

METROPOLITAN Airport News™

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The Journal of the Metropolitan

The JFK Airport Terminal 6 Revival

An Interview With Helena Williams,
CEO, JFK Millennium Partners

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Welcome to the September issue of the *Metropolitan Airport News*. I hope you had a wonderful summer spent with friends and family. Many airport activities and organizations took a break over the summer, switching from business networking to fellowship and relaxation. While many looked forward to some much-needed downtime, I can tell you that the JFK Redevelopment program never paused; in fact, they are full steam ahead.

In this issue, we had the privilege to spend time with **Helena Williams**, CEO of JFK Millennium Partners, focusing on the New Terminal 6. Ms. Williams has focused her extensive career on transportation, and I am sure you will be impressed by her accomplishments and the experience she brings to this massive project in Queens.

The project at Terminal 6 and the other redevelopment projects at our airports all lead to opportunities for the workforce, local businesses, and the surrounding community. If you want to learn more about the benefits of JFK redevelopment, be sure to engage with the community outreach teams. These outreach teams work diligently to match job seekers and businesses with airport opportunities. There is assistance on many levels, including MWBE certifications, pre-qualifications, understanding business at the airports, help with financials, job training, and more.

Information is regularly updated at www.anewjfk.com, where you can learn more about the overall project and how it can benefit you. The staff at the redevelopment offices are also an excellent resource, and they are eager to help make connections.

This year, our staff helped to manage the **Airport Community Golf Classic** held on Sept. 21 at the Lawrence Yacht & Country Club, located 15 minutes from JFK. All the golf spots have been filled, but there is still time to buy tickets to join us for an evening of cocktails, networking, and dinner. Please visit the website at www.acgolfclassic.com to help us support local airport non-profits. I hope to see you there!

There are also many other events for networking and socializing at the airports. Stay up to date with everything that's going on through our online calendar. As soon as we hear about it, you will too!

Katie Bliss

Katie Bliss, *Publisher*



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ON THE COVER

Helena Williams, CEO, JFK Millennium Partners, the woman at the helm of the \$3.9 billion Terminal 6 redevelopment project.

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Alminko Kojić

Vice President, ASAK Solutions

Alminko Kojić is the Co-owner and Vice President of ASAK Solutions, a veteran and minority-owned Ground Handling company headquartered at John F. Kennedy International Airport (JFK). Alminko has worked at JFK since 2010 before establishing ASAK in 2017. He graduated from Midwood High School in Brooklyn, NY, where he has resided since coming to the U.S. in 1997. He has served in the Air National Guard for eight years, earning the rank of NCO and many commendations before being honorably discharged to focus on ASAK and starting a family.

1 Tell us about your journey from military to civilian life and how your military background helps at the airport.

Alminko Kojić: I've been fascinated by planes since I was a child and planned to join the Air Force right out of high school, but life has other paths for us, as with most things. I joined the Air National Guard later in life and served for eight years, earning the rank of Non-commissioned Officer before exiting the military to focus on starting a family. The Air Force instills the core values of "Integrity First, Service Before Self, and Excellence In All We Do." I've held on to these values and relied on them personally and professionally as we launched ASAK Solutions. Our airline partners know that ASAK will be there to provide them with the highest level of service, and I feel they genuinely trust us with their operations.

My business partner **Arnold Sue Chuen Ken** and I began our airport careers as ramp agents and moved up the ranks to where we are now. We have a firsthand understanding of the way of life and resources the employee receives in this industry. Our military and industry experiences have helped us secure a large and very experienced core staff of employees who have been with our company since the beginning.

2 Do you see ASAK moving beyond the New York market and possibly growing nationally?

Alminko Kojić: The natural progression for any business to grow, so yes, our entry into other markets across the country is the goal. We hold operating permits for JFK and MIA but have taken our time on expansion. Arnold and I firmly believe in controlled growth; we want to keep our service level uniform across any station we start. As our partners have requested us to enter other markets, we have begun planning growth with them. We want the ASAK brand to be synonymous with a higher level of service, efficiency, and safety.

3 How has ASAK Solutions positioned itself to support and even compete with the bigger companies that operate at JFK Airport?

Alminko Kojić: Since our start in 2019, we have competed with the larger companies based on merit and attention to detail. We have increased our ground-handling capabilities and services, growing from just cargo flights to starting a PAX operation in T7. It was surreal to see our company go from an idea we had one weekend in 2017 to having over 300 employees able to support operations across JFK Airport, which has been the culmination of everything we've worked for.

ASAK tries its hardest to help the airport community as much as possible, financially or by other means. My father taught me always to help others; you never know when you might need a helping hand and do it without expecting anything in return. It's not always about money; sometimes, people simply need someone to speak to. I was fortunate enough to have created a comfortable life for my family, and I continue to give back to my local Mosque, which has helped many people in my community.

4 What interested you about starting your own ground-handling business?

Alminko Kojić: I've always wanted to say, "I created this," to show the possibilities for others like me. My family immigrated to the U.S. in 1997, making this country our home. I am a first-generation immigrant, as are my parents. We fled Bosnia as war refugees and arrived here with nothing to call our own.

I was fortunate to have learned about the aviation industry alongside my business partner, Arnold Sue. As we began reevaluating our futures, it became clear that we could correct the deficiencies we experienced on the job by creating our own company and opportunities. We chose to pool our finances and knowledge, creating an opportunity to provide our employees with a better work environment and service our partners at a much higher level.

5 How did the Covid pandemic change or even shape your company?

Alminko Kojić: We made the most of the pandemic to grow ASAK with a large sea-based mail contract, allowing us to onboard employees laid off from other companies due to the pandemic; as JFK was shutting down, ASAK was experiencing growth. We were handling 1.5 million pounds of mail a week during the pandemic. At that time, the ground-handling operation was only one flight per night, an animal transfer contract with the ARK at JFK, and now ASAK Solutions handles more than 100 flights a week across all of our operations with 13 airlines.

During the pandemic, many passenger flights were granted temporary permits to convert passenger aircraft into makeshift Cargo-in-Cabin aircraft. ASAK handled 40 Cargo-in-Cabin flights a week across eight airlines; other companies handled these flights in 6 hours, and our team could do it in less than 2 hours. The stand-out moment was handling a loose-loaded Antonov 12 containing over 56 tons of mail from Ukraine. Our team accepted the handling, planned the operation, and greeted the aircraft within three days, with a total offload time of 36 hours from on-blocks to the last package scanned in the JFK ISC. ■

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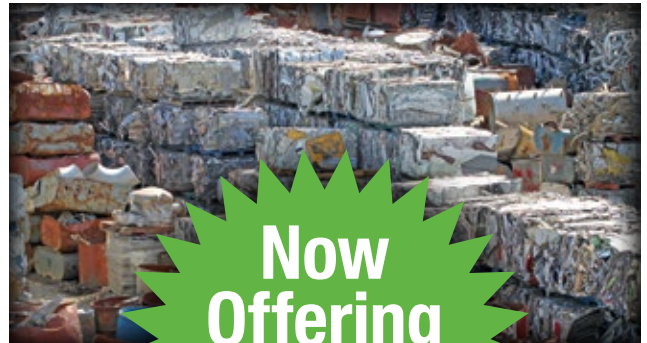
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OCA Architects Inc., located in Newark, New Jersey, is an award-winning architectural firm known for its innovation and sustainable design solutions. Founded by Obi Agudosi R.A., the firm's Principal CEO brings over 38 years of experience to the practice. Backed by a talented team of sixteen architects, designers, and project managers, OCA Architects excels in projects ranging from educational facilities (K-12 & Higher), utility, public, mixed-use residential developments, and transportation (Airport) projects. OCA strives to create maximum value for its clients and brings their vision for the project to reality.

Founded in 2015, the firm's principal mission is to lead through innovation and



Obi Agudosi, AIA
President & CEO

sustainability while creating a platform to cultivate and promote diverse talent in the field of architecture. Beginning with a close-knit team, OCA Architects swiftly gained recognition for its meticulous attention to detail, "thinking outside the box", and client-centric approach. This propelled our growth, attracting diverse talents who shared the founder's vision.

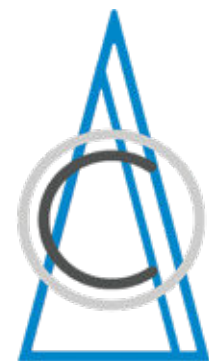
OCA Architects covers a broad spectrum of sectors, catering to both private and public sector clients. Their portfolio showcases a diverse range of projects, including collaborations with entities such as the New Jersey School Development Authority (NJSDA), New York School Construction Authority (NYSCA), Port Authority of New York and New Jersey (PANYNJ), PSE&G,

and various municipal Housing Authorities and School Districts. Most recently, OCA Architects played a significant role in the design of Newark Airport's new Terminal A. The team developed Design and Construction Documentation for three significant packages of the \$2.7B Project.

OCA is currently involved in the development of Design and Construction Documents for the new JFK Terminal 6 Project as part of the JMP/Corgan Team and is a member of the ARP/SOM Team that is charged with developing Newark Airport's Vision Plan.

The future of OCA Architects is characterized by innovation and sustainability. The company is leveraging technology for eco-friendly designs, enhancing client collaboration, and seeking strategic partnerships to fuel its growth. The goal is to be at the forefront of shaping architectural trends while upholding their commitment to excellence.

Obi Agudosi takes great pride in OCA Architects' journey as a Minority Business Enterprise (MBE) and Small Business Enterprise (SBE) firm. The firm's rapid growth signifies its team's dedication and adaptability. OCA's reputation as a reliable MBE/SBE partner has allowed it to forge meaningful collaborations and offer unique perspectives that showcase the diversity of its strength in design and innovation. ■



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ON DUTY

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



Chelsea Lamar

■ **AIT Worldwide Logistics** has hired **Chelsea Lamar** as vice president of global sustainability. In this newly created role, she will lead the company's sustainability initiatives, furthering AIT's commitment to environmental responsibility and ethical corporate citizenship, including its goal to reach net-zero carbon emissions by 2035.

Lamar is based at AIT's new global headquarters in Itasca, Illinois, and reports to Executive Vice President and Chief Information Officer Ray Fennelly, who said her appointment underscores AIT's dedication to the evolution of its environmental, social, and governance strategies.



Maxime Bessiere

■ **SEKO Logistics** announced the appointment of **Maxime Bessiere** as the new Chief Commercial Officer, Europe, Middle East, and Africa (EMEA), effective immediately. Bessiere will be stepping into the role as long-time leader and one of four founders of SEKO's UK division; **David Emerson** steps down effective December 31.

He joins SEKO after nearly five years at Kerry Logistics EMEA, where he served a dual role as commercial director of EMEA and cluster managing director.



(L.-R.): *Frederico Pedreira, Deputy CEO; Gabriel Oliva, COO.*

■ **Avianca Airlines** announces important changes in its management team. **Frederico Pedreira**, who has served as Chief Operating Officer since 2021, will now be the company's Deputy CEO and will be immediately in charge of vital processes for Avianca, such as operations, human talent, technology, corporate communications, customer promise, and institutional relations.

In turn, **Gabriel Oliva**, takes over as Chief Operating Officer and remains as CEO of Cargo. In his new role, he will lead the areas of maintenance, safety, network and ground operations, service delivery, airports, cabin crew, and pilots while continuing to spearhead the transformation of the cargo business. ■



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The JFK Airport Terminal 6 Revival

An Interview With Helena Williams, CEO JFK Millennium Partners

JULIA LAURIA-BLUM
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With a career spanning over 30 years in a variety of leadership roles in government and with the Metropolitan Transportation Authority (MTA) Long Island Bus, the Long Island Railroad, and as chief executive developing light rail, streetcar, and bus operations and maintenance services for North American Office of Paris-based transportation company, RATP Dev., Helena Williams is an undisputable renaissance woman in the transportation industry.

Starting with buses, then trains, Williams' career in transportation has most recently landed her in the realm of airplanes when, in January 2022, the Vantage Airport Group-led JFK Millennium Partners (JMP) appointed her as Project Executive and Chief Executive Officer (CEO) of the team selected by the Port Authority of New York and New Jersey to lead the redevelopment of the new world-class, multi-billion-dollar international Terminal 6 at John F. Kennedy International Airport.

Originally from upstate New York, Helena grew up near Lake George. After graduating from SUNY Oneonta, she attended St. John's University School of Law in Queens, where she met her future husband, Paul. "It was a wonderful school experience," said Williams in an interview with Metropolitan Airport News. "My husband, who is originally from Floral Park, introduced me to Long Island and its beautiful geography, and I've been here ever since the early 1980s."

Upon earning her Juris Doctor degree in Labor and Employment Law, Williams began working in the public sector in collective bargaining. After joining the MTA in



1985, comprised of 65 unions, a major subway system, bus and train operations, and bridges, Williams saw the delivery of transportation services, which hooked her public service spirit and her interest in delivering operations. "The MTA is always building, rebuilding, returning things to a state of good repair while expanding its network. So, you have both the complimentary operations and infrastructure development," she commented.

Buses, Trains & Government

While doing work for the MTA in Nassau County, a colleague leading bus operations became something of a mentor to Williams, and she recalled the day he said to her, "Helena, you could be a great lawyer, a lawyer forever... you've got all that, but you also have a unique eye for operations. Would you think about switching over to operations?" His question hit the right chord with Williams, and the more she thought about it,

the more she felt he was right, so she decided to switch gears toward operations. "I learned a lot from him," said Williams. Later on, after his departure from the MTA, Williams ran MTA's Long Island Bus in Nassau as Chief of Staff and President for nearly 13 years.

After leaving the MTA in 1998, Williams continued work in Nassau County government as Deputy County Executive for five years before rejoining the MTA and being invited to attain her dream job as President of the Long Island Railroad in 2007. "It was a very exciting time with the LIRR, with a lot of growth in service and the opportunity and goals to deliver on-time performance, reliability of service, safety and security," reflected Williams.

During her seven years with the MTA LIRR, Williams led many exciting projects, including yard development in Atlantic Yards that allowed the Barclays Center to

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be built while meeting many talented people in real estate development. At the same time, she did a stint at the MTA as executive director when the Board asked her to step in the aftermath of former Gov. Elliot Spitzer's departure, as they launched worldwide recruitment to fill personnel changes. A Hudson Yards deal facilitated the overbuild at Hudson Yards, and East Side access took front and center stage in terms of infrastructure development. "The thing you learn about infrastructure development is that it can really be a long-term project that you can be at the start of, but not necessarily at its completion. And this was a long project that had a thousand moms and dads. I was invited to the opening ceremonies in 2022 and was very proud of the role I played for the time that I was there," said Williams.

After leaving the Long Island Railroad in 2015, Williams was the Chief Development Officer for the French company RATP Dev, USA, serving as chief executive for the North American business development of rail and bus operations and maintenance services in the United States. During her nearly three-year tenure with RATP, she traveled extensively to many businesses in rail development. Williams then returned to government work in 2018 as the Chief Deputy County Executive in Nassau County, and after four years and a very challenging time through the worst part of the Covid pandemic, she was ready for another opportunity in the transportation industry, thinking, "I started with buses, went to trains...now I've got to get to planes in my career!"

"GREAT CITIES NEED GREAT AIRPORTS. YOU NEED ACCESS, YOU NEED VOLUME OF FLIGHTS, YOU NEED CONNECTIVITY... AND THAT'S WHAT JFK INTERNATIONAL AIRPORT IS." – HELENA WILLIAMS

The opportunity arrived in February 2022 when Williams became Project Executive and CEO of JFK Millennium Partners (JMP), leading the redevelopment of Terminal 6 at JFK International Airport. JMP is comprised of Vantage Airport Group, American Triple I Partners (ATI), and RXR, who



DOUG KEARSE

(L.-R.): John Civetta, Director of Field Operations, Civetta & Sons; Helena Williams, CEO, JFK Millennium Partners; Billy Racky, Vice President, Field Operations, Aecom-Hunt.

have partnered with terminal airline sponsor JetBlue Airways to finance, develop, and operate the new 1.2 million-square-foot, 10-gate terminal built on the site of the former Terminal 6, in partnership with the Port Authority of NY & NJ. In forming the partnership, JFK Millennium Partners spoke to George Casey, CEO Vantage Airport Group, and met with RXR investor Scott Rechler

history!" said Williams. Having spent so many years in government, Williams gives credit to Governor Hochul and Rick Cotton, Executive Director of the Port Authority, for being so committed to a vision of revitalization. Reflecting upon her prior travels with RATP Dev., she emphasized, "Great cities need great airports. You need access, you need volume of flights, you need connectivity...and that's what JFK International Airport is. It is a place so full of energy and action. You go there, and you know it's moving!"

In combination with the Terminal 6 redevelopment construction, which broke ground in February 2023, Terminal 7 (the former British Air terminal) is now under the management and operation of JFK Millennium Partners. Terminal 7 was given a facelift in the interim, and new airlines were brought in. Today, Terminal 7 is humming, while at the same time, the new steel for Terminal 6 is already up at its

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construction site right next door. Terminal 6 will be seamlessly tied to JetBlue's Terminal 5, which will make a new anchor location on the north side of JFK, while the south side of the airport gets the New Terminal One (NTO).

Additionally, with the Vantage Group (who played a significant role in the milestone development of the brand-new, state-of-the-art Terminal B at LaGuardia Airport, partnered with Skanska), JFK Millennium Partners now has the opportunity to utilize all the Vantage construction employees who were at LaGuardia and who are battle-tested in the New York market for the redevelopment of Terminal 6.

Community & Diversity

As the Terminal 6 project progresses, the Port Authority identified 35 zip codes in the Queens area around JFK, asking JMP to direct a super outreach to local business enterprises to engage them to do business with the JFK Millennium Partnership so that there is a flow with the community and cycle of money into the investment that goes back to the community. "We are working hard to exceed the Port Authority's goal of utilizing 30% of Minority and Women-owned Enterprises (MWB), and I am proud to say that we are doing very well on the women's side and still pushing hard in our outreach to Black and Hispanic owned businesses". While there is a capacity in the area, JMP is trying to maximize outreach in order to get to every nook and cranny they can within the 35 zip codes, inviting them to participate not only on the construction side but in the concessions arena.

Airports have their own recognition, called Community Disadvantaged Business Enterprises (CDBE), which is certified through the Federal government. Going through the process to be CDBE certified enables the enterprise to compete for the business at airport concessions. Employees and supply delivery are sought at different locations, and airport CDBE promotes and invites local area-wide businesses in the New York metropolitan region to come in and understand how to bid and partner with one of the large, typical vendors. "Our goal is to ensure that joint ventures with the 'big guys' bring in CDBE players. To



DOUG KEARSE

(L.-R.): Helena Williams, CEO, JFK Millennium Partners; Billy Racky, Vice President, Field Operations, Aecom-Hunt; Fazal Bangash, Civil Site Manager, JFK Millennium Partners.

JFK's credit, we are not inventing this approach. Other terminals do the same thing, but it's a smart approach to ensure that there is more of a distribution of the business," explained Williams.

Technology

With the advancements in technology in today's world, everything from baggage systems to the possible use of facial recognition are the biometrics that will be available at airports. The most up-to-date operating systems and biometrics are in the process of being evaluated for Terminal 6. "Airlines themselves want the most up-to-date operating system, which is what our terminal will provide," said Williams, "this will help them identify gate capacity and if a plane is on time, or leaving a gate on time, or waiting for a gate. All of that is trapped in a common operating system at an airport.

Each terminal puts its own system in place, and those airlines really depend on it." When Williams looks at the biometrics of Artificial Intelligence and when she speaks with tech people about it, asking whether there will be a capacity for predictive analytics, her answer is, "Yes, we will, because it's those AI analytics that can help airlines recover when there is a delay or a cascading effect from the weather at a particular airport. They have to have their own system for where their planes are. But for

those airplanes coming in, landing, or trying to take off, we will better predict gate availability."

Traveling With Disabilities

The JMP team has reached out to a number of vendors. There are many new technologies available for the sight and hearing impaired. "The vendor community has been very good about reaching out, and I am very excited about what they are coming back to me with," said Williams, "we want to make sure that from a guest experience, whether sight, hearing, or physically disabled, that everyone has the best possible guest experience; that they can move through the facility without feeling hampered."

Public Art

With over 20 public art locations at Terminal 6, the Public Art Fund has been retained to assist with the curation process of art at JFK International Airport. The JMP selection committee includes the Port Authority. There will be about ten medallion locations on the ground and some very large and smaller art installations. Most recently, as part of the curation process, the Public Art Fund presented a panel of 25 artist portfolios to the selection committee to share their concepts of art that will capture the energy, scale, and connectivity of

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JFK International Airport as the world's gateway. Williams asserted, "We want the art to embrace people when they go through the terminal."

Leading a Start-Up Enterprise

As the JMP CEO of a start-up enterprise that is now up to 100 employees, not only is Williams leading the building of a new terminal, she is building a new organization with a clear goal to engage employees and make sure they feel as committed to the project as she is, demonstrating that to the shareholders of this public/private partnership that has brought \$1.3 billion in private money to the table. Her job is to report to the board at monthly board meetings and report on the progress of construction, whether it is on time and at the cost predicted, in addition to operating Terminal 7 and maximizing the number of flights that are operated out of there with partner airlines so that they have a successful T7 experience.

In leading an airport infrastructure and redevelopment project such as Terminal 6, the ultimate goal is to look to the future and determine what the needs for the future are. How is the building going to be sustainable in the environment? How will it meet the needs of customers, employees, and airport employees? There are many movable parts at an airport, which is the area that Williams and JFK Millennium Partners remain focused on during their design discussions. There will be many sustainability features, some of which are required by the Port Authority, who are very clear on what they want in terms of development. There will be solar arrays, energy conservation, gray water to recycle, and durability. "Our goal is to get Gold LEED status, picking building materials that are going to last, be sustainable, look good in the future, and have an architectural statement. It's exciting for me to look ahead and know, 'This lease goes to 2060, and this is something that is going to last.'"

In terms of logistics to and from Terminal 6, a taxi and ground transportation center is planned. As passengers become increasingly dependent on Uber and Lyft, there will be less need for long-term parking and more emphasis on how to get



for-hire vehicles in and out quickly so that they do not clog the frontage of the terminal as people walk out to traffic. The ground transportation center will be on the first floor of the current Yellow Garage, designed with a throughput so that people can safely load up their luggage and leave the airport after a trip.

In this dynamic position, Williams covers many bases. Being in what is often seen as a non-traditional position for a woman is nothing new to her. "It goes back a long time for me. Rail is very male-dominated, and I did a very good job there and am doing the same with the airport," said Williams. "Enhancing gender diversity ensures a better balance in the industry. Most of the time, if you are qualified at what you're doing and the team recognizes that, they don't really

care what your gender is. They care about whether their job is secure and, whether you are representing them; whether you are moving them toward success. I can only say what I'm saying now about my experience because of those women who came before me 40, 60, and 80 years ago during World War II. I still look at 'Rosie the Riveter'... that meant something. We stand on the shoulders of those who came before us. It's those women in rail and those women in aviation that have cleared the path for me," concluded Williams.

Great cities do need great airports. And under the leadership of Helena Williams and JFK Millennium Partners, Terminal 6 promises to be a major component in the delivery of redeveloping a great airport to the great City of New York. ■

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Schedule: Full-Time
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Schedule: Full-Time
Location: JFK Airport
www.mcrhotels.com/careers

KITCHEN - COOK I

Hotels & Hospitality

The Cook is responsible for preparing food items in accordance with recipes and established standards in the hotel's continuing effort to deliver outstanding service and financial profitability.

Company: TWA Hotel
Schedule: Full-Time
Location: JFK Airport
www.mcrhotels.com/careers

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Airport Operations

The GSE Mechanic A is responsible for diagnosing and performing repairs to gas and diesel-powered engines.

Company: dnata USA
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Available Shifts: Days
Location: LGA & EWR Airports
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TAXI SERVICE FIELD SUPERVISOR

Customer Service

Oversees the activities within the assigned operational services work team, ensuring productivity levels and customer service requirements are being met.

Company: ABM
Schedule: Full-Time
Location: JFK Airport
Apply Online

SOUS CHEF

Food Services

The Sous Chef supports the rest of the management team in the areas of menu development, supply and evaluation of hourly Crewmembers in the kitchen.

Company: OTG
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Available Shifts: Days
Location: LGA & JFK Airports
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Air Florida:

From Intrastate to Intercontinental Carrier

BY ROBERT G. WALDVOGEL

robert077@optimum.net

Ripe, Florida soil, implanted with the right seed at the right time, tended by the optimum gardeners, and fertilized with deregulation, can spur tremendous airline growth in a short time—so much so, in fact, that a tiny intrastate carrier can eclipse its boundaries and be transformed into an intercontinental one. That, in essence, is the story of Air Florida. But, when negative circumstances align, it can also be taken to its demise just as quickly.

Intrastate Carrier

“In the 1970s, Miami was developing into a thriving metropolis,” according to Daniel Morley in his “Throwback Thursday in Aviation History: Air Florida” article (Airline Geeks, Internet, December 16, 2015). “The Dolphins were experiencing their best years, a new influx of citizens had recently arrived from Cuba, and tourism was booming. To take advantage of this boom in tourism in the Sunshine State, Eli Timoner, a Miami native, formed Air Florida...”

Loyal to his home state and identifying its need, he sought to provide it with much-lacking intra-Florida air service. But what was lacking in his plan was a person who had the necessary marketing experience in the Miami area. Toward that end, he hired Ted Griffin. Not only had he been in the marketing department of Eastern Airlines, but he would be ideal to serve as the new carrier’s president—which he ultimately did.

What was also needed was the right aircraft with which to offer the intended low-fare, short-distance travel. In this case, the quad-engine, fuel-guzzling, former Pan American Boeing 707-320B could not have been more wrong for such an operation. However, it was cheaply available, and it gave it its initial wings, enabling it to inaugurate two daily roundtrips on the triangular route to and from Miami via Orlando and St. Petersburg on September 27, 1972.



Lockheed L-188 Electra of Air Florida landing at Miami International Airport in 1976

Early expansion was slow and subtle. Tallahassee was added to the route system in the fall of 1973, and Tampa came on line the following summer. And, although the three Lockheed L-188 Electra turboprops registered N23AF, N24AF, and N25AF that replaced the 707s sported propellers, they were more economical to operate, and their low fares never failed to attract passengers.

Its equipment image, however, quickly changed when it acquired what would total eight 90-passenger DC-9-10 twinjets throughout its history, introducing the first of them during the latter part of the decade, as emphasized by its July 1 and December 9, 1977 system timetables, which respectively advertised “DC-9 jet service” and “All jet. All the time.”

Featuring a dark red and blue livery and a pair of lips below the cockpit windows, the aircraft were part of its “Air Florida Kiss” marketing campaign, which entailed “keeping it sweet and simple” in terms of basic air transportation, fares, and the absence of restrictions.

By September of 1978, its Florida footprint had become larger and now encompassed Daytona Beach, Ft. Lauderdale, Gainesville, Jacksonville, Key West, Marathon, Miami, Orlando, Panama City, Pensacola, Tallahassee, Tampa, and West Palm Beach. And in what could be considered the intrastate airline’s first step off of its shores,

it also touched down in Eleuthera, Freeport, Marsh Harbour, Nassau, Rock Sound, and Treasure Cay in the Bahamas.

Boeing 727 trijets, appearing in the same dark red and blue paint scheme, provided increased capacity. However, its 1977 earnings failed to eclipse the \$10 million mark, and only cash infusions kept it aloft. What was needed was the right person to cultivate the carrier’s initial crop into something that would sprout beyond its state-reflecting name—something that would transform it from an intrastate airline to an intercontinental one.

Ed Acker, former president of Braniff International, was that person, and deregulation was the channel to his success.

Intercontinental Carrier

“(Acker) spotted an investment opportunity in an intrastate puddle jumper called Air Florida,” according to Barbara Sturken Peterson and James Glab in *Rapid Descent: Deregulation and the Shakeout in the Airlines* (Simon and Schuster, 1994, pp 142-143). “Figuring that the airline could profit from National’s and Eastern’s decision to cut back on flights within Florida, (he) bought several hundred thousand dollars’ worth of stock in the carrier... He moved to Miami and took over management of the company as CEO in 1977. When deregulation came next year, Air

Continued On Page 22



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Continued From Page 20

Florida expanded rapidly, and by 1981, its fleet had grown from three airplanes to 40, and its profits were in the millions.”

No longer restricted by Civil Aeronautics Board (CAB) approvals and regulations, the Airline Deregulation Act (ADA) of 1978 enabled airlines to freely enter and exit markets, operate the equipment of their choice, set their fares, determine their frequencies, and establish the level of on-board amenities.

“With the easing of CAB regulations and the passing of the Airline Deregulation Act, the industry entered an era of intense competition,” according to Alexander T. Wells and John G. Wensveen in *Air Transportation: A Management Perspective* (Wadsworth, 1994, p. 211). “Major airlines and the former local service carriers began competing with one another; charter carriers moved into scheduled service; and former intrastate carriers, such as Air Florida...moved into interstate markets...”

Because of these freedoms, Air Florida’s rise was meteoric, and its footprint widened to include the Caribbean and Central America. The Boeing 737-200, which would number some 35 throughout its history, introduced a new blue-and-green color scheme and became the workhorse of its fleet. Accommodating 129 six-abreast, single-class passengers in 22 seat rows, it crossed the Caribbean Sea and the Gulf of Mexico to its ever-mounting number of destinations.

Light meals, served in transparent trays by DeSter, typically included croissants, sandwiches, and potato salad, and an in-flight publication, *Skylines*, was soon tucked in all seat pockets.

Annual passenger numbers steadily rose—from 1.1 million in 1979 to 1.7 million in 1980 and to 2.7 million in 1981.

Its system timetables, like early company archives, documented its route expansion: Philadelphia and St. Croix on February 1, 1979; Philadelphia from Washington and Jacksonville on July 28, 1979; all-jet service to Key West on September 6, 1979; and Houston from Miami on January 12, 1980.

It entered the widebody, dual-class, transatlantic era to London-Gatwick from Miami by leasing two former Transamerica DC-10-30s registered N101TV and N102TV and a Flying Tigers one registered N1035F.



Their first-class cabins, in a six-abreast, twin-aisle configuration, featured sheepskin-covered seats, and service was of the multiple-course, restaurant type.

The covers of its timetables continued to document its unrelenting expansion: Amsterdam and Brussels on January 15, 1980; Puerto Plata, Dominican Republic, and San Jose, Costa Rica, on November 15, 1980; Bermuda and Shannon, Ireland, on July 1, 1981; Guatemala on April 25, 1982; Oslo, Norway, and Stockholm, Sweden, on September 8, 1982; and Madrid, Zurich, Frankfurt, and Dusseldorf on April 15, 1983.

Even a year and a half earlier, it served some 40 cities in Florida and the US, Bermuda, and the Bahamas in the Atlantic, multiple islands in the Caribbean, the major capitals in Central America, and Europe, and would eventually leave its footprint on an additional 20.

Most of its original intrastate route system was now served by several other airlines, providing two-letter code-share, joint ticketing, and through baggage check service under the “Air Florida Commuter” guise.

“Flights are operated by independent contractors under an agreement with Air Florida approved by the Civil Aeronautics Board,” the 1982 Air Florida Commuter System Timetable advised. “These flights are operated with Nord 262, M-404, Cessna 402, Trislander, Islander, Beech 99, de Havilland Twin Otter, and Piper Chieftain equipment.”

The right people, elements, and circumstances had transformed Air Florida from an intrastate carrier to an intercontinental one in a few short years. But the wrong ones would turn it into a bankrupt one—and this time, in only a few short months.

Bankrupt Carrier

After only a dozen years of existence, Air Florida’s growth was reversed and reduced to a size smaller than the seed from which it sprouted in the Sunshine State’s soil.

Ed Acker, who was instrumental in its rise, left in 1981 to orchestrate the ultimately unsuccessful restructuring of Pan Am. But, after he did, the carrier made an equally unsuccessful attempt to acquire Western Airlines to spread its footprint to this half of the country, as well as to Canada and Mexico. Other than its 16 percent stake, it only gave it debt.

The following year, on January 13, the crash of an Air Florida 737-200 immediately after takeoff from Washington-National Airport in the midst of a winter snowstorm and the loss of 78 lives unshackled public confidence in the carrier. And the expired but unrenewable leases on its DC-10-30s left its flight crews idle and its transatlantic flights inoperable. A year and half of unprocessed credit card purchases cemented its fate.

The final pull of the carrier’s roots took place on July 3, 1984, when it was forced to declare bankruptcy after a 12-year rise, run, and fall, paving the way for Midway Airlines to acquire most of its assets. ■



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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— WENDY ROBISON, VP, CREATIVE, AT MCR, OWNER-OPERATOR OF THE TWA HOTEL.

The TWA Flight Center at JFK has always been an impressive piece of aviation history. From its opening in 1962, the terminal's breathtaking architectural design and bustling international hub for TWA heralded the beginning of the jet age. Millions of travelers passed through this building over the past 61 years. It is now a protected historic landmark and is still frequently visited by passengers and guests alike.

So, it is no wonder that airport model builder Brian Keene of Orlando, Florida, decided to tackle this unique part of history by building a 1:400 scale diorama of the TWA Flight Center as it appeared in the seventies. Measuring an area of 20 square feet, Brian spent over 200 hours researching, designing, and constructing the diorama, focusing on detail and realism down to the grease marks on the ramp!

While his display was featured at several airliner shows to much acclaim, Brian had bigger plans. What if this display became part of the actual TWA Terminal, now serving as the lobby of the TWA Hotel? In June 2023, he connected with MCR Development's CEO, Tyler Morse. He sent a few photos of his work to Tyler, and they both agreed that it needed to be a prominent feature at the Hotel.



Brian Keene stands before his 1:400 scale diorama of the TWA Flight Center.

Their first challenge was deciding what type of display case would be needed. Unlike a museum, the TWA Hotel is open 24/7 and hosts thousands of guests and visitors. It needed to be durable and secure. They also wanted the case to embody the spirit of the 1970s and complement the design of the Finnish architect Eero Saarinen.

Brian envisioned a curved base with an oversized deck. The height was important, as he wanted young children to see the miniature scene without obstructions. It would be capped with a square of tempered glass. Finally, it would include graphics to match the other TWA Hotel branding.

In August 2023, Brian and his son, Ryan,

drove the diorama parts from Orlando. All the while, the display case itself was en route to JFK for the final installation. It took about 8 hours for every item on the display to be glued down and five men to lift the 500lb. glass cap and place it on top.

It now proudly sits at the very center of the terminal, overlooking the famous red sunken lounge area, allowing all generations to visualize what once was the TWA Flight Center. "It was a very rewarding experience," said Keene. I am honored to have contributed a permanent piece of artwork to a historic site that will hopefully spark the memories of those who saw the original complex and inspire the next generation of aviators. ■



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JetBlue “Welkoms” Amsterdam Service With Flights from New York

JetBlue recently expanded its presence to a third transatlantic destination with new, nonstop service between New York’s John F. Kennedy International Airport (JFK) and Amsterdam Airport Schiphol (AMS). Service from Boston Logan International Airport (BOS) to Amsterdam will launch on September 20, 2023. Amsterdam follows the airline’s successful launch of London service in August 2021 and Paris this past June.

“JetBlue’s transatlantic service has proven to lower fares and benefit customers in markets that have suffered for decades from high fares by legacy carriers,” said Robin Hayes, chief executive officer, JetBlue. “We look forward to introducing our award-winning Mint and core service



to business and leisure customers traveling to and from Amsterdam.”

“It is a pleasure to welcome JetBlue to Amsterdam Airport Schiphol and their contribution to Schiphol’s network,” said Ruud

Sondag, president and CEO of Royal Schiphol Group. “Most importantly, with JetBlue deploying their new Airbus A321neo LR aircraft, they contribute to noise reduction and sustainability efforts.” ■

United Pledges \$1.25 Million in Support of Aviation and STEM Projects Across The Country

As millions of students head back to school, United Airlines is stepping in to help families and educators with the rising costs of supplies and classroom necessities. United will donate \$1.25 million to **DonorsChoose.org** to fund aviation, and science, technology, engineering, and mathematics (STEM) projects across classrooms in the airline’s seven Hub markets.

“Whether it’s using model planes to teach middle schoolers the dynamics of flight or taking a field trip to see how a simulator works, we’re proud to help teachers get the resources to inspire the next generation of aviators,” said Josh Earnest, United’s Senior Vice President, and Chief Communications Officer. “We’re proud to team up with DonorsChoose to support teachers who are doing incredible work and changing the lives of students around the country.”

The contribution from United will fund all aviation classroom projects currently posted on DonorsChoose.org, and the remaining funds will be used over the next few months during a matching campaign to fund more aviation and STEM-focused projects.

DonorsChoose.Org connects the public to teachers from public schools who need money to buy school supplies and pay for

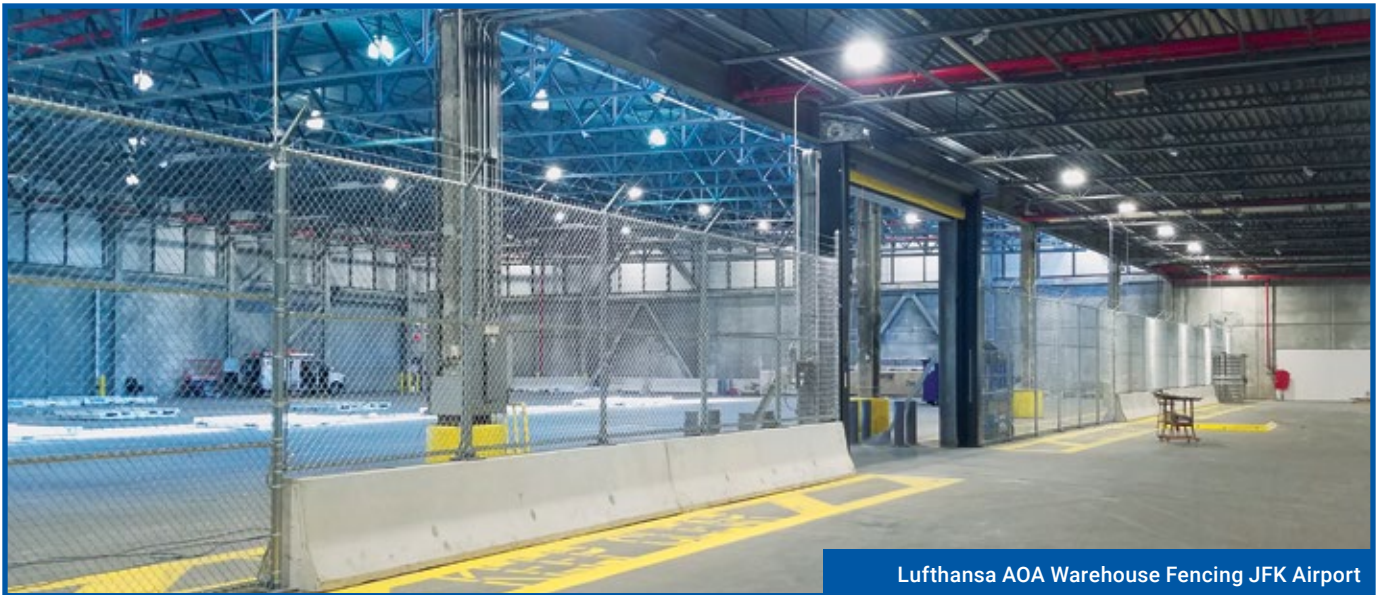
other program expenses for their students. It was founded by a public high school teacher in the Bronx, NY in 2000. DonorsChoose ensures the integrity of funding every step of every project by vetting all requests, purchasing each item, and shipping materials directly to verified teachers.

“United Airlines is helping classrooms launch into the new school year, with resources that will help aviation and STEM students thrive,” said Alix Guerrier, CEO of

DonorsChoose. “Through this campaign, United Airlines is empowering youth who are tomorrow’s scientists, aviators, and engineers. This partnership will foster the beginnings of future careers.”

With nearly 100,000 employees worldwide, United offers a wide variety of career opportunities within the STEM field ranging from pilots, aviation maintenance technicians, flight dispatchers, and network planners. ■





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PANYNJ Continues to Serve Record Number of Air Travelers

The Port Authority of New York and New Jersey announced that its three major airports continued their record-setting pace through the first seven months of the year, surpassing 2019 numbers. The agency also reported that the seaport was the nation's busiest for the month of July, handling its

highest total of TEUs (twenty-foot equivalent units) since October 2022. The agency also released monthly and year-to-date facility volumes at the agency's airports, bridges and tunnels, PATH commuter rail and seaport.

For seven consecutive months starting

in January, Newark Liberty International, John F. Kennedy International and LaGuardia airports have continued to serve a record high number of passengers. Year to date through July 2023, the three airports served more than 82 million passengers, an increase of about 2 million, or 2.5 percent, from the same point in 2019.

In July 2023, the three major airports served nearly 13 million passengers, an increase of about 500,000 travelers, or 4 percent, from the month prior. The airports were boosted by strong travel demand during this year's Fourth of July holiday period, when a record high number of air passengers — more than 2 million -- used the region's major airports.

The total exceeded regional holiday travel levels in pre-pandemic 2019 by 2 percent, and also outperformed other airports around the country that saw a nationwide decrease of 2.4 percent compared to the holiday in 2019, according to the Transportation Security Administration. The month-over-month improvement was largely thanks to increased demand for international travel. The July 2023 air passenger level was essentially flat compared to July 2019. ■



Biden Picks Michael G. Whitaker As New FAA Administrator

President Biden announced the nomination of Michael Whitaker as administrator of the Federal Aviation Administration, according to White House representatives.

Whitaker has previously served as deputy administrator of the agency and is "currently the chief operating officer of Supernal, a Hyundai Motor Group company designing an electric advanced air mobility (AAM) vehicle," the White House said in a statement.

He also worked at InterGlobe Enterprises, an Indian travel conglomerate, as well as United Airlines and Trans World Airlines. Whitaker is a private pilot and holds a law degree, according to the White House.



Michael Whitaker

The nomination comes as Congress is scrambling to reauthorize funding for the FAA. Biden's previous pick to lead the agency, Phil Washington, withdrew his nomination in March amid strong criticism from Republican lawmakers over a number of issues, including his slim avia-

tion credentials and his potential legal entanglements. The White House also didn't have the support of enough Democrats to move Washington's nomination out of committee. A top union representing flight attendants praised the pick and called for a swift confirmation.

"We congratulate Mike Whitaker on his nomination for FAA Administrator. We support the President's decision and call on

the Senate to move to swift confirmation," Association of Flight Attendants-CWA President Sara Nelson said in a statement.

United Airlines also praised the move, highlighting Whitaker's experience, in which he spent 15 years at the airline in a variety of roles.

"Now more than ever, the FAA needs strong leadership. We are pleased that Michael Whitaker has been nominated for this critical role and look forward to working with him to improve our aviation system for our employees and customers. Mike has deep aviation expertise and a solid reputation as a problem solver. We urge the U.S. Senate to move swiftly on his confirmation process," United Airlines spokesperson Sam Coleman said in a statement.

The last Senate-confirmed administrator, Steve Dickson, stepped down in March 2022. Polly Trottenberg, the deputy secretary of the Department of Transportation, has been leading the FAA in an acting capacity since June. ■



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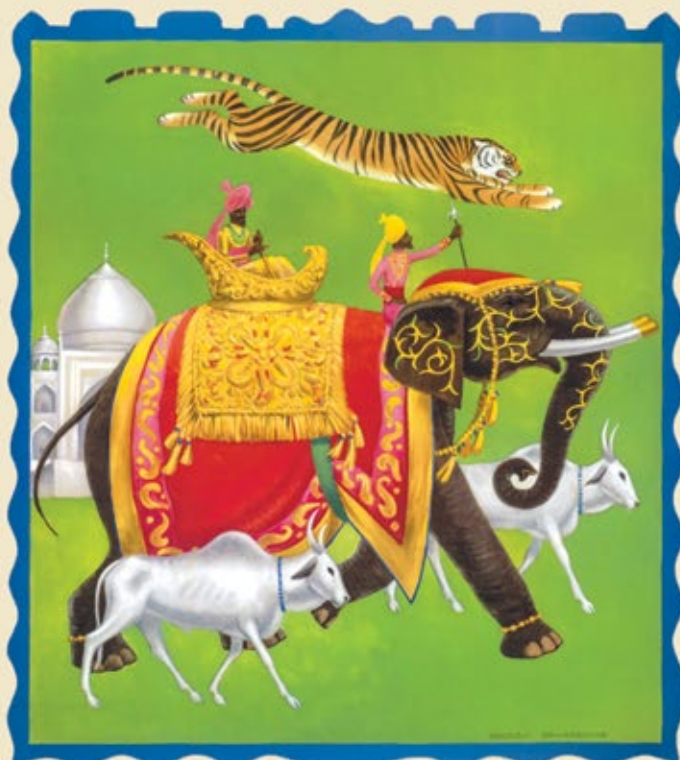
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Delta Sky Club's New Location On Newark's Terminal A Reflects City's Industrial Past

Delta Air Lines Moves Operations and Sky Club Lounge from Terminal B to New Terminal A

The Port Authority of New York and New Jersey announced the new Terminal A at Newark Liberty International Airport is now fully operational with the opening of the final five gates of the terminal alongside additional retail and dining outlets and the transfer of Delta Air Lines operations and Sky Club lounge from Terminal B.

The new 1 million-square-foot Terminal A replaced the previous terminal that opened in 1973. The 33-gate facility features airy, light-filled concourses alongside state-of-the-art digital technology, modern passenger amenities, superior dining and retail options, and an innovative public art program showcasing dozens of local artists. Terminal A has been designed and constructed to the standards of LEED silver certification from the U.S. Green Building Council.

With Terminal A now fully operational, the Port Authority has committed to a full re-envisioning of the entire airport complex. The agency last year selected a world-renowned master planner to design a framework for future development through 2065, recommending short- and long-term projects to enable economic growth, drive sustainability efforts, and create a world-class gateway for New Jersey and the region. The plan's development includes extensive community outreach and participation.

"The full rebirth of Newark Liberty International Airport begins with this gleaming new terminal," said Port Authority Chairman Kevin O'Toole. "We are proud to welcome Delta Air Lines to its spectacular new home in Terminal A, as we embark on a comprehensive reimagining for the entire airport."

"Newark Airport's transformation is now taking off," said Port Authority Executive Director Rick Cotton. "Newark Airport's new Terminal A is yet another testament to the Port Authority's commitment to bring our airport passengers the world class facilities they deserve. The



A uniquely open-air space, the EWR Terminal A Club features several acoustic systems designed to absorb the outside sounds of the airport so guests can enjoy a relaxing setting.

agency's largest-ever investment in New Jersey has certainly paid off."

Delta Air Lines joins Air Canada, American Airlines, JetBlue, and United Airlines in the new Terminal A. The activation of five more gates completes the full operational complement of 33 gates in Terminal A. As of mid-August, the terminal has served over 9 million passengers, and is on target to welcome the 10 millionth passenger in mid-September.

"Delta's move to the transformed and modernized Terminal A helps us further enhance the travel journey for our Newark customers for years to come," said Ginny Elliott, Delta Air Lines's vice president of East Coast airport operations. "This relocation also makes it possible for us to open a new, larger Delta Sky Club, where lounge guests can relax and recharge before their flights."

"We are very happy to welcome Delta Air Lines and the Delta Sky Club to Terminal A," said Michael Kunz, CEO of Munich Airport NJ LLC., the terminal operator of the

new Terminal A. "Their arrival marks a major milestone in achieving a full-operational status and sets the stage for continued world-class travel in and out of Terminal A."

In addition to relocating to Terminal A, Delta has opened a new 7,000-square-foot passenger lounge with a design inspired by the city's natural landscape and industrial past. The new space seats more than 200 guests and includes elevated views of the terminal and airfield. The lounge features acoustic systems designed to absorb outside sounds, providing visitors with a quiet refuge inside the bustling terminal. Guests of Delta's Sky Club at Terminal A can enjoy a drink from either the premium bar or the beverage station, as well as buffet-style food offerings.

Additional local retail, food and beverage shops from Newark, Elizabeth, and Jersey City, as well as regional, national and global brands, provide passengers with more dining and retail options. ■

NON-REV TRAVELER

A One-Day Trip to Berlin



BY JONATHAN KATZ

jkatz@metroairportnews.com

It has been quite a while since we've been to Berlin, and now that Delta Airlines has added Berlin to its summer schedule, we decided to revisit this city. Berlin is a beautiful city, but it should be marketed as a Peace City, similar to Hiroshima, in that many memorials and cemeteries represent many countries that lost their citizens in the World Wars.

Berlin is a historic city in that informational placards are everywhere, explaining the history of what happened on the spot in

front of you. You find yourself immersed in the history of where you are standing, and you keep moving from placard to placard, reading one after another, trying to understand precisely what happened in this city during and after the two world wars.

Adding to the city's historical nature are the many religious crosses on fences throughout Berlin, representing those who tried to escape from the East to the West over the Berlin Wall during the Cold War. The names of these people have been inscribed on each cross.

It is incredible to visit Brandenburg Gate, the 18th-century neoclassical monument,

and understand how this symbol has changed today, the current symbol of the free world, and yesterday, the symbol of several terrible world wars and authoritarian regimes.

We walked all over the city, but one of the nicest streets to walk in Berlin is Friedrichstrabe. This excellent shopping street leads to another memorable and significant time and location, 'Checkpoint Charlie,' which was the most renowned crossing point between the German Democratic Republic and the Federal Republic of Germany during the Cold War. Once again, you almost feel yourself walking backward in history, trying to sense what it must have felt like at this monument 70 years ago. Interestingly, the famous Friedrichstrabe Train Station was originally located entirely in East Berlin but was serviced by surface trains and subways during the years that Berlin was divided. During this time, trains were allowed to operate through closed stations without stopping.

One of the best things to do in Berlin is to visit the Reichstag, the center of Germany's government, with its glass dome on top of the central building. Visiting Reichstag is a must, and it is possible in that you can easily apply for a pass online or receive a pass while physically waiting in line at the base of the building. There is also Kafer, a fine dining restaurant at the top of the Reichstag with excellent city views.

Similar to our first visit, we stayed at the Berlin Marriott Hotel on Potsdamer Platz in the city's center. The mass transit in Berlin is very efficient, and airport transportation can be made by surface train or subway. On this trip, we took a cruise up the beautiful Spree River that runs through the center of the city.

An excellent side trip and a very short train ride from Berlin is the picturesque city of Potsdam, Germany. For history buffs, this was the famous site of the Potsdam Conference, renowned for the meetings of Harry Truman, Winston Churchill, and Joseph Stalin after World War II in 1945.

Berlin is a beautiful city that provides travelers with tremendous value and is not to be missed. Berlin Brandenburg Airport opened in 2020 and is spectacular.

Note: The German Aviation Departure Tax was \$17.00 (USD). ■



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UPCOMING EVENTS

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

September 6

**JFK Rotary Club
Monthly Dinner Meeting**
Vetro Restaurant & Lounge
164-49 Cross Bay Blvd
Howard Beach, New York 11414
www.jfkrotaryclub.org

September 11-13

2023 Fall NYAMA Conference
TWA Hotel
Jamaica, New York 11430
www.nyama.aero

September 11 & 25 – 7:00pm

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

September 11 – 7:00pm

**JFK Airport Committee
(JFKAC) Quarterly Meeting**
VIRTUAL EVENT
aircraftnoise.panynj.gov/nycar

September 12 – 9:00am

LAAMCO Monthly Meeting
LaGuardia Airport-(LGA)
3rd Floor, Hangar 7
East Elmhurst, New York 11371
www.laamco.com

September 12 – 6:00pm

ADDAPT Dinner Group
The Heritage Club
Farmgindale, New York 1173
www.addaptny.org

September 13

KAAMCO Members Meeting
John F. Kennedy International Airport
Port Authority Building
Jamaica, New York 11430
www.kaamco.org

September 13 – 9:30am

OTG JFK Hiring Event
90-4 161st Street
Jamaica, New York 11432
www.otgexp.com

September 14 – 9:30am

OTG LGA Hiring Event
LGA Community Outreach Office
East Elmhurst, New York 11369
www.otgexp.com

September 14 & 28 – 12:00pm

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

September 15 – 9:00am

**EWB Airport Recruitment Event:
Aircraft & Building Cleaner**
New Jersey Career Center
Newark, New Jersey 07102
www.caonynj.com

September 15 – 9:30am

**PAPD Emerald Society General
Membership Meeting**
Mulcahy's Pub
Wantagh, New York 11793
www.papdemeraldsociety.com

September 18

**Queens Chamber
of Commerce Golf Outing**
Garden City Country Club
Garden City, New York 11530
www.queenschamber.org

September 20 – 11:00am

JFK Airport Security Hiring Event
JFK Airport
Jamaica, New York 11430
www.caonynj.com

September 21 – 7:00pm

**The Wings Club
September 2023 Luncheon**
Speaker: Alan Joyce, CEO and Managing
Director, Qantas Group
The Yale Club
New York, New York 10017
www.wingsclub.org

September 21

Airport Community Golf Classic
Lawrence Yacht & Country Club
101 Causeway
Lawrence, New York 11559
www.acgolfclassic.com

September 23

2023 Kiwanis Kids Day
LaGuardia Airport-(LGA)
Queens, New York 11371
www.lgakiwanis.org

September 25 – 9:00am

**JFK Airport Food Service
Recruitment Event**
JFK Airport
Jamaica, New York 11430
www.caonynj.com

September 26 – 9:00am

LGA Airport Hiring Event
LaGuardia Airport-(LGA)
Terminal B
Queens, New York 11371
www.caonynj.com

September 26 – 6:00pm

MWBE Certification Webinar
VIRTUAL EVENT
www.anewjfk.com

September 27 – 7:00pm

**LaGuardia Airport Committee
(LGAAC) Quarterly Meeting**
VIRTUAL EVENT
aircraftnoise.panynj.gov/nycar

September 28 – 7:00pm

2023 The Semantics Golf Outing
Wind Watch Golf & Country Club
Hauppauge, New York 11788
www.thesemantics.org

October 10

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

October 14 – 6:30pm

**Pan Am Museum Foundation
6th Clipper Gala**
Cradle of Aviation Museum
Charles Lindbergh Blvd.
Garden City, NY 11530
givebutter.com/pamfgala2023

October 20

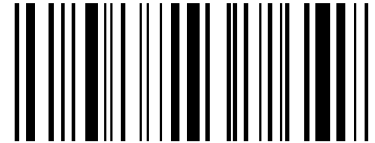
**2023 Wings Club
Annual Awards Gala**
New York Hilton Midtown
New York, New York 10019
www.wingsclub.org

October 25 – 11:30am

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