

BUSINESS AVIATION

 **NBAA**

INSIDER

THE OFFICIAL MAGAZINE OF NBAA

JANUARY/FEBRUARY 2024



MAKING THE JUMP

PG 16 Strategies for Business Aviators Aspiring to Become Chief Pilots

WORKFORCE ISSUE

MID-CAREER COURSE CORRECTION
Bizav Offers Golden Opportunities

PG 20

LEANING ON EACH OTHER
Women Networking to Bizav Success

PG 24



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FEATURES

- 16 Making the Jump to Chief Pilot**
Thinking about a job as a chief pilot? Here's what to look for – before you leap.
- 20 Mid-Career Course Corrections**
Non-aviation professionals have reinvented their careers by choosing business aviation.
- 24 Changing the Workforce Landscape**
Women business aviation leaders take aim at closing the gender gap.
- 28 Bizav Humanitarian Airlift**
Heartfelt air missions continue to help survivors of Maui's historic wildfires.

DEPARTMENTS

- 4 President's Perspective**
- 6 Flight Bag**
- 8 Capital View**
Business aviation and sustainability at the iconic National Air and Space Museum.
- 10 Regional Representation**
Local and regional scholarships pave the way for business aviation's future workforce.
- 12 Regulatory Hot Topics**
Possible FAA rules revisions could significantly affect Part 135 operators.
- 14 Pro Tips**
Why young professionals should consider career paths in aviation safety.
- 32 Operations**
- 36 Member Central**
- 38 New Horizons**
A visionary engineer's mission to power aircraft with hydrogen fuel cells.

Climbing Fast Into the New Year



ED BOLEN
President and CEO

As we begin 2024, business aviation faces a legislative and regulatory landscape that offers both challenges and opportunities.

The House passed its version of a bipartisan FAA reauthorization bill last July that includes a general aviation title reflecting several of our priorities. That said, as of this writing, the legislation remains under consideration in the Senate, due in part to proposed changes to requirements for commercial pilot training. NBAA will continue to support passage of a final bill that includes key provisions supported by the association and the broader GA community.

At the FAA, new permanent Administrator Michael Whitaker starts the year with NBAA's full support. Business aircraft operators await the agency's final rule after a proposed rule that would expand safety management system mandates beyond the airlines. NBAA has already made members' voices heard by providing comments to the FAA proposal, noting – among other concerns – the expanded mandate. As we know, NBAA members also mobilized to provide their own comments, which have been very helpful as the agency continues its review. Naturally, the association will continue to support members on this issue as it develops in the new year.

Also, an FAA Notice of Intent (NOI) filed last August suggests the possibility of revisions affecting Part 135 charter carriers conducting Part 380 flights.

NBAA has joined several other aviation organizations in raising concerns that changes to public charter regulations could negatively impact air service to some areas, including remote regions with already limited access. The association intends to continue engaging fully with the FAA about possible repercussions from any proposed revisions.

On another front, opposition to business aviation based on misperceptions about climate change is on the rise and will require a stepped-up response in the coming year. Our concerns about this matter can be seen in the policy and media environments surrounding a Senate bill that was introduced to raise taxes on business aircraft based purely on climate change grounds.

Setting the record straight on the industry's sustainability leadership with key audiences – including policymakers and media outlets – is the aim of the recently launched industry campaign "Climbing. Fast.," which showcases business aviation's societal benefits, highlights workforce opportunities and encourages innovations in sustainability. In the coming year, it will be a top priority for NBAA and the campaign's other stakeholder groups to put a sharp focus on the industry's sustainability leadership.

We're armed with effective advocacy tools, and we know we can count on your mobilization, as needed. Thank you for your membership and continued support as we look to the new year together – climbing fast toward an even brighter future. ❖

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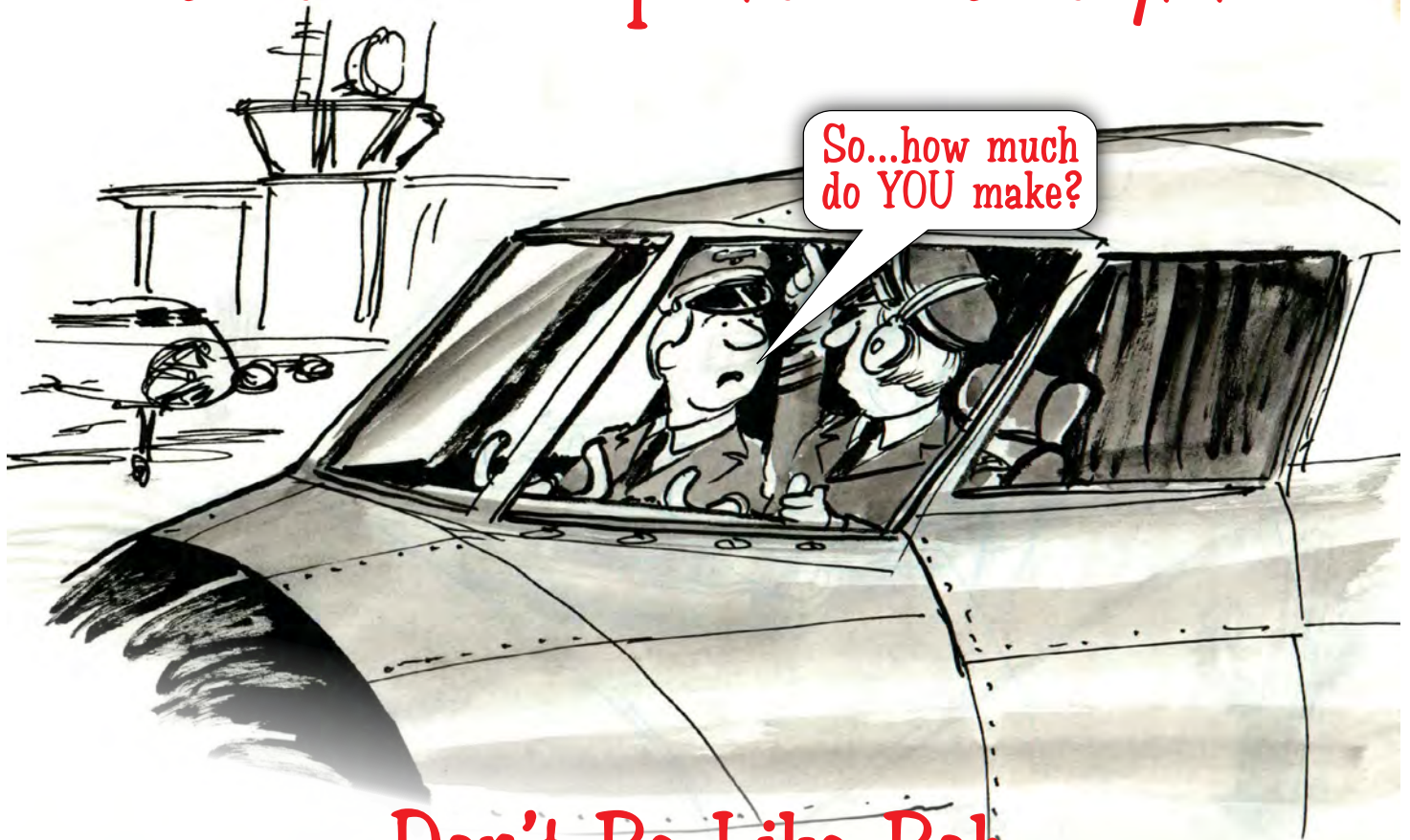
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nbaa.org/runway-excursions



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Resources: Workforce Development

NBAA has numerous resources and programs to help industry professionals meet current and future workforce challenges.

nbaa.org/workforce

CERTIFIED AVIATION MANAGER PROGRAM

NBAA's Certified Aviation Manager (CAM) Program identifies qualified professionals to lead flight departments and companies that use business aircraft. The CAM credential acknowledges professionals committed to continuous development and higher standards of practice. nbaa.org/cam

BUSINESS AIRCRAFT SCHEDULER CERTIFICATE PROGRAM

In collaboration with Part 91 scheduler experts, NBAA developed an assessment-based certificate program that includes comprehensive, introductory- to mid-level training on the duties of a business aircraft scheduler.

nbaa.org/scheduler-cert

SAFETY MANAGER CERTIFICATE PROGRAM

NBAA's assessment-based certificate program provides participants introductory-level training on safety in business aviation operations.

nbaa.org/safety-cert

YOUNG PROFESSIONALS IN BIZAV

NBAA's Young Professionals in Business Aviation (YoPro) group is dedicated to building relationships among emerging industry leaders through various networking opportunities.

nbaa.org/yopro

INTERNSHIP AND CAREER GUIDE

This NBAA Business Aviation Management Committee resource provides guidance on how companies, collegiate aviation programs, regional business aviation groups and government entities can work together to build industry career programs.

nbaa.org/internships

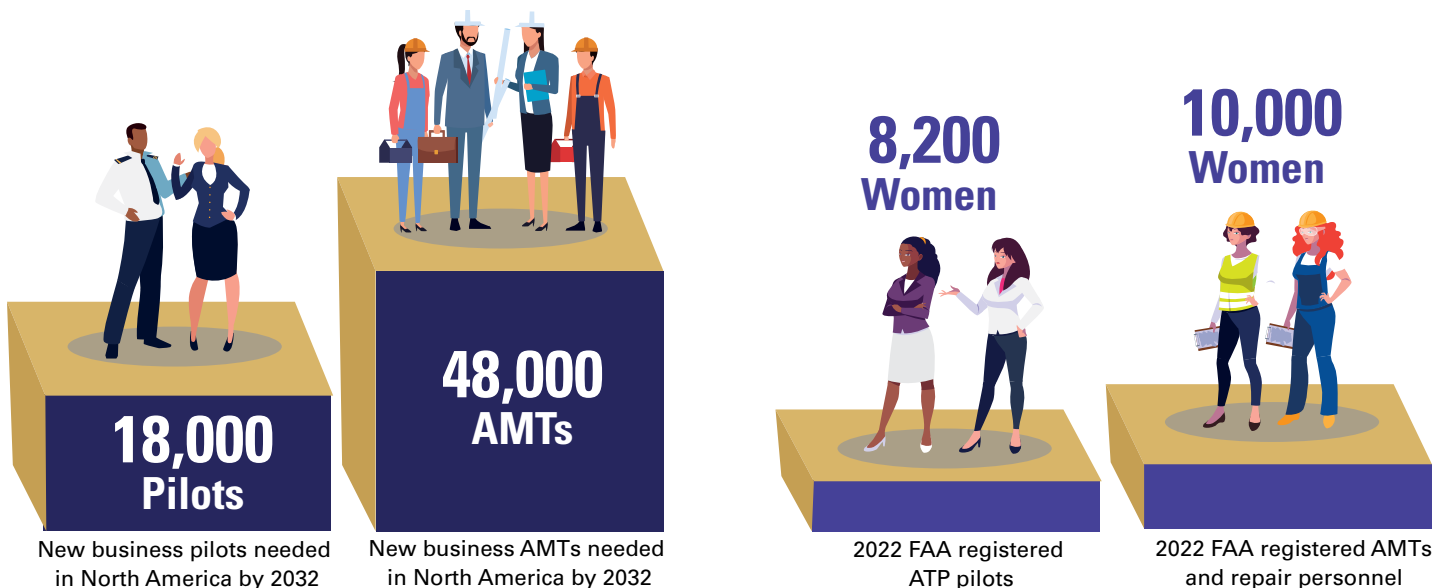
18%

projected growth of
the global business
aviation fleet by 2032.

Source: CAE Aviation Talent Forecast, 2023

By the Numbers: Women in the Business Aviation Workforce

Increasing the percentage of women in the business aviation workforce could help meet the industry’s projected need to hire and train thousands of new pilots and aviation maintenance technicians (AMTs) by 2032.



SOURCE: CAE AVIATION TALENT FORECAST

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SAVE THE DATES

2024 Conventions, Conferences & Regional Forums

- ✓ Mark your calendar
- ✓ Share these dates & locations with your team
- ✓ Prepare to enhance your business aviation knowledge & best practices
- ✓ Make plans to network on-site with your peers, vendors & suppliers
- ✓ Review NBAA's on-demand offerings for events you can't attend in-person
- ✓ Budget for event sponsorships and digital advertising to help increase your company's brand awareness

nbaa.org/events





CHRISTOPHER U.

BROWNE is the John and Adrienne Mars Director of the Smithsonian's National Air and Space Museum. He has helped lead the museum's multi-year renovation of its flagship building in Washington, DC.

Browne served as a naval flight officer in the U.S. Navy, flying F-14 Tomcats, and is a graduate of the U.S. Navy's "Top Gun" Fighter Weapons School.

In 1988, Browne joined the Metropolitan Washington Airports Authority and in 1998 was selected airport manager of Ronald Reagan Washington National Airport (DCA). In 2005, Browne accepted the airport manager position at Washington Dulles International Airport (IAD).

He holds a Bachelor of Arts in history from Dartmouth College and a Master of Science in aeronautics from Embry-Riddle Aeronautical University, and he serves on the Space Foundation and Aero Club of Washington Boards.

On Twitter/X
@airandspace

Air and Space Museum Director Talks Business Aviation, Sustainability

Q: How does the museum serve as an educational resource to point more people toward careers in aviation – particularly business aviation?

Core to our mission at the National Air and Space Museum is education and inspiration of the next generation that will take business aviation, and all of aerospace, to an amazing future. We do that by making the incredible past and present accessible to an increasingly diverse student audience – anytime, anywhere. That can take the shape of our "S.H.E. Can" STEAM Camp, where experiences like flights in light aircraft and time with simulators can encourage kids to consider careers as pilots; events in person at the museum where they might meet a pilot who flies business aircraft; and virtually through our website and online education resources that highlight the artifacts we hold and stories behind them to engage students in thinking about a future in the field.

One example of our programs is our Innovations in Flight fly-in day each summer. Dozens of general aviation pilots fly their planes into Washington Dulles International Airport (IAD), along with some military, commercial and other airplanes that come for the day. A number of the pilots work, or worked, in business aviation and they spend the day by their planes talking to thousands of visitors about the wonders of being a pilot.

Q: How does the museum include GA and business aviation as part of exhibits and why is that important?

Business and general aviation aircraft and

"How we continue to grow aviation with sustainable operations is just the kind of challenge we want our visitors to think about and be inspired to help solve."

related artifacts make up a key component of our collection. In fact, one of the completely new galleries in our fully transformed flagship building on the National Mall in Washington, DC, is the Thomas W. Haas We All Fly gallery. It is all about GA and business aviation. In a place of pride in the gallery is N802L, the second prototype Lear Jet Model 23. It was Bill Lear's pioneering entry into the world of business aviation. We also have a section of our Steven F. Udvar-Hazy Center in Virginia dedicated to business aviation. That display includes a Beech King Air, Bob Hoover's Shrike Commander and the Bell Model 206L-1 LongRanger II (a variant of the Jet Ranger) that Ross Perot Jr. and Jay Coburn used for the first round-the-world helicopter flight.

The ways we highlight general and business aviation point to the vital role they play in the aviation system. With more than 1.8 million business aviation flights into and from the U.S. in 2022, it shows how important this tool is to those whose travel needs just can't be met by even our extensive commercial airline schedules. So, we make sure to share

“The ways we highlight general and business aviation point to the vital role they play in the aviation system.”

how it fills a key sector of flying.

Q: What about the exciting and promising future of electric aviation and sustainable aviation? Will the museum be curating any exhibits surrounding these topics?

As part of the We All Fly gallery, we already have an interactive exhibit where visitors can explore how they might use electric aircraft for urban air mobility to envision that future. I’m also actively engaged with those working in the field on how we can tell this exciting story and its rapid development with our audience. From UAVs that demonstrated electric flight to NASA’s work on electronic propulsion to the electric craft test flying today, we are using exhibits, programs and digital content to make sure we share the past, present and future of electric aviation since it will be key to meeting our sustainability goals.

We’re also very excited about one of the new galleries we’ll be opening soon, the Alan and Shelly Holt Innovations Gallery, which will first house an exhibit on climate change that will have sustainable aviation as a key element. How we continue to grow aviation with sustainable operations is just the kind of challenge we want our visitors to think about and be inspired to help solve.

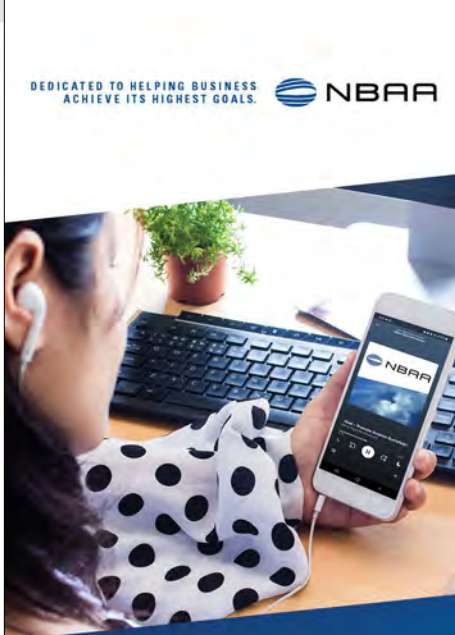
Q: How does the museum engage with the business aviation community to help it understand the past, present and future of bizav?


Because we recognize the importance of business aviation, we have representatives on our board who work in and around business aviation, as well as using it themselves. They help us understand the industry’s direction, which informs how we tell its story. Also, because our Udvar-Hazy Center is connected to IAD, we’ve occasionally hosted fly-ins by business aviation groups. It lets us share how we are telling their stories, and lets us hear from those with the most intimate knowledge about the current state and future of business aviation.

Q: What’s been your experience working with the business aviation community?

Before joining the museum, I had been general manager of Washington Dulles International Airport and prior to that Ronald Reagan Washington National Airport, both under the Metropolitan Washington Airports Authority. As you can imagine, the DC area attracts a lot of business aviation traffic for both business and government engagement. In fact, last year Dulles was the seventh busiest U.S. airport for business jets.

At both airports, business aviation was, and is, a big part of the customer base and financial portfolio. While business aviation can remain less visible to the public than commercial aviation, what I learned was how it is a key support to our aviation system, and that informs how we bring its story to light at the museum. ❖



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REGIONAL REPRESENTATION

Scholarships Open Doors to Business Aviation's Future

As the industry tries to meet workforce challenges through career fairs, mentoring and other strategies, local and regional business aviation groups are also using scholarship programs to offset the cost of flight training and professional development courses. Scholarships can strengthen the community and forge vital personal relationships that encourage industry newcomers to stay in the region.

During the past year, the Ohio Regional Business Aviation Association (ORBAA) has doubled its scholarship offerings from \$5,000 to \$10,000, says Evelyn Merkle, former chair of ORBAA's scholarship committee. "We've amended our programs to allocate funds that fit each applicant's career path – pilot, maintenance, dispatcher or any field within business aviation," Merkle says. "These changes have been key to growing our reach across the entire state."

Staying in touch with nearby colleges helps maintain those relationships, says ORBAA President Mike Smith. "Going to schools to speak with administrators and students ensures scholarship awareness, connects them with the industry and helps grow the pool of applicants," Smith says.

It's also important to include members in the process, to foster a sense of pride throughout the organization. "We ask the members what they find valuable – especially those who contribute to the program – and we encourage them to hire [scholarship] recipients," says Ashley Charnley, chair of the Georgia Business Aviation Association (GBAA). "This gives further ownership to members and strengthens donor relationships," she says.

NBAA Western Regional Director Phil Derner says diverse thinking is key. "There's

"We must create a range of options that cater to – and appeal to – a broad range of people, roles and career paths. Southern California Aviation Association's 'Level Up Scholarship' does exactly that."

PHIL DERNER

NBAA Western Regional Director

no one-size-fits-all for scholarships," says Derner. "We must create a range of options that cater to – and appeal to – a broad range of people, roles and career paths. The Southern California Aviation Association's 'Level Up Scholarship' does exactly that, and it's that kind of thinking that makes a difference in the aviation community."

Approaching its 30th anniversary, GBAA has offered \$900,000 in cumulative awards. For groups looking to start a program, Charnley suggests remembering that one scholarship can change a life.

"The first gift can be the hardest, but with the effort of your board, your awards are truly making a difference," she says. "Start with one, and soon, you'll have decades of experience and hundreds of newcomers with passion to help nurture and lead the next generation." ✨

Review NBAA's regional group resources at nbaa.org/regional.



NBAA JOINS MA GROUPS ON SUSTAINABILITY, AMID HANGAR OPPOSITION

NBAA is collaborating with the Massachusetts Business Aviation Association and Massachusetts Airport Management Association to promote community understanding about industry efforts toward sustainability and hangar construction at Laurence G. Hanscom Field (BED) in Bedford, MA. The project has attracted the ire of local lawmakers and activists, who assert the new facilities will negatively impact the climate by attracting more business jet traffic.

"We are working to educate all levels of state and local government, as well as the public, on the economic drivers in business aviation within Massachusetts, the industry's efforts to mitigate climate impact, and the committed focus on leading sustainability innovations to achieve net-zero carbon emissions by 2050," said Brittany Davies, NBAA's Northeast regional director.

That message is part of the new industry-wide Climbing. Fast. campaign, aimed at setting the record straight on business aviation's many societal benefits, including its leadership role in sustainability. Local Massachusetts groups are utilizing this campaign when reaching out to town commissioners, city councils and state officials to recognize the unique industry efforts across the state to further sharpen this focus on sustainability, now and in the future.

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INDUSTRY CHALLENGE

Changes to definitions in Part 110 could disrupt public charter operations conducted under on-demand Part 135, jeopardizing service options in small communities, unnecessarily threatening long-standing industry business models and hurting innovative and emission-free emerging technologies.

NBAA RESPONSE

NBAA, along with industry partners, submitted comments to the FAA's Notice of Intent in October. The association continues to engage with both legislators and regulators to ensure any proposed changes to definitions address identified safety risks and are implemented in a thoughtful, measured manner.

FAA Part 135/Part 380 Notice of Intent Sparks Concerns

Part 380 public charter flights operating in accordance with Part 135 on-demand regulations are in the headlines as business aviation seeks to ensure small communities have scheduled air transportation options, while maintaining a pathway to implement innovative aircraft technologies.

The FAA recently published a Notice of Intent (NOI), suggesting potential revisions to regulatory definitions of “on-demand operation,” “supplemental operation” and “scheduled operation” under Part 110. 14 CFR Part 110 defines on-demand operations, including all Part 380 operations under the Part 135 on-demand umbrella.

NBAA and industry partners responded to the NOI, highlighting the absence of data to inform changes to regulatory definitions and citing concerns for unintended negative consequences.

“For more than 45 years, Part 135 carriers have operated aircraft safely and reliably on behalf of public charter operators under DOT Part 380 ... providing valuable air transportation to many communities that otherwise would not have commercial air service,” the coalition stated in its comments.

Presenting potential regulatory changes through an NOI is unusual for the FAA, said attorney Aaron Goerlich, principal of Garofalo Goerlich Hainbach PC, which specializes in aviation regulatory law. A more common tool for collecting information in a rulemaking process is an Advanced Notice of Proposed Rulemaking (ANPRM) but Goerlich explained an ANPRM typically includes detailed justification for a proposed rule change, as opposed to what he called the “bare bones” NOI.

Goerlich added that the FAA has not provided a reasoned safety basis for any proposed change and he believes changing the definitions would have a pronounced anti-competitive effect.

“Changes need to be justified.”

KYLE WANNER

Chair, National Association of State Aviation Officials (NASAO)

Kyle Wanner – executive director of the North Dakota Aeronautics Commission and chair of the National Association of State Aviation Officials (NASAO) – said changing the definitions of public charter operations could negatively impact rural communities nationwide. Many rely on Essential Air Service and Part 135 and 380 charter operations in order to connect citizens and businesses to air transportation. “Changes need to be justified,” Wanner said. “Due to higher operating costs, workforce challenges and fleet mix changes, our rural communities are entering a time where it is very challenging to maintain current air service levels. These communities need additional options aside from Part 121 air carriers. The FAA needs to produce safety data that concludes that a problem exists and that change is needed.”

In addition, the emerging electric aircraft industry anticipates moving urban passengers under public air charter regulatory provisions. Removing this flexibility could limit the scope of advanced air mobility (AAM) ventures and slow overall industry growth, the coalition said.

NBAA co-signed the NOI comments with the Airline Passenger Experience Association, General Aviation Manufacturers Association, Helicopter Association International, International Flight Services Association, National Air Transportation Association and NASAO. ✨

Review NBAA's resources on Part 135 operations at: nbaa.org/part135.

THANK YOU TO OUR PARTICIPATING FBO PARTNERSHIP NETWORK LOCATIONS

NBAA would like to sincerely thank our participating FBO locations for joining the new NBAA FBO Partnership Network. Connecting your brand with the right network is a key component of a successful marketing plan in the business aviation industry, and the FBO Partnership Network is a no-cost resource for FBOs that are NBAA members. By becoming a part of the network, your FBO will be provided with a unique opportunity to maximize brand visibility, generate valuable new sales leads, and reach thousands of industry professionals. Give your brand the recognition it deserves by becoming a partner today!



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Contact NBAA's **Ashley Granada** at agranada@nbaa.org for more details on joining the FBO Partnership Network.

PRO TIPS



KELLIE N. ROBY, CAM



JENNY SHOWALTER



TIMOTHY WADE

Young Professionals: Consider Career Paths in Safety Roles

FAA's codification of safety management systems (SMS) for business aviation is increasing the number of safety specialties in business aviation – and increasing the number of job opportunities in the industry.

“Gone are the days that your SMS program can be a binder on the shelf that you check when something goes wrong,” says Timothy Wade, director of environmental, health and safety at fractional operator Flexjet.

“When safety is managed well, there is quite a bit of overlap with overall business management logic,” says Kellie N. Roby, CAM, vice president of safety services at Polaris Aero.

Safety, she says, “is a great way to dip your toe into higher-level management meetings to see if that is a fit for your future.”

“Safety is synonymous with service,” says Wade. He cites time management and open communication as key safety skillsets.

“Most safety teams are tied to multiple other areas of the business.”

TIMOTHY WADE

Director of Environmental, Health and Safety, Flexjet

“Most safety teams,” Wade says, “are tied to multiple other areas of the business. Daily task lists are essential, but the prioritization of that task list changes constantly with new information. You must remain flexible.

“Communication is a large part of maintaining trust in the safety program. Employees need to know their voices are heard when they take the time and courage to report.”

“Understanding the requirements and recommendations/best practices for safety systems is a good baseline,” Roby agrees.

“Being able to effectively communicate with your team while still completing the mission at hand is imperative.”

“Adopt a learning leader mentality,” she says. “There are always new things to learn on the safety front.” Roby sits on NBAA's Professional Development Program Review Committee, and PDP is key.

Unlike college courses, Wade notes, “PDP courses are created by those in the field.”

He says veteran pilots and maintainers at Flexjet “pass down their knowledge that they have developed over the years, to bring up the next generation.”

NBAA offers a new online Safety Manager Certificate program for business aviation personnel assigned with safety management responsibilities.

“Safety is important in all that we do,” says Jenny Showalter, founder and chief motivational officer with Showalter Business Aviation Career Coaching. “Business aviation,” she says, “is all about safety. The ability to specialize in something like safety is part of what draws people to our industry.” ❖

Review details about NBAA's Safety Manager Certificate Program at nbaa.org/safety-cert.



40
TOP 40 **UNDER 40**

The Future of Business Aviation Is Here

Across the globe, young people are grabbing the reins of the industry and pushing it to ever-greater heights. NBAA's Young Professionals in Business Aviation (YoPro) program is once again privileged to shine a light on their efforts. Help us recognize the next generation of business aviation leaders & innovators by submitting a nomination for the 2024 Business Aviation Top 40 Under 40.

nbaa.org/40u40





Making the **JUMP** to Chief Pilot Without Getting in Over Your Head

Business aviation pilots who aspire to become chief pilots of their operation should keep in mind that the job often comes with an array of added responsibilities that they may not be prepared for – unless they start planning now.

The best professional aviators wouldn't begin a long flight without a detailed plan. There are just too many variables along the way that can take you far off course. It's the same for a business aviation career: Leaving your ultimate success to chance is not a wise strategy.

For example, take the goal of becoming a business aviation chief pilot. It's an enviable goal. But it's also one that's shared by a lot more candidates than there are positions to fill. Your success lies in taking steps now to be the one best prepared when the opportunity arises.

Your preparation starts with clearly understanding what the title of chief pilot really means in today's flight operation.

"It can vary a lot from organization to organization. Sometimes, in a smaller flight department, the chief pilot also serves as the director of aviation, so they have to be experienced in leadership, strategy, planning, and budgeting," explained Jennifer Pickerel, vice president of Aviation Personnel International (API). "It can get complicated and time-consuming. You often spend more time at your desk than in the airplane."

Ryan Ferguson, director of aviation services for a large med-tech company's flight operation, shared a traditional situation. "All of our pilots report to our chief pilot. He is responsible for maintaining standards, updating our flight operations manual, and crewing trips, including purchasing fuel and off-site hangar arrangements."

Making the **JUMP** to Chief Pilot Without Getting in Over Your Head

OPPORTUNITY DOESN'T ALWAYS KNOCK AS PLANNED

If you're thinking: "That's no problem. There's time to get prepared." Well, maybe not. And just like in a flight path, things can change quickly along your career path.

"Some find themselves in the 'hot seat' almost exclusively because of their seniority. The current chief pilot leaves, and they are suddenly and unexpectedly asked to step into the role," said Ivan Luciani, lead captain for Metrojet Ltd. "Sometimes these pilots assume a role they neither wanted nor are prepared for.

"Unfortunately, being a highly experienced and qualified pilot does not automatically translate into being a highly effective chief pilot," he continued. "A good chief pilot also needs to have a strong set of managerial and leadership skills to be successful."

But leadership skills aren't always required for a typical business aviation pilot's recurrent training routine.

"I often caution both candidates and employers alike that just because someone is a great pilot, that doesn't mean they'll be a great chief pilot," Pickerel said. "It happens all too often. That kind of promotion is an easy step for the employer, but it can fail. Despite the good intentions on both sides, it can fail."

She explained that a pilot's genuine desire to lead people is very difficult to interpret and quantify. It's not there in black and white, like ratings or hours in a logbook.

"People always say that leading is the hardest – and most annoying – part of their job, and not everyone is comfortable with that, especially if the responsibility is suddenly handed to them," Pickerel added.

"Unfortunately, being a highly experienced and qualified pilot does not automatically translate into being a highly effective chief pilot. A good chief pilot also needs to have a strong set of managerial and leadership skills to be successful."

IVAN LUCIANI

Lead Captain, Metrojet Ltd.

"Today, you have to have a genuine desire to want to be involved with mentoring, developing, and yes, dealing with nagging and whining. It's often your job to identify and fix the motivations behind these situations."

Again, though, each situation is different. In some larger flight departments, a director of aviation will assume much of the team leadership responsibilities. But, still, people will be people.

"Today, you have to have a genuine desire to want to be involved with mentoring, developing, and, yes, dealing with nagging and whining. It's often your job to identify and fix the motivations behind these situations."

JENNIFER PICKEREL

Vice President, Aviation Personnel International

"We want our chief pilot to be focused on flight operations and not have to deal with distractions that aren't directly related to those responsibilities," Ferguson said.

PREPPING FOR A PROMOTION

The Boy Scout motto, "Be prepared," works for prospective chief pilots as well. As Luciani wrote in his book, "An Aviator's Journey – tales of a Corporate Pilot," "I was a manager while concurrently performing line pilot duties. Spending time in the trenches with the pilot group gave me the opportunity to see first-hand what worked, what did not, and most importantly, what needed to be done in order to make it work."

Too true. Every situation you find yourself in, whether it involves providing a sympathetic ear for your co-workers or dealing with a remote aircraft on the ground (AOG), should be looked upon as an opportunity for personal and professional growth. In fact, there's a lot more to the job than you may realize. (For details, see the sidebar to this article.)

"We recently went through the process of appointing a new chief pilot," Ferguson explained. "And

“We want our chief pilot to be focused on flight operations and not have to deal with distractions that aren’t directly related to those responsibilities.”

RYAN FERGUSON

Director of Aviation Services, Large Med-Tech Company

there were a huge number of prerequisites to even be considered for the role: excellent airmanship, attention to detail, and the appropriate experience for the operation were the basic starting points.

“Beyond those critical foundation blocks, we also required a person who could grow beyond his or her skillset and recognize that the team’s performance was the primary focus,” he added. “To this end, we’ve invested in leadership training, coaching, and exposure to the very best strategic and tactical minds in the business.”

YOU CAN ALWAYS GO SOLO

While the situation Ferguson described is ideal for anyone aspiring to be a chief pilot, the reality is there are some flight departments that don’t have such a well-orchestrated succession plan. But that doesn’t mean you can’t achieve your career goal.

“If you feel stymied in your current company and there’s no clear path to move up, my advice is to take any professional development opportunity you can get,” Pickerel said.

“Becoming a CAM can connect you

to a network of peers who have also been on that journey and who want to help you ascend in your career,” said Jo Damato, CAM, NBAA’s senior vice president, education, training and workforce development.

“Attending the NBAA Leadership Conference or participating in a leadership-focused NBAA Professional Development Program can have the same advantages,” Damato said.

“Find a peer who can do some lateral mentoring with you. They likely need you as much as you need them. Trying to tackle new challenges alone can be daunting and intimidating. Use all of your resources to help set yourself up for success.”

Pickerel encourages people to perform volunteer work as another way to develop leadership skills – “and if it’s involved with aviation – all the better. Companies and recruiters take that kind of thing very seriously,” she added. “You can gain valuable experience while seeing if you like leading people. If it’s not for you, passing it on to someone else is easy. There’s no downside to it.”

Not everyone in the left seat dreams of being the chief pilot. And that’s OK.

“Everyone must understand that there’s nothing wrong with being satisfied with what you are doing right now,” Pickerel said.

“Successful companies need doers even more than leaders. If you love being a great captain, then you and your employer can’t ask for anything more than that,” she added. “It’s okay to explore other avenues for your career; just do it with your eyes wide open to all possible outcomes. As they say, ‘Be careful what you wish for.’” ❖

Review NBAA’s CAM Program at: nbaa.org/cam.



WHAT DEFINES A CHIEF PILOT?

If becoming a chief pilot is indeed the job of your dreams, then you need to be prepared for all that the title brings with it. Often, the act of piloting itself becomes a secondary job responsibility. For example, in many smaller flight departments, the chief pilot may also have to handle aviation manager duties.

Make sure you understand the full scope of the responsibilities that come along with the job before you accept the promotion.

So, what are some typical responsibilities of a chief pilot? According to the NBAA Management Guide, they include:

- Staying abreast of business aviation developments, including regulatory changes that will impact operations
- Establishing, supervising and arranging training programs
- Coordinating, scheduling and budgeting for training
- Instructing crews to use standard operating procedure manuals
- Ensuring standard operating procedures are kept current with company guidelines
- Preparing and distributing periodic reports and statistics
- Assisting in preparation of budgets and financial forecasts
- Reviewing the current budget implementation
- Evaluating expenditures

Review the NBAA Management Guide at nbaa.org/management.

Skilled workers who are willing to think beyond the obvious job options may find golden opportunities in the business aviation industry.

There was a time, not all that long ago, when people worked for the same employer their entire lives. Bosses might have rewarded that loyalty with a fat pension, which was good for life. But the past few decades have seen a generational shift of sorts.

“Loyalty to one company until you retire doesn’t exist on either side anymore,” said Lisa Archambeau, vice president, facilitator and strategist at Scottsdale, AZ-based Service Elements. “Companies don’t seem to offer that [pension] carrot any longer.

Employees also don’t see the need to stay with one particular company, or even just one career track anymore,” added Archambeau, a member of NBAA’s Business Aviation Management Committee (BAMC). But career upheaval can translate into a wealth of opportunities for workers willing to think outside their normal employment boundaries, especially if they’re not already working in business aviation.

Another tradition that’s been upended is how potential employers view a worker’s total number of job changes. “It’s not a bad thing to move into a different career,” said Stephanie Goetz, a former broadcast TV journalist who runs an executive coaching company. “It actually makes you much more multifaceted.” Goetz currently flies a Citation Latitude for a large business jet charter company. A 2014 story she wrote for television about her first discovery flight ignited her passion to fly. “When I’m speaking to people now, I have a whole breadth and depth of journalism and executive coaching experiences [to talk about] in addition to aviation.”

Aviation career outreach efforts today focus considerable efforts on young people. But reaching out to experienced people in mid-career is also important.

MAKING A MID-CAREER

“

Companies don’t seem to offer that [pension] carrot any longer. Employees also don’t see the need to stay with one particular company, or even just one career track anymore.

”

LISA ARCHAMBEAU

Vice President, Facilitator and Strategist, Service Elements

SWITCH TO



The trick is how to engage these mid-career folks.

The U.S. military serves as a rich source of experienced professionals, some who find their way to business aviation after serving years in completely unrelated roles. Vince Huebner spent nearly 21 years in the U.S. Air Force as a meteorologist and a mechanic. He also earned a bachelor's degree in workforce education and development with a minor in adult education. "I was the superintendent of First Weather Squadron," he said, working closely with the U.S. Army on deployments. That assignment led Huebner to three combat tours, including time in the Middle East. "I deployed to the Gulf War in '90 and '91 and worked directly for Gen. [Norman] Schwarzkopf at Army Central Command Headquarters."

After retiring, Huebner served a short stint as a human resources manager for a large private security company in Washington state until, "I saw several openings on Monster.com at Universal Weather

and Aviation in Houston." With more than 18 years of weather forecasting experience, he was probably a shoo-in, but Huebner had other ideas. "Universal was also looking for a human relations generalist and a trainer, in addition to a meteorologist." With additional Air Force training experience, "I applied for all three jobs." Eighteen years later, Huebner serves as Universal's vice president of talent where he oversees training for the company's 150 or so mission advisers – the company's bread-and-butter trip planning consultants.

Jason Blase, a U.S. Navy veteran, said if not for a close friend, he would have missed out on the Department of Defense's valuable SkillBridge program offered to active-duty members within six months of discharge. "A friend of mine who'd already retired didn't specifically mention business aviation, but said SkillBridge offered a smoother transition to civilian life." But business aviation was just waiting in the wings for Blase. He spent his 24 Navy years as an aviation machinist mate and later as a Naval aircrewman rescue swimmer on helicopters



“

I really like working as part of a team. This job offers me an opportunity to think on my feet and communicate with others. I would definitely encourage anyone to look at business aviation. It's an amazing career.

”

JASON BLASE

ENGINE LINE TECHNICIAN, DUNCAN AVIATION

like the MH-60 Knighthawk. "I was a little unsure of what I wanted to do after the Navy," Blase said, "but I did know I wanted to return to the Midwest." When he saw Duncan Aviation in Lincoln, NE, on the SkillBridge list, Blase applied and went to work there during those last few months of his enlistment. The benefit to Duncan Aviation was the chance to see Blase in action while the Navy covered his payroll expenses. It was a win-win for everyone.

Blase said Duncan put him to work on his first day as an engine line technician. "They had me taking engines out of crates, helping put them in stands and preparing them to go on a wing," he said. "It was an intense experience, but it was also exciting and fun." While he knew nothing about business aviation before his arrival at Duncan Aviation, two years later Blase is about to take the first of the practical exams to earn his Airframe & Powerplant certificate. Looking back on his move to a new career with

a new employer, Blase said, "I really like working as part of a team. This job offers me an opportunity to think on my feet and communicate with others. I would definitely encourage anyone to look at business aviation. It's an amazing career."

Lisa Archambeau remembered meeting a man in his late 40s or early 50s who was working at a boutique furniture store in New England. She said he told her how much he loved the relationships he formed in sales for a company that thrived on repeat, word-of-mouth business, just like business aviation. "He had amazing skills in marketing," she said. "He had a great personality, great willingness to learn, but no aviation experience." During her listening session, Archambeau said he told her he lived near an airport and really wanted to get into aviation, but wondered if anyone would hire him. When Archambeau approached her business management

“

We have [business aviation] clients who expect perfection. It's a high-pressure environment that's always changing. And, of course, we never close. Vets generally have the passion and the desire to succeed in this kind of environment.

”

VINCE HUEBNER

VICE PRESIDENT OF TALENT, UNIVERSAL WEATHER AND AVIATION



committee members for their take on a candidate like this, she received a resounding “yes,” to considering him even with no aviation background.

Sourcing Spouses

Huebner said Universal is always on the lookout for ways to add more former military folks to the company’s payroll. He discovered an indirect source, the spouses of active-duty personnel. “When an active-duty spouse gets orders, the husband or wife also must leave their own jobs behind them,” Huebner said. Universal learned during the COVID-19 pandemic that remote operations were a good fit, so now, “when Universal identifies qualified spouses anywhere in the U.S., we train them and give them their own equipment. If their spouse gets transferred [within the U.S.] again, we transition the spouse to work from that new location.”

Huebner mentioned a few other reasons he’s keen on vets. “Aviation is a tough 24/7, 365 industry. We have [business aviation] clients who expect perfection. It’s a high-pressure environment that’s always changing. And, of course, we never close. Vets generally have the passion and the desire to succeed in this kind of environment.”

Goetz remembered struggling with the decision to leave broadcast television, where she’d spent 10 years. “I never put myself in the world of aviation because I thought that’s really just for smart science and math people. I didn’t realize that – in regard to the math and science knowledge needed – it really just demands high school math and some physics, like aerodynamics, that you can figure out with a high school

“

If I can do it, anyone can. There’s nothing special about me, there’s nothing unique about me. I wasn’t a genius in high school, or through college. I just found a way to use my skills at the highest level and that made me happy. Now I don’t feel like I work a day in my life.

”

STEPHANIE GOETZ

EX-TV JOURNALIST, CURRENT BUSINESS JET PILOT

education.” And it just clicked for her. “If I can do it, anyone can. There’s nothing special about me, there’s nothing unique about me. I wasn’t a genius in high school, or through college. I just found a way to use my skills at the highest level and that made me happy.

“Now I don’t feel like I work a day in my life. But it doesn’t mean I didn’t put the hard work in to get to this point. It’s just that, ideally, it’s about finding the skills you already have and matching them with the things in the world that you can do to make money. It’s the greatest feeling in the world.” ❖

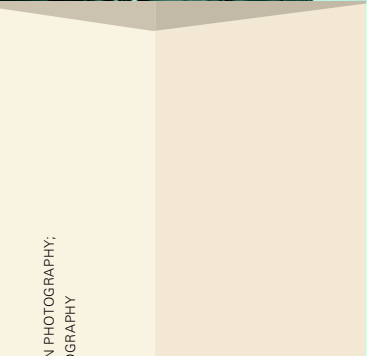
Review business aviation job postings at nbaa.org/jobs.



WOMEN IN BUSINESS AVIATION
COULD BE KEY TO SOLVING

WORKFORCE CHALLENGES

Amid a gaping disparity in numbers compared with men, women in business aviation are using networking, collaboration, mentoring and shared resources to change the landscape.



Women make up less than 20% of most aviation occupations, according to “Women in Aviation: A Workforce Report,” by Rebecca Lutte, an associate professor in the College of Aviation at Embry-Riddle Aeronautical University (ERAU). Lutte’s report also revealed that, “Over the past 15 years, women in aviation have experienced inconsequential growth,” when it comes to pilots, AMTs and air traffic controllers. Research by Hera Aviation Group, a non-profit coaching and development organization dedicated to making the industry more equitable for women, caregivers and underrepresented cohorts, put a number to the issue: “Professional female aviators make up only 5% of the industry.” By comparison, the Bureau of Labor Statistics says women represent 47% of the total U.S. workforce. So why the gaping disparity?

Dr. Heather Wilson, Women in Aviation Advisory Board (WIAAB) chair, said, “The biggest barrier that discourages women from entering and staying in aviation careers is culture – and it’s the hardest one to change. Women simply don’t feel like they belong.”

Moranda Reilly, a senior project leader at L3Harris and vice president of Women in Aviation’s Capital Region chapter offered additional context: “People often say, we’re getting more women into aviation. But the reason they think there’s more women in aviation is because the industry has grown as a whole. The trend for the number of women who continue to do better in the industry has been flat.” The WIAAB report claims, “It’s been 20% for decades.”

“Especially in a tight post-pandemic labor market, the aviation industry desperately needs women to choose aviation careers. Attracting and retaining women is critical to the future of the industry,” said Wilson.

A GREAT TIME TO ENTER THE FIELD

Sheryl Barden, CAM and CEO of Aviation Personnel International, said the NBAA’s Young Professionals in Business Aviation (YoPro) Council is going strong these days, with women making up at least 50% of the council. “We do have women in leadership roles at fuel vendors, as sales brokers, as well as a number of women business aviation attorneys.” According to Barden, “many of our business



“We’re not going to correct the shortage tomorrow, but we need to continuously put goodwill in the tank much earlier.”

**SHERYL BARDEN, CAM
CEO, Aviation Personnel
International**



WORKFORCE CHALLENGES

aviation organizations are truly customer service organizations, a place where women really thrive and actually outperform men.”

On the positive side, “This fall’s incoming freshman class at ERAU is just shy of 30% women,” said Lutte. She also said in surveys, women say that what attracts them overall “is the excitement about aviation, the passion for aviation, the desire to be challenged. It’s really a great time for women to enter the field.”

BEHAVIORS AND PRINCIPLES

“Simply adding women into an ecosystem that does not support the needs of this unique cohort, however, will not address workforce issues,” warned Jessica Webster, a Gulfstream G500/G600 captain and founder and president of Hera Aviation Group.

“What matters is how an organization harnesses its diversity and whether it’s willing to reshape its power structure,” explained Webster. “An organization’s cultural embrace matters. True organizational excellence in any industry requires much more than a set of tools ... meaning more women. It requires the right behaviors guided by the right principles. Leaders have the unique ability to model those behaviors and set the standard for the rest of the industry leading to cultural change. Culture eats strategy for lunch.”

‘WE DON’T ALWAYS SEE THEM’

Liz Clark, CAM, executive director of Women in Corporate Aviation (WCA) and a pilot for the corporate side of FedEx in Memphis, TN, anecdotally acknowledged there are many more women in business aviation than there were when she entered the business as a King Air co-pilot in Atlanta in 1989. “Yes, there are more women in our industry, but they’re not in traditional roles, she said.

“We are beginning to see them in dispatch, in the back office, in scheduling, or marketing, or sales brokerage roles. They’re stepping into high-level positions, but we don’t always see them because we always focus on the role of the pilot.”

According to Clark, at a recent business aviation career day at Auburn University, approximately 125 students turned out for the WCA breakfast.

‘WE MUST CHANGE THE SYSTEM’

Industry leaders agree there’s still a long road ahead for women in business aviation. “Harassment is still a deterrent to our ability to recruit, retain and advance women,” Lutte said. “When 1,000 women in aviation were surveyed, 71% reported they’d experienced sexual harassment in an aviation workplace or setting. So, when we have women in leadership positions, it helps address several factors, including policies surrounding work-life balance, zero-tolerance policies and culture change.”

Work-life balance “represents systemic barriers that keep women from being a valuable and essential part of the aviation workforce. The current systems were built by those that mostly access it. This does not largely include women. As such, the systems of yesterday are driving the results of today. If we want different results, we must change the system,” said Webster.

Amidst the chaos of COVID-19 in 2020, Jo Damato, CAM, NBAA’s senior vice president, education, training and workforce development, hosted a Women in Business Aviation chat lounge as part of a virtual NBAA Business Aviation Convention & Exhibition (NBAA-BACE). “We were all desperate for a personal connection in the midst of the pandemic,” Damato recalled. “I asked if anyone would like to stay connected. Quite a few responded affirmatively. After that, it was easy. I started a monthly Women in Business Aviation Lean-In Circle. We met virtually for all of 2021, but the connections still became strong.” When the group met in person at NBAA-BACE in October 2023, “We refused to sit around a table and gathered the chairs in a tight circle without a barrier between us,” Damato said. “I’m thankful for these women and the strength I’ve gained from knowing



“The biggest barrier that discourages women from entering and staying in aviation careers is culture – and it’s the hardest one to change.”

DR. HEATHER WILSON
Chair, Women in Aviation Advisory Board (WIAAB)

them and learning from them.”

As an NBAA volunteer, Lee Brewster, vice president at Thoroughbred Aviation, an aircraft acquisitions and sales company, was the first female member of the NBAA’s Maintenance Committee back in 2009. She said, “Being a member of the committee has been instrumental in my career, and I am honored also to be the first female in a leadership role on the committee, currently serving as vice chair.”

Today, the 47-member committee includes 10 active women members, more than 20% of the roster and growing. Brewster also remarked on the importance of being involved: “The Maintenance Committee has a robust workforce development team, with three of our female members leading the charge. As our entire committee is out in the field talking to people interested in aviation maintenance, we are finding more young women interested in and actively pursuing their A&P certificate. They are taking advantage of the opportunities, learning that finding mentors, allies and sponsors is key to their growth and retention.” Barden added, “More women are entering business aviation as maintenance professionals. But it’s more the exception than the rule.”

LOCATING ALLIES

Reilly spoke to the importance of finding allies who sometimes come to happy hour events, for instance. “Everybody loves to have a drink and hang out,” she said. “But it’s more than that. We can be building a community, helping people feel connected to the men and women around them and building those all-important relationships that help everyone feel comfortable sharing concerns. Men still tend to dominate conversations on work calls. Ask any woman if she’s been the one asked to take notes in a business meeting. It happens all the time.”

She wonders if a woman who felt discriminated against working on a team of men would feel comfortable leveling up to one of the other men. She thinks

probably not. “I don’t think men realize what women are experiencing in those kinds of situations,” said Reilly. “And women don’t always feel comfortable talking to them.” She believes that’s where having an ally of any gender comes in.

“Micro actions are a key tactic for effective change,” Webster said. “Attraction, recruitment and retention for women in aviation will largely rely on the current state of the industry as a whole. We can add more young women into the industry, but what are they actually coming into? If we do not take this opportunity to address the need for new systems, we will not keep this talent. They will leave for other facets of the aviation industry that better espouse their needs and values.”

Barden said the industry needs more emphasis on things like Girls in Aviation Day where girls can be exposed to aviation careers at an earlier age.

As Wilson explained in the WIAAB report: “Changing culture requires consistent leadership commitment over time in thousands of large and small actions across government and industry. It’s hard work. It’s time to get started.” ❖

[Learn more about diversity, equity and inclusion at nbaa.org/diversity.](https://nbaa.org/diversity)



Rainbow Helicopters: A 'Kuleana to Bring Help'

After Hawaii's devastating wildfires last summer, a Honolulu-based tour operator rushed supplies across the ocean to families on Maui – and kept relief coming through Christmas.

By Lowen Baumgarten

Photos provided by Rainbow Helicopters





Rainbow Helicopters' staff volunteered to support flights that delivered thousands of pounds of critical aid to wildfire survivors.

MEMBER PROFILE

The first images from Maui, on Aug. 8, 2023 were shocking. While the rest of the world paused to take in the tragedy, the people of Hawaii leapt into action to aid the community of Lahaina. Thousands had lost their homes, and what was left of the town was completely cut off.

The wildfires burned through early Wednesday, Aug. 9. For days, all roads to Lahaina were closed. "We got a lot of calls from people just wanting to be rescued, and for supplies," said Nicole Battjes, CEO and director of operations at Honolulu-based Rainbow Helicopters. "Friends on Maui called and said they needed supplies for mothers and newborn babies, whose homes had burned and were displaced."

more flights to Maui, carrying supplies. "Hawaiians have always been a self-sufficient people," said Kim. "We didn't have time to wait for the government to move. For three or four days, there was no FEMA, no Red Cross. They were still mobilizing. You can't watch your family and friends go through that and just sit back."

By the first week of September, Rainbow had made a dozen relief flights to Maui, delivering nearly 5,000 pounds of essential supplies. And they were not about to stop.

ALL-VOLUNTEER EFFORT

Rainbow staff all volunteered to support the relief flights. Pilots flew missions to Maui for no extra pay; maintenance techs

"When we were not working, we were volunteering. It was happening so fast."

KAMALANI BALLESTEROS

Senior Operations Manager, Rainbow Helicopters

The plea hit home for Battjes, who had just given birth to her second child six weeks earlier. She asked her assistant and her father-in-law to run to Costco and buy \$4,000 of baby formula, diapers, wipes and other supplies.

Her entire staff jumped in, and by Friday, Aug. 11, Battjes and her chief pilot flew one of Rainbow's Airbus AStars full of supplies to Kapalua Airport (JHM) – a private airfield and the only landing site on Maui's west side.

"We just knew the moment it happened that we were all affected," said General Manager Susan Kim. "Whether or not we knew anybody personally, we're all connected here."

Rainbow staff made more Costco runs over the next several days and dispatched

worked extra shifts to prep the helos for cargo. On days off, operations and admin staff loaded supplies. Battjes donated all relief flights and avgas for the Robinson R44s. Rainbow's FBO and landlord, Castle & Cooke Aviation, donated the Jet A for the AStars.

"It was just nonstop the first six weeks," said Kamalani Ballesteros, senior operations manager. "When we were not working, we were volunteering. It was happening so fast, trying to get as many supplies out as fast as we could."

There are only four Costco locations on Oahu, and one day in early August, Operations Manager Kalei Perreira visited three of them because every store was running out of baby formula.

Perreira, who had lived on Maui for

MEMBER PROFILE

Rainbow Helicopters CEO and Director of Operations Nicole Battjes checks a relief shipment before takeoff from HNL.



four years, still has family on the island. “They were in the midst of it in Lahaina. Their house burned down,” she said. “We got a call from them, saying that they were going to one of the main shelters in Lahaina. Then we didn’t hear from them for a week, because there was no cell service and no place to charge a cellphone.”

By October, Perreira’s family was staying with relatives in another part of Maui. “It was emotional for me,” she said, “But even if we couldn’t get a hold of them, it felt great knowing the things we were bringing were going directly to them.”

Rainbow’s team joined a statewide effort to rush relief to Maui. Whale-watching boats were sailing to Lahaina with cans of gasoline, which are unsafe to transport by air. With the roads still closed, private pilots with Maui Flight Academy flew supplies from Kahului, the island’s biggest city, to Kapalua on the west side. When Rainbow’s pilots landed at Kapalua Airport, they recognized the liveries of four other helicopter tour operators.

MEETING THE MOMENT

The flight from Honolulu’s Daniel K. Inouye International Airport (HNL) to

“There’s a word in Hawaiian: Kuleana. It means privilege and responsibility...We had a kuleana to bring help.”

NICOLE BATTJES *CEO and Director of Operations, Rainbow Helicopters*

Kapalua is about 100 nm – one hour in a fully loaded AStar. While Rainbow mostly operates tours around Oahu, it also takes charters to Maui about once a month, so Rainbow’s pilots were familiar with the route.

“We take the coast of Molokai most of the way,” explained Chief Pilot Josh Melaccio. “That jump over to Ilio Point on Molokai’s west side is just 15 minutes.” For each trip, the pilots determine which side of the island’s coast to follow. The north shore is dominated by some of the highest sea cliffs in the world, which can create turbulence. The south shore is more likely to be covered in clouds.

These safety considerations are routine for Rainbow – part of the flight risk assessment they do for every trip. They also factor in weather, pilot fatigue and experience. On relief missions, when they

didn’t know exactly what to expect upon arrival, they built in a buffer for the unpredictable length of the duty day.

Ballesteros and Perreira calculated weight and balance as well as fuel requirements. They purchased fuel for the return, secured permission to land, contacted the U.S. Coast Guard for TFR exemptions and coordinated with relief groups on the ground.

The first time they flew past Lahaina, “it looked like Pompei,” recalled Melaccio, “just ash and deserted.” By contrast, Kapalua Airport was the busiest he had ever seen it. “It’s not towered, but they had a guy on the radio directing traffic. The fire department was there, folks with their arms up marshalling planes on the ground. And as soon as we landed, we were met by 100 volunteers, unloading the helicopter.”

On Dec. 12, Rainbow flew Santa and gifts for eight sponsored families who were victims of the Lahaina fire.



Back at HNL, Director of Maintenance Mike Iven's team turned the helicopters around. "Most days, they flew relief missions in the morning, and we had tours scheduled for the afternoon," Iven said. "We didn't have much time on the ground to convert them from hauling cargo to passengers."

SHARED KULEANA

Most of the supplies Rainbow donated and collected were delivered to volunteers with Keiki O Ka Aina, a network of preschools and family programs across Hawaii's four largest islands.

Battjes quickly learned that mothers on Maui needed breast milk, so she worked with Northwest Mother's Milk Bank in Portland, OR, to source donated breast

milk and then delivered it to Pacific Birth Collective in Maui. She also bought a freezer and installed it in Rainbow's pilot lounge for staging between flights.

"There's a word in Hawaiian: kuleana. It means privilege and responsibility," Battjes explained. "We had the ability to respond, so we had a kuleana to bring help."

Beyond staff donations, Rainbow's initial GoFundMe goal of \$1,000 was massively surpassed after Battjes sent the link to her colleagues in the Helicopter Association International (HAI). A higher goal, \$75,000, was soon eclipsed. Also, the company's social media appeal for in-kind donations yielded canned food, clothes and medications from Oahu residents.

Most of Rainbow's staff are either from Hawaii or have called it home most of their lives. "Many of us felt helpless before we sent our first flights," said Executive Assistant Tim Burton. "But there is a strong sense of pride in knowing that you're helping." ❖

Learn more about Rainbow's community efforts at rainbowhelicopters.com/community.



A COMPANY THAT FEELS LIKE FAMILY

Rainbow Helicopters' remarkable response to the Maui wildfires could be summed up in a single word: family. "My staff all had family there, and my staff has become my family," said CEO and Director of Operations Nicole Battjes.

Battjes founded Rainbow Helicopters in 2011 when she was just 27 years old. Originally from Michigan, she began her flight training at 16 – eventually earning commercial ratings in both rotor- and fixed-wing aircraft. She was named one of NBAA's Top 40 Under 40 in 2023 and currently chairs the Helicopter Association International.

After flying with a Northern California helicopter charter service, she relocated to Oahu, leased a single Robinson R44, and founded Rainbow.

The company has quickly grown to become one of Hawaii's larger helicopter operators, with 50 employees and eight helicopters. Battjes' goal is to continue growing, to provide even more safety resources and opportunities to her team.

"It's completely bootstrapped, I never had any outside investors," said Battjes, who still flies herself – both on the wildfire relief missions and on regular tours. "We're fanatic about customer service, and we compete with the big guys." Hawaii's largest helicopter companies have bases on multiple islands, and from its Oahu base, Rainbow is nearly ready to open its first location on a second island. Clearly, their family is growing.

SNAPSHOT: RAINBOW HELICOPTERS



Aircraft: Two Airbus AS350 B2 AStars and six Robinson R44 helicopters



Base: Headquartered at Honolulu's Daniel K. Inouye International Airport (HNL)



Personnel: 15 pilots (including a CEO who flies), five maintenance technicians, five operations managers and 25 administrative staff

OPERATIONS



PHOTO © WILLIAMSON IMAGES

Schedulers: Remote vs. Office – Which Is Best?

With the pandemic getting further and further behind us, business aviation operators are debating the pros and cons of schedulers and dispatchers working remotely or in the office.

Leigh Ann Beckett, assistant director of aviation at XCoal Energy & Resources, sees the value in being able to physically drop in and speak to a colleague at their desk. “But I also know I’m less productive in the office with everybody stopping by,” she said.

“It’s great to bond, talking about ‘Game of Thrones’ or whatever we’re watching at the time,” she acknowledged. “But my project list is not going to get done quite as effectively when I’m at the office. Checking off my to-do list happens much, much more efficiently when I work from home, and I think that is the general feedback from our team.”

Jen Perez, senior corporate aircraft scheduler at Pullman, WA-based Schweitzer Engineering Laboratories, Inc. – and a member of the NBAA’s Schedulers and Dispatchers Committee – has been fully remote for the past six years. “When I first started working remote, it was a

“My project list is not going to get done quite as effectively when I’m at the office. Checking off my to-do list happens much more efficiently when I work from home.”

LEIGH ANN BECKETT

Assistant Director of Aviation, XCoal Energy & Resources

couple years before our frequent travelers realized I wasn’t even in Pullman anymore,” Perez recalled. “I think that’s a testament to our department, how our schedulers support each other, and it just showed that it didn’t matter; we were still a team when it came to our pilots, to each other, and to our passengers.”

Perez has a home office that enables her

to mentally differentiate between her home and her workspace. “I feel like a scheduler is at their strongest when they can have a setup that works and supports them,” she said.

On the other hand, a former NBAA Schedulers & Dispatcher’s Committee chair with more than 25 years of industry experience acknowledged a bit of support for the “old school” perspective.

“Remote work sounds great,” said the former chair – who’s currently a scheduler for a Fortune 100 company. “But you lose a lot – mainly collaboration and awareness.”

Everyone we spoke with favored a hybrid or flex model, splitting a scheduler’s time between home and office. “We as an industry expect our schedulers to be available 24/7,” Beckett said. “But then we don’t afford them the opportunity to take a little bit of work-life balance and work from home. So many companies are still resistant to even a flex schedule, and I’m surprised by that.”

The former NBAA committee chair said staffers should be recognized for working non-standard hours and compensated for it, “not necessarily monetarily, but if somebody works at night, they should have that time back for themselves or their family the next day.”

Overall, experts tend to agree the best decision depends on the scheduler.

“The way technology is, if there’s somebody that is the right fit for your department and is able to organize themselves and set boundaries for themselves, even full-time remote is great,” Perez said.

Also consider the required responsibilities. A Fortune 500 aviation operations manager told Business Aviation Insider that “the responsibilities placed on the schedulers and dispatchers define whether or not you should allow remote work. If you have a big enough team and you’re rotating shifts and you want people to be there at the office, that’s great,” the manager said. “You’ve just got to make sure you staff your team appropriately for that.” ❖

Review NBAA resources for schedulers and dispatchers at nbaa.org/scheduling.

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Flight Crew: Training Should Include Professional Development

We've heard the old saying, "A great pilot is always learning." Well, the same must be said for everyone in a business aviation flight department. Professional development is critical to building a solid career path.

"Whether you have one aircraft or a large fleet, I can't overemphasize the value of continued professional development training in today's environment," said Elliott Taub, CAM and director of corporate aviation for a business aviation operator. "It's especially critical now because of the rapid rate at which things are changing in our industry."

"Our jobs are a lot more complex today than just a few years ago," Taub added. "To stay ahead of these changes, we need to invest in training beyond what we typically think of in aviation."

Yes, earning an ATP or achieving master-level maintenance skills on a particular aircraft type is important – those skills are the foundation of what we do every day. But looking outside the norm and discovering what new skills can help you do your current and future

"We need to invest in training beyond what we typically think of in aviation."

ELLIOTT TAUB, CAM
Director of Corporate Aviation

job better is essential.

"You need to look at the things you need to make sure you continue to grow in your profession regardless of your current job," said Molly Hitch, NBAA senior manager, professional development. "It's just smart to commit to continually investing in your personal development."

You wouldn't take off without having a flight plan, and it's the same with mapping out your career.

Both Hitch and Taub stressed the need to explore all of the professional development options and then match them to your goals.

"Training for the sake of training is pointless. There has to be intent in selecting the right training for your needs," Taub said. "What will provide you and your team the biggest gain while fitting into your schedule?"

Hitch agreed. She also suggests asking yourself a few key questions to further define your needs. "What's next on your career goal list? Do you want leadership training, or are you interested in other facets of business aviation?"

"NBAA has an array of professional development programs available to our members," she said. "But there are also a lot of other opportunities out there. We are here to help our members."

A side benefit to professional development training that's often overlooked is the opportunity to network and learn from a peer group that you may not otherwise have the opportunity to connect with.

"Networking with others is the best way to learn how people in other flight departments handle the same issues you deal with," said Hitch.

"There's no better way to bring new ideas back to your operation than learning how they benefit others."

Taub said that while his NBAA CAM certification has been essential to his current role, he has also achieved a lot of personal and professional satisfaction through attending programs at other institutions.

"The University of Virginia's Darden School of Business has a certificate program in corporate aviation management," said Taub. "Completing the program has not only been very beneficial, but over the past few years, I've been invited back to be a guest speaker."

"The opportunity to both learn from and contribute to the business aviation industry has been invaluable." ❖

Review NBAA's Professional Development Program resources at nbaa.org/pdp.



Cancer Patients Fly Free

Can You Spare a Seat?

Corporate Angel Network (CAN) is a 501(c)(3) nonprofit organization whose mission is to provide cancer patients with free transportation to treatment centers throughout the United States.

CAN works closely with over 500 of America's top corporations, including half of the Fortune 100, to match empty seats with patient flights. Thanks to the generous support of these companies, CAN has coordinated more than 67,000 flights since its founding in 1981.

Contact CAN to learn more about registering a cancer patient or to donate an empty seat on an aircraft.

corpangelnetwork.org



It's wonderful that organizations like the Corporate Angel Network are able to help connect those most in need of flights to those who are flying.

-Henry Maier, President and CEO, FedEx Ground



PHOTO © JOHN HARRINGTON PHOTOGRAPHY

NBAA Offers Marketing Assistance to Members

The NBAA Website Retargeting Program, offered through a partnership with MultiView, helps organizations make the most of their ad spending by retargeting industry professionals after they've clicked away from the NBAA website, keeping advertisers' brands top of mind and helping them consistently connect with potential customers across their buying journey.

Thousands of business aviation professionals visit NBAA's website every day for the latest industry news and information. These key purchasing decision-makers also look to NBAA as a credible resource for finding the products and services they need to run their flight operations.

MultiView's programmatic technology enables a limited number of advertisers to show their messages to visitors on their favorite sites after they leave nbaa.org. This service helps advertisers increase their reach and lets buyers better connect

with suppliers. Using deep insights gathered from thousands of campaigns, MultiView will also help advertisers develop branded messaging to serve NBAA members, no matter where the web takes them.

NBAA has also partnered with MultiView to offer members access to the latest in programmatic advertising strategies. With 18 years of experience in B2B digital marketing, MultiView understands organizations' challenges and has developed a suite of customizable marketing services.

Successful digital campaigns employ a combination of strategies and tactics. But many companies simply don't have the resources to effectively manage a multi-pronged digital campaign. NBAA's Member Marketing Services program can help. ✨

Learn more about MultiView at nbaa.org/multiview.



Member Benefits

APPLICATION FOR NBAA'S SUSTAINABLE FLIGHT DEPARTMENT ACCREDITATION PROGRAM OPENING IN FEBRUARY

More than 20 business aviation leaders have already shown their commitment to sustainability by earning their Sustainable Flight Department Accreditation. This program provides a framework to achieve sustainability while recognizing those efforts. Accreditations can be earned in four categories: flight, operations, ground support and infrastructure. Find out if your company is eligible and start gathering your documentation now. Accreditation recipients will be recognized in person at the 2024 NBAA Business Aviation Convention & Exhibition.

nbaa.org/sustainability

NBAA DISCOUNTS MITIGATE HIGHER UPS, FEDEX RATES

Get ready for a hit to your shipping budget in 2024 as FedEx and UPS plan to bump up their rates by an average of 5.9%. But don't be fooled by that number alone. Thanks to various fees and other adjustments, your actual shipping costs will likely rise even higher. The silver lining? NBAA members can act now to offset the upcoming cost increases. Enroll today for member-exclusive FedEx discounts of up to 45%. For a deep dive into the FedEx and UPS rate changes for 2024, check out the complete report from our trusted benefit provider PartnerShip at

nbaa.org/shipping.

Professional Development

NBAA will offer a variety of Professional Development Program (PDP) courses in conjunction with the 2024 NBAA Leadership Conference and the 2024 NBAA Schedulers & Dispatchers Conference.

Also, for the first time, NBAA will be hosting a PDP course – "Leadership Excellence for Business Aviation" – at Western Michigan University, College of Aviation on March 15, in Battle Creek, MI. Through case studies, discussions and sharing of best practices, this one-day course will examine what it means to be an industry leader. nbaa.org/pdp/excellence

Review some of the upcoming NBAA PDP courses:

LEADING WITH A VISION

This course will teach attendees how to lead and inspire coworkers by creating a personal leadership vision. Attendees will

practice the communication skills and learn how to live, work and lead in alignment with core values. nbaa.org/pdp/vision

ESSENTIALS IN SCHEDULING AND DISPATCH FOR BUSINESS AVIATION

This two-day course will cover topics related to regulations, advanced planning, pre-flight requirements, weather and in-person support considerations for aircraft dispatchers supporting operations around the globe. nbaa.org/pdp/sched

DYNAMICS OF EMPOWERED LEADERSHIP

This course will cover the influence behavioral and communication styles have on team interactions and operational safety. Attendees will learn a variety of methods to motivate and mentor. Real-world examples and applications will be discussed. nbaa.org/pdp/empowered



Events Calendar

January

Jan. 31
Miami-Opa locka Regional Forum | Opa-locka, FL

February

Feb. 5-7
2024 NBAA Leadership Conference | Palm Springs, CA

March

March 12-14
2024 NBAA Schedulers & Dispatchers Conference (SDC2024) | Fort Worth, TX

March 26-28
2024 NBAA International Operators Conference (IOC2024) | Orlando, FL

April

April 30-May 2
2024 NBAA Maintenance Conference | Portland, OR

May

May 15
2024 NBAA Business Aviation Taxes Seminar | Dallas, TX

May 28-30
2024 European Business Aviation Convention & Exhibition (EBACE2024) | Geneva, Switzerland

[NBAA.ORG/EVENTS](https://nbaa.org/events)

New Certified Aviation Managers

More than 800 business aviation professionals from all segments of the industry have earned the Certified Aviation Manager (CAM) credential. The CAMs listed below are among the latest to join this elite group.

John Benisek, CAM

Pilot
Eagle Aircraft & Transportation Management, Inc.

Joshua R. Owen, CAM

Captain
Jack Henry & Associates, Inc.

Robert Decker, CAM

Captain
Executive Jet Management

Denis Portier, CAM

Crew & Aircraft Manager
ACI Jet

Mike Fritzler, CAM

Director of Aviation
The Stephens Group, LLC

Todd Steffen, CAM

Captain
SC Johnson

Stephen Gugala, CAM

Maintenance Manager
JMT

Samuel Taylor, CAM

Aviation Manager, Chief Pilot
Nebraska Public Power District

Stefan Johansson, CAM

Director of Flight Operations
Honda Aircraft Company

David Utley, CAM

Maintenance Supervisor
October Holdings, LLC

Christopher Metcalf, CAM

Avionics Technician

Michael Vollmer, CAM

Pilot

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nbaa.org/advertising

Dr. Anita Sengupta: Hydrogen-Powered Aircraft Are Coming

Meet an aerospace engineer on a mission to power aircraft with hydrogen fuel cells.

Aerospace engineer Dr. Anita Sengupta – the award-winning founder and CEO of Hydroplane Ltd. – is on a mission to provide electric aviation with a regional range. Hydroplane is developing hydrogen fuel cell powered propulsion systems to convert existing aircraft to green energy.

“In electrification for propulsion there’s a bit of competition between battery electric and hydrogen electric power,” says Sengupta. “Batteries are great for short trips, but hydrogen allows for more miles, higher power and more efficiency, because of higher energy per unit mass.”

She believes hydrogen power is also superior from an operational cost perspective.

The advent of hydrogen-powered aircraft is closer than many may realize, according to Sengupta, who foresees hydrogen entering the GA market in less than five years, with airlines potentially

utilizing hydrogen for regional flights in five to 10 years.

She points out that hydrogen enjoys overlapping technology and innovation with the ground vehicle sector. Buses and other ground vehicles already utilize hydrogen power; even the marine industry is innovating in hydrogen power.

Sengupta notes hydrogen-powered aviation faces two key challenges.

“Infrastructure is the biggest challenge to hydrogen-powered aircraft,” she explains, adding regulatory hurdles are another challenge.

Local, regional and federal entities are currently debating whether to invest in aircraft enabled by lithium-ion batteries or hydrogen, she says. Sengupta believes investment should be funneled to both types because each supports different use cases and will create cleaner modes of transportation.

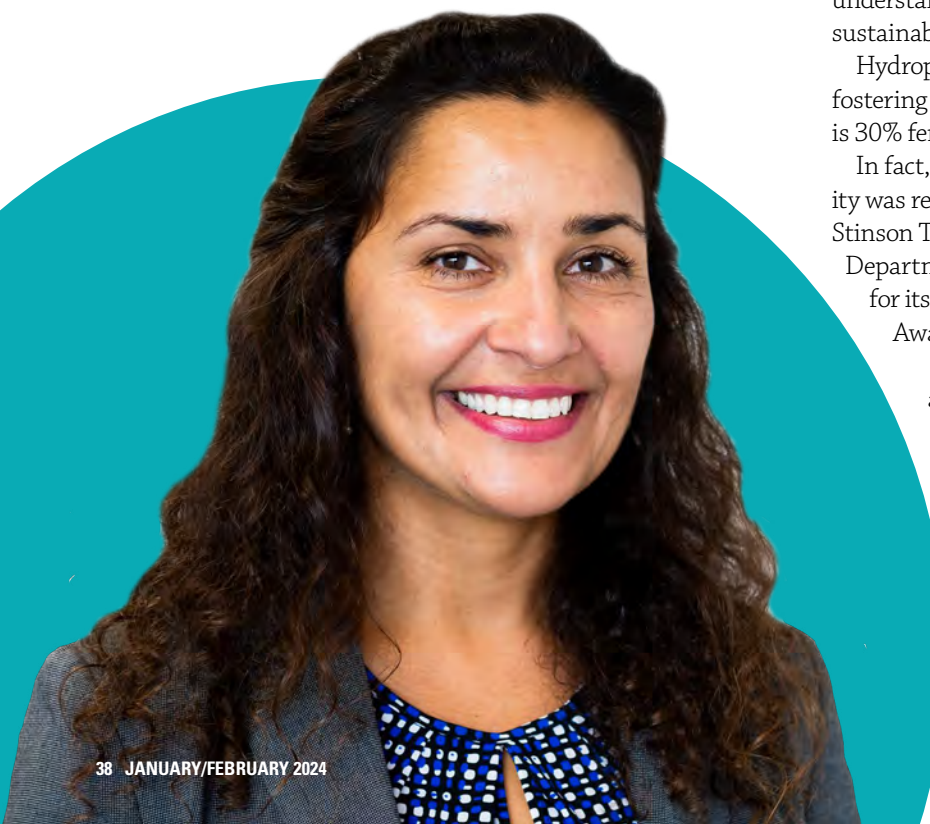
The industry also needs to help legislators and regulators understand that hydrogen electric propulsion is safe, reliable and sustainable when generated properly.

Hydroplane reflects Sengupta’s dedication to sustainability and fostering a more inclusive aerospace industry. Its engineering team is 30% female, while minorities make up the majority of its staff.

In fact, Sengupta’s impact on aerospace innovation and inclusivity was recently awarded the prestigious Katherine and Marjorie Stinson Trophy by the National Aeronautic Association. The U.S. Department of Commerce selected Sengupta and Hydroplane for its 2023 Minority Business Emerging Tech Firm of the Year Award.

“Hydrogen power will play an important role in sustainability,” Sengupta says. “Hydrogen, if produced with green electricity, is emission-free. This means, if the hydrogen is produced by solar or wind power, then the only output is liquid water.” ❖

Dr. Anita Sengupta is an aerospace engineer, rocket scientist, professor, commercial pilot and executive whose work has enabled exploration of Mars, asteroids and deep space. Her career spans Boeing Space and Communications, NASA and the electric Virgin Hyperloop transport system. She’s now CEO at Hydroplane and a research professor of aeronautical engineering at the University of Southern California.



NBAA THANKS ITS LEADERSHIP COUNCIL MEMBERS

NBAA is celebrating its 75th anniversary as the leading advocate for business aviation with a series of initiatives designed not only to recognize the milestones marking the industry's pioneering spirit, but to inspire the next generation of leaders to be a part of the business aviation community. 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
- AbbVie
- Adobe, Inc.
- Airbus Corporate Jets
- AirComp Calculator, LLC
- Altria Client Services, LLC
- Apogee Physicians, Inc.
- Aramco Associated Company
- American Express
- Atlantic Aviation
- AT&T
- ATP
- Avfuel Corporation
- Aviation International News
- Aviation Partners, Inc.
- Aviation Personnel International
- AviationManuals
- Avinode
- Bank of America
- Boeing
- Boeing Business Jets
- Bombardier
- Cessna + Beechcraft by Textron Aviation
- Chick-fil-A
- Chubb Flight Operations
- Cirrus Aircraft
- The Coca-Cola Company
- Collins Aerospace
- CommScope
- ConocoPhillips Global Aviation
- Cooling & Herbers, P.C.
- Corteva Agriscience
- Cox Enterprises, Inc.
- Crew Aviation LLC
- 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
- Enterprise Holdings, Inc.
- FedEx Corporate Aviation
- Fiserv, Inc.
- FlightSafety International
- flyExclusive
- ForeFlight
- Fort Lauderdale Executive Airport
- Garmin International
- General Communication, Inc.
- General Dynamics
- Gogo Business Aviation
- Go Rentals
- Guardian Jet, LLC
- Gulfstream Aerospace Corp.
- HADID
- Harley-Davidson Motor Company
- Hewlett Packard Enterprise Company
- Home Depot Aviation Dept.
- Honda Aircraft Company
- Honeywell International
- Hunt Consolidated, Inc.
- IBM Flight Operations
- Immaculate Flight LLC
- JP Morgan Chase & Co.
- Jason Talley
- Jet Aviation
- JETEX
- Jet Support Services, Inc. (JSSI)
- JETNET LLC
- Law Offices of Paul A. Lange, LLC
- Leonardo
- LFG Aviation
- Liberty Mutual Insurance Co.
- Mayo Clinic
- McDonald's Corporation
- MedAire, Inc.
- Mente LLC
- Mente Group LLC
- Mesinger Jet Sales
- Nationwide Aviation Business Center
- Netflix
- NetJets Inc.
- Owens Corning
- Pfizer Inc.
- Phillips 66 Aviation
- Piedmont Triad Airport Authority
- PlaneSense, Inc.
- PNC Aviation Finance
- Pratt & Whitney Canada
- The Procter & Gamble Company
- Quality Resources, LLC
- Raytheon Technologies
- Richardson Aviation
- Rolls-Royce
- S C Johnson 'A Family Company'
- Sanderson Farms, Inc.
- Satcom Direct
- Sedgwick Claims
- Management Services, Inc.
- Schweitzer Engineering Labs
- Shanghai Hawker Pacific Business Aviation Service Centre
- Shell Aircraft Limited
- Sheltair
- Signature Flight Support
- StandardAero
- Stevens Aerospace and Defense Systems, LLC
- Stonebriar Commercial Finance, LLC
- Target Corporation
- Tudor Investment Corp.
- UAS International Trip Support
- Universal Weather and Aviation, Inc.
- Unmanned Safety Institute (USI)
- Valero Energy
- Verizon Aviation
- Viasat
- Volato
- VSE Aviation
- Walmart, Inc.
- West Star Aviation Inc.
- Wheels Up Partners, LLC
- Wilson Construction Company
- World Fuel Services

As of January 2024

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

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nbaa.org/sdc

