Service is Still King

FBOs ready for ’11 rebound

by Curt Epstein

For the FBO industry, 2010 was a year of relative stability after the decline that began in 2008. Following nearly two years of reduced aircraft traffic and diminished fuel sales, last year saw the glimmerings of a rebound. “FBO operators were hit hard by the recent economic downturn,” said Mike France, NATAs director of regulatory affairs. “However, in mid- to late 2010 many of our members began to express optimism about an economic recovery. Most FBO operators are looking to this year to be the time to return to growth.”

According to statistics provided by business aircraft industry analyst Argus, 2010 saw an improvement in every month over the previous year, with an overall increase in the number of flights of 5.6 percent. More than one attendee at the recent Schedulers and Dispatchers conference noted there were fewer discussions about employment, overhead at this year’s event, which had an almost palpable enthusiasm.

The recent increases have sparked hopefulness among fuel providers as well. “I would say we see a positive return of 2007 volume, and we’re optimistic about everything moving back to the way it used to be,” said George Ball, president of Everest Fuel Management. “I think corporate flight departments are traveling more, charter is picking up; all that’s a good indicator that the business is growing.”

Based on these recent industry advances, the major FBO chains took a look back on the past year and weighed in on the future of the industry.

Atlantic Aviation

“It’s been a nice turnaround, considering the way it was in the prior three years,” said Atlantic Aviation CEO Lou Pepper. “I like to say we’ve had the bounce and now the business is coming back, and we’re optimistic and enthusiastic about going forward.” With 67 facilities in the U.S., Atlantic has the largest domestic footprint among the large FBO chains. The company saw a relatively quiet year in 2010. “I’d say during the past year we’ve been pretty stable and static,” said Pepper. “We haven’t made too many changes.”

Atlantic will be adding another location to its roster this year when its newly built Oklahoma City FBO opens at Will Rogers World Airport around the beginning of June. The new facility will supplement the Atlantic FBO at Wiley Post Airport. Another project over the past year involved adding 11 acres to the ramp at the company’s Teterboro facility, making it one of the largest ramps on the East Coast. “Through the downturn we’ve been cautious with our capital, but every project that we had committed to because of lease requirements, we have fulfilled using quite a lot of capital,” said Pepper.

During the recent recession, the company, like most in the industry, adopted a conservative approach. “We didn’t knee-jerk to the big downturn,” Pepper noted. “Obviously we were more prudent and did some cost-cutting measures like everybody did to survive, but as far as the service we provided, and the amenities, they didn’t change one bit.” Among the cost-cutting measures was a reduction in staff that paralleled the reduced flight activity. As that has begun to reverse itself the company has started rehiring.

As the levels of flight activity increase, Pepper expects the recently dormant trend of consolidation in the industry to start to heat up again as well. “It went dark for a couple of years, with business down and values depressed.” He said the combination of buyers facing a constrained capital market combined with sellers not wanting to sell at depressed values helped put the brakes on the race to grab locations. “We were the leaders of consolidation from 2004 until about 2007,” Pepper told AIN, noting his company acquired 50 FBO locations during that time.

“I think [consolidation] is going to start back up again. I don’t think it will be like it was in the early 2000s when we were all really galloping to put together large chains to improve our footprints and to provide more service, but I think it will start coming back again,” he said.

As for this year, based on the industry traction, the company expects to see continued growth. “We’ve seen more requests for hangar space, we’ve seen more transient activity and more general activity on the ramp, so it’s affected us positively,” said Pepper.

Landmark Aviation

Although the FBO consolidation market has cooled considerably since the boom times several years ago, Landmark’s recent acquisition of the U.S. Odyssey Aviation locations proves that major transactions in the FBO business are still lurking just around the corner. “It’s a great fit for us,” said Landmark Aviation CEO Dan Bucaro.

“If you just look at the map of where we have locations, we had real voids in some of these areas and it gives us some really strong points in Ohio and Louisiana that help us a great deal, and help us with our customers and just building the network.”

The FBO provider is currently in the process of rethinking the line service and customer service staffs and integrating the locations, which include Cincinnati and Columbus, Ohio; Chicago; Asheville N.C.; Charleston, S.C.; and New Orleans and Lafayette, La., into the Landmark brand.

The Houston-based chain, which currently lists 42 domestic locations (plus another three in Canada and two in Europe), purchased DB Aviation at Waukegan Regional Airport late last year, and will also be opening new facilities at Atlanta’s Hartsfield International Airport in April, at Miami International Airport in June, and is waiting on the final vote of approval for a location in Tampa. “With the Odyssey transaction and the RFPs that we have won, we’re going to add nine or ten locations already this year,” said Bucaro. “I would tell you that I expect to add several more by the end of the year, but we are not at this point closing on any other transactions right now.”

In addition Landmark recently performed major renovations at its FBOs in Dallas and San Antonio, Texas; Greensboro, N.C.; and Ocala, Fla., in preparation for possible market growth.

“I think in 2010 it was really a stabilizing period where you...
Top 10 FBOs boast services and facilities

by Curt Epstein

1. J.A. Air Center
Aurora Municipal Airport (ARR)
Sugar Grove, Ill.

J.A. Air Center has been in operation at Aurora Municipal Airport for little more than two years, and the privately owned FBO’s customer satisfaction ratings improved so much from the previous year that the facility catapulted itself not only onto the AIN FBO Survey’s top-10 list, but squarely into the number-one spot.

Operating initially at DuPage Airport, J.A. Air Center (the J.A. stands for Joliet Avionics) in 1995 sold its fuel concession rights to the county airport authority, which formed the DuPage Flight Center. Randy Fank, now J.A. Air Center’s operations manager, ran the J.A. FBO operation at DuPage, and left to manage the county-owned facility. He returned more than a decade later, when the company decided to reenter the FBO business, this time at Sugar Grove, Ill. Fank told AIN. “We simply have not hired when someone has left.”

The airport’s location west of Chicago on the I-88 corridor near the business centers of Naperville and Oak Brook (home of McDonald’s) serves to fuel J.A. Air Center’s enthusiasm for its growth. “We’re almost what you would call a diamond in the rough or a sleeper airport,” said Fank, who noted that the recent facility upgrades at the airport have drawn attention and even customers from DuPage. “As things continue to turn around, this airport is going to flourish over the next five years.”

2. Global Select
Sugarland Regional Airport (SGR), Sugarland, Texas

While the name might have changed, the high level of service has remained the same at the Sugarland, Texas FBO, which rebranded itself over the past year. “For years we were just known as the FBO at Sugarland Regional Airport,” said Jodi Kaluz, the FBO’s general manager. “customer service and marketing manager. Jodi Kaluz explained to AIN; “we were just nondescript.”

After being voted to several consecutive top-10 finishes in the AIN survey, the operators of the city-owned service provider chose to make a statement. “We decided it was really important to find a name that represents what we really are, something that felt a little bit more inclusive of the service that you are going to get when you come to Sugarland,” Kaluz said.

For the past year, business has steadily increased at the Houston-area service provider, Kaluz noted. “We did not see the losses that a lot of the other FBOs were reporting because we’re in the oil economy,” she said. While the BP Oil platform explosion and subsequent spill that occurred a year ago was a disaster for much of the Gulf Coast, the FBO received a silver lining of sorts in the form of a steady stream of business aircraft traffic, shuttling BP executives and engineers from its U.S. headquarters in Houston to the response sites and back. “It was like a freeway from Houma, La., to Sugarland,” said Kaluz. “Unfortunately, it’s one of those things where you can’t be too excited because it was absolutely horrible for the Gulf Coast, but it did keep us afloat when things were starting to look really bad for other people.”

The FBO is currently home to approximately 50 turbine aircraft, and an $8 million airport improvement project now under way is aimed at increasing that number. An additional taxiway (Juliet) will provide access to a new area of seven lease sites to make room for more corporate flight departments. “We are a corporate airport, and one of my little taglines is ‘air to chair in 15 minutes,’” said Kaluz. “We can get you into your meeting quicker than anywhere else because you are not going to be delayed.”

As for the level of service that has earned the FBO its recent recognition, Kaluz says it developed naturally based on the initial promise to the Sugarland community that the airport and FBO would not be a drain on local tax dollars. “For years we just had to support ourselves on our customer-service philosophy: we just want to try to make sure we give the customers an experience they won’t forget.” That extends to working closely even with the outside vendors that do business with Global Select’s customers. “Even when rental cars go wrong or hotels go wrong, it all comes back to the FBO, so we try to make sure that everybody is aligned with our philosophy,” she told AIN. “It’s really all about just meeting the customer’s needs and always trying to be proactive. Once you are in a reactive state, you’ve already messed up, in our opinion.”

3. XJet, Centennial Airport (APA)
Englewood, Colo.

Another relatively new FBO making its debut in the top 10, XJet describes itself as so radically different that its advertising slogan proclaims, “It’s not...”
### Top 40 rated FBOs – The Americas (according to overall average)

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<th>Rank</th>
<th>FBO</th>
<th>Airport</th>
<th>Overall Average</th>
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<tr>
<td>1</td>
<td>J.A. Air Center</td>
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<td>Signature Flight Support</td>
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<td>Hobby (HOU)</td>
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<td>40</td>
<td>Avitat Westchester</td>
<td>Westchester County (HPN)</td>
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Rittenhouse, the FBO’s director of customer relations. Over the past year, the company handed out more than 1,000 surveys to its customers. “We’d like to know that we are offering what it is they need, so that we can stay competitive with the other industry players and know that we are meeting the customer’s needs.”

The company, which began in 1964 as Chrysler’s in-house flight department, has come a long way since then and can service aircraft up to a Boeing 757. Among its additional services, Pentastar offers a 130,000-sq-ft Part 145 repair station; an Argus Platinum-rated aircraft charter management department that currently oversees 15 business jets and has a round-the-clock dispatch center; an Argus Platinum-rated aircraft

5
Charles B. Wheeler Downtown Airport, Kansas City (MKC), Mo.

Certainly the newest of the aviation service providers to make this year’s top-10 list, Hangar 10 at Kansas City’s Charles B. Wheeler Downtown (MKC) didn’t exist as a brick-and-mortar facility until this past October. “We moved from a five-wide trailer essentially,” said general manager Brad Chandler, describing the company that was started in May 2009. “We called it a modular facility while we were in it, but now that we are out of it, it’s OK to call it a trailer, I guess.”

The new facility includes a 28,000-sq-ft terminal building, and its office space is overbooked. The 18 jets in its 29,000-sq-ft hangar and eight city-owned box hangars (which can accommodate aircraft up to a Hawker) represent 100 percent occupancy. Despite the facility having just opened, Hangar 10 plans to apply soon for permits to add another 22,000-sq-ft hangar and another 18,000 sq ft of garage and office space.

While airport volume at MKC has experienced an increase in business in the country, Tampa International Airport was in the top 10 of AIN’s survey rankings. Its clientele in the construction and real estate industry suffered during the recent downturn, according to company president Phil Botana, who saw the number of based aircraft at the FBO fall from a high of 40 in 2007 to between 25 and 30 today. Yet, like many airports in the country, Tampa International has experienced an increase in business

Continues on page 29
aviation activity of late. “I think our airport’s total volumes were up about six or seven percent last year,” said Botana. “We enjoyed most of that so we were up about 15 percent over the year before.”

While the FBO has one immediate competitor on the field, the company now takes a more macro view of the playing field. “I think our industry is changing,” Botana told AIN. “Because the airplanes have become so efficient we find we’re competing as much with the location [the customer] left or where they are going to next, as well as with the guy next door, so we try to provide a high level of service,” he said, noting that the company has increased its market share at the airport in each of its six years of existence.

In explaining the success his company has experienced in a relatively short time, Botana views things from the perspective of his nearly four decades in the industry. “I think most FBOs think of themselves as a portal to get people from the airspace of the airport to the streetside of the airport. We like to think of ourselves as an extension of the travel experience of the people who are riding in the back of the airplane.” The company has developed a set of minimum service standards that is applied to every airplane that pulls up on its ramp, whether it’s a single-engine airplane or a large-cabin jet. “Then we constantly look for ways to differentiate ourselves to fulfill any particular need of any particular customer,” he added.

In addition to 108,000 sq ft of hangar space, the FBO features a 12,500-sq-ft canopy and on-site catering through a third-party vendor. Southern Air Systems, which operates a fleet of aircraft around the country and has its Part 145 MRO depot on the property, provides on-site maintenance services. Tampa International Jet Center recently ended its affiliation with AirBP, switching to Avfuel as its fuel provider, a move Botana hopes will help further increase his FBOs business. “We don’t strive to be the cheapest guy to do business with, but we try to provide competitive pricing. We feel if we can compete on the price and we provide a superior level of service, we’re giving [customers] a better value than they can get somewhere else,” he said.

Wilson Air Center
Memphis International Airport (MEM)
Memphis, Tenn.

“AIN’s readers regularly place Wilson Air Center’s Memphis facility on the top-10 list, due in no small part to a simple mandate from the company’s ownership. “We are not allowed to say no to a customer,” said Dave Ivey, Wilson Air’s vice president. “We try to accommodate the needs of the customer and not just say no. I challenge my employees to try to figure out how to do something, and we empower them to be able to make those decisions and accommodate special needs.”

Over the past year, the company, which has been at Memphis International Airport since 1996, made a “significant upgrade” to the entire facility, including a remodeled lobby. Recently added at all the Wilson locations were pilot “relaxation rooms,” a blend of pilot lounge and snooze rooms, with subdued lighting, soothing music and water features, ideal for reading or concentrating without the distraction of a television. Ivey told AIN he is so pleased with the design of the rooms that he remodeled his own home office to replicate them.

One of the most popular features at the FBO is its 26,000-sq-ft canopy. “It’s an extension of our lobby, and we can fit six jets underneath that canopy at any given time to keep you out of the rain, the hot sun or the snow. Every customer gets off at our front door because we pull [the aircraft] under the canopy,” said Ivey. When that cabin door opens, disembarking passengers are greeted by an illuminated marquee welcoming them to Memphis by name. “People just love seeing their name up in lights,” he said.

Among the regular clients WAC Memphis serves is the music industry, which draws performers and other celebrities seeking to soak in the Blues. FedEx, which has its world headquarters in Memphis, has provided another draw for business aviation to the region, as major companies have established massive merchandise warehouses that require steady streams of management traffic to the area.

Despite these attractions, Ivey noted last year’s numbers at the facility were slow compared to other units in the chain. “Houston returned dramatically quickly, almost to pre-2008 levels, and Charlotte had some nice upticks in percentages, whereas Memphis has just been single-digit increases as opposed to competing against an existing provider that had served the airport for nearly two decades. FJC was initially supported by service contracts from its sister company Weather Modifications, which operates a worldwide fleet of atmospheric research aircraft. After several years of competition, the other provider on the field sold its facilities to FJC, which today is the sole aviation services company on the field. FJC has an average of 55 movements per day and last year saw 23,000 passengers through its facility and had an increase of more than 13 percent in terms of jet-A gallons pumped over the previous year. “We certainly do a lot of business with aircraft coming to Fargo, but I would say a majority of our business is aircraft
coming through Fargo and just doing a tech stop, going to Seat-
ttle or New York,” Hall told AIN.

“When those people quit flying their airplanes we noticed that,
but now we’ve noticed they are flying again because we’ve seen
their quick turnarounds pick up in the last year.” Located on
the great circle routes between the
West Coast and Europe as well as
Tokyo to the East Coast, the FBO at the “crossroads of the
world” sees quite a bit of heavy
iron such as Global Expresses and
Gulfstreams.

Despite the quick turn-
arounds, the FBO’s staff still has
time to show its stuff, accord-
ing to Hall. “There’s a friendli-
ness about the people who work
here in taking care of people, not
just airplanes. That makes our
service a little bit different from
somewhere else you may go, and
that’s a Midwest thing. We really
care about people and we want
to take care of them, so we work
hard at doing that, and we work
hard at being professional at
what we do.”

In addition to the approx-
imately 170,000 sq ft of hangar
space (more than half of which
is heated) that currently houses
nine jets and 15 turboprops, FJC
also has maintenance and avi-
onics shops, a charter depart-
ment, flight school and aircraft
sales division. In 2009 the com-
pany switched its fuel provider
to Avfuel after a long affiliation
with Texaco.

Wilson Air Center
Douglas International
Airport (CLT)
Charlotte, N.C.

Joining perennial top-10 list
occupant Wilson Air Center’s
Memphis location this year is
another of the chain’s properties,
which jumped from 19th place
last year. The company’s Doug-
las International Airport (CLT)
facility is the largest and busi-
est of the company’s three (soon
to be four with the opening of
Chattanooga later this summer)
locations, with 32 jets and 17 tur-
bprops based there.

“Business has been posi-
tive,” said general manager Vince
Papke. “Each month, year over
year we’ve seen an increase in our
fuel sales and I was encouraged
by that. We had gains in our gal-
lons 12 months in a row starting
last December, and it continues.”

The FBO, the only GA ser-
ices provider on the airport,
recently underwent an interior
refurbishment that saw a newly
remodeled lobby, VIP lounge,
conference rooms and pilot busi-
ness center. The airport fea-
tures runways up to 10,000 feet
in length and in addition to
catering to CLT’s general ava-
iation needs, Wilson Air provides
ground handling for charter air-
liner flights, servicing aircraft up
to the size of Boeing 767s.

As at the other facilities in
the chain, the effort at Char-
lotte has been on maintain-

Banyan Air Service
Fort Lauderdale
Executive Airport
(FXE), Fort Lauderdale, Fla.

In late January last year, one
of the 20,000-sq-ft hangars
belonging to Fort Lauderdale-
based Banyan resembled a cross
between a medical supply ware-
house and a Costco. Crates of
medicines, boxes of surgical sup-
plies, carts of bottled water, tents
and other emergency goods were
stacked 12 feet high in some cases,
while forklifts raced to load pal-
lets onto a nearly endless stream
of business aircraft ranging from
Caravans to Gulfstreams. As
part of the emergency response
to the Haiti disaster, company
owner Don Campion offered
the use of his facility as a stag-
aging area for the loading of air-
craft on mercy missions. “That
was a really rewarding time to
see corporate America step up,”
said Campion. “For that period
between January 12 and April
1 when there was no airline
service, business aviation filled
a gap and the world saw a tremen-
dous blessing.”

Campion co-founded Ban-
yan in 1979 and this year it
makes its fourth straight appear-
ance on AIN’s top-10 list. “In a
way you could say Banyan is a
customer-service company that
happens to be in the aviation
business,” Campion told AIN.
“Our focus is to partner with
our customers and to build rela-
tionships with them, not to be a
job shop or just a gas stop.”

More than three decades later,
after several building changes,
Banyan features a new on-
ramp restaurant, turbine engine
shop, maintenance and avion-
ics facilities, one of the largest
pilot shops in the country, and is
home to approximately 100 tur-
bine-powered aircraft. The com-
pany recently leased two new
20,000-sq-ft hangars to supple-
ment its existing space for tran-
sient customers.

“The last 12 months have been
good for Banyan,” said John
Mason, its recently appointed
director of FBO services. “We’ve
seen a significant increase in our
South American business and
our hangars are 120 percent over-
sold; that’s why we put on the
additional hangar space.”

Before the recent economic
downturn, the company invested
in advertising in South America.
That advertising paid dividends
as the resulting aviation traffic has
helped sustain the FBO during the
lean years. “As the U.S. economy
continued to slow down, we con-
tinued to pick up because of our
earlier marketing, which took us
through 2009 and 2010 to much
higher levels than we anticipated,”
Campion told AIN. “Many of our
South American custom-

Top 10 Rankings

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<th>Rank</th>
<th>FBO</th>
<th>Average</th>
<th>2010 Rank</th>
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<td>Jet Aviation (Palm Beach)</td>
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This report of AIN’s 2011 FBO survey covers FBOs in the U.S., Canada, Mexico, South and Central America and the Caribbean—in other words, the Western Hemisphere. Next month’s report will cover FBOs in the Eastern Hemisphere.

AIN has been conducting surveys asking about the service that FBOs provide their clients and publishing results of the surveys since 1981. Initially, AIN mailed a paper survey questionnaire to qualified subscribers in the U.S. (Qualified subscribers include pilots, flight attendants and dispatchers, the people who use or make arrangements with FBOs.) In later years, qualified subscribers in the rest of North America and Europe were added.

In 2006, AIN moved the FBO survey online and engaged Forecast International of Newtown, Conn., to design the survey questionnaire to AIN’s specifications, administer the survey and tabulate the results. One unexpected benefit of offering the survey online was that survey respondents could add FBOs not already in the questionnaire, making these added FBOs immediately available for other respondents to evaluate. The following year this Web-based survey was expanded to include qualified subscribers throughout the world.

### AIN’s 2011 FBO Survey By the Numbers
- Number of FBO evaluations provided by all respondents: 23,452
- Number of respondents who evaluated at least one FBO: 1,970
- Number of FBOs evaluated by at least one respondent: 1,718
- Number of respondents who evaluated at least one FBO: 1,970
- Number of FBO evaluations provided per FBO: 12.4
- Average number of FBO evaluations provided per respondent: 11.9

### Most Improved FBOs (by overall average)

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<td>6.74</td>
<td>6.28</td>
<td>5.99</td>
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</table>


### Most Improved FBOs

Aircraft International News • April 2011 • www.ainonline.com

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**Roger Woolsey**

*President and CEO of Million Air, Inc.*

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**David Best**

*COO of Signature Flight Support, Inc.*

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**Aviation International News**

**FBO SURVEY 2011 • THE AMERICAS**

**Continued from page 22**

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one-on-one and develop custom solutions to their needs.

As part of that strategy the company has focused attention on internal improvements. Among those newly introduced capabilities are new point-of-sale systems that allow planeside checkouts. The company rolled out the new system through the first quarter of the year.

In another improvement, the company partnered with the Ritz-Carlton hotel chain to create a new customer-service training course for its employees titled “Training with a Leading Edge.”

Last year, the company introduced its Signature Status customer loyalty program, which includes benefits such as guaranteed crew cars, preferred aircraft parking, daytime hangar usage, even waivers of quick-turn handling charges (for platinum-level customers). Other benefits through sister company Dallas Airmotive offer free engine trend monitoring and, for upper-tier members, free engine field service. In a cross-promotion, Signature Status members can also take advantage of a free 1,000 gallons of fuel if they commit to major engine maintenance events with Dallas Airmotive six months in advance. “The reception [for the program] has been good, and it’s obviously driving a change in behavior in our customers, as people aim to increase their loyalty to our business,” said Best.

In terms of expansion, Signature last month announced the acquisition of its newest property, the Yellowstone Jet Center at Gallatin Field Airport in Montana. The FBO will maintain its own name but operate as a full member of the company’s network. Best still sees many other opportunities for growth by the major chains. “I think we still have a fragmented market within the industry,” he told AIN. “As economic activity picks up I see continued consolidation of that market. We’ve expressed that opinion before and stand by it.”

Another recent focus of the company is in expanding traffic to its Reagan National Airport (DCA) facility, which Signature recently refurbished in anticipation of increased activity. General aviation access to the airport is controlled through the Transportation Security Administration. “We’re looking at investing in those areas where we can assist the customers best and that is helping them through the DASSP [DCA Access Standard Security Program] process,” said Patrick Sniffen, Signature’s v-p of marketing. In an effort to drive traffic to DCA, Signature has dedicated several staffers at its facility there to assist potential customers. “We’ll actually help guide them through the paperwork, keep tabs on the progress and really hold their hand all the way through and make it less cumbersome,” said Sniffen.

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**American Express Gift Card Winners**

The following 20 people who participated in the FBO survey were randomly selected to receive a $100 American Express gift card:

- David Gagliardi
  corporate pilot, Olser Systems
- Paulo Rivetti
  director, Rivetti Aviacao
- Peter McParland
  managing director, Quarry and Mining Equipment
- Henk Schimmelpenning
  pilot, ExecuJet
- Jessica Sheridan
  flight support supervisor, Western Flight Services
- Jane Horst
  aircraft manager, Citigroup Aviation Service
- Nathan Hover
  chief pilot, Plato Woodwork
- Jennifer Doles
  flight attendant, McDonald’s
- Michael Henriquez
  COO and founder, PrimeJet
- Rich Broyles
  captain, Nestle Purina Pet Care
- Randy Meyer
  line captain, Premier Charter
- Adrian Bonilla
  captain, Flight Options
- Allen Lambert
  chief pilot, Cambata Aviation
- Andrew Miller
  captain, Penn National Gaming
- Allan Ball
  manager OIA, NetJets Aviation
- Jack Berkshire
  chief pilot, Scheffer
- David Regan
  chief pilot, Q3 Capital Services
- Kevin Lagace
  senior captain, Travelers Indemnity
- Linda Valenzuela
  dispatch manager, AirFlite
- Luke Krepsky
  corporate pilot, Orion Energy

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**FBO Chains Top Five Facilities**

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<td>Landmark Aviation</td>
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* N/A: Location did not have enough responses to be included in last year’s survey results.
* Bought from Hawker Beechcraft in November 2009.

Source: AIN 2011 American FBO Survey.
Data compiled by Forecast International of Newtown, Conn.