

airports council international - north america

STATE OF THE INDUSTRY 2005



*Leading Today and Planning for Tomorrow*



*on the cover:* Pittsburgh International Airport (PIT) embodies the rapid changes of the aviation industry since 2000. The management has coped with the bankruptcy of its traditional hub carrier, restructured its operations and financial plan, and refocused its air service and marketing efforts around its local base of traffic. The result is growing passenger traffic, new competitive choices for its community, and a bright outlook for the future.

## ACI-NA – the voice of airports

The Airports Council International (ACI) is recognized as the authoritative voice of air carrier airports worldwide. The mission of the North American Region of ACI is to advocate policies and provide services that strengthen the ability of air carrier airports to serve their passengers, customers, and communities. ACI-NA airport members enplane 95 percent of all domestic and virtually all of the international airline passenger and air cargo traffic in North America.

ACI-NA World Business Partners & Associate Members represent a wide variety of businesses that provide products and services to all segments of the air transportation industry. Their mission is to make available to ACI-NA and its airport members their expertise and commitment to improve: airport operations and development, commercial activities, safety, security and quality customer service through the exchange of information and business opportunities.

ACI-NA presents the unique views and recommendations of airport management to federal, state, provincial and local governments, industry and the general public.

ACI-NA, as the "Voice of Airports,"

- ➔ Promotes cooperation with all elements of the commercial civil aviation industry;
- ➔ Exchanges ideas, information and experiences on common airport issues;
- ➔ Identifies, interprets and disseminates information to its Members on current industry trends and practices; and
- ➔ Creates forums of common interest, builds professional relationships, and interprets key airport policy and business issues to the ACI-NA membership.



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Photography showcased in ACI-NA's 2005 *State of the Industry* report was supplied courtesy of its members. ACI-NA appreciates their continued support and dedication to the industry.

Gregory O. Principato  
President, ACI-NA



*I'm delighted* to present ACI-NA's fourth annual, and my first, *State of the Industry* report. Over the past three months since I joined this organization, I have been humbled by the high quality of the airport professionals that I have met and whom I'm proud to represent. Our collective job—association and members—is to serve the communities all across North America that own, operate, and conduct business in our two nations' airports.

**T**his policy report to ACI-NA's membership and our network of industry, government, and community colleagues documents our efforts and successes over the last year working on behalf of airports. Our Board of Directors has set three major long-term strategic goals for the organization, which together with our annual goals presented in this report at our winter Board of Directors meeting, provide the standard for the analysis here. As presented in this report, we pursue these goals in legislative, regulatory, diplomatic, and legal forums throughout North America and beyond.

Fortunately, we are in a strong position to advocate our cause. In marketing terms, we have a great product to sell. Whether it is uniting families, making a "just-in-time" delivery, or connecting Naples, Florida with Naples, Italy, airports provide the way to get here to there.

To accomplish our goals, my priority is to bring our members' issues to the key audiences in aviation; the "3Ps"— the press, the public, and the politicians. We make our case with several advantages: we touch the 3Ps daily as they travel through our facilities; airports make a significant contribution to our nations' economic well-being; and we have a membership consisting of community-based leaders who know what it takes to get results.

One area of special emphasis for ACI-NA this year is security. We are attempting to ensure that the Transportation Security Administration (TSA) carries out its operational responsibilities to provide secure and timely screening of passengers and their bags, while providing airports with opportunities to provide the service if they choose. We will continue to press TSA to take advantage of the efficiencies created by capital investment in integrated baggage systems. I'm

### *aci-na's 2005 strategic goals*

- 1** Establish a new federal-airport partnership that protects airport's roles and responsibilities and promotes flexibility for managing their operations, improving capacity and customer service, and eliminating or reducing ossified and costly federal regulation.
- 2** Raise and protect resources through protection of Airport Improvement Programs (AIP), funding of federal security mandates, and increased airport economic flexibility.
- 3** Support the "public good" of the aviation system by backing measures, such as airport programs promoting air service, to help communities and the industry maintain affordable access to national and international aviation markets.

*In a letter to DHS Secretary Michael Chertoff signed by ACI-NA and the American Association of Airport Executives (AAAE) on April 21, 2005, the two associations said "Given existing federal budget constraints and the imperative to expedite the "in-line" installation of Explosive Detection Systems (EDS) equipment, it is critical that every effort is made to collect and devote available resources to these critical projects."*

*ACI-NA maintains that EDS installation projects offer the perfect opportunity to build a more balanced federal-local partnership. The best path forward to more effective, efficient, and secure airport baggage screening is one where federal resources and standards pave the way guided by local experience and management.*

confident that a federal investment at this time would be seen 20 years from now as among the smartest, most effective, initiatives undertaken to upgrade security during this time in the war on terror.

While we focus our attention on these issues, we are redoubling our efforts to better structure the security system around more a sustainable federal government-to-airport partnership, and a security strategy that recognizes, and accounts for, the international dimension of aviation. A more complete partnership would leverage the roles and responsibilities and expertise of airports. It would concentrate federal efforts on gathering intelligence and disseminating it to all of those with law enforcement responsibilities throughout aviation and at the airport. It would reserve the federal role to its operational responsibilities

such as screening (unless airports participate in the Screening Partnership Program), and its role in regulating, and enforcing federal security policies.

As security directives and regulations are being considered, the federal government should solicit airport and airline views about the best ways to respond, mitigate and prevent incidents. When a matter of security is potentially one that impacts citizens beyond the aviation sector (e.g. the terrorist attacks of September 11), then the federal government should meet its homeland security responsibilities and pay for the defense of the nation.

What separates aviation from other modes of passenger transportation is its international dimension. An international flight operates in two sovereign nations, under two sets of security regulations. For over 50 years, international rules and standards for aviation have been set by the International Civil Aviation Organization (ICAO). While Federal Aviation Administration (FAA) regulations generally follow ICAO rules, thus making interoperability across different nations far easier, our efforts at designing international security rules are still in their infancy. We have made progress in areas such as standards for passports and credentialing, which in the years ahead will make the intelligence side of our security job easier. While I recognize it may be a huge challenge, we must begin efforts to set meaningful operational benchmarks for the screening of passengers, their bags, and cargo.

We can begin this process with the two member nations of ACI-NA: Canada and the United States. Rescreening checked baggage that originates in one nation and connects in the other, and then goes on to another destination, makes no sense. Setting screening standards that are common between the U.S. and Canada would improve security; save scarce labor and capital resources; and generate momentum for other bilateral, multilateral, and true international standards. Canadian Airports Council President Jim Facette and I will continue pressing our two governments to move forward to integrate our security approaches.

I look forward to working with our members and industry partners to meet the challenges facing our industry in the coming years.





Pittsburgh International Airport (PIT) has experienced a great deal of change this year. At one time US Airways' largest hub, PIT has addressed challenges presented by the twice-bankrupt airline in positive and proactive ways. One opportunity has been marketing and attracting low cost carriers such as Air Tran, Southwest, Independence Air and America West. The airport's statistics demonstrate that all other airlines are growing and that the region's travelers are responding to the low fares and new choices.

Kent C. George  
Chairman, ACI-NA  
Executive Director  
Allegheny County  
Airport Authority



I'm pleased to report that the state of airports is strong and that our larger industry is getting stronger. By whatever measures we use, the last five years have ushered in dramatic changes to almost every facet of our industry. At least two rounds of air carrier restructuring have been completed, and more change is on the horizon. During this often tumultuous time, airports have proven to be a force for stability and leadership. At the same time, however, this year has also made it clear that in order for airports and aviation to meet future challenges and forecasted levels of demand, we need new business and financial models, both for airports and for the larger industry.

Signs of optimism abound. We are more secure. Air carriers are flying more flights to more domestic and international locations than they ever have. Manufacturers are producing quieter jet aircraft that can carry more people and cargo longer distances than ever before. New technologies promise to reduce some of the hassle with travel and make it a more efficient and pleasurable experience. We might even dream to make travel fun again.

We have severe challenges as well. A great deal of the air carrier industry's capacity is emerging from bankruptcy, remains mired in it, or is poised to enter the long process. The federal government continues to struggle with managing the challenges of operating its security responsibilities and enforcing sensible border protection. The greatest challenge, however, may lie with meeting expectations for continued growth. How should the industry fund the capacity we need to meet demand and manage congestion and service disruptions?

In 2005, record numbers of passengers are moving through U.S. and Canadian airports; each nation's airports have experienced increases over 5% for the first part of 2005 compared to 2004. Moreover, ACI-NA statistics show that the range of deviation in traffic increases and reductions among different airports has narrowed in the past two years. This suggests the pace of restructuring has settled down, for at least a time, and that fact has encouraged airports to proceed with capital developments projects, many of which had been put on hold during the height of airline restructuring.

For U.S. airports, ACI-NA's *2005 Airport Capital Needs Survey* revealed that airports plan \$71.5 billion in capital needs spending between 2005 and 2009, for an annual average of \$14.3 billion (the Canadian Airports Council will be conducting their own study of Canadian needs). In the aftermath of the aviation recession that began in early 2001, and compounded by the September 11th terrorist attacks, many airports had slowed their infrastructure spending—especially terminal and landside projects—as airlines reduced their numbers of flights and down-gauged many aircraft to accommodate fewer passengers. For airports that witnessed significant swings in airline operations, the financial risks of taking out more debt appeared to outweigh the “service risks” of not



*"The aviation system has to accommodate record levels of passenger and shipper demands which means it is more important than ever that we have the necessary funding and the tools available to meet airport and system needs," said ACI-NA Gregory Principato. "If we do not make these critical investments, the FAA's forecast will not be met, service levels will suffer, and the full potential of our aviation system will not be realized."*

*(ACI-NA Press Release, July 27, 2005)*

having enough infrastructure to support airlines' operations.

With the rebound in traffic among the network airlines, and the continuing growth in market share for low-cost and regional airlines, many airports now believe that their service risks are higher than their financial risks. Therefore, terminal and landside projects, the vast majority at the urging of their home-based air carriers, are proceeding. These projects are captured in ACI-NA's \$14.3 billion annual capital needs

estimate, compared to the Federal Aviation Administration's (FAA) National Plan of Integrated Airport Systems (NPIAS) estimate of \$7.9 billion in average spending. The FAA survey excludes projects that are not eligible for their Airport Improvement Program (AIP), and the FAA sample drew its sample a year earlier, when many of these airport projects were still on hold.

This year, Congress appears poised to fund AIP near its obligated level of \$3.6 billion after good advocacy efforts by the Airport Legislative Alliance (ALA) and ACI-NA member airports. For the long-term, however, there remains a significant gap between airport capital needs and the availability of funds to support them. AIP, even at its full funding level of \$3.6 billion (air carrier airports receive about \$3 billion), and Passenger Facility Charge (PFC) receipts—which industry-wide yield approximately \$2 billion in annual revenue—provide about 40% of the necessary funding for airports. The majority of the remainder of needs are provided by revenue-bond financing by the airports themselves. This gap, financial realities, and the ACI-NA Board of Directors concerns that our airports face significant service risks without additional capital investments, have led us to charge

Greg Principato and ACI-NA's professional staff with finding practical alternatives for our airports.

What we ask the U.S. government for is to recognize that U.S. airports need to be free to operate as the commercial entities that they are. By law, airports must be self-sustaining, meaning the revenues coming in should pay for the capital and operating costs of the airport. In Canada, this has meant an Airport Improvement Fee (similar to our PFC) that does not have an artificial \$4.50 ceiling, but is set by the airport in consultation with its carriers. In addition, Canadian airports do not face the bewildering array of economic regulations under which U.S. airports must operate. In addition to the \$4.50 PFC ceiling, these include an outmoded and overly restrictive Rates and Charges policy and grant assurances that accompany any AIP monies airports receive. The problem with the grant assurances is that many of them reach across all areas of airport operations, restricting even the monies airports raise through their commercial activities, such as parking, retail and leases to non-airline providers. Given the role AIP plays for large commercial service airports, this is both unfair and counterproductive.

*"There remains a significant gap between airport capital needs and the availability of funds to support them."*

We have made some progress in the last couple of years. The U.S. Department of Transportation (DOT) and FAA have scaled back their Competition Plan requirements on airports, saving us valuable resources; they have created a non-hub pilot program to reduce the complexity of the PFC application and approvals process; and, in the near future, they will issue a set of regulations that will hopefully simplify some of the grant assurances that slow down the approvals process for new airport construction. We credit DOT and FAA for listening to us and working collaboratively to make some small, but meaningful, improvements for our members.

*Airports' Priorities for  
Aviation Reauthorization:*

- 1** *A robust AIP program for U.S. airports, large and small*
- 2** *Additional PFC authority*
- 3** *Reduced regulations governing airport financial management*

If we are to meet the challenge of over one billion U.S. passengers that the FAA predicts will take to the skies in 2014, policymakers must provide airports with the tools necessary. This means that for the next round of aviation reauthorization we need to make significant improvements in the way airports

are regulated. One positive sign is that DOT Secretary Norm Mineta at the joint FAA/ACI-NA Forecast Conference this past March, recognized the importance of the upcoming reauthorization effort, and concluded we can no longer continue “business as usual” with the financing of aviation system needs. While his stated priority was to better align user-fees and the FAA spending for air traffic management equipment and personnel, ACI-NA and its U.S. member airports have a golden opportunity to propose solutions that meet these system challenges and, at the same time, address the interests of airports and our communities.

At the ACI-NA 14th Annual Conference and Exhibition in Toronto, ACI-NA's Board of Directors will continue our work on our legislative program for aviation reauthorization. Already its outlines are clear: we will seek a robust Airport Improvement Program for U.S. airports; additional PFC authority; and, reduced regulations governing the management of our facilities. Airport directors strongly support safety and security regulations, as well as restrictions against illegal revenue diversion for non-aviation purposes and prohibitions against unjust discrimination against airport users. But the vast majority of other regulations governing airports are leftover legacies from the pre-deregulation days nearly 30 years ago. These only

serve to tie our hands and unnecessarily raise the costs of operating and building our facilities.

Preliminary discussions with the FAA officials lead us to believe that we will be asked to shoulder more of the financial burden for our facilities, and maybe even for some of the facilities and equipment that has traditionally been part of the federal government's responsibility. Our Board is on record as saying we are willing to be part of the solution as long as the federal governments unshackles us from the heavy regulatory burden we face. Clearly, there is a basis for a partnership.

ACI-NA already has staked out its leadership position on one front for the upcoming debate—a first-rate report on federal tax policy toward airport bonds. This fall our Board received a series of tax law reform proposals that, if enacted, will reduce the financing costs of airport infrastructure. These changes will save airports, airlines, our passengers and shippers, and all others who do business at U.S. airports, valuable resources. Our proposals, which we will release shortly, appropriately recognize the public nature of our facilities and help simplify the arcane series of rules that benefit and protect no one. This report is an outstanding first product for the ACI-NA Center for Policy and Regulatory Affairs.

I hope you take the time to read through our entire *2005 State of the Industry* report. It makes clear why I am so proud of what we have accomplished, and what we will accomplish, the remainder of this year. We have new leadership, new policies to guide U.S. and Canadian airports as we move forward, and a renewed sense of determination to make aviation policy and our facilities responsive to today's system and its users.



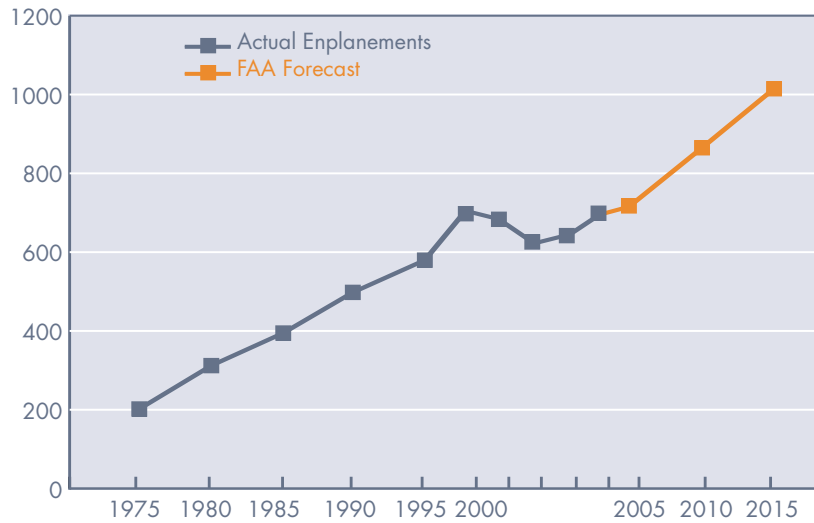


Un de la salle bagage? Aéroports de Montréal opened a new international arrivals facility at Montréal-Pierre Elliott Trudeau International Airport in late 2004, which became fully operational this year. The new arrivals hall, with an impressive 11-metre-high cathedral ceiling, 26 inspection stations and four-times the baggage handling capacity of the previous facility, demonstrates the tremendous growth of international and transborder traffic via North American airports.

PASSENGER TRAFFIC TRENDS

Between 2000 and 2003, the industry was in decline due to a slowing economy and the 9/11 effect on travel and tourism. Passenger enplanements fell from 697.6 million in 2000 to 642.0 in 2003, representing an 8 percent decline. As a consequence, many airports prudently postponed capital development to allow time to reassess major industry changes including new federal security mandates, airline market changes, bankruptcies, and the rapid introduction of new airline customer service technologies. By 2004, the previous three-year decline was reversed.

U.S. Scheduled Passenger Enplanements (in millions)



Year	Enplanement
1975	201.9
1980	312.0
1985	394.7
1990	497.9
1995	579.7
2000	697.6
2001	683.4
2002	625.8
2003	642.0
2004	698.7
FAA 2005 Forecasts	
2005	717.5
2010	864.9
2015	1,014.7

Source: Federal Aviation Administration

TRENDS

intermodal connections



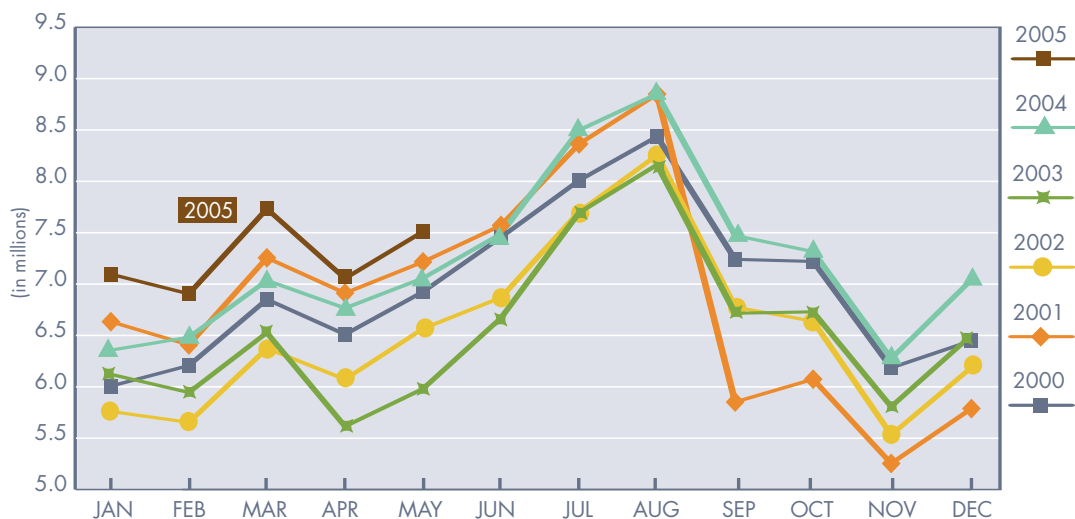
Intermodal transit connections at airports across North America make these facilities increasingly attractive to passengers. These transportation links, which have existed in European and Asian markets for years, relieve airport roadway congestion and also provide international visitors with a familiar means of transport from airport to city center.



Vancouver International Airport's (YVR) U.S. Direct Program allows cruise visitors from Alaska to depart YUL for U.S. destinations without the need to clear Canadian Customs

**Canadian Enplaned and Deplaned Pax (2000-2005)  
2005 on Pace to be Record Year (Transport Canada)**

Airline passenger traffic in and through Canada has grown steadily year-over-year from 2000 to 2005 at Canada's top 30 airports, which account for approximately 96 percent of all passenger traffic in and through the country.



*dealing with congestion*

The decline in passenger traffic immediately following September 11 halted airport expansion and forced airlines to invest in lower capacity aircraft. As passenger levels exceed pre-911 records in 2005, not only is congestion felt on the runways but also through cramped terminal facilities. Airports across North America are responding with expanded facilities and added capacity for larger aircraft.



Regional jets line up for take-off at Newark Liberty International Airport.



Aéroports de Montréal opened a new customs inspection facility at Montréal-Pierre Elliott Trudeau International Airport to add capacity in response to growth of passenger traffic at the airport.



A mock-up of the A380 fuselage wing located at FMC technologies' Ogden Utah headquarters (as pictured in ACI-NA Centerlines, Summer 2005).



SUMMER CONGESTION

Update on 13 Airports with 25% or More Delays in 2004

	Flights Delayed Summer 2004	Flights Delayed Summer 2000	Schedules Summer 2005 vs. 2004
New York/Newark	29.6%	32.0%	0.1%
Washington/Dulles	29.5%	31.6%	12.6%
Philadelphia	29.4%	36.8%	17.6%
New York/JFK	29.2%	33.3%	11.5%
Miami	28.2%	32.7%	3.2%
Atlanta	28.1%	27.7%	6.6%
Ft. Lauderdale	26.5%	30.3%	23.0%
Chicago/O'Hare	26.4%	40.5%	-2.3%
Boston	26.2%	39.4%	0.8%
Chicago/Midway	26.1%	29.5%	-19.4%
Las Vegas	25.9%	28.8%	9.3%
Orlando	25.8%	29.5%	9.1%
New York/LaGuardia	25.4%	37.7%	0.9%

Source: U.S. Department of Transportation, Office of the Inspector General, June 2005. Highlighted airports and those with over 10 percent increase in scheduled operations for summer 2005.

TRENDS

the need for expansion

As airport passenger traffic slowed by 8 percent in 2001, the slumping economy and the aftermath of September 11 caused airports to prudently cancel or postpone capital development projects. Now that record levels of passengers have returned to the skies, airports are growing rapidly with several critical airside, terminal and landside expansion projects.



Expanded check-in facilities for Delta Airlines—32 kiosks in total—are part of Boston Logan International Airport's new Terminal A.



BWI debuts its new Concourse A/B to meet Southwest Airlines' growth at the airport.

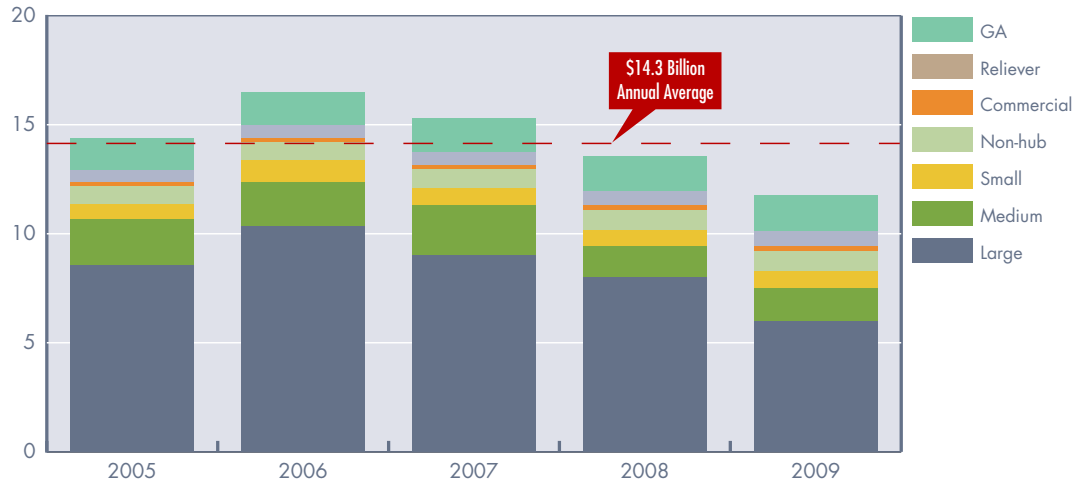


Fourteen years after Southwest Florida International Airport's existing terminal reached capacity, construction of the new midfield terminal project was completed this year.



**ACI-NA Total Airport Capital Needs Projection  
\$71.5 Billion (between 2005 – 2009)  
or \$14.3 Billion Per Year**

In 2005, ACI-NA examined U.S. airports' capital needs to determine the level of required investment in airport infrastructure between 2005 and 2009. Based on a survey of 81 airports representing 81 percent of the total industry passenger activity, the *2005 ACI-NA Capital Needs Survey* estimates that airport capital development costs will total more than \$71.5 billion between 2005-2009, or a average of approximately \$14.3 billion per year.



Note: Assumes a 4 percent annual increase in construction costs.

*servicing regions*



When Superbowl XXXIX came to Jacksonville, team mascots greeted passengers at Jacksonville International Airport. The airport provided a critical transportation link for fans.



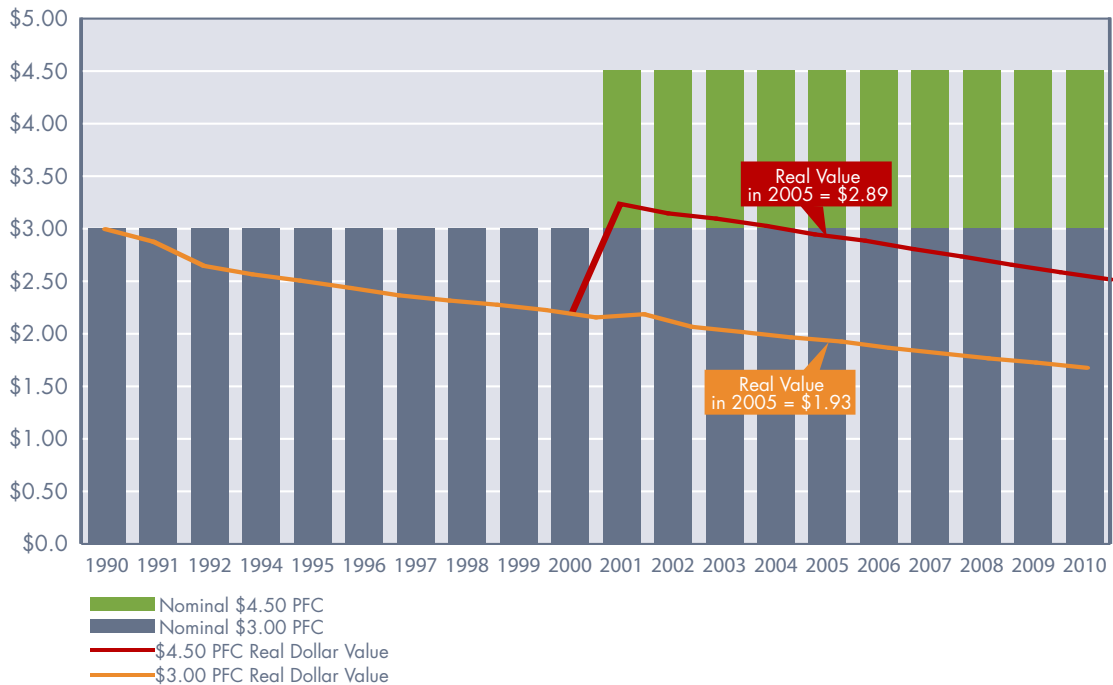
Greater Orlando International Airport's partnership with Disney Express enhances the airport experience for Disney guest. Upon arrival in Orlando, Disney guests using this new service may bypass the baggage claim and proceed directly to Disney Busses curbside. The passengers' bags are "magically" delivered to their hotel rooms at the Walt Disney World Resort.



Raleigh-Durham International Airport features a 2,500-piece ceramic tile mural of the state's ecosystems, bringing North Carolina's natural beauty into the terminal. Each panel is made of 70-pound sections measuring 4 feet by 2 feet that were hand-made by local artists.

AUTHORIZED PFC RATES

Real Dollar Value of Authorized PFC Rates



Note: Assumes 2.75 percent inflation in future years.

TRENDS

streamlining security

Customer service personnel at Lincoln Airport in Nebraska perform the service of ticket-checkers for airlines. These staff allocations provide the airport with direct control over customer service and enhance the timely staffing of checkpoints to reduce wait times. Passengers also appreciate the customer-focused approach of these staff members!

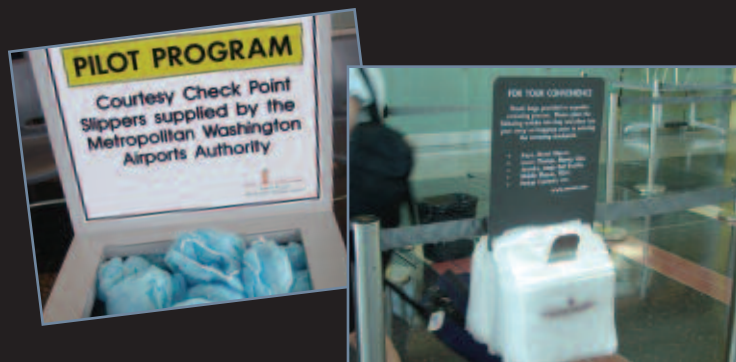
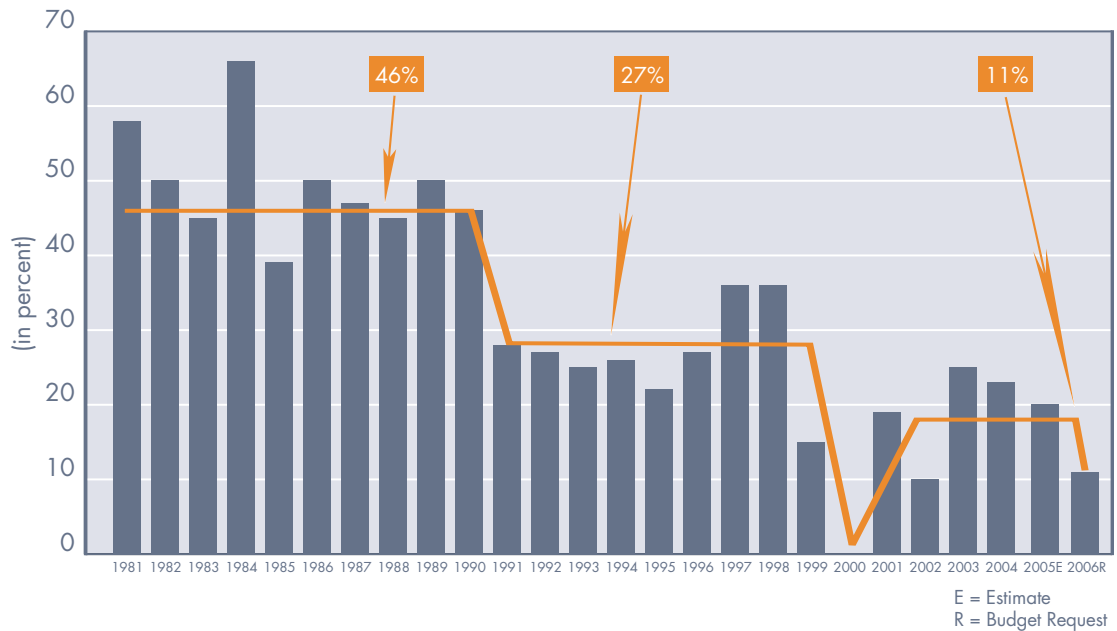


The Clark County Department of Aviation partnered with the Las Vegas Convention and Visitors Authority and the Transportation Security Administration to produce TIPS, the nation's first airport-based "Traveler Information Prescreening Series," which is displayed on video monitors at McCarran International Airport's security checkpoints.



Houston George Bush Intercontinental Airport's new risk assessment tool empowers the airport to design more efficient security protocols for the terminal, airfield, and other critical airport infrastructure.

### General Fund Support by the U.S. Government for Aviation Programs (Balance Provided by Ticket Taxes)



Several airports, such as those operated by Washington Metropolitan Airports Authority (above), now provide slippers and bags to enhance passengers' experiences passing through TSA security checkpoints.

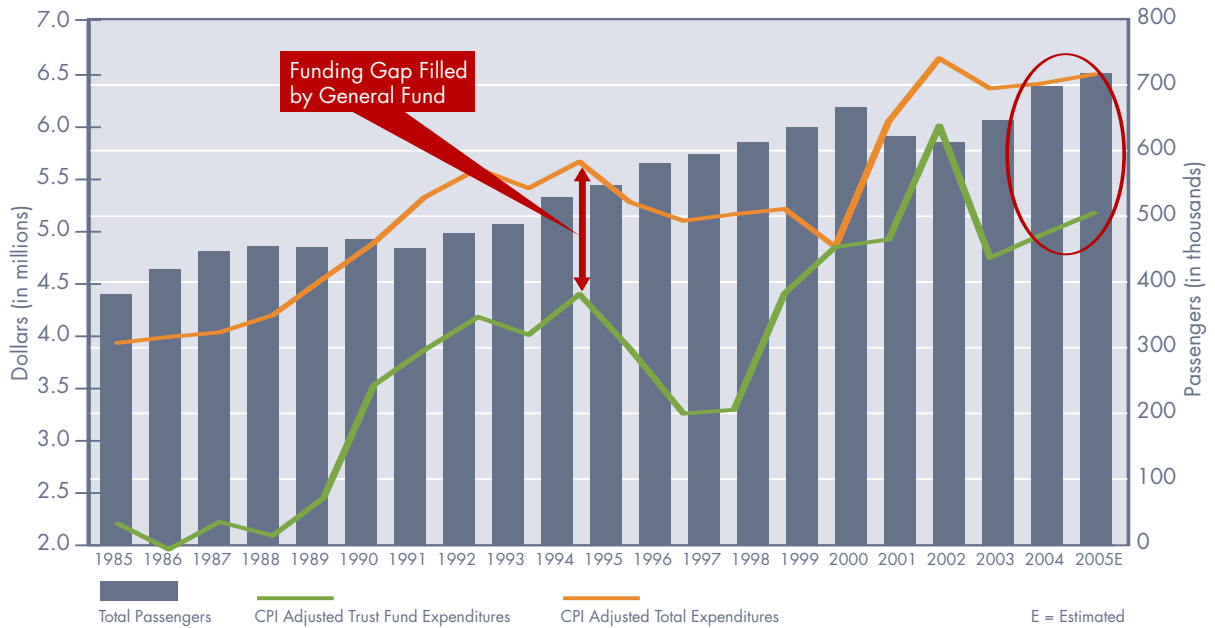


The Registered Traveler Program took flight at Orlando International Airport in July 2005. The airport is the first in the nation to enter into an agreement with a private security provider to expedite the security screening process for registered, pre-screened travelers.

AN AVIATION CRISIS IS UPON US

Patterns over the last two years suggest structural problems as the FAA spending slows due to general fund tightening and Trust Fund depletion.

Inflation Adjusted FAA Expenditures versus Passenger Traffic



TRENDS

respecting the environment

Ottawa Macdonald-Cartier International Airport Authority designed and constructed a glycol biotreatment system to prevent glycol from being released into the neighboring Rideau River. This innovative system proves that glycol-impacted storm water can be treated without impacting neighboring bodies of water.



Austin-Bergstrom International Airport opened a Propane Fueling Station to support its new fleet of alternative-fuel airport vehicles. The upgraded fleet and fueling station will reduce both emission of air pollutants and vehicle fueling expenses at the airport.



Los Angeles International Airport constructed the first hydrogen fueling and generation station. This facility is the result of the airport's comprehensive alternative fueled vehicle (AFV) program that is incorporated into daily airport operations both on and off the airfield.





The aviation world converged at Greater Toronto Airports Authority's Toronto Pearson International Airport in September 2005, as the airport welcomed participants in the ACI-NA 14th Annual Conference and Exhibition. 2005 was the second full-year of operation for Toronto Pearson's new Terminal 1, which has stayed true to its goal of being a first-class facility that caters to the needs of each passenger and visitor that passes through it.

### ACI-NA Legal Affairs

ACI-NA has continued to support airport members in court cases which raise legal issues significant to the airport member community. In addition, the last year produced decisions in a number of court cases in which ACI-NA had participated as amicus in prior years. The most significant issues raised in recent cases involving airports include:

#### Grant Assurances and Airport Proprietors' Rights

*In City of Naples Airport Authority v. FAA*, the United States Court of Appeals for the District of Columbia Circuit, in June, 2005, overturned a Federal Aviation Administration (FAA) order which had disqualified Naples from receiving Airport Improvement Program (AIP) grants, based on Naples' imposition of a ban on Stage 2 aircraft. FAA had concluded that the ban imposed an unreasonable condition on public use of the Naples Municipal Airport, in violation of Grant Assurance 22, which requires airports receiving AIP funds to be available for public use on reasonable conditions....” The D.C. Circuit concluded that Naples had introduced substantial evidence that its Stage 2 ban was justified, while FAA had provided no data to contradict Naples' noise study, had performed no analysis of sound in the area, and had not introduced other evidence to rebut Naples' position. ACI-NA filed briefs in support of Naples during the FAA administrative proceeding, as well as in the D.C. Circuit.

#### Inverse Condemnation

In *County of Clark v. Hsu*, decided September 30, 2004, the Nevada State Supreme Court reversed a lower court determination that Clark County, proprietor of McCarran International Airport, had taken property without just compensation when county height restrictions/zoning ordinances were determined to preclude landowners from constructing a 400-foot hotel near the airport. The Nevada State Supreme Court agreed with Clark County's position that the zoning and ordinances at issue should be analyzed under a “regulatory takings” rather than a “physical takings” standard. This position was supported in an amicus brief submitted by ACI-NA to the Nevada State Supreme Court.



#### Airport Rates and Charges

In February, 2005, thirteen airlines filed a complaint, under DOT fast track procedures reserved for challenges to airport rates and charges, concerning General Terminal Charges and Federal Inspection Facilities Space Charges imposed by the Port Authority of New York and New Jersey at Newark International Airport. The DOT, after conducting an administrative proceeding in *Brendan Airways LLC v. The Port Authority of New York and New Jersey*, concluded in June, 2005, that most of the challenged fees were reasonable. ACI-NA filed several briefs in this case during the various stages of the administrative proceeding, and ACI-NA's arguments led the DOT to articulate in its Final Decision, that “an airport has right to establish reserves when justifiable...” [Note: This case has been appealed to the U.S. Court of Appeals for the D.C. Circuit.]

#### Rental Car Fees

The Supreme Court of the State of Washington, in *Branson v. Port of Seattle*, determined in November, 2004 that concession fees charged to rental car companies do not deprive the public of equal use of airport property. In addition, the court ruled that the plaintiff, a resident of Pennsylvania who regularly traveled to Seattle, was not entitled to bring suit against the Port of Seattle (proprietor of Seattle-Tacoma International Airport.) The court determined that applicable provisions of Washington State law, requiring that airport fees be reasonable and allow for uniform public use of airport property, protect only those entities actually paying fees to the Port, and the Port did not impose any charges on the plaintiff. ACI-NA had filed an amicus brief supporting the Port of Seattle.



### Airport Legislative Alliance

The 109th Congress has been defined by sharpened competition for scarce federal resources, but the Airport Legislative Alliance (ALA) is making the case to lawmakers for investment in the nation's airports. The year started with a significant setback, as the President's 2006 budget proposed a \$600 million cut in funding for the Airport Improvement Program (AIP) from the fully authorized level. The budget also proposed to cut other programs of importance to airports including the Federal Aviation Administration (FAA) air traffic control modernization program.

The ALA has worked to ensure that airport needs are met, including full funding for AIP, increased funding for in-line Explosive Detection System (EDS) installation, and adequate funding for security screeners and other aviation security needs. As of the end of August, neither the Department of Transportation nor the Department of Homeland Security bills had made it to the president's desk to be signed into law. However, the Senate Appropriations Committee has approved \$3.5 billion in funding for AIP, and the House-passed bill contains \$3.6 billion for AIP. The ALA is working to get the highest number possible in the final bill.

Over the course of this year, airports also saw improvement in funding for EDS installation. The House-passed Department of Homeland Security (DHS) appropriations bill provides \$325 million for EDS installation. While clearly not enough to meet all of the needs that exist at airports across the country, the \$325 million figure is \$75 million above the president's budget request and \$30 million more than Congress approved last year for EDS installation. The Senate bill provides just \$264 million for EDS installation, reflecting the emphasis that



some appropriators in that chamber have placed on expanded efforts to address the threats posed by weapons of mass destruction and border security. Differences between those amounts and other issues will be reconciled as part of a House/Senate conference committee before the bill is finalized and sent to the President. The ALA continues to work with appropriators to ensure airports have the infrastructure, the technology and the personnel required to ensure a healthy and secure aviation system.

Regarding international airports, the ALA works with DHS on issues such as the implementation of US-VISIT entry and exit programs, Custom and Border Protection staff levels, and new biometric passports requirements. Finally, the ALA is looking ahead to the upcoming FAA reauthorization bill, which will be considered in earnest beginning in 2007. Important issues such as bonding and PFCs are at the top of the list as Congress gears up for what will be a lengthy debate.

*The Airport Legislative Alliance (ALA) is the voice of airports on Capitol Hill. This joint ACI-NA/AAAE team works to influence legislation on behalf of the nation's airports, and is the first, trusted and consistent source of information on federal affairs.*

## ACI-NA's Major Successes in 2005

### Winter

- Effective as of January this year, ACI-NA's Associates program has been consolidated with the ACI World Business Partners program administered from the ACI world office in Geneva to globalize participation in and benefits of ACI-NA Associate membership.
- The ACI-NA Associates and World Business Partners introduced new Airport Director Roundtables to its semi-annual meetings. These new forums provide direct access to senior level airport professionals.
- ACI-NA's Economic Affairs Committee completed a comprehensive update of *ACI-NA's Air Cargo Compendium*, the resource on critical issues related to air cargo planning, development, management and best practices.
- Working closely with the Facilitation group and the Operations and Technical Affairs Committee, ACI-NA submitted comments and consolidated Canadian and U.S. airports comments on the U.S. Government's draft Airport Technical Design Standards for international passenger processing facilities.
- Several U.S. airports participated with ACI-NA staff in U.S. negotiations with India resulting in an Open Skies agreement in January. U.S. and Indian carriers already have announced new non-stop or one-stop services via Europe between the U.S. and India.

### Spring

- ACI-NA Board of Directors and Commissioners Committee honored Transportation Secretary Norman Mineta with the ACI-NA Lifetime Achievement Award at the ACI-NA/AAAE Spring Washington Conference.
- ACI-NA conducted meetings for ACI-Europe and seven of its member airports (including U.S. airports) with U.S. government and industry officials in Washington D.C. The March meetings provided the European delegation with a better understanding of the U.S. positions on the EU/US open skies agreements.
- ACI-NA awarded three outstanding college students with the 2004 ACI-NA Commissioner's Scholarship. Congratulations to Anthony McMichael, Indiana State; Leigh Hedrick, University of Nebraska, and Clinton Torp, University of North Dakota.
- More than 260 participants from 120 airports and 35 airlines participated in this year's ACI-NA JumpStart air service development program in Calgary, Alberta. A total of 713 meetings between airports and airlines took place in one day! New airline participants included Air Transat, Virgin America, GoJet and USA 3000.
- ACI-NA now offers continuing professional education (CPE) credits for the Economic Specialty Conference, the Airport Finance Symposium, and the Insurance Risk Management Seminar. This offering not only enhances the value for another segment of attendees but also makes these conferences more competitive.

### assisting in air service development

"We launched Southwest Airlines service to Midway as a result of last year's JumpStart. This year, we're pleased to see United offering service to San Francisco this October. Finally, nonstop service is back to the Bay Area!"

*Alex Kovach, Tucson Airport Authority*

"We've been attending ACI-NA's JumpStart program for more than eight years. Shortly after the first meeting, Continental Airlines started service to Calgary from Houston. As well we attribute meetings with Alaska/Horizon and America West and their decisions to enter the Calgary market from participating in JumpStart a few years ago in Phoenix. This year, with the addition of Air Transat, the JumpStart program has provided us another opportunity to discuss overseas opportunities."

*Leslie Gavin, Manager, Passenger Services, Calgary Airport Authority*

"We first met with United at its headquarters at the end of March this year and followed up with them again in Calgary at ACI-NA's JumpStart program. Recently, United announced that it will start new nonstop service from San Antonio to Washington/Dulles. This is our first ever nonstop service to the Washington area. Thanks in great part to the opportunity in JumpStart, we're proud to launch this service on October 31, 2005."

*Barbara Prossen, San Antonio International Airport*



## Summer

- ➔ ACI-NA announced the results of its *2005 Capital Needs Assessment Survey*, which indicate that airport capital development costs will total more than \$71.5 billion between 2005-2009. The results, based on the capital development plans of 81 airports representing 81 percent of the total industry passenger activity, was first reported by the *New York Times*. Within days, ACI-NA's message that airports' capital needs must continue to be both met and funded followed in more than 15 publications, including *Aviation Today*, *Yahoo! Finance*, *Dallas Morning News*, *MarketWatch*, *Hoovers Online*, *Arkansas Democrat Gazette*, and *International Herald Tribune*.
- ➔ The Economic Affairs Committee developed two new benchmarking programs: 1) Leadership Summit Macro-Benchmark and 2) the Airport Initiative in Measurement program (AIM). The airport benchmarking process permits airports to benchmark internally and externally to assist with continuous performance improvement and strategic management.
- ➔ On behalf of U.S. airports, ACI-NA submitted comments supporting DOT proposals to improve the coverage, timeliness and accuracy of the *Origin and Destination Passenger Survey* and urged that foreign carriers be required to file the same data as U.S. carriers.
- ➔ ACI-NA created a new Risk Management Library to provide a knowledge base of risk management manuals gathered for members to use as an industry guideline.

## Fall

- ➔ Toronto Pearson International Airport welcomes more than 2,300 delegates to Toronto for the ACI-NA 14th Annual Conference and Exhibition. Conference topics include airport congestion, capital needs and financing; open skies agreements; security; and the new relationships between air carriers and airports.
- ➔ The ACI-NA Marketing and Communications Committee introduced new Committee subgroups, in an effort to provide Committee members with more targeted resources and increased opportunity to network with other members. These subgroups organize the Committee members into their respective practice areas within the marketing and communications field, including customer service and aviation education, marketing and air service development, and public and media relations.
- ➔ ACI-NA conducts its 8th annual Richard A. Griesbach Excellence in Airport Concession Contest. This contest showcases the various successes in North American airport concession programs. The Contest awards ceremony will be held in conjunction with the ACI-NA and Embry Riddle Aeronautical University Concessions Conference in November 2005.



*XpressSpa is one of several ACI-NA World Business Partners and Associate members that provide innovative amenities to airport passengers.*

For more information on any of these programs, contact ACI-NA by calling 202-293-8500 or by visiting us on the web at [www.aci-na.aero](http://www.aci-na.aero).

## canadian airports council provides focus on canada's airport network

*"So I'm for keeping the thing going while things are stirring; because if we wait until it is still, it will take a great while to get it going again."*

*"When Sojourner Truth said those words in 1867, she was addressing a very different time, but the same thought resonates today in thinking about the past year for Canadian airports," said Canadian Airports Council President Jim Facette.*

There are many issues confronting the Canadian industry today. Some of these could be termed "good" problems—the bounce-back in passenger traffic is a case in point. And cargo traffic continues to be a growing part of the industry.

However, there are a number of other issues which need resolution and which Canadian airports have been pursuing collectively. Positively, the federal government understands the benefits of engaging airports on issues of common interest by using Canadian Air Council (CAC) as a link to the industry.

CAC and its members also recognize that a focused approach to these issues—rather than a scatter gun attack—will bring better results. And to that end the Association has overhauled its strategic focus and in June 2005 adopted an aggressive agenda to move forward in seven key strategic areas: internal and external communications; enhanced government relations; responsive committee structure; knowledge management to capture, analyze and share relevant industry data; enhanced value for members; investigation of the value and feasibility of self-regulation; and achieve a liberalized air policy. Work is underway to flesh out what these issues will mean for members.

But looking back, there has been a great stirring in terms of CAC's policy issues in the past year which we should recognize.

### Rent

Undoubtedly the single most significant event for most airports in the past 12-months has been the long-overdue conclusion to the federal rent review. And for most, the conclusion has been positive. While not perfect by any means, if the federal government follows through with its stated intention, the industry will see a 60 percent reduction in the rent airports send to Ottawa. In dollar terms, a \$8 Billion reduction over the remaining 50-years of the NAS airport leases.

Canadian Airports Act (CAA). Since 1992 the federal government has transferred 25 of the most significant Canadian airports to non-share capital, not-for-profit authorities. This was achieved on the basis of a policy developed by Transport Canada (TC) which until recently did not have a legislative base. While the transfer policy has been hugely successful, from a bureaucratic perspective airports are somewhat out of sync with other transportation infrastructure and federal officials have indicated that legislation will be forthcoming.

Over the course of the past three years a number of starts have been made to the legislative process. In the latest round, TC has chosen to engage airports through the Association, and the results today have been positive from everyone's perspective. The introduction of the CAA is a major priority for the federal government and as such will be one of CAC's primary focuses in the coming year.

### Economic Impact of Airports

CAC has also been very active in raising the awareness of politicians and communities at the national, regional and local level concerning the economic significance of airports. And the same data has been used to good effect in dealing with legislative committees, most notably the House of Commons Standing Committee on Transportation.

Liberalized Air Policy. CAC brought together a significant catalogue of who's who in the air policy world to Ottawa in February 2005 to celebrate ten-years of the Canada-US Open Skies Agreement, and to chart what comes next. Speakers included both Secretary of Transportation Mineta and Transport Minister Lapierre. Most importantly it achieved a commitment by the US and Canadian officials to move to revitalize Open Skies to reflect ten-years of evolution in both countries' positions on multi-national and bi-lateral aviation issues.

### Aviation Security Issues

CAC was active on security issues well before 9/11 when we all stood in the Great Hall of the Palais de Congress in Montréal and saw the terrible events unfold before us.

As highlighted in its strategic plan, CAC is determined to use its Committees to the best effect and one very good example of this is the proactive relationship with the federal regulator on aviation security issues.

As a result of a CAC initiative, the Minister of Transport established an executive level working group to provide him with advice on which issues required attention in the short-term and what solutions might be appropriate.

CAC together with executives from ATAC, CATSA and TC developed a list of 29 issue-specific recommendations which were presented to the Minister within 12-weeks of the working group being established. CAC is currently waiting to hear how the Minister intends to move forward on many of the key points raised.

### A New Vision for Canadian Airports

*"Working together, moving forward" neatly sums up CAC's new approach to working with each other, other aviation industry stakeholders, and the federal government.*

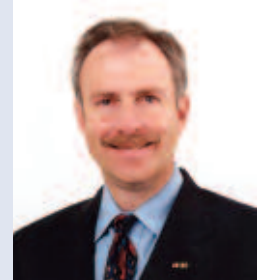


Oakland International Airport's (OAK) past seven years of strong growth was fueled by a successful business model of attracting low-cost carriers. Airlines such as Southwest and Jet Blue have thrived, resulting in over 14 million passengers being served in 2004. A \$300 million Terminal Improvement Program, which adds five more boarding gates and improves the terminal roadway and curbside operation, will bring added convenience and improved comfort to the 18 million annual passengers expected to travel through OAK by 2010.



aci-na's leadership needs you in 2006!

Steve Grossman  
First Vice Chair, ACI-NA  
Director of Aviation  
Oakland International Airport



*We witnessed* a number of milestones in 2005. First, we welcomed aboard Greg Principato, ACI-NA's new president, and we have been saying a fond farewell and thank you to David Plavin. Second, our airports are feeling the effects of record levels of passenger and shipper traffic moving through our airports. And third, our industry and airports continue to adjust to a dramatic restructuring of air carrier operations. These changes will continue and create the prospect for ever-changing operational challenges and public policies to support them.

**T**o represent our members effectively, we need the involvement of as many air carrier airports and airport-oriented businesses as possible. ACI-NA's committees are the backbone of the organization, and I urge broad participation by airports in their meetings. Today, I'm confident of saying that ACI-NA airport and associate members are receiving the best value for their membership, sponsorship, and registration dollars that they ever have. Kent George has documented the policy work of ACI-NA in his 2005 report to you, and I'm delighted that this year we inaugurated two important ways to reach out to our diverse membership.

First, we launched the first CEO Forum this February in conjunction with our Board of Directors' meeting in Jacksonville, Florida. This meeting invites all ACI-NA airport official representatives, and selected associate members, to hear, discuss, and analyze the most impor-

tant developments in our industry and to formulate our policy goals for the year. The event received near universal acclaim and record participation by airport directors. I look forward to the CEO Forum this coming February 2006 in Tucson, Arizona during ACI-NA's Board meeting.

Second, Steve Van Beek and I designed CEO Brief, a publication produced for the leadership of our organization. Its focus on the information that CEOs need to know, has been equally well received. Published every two weeks, it "tees-up" the big policy issues that our organization considers in preparation for our Board meetings and for significant events occurring both locally and nationally during the year.

This coming year we need input from each of you as we begin deliberations on the next aviation reauthorization bill, setting the course for how aviation system and airport needs will be funded for the next few years. If we are going to make progress on freeing airports from excessive regulation and obtaining funding for system and airport needs, this is a crucial year for us. That means we need to know what your airport and community need as we go forward, and we require your innovative ideas for making this industry work.

Please consider making a contribution to ACI-NA in any way you can. See you in 2006!



Oakland International Airport



# baltimore/washington international airport

ACI-NA LEADERSHIP



Baltimore Washington International Airport (BWI) opened its new Concourse A/B, the major highlight of the airport's ongoing improvement and expansion program. Concourse A/B is a bright, modern passenger facility that provides a total of 26 gates for BWI's largest airline partner, Southwest Airlines. Concourse A/B includes a spacious ticket lobby, a large baggage claim area, an in-line baggage screening system, dramatic views of the airfield, and significantly increased food and shopping opportunities for travelers (pictured above).

## Board of Directors 2005

### Executive Committee

#### CHAIRMAN

Kent George  
*Allegheny County  
Airport Authority*

#### FIRST VICE CHAIRMAN

Steve Grossman  
*Port of Oakland*

#### SECOND VICE CHAIRMAN

Fred Piccolo  
*Sarasota-Manatee  
Airport Authority*

#### SECRETARY-TREASURER

Roy Williams  
*New Orleans Aviation Board*

#### IMMEDIATE PAST CHAIRMAN

Patrick Graham  
*Savannah/Hilton Head  
International Airport*

### Directors

G. Hardy Acree  
*Sacramento County  
Airport System*

Garth Atkinson  
*Calgary Airport Authority*

James E. Bennett  
*Metropolitan Washington  
Airport Authority*

Thella F. Bowens  
*San Diego County  
Regional Airport Authority*

Timothy Campbell, AAE  
*Salt Lake City  
Department of Airports*

James C. Cherry  
*Aerports de Montreal*

Mike Flack, AAE  
*Columbia Metropolitan Airport*

Thomas E. Greer  
*Monterey Peninsula  
Airport District*

David Krietor  
*City of Phoenix  
Aviation Department*

Charles T. "Skip" Miller  
*Louisville Regional  
Airport Authority*

Frank Miller  
*Pensacola Regional Airport*

Raul Regalado  
*Metropolitan Nashville  
Airport Authority*

Elaine Roberts, AAE  
*Columbus Regional  
Airport Authority*

Daniel T. Weber  
*Abilene Regional Airport*

### Commissioners Representatives

Michael Gibbons  
*Kenton County Airport Board,  
Cincinnati/Northern Kentucky  
International Airport*

Sylvia Y. Stewart  
*Jackson Municipal  
Airport Authority*

### Associates Representative

Leslie Cappetta  
*HMSHost Corporation*

## 2005 Associate Board of Directors

### CHAIR

Gloria G. Bender  
*Managing Principal  
TransSolutions*

### VICE CHAIR

Michael Steer, P.E.  
*Director, Air Transportation  
URS*

### IMMEDIATE PAST CHAIR

Leslie Cappetta  
*Executive Vice President  
HMSHost Corporation*

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### DIRECTORS LIASON

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*Executive Director  
Savannah/Hilton Head  
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Nicholas Davidson  
*Principal-In-Charge  
Leigh Fisher Associates*

Wendy Franklin  
*Managing Director  
Bear Stearns & Co., Inc.*

Edward A. Gordon  
*Vice President  
Bombardier Transportation*

Tom Nolan  
*Director  
Airport Development  
McDonald's Corporation*

Michael R. Pack  
*Vice President  
CDM*

Ramon Ricondo  
*President  
Ricondo Associates, Inc.*

Ronald Steinert  
*Principal  
Gensler*

Joseph W. Waller  
*General Counsel  
Lantrum Brown, Inc.*

### **ACI-NA World Business Partners and Associates**

**CHAIR:**

**Gloria G. Bender**, *TransSolutions*

**VICE CHAIR:**

**Michael Steer**, *URS*

**BOARD LIAISON:**

**Patrick S. Graham**, *Savannah Airport Commission*

**ACI-NA STAFF LIAISON:**

**Lauren Werner**

The World Business Partners and Associates' mission is to make available to ACI-NA and its airport members their expertise and commitment to improve airport operations and development, commercial activities, safety, security and quality customer service through the exchange of information and business opportunities.

### **Business Information Technologies Committee**

**CHAIR:**

**Geoff Galtere**, *Oakland International Airport Board of Port Commissioners*

**VICE CHAIR:**

**Maurice Jenkins**, *Miami-Dade County Aviation Department*

**BOARD LIAISON:**

**Dan Krietor**, *City of Phoenix Aviation Department, Sky Harbor International Airport*

**ACI-NA STAFF LIAISON:**

**Richard Marchi**

The Business Information Technologies Committee (BITCOM) examines new and emerging technologies for their applicability to airport systems, and examines how existing systems can be improved to better serve both the internal airport system needs as well as the needs of airport customers. The Committee's focus areas include communication services, computer networking, system design and application of new technology.

### **Canadian Airports Council**

**CHAIR:**

**Reginald Milley**, *Edmonton Regional Airports Authority*

**VICE CHAIR:**

**James Cherry**, *Aéroports de Montréal*

**BOARD LIAISON:**

**Fred Piccolo**, *Sarasota-Manatee Airport Authority*

**ACI-NA STAFF LIAISON:**

**Greg Principato**

The Canadian Airports Council (CAC) provides a focal point for Canadian airports to address common issues with the Canadian Government and other aviation industry bodies, particularly in the area of policy development. CAC represents all the major airports in Canada, which collectively account for 95 percent of total traffic.

### **Commissioners Committee**

**CHAIR:**

**Mike Gibbons**, *Kenton County Airport Board, Cincinnati/Northern Kentucky International Airport*

**FIRST VICE CHAIR:**

**Dr. Sylvia Stewart**, *Jackson Municipal Airport Authority*

**BOARD LIAISON:**

**Kent George**, *Allegheny County Airport Authority, Pittsburgh International Airport*

**ACI-NA STAFF LIAISON:**

**Ian Rose**

The Commissioners Committee is a forum for the sharing of information and expertise among airport leaders. The Committee also promotes the discussion and formation of policy positions in the support of aviation and provides educational opportunities for its members.

### **Economic Affairs Committee**

**CHAIR:**

**Dwight Hadley**, *Albany County Airport Authority*

**VICE CHAIR:**

**Robert Kennedy**, *City of Atlanta Department of Aviation*

**BOARD LIAISON:**

**Raul Regalado**, *Metropolitan Nashville Airport Authority*

**ACI-NA STAFF LIAISON:**

**Leonard Ginn**

The Economic Affairs Committee provides the focal point for the association's efforts on a broad range of airport-related economic issues. The ability of airports to achieve their public service responsibilities depends upon their economic vitality. Subcommittees address such areas as finance and administration, air cargo development, business diversity, commercial management and the airport-airline business relationship.

(continues on page 26)

### **Environmental Affairs Committee**

**CHAIR:**

**Kristi McKenney**

*Oakland International Airport Board of Port Commissioners*

**VICE CHAIR:**

**Stewart Dalzell**

*Massachusetts Port Authority*

**BOARD LIAISON:**

**Hardy Acree**

*Sacramento County Airport System*

**ACI-NA STAFF LIAISON:**

**Ian Redhead**

The Environmental Committee is responsible for guiding the development and implementation of ACI-NA policy positions on noise, air quality, water quality, regulated materials, wildlife, and national environmental protection policies.

### **Facilitation Group**

**CHAIR:**

**Ana Sotorrio**

*Miami-Dade County Aviation Department*

**VICE CHAIR:**

**Bradley Rubinstein**

*Port Authority of New York and New Jersey*

**BOARD LIAISON:**

**Roy Williams**

*New Orleans Aviation Board,*

*Louis Armstrong New Orleans International Airport*

**ACI-NA STAFF LIAISON:**

**Diane Peterson**

The Facilitation Group addresses issues related to all international passenger and cargo inspection and facilitation programs at North American airports. The Group focuses on airports' roles in border security, the collection and use of international user fees, inspection regulations and procedures, facility requirements, and customer service.

### **U.S. International Air Service Program**

**CHAIR:**

**Tom McKenna**

*Kansas City Aviation Department*

**VICE CHAIR:**

**Stephen Economy**

*Wayne County Airport Authority*

**BOARD LIAISON:**

**Roy Williams**

*New Orleans Aviation Board,*

*Louis Armstrong New Orleans International Airport*

**ACI-NA STAFF LIAISON:**

**Diane Peterson**

The International Air Service Program is comprised of about 50 U.S. airport members of ACI-NA and is funded by a separate dues assessment. The Program promotes shared airport interests regarding international aviation, particularly the development of international air services to U.S. communities and the protection of U.S. airport proprietary rights in U.S. international agreements and aviation relationships.

### **Legal Affairs Committee**

**CHAIR:**

**Harvey Levin**

*Metropolitan Airport Authority of Rock Island County*

**VICE CHAIR:**

**Nancy Kesteloot**

*City of Phoenix Aviation Department,*

*Sky Harbor International Airport*

**BOARD LIAISON:**

**Jim Bennett**

*Metropolitan Washington Airports Authority*

**ACI-NA STAFF LIAISON:**

**Patricia Hahn**

The Legal Affairs Committee proves airport attorneys with case law, statutes and regulations affecting airports. The Committee monitors airport litigation and works on "friend of the court" briefs on behalf of ACI-NA and airport members in judicial and administrative cases likely to have significant implications for U.S. airports. The Committee works on rulemakings affecting the airport industry, and provides a forum for airport lawyers to get current information about how other airports are handling airport-related legal issues.

### **Marketing and Communications Committee**

**CHAIR:**

**Deborah Ostreicher**

*City of Phoenix Aviation Department*

*Sky Harbor International Airport*

**VICE CHAIR:**

**Bruce Schedlbauer**

*Kent County Aeronautics Board*

*Gerald R. Ford International Airport*

**BOARD LIAISON:**

**Frank Miller**

*Pensacola Regional Airport*

**ACI-NA STAFF LIAISON:**

**Juliet Wright**

The Marketing and Communications Committee provides a forum for airport professionals in the air service development, marketing, public relations, customer service and community relations fields. The Committee promotes the role of airports in their local communities and provides public awareness



information to members for dissemination to the news media, opinion leaders, and airport communities. The Committee is also a forum for airports to share solutions to customer service, marketing and communications challenges.

### **Public Safety and Security Committee**

**CHAIR:**

**Arif Ghouse**

*The Port of Seattle, Seattle-Tacoma International Airport*

**VICE CHAIR:**

**Tim Anderson**

*Minneapolis-St. Paul Metropolitan Airports Commission*

**BOARD LIAISON:**

**Tim Campbell**

*Salt Lake City Department of Airports*

**ACI-NA STAFF LIAISON:**

**Ian Redhead**

The Public Safety and Security Committee is responsible for the development and oversight of ACI-NA policies and programs related to airport security and airport safety, including airport rescue and fire fighting and emergency response.

### **Small Airports Committee**

**CHAIR:**

**Bruce Carter**

*Metropolitan Airport Authority of Rock Island County*

**VICE CHAIR:**

**Bill Marrison**

*Metropolitan Knoxville Airport Authority, McGhee Tyson Airport*

**BOARD LIAISON:**

**Mike Flack**, *Columbia Metropolitan Airport*

**ACI-NA STAFF LIAISON:**

**Ian Redhead**

The Small Airports Committee addresses issues and concerns facing smaller airports in North America and places a special emphasis on the development of programs and policies to assist airports with limited resources. Airport funding, regulatory flexibility, environmental impacts, small business, and air service development are some of the more regular topics on the Committee's agenda.

### **Operations and Technical Affairs Committee**

**CHAIR:**

**Jim Crites**

*Dallas/Fort Worth International Airport*

**VICE CHAIR:**

**Phil Brown**

*Kansas City Aviation Department*

**BOARD LIAISON:**

**Dan Weber**

*Abilene Regional Airport*

**ACI-NA STAFF LIAISON:**

**Richard Marchi**

The Operations and Technical Affairs Committee is a forum for the discussion and development of policies and programs that relate to airport design, operations and maintenances. The Committee's focuses include terminal, apron, airfield and roadway design; satellite navigation and enhancements to system capacity and impacts of new large aircraft.

### **U.S. Government Affairs Committee**

**CHAIR:**

**Jim Bennett**

*Metropolitan Washington Airports Authority*

**VICE CHAIR:**

**John Roberson**

*City of Chicago*

**BOARD LIAISON:**

**Steve Grossman**

*Port of Oakland*

**ACI-NA STAFF LIAISON:**

**Todd Hauptli**

The U.S. Government Affairs Committee develops consensus policy positions on federal legislative and regulatory matters for the Board of Directors and for use to represent and advocate the interest of U.S. airports before Congress and the Administration, particularly the DHS, the DOT and the FAA. The Committee guides ACI-NA's government relations activities.

**ACI-NA  
Washington Office**

**Executive Office**

Greg Principato  
*President*

Patricia Hahn  
*Executive Vice President  
Operations/General Counsel*

Stephen Van Beek  
*Executive Vice President  
Policy*

Carol J. Shoemaker  
*Executive Assistant to the  
President*

Joseph Weidlich  
*Executive Assistant/  
ACI-NA's Chief Historian*

**Legal Affairs and  
Administration**

Patricia Hahn  
*Executive Vice President,  
Operations/General Counsel*

Nancy Zimini  
*Staff Vice President  
Administration and Human  
Resources*

Michelle Leslie  
*Manager, Legal and  
Technical Affairs*

Tijuana Newman  
*Manager  
Office Services*

Maryanne Merkesas  
*Receptionist  
Office Services*

**Economic Affairs, Member  
Services and Conferences**

Leonard Ginn  
*Senior Vice President  
Economic Affairs, Member  
Services and Conferences*

Amy Peters  
*Senior Director  
Conferences and Exhibitions*

Lauren Werner  
*Director  
Economic Affairs and  
Member Services*

Christopher Rochette  
*Senior Manager, Conferences*

Liyang Gu  
*Senior Manager  
Economic Affairs and Research*

Colleen Baird  
*Registration Manager*

A.J. Muldoon  
*Research/  
Administrative Assistant  
Economic Affairs*

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*Executive Vice President  
Policy*

Juliet Wright  
*Senior Director  
Public Affairs*

Howard Mann  
*Senior Manager  
International and Public Affairs*

Pam Shepherd  
*Senior Manager  
Public Affairs and Policy*

Scott Wintner  
*Manager  
Policy and Public Affairs*

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Environmental Affairs**

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*Senior Vice President  
Technical and  
Environmental Affairs*

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Airport Facilities and Services*

Joseph Weidlich  
*Executive Assistant/  
ACI-NA Chief Historian*

Ronda Williams  
*Senior Manager  
Technical and  
Environmental Affairs*

Michelle Leslie  
*Manager  
Legal and Technical Affairs*

Sara Massey  
*Manager  
Technical and  
Environmental Affairs*

Ian Rose  
*Specialist  
Technical and  
Environmental Affairs*

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*Senior Vice President  
International Affairs*

Howard Mann  
*Senior Manager  
International and Public Affairs*

**Airport  
Legislative Alliance**

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*Senior Vice President*

Joel Bacon  
*Staff Vice President*

Brad Van Dam  
*Staff Vice President*

Eryn Travis  
*Director of Communications*

Ashleigh M. de la Torre  
*Director*

Gwen Papineau  
*Manager of Grass Roots  
Communications*

**Canadian  
Airports Council**

James Facette  
*President and CEO*

Fred L. Jones  
*Vice-President  
Operational, Technical, and  
Environmental Affairs*

Sandi London  
*Director, Small Airports*

Sharon Redden  
*Executive Assistant to the  
President and CEO*

ACI-NA's mission is to advocate policies and provide services that strengthen the ability of air carrier airports to serve their passengers, customers and communities. With 170 member airports in the association and more than 350 corporate members, who do business at North American airports, ACI-NA resources include experienced and professional staff who work with the membership to develop and advocate common positions and represent these interests before government, industry and the public. We are:

- A policy "advocate" ✈️ We communicate to the Administration, the congress, members of the press, and the general public what airports need to properly serve their passengers, shippers and communities.
- A "community" of specialists ✈️ Through our forums and meetings airport professionals get together to learn from and teach each other. We promote cooperating with all elements of North American civil aviation, including the federal governments in Washington and Ottawa, and related associations.
- An "information" provider ✈️ We make sure the general public, the Administration and Congress are fully aware of what airports need in order for aviation to be prosperous and to serve the needs of the airports, the airlines and the communities in which we operate. As the preeminent clearinghouse for information and ideas, ACI-NA's dedicated staff anticipates industry issues, develops the foundation for sound policy decisions and communicates these ideas with our membership to improve management and operations of their facilities.



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