



**NORTHEAST CHAPTER**  
American Association of Airport Executives



# Nor' Easter

*Spring 2006 Edition / Volume 10 / Number 1*

## “Experienced Based” Accreditation Program

In our last issue, we summarized potential changes under consideration to create an “Experienced Based” track for the accreditation program. Since then AAAE Chair Lowell Pratte, A.A.E. and BOE Chair Tom Binford, A.A.E. supervised a survey of Executive (AAE) and Executive Candidate members for opinions on the proposed changes. The response was very strong, with approximately 52% of the 900 + members solicited responding.

The survey consisted of five statements upon which the members were asked to indicate their agreement or disagreement. The statements were as follows:

- Candidates can choose how to become accredited from programs that fit into their professional and personal agendas. Recognizes accomplishments, knowledge and advanced education to fulfill program requirements.
- Maintain the existing process without change, except for updates, for individuals without significant experience in airport management.
- Add an “experienced track” for individuals with at least eight years’ experience in airport management and a college degree.
- Modernize and abbreviate the written paper requirement for individuals in the experienced track and provide credit for advanced degrees.
- Modify the Final Interview for experienced track candidates to make it more relevant for senior positions in airport management and adopt

appropriate procedures to facilitate interviews.

The responses from the two groups combined were strongly in favor of each statement with roughly 75% agreeing with each question. However, when viewed separately from the Executive Candidates, the accredited member’s responses were substantially less in agreement with roughly 60% in favor. While this would seem to support a common position that changes are needed, there was substantial disagreement in the written comments. There were over 475 specific comments received covering 54 single-spaced typed pages – a huge amount of information and detail. In general, comments supported the concept of a separate “Experienced Based” track. However, there were many concerns as to the definition of “Experienced.” There appeared to be a sense that a more stringent definition be developed. Similarly, the college degree requirement was questioned in the same manner. Would any degree qualify? The feeling seemed to be that advanced education should relate to subjects or issues that are relevant to airport management. Also, there was strong sentiment that the overall process should not be made too easy or as some put it “dumbed down”.

**Stay tuned.....**



### Airports Prepare for A-380 Super Jumbo Jet

Maybe not at your aerodrome, but around the world, construction at over 60 airports is well underway preparing to accept the newest and largest super jumbo jet of the 21st century. Its statistics are impressive: 853 maximum passengers (555 in a typical configuration vs 524 in a B747-400), wingspan 261 ft 8 in vs 211 ft 5 in, length 239 ft 3 in vs 231 ft 5 in, height 79 ft 7 in vs 69 ft 8 in, maximum

*Continued on page 4.*

*“Gliders, sailplanes, they are wonderful flying machines. It’s the closest you can come to being a bird.” – Neil Armstrong*

# TRAVEL PLANNER

*Mark Your Calendar & Save These Dates*

## **April 22nd & 23rd, 2006**

ASOS School (Basic & Advanced)  
Buffalo, NY  
Info: AAAE 703.824.0500

## **April 22nd to 26th, 2006**

40th Annual International  
Aviation Snow Symposium  
Buffalo, NY  
Info: Bob Nowak 716.630.6132

## **April 23rd to 26th, 2006**

78th Annual AAAE Conference  
San Diego, CA  
Info: AAAE 703.824.0500

## **July 23rd to 25th, 2006**

Large Hub Winter Operations Conference  
Minneapolis, MN  
Info: AAAE 703.824.0500

## **August 26th to 30th, 2006**

48th Annual Northeast  
Chapter Conference  
Manchester, NH  
Info: Steve Adams 603.624.6539

## **September 18th to 22nd, 2006**

ARFF School  
Pittsburgh, PA  
Info: Bradley Penrod 412.472.3677

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## **THE NOR' EASTER**

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# From The **COCKPIT**

*Our President's Message*



*Thomas Rafter, A.A.E.*

At the recent Board of Director's meeting, discussion continued on the subject of the accreditation process. After some debate, a consensus was reached that there are really two separate issues facing the organization. What originally started as a request from the Chapter Officers to have the Board of Examiners review the written portion of the process became entangled in the issue of leadership in the Chairs of AAAE. While further discussion will take place at the Chapter Officer's meeting in March, I thought I would bring you up to date on discussions and let you know where I stand regarding these critical issues.

As discussed in a separate article, the AAAE issued a survey relating to the accreditation process. While the accompanying article (SEE COVER STORY) discusses the survey results, the concerns I expressed to the Board were as follows: 1) The origin of the survey was a request from the Chapter Officers to have the BOE examine and modernize the written portion of the process, not a complete revamp of the program. 2) The survey was not very clear in what it was asking and appears to have been crafted by an attorney that was trying to make an argument much like a push poll, which is designed to shape rather than measure opinions. I don't believe it was clear what respondents were agreeing to when they replied to some of the statements (not questions). 3) The people surveyed were inclusive of executive candidates and accredited members. This to me is a little like asking the senior class to design their final exam. While an explanation was given that by precluding executive candidates the responses would be prejudice, I think the contrary is even truer. 4) Many statistics are quoted or used to summarize the survey results and number of members in the program versus the number getting accredited. I can only quote Mark Twain on statistics when he said there are "lies, damn lies and statistics." You can make numbers say many things.

After reading the initial 473 survey responses, I summarized the results in the following manner. On the issue of an experienced based track, respondents wanted the term "experienced" better defined and a specific level of experience required. With regards to the written paper, length of paper and being able to select an appropriate topic were concerns. Additionally, I would add that quality over quantity should be considered. Comments relating to the final oral interview process were that the areas covered should be less of a surprise, and that they should be tailored to the individual. This would assure that you are not interviewing a candidate that has managed a major hub airport for many years, the same way as a minimally experienced second level manager from a non-hub. Another often-made comment questioned the impact of the C.M.

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# Staying On COURSE

*Latest Meeting Highlights*

## Congratulations To Our Newest Accredited Members!

### Stephen D. Sheehan



*Stephen D. Sheehan A.A.E., Deputy Exec. Director, Operations and Security, Maryland Aviation Administration, Baltimore Washington Int'l Airport.*

Stephen D. Sheehan A.A.E. oversees the police, fire, medical, security and airfield operations for the Maryland Aviation Administration (MAA), which owns and operates Baltimore/Washington Int'l,

Thurgood Marshall and Martin State Airports. He is the primary liaison between the MAA and the Transportation Security Administration. He is responsible for a \$30 million operating budget and 150 personnel. Steve was Commissioner of Cleveland Hopkins Int'l Airport and served in the US Air Force retiring as Colonel. He is a graduate of the USAF Academy and has a Master's Degree from Embry Riddle Aeronautical University in Aviation Management.

### Al Pollard



*(Right) Al Pollard A.A.E., Asst. Manager, Martin State Airport being recognized by (Left) Paul Wiedefeld, former Executive Director of the Maryland Aviation Administration.*

Al Pollard started his aviation career early, beginning flight training while in high school. He received his pilot's license in 1981 while

attending the Florida Institute of Technology where he received his B.S. Degree in Aviation Management. He served 4 years in the US Marine Corps assigned to Marine Helicopter Training Squadron 204. He began working for the Maryland Aviation Administration in 1994 and has steadily moved upwards through the ranks to Assistant Manager, Martin State Airport, a key general aviation reliever facility for Baltimore Washington Int'l Airport.

### Michael J. O'Donnell



*Michael J. O'Donnell A.A.E., Executive Director, South Carolina Division Of Aeronautics.*

Michael J. O'Donnell recently received his accreditation while working as airport manager at Waterbury-Oxford Airport in Connecticut. He believes his appointment by the Governor of

South Carolina to his current prestigious position is due in no small part to his accreditation as an airport executive. In addition, his background includes a Bachelor's and Master's Degree from Embry Riddle Aeronautical University and he has served as an Aircraft Accident Investigator and an adjunct professor teaching aviation related courses.

Tom Murphy, who has offered Airport Ambassador programs for many airports in the Northeast since 1990, including Port Authority and Massport, recently introduced a web site to help aviation employees recovering from the losses of 9/11. Beginning in 2003, when he found himself grappling with the enormity of the destruction and failing to move forward, Tom went back to friends and colleagues at Newark, Logan and Dulles Airports and American and United Airlines to learn what they have been doing to recover.

"We were told to move on, to get over 9/11" Murphy said. "But how do you do that? Healing begins with reflection, not a time clock that says 'time to get over it.' At [www.reclaimingthesky.com](http://www.reclaimingthesky.com), aviation employees are invited to tell their stories and share how they are dealing with their emotions as a way to help others. "What I learned from aviation colleagues is that those who were getting better were those who had found a purpose" Murphy said. "A way to come out of ourselves and focus on the needs of others. That became the theme of the web site, "moving forward by doing for others."

In addition to the web site, Tom has put his story into a book, "Reclaiming The Sky: Learning From The Loss Of 9/11", which an agent is handling. Tom plans to contribute 100% of any profits to aviation charities. "I would like to see the web site grow to become a resource for aviation employees looking for opportunities to "move forward by doing for others". As such, Tom is creating a database of aviation charities to list on the site. WINGS, the charity assisting American Airlines flight attendants, and CAUSE, the charity assisting United Airlines flight attendants, are playing lead roles to get the word out.

If you would like to get involved or have a charity "link" to list on the site, or if you would like to place a link to [reclaimingthesky.com](http://reclaimingthesky.com) on your site, call Tom Murphy at (360) 738-3190 or email [tom@reclaimingthesky.com](mailto:tom@reclaimingthesky.com).

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take off weight 1.2 million lbs vs. 875 K lbs and maximum range 9,321 miles vs. 8,357 miles. This is a big bird! Although the A-380 will be produced by Airbus, a consortium of European aerospace companies, there will be considerable US manufacturing involvement. Half the aircraft parts, by value, will be built by US companies. They include General Electric, Pratt & Whitney Engine Alliance, B. F. Goodrich (landing gear) and Honeywell, which is fabricating cockpit electronics and an environmental surveillance system.

In 2002, the US General Accounting Office reported that 14 airports were surveyed and estimated they would need to spend a total of \$509 million to make the necessary upgrades.

Softening the cost impact to some degree in the US is the decision by the FAA to allow the A-380 use of existing 75 ft wide taxiways provided certain separation criteria are met. However, any new taxiways built for A-380 use must meet more stringent standards. At some airports, specific conditions of the FAA approval require that airports designate planned A-380 taxi routes and maximum taxi speeds of 15 mph or lower. The width of the runway plus shoulder area must be 180 ft and all A-380 aircraft must be equipped with a taxiing camera system (TCS) to assist pilots. At John F. Kennedy Int'l, the Port Authority of NY and NJ and the airlines are in the midst of a \$130 million effort to get ready for the A-380 and other new generation aircraft like the A340-600 and the recently announced Boeing 747-8. The bulk of the work is on the airfield, which includes projects to strengthen taxiway bridges over the Van Wyck and JFK Expressways, relocation of the Taxiway "A" centerline for improved separation from Terminal ramp areas and the widening of full strength and shoulder pavement areas for 2 of JFK's 4 runways. Of that total, approximately \$30 million will be spent by the airlines and Terminal operators for modifications to gate positions and ramps to accommodate anticipated carriers like Lufthansa, Korean and Air France in Terminal 1 and Singapore and Emerates in Terminal 4.

***The first commercial flight is expected later this year.***



*High End*  
**Su**

**A320**



**A380**

*An Overhead View of the A-380 compared to the A-320*

*Options For The A-380*  
**per Jumbo  
JET**



*The Lounge Area of the A-380*



*The Bar Area of the A-380*



*The Main Cabin of the A-380*



*The Bedroom of the A-380*

## A New Aviation History Museum

We all wear many hats in our professional lives and for the last couple of years, when not dealing with airport clients, Dick Ludders has been wearing the hat of Secretary of the Board of Directors for the New Hampshire Aviation Historical Society (NHAHS). For anyone interested in the history of aviation, we have been working to create the “Aviation Museum of New Hampshire” as a home for NHAHS and to provide a repository and display area for aviation history of the Granite State – think of the GeeBee Racer, Alan Shepard, and Christa McAuliffe!

The major task of the Society this past year has been to complete the transformation of the 1937 Manchester Airport terminal into the Society’s first, permanent home. The Manchester Airport paid to move the historic terminal building from its original location north of Runway 6-24 to a position outside the fence on the southeast side of the airport. While the airport paid to restore the building and add a basement for archival storage, the Society, which has a fifteen-year lease from the Manchester Airport as the sole tenant, is seeking funds to fit-up the interior of the terminal as a museum and to establish an operating endowment. The NHAHS plans to open the new facility for visits by school classes in 2006.

The 1937 terminal had to be moved as part of the airport’s current upgrading to accommodate vigorous passenger growth. The first step of the terminal’s transformation was on June 27, 2004, when the building was lifted from its foundation and trucked across both runways to its new location. Ninety-six wheels on computer-controlled trucks that kept the masonry building level carried the terminal past both its successors, the 1960s vintage Ammon Terminal and the current 1994-2005 state-of-the-art terminal bustling with four million passengers. It was truly history on the move!

The Society prepared exhibits last year on the history of Manchester Airport and installed them in the museum. Other exhibits on broader topics of NH aviation history are also in the works. The Society held a ribbon cutting to announce the official occupancy and opening of the museum on September 16, 2005. Erik Lindbergh, grandson of Charles Lindbergh, was in attendance to express the importance of preserving the rich legacy of aviation history.

*“This new home  
for NHAHS will  
provide a repository  
and display area for  
aviation history of  
the Granite State.”*

## An Invitation To Visit This Classic, Art-Deco Structure

As the board member charged with the museum set up, Dick Ludders would be happy to talk to any member about the project and urge you to come see the building. It is a classic art-deco structure with a large, copper-clad, glass tower on top from which airport personnel would shine light signals at the airplanes in the days before the use of aircraft radios.

To contact the NHAHS or to learn more about the Aviation Museum of New Hampshire, call Dick Ludders at (603) 669-5555 or visit their website at [www.nhahs.org](http://www.nhahs.org).

# NEC Corporate SPOTLIGHT

*A Close Up Look*



*Richard A. Horstmann:*

## **Experience, Commitment And Recognition Set Him Aside!**

Urban Engineers, a Philadelphia-based, multi-disciplined engineering firm, has a proud and significant history of turning challenges into reality. Urban Aviation has been at the forefront of airport planning, design and construction management for more than 45 years. Service and strong technical performance remain an integral part to the company's commitment. The same legacy holds true for Richard A. Horstmann, Urban's Director of Aviation Development.

Richard has participated in numerous airport expansion and modernization projects and he brings the airport manager's perspective to each project. He has held such positions as Past President of NYAMA; Chairman of the Aviation Commission for PENJERDEL; Co-Chairman of the Transportation Committee/SNJDC South New Jersey Development Council; President of the Delaware Pilot's Association; President of the AI Dupont High School Tiger Booster Sports Group, as well as serving on the NEC/AAAE Board of Directors. His career began while attending The Florida Institute of Technology where he earned a degree in Business Management in Aviation with a minor in Flight Technology. He worked during those college years on the flight line at Florida's Melbourne International Airport. After graduating, Richard became part of the team at Saranac Lake Airport during the 1980 Winter Olympics. He moved from airside to the consulting side of the aviation industry as an employee of the Airport Council International of North America. For three years, his focus was on technical and environmental issues for the council, then he moved back to the airport side for 18 years managing the Elmira-Corning Regional Airport, and later five airports with the Delaware River and Bay Authority. His focus has always been on new business development and building strategic alliances.

Richard and Pam, his wife of twenty-five years, have two daughters and reside in Wilmington, Delaware. "We're restoring our charming, Cape Cod-style home --- circa 1939 --- one board at a time," said Richard, who also enjoys vacationing with the family every year at their summer home on Long Beach Island at the Jersey Shore.

Adds Richard, "Yes, I still have some free time to cut the grass."

## **Our Recent ARRIVALS**

*Welcome New Members*

### **Scott Beale**

President & CEO  
Flightworks  
Kennesaw, GA

### **Mark Berkheimer**

IT Manager  
Harrisburg Int'l Airport  
Middletown, PA

### **Gerard Bernier**

Manager Business Development  
Transystems, Inc.  
Panama City Beach, FL

### **Kevin Bleach**

Port Authority of NY & NJ  
New York, NY

### **Paul Choquette III**

President  
Gilbane Building Company  
Manchester, NH

### **Frank Holt**

Vice President  
Dynatest International  
Westland, MI

### **Robert J. Mallard, P.E.**

General Manager  
Washington Group Int'l  
Cambridge, MA

### **Scott Miller**

Deputy Director, Market and Public Relations  
Harrisburg International Airport  
Middletown, PA

### **Hitesh Mehta**

Airport Operations  
Philadelphia Int'l Airport  
Philadelphia, PA

### **(Joseph) John Reedy**

Deputy Director Properties,  
Contracts & Finance  
Susquehanna Area Regional Airport Authority  
Middletown, PA

Continued from page 2.

and ACE programs on accreditation. One final note that doesn't receive much attention is the time limit to complete the AAE process. In the past, candidates had three years and today by simply paying \$100 they are granted a one-year extension forever. As a voluntary program, it would probably keep people on target if they had a definitive deadline to achieve this goal.

On the topic of value of accreditation, the respondents gave several good ideas on how to improve the value once the AAE is received. While these are great suggestions, my understanding of this issue was what the chapter officers were looking for on what could be done to better inform Airport Boards/Commissions of the benefits to having an accredited executive operate their airport. As I said, the survey was not quite clear on what it was asking. As I understand the issue of leadership within the organization, the concern is that there are not enough accredited top-level people from large airports involved in the leadership of the AAAE. One discussion point was that large airport representatives are needed to get the attention of Congress when testifying on crucial airport related legislative issues. My response to this is that AAAE is an organization comprised of individual professional members and staff and representatives of large airports can still testify without being in the Chairs of AAAE. The position of the AAAE president and legislative staff represent all size airports when testifying before Congress. Another comment made relating to the leadership issues was that the accreditation process precludes individuals from attaining

positions in the Chairs. While a similar issue was dealt with a couple of years ago by allowing non-AAE members on the Board, now it seems there is discussion about permitting non-AAE members to hold positions in the Chairs. It should be made perfectly clear that the process does not preclude anybody from following the same path to leadership within the organization, it is simply a matter of choice that precludes individuals from dedicating the requisite time needed to demonstrate and prove their true professional leadership characteristics and technical abilities.

**Accreditation and leadership** are both self-choices that require certain traits and dedication of time. If one is not motivated enough to obtain the accreditation, what does it say about their leadership qualities of perseverance, initiative, self-discipline and motivation? Allowing members that have not taken the time and initiative to pursue and obtain the AAE, sends the wrong message to those that have followed the prescribed path and may now be precluded from leadership positions due to being passed over by someone that has not. If accreditation is no longer needed to obtain a position of leadership in the organization, then what example is being set, and what precedent is being established? Who and how will the future leaders of AAAE be chosen? This decision could be the end of individual members from all size airports and only representatives from larger airports. Sounds a little like another aviation organization.



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