Rent-A-Car (RAC) facilities are a critical aspect of an airport’s operations. They can make or break the airport experience for travelers. Travelers expect convenient service, including clear wayfinding and ease of renting and returning vehicles. However, these demands run counter to trends taking place at many terminals, where security and increased air operation needs are already maxing out the space available for RAC operations.

The demand for rental car services is also growing. Despite disrupted growth patterns due to September 11th, increasing air traffic has significantly returned rental car activities close to initial projections. It is apparent that with an increase of air travel volume and car rentals, many airports and their consultants need to evaluate the growing importance of an airport’s landside, and pay particular attention to their RAC facilities. Done right, efficient RAC designs and operations can enhance the traveling experience for airport patrons and help the airport achieve significant operational and sustainability gains.

Where Have We Been?
Historically, airport rental car facilities were located adjacent to a terminal, with a counter area adjacent to baggage claim and linked to individual counter space.


LAWA Director Lindsey Named ACC 2008 Aviation Award of Excellence Recipient

Gina Marie Lindsey, Executive Director of Los Angeles World Airports (LAWA), has been selected as the recipient of the ACC 2008 Aviation Award of Excellence. She was chosen among a group of impressive candidates because of her active and persuasive commitment and dedication to improving airports.

The 2008 ACC Awards Committee, led by Chair Jack Norton of Lea+Elliott, Inc. and Vice Chair Woodie Woodward of Woodward and Associates, noted that Lindsey continually embraces difficult tasks that will ultimately better serve both the public and the aviation industry as a whole.

The purpose of the ACC Award of Excellence is to recognize the extraordinary contributions of an individual, group or organization to the aviation industry and the general public. In addition to the nominees’ current contributions, the ACC Awards committee considers a candidate’s lifetime of achievements.
Two of ACC’s primary goals are to be recognized as the technical expert voice of airport development and to provide networking opportunities. Being the “enginerd” that I am, the first goal is near and dear to my heart, but the second one is just as important. I look back at this year’s ACC/AAAE Planning, Design, and Construction Symposium as a shining example of how we are achieving these goals.

During my opening remarks at this year’s symposium, I mentioned what I hoped to get out of the conference:

1. To leave with a better understanding of what’s happening in our industry — easily accomplished given the program presented.
2. To catch up with colleagues and meet new ones — not a difficult task given the record attendance of 688 consultants, airport operators, vendors and agency representatives.
3. To avoid injuring myself during the ski trip — accomplished by staying clear of the slopes and entrenched in the hospitality suite.

Just a few examples of the topics discussed at this year’s symposium include:

- A briefing on the new FAA Advisory Circular guidance on data collection and GIS which will be applicable to all topographic surveys (not just aeronautical surveys) at Part 139 airports.
- The model for terminal design that has changed from luxury and amenity to efficiency and expectation. For legacy and low cost carriers, spending money in the right place is more crucial than the amount of money spent.
- The latest information on a complete rewrite of AC 150/5320-6D and new FAARFIELD 1.1 pavement design software (available for download now) which replaces the current LEDFAA design software.
- New innovations concerning TERPS vs. Part 77 and Global Ingenuity including new innovations that cut across multiple aviation disciplines. These new joint track sessions were extremely popular and well-attended.
- Predictions that a major legacy airline merger is “inevitable” (oops — that cat has since been let out of the bag).

Clearly the symposium is the best technical conference our industry offers today and it keeps getting better. But I couldn’t help noticing that the breaks were pretty active as well. In addition to the array of “crackberry” users and Bluetooth aficionados, many people were networking in the hallways, both with clients and other consultants. These networking opportunities are extremely important.

Projects are becoming more complex and timelines for those projects are often being compressed. At the same time, one of our industry’s top challenges is recruiting — finding (and keeping) the right people to accomplish the work at hand. With higher demands and fewer graduates in the engineering/architectural field, it is often difficult for firms to grow organically. Thus, we see a rise in mergers and acquisitions in order for firms to compete. We also see more teams partnering for projects/programs in order to compete, not just to add specialty niches or additional expertise, but to provide a depth of staff in areas that could other wise not be performed in-house.

ACC’s conscious effort to include networking opportunities in conference agendas is a true benefit to all attendees. The ACC/FAA/TSA Summer Workshop in July is held to promote the working relationships between the agencies and the airport consultant community. The ACC Annual Conference in November highlights the major airport consulting issues while providing attendees with a chance to discuss teaming opportunities and business concerns. In addition, ACC Institute course offerings this year include pavements, information technology, project delivery, and NEPA. These upcoming ACC events promise a continued focus on providing relevant technical information and networking opportunities.

When I first became active in ACC, I struggled to understand why consultants would want to get together for these events, given that they are often in competition. Now — I get it.

Reynolds Joins ACC

John Reynolds has joined ACC as Administrative Assistant. ACC is extremely pleased to have him aboard and he will contribute significantly to the success of the organization. He graduated from the University of Pittsburgh in 2007 with a dual degree in English Writing and Film Studies and worked at Robert G. Reynolds Consulting prior to joining ACC.
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By Edward Balkin, Director of Design, Coover-Clark & Associates, Inc.

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Edward G. Balter, Principal, The Robert B. Balter Company

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How’s Your IT?
Going Global with Export-Import Banking

As air passenger and cargo trips rapidly expand across the globe, so does the need for more airport infrastructure and its financing. Many consulting firms and airport suppliers are already taking advantage of international opportunities and are working on a variety of projects worldwide. However, a number of businesses are hesitant about expanding their market internationally because of potential risks, including whether compensation for services or goods shipped will ultimately be received, skepticism concerning contractual obligations, and the need to provide their own financing.

The Export-Import Bank of the United States (Ex-Im Bank) minimizes some of these concerns. Ex-Im was created by the U.S. Government to provide export-credit insurance and working capital loans to U.S. exporters selling their goods and services abroad, as well as loans and loan guarantees to overseas buyers of U.S. goods or services exports. The Bank’s products can help U.S.-based airport consultants and suppliers obtain the working capital needed to meet export contracts, ensure that they get paid for foreign receivables and enable firms to offer competitive financing to foreign buyers.

Ex-Im Bank operates in approximately 170 countries, and has long-term lending capabilities up to 14 years, post-completion, in many of these markets. Large and small companies that have an opportunity to export U.S. goods and/or services, whether for $25,000 (or less) or $2.5 billion (or more), should consider the Ex-Im Bank as an option.

Ex-Im Products

Ex-Im has a number of programs and products that can substantially alleviate the potential risks associated with international projects and can provide financial backing to help make U.S. firms competitive in international projects. Products offered by EX-1M that are relevant to ACC members include:

➤ **Export Credit Insurance**

First and foremost, “will I get paid for this work?” is a very common concern when doing business internationally. While payment is often guaranteed for work rendered in the United States, contract and payment practices may not be as certain in other localities. Export Credit Insurance enables U.S. exporters to offer open account financing to their international customers while protecting them against the risk of foreign buyer default for political or commercial reasons. Policies can apply to one buyer for a single contract, or multiple buyers and contracts. Ex-Im covers nearly all of the risk of non-payment for commercial or political default. These insured receivables may be assigned to the firm’s commercial bank and advanced against for working capital.

➤ **Working Capital**

Many firms could use additional capital to help ramp up their products and services for expanding into global markets. Ex-Im Bank’s Working Capital Guarantee enables commercial lenders to make working capital loans to U.S. exporters for various export-related activities by substantially reducing the risks associated with these loans. The exporter may use the program to purchase raw materials and finished goods for export, and to cover stand-by letters of credit.
Ex-Im Bank’s working capital guarantee protects the lender from default by the exporter for 90 percent of the loan principal and interest. Working capital guarantees may be applied for directly to lenders, including Delegated Authority Lenders, which can approve facilities without Export-Import Bank review.

➤ **Loan Guarantees**

Sometimes the international airport sponsor needs financial assistance to acquire U.S. goods or services. Ex-Im Bank provides Loan Guarantees that carry the full faith and credit of the United States Government and longer repayment terms and lower interest rates than can be offered by the foreign buyer’s local market. In some cases, repayment can be for up to 15-years. Loan Guarantees are issued after Ex-Im Bank’s review of the foreign buyer’s ability to demonstrate a “reasonable assurance of repayment” and is accomplished in conjunction with a U.S., international or local country bank.

➤ **Small Firms**

Ex-Im Bank assists small firms. The Bank has a specific congressional mandate to help U.S. small businesses. In fiscal year 2007, small businesses represented more than 85 percent of the total transactions approved by the Bank. These transactions included almost 1,000 transactions in amounts under $500,000, and 369 small businesses were first time users of Ex-Im Bank services.

**Aviation Opportunities**

In the area of international airport development and construction, Ex-Im Bank has actively pursued opportunities. Ex-Im has been financing the development and construction of airports around the world for many years. Examples of recent successes by the Bank in the aviation field include:

➤ In 2005, Ex-Im Bank financed the Albania National Air Traffic Agency’s purchase of air navigation systems and hardware. The result was increased capacity and revenues, and a modernized air-traffic control system for the local controller. Ex-Im Bank’s loan guarantee facilitated commercial financing of approximately $48 million on 10-year repayment terms.

➤ The Bank financed the design and construction of the $612-million Quiport Airport in Quito, Ecuador. Working with other bilateral lenders, Ex-Im Bank provided $60 million in loan guarantees for purchases of U.S. goods and services that helped modernize the existing terminal and construct a new international airport nearby. Financing was provided for 11 years, post-completion.

**Ex-Im Banking and ACC**

Given Ex-Im Bank’s interest in supporting U.S. companies’ export sales, including both services and products, the Bank is reaching out to sector trade associations, like ACC, to introduce its financing solutions.

“Ex-Im Bank has provided critical assistance to the firms I’ve worked for in various international tendering process,” said Jorge Gonzalez, Vice-President of Infrastructure Management Group, Inc. and Chair of ACC’s Special Committee on Globalization and International Affairs. “Ex-Im made the difference in various large and small international competitions where the client was requesting financial assistance for the design and construction of new and expanded airport facilities. With very short notice, Ex-Im produced an official letter of interest for the financing of the project that was included in our proposal. As later stated by the selection committee: having the official letter of interest included in the proposal provided high comfort levels to government officials that my firm would be able to deliver what we had stated in our proposal. In this instance, we were awarded a large contract having competed against four other offers from four different European countries.”

For information on Ex-Im Bank, including the markets where they are open for business, visit the Bank’s website at www.exim.gov. For any general questions regarding Ex-Im Bank’s airport-finance approach, please contact Michael Forgione, Vice President, by phone at 202-565-3224 or by e-mail at michael.forgione@exim.gov.
The Role of QA in Assuring Project Success

Your project is finally ready to go. After years of planning and design, community meetings, acquiring permits, carefully preparing plans and specifications, and selecting the contractor, your envisioned improvements are ready to become a reality. Now comes the hard part — ensuring the final project is built to the highest quality standard.

So how do you control the quality of construction and materials as the project is being built? How do you maintain the proactive link between design and construction phases and establish a relationship with the Contractor that fosters a cooperative environment? And how do you best protect the interests of the Owner?

The Answer: a high standard of Quality Assurance.

A Primer on QA and QC

Ultimately, the quality of any constructed airport facility is based on the Quality Assurance (QA) and Quality Control (QC) programs that are utilized during construction. Although QA and QC are commonly used buzzwords, they are often misunderstood.

QA is the Owner/Sponsor’s effort to ensure the quality of the product is as specified. QA is used to ensure that Airport Improvement Program (AIP) work conforms to plans and specifications, quantities are correct, and testing is adequate. Under AIP rules, the Owner/Sponsor must provide adequate and qualified engineering supervision and construction inspection during all stages of the work. It is the Owner/Sponsor’s primary responsibility to develop and implement a plan for supervision, inspection and testing of construction work funded with federal dollars. The sponsor must engage a properly qualified QA agency per FAA Advisory Circular 150/5370-12A.

In comparison, QC is the Contractor’s effort to ensure the quality of the product is as specified. QC firms are selected by the Contractor and are, therefore, contractually obligated to the Contractor, not the Owner/Sponsor. According to FAA Advisory Circular 150/5370-10B, Section 100 on Contractor Quality Control Program, a QC program must be incorporated into project specifications and then enforced throughout the project duration. In addition to Section 100, the Owner/Sponsor should require a minimum accreditation per AASHTO R-18 for the QC firm.

Naturally, there can be some tension between QA and QC. A QA firm is hired by the Owner/Sponsor to represent them during the construction process, and ensure that projects are being constructed to specifications. A QC entity is hired by the contractor, often through a low-bid process. As required under Advisory Circular 150/5370-12A — Quality Control of Construction for Airport Grant Projects — the QA firm must verify the contractor’s compliance to Section 100 as well as adherence to the project Plans and Specifications.
What should consultants and their airport clients consider when selecting a QA agency?

How To Choose a QA Agency

QA firms are different and offer varying services. They should be the authority with materials and their application according to FAA Advisory Circulars. Ideally, the QA firm:

» Confirms QC agency’s accreditation for field and laboratory testing and the QC personnel certifications for field and laboratory testing
» Reviews Contractor’s QC program
» Visits QC laboratory to verify equipment calibration
» Oversees QC testing and performs QA testing
» Informs the contractor of deficiencies
» Maintains a file of test reports and certifications
» Documents quantities of materials used
» Reviews pay requests
» Maintains working drawings for as-built purposes
» Prepares and submit daily reports

The QA firm should be able to effectively represent the Owner/Sponsor. The integrity of the construction QA impacts safety, product durability, costs, aesthetics and the overall satisfaction of the Owner.

The QA agency’s credentials are also critical. These are, after all, services that demand an understanding of the procedures and methods, and serve as the authority to assist with the best execution of the QA/QC efforts.

What are the Benefits of Strong QA?

A strong QA representative helps resolve problems that arise during construction, assists the Owner/Sponsor with addressing unexpected changes, assists the Owner/Sponsor with the review of RFI’s and submittals and provides knowledgeable insight during change order requests. QA firms are focused on the project design, agency accreditation, training, support, mentoring and detail in daily reports and records. This synergy between the design phase and the construction phase offers a proactive insight to solve problems.

As an advocate for the Owner/Sponsor, a QA firm is charged with helping to prevent the poor quality of a constructed facility, unnecessary claims and cost overruns, and project delays. The QA firm can also facilitate FAA acceptance of the project.

Case Study: MWAA

An example of an innovative approach to QA is occurring for the Metropolitan Washington Airports Authority (MWAA), which has had a significant increase in construction activities at Dulles International Airport (IAD) and Reagan National Airport (DCA). The QA program includes an on-site, full time certified staff and an accredited materials testing laboratory. The QA manager performs assessments of the QC firm’s facilities and quality manual, and provides guidance to encourage minimum levels of testing technician certification and agency accreditation.

Under the MWAA program, the QA participation includes not only AIP acceptance testing, but has been broadened to include comprehensive participation in pre-construction meetings, pre-work meetings, progress meetings, and specification meetings concerning national, state and local standards pertaining to test methods and degrees of certification and accreditation. Final specifications are reviewed and minimum QC testing requirements are produced in writing for all parties.

QA members also ensure that proper standards are being followed. An example might be a paving project. Do the project specifications indicate FAA, VDOT or the local municipality’s standards? Oftentimes, numerous QA procedures are performed to satisfy various agencies to address their specific requirements and specified standards for testing.

Since cooperation between the owner and contractor is beneficial to all parties, the goal of these efforts is to create an environment where the QA and QC work to a higher level of care.

Conclusion

In general, good QA services offer the Owner/Sponsor a highly professional, technically oriented extension to the design effort. Firms who distinguish themselves as QA specialists begin the process with the mindset that they are to be a fair and accurate bridge between design and construction. When this high standard of service is understood and incorporated into the process, then the Owner/Sponsor succeeds.

The Robert B. Balter Company provides in-house geotechnical consulting, QA inspection, laboratory materials testing and subsurface exploration. In 50+ years, and 16,000 projects, the company’s aviation experience includes work with FAA, Designers, Contractors and Owners for International and General Aviation facilities. For more information contact Edward G. Balter, Principle, at 410-363-1555 or ebalter@balterco.com.
In 1986, Sid Robinson, a retired FAA radar engineer, and Ray Van Vuren, former Director of FAA Air Traffic Services, merged their businesses to establish RVA. Their initial project was to provide augmentation to the FAA controller work force to assist in the training of new air traffic control specialists at en route and terminal facilities.

Expansion into aviation systems analysis and engineering services was immediate. RVA now has over two decades of experience supporting FAA programs and aviation industry projects in:

- Air traffic management (ATM) and air traffic control (ATC) operations;
- Communication, navigation and surveillance (CNS) systems analysis, engineering, installation & maintenance, and
- Aviation security.

RVA’s controller training involvement continues today through administering the Air Traffic Selection and Training (AT-SAT) examination to applicants for the air traffic training program.

In 1994, RVA was selected as one of three companies to staff and manage airport traffic control towers (ATCTs) in the FAA Contract Tower (FCT) Program. RVA’s focus is on safety and quality in the operation of 86 ATCTs in the FAA Southern and Southwestern Regions. In August of 2007, RVA’s Quality Management System for Air Traffic Control Services to the FCT Program received ISO 9001:2000 Certification.

RVA also provides Ramp Tower Services (RTS) at Seattle-Tacoma and Ft. Lauderdale-Hollywood International Airports. This service was endorsed by the FAA during one of their FAR Part 139 Airport Inspections as enhancing the safety and efficiency for aircraft operations.

Internationally, RVA provides CNS/ATM, safety and security audits and training to assist countries in developing their aviation industry. Recent efforts include audits in Ukraine, Bulgaria, Indonesia, Vietnam, Angola, Jamaica, and West Africa. RVA develops the legal and operational directives to meet ICAO standards for international aviation oversight and trains the countries’ representatives to apply these standards. RVA also helps countries prepare for ICAO safety audits and FAA IASA audits to achieve category I status.

Recently completed navigation and instrument landing system projects include the engineering and installation of five Precision Approach Path Indicator systems at Washington Dulles International Airport and a Third Generation Doppler VOR/DME installation at LaGuardia.

The RVA Aviation Security Group has performed audits and provided training at numerous general aviation airports in the US. Internationally, RVA completed security audits and capital improvement master plans for five international airports in the Republic of Uzbekistan. RVA is currently under contract to perform an aviation security study for UEMOA (West African States).

Please visit the RVA web site at WWW.RVAINC.NET.

Prepared by Wes Cozart
Chief Executive Officer
Robinson Aviation (RVA), Inc.
As a proud member of the ACO Group of companies, ACO Polymer Products, Inc. enjoys the prestige associated with being a part of the world market leader in the design and manufacture of pre-engineered trench drain systems. Founded in 1946, the ACO Group employs over 3,700 people in 34 countries and operates 31 production facilities. ACO is a family-owned company whose owners are intimately involved in the day-to-day operations.

ACO companies operate in many different market segments, most of which are drainage-related. Examples include civil engineering, sports stadiums, agriculture, wastewater treatment, backflow prevention, wildlife protection and specialized stainless steel products. In each case ACO products represent the latest in technology and innovation. Materials of construction include polymer concrete, fiberglass, cast iron, stainless steel, plastic and reinforced Portland cement concrete.

Transportation projects, including airports, have traditionally been a very large part of the civil engineering segment of ACO’s business. Highly specialized products designed to withstand the rigors of these applications are available to handle any situation imaginable, and ACO has installations at many high-profile facilities of this type the world over. Examples include Dallas/Ft. Worth International Airport, Pittsburgh International Airport, Cincinnati/Northern Kentucky International Airport, Charlotte/Douglas International Airport, George Bush Intercontinental Airport, William P. Hobby Airport, Toronto Pearson International Airport, Copenhagen International Airport, Brussels Airport, Darwin International Airport, Dubai International Airport and many, many others.

In addition to offering an enormous variety of standard products, ACO also has the capability to design and produce custom products through its Aquaduct Division. This customization can vary from something as simple as changing the slope of a standard product to designing and manufacturing a completely customized solution for a particular application. This capability proves especially valuable in many airport applications requiring high flow capacities and long, continuous trench drain runs.

ACO prides itself on its expertise in hydraulic analysis, and especially its willingness to share that expertise. ACO has developed a number of different software tools for modeling the behavior of trench drains, and the output from each is available as a free service to design professionals. Included in this group is “Hydro,” which utilizes a differential equation developed through empirical testing to model the flow in a trench drain. Also available are grate intake and ponding analyses.

ACO’s ongoing mission is to continue to lead the industry in the design and development of cutting-edge sustainable drainage solutions and to educate the design community in their use. To this end, we offer a number of Lunch and Learn presentations, including AIA and CSI registered programs, that are available free of charge. If you are interested in one of these presentations for your group, feel free to contact us.

Prepared by George S. Potter, PE
Division Manager
Once again, this year’s Symposium set a new record for attendance with 688 aviation directors, airport managers, operations managers, architects, engineers, IT consultants, specialty consultants, airlines, FAA, TSA, state personnel and equipment service providers.

The Symposium included top-notch technical sessions on issues relating to airport planning, terminals, airside, program/construction management and IT. General Sessions were held on Generational Considerations at Airports and What’s Next with Runway Safety. The informative open mic sessions held with the FAA and TSA provided an excellent opportunity for dialog between the agencies, the consultants and airports.

2008 SYMPOSIUM LEADERSHIP

(Left to right) Michael DeVoy, P.E., RW Armstrong, 2008 ACC Board of Governors Chair; Stephen Pelham, Reveal Imaging Technologies, Inc., Symposium Chair; Courtney Beamon, P.E., Delta Airport Consultants, Inc., Symposium Vice Chair; and James Elwood, A.A.E., Aspen/Pitkin County Airport, AAAE First Vice Chair.

2008 HOLLINGSWORTH SPEAS AWARD

The 2008 Speas Award was presented to Massachusetts Port Authority and Delta Air Lines, Inc. for their role in creating the Delta Air Lines Terminal at Logan International Airport as a national model for passenger-friendly and environmentally responsible facilities. Michael DeVoy presented the award which was accepted by Houssam H. Sleiman, on behalf of the Massachusetts Port Authority and Delta Air Lines.

(Left to right) Michael DeVoy, P.E., RW Armstrong, 2008 ACC Board of Governors Chair; Houssam H. Sleiman, Massachusetts Port Authority, award recipient; Barbara Kulvelis, HNTB, ACC Environmental Committee Chair; T.J. Schulz, ACC Vice President.
and contributions to the industry when choosing an award recipient.

Lindsey’s leadership and experience in delivering complicated airport capital projects led Los Angeles Mayor Antonio Villaraigosa to appoint her as Executive Director of LAWA in June 2007. LAWA is the aviation authority for one of the world’s largest metropolitan areas. Lindsey has already undertaken the task of making all LAWA airports even more efficient, progressive and positioned for growth in the years to come.

Prior to her appointment at LAWA, Lindsey was the Executive Vice President at McBee Strategic Consulting, LLC, a government relations and aviation consulting firm in Washington, D.C. There she demonstrated true leadership by bringing together diverse industry executives to participate in a Baggage Screening Investment Study (BSIS) that resulted in the establishment of funding and financing alternatives and completion of a technical guideline.

Before that, Lindsey was Managing Director of Seattle-Tacoma International Airport (Sea-Tac). There she faced significant environmental, legal and financial hurdles to advance the development of a new runway that will provide greatly needed capacity for the Seattle region for years to come. This runway is scheduled to open as part of a 7-year, $3 billion capital improvement campaign.

Before her time at Sea-Tac, Lindsey served as Director of Aviation for Anchorage International Airport where she managed the airport’s transition from an international passenger refueling stop to an international cargo hub for Federal Express and United Parcel Service.

Lindsey earned a B.A. in Communications Media from Walla Walla College in Washington State. She has served on the World Board of Directors for Airports Council International (ACI) and in 2003 became the first woman Chair of Airports Council International — North America (ACI-NA). In addition, she was appointed by the U.S. Secretary of Transportation to the Executive Council for Next Generation Air Transportation System and the TRB Airport Cooperative Research Program’s Oversight Committee.

ACC looks forward to presenting the 2008 ACC Award of Excellence to Gina Marie Lindsey at the Awards luncheon on November 11, 2008 during the 30th ACC Annual Conference and Exposition.

LINDSEY continued from page 1
ACC Events Highlighted

**Partners in Progress**

November 10 – 12, 2008
Don Cesar Beach Resort // St. Pete Beach, FL orida

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July 9 – 10, 2008

ACC Committee Meetings
July 8, 2008

Arlington, VA  HOLIDAY INN NATIONAL AIRPORT

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from the experts
by the experts
for the experts

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July 9 – 10, 2008

ACC Committee Meetings
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Arlington, VA  HOLIDAY INN NATIONAL AIRPORT

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**ACC 30th Annual Conference & Exposition**

November 10 – 12, 2008
Don Cesar Beach Resort, St. Pete Beach, Florida

...bringing the experts together

AIRPORT CONSULTANTS COUNCIL

www.ACConline.org
ACC Visits Capitol Hill

ACC members met with the top staff of the House Aviation Subcommittee, Senate Aviation Subcommittee and the Senate Finance Committee to discuss the delay in passing an FAA reauthorization bill. ACC members discussed impacts the delay was having on airport capital programs and the consulting community; and they received briefings on the latest deliberations taking place on the reauthorization measure. A copy of the fact sheet that ACC provided committee staff is available online at www.ACConline.org.

QBS Interventions

ACC successfully intervened and addendums were released for four RFOQs that requested price information and hourly rates.

Globalization Committee Meets with Ex-Im Bank

ACC Globalization Committee Chair Jorge Gonzalez, Infrastructure Management Group, Inc., Vice Chair Alex Van Groenewoud, Hatch Mott MacDonald, and ACC staff attended a meeting with representatives of the U.S. Export-Import Bank and explored opportunities to coordinate activities and facilitate international opportunities for airport consultants.

Hochstetler Presents Keynote at FAA Conference

At the FAA Eastern Region Conference in Hershey, PA, Paula Hochstetler presented the keynote luncheon speech. She discussed the updated ACC/FAA Best Practices document that will be released soon and the recruitment and retention of qualified aviation professionals. Her complete remarks are available online at www.ACConline.org.

ACC also coordinated two of the Engineering Track sessions and exhibited at the FAA Eastern Region Conference.

(Left to Right) Carlos Maeda, PBS&J; Mike DeVoy, RW Armstrong, 2008 ACC Board of Governors Chair; Susan Prediger, CAGE Inc.; Tom Slater, WK Dickson & Co., Inc.; Brad Mims, PB Americas, Inc., ACC Legislative & Regulatory Committee Chairman; and T.J. Schulz, ACC.

(Left to right) Carl Tate, ACC Manager of Marketing & Membership; Manny Weiss, FAA Eastern Region Administrator; T.J. Schulz, ACC Vice President; Paula Hochstetler, ACC President and keynote luncheon speaker; Bill Flanagan, FAA Eastern Region Airports Division Manager.
New Members

Executive Members

ADVANCE TESTING COMPANY, INC.
James P. Smith, Jr., President
3348 Route 208
Campbell Hall, NY 10916 United States
Tel: (845) 496-1600, Fax: (845) 496-1398
E-mail: jsmith@advancetesting.com
Web: www.advancetesting.com

Advance Testing Company, Inc. is a consulting construction materials testing laboratory that has been providing service to its clients since 1984. Advance Testing Company provides both field inspection and laboratory analysis of all construction materials for commercial, private, and public organizations. Advance Testing currently manages its work out of two primary offices in New York and Massachusetts.

INTERNATIONAL AIR TRANSPORT ASSOCIATION
Guy Brazeau, Director, IATA Consulting Services
800 Place Victoria
PO Box 113
Montreal, Quebec H4Z 1M1 Canada
Tel: (514) 874-0202, Fax: (514) 390-6707
E-mail: brazeagu@iata.org
Web: www.iata.org

IATA Consulting provides expert advise in airport infrastructure/commercial development, airlines, civil aviation authorities, cargo and ground handling and air traffic management. Services include business planning, airline start-up, institutional development, airport planning, airport commercial development and aviation safety and security. All recommendations are based on the most recent industry initiatives and aligned with FAA/ICAO programs.

JC TENORIO ENGINEERS & ASSOCIATES, INC.
Juan C. Tenorio, P.E., CEO/Principal Engineer
197 Hernan Cortes Avenue
Hagatna, GU 96910 United States
Tel: (671) 479-8888, Fax: (671) 477-3277
E-mail: tenorioengineers1@guam.net
Web: www.jctenorio-engineers.com

JC Tenorio Engineers & Associates, Inc., is based on the Island of Guam in the central Pacific. Founded in 1971, the firm offers a full spectrum of civil engineering design, project and construction management of multi-discipline projects including airport projects for clients in the Mariana Islands and in Micronesia.

KHATIB & ALAMI
Najib Khatib, Director
Al Akhtal Al Saghir Street
Beirut, 14-6203 Lebanon
Tel: +961 1 843 843, Fax: +961 1 844 400
E-mail: nkhatib@kacem.com
Web: www.khatibalami.com

Khatib & Alami is a multi-disciplinary company specializing in consulting, engineering studies, design and construction supervision in the Middle East. More than 25 airports have been designed and supervised during the last 20 years in the Middle East.

THE ROBERT B. BALTER COMPANY
Edward G. Balter, Principal
18 Music Fair Road
Owings Mills, MD 21117 United States
Tel: (410) 363-1555, Fax: (410) 363-8014
E-mail: ebalter@balterco.com
Web: www.balterco.com

The Robert B. Balter Company provides in-house geotechnical consulting, QA/QC inspection, laboratory materials testing, and subsurface exploration. In 50+ years, and 16,000 projects, its aviation experience includes work with FAA, Designers, Contractors, and Owners for International and General Aviation facilities. Its personnel and laboratory certifications include ERLPM, NICET, ACI, AMRL, ASTM, AASHTO and US Corps of Engineers.

THE STULTZ GROUP
Patricia Stultz, President
PO Box 3423, Duluth, GA 30096 United States
Tel: (678) 234-2479, Fax: (770) 446-5540
E-mail: tstultz@hotmail.com

The Stultz Group specializes in the preparation, coordination and facilitation of NEPA Studies, Economic Analysis, Financial Planning and Feasibility Studies, Public Involvement and General Project Facilitation.

TOURNEY CONSULTING GROUP, LLC
Paul G. Tourney, P.E., President
3401 Midlink Drive
Kalamazoo, MI 49048 United States
Tel: (269) 384-9980, Fax: (269) 384-9981
E-mail: ptourney@tourneyconsulting.com
Web: www.tourneyconsulting.com

Tourney Consulting Group is a specialty engineering company providing concrete materials engineering and supportive testing services. TCG specializes in forensic analysis, service life predictions, deicer optimization, new concrete design optimization, and ASR mitigation techniques. TCG provides expert subconsulting services to prime engineering firms throughout the US. The full in-house laboratory provides fast, economical, convenient and confidential services both nationally and internationally.

Associate Members

AIRPORT IMPROVEMENT
Paul H. Bowers, Publisher
3780 Chapel Road
Brookfield, WI 53045 United States
Tel: (262) 510-7832, Fax: (262) 439-2978
E-mail: pbowers@AirportImprovement.com
Web: www.AirportImprovement.com

Each issue of AIRPORT IMPROVEMENT features recently completed projects from all areas of airports. Best-of-class case studies detail project specifics, chronic special challenges overcome, uncover valuable lessons learned, and highlight potential applications to future projects with input from airport managers and their consultants and suppliers. Industry nominations will be accepted to help uncover the best, most innovative projects in each category. There is no editorial devoted to anything other than airport construction, funds, or the people who make it happen.

GE SECURITY
Jennifer A. Banks, Sales Manager
7151 Gateway Blvd.
Newark, CA 94560 United States
Tel: (408) 286-5255, Fax: (408) 286-0808
E-mail: jennifer.banks@ge.com
Web: www.GEsecurity.com

GE Security’s Homeland Protection business brings together world-class trace detection, ramen technology, computed tomography, and x-ray diffraction technologies into a single business offering that can make a wide-range of security activities more accurate and productive. Homeland Protection helps customers protect people, assets and communities.
CLOUGH HARBOUR & ASSOCIATES LLP (CHA), a full service engineering consulting firm with over 50 years experience, acquired Isbell Engineering Group (IEG) in November 2007. Before joining the CHA team, IEG provided structural, civil, and geotechnical services as well as construction materials testing in north-central Texas for more than 30 years. With 28 offices, now including three in Texas, the CHA team provides the services of 800 highly trained professional engineers, planners, landscape architects, technicians, surveyors and support personnel.

AECOM TECHNOLOGY CORPORATION, a provider of professional technical and management support services for government and commercial clients around the world, announced that it has acquired Earth Tech, Inc., a business unit of Tyco International Ltd.

KEVIN VANDEBERG has joined Barge Waggoner Sumner & Cannon as Aviation Planner in the firm’s Huntsville, Alabama office. With more than 17 years in the airport industry, Vandenberg’s responsibilities include coordination of airport planning projects such as airport master planning, terminal planning and programming, Airport Layout Plan development, and implementation planning for a variety of clients, primarily throughout Alabama.

MICHAEL R. FLANNERY, P.E. has become the CEO and President of Woolpert, Inc. Flannery has been with Woolpert, Inc. for nearly 18 years and served many roles, including manager of the firm’s site and civil design group in Cincinatti, Ohio.

BARRY MOLAR has joined UCG Associates, Inc. to lead their Federal Consulting Practice. Molar brings over 32 years of experience with the Federal government. He has held several managerial positions at the FAA over the past 14 years, most recently serving as Manager of the Airports Financial Assistance Division in the Office of Airport Planning and Programming.

KURT HAU KOHL joined Clough, Harbour & Associates LLP as Airport Development Specialist in Fort Worth. Kurt has 20 years of professional aviation experience. Prior to joining CHA, Haukohl was Principal Airport Inspector for DOT in Southern California.

RAJU NANDWANA, AIA, was promoted to International Parking Design to Vice President in-charge of the Alameda office. SHAHIN AZMOUDEH was promoted to Vice President in-charge of the Sherman Oaks office.

ALEXANDER VRTISKA joined Mead & Hunt, Inc. as an aviation consultant for the air service team. He is responsible for assisting senior consultants with research production and report editing for clients. Vrtiska will be involved extensively using U.S. Department of Transportation statistics, Global Distribution Systems (GDS), and Marketing Information Data Tapes (MIDT).

Hoyle, Tanner & Associates, Inc.’s Aviation Services Group is growing with the addition of NILS GONZALEZ, P.E. as an Aviation Project Manager. He comes to Hoyle, Tanner with 18 years of experience and is highly regarded in the industry for his work on airport projects throughout New England.

Kleinfelder announced that JOEL CARSON has been selected as the new Central Division Manager. Carson has served for the last three years as the Great Plains Regional Manager and will continue to reside in the firm’s Omaha, Nebraska, office.

RAJEEV K. ARORA, P.E., Executive Vice President of ARORA ENGINEERS, INC., a multi-disciplinary engineering design and construction management firm, was selected as the Delaware Valley Engineers Week Council’s (DVEWC) 2008 Young Engineer of the Year.

MEAD & HUNT, INC. is the proud recipient of the Asphalt Pavement Association of Michigan’s Award of Excellence for 2007. The Association and the Michigan Department of Transportation presented the award for Mead & Hunt’s design of the Taxiway B Relocation project at Kalamazoo/Battle Creek International Airport.

TRANSOLUTIONS was awarded the project titled “Passenger Space Allocation Guidelines for Planning and Design of Airport Terminals” by the Airport Cooperative Research Program (ACRP), managed by the Transportation Research Board (TRB). The focus of this $400,000/15-month national research study is to determine how to best plan and design airports to most efficiently serve their passengers, both now and in the future.

MEAD & HUNT, INC. was awarded the following projects: Aspen/Pitkin County Airport Master Plan Update, Spokane International Airport Third Runway Alignment Study, Billings-Logan International Airport Master Plan and Stockton Metropolitan Airport Master Plan.

HANSON PROFESSIONAL SERVICES, INC. was selected by the Indianapolis International Airport to provide design services and construction observation for rehabilitation of an 11,200-foot by 150-foot runway and three parallel taxiways. This $2.6 million rehabilitation includes concrete panel replacement, joint cleaning and sealing, biluminous pavement repair and pavement marking.

ACC Updates  Between February and May 2008, ACC distributed e-mail supplements of this publication to ACC members. These supplements are also available online at www.ACConline.org.

Legislative News

| LN-08-02 (FEBRUARY 13, 2008) | • FAA Extension Bill passed in the House; Awaits Senate action |
| LN-08-03 (FEBRUARY 19, 2008) | • Senate passes FAA Extension Bill |
| LN-08-04 (MARCH 21, 2008) | • ACC meets with key congressional committees on the FAA Reauthorization; Details on FY 2009 budget proposal for TSA |
| LN-08-05 (APRIL 28, 2008) | • Senate may proceed with consideration of FAA Reauthorization Proposal this week |
| LN-08-06 (MAY 2, 2008) | • ACC urges passage of FAA Reauthorization Bill; Advocates for QBS amendment |
| LN-08-07 (MAY 7, 2008) | • FAA Reauthorization indefinitely on hold in the Senate |
| LN-08-08 (MAY 13, 2008) | • Legislative action alert: We need letters sent to U.S. Senators urging action |

ACC Tech Talk

| RN-08-01 (APRIL 1, 2008) | • FAA issues guidance on administration of AIP funding under extension |
These spaces were within view of exit doors and were a few hundred feet from parked rental cars, as well as return lanes. While this arrangement is preferred for customer clarity and convenience, in many airports it has fallen victim to terminal expansion needs and rental car volumes over the past 20 years.

In response to this shortage of available space next to the terminal, rental car companies shifted to self-contained operations, which generally require individual company buses to compete for available curb side space. They also often result in long trips for passengers and more cumbersome experiences when picking up and returning cars. Although this arrangement offers improved vehicle servicing, it is often time consuming and less convenient for travelers.

The most recent, new approach is the Consolidated Rental Car Facility (CONRAC), where competing companies share buses or people movers, customer services, and sometimes service facilities and associated amenities.

Design Considerations for CONRAC Facilities

Today, there is no standard approach that works for every airport. So what should consultants consider when examining these important facilities?

From a “design” standpoint, clear wayfinding and increased level-of-service for the customer are key. An airport’s evaluation of sites for RAC facilities is complicated due to terminal expansions, parking space requirements, improvements to failed and poor infrastructure and new customer service amenities. A CONRAC site needs sufficient land to accommodate the existing market activity and 25 plus years growth capacity.

It is critical that the rental car industry be involved. This industry has valuable insights when it comes to evaluating and determining exactly how these facilities operate. Clearly, one of the primary goals of the CONRAC is to provide what is best for the customer, while being respectful of operational requirements for each rental car company. To ensure this goal is fulfilled, rental car companies must be involved early in the design process. They will help to integrate economically feasible options that respect traffic congestion, expansion, walking distances, wayfinding clarity, and overall customer service within all existing airport improvements.

Lessons learned from the early CONRAC schemes include:

» As facility costs increase, the size and requirements of CONRAC are more carefully scrutinized for both interior (customer service) and exterior (vehicle, service center) areas.

» Transportation costs associated with bus operations and fuel have dramatically increased. While the Automated People Mover (APM) is much preferred for customer convenience, the price has now increased in many instances to an excess of $100m per mile. These costs cannot successfully be translated to customer facility charges. As a result, the shortest connections need to be provided, where possible.

» Operations and Maintenance (O&M) costs have increased with energy and fuel costs. Bus operations for the transport of rental car customers have become a burden to the RAC industry. Sustainability, “green” solutions, and more environmentally respectful systems and materials must be evaluated.

So, how have these lessons manifested themselves at airports?
**Example CONRAC Facilities**

Kansas City International Airport’s 1996 RAC scheme occupied 90 acres and included a 5-mile round-trip bus route. Their current CONRAC configuration, opened in May 2007, is on a site immediately adjacent to the airport. Although it did not eliminate the requirement for busing, the new location significantly decreases the number of buses required, which decreases the size of the bus maintenance facility. It also reduces the lobby by 50 percent; reduces the site area, which allows for vertical future expansion; depresses the bus drop-off below grade allowing for better service; and accommodates a future APM once a Fourth Terminal is built and the existing Terminal improvements are completed.

Similarly, a 2001 scheme at Louis Armstrong International Airport, New Orleans, LA, occupied 80 to 90 acres and included a 4-mile round-trip bus route. A CONRAC facility is currently under study that will eliminate buses entirely. It will provide customer access to the rental car facility by an elevated moving walkway which decreases the customer travel time significantly. This layout conforms to the overall master plan which concurrently addresses short- and long-term parking, and improves the airport’s overall wayfinding, customer services and use of sustainable materials.

**Emerging RAC Design Considerations**

Although the model for the design and development of future consolidated rental car facilities is continually changing, there are a few factors that currently play an important role in both the economic and functional success of these facilities regardless of their configuration.

- **Safety**
  Safety is an ever-present concern for the public good. It remains a primary goal for all such facilities and their interface with other airport functions.

- **Convenience**
  Convenience to the customer and the ability to easily rent and return a vehicle is critical. If possible, the solution needs to allow for an acceptable walking distance to the vehicle, even if this requires some sacrifice in service center and vehicle maintenance.

- **Service**
  Service as well as support vehicles must operate seamlessly in the overall master plan. It is important that the CONRAC or other RAC configurations be compatible with all other airport operations.

**Ancillary Structures**

Hotels, people movers, terminal expansions and roadway improvements should be considered when forecasting rental car demand, particularly at larger airports.

- **Size**
  Each rental car facility should be a correct “fit” to the existing airport and its microclimate.

- **Sustainability & Cost Efficiency**
  Sustainability, respect for operational costs, and selecting the correct facility for the future are critical to the success of each facility. Particular adjustments for each community, including size, should be expected and respected. Solar orientation should be studied meticulously and garnished within the architectural design, if it is possible, to allow for energy savings and aesthetic embellishments. In addition, materials and building systems should be studied carefully to allow for long-term energy savings for the life of the building.

**Conclusion**

Integrating RAC operations into landside operations is a win-win for the airport and the RAC customer.

Successful Rent-A-Car facilities and services enhance customer service and generate revenue to support airport improvements. Integrated and shared RAC operations save costs and help achieve sustainability goals. Overall, well-designed RAC facilities enhance the travelers’ experience and the airport’s image.
CIVIL ENGINEERS and PROFESSIONALS

International Engineering Firm with over 16,000 employees is seeking Civil Engineers and Professionals. Hatch Mott MacDonald’s West Region with offices in Seattle, Portland, Sacramento, Pleasanton, San Jose, Los Angeles, Orange County, San Diego, Phoenix, Salt Lake City and Denver are seeking Junior, Midlevel & Senior Civil Engineers, Structural Engineers, CAD Manager/Techs, Project Controls Analysts, Project Engineers and Project Managers for a variety of projects including heavy rail and transit, tunnels and underground structures, highways and bridges, ports and airports and for Private Public Partnerships programs in Mexico.

Candidates should have experience with the above type projects and programs. Project Engineers and Project Managers will be responsible for budget, scheduling and overall management of design programs. Qualified Project Engineers should have 8-10 years experience working on projects; Project Managers should have 10-20 years overall design and management experience on transportation projects. Civil/ Airport Engineers should have experience with airport design projects, specifically roads & pavements, and will be assigned to existing major aviation programs in the Southwestern US. Project Controls Analysts should have experience with the following: Scheduling, Configuration Management/Document Control, Contract Administration, Budgets, Costing and Billings. Structural Engineer should have 5-10 years experience in structural analysis, bridge/tunnel design, foundations and retaining structures. Private Public Partnership experienced individuals ideally will be bilingual in English and Spanish, civil engineers and have demonstrated 3P experience.

Competitive salary and full benefits package are offered. Please submit resume to recruit@hatchmott.com and visit our website at www.hatchmott.com. HMM is an Equal Employment Opportunity Company.

AVIATION POSITIONS

Department of Aviation Hartsfield-Jackson Atlanta International Airport

The Department of Aviation at Hartsfield-Jackson Atlanta International Airport is seeking applicants for the following positions. All applicants MUST apply through the City of Atlanta (COA) at www.atlantaga.gov.

Environmental Compliance Manager
$54,795.00 - $79,999.00 annually
The purpose of this job is to provide high level environmental technical expertise and management in specific discipline areas of the Environmental and Technical Services Unit of the Planning & Development bureau within Department of Aviation (DOA).

Aviation Electrician
$35,844.00 - $52,332.00 annually
This employee installs, alters, maintains and repairs electrical wiring systems and equipment; complex mechanical and electronic traffic signal control equipment; series and multiple lighting systems at the airport locate and repairs circuit and equipment failure replaces existing wiring.

Aviation Engineer, Assistant — Architecture
$47,566.00 - $69,445.00 annually
The purpose of this job is to develop computer applications, programs and data bases for mini-computers and micro-computers within the city. Duties include, but are not limited to: preparing batch files; creating reports; installing updates.

Aviation Engineer, Assistant — Construction Management
$47,566.00 - $69,445.00 annually
The purpose of this job is to provide construction management technical expertise in the Engineering Unit of the Planning & Development Division of the Department of Aviation (DOA).

Aviation Engineer, Assistant — Electrical
$47,566.00 - $69,445.00 annually
Electrical engineer with power and lighting distribution design experience.

Aviation Engineer, Associate — Construction Management
$54,795.00 - $79,999.00 annually
The purpose of this job is to provide high level construction management technical expertise in the Engineering Unit of the Planning & Development Division of the Department of Aviation (DOA).

Aviation Facility Manager, Assistant
$47,566.00 - $69,445.00 annually
The purpose of this job is to provide high level construction management technical expertise in the Engineering Unit of the Planning & Development Division of the Department of Aviation (DOA).

Aviation HVAC Technician, Senior (D)
$36,767.00 - $53,679.00 annually
This employee assigns and monitors crews in the installation, repair and operation of heating and air conditioning units, water coolers and refrigeration units; coordinates and monitors the work of contractors; orders parts and equipment as needed.

Aviation Engineer — Electrical
$68,057.00 - $99,362.00 annually
Electrical engineer with power and lighting distribution design experience. Duties shall include, review electrical designs for compliance with engineering standards and Performs electrical calculations such as, load flow study, short circuit and coordination studies, lighting calculations and voltage drop calculations.

Aviation Engineer — Structural
$68,057.00 - $99,362.00 annually
Review designs for compliance with engineering principles, department standards, and customer contract requirements, and related specifications. Performs technical studies, design development including preparation of specifications and technical plans.

Aviation Engineer, Assistant — Architecture
$47,566.00 - $69,445.00 annually
The purpose of this job is to provide architectural technical expertise in the Engineering Unit of the Planning & Development Division of the Department of Aviation (DOA).

Aviation Engineer, Associate — Construction Management
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CADD/CAM System Programmer Analyst
$39,856.00 - $59,189.00 annually
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DIVISION AVIATION ENGINEERING MANAGER
Orlando, FL

Wilbur Smith Associates is a full-service international transportation and infrastructure consulting firm providing planning, engineering, design, economic and construction-related services for projects worldwide. We have experienced tremendous growth and plan to continue. We were founded in 1952, and we are 100% employee owned. We currently have the following opportunity available in our Orlando, Florida office.

Position will develop specific recognizable growth in aviation engineering specialty. This role will also have overall responsibility for client management within the entire discipline, including the regions of Florida, the Caribbean and Puerto Rico. Will be responsible for production of civil and electrical engineering, cost estimating, grant application writing, financial analyses, specification and engineering report preparation, geotechnical engineering, surveying, construction phase services, QA/QC and related disciplines. Project types include those related to airfield pavements, airfield lighting, guidance signage systems, vertical building structures support, security, airfield geometry, NAVAIDS, airfield drainage, landside facilities, landscaping, irrigation, etc. Will provide leadership, mentoring and supervision of the aviation engineering staff in the geographic region, ensuring human resources policies are followed and staff career objectives and training needs are supported. Business development responsibilities include leading activities in the geographic region consistent with the strategic plan and business plan of the firm.

Minimum Requirements: Bachelor’s Degree in Civil Engineering and 10 years specific aviation engineering, direct client contact/management and business management experience. PE in Florida and Puerto Rico with ability to become registered in other states as appropriate.

WSA offers an excellent compensation and benefits package including competitive compensation, health, dental, vision, 401(k), paid time off, ESOP and more. To learn about Wilbur Smith Associates and to apply online, please visit our website at www.WilburSmith.com. Please reference job #MS10710 when applying.

Learn from the experts

2008 ACC INSTITUTE COURSES

3rd Annual ACC/ACI-NA/AGC Project Delivery Summit
AUGUST 13 – 14 > SAN DIEGO, CA
The Project Delivery Summit will delve into issues surrounding the various methods available to airports to deliver their development programs. Sessions will be held on communicating project delivery goals with management, organizational considerations and staff preparation, and measuring alternate project delivery success. Project delivery selection workshops will be held, along with case studies and owner “lessons learned.” This is a must for both seasoned project managers and those considering trying new delivery methods.

New Airport Pavement Design & Evaluation Workshop
(repeat course — limited space)
AUGUST 18 – 20 > SAN DIEGO, CA
NOVEMBER 3 – 5 > WASHINGTON, DC (TENTATIVE)
These workshops will be based on a new FAA program and software called Rigid and Flexible Interactive Elastic Layered Design, or FAARFIELD, and a substantive re-write of Advisory Circular 105/5320-6D on Airport Pavement Design and Evaluation Program. Participation in workshops will be limited. Participants will use laptops and work directly with the new software.

3rd Annual ACC/AAAE Conference on Information Technology (IT) & Systems at Airports
OCTOBER 26 – 28 > SAN DIEGO, CA

ACC/ACI-NA/FAA NEPA Essentials Course
NOVEMBER 13 – 14 > TAMPA, FL
Any NEPA review — whether for big projects or small ones — can take too long and cost too much. This interactive workshop will show how to avoid false starts, wrong turns and the regulatory merry-go-round. Participants will learn how to implement a successful NEPA process for projects of all sizes. An overview of the NEPA process and FAA policies, along with recent FAA developments and tools, will be provided. The NEPA basics and key environmental impact categories will also be covered through interactive class exercises.

SPACE IS LIMITED
REGISTER NOW
www.ACConline.org
How’s Your IT?

Information technology (IT) is a key tool in the efficient operation and ultimate success of any business. Airport consulting firms are no exception. IT can clearly have tremendous impacts on a firm’s productivity and services to airport clients. But what challenges are consulting firms facing relating to their IT systems?

Farkas Berkowitz & Company conducted a survey of design engineering firm Chief Executive Officers (CEOs) and Chief Information Officers (CIOs) to see where they align on IT issues and where opportunities exist. Ninety-five CIOs and 45 CEOs representing engineering firms with revenue ranging from $18 million to $6 billion participated in the online survey. The number of employees at firms responding ranged from 52 to 54,000, and IT employees ranged from two to 1,200.

Among the findings are:

➤ IT Impacts on Strategy
The survey found that there are some missed opportunities for IT to have a greater impact on the firms’ overall business strategies. Only 48 percent of the CEOs agree that they consult with their CIOs before making strategic decisions. CIOs were not as generous, with only 41 percent responding that they are consulted. Ninety-five percent of CEOs recognize that IT can provide competitive advantages in the marketplace.

➤ Major IT Concerns
When CIOs and CEOs were asked to pick the IT items that keep them up at night, from a list of 12:

- 57 percent of CIOs and 49 percent of CEOs chose keeping up with technology;
- 43 percent of CIOs and 42 percent of CEOs chose controlling costs; and
- 38 percent of CIOs and 56 percent of CEOs chose keeping up with changing client requirements.

Interestingly, 44 percent of CEOs chose keeping up with geographical expansion while only 24 percent of CIOs see this as a concern.

When CIOs were asked to choose the top three IT security issues facing their firms:

- 66 percent chose protecting intellectual property;
- 42 percent cited internal attacks; and
- 37 percent chose protecting personal identity information.

➤ Opportunities for IT
CEOs chose areas in which they want IT to play a larger role. From a list of nine options, two stood out:

- 76 percent chose better sharing of knowledge and work across organizational and geographic boundaries; and
- 71 percent cited improvement of the productivity of client service delivery.

Keep these issues in mind as you consider improving the IT operations and systems in your firm. An effective IT program will yield productivity results that will let you better serve your airport clients.

Farkas Berkowitz & Company is a management consulting firm serving companies that provide design, construction, and operational services for government and industry. For more information visit the firm’s website at www.farkasberkowitz.com.