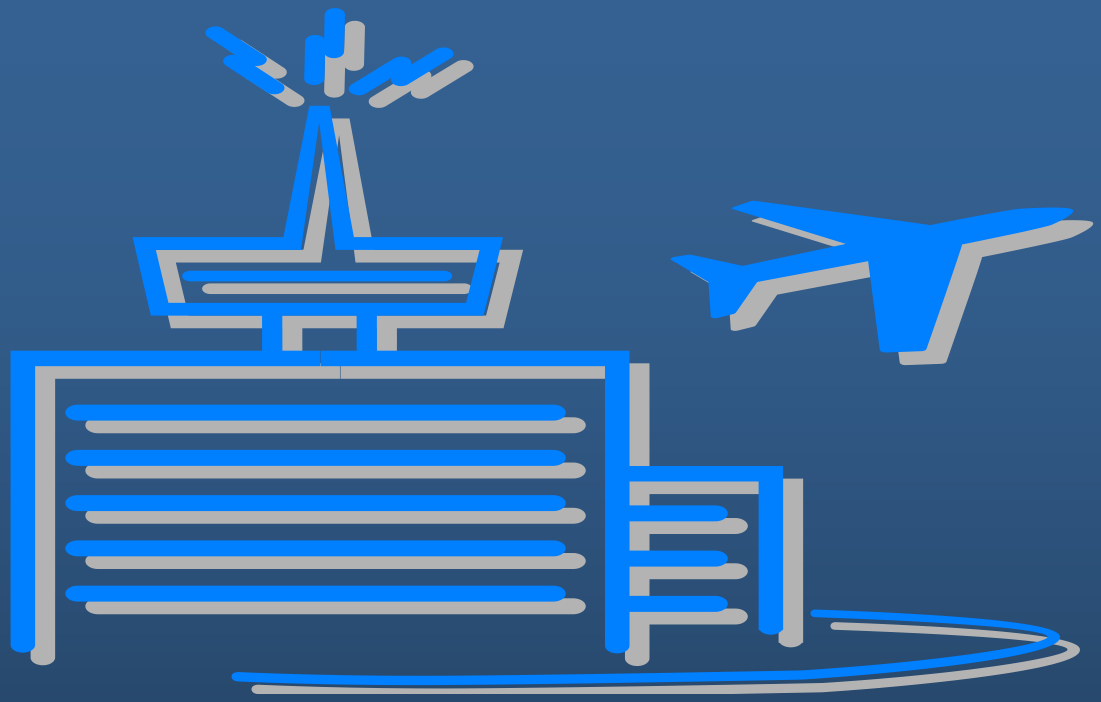


Aviation in Kansas City
The Future of KCI

Mark VanLoh, A.A.E.
Director of Aviation

THE KANSAS CITY STAR

93. NO. 56. MAIN EDITION ★★★ KANSAS CITY, SUNDAY, NOVEMBER 12, 1972 282 PAGES IN SEVENTEEN SECTIONS INCLUDING STAR MAGAZINE 30c

Highjack Drama In Tense Shuttle

BULLETIN

By the Associated Press

Washington (Sunday) — A highjacked airliner, low on oil and its co-pilot wounded, landed safely in Havana early today, the Federal Aviation Administration here said. All the passengers were reported safe. The highjackers were arrested.

Orlando, Fla. (AP)—A highjacked jetliner, critically low on oil and its copilot wounded, headed for Cuba for the second time yesterday with three armed fugitives and the 30 persons they had held captive since Friday night, authorities said.

A Southern Airways spokesman said he had received reports the copilot of the Southern DC9 had been shot, but his condition was not known.

An Orlando airport spokesman said the pilot radioed before taking off, "The copilot is of no further use to me," but he did not elaborate.

The marathon highjack had ranged from Canada to Cuba and included demands for a record 10-million-dollar ransom and threats to blow up an atomic reactor plant if the money was not paid. The highjackers received an undisclosed amount of money earlier yesterday.

In Miami, a spokesman for the Federal Aviation Administration said the pilot headed for Havana after he reported "he has an extreme emergency on board.

"He did not say what it is. I think it really is an extreme emergency—absolutely critical—from the way he sounded," the FAA spokesman said.

"He is really in trouble. He's talking to Havana now and we can't contact him, but his oil situation was perilous, and if he runs out of oil, those engines will seize up," the FAA official said.

The twin-engine DC9 had several tires shot out as it left McCoy Air Force Base at Orlando, Mayor Carl Langford of Orlando said.

An Orlando Fire Dpartment spokesman said the plane took off with "minor difficulties," and a policeman said there had been reports of shooting in the cockpit. The tires were shot by FBI marksmen.

The highjackers odyssey covered three nations and stops in six U.S. cities.

The air pirates forced the plane to Cuba for the first time yesterday afternoon, but left and ordered the DC9 to Boca Chica Naval Air Station near Key West, Fla.

The plane left Cuba apparently because of deadlocked negotiations with Cuban authorities. It was believed to be the first time in scores of U.S.-to-Cuba highjackings that air pirates had failed to get off.

After taking on fuel at Boca Chica, the plane took off and landed at Orlando about 300 miles north. The plane was on the ground in Orlando for about 35 minutes while the highjackers demanded fuel, oil and trans-Atlantic navigation charts.

The plane apparently took off before the demands were met.

An air traffic controller at Orlando said shortly before 9:30 p.m. (Kansas City time), "They've shot out the tires but it took off anyway."

The marathon highjack began at 8:22 o'clock Friday night when the three fugitives from the law took over the 2-engine plane as it left Birmingham, Ala., for Montgomery, Ala., and Florida.

In the space of a little more than a day, the jetliner touched down in three countries and six U.S. cities; it circled two other American cities. It landed in Cuba late yesterday afternoon, spent two hours on the ground in Havana, then returned to the United States—still carrying the highjackers, the 26 passengers and the original four crew members, along with the money and bullet-proof vests placed aboard the jet at Chattanooga, Tenn.

The highjackers, who gave no reason for their actions, once threatened to bomb or crash the plane into the Atomic Energy Commission nuclear facility at Oak Ridge, Tenn., and used obscenities to issue their commands. At one point there was a report—still unconfirmed—that they wanted a statement signed by President Nixon saying the ransom money was a grant.

Authorities reported that the air pirates—two of whom are wanted in Detroit on assault charges and one of whom escaped from a Tennessee prison—carried guns and hand grenades.

A spokesman for Southern

See PIRATES on Page 15A



First Day

Nine jetliners were clustered around these terminals at the new Kansas City International Airport yesterday when the camera recorded this first-day scene. The north-south runway (left background) was busy at the time and the photographic plane was ordered to bank sharply to the left immediately after this picture was taken so that it would not get into the flight pattern. Terminals A (in the background) and B were the busier at the time, with only two planes at Terminal C, which is out of the picture at the right. At right center the airport control tower extended up east of the administration building and beyond was the main drainage control reservoir and its three skimming lakes. Water from the runway, which may be contaminated with jet fuel, goes first into the skimming lakes where the floating oil can be removed. Only cleaned water is allowed to go on downstream toward the river.

(Star photo by Stephen E. Kulmus)

Good Humor Prevails at K.C.I.

By Laura Scott Divin
A Member of The Star's Staff

was a day of temporarily
baggage, unfilled pop ma-
es and wrong busses.

t somehow, the airplanes
most of them on schedule
Kansas City International
ort yesterday, the airport's
full day of operation. It
ed officially with the first

"I think the public is holding up better than we are," one harried airline employee said in the middle of a flurry of questions by passengers.

The problems mostly were minor ones, caused by little pieces of unfinished business left after the big move Friday and early yesterday morning

new airport facilities as did the passengers.

They said most questions were about baggage pickup, where to catch the appropriate bus, and the location of the food facilities.

"The questions are different," one information person said. "At Municipal, we would get questions like 'Where are the

sengers changing flights from one building to another. The red busses were park-and-ride busses (and actually were orange, as one information person pointed out) and took persons between the farthest parking lots and the terminals.

The green express busses and limousines picked up passengers to go downtown or to the Plaza. Because it was Saturday, there

tomobiles at Municipal Air Terminal could take the limousines there to pick up their vehicles.

Miss Michelle Brand, who provided information in Terminal B about express busses, said more busses were being run yesterday than had been scheduled because of passenger demand.

Still unopened to the public

Kissinger Trip Hint

New York Times News Service

Washington—Well-placed ad-

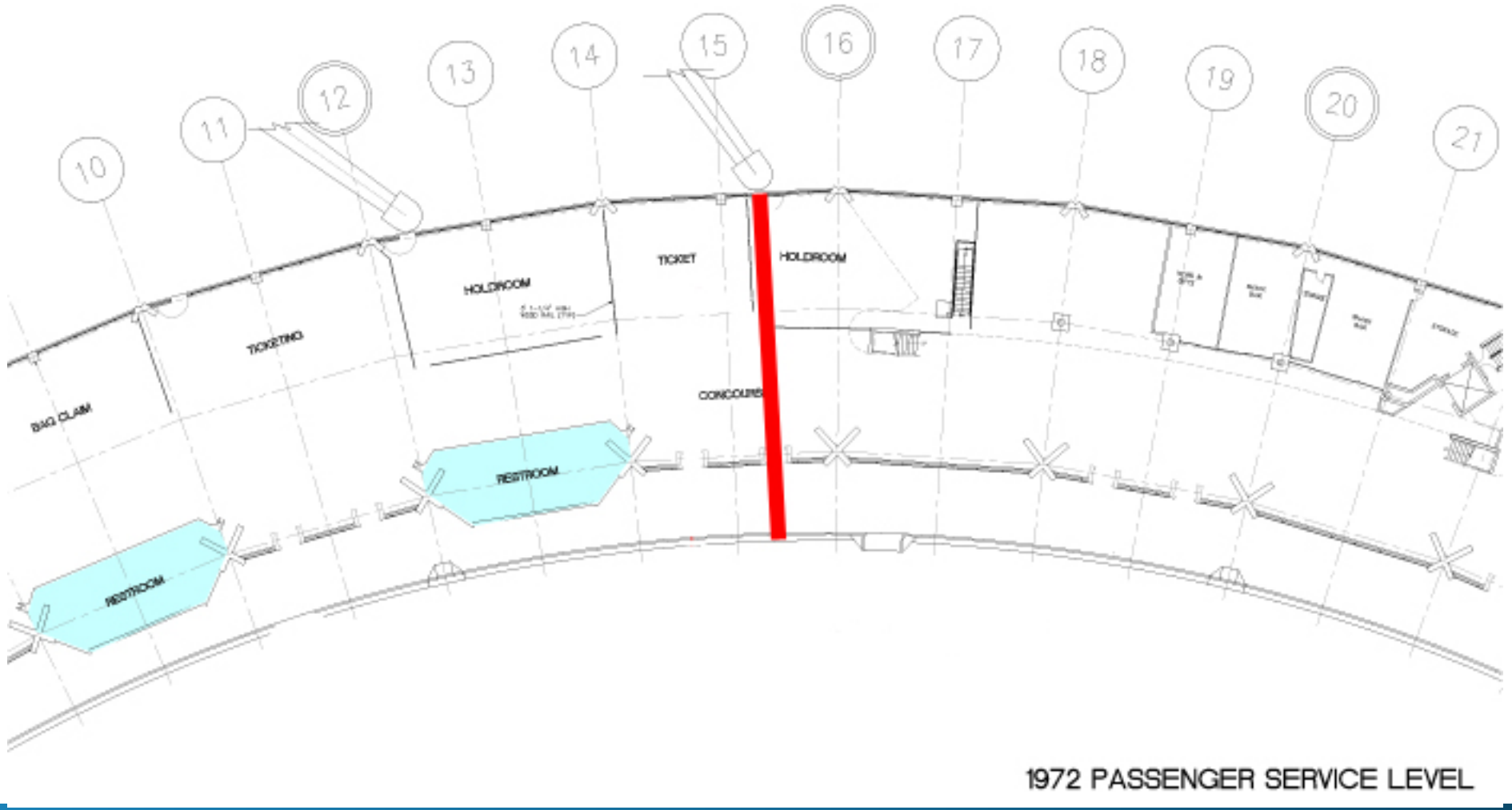
France-Soir, a Paris daily, which said President Nguyen Van Thieu of South Vietnam has

bodia in advance of a cease fire.)

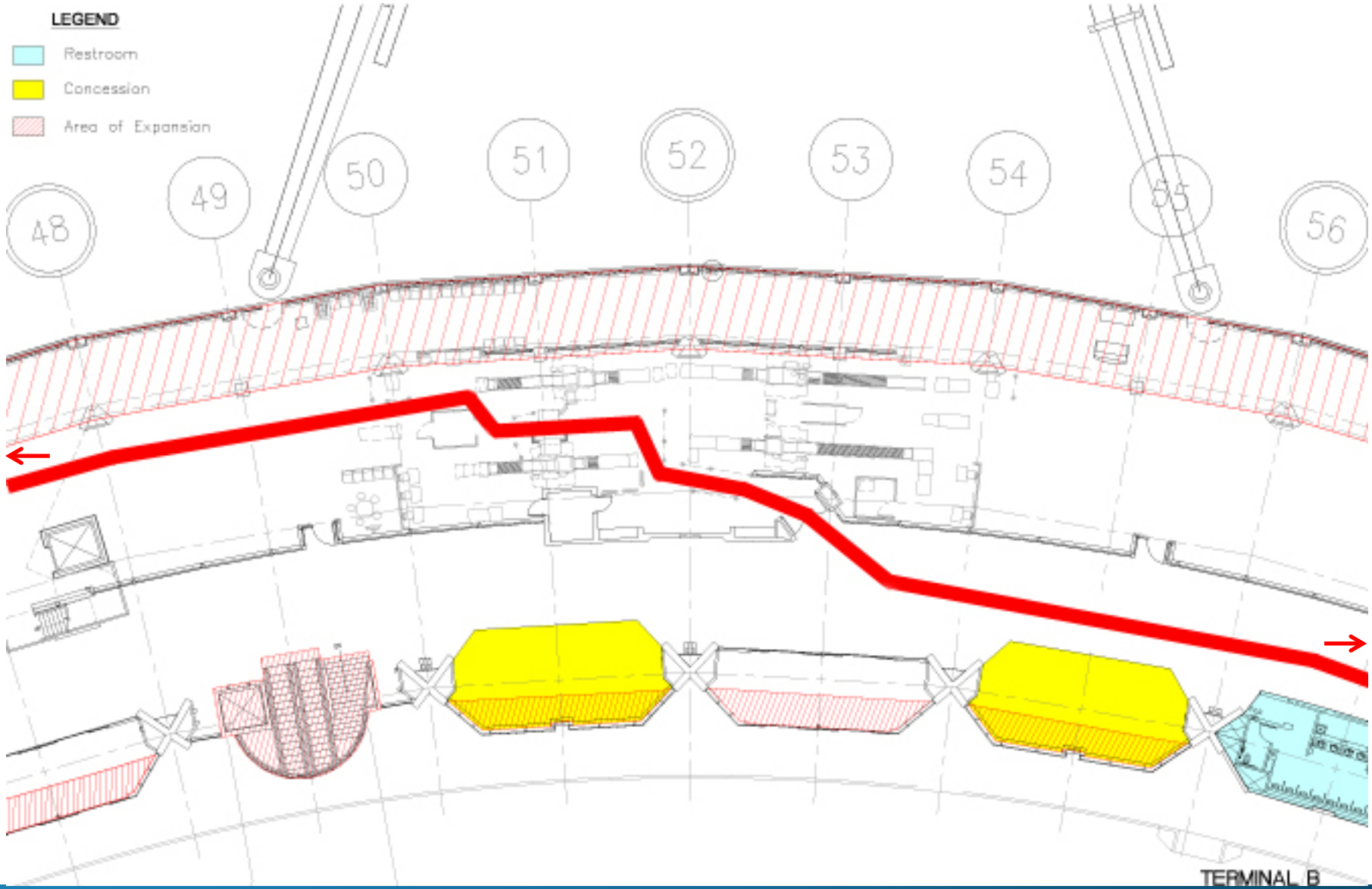
Hair who carried a speci



Walk for Departing Passenger in 1972
121ft.

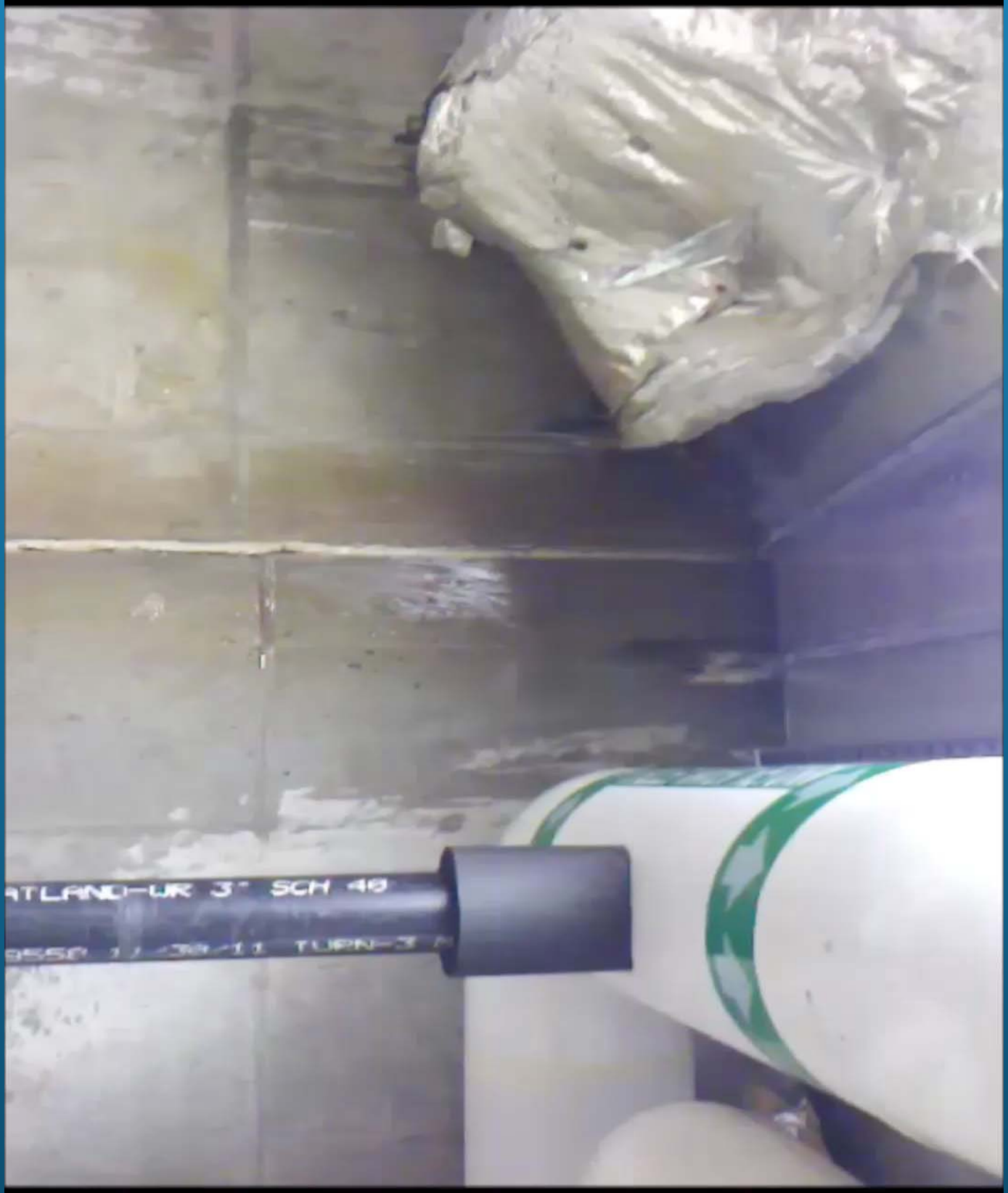


Walk for Departing Passenger in 2013 from Ticket counter to Gate 45 = 792ft.








ATLAND-UK 3" SCH 40

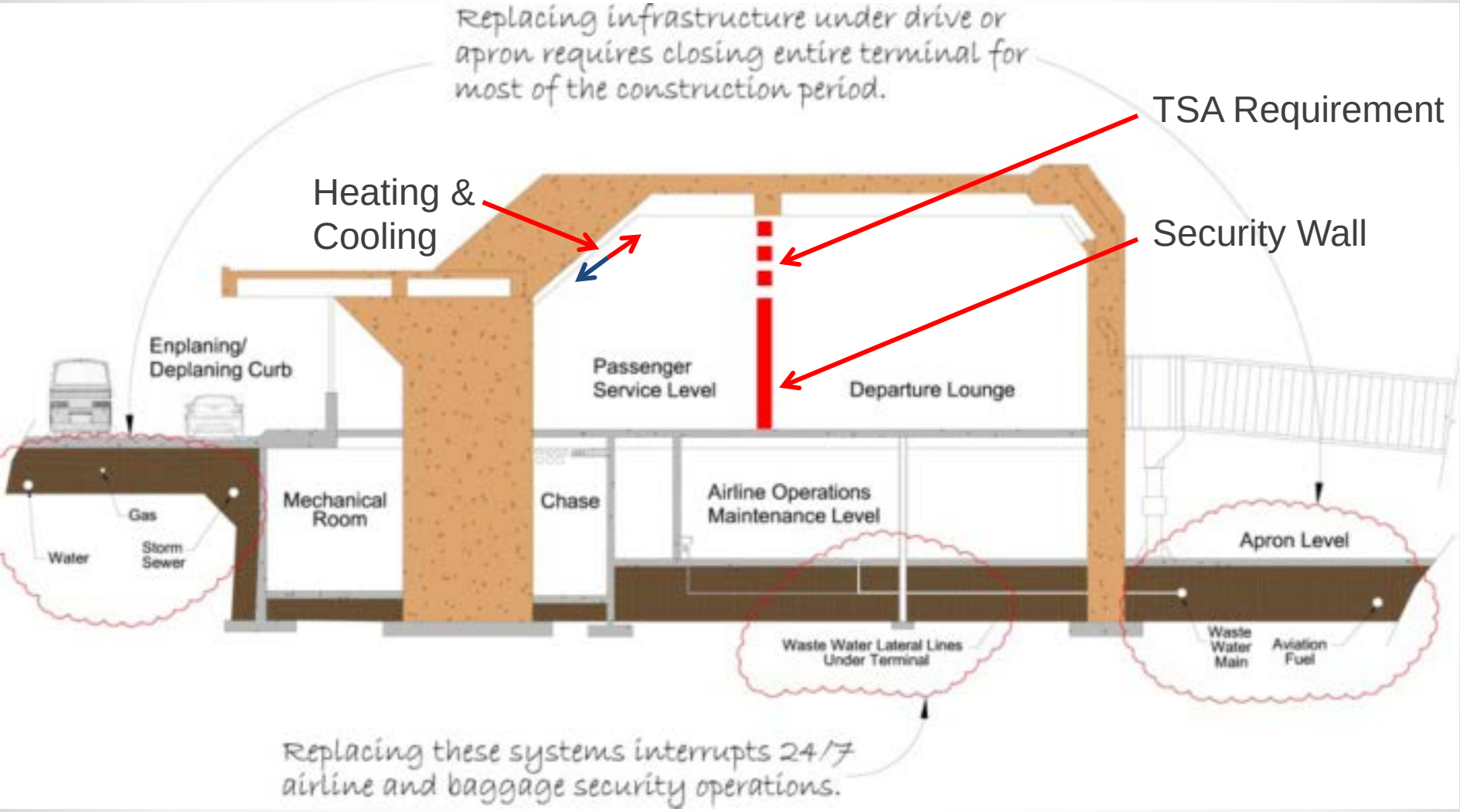




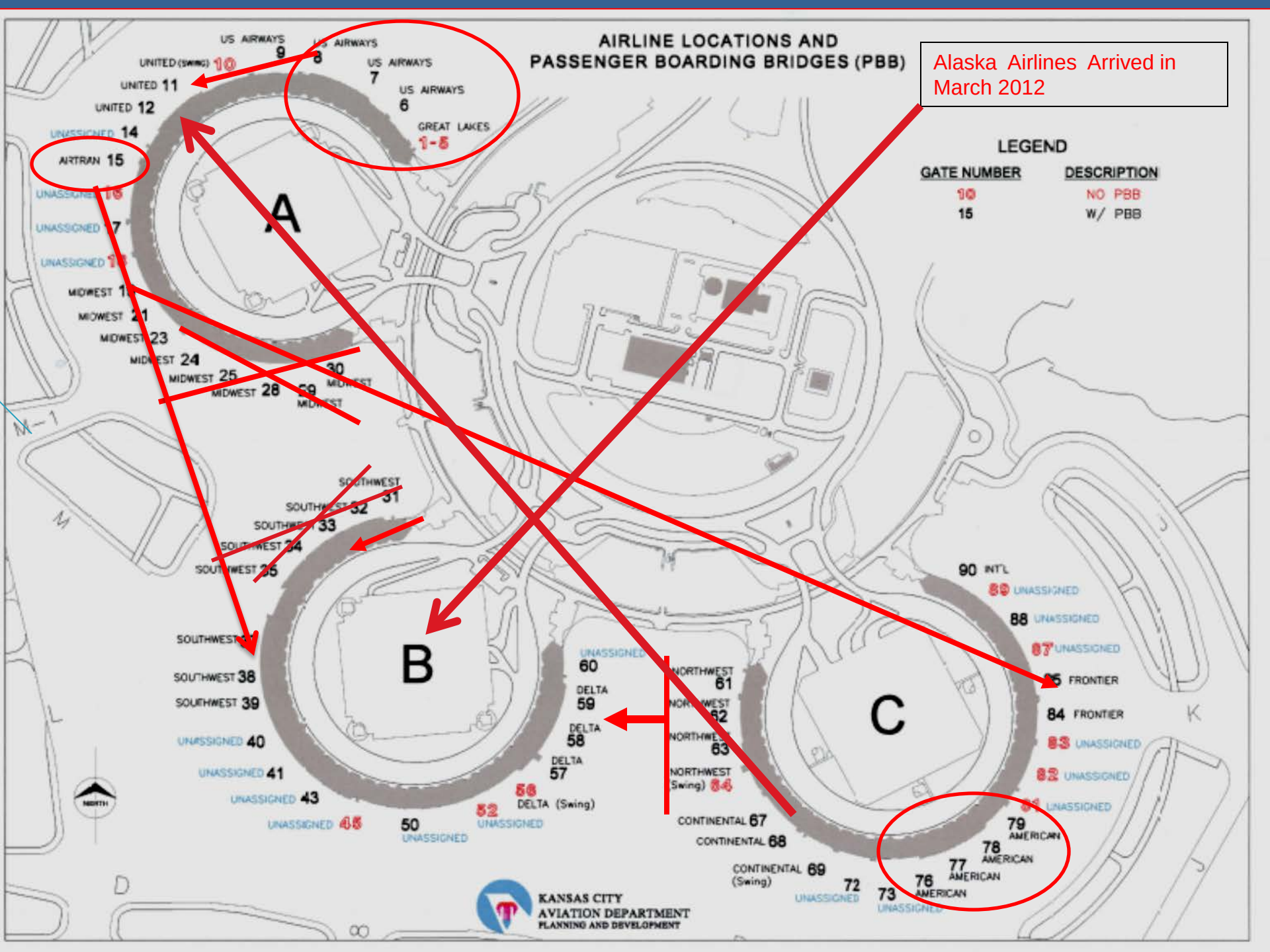




July 2013


Replacing infrastructure under drive or apron requires closing entire terminal for most of the construction period.
TSA Requirement
Heating & Cooling
Security Wall
Enplaning/ Deplaning Curb
Passenger Service Level
Departure Lounge
Mechanical Room
Chase
Airline Operations Maintenance Level
Apron Level
Gas
Water
Storm Sewer
Waste Water Lateral Lines Under Terminal
Waste Water Main
Aviation Fuel
Replacing these systems interrupts 24/7 airline and baggage security operations.

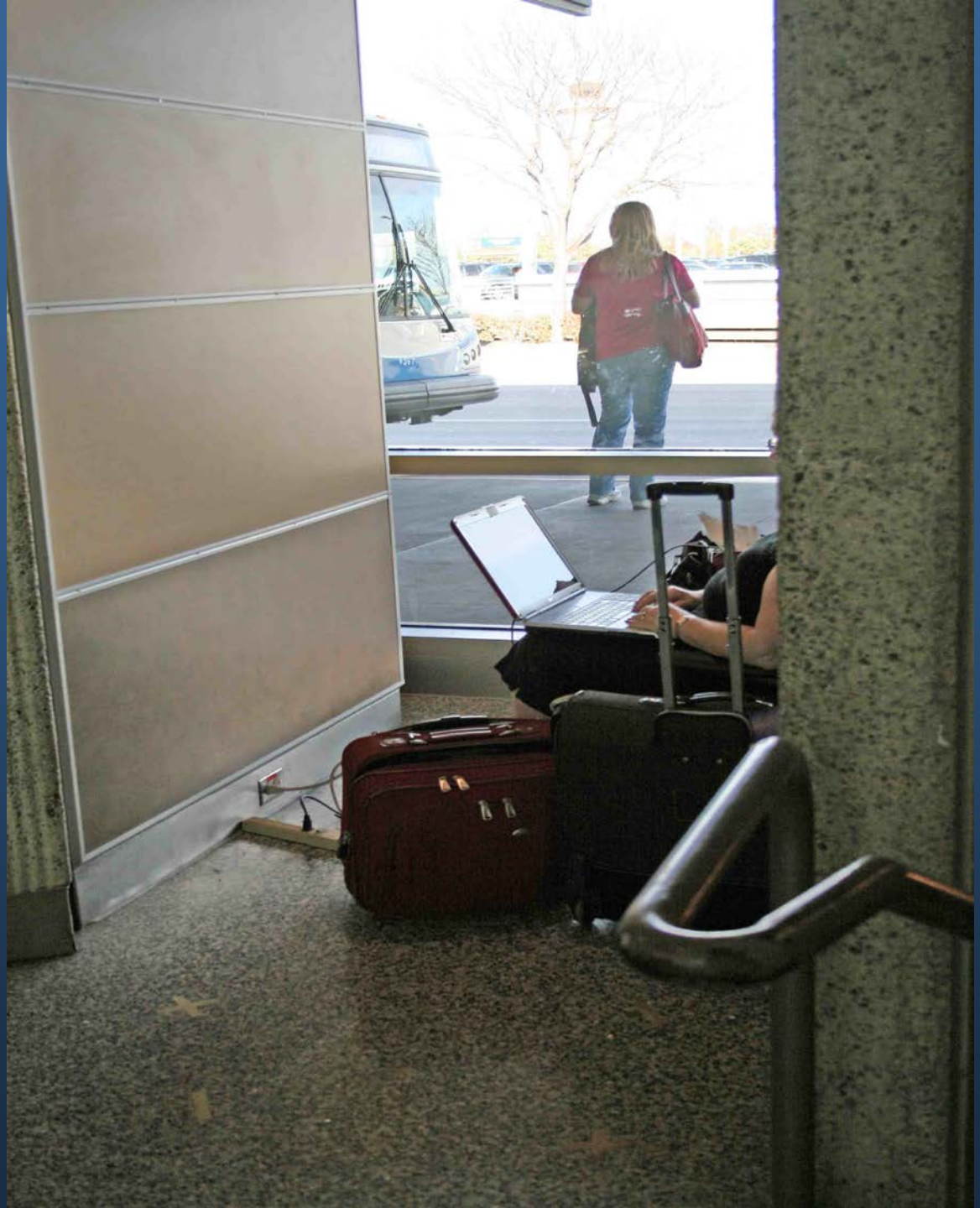



AIRLINE LOCATIONS AND
PASSENGER BOARDING BRIDGES (PBB)
Alaska Airlines Arrived in March 2012
LEGEND
GATE NUMBER
DESCRIPTION
NO PBB
W/ PBB
A
B
C
US AIRWAYS 9
US AIRWAYS 8
US AIRWAYS 7
US AIRWAYS 6
GREAT LAKES 1-5
UNITED (SWING) 10
UNITED 11
UNITED 12
UNASSIGNED 14
AIRTRAN 15
UNASSIGNED 16
UNASSIGNED 17
UNASSIGNED 18
MIDWEST 19
MIDWEST 21
MIDWEST 23
MIDWEST 24
MIDWEST 25
MIDWEST 28
30
SOUTHWEST 31
SOUTHWEST 32
SOUTHWEST 33
SOUTHWEST 34
SOUTHWEST 35
SOUTHWEST 37
SOUTHWEST 38
SOUTHWEST 39
UNASSIGNED 40
UNASSIGNED 41
UNASSIGNED 43
UNASSIGNED 45
50 UNASSIGNED
52 UNASSIGNED
DELTA (Swing) 56
DELTA 57
DELTA 58
DELTA 59
UNASSIGNED 60
NORTHWEST 61
NORTHWEST 62
NORTHWEST 63
NORTHWEST (Swing) 64
CONTINENTAL 67
CONTINENTAL 68
CONTINENTAL 69 (Swing)
72 UNASSIGNED
73 UNASSIGNED
76 AMERICAN
77 AMERICAN
78 AMERICAN
79 AMERICAN
UNASSIGNED 81
UNASSIGNED 82
UNASSIGNED 83
84 FRONTIER
FRONTIER 85
UNASSIGNED 87
88 UNASSIGNED
UNASSIGNED 89
90 INT'L
KANSAS CITY
AVIATION DEPARTMENT
PLANNING AND DEVELOPMENT


Gates
Southwest
Sky Cap
Pedestrians
No Parking
Fire Lane
AirTran
Southwest
Ticketing
Blue Bus
DELIVERY
VEHICLES
GX470
V8


Gates
Southwest
Sky Cap
Watch for
Pedestrians
No Parking
Fire Lane
AirTran
Southwest
Ticketing
DELIVERY
VEHICLES


DELTA
SKY PRIORITY
Ticketing
Baggage Claim
31-52
To Parking Deck
Family Restroom
Shops & Restaurants



KANSAS CITY INTERNATIONAL AIRPORT | It's 'outdated now'

FACING THE FUTURE BY STARTING OVER



PHOTO ILLUSTRATION BY NOAH MUSSER | THE KANSAS CITY STAR

Officials are considering plans for a single-terminal system designed with efficiency and security in mind.

By MIKE RICE
The Kansas City Star

Kansas City officials have a bold vision for the future of Kansas City International Airport.

Think of it as Extreme Makeover: The Airport Edition.

The future, they believe, is a single terminal and the possible demolition of the three existing circular terminals. The new airport would have people movers and more distant parking. Travelers would find shops and restaurants close at hand. Security would be more centralized and efficient.



Five concepts have been sketched out for a new terminal system at KCI. | A14

The architects who designed KCI had convenience, not security, in mind. | A15

@ For an interactive graphic on KCI's redesign and more information on the airport master plan, go to **KansasCity.com**.

Although the plan is still in the incubation stage, steps taken so far show that a broad outline of the airport's future has emerged from the mist of bureaucratic brainstorms.

Consultants have been hired, at a cost of $3.3 million, and five concepts sketched out.

Much is yet to be decided, including the price, which could be $1 billion or more.

This look to the future comes soon after a $258 million renovation and at a time when the airport's passenger traffic is on the rise.

"We know that in 15 to 20 years this airport will no longer be economically viable," said Kansas City Aviation Director Mark VanLoh. "It is outdated and inefficient."

Ideas for a new terminal took hold when the airport's long-term master plan was under review this spring.

There are sure to be skeptics.

Janet Stammer, a traveler

SEE AIRPORT | A14

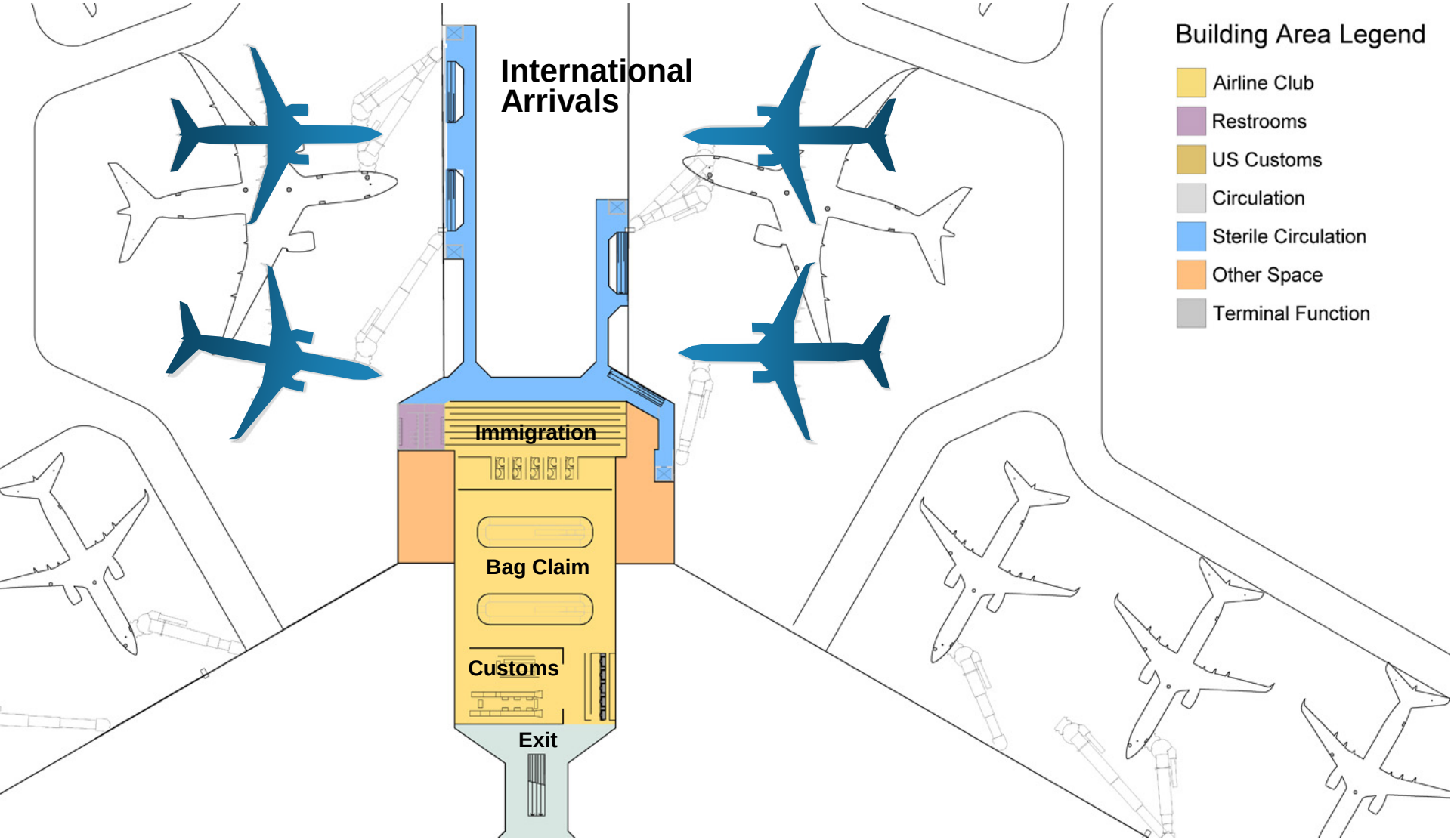
KC Star-Sunday, July 29 ,2007

Features of the **New Terminal** Complex

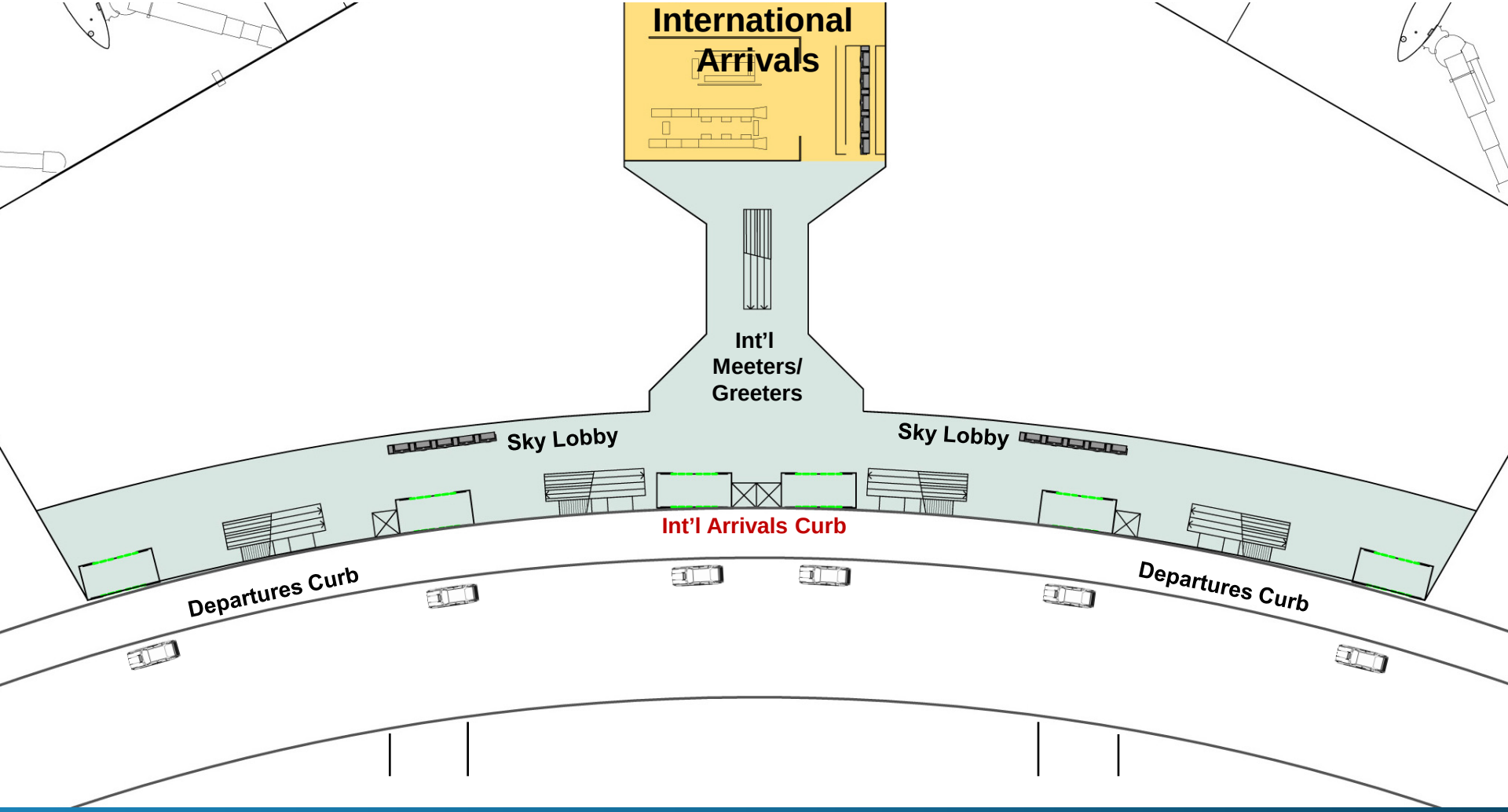




International Arrivals Facility



Upper Level "Sky Lobby"



Post Rehabilitation Deficiencies



Cannot Accommodate Large Aircraft in Quantity

The Airline Industry Today

- 26% of all domestic traffic is generated by an international passenger
- 29% of airplanes built in the next 10 years will go to China
- 60% of all United Airline departures are by someone other than UAL
- 100 million new passengers per year in Asia (KCI has 10 million per year)
- US is exporting 150,000 barrels of jet fuel per day to other countries

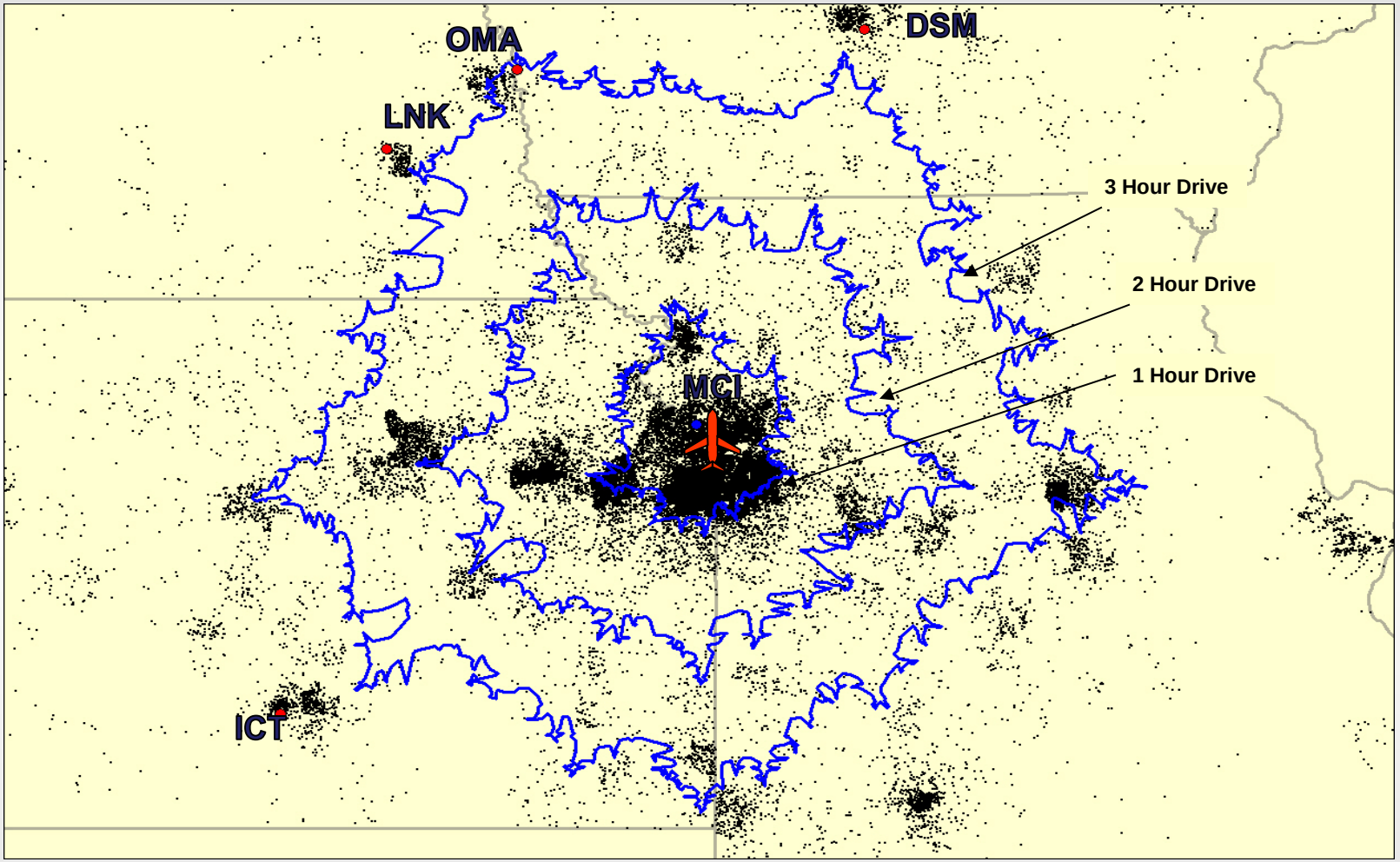
- EasyJet=London to Barcelona 16 Euros ($33.00)

- One non-stop to Asia per day from Denver is worth $140m to the local economy

- Parked airplanes make no money!

- Airplanes are getting larger. Smaller 50 seat regional jets are no longer profitable.

MCI Draws Traffic From a Wide Area



4.9 Million O&D Passengers Originate From MCI

• = 100 Bookings

Air Service Marketing Efforts or Why Should an Airline Fly to Kansas City?

- Population, discretionary income, business demands, conventions
- Where do our residents want to go?
- How are they getting there currently? (drive market?)
- What Airlines should be targeted?
- Should we incentivize?
- What do we know?

MCI's Largest Markets Without Nonstop Service

Rank	Top MCI O&D Markets Without Nonstop Service	Miles	CY 2012 O&D Passengers	PDEW	Average Fare	Peak Period PDEW	Peak Period Year-Ended
1	Austin (AUS)*	649	93,866	129	$130	156	Q2' 08
2	San Antonio (SAT)	706	92,386	127	$134	167	Q2 '08
3	Orange County (SNA)	1,341	84,214	115	$151	131	Q3 '04
4	Sacramento (SMF)	1,441	75,114	103	$161	121	Q2 '06
5	Raleigh/Durham (RDU)	905	71,072	97	$171	155	Q2 '08
6	Ft. Myers (RSW)*	1,156	70,052	96	$146	102	Q4 '07
7	Pittsburgh (PIT)	774	58,072	80	$149	104	CY '01
8	Columbus (CMH)	633	55,340	76	$165	119	Q2 '08
9	Oklahoma City (OMA)*	312	46,092	63	$112	184	Q4 '00
10	Jacksonville (JAX)	956	42,762	59	$175	104	Q2 '08
	Miami (MIA)	1,252	40,774	56	$179	117	Q2 '04

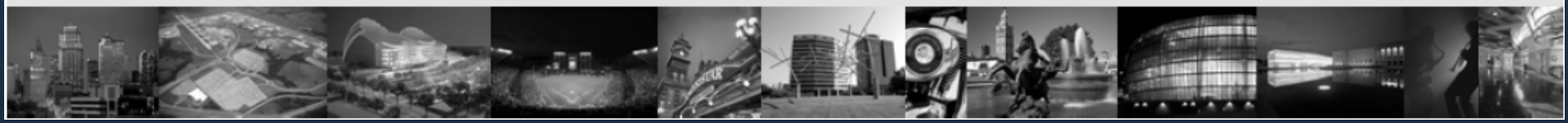
*Nonstop service was flown during calendar year 2012.
Source: Innovata schedule data for March 2013 and U.S. DOT, O&D Survey.



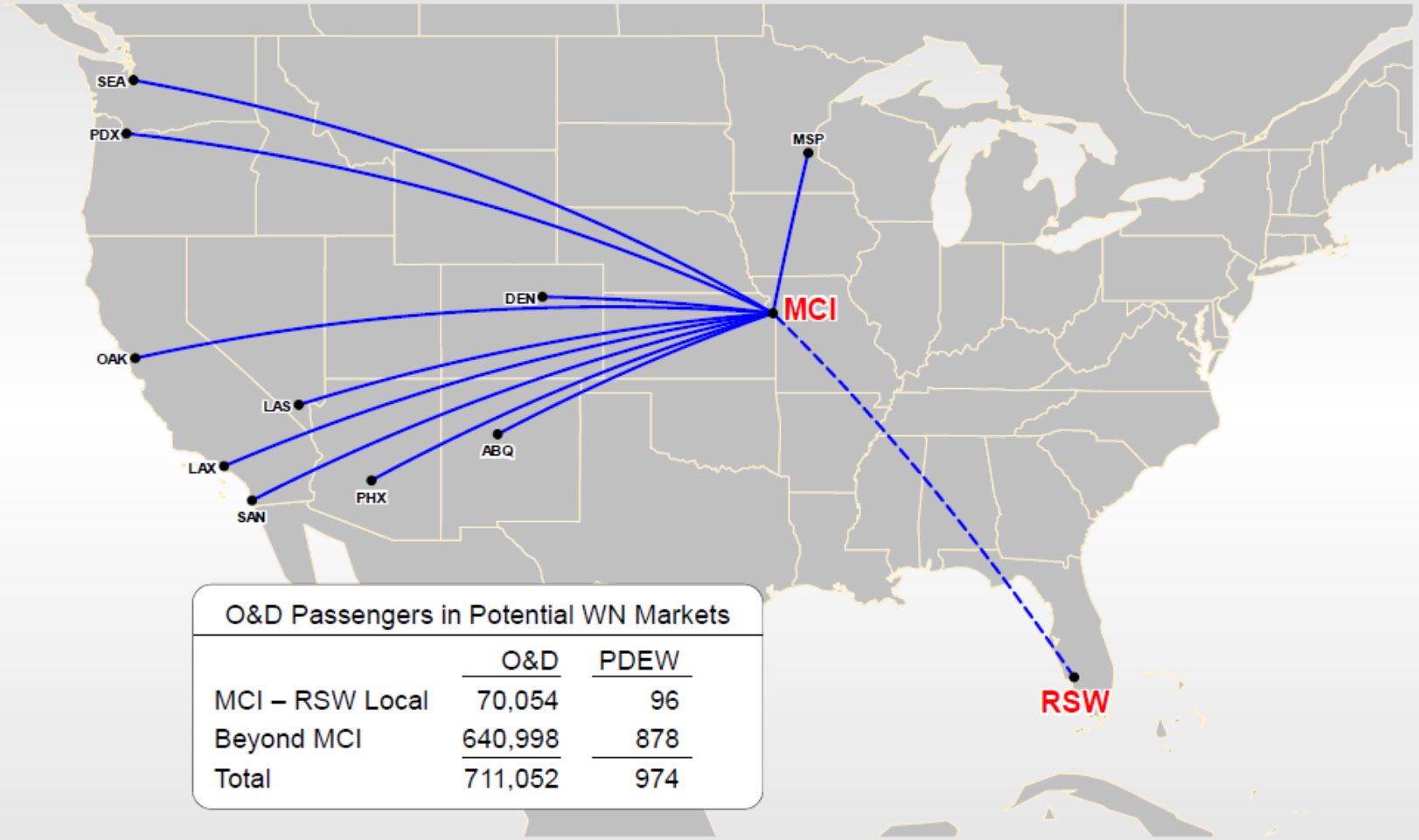
MCI is RSW's Second Largest Market Without Nonstop Service During the Peak Season

Rank	Top RSW O&D Markets Without Nonstop Service	Miles	Q1 and Q2 2012 O&D Passengers	Annualized PDEW	Average Fare
1	Providence (PVD)	1,201	57,541	158	$150
2	Kansas City (MCI)	1,156	40,807	112	$151
3	Nashville (BNA)	722	30,107	82	$157
4	Grand Rapids (GRR)	1,147	29,911	82	$176
5	Los Angeles (LAX)	2,238	29,083	80	$229
6	Flint (FNT)	1,138	28,864	79	$159
7	Las Vegas (LAS)	2,070	25,303	69	$219
8	Phoenix (PHX)	1,868	24,598	67	$193
9	San Francisco (SFO)	2,481	24,493	67	$242
10	Rochester (ROC)	1,166	24,175	66	$167

Source: Innovata schedule data for March 2013 and U.S. DOT, O&D Survey.



Southwest's MCI – RSW Potential Passenger Pool is Over 700,000 Passengers



O&D Passengers in Potential WN Markets

	O&D	PDEW
MCI – RSW Local	70,054	96
Beyond MCI	640,998	878
Total	711,052	974

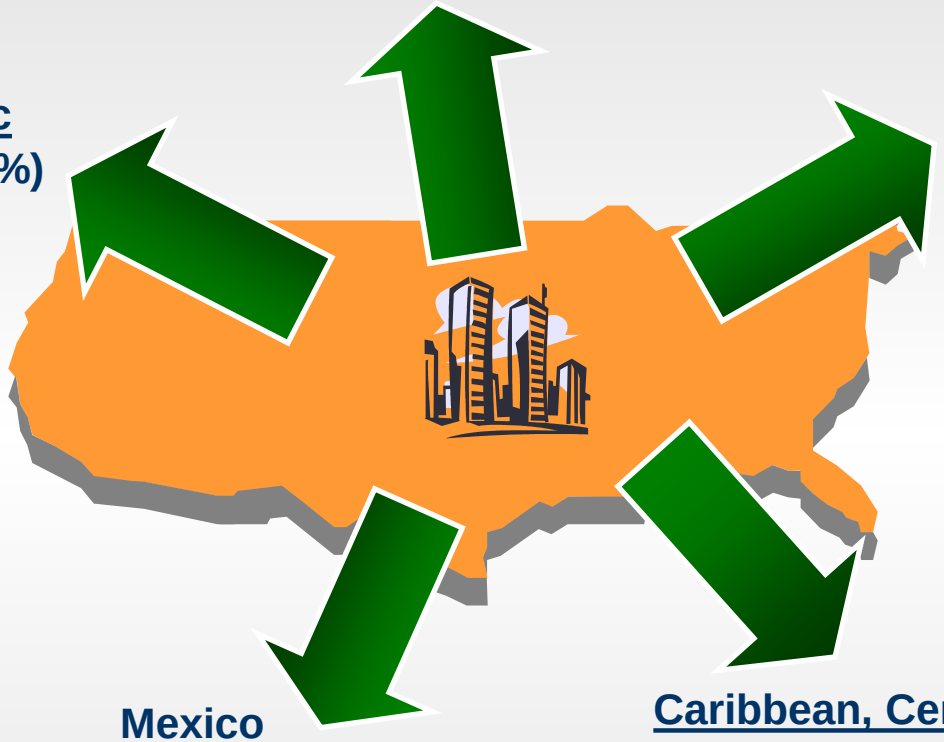
Source: U.S. DOT, O&D Survey, calendar year 2012; and Innovata schedule data for July 2013.



International Traffic Growth

Canada
80 PDEW (+5%)

Transpacific
90 PDEW (+4%)



Transatlantic
301 PDEW (+3%)

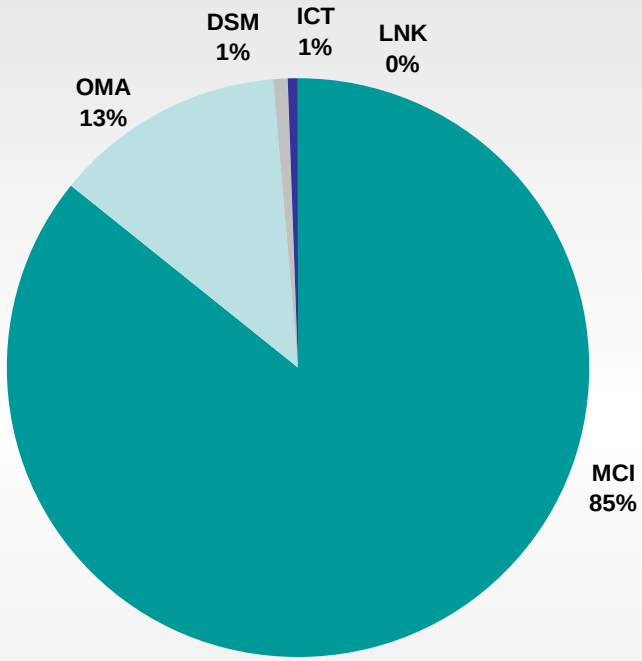
Mexico
190 PDEW (+1%)

Caribbean, Central and South America
210 PDEW (+6%)

International Passengers per day each way YE Q3 2012 vs. YE Q3 2011, Passenger Origin and Destination (O&D) Survey



Originating Airport for MCI Service Area to Mexico



YE Q3 2012 Originating Passengers

Source: Adjusted ARC.

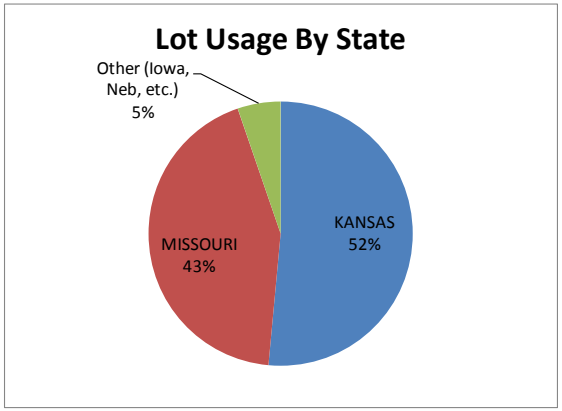
MCI's Top 10 Mexico Markets

Rank	Mexico Market	YE Q3 2012 O&D Passengers	Service Area Passengers Using DSM, ICT, LNK or OMA	YE Q3 2012 Total
1	Cancun (CUN)	68,195	9,361	77,555
2	San Jose del Cabo (SJD)	21,685	1,407	23,092
3	Puerto Vallarta (PVR)	17,587	1,286	18,872
4	Mexico City (MEX)	9,786	1,609	11,394
5	Cozumel (CZM)	5,972	1,021	6,994
6	Guadalajara (GDL)	3,843	1,658	5,501
7	Monterrey (MTY)	3,203	129	3,332
8	Mazatlan (MZT)	1,327	335	1,661
9	Leon/Guanajuato (BJX)	872	615	1,487
10	Queretaro (QRO)	665	161	827
	Other	5,413	864	6,276
	Total	138,547	18,445	156,992

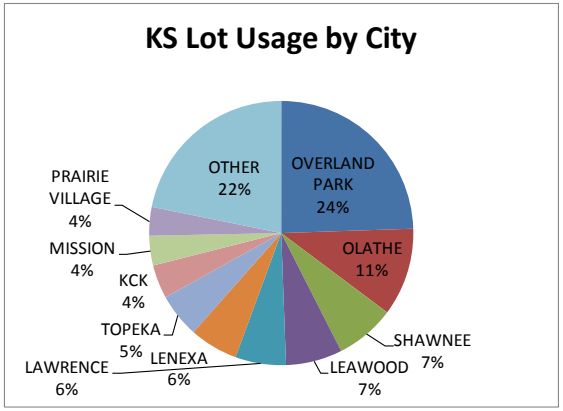
Source: Adjusted ARC and U.S. DOT, O&D Survey



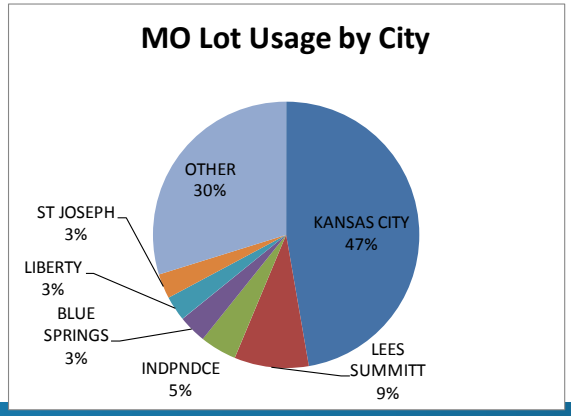
Parking Facilities Zip Code Study - October 2013



Lot Usage by State:	17026
KANSAS	8765
MISSOURI	7364
Other (Iowa, Neb, etc.)	897



KS Lot Usage by City:	8765
OVERLAND PARK	2145
OLATHE	943
SHAWNEE	639
LEAWOOD	605
LAWRENCE	542
LENEXA	519
TOPEKA	474
KCK	361
MISSION	317
PRAIRIE VILLAGE	307
OTHER	1913



MO Lot Usage by City:	7364
KANSAS CITY	3481
LEES SUMMITT	665
INDPNDCE	327
BLUE SPRINGS	252
LIBERTY	223
ST JOSEPH	221
OTHER	2195

2025 VISION

- All passengers arrive at airport checked-in
- Baggage is already tagged
- Simple bag drop offered at a variety of locations
- Automated baggage tracking and tracing – offered via mobile devices
- Passenger is biometrically validated and issued with personalized 'token'
- 'Token' could be integrated with boarding pass and will be used to positively identify passenger at each processing point
- Security is streamlined
- Border control is automated with all passengers using e-passports
- Automated self-boarding of aircraft at gates





BAGGAGE

A variety of bag tag solutions are emerging:

- Home-printed bag tags
- Smartphone programmable electronic tags
- Permanent RFID tags

By 2025:

- Permanent bag tags will be embedded in all luggage purchased
- A worldwide standard for permanent bag tags will exist









BAG DROP

Bag drop will be provided at a variety of locations:

- Rail stations
- Hotels
- Other off-airport locations
- Airport car parks
- Central transport interchange





World First at Montreal-Trudeau: Generic Self-Bag-Drop Stations

Date: 2014-02-13



STREAMLINED SECURITY

- Focus needs to be on the passenger
- Industry needs to develop a security model that is recognizable and familiar regardless of the airport
- Process should be consistent across all airports to avoid confusion – for example removing shoes and belts, laptops in or out of bags
- Security zones to incorporate good interior design principles to create passenger-friendly ambience instead of a sterile 'prison-like' feel
- Streamlined and walk-through without unpacking or undressing





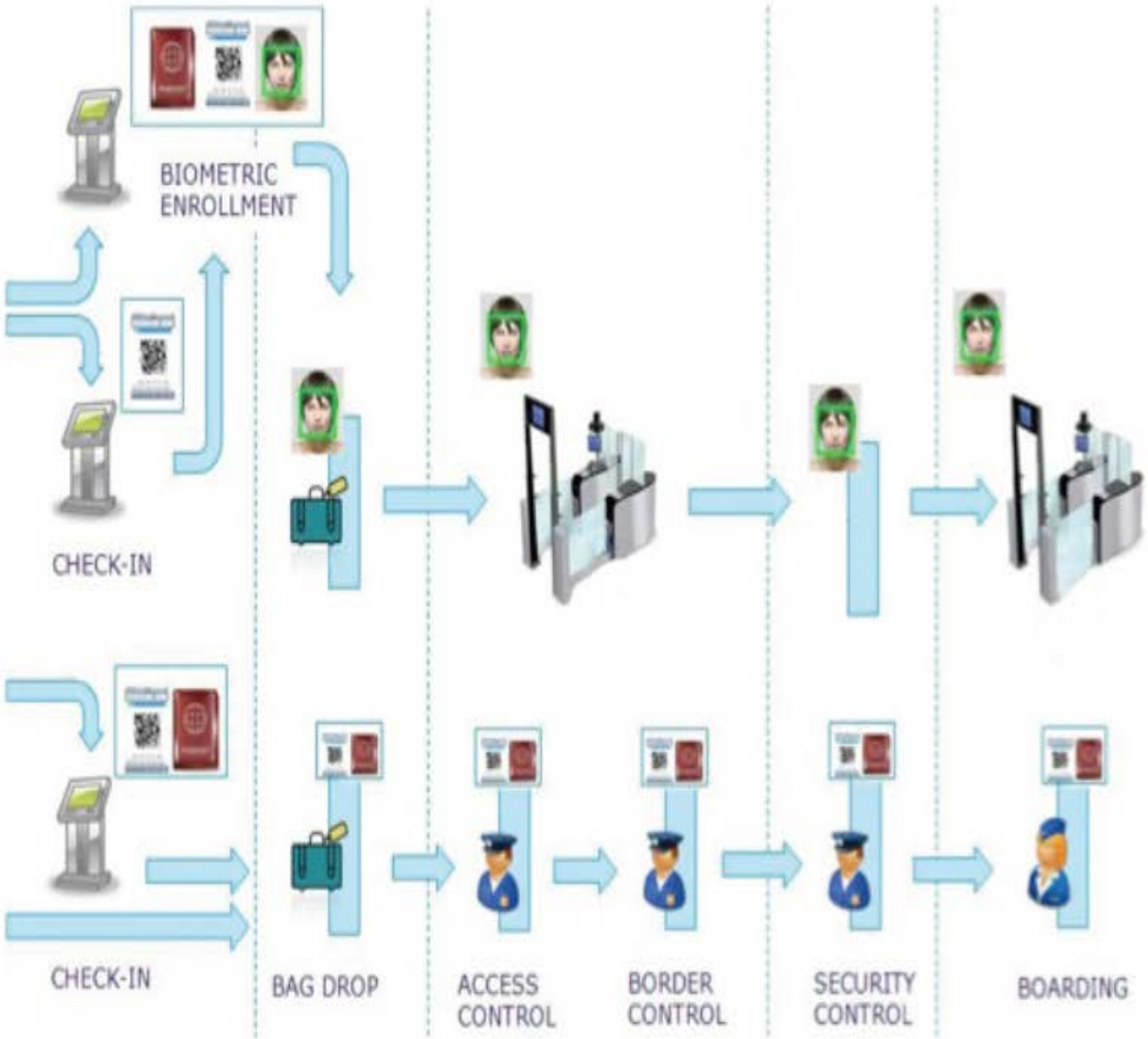




BORDER CONTROL

Case Study: Aruba Airport

- Use of biometric 'token' at each processing point
- Significant reduction in staff required



SELF-BOARDING

- By 2025 the vast majority of airlines and airports will have implemented self-boarding
- Passengers may not see an airline representative until the aircraft door
- Challenge will be to board the aircraft as fast as emptying the gate





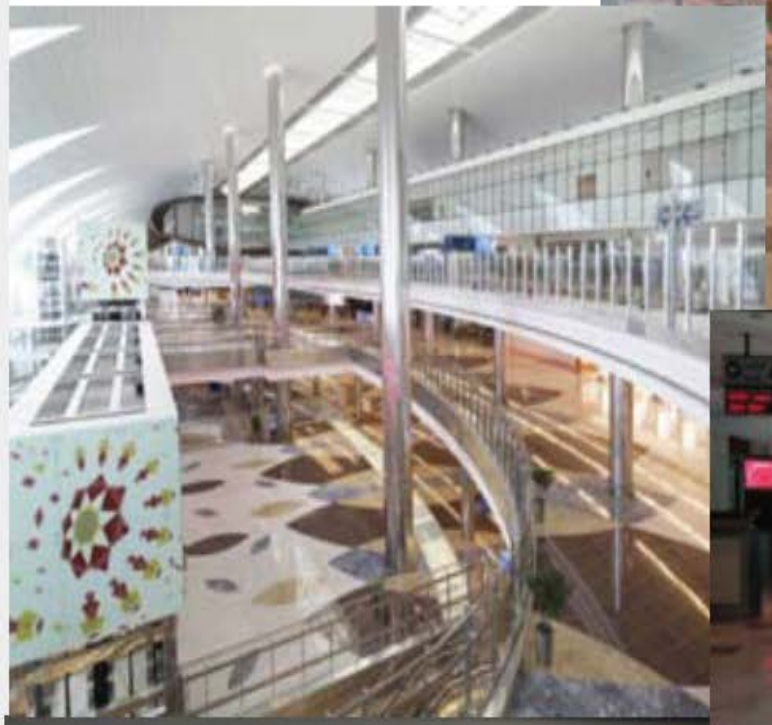


PREMIUM DEPARTURE LEVELS

Case Study: Dubai A380 Terminal

- 24 gates
- 3 levels all having direct access to every gate
  - Departures/Retail
  - First Class Lounge
  - Business Lounge
- Premium levels have separate exclusive retail
- Future terminals will have common use premium levels provided by the airport with direct access to individual gates









ARRIVALS BAG CLAIM

- Avoid passengers spending time and requiring space to crowd around baggage claim units
- Permanent bag tag will allow tracking and delivery of bag to passenger when they are ready to receive it
- Universal tracking of baggage would allow a push notification to be sent to each passenger alerting them when their bag is ready for collection
- Instead of waiting around a baggage claim unit wondering when their baggage might show up, passengers will be free to patronise retail and entertainment offers, removing stress and worry.







ARRIVALS EXPERIENCE



- The arrivals area of the airport should also reflect the destination itself to provide a warm welcome to the passenger and to give them a feel of the city/country they have just arrived in

- Christchurch International Airport and Seattle-Tacoma International Airport provide great examples of memorable arrivals experiences



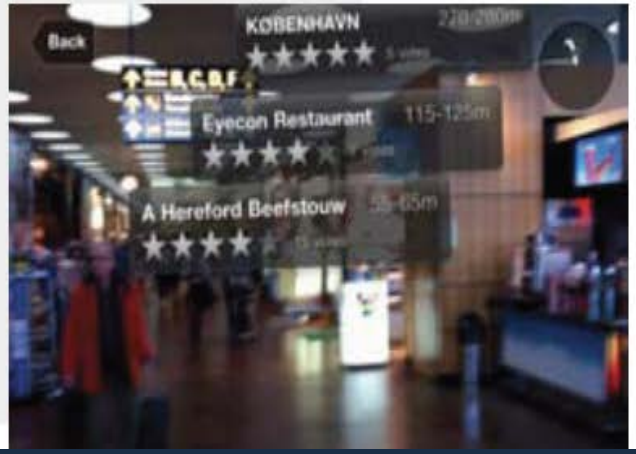


THE SELF-SERVICE AIRPORT

- Self-service does not mean no service
- Kiosks will be removed from the airport of 2025
- Airline agents will have retracted to aircraft
- Highly trained customer service agents will roam the floor with tablets
- Use of virtual assistants, robots and off-site agents via video conference
- Instructions to passengers via messages to mobile devices
- Wayfinding via simple and technology-driven solutions
  - Colored lines to guide passengers
  - 3D mobile wayfinding
- Common use airport facilities









CHANGE MANAGEMENT

Air New Zealand was an early leader in the development of an innovative self-service check-in and bag drop product

- Simplified process
- Self-service only real option offered to passengers
- Easy to follow instructions and self-tagging of bags
- 'Low-tech' bag drop
- Strong graphics
- Roving staff and minimum help desks
- Removal of queues
- Increased capacity of check-in halls







CHANGE MANAGEMENT

Case Study: Qantas Next Generation Check-In

- Customer satisfaction ratings are the highest in over 5 years
- Customer comments regularly highlight the speed and ease of 5-second check-in with Q Card Reader and then bag drop
- Mishandled bags have halved since introduction

Change Management issues:

- Rapid pace required resources from across the whole business to resolve issues in a very quick timeframe
- Project governance structure enabled issues to be escalated and resolved rapidly
- Required keen relationship management with third parties for approvals e.g. Airport authorities, government organizations
- Thorough risk management processes
- Handled more than 100 external supply companies
- Needed to fully understand how the customers would use all of the products
- Arranged for multiple live trials of the systems to stress them and understand their full capability

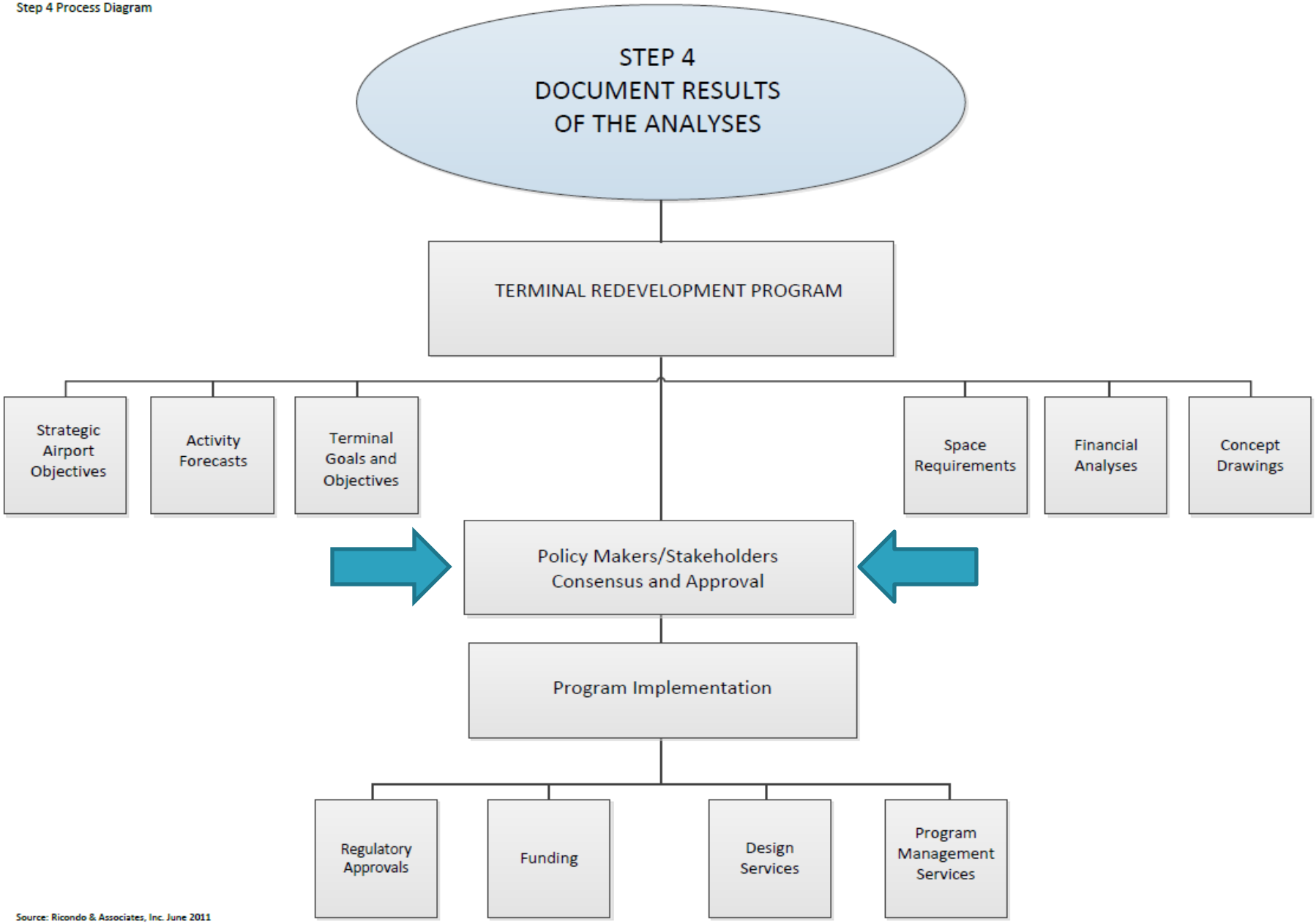


Before



After

Exhibit 10-1
Step 4 Process Diagram



Source: Ricondo & Associates, Inc. June 2011
Prepared by: Ricondo & Associates, Inc. June 2011

Thank you, questions?