

METROPOLITAN Airport NewsTM

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The Journal of the Metropolitan New York Airport

The New Terminal One at JFK

An Interview with Dr. Gerrard Bushell

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Fast Five: Lysa (Scully) Leiponis

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PUBLISHER'S MESSAGE

Welcome to the December issue of the *Metropolitan Airport News*. In this issue, we bring a feature focused on Gerrard Bushell from the New Terminal One. Dr. Bushell is inspirational and ready to deliver a world-class terminal to John F. Kennedy International Airport (JFK). As you learn more about him, you will agree that his entire career has prepared him to be in this position at this time. We are lucky to have him in this vital leadership position at JFK.

The end of the year is quickly approaching, and I think it's a great time to take a moment to reflect on the year's successes and failures; we learn so much from both. In learning about Dr. Bushell, I'm sure that when he worked as a community advocate early in his career, he would have never imagined that he would be in this position today. I often think about my own career progression, from a teller at a local savings bank to a small business owner immersed in the airport community. How did I get here? I think it's all about creating connections and willingness to take risks. I remind young people, my children included, that in our personal journey, paths are winding; there are no straight lines, no steps to skip. Work hard and put yourself out there. You never know who is part of your next chapter.

And speaking about making connections, there is no shortage of opportunities to network and socialize at our airports. So get involved, and you will meet wonderful people and have a lot of fun while you're at it.

Consider learning more about JFK Airport Rotary, JFK Chamber of Commerce, LGA Kiwanis Club, KAAMCO, LAAMCO, JFK Air Cargo Association, and the Semantics... there are so many!! Also, check out our calendar of events to find meetings and other local airport events!

From the entire team here at the Metropolitan Airport News, we wish you, your colleagues, your friends, and your family a wonderful holiday season full of joy, good health, and happiness. I'll see you around the airports!

Katie Bliss

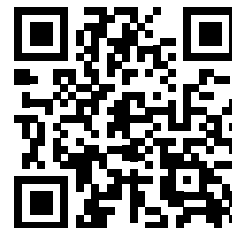
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ON THE COVER

Dr. Gerrard Bushell, President & CEO of the New Terminal One at John F. Kennedy International Airport.

MARGOT JORDAN/NTO AT JFK

JFK Airport Hiring Event

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Lysa (Scully) Leiponis

Principal and President, LL Aviation Advisors, LLC

Lysa (Scully) Leiponis is a forward-thinking Board Member and Aviation Industry Leader who provides valued counsel to airport leaders, investors, airlines, and other industry stakeholders. With over 36 years of notable transportation industry experience, her advisory services cover all aspects of airport leadership and airport development. Lysa is an independent Board Director for Sky Harbour Group, an Independent Board Director for JFK New Terminal One LLC, a Board Trustee of Vaughn College of Aeronautics & Technology, and a member of the Critical Infrastructure Strategic Advisory Board of Parsons Corporation. Before starting her advisory firm, Lysa had a distinguished 33-year career as an influential leader at The Port Authority of NY & NJ (PANYNJ). As the former CEO & General Manager of LaGuardia Airport, she is a proven industry champion of world-class airport transformation. Her inclusive leadership style galvanized airport staff and stakeholders in delivering a record-setting capital investment program while ensuring safe operations for 1,200 daily flights. Under her leadership, airport passenger volumes grew to record levels, investment reached historic highs, and regulatory compliance remained flawless.

1 Tell us about yourself and your current involvement within the aviation industry.

Lysa (Scully) Leiponis: After retiring from a rewarding career with PANYNJ, I wanted to continue using my airport transformation expertise to drive customer experience excellence. Taking on independent Board Director and strategic advisory roles has allowed me to act on this vision. As a Board Director for multiple enterprises, I work with outstanding leadership teams passionate about investing in airport infrastructure and creating world-class experiences.

What I am most proud of is what often doesn't get discussed – that the collective team, public and private partners, brought the vision to life during a period of historic airport passenger volumes. Elsewhere in the country, major airport redevelopment often calls for a reduction in flight activity, but not in New York!

With two complex and challenging construction projects (Terminals B & C) underway at the same time in 2019, the airport broke all records for investment and passenger volumes. Yet, the team persevered through challenging conditions and never gave up. I will forever be proud of their success and thankful for the privilege to be part of it.

2 What is your insight about the future of the airport & airline sector?

Lysa (Scully) Leiponis: Although the pandemic initially halted air travel and slowed its return, we have seen the industry rebound to its former volumes and anticipate significant growth in the years ahead. Talent will be needed in all areas supporting aviation: engineering, flight operations, flight mechanics, aviation management, environmental stewardship, and customer service. Educators are prepared to provide the academic foundation needed for these career pathways but also must encourage inclusion, empathy, flexibility, and adaptability in students. The future will rely on an agile workforce, able to respond to change quickly and inclusive of all those in the community.

3 Since retiring from PANYNJ, what projects have you been working on?

Lysa (Scully) Leiponis: Although not a project, first and foremost, it has been being present for my family. Airport leadership has no

set days or hours and often interrupts family time. Fortunately, Board and advisory roles are incredibly supportive of family life, allowing me to contribute to the industry I love.

The areas of focus for my work have been addressing the impact of COVID on airports, addressing airport infrastructure needs during a time of restricted cash flows, strategizing on the future of electrification and sustainability for airports, and of course, investment and development of world-class terminal and hangar facilities.

4 As a Board Member of the New Terminal One at JFK, what is the vision for providing a world-class passenger experience?

Lysa (Scully) Leiponis: The vision for NTO is a design that is sustainable and future-focused, includes cutting-edge technology and an array of amenities designed to provide an exceptional customer experience, and competes with the top terminals in the world. The state-of-the-art terminal will serve as a global gateway to the New York metropolitan region while creating significant opportunities for local, minority, and women-owned business enterprises (MWBES) and service-disabled-veteran-owned business enterprises (SDVOB). As a Board Director, I am thrilled to be part of this project and restore the New York region's preeminence in global aviation.

5 What are the most memorable highlights of your career at LaGuardia Airport?

Lysa (Scully) Leiponis: There are many memorable events from my time at LaGuardia airport beyond the obvious associated with its redevelopment; working with my team during massive snowstorms, recovering the airport from Super Storm Sandy, resolving major aircraft incidents, caroling throughout the terminals during the holidays, and chatting with our customers. Still, a few do rise to the top, sitting with the Archbishop of New York, Timothy Dolan, while he waited in the gate area for his flight and receiving his blessing on behalf of all the airport staff, and the positive impact that the LGA Women Empowering Women chapter had from its inception.

Finally, and most importantly, working as part of the headquarters team to rebuild the aviation department after September 11th. ■

ON DUTY

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



Maria Deacon

■ **United Airlines** named **Maria Deacon** senior vice president of technical operations, overseeing the carrier's maintenance operations, ground service equipment and facilities maintenance, supply chain, technical services, and planning and strategy. Deacon will also shape the continued growth and investment in United's Calibrate apprenticeship program, helping the airline expand and diversify its next generation of maintenance employees. Most recently, Deacon served as GE Aerospace's general manager of maintenance, repair, and overhaul (MRO). In her new role at the airline, Deacon will report to United's Executive Vice President and Chief Growth Officer, Greg Hart.



Kevin Kull

■ **PalletTrader**, a new online marketplace built exclusively for the sourcing, buying, and selling wooden pallets, announced that **Kevin Kull** is joining the company as senior vice president of sales and operations. A 15-year veteran of the logistics and freight transportation business, Kull becomes responsible for building the organizational infrastructure and leading the sales and operational teams at PalletTrader. Activities under his purview will include strategic planning, business development, sales, and operations management, customer/supplier acquisition, and marketing.



Emanuel Ciminiello

■ **Emanuel Ciminiello** joined the **Port Authority of New York & New Jersey** Operations team after holding the position of Physical Plant Manager at JFK Airport since 2018 and has 22 years of experience at the Port Authority. Before his time at JFK, Manny was the Engineer of Construction at LaGuardia Airport during the first few years of the LGA Redevelopment Program. His other experience includes working in the Engineering Department and Construction Management Division overseeing significant aviation projects, such as JFK's new Terminal 5 and AirTrain at Jamaica Station. His experience in the public and private sectors brings an array of technical skills and operational experience to his new role as the Operations Manager.



Peter Carter

■ **Peter Carter** has been promoted to E.V.P. External Affairs, expanding his role leading **Delta Air Lines** legal, regulatory and government affairs functions to oversee the airline's international, innovation and sustainability strategy. Carter will remain on the Delta Leadership Committee. Carter joined Delta in 2015 as E.V.P and Chief Legal Officer with a focus on ensuring Delta's freedom to operate, protecting Delta's brand and advocating for the airline's interests with policymakers around the world. Under his

oversight, government affairs ensured CARES Act support for Delta and the aviation industry in the form of payroll grants, saving thousands of jobs and positioning the U.S. air travel industry to continue to provide essential services. He also oversaw the COVID vaccination response in Delta's key markets nationwide, accelerating the delivery of lifesaving vaccines throughout local communities. On the international front, Carter provided strong support to Delta partners during their restructurings, ensuring they and Delta are poised to maintain the best global network.



Katharina Probst

■ There are personnel changes at the management level at **AeroLogic**, the joint venture between **DHL Express** and **Lufthansa Cargo**. As of October 1, 2022, **Katharina Probst** is the new Managing Director responsible for Finance and Administration at AeroLogic. Previously, she served as Managing Director at Aeromar, a joint venture between Aeroflot and LSG SkyChefs in Russia. She succeeds Martin Hirsch, who joined Austrian Airlines as Head of Finance in June. Thanks to a contract extension, Joe Moser, Managing Director of Operations and Accountable Manager of AeroLogic GmbH, will remain active in his existing role, which he has held since March 2017. Previously, he led Flight Operations and Crew Training at AeroLogic.



Captain Dave Mets

■ **Alaska Airlines'** board of directors has elected **Captain Dave Mets** as vice president of flight operations. In this role, Mets will oversee the day-to-day operations and financial performance of Alaska's flight operations division, which includes Alaska's 3,500 pilots. A 23-year veteran of Alaska Airlines, Mets started his career at Alaska in 1999 as a first officer and took on roles of increasing responsibility over the years, including serving as base chief pilot in Seattle and Portland, Oregon, and as a flight operations duty officer. Mets were appointed to this new role after serving as interim vice president. Most recently, Mets has been a key part of securing a new collective bargaining agreement with Alaska Airlines pilots and is leading his division in Alaska's transition to an all-Boeing fleet.



Renee Krug

■ Global supply chain solutions leader **AIT Worldwide Logistics** is proud to welcome Transflo Chief Executive Officer **Renee Krug** as the newest industry executive to accept a seat on the company's board of directors. Krug has amassed more than 25 years of executive experience across the supply chain, including executive roles with high-volume shipper Honeywell, truckload carrier Knight-Swift, and 3PL GlobalTranz. She also sits on the board for trucking data and solutions provider SMC3 and served as a senior advisor for AIT's financial partner, The Jordan Company. ■

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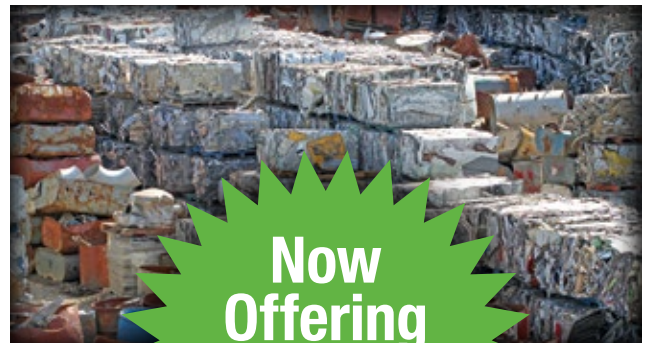
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Christmas Eve at The Front

The world of 1943 was so simple. Most homes had a radio receiver as their only communications media. Getting news about WWII boiled down to radio broadcasts and "Movietone Film News" if you were a movie-goer. On Christmas eve of 1943, the USO in conjunction with armed forces radio decided to bring the Bob Hope, Bing Crosby USO show to families across the United States. These special radio broadcasts united Americans with their loved ones deployed around the world.

BY DON KEITH

The night before Christmas 1943, millions of Americans are sitting before their radios, their dial lamps offering a bit of cheer, awaiting a show scheduled to begin at the top of the hour. It was one of those rare media events, usually reserved for President Franklin Roosevelt's "fireside chats."

But on that one winter night, all four major radio networks- CBS, NBC-Red, NBC-Blue, and Mutual – devoted their airwaves to a single program featuring several amateur singers and musicians, along with jokes and sketches. The radio broadcast, "Christmas at the Front," gave U.S. audiences a real-time glimpse of soldiers and sailors deployed around the world that holiday season and allowed those service members to speak to their folks back home via the fastest-growing mass medium of the day.

Technicians had worked for months to pull off a feat thought impossible only a few years before, bringing live voices from various worldwide spots to a single point and rebroadcasting to eager listeners at home. The first Trans-Atlantic telephone cable was still a decade away; communication satellites were the stuff of science fiction. This big show depended on relatively new technology and the vagaries of shortwave signal propagation.

It was the idea of the U.S. Military, which believed real-time broadcast would be a tremendous morale boost for the fighting forces and their families back home. And when it became time to pick the show's primary host, the choice was obvious.

Bob Hope's network radio show commanded a large weekly audience at the time. His first film was the "Big Broadcast of 1938," in which he introduced his theme song for hundreds of Hope's USO shows between 1941 and 1991.



Bing Crosby and Bob Hope

However, the first voice heard in the "Christmas Eve at the Front" broadcast is not Hope, but actor Lionel Barrymore's portrayal of Ebenezer Scrooge in the annual radio production of "A Christmas Carol" made it appropriate that he be part of the show. He promised to take listeners "By the hand to the side of your loved ones fighting in every corner of the globe" – including Italy, North Africa, New Guinea, Guadalcanal, New Caledonia and China (where it was already Christmas), India, Panama, Alaska, Pearl Harbor, and even on some of the ships of "our Navy".

Barrymore then introduces Hope, whose name is synonymous with joy, to the GI. When greeted with loud applause, Hope quips, "Thanks relatives" After a few zingers, the most challenging part of the new production begins.

The first stop is Algiers in North Africa. The signal takes a bit of time, but an unidentified voice says it is just after 3 AM as

he reads from a prepared script. He tells listeners that this will be a typical day for the men working there. Next, a soldier from Sheffield, Alabama, comes on the mic and says in a deep Alabama drawl about how he and his fellow soldiers spent Christmas eve so far from home.

It is difficult for us today – accustomed as we are to high-definition live communications from anywhere on earth to imagine how impressive this short, wavering presentation was to millions sitting in their living rooms around the country. Indeed, most had heard Edward R. Murrow as he dramatically described the Nazi bombing of London live as it happened, using a short-wave transmitter. But the voice the audience heard tonight was an ordinary guy, a soldier, whose transmission wraps with, "We return you to America." There may have been wishful thinking in those five simple words.

Bing Crosby, Hope's usual foil and movie partner, joins the broadcast then, along with the Army Air Force orchestra with a quick chorus of "God Rest Ye Merry Gentlemen."

Except for atmospheric noise and some fading, most of the remote shortwave transmissions were surprisingly listenable; others were difficult to understand as some transmission paths did not work. Nevertheless, Hope, Crosby, and the crew handled it smoothly, ad-libbing until they could verify that there would be "no bit" from that corner of the globe.

Despite expected technical hitches, this historic broadcast almost certainly accomplished its goals. Families felt a bit closer to their loved ones – more than 3.5 million Americans were deployed overseas at the time of the show – on this special night of the year.

"Christmas at the Front" can be heard today in its entirety – blemishes and all – online, including on YouTube and the Old Time Radio Download site. ■

Don Keith is a best-selling author and award-winning broadcast journalist. This article first appeared in the December 2018 issue of *American Legion Magazine*.



Dr. Gerrard Bushell addresses audience at the New Terminal One at JFK Milestone event.

MARGOT JORDAN/NTO AT JFK

The New Terminal One at JFK

An Interview With Dr. Gerrard Bushell

JULIA LAURIA-BLUM

jblum@metroairportnews.com

Gerrard Bushell holds a genuine, deep-rooted connection to New York, which is embedded in its metropolis. As president and CEO of the New Terminal One (NTO) at JFK International Airport, Dr. Bushell is leading the team responsible for advancing a public/private partnership with the Port Authority, with a mission to deliver a special world-class experience in the building of an international terminal that will offer all who pass through its gates a sense of place and an undeniable sense that you are in New York City.

Born in Brooklyn, Gerrard lived in Brownsville and later moved to Mount

Vernon. As a young child, his mother taught him the importance of education and building a network of support to help navigate him through life.

As he grew up, one of the valuable lessons Gerrard learned was to try new things and to be flexible. Coming from a family of entrepreneurs in the restaurant business, he tended bar, cleaned bathrooms, and encountered the pressing issues that arise each day at a restaurant, such as finding and retaining quality staff, and that unexpected things often happen that you must go with... because you have people at the door. His mother also imparted to her son that he be motivated each day by a sense of self, conviction, and family. These lessons helped to give Gerrard the license to think

big and do great things, regardless of life circumstances.

Gerrard did not go far for school. He stayed in New York City and attended Columbia University, where he learned the life skills necessary to carry him forward. He earned a B.A., M.A., and PhD. in Political Sciences and started out early in his career as a community advocate, first with community services, voter registration, and opening capital and credit for community and fair housing. In 1987 he began work on a very powerful voter registration campaign called Count-Down 88, which ultimately led to the election and governance of David Dinkins, New York City's first black mayor. "That was a very different time in New York," said Bushell during a recent

"New York is the front door to the nation, this is the gateway to the largest metro region in the country, which at its core is New York City." – DR. GERRARD BUSHELL



Artist rendering of the New Terminal One (NTO) at JFK International Airport

interview with *Metropolitan Airport News*. Subsequently, Dr. Bushell served in senior roles for DC 37 of the American Federation of State, County, and Municipal Employees (AFSCME) and worked very closely with C. Virginia Fields, activist and Borough President of Manhattan when she was a city council member. A year later, he made the determination to join the recently appointed N.Y. State Comptroller H. Carl McCall's organization as head of government affairs and chief of staff. In the more than five years that Bushell held that position, it

brought together all the work he had previously done with communities and campaigns. It gave him a further understanding of the Comptroller's office as sole trustee for a pension system and as a fiduciary: "How do you use capital to create assurance for the people of this great State," said Bushell, "if you're a worker in the system, you want to know that there's a pension waiting for you...but you also must have good investments in environmental, social, and governance." This was a time that exposed him to the capital markets and an investment

thesis that determined that he go into investment management, which he did for the next 15 years, working with public institutions, public clients, labor institutions, investing their assets for firms, on behalf of the firms that he worked for.

In 2016 Governor Andrew Cuomo asked Dr. Bushell to join his administration for the Dormitory Authority State of New York (DASNY), which once again gave him an opportunity to take and use all his experiences for working with higher education institutions to try to access innovation, workforce development, and extension strategies where people could start earlier in life and have a linkage between communities, higher education, community colleges, and 4-year schools. DASNY was a financier to higher education, justice institutions, state and local government, a builder of CUNY and SUNY, and a booster for public and private institutions in New York State. Bushell worked with the Life Sciences Center, Kings County, Brookdale Hospital, and community institutions that didn't have access to extension strategies. "I did that for five years and loved every minute of it, but then I had to think about what was next. I didn't want to go back to just raising money, as I did before. I wanted more impact. I wanted the ability to do the

Continued On Page 12



(L.-R.) Queens Borough President Donovan Richards; Gary LaBarbera, President Building & Construction Trades Council of Greater NY; U.S. Representative Gregory Meeks; Rick Cotton, Executive Director PANYNJ; Rafael del Pino, Chairman of Ferrovial; and Earvin "Magic" Johnson, co-founder, JLC Infrastructure.

Continued From Page 11

private/public partnerships that I had worked with, but wanted to do it at a higher level,” emphasized Bushell.

In 2017, Dr. Bushell began teaching at Columbia University as an adjunct professor and was later called by the Carlyle Group’s global airport investment platform, CAG Holdings, who were looking for an investment opportunity at JFK International Airport. After six months of talks, he was asked to join the Carlyle Group. In 2019 Bushell became the Chair of CAG Holdings and President and CEO of the New Terminal One Development Project at John F. Kennedy International Airport, leading the team responsible for advancing a public/private partnership with the Port Authority, valued at \$9.5 billion, and promoting community engagement, labor participation, an MWBE (Minority & Women-owned Business Enterprises) goal beyond 30%, and SDVOB (Service-disabled Veteran-owned businesses).

Alongside Carlyle, the NTO consists of a consortium of leading investors, Ferrovial, JLC Infrastructure, and Ullico, all of whom are financing the largest private investment ever committed to a U.S. airport terminal and are appointed to design, build and operate the NTO at JFK.

With Bushell’s role and responsibility to advance the development of the project, CAG was prepared to sign the lease in 2019. And then COVID hit...hard. “The world that we knew understood and appreciated, changed. We were building a 2.4 million square feet terminal that would encompass Terminal 1, T-2, and the former T-3 that would deliver a world-class, sustainable focused terminal with all these wonderful things. Then, international borders were shut down, and travel collapsed, and the expectation was that it would not return until 2024, maybe 2025... just as we were peaking on tracking to deliver this,” said Dr. Bushell. “We had to adjust and rethink design while still committed to this world-class experience with the focus on how to use space and technology.

Technology is very valuable, bio-metric technology, facial recognition, passenger check-in the day before arriving to the airport, or on your phone. We felt this was very important because everything was about



MARGOT JORDAN/NTO AT JFK

Dr. Gerrard Bushell tours the first electric bus in the Cauley Coach Fleet.

space and social distancing. Technology had to be central to that proposition and focused on a world-class experience.”

With New York City as the central port of the metropolitan region, this incredible mandate needed to drive forward, despite the challenges of the pandemic. The project was sustained by the consortium as they continued to rethink and reposition its development and, subsequently, they were fortunate to begin its deliverance, sign a lease, get an investment rating, and draw down funding from approximately nine banks that are supporting the project in partnership with the Port Authority.

In September 2022, Governor Kathy Hochul announced the groundbreaking of the NTO in a major step forward for the transformation of JFK International Airport. “It was a huge announcement, a sense of ‘here we are...reopening!’ We are going to bring thousands upon thousands of jobs, innovation, strong local participation, and more than 100 MWBEs as contractors to work with us,” said Dr. Bushell.

When coming out of the development phase, construction had not yet started, but money had already been put to work, well over \$8 million. The commitment and

Continued On Page 14



MARGOT JORDAN/NTO AT JFK

Executive Director of The Port Authority of New York and New Jersey, Rick Cotton, and Governor Kathy Hochul at milestone event.



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vision were there, and a strong belief that along with innovation, there must be the execution towards diversity and inclusion. “We want competitive jobs that pay living wages so that people can become a part of the middle class in society. Inclusion is very important as we grow and deliver this terminal. It is also important for the community to have a bridge to the terminal, a bridge to be part of that,” added Dr. Bushell.

With a strong commitment to working with the Port Authority, the community advisory board, participation in workforce development, working with the government, a project labor agreement, and negotiating with the building trades and MWBEs, it is important to the consortium to help bring the many small MWBE firms into the process. Having the ability to give up to a \$5 million contract consignment will encourage even more participation in the airport and the ability to employ more MWBEs. “For us, it’s exciting, not just for delivering the terminal, but for making sure that we innovate, that we reflect the technology, the comfort, and give people the sense that they’re entering this great city. It is a global city that needs to have an equivalent airport and Ferrovial, Carlyle, JLC, and Ullico have committed almost \$2 billion to drive this,” stated Dr. Bushell.

Phases of Delivery

The NTO will be delivered in phases, with 23 gates upon completion:

■ **Phase A:** 13 gates that build out most of the headhouses by June of 2026.

■ **Phase B-1:** Build out an additional five gates in June 2028, and build out five additional gates by June 2030.

The first stage for the replacement of the existing terminal will be very critical. On the day of its delivery, the existing terminal will be taken down, whereupon more capacity can be built. As air travel comes back while delivering the first stage, construction continues.

Design

The NTO will be constructed by a design-build team led by AECOM Tishman, which has managed the construction of some of the world’s most iconic buildings, and Gensler, a leading global design and



architecture firm with a proven track record of work at other world-class terminals. Additionally, Robert Gaskin and his Queens-based architecture firm, RCGA, is another of the major contract recipients, who, along with his colleagues, will help to advance the design of the NTO. Once constructed, Unibail-Rodamco-Westfield will serve as the Concessions Manager, leading the project’s non-aeronautical revenue platforms, including dining, retail, duty-free, entertainment, and experiential concepts.

Community, Small Business & MWBE

“Inside a procurement of \$15 million, there has been 65% participation of MWBEs. Those procurements are smaller, a smaller contract for other smaller businesses that don’t have the capacity to do larger scale work, but that can do meaningful work,” Bushell said.

Several of the small businesses procured are family-owned MWBEs, as well as service-disabled veteran-owned businesses (SDVOB). Insurance broker Yvonne Sullivan and her family managed their business and worked closely to provide placement of one of the consortium’s key insurance programs.

The Queens-based Cauley Coach Charter bus service, managed by the Cauley family, received a significant contract to provide ground transportation. Russo Development Enterprise, Inc. serves construction and demolition, with demolition almost finished.

Meeting on a weekly basis with a team headed by Kimberly Hardy, a nationally recognized Senior V.P. at McKissack &

McKissack, Hardy is responsible for ensuring that diversity, equity, and inclusion remain business-critical priorities for the NTO- identifying opportunities that drive participation so that the team is completely integrated with the design and construction team, and to understand where larger procurements are.... the curtain wall, the foundation, and steel, for example. As the project continues and moves into the interior, it is likely that the target of 30% MWBEs may go beyond that percentage.

Surrounding Infrastructure

E.A. Creative, a multidisciplinary team experienced in engineering, mobility, urban planning, and design, will work very closely with the Port Authority’s Transportation Management Plan (TMP). The plan includes prominent signage to help people navigate where they are supposed to be and, more importantly, to focus on identifying navigation earlier, upon entering the airport and directing automobiles to where there is available parking. The AirTrain will continue to operate at the airport, but with work on the Terminal One AirTrain now in progress, there will be bussing to help transit between terminals. Once the current work on the T-1 AirTrain is complete, it will open for operation. Additionally, the Port Authority will provide a strategically placed police presence to encourage the movement of traffic, and people will receive assistance from the Port Authority’s ACES (Airport Customer Experience Specialists), also known as ‘red coats’, as well as baggage handlers who will

Continued On Page 16



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assist passengers with boarding and deboarding. There will also be temporary signs and decals that inform upcoming changes for pedestrians, as well as targeted online advertising to communicate with the traveling public before they arrive at the airport. “This is a very comprehensive effort between not just us and our contractors, but with the Port Authority, because it is not terminal specific. It’s the entire airport,” explained Dr. Bushell.

Education and Workforce

There is a commitment in terms of community development dollars with plans for a training program at JFK Airport’s aviation academy, which should begin to take shape as the delivery of the airport draws closer. Additionally, the NTO team has done work with the August Martin Aviation Academy, committing upwards of 40-50 scholarships and partnering with local schools. In building a bridge in terms of workforce development that transitions people to careers, Dr. Bushell will be working with the NTO’s financial sponsors, particularly Ferrovial, as the operator for Heathrow T2 and who have had a tremendous amount of success in integrating the surrounding community into the fabric of the terminal...creating the opportunities, but also helping people match jobs with their skillset. “So, it’s a work in progress. All the raw materials are in place, we’ve been doing this. And as we get close to delivering the terminal, we’ll have more concrete examples in terms of what we structure inside the terminal. But we have made a lot of commitment to working with local community, training, assistance, and just negotiating something that is really going to be about talent management.”

The NTO will be a distinctly New York experience, from key design elements, unique art, and branding from local artists to commercial experience that will feature predominantly New York City-based restaurants and offerings with a local approach and focus on Queens-based businesses. It will provide a first and last impression of New York... a New York feel and experience for many passengers coming off an airplane and through the terminal, evoking ‘what does it really mean to live, or shop, or eat, or to just experience NYC at its finest.

“There are very few opportunities for lifetime and career to be part of a consequential project that opens the door and creates incredible opportunities, and that is what I wanted to do,” said Dr. Bushell, “I wanted something that was consequential. And even when we went through Covid, the ability to drive this forward and hold it head-on to the other side and get this lease ... it’s incredible!” ■



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Capitol Air:

Deregulation Crossover from Charter to Scheduled Carrier

BY ROBERT G. WALDVOGEL
robert077@optimum.net

Harnessing US airline deregulation, Capitol Air was one of several carriers catapulted to temporary success after transitioning itself from charter to scheduled operations.

Founded on June 11, 1946 as Capitol Airways by Jesse F. Stallings, Richmond McGinnes, and Francis Roach, Army Air Corps pilots, it was incorporated in Delaware, but headquartered in Smyrna, Tennessee. It initially operated twin-engine Douglas DC-3s and Curtiss C-46 Commandos.

Military service was a significant part of its early history. In 1954, for example, it carried priority freight for the US Air Force and two years later was contracted to transport passengers for the Logistic Air Support (LOGAIR) Program. The Douglas DC-4 and Lockheed L-749A Constellation, its first quad-engine pistonliners, facilitated international charter expansion.

"One (of BOAC's 749As) had served Capitol Airways, which had three other 749As, having purchased the first from Avianca in 1957," according to M. J. Hardy in *The Lockheed Constellation* (Arco Publishing Company, 1973, p. 51). "Capitol later built up a fleet of a dozen Super Constellations."

By the end of the decade, its US operations were relocated from Tennessee to Wilmington, Delaware's New Castle Airport.



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Capitol Airlines DC-3 at LaGuardia Airport.

The Constellation fleet continued to increase with acquisition of the first Super, or stretched-fuselage, L-1049G in January of 1960, which had been produced for Howard Hughes and was first delivered to him four years earlier, on February 24. It marked the beginning of a significant number of them.

"In the summer of 1962, Seaboard World Airways leased seven of its Super Constellations (three L-1049Ds and four L-1049Hs) to Capitol Airways, which, exercising an option to purchase them, eventually bought two L-1049Ds and an L-1049H," according to Hardy (*ibid*, p. 73).

Caribbean/Mexican and transatlantic operating authorizations, respectively received on September 30, 1965 and April 5, 1966, enabled it to expand its charter service, whose lower fares were facilitated by

lower operating costs, high daily aircraft utilization of between 12 and 15 hours, reduced overhead expenses, high-density, single-class accommodation, and guaranteed load factors mostly supplied by tour operator bookings.

Nevertheless, it still provided this service for the military, one of its principle contracts entailing a transatlantic route from Frankfurt's Rhein-Main Air Base to Charleston Air Force Base in South Carolina, with an intermediate stop at the Bradley Air National Guard Base in Windsor Locks, Connecticut.

Although its fleet of 17 standard-and stretched-fuselage Constellations had constituted its long-range workhorse during the 14-year period from 1955 to 1968, they began to be replaced in the 1960s with the first JT4A turbojet-powered Douglas DC-8-33s. Aircraft N900CL, one of these, was initially operated by Pan Am. These were supplemented by the JT8D turbofan-powered DC-8-54JT Jet Traders, which featured forward, left, upward-opening cargo doors, enabling airlines to carry all-freight, all-passengers, or mixtures of the two on the main deck.

"Introduction of the convertible aircraft led to a new type of customer, the supplemental carrier," according to Terry

Continued On Page 20



Capitol Airways Constellation at Palma de Mallorca Airport in 1967.



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Continued From Page 18

Waddington in Douglas DC-8 (World Transport Press, 1996, p. 52). "The first to place an order was Trans International Airlines (TIA), a military charter specialist..."

1967 proved to be an important year in Capitol's history. On March 21 it became a public company and the following day it added "international" to its name, thus becoming Capitol International Airways.

Stretched-fuselage DC-8-61s, configured for 252 single-class passengers in a three-three arrangement with a single aisle and acquired from Eastern Airlines, soon supplemented the standard-length DC-8-33s and -54s, facilitating low seat-mile cost military and civilian charter operations. At the beginning of the 1970s, it relocated to Smyrna, Tennessee.

Scheduled Carrier

Deregulation served as the threshold to scheduled service. Granted such authority in September of 1978, it inaugurated passenger operations to Brussels from New York the following year, on May 5, and from Chicago and Boston on June 19.

Like other international supplemental carriers, such as Trans International (later Transamerica) and World Airways, it applied the low-cost, low-fare, single-class charter formula to the scheduled arena, attaining low seat-mile cost, high-load-factor profitability and challenging incumbent carriers. Branded "Sky Saver Service," it consistently attracted capacity-exceeding demand and sparked explosive growth. Annual passenger totals progressively increased- from 611,400 in 1980 to 1,150,000 in 1981, and to 1,824,000 in 1982.

Passengers, unaware of deregulation-molded carriers whose low fares could only attain profitability with used aircraft, high-density seating, and lower-wage nonunion employees, often voiced criticism about Capitol Air's non-interline policy and refusal to provide meals and hotel rooms during delays and compensation during missed, other-airline connections. Nevertheless, its fares in the New York-Los Angeles market ranged from an unrestricted \$149 based upon a round-trip purchase to a one-way \$189, while the majors' unrestricted tariffs in the market hovered at the

\$450 mark. As a result, Capitol Air's load factors exceeded 90 percent.

Its JFK ground operations, initially located in the Delta-Northwest Terminal, was mostly manual, with stamped boarding passes, the old-fashioned peel-and-stick seat charts—with selection itself moved from the main check-in counter to a mid-terminal service center and finally to the departure gate-luggage destination tags, hand-written tickets, filled-in weight-and-balance sheets, and uncontainerized baggage and cargo loading. However, the reservations system was computerized (Gabriel I), its call center was located in Garden City, Long Island, and air and hotel packages were offered through its Sky Saver Tour department.

A significant major carrier image change occurred in 1981 when Capitol International acquired its first two widebody DC-10-10s registered N904WA and N905WA, from Western. Configured for 345 single-class passengers in a two-five-two forward and three-four-three mid and aft cabin arrangement, they were deployed transcontinentally and to the Caribbean, offering



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audio-visual inflight entertainment. Subsequent DC-10 acquisitions, with seating for 360, featured a uniform ten-abreast configuration throughout.

1982 marked several improvements: a name change to the more simplified “Capitol Air,” a relocation to the British Airways Terminal at JFK, an expanded system timetable with other-carrier flight connections, and an upgrade to Braniff’s Cowboy computerized reservations system with expanded automated functions.

Two other aircraft types broke the Douglas/McDonnell-Douglas DC-8-61, DC-8-63, and DC-10-10 monopoly—a single Boeing 727-200 registered N590CA and a single, 315-passenger Airbus A300B4-103 registered D-AHLZ.

Capitol Air advertised itself as “Capitol Air, the lowest fare,” according to its December 1, 1982 – March 15, 1983 system timetable. “Serving the public for 36 years,” it emphasized.

It explained its “Capitol Ideas” as follows: “The finest possible service at the lowest possible fares—Super DC-8 and wide-body DC-10 jet fleet; complimentary meals, snacks, and beverages; full bar service; movies and stereo on all DC-10 and some DC-8 flights (specifically to Zurich to compete with Swissair); duty free shopping on international flights; modern airport terminals; and streamlined baggage service.”

It considered its reach as “the star-spangled skies of Capitol Air,” stating that “there are now 13 Capitol cities of the world—with more to come.” Aguadilla, Boston, Brussels, Chicago, Frankfurt, Los Angeles, Miami, New York, Philadelphia, Puerto Plata, San Francisco, San Juan, and Zurich. “Best of all,” it pointed out, “Capitol’s Star-Spangled Service includes heavenly prices wherever we go.”



Capitol Air DC-8-61 in its new paint scheme

It offered daily nonstop flights from JFK to Chicago, Los Angeles, and San Francisco in the US, with two round-trip frequencies to Los Angeles (Flights CL 211 and CL 209) and one one-stop via Chicago (Flight CL 219); Aguadilla and San Juan, Puerto Rico, and Puerto Plata, Dominican Republic, in the Caribbean, with the San Juan outbound sectors operating as Flight CL 215 and CL 217); and Brussels, Frankfurt, and Zurich in Europe. Other, JFK-bypassing segments included Chicago-Miami-San Juan, Chicago-Los Angeles, Chicago-San Francisco, and Boston-Philadelphia-San Juan.

It explained its fares as follows: “We’re the ones who started it all. Capitol originated the concept of one-class, low-fare, unrestricted flights. With no advance purchase, no minimum stay, no hassle. And we refuse to be undersold for this kind of service. “So, we keep tabs on the competition to make sure our fares are always the lowest. And we keep fares low without cutting back on our Star-Spangled Service—the kind you always expect on the more expensive airlines.”

“How low are Capitol’s fares?” it queried. “Our everyday unrestricted fares often save you up to 50% compared to economy

class on other airlines. That’s right—we said economy, not first class. No wonder Capitol is the best buy in the sky wherever we fly! Come take us up on it.”

Competition-Caused Decline

Capitol’s successful low-cost, full-service challenge to the major airlines, such as American, TWA, and United in the US, as well as to Lufthansa, Sabena, and Swissair across the Atlantic, was brief, as they temporarily lowered their own fares to retain or regain market share, forcing it to serve competition-devoid niche routes, like those to Aguadilla and Puerto Plata. But inroads into these markets were eventually also made by the established operators.

George Batchelor, Capitol Air’s latest owner, progressively transferred assets to Arrow Air, an airline which itself had transitioned from charter to scheduled service and which was also under his financial control, leaving Capitol Air employees without paychecks for several weeks.

Finally, now dismantled and deep in debt, it was forced to file for Chapter 11 bankruptcy protection and on November 23, 1984 ceased operations, ending a 38-year career as a charter and scheduled passenger carrier. ■



Capitol Airways Douglas DC-8-63



ROBERT G. WALDVOGEL

has spent thirty years working at JFK International and La Guardia 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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AIRPORT COMMUNITY



■ The **JFK Air Cargo Association** hosted its annual Holiday Luncheon at Russo's On the Bay on Dec. 8. This event also serves as the JFK Air Cargo Association's Annual Toy Drive. The toys donated by the luncheon guests will be distributed to less fortunate children by members of the **U.S. Customs and Border Protection**.



■ For the past 19 years, to help troops enjoy a traditional holiday celebration, **DHL** has sent hundreds of freshly cut Christmas trees with lights, ornaments, decorations, menorahs, and hundreds of handwritten letters from schoolchildren to U.S. servicemen and women stationed in Bahrain, Iraq, and Kuwait. DHL has coordinated this special delivery, Operation Holiday Cheer, in partnership with Dees' Nursery and many other local charitable organizations.



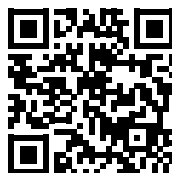
■ The **Council for Airport Opportunity (CAO)** regularly holds airport job fairs, and the turnout has been impressive. They estimated 1,700 candidates showed up for the JFK Job Fair at the end of last month.



■ Animals have been our friends and protectors since the dawn of time. But, just because they can't talk back doesn't mean they don't deserve to be recognized. Last month, **The ARK at JFK** had the opportunity to celebrate and bless their presence in an extraordinary way. JFK Airport Minister **Reverend Romeo Dabee** gave a heart-warming prayer as he blessed the animals at The ARK.



■ The **Rotary Club of JFK Airport** held its annual Children's Holiday party at the JetBlue hangar at JFK Airport on Dec. 6, where hundreds of children enjoyed their time with Santa and Mrs. Claus, the New York Mets mascots, and the new backpacks donated by Brooke-Jackman Foundation.



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AIRPORT COMMUNITY

Aviation High School Announces Partnership With Joby Aviation

Career opportunities created by the electric age of flight begins at Aviation High School

While most high school aviation programs require students to go to a nearby airport to work on aircraft in a hangar, such is not the case at Aviation High School in Long Island City. When you walk into Aviation High School's 10,000 square foot hangar, the voluminous space is abuzz with activity as students clad in white mechanic's coveralls work at stations, on aircraft engines, simulators, propellers, and atop ladders on a variety of aircraft that are housed there. The enthusiasm that permeates the air is palpable, and it is evident why the school's motto, Aviation High School – Where Dreams Take Flight! is so true.

California-based Joby Aviation Inc., a company developing all-electric aircraft for commercial passenger service, announced a partnership with Aviation High School to prepare the next generation of aircraft maintenance technicians and aerospace professionals for career opportunities created by the electric age of flight.

Aviation High School is a Federal Aviation Administration (FAA) certified aviation maintenance technician school and New York City co-educational public school comprised of over 2,000 students who participate in FAA aviation maintenance courses, in addition to traditional academic courses, from freshman year through the fifth year, as students work on earning their FAA airframe and power plant licenses. These licenses enable certified graduates to directly enter the aviation maintenance workforce as maintenance technicians.

Joby Aviation's partnership with Aviation H.S. comes shortly after the company announced a multi-year partnership with Delta Air Lines to deliver transformational, sustainable home-to-airport service for Delta customers, beginning in New York and Los Angeles.

Through the partnership, 100 Aviation H.S. students have enrolled in Joby's Online Private Pilot Ground School course, which teaches the basics of aerodynamics, aviation, and piloting. Joby will also work with the school's faculty to integrate material on electric propulsion systems and other new technologies into its curriculum.

Aviation High School Principal Steven Jackson said, "With electrification and air taxis set to revolutionize the aviation industry, we are excited to partner with Joby to inspire and train our students to work with these cutting-edge technologies and prepare the talented young men and women of New York City for successful careers in the aviation world of tomorrow."

Joby recently brought four virtual-reality simulators to Aviation High School. Students had the chance to virtually pilot the Company's eVTOL (electric Vertical Take-Off and Landing) aircraft,



Chancellor of NYC Schools David Banks meets with students to celebrate the new partnership. Joby brought three virtual reality simulators to the school through which more than 700 students were able to experience eVTOL flight.

which has a dramatically lower noise signature than traditional helicopters and produces zero emissions during flight. With over 1,000 test flights completed, Joby has demonstrated its revolutionary aircraft has the range, speed, altitude, and low noise profile to operate quiet and sustainable trips in and around the communities in the metropolitan and tri-state region.

The partnership announcement was attended by New York Schools Chancellor David Banks, Council Member Julie Won, Deputy Borough President Ebony Young, and the staff and students at Aviation High School.

New York Schools Chancellor David Banks thanked Principal Steven Jackson and the school's staff for their dedication to providing students with a warm and supportive environment, hand-in-hand with the school's high-quality curriculum and rigorous academic program, adding how critical the partnership between Aviation High School and Joby is with ensuring a career-pathway that is relevant to each student's interests, and in preparing them for life after graduation, no matter what path they may choose.

During the announcement, Shriya Shahi, a senior at Aviation High School, spoke about the amazing opportunity that the school had afforded her, "This school prepares you for the future and pushes you to your limit. Speaking with the representatives of Joby Aviation has me extremely excited, not only as a student but as a future aviation industry employee and hopeful leader. With my fellow students, we are excited to be part of this blossoming relationship between Joby and Aviation High School. The future is bright, and we are at the forefront of it." ■



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Newark Public Schools Launches Aviation Maintenance Program

The Newark Board of Education (NBOE) approved a strategic partnership with the Aviation Institute of Maintenance (AIM) of Teterboro, New Jersey. AIM is certified by the Federal Aviation Administration (FAA) and annually graduates hundreds of aviation maintenance technicians. NBOE students will be allowed to start coursework in this high-demand field involving aircraft systems that can lead to careers as aircraft mechanics, avionics technicians, and aircraft inspectors. "The district continues to identify sectors with critical labor shortages and partners with industry professionals to provide programs and opportunities today, preparing our students for careers tomorrow," announced Superintendent Roger León.

While air traffic has not fully reached pre-pandemic levels, airports worldwide continue to deal with labor shortages that impact every level of the aviation industry. Last summer's travel season was one of the worst in history. "Plagued by delays and cancellations for varying reasons, this industry needs an injection of new high-skilled professionals, and AIM, in partnership with the Newark Board of Education, is prepared to do just that," shared De'Kylen Jordan, Campus Executive Director of Aviation Institute of Maintenance. With the recent expansion at Newark International Airport and its proximity to our schools, we know the opportunities are real," added NBOE President Dawn Haynes.

The partnership with AIM will launch this spring for eligible graduating seniors, with plans to expand for full-time enrollment of NBOE students at AIM. Students will be immersed in all aspects of the industry through extended learning experiences at local airports and guest speakers. "The aviation industry has many opportunities for career advancement, and we intend to make them available to our students," said Superintendent Roger León.

The Newark Public Schools is the largest school district in New Jersey and dates back to 1676. The district currently enrolls over 38,000 students in 62 schools. After more than two decades of state operation and returning to local control in 2018, the district has opened eight new schools under Superintendent León's leadership, with an additional portfolio of new options to be announced in the coming years. ■

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JFK Airport Terminal 4 Announces Launch of T4 Services

JFKIAT launches a suite of services to provide passengers at JFK T4 with a more seamless, convenient travel experience



JFKIAT, the operator of Terminal 4 at John F. Kennedy International Airport (JFK), announced the launch of T4 Services, a suite of guest services for travelers at T4. These services, launching during the busy travel season, will provide customers with a cohesive package of valuable offerings to

make their travel experience at T4 as smooth as possible.

The services include baggage storage, baggage porting, lost and found, information services, and a new meet and greet service, all of which travelers can access through T4's website. The new meet and

greet offer allows travelers to pre-book an escort to assist at Arrivals for elderly individuals, families with children, individuals with disabilities, and others. Launched in partnership with Smarte Carte, the services are staffed by employees throughout the terminal dressed in easily recognizable uniforms, and guests can find storefronts throughout the building to access these offerings as well. Together, these services will provide guests with a fast, convenient way to customize their travel experience and reach out for assistance, all at a single source.

"JFKIAT is continually looking for ways to offer the best possible travel experience at T4, and through our partnership with Smarte Carte, we can now provide a cohesive set of guest services," said **Roel Huinink**, President & CEO of JFKIAT. "As we continue to see an increase in passenger traffic during the holiday season, we are pleased that we can offer a new level of convenience to our guests so they can customize their T4 experience."

"Smarte Carte is excited to partner with JFKIAT to bring together an extraordinary package of guest services that improve the travel experience," said **Drew Niemeyer**, CEO of Smarte Carte. "Through this customized portfolio of guest-focused solutions, we continue to elevate the standard of service at T4." ■

OTG Launches Transformative Concept Inside New Terminal C at LGA



OTG Management announced their expansion at LaGuardia airport with their latest innovative dining concepts – The Line Sports Grill, and Poppy's Bagels. The new concepts (operated out of the same kitchen)

have received their LEED certification and a Certified Green Restaurant. Located in Delta's newly built Terminal C, Poppy's Bagels is a transformative fast-casual breakfast concept that offers fresh baked New

York-style bagels and homemade spreads with high-quality, locally sourced ingredients. Travelers will have the opportunity to experience a real New York bagel without having to leave the airport! Poppy's Bagels serves breakfast until 11:00 am before changing to a new concept (The Line Sports Grill) for lunch and dinner.

After 11:00 am, OTG brings flavors of the local New York sports scene to LaGuardia airport with their newest addition, The Line Sports Grill. When walking to The Line, travelers can see Citi Field and Arthur Ashe Stadium in the distance. In just a few minutes, they can enjoy a local beer or wine from one of many local New York breweries and wineries to pair with The Line Sports Side-winder Fries and piled-high nachos. Poppy's Bagels and The Line Sports Grill will be open seven days a week, starting with the first flight out in the early hours of the morning to the last flight out late at night. ■



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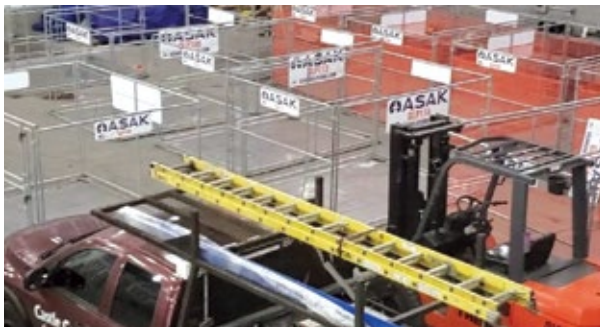
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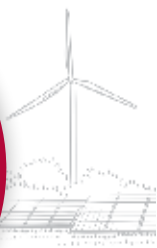
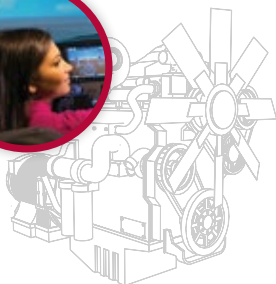
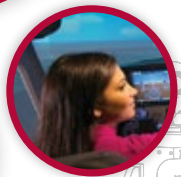
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It's That Christmas Market Time of the Year Again

It is that Christmas Market time of the year again. Though you may miss many Christmas Markets this year, this is the time to begin thinking about Christmas Markets for next year.

In our travels, Germany is still the country with the best Christmas Markets. We have visited the Christmas Markets in Nuremberg (the largest in Europe), Munich (the most Christmas Markets in one city), and Mainz (three small but very personal

Christmas Markets). In addition, we know that both Dresden and Leipzig have wonderful celebrations, along with Cologne.

For us, in second place, just behind Germany, are the three major Christmas Markets in Brussels, Antwerp, and Bruges, Belgium. The Christmas Market in Brussels is massive in two main sections and beautifully done with the Grande Place as its backdrop. The Christmas Market in Antwerp is well done and stretches the length of the

downtown. The Christmas Market in the ultimately beautiful city of Bruges is small compared to other markets and is located in its main square. The secret here is to stay overnight in Bruges and watch the entire city and its canals light up in a special Christmas glow that cannot be duplicated in larger cities. Add a little snow, and this experience cannot be imagined anywhere else.

In Austria, we know that the Christmas Market in Vienna is special, but we have only attended the market in Salzburg, and we found this city and this market to be illuminating during the Christmas Season. Likewise, we have not been to the Christmas Markets in both Strasburg and Colmar, France, but we understand that they are considered to be some of the best in Europe.

The Christmas Market in Paris has been small and limited over the past couple of years, and the same can be said about the markets in Nice, France, and Monte Carlo.

Prague, in the Czech Republic, can be added to the list of the best Christmas Markets in Europe. Prague is a fabulous city and a walker's paradise, but when it comes to Christmas, its market in the center of the old town cannot be beaten.

The two Christmas Markets in Zurich and the Basel market were found to be limited and disappointing.

Our home territory of New York has our famous Bryant Park Winter Village, which opens as early as late October. This market features many Christmas shops and stores, a large ice-skating rink, and an equally famous restaurant, The Bryant Park Grill. All of this Christmas Spirit is centered right in Midtown Manhattan. Also in New York City is the similarly famous Holiday Market at Union Square. Though a smaller market, the Union Square Market is well known, loved by New Yorkers, well attended, and with much less "glitz" than other New York City Markets.

So there you have it, take your pick or take them all! Most Christmas Markets are open from the last week of November and don't close until just after Christmas or the beginning of January, so there is plenty of time to attend more than just one market. We love going to Europe during the first two weeks of December when travel tends to be lower for better fares and hotel prices. **JONATHAN KATZ**



UPCOMING EVENTS

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

December 5 – 11:00am

FDU Master of Public Administration Open House
Newark Liberty International Airport-
Port Authority Building One
1 Conrad Rd
Newark, New Jersey 07114
www.fdu.edu

December 6 – 10:00am

JFK Rotary Club Kid's Party
John F. Kennedy International Airport
JetBlue Hangar 81
Jamaica, New York 11430
www.jfkrotaryclub.org

December 7 – 10:30am

"Dropping of the Roses" Pearl Harbor Memorial Ceremony
Republic Airport-(FRG)
American Airpower Museum
Farmingdale, New York 11735
www.americanairpowermuseum.com

December 8 – 11:30am

JFK Air Cargo Association Holiday Luncheon & Toy Drive
Russo's On the Bay
Howard Beach, New York 11414
www.jfkaircargo.aero

December 8 & 22 – 12:00pm

LGA Kiwanis Club Monthly Meeting
LaGuardia Airport
Marriott Hotel
102-05 Ditmars Blvd.
East Elmhurst, New York 11369
www.lgakiwanis.org

December 8 – 11:00am

The Wings Club Luncheon
The Yale Club
New York, New York 10017
www.wingsclub.org

December 8 – 11:00am

FDU Master of Public Administration Open House
Port Authority Building
John F. Kennedy International Airport
14 S Service Rd
Jamaica, New York 11430
www.fdu.edu

December 9 – 10:00am

LAAMCO Holiday Party
Il Bacco Ristorante
Little Neck, New York 11362
www.laamco.com

December 10 – 10:00am

Christ for the World Chapel Annual Christmas Concert
JFK International Airport-(JFK)
Terminal 4 at JFK
Jamaica, New York 11430
www.christfortheworldchapel.org

December 11 – 9:30am

American Airpower Museum Pancake Breakfast
Republic Airport-(FRG)
American Airpower Museum
Farmingdale, New York 11735
www.americanairpowermuseum.com

December 12 & 26 – 7:00pm

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

December 13 – 9:00am

LGA Airport Hiring Event
LaGuardia Airport-(LGA)
Terminal B
Ground Floor in front of Dunkin' Donuts
East Elmhurst, New York 11371
www.caonynj.com

December 13 – 6:00pm

ADDAPT Dinner Group
The Heritage Club
Bethpage State Park
99 Quaker Meeting House Rd
Farmindeale, New York 1173
www.addaptny.org

December 14

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

December 14

The Semantics Annual Holiday Meeting
Trotters Bar & Grill
Franklin Square, New York 11010
www.thesemantics.org

December 15 – 6:30pm

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

December 15 – 6:00pm

JFK Redevelopment Community Advisory Council Meeting
Rochdale Village Community Center
Jamaica, New York 11434
www.anewjfk.com

December 16 – 10:00am

JFK Airport Job Fair
John F. Kennedy Airport - Terminal 4
Jamaica, New York 11430
www.caonynj.com

December 17 – 4:00pm

5th Annual Holiday Tree Lighting & Toy Drive
Burger King
15405 Rockaway Blvd
Jamaica, New York 11434
www.gatewayjfk.org

December 22 – 12:30pm

Queens Chamber of Commerce Holiday Reception
Bulova Corporate Center
75-20 Astoria Boulevard
Jackson Heights, New York 11370
www.queenschamber.org

December 22 – 8:00pm

PAPD Emerald Society JFK Christmas Party
Lily Flanagan's Pub
Babylon, New York 11702
www.queenschamber.org

December 30 – 10:00am

JFK Airport Hiring Event
John F. Kennedy Airport - Terminal 4
Jamaica, New York 11430
www.caonynj.com

January 10 – 11:00am

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January 12 – 11:00am

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