

HIGH SECURITY

**SYR Executive Director
Christina Callahan studies
security at Israel's Ben
Gurion International**

Christina Callahan, executive director of Syracuse Hancock International Airport, recently visited Israel to see first-hand how the country handles airport security. A leader in the field, Ben Gurion International in Tel Aviv has a multi-layered security approach that has kept it free of hijackings and terrorist activity since the 1970s. The airport handled more than 17 million passengers in 2016, and blends a proven approach to airport security with its focus on customer service.

Christina was honored to participate in the Airports Council International North America (ACI-NA) Israel Security Mission, a security program for airport directors that featured meetings with Ben Gurion International administration, border and aviation security officials, and Israeli counter-terrorism experts. Airport directors and senior representatives from around the United States were invited to the airport for an up-close look at security measures. The group spent several days focusing exclusively on security and facilitation, and discussing innovative aviation protection initiatives.

When traveling through Ben Gurion Airport, Christina noted that the experience felt “just like any other airport.” Although there is a hyper-focus on security, Christina said that she never felt scrutinized, and that the airport provided a great customer experience. The Israel Airports Authority, which runs all aspects of the airport, including air traffic, security, operations, baggage, and cargo, handles security at the airport differently than most

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airports. They use a multi-layered approach that starts nearly three miles outside of the airport. There are only two main access points to the facility, and all incoming traffic is stopped at a checkpoint. Here, security agents can ask questions or search the car, similar to border control checkpoints in the United States. After being cleared at the checkpoint, additional security measures are in place inside the airport terminal.

Much of the security at the terminal is based on behavior detection and analysis. Security agents are positioned at the terminal entrance, and after speaking with you, they determine your threat level. They are highly trained to notice certain behaviors, and have a detailed understanding of other cultures. Where U.S. airports usually apply the same procedures to everyone, Ben Gurion Airport employs



“risk-based security,” which is designed to identify high-risk passengers and subject them to additional security.

Critics say that relying on the judgment of security officers is a flawed system that relies too much on personal interpretation, and can be construed as racial profiling. In Israel, however, this security system is a way of life that has protected the airport and its passengers well. “The people living here don’t allow the fact that they are targeted to impact the way they live,” Christina added. “They have this level of security because they have to.”

In addition to behavior detection, the airport also uses traditional security methods found at airports around the world. There are walk-through scanners and a very high-level baggage screening system. Security agents check passports and identification.

But most of the security measures are never felt or seen by the passenger. According to Christina, “The airport is very modern, there are high-end concessions, and everyone was very polite and respectful. Many think that a high level of security means a police state, but that wasn’t the case at all.”

Would the security measures in use at Ben Gurion work at Syracuse Hancock International Airport or other U.S. facilities? Christina pointed out that the culture in America is very different from Israel. There is a delicate balance between what extra security measures the American public will accept and when they find it too much of an inconvenience. Because Ben Gurion is the only international airport in Israel, it is easier for them to have a hyper-focus on security. Additionally, there are many agencies in the U.S. that have to work together to achieve airport security

to protect passengers, terminals, the airfield, and airspace. This is all handled by one agency in Israel, making it a more streamlined process and easier to control and implement.

Although some of the security measures at Ben Gurion are not scalable to larger U.S. airports, Christina says that “some best practices can be incorporated on an airport-by-airport basis.” She added that the trip was not only a valuable lesson in security, but also a lesson in relationships and collaboration. “It’s important to have an understanding of different perspectives and cultures. Even with the current situation in the Middle East, this airport still functions and keeps passengers safe. A lot can be learned from the different approaches that they use to handle security.”



>>> (Left) Christina Callahan (6th from left) and members of the 2016 ACI-NA Security Mission Delegation on the observation deck of the control tower at Ben Gurion International Airport. <<<

>>> (Below) Ben Gurion International Airport served more than 17 million international passengers in 2016. <<<



TAKING THE LEAD

Kirsten Cerro heads eastern region aviation practice

Kirsten Cerro, P.E., LEED AP, ENV SP, has spent her entire 17-year career at C&S, working in several engineering fields and in three offices. In early 2017, she took on the role of leading the eastern region of our aviation practice, overseeing projects at airports across the Northeast. Her background includes managing large-scale infrastructure projects for a diverse group of clients, including state agencies, public institutions, and the private sector. "From buildings to underground infrastructure and many things in between, I've had the benefit of working with so many different experts across the organization. Those experiences have made me very comfortable working with every discipline and have helped establish relationships that allow me to serve our customers regardless of what their needs are."

"I see tremendous growth in C&S's staff, and the diversity of services and capabilities we offer."

Kirsten is committed to staying focused on outstanding service to existing clients, while also looking for new customers and opportunities that meet our goal of serving the communities we live and work in.



Kirsten's Take

Industry Trends

Many terminal buildings are struggling to accommodate the demands of today's travelers. Space programming is essential to accommodate ever-changing demographics—from aging baby boomers to the experiential expectations of millennials. Many airports are facing capacity issues at the curbside interface and the growth of ultra-low-cost carriers is partly to blame. On the development side, there is a shift in the procurement model, and project delivery methods are continuing to move away from the traditional design-bid-build model with the presence of more public-private partnerships and design-build contracts.

Innovation

Technological innovations are going to have a huge impact on the aviation industry. For example, NextGen for flight procedures; smart phone use in terminals; 3D models contribution to virtual design, construction, operations and maintenance; and big data.

Dream Vacation

I would visit the countries my ancestors came from. I am always fascinated with my roots and have spent countless hours researching my genealogy. I am half Norwegian, with Scottish and German. I would love to see the fjords of Norway, the Scottish Highlands, and go to Oktoberfest in Munich!

Contact Kirsten

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PREPARING FOR CHANGE

by Michael Hotaling

Past performance cannot predict future results. We are reminded of this fact frequently by the financial industry, and it is relevant to the aviation industry as well. Sponsors, consultants, and agencies are already trying to predict how potentially disruptive changes might alter the current (mostly) healthy industry. For example, what will happen if the air traffic control system is privatized? How will the industry cope with a dwindling supply of qualified pilots? At this point, we don't know with any level of certainty what effect these and other factors outside of our control may bring.

While we cannot accurately predict the future, we can imagine a range of potential futures and what societal, economic and geopolitical conditions may prevail in each. "Scenario planning" involves looking at a range of conditions that the future may hold and coming up with a plan of how an organization will react in each case. For example, what if funding for capital projects is reduced? What if we secure a low-cost airline? What if enplanements rise?



I encourage you to
set aside time to think
deeply about the future
using scenario planning
or other model of
strategic thinking

The process of scenario planning was refined by Royal Dutch Shell in the 1970s and is documented in the book *The Living Company* by Arie de Geuss. Leveraging the solutions identified during the scenario planning process prepared Shell to better navigate chaotic world events than many of their competitors. It is estimated that more than 60% of companies now engage in some form of scenario planning.

I recently led our aviation practice leadership team through a scenario planning exercise where we imagined four potential futures and how each might shape the airport industry.

The collaborative dialogue in the process forced us to consider both very optimistic and somewhat negative conditions that could theoretically play out. While it is unlikely that the potential futures we imagined will happen exactly as we described them, aspects of some or all may begin to take shape. Having already considered each scenario and potential actions we would take, we are already mentally prepared to adapt and adjust.

It is understandable that current dynamics force many of us to spend most of our time thinking about the present, such as the most recent quarter's or year's results. I encourage you to set aside time to think deeply about the future using scenario planning or other model of strategic thinking so your organization is better equipped for the next wave of change that is building.



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Michael is C&S's senior vice president and aviation practice leader. He collaborates with a team of nearly 100 professionals dedicated to providing aviation planning, environmental and sustainability, engineering, and construction phase services from offices nationwide. Contact him to learn more about our team and how we can help you solve your challenges.