

METROPOLITAN Airport News™

JULY 2024

The Journal of the Metropolitan New York Airport C

Transforming a Global Gateway

Jennifer Aument, CEO of the
New Terminal One at JFK
and the NTO Team

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Fast Five:

Jennifer Kussmaul

VP of Sales, ABC Industries

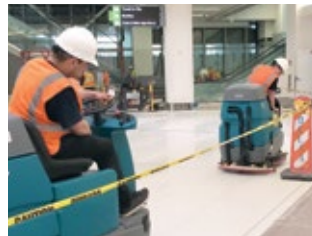
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Welcome to the July issue of *Metropolitan Airport News*. While we are in the midst of the peak travel season, dealing with the heat and storms causing delays across the country, it might be an excellent opportunity to enjoy all we have available locally. We certainly live and work in the right place if you are looking for a quick getaway out east to Long Island or any of the cultural options in NYC.

However, if you are traveling to JFK Airport this summer, try the AirTrain instead of driving. The airport redevelopment is causing a lot of traffic, and fewer parking options are available. With the recently announced **50% fares from Jamaica Station**, it is worth giving it a try. You might even discover that it is a viable option for getting to work at the airport.

This month's issue features an interview with **Jennifer Aument** from the New Terminal One. I appreciated learning more about her personal story, connecting the dots of her impressive career, and what led her to the JFK Redevelopment project as the New Terminal One (NTO) CEO. Although the groundbreaking was held in 2022, this long-term project aims to finish by 2030, and Jennifer finds herself here during the critical early stages. She will be able to use her experience in delivering Public-Private Partnership (P3) infrastructure projects to ensure that this will also be a huge success. With 23 gates covering 2.4 million square feet, this project will make the New Terminal One the largest terminal at JFK Airport post-redevelopment.

Robert Waldvogel's insightful piece offers a fascinating glimpse into SWF's transformation from a military training airfield to an international airport. As part of the PANYNJ redevelopment program, New York Stewart International Airport is on the brink of significant growth, promising a bright future for both the airport and the surrounding communities.

There are always exciting airport community events to be part of if you're looking to expand your network and socialize. The highlight for July is the **Airport Community Golf Classic**, a must-attend event for golfers and non-golfers alike. With more than 45 sponsoring airport companies and 200+ attendees, it's shaping up to be the event of the summer. All the proceeds from the event will benefit local airport organizations.

If you missed it, don't worry, we have you covered. Join our distribution list on our website, www.metroairportnews.com, to stay updated on all the airport events and be part of our vibrant airport community.

I'll see you around the airports!

Katie Bliss, *Publisher*
kbliss@metroairportnews.com



ON THE COVER

Jennifer Aument, CEO, the New Terminal One (NTO) at JFK Airport. With a 25 year career in transportation and infrastructure and advancing major public/private partnerships, Aument leads the \$9.5 billion and 2.4 million square foot redevelopment project at the NTO which will be a 23-gate, state-of-the-art, international-only terminal. Heading toward the **FIRST PHASE** of completion in 2026, 2030 will mark the NTO's full completion. (Photo by Beverly Holder)

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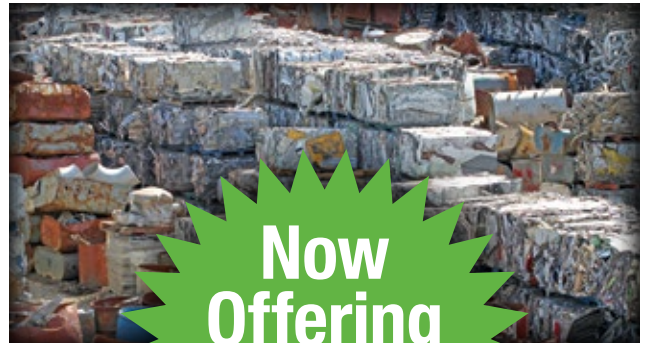
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FAST FIVE

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



Jennifer Kussmaul

Vice President of Sales, ABC Industries, Inc.

ABC is a leading supplier of ventilation products for mining and tunneling, industrial, manufacturing, and aviation markets worldwide. ABC's quality industrial textile fabrics are recognized as the top performers in diverse industry applications. They stand behind their product lines and custom options to deliver customers the best solutions. Industry trends and technological advancements have always guided ABC toward innovation to provide its customers with premium products and outstanding service. What once began with a single product, jute brattice cloth, has transformed into a diverse line of industrial ventilation products and industrial textile fabrics. www.abc-industries.net

1 Can you tell what ABC Industries is and what markets it serves?

Jennifer Kussmaul: We are a 100-year-old ventilation and textiles manufacturing company based in Winona Lake, Indiana. We offer products in various industries, including agriculture, civil engineering, mining, aviation, and defense. We are proud that our products have such broad applications in many segments and industries. We attribute this to the design and engineering expertise we have developed in close collaboration with our partners throughout our company's history.

2 What do you do to support the aviation industry?

Jennifer Kussmaul: In civilian aviation, our primary products are pre-conditioned air (PCA) ventilation ducting for Passenger Boarding Bridges (PBB) as well as hoses and ducting for ground support equipment (GSE) applications. We have an extensive presence in North American and international markets. We partner with airport end-users, distributors, and original equipment manufacturers to ensure the right solution is tailored to their requirements. This has helped us become known as a PCA ventilation consultant and manufacturer within the industry; we are very proud of that. In addition, we have been able to apply our commercial aviation expertise to military aviation as well. We have ducting exclusively used on the F-35 Joint Strike Fighter and other U.S. Air Force, Navy, and Marine Corps platforms.

3 How do you ensure your products are designed and function so no one pays attention to you?

Jennifer Kussmaul: The most important thing is listening to our partners. We want to fully understand what they value and are trying to accomplish with PCA ducting. Every airport is different regarding environment, operational tempo, types of PBBs, airframes,

ground crew preferences, etc. We ensure we provide the right solution to the airport, airline, and specific gate. This tailored approach makes all our partners look good. Ultimately, our solution to the airport is enhanced air traveler experience, ground crew safety, and efficient operations. It also doesn't hurt that we have decades of experience developing and manufacturing products for aviation customers. We understand the high standards of quality and support needed to become a trusted partner in the industry.

4 PCA ducting is somewhat of an overlooked item within the ground support community. What makes your product stand out?

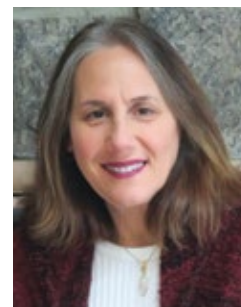
Jennifer Kussmaul: It's interesting that you say that. PCA ducting is literally and figuratively the connection between airport facilities, PBB / HVAC manufacturers, and the air-traveling public. If the PCA duct does not work properly, air passenger experience and ground crew operations suffer. This negative experience reflects on airport operations, the airline, and their partners. Our products must work for stakeholders' promises to air passengers and airports to be fully met. Our products stand out when passengers and ground crews don't even think about us because our products are working as designed and promised.

5 What new products can we expect from ABC Industries?

Jennifer Kussmaul: We are always looking to enhance our aviation product offering. We continually do this by collaborating with our partners in the community. Ultimately, our new products are developed based on what we think the industry needs based on their feedback. So, if anyone has a PCA ducting need that isn't currently met, please let us know! Feel free to reach out to our National Account Manager for Aviation and Military, Justin Manna, at jmanna@abc-industries.net. ■

EDITOR'S NOTEBOOK

Jacqueline Cochran: Honoring an Incredible Legacy in Aviation History



On June 10th, I had the privilege of representing the legendary pilot **Jacqueline 'Jackie' Cochran** who was honored with her induction into the 12th Annual Luncheon of the Cradle of Aviation Museum's Long Island Air & Space Hall of Fame in Garden City, New York. Each year, individuals who have played a major role in advancing aeronautical and technological achievement are honored with a plaque inscribed with their name, image, and biography, which is mounted on the Long Island Air & Space Hall of Fame's wall located on the second floor of the Museum.

This year, Jackie Cochran was inducted alongside three other honorees. **Dayton T. Brown Sr.**, a pioneering aeronautical engineer and founder of Dayton T. Brown, Inc.; **Dayton T. Brown Jr.**, engineer and current President of the Dayton T. Brown corporation; and astronaut **Fernando 'Frank' Caldeiro**, who passed away in 2009.

The Induction Class of 2024 was presented by GSE Dynamics, Inc., a Women Owned Small Business and full-service engineering and manufacturing company engaged in the manufacture, assembly and testing of military mechanical and structural components

and assemblies. **Anne D. Shybunko-Moore**, CEO and Owner, GSE Dynamics Inc. attended the event. **Jennifer Baxmeyer**, Executive Director of the Cradle of Aviation Museum and Museum Curator, **Joshua Staff**

led the program and introduced each of the recipients.

Upon accepting this honor on behalf of Jackie Cochran, who passed away in 1980, I spoke of her fascinating life; from her moving away from hardship and poverty as a child, to reinventing herself upon her arrival to New York City, learning to fly at Roosevelt Field, starting her own cosmetics company, to becoming one of the great aviators of the 20th Century.

Julia Lauria-Blum, *Editor-in-Chief*
jblum@metroairportnews.com



(L.-R.): Jennifer Baxmeyer, Julia Lauria-Blum, and Anne Shybunko-Moore

PHOTOS: LORI & STEVE BIEGLER, LSB PHOTOGRAPHY



(L.-R.): Julia Lauria-Blum, Joshua Stoff, and Jennifer Baxmeyer



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Art of Context (AOC) is a Boston-based technology firm specializing in airport digital signage solutions, including technology/infrastructure and award-winning content-forward solutions. Led by Colleen Hamilton, Tim Laughlin, Tom Dunn, and Drew McMullen, AOC has become a trusted partner for commercial airports and other transportation industries, helping them enhance customer experiences through innovative technology.

Art of Context is renowned for its cutting-edge solutions in airport data systems, including flight information and wayfinding. One of their standout innovations is the interactive wayfinding system, which allows travelers to scan their boarding passes to receive customized navigation paths. This system can transfer directions to a traveler's phone or tablet, ensuring a seamless journey through the airport.

Additional innovations include a common-use boarding control application that can be accessed directly via the common-use stations of the leading common-use vendors and/or through a tablet interface.

AOC's industry is driven by the pace of technological advances. It's challenging for airports to stay on top of the trends since they have to plan many years out for a moving target. Art of Context's pulse on the trends, combined with its decades of aviation experience, helps steer its clients to solutions with longevity and flexibility to achieve their goals and ROI.

A current and exciting trend is large-format LED signage. LED costs have dropped significantly, and their wow factor and utility are undeniable. AOC sees it as an exciting intersection of the large and the small screen touchpoints, and they are a leader in innovative solutions for large LED and mobile solutions. They recently completed and deployed a checkpoint lane control system at Jacksonville International Airport (JAX), complete with a tablet control interface and engaging animated content that can be changed by the airport as needed.

Some of Art of Context's finest work is integral to the passenger journey at LaGuardia Airport (LGA) in both Terminal B and Terminal C.

AOC has worked closely with LaGuardia Gateway Partners (LGP) to re-imagine flight information displays (FIDS) for LGA Terminal B using both a traditional "row" approach and by using flight urgency tiles with count-down clocks to influence passenger behavior and encourage them to either relax or go to their gate. LGP also wisely updated the form factor of their screens to be much larger than initially planned, thus enabling passengers to immediately have the information they needed to relax and enjoy the concessions and entertainment.

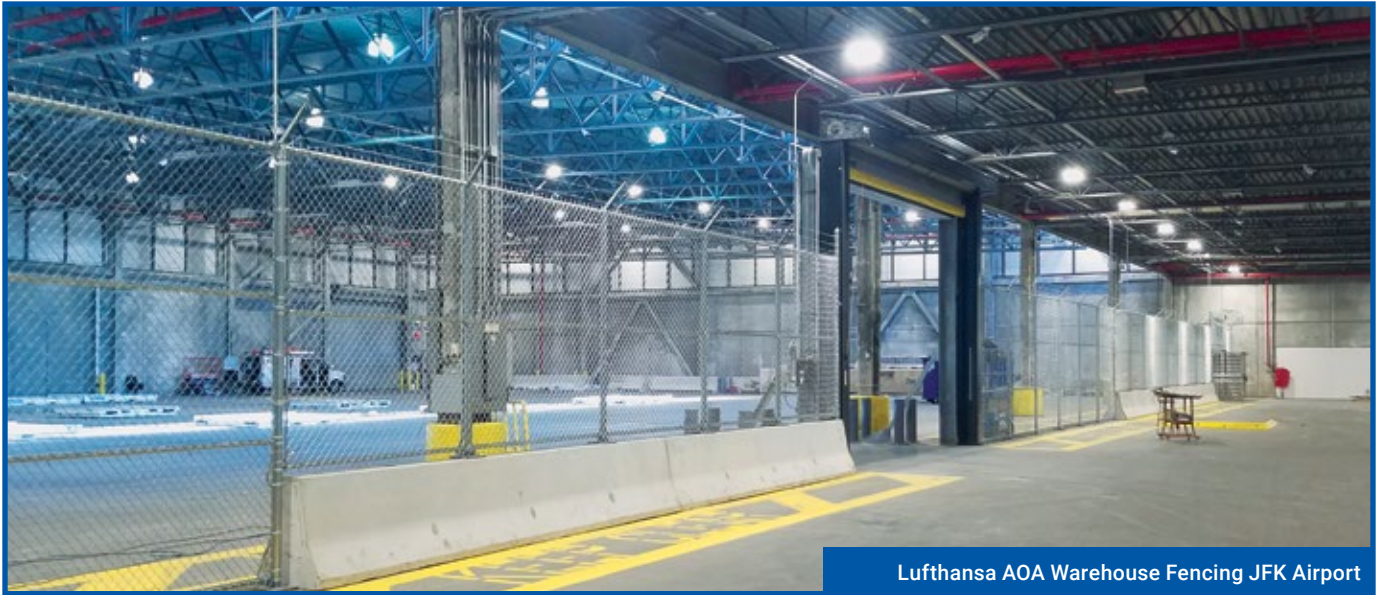
For Terminal C, AOC worked closely with Delta Air Lines and Arup to create dynamic maps to display on twenty 5-screen video walls throughout Terminal C. The map seamlessly integrates with dynamic concession information, checkpoint wait times, restroom capacity, and boarding flight information. It also includes a companion mobile-optimized website for deeper concession information accessed via a dynamic QR-code on the screen.

AOC has helped propel the passenger experience forward. Flight Information Display Systems (FIDS) are no longer a neglected touchpoint in the passenger journey. Passengers are flight-centric and want to see all information in context with their flight. AOC provides that context in a flexible and nimble fashion using custom web-based interfaces built upon rock-solid content management services. This approach works for any screen size, whether 300 feet or 3 inches. ■



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



Tracy Lawlor

■ **JetBlue** announced the appointment of **Tracy Lawlor** as chief people officer, effective immediately. Lawlor, who has been with the airline for nearly 23 years, has served as acting chief people officer since March 2024. Reporting to JetBlue's CEO, **Joanna Geraghty**, Lawlor will be responsible for engaging JetBlue crewmembers and fostering its unique culture, overseeing teams such as compensation and benefits; diversity, equity, and inclusion; crew relations; culture; values and labor relations; recruiting and talent management. Lawlor joined JetBlue in 2001, holding a number of financial roles, including vice president of financial planning.

■ **Swissport International AG**, the global leader in airport ground services and air cargo handling, has appointed two new members to the Board of Directors. Janina Kugel, former Managing Board member and Chief Human Resources Officer of Siemens AG, and Julian Diaz Gonzalez, former long-serving CEO of Dufry (now Avolta), have taken over their new role as Non-Executive Directors in the Board from July 2024.



Janina Kugel

Janina Kugel is a highly experienced German executive known for her influential career in human resources, which she began at Siemens AG in 2001. As Chief Human Resources Officer from 2015 to 2020, she led the company's cultural transformation, focusing on diversity, digitalization, and the future of work. Following her time at Siemens, Ms. Kugel has served on a number of boards, including as a Non-Executive Director at TUI AG, and has also taken on a Senior Advisor role at Boston Consulting Group.



Julian Diaz Gonzalez

Julian Diaz Gonzalez is the former CEO of the travel retail group Dufry AG. From 2004 to 2022, he led Dufry through significant growth and numerous acquisitions, transforming the Swiss-listed (SIX) company into the world's number one travel retailer. Mr. Diaz Gonzalez spent almost his entire career in the travel retail industry and has held leadership positions at Latinoamericana Duty-Free and Aeroboutiques/Deor.



Michael Vetter

■ **East/West Industries**, a leading global aerospace supplier since 1968, is pleased to announce the promotion of Senior Director of Product Development **Michael Vetter** to Vice President. This promotion is a testament to the trust in Mike Vetter's outstanding leadership, his 19 years of engineering and business experience, and his proven track record of delivering results in an evolving and challenging aerospace industry.



Jens Fehlinger

■ The SWISS Board of Directors has appointed **Jens Fehlinger** as the company's new CEO. He will take up his new duties on October 1, 2024. Jens Fehlinger began his professional career as a pilot, has performed a range of management functions within the Lufthansa Group, and presently serves as Managing Director of Lufthansa City Airlines. He succeeds Dieter Vranckx, who has been appointed to the Lufthansa Group Executive Board, on which he will take up his new duties on July 1, 2024. The SWISS Board of Directors has further appointed Heike Birkenbach to serve as Interim SWISS CEO until Jens Fehlinger assumes his new position. Jens Fehlinger will assume the function of CEO of Swiss International Air Lines (SWISS) on October 1, 2024.



David Marcontell

■ **JetBlue** announced the appointment of **David Marcontell** as the airline's new vice president of technical operations, starting June 17. In his new role, Marcontell will lead maintenance, materials, engineering, quality, and other operational functions. He will report to **Warren Christie**, the chief operating officer.

Marcontell brings nearly four decades of industry experience to JetBlue. He began his career with the U.S. Air Force as a C-130 maintenance and engineering officer before joining Delta Air Lines, where he held various engineering and procurement positions.

Marcontell then held engineering and operational roles at ABX Air, Boeing, and North-South Airways before transitioning to Oliver Wyman CAVOK. During his two decades with the aviation advisory firm, he led over 200 engagements globally.



Paul Kindred

■ Global air charter specialist **Chapman Freeborn** has made two key appointments to lead its music and entertainment vertical team following a major investment in its global network strategy.

Paul Kindred, Senior Business Development Manager – Music & Entertainment, brings more than three decades of experience in developing the music and entertainment businesses, including Premier Aviation UK Ltd and Air Partner, as well as 25 years working at major record companies, including 10 years working at Sony Music Entertainment. He will lead the team alongside **Chloe Phelps**, who has been newly appointed Team Leader—Music and Entertainment. Both individuals will be based at the company's London Gatwick Airport headquarters. ■



Chloe Phelps

AIRPORT BRIEFING

PANYNJ Announce 50% Fare Reduction for AirTrain

AirTrain JFK Single Ride Fare To Be Reduced to \$4.25 Through Labor Day as Governor Encourages Airport Access via Subway or LIRR From New York City, Hudson Valley or Long Island

Gov. Hochul and the Port Authority of New York & New Jersey announced that the AirTrain JFK single ride fare will be reduced by 50 percent starting July 1 through Labor Day to encourage the use of public transit when accessing John F. Kennedy International Airport. A record number of travelers will take to the sky while the airport's \$19 billion transformation project, including an entirely new roadway network, reaches peak construction activity this summer.

The \$4.25 AirTrain JFK fare applies at both the Jamaica and Howard Beach stations, the two off-airport stations that require payment via OMNY or MetroCard. Jamaica is just 20 minutes from Grand Central Madison, Penn Station, or Atlantic Terminal via Long Island Rail Road and easily accessible from Long Island. Easy subway connections are also available at the Sutphin Blvd-Archer Av-JFK Airport and Howard Beach subway stations.

For travelers who must take a car to the airport, the Port Authority opened a drop-off/pick-up lot at the on-airport AirTrain



JFK Lefferts Blvd station. This is a free direct 8-minute AirTrain ride to the airport terminals to help passengers avoid heavy congestion on terminal frontages. Parking at the airport will be extremely limited, and passengers planning to park should pre-book at JFKAirport.com to guarantee a spot.

Both industry analysts and the PANYNJ forecast record-setting air passenger

volumes this summer that would result in JFK handling 700,000 more passengers than last summer. From now through Labor Day, the airport will face the formidable dual challenge of record volumes of air travelers combined with the peak of construction activities at JFK, the single largest construction program undertaken to date at a Port Authority airport. ■

JetBlue Expands New York Metro Service from ISP

JetBlue reinforced its role as “New York’s Hometown Airline” by announcing it will launch service for the first time from Long Island MacArthur Airport (ISP). Starting this October, JetBlue will begin offering flights to Orlando International Airport (MCO), Fort Lauderdale-Hollywood International Airport (FLL), and Palm Beach International Airport (PBI). This new service aims to help better serve JetBlue customers living on Long Island, providing them with more convenient travel options to destinations in Florida.

As New York’s Hometown Airline for more than 24 years and the only major U.S. airline based in New York City, JetBlue’s expansion onto Long Island underscores its commitment to enhancing connectivity for



New Yorkers. This new service will bolster JetBlue’s presence in the New York Metro area, complementing its existing operations at JFK, LGA, and EWR.

“Long Island is an integral part of the New York Metro area, and we are excited to bring our award-winning service to customers in this community,” said Dave Jehn, JetBlue’s vice president of network planning and airline partnerships. “The addition of Long

Island MacArthur Airport to our network will offer more options and greater convenience for customers, and we are proud to provide new opportunities for more Long Islanders to experience our unique combination of low fares and great service.”

JetBlue’s new service at ISP will allow customers to enjoy the airline’s award-winning, customer-centric experience, which includes the most legroom in coach1, seat-back entertainment at every seat, and fast, free, unlimited Fly-Fi2 on all flights.

In addition to providing more travel options, JetBlue’s presence at ISP is expected to contribute to the local economy through job creation and increased tourism. JetBlue currently employs more than 8,800 crewmembers in the state of New York. ■

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PHOTOS BY BEVERLY HOLDER

(L.-R.): Oriol Ribas, Project Management Office Project Director;
Jennifer Aument, Chief Executive Officer;
Simon Gandy, Executive Vice President and Chief Operating Officer

Transforming a Global Gateway

Jennifer Aument, CEO of the New Terminal One at JFK Airport and the NTO Team

JULIA LAURIA-BLUM
jblum@metroairportnews.com

Jennifer Aument is the Chief Executive Officer of The New Terminal One (NTO) at John F. Kennedy International Airport (JFK), the private consortium led by Ferrovial, JLC Infrastructure, Ullico, and Carlyle, developing the world-class international terminal that will anchor the south side of the Port Authority of New York & New Jersey's \$19 billion redevelopment of JFK Airport.

The NTO is being built on sites now occupied by Terminal 1, Terminal 2, which recently closed, and the former Terminal 3. Construction will take place in phases. The \$9 billion first phase, including the new arrivals and departures halls and the first set of 14 new gates, is expected to open in 2026. It is the largest private investment ever committed to a U.S. airport terminal and the largest public-private partnership in the nation. Upon full completion, anticipated in 2030, the New Terminal One will be 2.4 million square feet, making it the largest terminal at JFK, and will be a 23-gate, state-of-the-art, international-only terminal.

Two months after assuming the role of CEO at New Terminal One, Jennifer Aument spoke to *Metropolitan Airport News* about her passion for her career in transportation and infrastructure, community, and her vision for the NTO project that she is now leading and its extraordinary progress 'in-the-making' since its groundbreaking in September 2022.

Aument grew up in a small town in West Virginia with parents who were public school teachers. Although what she now does for a living is very different from theirs, they had a big influence on her



decision to spend her career in transportation. As school teachers, her mother and father taught her the importance of dedication to the community and that has always been paramount to Aument in her 25 years in the transportation industry.

A common theme throughout Aument's career in transportation has been advancing major public/private partnerships (P3s) and infrastructure in the highway, rail, airport, and port sectors.

Early in her career, and prior to her present role as the CEO of the NTO, she developed the largest extension of the metro project and system in Washington, D.C., on behalf of Bechtel. This was an early-stage P3 in which the contractor had some equity and risk in the project.

As President and CEO of Transurban's North American business for many years, she oversaw major toll road infrastructure

development, financing, and operations in the United States and Canada. During that time, Aument also served on the board of the Port of Virginia for a decade and examined different models for how the public and private sectors could work together to deliver, finance, operate, and provide transportation services with the Port of Virginia, as well as some unique partnership models.

Aument later served as Chief Executive of AECOM's Global Transportation business, where she and her team were at over 120 airports worldwide. This gave her a birds-eye view of some of the largest and most transformational infrastructure projects, including several large-scale P3s in the U.S. and other parts of the world. In looking at the world stage, she observed that the United States tended to overlook P3 models more than other regions, in

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countries like the United Kingdom, Australia, Spain, and others. “In talking to government decision-makers over the years about the opportunity that P3s present, what we were always missing in the U.S. was a really solid domestic proof point where you could say, ‘this works in the U.K., Australia, and Spain.’ But the U.S. just really needed to look at the ‘Let’s show you in this country how this tool can really further enhance transportation programs in the United States and on the service side,” said Aument.

While leading many teams over the years, Aument has observed how well P3s can deliver the domestic proof points that help enhance transportation programs and services that strengthen the community, provide conveniences for customers, and help drive the economy. In addition, they meet government policy initiatives and provide a substantial return for investors. “I’ve been pleased to work across a number of projects that have done just that across the rail, highway, and port sectors, and I think that it’s incredibly important to showcase domestically what P3s can do to amplify our transportation programs here in the U.S. That’s exactly the position that my team and I are in at the NTO,” commented Aument, “We really feel the wake of responsibility to deliver, on a very large-scale, P3 partnerships of transformational



transportation here, at the greatest city on Earth, that is going to shape our community and provide an unmatched experience for all our customers and airline partners. We are also very fortunate in this project to have a very strong partner in the Port Authority of New York & New Jersey.”

Having had what Aument says is a global birds-eye view of large transformational projects throughout the world, she commented, “There’s no market that I’ve seen where you have this bold agenda all at one time that’s going to be so transformative for a region, than what we see happening here

with the Port Authority New York & New Jersey. We’re very proud to be a key anchor to JFK Airport’s redevelopment.”

Aument shared that, last Fall, she had an opportunity to teach a course at Cornell University called ‘Delivering the Modern Mega Transportation Project’ with a collection of MBAs, Masters of Engineering, and Public Administration. She decided to use the visuals of a handful of the coolest and most transformational ‘Wow’ projects in the world—like the high-speed rail in California and the United Kingdom and some huge projects in Australia and in cities that are coming up in the desert of Saudi Arabia. But on the first day, the very first slide that she put up was of the NTO at JFK International Airport as the new standard of a transformational project, knowing that the visual would be a potent example for students to illustrate how exciting an infrastructure project of this magnitude can be. “So, who wouldn’t want to be a part of that?” she exclaimed.

In the weeks following Aument’s appointment as the CEO of the NTO, the project has come to life for her while working with the Port Authority to celebrate \$2.3 billion contracts for Minority and Women-Owned Business Enterprises (MWBEs). “To come in early and have such a stellar foundation where the community is woven into the organization and to be able to celebrate with our partners and so many small

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businesses that have been part of the successes we've had to date, it has put us in a wonderful place to be able to be on track to deliver the Terminal."

Taxiing to Takeoff!

Delivery of the NTO is on schedule as the team works feverishly toward opening its first phase in 2026. The steel and glass have gone up, and the curtain wall continues to rise. And as the first escalator is installed, the key elements of customer experience are beginning to come to life. Partners in AECOM Tishman are piloting some interesting things for off-site commissioners to bring into the building and moving toward operations.

RFPs are out around electric ground service equipment, snow removal services, and training for guest experience. "It's a very important time for our team when you look at that operational readiness because we are driven here by wanting to create extraordinary moments for our customers. We call them guests here at our terminal. Customer service standards are very much as crucial as what's going on now, and we are drawing a really clear line in the sand that says, 'Whether you're janitorial services, partners at TSA, or working on ground services, that everyone, all our colleagues involved, are important aspects of this terminal from the first day. There is a shared understanding in commitment and vision for a guest experience.'"



As the building comes together, there are presently about 1,000 people working on the terminal, and their number is expected to rise to about 2,600 as work intensifies over the summer and beyond. Heavy civil work is moving forward toward the end of the year, bringing partners who are working on the build-out and bringing customer experience to life. As the build-out moves forward, Aument emphasized, "We need to make sure that every aspect of the project is about keeping all customers coming through JFK terminals and our employees completely safe, so we continue to prioritize safety."

Team and Talent

"The one thing I want to say about my team is that we are all honored to be leaders on the team here," said Aument. She explained the three core elements of talent at the NTO.

■ Talent has been pulled from the best in the world, from top airports like Dubai, Munich, and Heathrow. As professionals in the industry, they have been well-tested and have deep experience at top airports, whether working on the system side, the customer, or the civil side.

■ Colleagues have rich experience and knowledge of the New York market, have learned the lessons of other terminals in the area, and have been long and committed partners of the Port Authority. They know the region and the unique nature of the New York market and what they are trying to deliver to the New York market. "When you're looking at a project of this size and complexity and with such an aspirational agenda, you do not want to leave great talent on the sidelines. So we are really fortunate to have some extraordinary talent and expertise in cultural richness in the local community that we've brought to this project as well. The combination of local talent, New York expertise, and global expertise has given us an incredible foundation of experience from which we are building this new business, which is very exciting!" said Aument.

■ The Minority Women-owned Business Enterprise (MWBE) program, which includes small minority and women-owned

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Jennifer Aument, Chief Executive Officer; Luna Katbah, Director, Airport Systems; and Gessenia Figueroa, Virtual Apron Control Ramp Manager.

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businesses, is on track to surpass the 30% goal and 10% local business enterprise participation. On May 1st, Governor Kathy Hochul and the Port Authority of N.Y. & N.J. announced that a record \$2.3 billion in contracts has been awarded to MWBE in the ongoing transformation of JFK International Airport.

“I’m really amazed at the amount of effort that the team puts in place here, of not just being matchmakers, but really helping to connect opportunities with small business to the terminal and the work they do to support these contractors to make them successful in this program. There is a solid

commitment to community and MWBEs, and they will continue to play a significant partnership role in everything we do; from the products that we sell, to food concessions, retail, and complex systems, to other procurements,” remarked Aument.

Elements of Design, Elements of Operation

Driven and energized by the opportunity to deliver something brand new to the industry, set a new standard for the U.S. market, and be among the best airports in the world is rooted in how the team at the NTO can create something exceptional for guests to the terminal. That means bringing some of

the best shopping in the world, bringing that culture and New York energy into the terminal, and creating a wonderful, pleasant experience for tired, weary travelers who come into customs. “As someone who has done many, many 15-hour flights in my career,” said Aument, “I know what it feels like to land in an airport on your last step of the journey. Sometimes that’s the hardest part. So we want our guests to be greeted by a flow of bright, natural light, and we want to welcome them in their own language and use technology and biometrics to make it easy for them to find their exact Uber or Lyft. We want them to get their rush of New York energy immediately as they come in and give them that sense of place in the terminal.”

Among the many beautiful things provided in the NTO, the interior will be flooded with light, and the essence of New York will be in every aspect of the terminal. Other natural elements include big trees that will add a dash of Central Park to the NTO. There will also be world-class art celebrating New York. “To the Port Authority’s credit, this is something they really value, and they challenge their partners to really continue to pursue and use world-class art to reinforce that New York is the place, the greatest city...that guests feel that they have arrived in New York the moment they step into the terminal,” said Aument. “All of that will add up to a luxurious, extraordinary customer experience.

Sustainably designed and future-focused, the NTO will feature expansive public spaces, cutting-edge technology, and an array of amenities, all designed to enhance customer experience and compete with some of the highest-rated airport terminals in the world.

Providing Extra Support

Something that the NTO team is very passionate about in terms of operational strategy are design elements that are focused on providing extra support to guests who have constraints, whether for mental or physical limitations. Said Aument, “All of us have people in our lives who have stepped away from travel and adventure because of the challenges of navigating long, large airport terminals when they need special assistance... whether that means providing quiet rooms, or piloting to respectfully help people with

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- The 23 gates and more than 300,000 square feet of dining, retail, lounges, and recreational space will create opportunities for new experiences, collaboration, and recreation unseen before in a United States airport terminal.
- Green Energy and carbon reduction initiatives: a commitment to resiliency and carbon neutrality aligned with the goals of the state and the city. LEED Certification through construction and state-of-the-art operational capabilities.
- Integrated microgrid infrastructure that will deliver sustainable and locally generated energy; largest rooftop solar array in New York City and on any airport terminal in the U.S. Enables full resiliency and maintenance of 100% airport operations in the event of power disruptions.
- The NTO will create an ultra-modern, exceptional experience for travelers and generate positive benefits for the community and workforce.
- Expected to create over 10,000 total jobs, including 6,000 union construction jobs
- Through targeted investments in the 37 local Zip Codes of Queens and further areas of socio-economic importance in New York and New Jersey, the local community gains opportunities — opportunities not only for residents but also for local firms and businesses.
- Deep commitments are made to Organized Labor through a project labor agreement with MWBEs and to hire locally.
- The NTO invests the hard-earned pension money of unions affiliated with the Building Trades through Ullico’s financial sponsorship.
- Ferrovial, JLC Infrastructure, Ullico, and Carlyle lead the NTO consortium of labor, operating, and financial partners.



Simon Gandy, Executive Vice President and Chief Operating Officer; Guillermo Ripado, Project Management Office Project Director; Jonathan Reyes, Vice President, Project Executive for JFK New Terminal One, Unibail-Rodamco-Westfield; Jennifer Aument, Chief Executive Officer; Luna Katbah, Director, Airport Systems; and Gessenia Figueroa, VACR Manager.

mobility challenges to get through the terminal with ease. It's much bigger than, 'how do we provide extra support?' You're welcoming people back to the travel experience who perhaps have stepped away from it."

In light of that, Aument shared a personal account of her own past experience with air travel as a young, healthy person with a job that required her to travel all over the world when she was surprised with a diagnosis of breast cancer, "For the first time in my life, I was in an airport in Europe, and I was struggling to physically make my way to the airport during a period of time when I was recovering from my treatment... and it really hit me personally, for the first time, the challenges of lifting a bag and the long walk to the gate. I thought about what happens when someone changes the gate to the other side of the airport when you have these constraints? So, for the first time, as a transportation professional working in all different airports throughout the world, I felt it personally, and I saw how humiliating it is, particularly when traveling as part of your job. This really inspired me to do what I can do in the industry to bring people back and to provide extra support to people who may need it."

Staff Support & Amenities

One of the many elements of the project that is receiving particular attention is the work amenities for the employee base when the New Terminal One opens. There is a focus on creating spaces for staff to have a meal, take a break, or share and collaborate with each other and have a positive work experience. Mindful that there is a lot of competition for talent, Aument said, "We want to be the employer of choice in creating a wonderful place for our employees to work. We don't want to leave good talent on the sidelines, so we are looking at highly focused workforce programs in partnership with the Port Authority, where we are bringing skills and expertise to some of the talent in the local JFK region so they can be a part of our team in 2026."

A Dedicated International Terminal

Airline partners have expressed that a dedicated international terminal be designed for international customers since they spend more time in terminals, have much longer journeys, and have higher expectations. They are not dealing with the mix

and challenges associated with international trips and domestic trips in the same terminal. "There have been a lot of conversations with airlines seeing the building go up; it's the best billboard you can have. It underscores that this is a dedicated international terminal, and there are so many advantages to that. We're hearing great feedback from our shared airline customers as we build this customer experience," remarked Aument.

As the Port Authority of NY & NJ boldly moves this project forward, all at one time, Aument commented that it is important that customers traveling into JFK and the terminal today ensure that they are careful and that they provide extra time, as there may be delays as traffic comes into the airport. "We thank them for their patience as we construct their future JFK. I promise it will be worth it," said Aument, continuing with, "While it may seem far away, at more than two years before the first flight, standards are in place now, and we are well positioned to deliver on that promise with something extraordinary. We believe it will be unlike anything we've seen in the U.S. market. And it should be. It's New York, the gateway to the U.S.A." ■

Stewart International Airport: Military to Commercial Transition

BY ROBERT G. WALDVOGEL
robertw@metroairportnews.com

Located in the mid-Hudson Valley, Newburgh's Stewart International Airport, south of Kingston and some 65 miles north of Manhattan, is one of three secondary airports, along with White Plains' Westchester County and Islip's Long Island MacArthur. Having transitioned from a military to a commercial facility and relying on a regional market base that usually avails itself of greater destination choice in Albany and the three major New York airports, it grappled with sustained airline service in the midst of limited notoriety, a recession, and the pandemic.

Origin and Military Application

Seeds grow from farmland and, in this case, so, too, did an airport when Thomas Archibald Stewart, an aviation enthusiast and descendent of prominent local dairy farmer Lachlan Stewart, convinced his uncle, Samuel L. Stewart, to donate 220 acres of family farmland to the city of Newburgh for the purpose of establishing an airfield.

"Archie thought that a city in the twentieth century would need an airport to prosper, just as a city in the nineteenth century needed a railroad," according to the historical marker in front of the current-day terminal. "He did something about it. In 1930, his family donated the original tract of land for this airport."

Because the area, like the rest of the country, had sunk into the depths of the Great Depression at the time, the dirt expanses remained untouched until 1934 when Douglas MacArthur, then superintendent of the US Military Academy at West Point, proposed using the field for cadet training. The Academy itself acquired the field for a token of \$1.00, but it was not for another five years that it was transformed into something usable—in this case, an equally dirt landing strip.



World War II, giving it even greater purpose, was the catalyst to more significant development, and it soon sprouted barracks and other facilities. Although the Army airfield was re-designated Stewart Air Force Base after that service branch was created, cadet training continued.

Deactivated in 1970 and subsequently acquired by New York State, it remained dormant for 13 years, at which time the 105th Airlift Wing and the 213 EIS of the New York Air National Guard established the Stewart Air National Guard Base for its Lockheed C-5A Galaxy fleet. However, within the sprawling field, there was potential waiting to be released.

Commercial Application

Despite its remote location, that very aspect, combined with 6,006- and 11,818-foot runways 16/24 and 09/27 equipped with instrument landing systems (ILS), gave then-Governor Nelson Rockefeller pause to consider it a possible commercial airport able to handle the Boeing 2707 supersonic transport currently under development.

Although cost overruns resulted in its ultimate cancellation, Concorde pilots conducted touch-and-goes on its runway, which was also designated a Space Shuttle alternate landing site in the event of an emergency diversion.

Nevertheless, the idea sowed the seed for scheduled airline subsonic service to the area, and he proposed a \$30 million bond to transform the underused facility into a revenue-generating, passenger-using commercial one.

The first attempt to transition the mid-Hudson Valley facility was made by the Metropolitan Airport Authority (MTA), which used eminent domain to triple its size with the addition of 7,500 acres, envisioning it as the New York metropolitan area's fourth airport after JFK, La Guardia, and Newark. But the 1973 oil crisis and escalating fuel prices hardly spurred airline expansion at this time and it relinquished its ambitious plan three years later.

It was not until the next decade, specifically in 1982, that control was passed from the MTA to the US Department of Transportation (DOT) with the mandate that the airport be improved and developed.

Under a pilot program, whose legislation was passed by US Congress, Stewart became one of five airports to be privatized, and a 99-year contract for its operation was awarded to UK-based National Express Group, which had concluded a similar agreement for the running of East Midlands Airport in Leicestershire.

However, National Express Group's

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interest quickly waned, and it relinquished its operation, as it also did with East Midlands Airport, leaving the Port Authority of New York and New Jersey to acquire the facility and assume the 93 remaining years of its lease. It officially took control on November 1, 2007.

Earmarking \$500 million for its ten-year capital improvement and joining the JFK, La Guardia, and Newark fold, it had, to a degree, become the long-envisioned fourth New York airport.

After discussions between the Port Authority and the Stewart family to rebrand the facility in order to market it outside of the Hudson Valley, yet continue to honor its heritage, it re-designated it “New York Stewart International Airport,” which was part of a \$37 million upgrade program.

Airport Expansion and Modernization

The transformation of New York Stewart International Airport from a military base to a passenger-carrying venue required facility and infrastructural changes.

The passenger terminal, which has been subjected to renovation, now features check-in counters, a food service area and gift shop, a security checkpoint, jetbridge gates, two arrivals baggage belts, and rental car counters.

Unlike the two other comparable New York secondary airports of Westchester County and Long Island MacArthur, Stewart fields international flights. To facilitate such operations, a 19,850-square-foot,



single-story Federal Inspection Service (FIS) facility housing US Customs and Border Protection attached to the original terminal building and completed on October 28, 2020, replaced the makeshift moveable wall that had temporarily separated domestic and international passengers, although pandemic-caused flight reductions left it unused until 2022. It both expanded the airport’s capability by enabling up to 400 passengers per hour to be processed and confirmed its “international” status, attracting foreign carriers and transforming it into a viable JFK and Newark alternative.

“Economic development is one of the Port Authority’s fundamental missions, and expanding Stewart International Airport to handle more international customers does exactly that,” Board Chairman

Kevin O’Toole commented. “Since taking over the airport in 2007, this agency has now invested more than \$200 million in the airport’s infrastructure.”

Airline Service

Like the two other reliever airports, Stewart International’s history has been characterized by main, regional, low-fare, and –uniquely in its case –foreign airline entrance and exodus, which varied because of load factor, fuel cost, competition, the pandemic, and pilot shortage.

American Airlines inaugurated service to Newburgh in 1990 with three daily round trips to its Chicago-O’Hare and Raleigh/Durham hubs. Although it discontinued its operation there in 2017, it briefly re-introduced a link to Philadelphia with an American Eagle Embraer ERJ-135 four years later, on January 5, 2021, only to later discontinue it because of a pilot shortage.

Before it had acquired US Airways, the airline, through its Air Wisconsin, Chautauqua, and Piedmont regional subsidiaries, had served the airport from Philadelphia.

Delta Airlines equally connected the mid-Hudson Valley with Detroit and Atlanta with, respectively, its own Pinnacle Airlines and Atlantic Southeast Airlines (ASA) subsidiaries branded as the Delta Connection, operating twin-engine Bombardier CRJ Regional Jets. Low-fare carriers, seeking to take advantage of Stewart’s lower landing fees and creating a win-win

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situation by offering air service to the airport, became the lifeblood of it.

JetBlue, which inaugurated Stewart service to Ft. Lauderdale on December 19, 2006 with 156-passenger Airbus A320-200s and charged \$79.00 introductory fares, implemented a second daily roundtrip, as well as new service to West Palm Beach, on January 5 of the following year. It also touched down in Orlando.

Already serving Buffalo, JFK, La Guardia, Rochester, and Syracuse, it counted Newburgh as its sixth New York destination and became its largest carrier at the time.

Other low-fare, sunspot-serving carriers included AirTran, which discontinued its flights there in 2008 and was later acquired by Southwest Airlines, and Allegiant Air, which had served Myrtle Beach, South Carolina; Savannah, Georgia; and Orlando-Sanford, Punta Gorda on the Gulf Coast, and St. Petersburg, Florida, with A320 equipment.

Operating both A320s and A321s, Frontier Airlines linked the mid-Hudson Valley with Ft. Lauderdale, Orlando, and Tampa

but expanded its service to Atlanta and Raleigh/Durham on May 26, 2022, with \$39.00 introductory fares.

The catalyst of the \$37 million Federal Inspection Facility was Norwegian Air Shuttle's transatlantic service inauguration from Dublin, Ireland, in July of 2017, which saw traffic increase by 62 percent. A second daily frequency was added on April 26 of the following year, sparking a more than double passenger total increase.

"It is a demonstration of the airport's unique international capability, market positioning, and proven viability as a low-cost alternative to the New York and New Jersey metropolitan regions," according to O'Toole.

Because of the March 2019 grounding of the Boeing 737 MAX-8 aircraft it had used after two fatal accidents involving Lion Air and Ethiopian Airlines, it had to discontinue its service.

Stewart's clipped transatlantic wings were regained on June 9, 2022, however, when Play Airlines, whose foundation had been laid by low-cost but now-defunct Wow Air, inaugurated service to Reykjavik,

Iceland, with Airbus A321neos (new engine option). It facilitated connections to some 20 European destinations, such as London, Copenhagen, Paris, and Berlin, and it was the first carrier to use the new FIS facility.

New York Stewart International Airport, which is classified as a non-hub primary commercial service facility and generates some \$145 million in annual economic activity for the region, saw an average 433,000-passenger throughput during the 20-year period from 2000 to 2019, offering mid-Hudson Valley air service to major cities, Florida sunspots, and European destinations. ■



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.



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BY JONATHAN KATZ
jkatz@metroairportnews.com

We've been fortunate to have visited Switzerland many times, and most of these trips brought us to one of our favorite cities, Zurich. It has only been since Delta Air Lines introduced the "French side" of Switzerland, Geneva, to its summer schedule that we've begun to enjoy this city and its surrounding areas.

We have visited Geneva three times in the past year, and we're starting to fall in love with this side of Switzerland. On the "Geneva side" of Switzerland, you get to enjoy three cities for the price of one: Geneva, Lausanne, and Montreux. They are all beautiful cities located off Lake Geneva.

Geneva, like everything else in

Switzerland, is a class city that is absolutely beautiful and extremely safe. This is the French-speaking side of Switzerland, and as you would expect, the hotels, restaurants, and transportation are about as efficient and perfect as you would ever expect; however, we have found that this side of Switzerland is significantly more expensive than the "Zurich side."

Geneva is much smaller than Zurich, and its transportation system is smaller but more straightforward. A nonstop train that arrives every few minutes runs from the airport to the city's center and the lake.

During our first two trips to Geneva, we stayed at the Geneva Marriott Hotel, which is about five minutes from the airport. Two trams directly in front of the hotel take you

downtown in about four stops. The #14 and #18 trams will take you to our first stop, Old Town Geneva (called Vieille Ville), situated on top of a beautiful hill. This is the standard "old town" with many shops, stores, and restaurants. Please remember that if you stay at a hotel in Geneva, all transportation in Geneva, including some boats, is free.

Our second stop on all three trips was walking around the lake, beginning with the famous Geneva Water Geyser Fountain, called the Jet D'eau, the Geneva Ferris Wheel called the Grand Roue, and the Geneva Flower Clock, called the L'horloge Fleurie. As always, if a lake is involved, we usually take a one-hour or longer cruise around the lake.

There are quite a number of famous hotels on the lake, including the Beau Rivage. During our third trip to Geneva, we stayed at a Marriott Luxury Collection Hotel called Hotel President Wilson (if you have enough Marriott points to do this). It was actually very special to stay at a hotel on the lake where you can walk forever, and there are many restaurants and bars to visit directly on the lake.

During our last trip, we did something unexpectedly special. We took a one-hour train ride towards Lausanne and Montreux, stopping at the beautiful Swiss City of Vevey. We had read about Vevey but were unsure what to expect, and we would not be disappointed. It is a small but cute city, beautifully situated directly on the lake and across from major mountains; the views are incredible. This is a wonderful walking city with plenty of restaurants and small shops. In Vevey, you can take a cruise on the lake to Montreux in about 35 minutes or walk on the lake to Montreux in a little under two hours. Either way, it is worth visiting Vevey.

Geneva Airport is easy to navigate; very simple and efficient to use, and like Zurich, they are the best airports in Europe.

One note: On our next visit to Geneva, we will visit the nearby French city of Annecy. We have been told that this city is very natural and perfect for wellness and outdoor enjoyment. ■





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Please RSVP by September 27, 2024

UPCOMING EVENTS

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

July 2

JFK Airport Rotary Club Dinner Meeting

Vetro Restaurant & Lounge
164-49 Cross Bay Blvd.
Howard Beach, New York 11414
www.jfkrotaryclub.org

July 8 & 22 – 7:00pm

Civil Air Patrol

Falcon Squadron Meeting

JFK International Airport, Building 14
Jamaica, New York 11430
www.falconsquadron.cap.gov

July 9

ADDAPT Dinner Group

Heritage Club at Bethpage State Park
Farmingdale, New York 11735
www.addaptny.org

July 10

JFK Airport Chamber of Commerce Board Meeting

John F. Kennedy International Airport
Jamaica, New York 11430
jfkairportchamberofcommerce.org

July 11

LAAMCO Monthly

General Meeting

LaGuardia Airport-(LGA)
East Elmhurst, New York 11371
www.laamco.com

July 11

PANYNJ ACDBE Certification

Virtual Event
www.anewjfk.com

June 16

MWBE Certification Webinar

Virtual Event
www.anewjfk.com

July 18

2nd Annual

Airport Community Golf Classic

Lawrence Yacht and Country Club
101 Causeway, Lawrence, NY 11559
www.acgolfclassic.com

July 24

New York Community Aviation Roundtable (NYCAR) Meeting

Virtual Event
aircraftnoise.panynj.gov

July 24

TEB Aircraft Noise Abatement Advisory Committee Meeting

90 Moonachie Ave.
Teterboro, New Jersey 07608
tanaac@teb.com

July 25 – 12:00pm

LGA Kiwanis Club Monthly Meeting

LaGuardia Airport Marriott Hotel
East Elmhurst, New York 11369
www.lgakiwanis.org

August 3

38th Annual Semantics & Friends Fishing Trip

540 Guy Lombardo Ave.
Freeport, New York 11520
www.thesemantics.org

August 7

JFK Airport Rotary Club Dinner Meeting

Vetro Restaurant & Lounge
Howard Beach, New York 11414
www.jfkrotaryclub.org

August 8

KAAMCO Cargo Annual Fishing Trip

540 Guy Lombardo Ave.
Freeport, New York 11520
www.kaamco.org

August 13

Republic Airport Commission Meeting

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

August 15

Dan Ferrante Annual Golf Outing

Stonebridge Golf Club
Smithtown, New York 11787
www.dfgojfk.org

August 19

National Aviation Day

September 9

JFK Airport Rotary Club Ladies Golf Outing

Lawrence Yacht and Country Club
101 Causeway, Lawrence, NY 11559
www.jfkrotaryclub.org

September 9

JFK Airport Committee (JFKAC) Quarterly Meeting

Virtual Event
aircraftnoise.panynj.gov

September 16

Queens Chamber of Commerce Annual Golf Outing and Dinner

Garden City Country Club
Garden City, New York 11530
www.queenschamber.org

September 23

JFK Airport Chamber of Commerce Golf Outing

Brookville Country Club
Old Brookville, New York 11545
jfkairportchamberofcommerce.org

September 25

LaGuardia Airport Committee (LGAAC) Meeting

Virtual Event
aircraftnoise.panynj.gov

September 26

2024 Charles E. Stagg & Nicholas J. Mandella Memorial Golf Outing

Wind Watch Golf & Country Club
Hauppauge, New York 11788
www.thesemantics.org

October 5

The Pan Am Museum Foundation 2024 Gala

Cradle of Aviation Museum
Garden City, New York 11530
www.thepanammuseum.org

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 Come Join Us for
 Cocktails & Networking!



AIRPORT COMMUNITY GOLF CLASSIC 2024

July 18, 2024
 Lawrence Yacht & Country Club

Thank You to Our 2024 ACGC Sponsors!



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The Airport Community Golf Classic is hosted and managed by the Airport Community Group, a volunteer committee of airport leaders raising funds to assist local airport associations in promoting workforce development, educational opportunities, and advancing business growth while creating connections within the local communities that our airports service.

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