

METROPOLITAN Airport News™

JANUARY 2024

The Journal of the Metropolitan New York Airport Community

Fixed-Base Operators

Providing Aviation Services to Private and General Aviation

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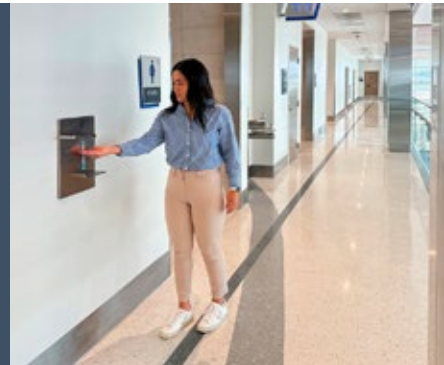
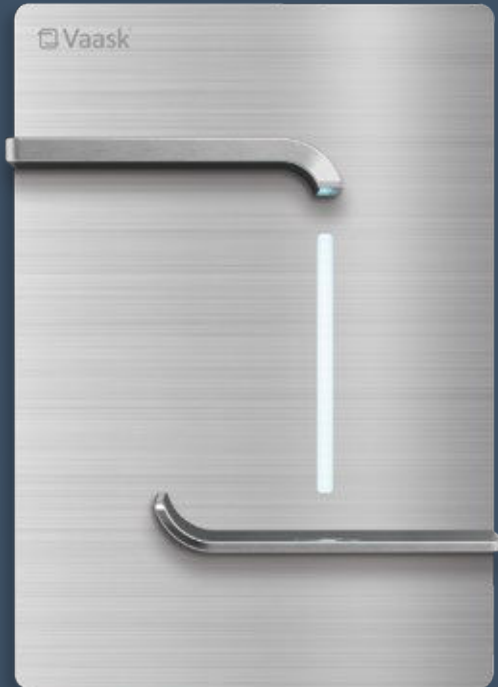
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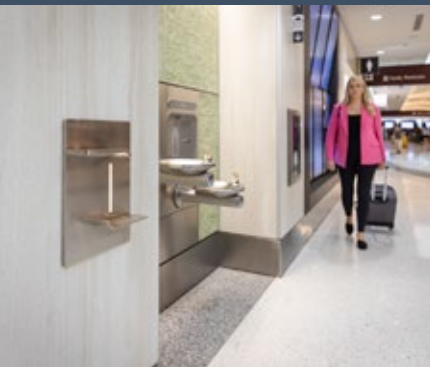
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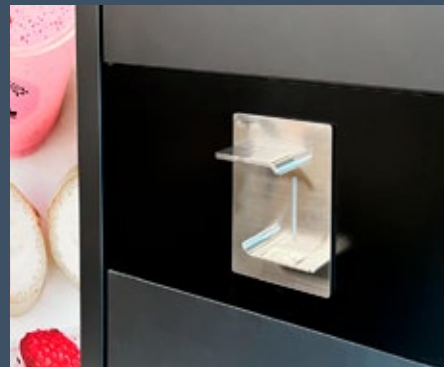


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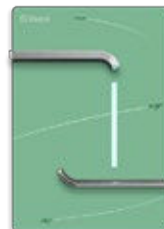
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I hope you have enjoyed the holiday season and are ready for all the New Year has to offer. It is undoubtedly a time for reflection and renewal while we prepare to hit the ground running into 2024.

In this issue, we turn our attention to an area of the airport with less traffic, no lines, fewer people, and a significantly much higher price tag: Fixed-base Operators, better known as FBOs. In the world of private aviation, the FBO provides high-net-worth travelers with a way to avoid all the waiting that the average traveler encounters. It is not a bad way to get around... if it fits your budget!

We are also welcoming **Jerry Spampinato** onboard as a contributing editor. As the former General Manager at John F. Kennedy International Airport, he has seen and done it all. His unique viewpoint and memories of airport events will be a welcome addition to our regular features. Like us, Jerry has a deep affection for the airport community, and we look forward to having him share his passion for the airport and stories of his time on the job.

Terminal 5 at JFK is the backdrop for this month's *Editor's Notebook*. **Julia Lauria-Blum** recounts her pleasant experience picking up and dropping off her daughter, Maggie, and her adorable dog, Pierre, for their holiday visit home. We tend to hear more about the bad things at the airports, so reporting that they had a pleasant and uneventful experience was a refreshing change of pace for Julia and hopefully for our readers who work at Terminal 5. Congratulations to JetBlue and the Terminal 5 team for creating a wonderful travel experience for everyone during this hectic season.

We interviewed **David Tanenbaum** from Lilker and asked him our *Fast Five* questions about the Terminal 6 project at JFK. He dives deep into sustainability options the team at Lilker has implemented, and the impact technology has at the airport. While his answers are fairly technical, he does a terrific job of explaining the uses of solar power systems and how reclaimed rainwater is used to flush toilets instead of relying on potable water.

We marvel at the wonderful places our *Non-Rev Traveler* contributors, **Maureen Katz** and **Jonathan Katz**, travel to each month. As retired airline personnel, they use their knowledge of the airline industry to travel on standby and take advantage of the deep discounts provided to them at car rentals and hotels. They share tips on making the most of your trip and details on what to see and where to stay. This month, they share their trip to the Strasbourg and Colmar Christmas markets in France. If you need additional motivation to use your travel benefits, past trips, and additional photos can be found on our website.

I hope you find the new year full of good health, happiness, and prosperity.
Enjoy the issue; I'll see you around the airports.

Katie Bliss, Publisher
kbliss@metroairportnews.com



ON THE COVER

FBOs in the United States comprise over 3,000 locations at airports throughout the country. FBOs are facilities that not only serve local pilots but also as gateways toward encouraging economic investment and links to community businesses beyond the airport boundary.



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What Is Invoice Factoring?

Invoice Factoring is not to be confused with a loan. It is an alternative financial solution for businesses that invoice their customers, specifically business-to-business.

Upon completion of a job or service, these businesses can be forced to wait up to 90 days to receive payment from customers; they are substantially hurting the growth and development of the business. Factoring eliminates these long waiting periods.

How Does Factoring Work?

Upon completion of a job, the business submits an invoice to both the Factoring company as well as their customer. Depending on the business industry, the invoice is funded up to 100% of the total amount, minus their 1-3% fee.

The only industry that is funded 100% of their invoices is trucking. For other industries, invoices are funded anywhere between 70-90%. The factoring company will hold onto the remaining percentage of the invoice until the customer's payment is received. Once payment is received, the remaining percentage minus that 1-3% fee will be dispersed to the business.

Benefits of Factoring

One of the main benefits of Factoring is that it eliminates the need for high-interest "bridge loans" and can compete with any traditional bank loan. The most important aspect of having Factoring is the elimination of the waiting period for payment.

Waiting 30-90 days for a customer's payment can hurt or put significant stress on the cash flow of a business. Engaging with a Factoring company allows you to focus on what matters most: your business. No more worrying about making payroll or chasing down customers for their payments.

Top Factoring Industries

✓ **LOGISTICS** (up to 100%): Trucking companies will not only have a factoring line. They will have access to equipment loans, discounted fuel cards, free load boards, and, in some cases, a line of credit that ranges from 10-15% of their total factoring line.

✓ **STAFFING** (70-90%)

✓ **MANUFACTURERS** (70-90%)

Note: Anyone who does progress billing is not a fit for Factoring. The same goes for any business that requires money upfront from their customers. Government contracts are also able to be factored. Transactions must be business-to-business.



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FAST FIVE

“Fast Five” is a succinct Q&A examining topical airport subjects of importance to the interviewee.



David Tanenbaum

PE, LEED AP - Lilker, an IMEG Company

David Tanenbaum has more than 30 years of experience in mechanical building system design and construction. His clients include Fortune 500 companies in the financial, advertising, transportation services, residential, and hospitality sectors, and his portfolio ranges from smaller workplaces to large-scale headquarters. David is a trusted advisor to his clients and delivers best-in-class service.

1 Tell us about your role with Lilker in reconstructing Terminal 6 (T6) as JFK undergoes its multi-terminal redevelopment.

As Principal-in-Charge, I'm the primary high-level point of contact between Lilker, JFK Millennium Partners (the client), and various design and construction team members headed by AECOM Hunt and Corgan Architects. I also collaborated extensively with our internal senior mechanical, electrical, and plumbing (MEP) engineering team members as we developed the project design concepts and documents.

2 From a system design perspective, what plans are being considered for Terminal 6 to meet growing travel demands?

For Terminal 6, the MEP systems design was based on 'Future Design Day Flight Schedules.' Airports use this to project the occupancy in a terminal by identifying the frequency of plane arrivals and take-offs. When designing for such a large footprint, it was a key consideration to create a 30-year design concept, building in the flexibility to handle the anticipated increase in capacity that JFK will undoubtedly experience.

3 What are the key elements to support a LEED Gold objective at Terminal 6 and its sustainability in years to come?

To achieve LEED Gold status, we implemented four key elements:

- **Solar Photovoltaic (PV) Power System** – This is connected to each of the three major incoming service rooms. Kennedy International Airport Cogeneration (KIAC) produces electricity, high-temperature hot water, and chilled water, but it runs primarily on fossil fuels. The roof-mounted PV system at T6 uses solar energy to reduce the power required from the central cogeneration plant, making it a preferred green alternative.

- **Advanced Energy Metering** – We provided extensive feedback and data for monitoring energy consumption from electrical power, hot water, and chilled water throughout the building.

- **Demand Control Ventilation** – The HVAC system is designed to control energy use without compromising indoor environmental air quality. This is accomplished by adjusting outdoor air for ventilation based on actual carbon dioxide concentration within the spaces.

- **Storm Water Collection and Grey Water Reuse** – In most facilities, bathrooms use potable water to flush toilets and urinals. The

stormwater initiative collects a portion of the rainwater and stores it in a 75,000-gallon cistern beneath the building. This water is treated and repurposed as non-potable water to supply toilets and urinals. In addition, some of the non-potable water is used to irrigate the outdoor landscaping. The rainwater harvesting system significantly reduces the use of potable water.

4 What is the impact of technology on future airport design, and how can it prioritize the airport as an anchor point of all transportation?

Looking to the future, the growing need for electrification has the most significant technological impact on MEP design for airports. As time passes, many airports will seek to use clean, renewable-source electricity rather than fossil fuel-sourced energy to support most of the systems – including all the ground systems that service the aircraft. They will need a larger source of power to do this.

At T6, we sized conduit banks for additional feeders to enable the terminal to provide additional power in the future. Our design allows the electrical system to be upgraded relatively easily in preparation for the future inevitable power requirements. This was a design consideration that we could implement at Terminal 6 that not all airport footprints and power distribution systems can accommodate, especially in existing facilities where upgrading them would be both challenging and costly.

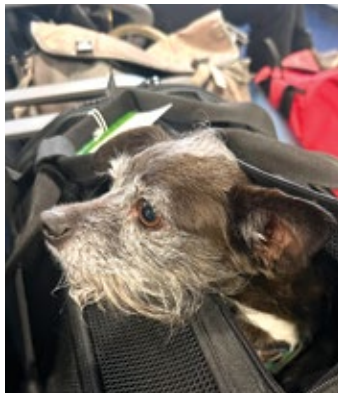
5 What are some of Lilker's most notable transportation projects in our area?

All of the airport terminal-related work that our office has completed in the NYC metropolitan area is notable for us. This includes work at JFK, LaGuardia, Newark Airports, and some smaller regional airports. It is a point of pride to be able to impact the lives of everyone traveling through our home aviation hubs. Before joining Lilker, I was a senior HVAC Engineer for the original JFK Terminal 4 and Newark Liberty's Terminal C expansion. Lilker projects have included gate lounge upgrades for American Airlines at LaGuardia and JetBlue at JFK, the British Airways Lounge and duty-free shops at JFK Terminal 7, the Chase Sapphire Lounge at JFK Terminal 4, the Delta Sky Club in Terminal 4 and American Airlines flight operations support spaces at the new Terminal 1 at Newark Liberty.

By no means is our work limited to the NYC metropolitan area; we are proud of the recently completed Delta Sky Club at Salt Lake City Airport and are currently beginning an infrastructure study for a New England airport. ■

EDITOR'S NOTEBOOK

CAVU, Ceiling and Visibility Unlimited



Pierre patiently waiting for his flight to be announced.

Last October, when I booked a red-eye flight home for my daughter Maggie, departing out of LAX and bound for JFK on December 23rd, I did so with a bit of trepidation. Any concern that I had was not so much based on the fact that the week leading into and around the Christmas and New Year holidays is the busiest time of the year for air travel, but rather, based upon the spontaneous occurrence of some random 'weather event'

in the northeast creating a 'perfect storm' (or domino effect) for scheduled air travel and at airports throughout the country.

But after the reservation was made, I put aside any concerns about events beyond my control and happily anticipated my daughter's visit... 'Que sera, sera'... whatever will be, will be.

Much to my delight, there was nary a single travel hitch or weather event. My daughter's flight out of Los Angeles departed on time and landed at JFK, deplaning at Terminal 5 ahead of schedule. After parking in the T5 lot, my husband and I made our way to the baggage claim area, where we greeted her and her little dog 'Pierre,' who was visiting New York for the very first time.

Operations at JFK International could not have been smoother, and from my viewpoint, Terminal 5 was run like a smoothly-oiled

machine. As expected, the lines through TSA were busy, but all were moving extremely well, and the overhead flight information boards showed no delays or cancellations.

Given the Port Authority's Dec. 19th Travel Advisory that the PANYNJ expected the week of 12/12/23-1/2/24 to be the busiest Christmas and New Year travel ever for all of the agency's three major airports, with nearly 5.2 million air passengers expected, it is incredible to think about how fantastic it is to have the mobility to travel 5 hours, or a day, across the country or anywhere in the world, not only during the holidays but all the year round.

According to the Transportation Security Administration, the latest numbers for 2023 holiday air travel surpassed numbers from the same week last year, with the TSA screening over 17 million passengers at airports nationwide. Overall, according to the TSA, the number of travelers going through airport check-in is up 12.4% over the last year and is 1.4% higher than in 2019, and while passenger volume is up, flight delays are down.

For the aviation industry, these are great figures to start the new year; having the whole family together for Christmas, a rarity these days, is priceless.

Happy New Year!



Julia Lauria-Blum, *Editor-in-Chief*
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* At the Port Authority of NY & NJ, we believe that our operations should reflect the diversity of our community. Because of this diversity, we have enacted a goal to award 20 percent of contracts to Minority-owned businesses, and 10 percent of contracts to women-owned businesses. We encourage each of our partners to also adopt these goals.

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AOA REFLECTIONS

Hope for the Best, Prepared for the Worst

In 2023, John F. Kennedy International Airport (JFK) celebrated its 75th anniversary. What better time than now to reflect upon past events, including snowstorms, which impacted the airport's operations and affected thousands of travelers? My name is Jerry Spampinato, and I was the General Manager of JFK from 2008 to 2014, a position in the Aviation Department of the Port Authority of New York and New Jersey (PANYNJ). Before joining the PANYNJ, I worked for Pan American World Airlines (Pan Am) for 33 years, including time spent at JFK and many other locations worldwide. I ended my Pan Am career as Regional Director; I worked at JFK in one capacity or another for more than 55 years.

I recall one particular storm in 1996 that covered JFK with more than 20 inches of snow. At that time, the PANYNJ had high-speed plows, brooms, and blowers in its arsenal of snow removal equipment. Snow operations staff would be called in just hours before a snow event occurred and were usually required to work 12-hour shifts. The first step in clearing the runways and taxiways was applying chemicals to the surfaces to prevent snow from sticking and accumulating. When the storm was particularly intense, the brooms often would get stuck and clogged with snow. While the brooms were being cleaned, snow would continue to accumulate on the surfaces. Constant communication with the Air Traffic Control Tower (ATCT) was imperative while the cleaning operations continued to notify which runways were open and which were closed. The goal was always to be able to keep the airport open for operations to continue.

Most people do not realize that a snow event takes months of pre-planning. Meetings begin in the summer to develop plans and ensure all snow removal equipment is operational and available when needed. Coordination with government agencies, airlines, and third-party snow removal companies are established, and schedules are prepared to help avoid staffing issues. Once a snow event becomes evident, communication is also established with local New York media outlets.

After each snow event, there would be a debrief to identify what was done right and could have been done better. After this particular snowstorm, it was determined that the brooms needed to be replaced with newer, more efficient equipment. I was fortunate to get information from Finnair staff dealing with similar issues in Helsinki, Finland. I made the trip to Helsinki to meet with airport staff and observe the use of snow removal equipment manufactured by Vammas. I was able to visit the Vammas plant and demo a 20-foot plow, broom, and blower all in one unit. It was indeed a fantastic piece of equipment!

I was then challenged to see how the PANYNJ could purchase them. I eventually received authorization to purchase nine Vammas units, three for each airport. It was a good start, but I knew we needed more, especially for an airport the size of JFK.

As you can imagine, snow events can occur several times during the winter season or not at all. The airport must always remain vigilant of weather conditions and ensure proper operations are ready for whatever Mother Nature delivers. ■



CRADLE OF AVIATION DIGITAL ARCHIVES

Idlewild-Kennedy Aerial view of NY International Airport looking southwest. (1949)

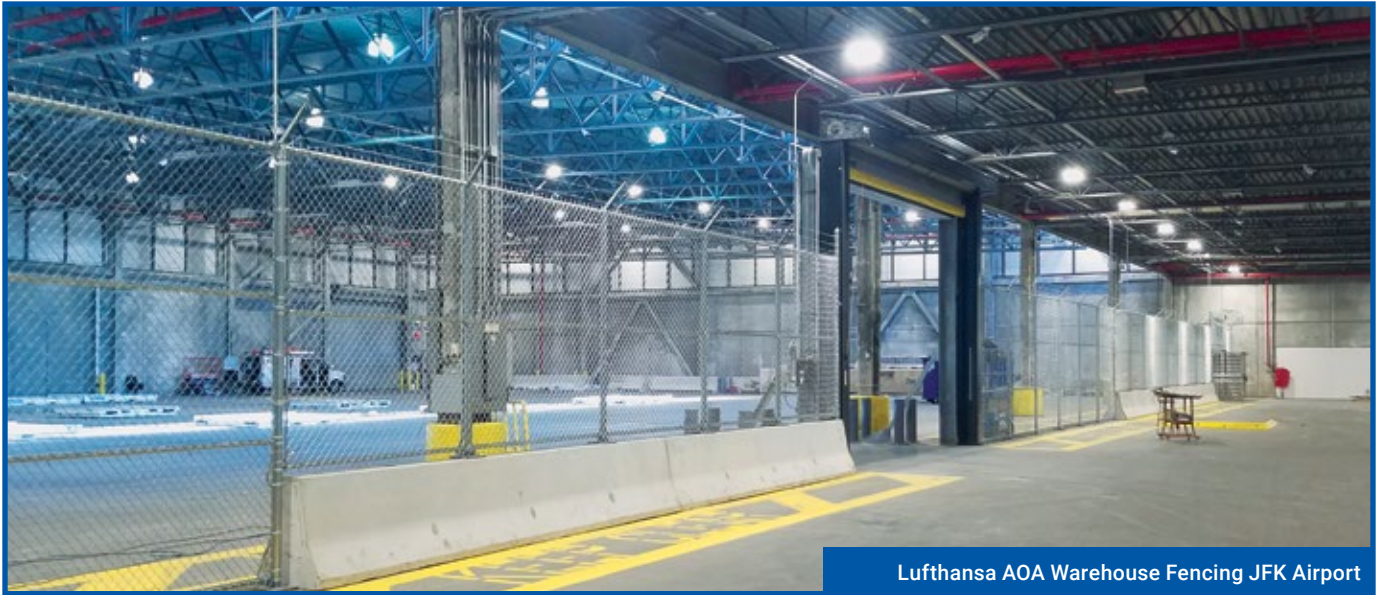


CRADLE OF AVIATION DIGITAL ARCHIVES

Idlewild-Kennedy Aerial view of temporary terminal buildings and parking areas. Three Lockheed Constellations are parked at terminals. Taxiing is a Douglas DC-4. (1948)



JERRY SPAMPINATO was the General Manager at John F. Kennedy International Airport in the Aviation Department of the PANYNJ. He was responsible for daily operations, directing the activities of 500 staff members within an annual budget of \$300 million. An airline and Port Authority executive with extensive experience, Jerry assumed various roles, including operations, customer service, maintenance, security, cargo, facilities, and labor relations. Jerry continues to be an active airport community member donating his time to the JFK Chamber of Commerce, Our Lady of the Skies Catholic Guild, School Sisters of Notre Dame, and York College.



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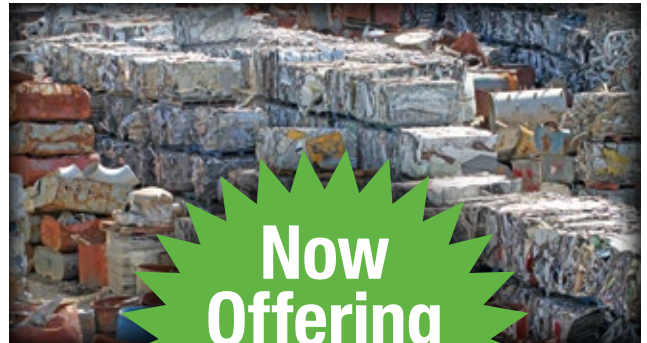
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Michael Keroullé is President of Alstom's Americas Region. He joined Alstom following the company's acquisition of Bombardier Transportation in 2021. Previously, he was President & CEO of General Electric Steam Power, a \$4.5 billion business with 10,000 employees in sixty countries and a global leader for large systems and services in the energy sector.

Josée Ouellet, based in Sainte-Julie, QC, CA, is Head of Services Alstom Americas at Alstom, bringing experience from previous roles at Bombardier.

James Gillespie is Alstom's Head of Automated People Mover (APM) – Airports. He started his career at Delta Airlines, spending a decade in several Engineering roles. He then held several ascending leadership roles with Zodiac Aerospace in his 14-year tenure before finally moving to Bombardier Transportation in 2015, acquired by Alstom in 2021.

In 1971, Alstom installed the world's first automated people mover system at Tampa airport, U.S. Since then, Alstom has continued to deliver airport people mover solutions, supporting now a total of twenty-six



airports around the globe, including twelve of the world's busiest airports. Allowing for the shortest headways and ensuring the highest availability rates, Innovia APMs are a perfect fit for frequent airport operations. The trains are single cars coupled for very flexible operations, and additional cars can be added during operations to increase capacity during peak hours.

Railcars are still central to Alstom's business; however, the company has added additional green transportation solutions. Alstom is a sustainable mobility technology leader in the U.S., providing rolling stock, signaling, maintenance, and even operations for America's great cities and agencies, including New York City, Chicago, Atlanta, Washington, D.C., New Jersey Transit, BART, and Amtrak, as well as America's largest and busiest airports.

Alstom is a global technology leader with solutions to meet the unprecedented need for sustainable mobility in the United States. Alstom is helping its customers seize the momentum to prioritize sustainable mobility and deliver dependable, equitable, sustainable mobility services. Alstom is working with its partners to create a solid, sustainable U.S. rail industry with world-class manufacturing capability and robust and resilient supply chains. Governments, manufacturers, train owners, and

operators, along with infrastructure owners and maintainers, are working to achieve the same objectives – increase passenger numbers, improve the reliability of the railway, and raise revenue while meeting committed net-zero targets. However, the mobility industry, particularly rail, remains underinvested, impacting the entire value chain, from supply to resources, capital expenditure planning, and state-of-good-repair. Alstom continues to focus on how best to expand the high-speed rail (HSR) technologies and network across the U.S. It is the first to build HSR equipment in the U.S. at its Hornell, New York facility, which has created more than 1,300 jobs in ninety different communities and a robust supply chain domestically and abroad and continues to lead the industry in the transport of airport passengers in the U.S., through our Automated People Mover system, (APM).

One of the most important milestones reached occurred in December of 2023, which marked the 20th anniversary of Alstom's partnership with the Port Authority of New York and New Jersey to operate and maintain the AirTrain at JFK International Airport, which now carries over 70,000 passengers each day and a whopping twenty million each year! AirTrain JFK has consistently maintained high performance levels, having traveled over five million miles in the last two decades. This is a testament to Alstom's maintenance and operations teams of over 250 dedicated professionals. ■

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AIRPORT BRIEFS

American Airpower Museum and Barry Tech Prepare HS Students for Aviation Careers



(L.-R.) student interns Dylan McConn (Port Washington UFSD), student intern Ashton Heeralal (Valley Stream CHSD), American Airpower Museum Volunteer Steve Korin, student intern Liam Reynolds (Oceanside UFSD), and student intern Alex Rosenkrantz (East Meadow UFSD). They are standing in front of the Museum's WWII Douglas B-25 Mitchell Bomber.

American Airpower Museum is partnering with the Nassau BOCES Joseph M. Barry Career and Technical Education (CTE) Center, offering internships for local high school students pursuing various careers in aviation. One example is the current internship program for Aviation Operations

Teacher Evan Damadeo's afternoon classes of graduating seniors.

Mr. Damadeo's students intern every Thursday and Friday afternoon for a full year at the American Airpower Museum (AAM) at Republic Airport. His students are responsible for maintaining the

Museum's military aircraft by cleaning and waxing them. They also learn about aircraft mechanical systems and aviation history while working at the Museum. Barry Tech's industry partner Lawrence Starr, Museum Manager, has mentored Barry Tech high school student interns at AAM for 10 years!

Mr. Damadeo graduated with a Bachelor of Aeronautical Science Degree from Embry-Riddle Aeronautical University, where he obtained his Commercial Single and Multi-Engine Instrument Airplane Rating, plus a Certified Flight Instructor-Instrument while completing college. He is also Chief Flight Instructor and General Manager of a local Fixed Based Operator located on Long Island since 2015.

Other Barry Tech courses prepare students for the Federal Aviation Administration Private Pilot Written Exam, plus provide aircraft flight training that can be credited toward a Private Pilot License. Some students supplement their flight training at Republic Airport with private lessons, enabling them to complete their first solo flight and earn their Private Pilot License while still in high school!

Barry Tech of Westbury is a CTE center for 11th and 12th-grade students from Nassau schools. Aside from Aviation Operations, other internships cover Automotive Repair, Carpentry, Computers, Cosmetology, Criminal Justice, Culinary Arts, Dental Assistant, Fashion Design, HVAC/Plumbing, Law Enforcement, and Nursing, among others. After a two-year internship, students receive certificates and pursue part and/or full-time jobs, or even college, based on their excellent Barry Tech educational experience.

If you are a business that would like to partner with Barry Tech, take their students as interns, or hire them, please contact Lauren Engels, Work-Based Learning Coordinator, at (516) 622-6864 and/or email lengels@nasbores.org. If your son/daughter is interested in attending one of Barry Tech's career and technical education CTE programs, please have them speak with their High School Guidance Counselor for more information. ■

JFK Terminal One and Ink Partner to Reduce Disruptions and Ensure Operational Continuity



JFK Terminal One Group Association (TOGA) and Ink Innovation, a travel technology provider, have joined forces to run a trial for a disaster recovery system aimed at managing operational disruptions at John F. Kennedy (JFK) Airport Terminal One. The pilot project, which successfully tested Ink DRS (Disaster Recovery System), marks a significant step towards ensuring uninterrupted operations and passenger satisfaction.

Ink DRS, provided by Ink, has been implemented at Terminal One, the only 100% international JFK terminal. As JFK undergoes a major redevelopment program, aiming to accommodate 75 million passengers within the next decade, the need for robust backup services has become crucial.

The primary objective of this trial is to demonstrate that Ink DRS can serve as a quick, stable, scalable, and efficient alternative to the manual processes currently in place. By implementing Ink DRS, JFK Terminal One Group aims to ensure uninterrupted passenger processing, flight operations, and post-flight messaging, even in system failures. The first stage of the trial involved the collaboration of major airlines, including Air New Zealand, Air France, and Korean Air.

“TOGA is committed to providing world-class service to the people of New York State and New York City. With the

construction of JFK, we are urged to take practical actions to mitigate the risks of outages. Ink DRS is the only system we know is running on tablets and mobile phones, which are independent of the airport infrastructure.” said **Steve Rowland**, Executive Director of Terminal One

Ink DRS completed the Cold Backup flow in a live environment during the trial. This included the creation of flights, seat mapping, registrations, SSRs, and allowances as per airline requirements. DRS service points for check-in and boarding processing were activated, and passengers and groups were processed seamlessly, including APIS, PNL, and bag handling. Ink DRS demonstrated its ability to exchange passenger and bag data with airport systems, such as security and BRS, ensuring smooth operations throughout the passenger journey.

One of the key highlights of the trial was the processing speed and capacity of Ink DRS. Even during peak processing times, the system maintained a rate of 50 passengers per hour at check-in per service point, with recorded check-in times for various actions of up to 30 seconds per passenger and up to 6 seconds for boarding.

Furthermore, the trial demonstrated the quick adoption and ease of use of the Ink system. Agents were able to replicate the entire passenger processing flow after just a 45-minute training session. ■

The Number of Guns Detected at TSA Checkpoints at Local Airports Increased in 2023

Transportation Security Administration (TSA) officers stopped 51 handguns at New York City area airport checkpoints in 2023, a notable increase from the 39 guns caught in 2022. Each of the firearms was discovered by TSA officers during the routine screening of carry-on property at airport security checkpoints.

Nationwide, TSA officers detected 6,737 firearms at airport security checkpoints in 2023. It was a significant increase from the 6,542 detected in 2022. Of the guns caught in 2023, approximately 93 percent were loaded. Firearms were caught at 265 airport checkpoints nationwide.

TSA Firearms Catches at NYC Area Airport Checkpoints, 2021 to 2023

Airport	2021	2022	2023
EWR	12	14	20
JFK	9	7	15
LGA	4	11	9
HPN	0	4	5
SWF	1	3	0
ISP	0	0	2
Total	26	39	51

Travelers who bring firearms to the checkpoint are subject to criminal charges from law enforcement and civil penalties from TSA. Even if a traveler has a concealed weapon permit, firearms are not permitted to be carried onto an airplane. However, travelers with proper firearm permits can travel legally with their firearms in their checked bags if they follow a few simple guidelines.

ON DUTY

News of promotions, appointments, and honors involving professionals within the aviation and airport communities.



Ed Midgley

■ **JFKIAT**, the operator of John F. Kennedy International Airport's Terminal 4, celebrated **Ed Midgley's** dedication and achievements as he transitioned from his role to pursue a teaching career in New Jersey. Midgley began his career with JFKIAT in April 2011. Between 2012 and 2016, he oversaw the commercial redevelopment program that moved commercial offerings at T4 from landside to airside. In partnership with T4's business partners, Midgley led the transformation of the terminal's retail program to develop 68 premium shops and restaurants and implemented the standards set by the Green Restaurant Association across the terminal's food and beverage units. He also recently launched the T4 Arts & Culture program, a curated series of ongoing installations and immersive experiences to connect T4's passengers with local artists and New York's rich cultural landscape.



Joanna Geraghty

over the coming months.

■ **JetBlue Airways** announced that **Joanna Geraghty**, currently the company's president and chief operating officer, will succeed **Robin Hayes** as chief executive officer, effective February 12, 2024. Hayes will continue to serve on the company's Board of Directors until that time, at which point Geraghty will join the Board. Hayes will serve as a strategic advisor to the company over the coming months.

Hayes said: "It's bittersweet to retire from this airline I love, but I will always feel a part of the JetBlue team and be rooting for its continued success. For nearly 35 years – both at British Airways and here at JetBlue – I've loved working in this industry. However, the extraordinary challenges and pressure of this job have taken their toll, and on the advice of my doctor and after talking to my wife, it's time I put more focus on my health and well-being. I am deeply grateful for these many exciting years, and I feel very lucky to have worked at an airline with a brand, culture, and team that are simply unlike any other in the world.



Kevin Dolliole

■ **Louis Armstrong New Orleans International Airport (MSY)** Director of Aviation **Kevin Dolliole** became Chair of **Airports Council International – North America (ACI-NA)** on January 1, 2024. Dolliole was elected to the position in September 2023 and succeeded outgoing Chair **Sam Samadhar**, Chief Executive Officer of the Kelowna International Airport.

■ **Frank Dobbelsteijn** joined **Swissport International AG** on January 1, 2024, as Global Head of Operations. In his former role as Vice President for the Heathrow operation of Menzies Aviation and other senior roles in the aviation and logistics sector, he gained frontline operational experience and the managerial credentials for this key



Frank Dobbelsteijn



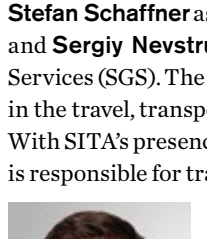
Steve Berry



Quinntin Teeling



Aymeric Sarrazin



Sergiy Nevstruyev

position on Swissport's Global Management team. With over 30 years of experience in several senior roles in the aviation and logistics sectors in Europe and the U.S., Frank brings a wealth of expertise to his new role at Swissport. He will be responsible for aligning the company's operational priorities with the overall strategic goals while ensuring consistent service delivery and safe operations.

■ **National Air Transportation Association (NATA)** announced a key leadership change with the promotion of **Steve Berry** to Vice President of Education and Safety. Steve Berry first served as NATA's Training and Content Manager before being promoted to Manager of Fuel Quality and Safety and most recently to Managing Director of Safety and Training.

■ **Tompkins Solutions** announced that **Quinntin Teeling** has joined the company as an account executive. In this role, Teeling will be responsible for delivering supply chain solutions that increase operational efficiency and return on investment. With more than half a decade of material handling automation experience, Teeling has worked with major corporations, including Amazon, Boeing, Starbucks, PepsiCo, and TJX.

■ **Alstom** announced the appointment of **Aymeric Sarrazin** President Digital & Integrated Systems, effective 1st February 2024. Sarrazin will report to Alstom CEO and Chairman of the Board of Directors, **Henri Poupart-Lafarge**, and will be part of the Alstom Leadership Committee.

■ **SITA** announced the appointments of **Stefan Schaffner** as Senior Vice President of SITA AT AIRPORTS and **Sergiy Nevstruyev** as Senior Vice President of SITA Global Services (SGS). The two bring a wealth of management experience in the travel, transport, and mobility technologies sectors to SITA. With SITA's presence in more than 1,000 airports globally, Stefan is responsible for transforming SITA's Airport portfolio to meet a

growing demand for digitalization and automation. He will oversee the daily management of SITA's critical infrastructure for around 2,500 airlines, airports, ground handlers, and related customers. ■



Stefan Schaffner



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Fixed-Base Operators

Providing Aviation Services to Private and General Aviation

JULIA LAURIA-BLUM
jblum@metroairportnews.com

The National Air Transportation Association (NATA) is the leading organization representing aviation service businesses such as FBOs (Fixed-Base Operators), charter providers, aircraft management companies, maintenance and repair organizations, flight training, and airline service companies.

NATA classifies FBOs (the acronym for Fixed-Base Operators) as the primary service providers to general aviation aircraft operators. An FBO is defined as a business operating under a lease with an airport-owning authority that dispenses aviation fuel and may also provide a wide array of support services to aviation customers. The FBO industry in the United States comprises over 3,000 locations at airports throughout the country. FBOs are facilities that not only serve local pilots but also as gateways toward encouraging economic investment and links to community businesses beyond the airport boundary.

FBOs provide aviation services to both major airports and smaller airports, and they are generally privately or publicly held companies; however, in the case of thousands of small airports and airstrips that helicopters and private jets access, the town or municipality itself could operate as an FBO, offering fueling and other services.

The Origins of FBOs

After the end of World War One in November 1918, civil aviation in the United States was not regulated and was predominantly made up of traveling pilots, or barnstormers, flying surplus military aircraft from town to town, often landing in fields or farms on the outskirts of cities, since airports were few and far between back then. Barnstormers, whose names often carried celebrity status, offered airplane rides and performed stunt flying exhibitions to the public at airshows for pay.

Mechanics, flight instructors, and sometimes 'wing walkers' traveled around the country with the aircraft, as most of them

did not have an established base from where to conduct business.

A progression of accidents during the pre and post-war exhibition era of the 1920s prompted the early introduction of federal regulations designed to boost the public's confidence in the safety of air travel and aeronautics. Hence, the passage of the Air Commerce Act of 1926 led to the licensing of pilots and regulations in training standards and aircraft maintenance.

As a result, the nomadic nature of civil aviation was considerably lessened, and the gypsy pilots and mechanics who earned their living with the barnstorming circuit, also known as the 'Flying Circus', began to set down their roots establishing permanent businesses that came to be known as Fixed-Base Operations. With the rising prominence of airports in the United States, the development of FBOs, even by name alone as 'Fixed-Base', distinguished them as permanent establishments rather than the transient enterprises that they were considered to be before the 1926 Air Commerce Act.

General Aviation & Public-Use Airports

In the United States, certain FBO services, such as training or repair services, are governed by the Federal Aviation Administration (FAA). At the same time, there are some general guidelines under the U.S. Department of Transportation (DOT). However, as independent businesses contract with airport operators, FBOs do not fall under uniform federal regulatory standards.

FBOs provide vital airport and community access and a continuous, safe aviation fuel supply. The communities they serve are closely tied. Fuel sales and maintenance are the two primary services at FBOs in the U.S. Still, in addition to the sale of aviation fuel, other services may include line services for general aviation aircraft, aircraft tie-down and hangar storage, aircraft rental, flight instruction, aircraft repair, sales and service, air taxi, air charter operations & business travel, private air carrier services, aerial advertising, as well as essential services to the public such as law enforcement, EMS, and fire management.

While the primary service offered at FBOs is the supply of aviation fuel and maintenance, many fixed-base operators provide supplementary services to pilots, flight crew, and passengers, such as waiting areas, restroom facilities, telecommunication provisions, and even courtesy cars for local trips from the airport or surrounding vicinity. Larger FBOs may offer restaurant facilities, ground transport arrangements, flight planning and weather information areas, rest lounges, concierge services for crew and passengers, a shop for aviation supplies, and more.

U.S. airports serving certain air carrier operations are required to be certificated by the FAA. Under 14 CFR Part 139, Certification of Airports, the FAA issues Airport Operating Certificates to allow airport operators to serve scheduled passenger-carrying operations of an air carrier operating aircraft with more than nine seats (with some exceptions for airports in the State of Alaska); and unscheduled passenger-carrying operations of an air carrier operating aircraft with at least 31 passenger seats. Air carriers authorized to operate under a Part 121 certificate are generally large, U.S.-based airlines, regional air carriers, and all



cargo operators. All Part 121 air carriers are required to have an FAA-approved hazardous materials program.

A statement submitted to a subcommittee hearing to the U.S. House of Representatives by Timothy Obitts, President and CEO of NATA, declared, 'FBOs at many Part 139 commercial airports perform line maintenance, cabin cleaning, and baggage handling for Part 121 commercial, passenger, and cargo airline customers.' (Obitts, T., 2022, July 13), *The State of General Aviation*.'

Nationally, the thousands of FBOs in the United States are represented by the National Air Transportation Association (NATA), the National Business Aviation Association (NBAA), and the Aircraft



Owners and Pilots Association (AOPA).

According to May 2020 NATA statistics, 75% of public-use airports with 3000' paved runways have one FBO, and over 3,500 public-use airports with a 3000' or greater runway featuring over 3,300 FBOs.

In the contemporary FBO Market (based on NATA May 2020 statistics), there are 3,537 public-use airports with a 3000' or greater paved runway featuring 3,384 FBOs, an increase of 2.5% between 1995 and 2015.

The Aircraft Owners and Pilots Association (AOPA) is a not-for-profit organization dedicated to general aviation (G.A.) and was incorporated in 1939. AOPA advocates for general aviation, and its membership consists primarily of general aviation pilots in the United States. In the 2019 AOPA "State of General Aviation," G.A. is classified as all civilian flying, except scheduled passenger airline service. Report findings were that an estimated 65% of general aviation flights are conducted for business and public services that need transportation that is more flexible than the airlines can offer. Additionally, more than 90% of the roughly 220,000 civil aircraft registered in the United States are general aviation aircraft, and over 80% of the 609,000 pilots certificated in the U.S. fly G.A. aircraft.

Continued On Page 18

Civil air transportation plays a significant and growing role in economies worldwide. In the United States, more than 5,000 public-use airports support over 7,000 air transport and over 200,000 General Aviation aircraft, performing more than 42 million airport operations. As reported in Economic Impact of U.S. Civil Aviation: 2020, issued by the Federal Aviation Administration (FAA) in 2022, General Aviation operations accounted for \$47.4 billion of total output in 2020, noting that while the impact is less than airline operations, the G.A. contribution continues to reflect the sector's unique role in the nation's transportation system.

FBOs in the NY & NJ Metropolitan Region

As the most populous city in the United States, New York and the surrounding metropolitan region has many FBOs for those looking to fly privately into and out of the area, whether for business, leisure, charter, or public services.

The three major commercial international airports in the New York metro area with FBOs serving private and corporate flights are LaGuardia Airport, John F. Kennedy International, and Newark Liberty International Airport, all operated by the Port Authority of NY & NJ Teterboro Airport and New York Stewart International are also operated by the Port Authority.

■ **John F. Kennedy International and LaGuardia Airports**, Queens, New York, are each served by Modern Aviation. Modern Aviation is a growing FBO network platform founded in 2018 by Tiger Infrastructure Partners, a New York-based private equity firm investing in growing infrastructure platforms.

■ **Newark Liberty International Airport** in Newark, New Jersey, is served by Signature Aviation, the world's largest fixed-base operation and distribution network for business aviation services.

■ **New York Stewart International Airport**, New Windsor, New York, operated by the Port Authority NY & NJ. The airport serves the vicinity north of New York City and Newburgh, NY, and is a former Air Force base. It is served by two FBOs: Atlantic Aviation and Signature Flight Support.



FBO Services Offered at NY & NJ Airports

Atlantic Aviation

FRG • HPN • MMU • TEB • SW
www.atlanticaviation.com

Executive Fliteways

ISP

www.fly-efi.com

Hawthorne Global Aviation Services

ISP

www.hawthorne.aero

Jet Aviation

TEB

www.jetaviation.com

Meridian

TEB

www.meridian.aero

Mid-Island Air

ISP

www.midislandair.com

Million Air

HPN

www.millionair.com

Modern Aviation

LGA • JFK • FOK • FRG • ISP

www.modern-aviation.com

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www.republicjetcenter.com

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www.signatureaviation.com

Textron Aviation

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www.txtav.com

■ **Teterboro Airport**, Teterboro, New Jersey, also operated by the Port Authority, is considered a general aviation reliever airport and a vital hub for general aviation. With nearly 142,000 yearly operations in 2023, Teterboro is the busiest private airport in the region and a popular choice for business aviation, served by four FBOs: Atlantic Aviation (a leading provider of flight services with over 100 locations nationwide), Jet Aviation (with some 50 facilities worldwide), Meridian (a family-owned independent service provider for over 75 years, recently acquired by Signature), and Signature Aviation.

Among the dozens of outlying airports in the New York Metropolitan area, several of the primary airports with FBOs include:

■ **Morristown Airport**, Morristown, New Jersey, is a general aviation reliever airport owned by the Town of Morristown. It is home to two FBOs: Atlantic Aviation and Signature Flight Support.

■ **Long Island MacArthur**, Ronkonkoma, New York; a commercial airport owned by the Town of Islip in Suffolk County on Long Island also serves the corporate, business, and general aviation communities. Three FBOs serve the airport: Hawthorne Global Aviation Services (a leader in aviation and general aviation services and airport management); Mid-Island Air Service (a full-service Long Island FBO, family-owned and operated since 1946, and New York Jet Corporate Flight Center (offering line services, aircraft parking, and concierge service).

■ **Republic Airport**, East Farmingdale, New York, is a general aviation reliever airport owned by the New York State Department of Transportation (NYSDOT). The airport provides significant transportation and economic benefits to New York State and is the busiest general aviation airport in New York State. It is served by three FBOs: Atlantic Aviation, Modern Aviation, Republic Jet Center (Republic Jet Center is a leading provider of luxury private aircraft services in the tri-state area, which includes an FAA Part 145 repair station located on referrals)

■ **Westchester Airport**, White Plains, New York; owned by the County of Westchester and served by three FBOs: Atlantic Aviation, Million Air, and Signature Aviation. ■

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The Multiple Strategies of Midway Airlines

BY ROBERT G. WALDVOGEL
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Airline Origins and Service Inauguration

Chicago-based Midway Airlines, which plied the skies for a dozen years, was the first deregulation-spawned start-up to enter service, paving the way for the multitude of similar-strategy carriers that followed. In a way, it represented all of them, sparking a resurgence of vacated, underutilized airports, which they claimed as their operational bases, and it taught important lessons about such airlines. Ultimately, it demonstrated the underlying forces of U.S. deregulation. Its history may have been brief, but it was characterized by aircraft, destination, and strategy changes, as it sought to determine its niche and profitably fill it.

Founded on August 6, 1976, by Irving Tague, a former Hughes Airwest executive, to offer low-fare, high-frequency, no-frills, single-class service with a fleet of used McDonnell-Douglas DC-9s and to re-establish its virtually dormant but city-vicinity Chicago South Side namesake airport, thus avoiding congestion and competition from incumbent carriers using O'Hare International and taking advantage of lower landing fees and terminal facility prices in the process.

Its story was, to a degree, almost as much about an airport as it was about an airline. Once "the" area airfield, it lost all of its tenants at the end of the 1950s when O'Hare was completed, leaving Northwest Orient as the only remaining thread to its piston-liner past.

Tague, resultantly, saw Midway Airport as an opportunity and an uncongested alternative, re-injecting it with passenger purpose the same way that Southwest Airlines had re-established Dallas-Love Field. Harnessing deregulation's freedoms, he endeavored to link the airline and airfield with a common name and cause.

Wings would be provided by five former TWA DC-9-15s, featuring a five-abreast, single-class, 86-seat interior—only one row short of its 90-passenger maximum—and most of their previous owner's color scheme. But externally, they reflected their "Rainbow Jet" designation by displaying a vibrant livery.

Inaugurating scheduled service from Midway Airport on November 1, 1979, Midway, the airline, offered multiple daily frequencies to Cleveland, Detroit, and Kansas City, and treated its passengers to complimentary soft drinks, juices, coffee, tea, peanuts, and snack trays of breadsticks and cheddar cheese spread. An attempt to sub-

one in all markets, especially those involving higher-yield business passengers whose expense accounts covered higher fares with the expectation of superior comfort and service. It was this strategy with which Midway tried to compete, admittedly with "O'Hare operators that offered size, route structure, and brand loyalty fostering frequent flyer programs. It was little more than a shadow to them.

In order to more effectively compete, if not altogether survive, it needed to embark upon a systematic analysis of its makeup, discarding those aspects that were ineffective in such a specialized environment and replace them with those that were.



Douglas DC-9-15 of Midway Airlines in 1982 wearing the airline's early color scheme

sequently touch down in Minneapolis was unsuccessful, resulting in its discontinuation after a short period.

As would repeatedly play out in deregulation skies, Midway soon adopted a fight-for-survival strategy, since long-established Chicago hub carriers American and United—albeit at O'Hare—temporarily lowered their fares to retain and, in some cases, regain market share, leaving Midway's load factors and profitability to slip away.

The Multiple Strategies

Its decline, it was determined, was the result of its no-frills, low-fare structure, so prevalent within the deregulation airline arena. It was not always the most apococate

The result was Midway Metrolink, a concept that expressed its ability to "link" the major "metro"-politan centers with the more convenient, hassle-free Midway Airport. Its advertisements depicted the toss of cabin seats through its aircraft doors and their replacement with business-attracting elements.

Internally, comforts included four-abreast leather seats, eliminating the dreaded middle one, increased legroom, larger carry-on luggage space, and garment closets, and externally its new image was expressed by a conservative, cream-colored livery.

Annual passenger figures clearly reflected Midway's growth—from 56,000 in

Continued On Page 23



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Continued From Page 20

1979 to 464,521 in 1980 and 885,739 in 1981. In 1982 it topped one million.

By 1984, operating a 19-strong fleet comprised of 60-passenger DC-9-15s, 84-passenger DC-9-30s, and 120-passenger MD-80s, it served Cleveland, Dallas, Detroit, Kansas City, Minneapolis, Newark, New York-LaGuardia, Philadelphia, Topeka, and Washington-National with 125 daily departures from Chicago Midway Airport.

Assets of failing and bankrupt carriers, including aircraft, airport facilities, and routes, at bargain basement prices provided opportunities for healthy ones to expand, and Midway did not hesitate to avail itself of this opportunity after Air Florida filed for Chapter 11 on July 3, 1984, enabling it to balance its business-oriented midwestern and northeastern routes with leisure ones to Florida and the U.S. Virgin Islands.

The move, sparking its third strategy after its Rainbow Jet and Metrolink ones, entailed operation of its first non-McDonnell Douglas aircraft—in this case, the Boeing 737-200—which accommodated 128 passengers in a six-abreast configuration. Although they were painted in the same cream livery and retained the light meal service, they operated under the “Midway Express” banner alongside the pure Midway Metrolink one.

The Metrolink strategy, in the meantime, was itself only partially successful. While load factors were high on morning and evening flights as businessmen traveled to and from their companies’ corporate offices for the day, the period in between attracted fewer passengers, leaving Midway to counteract the revenue loss with a reversion to five-abreast seating, its fourth strategy. The improved Metrolink service was retained, but, as occurred during the Rainbow Jet period, higher-yield travelers lost their coveted comfort and legroom.

A sixth strategy, implemented in early 1987, once again saw it come full cycle. Because the single and dual-class cabins of its nine DC-9-15s, 11 DC-9-30s, and ten 737-200s limited their route type and destination utilization, they were reconfigured yet again, the single-class concept now reintroduced, which provided ultimate network flexibility. Capacity increased to 83 and 115 in its short- and long-fuselage

DC-9s, yet decreased to 122 in its 737s. But service differentiation in its two classes had only been reduced to seating and this lack had failed to attract sufficient front cabin load factors.

The brand, simply designated “Midway” and identified by a new red and white livery, eliminated class, seating, and name differentiation, but it served a few new destinations, such as Denver, Indianapolis, and Las Vegas.

Expansion, by means of undervalued assets of a failing carrier, occurred once again when it took advantage of Eastern’s \$213 million package that consisted of its passenger, cargo, and maintenance facilities in Philadelphia, 16 Midway compatible DC-9-30s, engines, and spare parts, two transborder routes to Montreal and Toronto, and two lucrative slots at both New York-La Guardia and Washington-National airports.

The strategy, its seventh, gave it a second hub, an east coast route concentration, and Canadian reach, all without the otherwise protracted expansion period required if it had attempted to do so from scratch. It also avoided any aircraft, facility, frequency, service, or employee reductions at his existing Chicago hub in the process.

Demise and Deregulation Lessons

All of these aspects were superlative and promising, except one—Midway’s financial ones. It was losing almost \$1 million a day.

Its acquisition of the Philadelphia hub at a time when fuel prices increased because of the Iraqi invasion of Kuwait, and competition from USAir there prompted its October 1990 sale of it to them for \$67.5 million. The following year’s recession and declining load factors forced it into Chapter 11 bankruptcy protection in March. Its overexpansion, the Gulf War’s effects, and competition from the established, more financially sound airlines all sealed its fate.

Ironically, the airline that rescued an airport could not be rescued itself. Its meteoric, multiple-strategy rise-and-fall was brief, spanning only a dozen years, but it left a legacy by teaching several lessons.

Although it employed the low-fare, no-frills, used-aircraft model subsequently adopted by numerous other deregulation spawned carriers, that strategy, first and

foremost, was not always successful in markets that competed with major, established, well-financed ones that offered frequent flyer programs and improved comfort and service to high-yield business travelers on expense accounts.

Secondly, its continual strategy changes attempted to achieve profitability in a very competitive environment, but only dual cabin classes could satisfy high- and low-yield executive and leisure passengers—and not necessarily on all routes, such as those to the Florida sunspots, which themselves were subjected to seasonality.

As had occurred with Southwest at Dallas-Love Field, PEOPLExpress at Newark International, and Northeastern at Islip’s Long Island MacArthur Airport, Midway was able to resurrect an uncongested, underutilized, almost-dormant airfield by taking advantage of its lower landing fees and ground facility costs, attracting passengers and, ultimately, other operators with its low-fare service. Its common goal of both airline and airport growth was briefly successful in the first case and ultimately so in the second one.

It often expanded with the acquisition of bargain basement assets obtained from failing airlines, such as those of Air Florida and Eastern, until it itself became fodder to surviving entities.

Finally, it demonstrated deregulation’s David and Goliath theme, whose opportunities, if adequately financed, enabled a long list of upstart airlines with numerous structures to expand until the majors, now threatened by them, either defeated them or absorbed them, once again proving the fundamental Darwinian truth of the survival of the fittest.

Midway, the first deregulation carrier, wrote a story that was repeated and replayed until the last one lost its wings. ■



ROBERT G. WALDVOGEL spent thirty years working at JFK International and LaGuardia airports with the likes of Capitol Air, Midway Airlines, Triangle Aviation Services, Royal Jordanian Airlines, Austrian Airlines, and Lufthansa in Ground Operations and Management. He has created and taught aviation programs on both the airline and university level and is an aviation author.

NON-REV TRAVELER

Strasbourg and Colmar Christmas Markets



BY JONATHAN KATZ
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My wife Maureen and I have wanted to experience the magic of the French Christmas markets located in Strasbourg and Colmar for a long time; we have heard many great things about both cities' markets and were not disappointed.

Strasbourg is a medium-sized French city in the Laurentian Mountains, and Colmar is considered a much smaller "dream city," especially during the Christmas season.

Both cities are similar in that although they are considered metropolitan areas, these "city" people seem to be more "small town, country-like" people, with a more leisurely, slower, and safer lifestyle that only reflects their positive attitude.



There are basically four Christmas markets to visit in Strasbourg: **Autour De La Cathedrale**, next to the Cathedral Notre-Dame-De-Strasbourg, **Christkindelsmärik**, next to the Broglie Tram Station, **Au Pied Du Grand Sapin**, in the center of the city close to the Homme De Fer Tram Stop, and **Petite France**, near the river Ill.

In Colmar, 21 minutes via train from Strasbourg, with trains leaving every half hour, there is one primary Christmas market that encompasses the entire center of the city. Each Christmas market is different and unique, and they each need to be visited. The food is excellent, the ornamentation is lovely, and both cities' whole attitude and atmosphere are fabulous.

We flew Lufthansa Airlines into Frankfurt to visit both cities and then took the Deutsche Bahn/German Rail down to Strasbourg. We departed from Strasbourg to Zurich via SBB/Swiss Federal Rail to take Delta Airlines back to John F. Kennedy International Airport. Both routes are equidistant and have the same time parameters.

We stayed at a charming AC Hotel by Marriott in the same building as a Marriott Residence Inn. Both hotels are roughly 10 minutes away from the Christmas markets via several tram lines.

It is worth restating because these cities are smaller, the entire attitude and atmosphere is very "small town" and completely different from a Brussels or Munich Christmas market. ■





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UPCOMING EVENTS

The most comprehensive listing of New York & New Jersey airport and aviation events available anywhere online. www.metroairportnews.com/airport-events

January 8 & 22 – 7:00pm

**Civil Air Patrol
Falcon Squadron Meeting**
JFK International Airport, Building 14
Jamaica, New York 11430
www.falconsquadron.cap.gov

January 10 – 11:30am

KAAMCO General Meeting
Marriott JFK Airport
135-25 142nd Street
Jamaica, New York, 11436
www.kaamco.org

January 10

JFK Rotary Club Holiday Party
Vetro Restaurant & Lounge
Howard Beach, New York 11414
www.jfkrotaryclub.org

January 10 – 7:00pm

**PAPD Emerald Society
Grand Council of Emeralds Inc.
Irishman of the Year Dinner**
Honoring Superintendent
Edward T. Cetnar
Antun's of Queens Village
96-43 Springfield Blvd
Queens, NY 11429
www.papdemeraldsociety.com

January 11 & 25 – 12:00pm

**LGA Kiwanis Club
Monthly Meeting**
LaGuardia Airport Marriott Hotel
East Elmhurst, New York 11369
www.lgakiwanis.org

January 17 – 11:00am

**Queens Chamber of Commerce
New Member Orientation**
75-20 Astoria Boulevard,
Suite 140 - Large Conference Room
Jackson Heights, New York 11370
www.queenschamber.org

January 18 – 5:00pm

**2024 JFK Chamber of Commerce
Board Installation**
Russo's On the Bay
Howard Beach, New York 11414
jfkairportchamberofcommerce.org

January 24 – 9:00am

**New York Community Aviation
Roundtable (NYCAR) Meeting**
VIRTUAL MEETING
aircraftnoise.panynj.gov

January 24 – 4:00pm

**New Terminal One/Terminal Six
Workforce Learning Day**
Jamaica Market / Harvest Room
90-40 160th Street
Jamaica, NY – 11432
www.anewjfk.com

January 24 – 10:00am

CAO's In-person Orientation
Rockaway Career Center
1931 Mott Avenue
Far Rockaway, New York 11691
www.caonynj.com

January 25 – 11:30am

**JFK Air Cargo Association
Luncheon**
Speaker: Brandon Fried, Executive
Director, Airforwards Association
Vetro Restaurant & Lounge
Howard Beach, New York 11414
www.jfkaircargo.aero

January 25

**Teterboro Aircraft Noise
Abatement Advisory
Committee Meeting**
Teterboro Airport-(TEB)
Teterboro, New Jersey 07608
aircraftnoise.panynj.gov

January 25 – 11:30am

The Wings Club Luncheon
Speaker: Francisco Gomes Neto,
President and CEO, Embraer SA
The Yale Club
New York, New York 10017
www.wingsclub.org

January 30 – 10:00am

JFK Airport Hiring Event
JFK International Airport
Terminal 4, Arrivals, Central Diner
Jamaica, NY 11430
www.caonynj.com

January 30 – 10:00am

LGA Airport Hiring Event
LGA Airport Terminal B,
Ground Floor, near Dunkin Donuts,
Queens, NY 11371
www.caonynj.com

February 1 – 10:00am

LAAMCO Monthly Meeting
LaGuardia Airport-Terminal B
East Elmhurst, New York 11371
www.laamco.com

February 1 – 11:30am

**JFK Chamber of Commerce
Luncheon**
Russo's On the Bay
Howard Beach, New York 11414
jfkairportchamberofcommerce.org

February 7 – 11:00am

**Terminal Four Airlines
Consortium (TFAC) Meeting**
JFK International Airport, Terminal 4
Jamaica, NY 11430
www.jfkt4.nyc

February 13

**Republic Airport
Commission Meeting**
Republic Airport-(FRG)
East Farmingdale, New York 11735
www.republicairport.net

February 14

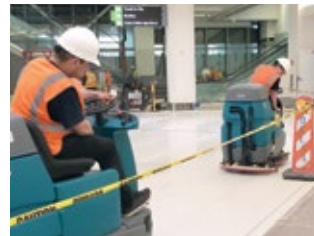
KAAMCO Members Meeting
JFK International Airport
14 S Service Road
Building 14
Jamaica, New York 11430
www.republicairport.net

February 29 – 11:30am

**Wings Club
February 2024 Luncheon**
Speaker: Bob Jordan, Chief Executive
Officer, Southwest Airlines
The Yale Club
New York, New York 10017
www.wingsclub.org

March 21 – 11:30am

JFK Air Cargo Annual JFK Expo
Russo's On the Bay
Howard Beach, New York 11414
www.jfkaircargo.aero



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