they meet the necessary requirements. "Airports in South Korea are divided into civilian operated and military operated," says Cho. "Business jets coming into the country need to have a landing permit – issued by the Korean Civil Aviation Bureau (KCAB) – and slot approval. Departure and arrival slots offer a window of 30 minutes either side, while the landing permit lead time is three days for civilian airports, seven for military ones."

To gain a permit, expect a fair amount of administration. "Standard aircraft documents, a local business sponsoring the flight, crew licenses and passenger information will all need to be submitted with the permit application," says Branbo. "Any changes in aircraft type or registration, besides a change in schedule time, origin or destination, means revising the permit with KCAB."

It can be a lot of extra work, and PrivateFly suggests not attempting it alone. "We recommend the use of a flight planning company with experience of South Korean procedures, such as Jetex," says Twidell. "You definitely need to give yourself time. Planning the trip should start weeks or even months in advance."

But once the aircraft has landed, it all tends to get much easier. "Crew members entering South Korea can stay a

of local support companies are among those overseeing these operations, and anything that may appear lacking is certainly made up for by the culture of hospitality – many visitors recount staff lining up and waving goodbye when their aircraft is ready to depart.

### Introducing the FBO

Establishing the first FBO in a country must be an exciting – and daunting – task. On the one hand it invites great potential, and yet there will be many obstacles to overcome in a country unfamiliar with its use.

To make it a success, KAC turned to Avjet, an established global jet aviation company, which partnered the initiative through its Asian branch. "Avjet Asia has the ability to demonstrate the concept of an FBO and the means to expand its operations to encompass maintenance, charter, and sales and acquisitions," explains Ken Kim, CFO of Avjet Asia. "We follow our American FBO standard in many ways, offering maintenance, aviation safety, flight support and ground handling, but we have tailored our

Main image: **The Gimpo FBO has its own customs, immigration and quarantine area**

Inset: **A VIP lounge with views overlooking the tarmac can be found inside the FBO**

maximum of 14 days, which is stated on the landing permit on arrival,” says Cho. “Clearing customs is no more difficult than it is elsewhere, but if not using the FBO at Gimpo you will be sharing a terminal with commercial flyers.”

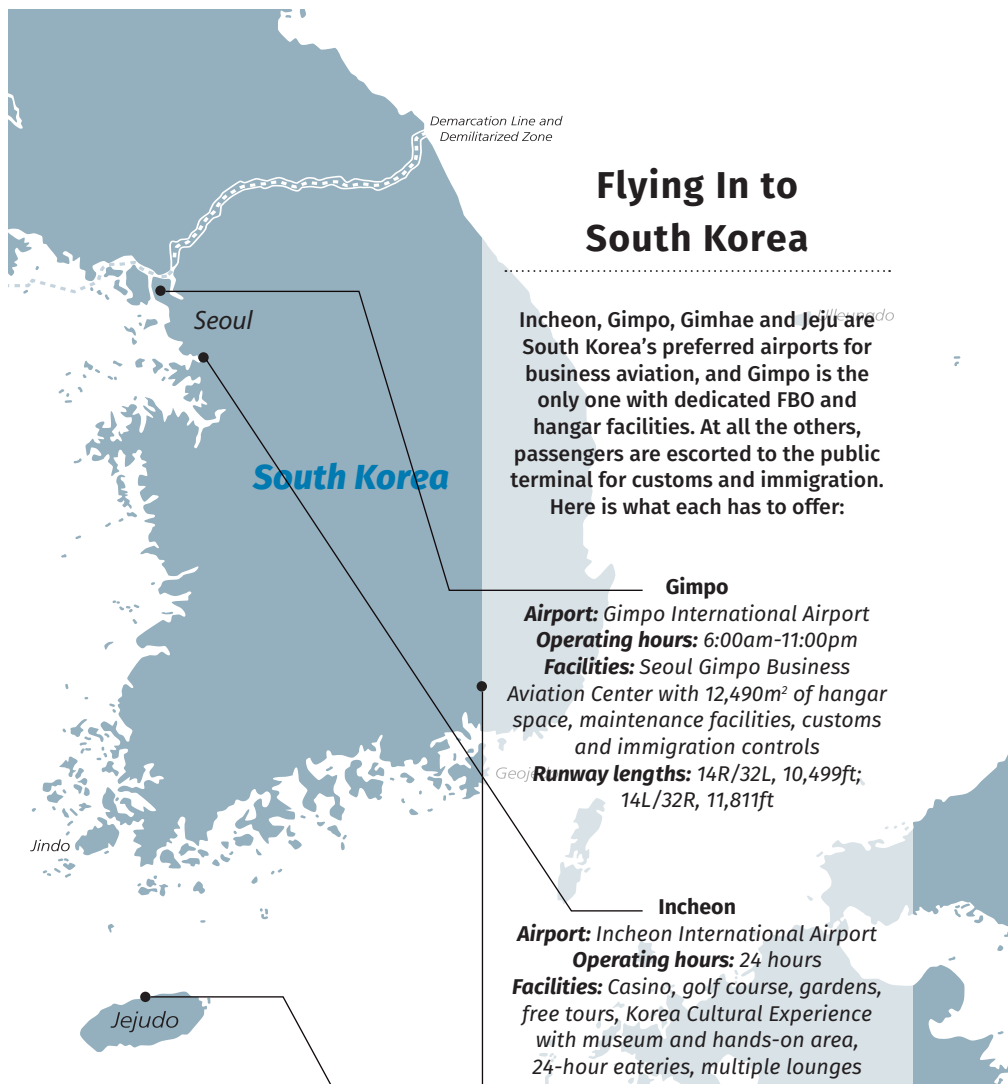
Another consideration will be fuel and maintenance. While Gimpo is definitely the best airport for the latter, Jet A1 fuel is readily available, with no tax levied for flights operating internationally – but if a flight moves between airports within the country, and is treated domestically, a levy of 14% will apply. Avgas is only available at Gimpo.

**Bright future**

South Korea may only have one FBO so far, but the outlook for business aviation remains positive. “Growth will depend on more companies investing in the sector,” says Twidell. “With its strong economy driven by technology companies, and a robust digital infrastructure, this is a world-class business destination. The Pyeongchang Winter Olympics in 2018 will also bring the country some attention.”

Avjet Asia also anticipates growth. “In the past, the demand for business aviation was from a limited market,” says Kim. “Only CEOs of large companies inquired, but now the medium-sized operations are interested.”

With South Korea being centrally located in the Asia region, Cho argues that nothing will halt its success. “Considering its economic scale, it has had a late start in the business aviation sector,” she says. “But the government is actively trying to foster the industry by moderating some of the regulatory issues. Our FBO at Gimpo was the first step in creating a business aviation-friendly environment, and we will see this expand to include additional services and conveniences for passengers and operators alike.” ○



**Flying In to South Korea**

Incheon, Gimpo, Gimhae and Jeju are South Korea’s preferred airports for business aviation, and Gimpo is the only one with dedicated FBO and hangar facilities. At all the others, passengers are escorted to the public terminal for customs and immigration. Here is what each has to offer:

**Gimpo**

**Airport:** Gimpo International Airport  
**Operating hours:** 6:00am-11:00pm  
**Facilities:** Seoul Gimpo Business Aviation Center with 12,490m<sup>2</sup> of hangar space, maintenance facilities, customs and immigration controls  
**Runway lengths:** 14R/32L, 10,499ft; 14L/32R, 11,811ft

**Incheon**

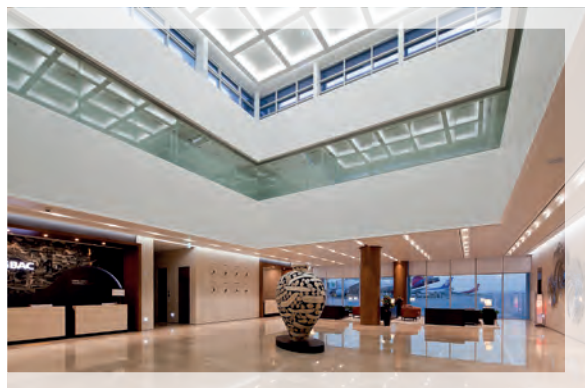
**Airport:** Incheon International Airport  
**Operating hours:** 24 hours  
**Facilities:** Casino, golf course, gardens, free tours, Korea Cultural Experience with museum and hands-on area, 24-hour eateries, multiple lounges with business services  
**Runway lengths:** 15R/33L, 12,303ft; 15L/33R, 12,303ft; 16/34, 13,123ft

**Gimhae**

**Airport:** Gimhae International Airport  
**Operating hours:** 5:00am-11:00pm  
**Facilities:** Art hall, free wi-fi, shops and restaurants, multiple lounges  
**Runway lengths:** 18L/36R, 9,007ft; 18R/36L, 10,499ft

**Jeju**

**Airport:** Jeju International Airport  
**Operating hours:** 24 hours, with restrictions  
**Facilities:** Free wi-fi, two airline lounges, shops and restaurants  
**Runway lengths:** 07/25, 10,433ft; 13/31, 6,266ft



Above: The FBO is modern and sleek inside

Right: A large hangar sits next to the facility



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# Main event

*Business Airport International* looks at the key exhibitors and unmissable education sessions at the 2017 Schedulers & Dispatchers Conference

Words | **Helen Norman**



## **Download the conference app!**

Visitors to SDC2017 can keep up-to-date with all the latest news taking place at the event through the conference's mobile app, which can be used on iPads, iPhones and Android devices. The free app provides an activity feed, which allows users to see what attendees and exhibitors are saying in Fort Worth. Users can also share their own posts and photos with other attendees; view the full conference agenda with education sessions and other key events; see the full list of conference speakers; access an exhibitor directory with booth locations, company descriptions and product and service categories; and view an interactive exhibition floorplan for the Fort Worth Convention Center.



**What:** NBAA Schedulers & Dispatchers Conference (SDC2017)  
**When:** February 7-10, 2017  
**Where:** Fort Worth Convention Center, Fort Worth, Texas

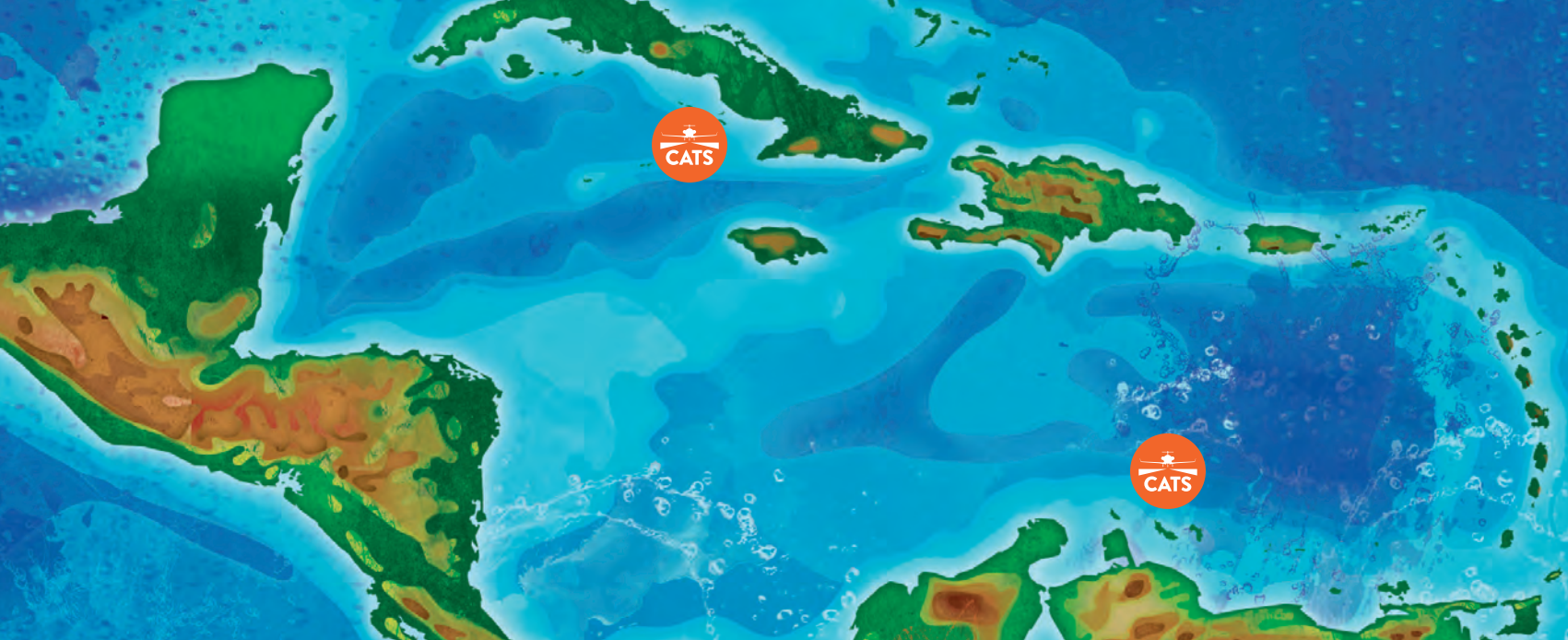
## Local airports



### Distance from Fort Worth Convention Center

- Fort Worth Meacham International Airport (6 miles)
- Sycamore Strip Airport (11 miles)
- Spinks Airport (14 miles)
- Fort Worth Alliance Airport (18 miles)
- Kenneth Copeland Airport (22 miles)
- DFW International Airport (25 miles)
- Dallas Executive Airport (34 miles)
- Dallas Love Field (34 miles)

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## Four things to do in Fort Worth



### Fort Worth Botanic Garden

Spread across 110 acres and including 22 specialized gardens, Fort Worth Botanic Garden is the oldest botanic garden in Texas. Parking and access to the main garden is free. Additional fees apply for the Japanese Garden (US\$7) and the Conservatory (US\$2). Located three miles to the west of the convention center, the garden is open every day, 8:00am to 5:00pm.



### Sundance Square

Located a 10-minute walk from the Fort Worth Convention Center, Sundance Square is a 35-block development filled with boutiques, restaurants, night spots and art galleries. It is considered one of the finest entertainment and shopping districts in the Southwest USA and is a popular place for nightlife.



### Kimbell Art Museum

The Kimbell Art Museum, two miles to the west of the Convention Center, hosts an art collection as well as traveling art exhibitions, educational programs and an extensive research library. The building is widely recognized as one of the most important works of architecture of recent times. The museum is open 10:00am to 5:00pm on Tuesday, Wednesday, Thursday and Saturday, and 12:00pm to 5:00pm on Friday and Sunday. It is closed on Mondays. Adult entry costs US\$18.



### Fort Worth Zoo

The zoo is home to more than 5,000 native and exotic animals and has been named one of the top zoos in the USA by the *Los Angeles Times* and *USA Today*. Current exhibits include Penguins, World of Primates, Asian Falls, Raptor Canyon, Flamingo Bay and Meerkat Mounds. Admission is US\$14 for adults (Wednesdays are half-price admission). The zoo is open 10:00am to 4:00pm daily and is three miles southwest of the convention center.

# Exhibitor news

## Meridian

**New FBO!**

Meridian is an award-winning, private aviation company with locations at Teterboro Airport near New York City and Hayward Executive Airport near San Francisco, California. Meridian owns and operates businesses that include FBOs, air charter, aircraft management and aircraft maintenance.

The company's newest FBO location at Hayward Executive Airport opened for business in October 2016. Meridian Hayward features a newly constructed 6,300ft<sup>2</sup> terminal with support offices, a 30,000ft<sup>2</sup> hangar and 3.5 acres of ramp area. The terminal features professionally trained customer service and line service teams, a main lobby, business center, conference room, pilot briefing area, pilot lounge, coffee bar, kitchen/catering area, sleep room, and shower and locker room.

Ken Forester, CEO of Meridian, says, "Hayward is the keystone of our long-term growth strategy, which also includes a new hangar project at Teterboro."

The team from Meridian will be on hand at SDC2017 to showcase future plans, such as additional construction at Hayward, including a second 12,000ft<sup>2</sup> terminal, two 40,000ft<sup>2</sup> hangars and an additional seven acres of ramp space.

**Booth 612**



## Paragon Aviation Group

**New European member!**

The Paragon Network, facilitated by Paragon Aviation Group, is a distinguished group of carefully vetted independent FBOs that provide a first-class experience for general aviation travelers across North America. At SDC2017, members of the Paragon Aviation Group team will be on hand to talk about the network's current members and offering, and will also discuss the group's recent expansion into Europe. In November 2016 Jet Assist Business Centre at Belfast International Airport in Ireland became the first facility in Europe to join the Paragon Network.

Mike Delk, president and CEO of the Paragon Aviation Group, added, "Global expansion is something we had planned from the beginning. Jet Assist has a superior



service model and an excellent management team. We are thrilled to welcome them as our first member in Europe and look forward to working with their outstanding FBO."

**Booth 326**



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## MedAire

MedAire, an International SOS company, is the world's leading integrated aviation and maritime provider of medical, travel and security services. For more than 30 years, crew members, owners and passengers have relied on MedAire's comprehensive program to mitigate their travel risks globally. Visitors to MedAire's booth at SDC2017 will be able to view a demo of MedAire's Trip Ready solution; review recent MedAire Aviation Travel Safety Briefings; view medical equipment provided by MedAire; ask about the remote vital signs monitor (Tempus IC) from Remote Diagnostic Technologies; and learn how MedAire's products and services support an SMS.

Visitors will also be able to learn more about the company's new Aviation

Alerts solution, which was launched in November 2016. The solution delivers information on global incidents and events that may impact the aviation industry or heighten risks to aircraft during their operations. Over 100 Aviation Alerts have been created in the past few months and issued to clients participating in a beta program. The alerts bring value to international and domestic operators, spanning all weight classes.

"We have seen incredible interest in these alerts. Our clients are sharing them widely throughout their organizations, which shows the importance of security related information to our members," adds Andrew Nicholson, global security director at MedAire.

**Booth 904**

## Conference highlights

**SDC2017 will include around 50 training workshops, conference presentations and education sessions. *Business Airport International* picks its top eight sessions that visitors will not want to miss**

### *Session: Business aviation hot topics*

**When: February 8, 1:00-2:30pm**

During this session NBAA staff, including regional representatives, will discuss current business aviation issues and highlight NBAA's advocacy work and local current events. This session's agenda is likely to cover an update on FAA Reauthorization; the European Union's Emissions Trading Scheme (EU-ETS); No Plane, No Gain Advocacy; the TSA's Large Aircraft Security Program (LASP); customs; and other timely topics. Regional representatives will also discuss the benefits of being involved in a regional group and regional events, as well as local access issues and training information.

### *Session: Aircraft performance basics*

**When: February 8, 1:00-2:30pm**

Aircraft performance issues, in conjunction with weather variables, can make or break trips. Flight schedulers often wonder why operations at a particular airport may be safe on one day but unsafe on another. Knowing an aircraft's capabilities and the variables that affect its performance can help a scheduler anticipate scheduling problems before they actually happen. Attendees to this session will learn about these variables and get a basic understanding of the pilots' world on the flight deck and the instruments they use to make safety of flight decisions.

### *Session: Operating in Asia: Opportunities and difficulties*

**When: February 8, 1:00-2:30pm**

With billions of dollars in new aircraft deliveries and infrastructure investment in countries like China and India, the Asian business aviation environment is rapidly expanding. Despite the gains made in recent years, operating in this region is still fraught with challenges. This session will note key operational strategies from regional experts and will provide insight covering processes and requirements, such as scheduling, planning, safety, security, obtaining permits and visas, cultural considerations, ground support and more. Attendees will leave with a planning checklist highlighting best practices for successful operations into China and India.

### *Session: Managing a medical emergency*

**When: February 8, 3:30-5:00pm**

New and seasoned schedulers and licensed dispatchers should learn the benefits of creating and implementing an emergency procedure plan that includes case management of an inflight illness, injury or death. This session will feature lessons learned by a flight department during a recent unexpected medical emergency on board their business aircraft, and confirm how preparation, planning and teamwork can positively affect your domestic and global missions if you encounter such a situation.

## Alaska Aerofuel

Serving customers since 1982, Alaska Aerofuel is a locally owned and operated company with a full service FBO at Fairbanks International Airport. It always looks forward to the Schedulers and Dispatchers event. The company says it enjoys the educational aspect, and also the charitable events that benefit the local community. Alaska Aerofuel will start 2017 after a busy 2016 - where it was the only business outside of Asia to be nominated as a finalist in the Best FBO category of the Asian Business Aviation Association's annual awards. Due to its location, it is the ideal Asia/

North America tech-stop, with its FBO the only port of entry in Alaska with on-site US Customs and Immigration.

**Booth 1900**



## Business Air

Business Air is a full-service, aviation provider headquartered in Denton, Texas. The company prides itself in giving both business travelers the most convenient place to charter a jet, stop for fuel, or hangar an aircraft. Business Air specializes in turboprop to medium-sized

jets that can fly into hundreds of airports from Dallas/Fort Worth International,



Seattle-Tacoma and Bend Municipal airports. The company also offers a full-service FBO in Denton and aircraft management in Denton and Seattle.

In 2016 Business Air received FAA authorization to accommodate larger cabin aircraft for 10 or more passengers and longer-range jet travel for clients. The company has also recently begun implementing a top-down, operation-wide SMS. Business Air's operation is currently rated ARG/US Gold.

**Booth 1601**

**New SMS implemented!**

## DC Aviation Al-Futtaim

DC Aviation Al-Futtaim (DCAF) is a joint venture between DC Aviation, a leading German business jet operator, and Al-Futtaim, a privately owned UAE business conglomerate. The partnership has been operational in Dubai since 2013 and was formed to create a center of excellence for quality business aviation operations in the Middle East.

Its UAE office is managed by a senior team of business aviation executives and employs experienced engineers and maintenance support specialists to provide expert services across the Middle East. DCAF operates and manages aircraft and offers the first and only fully integrated business aviation facility based at Al Maktoum International Airport in Dubai.

DCAF has a dedicated hangar measuring 5,700m<sup>2</sup> and a 1,300m<sup>2</sup> exclusive VVIP lounge.

The DCAF team will be at SDC2017 to provide visitors with an insight into future plans. For example, in October 2016 DCAF broke ground on a 6,800m<sup>2</sup> hangar at its existing business aviation terminal at Al Maktoum. Holger Ostheimer, general manager of DCAF, said, "The expansion will help us further grow our aircraft management business as well as the maintenance side, which currently supports customers operating the Airbus 320 family, the Bombardier Global Express, the Challenger 604/605, and the Global 6000 and Global 5000 Vision Flight Deck aircraft types."

**Booth 833**

**New hangar!**



**New FBO planned!**

## Sea Prime

Sea Prime, an Italian business aviation services provider, is attending SDC2017 to showcase its new FBO and hangar improvements. The company is planning major developments at two of its Milan locations. An FBO and hangars are to be built at Milano Malpensa Prime, while hangars are also in the pipeline for Milano Linate, where it opened an FBO in 2015. The developments will cost an estimated €20m (US\$22m), with all work to be completed by 2020. The first stage will see the construction of the hangars at Milano Linate, with the Malpensa FBO and hangars to open in 2017.

Sea Prime, which was established in 2015, has also set up successful partnerships with well-known brands. For example, Milano Linate has a BMW Business Center, with product placement and its cars used to transport guests, and Gate Gourmet Italia, which handles inflight catering, has set up a bar and restaurant, Prime Gusto, for crew and passengers within the FBO itself.

**Booth 639**



## Flightstar

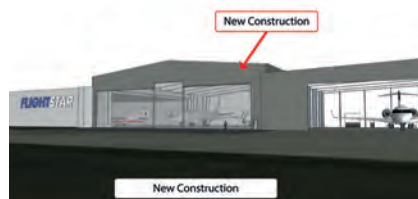
Founded in 1978, Flightstar is an aviation service organization at the University of Illinois-Willard Airport in Champaign, Illinois. With over 100,000ft<sup>2</sup> of office and hangar space, the company offers a wide range of services including a full-service

FBO, airline and general aviation maintenance, repair and overhaul operations (MRO), avionics sales with installation and repair, and worldwide executive jet charter with full aircraft management services.

In March 2016 Flightstar announced the expansion of its facility in Illinois. The state-of-the-art 31,000ft<sup>2</sup> maintenance hangar is expected to be complete by the end of 2016. The new facility will bring Flightstar's total hangar square footage to over 112,000ft<sup>2</sup>.

**Booth 1532**

**New hangar!**



## Conference highlights cont.

**Session: What your aircraft does when you're not looking**

**When: February 9, 08:45-10:00am**

When your aircraft is away from base, how is it being protected from criminal activity, the elements or accidental damage? Is there a way for you to actively monitor its safety? What steps can you take to minimize risk and expedite recovery so that your aircraft will be ready for its next scheduled mission? In this session a panel of experts will share best practices to help aircraft owners protect their assets.

**Session: Europe: What could, might and will happen**

**When: February 9, 08:45-10:00am**

The UK is on the brink of leaving the European Union, representing one of the biggest changes to the EU in its recent history. This session will look at the possible effects the business aviation sector will see relating to operational activity, fuel prices and the future of business aviation in Europe. The session will explore possible outcomes and their potential impact on aircraft operations.

**Session: Africa and Middle East operations**

**When: February 9, 3:30-5:00pm**

Historically the majority of business aviation trips to Africa and the Middle East have focused on the northern and southern edges of the regions. Recently, however, the number of business aviation movements to the region mirrors the continued growth in the oil industry in sub-Saharan Africa, particularly along the west coast and Nigeria. Although the continent is still in early stages of development as a business aviation market, industry experts are eyeing it for its immense potential. This session will cover what operators need to know when flying into this region.

**Session: FBO and flight department partners**

**When: February 10, 8:30-9:45am**

This panel discussion will provide perspectives from a scheduler, a pilot and an FBO operator as they share their perspectives on factors critical to FBO selection, including professionalism, fuel pricing, customer service, cleanliness, amenities and facilities. This session is essential for both flight department personnel and FBO professionals to create a lasting partnership. ○

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# Forward thinking

**Hawthorne Global Aviation Services** is expanding rapidly, acquiring a new FBO, and offices and personnel for its separate jet charter company, all in recent months

**H**awthorne Global Aviation Services is an FBO acquisition and operating company with a history that dates back to 1932. While it is headquartered in Charleston, South Carolina, it now has five FBO sites in its North American network, at New York's Long Island MacArthur, Chicago Executive, Atlanta Cobb County, Wisconsin's Chippewa Valley Regional and Alabama's Tuscaloosa Regional Airport.

Tuscaloosa is the most recent addition, with Hawthorne acquiring the location from Bama Air at the end of 2016. It offers more than 75,000ft<sup>2</sup> of hangar space and a 5,000ft<sup>2</sup> passenger terminal, with the spacious lobby featuring a fireplace, wall-mounted widescreen TVs and wi-fi, plus meeting and flight planning rooms.

Bryon Burbage, Hawthorne's president and CEO, said, "We are continuing to expand our FBO network, and Hawthorne Tuscaloosa broadens our US geographic footprint. This location is a full-service FBO with a wide range of amenities, including aircraft management and maintenance along with the warm hospitality you can expect from all of our FBOs nationwide. We are very pleased to be part of the Tuscaloosa community and look forward to a long and productive relationship with the airport and the city."

## New personnel

In addition to its Alabama FBO, Hawthorne recently announced a new president for its private jet charter and management company, ExcelAire, which is headquartered at the MacArthur



Airport facility on Long Island. Robert Molsbergen joins ExcelAire from NetJets, where he served as president of its executive jet management subsidiary and as COO of global aircraft management. As part of his new role, he will oversee the private jet maintenance and FBO operations at Long Island.

Burbage said, "Robert brings deep private jet aviation leadership experience to ExcelAire. We are well positioned for the company's next phase of growth and are confident that Robert has the knowledge and experience to successfully lead our management team and the ExcelAire business."

Likewise, Molsbergen is pleased to have come on board. "For private jet travelers, we have all the elements to offer a successful experience, from charters

Above: **The Hawthorne FBO at Chicago Executive Airport**

Below: **Inside the FBO at Atlanta Cobb County Airport**

to hangar space, maintenance, FBO and management," he said. "We provide superior customer service in all aspects of our business."

## Office expansion

Hawthorne's ExcelAire is developing so quickly that it has also had to take additional office space at Teterboro Airport, New Jersey. This is the third US location for the company - in addition to Long Island it has another office at Oakland International Airport, California.

Molsbergen said, "With Teterboro the busiest business aviation airport in the USA, our office there is an important milestone. We give our customers many choices for travel to New York City from a variety of airports, and continue to deliver unmatched levels of service to our aircraft owners and charter customers."

Vicky Mahoney, who has recently joined ExcelAire as its vice president of business development and will be based in the Teterboro office, added, "ExcelAire is a company with a rich history of client satisfaction, integrity and safety. I look forward to helping expand the business and achieving a new level of excellence." ○

**HAWTHORNE**

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Reader Inquiry Number 101



# Rapid growth

It has been 20 years since **SouthAir** opened its first facility at Keflavík International Airport in Iceland, and it has kept up with the industry's incredible expansion ever since

**S**ince it was founded back in 1972, SouthAir has gone through many changes and trends, evolving alongside Keflavík International Airport and, in a way, Icelandic flight history. The company started out in a small hut in the middle of nowhere. The hut, nicknamed 'Little House on the Prairie' by locals, served as a sightseeing charter and flight school. At the time, it was run and staffed by pilots who worked part-time whenever their main jobs allowed.

Back then, there was little in the way of tourism in Iceland, and the airport served the US military as well as commercial flights. In 1987, the opening of the Leifur Eiríksson Air Terminal, named after the famed Icelandic explorer, saw a major change, with fewer military operations. Business at the airport began to evolve, with SouthAir opening its first facility there in 1996 after three years of construction. There was a hangar, used for flying lessons and sightseeing tours, offices for the Icelandic customs, and a car rental agency.

Today, the Directorate of Customs is spread through many large buildings on and around the airport, and the rental car business has its own block of buildings just outside. There have been big changes for the aviation industry in Iceland over the past 20 years or so.

## Strong growth

SouthAir's original hangar from 1996 would later become the first building in Iceland specifically housing operations for general aviation, as the company decided to change its focus from being a flying school to service and handling in 1999. SouthAir received a license to handle aircraft weighing up to 27 tons, and in 2000 this was extended, with the maximum take-off weight pushed to 90 tons. A year later, the license was given no limits on weight, making SouthAir the second company in Icelandic history to be granted such privileges.

Keflavík was becoming an important airport for supporting transatlantic aviation of all types, and has seen increases in general aviation numbers



every year since. SouthAir services around 76% of all general aviation at the airport and 10% of all traffic. The company has been consistent with these numbers despite Keflavík's continued growth.

In 2008, SouthAir had grown to a point where its original hangar was no longer suitable, and instead moved to a facility previously used to store the fuel service for the US Air Force on the eastern ramp, which was the old military side of the airport. General aviation at Keflavík had found a new home, easing pressure at the main terminal, which now had more room for scheduled passenger flights, spreading its traffic load during peak hours.

## Big numbers

Much has changed in the past eight years, with Iceland currently experiencing its biggest growth in air traffic to date. In 2008, Keflavík welcomed around 2.2m travelers, but by 2015 this had risen to



## Vital statistics

**Location:** Keflavík, Akureyri and Egilsstaðir, Iceland

**Operating hours:** 24 hours

**Number of runways:** Keflavík – four; Akureyri and Egilsstaðir – one each

**Fuel:** Avgas 100LL, JP-A1 and JP-8

Above: **Private jets and the US military enjoy the Keflavik facilities**

Below: **SouthAir's new FBO at Keflavik opened in 2016**

more than 4.9m. The only disruption to its development came in 2009-10, when the volcanic eruption of Eyjafjallajökull affected air traffic over the Atlantic.

The last three years have seen that growth restored, with passenger numbers between 2013 and 2015 rising 50%, while the total international movement of aircraft has increased from around 29,000 to 39,000. This growth trend is expected to continue.

These numbers show that SouthAir needs to take bold steps in order to keep up with demand. Having opened facilities at Akureyri Airport in the north of the country, and at Egilsstaðir Airport in the east, the time had come to expand the operations at Keflavík. The company's own staff took a hands-on approach in renovating the old military terminal on the eastern ramp themselves, and after three months were able to move the operations inside, with the building serving as SouthAir's new FBO.

There is plenty of opportunity in terms of how the business can grow in the future, as SouthAir continues to keep pace with the increasing air traffic. Becoming the leading general aviation ground-handling company in Iceland is not an easy task, but SouthAir continues to rise to the challenge. ○

**SOUTHAIR**

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Reader Inquiry Number 102

# Made in Italy

**Sky Services** has just commenced operations at Siena-Ampugnano Airport in Italy's Tuscany region, and has big plans for introducing new features and facilities

Located on the side of a Tuscan hill, Siena is for many the embodiment of a medieval town. Its historic center has been declared by UNESCO a World Heritage Site, and it is one of Italy's top tourist attractions, famous for its old buildings, culture and food, and also the Palio, a medieval horse race held twice each summer involving laps of the central piazza.

For any nearby airport, or businesses specializing in aviation, the region presents an opportunity, and Italian operator Sky Services has held an interest for some time.

In 2016, Sky Services became the airport company at Siena-Ampugnano Airport, with a contract set to last 20 years. There had been an EU international tender, which Sky Services pitched for, and was then selected out of the various companies. Before this, the airport had been closed for some years.

## A grand reopening

Commencing its operations in September, Sky Services now adds Siena to the list of 11 cities in Italy where it has FBOs. It has some big plans here too, with the airport itself occupying 395 acres. Sky Services will completely renovate the existing terminal, with everything a crew and their passengers might need, from snack bars to wi-fi, finished to a VIP standard. A new hangar facility will be built, with maintenance and service areas, and there will be working partnerships with hotels and restaurants nearby. Ideas are currently being worked on, with the developments viewed as a way to relaunch general aviation to the tourism market. Sky Services also offers the Aero Taxi service based in Siena

Siena-Ampugnano Airport is now dedicated exclusively to general aviation, despite its history as a military airfield, and plans to be a showcase for Italian customer service and hospitality. It has a 4,570ft runway, with plenty of room for long-stay parking, allowing general aviation companies and private owners the use of Siena as a base while they explore the rest of the country, as



other airports carry tougher restrictions. One of the plans put forward by Sky Services is to be able to handle much larger aircraft than are currently permitted here.

## In good hands

Sky Services started its FBO activity almost 20 years ago, and has grown to become the largest network for general aviation services in Italy, offering FBO operation, flight supervision, permit handling, fuel and inflight catering. It is also an EASA Approved Training Organization (ATO), as well as an EASA Part 145 maintenance company.

By taking over Siena Airport's main operations, Sky Services will be able to create an operational structure that complements perfectly the quality of its services. This represents an important opportunity, with Sky Services managing an airport and dedicating itself to general aviation at the Siena location.

As a privately owned company, Sky Services shows great flexibility and can act on decisions quickly. It constantly monitors the market, responding to current trends and figures as required.

## Italian style

All of Sky Services' FBO facilities use the same custom design and styling touches, creating a uniform vision of the company throughout its network, but the facility at Siena-Ampugnano Airport will be a unique example as the only one dedicated to general aviation in Italy. A supervision department was formed in 2012 to serve as a point of reference, maintaining the attention to detail.

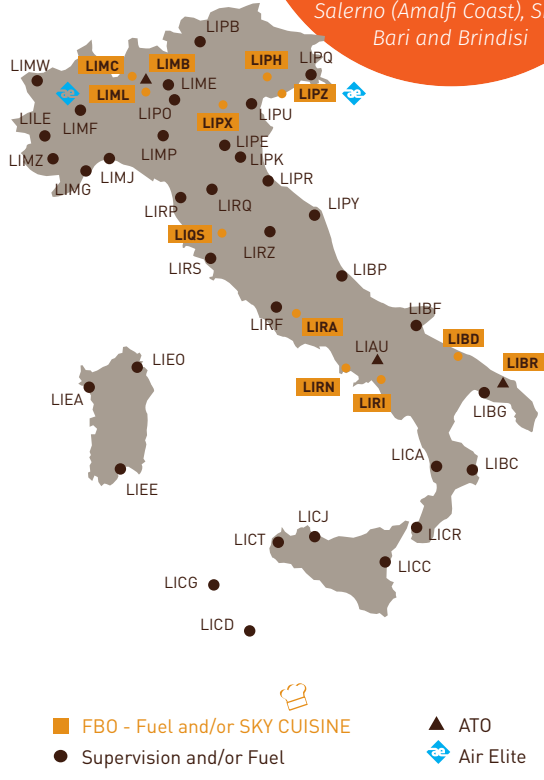
**Vital statistics**

**Established:** 1999

**Airports:** 40+ across Italy

**Services:** General aviation, ground handling, landing permits, fuel, catering, flight academy, Sky Card

**FBOs:** Milan Linate, Milan Malpensa, Milan Bresso, Venice, Verona, Treviso, Rome Ciampino, Naples, Salerno (Amalfi Coast), Siena, Bari and Brindisi



Above: **Sky Services** has FBOs at airports all over Italy

Above left: **There are major plans for the airport in Siena**

Sky Services also supplies Jet A1 fuel to 33 Italian airports, and offers Sky Cuisine, its catering line, with a variety of menu options in bespoke packaging.

Adding to its service portfolio, Sky Services, in partnership with Avcard, has created a credit card for the business aviation sector, called the Sky Card. This enables customers to pay for their general aviation services simply and securely at more than 7,600 international locations, across 190 countries. Discounts and rewards are among its benefits.

For those looking to become pilots, Sky Services has founded a flight academy, with bases in Milan Bresso, Naples-Capua and Brindisi. Training is offered for a range of skill sets and experience, from beginner to professional, with its fleet of aircraft including a C510 Mustang. ○

## SKY SERVICES

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Reader Inquiry Number 103

# Rising star

An independent FBO at Orlando Sanford International Airport, **StarPort** offers repair work and refurbishment, with IS-BAH accreditation on the way

**S**tarPort, a Phillips-66-branded FBO, occupies 18 acres and boasts a 7,000ft<sup>2</sup> passenger terminal. Inside, visitors will find a pilot's lounge with a snooze room, shower facilities, a pilot shop, business center, briefing room, and a pair of 12-seat state-of-the-art conference rooms. Freshly prepared sweet tea and popcorn are among the refreshments available.

The FBO, conveniently located at Orlando Sanford International Airport, Florida, near all of the major theme parks, is open from 6:00am until 10:00pm daily, with an after-hours call-out service. For international arrivals, a US Customs and Immigration service is available at the passenger terminal's Gate 1 with advance notice. According to general manager Geoff Lane, StarPort handles approximately 60% of the general aviation business at the airport, which translates to more than 3,500 operations and nearly 11,000 passengers annually.

StarPort has expanded the business and services it offers to meet the needs of aviation clients. The company presently has a worldwide client base, with a professionally trained and dedicated team of employees.

## Maintenance services

In addition to providing FBO services, the StarPort facility in Orlando is home to the company's FAA and EASA Part 145 repair station, which can perform heavy maintenance, inspections and AOG servicing on corporate aircraft, from a King Air to a Global 6000, as well as custom paint, interior refurbishments and avionics installations.

StarPort's avionics shop is a factory-authorized sales, service and installation center for all of the top manufacturers, including Gogo, Honeywell, Rockwell Collins and Universal. The avionics repair capability includes AOG road support and other services while aircraft are undergoing major inspections or refurbishment. StarPort's avionics installation shop performs a wide range of upgrades, from the installation of wireless broadband, cabin management



**Vital statistics**

**Location:** Orlando Sanford International Airport, Florida

**Operating hours:** 6:00am-10:00pm, call-out service available after hours

**Runway lengths:** 9C/27C, 3,578ft; 9L/27R, 11,002ft; 9R/27L, 6,647ft; 18/36, 6,002ft

**Fuel:** Jet-A, Avgas 100LL

Above: Located in Florida, StarPort offers 70,000ft<sup>2</sup> of hangar space

Left: StarPort's passenger terminal is well equipped

Inset: The Part 145 repair station services a range of aircraft

systems and new safety equipment, to major retrofits with updated cockpit EFIS displays. With experienced factory-trained technicians, state-of-the-art testing equipment and round-the-clock coverage, StarPort can ensure that customers receive the best avionics solution to suit their specific needs.

The company also offers an interior refurbishment center that consists of woodworking facilities, a fully equipped upholstery shop and a creative design team. StarPort's skilled craftsmen provide on-site upholstery, re-foaming, carpeting, woodworking, polishing and finishing services. The custom paint facility and woodworking shop were recently upgraded to meet demand.

## Reliable staff

Between the FBO and MRO businesses, StarPort has a staff of 85, and its line

service technicians are NATA Safety 1<sup>st</sup> trained. They draw approximately 500,000 gallons of fuel annually from StarPort's tank farm, which holds 40,000 gallons, split evenly between Jet-A and 100LL.

The location, which is a member of the Paragon Aviation Network, has hosted the last two biennial Mitsubishi MU-2 proficiency training courses, which saw its ramp inundated with more than 20 twin-engine turboprops.

With an 11,000ft main runway, Orlando Sanford International Airport is second in the region only to Orlando International's pair of 12,000ft ribbons. A former US Navy training facility during World War II and an attack jet base during the Vietnam War, it was given to the city of Sanford in the late 1960s and has since grown from a regional general aviation airport to the 85<sup>th</sup> busiest facility in the USA, with more than 650 operations per day.

StarPort, like many FBOs, is pursuing certification under the recently introduced International Standard for Business Aircraft Handling (IS-BAH). The company has just embarked on the lengthy process that will see the eventual establishment of a robust safety management system. ○

## STARPORT

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Reader Inquiry Number 104

# Viva Las Vegas

**Henderson Executive Airport** is becoming an attractive, convenient and economical alternative to McCarran when flying into Las Vegas

To meet the growing demand for aviation facilities and services in the greater Las Vegas area, the Clark County Department of Aviation has invested more than US\$30m in Henderson Executive Airport, a premier business aviation facility and primary reliever to McCarran International Airport, the eighth-busiest airport in the USA.

Sitting on 760 acres just 12 miles south of the world-famous Las Vegas Strip, Henderson Executive Airport offers convenient aircraft parking, a 6,500ft runway and a modern, 24,000ft<sup>2</sup> terminal. Its location provides easy access to area freeways, tourist destinations, convention spaces and the Las Vegas central business district, making it the ideal gateway for business aviation pilots and corporate clientele.

“Our location, with its proximity to the resort corridor, can’t be beaten,” says Ben Czyzewski, assistant director for general aviation with the Clark County Department of Aviation. “Convention business and tourism are vital to our economy, and we support those ventures by offering affordability, convenience and excellent customer service.”



Above: **The main terminal is modern and well-equipped**

Right: **Facilities include a restaurant and car hire**



### Increasing traffic

In 2015, Henderson Executive Airport had almost 89,000 take-offs and landings. There were more than 300 aircraft based at the airport, which houses 160 enclosed hangars, 56 shade hangars and 88 tie-down parking spaces.

Every other year, the airport is host to the National Business Aviation Association’s annual Business Aviation Convention & Exhibition. In November 2015, the show attracted more than 1,000 exhibitors, bringing in key aviation contacts from around the world and high-level clientele who attend to learn about the latest technology and shop for the next wave of private aircraft.

Above: **Henderson Executive Airport is just 12 miles from the Las Vegas Strip**

### Fully equipped

The world-class facilities at Henderson Executive Airport are tailored to the discerning customer flying in for business or leisure. The beautifully appointed terminal building provides a range of amenities, including meeting rooms, a pilot lounge with showers and sleeping quarters, rental cars, complimentary high-speed wi-fi and a full-service restaurant. The airport has the capacity and runway length to meet the needs of virtually all general aviation aircraft.

Ground transportation, including a planeside limousine service, makes for an easy transition from aircraft to destination, while a standalone air traffic control tower helps ensure the safety of passengers and crew. “Our facility and commitment to customer service are top notch,” Czyzewski says. “We strive to deliver an experience that clients will appreciate, and make them want to use our airport on return trips.” ○



**Vital statistics**

**Location:** Las Vegas, Nevada  
**Operating hours:** 24 hours (airport); 5:30am-10:00pm (FBO); 6:00am-8:00pm (control tower)  
**Runway length:** 17R/35L – 6,501ft, 17L/35R – 5,001ft  
**Fuel:** Jet A, Avgas 100LL

**McCARRAN**

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 Reader Inquiry Number 105



# Shaping the future

**Swift Fuels** has developed a new high-performance unleaded alternative to 100LL Avgas that is affordable and kind to aircraft engines, and results in lower toxic emissions

**C**hris D'Acosta, CEO of Swift Fuels, believes that tetraethyl-lead, the octane-boosting component of 100LL avgas, will eventually stop being used in fuel for piston-engine aircraft. Swift Fuels is now in the final stages of the engine and aircraft testing of its unleaded aviation fuel intended to replace 100LL. It has completed a battery of tests, conducted by a team jointly managed by the FAA and the aviation industry, called PAFI (Piston Aviation Fuel Initiative).

From 2014 to 2016, PAFI assessed the fuel's engine performance and durability, toxicity and emissions, material compatibility, and fit for purpose (all-weather) performance. Swift was confident in its fuel submission prior to PAFI, as many of the tests were previously performed by independent parties and reported by Swift Fuels in 2013 when it received its unanimously approved production specification for ASTM D7719 – a high-aromatic unleaded avgas.

## Hydrocarbon benefits

The secret to Swift's success is the use of an all-hydrocarbon formulation. This enables the fuel to achieve its high-octane performance without causing engine deposits and toxic emissions from the combustion of metal compounds such as tetraethyl-lead or MMT, and without the use of aromatic amines, which tend to be very aggressive on aircraft parts. It also forgoes the use of oxygenates, which are generally lower in energy density and tend to be more water soluble.

Swift Fuels has found that the unique high-octane solution – using only hydrocarbons from petroleum refining – translates into an affordable, lead-free, low-toxicity, high-performance fuel. It also demonstrates non-aggressive behavior on engines and fuel systems, and displays an all-weather, fit-for-purpose performance.

## Unleaded avgas

Swift Fuels expects US regulators to work collaboratively with the industry as the final PAFI tests are completed, solidifying a formal transition plan to fully replace 100LL under the final enforcement



authority of the FAA. Representatives from refiners, fuel distributors, airports and pilots are all actively participating in a joint effort to develop practical plans for the ultimate transition to unleaded avgas.

In parallel with these diverse efforts, Swift Fuels has introduced a lower-octane unleaded avgas called UL94, which is already FAA-certified on up to 65% of the US fleet and is being flown by pilots from California to New York, and Michigan to Florida. UL94 is the only unleaded avgas sold in the USA, offering pilots of lower-compression aircraft a commercially viable unleaded alternative to 100LL.

The focus of UL94 is to get piston-engine pilots, airports and communities across the country to experience and realize the merits of unleaded avgas: no more lead fouling, no more lead contamination of engine oil (resulting in acidic corrosion and shorter engine life), lower aircraft maintenance costs, longer sparkplug life, and the elimination of toxic lead emissions. Pilot reaction to UL94 nationwide has been extremely positive.

In 2017, Swift Fuels will be at key airshows and aviation events, with details

## Vital statistics

**Established:** 2012

**Fueling locations:** 40+ international sales

**Products:** Unleaded Avgas UL102, Unleaded Avgas UL94, renewable jet fuel, fuel testing services

**Customers:** FBOs, airports, wholesale fuel distributors, retail consumers, military

of the latest developments. This will include the US Sport Aviation Expo, Sun 'n' Fun, EAA AirVenture Oshkosh, AOPA Fly-ins, and many others.

## Industry collaboration

Swift Fuels cares greatly about the sustainability of the piston-engine fleet, which is why it chose an all-hydrocarbon fuel. This is also why it works with regulators (FAA/EPA), pilots (AOPA), airports and airport boards (NATA), EAA chapters, engine and aircraft OEMs (GAMA), refiners (API), fuel distributors and advocacy groups (ASTM) to stimulate the awareness of its unleaded avgas across North America and the globe.

"We wish to thank all the regulators and early adopters who have worked with us to experience the benefits of unleaded aviation gasoline," D'Acosta concludes. "We know that many business leaders at airports across North America recognize that the demand for cleaner fuel options for their customers is imminent, and they are playing an integral role in this transition. We are extremely proud to be their unleaded fuel of choice." ○

**SWIFT FUELS**

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Reader Inquiry Number 106

# One and only

Helsinki Airport's Business Flight Center, operated by **Finavia**, is the only FBO in Finland, but that has not stopped it from providing a top-notch service

## Vital statistics

**Established:** 1991

**Airports:** 22, including Helsinki Airport

**Services:** Airport management, ground handling, FBOs, airport maintenance

**FBO:** Business Flight Center at Helsinki Airport, open 24 hours



**H**elsinki Airport is located in Vantaa, Finland, and is the biggest airport in the country – in 2015, it set a new record for the number of people visiting, welcoming over 16 million travelers. It is a hub for Finnair, the national carrier, and operated by the Finavia Corporation, which is a state-owned company that also presides over another 21 airports around the country, providing air traffic services through its daughter company, Airpro.

Finavia also looks after the Business Flight Center, which is Helsinki Airport's FBO – the only facility of its kind at the airport, and in the whole of Finland. But does it really need another FBO? Helsinki is the financial and governmental capital of Finland, with over 90% of the country's business aviation arriving and taking off here. Business flights do occasionally land at other Finnish destinations, in which case there are ground-handling companies to take care of their needs, but for a full-time FBO just one destination is required.

### Sole trader

Finland's only FBO serves business and private jets and aviators from all over the world. Open 24 hours a day, it promises a quick response to all handling requests.

Services available include ground handling, airport slot bookings, hotel and transportation reservations, and VIP services. In addition to lounges for the crew and passengers to relax in, there is now a duty-free shop, containing mainly selections from international brands, as well as Finnish specialties.

Sami Simola, head of apron services and FBO manager for Finavia, explains what his customers want. "A good, fast and reliable service," he says. "To keep our operation as efficient as possible, we have created a large network of third-party providers. Free drinks and wi-fi are important too, and we are happy to loan visitors a tablet to browse the internet if they don't have their own electronic device."

### Airport expansion

In 2013, Finavia began an ambitious US\$1.15bn seven-year expansion program for Helsinki Airport, set to finish in 2020. The improvements will increase the airport's capacity – it will handle 20 million passengers per year by the time it is completed – update the check-in and security areas, and create more space to handle bigger aircraft. It also ties into Finnair's strategy of connecting Asia and

Above left: **The FBO's main lobby hints at a partnership with Audi**  
Above right: **Finland's only FBO has many spaces to relax in**

Europe with the fastest transfers, making the airport competitive in the growing international market.

While the main airport is set to transform, the nearby FBO will remain unchanged, although it is likely to benefit from the expansion – and has a good view of the work taking place. "Of course, new terminal services and flight destinations will give our business operations extra value," says Simola. "Good connections are an advantage for crew swaps and technical stops, and some of our European customers use the Business Flight Center as a hub between the continent and Asia. We pride ourselves on offering a smooth transition between business jets and commercial airliners here at Helsinki."

### State owned

Through Finavia, Finland itself can keep a tight grip on its airports and flight activity, and to Simola that presents a number of advantages. "I think a major benefit is that the company has a solid economic base for its operations and development," he says. "Finavia has airports in all major cities in the Lapland area, so we can easily provide information about other destinations. We also provide ground-handling services at various locations. There are a couple of city-owned airports, but there are no scheduled or commercial operations at these." ○

**FINAVIA**

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Reader Inquiry Number 107

# A direct approach

It has been a busy couple of years for business aviation company **ExecuJet** – first being acquired by Luxaviation and now appointing a new group FBO director

**E**xecuJet is a global business aviation organization that offers a diverse range of services, including aircraft management for private and commercial jets, charter services, maintenance and FBO operations. Headquartered in Zurich, Switzerland, the company operates in six regions, namely Africa, Asia Pacific, the Caribbean, Europe, Latin America and the Middle East, with more than 1,000 experienced staff.

Founded in 1991, ExecuJet reached another milestone in April 2015 when it was acquired by Luxaviation, based in Luxembourg. Together, the two became the second-largest corporate jet operator in the world. The plan has always been for ExecuJet to retain its identity, management team and operational independence, but able to benefit from being part of a larger group where possible.

Currently, ExecuJet manages around 160 business jets worldwide, all to the most stringent safety standards. Among its aircraft is a sizeable Global Express fleet, along with other Bombardier, Boeing Business Jet, Gulfstream, Dassault and Pilatus airplanes. It also has a growing list of FBOs, managing 23 of its own and one new addition from Luxaviation, in locations across the world. To ensure that its properties meet ExecuJet's exacting standards, it recently appointed a group FBO director.

## Overseeing the FBOs

ExecuJet's new group FBO director is Ettore Poggi, who has been tasked with overseeing the company's growing FBO business. Formerly the vice president and maintenance director of ExecuJet Africa, Poggi has relocated to Dubai, UAE, to take up the position, which started in November 2016. With ExecuJet since 2003, he started as the managing director of the South Africa branch, stepping up to his previous appointment in August 2014.

It was definitely time for ExecuJet to increase its focus on its FBO operations. "We've really grown that side of the business, with Mexico, Munich and



St Maarten in the Caribbean all joining our network recently," says Poggi. "My responsibilities are to maintain the levels of service we provide at each of our locations, which will involve the standardization and streamlining of relevant policies and procedures, together with our procurement office obtaining the best-possible global supplier agreements. I will also be meeting with clients, enhancing our use of technology and growing the FBO footprint."

Poggi agrees that Dubai is the best location from which to oversee the network. "When you look at the ExecuJet offerings, and where all of our FBOs are based, it makes sense, from a time zone and travel perspective, to be centrally located," he says.

## Job highlights

Having worked with ExecuJet for 13 years, Poggi has a good understanding of what the brand stands for, and also what it has achieved. "There have been many highlights, but being a significant contributor to the handling of general aviation movements at two FIFA World Cups (Germany in 2006; South Africa in 2010) was particularly pleasing," he recalls. "At Lanseria Airport, located near Johannesburg, South Africa, our FBO

Above: **ExecuJet's FBO at Zurich International Airport**

Right: **A private jet waits at the FBO in Cape Town**

Below: **Group FBO director Ettore Poggi**



handled 278 movements on the day of the [2010 World Cup] final – an outstanding achievement. Of course, winning awards for having the best FBOs outside of the USA on a number of occasions is another ExecuJet highlight."

Poggi is in no doubt about what makes the ExecuJet offering so unique. "It's our employees, the people who deliver the service, that makes the difference between us and our competitors," he declares. "They work tirelessly to ensure that they deliver ExecuJet's collective passion for outstanding customer service. We are committed to making every customer interaction unique and memorable, with the aim of creating lasting relationships." ○



**Vital statistics**

**Established:** 1991

**Locations:** Africa, Asia Pacific, Caribbean, Europe, Latin America, Middle East

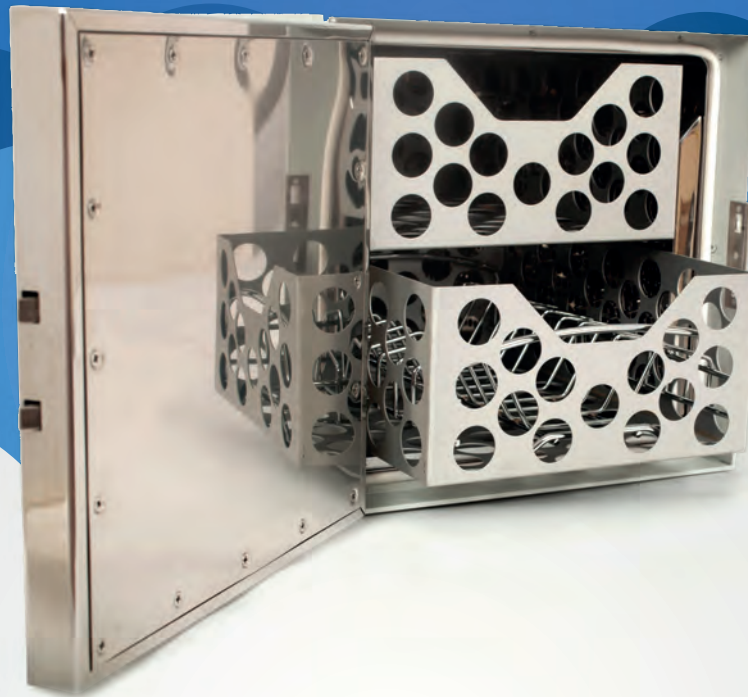
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# Fuel for thought

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**P**art of France's 'supermajor' oil company, Air Total is a global provider of jet fuel, operating at over 300 airports across five continents. The company has been developing and marketing aviation fuels for more than 60 years, catering to everything from light aircraft to large commercial passenger airplanes. The company's customer base has grown over the years. Today this includes major airlines, the military, the aerospace industry, and business and general aviation.

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The fuels on offer include Jet A-1, suitable for most jet aircraft and meeting stringent international requirements; Avgas 100LL, specially designed for piston aircraft; Avgas UL91, an unleaded fuel for the general aviation market; and Biojet, a certified sustainable aviation fuel made from renewable raw materials, tested by several airlines, and already in use in commercial flights.

More than just a simple manufacturer, Total is involved in activity that spans the entire energy chain, from the exploration and production of crude oil and gas, solar energy, energy trading and retailing, to the manufacture and marketing of petrochemicals. As the market leader in Europe and Africa, the company sold 11 million metric tons of commercial aviation fuel in 2015, with 2,500 refueling operations involving Air Total products happening daily – that's one every 30 seconds.

## High standards

Safety and quality are two key motivators for Air Total, which it looks to maintain at every step of the supply chain, from the refinery to the customer's aircraft. Such is the company's expertise and knowledge in these areas that it became one of the founders of JIG (Joint Inspection Group), and is also a member of other

key international technical committees, such as IATA-TFG (Technical Fuel Group), the Energy Institute, and ASTM (American Society for Testing and Materials). This allows Air Total to participate in the elaboration of the standards shaping the industry.

An important element of this is the company's technical department, which employs a team of 10 highly qualified and experienced specialists, with eight JIG-accredited inspectors performing checks on the 500 facilities operated by Air Total and its partners in more than 100 countries. Companies are welcome to talk to Air Total about utilizing these resources for their own operations, arranging JIG and local inspections, training and other bespoke services.

## Business aviation

Companies specializing in business aviation can become part of the Air Total Fuel Card network, already accepted at more than 180 airports. Benefits include competitive pricing, online pricing, and accurate invoices, sent by email or available online.

Air Total provides a competent and professional team to work with its Fuel Card members, with a dedicated account manager assigned to each outlet. There is also an emergency hotline service, available 24/7.

## Future fuel

The aviation industry has a responsibility to lower its carbon emissions, Air Total believes, so the company is developing



Above: **Biofuel, made from renewable raw materials, is an Air Total innovation**

Below: **Air Total offers a range of aviation fuels to suit multiple aircraft types**

sustainable aviation fuel made from renewable raw materials that it hopes can be used more extensively in the near future. Technology neutral, Total is involved in the four alternative sustainable jet-fuel pathways certified so far by ASTM and aims to become a future leader in the supply of biofuel.

Major airlines that have already tested Air Total's Biojet, produced from sugar, include Air France-KLM, Etihad, Cathay Pacific, GOL and Lufthansa. In 2016, Air France heavily promoted its use of Biojet during the Cannes Film Festival, flying celebrities and executives between Nice and Paris.

The company is planning to play an active role in the development of renewable energy going forward. In the coming months, Total will even transform one of its existing refineries in the South of France into a biofuels refinery, with the capacity to produce Biojet. ○

## Vital statistics

**Established:** 1955

**Fueling locations:** 300+

**Products:** Global network, bulk fuel supply, contract fuel, JIG inspections, training, card services

**Customers:** FBOs, airports, airlines, freight/cargo, military, general and business aviation

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**G-OPS**

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Plus, the magazine will also be distributed at ABACE 2017 in Shanghai, China, on April 11-13, 2017

**On the web**

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## In the next issue

- Country focus: Everything you need to know about flying to Switzerland
  - City focus: Ahead of the US Tennis Open in August and September 2017, *BAI* looks at the main facilities and services on offer when flying to New York
  - Special focus: Spotlight on the latest legal issues to affect the business aviation sector and what help is at hand
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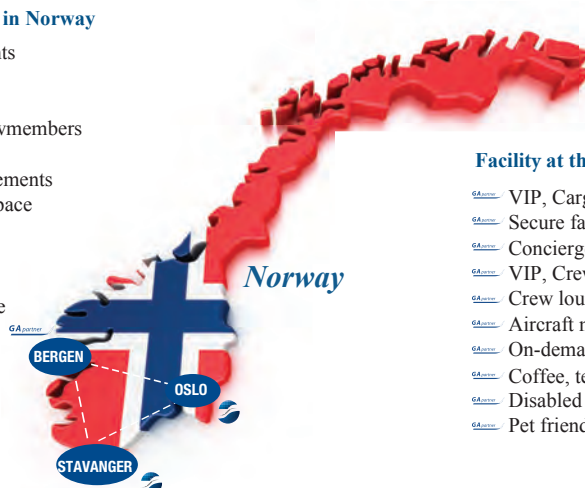


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## DO YOU BELIEVE MORE COULD BE DONE TO REDUCE THE NUMBER OF LOC-I INCIDENTS? BUSINESS AIRPORT INTERNATIONAL FINDS OUT

According to the National Transportation Safety Board (NTSB), loss of control in-flight (LOC-I) accidents represented 17.4% (1,518) of the 8,730 fixed-wing general aviation accidents recorded between 2008 and 2014 in the USA. Of those LOC-I accidents, 721 resulted in 1,237 individuals losing their lives. The NTSB lists 10 categories of accidents, with LOC-I the most frequent.

“LOC-I accidents have resulted in more fatalities in business operations than any other category of accident over the past decade,” states the NBAA on its website. Therefore, reducing the number of LOC-I accidents is a priority of business aviation professionals across the globe. “The lethality of LOC-I, coupled with an overriding sense that its occurrence can be reduced through improved prevention, recognition and recovery skills, make this a targeted issue for safety improvement by the NBAA Safety Committee,” the NBAA reports.

In *Taking control*, on page 44, *BAI* looks at the main reasons for LOC-I accidents and what can be done to improve safety in this area. One of the main causes identified by industry experts is human error, with some stating that more training is needed to improve situational awareness. Another cause, this time identified by the NBAA, is that many

business aviation pilots operate more than one type of aircraft, elevating the threat of confusion and negative habit transfer in managing different automation and flight characteristics.

*Business Airport International* asked its readers what they believe the main causes of LOC-I incidents are and what more could be done to prevent these types of accidents. ○



### Your views

**Olivier Michaud**, pilot, commented, “In the commercial airline industry pilots typically fly for around 850 hours per year, whereas in the business aviation industry the average activity of a pilot is approximately 300 hours per year. These reduced flying hours will obviously have an impact on a pilot’s situational awareness.

“There are many reasons why LOC-I accidents happen. We have seen issues, for example, with a lack of standards and crew not following the correct operational procedures, which can lead to incidents. I believe that training needs to be increased for pilots who fly below 500 hours a year. Simulator sessions could be used to test pilots’ reactions in a LOC-I

accident. This will add extra costs for operators, but I believe that it is better than dealing with an incident. Safety should come first, whatever the price!”

**Perry Flint**, head of corporate communications, International Air Transport Association, commented, “To reduce the risk of LOC-I accidents, there should be an increased focus on effective upset prevention and recognition and recovery training. Pilot training programs must also ensure that pilots have sufficient aircraft systems and environmental knowledge to recognize when they are exposed to an enhanced risk of LOC-I, and to respond effectively to the threats.”

**Thorsten Knickenberg**, technical services, Jet Aviation, wrote, “Further analysis of the causes of LOC-I incidents in general aviation reveals a number of safety issues. First, there are obvious operational safety issues, such as poor aircraft handling and manual flying skills. Another issue is aircraft management in adverse weather conditions.

“Other issues include human errors (inadequate pilot

awareness and false perception of the situation at hand), poor pilot decision making, crew composition, inadequate knowledge and subsequent operation of equipment in the cockpit (such as landing gear), and lack of experience leading to poor planning.

“Basically, the main reason for LOC-I accidents is human error, so industry training and LOC-I awareness need to be improved.”

### Your comments



What do you think? Should the business aviation sector be investing more in training and new technologies to reduce the number of LOC-I incidents? We’d love to hear your thoughts on this or any other topic affecting the business aviation industry, so visit [www.linkedin.com](http://www.linkedin.com) and search *Business Airport International* to join in with the debate.

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