

# Aviation Facility Asset Maintenance

## Path to Market

Presented by: Trox Austell

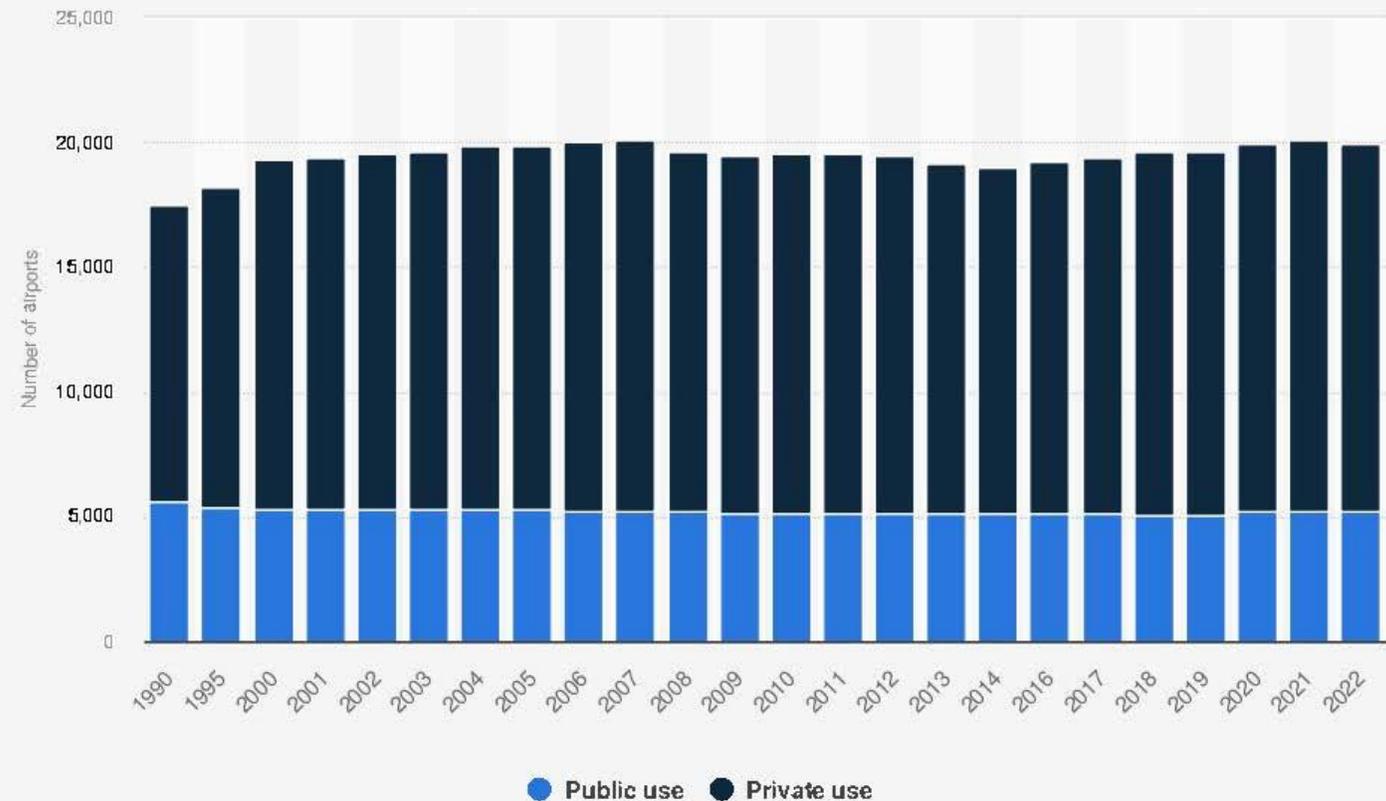


# Market Size

**Public Use: 5193**

**Private Use: 14,776**

Number of public and private airports in the United States from 1990 to 2022\*



Source:  
Bureau of Transportation Statistics  
© Statista 2023

Additional Information:  
United States; 1990 to 2022

# Florida Transportation Data

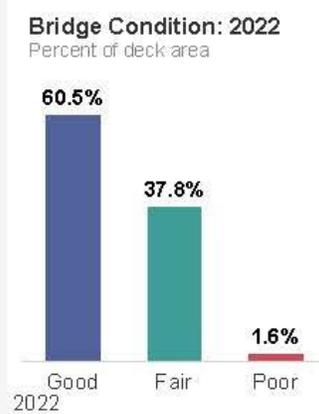
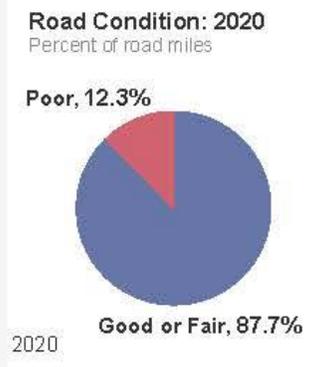


## Transportation Infrastructure

Miles of public road 2021	Miles of freight railroad 2021	Bridges 2022	Miles of inland waterway 2018
<b>123,652</b>	<b>2,716</b>	<b>12,740</b>	<b>1,540</b>
MPOs 2023	Public use airports 2023	Principal water ports 2020	Border ports of entry None
<b>27</b>	<b>26</b>	<b>8</b>	

## Florida

Florida



### Airports, Ports, and Border Ports



# Everyone's Favorite Destination



- ✓ Two main facilities - Central Passenger Terminal Complex (CPTC) & International Terminal
- ✓ 7.6 million square feet
- ✓ 55K employees serve 275K daily travelers
- ✓ 100 million annual travelers
- ✓ Key Stakeholders –
  - City of Atlanta Department of Aviation (DOA)
  - Atlanta Airline Terminal Company (AATC)
  - Delta Airlines

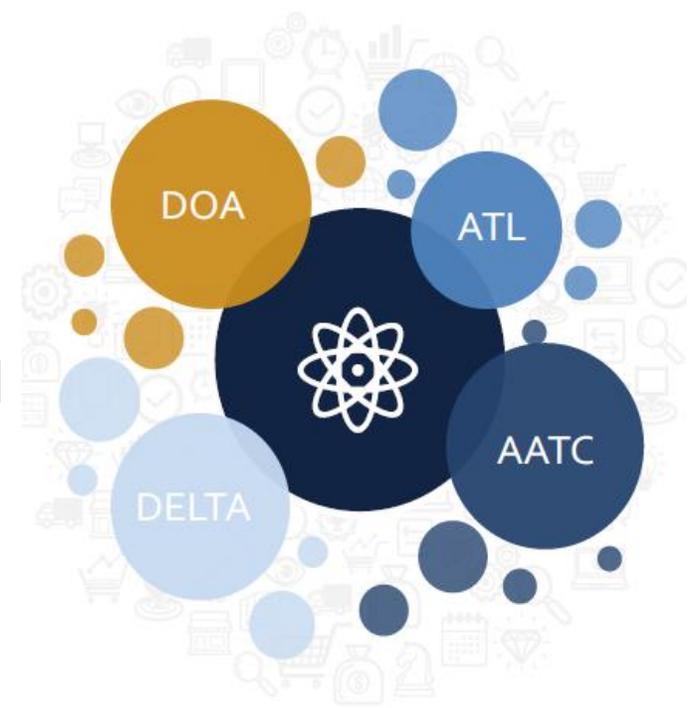


# Atlanta Airline Terminal Company (AATC)



AATC maintains the airport facilities and building systems

Relatively unique true consortium maintenance management structure



Members

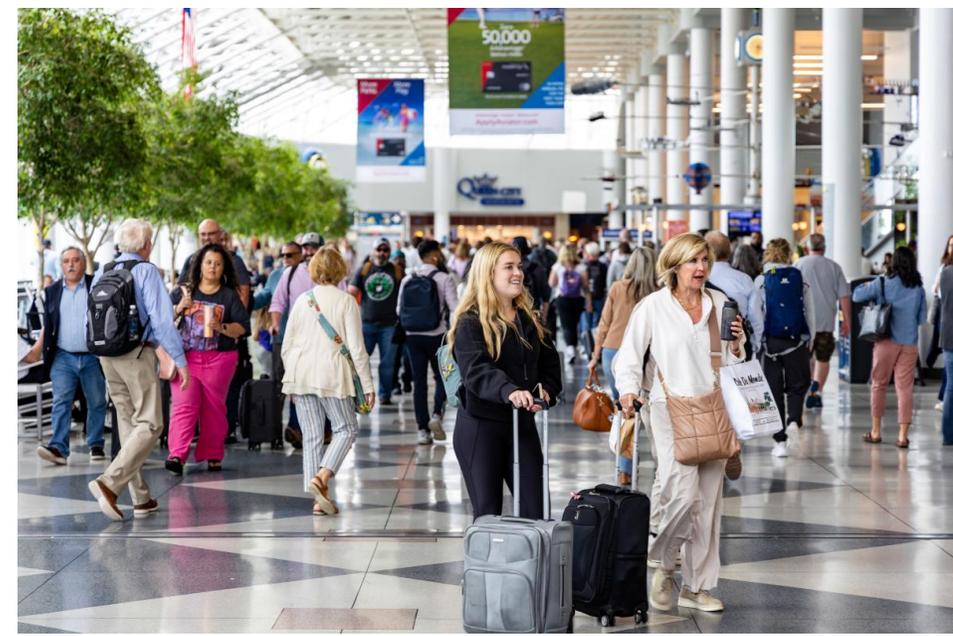


# Maintenance Needs



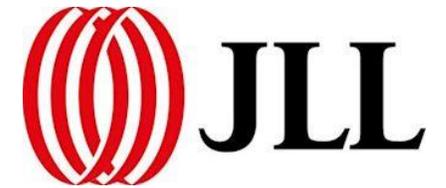
- Building Management Systems
- Hanger Operations
- Fire Alarm and Fire Prevention
- Central Utility Plants
- Electrical Distribution
- Plumbing
- HVAC
- Vertical Transportation
- Public Address
- Baggage System O&M
- De-icing System Containment & Operation
- Custodial
- Parking & Transportation Facilities
- Rental Car Facilities
- Pest Control
- Snow Removal
- Glazing Systems
- Runways & Taxiways
- Roof Management
- Ramp Sweeping & Striping





- ✓ Managed by the City of Charlotte
- ✓ Ranked 10<sup>th</sup> busiest US airport
- ✓ 118K daily travelers
- ✓ Second largest American Airlines hub
- ✓ Financially fully self-sustaining
- ✓ Significant population of union represented employees

# Competition



...Hundreds of small, local and middle market technical companies

# Background

**35-year** history of high value asset management and logistics – NASA, Boeing, State Department, Air Force, Boeing, Amazon, USPS, FDOT, SpaceX

Provided daily AM services in 30 states

200+ manned and unmanned space launch missions served including -

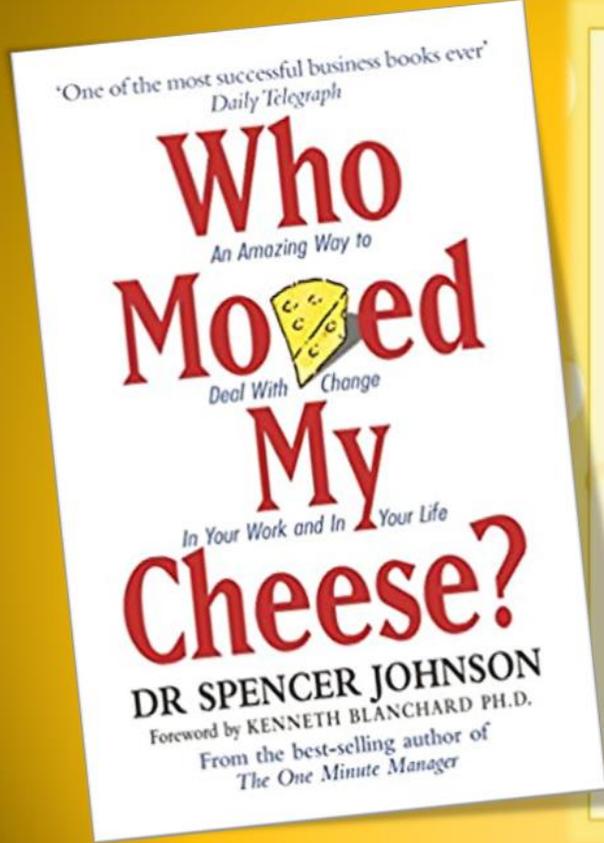
- **International Space Station Nodes 2 & 3**
- **Pluto New Horizons**
- **Hubble Telescope Realignment**
- **Mars Odyssey**
- **Pathfinder**
- **Deep Impact**
- **Stardust**
- **Wide Field Infrared Explorer**



# Shuttle Columbia Debris Reconstruction



Who *smashed*  
our cheese  
and  
threw it out  
the window?



*'One of the most successful business books ever'*  
*Daily Telegraph*

# Who Moved My Cheese?

An Amazing Way to Deal With Change  
In Your Work and In Your Life

DR SPENCER JOHNSON  
Foreword by KENNETH BLANCHARD PH.D.  
From the best-selling author of  
*The One Minute Manager*

## The 4 Protagonists Which one are you???



Sniff	Scurry	Hem	Haw
- sniffs/looks ahead; anticipates change	- scurries ahead and bumps into change	"To discuss, deliberate, or contemplate rather than taking action or making up one's mind. (e.g., <i>If you hem and haw long enough, someone else will do it first.</i> )" - Wiktionary	

- ✓ The 2008-2009 financial crisis
- ✓ February 2010 Obama cancels NASA Constellation "Moon to Mars" program
- ✓ July 8, 2011, final space shuttle launch

# Path to Market



- ✓ Established Keystone Management LLC
- ✓ Dedicated almost exclusively to aviation industry clients
- ✓ Singular market focus (a calculated risk)
- ✓ Mirrored CMTI business culture and processes
- ✓ Shared resources
- ✓ Partnered with Dr. Kofi Smith
  - Former director of Hartsfield Jackson O&M and president of AATC



# Path to Market

## American Airlines



- ✓ Ongoing financial struggles
- ✓ Largest US aircraft fleet
- ✓ Major Hub Locations:

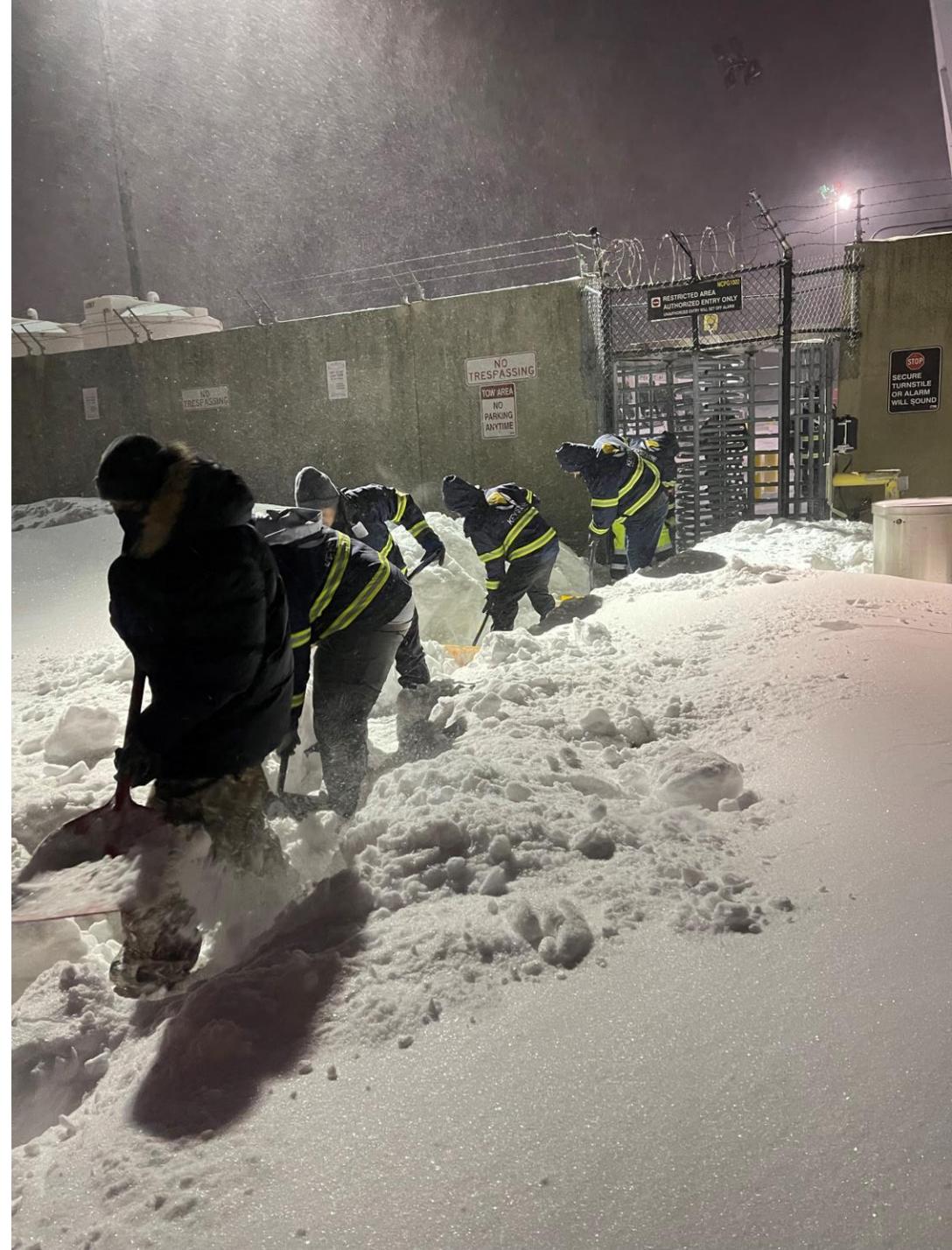
**Charlotte**      **St Louis**      Chicago O'Hare      Dallas/Fort Worth  
Los Angeles      Miami      **Boston**      New York JFK  
New York LaGuardia      Philadelphia      **Phoenix Sky Harbor**  
**Washington Reagan National**

Mechanical HVAC Systems  
Electrical Systems  
Emergency Power Generation Systems  
Plumbing Systems  
Building Management Systems  
Fire and Life Safety Systems  
Elevators, Escalators & Moving Walks  
Building Structures  
Roofing Systems  
Vehicle Fleet Maintenance  
Fire Extinguisher & Eye Wash Inspections



Custodial/Janitorial Services  
Flooring Services  
Pest Control Services  
Refuse Removal  
Snow Removal  
Landscaping & Ground Services

# Path to Market



# Challenges

- ✓ Labor, labor and labor
- ✓ Hyper competitive global players
- ✓ Airlines are intensely cost focused
- ✓ Procurement cycles are long
- ✓ Contracts are long if you win, and longer if you loose
- ✓ Age of faculties
- ✓ Extremely low tolerance for failure
- ✓ Existing unions or the pressure to unionize



...NEVER EVER touch the fire suppression system