



AIN FBO Survey 2017

Worldwide Results



The economic climate may change, but one thing stays the same: for customers service is always king

For the FBO industry the major trend remains one of consolidation, best exemplified by Signature Flight Support's recent digestion of Landmark Aviation. In one fell swoop Signature swelled its ranks by 60 locations, making it the first FBO chain to exceed 200 worldwide, and eliminated a primary competitor.

The Justice Department required the new owner to shed six locations, and they became the nucleus of a newly relaunched Ross Aviation last summer. Indicative of the circular nature of deals in this industry, some of the locations were those it had sold to Landmark just two years earlier. "I think there was a quantum change in the FBO consolidation dynamic with the Signature/Landmark transaction," noted Stephen Dennis, chairman of industry consultancy Aviation Resource Group International (ARGI). "However, what is interesting is that the demand for FBO acquisitions remains high. In my opinion, the void left by the aforementioned deal is being filled by demand from 'new' private equity entrants, along with the current ones funding existing network operators."

Three of the independent locations that ranked in the top 5 percent of the 2016 AIN FBO Survey were acquired by chains in the ensuing months. Ross Aviation, Sheltair and Atlantic Aviation acquired AirFlite at California's Long Beach Airport, Florida's Tampa International Jet Center and Colorado's Black Canyon Jet Center, respectively.

Yet Dennis believes the pace of consolidation will slow. "Many, if not most, of the most profitable FBO markets have been consolidated, and while there remain some opportunities, I believe we are approaching an optimal level of FBOs," Dennis told AIN. "There were 10,000 FBOs in the early 1980s and today the industry has consolidated to 3,500...The majority of economic combinations of FBOs is behind us."

Business aviation flight operations in the U.S. rose by 1.35 percent between 2015 and 2016, marking the sixth straight year since the 2008

economic downturn that the industry has seen a gain, according to the FAA's February Business Jet Report. New Jersey's Teterboro Airport, home to six FBO facilities, saw the most activity over the past year, logging 138,000 operations between February 2016 and January of this year.

FLIGHT HOURS UP

Industry flight hours rose 3.8 percent year-over-year, according to industry data provider Argus. The number of flight hours in large-cabin jets operated under Part 135 grew by 10 percent last year, while the number of hours in the midsize and small-cabin sectors was up by 3 and 1.8 percent, respectively. The Part 91 large-cabin segment was up 4.1 percent, while midsize and small-cabin flight hours grew by 3.4 and 4.2 percent, respectively. Turboprop flight activity grew by 3.5 percent last year, which Argus described as "one of the best years" business aviation has seen, with year-over-year gains in flight activity in 11 of the 12 months.

"Business aviation is experiencing strong growth in flight hours, and most segments of the aviation support industry are feeling the positive effects," added ARGI managing partner Mark Chambers.

The price of fuel, still at lows that many believed could not be sustained, was lower last year than in 2015, by as much as 40 cents per gallon in some areas of the U.S., according to fuel price consolidator Fuelerlinx.

Enthusiasm among service providers is running high: 93 percent of FBOs responding to the Aviation Business Strategies Group's annual industry confidence survey at the beginning of this year predicted they would have either the same level of fuel sales in 2017 or see gains, while more than half of respondents (up from just 27 percent last year) indicated that the economy is moving in the right direction.

Against this backdrop, we present the worldwide results of the 2017 AIN FBO Survey. The survey responses demonstrate that to be a top-scoring FBO, facilities must be consistently good at everything. It is not enough to excel in one area. □

FBO SURVEY RULES AND METHODOLOGY

This report of AIN's FBO survey covers fixed-base operations worldwide. For the first time, we are combining our reports on FBOs across both the Western and Eastern Hemispheres.

HISTORY

AIN has been conducting surveys since 1981, asking about the service that FBOs provide their customers and reporting the results from these surveys. Initially, we sent out a paper survey questionnaire by mail to qualified subscribers in the U.S.—pilots, flight attendants and dispatchers—the people who use or make arrangements with FBOs. In later years, qualified subscribers in the remainder of North America and the rest of the world were added.

In 2006 we moved the FBO survey online. We have continued to add FBOs each year and now offer respondents a comprehensive list of 4,500 FBOs worldwide.

THE SURVEY

This year's annual FBO Special Report marks the second in which we have reported overall averages on a cumulative basis and the first in which the FBO survey site was live for the entire year.

The survey site allows subscribers to keep a list of personalized FBOs and from this list they can easily change or affirm a prior rating and leave an updated comment. During this survey period we saw a dramatic increase in ratings compared with last year.

The scores in this report and on our website reflect the cumulative average of scores from 2013 through today. Only the most recent rating of an FBO is counted on a per-user basis and only FBOs that have received 30 or more ratings are eligible for their scores to be published.

From April 1, 2016, until Feb. 10, 2017, we asked subscribers to update and give new ratings for FBOs they have visited in the past 12 months. We contacted readers via e-mail, announcements in our e-newsletters and in the January issue of **Aviation International News**. The bulk of this promotion took place from Dec. 1, 2016, through Feb. 10, 2017.

The site asks readers to evaluate FBOs they visited the previous year in five categories: line service; passenger amenities; pilot amenities; facilities; and

customer service representatives (CSRs). For each of these categories, the participant is asked to assign a number from 1 to 5, 1 being the lowest and 5 being the highest.

OBSERVATIONS

Each year we review ratings to ensure their accuracy. On our new site we have a system to flag, review and, if necessary, remove ratings identified as dubious by factors such as e-mail address, IP address and concentration of scores.

During the last four days of this survey period, unfortunately, we saw a large spike in suspicious activity which did affect, for those few days, the overall averages on the website. All of these ratings have been discredited and the offending parties have been contacted. Additionally, we have already made the necessary changes to ensure that these types of ratings will not affect published scores on the site in the future.

SCORE CALCULATIONS

An FBO's overall average is calculated by adding all the individual category ratings received by that FBO and dividing the resulting sum by the total number of all category ratings received by the FBO. In other words, if a particular FBO was evaluated by 50 people (and assuming that all 50 evaluators gave that FBO a rating in each of the five categories), then the FBO would receive a total of 250 category ratings. These 250 category ratings are added together and then the sum is divided by 250 to arrive at the overall average for this FBO.

Overall averages are calculated using the cumulative average of all ratings given from 2013 through the present. This year's results will show an FBO's increase or decrease versus that FBO's cumulative rating from one year ago.

In April last year, we began to weight ratings slightly to reflect a number of different factors such as known demographic information and number of ratings. For example, the response of a reader who rates only a single FBO will have less weight than that of a reader who evaluates multiple FBOs around the country.

To learn more, please visit our FAQ page at www.ainonline.com/fbo-survey-faq. —D.L.

Top Rated FBOs in the Americas 2013-2017 (By Overall Average)

FBO	Airport	Airport Code	Overall Rounded	Change from last year	Percent
SHELTAIR (formerly Tampa Int'l Jet Center)	TAMPA INTERNATIONAL	KTPA	4.75	-0.08	5%
JET AVIATION	PALM BEACH INTERNATIONAL	KPBI	4.74	0.01	5%
ATLANTIC AVIATION (formerly Black Canyon Jet Center)	MONTROSE REGIONAL	KMTJ	4.72	-0.08	5%
FARGO JET CENTER	HECTOR INTERNATIONAL	KFAR	4.72	-0.04	5%
PENTASTAR AVIATION	OAKLAND COUNTY INTERNATIONAL	KPTK	4.71	0.00	5%
ROSS AVIATION (formerly Airflite)	LONG BEACH /DAUGHERTY FIELD	KLGB	4.70	-0.14	5%
SKYSERVICE	LESTER B. PEARSON INTERNATIONAL	CYYZ	4.70	-0.02	5%
ATLANTIC AVIATION	CHARLES B. WHEELER DOWNTOWN	KMKC	4.68	-0.09	5%
J.A. AIR CENTER	AURORA MUNICIPAL	KARR	4.68	-0.10	5%
XJET	CENTENNIAL	KAPA	4.68	-0.07	5%
SIGNATURE FLIGHT SUPPORT	SCOTTSDALE	KSDL	4.67	-0.02	5%
BANYAN AIR SERVICE	FORT LAUDERDALE EXECUTIVE	KFXE	4.66	-0.08	10%
BUSINESS JET CENTER	DALLAS LOVE FIELD	KDAL	4.66	-0.04	10%
WILSON AIR CENTER	MEMPHIS INTERNATIONAL	KMEM	4.66	-0.04	10%
BASE OPERATIONS AT PAGE FIELD	PAGE FIELD	KFMY	4.65	-0.01	10%
GLOBAL SELECT	SUGAR LAND REGIONAL	KSGR	4.65	-0.03	10%
MERIDIAN TETERBORO	TETERBORO	KTEB	4.65	-0.05	10%
MILLION AIR	ADDISON	KADS	4.65	0.01	10%
MILLION AIR	INDIANAPOLIS INTERNATIONAL	KIND	4.65	0.03	10%
SHELTAIR	LONG ISLAND MAC ARTHUR	KISP	4.64	N/A	10%
SIGNATURE FLIGHT SUPPORT	ST PAUL DOWNTOWN HOLMAN FIELD	KSTP	4.64	-0.03	10%
DESTIN JET	DESTIN-FORT WALTON BEACH	KDTS	4.63	-0.06	20%
TEXAS JET	FORT WORTH MEACHAM INTERNATIONAL	KFTW	4.63	-0.07	20%
WILSON AIR CENTER	CHARLOTTE/DOUGLAS INTERNATIONAL	KCLT	4.63	-0.03	20%
MONTEREY JET CENTER	MONTEREY PENINSULA	KMRY	4.62	-0.08	20%
ATLANTIC AVIATION	PITTSBURGH INTERNATIONAL	KPIT	4.61	-0.05	20%
HENRIKSEN JET CENTER	AUSTIN EXECUTIVE	KEDC	4.61	-0.02	20%
PREMIER JET CENTER	FLYING CLOUD	KFCM	4.61	N/A	20%
SIGNATURE FLIGHT SUPPORT	MINNEAPOLIS-ST PAUL INTERNATIONAL/WOLD-CHAMBERLAIN	KMSP	4.60	-0.08	20%
VAIL VALLEY JET CENTER	EAGLE COUNTY REGIONAL	KEGE	4.60	-0.05	20%
WORLD-WAY AVIATION	SOROCABA	SDCO	4.60	N/A	20%
ORION JET CENTER	OPA-LOCKA EXECUTIVE	KOPF	4.59	0.10	20%
RECTRIX	SARASOTA/BRADENTON INTERNATIONAL	KSRQ	4.59	0.03	20%
SHELTAIR	JACKSONVILLE INTERNATIONAL	KJAX	4.59	0.10	20%
WILSON AIR CENTER	LOVELL FIELD	KCHA	4.59	-0.06	20%
FONTAINEBLEAU AVIATION	OPA-LOCKA EXECUTIVE	KOPF	4.58	-0.04	20%
SIGNATURE FLIGHT SUPPORT	PIERRE ELLIOTT TRUDEAU INTERNATIONAL	CYUL	4.58	-0.06	20%
ATLANTIC AVIATION	McCLELLAN-PALOMAR	KCRQ	4.57	-0.07	20%
SIGNATURE FLIGHT SUPPORT	BOCA RATON	KBCT	4.57	0.03	20%
ALLIANCE AVIATION SERVICES	FORT WORTH ALLIANCE	KAFW	4.56	N/A	20%
HERITAGE AVIATION	BURLINGTON INTERNATIONAL	KBTV	4.56	-0.06	20%
SIGNATURE FLIGHT SUPPORT	CHARLESTON AFB/INTERNATIONAL	KCHS	4.56	0.04	20%

FBOs with the same overall average are listed in alphabetical order.

Most Improved FBOs over Past 12 Months

FBO	Airport	Airport Code	Overall Average	2016 Score	Change from last year
SHELTAIR	JOHN F. KENNEDY INTERNATIONAL	KJFK	4.25	4.04	0.21
SIGNATURE FLIGHT SUPPORT	PALM SPRINGS INTERNATIONAL	KPSP	4.47	4.29	0.18
ATLANTIC AVIATION	REPUBLIC	KFRG	4.31	4.16	0.15
SHELTAIR	ORLANDO EXECUTIVE	KORL	4.47	4.35	0.12
CUTTER AVIATION	ALBUQUERQUE INTL SUNPORT	KABQ	4.18	4.07	0.11
ORION JET CENTER	OPA-LOCKA EXECUTIVE	KOPF	4.59	4.49	0.10
PROVO AIR CENTER	PROVIDENCIALES	MBPV	4.54	4.44	0.10
SHELTAIR	JACKSONVILLE INTERNATIONAL	KJAX	4.59	4.49	0.10
JET AVIATION	WILLIAM P. HOBBY	KHOU	4.48	4.39	0.09
MILLION AIR	SPIRIT OF ST. LOUIS	KSUS	4.45	4.37	0.08
TAG AVIATION	GENEVA INTERNATIONAL	LSGG	4.46	4.38	0.08

4.75

SHELTAIR

(formerly Tampa International Jet Center),
Tampa International Airport (TPA), Tampa, Fla.

The former Tampa International Jet Center, one of two FBOs at the central Florida airport, has been a strong performer in AIN’s annual FBO Survey since it opened a decade ago, and it clearly hasn’t suffered any falloff after its purchase last May by Florida-based Sheltair. The facility scored the highest overall rating in the survey this year, garnering the highest score for passenger amenities (4.75) and sharing top honors for pilot amenities (4.73).

“Sheltair promotes a similar set of values,” said general manager Clayton Lackey. “We’ve experienced nothing but support from senior management for our commitment to continuing the tradition of the Tampa experience, beginning with their decision to retain our entire staff.”

The 20-acre facility is open 24/7 and encompasses a 12,000-sq-ft, two-story terminal with atrium lobby, a street-side customer canopy at the front entrance, and on the airside entrance a 12,500-sq-ft arrivals/departure canopy to shelter aircraft from heat and rain. It offers 14-seat and four-seat A/V equipped conference rooms, crew lounge with shower facilities, a passenger lounge overlooking the ramp, flight-planning

area, complimentary refreshments, crew cars, a courtesy shuttle to local hotels and the main airport terminal, complimentary aircraft interior cleaning and a cafeteria. The airport’s U.S. Customs facility is adjacent to the ramp, providing easy international flight clearance.

The FBO offers 108,000 sq ft of hangar space and another 32,000-sq-ft hangar is under construction. According to Sheltair senior vice president Frank Seymour, a ramp expansion project is planned for next year.

TPA is situated so close to Raymond James Stadium that on event days the FBO runs courtesy shuttles, enabling customers to access it directly through the airport property, without having to drive on local roads. In addition, the Tampa airport offers another amenity not available everywhere: easy access to first-class dining and hotels, as International Plaza is across the street.

4.74

JET AVIATION

Palm Beach International Airport (PBI),
West Palm Beach, Fla.

As Jet Aviation observes its 50th anniversary this year, the Palm Beach, Fla. FBO performed well enough over the past year to earn the second highest score overall in this year’s AIN FBO Survey. Staffing is the name of the game at the

location, where the employees average 20 years' experience in the industry. The 25-acre location, which is open 24/7 and has a staff of 48, earned its highest scores in customer service (4.82) and line service (4.77).

“Our team does not believe in the word ‘no,’” but rather we find a solution to our clients’ requests,” said general manager Nuno Da Silva, adding that the FBO’s CSR team attempts to anticipate the needs of clients and create a positive experience every time they visit.

The current 18,000-sq-ft, two-story terminal was recently remodeled with updated furniture and an enhanced customer service counter. The Air Elite FBO Network member offers a pilots’ lounge with massaging chairs, lounge chairs and tropical slushies; a snooze room with zero-gravity chairs; showers; flight planning area; conference room; onsite car rental; U.S. Customs; business center; guarded entry to the airport and ramp; crew cars, vans and SUV for transport to and from the airport; and a passenger lounge with a coffee bar, cookies baked daily, freshly squeezed lemonade and locally made ice cream. The location is a DCA access gateway under the DASSP program and is currently working to achieve IS-BAH certification.

The Phillips 66-branded facility has 160,000 sq ft of hangar space, which can accommodate BBJ-size aircraft, and to accommodate growing traffic it is working with the airport authority expand its presence with two new hangars, a satellite terminal, fuel farm and more ramp space. “We have seen a greater number of customers spend more time in the South Florida area throughout the year, as opposed to the past, which had a much more defined season,” Da Silva told AIN.

4.72

ATLANTIC AVIATION

(formerly Black Canyon Jet Center), Montrose Regional Airport (MTJ), Montrose, Colo.

When Atlantic Aviation acquired Black Canyon Jet Center last summer, it gained a location

Top Rated FBOs in the Americas by Region

SOUTHEAST

FBO	Code	Overall Average	Change from last year
Atlanta			
EPPS AVIATION	KPDK	4.37	0.04
ATLANTIC AVIATION	KPDK	4.32	0.01
HILL AIRCRAFT	KFTY	4.29	-0.01
SIGNATURE FLIGHT SUPPORT	KPDK	4.14	0.06
SIGNATURE FLIGHT SUPPORT	KFTY	4.09	0.03
Charleston			
SIGNATURE FLIGHT SUPPORT	KCHS	4.56	0.04
ATLANTIC AVIATION	KCHS	4.40	0.01
Charlotte			
WILSON AIR CENTER	KCLT	4.63	-0.03
Daytona Beach			
SHELTAIR	KDAB	4.50	N/A
Fort Lauderdale/Palm Beach			
JET AVIATION	KPBI	4.74	0.01
BANYAN AIR SERVICE	KFXE	4.66	-0.08
STUART JET CENTER	KSUA	4.55	-0.07
SHELTAIR	KFLL	4.54	0.05
NATIONAL JETS	KFLL	4.50	-0.11
Fort Myers/Naples			
BASE OPERATIONS AT PAGE FIELD	KFMY	4.65	-0.01
PRIVATE SKY AVIATION SERVICES	KRSW	4.37	-0.03
NAPLES AIRPORT AUTHORITY	KAPF	4.31	-0.02
Jacksonville			
SHELTAIR	KJAX	4.59	0.10
Memphis			
WILSON AIR CENTER	KMEM	4.66	-0.04
SIGNATURE FLIGHT SUPPORT	KMEM	3.95	0.04
Miami			
ORION JET CENTER	KOPF	4.59	0.10
FONTAINEBLEAU AVIATION	KOPF	4.58	-0.04
SIGNATURE FLIGHT SUPPORT	KBCT	4.57	0.03
ATLANTIC AVIATION	KBCT	4.33	-0.01
SIGNATURE FLIGHT SUPPORT	KOPF	4.26	0.01
SIGNATURE FLIGHT SUPPORT	KMIA	4.24	-0.03
Nashville			
ATLANTIC AVIATION	KBNA	4.14	-0.06
SIGNATURE FLIGHT SUPPORT	KBNA	4.05	-0.02
Northwest Florida			
DESTIN JET	KDTS	4.63	-0.06
SHELTAIR	KECP	4.53	N/A
MILLION AIR	KTLH	4.15	N/A
Orlando			
ATLANTIC AVIATION	KMCO	4.52	0.00
ATLANTIC AVIATION	KORL	4.49	-0.09
SHELTAIR	KORL	4.47	0.12
SIGNATURE FLIGHT SUPPORT	KMCO	4.40	0.04
Raleigh-Durham			
TAC AIR	KRDU	4.34	-0.04
SIGNATURE FLIGHT SUPPORT	KRDU	4.01	-0.12
Tampa			
SHELTAIR (formerly Tampa Int'l Jet Center)	KTPA	4.75	-0.08
SHELTAIR	KPIE	4.54	N/A
SIGNATURE FLIGHT SUPPORT	KTPA	3.97	-0.02
Savannah			
SHELTAIR	KSAV	4.52	0.07
Sarasota			
RECTRIX	KSRQ	4.59	0.03

known for its exceptional customer service, earning the highest individual category score in last year's survey for its CSRs. That trend continued through the acquisition, as the location earned its highest total (4.84) in the category.

"We provide first-class customer service by ensuring that no passenger or pilot leaves unhappy," said Mitch Martin, the facility's general manager. That service extends to greeting each arriving aircraft with boxes of chocolate and baskets of Chapstick. "We will go out of our way to accommodate any request."

The lone service provider at Colorado's Montrose Regional Airport (MTJ), Atlantic occupies a 10-acre leasehold, and is open daily from 6 a.m. until 9 p.m., with after-hours callout available.

A gateway to ski resorts such as Telluride, the airport sees winter as peak season, but other outdoor activities such as mountain biking, fishing, hiking, rock climbing and white-water rafting serve as a draw during the rest of the year, as the location sits near the otherworldly scenery of the Black Canyon of Gunnison National Park.

The FBO offers a 4,000-sq-ft terminal with passenger and crew lounges, a snooze room with private bathroom and shower, a 12-seat A/V-equipped conference room, concierge and shuttle service, crew cars and onsite car rental. For crews, there are complimentary passes to a local gym as well as free golf privileges at a nearby Jack Nicklaus-designed course.

Its 24,000-sq-ft heated hangar can accommodate aircraft up to a G650. According to Martin, given the variable weather in the region, the FBO's staff of 20 has become expert at handling high volumes of diversions when weather closes surrounding airports. He noted that after the recent purchase, Atlantic invested much capital in new equipment to bring the facility in line with its standards.

4.72

FARGO JET CENTER

Hector International Airport (FAR), Fargo, N.D.

It's one thing to provide excellent line service when the temperature is 80 degrees and sunny, but it's another thing entirely to be recognized for your facility's line service when the temperature is 20 degrees below zero with a -40 degree wind chill. That is the range of conditions the staff at Fargo Jet Center faces, and yet it earned the highest mark (4.79) in the line service category in this year's AIN FBO Survey.

Known as a tech stop for international operators, the 8.5-acre location offers 24/7 U.S. Customs, which cleared 650 flights last year, but the facility also offers Part 135 aircraft charter/management, aircraft sales, a Part 145 repair station, paint and interior completions shops and a flight school.

The 15,380-sq-ft terminal saw some upgrades over the past year: new furniture for the lobby and pilots' lounge, a complete remodel of the executive conference room, and the conversion of unused space into another conference/training room with room for 20 people, giving the facility a total of five a/v-equipped meeting rooms. It offers the standard FBO amenities plus fresh muffins, baked on site every morning. "What says you care more than freshly baked goods?" quipped Darren Hall, the company's vice president of marketing. Valet parking has also proved popular among the FBO's clientele. To keep the location in top condition, it employs a full-time building maintenance technician as well as a dedicated corporate housekeeper.

The facility has 168,000 sq ft of hangar space and 55,000 sq ft of offices and workshops. With its sister FBO Premier Jet Center in Minneapolis becoming the first FBO in the upper Midwest to achieve IS-BAH certification, the Fargo

location has just embarked on the process and will soon appoint a training and safety coordinator for the entire organization. Ultimately, the location's success stems from hospitality, according to Hall. "When you strip away all of the amenities, technology, brick and mortar and the flashiness that sometimes surrounds our industry, our service simply comes down to taking care of people and building relationships."

4.71

PENTASTAR AVIATION

**Oakland County International Airport (PTK),
Pontiac, Mich.**

Starting out as the in-house flight department for carmaker Chrysler, Michigan-based Pentastar Aviation, in operation since 1964, has evolved into a full aviation services provider. In addition to the expanded FBO services of aircraft charter, management, maintenance, interior completions and sales, the location, a DCA Approved Gateway under the TSA's DASSP program, operates its own in-house catering kitchen, Fivestar Gourmet. The largest of four FBOs at Detroit-area Oakland County International Airport (PTK), the company employs 221 people and is open 24/7 with line technicians and CSRs on duty around the clock.

The complex occupies 22 acres at PTK, with 10 of those acres reinforced concrete ramp. There is 130,000 sq ft of heated hangar space, big enough to shelter a 737. The main 5,000-sq-ft terminal offers plush passenger and crew lounges, complimentary snacks and beverages, as well as A/V-equipped conference rooms, but the location also operates what it calls the Stargate Terminal, a separate 10,000-sq-ft structure used for handling large charters such as sports teams. It has a departure lounge, workstations, a baggage carousel and the only privately operated jet bridge in the U.S. Recent improvements to the Avfuel-branded facility, which saw 13-percent growth in fuel volume over the previous year, include upgrades in lighting, signage, art and furniture as well as

**Top Rated FBOs in the Americas by Region
ROCKY MOUNTAINS**

FBO	Code	Overall Average	Change from last year
Albuquerque			
CUTTER AVIATION	KABQ	4.18	0.11
Boise			
JACKSON JET CENTER	KBOI	4.41	0.02
Denver			
XJET	KAPA	4.68	-0.07
DENVER JETCENTER	KAPA	4.51	-0.01
SIGNATURE FLIGHT SUPPORT	KDEN	4.42	-0.05
SIGNATURE FLIGHT SUPPORT	KAPA	4.19	0.02
TAC AIR	KAPA	4.19	-0.06
SIGNATURE FLIGHT SUPPORT	KBJC	4.06	-0.06
Glacier & Yellowstone			
YELLOWSTONE JET CENTER BY SIGNATURE	KBZN	4.55	-0.05
GLACIER JET CENTER	KGPI	4.52	-0.12
Grand Junction			
WEST STAR AVIATION	KGJT	4.45	0.00
Jackson Hole			
JACKSON HOLE AVIATION	KJAC	3.91	-0.10
Mountain Area			
ATLANTIC AVIATION	KMTJ	4.72	-0.08
VAIL VALLEY JET CENTER	KEGE	4.60	-0.05
TELLURIDE REGIONAL AIRPORT	KTEX	4.30	0.03
ATLANTIC AVIATION	KRIL	4.18	0.00
ATLANTIC AVIATION	KASE	4.09	0.00
Phoenix/Scottsdale			
SIGNATURE FLIGHT SUPPORT	KSDL	4.67	-0.02
SWIFT AVIATION SERVICES	KPHX	4.54	-0.05
CUTTER AVIATION	KPHX	4.50	-0.07
ROSS AVIATION (formerly Landmark)	KSDL	4.33	-0.01
Salt Lake City			
TAC AIR	KSLC	4.49	-0.03
Sun Valley			
ATLANTIC AVIATION	KSUN	4.52	-0.04
Tucson			
ATLANTIC AVIATION	KTUS	4.37	-0.04

FBOs with the same overall average are listed in alphabetical order.

the addition of mobile device and electric vehicle charging stations and an information kiosk engineered and designed by the location's interiors shop.

Pentastar's customer service team is constantly looking for ways to exceed customers' needs and expectations, and its score of 4.80 in the CSR category indicates those searches are clearly fruitful. Prospective employees are subjected to a variety of interviews, one of them conducted by a panel of their potential coworkers. "Once hired, we have an extensive 'Pentastar University' process to familiarize them with our business model, ensure they are familiar with our safety processes and procedures and, in the case of our CSRs and line technicians, provide them with NATA's Safety 1st training," said Greg Schmidt, the company's president and CEO. The location is currently engaged in the IS-BAH certification process and expects to undergo its audit by year-end.

4.70

ROSS AVIATION

(formerly AirFlite), Long Beach Airport (LGB), Long Beach, Calif.

When Ross Aviation purchased the former AirFlite FBO at Los Angeles-area Long Beach Airport/Daugherty Field from Toyota last year, the company acquired a location that had been the top-rated location in AIN's annual survey for the past three years. Operated by the automaker from 1989 until its sale last year, the four-story, 35,000-sq-ft terminal has been meticulously maintained throughout its existence.

Given the FBO's sterling pedigree, Ross has attempted to maintain a hands-off approach, "providing local management with support, but allowing [them] the flexibility to operate the location as necessary to maintain that positive customer experience." The facility, a member of the Air Elite Network and one of four FBOs at Long Beach, has 132,000 sq ft of hangar space capable of sheltering

aircraft up to a G650. Ross is currently in discussion with the airport authority to lease another parcel of land adjacent to the 12.2-acre leasehold to build another hangar. It has also installed a staffed Go Rentals desk in the terminal lobby.

When it comes to customer service, consistency has long been associated with the facility; it operates 24/7 and most of the 20 staff remained during the transition. "We are continuing the AirFlite tradition whereby a prospective employee is interviewed three times," noted John Farmer, Ross Aviation's COO, "once by HR, and twice by current employees to ascertain if the prospect would be a good fit and uphold the highest standards for delivering customer service."

4.70

SKYSERVICE

Lester B. Pearson International Airport (YYZ), Toronto, Canada

Among the top 5 percent of FBOs in the AIN survey for the second year running, and the only Canadian service provider to crack the top 10 percent, is Skyservice at Canada's busiest business aviation gateway. The company, consisting of four FBOs after its purchase of the Ottawa Avitat facility late last year, marked its 30th anniversary last year, and the Toronto location (in operation for quarter century next year) has seen steady business over the past year, with a growing trend of customers tending to arrive in larger aircraft, according to company chairman and CEO Marshall Myles. "We have also seen more international traffic as Toronto becomes more firmly established as the financial capital of Canada," he told AIN.

Many of the facility's CSRs have a decade of experience with the company. Indeed, the front-desk service team has 200 years of combined experience in the industry, and that experience is evident in the location's highest score (4.82) in the CSR category. "Our facility is known by the familiar faces at the FBO who remember and

relate to customers on a professional and personal level,” said Mike Denham, the location’s director of FBO operations, adding that the CSR staff attended Ritz Carlton training earlier this year.

The location’s 12,000-sq-foot terminal offers three A/V-equipped conference rooms, the largest with a capacity of 30 people, a Starbucks coffee bar, 24-hour available onsite Canadian Customs, a gym with shower facilities, onsite car rental, spacious passenger and crew lounges, crew snooze rooms, flight planning center, courtesy offices with computers and Wi-Fi, a 24-hour courtesy shuttle to any location in the area, and valet service directly to the aircraft. The facility, which is pursuing IS-BAH certification, recently introduced a new line-service position known as a ramp safety service attendant, “an entry-level position that allows those aspiring to work in the industry to get their foot in the door.” Noted Denham, “We foster a culture of growth and mentorship for our employees. Skyservice has a longstanding history of long-term employment and a low turnover rate. We credit this to our strong training programs and the sense of community that we offer.”

The Toronto location, which occupies nine acres at YYZ, is open 24/7 with a staff of 40 for the FBO and 200 overall, a number that includes the maintenance division. That unit serves as a Bombardier authorized service center as well as Gulfstream’s official warranty facility for Canada. Supplied by World Fuel Services, the facility offers 200,000 sq ft of heated hangar space, which can accommodate several 737s simultaneously, for transient aircraft storage, plus another 78,000 sq ft for based tenants.

4.68

ATLANTIC AVIATION

Charles B. Wheeler Downtown Airport (MKC), Kansas City, Mo.

Owned by Atlantic Aviation since 2013, the facility at Charles B. Wheeler Downtown Airport raised

**Top Rated FBOs in the Americas by Region
WEST**

FBO	Code	Overall Average	Change from last year
Anchorage			
ROSS AVIATION (formerly Landmark)	PANC	4.34	0.00
Honolulu			
AIR SERVICE HAWAII	PHNL	4.44	0.01
Las Vegas			
SIGNATURE FLIGHT SUPPORT	KLAS	4.37	0.00
ATLANTIC AVIATION	KLAS	4.29	-0.02
HENDERSON EXECUTIVE AIRPORT	KHND	4.04	-0.03
Los Angeles			
ROSS AVIATION (formerly AirFlite)	KLGB	4.70	-0.14
MILLION AIR BURBANK	KBUR	4.48	0.00
CASTLE & COOKE AVIATION	KVNY	4.42	0.04
ATLANTIC AVIATION	KSNA	4.35	-0.06
ATLANTIC AVIATION	KBUR	4.34	-0.01
SIGNATURE FLIGHT SUPPORT EAST	KVNY	4.34	-0.03
Napa			
NAPA JET CENTER	KAPC	4.02	0.01
Palm Springs			
SIGNATURE FLIGHT SUPPORT	KPSP	4.47	0.18
ATLANTIC AVIATION	KPSP	4.29	-0.04
ROSS AVIATION (formerly Landmark)	KTRM	4.26	-0.05
Portland			
ATLANTIC AVIATION	KPDX	4.31	-0.01
San Diego			
ATLANTIC AVIATION	KCRQ	4.57	-0.07
JET SOURCE	KCRQ	4.34	-0.05
SIGNATURE FLIGHT SUPPORT	KSAN	3.71	0.00
San Francisco			
MONTEREY JET CENTER	KMRY	4.62	-0.08
DEL MONTE AVIATION	KMRY	4.55	-0.07
SIGNATURE FLIGHT SUPPORT	KOAK	4.39	0.06
ATLANTIC AVIATION	KSJC	4.17	0.00
SIGNATURE FLIGHT SUPPORT	KSFO	4.07	0.04
KAISERAIR OAKLAND JET CENTER	KOAK	4.00	0.03
Seattle			
CLAY LACY AVIATION	KBFI	4.26	0.01
SIGNATURE FLIGHT SUPPORT	KBFI	4.17	-0.02

FBOs with the same overall average are listed in alphabetical order.

the bar for FBO services when it made its debut at the Kansas City gateway in 2010. Open 24/7, the location has a primary 26,000-sq-ft, two-story terminal featuring a fitness center with showers and locker rooms available to transient customers, based tenants and the location's employees, and three conference rooms. The three private crew snooze rooms—sponsored by local hotels and outfitted with a bed, TV and private bathroom—have proved popular with crewmembers who have a long stay in Kansas City or who need quick accommodations.

The spacious lobby in the main terminal contains artwork furnished by local artists through the city's art council project and is changed every quarter, keeping the facility fresh, all of which helps translate into the location's consistent 4.7 score from AIN's readers for passenger amenities, pilot amenities and facilities. A smaller 7,000-sq-ft terminal is reserved for the location's based customers. The location currently has 52,000 sq ft of hangar space capable of sheltering the latest big business jets, with another 8,000-sq-ft hangar scheduled to be completed this spring, to accommodate the steady growth in traffic.

Open 24/7, the FBO has 26 employees, and according to general manager Kyle Eiserer, "customer service boils down to treating customers with respect, maintaining a positive attitude and ensuring that we execute with precision 100 percent of the time." The location participates in Atlantic's proprietary training program, and Eiserer noted that providing top-notch service to the facility's customers is the goal of all employees.

4.68

J.A. AIR CENTER

Aurora Municipal Airport (ARR), Aurora, Ill.

Chicago is ringed with many airport choices for business aviation operators, but among them only J.A. Air Center, one of two service providers at

Aurora Municipal Airport, has consistently been recognized by AIN's readers. While the company (initially known as Joliet Avionics) as been in operation for half a century, it moved to Aurora just nine years ago, and has racked up enviable scores ever since its new facility opened. The 10,000-sq-ft terminal and 15,500-sq-ft arrival canopy once again earned the Phillips 66-branded location its highest score for facilities (4.74). "The canopy continues to be a huge draw at our airport," said general manager Randy Fank. "With music streaming and protection from all weather, our customers feel welcome and special from the moment they taxi up."

Among the facility's amenities are a workout room, snooze rooms, conference room, courtesy cars and an abundance of private lounge space. One added attraction in the lobby is a rotating display of vintage cars on display, courtesy of a partnership with nearby golf course Rich Harvest Farms and its car museum.

The location is open daily from 6 a.m. until 10 p.m., and the company offers maintenance, avionics, interiors, aircraft detailing, charter/management, sales and even a flight school. "We can do everything any customer might need," Fank told AIN, adding that the airport is exploring the option of providing U.S. Customs, which would open up his company's services to the wider international market.

Amongst all its divisions, the location has 75 employees with one common goal. "From the minute the airplane touches down, to the minute they are wheels up, we want customers to feel like they made a fantastic choice by choosing J.A.," said Fank. "We never stop thinking of new ways to attract new customers and keep our current customers completely satisfied."

The location has 100,000 sq ft of heated hangar space capable of sheltering a G650. Easy access to a main artery leading into Chicago makes travel downtown faster than it would appear on a map, according to Fank.

4.68

XJET

Centennial Airport (APA), Denver, Colo.

XJet will mark its 10th anniversary as an FBO this summer, and during that decade the flagship location at Denver Centennial Airport (APA) has been a fixture in AIN’s annual FBO survey. The location began as a membership-based private facility for local aircraft owners. Member fees covered the facility’s operating costs. It maintains that membership structure, in addition to serving transient traffic.

The facility’s 50,000 sq ft of heated hangar space, which can accommodate the largest dedicated business jets, is normally filled to capacity with member aircraft. A long anticipated Phase II expansion project, delayed by XJet’s expansion into London and Dubai, is set to launch this summer. It will involve a ramp extension and an extensive remodeling of the 20,000-sq-ft terminal/clubhouse, before the addition of another 50,000 sq ft of hangars and an upscale restaurant. To manage demand for the new space, XJet introduced a new tier of membership that gives customers the option to reserve hangar space in the new development.

Among the amenities are 24/7 flight concierge support, an A/V-equipped conference room, pilots’ lounge with snooze room and separate workstations, relaxation room with massaging chairs and fountain, onsite car rental and airport transfers. One popular feature is the climate controlled auto spa and storage facility adjoining the terminal, where members can have their vehicles cleaned, fueled and even serviced if necessary before their return. In 2015, the Avfuel dealer, which has a staff of 29 and is open 24/7, became one of the first FBOs in the U.S. to achieve IS-BAH certification and it is now working to achieve Stage II certification.

Over the past year, the company introduced an advisory board consisting of members and flight crews, providing customers with a channel to voice

Top Rated FBOs in the Americas by Region SOUTH

FBO	Code	Overall Average	Change from last year
-----	------	-----------------	-----------------------

Austin/San Antonio

HENRIKSEN JET CENTER	KEDC	4.61	-0.02
MILLION AIR	KSAT	4.54	-0.05
ATLANTIC AVIATION	KAUS	4.31	0.02
SIGNATURE FLIGHT SUPPORT - NORTH TERMINAL	KSAT	4.19	-0.02
SIGNATURE FLIGHT SUPPORT	KAUS	4.11	-0.01
SIGNATURE FLIGHT SUPPORT - SOUTH TERMINAL	KSAT	4.05	0.00

Dallas/Fort Worth

BUSINESS JET CENTER	KDAL	4.66	-0.04
MILLION AIR	KADS	4.65	0.01
TEXAS JET	KFTW	4.63	-0.07
ALLIANCE AVIATION SERVICES	KAFW	4.56	N/A
SIGNATURE FLIGHT SUPPORT - TERMINAL 1	KDAL	4.43	0.04
CORPORATE AVIATION	KDFW	4.29	0.00

Houston

GLOBAL SELECT	KSGR	4.65	-0.03
MILLION AIR HOUSTON	KHOU	4.50	0.00
JET AVIATION HOUSTON	KHOU	4.48	0.09
GILL AVIATION	KDWH	4.45	N/A
WILSON AIR CENTER	KHOU	4.35	-0.01
ATLANTIC AVIATION	KIAH	4.29	-0.07

Little Rock

TAC AIR	KLIT	4.01	0.02
---------	------	------	------

New Orleans

SIGNATURE FLIGHT SUPPORT	KNEW	4.36	-0.02
ATLANTIC AVIATION	KMSY	4.28	0.00

their concerns and desires for future development of the facility. “As a member-driven club, our goal is to create the highest standard in aviation, and the purpose of this intimate group is to make sure we have a clear understanding of what’s important when evaluating how best to enhance the member and clubhouse experience, our seven-star service and the operation as a whole,” said company founder and CEO Josh Stewart.

4.67

SIGNATURE

FLIGHT SUPPORT

Scottsdale Airport (SDL), Scottsdale, Ariz.

Scottsdale Airport (SDL) has seen some churn in the ownership of its two FBOs as a result of industry consolidation over the past few years. Signature Flight Support’s location there, the highest-rated location in the 200-strong network in this year’s AIN FBO Survey, was formerly owned by Ross Aviation, which was acquired by Landmark Aviation. Landmark already operated the other FBO at the airport, so Signature acquired the surplus facility, when Landmark was required to sell it as part of the regulatory approval of the transaction. When Signature in turn bought Landmark, it was then similarly required to sell off the former Landmark FBO at SDL, eventually to a reconstituted Ross Aviation. The airport is also home to one of the service provider’s TechnicAir maintenance facilities.

According to general manager Gregory Gibson, since Signature acquired the 15-year-old FBO in August 2014, it has invested heavily in the 13,200-sq-ft terminal, adding a new amenity bar offering freshly baked muffins and cookies, ice cream sandwiches, fresh fruit and Starbucks coffee, and a new CSR counter, as well as refreshing the carpeting and paint throughout the entire structure. It has a pair of passenger lobbies, a large conference room and vending area, as well as 3,000 sq ft of space dedicated to crew use. The crew lounge offers full-body massage chairs, flight planning room, kitchen facilities, bathrooms and separate

quiet rooms, helping the FBO earn its highest scores in passenger and crew amenities (4.70).

The Avfuel-branded location offers 147,000 sq ft of shelter in four hangars, which can accommodate the largest purpose-built business jets. The location is open 24/7 and has a staff of 35.

Gibson noted that his customer service philosophy is to “empower our employees with appropriate authority and resources to ensure a safe, efficient and exceptional customer experience every time,” adding that one of his most important responsibilities as general manager of a “high-quality facility with a strong industry reputation,” is taking care of the people who take care of the customers.

4.66

BANYAN AIR SERVICE

Fort Lauderdale Executive Airport (FXE), Fort Lauderdale, Fla.

Few FBOs embrace the term “full service” as whole-heartedly as Banyan Air Service, which has established its own aviation ecosystem at South Florida’s FXE. Occupying 100 acres, the facility offers virtually any service an aircraft operator might require, if not from Banyan itself, then from its tenant companies.

The Avfuel-branded location’s 14,525-sq-ft terminal sports a definite Key West flair, highlighted by one of the world’s largest pilot shops (5,000 sq ft, complete with a Gulfstream II cockpit). Other amenities are a customer lounge with an 800-gallon saltwater aquarium, business center with wireless printers, three conference rooms (the largest seating up to 25 people), pilots’ lounge, snooze room, flight planning room, a newly added duty-free shop, indoor customer car parking, customer mailboxes, a coffee/snack bar and, across the ramp, the Jet Café, all of which combined to give the FBO its highest score in the facilities category (4.72).

Possibly the most impressive statistic about the location, which is home to 450 aircraft, one-third

of them turbine-powered, is the one million sq ft of aircraft storage and office space under its management. Over the past year, Banyan, which is open 24/7, with a staff of 180 employees, added another 20,000 sq ft hangar to support large-aircraft charter and aeromedical customers. This year's plans call for groundbreaking on a massive expansion project, expected to be completed next year, consisting of eight 20,000-sq-ft hangars and associated office space, plus a satellite terminal to support the based tenants of the new complex.

While some airports in the region have suffered as a result of the temporary flight restrictions imposed by the President's frequent trips to his Florida estate, FXE is outside the TFR, and Banyan has seen definite boosts during those periods, according to Jon Tonko, the company's director of customer support.

"Our philosophy is that we treat each customer as a guest, and each guest as a VIP," he told AIN. "We get to know the crews and, most important, the guest in the back of the aircraft. Customer loyalty is the measure we use to evaluate our success in providing customers with legendary service and the value of the goods and service provided at Banyan Air Service."

4.66

BUSINESS JET CENTER

Dallas Love Field (DAL), Dallas, Texas

Marking its 20th anniversary this year is Business Jet Center, one of four FBOs at Love Field. The Phillips 66-branded location, which earned top honors for the Dallas region in this year's survey, occupies 32 acres at the airport. The family-owned business features a 33,000-sq-ft three-story terminal with an atrium; three crew lounges; a game room, equipped with a golf simulator and other amusements; three snooze rooms with full-size restroom and shower; a trio of conference rooms and a large special event room.

In the lobby, the company recently upgraded its customer service desk to a more central location,

Top Rated FBOs in the Americas by Region NORTHEAST

FBO	Code	Overall Average	Change from last year
Albany			
MILLION AIR	KALB	4.53	-0.04
Baltimore			
SIGNATURE FLIGHT SUPPORT	KBWI	4.09	-0.01
Boston			
JET AVIATION	KBED	4.22	-0.02
SIGNATURE FLIGHT SUPPORT	KBED	3.92	-0.01
SIGNATURE FLIGHT SUPPORT	KBOS	3.69	-0.05
Burlington			
HERITAGE AVIATION	KBTV	4.56	-0.06
Long Island			
SHELTAIR	KISP	4.64	N/A
SHELTAIR	KFRG	4.43	N/A
SHELTAIR	KFOK	4.37	N/A
ATLANTIC AVIATION	KFRG	4.31	0.15
Maine			
NORTHEAST AIR	KPWM	4.20	N/A
BANGOR AVIATION SERVICES	KBGR	3.89	-0.02
New York City			
MERIDIAN	KTEB	4.65	-0.05
JET AVIATION	KTEB	4.46	-0.04
SIGNATURE FLIGHT SUPPORT WEST	KHPN	4.39	-0.08
SIGNATURE FLIGHT SUPPORT - SOUTH TERMINAL	KTEB	4.38	-0.08
MILLION AIR	KHPN	4.34	-0.06
ROSS AVIATION EAST (formerly Landmark)	KHPN	4.29	-0.07
Philadelphia			
ATLANTIC AVIATION	KPHL	4.01	0.01
Pittsburgh			
ATLANTIC AVIATION	KPIT	4.61	-0.05
Washington, D.C.			
APP JET CENTER	KHEF	4.45	0.03
SIGNATURE FLIGHT SUPPORT	KIAD	4.30	0.02
JET AVIATION (formerly Ross/Landmark)	KIAD	4.29	-0.03

and complimentary snacks and beverages are always available not just for crew and passengers but also for any four-legged customers, who have their own designated grass area outside. Mercedes-Benz crew cars are available, and Go Rentals is on site. The location is open 24/7 and has a staff of 65, sixteen of whom are customer service representatives.

“One of my favorite sayings that our team uses is ‘big or small, we love you all,’ as is evident when a small piston aircraft arrives at our facility and receives the same top-notch service as a Gulfstream,” said Jamie Santiago, the company’s brand manager. CSRs at the location are not restricted to working behind the counter, added owner Mike Wright. “We believe it is important for our clients to be greeted on arrival by a CSR, who is also trained to marshal aircraft, so that our line-service team can focus on the technical aspects of their job and increase our overall efficiency.”

In terms of aircraft storage, the facility recently added a 31,000-sq-ft hangar, bringing its total indoor space to 250,000 sq ft. It plans to break ground this year on another 39,000-sq-ft hangar.

Heavily involved in the community through its annual charity golf tournament and Christmas program, Business Jet Center recently established a 501(c)(3) organization to better serve the community and veterans charities it benefits.

4.66

WILSON AIR CENTER

**Memphis International Airport (MEM),
Memphis, Tenn.**

The Wilson Air Center chain marked its 20th anniversary last year, and the facility at Memphis International Airport is the flagship of the four-location network. Well known for its 26,250-sq-ft aircraft arrivals canopy, the facility earned its highest score (4.68) in the categories of line service and passenger amenities. The 9,000-sq-ft terminal is undergoing a major renovation, which

will see new and improved offerings in terms of refreshments and interior décor, as well as refurbishment of the restrooms and pilots’ lounge.

Primarily a location for transients, the Shell Aviation Fuels-branded FBO just concluded renovations on a 31,000-sq-ft hangar, now known as Wilson Air Center East, bringing the location to 100,000 sq ft of office and aircraft storage space.

You might say that customer service is in the company’s DNA, as Kemmons Wilson, father of Wilson Air Center’s president and founder Robert Wilson, created the Holiday Inn hotel chain. The “ways of life at Wilson Air Centers,” said Wilson, are “treat everyone like you would want to be treated, customers are our family, and employees can’t say no.” He continued, “I have been blessed with fantastic employees and we work to make sure they know they are family.” He added that new staff must pass rigid standards before they are allowed to join the team fully.

Business at the location has been on the rise over the past year, according to Wilson. “The economy uptick, lower fuel cost, airline inconveniences and companies’ and individuals’ time concerns helped our operations.”

Memphis is known as a serious BBQ destination, and through its long friendship with local restaurateur Charlie Vergos and his Rendezvous restaurant, the FBO offers packages of the famous dry-rub ribs as a reward to customers with large fuel uplifts.

4.65

BASE OPERATIONS

AT PAGE FIELD

Page Field Airport (FMY), Fort Myers, Fla.

When officials in Florida’s Lee County decided to replace the aging modular structure that housed the lone, airport-owned service provider with a modern FBO terminal, they decided it would honor a chapter in the airport’s long history, when it served as a military flight training base during

World War II. Thus was born the concept for Base Operations at Page Field, and the entire 23,000-sq-ft terminal serves as a tribute to that heritage, from the full-scale replica P-51 Mustang fighter suspended over the lobby, to the restored AT-6 Texan trainer in front of the building, which is patterned after a vintage military hangar. The lounges and halls are lined with historic photographs and displays portraying that era. Among the amenities are complimentary Wi-Fi throughout the complex, wireless printers, A/V-equipped conference room, crew lounge with snooze room, a recreation room with billiard table, a themed pilot and gift shop, crew cars, onsite car rental, and rampside automobile access.

The Avfuel-branded location, which shared the highest score (4.83) in the facilities category in this year's survey, occupies 14 acres at the airport and offers 50,000 sq ft of hangar space, sized for aircraft up to a Falcon 2000. Over the past year, the GA-only airport saw operations climb by 12 percent, with a corresponding growth in fuel sales. The location, which is open daily from 7 a.m. to 11 p.m. with after-hours callout available, was designated last year as a Bahamas Gateway FBO; the staff of 25 is trained by the Bahamas Ministry of Tourism to assist private aviators in planning flights to and from the islands. The facility is also an approved gateway under the TSA's DC Access Standard Security Program (DASSP) for flights headed to Reagan National Airport.

Once a week, the facility hosts a free "Fly-in Friday Hot Dog Social," to give its customers a chance to do some armchair flying with other pilots and staff.

"Our team is passionate about general aviation, and we work to promote and advocate for its growth in the community and industry," said general manager Jonathan Buff. "Customers appreciate that passion from our staff in every aspect of their service experience, and from flight students to seasoned flight crews, every guest receives the same high level of service and attention."

Top Rated FBOs in the Americas by Region

MIDWEST

FBO	Code	Overall Average	Change from last year
Des Moines			
ELLIOTT AVIATION	KDSM	4.53	N/A
Fargo			
FARGO JET CENTER	KFAR	4.72	-0.04
Kansas City			
ATLANTIC AVIATION	KMKC	4.68	-0.09
Minneapolis/St. Paul			
SIGNATURE FLIGHT SUPPORT	KSTP	4.64	-0.03
PREMIER JET CENTER	KFCM	4.61	N/A
SIGNATURE FLIGHT SUPPORT	KMSP	4.60	-0.08
SIGNATURE FLIGHT SUPPORT	KRST	4.21	-0.06
Omaha			
TAC AIR	KOMA	4.46	0.03
St. Louis			
MILLION AIR	KSUS	4.45	0.08
SIGNATURE FLIGHT SUPPORT	KSTL	3.89	0.01

4.65

GLOBAL SELECT

Sugar Land Regional Airport (SGR), Houston, Texas

Municipally owned FBO Global Select is the lone services provider at Sugar Land Regional Airport. A reliever for Hobby and George Bush Intercontinental, it is the fourth largest airport in the Houston area. The FBO, which was rebranded as Global Select in 2010, offers a 20,000-sq-ft terminal with onsite U.S. Customs, three conference rooms, car rental, a business center, a separate executive lounge if passenger privacy is desired, an upscale Texas-themed gift shop and a café. Complimentary Wi-Fi service is available throughout the terminal and half-million sq ft of ramp area.

Special attention was paid to the crew lounge, which provides a library, private resting areas, a theater, TV room and relaxation room with massage chairs, earning the location some of the highest overall scores in both the pilot amenities and facilities categories this year. “We strive to provide superior service with a warm Texas hospitality welcome,” said Elizabeth Rosenbaum, the airport’s assistant director of aviation. “The furniture and décor that you find in our lobby is something that you would have in your home, which makes our customers comfortable.”

Every two or three years, the location’s officials work to refresh the terminal, and recent improvements have renovated the restrooms in the lobby with new tile, countertops and fixtures, while maintaining the Texas-ranch motif, as well as upgraded the catering room and lobby seating areas. Planned work this year calls for an enhancement to the patios outside the terminal and renovation to the kitchen in the crew lounge. The city also added a series of seven wind sculptures up to 30 feet high, known as VorTex, at the entrance to the airport.

The Shell-branded location has 82,000 sq ft of corporate hangar space capable of sheltering G650-size business jets, and is open from 5 a.m. until 11 p.m. daily. According to Rosenbaum, the facility saw boosts in traffic and fuel sales this year from the Super Bowl and a major oil conference held in the city.

4.65

MERIDIAN

Teterboro Airport (TEB), Teterboro, N.J.

New Jersey’s Teterboro Airport is one of the nation’s main business aviation hubs, and of the six FBOs (three of them controlled by one company) at the field, Meridian ranked highest in this year’s survey, capturing the highest ratings in the Northeast U.S. among AIN readers.

The privately owned location, which has had a presence at the airport for seven decades, earned

its highest approval in the CSR category, which at Meridian is led by Betsy Wines, the company’s vice president of customer service and human resources. “We have a hands-on approach to customer service,” she told AIN, adding that the company’s senior leadership often works alongside the service representatives. “I am always proudest when a customer comments on how friendly and helpful our staff is because we want them treating the customers as they would want to be treated.”

The 18-acre Shell-branded facility is open 24/7 and has a full-time staff of 205, assisted by seven part-timers. The line service staff is NATA Safety 1st trained, and the FBO expects to achieve IS-BAH certification this year.

The location provides a 30,000-sq-ft terminal, completed in 2006, with multiple conference rooms, a gym with locker rooms and private shower facilities, a pilots’ lounge with billiards table and individual workstations, snooze rooms, a business center and its crown jewel, an art-deco themed movie theater, which is also used to view major sporting events.

Given the shortage of hangar space in the region, Meridian has taken steps to respond to the demand by constructing a 40,000-sq-ft hangar capable of sheltering the latest big business jets. That hangar is scheduled for completion by year-end. It also recently signed a lease on an existing 22,000-sq-ft hangar, which formerly housed AIG’s flight department. These additions will bring the facility’s hangar space to 102,000 sq ft by year-end.

4.65

MILLION AIR

Addison Airport (ADS), Dallas, Texas

The FBO, one of two service providers at Addison Airport, offers aircraft sales, management and maintenance, with the largest charter jet fleet in the Dallas-Fort Worth area. The location occupies seven acres at ADS, with an 18,000-sq-ft terminal providing a movie theater, gym, pilots’ lounge

with snooze room, luxury crew cars, flight planning room, A/V-equipped conference rooms, onsite catering, onsite Go Rentals cars, and onsite U.S. Customs to handle international arrivals. It offers complimentary bagels in the morning and warm cookies and popcorn all day.

It has 200,000 sq ft of hangar space capable of storing G650-size aircraft, and with the North Dallas area experiencing rapid corporate growth, the service provider is developing plans to construct two more hangars to accommodate future need, according to Jeff Zimmerman, the location's vice president and director of FBO operations.

The Avfuel-branded location, which has a staff of 130 and is open 24/7, received its highest rating (4.68) this year in the line service category. That score could improve in the future, as the facility is in the process of replacing ground equipment with new fuel trucks, Lektro tugs and other items. With IS-BAO Stage III certification for its managed aircraft fleet, achieving IS-BAH certification "will be a natural progression for the FBO," Zimmerman told AIN.

With many choices in the region, exceeding customer expectations consistently is a key part of the customer service philosophy at the location. "We vow to tailor our service to the needs of each individual customer and provide the highest quality service in the industry," said Melissa Thompson, the facility's director of customer service. "From Valentine's Day cards at the front counter, to ice cream socials, to welcoming our guests by name, we want everybody who walks in our door to feel like they are part of the Million Air Dallas family."

4.65

MILLION AIR

Indianapolis International Airport (IND), Indianapolis, Ind.

Over the past year, the Million Air in Indianapolis has noted a brisk rise in both general aviation and charter business, with an associated 7-percent climb in fuel sales, according to Cheri Gott, the

**Top Rated FBOs in the Americas by Region
GREAT LAKES**

FBO	Code	Overall Average	Change from last year
Chicago			
J.A. AIR CENTER	KARR	4.68	-0.10
ATLANTIC AVIATION	KPWK	4.51	0.01
SIGNATURE FLIGHT SUPPORT	KPWK	4.41	0.05
ATLANTIC AVIATION	KMDW	4.35	-0.05
DUPAGE FLIGHT CENTER	KDPA	4.34	0.03
SIGNATURE FLIGHT SUPPORT	KUGN	4.34	N/A
Cleveland			
ATLANTIC AVIATION	KCLE	4.05	0.02
Columbus			
LANE AVIATION	KCMH	4.43	0.04
Detroit			
PENTASTAR AVIATION	KPTK	4.71	0.00
Indianapolis			
MILLION AIR	KIND	4.65	0.03
Lexington/Louisville			
TAC AIR	KLEX	4.38	-0.08
ATLANTIC AVIATION	KSDF	4.17	-0.02
Milwaukee			
SIGNATURE FLIGHT SUPPORT	KMKE	4.21	-0.05

FBOs with the same overall average are listed in alphabetical order.

facility's general manager. She noted that the city is not a vacation destination, so the traffic bump was a result of business-oriented traffic, with the added bonus of Vice President Mike Pence's campaign trail operations.

A member of the Million Air chain for the past seven years, the facility is open 24/7 with a staff of 24, some with four decades of industry experience. "Million Air Indy is known for our ease in handling everything from the day-to-day transportation needs of our customers, to large special events, as well as ground handling of any size charters," noted Gott, referring to events such as the Super Bowl, the NCAA Basketball Final Four or the annual Indianapolis 500, aircraft for which are accommodated on the location's six-acre ramp. She added that the close proximity of the U.S. Customs facility adjacent to the Phillips 66-branded dealer's ramp gives its staff the opportunity to serve customers with their luggage and transportation rampside immediately after clearing.

The FBO offers three hangars totaling 46,000 sq ft, which can shelter aircraft up to a GIV. The seven-year old facility notched its highest score (4.66) in the pilot amenities category, providing Mercedes crew cars, a complimentary beverage and snack station, snooze rooms, upgraded flight planning area, and a theater room with stadium seating. Gott's customer service philosophy embodies "Hoosier hospitality" to "provide a place where the genuine care and exceptional service to our customers is our highest mission." Prospective employees must pass a rigorous process consisting of three interviews before they are hired and tasked to complete the NATA Safety 1st and proprietary Million Air training programs.

4.64

SHELTAIR

Long Island MacArthur Airport (ISP), Islip, N.Y.

Rising into the top 10 percent of FBOs in the Americas in this year's survey is Sheltair's facility at Long Island MacArthur Airport. The location occupies 35 acres at the airport, which is located between Manhattan and the Hamptons resort community on the eastern end of the Island.

The location, which has been part of the Sheltair network for a decade, notched its highest score (4.76) in the CSR category. "The team is committed to and genuinely cares about extending the best service possible to every guest who walks through our doors," said general manager Patricia Junge. "We have some crewmembers who order their crew meals as the "usual" and we know exactly what they require. We're like your hometown, a place where everybody knows your name and they look forward to coming back again soon."

The 13,630-sq-ft, two-story terminal is located near the airport's Customs facility, and has a pilots' lounge with snooze room, a kitchenette, complimentary snacks and beverages, a 10-seat conference room, flight planning/business center with wireless printers and WSI Weather, onsite car rental, crew cars and complimentary aircraft interior cleaning. Open daily from 6:30 a.m. until 10:30 p.m. with after-hours callout available, the Avfuel-branded FBO employs a staff of 15. It has 190,000 sq ft of fully occupied hangar space, which can accommodate the latest big business jets.

4.64

SIGNATURE FLIGHT

SUPPORT

St. Paul Downtown Airport/Holman Field (STP), St. Paul, Minn.

One of two FBOs at St. Paul Downtown Airport, Signature Flight Support’s facility exudes Midwest hospitality, so much so that the location garnered the highest score (4.87) for CSRs in the entire 2017 AIN FBO Survey. “We’ve been recognized for a number of years, and this is directly attributed to our exceptional team at STP,” explained James Pederson, the location’s general manager. “Service is personalized and our staff takes great care to get to know our customers [and] their preferences and exceed expectations.” He credits the company’s proprietary “Service with a Leading Edge” training program in which every employee, from the top to the entry level, participates for keeping customer service at the forefront.

The 32-acre complex, which is staffed 24/7, has a 12,000-sq-ft terminal with a “country club” atmosphere, extending to the fireplace and board games in the lobby. It provides a pair of A/V-equipped conference rooms, a business center, kitchen, crew lounge with snooze room, shower and locker room, rampside vehicle access, private workstations, concierge, dishwashing, onsite car rental, crew cars and courtesy shuttle service. The nine-year-old facility is a DCA access location under the TSA’s DASSP program. It specializes in quick turns and provides international trash disposal as the airport offers U.S. Customs and Immigration clearance.

The FBO has 190,000 sq ft of heated hangar space and half a million square feet of ramp. Signature also operates one of its TechnicAir service locations at the airport. □

**Top Rated FBOs in the Americas by Region
BRAZIL**

FBO	Code	Overall Average	Change from last year
São Paulo			
WORLD-WAY AVIATION	SDCO	4.60	N/A
EMBRAER FBO	SDCO	4.40	N/A
LIDER AVIAÇÃO	SBSP	3.75	-0.14

**Top Rated FBOs in the Americas by Region
CANADA**

FBO	Code	Overall Average	Change from last year
Calgary			
SKYSERVICE	CYYC	4.45	-0.09
Montreal			
SIGNATURE FLIGHT SUPPORT	CYUL	4.58	-0.06
SKYSERVICE	CYUL	4.43	-0.08
Toronto			
SKYSERVICE	CYYZ	4.70	-0.02
SIGNATURE FLIGHT SUPPORT	CYYZ	3.61	-0.02

**Top Rated FBOs in the Americas by Region
CARIBBEAN**

FBO	Code	Overall Average	Change from last year
PROVO AIR CENTER	MBPV	4.54	0.10
ODYSSEY AVIATION	MYNN	4.42	-0.01
JET AVIATION	MYNN	4.18	-0.03

FBOs around the world establish themselves as high fliers

by Charles Alcock

As seasoned international travelers are well aware, FBOs outside North America come in many shapes, sizes and standards. While facilities that would pass muster in the New World are fairly commonplace in Europe's major business cities, they are far from ubiquitous. Local restrictions on infrastructure can undermine even the best efforts and intentions of those looking to provide the exacting levels of service private aviation operators and consumers expect.

So it is unsurprising that relatively few Eastern Hemisphere FBOs surfaced in the top 20 percent of those surveyed by **AIN** readers. Half of this small group of half a dozen high-achieving operations is concentrated around the UK capital London, with the others in Switzerland, Italy and Thailand.

In many respects the continued success of **TAG Farnborough Airport** (overall average survey score 4.70) is somewhat predictable given that it remains Britain's only airport dedicated exclusively to business aviation. There is no FBO competing with the facility run by airport owner TAG, but no one could suggest that the privately owned company has spent anything less than a king's ransom to meet just about every conceivable need.

In generally flat economic conditions, the airport saw marginal growth in movements last year, rising to 25,149. But, significantly, there was a 5.5-percent gain in the largest aircraft types, such as Airbus Corporate Jets and the Embraer Lineage, with almost 1,000 of these flocking to Farnborough.

The increase in the average size of aircraft using the airport is reflected in one of TAG's most recent improvements—the addition of a separate lounge on the top floor of the three-story, 52,000-sq-ft terminal to accommodate larger groups such as professional sports teams and rock bands. “This has been a great success, attracting more large

aircraft,” commented TAG Farnborough Airport CEO Brandon O'Reilly. “It means we can separate larger groups from other passengers, which is better for both of them.”

Another popular addition is a gym built for visiting pilots who want to keep fit while waiting for their passengers. One day, the gym had to shut for two hours for a technical problem and flight crews were soon bombarding staff with demands to re-open it. TAG uses an iPad app to gather customer feedback on all aspects of its services.

TAG has also invested time and money in being a better neighbor to the local suburban community, while offering pilots greater flexibility. As part of an airspace change proposal made to the UK Civil Aviation Authority, it hopes by next month to have permission for air traffic controllers to allow standard instrument departures that avoid routing flights over the most populated local areas. This is part of a wider green initiative under which Farnborough aims to be a carbon-neutral airport by 2019. It is one of a handful of airports that is ISO14001-compliant with an auditable environmental management system, and last year Farnborough sent no waste whatsoever to landfills. Everything was recycled or incinerated to make energy.

“The key difference is that we are the only [UK] airport dedicated solely to business aviation,” O'Reilly told **AIN**. “There are others that are hybrids with other activities like flying schools, but here we are completely dedicated to business aviation. The ownership of the airport and the operation of the FBO are all concentrated in one company so there is no compromise on service.”

On the edge of the 600-acre airport site, TAG owns and operates the Aviator Hotel, which has proved popular with operators and other

Top Rated FBOs in Europe, the Middle East, Africa and Asia Pacific 2013-2017

FBO	Airport	Airport Code	Overall Average	Change from last year	
Top 20%	TAG FARNBOROUGH	FARNBOROUGH	EGLF	4.70	0.02
	UNIVERSAL AVIATION	LONDON STANSTED	EGSS	4.55	-0.02
	XJET	LONDON STANSTED	EGSS	4.54	N/A
	MJETS	DON MUEANG INTERNATIONAL	VTBD	4.52	0.04
	ECCELSA AVIATION	OLBIA COSTA SMERALDA	LIEO	4.47	-0.02
	TAG AVIATION	GENEVA INTERNATIONAL	LSGG	4.46	0.08
KLM JET CENTER	AMSTERDAM SCHIPHOL	EHAM	4.45	-0.01	
JET AVIATION	GENEVA INTERNATIONAL	LSGG	4.36	0.02	
SIGNATURE FLIGHT SUPPORT	NICE COTE D'AZUR INTERNATIONAL	LFMN	4.36	-0.04	
EXEJUET EUROPE	ZURICH	LSZH	4.32	0.01	
HARRODS AVIATION	LONDON LUTON	EGGW	4.32	0.03	
HAWKER PACIFIC	SYDNEY KINGSFORD SMITH	YSSY	4.29	N/A	
EXEJUET MIDDLE EAST	DUBAI INTERNATIONAL	OMDB	4.26	0.02	
DASSAULT FALCON SERVICE	PARIS LE BOURGET	LFPB	4.24	0.01	
SIGNATURE FLIGHT SUPPORT - TERMINAL 3 (Formerly Landmark)	PARIS LE BOURGET	LFPB	4.23	0.00	
EXEJUET BRUSSELS	BRUSSELS NATIONAL	EBBR	4.17	-0.01	
UNIVERSAL AVIATION	PARIS LE BOURGET	LFPB	4.16	-0.03	
SIGNATURE FLIGHT SUPPORT - TERMINAL 1	PARIS LE BOURGET	LFPB	4.14	-0.01	
HONG KONG BUSINESS AVIATION CENTER	HONG KONG INTERNATIONAL	VHHH	4.10	0.00	
SWISSPORT EXECUTIVE	NICE COTE D'AZUR INTERNATIONAL	LFMN	4.09	0.04	
JET AVIATION	DUBAI INTERNATIONAL	OMDB	4.07	0.06	
SIGNATURE FLIGHT SUPPORT - TERMINAL 1	LONDON LUTON	EGGW	4.02	0.01	
JETEX PARIS	PARIS LE BOURGET	LFPB	3.95	-0.07	
VIENNA AIRCRAFT HANDLING	VIENNA INTERNATIONAL	LOWW	3.92	0.01	
AVIAPARTNER EXECUTIVE	NICE COTE D'AZUR INTERNATIONAL	LFMN	3.91	-0.06	
JET AVIATION	ZURICH	LSZH	3.88	0.02	
VIPPORT VNUKOVO-3	MOSCOW/VNUKOVO	UUWW	3.31	0.02	
MILLION AIR / CJET	BEIJING/CAPITAL	ZBAA	3.30	-0.06	

FBOs with the same overall average are listed in alphabetical order.

customers. This year, the company is rolling out a service that will provide flight crew with their hotel room keys on the aircraft as they arrive, avoiding the need to check in. The FBO was one of the first in the world to achieve the IS-BAH standards for ground handling set by the International Business Aviation Council.

In addition to TAG Farnborough's eye-catching terminal building, Farnborough offers 400,000 sq

ft of hangar space and 1.4 million sq ft of ramp parking area. The airport is about 35 miles southwest of central London, with convenient access via the M3 highway.

On the other side of the UK capital at London Stansted, 40 miles northeast of central London, the **Universal Aviation** FBO (overall average survey score 4.55) was extensively remodeled in 2012. Unlike Farnborough, there

is stiff competition among five established FBOs at Stansted: the others are XJet, Fayair, Inflight and Harrods Aviation.

Universal Aviation is part of trip support group Universal Weather and Aviation, and the Stansted facility is also home to the company's European operations center. "This allows us to have a better view of the complete mission, rather than just the client's time on the ground," said managing director Sean Raftery. "Because we are part of Universal we have a global regulatory services team, we can support our clients with regulatory issues such as UK APD [air passenger duty] as we are a certified, registered and approved APD administration center."

Another benefit of being part of the Universal group is the connection with sister company Air Culinaire Worldwide, which has two London-area kitchens. "We are able to coordinate last-minute catering requests," said Raftery.

The revamped, two-story FBO offers 11,000 sq ft of space and 40,000 sq ft of ramp area immediately adjoining the building. Hangar space can be made available to operators through third-party agreements with Universal's local partners. The building provides separate arrivals and departures lounges for passengers, a crew lounge, meeting rooms, showers and a security screening area.

Universal says its business at Stansted grew by 40 percent in the 12 months since February 2016. The FBO, which is in the process of becoming IS-BAH certified and holds NATA Safety 1st certification, has been in operation since 1984 and employs 60 staff. It expects to invest in new ground support equipment next year.

"Our job is to drive down our customers' operating risk and reduce their stress, thereby enabling their mission success," commented Raftery. "We achieve this by sharing their sense of urgency, understanding their unique needs and challenges, and leveraging the global resources we have available to us by being part of the Universal network. Because our global team shares information and resources, we are able to deliver a highly personal and customized experience."

Top Rated FBOs in the Rest of the World by Region Europe

FBO	Code	Overall Average	Change from last year
-----	------	-----------------	-----------------------

Geneva

TAG AVIATION	LSGG	4.46	0.08
JET AVIATION	LSGG	4.36	0.02

London

TAG FARNBOROUGH	EGLF	4.70	0.02
UNIVERSAL AVIATION	EGSS	4.55	-0.02
XJET	EGSS	4.54	N/A
HARRODS AVIATION	EGGW	4.32	0.03
SIGNATURE FLIGHT SUPPORT - TERMINAL 1	EGGW	4.02	0.01

Nice

SIGNATURE FLIGHT SUPPORT	LFMN	4.36	-0.04
SWISSPORT EXECUTIVE	LFMN	4.09	0.04
AVIAPARTNER EXECUTIVE	LFMN	3.91	-0.06

Paris

DASSAULT FALCON SERVICE	LFPB	4.24	0.01
SIGNATURE FLIGHT SUPPORT - TERMINAL 3 (formerly Landmark)	LFPB	4.23	0.00
UNIVERSAL AVIATION	LFPB	4.16	-0.03
SIGNATURE FLIGHT SUPPORT - TERMINAL 1	LFPB	4.14	-0.01
JETEX	LFPB	3.95	-0.07

Zurich

EXECUJET EUROPE	LSZH	4.32	0.01
-----------------	------	------	------

On average, members of Universal Aviation’s handling team at Stansted have served for 10 years. “I believe we are judged as a whole so each player needs to give it his all. When our customers give us feedback on our service they are considering everything from the time they call the handling request in to the timeliness and accuracy of the invoice. Every team member here is a big cog in the machine,” concluded Raftery.

On the other side of Stansted Airport, **XJet London** (overall average survey score 4.54) recently completed a \$2 million renovation and expansion in the 94,000-sq-ft Diamond Hangar, where it has been since November 2014. The company is part of a U.S.-based group that also has FBOs at Denver Centennial Airport and in Dubai.

Interior designer Katherine Pooley was commissioned to develop facilities that now feature a pair of VIP “Majlis” suites that the company says would be suitable to accommodate heads of state and groups of up to 20 people. The location also features private en suite bathrooms, complete with showers and a changing room.

Also upgraded is the FBO’s bar, which is equipped to serve espresso coffee and cocktails. The XJet team has received barista training to use the Tchibo espresso machine.

The new conference room features a custom-designed, 12-seat table made from the cowling of a Boeing 737 engine. This room also offers a video monitor with USB and HDMI links to allow customers to show presentations during meetings.

The expansion has made room for a dedicated check-in area suitable for larger groups of passengers, and it also offers on-site security screening. There is now more space for luggage in the facility, and the main lobby features a Sony virtual-reality headset and Playstation games console.

On the ramp, XJet has a full array of ground support equipment and is equipped to handle aircraft up to the size of a 747. The company says that passengers arriving on international flights can be on their way in either a limousine or helicopter in 13 minutes. It is now upgrading IT capability to

**Top Rated FBOs in the Rest of the World by Region
Middle East**

FBO	Code	Overall Average	Change from last year
Dubai			
EXECUJET	OMDB	4.26	0.02
JET AVIATION	OMDB	4.07	0.06

facilitate the payment process using contactless iPads that will allow payments to be processed on board customer aircraft. Wi-Fi service at the location has been boosted to improve connectivity indoors and aboard aircraft parked on the ramp.

Next on the list for an upgrade at XJet Stansted is the crew room, and customers have been consulted extensively for their preferences. Crews can also make use of XJet’s fleet of Tesla S electric cars.

The company occupies 111,000 sq ft at the site, and 17,000 sq ft of the area is lounge space. The ramp can accept a pair of 747s simultaneously, which is just as well since private examples of the A340, 767 and BBJ are all based at the FBO. During the third quarter last year, XJet expanded the “flight support concierge” and “line ambassador” teams in London in response to rising traffic. This summer, the company expects to bolster the UK management team and complete IS-BAH certification. The FBO has seen more bookings to support larger group charters and offers these customers their own security screening.

XJet notes that its approach to recruiting and training staff is a key service differentiator. “Our dedicated and loyal partners are what makes XJet a premium product,” said CEO and founder Josh Stewart. “They are the ones who sell our philosophy by being the best versions of ourselves all the time; they are the ones who our clients come back to see again and again.” To be designated a “partner,” employees have to complete a 90-day training program and follow a metric system that sets performance indicators based on completing projects and setting tasks. “The partners are

key to their own development in our fast-growing organization, and we love to see them surprise us with some amazing results,” said Stewart.

Thousands of miles farther east in the Thai capital Bangkok, **MJets** (overall average survey score 4.52) opened a new FBO at Don Mueang International Airport last September. The facility is in a 25,800-sq-ft private terminal with a 3,400-sq-ft executive lounge and offers meeting rooms and a separate area for private accommodations, on-site customs, immigration and security service. It also has a shower-equipped crew lounge and rest area, nearly tripling the size of the crew area in the previous facility, along with four conference/training rooms.

In 2015, the company became the first FBO in Southeast Asia to earn IS-BAH accreditation and it expects to complete stage-two certification in July. Since the new building was opened, MJets has added a shaded area for parking cars, providing protection from intense sunshine.

The MJets facility has four separate hangars, ranging in size from 16,146 sq ft (1,500 sq m) to 32,292 sq ft (3,000 sq m). The largest hangar can accommodate a pair of Boeing Business Jets simultaneously.

The company provides training for staff, and the process is recorded and managed by a quality and safety department. Employees have twice-yearly reviews and opportunities for career advancement, with the company emphasizing the need to understand and respond to customer needs, as well as the importance of honesty and sincerity.

According to FBO director Roj Kulnaratana, traffic is starting to pick up after a couple of “pretty flat” years as a result of global economic factors and political instability in Thailand. Positive indicators since February lead MJets to expect 4-percent growth this year from 2016 levels.

“It looks like the existing military government has recently reached its learning curve and is running the country more effectively than before,” Kulnaratana told **AIN**. “Wider acceptance has been obtained from other countries

and more confidence has been earned from foreign investors.”

Back in Europe, **Eccelsa Aviation** (overall average survey score 4.47), serving the resort region of Costa Smeralda on the Italian island of Sardinia, has been operating its current facility since June 2009. The FBO’s private owners have continued to invest in improvements in the 48,400-sq-ft terminal building, such as an upgrade of the bar and coffee shop, which has been transformed into a restaurant serving local dishes. Flight crews now have a separate lounge area with dedicated computer equipment and printers. This year, it will install LED lighting in the terminal building to reduce energy consumption by 70 percent.

The terminal building has specialist stores selling eyeglasses, high-end clothing, gourmet food and wines, furniture and jewelry. This summer, the aircraft registry of San Marino and Bombardier intend to operate temporary sales offices in the facility—an indication of the clientele who frequent the FBO. During the summer, helicopter shuttle services are available.

The runway at Olbia Costa Smeralda Airport will be extended by 837 feet to 8,858 feet for unlimited Category E operations when the work is complete in 2019. Ramp space dedicated to private aviation will be expanded by a third, to 1.1 million square feet. There is hangarage for up to three Airbus Corporate Jetliners simultaneously, and a large canopy allows passengers to board directly from the terminal.

According to Eccelsa general manager Francesco Cossu, traffic at the FBO grew by 9 percent last year, and in recent years the average size of aircraft supported has grown too. The operation employs 45 people during the peak summer season and is about to embark on the IS-BAH certification process.

Like all top-notch FBOs, Eccelsa places a strong emphasis on service to meet the expectations of demanding customers. A particular challenge of the location is the seasonal nature of the business, meaning that for the most part it can offer

jobs spanning only four to six months of the year. But Eccelsa has made a virtue out of necessity in developing people with the right core skills (including English language) and by placing a strong emphasis on customer focus, problem solving and working collaboratively as a team.

“Above all, we try to teach the culture of passion for what we do,” commented Cossu. “You see, assuming that the technical and operational preparation is optimal for all, passion for what we do is the real spark that makes the difference between a good employee and an excellent company member.” Cossu commonly reminds his team of a key teaching of the Greek philosopher Aristotle: “Pleasure in the job puts perfection in the work.”

In the Swiss city Geneva, which continues to be one of Europe’s most popular destinations for business aircraft, **TAG Aviation** (overall average survey score 4.46) has a policy of modernizing its 7,000-sq-ft FBO every two years. The latest improvements have introduced a refurbished front desk and iPads for pilots to use in the crew lounge. The company is poised to replace its passenger transportation cars.

TAG’s facility, part of Geneva International Airport’s C3 private aviation terminal, has three

VIP lounges equipped with Wi-Fi, printers, charging docks, satellite TV, snacks and beverages. The crew lounge has four workstations for flight planning and there is a separate snooze room. The FBO also offers a meeting room equipped to host video conferences, as well as a kitchen and a separate area for crew baggage.

The FBO has been open for 28 years and operates with 35 staff from 6 a.m. to 10 p.m. (with extensions until midnight possible). The facility has been IS-BAH certified since last year.

According to TAG Aviation Geneva handling manager Erturk Yildiz, the company provides all employees with a minimum of two months of training: two weeks of theory in the classroom; two weeks of practical training on service methods; and four weeks of on-the-job training. At the end of this process, TAG staff must take an exam before they can operate alone.

“The recruitment process is important,” said Yildiz. “If we don’t recruit the right service- and customer-orientated people we will be continuously busy resolving problems they create. We’re looking to reach an excellent level of service because our competitors can provide ‘good’ or ‘very good.’” □

Several chains are new kids on block

by Curt Epstein

With all the consolidation among the service provider chains in recent years, the industry is not lacking available veteran FBO management talent, and not surprisingly many of those displaced by acquisitions have returned to what they know best: assembling and managing groups of FBO locations. Over the past year, several fledgling chains were announced and have begun snapping up locations in a bid to reach critical mass.

Some of these chains, such as the Lynx FBO network, which debuted in September with the purchase of Florida’s Destin Jet Center, are supported by private-equity money. Backed by middle-market

investment fund The Sterling Group, Lynx has since acquired Aurora Jet Center at Portland, Ore.-area Aurora State Airport, as well as both FBOs at Anoka County-Blaine Airport in Minneapolis. Greg Elliott, a partner at Sterling, served as the chairman of the Encore and Trajen FBO chains and was a board member of Landmark Aviation. Lynx’s partners, Chad Farischon and Tyson Goetz, were formerly members of Trajen, Atlantic Aviation and Landmark management teams. “As industry veterans we provide a unique opportunity in using our experience to build a network that will deliver an enhanced customer service experience,”

Farischon told AIN. “We bring a perspective of working for both a small chain and a large chain and we bring the processes and standardization that a large chain can present but have the nimbleness of a small operator.”

Part of Sterling’s \$1.25 billion Fund 4, Lynx says it has a long-term vision for establishing a new network. “We have plenty of capital to look at all opportunities with a long runway for growth, pun intended,” said Farischon. The company sees “plenty of opportunities” among available FBOs, which could fuel its rapid growth. “We’re targeting having 10 locations by the end of the year; we’re aggressive right now.”

In March 2014, Atlantic Aviation’s parent company, Macquarie Infrastructure, acquired the seven locations of the 20-year-old Galaxy Aviation chain, and this January several former executives of Galaxy launched Stellar Aviation with the purchase of Horizon Aviation at Abraham Lincoln Capital Airport in Springfield, Ill.

“Several quarters of data show that aircraft utilization is up, and that is key for us,” explained Brad Kost, Stellar’s COO and former executive vice president with Galaxy Aviation. “It’s a good indicator that maybe now is a good time to start building infrastructure and start building our network.”

Despite its executives’ experience with locations at large airports in Florida, the privately funded company said it will concentrate its efforts on tertiary markets, mainly in the Midwest U.S. “Everybody wants the primary location on the East Coast or the West Coast,” Kost told AIN. “We’re probably not going to have the resources that [the major chains] do to acquire assets, so we probably will not be in some of the high-density locations at the primary airports.”

He noted that the influx of private-equity money into the sector has driven up the asking prices of some independent FBOs to the point that it is unrealistic to expect them to be able to support themselves, and they might be affordable only to a major chain. “We’ll go into some areas and be disappointed when we see the multiple get bid up

so high on the business over earnings that the facility cannot be a sustainable independent location,” said Kost. The company plans conservative growth of one or two locations a year, he said, adding that “each location has to stand on its own.”

While he agrees with the label “buy and build,” Kost said that’s not Stellar’s game plan. “A couple of companies have put together five or six years’ worth of infrastructure, then turned around and sold it, got back in and done the same thing. We’re looking for long leases because we want to be there for the next few decades.”

BUY, BUILD AND SELL

One person who has experience with the assemble-and-sell business model is Jeff Ross, one of the industry’s master FBO traders. In 2014 he sold the 10-year-old Ross Aviation chain of 19 locations (all under individual names) to Landmark Aviation. Before starting the chain, he assembled a group of four FBOs, which he sold individually. When Signature Flight Support acquired Landmark, the U.S. Department of Justice mandated that Signature divest six of the former Landmark locations to satisfy competition requirements. Private-equity firm KSL Capital Partners acquired those six locations

TRAFFIC NUMBERS BODE WELL FOR EUROPE

European business aviation traffic has picked up over the past three months, according to air traffic management agency Eurocontrol, with year-on-year monthly growth of 3.8 to 6.4 percent between last November and the end of January this year. If sustained, this trend would be welcome in a continent that for the 12 months up to January this year had seen overall growth of only 0.6 percent: 664,678 movements versus 660,572 in the same period a year earlier. Overflights declined by 10 percent, so, relatively speaking, there was more growth involving movements that arrived at or departed from a European airport. —C.A.

and tapped Ross to run them as a reconstituted Ross Aviation.

“A whole lot of people, fueled by private-equity firms, really want to get into the business,” said Ross. “The problem is not the availability of money; the problem is finding attractive investments that we think we can make more valuable.” Current discussions suggest to Ross that his company will add several locations over the course of the year, as KSL has the financial clout to surpass Ross’s previous FBO total. “That will not be the limiting factor,” Ross told AIN. “The limiting factor will be finding good investments.” As those “good investments” arrive on the market, competition for them is certainly a factor, as new market entrants and existing chains place their bids. “There are several companies that are smart, experienced, have got money and are out there competing with us to buy the next available FBO,” said Ross. “Hopefully, we are half a step ahead of them; but if we are, it’s only half a step.”

As for how long Ross Aviation will remain a separate entity in the FBO industry, Ross is uncertain. “That will be determined by how successful we are in acquiring and operating the FBOs,” he explained. “I suspect that by the time we look to exit in five to ten years, someone else will be out there anxious to get a hold of us.”

MORE RETURN PLAYERS

Another name making a comeback as an FBO chain is familiar to the industry because it never really left. The Odyssey Aviation brand consisted of two separate companies, one Bahamas-based, the other on the mainland U.S. In 2011 Landmark Aviation approached Ken Allison, who owned the U.S. group of seven FBOs, and made him an “an offer he couldn’t refuse.”

Even after the sale, as Allison went to work for Landmark, he told his former Odyssey partner, Steven Kelly, that he probably wouldn’t be gone long. Deciding he missed the FBO ownership business, Allison partnered with two other industry veterans to form the Quantem FBO

Group. That entity acquired the former Ranger Aviation FBO at Florida’s Kissimmee Gateway Airport in 2015, added the Active Aero location at Detroit Willow Run Airport last year, and in February announced its reintegration into the Odyssey Aviation chain.

While the company is committed to rebuilding a U.S. network, Allison and his partners, who see this as a family business to be passed along to their children, are not certain how big they want to get. “When we got to seven, we got big in terms of the staff needed to run it. With three guys, I think we could get to 10, but I’m not sure we want to,” Allison told AIN, noting that he expects to add another location to the brand this year. “We’d rather have five good ones that fit our profile. We’ve looked at probably 25 FBOs for sale and passed on a lot of them.” When it comes to buying an FBO, sellers do not always select the buyer with the biggest offer, Allison has noticed. “For a lot of people who started FBOs, it’s been in their blood forever,” he explained. “They love the business that they’ve built and they really don’t want to sell to a big chain. I think that’s the type of person we appeal to.”

Even with all these new and not-so-new entrants, there are still others out there who have yet to toss their hats into the ring. In 2012 a company named Waypoint Aero, backed by privately held investment firms TexMont Investment and Neo Ventures, announced it was launching an FBO chain with the intent of bringing premier service standards to the second- and third-tier airports. Despite predictions of growing to 40 locations by now, the company has yet to acquire an FBO.

“The price of entry and the annual growth have made us decide there would be a better investment for us,” said TexMont CEO Thomas Montgomery, while conceding that his company might yet jump into the aviation service industry. “We will continue to take a look at some of the areas within the FBO second-tier markets. We’re continuing to evaluate and look at it quarterly.” □

FBO CHAINS: TOP RATED FACILITIES BY OVERALL AVERAGE 2013-2017

FBO	AIRPORT	CODE	OVERALL AVERAGE	DIFFERENCE
ATLANTIC AVIATION				
ATLANTIC AVIATION (formerly Black Canyon Jet Center)	MONTROSE REGIONAL	KMTJ	4.72	-0.08
ATLANTIC AVIATION	CHARLES B. WHEELER DOWNTOWN	KMKC	4.68	-0.09
ATLANTIC AVIATION	PITTSBURGH INTERNATIONAL	KPIT	4.61	-0.05
ATLANTIC AVIATION	FRIEDMAN MEMORIAL	KSUN	4.52	-0.04
ATLANTIC AVIATION	ORLANDO INTERNATIONAL	KMCO	4.52	0.00
CUTTER AVIATION				
CUTTER AVIATION	PHOENIX SKY HARBOR INTERNATIONAL	KPHX	4.50	-0.07
CUTTER AVIATION	ALBUQUERQUE INTL SUNPORT	KABQ	4.18	0.11
CUTTER AVIATION	EL PASO INTERNATIONAL	KELP	3.99	0.04
JET AVIATION				
JET AVIATION	PALM BEACH INTERNATIONAL	KPBI	4.74	0.01
JET AVIATION	TETERBORO	KTEB	4.46	-0.04
JET AVIATION	GENEVA INTERNATIONAL	LSGG	4.36	0.02
JET AVIATION (formerly Ross/Landmark)	WASHINGTON DULLES INTERNATIONAL	KIAD	4.29	-0.03
JET AVIATION	LAURENCE G. HANSCOM FIELD	KBED	4.22	-0.02
MILLION AIR				
MILLION AIR	ADDISON	KADS	4.65	0.01
MILLION AIR	INDIANAPOLIS INTERNATIONAL	KIND	4.65	0.03
MILLION AIR	SAN ANTONIO INTERNATIONAL	KSAT	4.54	-0.05
MILLION AIR	ALBANY INTERNATIONAL	KALB	4.53	-0.04
MILLION AIR	WILLIAM P. HOBBY	KHOU	4.50	0.00
ROSS AVIATION				
ROSS AVIATION (formerly Airflite)	LONG BEACH /DAUGHERTY FIELD	KLGB	4.70	-0.14
ROSS AVIATION (formerly Landmark)	TED STEVENS ANCHORAGE INTERNATIONAL	PANC	4.34	0.00
ROSS AVIATION (formerly Landmark)	SCOTTSDALE	KSDL	4.33	-0.01
ROSS AVIATION (formerly Landmark)	JACQUELINE COCHRAN REGIONAL	KTRM	4.26	-0.05
ROSS AVIATION EAST (formerly Landmark)	WESTCHESTER COUNTY	KHPN	4.29	-0.07
SHELTAIR				
SHELTAIR (formerly Tampa Intl Jet Center)	TAMPA INTERNATIONAL	KTPA	4.75	-0.08
SHELTAIR	LONG ISLAND MAC ARTHUR	KISP	4.64	N/A
SHELTAIR	JACKSONVILLE INTERNATIONAL	KJAX	4.59	0.10
SHELTAIR	FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL	KFLL	4.54	0.05
SHELTAIR	St. PETERSBURG-CLEARWATER INTERNATIONAL	KPIE	4.54	N/A
SIGNATURE FLIGHT SUPPORT				
SIGNATURE FLIGHT SUPPORT	SCOTTSDALE	KSDL	4.67	-0.02
SIGNATURE FLIGHT SUPPORT	St. PAUL DOWNTOWN HOLMAN FIELD	KSTP	4.64	-0.03
SIGNATURE FLIGHT SUPPORT	MINNEAPOLIS-ST. PAUL INTERNATIONAL/WOLD-CHAMBERLAIN	KMSP	4.60	-0.08
SIGNATURE FLIGHT SUPPORT	PIERRE ELLIOTT TRUDEAU INTERNATIONAL	CYUL	4.58	-0.06
SIGNATURE FLIGHT SUPPORT	BOCA RATON	KBCT	4.57	0.03
SKYSERVICE				
SKYSERVICE	LESTER B. PEARSON INTERNATIONAL	CYYZ	4.70	-0.02
SKYSERVICE	CALGARY INTERNATIONAL	CYYC	4.45	-0.09
SKYSERVICE	PIERRE ELLIOTT TRUDEAU INTERNATIONAL	CYUL	4.43	-0.08
TAC AIR				
TAC AIR	SALT LAKE CITY INTERNATIONAL	KSLC	4.49	-0.03
TAC AIR	EPPLEY AIRFIELD	KOMA	4.46	0.03
TAC AIR	BLUE GRASS	KLEX	4.38	-0.08
TAC AIR	RALEIGH-DURHAM INTERNATIONAL	KRDU	4.34	-0.04
TAC AIR	CENTENNIAL	KAPA	4.19	-0.06
WILSON AIR CENTER				
WILSON AIR CENTER	MEMPHIS INTERNATIONAL	KMEM	4.66	-0.04
WILSON AIR CENTER	CHARLOTTE/DOUGLAS INTERNATIONAL	KCLT	4.63	-0.03
WILSON AIR CENTER	LOVELL FIELD	KCHA	4.59	-0.06
WILSON AIR CENTER	WILLIAM P. HOBBY	KHOU	4.35	-0.01

FBOs catching up in safety-program push

by Sean Broderick

Flight departments are sharpening their focus on improving safety throughout their operations, embracing programs such as corporate flight operations quality assurance (C-FOQA) and International Standard for Business Aircraft Operations (IS-BAO). But one area remains overlooked: FBOs.

“FBOs perceive little value in investing in additional safety and risk-reduction measures because it’s not going to change the customers’ behavior,” said Mike France, NATA’s managing director for safety and training. “Operators are not choosing FBOs for their safety performance.”

SELF-IMPOSED IMPROVEMENTS

France bases his view, shared at the recent Air Charter Safety Symposium, on conversations with FBO personnel as part of NATA’s training development efforts. While prospective customers grill FBOs about fuel prices and amenities, he noted that topics related to safety and training programs never come up.

“If FBOs are not being asked about safety,” France said, “they are going to focus on what they are being asked about.”

It is not as if business aviation is oblivious to the risks and costs of ground operations. If anything, the opposite is true. NBAA’s Safety Committee listed ground collisions as one of its top issues in 2015 and last year, noting that they are “on the rise” and result in “significant costs.”

Insurer AirSure calculates the average cost of a business-aviation ground mishap at about \$130,000.

FBOs might not feel pressured to boost safety efforts, but some are doing so anyway. The number of locations with International Standard for Business Aircraft Handlers (IS-BAH) credentials reached 58 by the end of last year, climbing from just 13 at the start of the year. Another seven signed on in the first two months of this year.

A set of best practices with a safety management system at its core, IS-BAH is built on the same principles as the popular IS-BAO program for business aircraft operators.

“We are at a tipping point with IS-BAH,” said B.J. Goodheart, AirSure’s director of aviation safety and claims management. “I had maybe four phone calls last year to do an IS-BAH audit. I had four the first week of this year.”

IS-BAH’s expansion is encouraging, France and Goodheart acknowledged, but they emphasized the onus is on operators to advocate for FBO safety. Among their suggestions: develop a set of questions for flight crews, dispatchers or flight planners to ask FBOs. While the questions can vary, two must-cover topics are training programs and measuring safety performance.

“It’s a really telling question,” Goodheart said of the performance query. “‘We haven’t broken an airplane yet,’ is always good to hear, but safety is about much more than preventing major mishaps.” □

AIN asked survey respondents to identify specific FBO employees or teams who routinely go above and beyond when it comes to customer service. Below we have highlighted 20 individuals who were repeatedly recognized in this year's responses.

Person	FBO	AIRPORT CODE
BETSY WINES	MERIDIAN TETERBORO	KTEB
BEVERLY PATTON	SHELTAIR	KFLL
BRIAN BOURBEAU	PREMIER JET CENTER	KFCM
CHRISTIAN WILLIS	HAWKER PACIFIC FLIGHT CENTRE	YSSY
CINDY HAYDEN	MILLION AIR	KSUS
CRYSTAL HIBBARD	SHELTAIR	KECP
EDDIE DUSSAULT	SHELTAIR	KORL
ERTURK YILDIZ	TAG AVIATION	LSGG
FIONA LANGTON	XJET	EGSS
FRANCESCO COSSU	ECCELSA GENERAL AVIATION	LIEO
HOLLY HOPKINS	TEXAS JET	KFTW
JACKIE GATES	AMERICAN AERO	KFTW
JEBID TOPOUZIAN	SIGNATURE FLIGHT SUPPORT	CYUL
JULIE SILBERMAN	SHELTAIR (FORMERLY TAMPA INTL JET CENTER)	KTPA
KRISTA NIKIFOROS	BANYAN AIR SERVICE	KFXE
LOIS HERNANDEZ	FONTAINEBLEAU AVIATION	KOPF
LUIGI BARRANGAN	ORION JET CENTER	KOPF
MARY KAY	WILSON AIR CENTER	KHOU
MELISSA THOMPSON	MILLION AIR	KADS
NICK RUST	UNIVERSAL AVIATION	EGSS

AIN's FBO Survey by the Numbers	Cumulative	Last 12 months
Number of FBO evaluations provided by all respondents	33,242	7,669
Number of respondents who evaluated at least one FBO	7,805	3,183
Number of FBOs evaluated by at least one respondent	2,189	913
Highest number of evaluations received by one FBO	456	255
Number of FBOs that received the requisite number of evaluations (30) to be eligible to have an overall average displayed	241	22*
Number of countries having FBOs that were evaluated	95	62

* 22 FBOs moved over the 30 rating mark in the past 12 months.

IS-BAH STEADILY BECOMING STANDARD FOR GROUND HANDLERS

Created by IBAC, the International Standard for Business Aircraft Handling (IS-BAH) is the set of best practices for business aviation ground handlers worldwide. It is based on the International Standard for Business Aircraft Operations construct and features a safety management system (SMS). By integrating the National Air Transportation Association (NATA) Safety 1st Ground Audit Program, IS-BAH has become the standard for operators and handlers around the world since its implementation in 2014. There are currently 63 IS-BAH-registered facilities worldwide.

IS-BAH program director Terry Yeomans told **AIN**, “The standard promotes the implementation of a safety management system blended with industry best practices within the FBOs’ day-to-day operations and helps show customers and other stakeholders that hazard identification and risk control measures are in place to help reduce the rate of airside incidents affecting the corporate and business aviation sector.”

After an initial audit, FBOs and business aviation handling agents (BAHAs) seeking IS-BAH registration must undergo biennial audits that focus primarily on the SMS factor. IBAC split the process into three stages: stage one establishes that the IS-BAH SMS is in place and active; stage two confirms that safety risks are being managed; and stage three ensures that SMS activities are fully merged within the FBO/BAHA and that the safety culture is being maintained.

“Achieving the standard is not easy,” Yeomans said. “It is a challenge, but those taking the lead in this important safety initiative would not want it any other way. Their efforts should be applauded and recognized as a huge leap toward a safer and streamlined ground handling process.”

IS-BAH certification has many benefits for FBOs and BAHAs. According to NATA’s official website, IS-BAH can help improve a facility’s operational safety through both predictive and proactive methods. Through the use of an integrated management system and a focus on teamwork, FBOs/BAHAs may see improved efficiency as well as reduced insurance rates.

Any FBO or BAHA can become an IS-BAH registered facility by following these initial steps:

- Purchase the IS-BAH Manual, which contains the standards (13 chapters) and the IS-BAH implementation guide.
- Conduct a gap analysis between your organization’s standards and procedures and those of the IS-BAH program.
- Develop procedures to identify hazards and eliminate the quantified risk or reduce it to acceptable levels using guidance material provided with the standard.
- Integrate procedures into department systems, programs operating procedures and manuals, again using materials provided.
- Complete an IS-BAH audit by selecting an accredited IS-BAH auditor from the IBAC website. —S.C.