BUSINESS AVIATION



THE OFFICIAL MAGAZINE OF NBAA

MAY/JUNE 2022



3RD PARTY AUDITS

PG 22 Independent assessments can enhance safety.

14TH ANNUAL SAFETY ISSUE

AIR CHARTER SAFETY It's All About Culture PG 26

PARTNERS IN RECRUITING
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PG 30

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PRESIDENT'S PERSPECTIVE

Safety Is Everyone's Responsibility



ED BOLEN
President and CEO

The past year has brought encouraging news for general aviation safety overall, but the turbine sector's record over the past 12 months is cause for concern. Clearly, we

must redouble our efforts to ensure we operate as safely as possible, especially as the pace of business flying returns to pre-pandemic levels.

As we know, an aircraft accident rarely can be attributed to a single cause. Instead, the reason a crash occurs usually can be traced to a series of events or conditions that set the stage for tragedy. Therefore, it's vital that we correct any identified weaknesses in our safety protocols and operating procedures.

The starting point for all of us should be to pledge to take personal responsibility for ensuring safety. Make sure you are on top of your game, mentally, as well as physically, and follow SOPs to the letter.

Second, operators of all types need to ensure their organizations establish and nurture a strong safety culture. Whether you are an owner-operator, or a small or large flight department, it's essential that everyone in aviation operations and management is actively involved in mitigating risk and adhering to a high safety standard.

Third, our community needs to monitor accident trends and share data so that there is a broad awareness of where the industry needs to focus its accident-reduction efforts. For example, given the number of mishaps that occur

during the approach and landing phase of maneuvering flight, operators should strongly consider taking upset prevention and recovery training to develop the skills needed to identify and prevent potentially lethal encounters.

NBAA has long made safety a core value, and this 14th Annual Safety Edition of Business Aviation Insider focuses on several topics that deserve our attention:

- Using independent, third-party audits to assess the strength of existing safety systems (page 22)
- Building robust safety cultures to enhance air charter safety (page 26)
- Utilizing science-based research to refine Part 135 rest and duty time regulations (page 12)
- Devising a multifaceted approach to improving runway safety (page 8)

NBAA remains committed to improving business aviation safety through a variety of initiatives, from promoting adoption of safety management systems and data sharing, to creating resources such as our new Small Flight Department Safety Guide.

In addition, NBAA continues to conduct world-class safety events, such as the Single-Pilot Safety Standdown and National Safety Forum. We are currently revamping the format of the National Safety Forum, making it a multi-day event in which participants can drill down deeper to understand accident causes and develop effective mitigations.

Only by taking an aggressive, proactive approach can we hope to achieve the highest safety standards to which we all aspire. ••



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FLIGHT BAG



SMALL FLIGHT DEPART-MENT SAFETY GUIDE

This resource helps small operators develop customized safety management systems by identifying risks, developing mitigations, promoting the consistent use of safe procedures and continually evaluating their effectiveness.

nbaa.org/sfdg



SMALL AIRCRAFT EXEMPTION

NBAA's Small Aircraft
Exemption allows
operators of piston
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all helicopters to utilize
the limited options for
cost reimbursement
permitted under FAR Part
91 Subpart F.

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Resources: Safety

NBAA's mission is to foster an environment that enables business aviation to thrive. A key to achieving that goal is making safety a core value, so NBAA offers a myriad of safety resources for all types of operators. nbaa.org/safety

NBAATOP SAFETY FOCUS AREAS

The Safety Committee has identified NBAA's Top Safety Focus Areas, setting priorities that support a greater commitment to business aviation safety. **nbaa.org/tsfa**

PROFESSIONALISM

This resource provides information on how to promote safety and support professional behavior. **nbaa.org/professionalism**

HANGAR AND GROUND SAFETY

This resource has information on aircraft ground damage prevention, the International Standard for Business Aircraft Handlers, OSHA compliance and fuel contamination. nbaa.org/hangar-safety

HUMAN FACTORS

This resource examines the interactions among aviation personnel, their environments and equipment. **nbaa.org/human-factors**

SINGLE-PILOT OPERATIONS

This resource includes various tools to help pilots learn to safely fly alone. **nbaa.org/single-pilot**

SAFETY MANAGER CERTIFICATE PROGRAM

This assessment-based certificate program provides introductory-level training on safety in business aviation operations. **nbaa.org/safety-cert**

AIRPORT AUDIT TOOL

This resource helps operators identify potential airport hazards that are not readily apparent during a crew's routine preflight preparations.

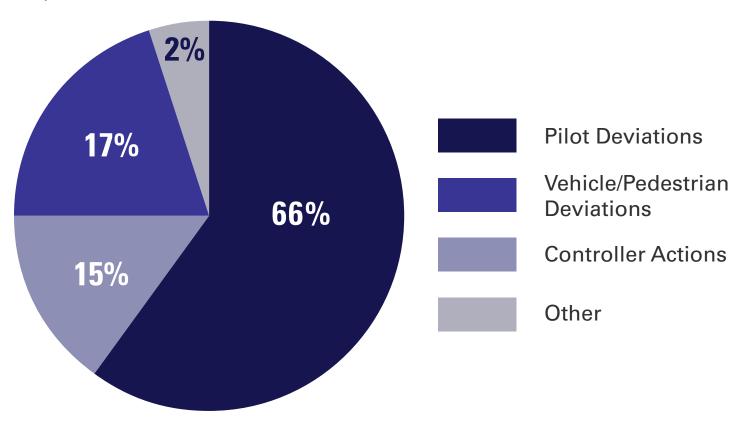
nbaa.org/airport-audit

810/0 860/0
of runway incursions in fiscal 2021 involved GA aircraft.

OGCO/O
Smaller airports.

By the Numbers: Runway Incursion Causes

Runway incursions – airport events that involve the incorrect presence of an aircraft, vehicle or person on the protected area of a surface designated for the landing and takeoff of aircraft – continue to be an operational challenge. Below were the causes of runway incursion in fiscal year 2021.



SOURCE: FAA

PARTICIPATE IN THE FAA ANNUAL GA SURVEY



The FAA is in the midst of conducting its annual General Aviation and Part 135 Activity Survey, the only source of information for the agency to determine the ways people use recreational and business aircraft. The survey takes about 10-15 minutes to complete, so if you have been invited to participate, please fill it out so the FAA can better understand the economic impact of the GA industry and determine how best to invest in aviation infrastructure.

As always, participation in the GA Survey is confidential, with data aggregated into categories by a third party. Individually-identifiable responses are never shared with the FAA or any other organization. For more information, call 800-826-1797 or email **infoaviationsurvey@tetratech.com**.

HELP NBAA CELEBRATE 75 YEARS

NBAA's 75th anniversary celebration is not only about recognizing the milestones of the industry's pioneering spirit, but is designed to inspire the next generation of leaders. Use this QR code to share your ideas and be a part of the celebration.



#NBAA75



Submit your stories, ideas here.

CAPITAL VIEW



GIOVANNI DIPIERRO is the manager of the FAA's Runway Safety Group. A U.S. Air Force veteran, he has more than 30 years of air traffic control experience. Dipierro has served as an FAA Academy instructor, terminal procedure specialist and Dallas Fort-Worth Airport air traffic manager.

Dipierro Is Helping Make Runway Operations Safer

Q: Please provide an overview of the mission and current goals for FAA's Runway Safety Group.

The Runway Safety group is focused on reducing the number and severity of runway incursions and wrong surface landings by increasing situational awareness of pilots, vehicle drivers and air traffic controllers.

Working in partnership with external stakeholders, the Surface Safety Group and Runway Safety Council include numerous industry organizations, such as NBAA. The collaboration with industry stakeholders is key to reaching the numerous general aviation pilot groups. Having industry input in developing the numerous educational videos (one of our more successful educational platforms) ensures surface safety risk is communicated correctly to the diverse audience we strive to reach.

Technological improvements in aircraft, control towers and vehicles are also key to reducing runway incursions and wrong surface landings. The Runway Safety Group, working in collaboration with the Office of NexGen, evaluates proposed solutions that will alert a pilot, vehicle driver or air traffic controller to a runway incursion or a wrong surface landing.

Currently, ASDE Taxiway Arrival Prediction (ATAP) is active in 41 of our 43 surface surveillance facilities. Building on the success of runway status lights, Runway Safety is evaluating proposed solutions that will alert pilots or vehicle drivers when a runway is not safe to cross due to conflicting traffic. The group also is working with industry to expand the use of digital copilot solutions to prevent runway incursions and wrong surface landings.

Q: What are the latest statistics related to efforts to reduce runway incursions?

In Fiscal Year 2021 there were over 44,000,000 operations in the National Airspace System, with 1,568 runway incursions. Our data shows that 66% of these incursions were attributed to pilot deviations, 17% to vehicle/pedestrian deviations and 15% due to controller actions. The final 2% fall into a category defined as "other."

"Getting to know your local air traffic controllers and developing relationships with your home airport officials are great ways to understand expectations on both sides of the mic."

When we shift our focus to wrong surface operations or runway confusion, over 80% of these events are attributed to general aviation pilots. These include student pilots with minimal flight hours and seasoned pilots with thousands of flight hours. Typically, wrong surface operations occur at airports with closely spaced parallel runways with staggered thresholds and at airports that have parallel taxiways that run the length of the runway and can be mistaken for a runway.

Q: With wrong surface operations currently being the major focus, what are the FAA and industry jointly doing to address this critical safety concern?

Wrong surface operations are defined as landing on an incorrect runway or taxiway, or departing from an incorrect runway or taxiway and landing at an incorrect airport. Runway Safety tracks these operations at every towered airport in the National Airspace System. Working collaboratively with the FAA and external stakeholders, a work group was formed to address depicting wrong-surface risk on airport diagrams. Numerous months of planning and coordination are about to conclude with a complete overhaul of our airport diagrams.

Airport diagrams are being updated with three distinct shapes – circles, ovals and cylinders. The circles and ovals are reserved for airport hot spots. The cylinders are a new addition to alert pilots to wrong-surface risk due to runway confusion. Eleven airports have been selected to participate in tests to evaluate the effectiveness of these shapes as a mitigation to runway confusion. In addition to the new shapes on airport diagrams, Arrival Alert Notices will be available in chart supplements. Arrival Alert Notices are created for wrong surface arrivals to give pilots a clear picture of the hot spot issue. These changes are effective May 19.

Q: What other actions can business aircraft operators take to further reduce runway incursions and wrong surface events?

Planning is key to avoiding runway incursions or wrong surface landings or departures. A thorough preflight briefing will alert pilots of the surface

"Airport diagrams are being updated with three distinct shapes — circles, ovals and cylinders. The circles and ovals are reserved for airport hot spots. The cylinders are a new addition to alert pilots to wrong surface risk due to runway confusion."

safety risk at their intended departure and arrival airports. Clear and concise communication with ATC will eliminate any confusion that contributes to potential risk.

To help reduce the occurrence of wrong surface incidents, runway incursions and other high-risk events at U.S. airports, the FAA has developed the "From the Flight Deck" YouTube video series, targeted to general aviation audiences. Each four- to five-minute video focuses on approach, landing and taxi scenarios at selected U.S. airports. The videos feature high-definition footage from cockpit-mounted cameras, along with professional graphics, animations, runway diagrams and narration to help identify and illustrate airfield hazards and hot spots. All "From the Flight Deck" videos are available at https:// www.faa.gov/airports/runway_safety/ videos.

The series was started in January 2020 and now covers more than 70 airports. It includes five single-topic videos, including Wrong Airport

Landing, Wrong Surface Landing, and Hold Short! The videos have been viewed more than 300,000 times and are a great way for pilots to familiarize themselves with an unfamiliar airport prior to their flight.

Q: At the local level, what can pilots and operators do to promote runway safety?

Getting to know your local air traffic controllers and developing relationships with your home airport officials are great ways to understand expectations on both sides of the mic. Every towered airport in the National Airspace System holds a yearly Runway Safety Action Team (RSAT) meeting, which are intended to foster dialogue between controllers, airport operators, pilots and vehicle drivers.

Participating in your local RSAT, as well as at airports that you frequent on a regular basis, will help stakeholders discuss issues in a collaborative setting. Due to the pandemic, many of these meetings were held virtually in recent years. As we ease into our new normal, in-person meetings are starting to gain momentum.

Runway Safety will conduct nine Special Focus RSATs in 2022. These meetings are targeted, based on the risks associated with specific airports, to include runway incursions or wrong surface operations.

Participation from local pilots is key to addressing these risks. If you want to participate in your local RSAT, visit faasafety.gov and search for "RSAT" to find a list of upcoming events. Contacting your local control tower manager is another way to find out when the next RSAT will be held. ••

REGIONAL REPRESENTATION

Regional Groups Aid Workforce Development

Workforce development is a top priority throughout the industry, and regional aviation groups have taken an important role in educating and nurturing students interested in business aviation careers.

Waco, TX, is home to more than 40 aviation and aerospace-related companies. The Greater Waco Aerospace Alliance (GWAA) identified the need nearly 15 years ago to support the area's future aviation workforce, which led to creation of the Freedom Ball. The annual event raises money for GWAA scholarships while also honoring area veterans and active-duty military.

"These scholarships are specifically for graduates from our local high schools attending a higher-education institution in our area, or an outside student with plans to stay and work in Waco," said Jennifer Branch, director of existing industries and workforce development for the Greater Waco Chamber of Commerce. "We want workers who will stay here and enter jobs at our local employers."

In late March, the Northern California Business Aviation Association held its second-annual Aviation Mechanic Roundtable, hosting some 50 students from Oaklandarea A&P schools who not only learned of potential business aviation career opportunities, but also received tips on networking, resume preparation and developing interview skills.

"I was a community college kid in New York who loved aviation, but no one ever told me programs like this existed," said NBAA Western Regional Representative Phil Derner, who helped organize the event

"The return from this is so great when you can invest in the futures of these students and interact with them in a laid-back

"I think we opened some eyes about opportunities and investment in our industry's workforce."

JENNY SHOWALTER

Board Secretary, Central Florida Business Aviation Association

format," added Derner. "All that's needed is participation and heart."

Building such relationships drives regional workforce events, agreed Jenny Showalter, a founding member and board secretary for the Central Florida Business Aviation Association (CFBAA). More than 300 people attended CFBAA's Business Aviation Day on April 1, half of them students.

"I think we opened some eyes about opportunities and investment in our industry's workforce," Showalter said. "In particular, I think students connected the dots that business aviation is driven by personal relationships. We're a family. I think that resonates with young aviation professionals."

One person who attended the CFBAA event wasted no time in finding a role in the industry.

"He attended our event Friday morning and learned about a job opening with a Part 135 operator in Orlando, interviewed that afternoon and started CJ2 school the following Monday!" said Showalter. :

Review NBAA's workforce resources at nbaa.org/workforce.



MEMBER "HORSEPOWER" DRIVES GSLBAA ADVOCACY EFFORTS

The Greater St. Louis Business Aviation Association (GSLBAA) carries a powerful message on matters affecting business aviation at the local, state and regional levels. The group's more than 420 members employ over 250,000 people and generate over \$100 billion in revenue.

"I'm surrounded by a fantastic, talented group of aviation professionals," said GSLBAA President Rich Ropp. "Their engagement is truly what makes GSLBAA a successful organization, and their horsepower allows us to be effective advocates for our industry."

Workforce development is a priority for the association, Ropp continued, including scholarship opportunities and outreach to area technical colleges.

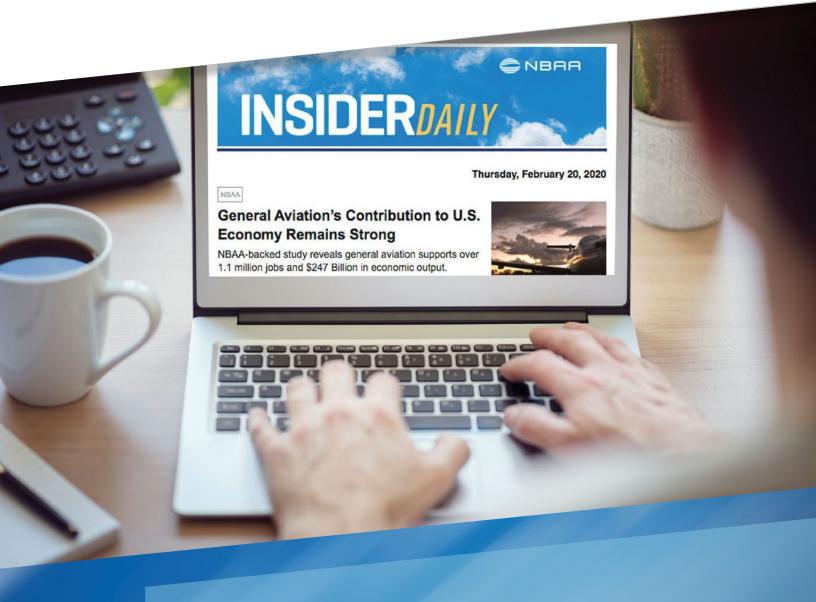
"We're currently working to get in front of more high school students, too," Ropp said, "as that's the time when many of them are first thinking about potential career paths."

Ropp noted that young professionals (YoPros) in GSLBAA have been particularly helpful, matching students with internship opportunities and providing insights on business aviation.

"Before 9/11, you could basically drive up to a flight operation, knock on the door and see what it was about," Ropp said. "That's much harder to do now, but our YoPros are fantastic in finding ways for students to get that experience."

www.gslbaa.org





NBAA INSIDER DAILY

New weekday-morning email news service

NBAA has introduced a new weekday-morning email news service – NBAA Insider Daily – to bring members the latest original content and thought leadership from the association, as well as career opportunities and aviation news from trusted sources around the web.

nbaa.org/news/nbaa-insider-daily

REGULATORY HOT TOPICS



INDUSTRY CHALLENGE

Current Part 135 rest and duty requirements are outdated and overly prescriptive, with little consideration for the science of human fatigue on pilot performance.

NBAA RESPONSE

NBAA and its member companies served on the ARC that is reviewing possible reforms. The association will continue to monitor the FAA's progress in reviewing the ARC's recommendations, but expects it to be several years before the FAA publishes any proposed rules.

Advisory Group Submits Part 135 Rest and Duty Recommendations

The Part 135 Pilot Rest and Duty Rules Aviation Rulemaking Committee (ARC) recently submitted its recommendations to the FAA, the culmination of almost three years of collaborative industry efforts.

The 20-member ARC was tasked with evaluating current rest and duty rules, reviewing previous industry recommendations for revisions, examining potential impacts on small businesses and the diversity of operations, and – perhaps most important – studying scientific and safety data related to fatigue. The ARC was to recommend new rest and duty rules if its analysis deemed them necessary.

"Our goal was to recommend updates to decades-old Part 135 rest and duty regulations to recognize the effects of circadian rhythm and cumulative duty time, among other variables, while considering the complexities of Part 135 on-demand operations," said Kent Jackson, Jetlaw managing partner and ARC chair.

"Existing rules do not take into account the science behind human factors and are too prescriptive. Science needs to be the driving force to ensure safe operations," said Ashley Smith, president of Jet Logistics and an NBAA representative on the ARC. "We did not want another version of Part 117, the relatively new fatigue regulations directed at Part 121 operators. The Part 135 industry is different."

The ARC's report contains science-based recommendations recognizing a variety of Part 135 operations models. ARC members relied on fatigue science experts and studies on human fatigue to ensure a data-based approach. As part of its efforts, the ARC conducted a series of risk management exercises based on real-life Part 135 scenarios.

Some factors the ARC considered were the numbers of legs to be flown, duty hours and time zones crossed, the impact of circadian

"Our goal was to recommend updates to Part 135 rest and duty regulations to recognize the effects of circadian rhythm and cumulative duty time."

KENT JACKSON

Jetlaw Managing Partner and Part 135 Pilot Rest and Duty Rules ARC chair

rhythms and start time of the duty day – all of which impact pilot performance and fatigue.

The ARC's recommendations attempt to balance impacts vis-à-vis necessary improvements to rest and duty rules for different types of Part 135 operators – from air medical to overnight cargo to long-range passenger flights.

Not only did the ARC consider different types of operations, but, as Alex Beringer, COO of Fair Wind Air Charter and an NBAA representative on the ARC explained, the ARC was cognizant of the needs of potential future business models.

"We even recommended an opportunity for new types of operations to build their own rest and duty models by conducting fatigue risk-management processes and getting those models and mitigations approved by the FAA. We wanted to be forward-thinking, not just consider the needs of today's operations."

The FAA will consider the ARC's recommendations as it develops proposed Part 135 pilot rest and duty rules, which will be published in the Federal Register for public comment. ••

Review NBAA's fatigue resources at nbaa.org/fatigue.





WORKERS' COMPENSATION PROGRAM PAYS MILLIONS IN DIVIDENDS

The NBAA Workers' Compensation Insurance Program, in partnership with Old Republic Aerospace, presents an opportunity for you to be rewarded for providing your employees with a safe work environment and as a result, reduce the ultimate cost of your insurance protection.

For more information and to connect to the program, ask your insurance representative to contact a workers' compensation underwriter at Old Republic Aerospace.



PRO TIPS



JESSICA BELCHER

JORDAN SCALES

KRISTEN STIMPERT

Young Professionals: Explore Non-Traditional Mentorships

"Non-traditional" mentoring opportunities have grown popular among business aviation's young professionals (YoPros). Despite a more informal approach, these interactions can have a lasting and fulfilling impact on both mentors and mentees.

"Just a few minutes of elevator conversation with someone curious about aviation can be fantastic," said Jessica Belcher, a sales and marketing executive with Exclusive Aircraft Sales. "It's a quick way to answer their questions, which often leads them to conduct more in-depth research."

Similar conversations inspired Pilatus PC-12 First Officer Kristen Stimpert as she's advanced in her career.

"I've had coffee with a guy who moved his entire family to Fiji to manage a fleet of aircraft, and another who flies air tankers for CalFire," said Stimpert. "One incredible young woman is a Boeing 777 captain, and another is flying right seat in a [Gulfstream] G550.

"Everyone has their own journey," she continued. "If you actively listen and

"Social media can be a fantastic means of outreach to connect with people and find 'minimentor' opportunities to help educate them."

JESSICA BELCHER

Sales and Marketing Executive, Exclusive
Aircraft Sales

remain present in these conversations, you can gain some incredible mentorship."

Mentoring relationships can also grow out of more structured gatherings. Jordan Scales, associate aircraft manager at Clay Lacy Aviation, noted that he remains engaged with several aviation students he met during presentations he gave at colleges.

"They know I'm there because I truly want to answer their questions," he said. "It's important to keep that open-door mentality going forward."

Social media can also be a powerful resource, even for people who've never met face-to-face.

"A gentleman reached out to me via LinkedIn and asked how I broke into the industry," Scales recalled. After communicating for eight months, the man told Scales, "Hey, this is kind of weird to say... but I think you're my mentor!"

"I'm a big fan of social media," Belcher added. "The platforms are free to use, and the audiences are enormous. They can be a fantastic means of outreach to connect with people and find these 'mini-mentor' opportunities to help educate them."

No matter the form of non-traditional mentoring, all parties can benefit.

"When you have conversations with different people in different areas, you benefit from their diverse backgrounds and will come away with incredible stories and advice," Stimpert concluded. "Some may resonate more than others, but they all will help guide you on your own path." :

Review NBAA's mentoring resources at nbaa.org/mentor.



WHO IS IN CHARGE OF BUSINESS AVIATION'S FUTURE? YOU ARE.

The companies below all have one attribute in common – they have chosen to become members of NBAA's Leadership Council. Visit **nbaa.org/leadershipcouncil** to learn more about how you can become a Leadership Council member, and join this esteemed community of business aviation advocates:

- Abbott
- · Adobe, Inc.
- Airbus Corporate Jets
- Altria Client Services, LLC
- Apogee Physicians, Inc.
- Aramco Associated Company
- Atlantic Aviation
- ATP
- Avfuel Corporation
- Aviation International News
- Aviation Partners, Inc.
- Aviation Personnel International
- AviationManuals
- Avinode
- Bank of America
- Beechcraft Corporation
- Boeing
- Boeing Business Jets
- Bombardier
- Cessna Aircraft Company
- Clay Lacy Aviation
- · Chick-fil-A
- Chubb Flight Operations
- The Coca-Cola Company
- Collins Aerospace (Avionics)
- CommScope
- Cooling & Herbers, P.C.
- Corteva Agriscience
- Cox Enterprises, Inc.
- Cummins Inc.
- Dallas Jet International
- Dassault Aviation
- Deer Valley Ski Resorts
- Dell Technologies
- Disney Aviation Group
- The Dow Chemical Company
- Duncan Aviation, Inc.
- DuPont de Nemours, Inc.
- Eaton Corporation Flight Operations

- Embraer
- Emerson Flight Operations
- FedEx Corporate Aviation
- Fiserv, Inc.
- FlightSafety International
- ForeFlight
- Fort Lauderdale Executive Airport
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- UAS International Trip Support
- Universal Weather and Aviation, Inc.
- Unmanned Safety Institute (USI)
- Valero Energy
- Verizon Aviation
- Viasat
- VSE Aviation
- Walmart, Inc.
- West Star Aviation Inc.
- Wheels Up Partners, LLC
 Wilson Construction Company
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World Fuel Services

As of April 2022

You can also learn more by contacting NBAA's Lyndse F. Costabile at 904-860-1886 or lyndse@idc.nbaa.org.



Airborne Connectivity as Efficient as Home or Office Connections

echnological advancements have taken the business office to 30,000 feet. Today's business aircraft passengers can already hold confidential video conferences and Zoom meetings, access their company Intranet and even stream videos without interruption while flying cross-country or around the world, thanks to major advancements in aircraft connectivity.

What's even more remarkable is that many of these capabilities soon won't be limited to users of large- and mid-cabin business jets. While high-bandwidth streaming services aren't available for turboprop passengers yet, they can email and access the internet to perform basic business functions while flying.

With the coming introduction of 5G air-to-ground networks for domestic travelers, as well as upcoming innovations in satellite transmission technologies, experts say aircraft connectivity soon will be as fast as what you find in the typical office.

"We're getting to the point where we can offer an office-like experience with 5G," said Dave Mellin, director of public relations and communications at Gogo Business Aviation. "It will be the first

time that we can say we have a service that matches what you have on the ground."

Gogo plans to launch its Gogo 5G air-to-ground (ATG) service later this year. Testing already has begun.

For customers accessing satellite-based services offered via the high-bandwidth Ka and Ku bands, the next step forward in business aviation connectivity is just around the corner.

Intelsat's FlexExec service offers a global, high-throughput satellite solution worldwide. Built on layers of redundant coverage, travelers can use the service to connect without buffering on their devices, according to Frederik van Essen, Intelsat vice president of business development. The service, which is available through Intelsat's business aviation service provider, Satcom Direct, will provide office-like internet access to mid- and large-cabin users starting this summer.

"You can be in your business aircraft using the internet as if you are a part of your corporate network," said van Essen. "Everything works as if you are sitting in your office, but at 30,000 feet."



These services can't come fast enough for many users, especially given the increased demand for business aviation during the COVID-19 pandemic.

"One of the things that has come out of the pandemic is that not only has there been a resurgence in business aviation in general, but we have seen about a 40% increase in the amount of data consumed per flight," said Mellin. "Connectivity became even more important during the pandemic because people were using their planes like mobile offices."

Additional good news comes in the form of connectivity package pricing. In many cases, the services now offer more flexibility designed around the amount of time and the type of access customers use. And the quality of service overall is expected to increase as prices, in some instances, actually decline.

Cabin Connectivity FAQs

As impressive as recent cabin connectivity advances have been, the array of options can be potentially confusing for some operators, FBOs and aircraft maintenance departments. New ATG and satellite-based services typically will require equipment and service upgrades. To help sort through the options, below are some answers to frequently asked questions about installing a new or upgrading an existing onboard connectivity system.

WHICH IS BETTER, ATG OR SATELLITE SYSTEMS?

It depends on where the aircraft is flying and its overall mission. ATG services are available only over land, typically in the U.S. and Canada. So, for those flying internationally, a satellite-based system is the only option.

"If you have an aircraft that can fly around the world and you want to have the flexibility to go anywhere whenever you want to go, the only answer is satellite communications," said van Essen

Satellite systems offer faster speeds, coverage over land and sea, and work when on the ground. ATG systems typically are lower cost and lower latency.

WHAT ARE THE DIFFERENCES BETWEEN KU, KA OR L BAND EQUIPMENT?

L Band is typically used for safety and navigation services.

"L band also is used by GPS satellites," said van Essen. "The reason these frequencies are used is that they are very robust and

don't suffer from degradation due to weather. If you need to do safety communications, and things that are absolutely critical like your air traffic control or position data from GPS, then L band is a great frequency to use. But because it's a lower frequency, there isn't much bandwidth available."

Ka and Ku band offer far more bandwidth and are better for streaming, video conferencing and other activities that require more data transmission. They are typically a bit more expensive, but they are the gold standard for inflight internet. However, services are around the corner that will seamlessly access all bands, based on user needs.

"We're not there right now, but with future multi-orbit, multiband systems, it will become more transparent from a user perspective," explained van Essen. "You will not have to make specific band choices going forward."

In many cases, aircraft size also dictates which band you can utilize. "The GEO satellite systems are so large (antennas and supporting equipment) they only fit on larger-cabin aircraft," said Mellin. "For smaller aircraft, ATG is your only option today."

DO HIGHER PRICE AND GREATER DATA THROUGHPUT NEC-ESSARILY MEAN BETTER PERFORMANCE?

Depends on who you ask. Service providers argue that higher-priced services offer better quality and more options for users, but those offering lower-priced services counter that their quality is just as good.

In terms of throughput, "There is no substitute," said one air-craft operator. "There are some tricks service providers can use to make the user experience better, but more water flows through a bigger hose. That's just physics."

WHAT IS DATA LATENCY AND HOW DOES IT AFFECT SYSTEM PERFORMANCE?

Simply put, latency is the time it takes for data to make the trip to and from the aircraft.

"The longer the path something has to travel, the more time it will take and the longer the latency will be," explained van Essen.

Commenting on whether that could be problematic, van Essen said, "It depends on how long the latency is and how you are using it. Streaming a movie is no concern. It may buffer, but you don't notice because you keep on watching the movie.

"For most applications, latency, whether on the ground or in flight, is no problem," he continued. "If you are sending an email or text message, it's of no concern. Even in a telephone conversation, it's hardly a concern. Only if you're doing online gaming or high-frequency trading online in the stock market, (long latency) could be a problem."

HOW SECURE ARE AIRBORNE CONNECTIVITY SYSTEMS?

Cybersecurity definitely is improving, say the experts. "You have to remember, the internet you use in the air is the same one you use on the ground," said the aircraft operator. "If you are not secure on the internet, the bad guys will find you." For that reason, many providers are backing up their connectivity systems with additional security procedures.

ONCE I SELECT THE HARDWARE, WHAT ARE THE SERVICE PLAN OPTIONS?

"Good question, but it's difficult to answer," said the aircraft operator. "Currently, some providers have unlimited plans, some have data-limited plans, some may have regional limitations, and others yet may limit what you can do. The good news is that with the growing number of providers, there is growing competition. There is probably a plan out there that will fit your needs."

WHERE SHOULD I HAVE MY SYSTEM OF CHOICE INSTALLED?

Basically, it's best to go to an expert and use a facility you can trust. "These are usually extensive installations and are often coupled with a large [aircraft] inspection," said our operator. "If you trust the facility to do your inspection, you will probably be good with the [connectivity] installation as well."

WHAT SORT OF TRAINING WILL MY PILOTS, FLIGHT ATTENDANTS AND MAINTENANCE TECHNICIANS NEED TO SUPPORT A CONNECTIVITY SYSTEM?

Connectivity systems can be complicated. For that reason, most providers offer staff training for maintenance technicians and flight attendants. For example, Satcom Direct provides training for Intelsat's FlexExec. "They provide a full set of training for both the MROs and the operators," said van Essen. "They usually have classrooms, or they can go to the customer to provide training."



GOGO 5G COMING THIS YEAR

Gogo is the world's largest provider of broadband connectivity services for the business aviation market, offering a customizable suite of smart cabin systems for highly integrated connectivity, inflight entertainment and voice solutions.

Gogo's products and services are installed on thousands of business aircraft of all sizes and mission types, from turboprops to international jets. In April, Gogo announced that its AVANCE systems reached 1 million flights since the platform launched in August 2017.

Gogo offers two main products – Avance L3 and Avance L5. The latter offers the easiest upgrade path to Gogo 5G, which will debut in the second half of 2022. Avance L5 is delivering 2- to 7-plus Mbps speeds with very low latency, which is critical for real-time video conferencing applications like Zoom or Microsoft Teams. Gogo 5G will deliver ~25 Mbps on average, with peak speeds between 75-80 Mbps.

Gogo Avance L3 is the company's most affordable connectivity solution, providing a seamless inflight Wi-Fi experience throughout North America, including portions of Canada and Alaska.

For more information, visit business.gogoair.com.





IF I ALREADY HAVE A CONNECTIVITY SYSTEM ON MY AIR-CRAFT, WHAT ARE MY UPGRADE OPTIONS?

Says our operator: "This depends on your definition of 'already have connectivity.' If the aircraft is using an out-of-date system that's no longer serviced, then you have a wide array of upgrade options.

"However, if you have a current Ka system, you may be capped out until new hardware or software is developed," says the operator. "ATG has been where the upgrades have been happening. System upgrades have transitioned from 3G to 4G and now 5G."

HOW WILL THE MERGER OF SATCOM GIANTS VIASAT AND INMARSAT AFFECT WHAT EQUIPMENT AND SERVICES WILL BE AVAILABLE GOING FORWARD?

It's difficult to tell at this point. For those who don't know, in November 2021, Viasat announced it was acquiring Inmarsat in a \$7.3 billion deal.

The combined company will have a spectrum license portfolio across the Ka, L and S bands and a fleet of 19 satellites in service, with an additional 10 satellites to come in the next three years.

Combining two major satellite companies obviously presents potential challenges to users and competitors, said van Essen.

"Both Inmarsat and ViaSat already are respected (Intelsat) competitors. Together, they are going to be a strong party, but their commitment to business aviation and industry partners remains to be seen," he said. •••

Intelsat's FlexExec is a global, secure, multi-layered broadband satellite connectivity service that delivers consistent, high-performance coverage. FlexExec is designed for business aviation customers, as network capacity is not shared with commercial aviation or consumer broadband customers, which means passengers will have a reliable and consistent connectivity experience anywhere they fly.

As the world's first global Ku-band high-throughput satellite (HTS) service, FlexExec focuses on high-traffic routes with HTS coverage and layers of wide-beam capacity for added resiliency and redundancy. Flex-Exec enables maximum customer control and choice through nimble, open architecture solutions, as well as efficient use of bandwidth, which is critical when routes and passenger demand shift unexpectedly.

Additionally, Intelsat remains at the forefront of cybersecurity. It is the only satellite operator certified by an independent auditor for Service Organization Control 3 (SOC 3) compliance.

FlexExec ensures a seamless and reliable passenger experience across every device and application, regardless of how many jets are on the network. The system also offers flexible billing plans for flight departments. FlexExec is available through Satcom Direct, the master distributor of the system.

For more information, visit intelsat.com/businessjet.

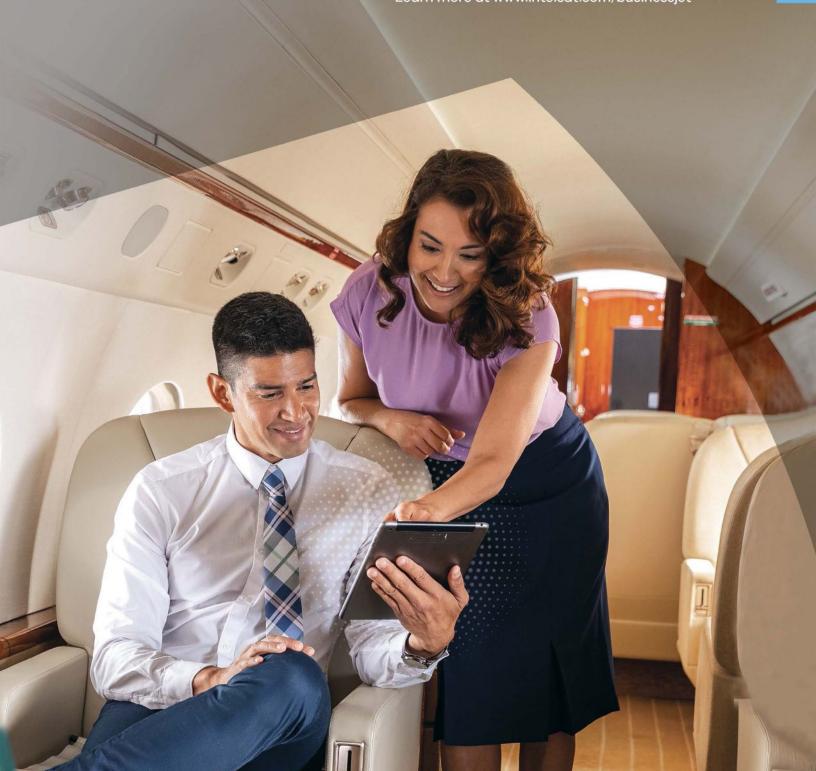




High speed internet made simple.

Together with Satcom Direct, we are advancing inflight internet for business aviation through flexible, end-to-end managed services. Intelsat FlexExec, a global, always-available high-throughput satellite network and the new SD Plane Simple™ Antenna System bring a limitless office in the sky experience to every device onboard.

Learn more at www.intelsat.com/businessjet



THIRD-PARTY AUDITS VALIDATE SAFETY PROCESSES

Independent assessments are needed to confirm the effectiveness of any safety system.

early all business aircraft operators have some kind of safety program in place. Most would undoubtedly assert that their program is effective in reducing the risk of accidents or incidents. Without third-party safety auditing, however, those operations may lack valuable independent oversight.

One of the most recognized safety auditing programs is the International Standard for Business Aircraft Operations (IS-BAO), established in 2002 by the International Business Aviation Council (IBAC). IS-BAO is a three-stage program that begins with implementation of an effective safety management system (SMS).

Subsequent IS-BAO stages further mature the flight operation's safety program and help develop a positive safety culture. In 2020, IBAC instituted the Progressive Stage 3 program for qualified flight operations to retain IS-BAO certification through a series of one-day progressive audits, instead of a single audit once every three years.

"IS-BAO is a continuous process to improve an organization's commitment to safety," said Andrew Karas, IBAC's program manager for IS-BAO. "It's about building a culture of continuous improvement in a dynamic industry that continuously strives for excellence."

IS-BAO relies on independent third-party auditors, accredited by IBAC, to assess compliance at participating flight operations.



SMS REGULATIONS LOOMING FOR PART 135 OPERATORS

FAA regulations (14 CFR Part 5) already require Part 121 airlines to implement safety management systems (SMS), and the FAA is expected to extend similar requirements to Part 135 operators in the near future. That adds further impetus for companies to implement a safety auditing program if they haven't already done so.

While the industry supports SMS as an important aspect of improving safety, NBAA Director, Safety and Flight Operations Mark Larsen noted that shouldn't mean forced application of Part 5 upon business aviation.

"We are working with the agency to develop a solution that makes sense for business aviation," he said. "IS-BAO has served this role for two decades, and many participating operators already have processes in place that go beyond Part 5 requirements."

IBAC's Andrew Karas agrees. "We're addressing industry concerns about regulatory pressure to mandate safety management systems with the FAA and working to educate them on the IS-BAO program," he said. That includes analysis of the areas where IS-BAO and Part 5 requirements differ.

"We showed them where the gaps are and how we could best fill the gaps," Karas said. "Hopefully, we can come to a logical conclusion that whatever rulemaking comes down, IS-BAO is recognized as a good potential representation to accommodate that requirement."

Larsen further noted that Part 5 was written with Part 121 flight operations in mind, and some of those requirements may be too intensive — and even unworkable — for smaller Part 135 operators and Part 145 repair stations. Extension of Part 5 to business aviation would also require the FAA to verify compliance at hundreds of individual aircraft operators and maintenance facilities

"We feel there's a lot of value in third-party programs like IS-BAO that fulfill the FAA's intent without causing further burden to the agency," Larsen said.

"Organizations may become lax in their procedures and processes without that extra pair of eyes," said Amanda Ferraro, CEO of Aviation Safety Solutions and an IS-BAO auditor and trainer. "Their safety practices may be very much out of date if they haven't undergone an audit recently."

Participation in IS-BAO and other safety auditing programs can represent a significant investment, both financially and in terms of the time needed to complete validation. That may lead to some reluctance on the part of aviation managers to propose such programs to their company's management team.

"Flight operations want to achieve the highest standards, and whether you're a small operator or a Fortune 500 company, an operator cannot afford to have an accident," Ferraro said. "Even though the short-term investment is substantial, in my opinion, the adoption of a safety auditing program is the cheapest insurance policy you can buy."

Similar concerns drove Mark McIntyre, director of flight operations for Mente LLC, to implement IS-BAO in 2005.

"I didn't want our clients to ask, 'You say that you're safe, but is that your opinion, or do you have a metric?" he said. "To have independent verification that we meet what is essentially a universally recognized standard gave us confidence to have those conversations."

FRESH PERSPECTIVE AVOIDS CONFIRMATION BIAS

Aviation managers may also be reluctant to invite a critical eye to review their existing safety practices.

"We are all subject to confirmation bias," McIntyre said. "We don't want to admit that our operation could be unsafe in any way, so we're going to look for things that support our supposition. And the flip side of that is that we'll probably exclude things that suggest we're not doing things well or safely."

IS-BAO is structured to take aviation personnel methodically through the steps to develop an effective SMS and apply other safety-minded practices throughout their operation. That process often takes several months before the audit takes place.

"Safety audits are completely consistent with all the other things we do in aviation," McIntyre said. "We don't operate airplanes from memory; we have checklists to help us trap errors to ensure we don't allow that chain of errors to accumulate to the point where it results in an accident or incident."

"An audit should be a motivational experience for the operator and their team," Ferraro added. "A lot of the work has already been done by the time the audit



takes place, so it serves as important validation of what they've already been doing on a regular basis."

With the initial audit successfully completed, most flight operations approach subsequent reviews as welcome opportunities to further demonstrate their commitment to safety.

"Audits motivate them to continue to strive to be better through any recommendations that come out," said Ferraro. "They should feel like they're doing the right thing and they're ready for the next level."

ONE SIZE DOES NOT FIT ALL

Some aircraft operators may incorrectly believe that safety programs are intended exclusively for larger operations.

"You may not need a full-blown audit to be effective," McIntyre said. "There's a sense that a safety audit must be one-size-fits-all, but above all it should be very focused and relevant to your operation. There may be several things you're clearly doing well."

Karas emphasized that IS-BAO is a scalable program that can be tailored to operations large and small, private or commercial. "IS-BAO is always adapting as the industry changes," he said. "We're here to work with you, as well as the auditors, on developing your program."

The ability to 'right size' a safety audit should be another motivator for company executives to buy in to the process.

"All public companies I know of have audit committees to audit the financials of the organization," McIntyre said. "Aren't safety audits just as important for the flight operation? Safety should be at the top of the list of priorities."

Use of a third-party audit program also complements other company wide efforts to demonstrate competence and commitment to best business practices.

"Not only is the flight operation making their procedures and processes and departments better, but over the years their culture is also growing," Ferraro said.

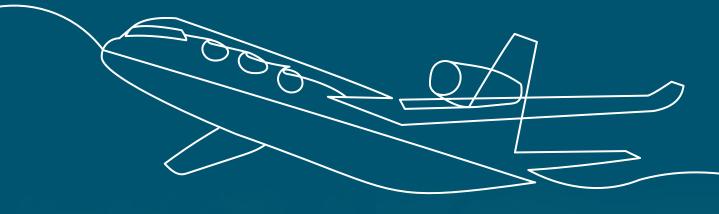
"Research has shown that the safest teams are also the most highly engaged teams, and IS-BAO provides a mechanism for operators to engage their team in that process," she concluded.

"Even if I'm an executive who doesn't know anything about airplanes, this is the surefire way to make sure my airplanes achieve the best standards in our industry. Implementing a third-party safety audit program should be a very easy decision at the C-suite level." ::

Learn more about safety at nbaa.org/safety

How to Improve Air Charter Safety:





hile the air charter industry is experiencing a business boon during the global COVID-19 recovery, some recent high-profile Part 135 accidents highlight the need for continued – even urgent – enhancements to safety. The reduction in some companies' hiring requirements, along with more turnover than typically seen in the industry, can also create risks, especially with unprecedented demand for charter flights and the industry's desire to maximize revenue generation to offset the initial financial hit of COVID.

The NTSB has called on the FAA to require safety management systems (SMS) for all Part 135 operators, even highlighting SMS for commercial operations in its 10 Most Wanted List for 2021-2022 – and it's no wonder why.

A fully implemented, robust SMS includes many components considered to be keys to safe operations – data sharing, third-party auditing and safety training. Data collection and sharing programs such as the Aviation Safety Action Program (ASAP), Aviation Safety Information Analysis and Sharing (ASIAS), and other initiatives are necessary so the industry can share lessons learned and typically serve in risk management. A third-party safety audit is often used to fulfill part of the safety assurance aspect of SMS. Meanwhile, appropriate training for safety managers is found in the safety promotion component of SMS.

"NBAA has long encouraged operators to fully implement SMS, properly train safety managers and participate in narrative safety and flight data monitoring safety programs, including ASIAS and ASAP," said Mark Larsen, NBAA's director of safety and flight operations.

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How to Improve Air Charter Safety:

IT'S ALL ABOUT CULTURE

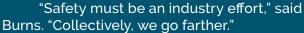
Implementation of an SMS, successful completion of a third-party safety audit, proper training for safety managers and participation in safety data sharing programs, including the FAA's ASIAS and ASAP, are all steps to enhance safety in Part 135. But experts say those individual components are not the key ingredient: a healthy safety culture is.

NBAA's Safety Committee has identified six characteristics of organizational professionalism. which reflects the importance of culture:

- » Character
- » Culture
- » Business Performance and Industry Engagement
- » Competency in Vocational Skill
- » Conduct and Image
- » Continuous Improvement

"A just culture sets the stage for all other safety components," explained Bryan Burns, president of the Air Charter Safety Foundation (ACSF). "Just culture builds to the SMS, which builds to third-party audits, with data collection through ASAP and even FDM [flight

> data monitoring] layered in." The ACSF aims to reach small to medium operators, providing safety culture and implement



"One of the challenges in addressing safety in charter operations is that a lot of the talk about safety has become a sales and marketing tool - somewhat big on superficial claims but short on substance," said David Rimmer, CEO of AB Aviation Group and the survivor of a major accident himself. "If an operator can point to a third-party audit, an SMS manual on the shelf and an accident/incident-free history, then they are thought to be 'safe,' which isn't necessarily true."

"We should be educating our clients to ask about more than audit status, accident history, aircraft age and refurb dates," Rimmer added.

So how does an operator show their true safety colors? Consider these questions:

- » Does the director of safety have a seat at the decision table?
- » Does the director of safety report to senior leadership?
- » Are there policies and procedures to insulate pilots from unreasonable or unsafe customer demands?

"We don't allow a patient or hospital administrator to call a brain surgeon and pressure them into performing surgery when unforeseen circumstances cause the doctor to postpone an operation. Why do we continue to allow passengers or salespeople to pressure pilots?" Rimmer asked.

A safety culture that allows a pilot to make safe decisions is especially important with today's workforce challenges. A pilot who feels pressured to conduct an unsafe flight has opportunities to work elsewhere.

Michael Klein, a physician and the founder and CEO of OpenAir, a small flight school and charter operator in Gaithersburg, MD, found the "secret sauce" (passion for safety, plus management commitment) to safety culture when he brought on Ben Berman to help him start a Part 135 operation in 2005.

Klein says Berman's passion for safety drove the organization's safety efforts, while Berman says the CEO's commitment to safety sets the tone for the entire organization and is the key to a good safety culture.



OpenAir believes so strongly that safety starts at the top, key leaders, including Klein, talk with every class of incoming employees so they can share their own perspective on why safety is the top priority at OpenAir.

The company has an SMS, scaled for a smaller organization, which Berman calls a "work in progress," just as any true SMS should be. OpenAir also tries to promote from within – growing students into instructors and then into charter pilots. Klein says this approach enables them to instill the company's culture early in a pilot's career.

OpenAir utilizes a structured flight-release process that enables the company to make go/no-go decisions without undue pressure on pilots.

"We have a culture in which people can speak freely. We value an open line of communication between pilots and management," said Klein.

When an OpenAir pilot cancels a flight for a safety reason, the pilot isn't berated or pressured to change their mind – they're thanked for their commitment to keeping passengers and employees safe.

"Safety is earned every day," said Berman, explaining that each decision a pilot or organization makes is the next step toward either a positive safety culture or a culture of unnecessary risk and acceptable noncompliance.

Safety can sometimes take a backseat, especially while the industry faces soaring demand, ongoing workforce challenges or a desire to recoup losses from early pandemic days. Experts urge industry leaders to instead make safety culture a top priority.

Rimmer said accident data doesn't lie; without significant commitment from the industry, we'll continue to see an increase in accidents and incidents.

"Now is the time for operators and charter buyers to recommit to a robust safety culture," said Rimmer. "Safety is not defined by a certificate on the wall, a third-party audit, or an SMS on the shelf. We need to come to terms as industry that we need to do better." :

NBAA SAFETY RESOURCES

NBAA provides a number of resources for charter operators working to improve their safety culture, including a new Safety Manager Certificate Program (nbaa.org/safety-cert). The program covers six key areas of safety management:

- » Leadership
- » Safety policy
- » Safety risk management
- » Safety assurance
- » Safety promotion
- » Emergency response

NBAA's Safety Committee has also developed resources on organizational and individual professionalism (nbaa.org/professionalism).

These resources can help organizations develop a culture that fully supports compliant, safe operations.







FLIGHT DEPARTMENTS SHOULD WORK CLOSELY WITH THEIR COMPANY'S HR PROFESSIONALS TO ACQUIRE AVIATION TALENT.

micron appears to be on the wane, and business aviation traffic is recovering from the dark days of the pandemic. What is endemic, however, are the challenges associated with recruiting talent to business aviation, including offering job candidates compensation packages that are competitive with those of the airlines.

"Many people are looking to reevaluate their career choices, and that means employers need to think about how they can become more attractive," says Zoe Katsilis, Jet Aviation Staffing's director of iRecruit Solutions.

"Candidates have more choices," Katsilis continued, "so improving the hiring process by enhancing the interview experience, treating candidates like customers, and having a compelling brand story all play a role in positioning your company as an employer of choice.

"Good talent will always be paid well, and smart employers recognize that fact," added Katsilis, who says "it's critical that hiring managers work closely with their HR departments to educate them on the current aviation landscape."

Aviation salaries took a hit after the Great Recession, and some segments of the industry have been slow to acknowledge that significant pay increases may be required to retain talent, says Kali Hague, a partner at the Washington, DC-based law

RECRUITING THE **NEXT GENERATION**

Chris Raskob, the aviation director for Cummins Inc., and Lee Blake, who manages the company's corporate shuttle, believe in the importance of reaching out to young people about business aviation's career possibilities.

"Chris and I have been very deliberate for the past several years in trying to work with different universities, NBAA and our community to educate folks on the importance of recruiting in our industry," said Blake. He describes the flight department's outreach as "big-picture planning. The industry's realized that this is much deeper than just the senior class at an aviation university."

"Most eighth-graders or eight-year-old kids have no idea that companies own airplanes," noted Blake. "Most college sophomores or juniors have no idea that you can go fly for a corporation. We've attended numerous career fairs at Purdue University (which is in West Lafayette, IN, about a two-hour drive from Columbus, IN, where Cummins is headquartered), and we've been guest speakers in many classrooms. The seed has to be planted."

Kali Hague, a partner at the Washington, DC-based law firm of Jetlaw, LLC, agrees. The airlines, she says, are well organized, describing clear career paths to graduates. "That's where business aviation can do a better job." When she was completing her aviation degree at Kansas State University in 2010, "business aviation never visited our campus. It was a dream job, but the consensus among students was that a career in business aviation was only an option after you put in your time with the airlines."

"It behooves the industry as a whole to try to act in unison and do things like campus visits all across the country and across the globe," says Raskob. "If every Fortune 500 company flight department were to focus outreach efforts and education through more comprehensive channels, the impact would be huge."

"Promoting the industry and educating students about business aviation opportunities needs to be at the forefront of our efforts," declared Zoe Katsilis, director of iRecruit Solutions at Jet Aviation Staffing. "Organizations like NBAA and others in the industry play a vital role in promoting the many career paths in business aviation. Engaging with students and prospective aviation professionals is critical to developing and diversifying the workforce to ensure a robust pool of qualified, motivated candidates to keep the industry strong and growing."

firm of Jetlaw, LLC. Hague's practice includes advising operators on human resource matters.

"Tools like the NBAA Compensation Survey (the 2022 survey opened in March) are helpful for an HR department to determine what salaries and benefits will keep them competitive in the market," she added.

"I partner with our HR team to review compensation for my team periodically and compare it to the external market and apply necessary changes."

CHRIS RASKOB Aviation Director, Cummins, Inc.

ONE COMPANY'S APPROACH

Cummins, Inc., a 60,000-employee global manufacturer, operates four jets based in Columbus, IN. Aviation Director Chris Raskob assumed leadership of the flight department in 2013. Since then, the flight department became part of Cummins' Global Integrated Services unit – which also includes facilities, hospitality and security functions – which all are synergistic with aviation, says Raskob. "All four of those groups are about taking care of people."

Raskob believes it's important to work closely with his company's HR professionals when hiring aviation talent.

"I have a monthly one-on-one with my direct HR support person," he said, in addition to working together with that person during Cummins' annual compensation and benefits review process.

"I partner with our HR team to review compensation for my team periodically and compare it to the external market and apply necessary changes, guided by the corporate compensation philosophy and policies," explained



"It's critical that hiring managers work closely with their HR departments to educate them on the current aviation landscape."

ZOE KATSILIS Director of iRecruit Solutions, Jet Aviation Staffing

Raskob. "As a strong HR partner, our cross-functional work encourages a relationship of transparency and response."

QUALITY OF LIFE IMPORTANT

Everyone in the business aviation community is aware that quality of life is increasingly important in today's labor market.

"Companies must find their advantages beyond salary," says Katsilis: "Benefits, work-life balance and inclusivity all play a role in attracting and keeping the best talent engaged. Benchmarking and regular reviews of policies relative to others in the industry are important to staying competitive."

"There's a push-pull," says Jetlaw's Hague, between salary and lifestyle considerations. "The number one complaint I hear is not about money, but not knowing what a schedule is going to be."

"You can't put one ahead of the other," says Lee Blake, who manages Cummins' Embraer ERJ-135 corporate shuttle. "I think it is fair to say we all seek 'total rewards,' which include having a great work environment and meaningful work, work-life balance, health and wellness, and last, but not least, compensation."

The Cummins flight department – which now has 21 employees, with 14 pilots, including Raskob and Blake – has experienced significant changes in mission and demand throughout the pandemic. Despite these changes, the team has remained relatively stable.

Over the past two years, they have had a turnover of just two people, one pilot and one technician, both of whom left the industry.

Cummins' weekly shuttle flights and on-demand trips almost came to a standstill in the first half of 2020. Employees across Cummins in the U.S. experienced temporarily reduced hours (and temporarily reduced pay) during the early days of the pandemic; however, there were no Cummins flight department layoffs.

The company used its Embraer for on-demand flights (the larger aircraft allowed for greater distancing between passengers) and for stopgap cargo work to solve supply chain problems.

"An assembly line was going to shut down because they didn't have enough parts to keep the line going," Blake remembers. "We were able to rescue on several occasions."

Now, says Raskob, "We're almost back to where we were pre-pandemic [in terms of flying hours]. All signs are for continued engagement with Cummins customers and employees," he says. And although the Cummins flight department isn't hiring right now, candidate outreach continues. :

Learn more about workforce initiatives at nbaa.org/workforce.







Forbes AAC CEO Clayton Smeltz (left) developed custom controls that enable him to pilot his Cirrus Vision Jet without using his feet.

unlight gleams over the green pastures and thick woods hedging the airstrip. Yesterday's rain clouds have vanished, and taildraggers are gliding in, as students from nearby Embry-Riddle practice their landings. It's a perfect day for Forbes AAC President and CEO Clayton Smeltz to join one of his sales representatives on a client visit in Iowa, 1,200 miles from his hangar/office, which is located in Edgewater, FL.

Smeltz makes his callouts and steers the Cirrus Vision Jet onto the runway, the side stick in his left hand, and in his right, two custom-built levers – his own design – enabling him to activate the rudder and brakes without his feet (see sidebar).

audio equipment for people with speech difficulties.

VOICETO THE VOICELESS

"We manufacture the ProSlate and WinSlate speech-generating devices for people who can't talk," said Smeltz. That includes children with cerebral palsy, spinal cord injuries and Down syndrome, as well as adults with ALS, Parkinson's, brain injuries, strokes and other disabilities.

The 'AAC' in Forbes' name refers to "alternative and augmentative communication" medical devices. Forbes modifies tablet computers, adding the firm's proprietary technologies, such as the Enable Eyes® eye-tracking software.

"The aircraft takes this huge geography we serve and shrinks it down. It's phenomenal. Everywhere we need to go is just a few hours away."

CLAYTON SMELTZ
CEO, Forbes AAC

Invention has been part of Smeltz's life since he was young. As a boy, he built remote-control airplanes with his grandfather. As a teenager, he spent hours in the garage, repairing lawnmowers and rebuilding engines. And he's used a wheelchair since a car injury in infancy, so he's personally invented many modifications for daily life.

"I was always covered in grease, I was a fixer and a maker because my whole life has been adaptations," said Smeltz. "I've had to figure out ways to do everything I wanted to do."

Early in his career, Smeltz had the opportunity to design and build adaptions for others. He holds the patents on many of Forbes' devices – modified touch-screens, wheelchair-mounted controls and

"If they lose their voice, they lose their ability to communicate," said Forbes AAC Regional Manager and Assistive Technology Specialist Whitley Bieser. "So, we give them a way to communicate through technology. We make an eye gaze bar that tracks pupils and activates buttons on the screen; we make a head mouse if you can't move your hands."

These devices are sold through distributors and sales reps nationwide, working alongside speech language pathologists (SLPs) and occupational therapists (OTs).

"We're all clinicians ourselves [former SLPs and OTs], and we support clinicians in the field," explained Bieser, "educating them on what our equipment can do. So, we're often in hospitals, VA settings, pediatric clinics and schools."



SHRINKING THE GEOGRAPHY

As Forbes AAC has expanded across the country, one of Smeltz's greatest challenges is training sales reps. They need to be able demonstrate the equipment, work alongside clinicians, enter clients' homes and meet with parents of small children.

"So, there's a lot to know, and we learn from each other," said Bieser. "Being out there in field and getting to my reps frequently is really important to the success of our company."

Bieser is on the road 20 out of 30 days a month, meeting with her own clients and traveling widely to join sales reps on their visits. Smeltz sees her and his national sales manager as mentors to reps across the country.

"How do I replicate their talents throughout the country? That's how we utilize the aircraft – to accompany reps on these important appointments," said Smeltz. "The aircraft takes this huge geography we serve and shrinks it down. It's phenomenal. Everywhere we need to go is just a few hours away."

Smeltz and Bieser fly the Vision Jet almost weekly to reps in Colorado, Minnesota, Tennessee, Alabama and

"Being out there in field and getting to my reps frequently is really important to the success of our company."

WHITLEY BIESER Regional Manager, Forbes AAC

many other sales territories. "We're often flying from this small airport to another small airport," said Bieser.

Smeltz also flies back-and-forth to the company's headquarters in Mansfield, OH, ever since he moved to Florida a few years ago to expand the southeast sales territory. He visits the Mansfield head-quarters monthly, overseeing the engineering team, the medical billing department and fabrication shop.

"We manufacture everything right there in that facility," said Smeltz. "We have machining tools, laser cutters, 3D printers, and we can rapid-prototype new designs."

INVENTING FROM NECESSITY

Inventing from necessity was always Smeltz's vision, starting with his grease-covered days in the family garage. "I wanted to someday design products for handicapped people, and maybe have my own business," he said.

While studying engineering in college, Smeltz got an internship with Forbes AAC, then led by its founder, Paul Forbes.

"He was an inspiration to me," said Smeltz. "I started here as an intern, then I was hired, invented many of our solutions, and eventually I took over as CEO. In 2017, Paul made a way for me to acquire the company."

From tinkering in the garage to inventing adaptations that enable a human body to overcome its limitations, Smeltz's career has been all about adaptability. For example, when he learned he was going to become a father, he invented PediaLift® and launched a new company that makes roll-under accessible cribs so that parents with disabilities can care for their baby.



CEO Clayton Smeltz (right) designed custom hand controls for his Vision Jet. Regional Manager Whitley Bieser (below left) often flies with Smeltz on trips to see company sales reps.



When Smeltz bought his Vision Jet, he set to work designing the brake and rudder hand controls.

"Obviously, I have a physical involvement. God gave me a little bit of mechanical aptitude and the vantage point to see people's needs."

BACKUP PLANS

"I learned to fly on a [Piper] Cherokee, because I hunted online and could find hand controls for it."

With both hands needed to work the custom pilot controls, Smeltz focused on single-engine models as he moved onto higher performance aircraft and eventually a jet.

Smeltz selected the Vision Jet for its safety features, such as the parachute

system, Safe Return emergency autoland and pneumatic boots for known ice.

"There's also the autopilot avionics integration," noted Smeltz. "The workload on a single pilot is much less, especially on approach. I feel so much safer flying this in IMC conditions."

"With safety my priority, I set high personal minimums," he continued. "I wouldn't shoot an approach much lower than 600 feet, although I can. I wouldn't fly four hours home after I've worked all day, especially in bad weather. And a lot of times when we travel, I always have a commercial flight booked as a Plan B."

Even though they almost never use them, Smeltz buys refundable airline tickets for most trips he flies in order to take the pressure off himself as a pilot, so he can make good decisions just about flying and not about getting his passengers home on time.

"It's good to have that backup," said Smeltz. "If I don't feel comfortable flying home, my employees can fly commercially. I'll wait with the aircraft."

Learn more about Forbes AAC at forbesaac.com.

RUDDER AND BRAKE HAND CONTROLS FOR THE SF50

The custom controls Clayton Smeltz designed for the Vision Jet are essentially two long steel levers and posts that clamp onto the existing pedal controls and are connected to two knobs at about the same height as the side stick. Smeltz and his brother designed controls that could accomplish all the possible maneuvers a pilot would ever need, while minimizing workload.

"We were adamant about not modifying the jet itself, because that would require a supplemental type certificate. If it just clamps on, all you need is a field approval," said Smeltz. "So, we tried a lot of different ideas that didn't work, before we came up with this idea that does work."

Centrally located in front of the pilot, the left and right levers can be used independently to operate each brake or both. The two knobs where the levers come together can be twisted in one motion, enabling the pilot to steer down the taxiway or operate the rudder by twisting one hand.

"We looked at what tasks need to be performed during taxi, ground roll, climb out, and the same for landing," said Smeltz. "For example, when you spool up the engine and start your ground roll, you're steering down the runway with the brakes because you don't have any rudder authority at low speeds. That's a busy phase of flight until reaching this transitional speed (around 25 knots), where you can let go of the brakes and steer the plane with the rudder. Then you get to rotating speed and it's pretty much smooth sailing from there."

SNAPSHOT: FORBES AAC



Aircraft: One Cirrus SF50 Vision Jet and one Piper Cherokee



Base: Based at Florida's Massey Ranch Airpark (X50)



Personnel: CEO Clayton Smeltz is the owner/operator and sole pilot

OPERATIONS



Maintenance: Problematic ADS-B Configuration Errors

Thousands of automatic dependent surveillance-broadcast (ADS-B) installs have been completed in compliance with the FAA's mandate. Despite this track record, in the first six months of 2020, more than 9% of ADS-B installations triggered failure notices when operating in the national airspace system – and those failures were due to "installation errors," not equipment problems. While that number has since fallen to around 5%, it still represents a significant discrepancy.

"Imagine a 5% systematic failure on a specific aircraft," said Rick Ochs, CEO of Spirit Aeronautics. "We'd see airworthiness directives flying out of [Washington] DC."

Ochs asserts that much of the fault lies in the FAA's own guidance, including a 2017 policy letter that laid out "an incredibly complicated" certification path for ADS-B installations, which involve pairing an ADS-B-compliant transponder with a WAAS-capable GPS.

Per guidance outlined in Advisory Circular 20-165B, FAR 43 Appendix F and FAR 91.227, approval of an ADS-B "These regulations need to be rewritten. Cancel the [2017] policy letter and come out with new instructions for continued airworthiness."

RICK OCHS
CEO, Spirit Aeronautics

installation is based on a successful ground test of that pairing before the aircraft is released back to the operator. Installations for one aircraft type are approved via supplemental type certificate (STC) on different aircraft using the same equipment.

That can set the aircraft maintenance technician (AMT) performing the installation up for failure. "There may be 100 configuration settings, and any one of those that is misconfigured will trigger

an error," Ochs said. "If the install was approved for a Falcon 50, but the AMT is now installing it on a Hawker 1000, they must complete a complex puzzle."

Furthermore, neither the operator nor AMT will know that error exists until ATC sees the misconfiguration as the aircraft flies in ADS-B airspace. NBAA Maintenance Committee Chairman Emeritus Greg Hamelink experienced this firsthand after an ADS-B installation prior to the 2020 mandate.

"One field listed the aircraft serial number instead of the N-number," said Hamelink. "It was a relatively simple fix for our MRO, but we had no idea there was an issue until I received a letter [of investigation] and phone call from the FAA."

A significant overhaul of the ADS-B process is needed, Ochs emphasized, beginning with the FAA policy letter and current ADS-B STCs that are tied to an "engineering process" and not to specific aircraft types.

"To my knowledge there's not another STC that isn't tied to an actual aircraft," he said. "That creates unforeseen challenges that are now becoming evident."

Ochs also believes current guidance must be changed to reflect hardware changes in case ADS-B-related equipment needs to be sent in for servicing. When shipped back to the AMT, the part may carry a revised part number reflecting any modifications, which technically no longer complies with the STC.

"These regulations need to be rewritten," Ochs declared. "Cancel the [2017] policy letter and come out with new instructions for continued airworthiness, allowing repair stations to perform and certify ADS-B installations."

In the interim, Hamelink recommends operators perform thorough due diligence when finding an MRO familiar with ADS-B installations on their specific aircraft type. "They need to know where these potential pitfalls are."

Review NBAA's ADS-B resources at nbaa.org/adsb.



Management: What Will It Take to Become More Sustainable?

Addressing aviation's effects on climate change requires an industry-wide effort. But what steps can your flight operation take to move toward sustainability? Sustainability champions say the first, most critical action is education.

"Each organization's solutions will look a little different, but for every organization, sustainability starts with education," said Jessica McClintock, vice president of global account management at FuelerLinx. "While a lot of the focus has been on sustainable aviation fuel (SAF), it isn't widely available [yet]. So, what can your organization do now?"

Book-and-claim options and carbon offsets help bridge the gap between current and future SAF availability, but industry experts urge operators to look at other ways to be sustainable.

"Look inward at your flight department's infrastructure and operations," said McClintock, who suggests utilizing technology whenever possible to create more efficient processes. "Everything – from how many documents you print to how many empty legs you fly – impacts your

"Everything – from how many documents you print to how many empty legs you fly – impacts your organization's overall sustainability."

JESSICA MCCLINTOCK

Vice President of Global Account Management, FuelerLinx

organization's overall sustainability."

Optimizing flight efficiencies – including minimizing empty legs, reducing taxi time and APU usage, flying at optimum altitudes and speeds, and even properly maintaining and cleaning the aircraft – are effective, low-cost or no-cost ways to reduce carbon emissions.

Many companies have formal sustainability plans. Is your aviation operation part of it? Don't allow the flight

department to be siloed in these efforts. Although aviation sustainability solutions might be different from those of other parts of the company, you'll achieve greater results by working together and might be inspired by actions of other departments.

"As flight departments start their sustainability journey, they need to consider their larger organization," said Brock Jordan, chief pilot at Netflix. "There might be sustainability efforts taking place, with appropriate tools and resources within the organization that they can be a part of."

NBAA's new Sustainable Flight
Department Accreditation Program is
designed to help entities meet sustainability goals by recognizing those that meet
high sustainability standards. Entities may
seek accreditation in one, all or any combination of the following four areas: flight,
operations, ground support, infrastructure.

The program aims to reduce carbon emissions first, and then offset emissions that cannot be reduced. An entity must document a minimum of 10% carbon emissions reduction or offset, compared to their 2019 calendar year emissions output.

"As an industry leader, it is our responsibility to be out in front supporting NBAA's initiative to advance the knowledge and awareness within our scope of influence," said Scott Evans, director of demonstration, airborne customer support and corporate flight operations at Gulfstream, a Sustainable Flight Department Accreditation Program first-year applicant.

"We have been a pioneer in sustainability for more than a decade," continued Evans, "and the NBAA accreditation program is another way we can show that. In short, sustainability is very important to us, and we will continue to find ways to advance our sustainability while also creating a culture of learning within our industry."

Evans says Gulfstream's experience with the program will not only help his organization learn to be more sustainable, but also will help the OEM support customers interested in becoming accredited. :

Review NBAA's sustainability resources at nbaa.org/sustainability.

MEMBER CENTRAL



Workers' Compensation Program Pays Millions in Dividends

Old Republic Aerospace is pleased to announce its distribution of dividend payments across the 2018, 2019 and 2020 years of the NBAA Workers' Compensation Insurance Program. Since the program's inception in 2009, participant policyholders have received more than \$8.6 million in dividends.

NBAA brings added value to members through its partnership with Old Republic Aerospace. Working with NBAA for more than 10 years, the company provides association members a high-quality, cost-effective solution to aviation workers' compensation coverage, along with the opportunity to earn a cash dividend.

The NBAA Workers' Compensation Insurance Program offers you the opportunity to be rewarded for providing employees with a safe work environment and, as a result, reduce the ultimate cost of insurance protection. Old Republic Aerospace has a proven track record and has been dedicated to the aviation marketplace for more than 35 years. As a member of the Old Republic Insurance

Since the inception of the NBAA Workers' Compensation Program in 2009, participants have received more than \$8.6 million in dividends.

Group, one of the 50 largest shareholder-owned insurance organizations in the U.S., Old Republic Aerospace provides the peace of mind that comes from being insured by a Fortune 500 company rated A+ by A.M. Best.

NBAA members don't have to change insurance brokers to take advantage of this exclusive member benefit. Your current insurance provider can easily connect you to the program. ••

Learn more at nbaa.org/workerscomp.



Member Benefits



EBACE COFFEE SOCIAL

If you are attending the 2022 European Business Aviation Convention & Exhibition, join us in Booths M67 + N68 for coffee, networking and a sweet treat. Take a commemorative photo at the EBACE photo booth and connect with industry peers and decision-makers. EBAA and NBAA staff will be available to answer your questions and help you learn how membership can help make your business even more successful.

ebace.aero/coffee

IBAC AIR CREW CARD

The International Business
Aviation Council (IBAC) Aircrew
Identification Card provides business aircraft flight crews with a convenient, internationally recognized
form of identification. The white,
blue and red card was created
to ease ramp access and assist
in customs identification. Much
like the identity cards issued to
commercial crews, the IBAC card
provides an additional level of assurance to security officials that the
person carrying the card is a bona
fide business aircraft crew member.

ibac.org/aircrew-card

Professional Development

New Certified Aviation Managers

More than 700 business aviation professionals from all segments of the industry have earned NBAA's Certified Aviation Manager (CAM) credential. The people listed here are among the latest to join this elite group of business aviation professionals.

Timothy Aldridge, CAM

Director of Maintenance Northrop Grumman Aviation Division

Jesse Archambault, CAM

Chief Pilot Starbucks Coffee Company

Ruth Axium, CAM

Corporate Dispatcher The Walsh Group

Traci Beck, CAM

Chief Pilot Verizon Aviation

Andreas Bentz, CAM

Pilot

DuPont De Nemours, Inc.

Kevin Brown, CAM

Chief Pilot & System Integration Manager Southern Company Services

Nevin Bultemeier, CAM

Captain Johnson & Johnson

Richard Ciaramella, CAM

Director, Aviation Island Ventures, Inc.

Scott Cutshall, CAM

SVP, Development and Sustainability Clay Lacy Aviation

Patrick Dacy, CAM

Chief Pilot - Midwest Exelon

Brendan Donovan, CAM

Captain Clay Lacy Aviation

Eloy Freitas Jr., CAM

Senior Director, Safety, Security & Quality Clay Lacy Aviation

Henry Gerkin III, CAM

Chief Pilot EWA Holdings

Kerri Gilday, CAM

Pilot Northwood Investors, LLC

Oliver Hanson, CAM

Director, Aircraft Maintenance Target Corporation

Matthew Johnson, CAM

Assistant Chief Pilot Mente, LLC

Robert Martin, CAM

Director of Aviation Orange County/Sunbird Aviation, LLC

Mishelle Mason, CAM

Pilot, Aircraft Operations-Houston Exxon Mobil Corp.

Greg Moffitt, CAM

Director of Training/Captain Eagle Aircraft & Transportation Management, Inc.

Michael Sharpless, CAM

Captain Johnson & Johnson

Kirk Simpson, CAM

Chief Pilot Sheetz Aviation, Inc.

Casey Smith, CAM

Captain Jet Aviation

Ellen Urell, CAM

CFO, Part 91 operation

Brandon Walker, CAM

Pilot Scottsdale Hangar One

Ken Webster, CAM

Director, Business Development Clay Lacy Aviation



Events Calendar

May

May 3-5

Maintenance Conference • San Antonio, TX

May 23-25

European Business Aviation Convention & Exhibition • Geneva, Switzerland

June

June 21

Business Aviation Taxes Seminar • White Plains, NY

June 22

White Plains Regional Forum • White Plains, NY

October

Oct. 16- 17

Tax, Regulatory & Risk Management Conference • Orlando, FL

Oct. 18-20

2022 NBAA Business Aviation Convention & Exhibition • Orlando, FL

NBAA.ORG/EVENTS

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nbaa.org/advertising



NEW HORIZONS

Bringing Personal Air Travel to Everyone

Jet It Founder Glenn Gonzales Wants to Make Business Flying Accessible to Everyone – Now.

lenn Gonzales believes that most air travelers – just like those traveling on the ground – desire autonomous and efficient travel. For many fliers, however, that kind of trip is currently out of reach.

His company, Jet It, seeks to reduce the barriers to using business aviation, with a business model that, instead of hourly charter rates or fractional ownership, offers a hybrid of fractional ownership and the use of an aircraft – currently a fleet of HondaJets and Gulfstream 150s – for a full day. Owners pay only for the time the aircraft is in use, and there are no repositioning fees, fuel surcharges or landing fees.

Gonzales says that the reduced cost to customers has brought a new clientele to his company.

"Normal' people ride in our airplanes," declared Gonzales.

"Entrepreneurs who recognize the value of their time who were flying commercial or more expensive fractional operators can

"I learned all things aviation in the Air Force, and then learned what customers really want at Gulfstream and Honda Aircraft."

now justify the expense of fast, reliable, safe and comfortable air travel."

All-day use of Jet It aircraft allows for multiple legs, a benefit that many customers take advantage of.

With a distinguished military aviation background, subsequently serving as an international demo pilot at Gulfstream Aerospace Corp. and a regional sales manager for the Eastern U.S. at Honda Aircraft Co., Gonzales says that he "learned all things aviation in the Air Force, and then learned what customers really want at Gulfstream and Honda Aircraft."

While pursuing a master's in business administration and a masters in aeronautical sciences, he studied the history of transportation and aviation, concluding that if they had the opportunity, most people would prefer autonomy and privacy in their travel choices.

"Business travel will become the new private travel," predicts Gonzales.

A highlight of his career came when Gonzales flew a long-time mentor of his, U.S. Air Force Brig. Gen. (ret.) Charles McGee, an original Tuskegee Airman, as part of McGee's 99th birthday celebrations. The general, now deceased, handled the right-seat duties in the HondaJet during those trips. :

GLENN GONZALES is the founder and CEO of Jet It. A U.S. Air Force Academy graduate, he is a combat veteran and is currently a lieutenant colonel in the USAF Reserves and volunteers with several charitable organizations.





Celebrating 40 Years of Patient Flights

In December 1981, Corporate Angel Network (CAN) completed its first flight, which transported a pediatric cancer patient home to Detroit, MI after receiving care in New York, NY. Today, 40 years and 66,000 patient flights later, CAN proudly partners with over 500 corporations to transport patients to specialized medical centers and back home again.

Thank you to the flight departments, corporate sponsors, and donors who continue to make CAN's mission possible. If you have an empty seat on your aircraft, contact CAN today to see how you can help someone in need. We look forward to the next 40 years!

"The gratitude we see every time we participate in a CAN flight reminds me how important it is that we all lead with love and step up to help those in need."

Jeff Mcclean,
 Vice President Global
 Flight Operations,
 Procter & Gamble





OCTOBER 18-20, 2022 · ORLANDO, FL



SAVE THE DATE

Join your colleagues and fellow industry professionals for the most important three days of business aviation, featuring exhibitors promoting their latest products and services, 2 aircraft displays – one inside the exhibit hall and the other outside at Orlando Executive Airport, and more than 50 education opportunities. Save the date and visit the NBAA-BACE website to learn more.

LEARN MORE | nbaa.org/2022