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FBO SURVEY 2021 The Americas

Report by Curt Epstein, charts and data by Dave Leach

For most, 2020 cannot fade into memory fast enough. The tendrils of the Covid pandemic reached virtually every person and every business in every country in the world, but some industries such as travel were especially constricted by an ever-changing mosaic of government restrictions intended to combat the virus's spread.

While private aviation fared better than its commercial carrier brethren, it still has yet to rebound to pre-Covid levels in most locations. A year ago, global business aviation usage declined by more than 65 percent compared to April 2019, according to industry data provider JetNet. For North America, it was off by 68 percent year-over-year. Yet in contrast to the airlines, business aviation activity has

steadily increased and in December, spurred by a surge in charter activity as passengers faced reduced commercial availability and concerns over flying with large groups, it climbed back to within 3 percent worldwide and 5 percent in North America. For 2020, worldwide private aviation finished nearly 18 percent off the pace set the previous year, an impact that was felt by the FBO industry.

In its annual FBO Fuel Sales Survey, Aviation Business Strategies Group (ABSG) noted 67 percent of FBO respondents reported a year-over-year decrease in fuel sales from 2019 and that the top concern was the effects of the pandemic on the economy, transient aircraft traffic, and keeping their service teams intact.

"Putting 2020 in context, the last time FBOs suffered through similar declines was during the Great Recession [2008-2010] when it took about six years to recover back to where we were at the 2007 peak," said Mark Chambers, managing partner for industry consultant Aviation Resource Group International (ARGI).

Though corporate travel has remained far below normal levels, charter and fractional shares have picked up the slack, with many new customers entering the private aviation arena for the first time. "The industry saw another new tranche of customers enter the private aviation market from the front of the [Part]121 cabin, who had likely been on-the-fence prior to Covid," said Douglas Wilson, president and senior

MOST IMPROVED FBOS OVER THE PAST 12 MONTHS

FBO	AIRPORT CODE	AIRPORT	OVERALL AVERAGE	OVERALL 2021	CHANGE FROM LAST YEAR
HILL AIRCRAFT	KFTY	FULTON COUNTY AIRPORT-BROWN FIELD	4.33	4.12	0.21
NORTHEAST AIR	KPWM	PORTLAND INTERNATIONAL JETPORT	4.58	4.41	0.17
PROVO AIR CENTER	MBPV	PROVIDENCIALES	4.37	4.21	0.16
CUTTER AVIATION	KABQ	ALBUQUERQUE INTERNATIONAL SUNPORT	4.48	4.33	0.15
SIGNATURE FLIGHT SUPPORT	KMKE	GENERAL MITCHELL INTERNATIONAL	4.36	4.21	0.15
SHELTAIR	KLGA	LA GUARDIA	3.94	3.80	0.14
CUTTER AVIATION	KDVT	PHOENIX DEER VALLEY	4.34	4.21	0.13
ALLIANCE AVIATION SERVICES	KAFW	FORT WORTH ALLIANCE	4.47	4.35	0.12
GLACIER JET CENTER	KGPI	GLACIER PARK INTERNATIONAL	4.50	4.38	0.12
ROSS AVIATION	KTRM	JACQUELINE COCHRAN REGIONAL	4.40	4.28	0.12
SHELTAIR	KJFK	JOHN F KENNEDY INTERNATIONAL	4.18	4.06	0.12
GARY JET CENTER	KGYY	GARY/CHICAGO INTERNATIONAL	4.24	4.13	0.11
ATLANTIC AVIATION	KPDX	PORTLAND INTERNATIONAL	4.45	4.35	0.10
JET AVIATION	KDAL	DALLAS LOVE FIELD	4.28	4.18	0.10
SIGNATURE FLIGHT SUPPORT	KSAN	SAN DIEGO INTERNATIONAL	3.88	3.78	0.10
ATLANTIC AVIATION	KHOU	WILLIAM P HOBBY	4.31	4.21	0.10

^{*}FBOs with same change are listed in alphabetical order

partner of FBO Partners. "The value proposition changed for them when Covid struck as the cost differential was immediately justified to gain a greater locus of control over their health."

Among the FBOs that **AIN** spoke with this year as part of its annual survey report, most indicated that traffic ramped up in the second half of 2020 and has stayed strong through the beginning of this year.

Given those parameters, the needle has swung to it being a seller's market for FBO owners, unlike the aftermath of the 2008 financial meltdown. "The current recovery from 2020 looks different in our industry since the benefits of private travel are being spotlighted and shifting more passengers from airline terminals to FBOs," Chambers told AIN. "This has heightened the interest on the buy side."

"What's truly changed on the [mergers and acquisitions] side is that the resiliency of business aviation to exogenous threats like Covid have demonstrated that FBOs behave more like infrastructure from an investment perspective, bringing a new class of investors," explained Wilson. "It's no longer just mid-market private equity driving change, infrastructure firms are getting in too." Indeed, currently at play are the two biggest names in the industry: Signature Flight Support and Atlantic Aviation. Efforts to acquire Signature-the world's largest FBO chain—sparked a bidding war, which as of press time has attracted a \$4.7 billion offer, while Macquarie Infrastructure Corp. (MIC) which owns Atlantic, has resumed its Covidinterrupted efforts to sell the company, with approximately 70 U.S. locations.

In addition to affecting traffic levels, the pandemic required FBO operators to respond in other ways. Gone went bowls of candy and bountiful refreshment bars, replaced in many locations by pre-packaged, single-portion snacks. Plastic screens went up at CSR counters, while seating areas in lobbies and lounges were reconfigured to promote social distancing. Staff were required to wear masks while customers, if not mandated by state rules, were encouraged to do so. Some FBOs instituted temperature check protocols for each staffer as they began their shift. New cleaning regimens were adopted as NATA introduced its Safety 1st Clean: a voluntary, self-certifying program built around best practices as recommended by the U.S. Centers for Disease Control and Prevention, all in an attempt to protect their staff and reassure their customers.

Against this backdrop, AIN once again asked its readers to rate the FBOs they visited in five categories: Line Service, Passenger Amenities, Pilot Amenities, Facilities, and CSRs. It is not enough to specialize in just one or two categories, as some locations that earned the highest overall score in a category did not place in the top 10 percent of FBOs in this year's survey. To reach the top rungs, a location must excel in all five categories.

FBO SURVEY RULES AND METHODOLOGY

This report on AIN's FBO survey covers fixed-base operations in the Americas.

History

AIN has been conducting surveys since 1981, asking about the service that FBOs provide their customers and reporting the results from these annual 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 to the survey.

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

The FBO 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.

The scores in this report and on our website reflect the cumulative average of scores from 2014 through today. Only the most recent rating of an FBO is counted on a per-user basis and only FBOs that have received 20 or more ratings are eligible for their scores to be published. We did see slightly reduced feedback this year due to the COVID-19 pandemic as many readers informed us they had not flown nearly as much as they had during the prior survey period. Partly because of this we moved the rating threshold from 30 to 20 after confirming that the results are still statistically significant.

From April 1, 2020, until Feb. 10, 2021, we asked subscribers to update and give new ratings for FBOs they had visited in the preceding 12 months. We contacted readers via email and announcements in our e-newsletters. The bulk of this promotion took place from Dec. 1, 2020 through Feb. 10, 2021.

The FBO survey 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 email address, IP address, and concentration of scores.

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 particular FBO

Overall averages are calculated using the cumulative average of all ratings given from 2014 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.



DON'T WAIT—AIN's FBO survey is now open for year-round feedback. It takes only a minute, and you can do it while waiting for passengers, on the shuttle bus to/from the hotel, or any other time that is convenient for you. Log on to www.ainonline.com/fbosurvey to rate your experiences at the FBOs you visit.

TOP RATED FBOS IN THE AMERICAS (BY OVERALL AVERAGE)

FBO	AIRPORT CODE	AIRPORT	OVERALL AVERAGE	CHANGE FROM LAST YEAR	
AMERICAN AERO	KFTW	FORT WORTH MEACHAM INTERNATIONAL	4.76	0.00	Top 5 %
PENTASTAR AVIATION	KPTK	OAKLAND COUNTY INTERNATIONAL	4.76	0.01	Top 5%
SHELTAIR	KTPA	TAMPA INTERNATIONAL	4.75	0.01	Top 5 %
HENRIKSEN JET CENTER	KEDC	AUSTIN EXECUTIVE	4.74	0.03	Top 5%
JET AVIATION	KPBI	PALM BEACH INTERNATIONAL	4.73	-0.01	Top 5%
WILSON AIR CENTER	KMEM	MEMPHIS INTERNATIONAL	4.73	-0.02	Top 5%
BASE OPERATIONS AT PAGE FIELD	KFMY	PAGE FIELD	4.71	0.03	Top 5%
HENRIKSEN JET CENTER	KTME	HOUSTON EXECUTIVE	4.71	N/A	Top 5%
GLOBAL SELECT	KSGR	SUGAR LAND REGIONAL	4.70	-0.01	Top 5%
WESTERN AIRCRAFT	KBOI	BOISE AIR TERMINAL/GOWEN FIELD	4.70	0.03	Top 5%
BANYAN AIR SERVICE	KFXE	FORT LAUDERDALE EXECUTIVE	4.69	0.02	Top 5%
HERITAGE AVIATION	KBTV	BURLINGTON INTERNATIONAL	4.68	0.05	Top 5%
SHELTAIR	KFLL	FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL	4.68	0.01	Top 5%
STUART JET CENTER	KSUA	WITHAM FIELD	4.68	0.02	Top 5%
BUSINESS JET CENTER	KDAL	DALLAS LOVE FIELD	4.67	-0.02	Top 10%
MERIDIAN TETERBORO	KTEB	TETERBORO	4.67	-0.01	Top 10%
SHELTAIR	KJAX	JACKSONVILLE INTERNATIONAL	4.67	0.03	Top 10%
ATLANTIC AVIATION	KCRQ	MC CLELLAN-PALOMAR	4.66	0.03	Top 10%
FARGO JET CENTER	KFAR	HECTOR INTERNATIONAL	4.66	-0.01	Top 10%
SHELTAIR	KORL	ORLANDO EXECUTIVE	4.66	0.05	Top 10%
WILSON AIR CENTER	КСНА	LOVELL FIELD	4.65	-0.04	Top 10%
AERO-ONE AVIATION	KDHN	DOTHAN REGIONAL	4.64	N/A	Top 10%
ATLANTIC AVIATION	KMKC	CHARLES B. WHEELER DOWNTOWN	4.64	-0.02	Top 10%
MILLION AIR	KADS	ADDISON	4.64	0.00	Top 10%
MODERN AVIATION	KAPA	CENTENNIAL	4.64	-0.01	Top 10%
TEXAS JET	KFTW	FORT WORTH MEACHAM INTERNATIONAL	4.64	0.02	Top 10%
JET CENTER AT SANTA FE	KSAF	SANTA FE MUNICIPAL	4.63	N/A	Top 20%
MONTEREY JET CENTER	KMRY	MONTEREY PENINSULA	4.63	-0.03	Top 20%
SHELTAIR	KSAV	SAVANNAH/HILTON HEAD INTERNATIONAL	4.63	0.06	Top 20%
ATLANTIC AVIATION	KMTJ	MONTROSE REGIONAL	4.62	-0.04	Top 20%
DEL MONTE AVIATION	KMRY	MONTEREY PENINSULA	4.62	-0.01	Top 20%
GLOBAL AVIATION	KHIO	PORTLAND-HILLSBORO	4.62	N/A	Top 20%
SKYSERVICE	CYYZ	LESTER B. PEARSON INTERNATIONAL	4.62	-0.05	Top 20%
WILSON AIR CENTER	KCLT	CHARLOTTE/DOUGLAS INTERNATIONAL	4.62	0.01	Top 20%
CARVER AERO (Formerly Advanced Air)	KCBF	COUNCIL BLUFFS MUNICIPAL	4.61	N/A	Top 20%
MERIDIAN HAYWARD	KHWD	HAYWARD EXECUTIVE	4.61	N/A	Top 20%
MILLION AIR	KHPN	WESTCHESTER COUNTY	4.61	0.06	Top 20%
ROSS AVIATION	KLGB	LONG BEACH /DAUGHERTY FIELD	4.61	0.00	Top 20%
SHELTAIR	KDAB	DAYTONA BEACH INTERNATIONAL	4.61	0.01	Top 20%
SIGNATURE FLIGHT SUPPORT	KSTP	ST PAUL DOWNTOWN HOLMAN FIELD	4.60	0.04	Top 20%
EMBRAER FBO	SDCO	SOROCABA	4.59	-0.01	Top 20%
MCKINNEY AIR CENTER	KTKI	MCKINNEY NATIONAL AIRPORT	4.59	N/A	Top 20%
NATIONAL JETS	KFLL	FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL	4.59	0.04	Top 20%
RECTRIX	KSRQ	SARASOTA/BRADENTON INTERNATIONAL	4.59	-0.04	Top 20%
SHELTAIR	KPIE	ST PETERSBURG-CLEARWATER INTERNATIONAL	4.59	0.08	Top 20%
VAIL VALLEY JET CENTER	KEGE	EAGLE COUNTY REGIONAL	4.59	-0.04	Top 20%
CUTTER AVIATION	KPHX	PHOENIX SKY HARBOR INTERNATIONAL	4.58	0.03	Top 20%
MILLION AIR	KIND	INDIANAPOLIS INTERNATIONAL	4.58	-0.02	Top 20%
MILLION AIR	KSAT	SAN ANTONIO INTERNATIONAL	4.58	0.02	Top 20%
NORTHEAST AIR	KPWM	PORTLAND INTERNATIONAL JETPORT	4.58	0.17	Top 20%
SIGNATURE FLIGHT SUPPORT	KSDL	SCOTTSDALE	4.58	-0.05	Top 20%
SWIFT AVIATION SERVICES	KPHX	PHOENIX SKY HARBOR INTERNATIONAL	4.58	0.00	Top 20%
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4.76 American Aero FTW

Fort Worth Meacham International Airport (FTW), Fort Worth, Texas



While it has occupied its permanent facility for less than five years, American Aero FTW has made its name known in the Metroplex, scoring in the top 5 percent of the AIN FBO Survey each year since 2017 and repeating from last year with a share in the highest overall ranking, according to AIN readers.

Since its beginning in 2012, safety has been the cornerstone of the company, as it was the first to achieve Stage 1 and Stage 3 registration under the International Standard for Business Aviation Handling (IS-BAH). "Safety is a byproduct of competencies that go beyond even IS-BAH Stage 3," said American Aero vice president Bob Agostino. "It is a daily discipline ingrained in our culture, from the newest employee to the highest executive."

The company is also well versed in the art of customer service, with its staff undergoing Ritz-Carlton training. "We are the first and last people our guests see when they visit this area," noted general manager Angela Thurmond, adding if they are aware of a particular item preferred by a customer, the staff will make sure to have it on hand when they arrive. "We are ambassadors for North Texas and we take that job very seriously." That dedication earned the location its highest score this year in the CSR category (4.86).

The Signature Select-badged FBO occupies a 34-acre lease-hold at FTW, with 255,000 sq ft of hangar space capable of sheltering the latest top-of-line business jets. It expects to break ground soon on an additional 70,000 sq ft of aircraft storage, and it increased its Avfuel-branded fuel storage last year to 70,000 gallons of jet-A and 33,000 gallons of avgas with the addition of a 10,000-gallon jet-A tank and two 10,000-gallon avgas tanks.

The 8,600-sq-ft terminal features an array of technologies and amenities such as self-tinting glass windows, white noise speakers embedded in the lobby walls along with sound-dampening materials to provide a tranquil environment, a fully soundproofed snooze room, shower facilities, a crew dining room with china service, a well-stocked refreshment bar, 25-seat A/V-equipped conference room, and even a high-speed dishwasher for aircraft service items. It offers 80 covered parking spaces to protect cars from the intense Texas sun.

4.76 Pentastar Aviation

Oakland County International Airport (PTK), Pontiac, Michigan

Sharing the top seat in this year's AIN survey is Pentastar Aviation. The location, one of six FBOs at Michigan's Oakland County International, traces its existence back nearly six decades, starting out as the flight department for the Chrysler Corporation. It eventually extended its services to other jet operators, and two decades ago it was purchased by local scion Edsel B. Ford II, the great grandson of the legendary Henry

Top Rated FBOs in the Americas by Region

|

SOUTHEAST

FBO	AIRPORT CODE	2021 OVERALL AVERAGE	CHANGE FROM LAST YEAR
ATLANTA			
EPPS AVIATION	KPDK	4.39	0.04
HILL AIRCRAFT	KFTY	4.33	0.21
SIGNATURE FLIGHT SUPPORT	KPDK	4.20	0.02
ATLANTIC AVIATION	KPDK	4.14	-0.10
SIGNATURE FLIGHT SUPPORT	KFTY	3.95	-0.08
BOCA RATON/POMPANO BEACH			
SHELTAIR	KPMP	4.55	N/A
SIGNATURE FLIGHT SUPPORT	KBCT	4.43	-0.06
ATLANTIC AVIATION	KBCT	4.17	-0.13
CHARLESTON			
SIGNATURE FLIGHT SUPPORT	KCHS	4.55	0.03
ATLANTIC AVIATION	KCHS	4.33	-0.04
CHARLOTTE			
WILSON AIR CENTER	KCLT	4.62	0.01
CHATTANOOGA			
WILSON AIR CENTER	KCHA	4.65	-0.04
DAYTONA BEACH			
SHELTAIR	KDAB	4.61	0.01
FORT LAUDERDALE			
BANYAN AIR SERVICE	KFXE	4.69	0.02
SHELTAIR	KFLL	4.68	0.01
NATIONAL JETS	KFLL	4.59	0.04
JETSCAPE	KFLL	4.25	0.06
SIGNATURE FLIGHT SUPPORT	KFLL	4.15	-0.06
FORT MYERS / NAPLES			
BASE OPERATIONS AT PAGE FIELD	KFMY	4.71	0.03
PRIVATESKY AVIATION SERVICES	KRSW	4.29	-0.06
NAPLES AVIATION	KAPF	4.26	-0.05
JACKSONVILLE			
SHELTAIR	KJAX	4.67	0.03
MEMPHIS			
WILSON AIR CENTER	KMEM	4.73	-0.02
SIGNATURE FLIGHT SUPPORT	KMEM	4.02	0.05



Ford, to pursue his passion for aviation. A full-service FBO in every sense of the term, the company and its 163 onsite employees offer everything from aircraft management and charter, to 24-hour maintenance and interior refurbishments. It even has its own in-house kitchen, FiveStar Gourmet, which supplies

SOUTHEAST

MIAMI FONTAINEBLEAU AVIATION ATLANTIC AVIATON SIGNATURE FLIGHT SUPPORT	KOPF KOPF	4.43	
ATLANTIC AVIATON		4.43	
	KOPF		0
SIGNATURE FLIGHT SUPPORT		4.39	0.09
	KMIA	4.24	0
SIGNATURE FLIGHT SUPPORT	KOPF	4.15	-0.04
NASHVILLE			
SIGNATURE FLIGHT SUPPORT	KBNA	4.09	0.04
ATLANTIC AVIATION	KBNA	4.07	-0.05
NORTHWEST FLORIDA			
SHELTAIR	KECP	4.55	-0.04
LYNX FBO DESTIN	KDTS	4.52	-0.01
MILLION AIR	KTLH	4.21	0.03
ORLANDO	<u> </u>		
SHELTAIR	KORL	4.66	0.05
ATLANTIC AVIATION	KORL	4.52	-0.02
ATLANTIC AVIATION	KMCO	4.48	-0.03
SIGNATURE FLIGHT SUPPORT	KMCO	4.34	-0.03
RALEIGH/DURHAM			
TAC AIR	KRDU	4.12	-0.1
SIGNATURE FLIGHT SUPPORT	KRDU	3.89	-0.03
TAMPA / ST. PETERSBURG	<u>'</u>		
SHELTAIR	KTPA	4.75	0.01
SHELTAIR	KPIE	4.59	0.08
SHELTAIR	KSPG	4.44	N/A
SIGNATURE FLIGHT SUPPORT	KTPA	3.89	-0.06
SAVANNAH			
SHELTAIR	KSAV	4.63	0.06
SARASOTA			
RECTRIX	KSRQ	4.59	-0.04
WEST PALM BEACH / STUART			
JET AVIATION	KPBI	4.73	-0.01
STUART JET CENTER	KSUA	4.68	0.02
ATLANTIC AVIATION	KSUA	4.42	0.07
SIGNATURE FLIGHT SUPPORT	KPBI	4.41	-0.02
ATLANTIC AVIATION	KPBI	4.36	-0.05

catering to aircraft operators as well as meals to airport workers and customers.

The sprawling 22-acre complex includes 130,000 sq ft of hangar space that shelters 21 aircraft ranging from an Eclipse to a Boeing BBJ and 10 acres of reinforced ramp space. It has a pair of terminals with the main 5,000-sq-ft building offering passenger lounges, multimedia-equipped conference rooms, and the FiveStar Café. Unique among FBOs, the 10,000-sq-ft two-story satellite Stargate terminal is specially equipped to handle large charter flights such as sports teams, with its own jet bridge, baggage carousel, and departure lounge.

The Avfuel location, which also serves as a DCA Approved Gateway for flights into Washington Reagan National Airport under the DASSP, has achieved IS-BAH Stage 1 registration and is certified under NATA's Safety 1st Clean Program for Covid mitigation.

"Our team is always looking for ways to exceed the needs and expectations of our customers," said Ford. "The trained professionals at Pentastar Aviation appreciate the value of our clients' time and remain focused on optimizing their efficiency and productivity when utilizing our services."

4.75 Sheltair

Tampa International Airport (TPA), Tampa, Florida A perennial top scorer in the AIN FBO Survey for virtually its entire 16-year existence, Sheltair Tampa was among the highest scorers this year in the line service (4.78), passenger amenities (4.75), pilot amenities (4.70), and facilities (4.77) categories, making it one of only three FBOs to score 4.7 or higher in every category. With Tampa's Raymond James Stadium the venue for this year's Super Bowl, despite the attendance restrictions imposed due to Covid and the hometown Buccaneers in the game, the FBO staff was still kept busy handling scores of private aircraft. Located directly adjacent to the stadium, passengers could be shuttled to an airport side gate, which allowed them to be dropped off without having to use the local streets. That urbanized location also helps in other ways with an upscale shopping district and fine dining restaurants just across the street from the Avfuel-supplied FBO.



The IS-BAH Stage 2-registered location features an 11,000sq-ft terminal with a 13,000-sq-ft aircraft arrivals canopy to protect passengers from Florida's alternately intense sunshine or rain and a land-side porte cochere. A renovation on the two conference rooms will be completed shortly.

Sheltair's 150,000 sq ft of hangar space—capable of sheltering aircraft up to a Global 7500—is home to 46 turbine-powered aircraft, but that is not enough. In the second quarter of the year the company will finally break ground on a \$20 million, Covid-delayed expansion that will add another 75,000 sq ft of hangar, 17,000 sq ft of office space, new ramp, and a gated parking lot for use by the champion Buccaneers and the NHL's Lightning teams and their charters.

"Our greatest strength is our ability to flex to our customers' needs," general manager Clayton Lackey told AIN. "Sheltair senior management has strongly supported us in customizing service locally. This has led to consistently exceptional results over the years."

4.74 Henriksen Jet Center

Austin Executive Airport (EDC), Austin, Texas

There are not many privately-owned business aviation airports in the U.S. but at the pinnacle, according to AIN's readers, sits Austin Executive Airport and its Henriksen Jet Center, which ranked in the top 5 percent in our FBO survey for the fourth straight year. Celebrating its 10th anniversary this year, the facility earned the top score (4.83) in the passenger amenities category for the past four years as well. The 22,500-sq-ft terminal, which suffered damage during the spate of winter storms that plagued Texas, features an airy two-story, glass-sheathed lobby, with an Olympus engine from the former Concorde jetliner on display as a focal point along with a fully-restored 1914 Indian motorcycle in a glass case. Among the amenities are a pilot lounge with quiet rooms equipped with the latest in massage chairs, shower facilities, a luxurious theater room with stadium seating, a 12-seat A/V-equipped conference room, and a 15,000-sq-ft aircraft arrivals canopy, which can accommodate a BBJ-class aircraft while lowering the temperature by more than 30 degrees versus the exposed ramp baked by Texas's unrelenting summer heat.



The Phillips 66-branded location, which is staffed 24/7 every day, has 144,000 sq ft of hangar space to house its 30 based jets and 23 based turboprops, with a 14,000-sq-ft community hangar currently under construction. When completed, it will allow some of the smaller turboprops to be relocated and make room for jets in the larger hangars, according to Jodie Kaluza, who manages not only the FBO but the entire airport. She noted that she is seeing "a ton of inquires of new aircraft coming to the area," which is a hot spot for company relocations and real estate.

"We compete against three big chain FBOs at the major airport [AUS]," Kaluza told AIN. "We focus on attention to detail and relationships that a small, non-big chain facility can provide. Every customer is important to us and we try to show it in our services every day."

4.73 Jet Aviation

Palm Beach International Airport (PBI), West Palm Beach, Florida



Jet Aviation is a global FBO operator with more than 30 locations including eight in the U.S., and its lone Florida facility in West Palm Beach has continually impressed AIN's readers, with its highest score tally this year being a 4.80 in the CSR category. According to general manager Nuno Da Silva, his 43-person staff with an average tenure of 20 years is what sets the IS-BAH Stage 2-registered, Air Elite FBO Network location apart from its competitors. "We are a safety first, service and solutions-oriented team, backed by literally centuries of experience," he told AIN. "We drive customer loyalty by delivering a

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

AIRPORT CODE

2021 OVERALL

FROM LAST

150	CODE	AVERAGE	YEAR
ALBUQUERQUE			
CUTTER AVIATION	KABQ	4.48	0.15
BOISE			
WESTERN AIRCRAFT	KBOI	4.70	0.03
JACKSON JET CENTER	KBOI	4.44	0.03
BOZEMAN			
YELLOWSTONE JETCENTER BY SIGNATURE	KBZN	4.54	-0.01
JET AVIATION	KBZN	4.27	N/A
COLORADO SPRINGS			
CUTTER AVIATION	KCOS	4.55	N/A
COLORADO JETCENTER	KCOS	3.96	0.06
DENVER			
MODERN AVIATION	KAPA	4.64	-0.01
DENVER JETCENTER	KAPA	4.49	-0.02
SIGNATURE FLIGHT SUPPORT	KDEN	4.42	-0.02
SIGNATURE FLIGHT SUPPORT	KAPA	4.20	-0.06
SIGNATURE FLIGHT SUPPORT	KBJC	4.07	-0.04
TAC AIR	KAPA	4.07	-0.07
GLACIER			
GLACIER JET CENTER	KGPI	4.50	0.12
GRAND JUNCTION			
WEST STAR AVIATION	KGJT	4.43	-0.02
JACKSON HOLE			
JACKSON HOLE AVIATION	KJAC	3.69	-0.08
COLORADO MOUNTAINS			
ATLANTIC AVIATION	KMTJ	4.62	-0.04
VAIL VALLEY JET CENTER	KEGE	4.59	-0.04
ATLANTIC AVIATION	KRIL	4.25	0.03
TELLURIDE REGIONAL AIRPORT	KTEX	4.18	0.06
ATLANTIC AVIATION	KASE	4.10	0.02
PHOENIX/SCOTTSDALE			
CUTTER AVIATION	KPHX	4.58	0.03
SIGNATURE FLIGHT SUPPORT	KSDL	4.58	-0.05
SWIFT AVIATION SERVICES	KPHX	4.58	0.00
ROSS AVIATION	KSDL	4.39	0.06
CLITTER AVIATION	KDVT	4.34	0.13
PUEBLO			0.10
FLOWER AVIATION	KPUB	4.40	0.07
SALT LAKE CITY			
TAC AIR	KSLC	4.46	0.00
ATLANTIC AVIATION	KSLC	4.20	N/A
SANTA FE			
JET CENTER AT SANTA FE	KSAF	4.63	N/A
SIGNATURE FLIGHT SUPPORT	KSAF	3.82	0.01
SUN VALLEY			
ATLANTIC AVIATION	KSUN	4.47	-0.05
TUCSON			
ATLANTIC AVIATION	KTUS	4.36	0.02

recognizable, elevated customer service offering and by making it easy to do business with us. We don't believe in the word 'no', and always find a solution."

The main 18,000-sq-ft, twostory terminal, which is staffed 24/7, has served since the company began operations there in 1985, and is slated to undergo a renovation project starting this summer. The building includes an executive lounge, conference room, business center, pilot lounge with snooze room and showers, flight planning area, and refreshment bar offering treats such as freshly-squeezed lemonade, warm cookies, tropical-flavored slushies, and local favorite

This past fall saw the completion of a major expansion project in conjunction with sister company Gulfstream, which included a shared 9,000-sq-ft environmentally friendly terminal and 42,000-sq-ft hangar. This pushes the 22-acre facility home to more than 50 jets and turboprops—to more than 200,000 sq ft of shelter capable of handling aircraft up to BBJs. The project also added an additional 65,000 sq ft of ramp and 10,000 sq ft of office space.

4.73 Wilson Air Center

Memphis International Airport (MEM), Memphis, Tennessee Wilson Air Center, a small chain with four locations in Tennessee, Texas, and North Carolina, has long been a standout in the AIN FBO Survey, particularly its flagship location in Memphis, which celebrates its 25th anniversary this year.

The company knows quite a bit about hospitality with late patriarch Kemmons Wilson being the founder of the Holiday Inn hotel chain. "We are known for our outstanding customer service and attention to detail, said David Peacock, general manager of the Titan-branded Memphis facility. "Our team will go above and beyond to meet a customer's request." To emphasize that, Peacock quipped the company has but three rules: "Take care of the customer," just repeated two more times. That commitment to help was reflected in the 4.81 score the location's CSRs earned this year.

The 5,700-sq-ft terminal, which underwent a renovation over the past year, includes a passenger lounge, business center, conference rooms, pilot lounge with snooze room, and refreshment bar featuring local favorite Blue Bell ice cream year-round. A separate 730-sq-ft VIP



handling area with ensuite bathroom is aimed at professional and collegiate sports teams.

Active aircraft are sheltered under the 26,000-sq-ft canopy, where they are greeted upon arrival and seen off during departure by a "hotel style" concierge.

The entire facility, which has 35 NATA Safety 1st-trained employees and is open 24/7, occupies nearly 18 acres at MEM. It offers 108,000 sq ft of heated hangar space, which can accommodate aircraft up to a Bombardier Global 6000 and is home to 28 jets and turboprops.



4.71 Base Operations at Page Field

Page Field (FMY), Fort Myers, Florida The service provider known as Base Operations at Page Field is celebrating its 10th anniversary in its permanent building this year. Even after a decade it earned the airport-operated location—the lone FBO on the field—one of the highest overall scores this year (4.81) in the facilities category.



With Page Field serving as a major military pilot training base during World War II, the 20,000-sq-ft, two-story terminal is decorated with memorabilia and vintage photos of the airfield and the aircraft that were deployed there during that crucial period. "Our area has a fascinating history, and many of our guests enjoy diving into it when they have a few minutes to spare," general manager Jonathan Buff told AIN. A replica P-51 Mustang hangs in the lobby atrium, while just outside, a restored vintage AT-6 trainer sits on display, protected from the elements by a canopy.

The terminal includes a pilot lounge with shower facilities, game room with pool table and retro video game machines, flight planning area, 12-seat conference room and 50-seat training/semin ar room (both A/V equipped), and the Exchange gift/pilot shop .

The FBO complex occupies 15 acres on the airport with rampside vehicle access and 67,000 sq ft of hangar space able to shelter aircraft up to a Gulfstream G650. Currently the airport notes 61 jets, 22 turboprops, and five turbine-powered helicopters are based on the field. To serve them, the Avfuel-supplied FBO just renewed its entire fuel truck fleet with new units equipped with electronic meters, giving it the ability to monitor orders in real time through its current software. Other improvements over the past year are a new, larger Lektro tug for towing duties, updated recliners in the soundproofed snooze room and a state-of-the-art coffee machine which produces custom brews.

4.71 Henriksen Jet Center

Houston Executive Airport (TME), Houston, Texas While its older sibling in Austin has been a staple at the top rungs of the $\ensuremath{\mathbf{AIN}}$ FBO survey for the past several years, this year the Henriksen Jet Center at privately owned Houston Executive Airport has come into its own with its first top 5 percent finish. Both locations are Paragon Aviation Group members and, as in Austin, the company owns both the airport and the FBO. Not to be outdone by its sister, the Houston location also earned the highest overall score this year in one of the five ranking categories: pilot amenities. The 23,300-sq-ft terminal which opened in 2013 and shares a similar layout with the Austin facility, is



staffed 24/7/365. It includes 8,000 sq ft of tenant office space, as well as a two-story lobby with an authentic Ferrari 333SP race car on display, floor-to-ceiling windows overlooking the ramp, crew suite with theater room, shower facilities, a pair of snooze/quiet rooms, kitchenette and dining area, flight planning room, 10-seat A/V-equipped conference room, refreshment bar, and concierge. A complimentary valet parking garage is available to customers, and at nearly 33,000 sq ft the FBO has what is believed to be the world's largest aircraft canopy, sheltering three quarters of an acre, with a center height of 53 feet.

The FBO, which is home to 144 aircraft including 38 jets and 22 turboprops, houses them in more than 167,000 sq ft of hangar space. A new 23,400-sq-ft hangar, which will encompass 3,200 sq ft of office space and a service area for an aircraft management tenant as well as provide an additional 12,000 sq ft of community aircraft storage, is under construction. One of the benefits to owning the airport is having 1,200 acres of land under its control for any future development, according to Andrew Perry, executive director of both Houston and Austin Executive airports. "Not many FBOs or airports have that ability," he said.

4.70 Global Select

Sugar Land Regional Airport (SGR), Houston, Texas



Further dispelling the notion that airport-owned and -operated FBOs are necessarily mediocre is Global Select, which has served Houston-area customers for the past 15 years. A usual top finisher in the AIN FBO Survey, the immaculately-maintained location earned the highest overall score in the Facilities category in this year's survey at 4.86, and also garnered top-three placement in the Passenger Amenities (4.75) and Pilot Amenities (4.78) categories. The 20,000-sq-ft terminal offers a 3,000-sq-ft passenger lobby/lounge with a café serving breakfast, lunch, and snacks; a Texas-themed gift shop; a trio of conference rooms seating between six and 24 people; a crew suite larger than some entire FBO terminals with theater room, shower facilities, snooze rooms, relaxation room with massage chairs, and kitchen; business center; crew hotel shuttle; and on-site U.S. Customs.

"The beautiful terminal and the amazing crew suite make the crew happy to spend the day with us," said airport service representative Denise Beckwith. "They look forward to their stay here when there is a long layover."

It currently has nearly 82,000 sq ft of corporate hangar space, which can accommodate aircraft up to a Gulfstream G650, and is home to 44 jets, 13 turboprops, and a pair of helicopters. While one 40,000-sq-ft hangar will be removed as part of a \$30 million project to relocate the 8,000-foot taxiway, the airport has started construction on a similar-sized \$6 million replacement, which was designed to stylistically echo the terminal with stonework, stucco, and arching windows and is expected to be completed by the end of the year. That is in addition to a new privately built and leasable seven-hangar complex that is under construction.

The Titan-branded FBO has a staff of 22 and normally operates from 5 a.m. until 11 p.m. daily.

Top Rated FBOs in the Americas by Region

FBO	AIRPORT CODE	2021 OVERALL AVERAGE	CHANGE FROM LAST YEAR
ANCHORAGE			
ROSS AVIATION	PANC	4.29	0.00
HONOLULU			
AIR SERVICE HAWAII	PHNL	4.45	0.04
SIGNATURE FLIGHT SUPPORT	PHNL	4.25	0.01
LAS VEGAS			
SIGNATURE FLIGHT SUPPORT	KLAS	4.40	0.03
ATLANTIC AVIATION	KLAS	4.29	-0.01
HENDERSON EXECUTIVE AIRPORT	KHND	4.15	0.03
LOS ANGELES			
ROSS AVIATION	KLGB	4.61	0.00
MILLION AIR	KBUR	4.50	0.03
ATLANTIC AVIATION	KSNA	4.37	0.00
CASTLE & COOKE AVIATION	KVNY	4.35	0.04
CLAY LACY AVIATION	KVNY	4.27	0.09
PALM SPRINGS			
ATLANTIC AVIATION	KPSP	4.43	0.07
ROSS AVIATION	KTRM	4.40	0.12
DESERT JET CENTER	KTRM	4.34	N/A
SIGNATURE FLIGHT SUPPORT	KPSP	4.28	-0.04
PORTLAND			
GLOBAL AVIATION	KHIO	4.62	N/A
ATLANTIC AVIATION	KPDX	4.45	0.10
SAN DIEGO			
ATLANTIC AVIATION	KCRQ	4.66	0.03
SIGNATURE FLIGHT SUPPORT	KSAN	3.88	0.10
SAN FRANCISCO/OAKLAND			
MONTEREY JET CENTER	KMRY	4.63	-0.03
DEL MONTE AVIATION	KMRY	4.62	-0.01
MERIDIAN HAYWARD	KHWD	4.61	N/A
SIGNATURE FLIGHT SUPPORT	KOAK	4.25	-0.03
ATLANTIC AVIATION	KSJC	4.20	0.02
SEATTLE			
MODERN AVIATION	KBFI	4.23	-0.01
	KBFI	4.14	0.01

4.70 Western Aircraft

Boise Air Terminal/Gowen Field (BOI), Boise, Idaho While it achieved the exact same score as last year, Idaho's Western Aircraft has parlayed that consistency from a top 10 percent finish in last year's AIN FBO Survey to a top 5 percent finish this year. A member of the Greenwich AeroGroup, it



earned top scores in the Passenger (4.77) and Pilot Amenities (4.71) categories, finishing second overall in the former. "Our services are what you would expect from the most luxurious, nationally-recognized FBO chains," general manager Dan Milender told AIN. "What's unusual is that you're not going to find the price tag that's typically associated with them."

The full-service, Avfuel-branded location occupies 18 acres at the airport, which is located just 15 minutes from downtown Boise. The 3,800-sq-ft terminal features a pilot lounge with a pair of new snooze rooms and shower facilities, eight-seat A/V-equipped conference room, flight planning area, passenger lounge with refreshment bar, courtesy cars and shuttles, plane-side vehicle valet, concierge, and even an onsite notary. It is currently staffed from 6 a.m. until 9 p.m. with after-hours callout available.

With 18 based turbine-powered aircraft ranging from a Falcon 2000 to a flock of Pilatus PC-12s, the facility has nearly 77,000 sq ft of useable hangar space, but under construction is a 93,000-sq-ft structure, which will provide another 53,000 sq ft of aircraft shelter along with 40,000 sq ft of shops and office space by the end of the second quarter. "Our new hangar expansion will more than double our MRO operating space, as well as provide more space for transient aircraft," said Milender.

In business for the past 64 years, the company has 200 employees on site and also offers a Part 145 repair station with a dedicated mobile AOG response team. In addition, it is an authorized Piper and Pilatus dealer.

4.69 Banyan Air Service

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

There are full-service FBOs and then there are one-stop FBOs that cater to virtually every need of an aircraft owner or pilot, and among them is the "Beast of Southern Florida," Banyan Air Service, which offers an entire ecosystem of aviation services. With its sprawling campus occupying 110 acres at Fort Lauderdale's dedicated GA airport, Banyan is home to more than 150 based turbine aircraft, a number that is "growing by the day" according to Jon Tonko, the company's director of FBO services. To shelter them, the facility, which is open 24/7, manages more than one million

square feet of hangar and office space, including the new Sheltair-built Northside complex, which opened last November, adding 160,000 sq ft of hangars and a 9,500-sq-ft satellite terminal.

The 14,000-sq-ft main terminal, which just underwent an interior refresh during the Covid-induced lull in traffic, features a two-story, Key West-themed atrium, including a waterfall, 800-gallon saltwater aquarium, and 30-foot-high palm trees; a café with rampside views; three pilot lounges; a trio of conference rooms; business center; and one of the largest pilot





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shops in the world, all of which combined to give the FBO its top-10 score in the Facilities category (4.78).

Additional services include Part 145 aircraft maintenance, avionics, parts department, paint shop, and aircraft sales.

Due to its location, the IS-BAH Stage 1 facility which has a staff of 170, is a gateway to the Caribbean, offering travel assistance and documentation services for the Bahamas and other island destinations. The Avfuel-branded FBO is also well known throughout Central and South America with operators in those areas scheduling their maintenance at Banyan to coincide with

"Whether you fly a J-3 or a Global Express, you can expect a warm welcome, a big smile, and professionals with a passion to serve you above and beyond your expectations," Tonko told AIN.

4.68 Heritage Aviation

Burlington International Airport (BTV), Burlington, Vermont



Employee-owned Heritage Aviation, the lone service provider at Vermont's Burlington International Airport, which serves the state's most populous city, improved its score from last year enough to move from the top 20 percent into the top 5 percent in AIN's FBO survey this year, bringing home the highest score for the northeast region in the process.

With its facility the largest in the state, the company was an early adopter of sustainability, building to the LEED Gold standard, with solar panels, a wind turbine, extensive use of natural lighting, rainwater reclamation and a green roof, all of which help reduce its environmental footprint.

Through the upgrading of the location's refueler fleet, a recently added feature is paperless fuel ticketing, which has proven to be invaluable given the social distancing requirements due to the Covid pandemic.

Debuting in 2010, the 25,400-sq-ft terminal includes an executive lounge; a pair of A/V-equipped conference rooms, each seating up to 15; theater room; snooze rooms; a full gym $\,$ with showers; flight planning room; Avanti self-serve food market; and a rooftop patio, which put the company in the top 10 rankings in both the Pilot Amenities and Facilities categories this year.

The Phillips 66-fueled location has 61,000 sq ft of heated ultra-long-range jet-capable hangar space, which houses a dozen turbine-powered based aircraft. According to CEO Matthew Collins, the FBO was facing a crunch on aircraft shelter and received permit approval to enlarge one of its existing hangars by 17,500 sq ft, but those plans were sidetracked by the pandemic-induced downturn, with an intent to resume them when

As well, the company which is working towards IS-BAH registration, has 65 employee-owners and offers Part 145 maintenance, aircraft maintenance management, and an avionics shop. It is normally staffed from 5 a.m. until 10 p.m. seven days a week, with onsite U.S. Customs available from 8 a.m. until 8 p.m.

4.68 Sheltair

Fort Lauderdale/Hollywood International Airport (FLL), Fort Lauderdale, Florida



Sheltair Fort Lauderdale is the Florida-based chain's flagship among its 23 locations and its second to reach the top 5 percent of this year's AIN FBO Survey. Established in 1988, the nearly 60-acre facility, the largest of the four service providers at FLL, as well as the CAA preferred FBO, is an official gateway to the Bahamas, offering pre-clearance services along with 24-hour U.S. Customs adjacent to its 51,000-sq-ft terminal. The location is also an authorized departure point for flights into Washington Reagan National Airport under the TSA's DASSP.

The IS-BAH Stage 2-registered FBO, which has a staff of 60 and is operational 24/7, earned its highest survey score this year in the Facilities and CSR categories (4.72). Over the past year, the company has performed renovations on its pilot lounge, snooze rooms, and flight planning area and plans to continue that process this year on the lobby. Among its offerings are onsite Jet Runway Express deli/café; duty-free gift shop; two conference rooms; refreshment bar; fitness center with sauna, showers, and locker room; concierge; courtesy shuttle; and crew cars. It also offers complimentary aircraft cabin cleaning.

In addition to its adult human customers, the facility caters to children through its Junior Aviators program and four-legged visitors with its Pet Pawtner offerings.

With more than 320,000 sq ft of hangar space, the Avfuelbranded FBO is home to a flock of aircraft that includes 85 jets and 15 turboprops. While it normally sees a lot of transient traffic from South America, due to Covid-related travel restrictions, that business has been severely impacted, according to general manager Dana Fales, who added the company's philosophy is "to soar above and beyond, creating a new standard for aviation products and services."

4.68 Stuart Jet Center

Martin County Airport/Witham Field (SUA), Stuart, Florida

Continuing the list of exceptional Florida FBOs is Stuart Jet Center, which has been owned and/or operated for more than four decades by the Capen family.

The company, which began operation in 1978, certainly benefits from its 43-member professional staff, earning the second-highest score overall from AIN's readers this year in the Line Service category (4.88), as well as placing in the top 10 for Customer Service (4.85). "We ask that our team always goes above and beyond and never says no," said general manager Jeff Capen. "Under-promise and over-deliver, while always offering exceptional, quality, safe service with a smile."

Occupying 54 acres at Witham Field, including 15 acres of lighted ramp, the company, open every day from 6 a.m. to 10 p.m., recently razed a small hangar to make way for a \$3.5 million, 30,000-sq-ft hurricane-rated hangar with adjoining offices. When completed this summer, it will raise the hangar space at the facility to 460,000 sq ft. It is currently home to 32 turbine-powered aircraft, ranging from a Piper M600 turboprop to a Bombardier Global 7500.

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

FBO	AIRPORT CODE	2021 OVERALL AVERAGE	CHANGE FROM LAST YEAR
AUSTIN/SAN ANTONIO			
HENRIKSEN JET CENTER	KEDC	4.74	0.03
MILLION AIR	KSAT	4.58	0.02
ATLANTIC AVIATION	KAUS	4.31	-0.03
SIGNATURE FLIGHT SUPPORT - NORTH TERMINAL	KSAT	4.26	0.02
SIGNATURE FLIGHT SUPPORT	KAUS	4.15	-0.05
DALLAS/FORT WORTH			
AMERICAN AERO	KFTW	4.76	0.00
BUSINESS JET CENTER	KDAL	4.67	-0.02
MILLION AIR	KADS	4.64	0.00
TEXAS JET	KFTW	4.64	0.02
MCKINNEY AIR CENTER	KTKI	4.59	N/A
ALLIANCE AVIATION SERVICES	KAFW	4.47	0.12
HOUSTON			
HENRIKSEN JET CENTER	KTME	4.71	N/A
GLOBAL SELECT	KSGR	4.70	-0.01
MILLION AIR	KHOU	4.55	0.02
JET AVIATION HOUSTON	KHOU	4.43	-0.04
ATLANTIC AVIATION	KIAH	4.34	0.04
ATLANTIC AVIATION	KHOU	4.31	0.10
LITTLE ROCK			
TAC AIR	KLIT	4.11	0.03
NEW ORLEANS			
FLIGHTLINE FIRST	KNEW	4.36	N/A
ATLANTIC AVIATION	KMSY	4.23	0.02
SIGNATURE FLIGHT SUPPORT	KNEW	4.21	-0.03

CARIBBEAN

FBO *	AIRPORT CODE	2021 OVERALL AVERAGE	CHANGE FROM LAST YEAR
PROVO AIR CENTER	MBPV	4.37	0.16
ODYSSEY AVIATION	MYNN	4.36	-0.04
JET NASSAU	MYNN	4.08	N/A
EXECUJET ST MAARTEN	TNCM	3.68	-0.01



The 10,000-sq-ft terminal received a new 12-seat A/Vequipped conference room over the past year, and plans this year call for renovations to the restrooms, line service office, crew kitchen, and pilot lounge. The 14-seat meeting/training room will also receive A/V equipment. Other amenities include a flight planning area, snooze room, concierge, business center, courtesy car and van, valet parking, and complimentary vehicle detailing. Since 2019 U.S. Customs has been available on the field.

4.67 Business Jet Center

Dallas Love Field (DAL), Dallas, Texas



Tops among the five FBOs at Dallas Love Field is Business Jet Center, which earned a top 5 score this year in the Passenger Amenities category (4.73). The company's three-story, 33,000sq-ft terminal sits on a 53-acre leasehold and offers a trio of conference rooms, as well as a large meeting/event room. As part of its well-stocked refreshment bar, the location, a member of the Paragon Aviation Group, is the first to offer the Elkay Smartwell water machine, which allows users to customize their drinking water by flavor, carbonation, and added minerals. The terminal also has three crew lounges and three snooze rooms, each with its own private restroom and shower, a game room, and a large aircraft canopy

Home to 72 aircraft including 61 jets and five turboprops, the Phillips 66-branded complex has more than 250,000 sq ft of hangar space with plans to break ground on an additional 49,000 sq ft of aircraft storage in the second quarter of the year, according to managing partner Mike Wright.

4.67 Meridian

Teterboro Airport (TEB), Teterboro, New Jersey



The highest-rated FBO in the metro-New York area this year is Meridian, which traces its Teterboro roots to 1946. The family owned FBO garnered top 10 scores in the Pilot Amenities (4.67) and CSR (4.83) categories. "We are known for outstanding customer service," said Betsy Wines, v-p of customer experience. "Our philosophy is to make our customers feel welcomed, well-cared for, and confident they made the smart choice in choosing Meridian."

Last year the company completed a renovation of the first floor of its 30,000-sq-ft terminal, which features a theater room, kitchen, flight planning room, health club with lockers and showers, two conference rooms, business center, pilot lounge with pool table, and snooze rooms.

Open 24/7 with a staff of 77, its 106,000 sq ft of hangar space, capable of sheltering ultra-long-range business jets, is home to 14 turbine aircraft.

4.67 Sheltair

Jacksonville International Airport (JAX). Jacksonville, Florida

The Sheltair FBO chain made a strong showing in this year's survey. Modeled after the company's flagship facility in Fort Lauderdale, its Jacksonville location includes a 20,000-sq-ft two-story terminal with pilot lounge and snooze rooms, two conference rooms, fitness center with showers, flight planning/ weather room, concierge, shuttle service, and complimentary aircraft interior cleaning. Over the past year, the company performed a refreshment on the downstairs lobby area, with the upstairs planned for this year. "Customers often comment about our atmosphere and how engaging and welcomed they feel when they first walk through the door," said general manger Kirk Svoboda. "Our team's goal is anticipating guests' needs."



Having achieved IS-BAH Stage 2 registration, the Avfuelsupplied location is working towards Stage 3. It currently has 40,000 sq ft of hangar space, which shelters nine jets and a turboprop, with more space available for further development.

4.66 Atlantic Aviation

McClellan-Palomar Airport (CRQ), Carlsbad, California Of its 67 locations in the U.S., Atlantic Aviation's facility at San Diego-area McClellan-Palomar Airport topped its list this year, according to AIN readers. Its highest category score (4.78) was for its CSRs. "We start from the standpoint of considering our customers as members of our family and treating them with the care and respect we would want for our own family members," regional director Abby Boudon told AIN. "We are focused on giving personalized service to each guest, so this feels like a familiar

The facility, which has been in operation since 2006, includes a 10,000-sq-ft terminal with an airy double-height glass lobby; pilot lounge and en suite restroom with shower; and a pair of A/V-equipped conference rooms, one of which has a balcony overlooking the ramp and the Pacific Ocean beyond.

According to Boudon the FBO's 223,000 sq ft of hangar space is currently well above capacity.



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

FBO	AIRPORT CODE	2021 OVERALL AVERAGE	CHANGE FROM LAST YEAR
DES MOINES			
ELLIOTT AVIATION	KDSM	4.45	-0.09
FARGO			
FARGO JET CENTER	KFAR	4.66	-0.01
KANSAS CITY			
ATLANTIC AVIATION	KMKC	4.64	-0.02
SIGNATURE FLIGHT SUPPORT	KMKC	3.91	0.04
LINCOLN			
SILVERHAWK AVIATION	KLNK	4.44	N/A
DUNCAN AVIATION	KLNK	4.23	N/A
MINNEAPOLIS/ST. PAUL			
SIGNATURE FLIGHT SUPPORT	KSTP	4.60	0.04
SIGNATURE FLIGHT SUPPORT	KMSP	4.51	-0.03
ST PAUL FLIGHT CENTER	KSTP	4.35	-0.06
PREMIER JET CENTER	KFCM	4.30	-0.02
ELLIOTT AVIATION	KFCM	4.10	N/A
ОМАНА			
CARVER AERO (Formerly Advanced Air)	KCBF	4.61	N/A
TAC AIR	КОМА	4.24	-0.08
ST LOUIS			
AERO CHARTER	KSUS	4.56	N/A
MILLION AIR	KSUS	4.48	0.07
TAC AIR	KSUS	4.36	-0.09
SIGNATURE FLIGHT SUPPORT	KSTL	3.80	-0.11
WICHITA			
SIGNATURE FLIGHT SUPPORT	KICT	4.40	N/A
YINGLING AVIATION	KICT	4.38	0.05
	· I		

GREAT LAKES

OREA	LAKES		
BATTLE CREEK			
DUNCAN AVIATION	KBTL	4.35	N/A
CHICAGO			
J. A. AIR CENTER	KARR	4.56	-0.08
ATLANTIC AVIATION	KPWK	4.53	0.03
ATLANTIC AVIATION	KMDW	4.38	0.01
SIGNATURE FLIGHT SUPPORT	KPWK	4.37	-0.06
DUPAGE FLIGHT CENTER	KDPA	4.35	0.05
CINCINNATI			
SIGNATURE FLIGHT SUPPORT	KLUK	3.92	-0.06
CLEVELAND			
ATLANTIC AVIATION	KCLE	3.87	-0.11
COLUMBUS			
LANE AVIATION	KCMH	4.19	-0.09
SIGNATURE FLIGHT SUPPORT	KCMH	3.87	N/A
DETROIT			
PENTASTAR AVIATION	KPTK	4.76	0.01
INDIANAPOLIS			
MILLION AIR	KIND	4.58	-0.02
FIRST WING JET CENTER	KTYQ	4.23	0.04
SIGNATURE FLIGHT SUPPORT	KIND	4.23	-0.07
LEXINGTON/LOUISVILLE			
TAC AIR	KLEX	4.49	0.01
ATLANTIC AVIATION	KSDF	4.19	0.02
MADISON			
WISCONSIN AVIATION	KMSN	4.31	0.06
MILWAUKEE			
SIGNATURE FLIGHT SUPPORT	KMKE	4.36	0.15

4.66 Fargo Jet Center

Hector International Airport (FAR) Fargo, North Dakota



Having just celebrated its 25th anniversary, Fargo Jet Center, the lone service provider at FAR, has spent many of those years in the top rungs of the AIN FBO Survey. The complex, a popular tech stop on both domestic and international routes with 24-hour U.S. Customs, earned its highest category score this year for Line Service (4.73).

On its 25-acre leasehold, the Paragon Aviation Group member has 90,000 sq ft of heated aircraft storage, with groundbreaking on 50,000 sq ft of new hangar/office/shop space expected mid-year. The Avfuel-branded FBO offers a wide variety of amenities, from five A/V-equipped conference rooms, to valet parking, to full-service concierge, but perhaps none is as heartfelt as the muffins baked in-house every morning.

"We review every touchpoint we have with a customer to find even the smallest areas for improvements," said v-p of marketing Darren Hall. "In today's FBO, it's the attention to the smallest of details that contribute to making a big impression."

4.66 Sheltair

Orlando Executive Airport (ORL), Orlando, Florida



Sheltair Orlando is the fourth of the company's 17 locations in Florida to rank highly in this year's FBO survey. It earned its highest score in Line Service (4.72). The FBO just upgraded its fuel farm with a new 20,000-gallon jet-A tank and new piping and filtration systems.

Sheltair also completed the buildout on the fourth floor of its 30,214-sq-ft terminal, adding another 5,500 sq ft of office space. Further infrastructure improvements will see the addition of 56 vehicle parking spaces to the 134 currently available.

The facility offers nearly 300,000 sq ft of hangar space capable of sheltering the latest flagship business jets and is home to 28 turbine aircraft. Like its siblings, it is IS-BAH Stage 2 registered and offers free aircraft interior cleaning.

"Our dedicated staff here strive to ensure all our customers receive the highest level of service to start what we call 'The Orlando Experience' in the best and most positive way possible," said general manager Eddie Dussault.

4.65 Wilson Air

Lovell Field (CHA), Chattanooga, Tennessee Wilson Air Center Chattanooga celebrates its 10th anniversary this year and like its larger Memphis sister earned high recognition from AIN readers. The facility was the first FBO to earn LEED Platinum status for its energy efficiency and its 9,000-sq-ft terminal features a pilot lounge with snooze rooms and relaxation room, two large A/V-equipped conference rooms, and refreshment bar featuring local favorites Moon Pies and RC Cola.

The facility, the lone FBO on the field, offers 80,000 sq ft of aircraft shelter, including a recently opened 25,000-sq-ft hangar with 3,800 sq ft of office space, and is home to 40 jets and turboprops.



"I believe it is important to know what our customers expect of us and to deliver this with consistency," general manager Glenn Rivenbark told AIN. "In a customer's eyes, we are only as good as we were on their last visit, therefore consistency is very important."

4.64 Aero-One Aviation

Dothan Regional Airport (DHN), Dothan, Alabama

A newcomer to the top ranks of the AIN FBO Survey, Aero-One Aviation is the sole service provider at DHN. It earned its highest score in the Line Service category (4.73). "Our quick turns are truly quick," said general manager Scott Capehart. "Our automated trucks send tickets to post at the desk as soon as fueling is complete, which allows guests to pay for the fuel and depart without waiting for a paper ticket to arrive."

A member of the World Fuel Service-sponsored Air Elite Network, the FBO has 26 based turbine aircraft in its more than 130,000 sq ft of hangar space. While its 5,000-sq-ft terminal, dating to 1965, is older than many on this list, the company works diligently to keep it updated ahead of the construction of a new, larger building, the start of which was derailed by the pandemic. Along with a newly painted interior, it offers two seating areas, a recently renovated pilot lounge, the Prop & Rotor Café, a conference room, and office space.



Top Rated FBOs in the Americas by Region NORTHEAST

CHANGE

2021

FBO	CODE	OVERALL AVERAGE	FROM LAST YEAR
ALBANY			
MILLION AIR	KALB	4.47	-0.04
BALTIMORE			
SIGNATURE FLIGHT SUPPORT	KBWI	4.10	0.09
BOSTON			
RECTRIX	KBED	4.33	N/A
JET AVIATION	KBED	4.26	-0.02
SIGNATURE FLIGHT SUPPORT	KBED	4.02	0.05
SIGNATURE FLIGHT SUPPORT	KBOS	3.58	-0.06
BURLINGTON			
HERITAGE AVIATION	KBTV	4.68	0.05
HARTFORD			
SIGNATURE FLIGHT SUPPORT	KBDL	4.31	N/A
TAC AIR	KBDL	4.07	N/A
LONG ISLAND			
SHELTAIR	KFOK	4.56	0
SHELTAIR	KISP	4.55	0.03
SHELTAIR	KFRG	4.41	0.01
ATLANTIC AVIATION	KFRG	4.23	-0.04
MAINE			
NORTHEAST AIR	KPWM	4.58	0.17
BANGOR AVIATION SERVICES	KBGR	3.93	0
NEW YORK CITY			
MERIDIAN TETERBORO	KTEB	4.67	-0.01
MILLION AIR	KHPN	4.61	0.06
JET AVIATION	KTEB	4.47	-0.01
SIGNATURE FLIGHT SUPPORT - SOUTH TERMINAL	KTEB	4.38	-0.03
SIGNATURE FLIGHT SUPPORT	KMMU	4.25	-0.01
PHILADELPHIA			
ATLANTIC AVIATION	KPHL	4.04	0.05
ATLANTIC AVIATION	KPNE	3.59	N/A
PITTSBURGH	,		
ATLANTIC AVIATION	KPIT	4.55	0.05
WASHINGTON D.C.			
SIGNATURE FLIGHT SUPPORT	KDCA	4.43	-0.04
APP JET CENTER	KHEF	4.28	-0.01

CANADA

KIAD

KIAD

4.26

JET AVIATION

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SIGNATURE FLIGHT SUPPORT

FBO	AIRPORT CODE	2021 OVERALL AVERAGE	CHANGE FROM LAST YEAR
CALGARY			
SKYSERVICE	CYYC	4.49	0.02
MONTREAL			
SIGNATURE FLIGHT SUPPORT	CYUL	4.50	0.00
SKYSERVICE	CYUL	4.41	0.03
TORONTO			
SKYSERVICE	CYYZ	4.62	-0.05
SIGNATURE FLIGHT SUPPORT	CYYZ	3.52	-0.20

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-0.04

-0.03

4.64 Atlantic Aviation

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



The second Atlantic Aviation facility to crack the top 10 percent of FBOs this year in AIN's survey is the company's Kansas City facility which has long held a spot in the top ranks of the FBO survey. Its 30,000-sq-ft main terminal, which just celebrated its 10th anniversary, earned the location its highest score for Facilities (4.71). It features a large fitness center with locker rooms and showers, three A/V-equipped conference rooms, pilot lounge with a trio of hotel room-like snooze rooms, café, a garage, and covered parking.

Occupying 9.5 acres at MKC, the facility has maxed out its leasehold with 57,000 sq ft of hangar space that is currently 150 $\,$ percent above capacity, noted general manager Ben Moore. The newest hangar also includes a private satellite terminal for the exclusive use of based customers and a U.S. Customs facility.

The company recently invested in a new deicing truck for the location, and it has been getting a workout this winter, according to Moore.

4.64 Million Air Dallas

Addison Airport (ADS), Dallas, Texas



While the Million Air FBO chain has grown to 30 locations throughout the Americas, the Dallas facility at Addison Airport was the first to carry that name back in 1984 and it is still owned by the Mary Kay family. Its two-story, 18,000-sq-ft terminal, which sits on more than six acres of ramp, features a wide range of amenities including a theater room, gym, pilot lounge, snooze room, flight planning area, on-site catering, and luxury crew cars. Home to more than 50 jets and turboprops, it has nearly 200,000 sq ft of hangar space, which can accommodate aircraft up to a Gulfstream G650. The Avfuel-branded location, which is in the process of obtaining IS-BAH registration, has more than 130 employees, including

"Coupled with a focus on safety and service, we have successfully created a lasting culture that is remembered by our guests and brings them back to us," said general manager Jeff Zimmerman.

TOP FBOS BY CATEGORY-AMERICAS

FBO	AIRPORT CODE	AIRPORT	LINE SERVICE
JET CENTER AT SANTA FE	KSAF	SANTA FE MUNICIPAL	4.91
STUART JET CENTER	KSUA	WITHAM FIELD	4.88
NATIONAL JETS	KFLL	FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL	4.82
GLOBAL AVIATION	KHIO	PORTLAND-HILLSBORO	4.80
MONTEREY JET CENTER	KMRY	MONTEREY PENINSULA	4.80
WILSON AIR CENTER	KHOU	WILLIAM P HOBBY	4.79
GLACIER JET CENTER	KGPI	GLACIER PARK INTERNATIONAL	4.78
MCKINNEY AIR CENTER	KTKI	MCKINNEY NATIONAL AIRPORT	4.78
SHELTAIR	KTPA	TAMPA INTERNATIONAL	4.78

FBO	AIRPORT CODE	AIRPORT	PASSENGER AMENITIES
HENRIKSEN JET CENTER	KEDC	AUSTIN EXECUTIVE	4.83
WESTERN AIRCRAFT	KBOI	BOISE AIR TERMINAL/GOWEN FIELD	4.77
GLOBAL SELECT	KSGR	SUGAR LAND REGIONAL	4.75
SHELTAIR	KTPA	TAMPA INTERNATIONAL	4.75
BUSINESS JET CENTER	KDAL	DALLAS LOVE FIELD	4.73
WILSON AIR CENTER	KMEM	MEMPHIS INTERNATIONAL	4.73
AMERICAN AERO	KFTW	FORT WORTH MEACHAM INTERNATIONAL	4.72
BASE OPERATIONS AT PAGE FIELD	KFMY	PAGE FIELD	4.72
PENTASTAR AVIATION	КРТК	OAKLAND COUNTY INTERNATIONAL	4.72
ATLANTIC AVIATION	KMKC	CHARLES B. WHEELER DOWNTOWN	4.68

FBO	AIRPORT CODE	AIRPORT	PILOT AMENITIES
HENRIKSEN JET CENTER	KTME	HOUSTON EXECUTIVE	4.82
GLOBAL SELECT	KSGR	SUGAR LAND REGIONAL	4.78
HENRIKSEN JET CENTER	KEDC	AUSTIN EXECUTIVE	4.77
WESTERN AIRCRAFT	KBOI	BOISE AIR TERMINAL/GOWEN FIELD	4.71
AMERICAN AERO	KFTW	FORT WORTH MEACHAM INTERNATIONAL	4.70
PENTASTAR AVIATION	КРТК	OAKLAND COUNTY INTERNATIONAL	4.70
SHELTAIR	KTPA	TAMPA INTERNATIONAL	4.70
JET AVIATION	KPBI	PALM BEACH INTERNATIONAL	4.69
HERITAGE AVIATION	KBTV	BURLINGTON INTERNATIONAL	4.67
MERIDIAN TETERBORO	KTEB	TETERBORO	4.67

FBO	AIRPORT CODE	AIRPORT	FACILITIES
GLOBAL SELECT	KSGR	SUGAR LAND REGIONAL	4.86
HENRIKSEN JET CENTER	KEDC	AUSTIN EXECUTIVE	4.83
BASE OPERATIONS AT PAGE FIELD	KFMY	PAGE FIELD	4.81
HENRIKSEN JET CENTER	KTME	HOUSTON EXECUTIVE	4.79
BANYAN AIR SERVICE	KFXE	FORT LAUDERDALE EXECUTIVE	4.78
PENTASTAR AVIATION	KPTK	OAKLAND COUNTY INTERNATIONAL	4.78
SHELTAIR	KTPA	TAMPA INTERNATIONAL	4.77
HERITAGE AVIATION	KBTV	BURLINGTON INTERNATIONAL	4.75
WILSON AIR CENTER	KMEM	MEMPHIS INTERNATIONAL	4.75

FBO	AIRPORT CODE	AIRPORT	CSRs
SIGNATURE FLIGHT SUPPORT	KSTP	ST PAUL DOWNTOWN HOLMAN FIELD	4.90
JET CENTER AT SANTA FE	KSAF	SANTA FE MUNICIPAL	4.89
AIR SERVICE HAWAII	PHNL	HONOLULU INTERNATIONAL	4.86
AMERICAN AERO	KFTW	FORT WORTH MEACHAM INTERNATIONAL	4.86
PENTASTAR AVIATION	КРТК	OAKLAND COUNTY INTERNATIONAL	4.85
STUART JET CENTER	KSUA	WITHAM FIELD	4.85
BEAVER LAKE AVIATION	KROG	ROGERS MUNICIPAL-CARTER FIELD	4.83
MERIDIAN TETERBORO	KTEB	TETERBORO	4.83
EPPS AVIATION	KPDK	DEKALB-PEACHTREE	4.82
CDO- with a series and listed in what			-

FBOs with same score are listed in alphabetical order

4.64 Modern Aviation

Centennial Airport (APA), Denver, Colorado



Young FBO chain Modern Aviation made a big splash in late 2018 when it purchased the perennially highly rated XJet facility at Denver-Centennial Airport.

The facility received its highest recognition this year in the CSR category (4.75). "We train our team to anticipate our customers' needs rather than reacting to them, creating an unmatched customer experience," explained general manager Kyle Quinn.

The Titan-fueled FBO, which is open 24/7/365, has a 20,000-sq-ft terminal with passenger lounge, conference room, pilot lounge, snooze room, office space, and a climate-controlled auto spa where customer vehicles are detailed and stored until they are valeted out to the ramp to meet the arriving aircraft. Home to 22 based aircraft, the complex has 50,000 sq ft of hangar space capable of accommodating the latest ultra-long-range business jets.

All that will soon change as Modern is about to embark on a major \$20 million expansion of the facility, which will more than double its hangar space, add three acres of ramp, and see the construction of a new 7,000-sq-ft terminal. According to Quinn, upon completion in the fourth quarter of 2022, the current terminal will be renovated for rentable executive office space.

4.64 Texas Jet

Fort Worth Meacham International Airport (FTW), Fort Worth, Texas

Private aviation travelers to Dallas-area FTW are certainly safely cared for with both service providers there achieving IS-BAH Stage 3 registration. In operation for more than four decades, Texas Jet tallied its highest scores in the Line Service (4.76) and CSR categories (4.78). "We pride ourselves on reading customers' minds and offering them what they need before they even have a chance to ask us," customer service manager Holly Hopkins told AIN. "They are pleasantly surprised when we tell them there are no ramp, security, or facility fees."

The FBO sits on a 22-acre leasehold, with a 7,000-sq-ft terminal that offers a fitness center with showers, two crew



BRAZIL			
FBO	AIRPORT CODE	2021 OVERALL AVERAGE	CHANGE FROM LAST YEAR
SAO PAULO			
EMBRAER FBO	SDCO	4.59	-0.01
WORLD-WAY AVIATION	SDCO	4.51	N/A
LIDER AVIACAO	SBSP	3.75	-0.05

ABOVE & BEYOND

PERSON	FBO	AIRPORT CODE	
Aaron Pedersen	PREMIER JET CENTER	KFCM	
Alexsandra Camargo	FONTAINEBLEAU AVIATION	KOPF	
Amanda Ewers	JET CENTER AT SANTA FE	KSAF	
Amy Brothers	WILSON AIR CENTER	KCHA	
Bernie Spencer	SHELTAIR	KDAB	
Brandy Bailey	SHELTAIR	KECP	
Carlos Robbins	BANYAN AIR SERVICE	KFXE	
Charley Benjamin	CHANTILLY AIR JET CENTER	KHEF	
Danica Day	TAC AIR	KAPA	
Danny Luna	MILLION AIR	KBUR	
Hannah Newell	ALLIANCE AVIATION	KAFW	
Holly Hopkins	TEXAS JET	KFTW	
Janette Licastrino	MILLION AIR	KHPN	
Jenna Emerizy	MCKINNEY AIR CENTER	KTKI	
Jenny Deitschman	MERIDIAN HAYWARD	KHWD	
Jessi Rowden	CUTTER AVIATION	KABQ	
Jimmy Thate	SIGNATURE FLIGHT SUPPORT	KPBI	
Johanna Echeto	SHELTAIR	KORL	
Jonathan Garms	WILSON AIR CENTER	KHOU	
José Cabrera	SIGNATURE FLIGHT SUPPORT	KBCT	
Josie DaCosta	SKYSERVICE	CYYZ	
Kathy Cortez	PENTASTAR AVIATION	KPTK	
Katie Bink	ATLANTIC AVIATION	KMTJ	
Kawai Lopez	MONTEREY JET CENTER	KMRY	
Kelly Deeds	CARVER AERO	KCBF	
Mary Botts	ATLANTIC AVIATION	KHOU	
Mellissa Thompson- Shollenbarger	MILLION AIR	KADS	
Odette Miqui	SHELTAIR	KFLL	
Pat Walter	SIGNATURE FLIGHT SUPPORT	KMSP	
Rebecca Reres	SHELTAIR	KTPA	
Rob Davis	GATEWAY AVIATION SERVICES	KIWA	
Sara Zarate	AMERICAN AERO	KFTW	
Shannon Auty	AERO-ONE AVIATION	KDHN	
Terrell Jasperson	SWEETWATER AVIATION	KRKS	
Venus Koenig	SHELTAIR	KJAX	
Ysabella Tetley	HENRIKSEN JET CENTER	KTME	
Yulyanna Silva	BUSINESS JET CENTER	KDAL	

lounges, conference rooms, and a lobby with a refreshment bar, ice cream cooler, and koi pond. The facility has a dozen crew cars available, along with covered vehicle parking.

Home to 97 turbine aircraft, the Phillips 66-branded facility has 480,000 sq ft of hangar space. "Texas Jet is very optimistic about the future of business aviation and especially the future of Fort Worth," said president Reed Pigman. "That's why we added 65,000 sq ft of hangar space in 2020 and have broken ground on a 39,000-sq-ft hangar to be completed late 2021."■

Concerning Covid

For this year's ${\bf AIN}$ FBO Survey, we asked highly-rated service providers how they addressed the Covid situation. All instituted new protocols and amended existing processes in efforts to safeguard their employees and customers, following are some examples:

"We stayed up to date on changing local and federal guidelines daily. We created Wilson Air Center face masks, which were given to all employees as well as offered to customers who were in need. In addition, we made conscious efforts to minimize points of contact such as providing snacks that were individually wrapped, removing all lobby magazines, and placing a buffer at our front desk to respect the six-feet social distancing. We also provided ample hand sanitizer stations and increased our daily cleanings of all lobby areas and touch points. One tool that was very instrumental in our cleaning was the electrostatic sprayer that allowed us to spray down all our lobby furniture to ensure the safety of our quests."

- David Peacock, Wilson Air Center Memphis

"All employees are required to take their temperatures before the start of their shift and must wear a mask before entering the terminal building. We bought two UV lights that we rotate through our facilities and invested in an ionizing sprayer. There are hand sanitizing stations throughout the lobby and signs promoting social distancing. Line crew ask if assistance is needed with luggage and if it is okay to handle it. They sanitize the equipment and their workspace regularly. In our crew suite, we created a process that allows visitors to use [snooze] rooms and still keep the areas sanitized. After the rooms are used, a [CSR] will disinfect the area."

- Elizabeth Rosenbaum, Sugar Land Regional Airport

"Hours and staffing were adjusted to accommodate increased demand while maintaining a safe environment for customers and employees. We stayed on top of changing CDC advisories and implemented new internal protocols as warranted, achieving NATA Safety 1st Clean certification early on. Gloves and masks are worn when staff deliver luggage, vehicles, or other items to customers. We added a full-time custodian and brought back amenities such as fruit, popcorn, and cookies, freshly prepared and wrapped with care."

- Jonathan Buff, Base Operations at Page Field

"We were early adopters of CDC recommendations and NATA's "Safety 1st Clean" program, [which] is regularly audited, and all employees are held accountable for adherence and administration. Most notably, last summer we began an in-house Covid testing program administered by a medical doctor who now leases an office space at the FBO. This allows us to test employees, their families, select vendors, customers, and customers' pilots as needed."

-Jeff Zimmerman, Million Air Dallas

"Protective barriers were installed at the front desk and masks are mandated. We also stepped up our cleaning for the gym, crew cars, and snooze rooms [and] once used, it must be thoroughly cleaned and disinfected before it is returned to service. Social distancing has been a challenge for our employees, but we have spread out workstations. If an employee does call out of work, their direct supervisor fills out a Covid auestionnaire that describes symptoms and any close contact that employee may have had in the last 48 hours."

-Matthew Collins, Heritage Aviation