

The NEC Nor'Easter



"The exhilaration of flying is too keen, the pleasure too great, for it to be neglected as a sport" — Orville Wright

AAAE Chair Bonnie Allin: Future Leadership Options for AAAE

(The following is the text of a memo from AAAE Chair Bonnie Allin, A.A.E., outlining possible future leadership options for AAAE.)

AAAE's national and chapter leaders, as well as individual members, have had numerous discussions over the past several years about the makeup of AAAE's future leadership. Everyone seems to agree that AAAE needs to maintain a leadership group, both on the Board of Directors (BOD) and Executive Committee (EC), that reflects the true breadth of our profession—individual diversity, airport size diversity and management position diversity. Clearly, AAAE cannot effectively represent the airport management profession if its future leadership should come to represent only narrow segments of that profession. At the same time, AAAE's remarkable success as an organization has its foundation in a culture and traditions that we all seek to maintain.

The AAAE chapter presidents and national officers have met and discussed this critical issue at length over the past two years, and we now wish to engage the chapter members in a discussion of some of the collective recommendations we have developed.

First, in recognition of the importance our members and leaders place on this topic, the following schedule has been laid out to assure thorough and deliberate consideration by our membership. The AAAE chapters have varied meeting schedules that offer opportunities to discuss these issues with their memberships, so an extended period of consideration is required. The AAAE Executive Committee and chapter officers will meet at a regular annual meeting in Washington, March 20-21, 2004, to discuss the following recommendations, as well as any member input we can receive prior to that time. Changes and any new ideas can then be vetted with the national and chapters memberships at the annual conference in Las Vegas in June, and further vetted at the various chapter meetings during the year. Once a consensus is reached, AAAE Board of Directors' action—the full board would need to vote on any formal recommendation to the membership—would follow at either the fall 2004 or January 2005 BOD meeting. Since most of the recommendations proposed would require changes to the

(continued on page 2)

Get Ready for Portland! And the NEC Annual Conference

Mark your calendars to be in Portland, Maine, Aug. 21-25. The 46th Annual NEC Conference is in full gear and the folks at the Portland International Jetport are looking forward to your visit at one of the friendliest and most charming towns along the northeast coast. Bring the family; come before the conference and stay after to relax on the Maine coast.

To wet your taste buds for the conference: Portland has booked the opening evening in the Portland Museum of Art, and there will be a traditional lobster bake on one of the many islands that dot the coast. Golfers will be challenged at the Falmouth Country Club and for those non-golfers, relax and see the history and sites unfold before your eyes.

There will be great music and even some Maine humor by Tim Sample. Since he's a regular on CBS Sunday Morning, you might have seen him.

For the women (and men) there will be shopping, shopping, and more shopping, tours of some famous homes and an afternoon tea at a home built in the 1700s. For the younger set, there is the beach (Old Orchard Beach and Funtown USA, a water park), Children's Museum of Maine, AA Baseball with the Portland Sea Dogs (Boston Red Sox Farm Team) and other activities.

Portland also is working to secure a package with the Scotia Prince for a cruise to Nova Scotia to provide you with some unique adventures.

The program will be exciting and educational. Be sure to book early to ensure that you have a room. The weather in Portland is PERFECT in August. The staff of the Jetport looks forward to your visit.



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President's Message

As I reach the mid-point of my term as chapter President, I'm truly amazed by the amount of time and effort NEC members dedicate to making our chapter programs successful. Since our last business meeting, chapter members have been busy closing out the 2003 annual conference, preparing a full schedule of conference and training programs for 2004, discussing proposals impacting future leadership and evaluating site alternatives for future events.

By now I'm sure everyone has received notice that the chapter's signature event, the International Aviation Snow Symposium, has been relocated to the Hyatt Regency in downtown Buffalo and rescheduled to a new date, May 8-12, 2004. The site selection was not an easy process, due to the fact that the chapter had grown accustomed to holding the event at the airport Radisson. Despite that fact, the Site Selection Committee was able to objectively evaluate other Buffalo hotel properties and made a recommendation for change that is clearly in the best interest of the chapter. In early February, the Snow Symposium Committee had the opportunity to visit the Hyatt and to tour the Buffalo Convention Center (located immediately adjacent to the hotel property). The committee could not have been more pleased! The hotel is in great shape, it's located within walking distance of several local restaurants and the convention center is ideal for both equipment and non-equipment years. As in the past, a Basic Airport Safety and Operations Specialist School will be held in connection with the Snow Symposium. Registration for the ASOS program will be offered at a reduced

rate for Snow Symposium attendees.

While all this was taking place, Alex Kashani and his staff were busy closing out the financial records from the 2003 annual conference. After all the bills were paid, the conference returned a net profit to the chapter of \$36,120! Thanks to Alex and the staff of the Metropolitan Washington Airports Authority for a job well done. Special thanks goes to the many sponsors and exhibitors who are ultimately responsible for making this and other chapter events successful.



Tim Edwards, A.A.E.

Planning is well underway for the 2004 annual conference to be held in Portland, Maine, on Aug. 21-25. The conference committee met in Portland in early February to begin the process of setting the agenda, planning social events and discussing sponsorship opportunities. In addition, contracts have been signed with AAAE for the 2004 Large Hub Winter Operations Conference (July 18-20 in Toronto, Ontario) and the 2004 Basic/Advanced ARFF School (Sept. 12-16 in Pittsburgh).

Finally, the Executive Committee has been working with the AAAE Board of Directors to develop a new policy that will help address the issue of future AAAE leadership. A draft memorandum from AAAE has been copied in this newsletter for the information of the membership. Please review the memo and be ready to discuss the "preliminary proposal" at our next chapter business meeting on May 9 in Buffalo.

(Leadership Options continued from page 1)

AAAE bylaws, the board recommendation would then require full membership ratification, either by mail or at the spring 2005 annual conference. Therefore, even if we move expeditiously, the practical timetable to make sure we properly consider this important matter is a lengthy one. Hence the recommendation is to establish a schedule and include an opportunity for all interested members to participate in the process.

In addition to recommending a timetable, the chapter officers and EC want to also suggest a narrowing of the scope of potential solutions. Within the context of previous discussions among chapter presidents, past presidents/chairs of AAAE and AAAE members, we believe there is considerable consensus around a few core concepts. We'd like to recommend those for consideration as follows:

- 1) Any solutions to ensure AAAE leadership balance—representation of all airport sizes, individual diversity and management levels—should be "additive" in nature, rather than subtract from the current leadership selection process.
- 2) AAAE culture and traditions must be protected, but we must also be able to adapt to the times in which we find our profession. Part of the new balance that AAAE needs to find is a

leadership selection process that addresses the reality that, while the current system of working one's way up within a single chapter has given the association great leaders, our profession increasingly values mobility to advance an individual's career. Our association's leadership process should not permanently penalize the very attribute our profession rewards.

- 3) Permit a limited number of BOD positions—those selected nationally rather than regionally—to be open to either accredited members (A.A.E.s) or certified members (C.M.s). We would note that **ALL** of the chapters have reached out beyond accredited members in order to broaden their pool of potential members for their boards of directors, and AAAE should consider doing the same with airport executives that have achieved the C.M. designation.

Specifically, the chapter officers and EC recommend consideration by the members of the following "Preliminary Proposal" in order to have a specific set of potential changes for members to comment upon:

- a) Amend the AAAE bylaws to state the goal of representing the full diversity of individuals, airport sizes and management

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THE NOR'EASTER

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positions within the AAAE leadership structure at all levels. Further, the AAAE Nominating Committee should be instructed by the members to implement this goal to the best of its ability each year, in keeping with past resolutions of the membership at the annual business meeting.

- b) Add three additional “at large” or national director positions to the BOD, with the policy goal that these positions be used to accommodate “mobile” members if other BOD positions cannot. Mobile members, in our view, are individuals who may not have spent sufficient time in a single chapter to command single chapter support, but who, nonetheless, have served AAAE in enough capacities to earn leadership consideration. Further, these positions, as well as the three existing national director positions, should be used by the nominating committee to address any “balance” problems in reaching the goal in item a) above, after considering the regional director nominees put forth by the chapters. The goal should be overall “balance,” rather than designating specific director positions to specific types of members as a rigid requirement.
- c) For the three existing national director positions, and the three new national director positions, the bylaws should allow these positions to be filled by either accredited or certified members working at public airports. These positions would continue to be filled through the existing nominating committee and membership election process, ensuring the continued advancement of individuals who have already worked productively for the association and profession. At a maximum, six of the AAAE Board members, under this proposal, could be C.M.s.
- d) Consider an occasional “at-large” year to fill EC positions. This would work by continuing to follow the current traditions on EC nominations, but every fourth year (or some other number) insert an “at large” nomination year—require that individuals put forward for the EC be nominated by multiple chapters rather than just one chapter. **Under this plan, all EC nominees would continue to be required to be accredited members who have served a minimum of one term on the AAAE Board.** These potential nominees would come from a pool of worthy, qualified A.A.E.s (rather than the individuals in the “regular” chapter rotation lineup), who have proven service and dedication to AAAE over time, but who due to job mobility haven’t been able to meet a single chapter’s requirements for EC support.
- e) Other ideas, or variations on the ideas above, to reach the goal of fully representing our membership within AAAE leadership. The chapter officers and EC are certainly not trying to limit good ideas others may have. Our purpose is to try to help “focus” discussions that are naturally wide-ranging with proposals that seem to have significant support on the basis of past discussions.

We appreciate your consideration and participation in these important discussions about AAAE’s future. The goal of properly representing all our members, within a proven culture that has served AAAE exceptionally well, is our only agenda. We think the overwhelming majority of members share that goal, and hope together we can find a specific plan that continues our members’ respect and confidence in the leadership of AAAE.

AAAE’s Future Leadership Options as approved by the NEC Chapter Officers at the March 2004 Chapter Officers/Executive Committee Meeting in Washington, D.C.

NEC Chapter Officers' Recommendations

- a) Propose a bylaws amendment that states the goal of representing the full diversity of individuals, airport sizes and management positions within the AAAE leadership structure at all levels. Further, the AAAE nominating committee should be instructed by the AAAE membership to implement this goal to the best of its ability each year, consistent with past resolutions of the membership.
- b) Add three additional “at large” or national positions to the AAAE Board of Directors, with the policy goal that these spots be used: (1) for “mobile” individuals who may not have spent sufficient time in a single chapter to command single chapter support, but who nonetheless have served AAAE in enough capacities to earn leadership consideration and (2) to represent the full diversity of individuals, airport sizes and management positions within the AAAE leadership structure at all levels. These three new “national” director positions shall be filled by either A.A.E.s or C.M.s.
- c) Propose a AAAE membership resolution to consider an “at-large” Executive Committee (EC) position not less than every seven years. “At large” EC nominees must be supported by at least three chapters rather than just one chapter. These potential nominees would come from a pool of worthy, qualified members (rather than the regular chapter process), who have proven their loyalty and value to AAAE over time, but who due to job mobility have not been able to meet a single chapter’s requirements for EC support, and shall reflect the full diversity of individuals, airport sizes and management positions within the AAAE leadership structure at all levels. All EC nominees would continue to be required to be A.A.E.s.
- d) The existing nominating committee process would continue to control all these final selections under the current process and policies.



The NEC Executive Board with First Vice Chair Bill Barkhauer, A.A.E.

Farmingdale, N.Y. Student Aviation Chapter Formed

The Farmingdale (N.Y.) State University student aviation chapter, applying for formal recognition by AAAE, was formed in the spring of 2001 and now has 15 members.

According to advisor Justin K. Schulz, the chapter was formed to serve the interest of those students in the aviation administration bachelor degree program at Farmingdale State University, which is



Farmingdale, N.Y., student aviation chapter members.

located on Long Island. The objectives of the chapter are to promote professional development and instill professional attitudes in students engaged in the study of airport development, administration, management and operation or in related fields of aviation, and to develop understanding on the part of the student that professional airport management embodies technical ability, integrity, responsibility, purpose and a desire to contribute to the strengthening of the profession.

"Through comprehensive guest lectures, local trips and professional affiliations, we believe that we can not only make the college experience of our fellow students live up to its fullest potential, but also help the industry by adding professional and well educated graduates into the work force," Schulz said.

Farmingdale offers two aviation degrees: aviation administration (B.S.), with concentrations in air cargo, airport management and general aviation administration, and aeronautical science-professional pilot (B.S.).

"Our goal within the next year is to create financial support to be able to send students to large conferences (a priceless learning experience), to continue to work towards national accreditation by AAAE, and to make both students and the general public aware of current events within our industry through comprehensive guest lectures and trips," Schulz said.



Student aviation chapter members socialize at a meeting.

Newly accredited NEC Chapter A.A.E.s

Melinda J. Montgomery, A.A.E., Assistant Airport Manager at Trenton Mercer (N.J.) Airport. Melinda currently is the assistant airport manager at Trenton-Mercer Airport in New Jersey. She is responsible for the daily oversight of the airport, which includes finance, maintenance, operations, noise abatement, ARFF, emergency planning and security. Melinda received a bachelor of science degree in aeronautics and management from Dowling College and a master's in business administration-aviation from Embry-Riddle Aeronautical University. A veteran of 12 years in the aviation industry, Melinda began her career as an intern for Philadelphia International Airport and previously held the title of Airport Operations Supervisor for San Jose International Airport.

Laurie Cullen, A.A.E., Airside Program Manager for Capital Programs at Logan International Airport, Hanscom Field, and Worcester Airport for the Massachusetts Port Authority. Laurie began at Massport in 1989 as a senior environmental analyst where she managed the environmental permitting for major construction projects and the tank management program, which included the upgrade and replacement of all storage tanks at Massport facilities. She has a bachelor's degree in environmental science from the University of Rochester and a master's degree in public administration from the University of Rhode Island.

Jeffrey P. Bourk, A.A.E., Assistant Airport Manager, Portland (Maine) International Jetport. Jeff was raised in Manchester, N.H., where he graduated from Memorial High School. He attended Embry-Riddle Aeronautical University in Florida on a tennis scholarship and graduated in 1995 with a bachelor of science degree with minors in air traffic control, aviation psychology and business administration. His aviation management career started in operations at Teterboro and Westchester County Airports. He was promoted to Assistant Operations and Noise Abatement Manager with responsibilities for developing and implementing the ISO program.

Oops (CORRECTION)

In the recently published 2004 Northeast Chapter Membership Directory, we failed to list Jeanne Olivier, A.A.E., as a national AAAE At-Large Director.

We also list Steve Adams, A.A.E., currently as a national director. Steve was voted by the membership last August to replace Mark Brewer, A.A.E., whose term expires at the national AAAE Conference in June 2004.

Our apologies to all.



NORTHEAST CHAPTER TEMPERATURE CONVERSION CHART

In the winter issue last year we provided some of your comments on "How Cold Was It?" during the winter. The following temperature conversion chart will provide a relative comparison of New England "cold" versus some other areas. (Fargo, N.D. notwithstanding)

60 deg.F	Southern Californians shiver uncontrollably. People in New England sunbathe.
50 deg.F	New Yorkers try to turn on the heat. People in New England plant gardens.
40 deg.F	Italian and English cars won't start. People in New England drive with the windows open.
32 deg.F	Distilled water freezes. Maine's Moosehead Lake's water gets thicker.
20 deg.F	Floridians don coats, thermal underwear, hats and gloves. People in New England throw on a flannel shirt.
15 deg.F	New York landlords finally turn up the heat. People in New England have the last cookout before it gets cold.
0 deg.F	All the people in Miami die. New Englanders close the windows.
- 10 deg.F	Californians fly away to Mexico. New England Girl Scouts are selling cookies door to door.
- 25 deg.F	Hollywood disintegrates. People in New England get out their winter coats.
- 40 deg.F	Washington, D.C., runs out of hot air. People in New England let the dogs sleep indoors.
- 100 deg.F	Santa Claus abandons the North Pole. New Englanders get frustrated because they can't start their "kahs."
- 460 deg.F	All atomic motion stops. Absolute zero on the Kelvin scale. People in New England start saying "cold 'nuff for ya?"
-500 deg.F	Hell freezes over. The Red Sox win the World Series.

REMINDER!!!



38th ANNUAL INTERNATIONAL AVIATION SNOW SYMPOSIUM

The dates and location for the 2004 International Snow Symposium have changed :

NEW DATES
May 8-12, 2004

NEW LOCATION
Hyatt Regency
Two Fountain Plaza
Buffalo, NY 14202
(716) 856-1234

The Hyatt is located in downtown Buffalo and is directly connected to the Buffalo Convention Center where all symposium activities will be held. A full description of the Hyatt is available at www.Buffalo.Hyatt.com.

**Don't wait any longer
to make your reservations !**

CORPORATE SPOTLIGHT

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John Harden

"AvPorts stands alone as the only organization that can offer both business lines— operations and management services—under one umbrella," said John Harden, vice president-airports and business development. "This unique position permits us to focus our sole attention on the most essential objectives of the facility owner."

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Central offices of AvPorts are located in Baltimore and at Teterboro Airport in Teterboro, N.J. Information can be found online at www.avports.com and at www.fboavcenter.com.

DATES TO REMEMBER

May 8-12, 2004

International Snow Symposium

Buffalo, New York

Contact Bob Nowak (716) 630-6132

Buffalo Hyatt Regency (716) 856-1234

June 21-24, 2004

76th Annual AAAE Conference

Las Vegas, Nevada

Contact AAAE (703) 824-0504

Las Vegas Hilton (702) 892-0711

July 18-20, 2004

AAAE/Northeast Chapter AAAE Large Hub Winter Operations Conference and Exposition

Toronto, Ontario, Canada

Contact Teakoe Coleman, (703) 824-0500, Ext. 170

Holiday Inn, Toronto – on King (downtown)

Toll-Free: 1 (800) 263-6364

Tel: 1 (416) 599-4000

August 21-24, 2004

46th Annual NEC Conference

Portland, Maine

Contact Jeff Schultes (207) 874-8877

Holiday Inn (800) 345-5050

September 12-16, 2004

ARFF School

Pittsburgh, Pennsylvania

Contact Dep. Chief Rick Wilson (412) 472-5871

Welcome

New NEC Members



Tom Carver
The Carver Group
Allenwood, N.J.

Bryan McCreary
Clariant Corp.
Huntersville, N.C.

Thomas C. Dames
Buffalo Int'l Airport
Buffalo, N.Y.

Daniel J. Eastman
TSA
Londonderry, N.H.

Mark E. Nadolny
Chalfort, Pa.

John S. Tellmann
Morristown Municipal Airport
Morristown, N.J.

Lino Machado
Worldwide Flight Services
Newark, N.J.

Mark Lyons
Standard Parking
Cleveland, Ohio

Stephen T. Masten
Georgetown, Dela.

MMU: Morristown Municipal Airport Or Morristown Municipal University

By Maria Renner, A.A.E.

It is unusual for one airport to have six accredited airport executives, but it is even more unusual for that airport to be a general aviation facility with only 22 full-time employees. Bill Barkhauer, A.A.E., airport director for Morristown (N.J.) Municipal Airport, and Bob Bogan, A.A.E., the airport's deputy director, created an Accreditation Completion Program (ACP) during a strategic planning retreat in November 2001. Bill and Bob, both active members of AAAE at the regional and national level, wanted to encourage their employees to stop procrastinating and complete the accreditation process.

Two employees, Michael Aumueller, A.A.E., who has since gone on to work at Hanscom Field, and Scott McMahon, A.A.E., were already in the accreditation program and had only to complete their final interview. After the retreat, the ACP was put into effect. Scott completed his final interview in April 2002 and Michael in June 2002. Both passed on the first try.

The ACP, which is funded entirely by the airport, consists of three major components: commitment, schedule and reward. Once the employee makes a commitment to the program, a timeline to complete the three different phases is established. Research and study time is allocated to meet the agreed-upon deadline for completion of each phase. Friendly reminders (read harassment) is provided free of charge by Bill and Bob. When accreditation is complete, the employee is rewarded with a 5 percent raise (separate from his or her merit increase) and an extra week of vacation for that year. This is in addition to the plaque, golf shirt, and entry into the drawing to go to the AAAE Aviation Issues Conference in Hawaii that AAAE offers as its incentive to complete the accreditation process.

The first two people to complete Morristown's incentive program from start to finish were Maria Renner, A.A.E., and Kerry Ahearn, A.A.E. They became executive candidates in January 2002 and were given a deadline of March 2002 to complete their thesis paper titles and outlines. They were then expected to start writing the paper by April 1 with a first draft submitted to Dr. Kitty Wheat, AAAE accreditation manager, by June 1. Upon receiving their suggested edits from Dr. Wheat, a final draft was to be sub-

mitted by July 15 and an approval through the board of examiners by Aug. 15, 2002. Kerry's paper was approved in June and Maria's was approved in August of 2002.

Bill and Bob require that the thesis paper be completed and approved before the candidates take the written exam, as part of the ACP. Candidates are also encouraged to apply for the Northeast Chapter's scholarship for the Accreditation/Certification Academy Written Exam Review. As luck would have it, both Maria and Kerry were awarded a scholarship and attended the academy together in November 2002. Both successfully completed the written exam and had between April and September 2003 to complete the panel interview.



**Standing L-R (Bob Bogan and Bill Barkhauer)
Seated L-R (Ron Arnon, Maria Renner, Kerry Ahearn and Scott McMahon)**

Kerry completed her final interview in June 2003 and Maria completed her interview in August 2003. Again, both employees passed on the first try. Since they were so successful in the program, others have signed on. Ron Arnon, A.A.E., came into the organization with the written test completed as a C.M. and finished his thesis paper and passed his final interview on the first try in October 2003.

John Scott Tellman also came to the airport with his C.M. and is now an executive candidate preparing to write his paper. He anticipates completing the process by October of this year. A second executive candidate, Wendy Fitzgerald, is now in the process of writing her paper and anticipates attending this fall's accreditation/certification academy for the written exam.

So, within another year, Morristown Airport may very well have eight Accredited Airport Executives on staff. Not a bad ratio for a 22-person operation.

If you would like to learn more about the accreditation process and its benefits to you in the industry, please contact Barbara Patzner, the Northeast Chapter Regional Examiner, who has since become very familiar with many of us at MMU.



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