

ACC INSTITUTE EVENTS

TIMEFRAME	COURSE TITLE	LOCATION
June 8 – 9, 2011	ACC / ACI-NA / AGC Airport Project Delivery Systems Summit	San Jose, CA
November 30, 2011	ACC Globalization Summit	Washington, DC
December 5 – 7, 2011	ACC/ACI-NA/FAA NEPA Planning Workshop	Atlanta, GA

ACC EVENTS

July 12, 2011	ACC / TSA Security Technology Day	Arlington, VA
July 13 – 14, 2011	ACC / FAA / TSA Summer Workshop Series	Arlington, VA
November 7 – 9, 2011	ACC 33rd Annual Conference & Exposition	Palm Springs, CA

More courses are anticipated. Stay tuned to www.ACConline.org for updates.

For more information email T.J. Schulz, ACC: TJS@ACConline.org.

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has proposed an infrastructure bank solution. However, many argue that this will be another mechanism to benefit large cities, to the exclusion of rural areas. Funding scarcity has created austere spending, forcing owners and consultants to “do more with less,” meaning that the economic models of the past which supported infrastructure funding may stay in the past.

Of course, the consolidation of industry practitioners will continue. For example, consider that in 1965, in ENR’s first ranking of design firms, the top 456 firms combined had billings of \$728 million; in 2009, 22 firms reported design revenue in excess of \$750 million *each*. The breadth of services of these firms has increased immensely. A number of principals of current design and construction firms are reaching retirement age, and a number of these companies do not have well-developed succession strategies. Moreover, mega-corporations like GE and Siemens are growing their service offerings in many diverse markets, including aviation, to increase shareholder return.

WHAT DOES ALL OF THIS MEAN?

First and foremost, we can’t allow our standards to change for what we consider to be merely acceptable service delivery. If quality suffers, eventually safety becomes a more significant risk. So what is our likely path forward?

- 1) As a collection of companies that deal with airport development every day, firms large and small, from supplier to consultants to contractors and operators, will need to increase partnerships, alliances and their overall network to broaden our understanding of a landscape that is in a significant state of flux, with the resultant outcome unknown. One thing is certain — change is required to meet the current challenges. Companies can no longer afford to do business with past business models, nor can we depend on the federal government’s political and funding processes and mechanisms.
- 2) The big will get bigger — both companies and other entities in the aviation market and the transportation industry as a whole. Cities, for example (re-urbanization), will continue to see similar shifts. The development of “mega-firms” has created entities with a full range of services that once used to be resident in many different company types. This trend doesn’t appear to be diminishing. In fact, we are starting to see a shift in the transformation to “mega-firms” and smaller niche firms, with firms in the middle getting squeezed the most.
- 3) Political and other pressures will continue to commoditize engineering services, to the point where costs will be cut and consultants will be forced into business conditions that are not attractive or favorable. This is an area where the aviation industry must take a stand so that quality will be maintained and technology can continue to evolve.
- 4) Consultants, suppliers and construction communities, in the past working with competing interests and agendas, must now work more closely together not only on individual projects, but toward the overall objective of improving our collective industry. It is time all of us think this way, individually within our companies and as ACC — the unified voice of airport development firms.

The bottom line is this: today’s marketplace requires an open mind and thinking outside the box. Expand your willingness to change, take risks, build partnerships and increase your opportunities. The past is the past, and the future is ours to create.

