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Serving the Airport Workforce and Local Communities

March 2017

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Port Authority Aviation Director Huntley Lawrence (left) and Executive Director Pat Foye (right) join the celebratory procession as Norwegian Air inaugurates daily flights to Ireland and Scotland from Stewart International Airport.

Norwegian Airlines Puts the "International" in Stewart Airport

Historic is a word often associated with the roll-out of new Port Authority facilities and services, whether it's the redevelopment of LaGuardia Airport or construction of a brand-new Goethals Bridge.

Yesterday, history traveled north to Stewart International Airport in Newburgh, N.Y., as Norwegian Air announced it would begin a

series of daily flights to Ireland and Scotland – truly putting the “international” in the airport's name.

Port Authority Executive Director Pat Foye and Ed Harrison, Stewart's General Manager, applauded the Norwegian announcement as the start of a new era for the airport, which the Port Authority acquired in 2007.

JetBlue Celebrates 17th Anniversary With New Livery

JetBlue has come a long way since launching its first two routes, now flying to 100 destinations across the U.S., Caribbean and Latin America.

And even as the airline looks toward more growth in the years ahead there's still no place like home. That's why New York's Hometown Airline is honoring the city that never sleeps with a tailfin take on the buildings that form the iconic skyline.

The aircraft, “Red, White and Blue,” came fresh out the paint shop to JFK on February 16 after spending 9 days at the Airbus U.S. Manufacturing Facility in Mobile, Alabama.

The design, which depicts the image of bright lights through window panes of city high-rises,

is meant to reflect JetBlue's growth and New York's perpetual desire to reach for the sky. Much like our journey as a company, climbing the city that never sleeps is not always easy, but it's inspiring whatever your vantage point.

Four of our signature colors are what make up the design created by our Brand Design Team. The windows in the image are able to be “turned off,” thus creating a new arrangement that presents a slightly different image.

Our growth may lead us down many paths, but when it comes to the evolution of our brand, we always come home. The “Highrise” pattern will continue to be featured on many of the aircraft we receive this year as well as planes that

“It's not an overstatement to say this is an historic day for Stewart Airport,” Foye said. “This is an incredible achievement, and we thank our partners from Norwegian Air.” Harrison noted that, “with Norwegian Air's non-stop transatlantic commercial flights, we are genuinely an international airport now.”

Norwegian's daily schedule doesn't launch until June, but the impact of its announcement was immediate. Within the first hour, Norwegian officials confirmed they had already booked 2,500 flights and that number soon jumped to 4,000, underscoring the public interest in international flights from Stewart.

It's that potential that led to the Port Authority-Stewart Airport marriage a decade ago. Strategically located a little more than an hour north of New York City, the one-time Air Force base has proven to be an important asset in the Port Authority's airport system. Through the end of 2016, the agency's total investment of about \$175 million in spending on the airport and customer service.

Huntley Lawrence, the Port Authority's Director of Aviation, credited “a combination of our investments in aviation infrastructure and the hard work of the Airport Services Group” for many of the gains made at Stewart.

One of the largest employers in the Hudson Valley, Stewart has about 2,700 workers and

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are due for a fresh coat of paint. “Red, White and Blue” is currently out in the network so be on the lookout as our newest tailfin design makes its way through the sky and to a BlueCity near you! ■

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Enterprise Makes Donation to William R. Decota Scholarship



(L.-R.): John F. Kennedy International Airport General Manager Mike Moran, Enterprise's Mark Scotto, Aviation Director Huntley Lawrence, Enterprise's William Fainberg, and Aviation Assistant Director Ralph Tragale.

On January 17, Enterprise Rent-A-Car presented Aviation Director Huntley Lawrence with a \$3,000 donation for the William R. Decota Scholarship Fund, which honors the Aviation Director who passed away on Sept. 11, 2009.

The late Bill DeCota served as Aviation Director from 1999 until his untimely passing. Highly respected by peers in and outside the Port Authority, Mr. DeCota championed

groundbreaking modernization projects across the agency's airport system – laying the foundation for the efforts that would follow after his passing, including the redevelopment programs now led by Mr. Lawrence.

The DeCota scholarship was established in 2010 by the Wings Club, a global society of aviation professionals, and is presented annually to a student at Vaughn College of Aeronautics and Technology. ■

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Norwegian Airlines Puts the "International" in Stewart Airport

generates \$450 million in annual economic activity. With the addition of Norwegian Air routes, the estimated total economic impact is expected to result in the creation of a total of 230 jobs, \$13 million in total wages and \$36 million in overall economic activity.

Signs of growth and progress abound. Last year, Allegiant Airlines launched seasonal service from Stewart to Myrtle Beach and plans on adding flights this year, while expanding the flight season on both ends.

On the cargo side of the operations, the airport experienced an increase in tonnage handled at the airport of 23.7 percent in 2016, due primarily to a surge in shipments by FedEx. DHL is investing nearly a half-million dollars in renovations and will begin operations in the coming months, while adding 30 new jobs. The general aviation sector – the private, corporate and charter flights that make up the bulk of traffic at Stewart – is also posting solid growth.

"We may be a small airport," Harrison said, "but now everyone can see our enormous potential." **CHERYL ALBIEZ & ROZ HAMLETT**

LaGuardia Gateway Partners Awarded 'Americas Transportation Deal of the Year'

The redevelopment of LaGuardia Central Terminal B recognized for innovative financing model

LaGuardia Gateway Partners' redevelopment of LaGuardia Central Terminal B was named 'Americas Transportation Deal of the Year' by the PFI Awards, which honor achievement and ingenuity in the global project finance market. LaGuardia Gateway Partners is composed of three equity and development partners: Vantage Airport Group, Skanska and Meridiam.

"We are honored to be recognized by this award, underscoring the importance of investing in America's aging infrastructure through public-private partnerships and innovative financing," said Stewart Steeves, Chief Executive Officer of LaGuardia Gateway Partners. "We're excited to be at the forefront of a project that is focused on delivering a great customer experience. We are building and operating a facility that New Yorkers can be proud of."

The traditional approach to funding airport projects – through government grants and passenger fees – cannot keep pace with the growth in passengers and cargo going through airports, making public-private partnerships key for successful redevelopment. LGP has made

history with regards to the financial structure of the deal. Valued at \$4 billion, the agreement is one of the largest public-private partnerships in the history of the United States and the largest in U.S. aviation. \$2.5 billion of the capital was raised in project bonds, \$1.5 billion was supplied by the Port Authority, and \$200



Stewart Steeves, CEO LaGuardia Gateway Partners

million in equity was split between the three principal shareholders of the consortium. The bonds were oversubscribed by a factor of ten, reflecting the strong interest by investors in the project.

"It is a tribute to the team that LGP has been recognized for one of the most complex projects ever undertaken at U.S. airports," said George Casey, Chair and CEO of Vantage Airport Group and Chair of LGP. "Through innovative approaches to financing, development and operations, we minimize risk to our partners, the Port Authority and the community, maximize benefit to our stakeholders and airlines, and deliver a great experience to current and future users of LaGuardia Central Terminal B."

LaGuardia's Central Terminal B currently serves nearly 15 million passengers annually, but was designed to accommodate just eight million. The redevelopment project includes a new 35-gate Central Terminal B and is expected to achieve LEED Silver certification for sustainable design. It will also feature dual pedestrian bridges spanning active taxi lanes – the first in the world – that connect the terminal to two island concourses. ■

Transportation and Infrastructure Committee Holds First Hearing of the 115th Congress



Chairman Bill Shuster (R-PA)

Chairman Bill Shuster (R-PA) and Members of the House Transportation and Infrastructure Committee held the Committee’s first full hearing of the 115th Congress to explore the importance of infrastructure to America’s job creators, and what sort of infrastructure investments must be made to prepare the Nation to take on the challenges of the 21st century. The hearing, entitled “Building a 21st Century Infrastructure for America,” featured testimony from some of the Nation’s largest corporate users of our transportation networks and infrastructure, as well as organized labor.

“The health of the Nation’s infrastructure will determine our competitiveness in a 21st century global marketplace,” said Chairman Shuster. “Manufacturers, farmers, and consumers all rely on the efficient movement of goods and people throughout the Nation. America cannot afford to lag behind our competitors as they make significant improvements to their own infrastructure. Today’s hearing explored ideas and solutions to remain a leader in commerce and job creation tomorrow.”

- The Committee heard testimony today from a panel of prominent witnesses:
- Frederick W. Smith, *Chairman and Chief Executive Officer of the FedEx Corporation*
 - David W. MacLennan, *Chairman and Chief Executive Officer of Cargill, Inc.*
 - Ludwig Willisch, *President and Chief Executive Officer of BMW of North America*
 - Mary V. Andringa, *Chair of the Board of the Vermeer Corporation*
 - Richard L. Trumka, *President of the AFL-CIO*

“Washington is focused on infrastructure like never before, including President Trump, who continues to push for addressing our infrastructure needs,” Shuster added. “Before we can specify any infrastructure proposal, we must frame what we want to accomplish and lay out a vision for building a 21st century infrastructure. Today’s hearing was the first step towards that goal.” ■

IAG’S Willie Walsh Banks On Long Haul, Low Cost Market Strategy

Long-haul, low-cost flights will become a “significant part of IAG”, with budget flights from Barcelona just the start of the airline group’s ambitions, its chief executive Willie Walsh says.

Speaking at the Airlines for Europe (A4E) conference in Brussels on 8 February, he said that “without question, in due course” IAG would seek to roll out long-haul, low-cost operations at other locations in Europe. “You’ve got to start somewhere and we think Barcelona is the right place to start,” he says.



Willie Walsh, CEO IAG

IAG late last year disclosed plans to establish a new airline linked to the low-cost carrier Vueling at Barcelona El Prat to open long-haul operations in June, potentially serving destinations in North and South America as well as Asia.

Walsh says tickets for the low-cost, long-haul service will go on sale “very soon”, but the airline group is yet to decide whether it will start a brand new airline to operate them or use an existing member of IAG.

But he indicates Vueling will not operate the service. “Vueling will feed the operation at Barcelona but my view is that it’s not appropriate for Vueling to do that [long-haul] operation,” he says. “They do what they do very well and we want them to continue focusing on that”.

While not ruling out Aer Lingus as a potential candidate, Walsh says though it has a very strong brand in the USA and Ireland, “it wouldn’t necessarily work in Barcelona at the moment”.

Walsh confirms that new Airbus A330s will be used for the service. “We had options, these are aircraft that were available to us through the deals we have with Airbus and we are just taking them earlier than we had planned,” he says.

Asked whether it is a coincidence that Norwegian is also planning to start long-haul flights from Barcelona this year, he says IAG has previously disclosed that “we would respond in a competitive way to what Norwegian has done”. ■

Two Arrested In Separate Incidents at LaGuardia Airport

On Feb. 13, 2017, two people were arrested in separate incidents after Port Authority police say they carried illegal handguns into LaGuardia Airport.

David Deans (left), 23, of Texas, was arrested after police confiscated a loaded Smith and Wesson SD40VE 40-caliber pistol, 28 rounds of ammunition and 14-round high capacity magazines at the Southwest Airlines ticket counter. Several hours later, Ashley Freeman (right), of Michigan, was arrested at the Delta ticket counter after authorities found a Smith and Wesson revolver and five rounds of ammunition in her possession.

Both Freeman and Deans were charged with criminal possession of a weapon. Regular airport activity was not disturbed due to the arrests, police said. ■



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FedEx Pushes for Infrastructure Fix As President Trump Eyes Investment

The growth of online sales that require delivery is putting enormous new demands on highways, airports and other infrastructure, which must be modernized with sustainable funding, FedEx Corp. Chairman and Chief Executive Officer Frederick Smith said.

E-commerce is projected to increase by 26 percent from last year to \$2.4 trillion worldwide by 2018, adding to the need for infrastructure upgrades to improve a slowing economy, Smith said Wednesday in testimony before the U.S. House Transportation and Infrastructure Committee.

“You can’t expect national productivity and economic well-being to improve unless you address these infrastructure issues,” Smith said during his testimony. “In my mind, it’s just a matter of paying for it.”

President Donald Trump has promised to repair and upgrade aging roads, bridges, airports and other assets while putting millions of people to work. Trump hasn’t provided details



of his plan or how it would be funded, but his advisers have said it could amount to as much as \$1 trillion. Trump, they said, wants to leverage more private capital with a new tax credit or other mechanisms.

Executives’ Testimony

Together with Smith, executives from Car-gill Inc., BMW of North America, Vermeer

Corp. and the AFL-CIO also testified at the hearing on infrastructure needs. Smith said FedEx and other transport providers need an improved air-traffic control system, updated sea and air ports and well-maintained roadways.

“FedEx and other transportation and logistics companies cannot continue to help grow the U.S. economy and increase jobs without improved infrastructure and wise policy decisions from Washington,” Smith said.

Democrats have said they’re willing to work with Trump, including in the Senate, where some lawmakers have proposed spending \$1 trillion during the next 10 years. Republican congressional leaders, however, are pushing for private investment to play a bigger role and have said additional federal spending must be offset by cuts to avoid adding to the debt and deficit.

Transportation Secretary Elaine Chao, who was confirmed by the Senate and sworn in on Tuesday, suggested during her Jan. 11

confirmation hearing that both additional federal spending and more private investment are being considered. She said a “bold new vision” is needed to “take full advantage of the estimated trillions in capital that equity firms, pension funds, and endowments can invest” in infrastructure.

The U.S. interstate system is more than 60 years old and is “in desperate need of updating,” Smith said. With freight volume projected to increase by 45 percent by 2045, more than 40 percent of major U.S. highways in urban areas are already congested and 30 percent of U.S. interstates are in poor or mediocre condition, he said.

FedEx supports “a broad mix of revenue sources” besides federal fuel taxes to provide sustainable, long-term funding for the Highway Trust Fund, Smith said. During the hearing, he mentioned possibilities including a tax based on the number of miles a vehicle travels and charges during certain travel times or for the use of dedicated highway lanes to reduce congestion.

Improving air traffic control will help, but with the top 20 U.S. airports becoming overly crowded within the next 10 years, new runways and facilities will still be needed and existing ones will need maintenance, he said. ■

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AirTrain In The Works

The Port Authority of New York & New Jersey has issued a request for proposals for an engineering firm that will lead preliminary work on an AirTrain leading to LaGuardia Airport in western Queens. A selected engineer would be responsible for early work on a new station at Willets Point in Flushing, two at the new \$8 billion airport as well as figure out the line’s path, according to a press release from Gov. Andrew Cuomo’s office.

Details on the plan are still being worked out, and a full dollar amount has not been attached to the AirTrain. But transportation advocates pushed the Port Authority and the governor to include a rail link as part of the new incarnation of LaGuardia. State officials estimate that by 2030 LaGuardia will handle 6 million more passengers annually—the hub handled 27.4 million passengers between January and November 2016, according to Port Authority data.

“The millions of passengers who travel through LaGuardia each year deserve a convenient and reliable mass transit option that connects this key transportation hub to the heart of Manhattan,” Cuomo, who oversees the Port Authority with New Jersey Gov. Chris Christie, said in prepared remarks. “We are transforming LaGuardia into a world-class transportation gateway, and an essential piece of the puzzle is ensuring rail mass transit access to the airport. With this action, we’re taking the

next major step toward making this a reality.” Whoever is selected will be responsible for an engineering plan on two stations at LaGuardia, where the Port Authority owns the land and new terminals are being constructed by private companies. Terminal B, a \$4.2 billion project slated to finish in 2022, is being developed by a consortium of six companies, while a new Terminal C will replace two separated facilities owned and managed by Delta Air Lines.

Financing the construction of the line—including the option of a public-private partnership—will be examined by the selected engineering firm, the release indicates. In its 10-year capital plan, which is set to be voted on next week, the Port Authority has dedicated \$1 billion to constructing the AirTrain. The agency expects construction of the line to start in 2019 and for it to begin serving passengers by 2023.

The firm will also lead engineering work on a new AirTrain station at Willets Point, which sits between the Flushing and Corona sections of Queens. The hub will go in tandem with a new 7 line and new Long Island Railroad station. Construction of the \$46.9 million project is supposed to start next year and will be spearheaded by the Metropolitan Transportation Authority, as DNAinfo reported in February 2016. Last summer, Cuomo said that the MTA would also operate the elevated AirTrain.



The potential engineer will also be responsible for a study on how many people are expected to ride the AirTrain as well as parking options at Willets Point, according to the release. The governor’s office estimates that 86 percent of LaGuardia’s passengers travel to the airport by car, as do more than half of the 12,000 airport workers—creating a traffic nightmare. Recent construction at the airport has slowed down roadways even more, as has the demolition of several parking lots.

In order to address the immediate crisis, the governor announced in June 2016 that the Q70 bus line would be revived as an express means to get to the airport. But infrastructure advocates have urged the state and the Port Authority to hammer out a rolling plan for a rail link.

By having the LIRR connect with the

AirTrain at Willets Point, the ride from Midtown Manhattan to LaGuardia will take about 21 minutes—15 minutes from Pennsylvania Station to Flushing and another six minutes to the airport.

Joseph Sitt, the founder of Thor Equities and chairman of airport watchdog Global Gateway Alliance, in a statement applauded the plan, but urged that it is approved in the final capital plan.

“The governor and Port Authority’s announcement today turns words into action and brings LaGuardia one step closer to having a direct rail connection to the region’s core,” Sitt said. “For too long, millions of passengers have relied on private cars to get to and from the airport, costing them extra dollars and clogging up the roadways.” ■

CAPA Analysis Shows United States Big Three Airlines Prospering

The US Big 3 airlines enjoy rally in domestic & Latin markets as the Atlantic and Pacific languish

Latin America emerges as a welcome bright spot for the US Big 3 airlines. Near the end of 2016 Latin America emerged as a bright spot for US airlines as trends on international routes to Brazil stabilized – in part because of capacity reductions. Data from CAPA and OAG for the week of 30-Jan-2017 show that seats between the US and Brazil have reduced by 25% year-on-year.

The three large US global network airlines – American, Delta and United – were reasonably positive about their outlooks in early Jan-2017 prior to the US government issuing travel restrictions for several countries. The long term effects of President Trump’s executive order remain unclear, but early indications show a curb of some corporate travel just as yields in that passenger segment were starting a slow recovery.

Those three airlines were optimistic that pricing in the US market, including business travel fares, had hit the bottom and was turning a corner. For now that is still the likely scenario, with the domestic market serving as one of the stronger entities for those three airlines prior to the travel ban. Latin America had also started a solid recovery, with American, Delta and United all posting positive passenger unit revenue results for that region during 4Q2016, and they expect Latin America’s momentum to continue into 1Q2017.

The trans-Atlantic and trans-Pacific remain the most challenging regions for American, Delta and United. Trans Atlantic flights are challenged by competitive capacity and currency fluctuations that show no signs of retrenching. But prospects for the trans Pacific look better in 2H2017 as service caps in the current China-US bilateral are met during that period. ■

United States of America to Brazil				
(seats per week, one way): 1-Feb-2016 and 30-Jan-2017				
Airline	Week of Feb. 1, 2016 Seats	Week of Feb. 1, 2016 Percentage Share	Week of Jan. 30, 2017 Seats	Week of Jan. 30, 2017 Percentage Share
American Airlines	26,058 seats	37.7%	19,069 seats (-26.82%)	36.82%
Azul	7,250 seats	10.49%	4,065 seats (-43.93%)	7.85%
Delta Air Lines	8,011 seats	11.59%	7,787 seats (-2.8%)	15.03%
Korean Air	654 seats	0.95%	N/A	N/A
TAM Airlines	18,388 seats	26.61%	12,376 seats (-32.7%)	23.89%
United Airlines	8,750 seats	12.66%	8,498 seats (-2.88%)	16.41%
Total	69,111 seats	100%	51,795 seats (-25.06%)	100%

*SOURCE: CAPA - CENTRE FOR AVIATION AND OAG. CENTRE FOR AVIATION, FORMERLY CENTRE FOR ASIA PACIFIC AVIATION, AN AUSTRALIA BASED AVIATION INFORMATION AND ANALYSIS CONSULTANCY

JFK Airport's Terminal 4 Welcomes New Retail Offerings

Brooks Brothers, PANDORA and CORSA Collections now open for travelers

Terminal 4 at John F. Kennedy International Airport – home to more than 20 million annual passengers – announced the opening of three new offerings for travelers - PANDORA, Brooks Brothers and CORSA Collections – in one expansive, elegant walk through retail space. The 4,000-square-foot store, operated by Paradies Lagardère, boasts both fashion and accessories to make for a pleasant and relaxed shopping experience.

“We’re thrilled and appreciative to grow our partnership with Terminal 4 at John F. Kennedy International Airport, and debut PANDORA, Brooks Brothers and CORSA Collections,” said Gregg Paradies, President and CEO of Paradies Lagardère. “Terminal 4 is truly a world class terminal and we believe that our brands are a nice complement to the overall concessions program”.

The new retail offerings join Terminal 4’s expansive retail lounge – with more than 122,200 square feet devoted to shopping and dining features 49 retail shops and 28 restaurants. The terminal offers an unparalleled shopping experience for travelers with a wide range of retail options from chic, upscale boutiques, to convenience stores, electronics, accessories and gifts.



Other representative brands include: Coach, Guess, Hugo Boss, Kiehl’s, Michael Kors, Swarovski, Thomas Pink, Victoria’s Secret, Hudson News, XpresSpa and The Metropolitan Museum of Art Store. Restaurants include The Palm, Danny Meyer’s Blue Smoke and Shake Shack, Uptown Brasserie by Marcus Samuelsson and innovative, original food and beverage concepts line the terminal’s retail lounge. ■

Cybercrimes Worry Internet Security Expert



Chair of ACI’s Cybersecurity Taskforce, Dominic Nessi, explains more about what the organization is doing to combat the growing threat of cybercrime.

The World Economic Forum has identified cybersecurity among its top global risks in each of the last eight years. As the world shrinks, governments will continue to focus on open trade policies, allowing for significant trans-border investments, promoting international collaboration and encouraging international tourism, increasing air traffic as a significant by-product.

To meet this growing need, airports will implement transformative technologies to reduce costs, increase customer satisfaction, and increase productivity in airport operations.

Similarly, passengers (business and leisure) will be communicating around the clock at all airport locations and the overwhelming majority will have significant digital literacy and the mobile devices available to stay communicated.

The result is that airport operations, technology and passenger interaction will be fully converged.

It is estimated that by 2025, there will be 4.7 billion Internet users – an almost 300% increase from today. A critical aspect of this growth is that 75% of it will be occurring in emerging economies, primarily in Asia and Africa, where cybersecurity strategies are struggling to keep pace with this explosive growth.

This explosion in the digital landscape will have a significant impact on airports, and while it is fairly obvious that each airport is responsible for its own cybersecurity environment, airports as a community must work together to establish an industry-wide secure environment.

In 2014, ACI World created a Cybersecurity Taskforce with the objective of developing a comprehensive cybersecurity program. Composed of airport representatives from across the world, the taskforce has been instrumental in creating a focused approach to airport cybersecurity.

The latest product produced by ACI is the implementation of its ‘Airport IT Security Benchmarking Tool, which is based on the international cybersecurity framework ISO 27002.

ISO 27002 is an advisory document, which recommends information security controls addressing information security control objectives arising from risks to the confidentiality, integrity and availability of information.

Once an airport completes its ISO 27002 assessment it receives an over-all score based on a capability maturity model which ranks an airport’s cybersecurity practices from non-existent to optimized.

Airports can then develop a risk mitigation strategy to meet the ISO 27002 guidance and regularly test its progress towards achieving a higher level of maturity. ■

Robot PALS Work at Oakland and San Jose Airports in California

Robot pals: OAK may have Pepper the Robot – a 4-foot-tall robot stationed near the Pyramid Ale Taphouse in Terminal 2; check out the awesome video at bayareane.ws/2kYFAcI – but San Jose’s Mineta International Airport has a robot playground. You’ll find the iPal Playground near Gate 25 in Terminal B, with a humanoid robot that can sing, dance and entertain kids.

The robots are engaging in entertaining travelers while assisting them with locating dining, shopping, and other services. “Our #SJCRobots offer travelers who are arriving and departing through Silicon Valley’s airport with an iconic experience reflecting our region’s unique culture of innovation,” said San Jose Mayor Sam Liccardo.

“This is also another example of how we’re partnering with the private sector through our Smart City Vision to demonstrate new technologies that can help shape the way we live, work, play, and travel.”

Stationed on geo-fence mats and located at Gates 11, 21 and 25, the robots are immediately engaging to travelers with their avatar-friendly faces as they audibly introduce themselves by their names: Norma, Amelia, and Piper.

They assist, engage, and entertain further by:

- Offering in-terminal dining, shopping, and other Airport services information on a 32-inch touch screen tablet operating on Microsoft Windows software
- Providing a You Are Here interactive map and directory
- Displaying information in six languages – English, Chinese, French, German, Japanese, and Spanish – allowing travelers to choose their preference, and
- Dancing, playing music, and taking photos that can be sent to travelers’ email accounts or displayed on the robots’ faces. ■



Pepper the robot stands in front of the Pyramid Ale Taproom at the Oakland International Airport in Oakland.

United's Oscar Munoz Launches New Customer Service Efforts

Oscar Munoz has the rare mix of acumen and charisma that's allowed him to pilot through competitive terrain with ease – a skill set that will serve him well as he embarks on year two in command of United's comeback.

Holding third in rank among the United States' big three carriers – American Airlines and Delta Air Lines claim the one and two

positions – the last decade has, for the airline, been fraught with bitter union disputes, brushes with bankruptcy, a bumpy merger with Continental and a CEO embroiled in an antitrust lawsuit. This has led to bad customer service, a rise in flyer complaints and a nose-dive in stocks.

On September 8, 2015, Munoz stepped into

the role of chief executive officer amid the controversy. He chose to be frank about the airline's troubles. "Let's be honest, the implementation of the United and Continental merger has been rocky for customers and employees," he said the following month, in a widely publicized open letter penned to passengers and staff. Accompanied with the letter, Munoz launched UnitedAirtime.com, a site for receiving and addressing customer and employee feedback. In less than 24 days on the job, he had met with employees and several customers with a simple agenda: to listen.

Munoz's inbox ballooned with thousands of e-mails containing both criticisms and ideas from employees. "I'm glad you asked us for e-mails. So please listen and hear what we say. We have great ideas!" wrote Stacey, a long-time purser for the airline. "Thanks so much for being frank and to the point! I already believe wonderful things are ahead!!" exclaimed Bridget, a Honolulu-based customer service representative. Only a month in, Munoz's inside-out strategy that sought to lift the airline with higher employee morale was already taking effect. Xi'an was added as the latest Chinese

destination cleared for nonstop 787 Dreamliner service; re-energized negotiations with labor groups were taking shape.

Thanks to Airtime feedback, United made good with several improvements, from posting its best on-time performance in company history to redesigning uniforms for comfort and durability.

Stroopwafels and savory snacks are back in economy class; Wi-Fi has been installed across the airline's entire domestic and international mainline fleet; automated security screening and upgraded lounges have been rolled out to improve the airport experience; and last June, the airline made headlines with the unveiling of Polaris, its reimagining of international business-class travel.

Munoz has used his success to empower others: His wife funds a statewide program in Florida for first-generation college students, a presidential professorship and a presidential fellowship focused on graduate education at the University of North Florida. "Our parents taught us to work hard and never forget our family roots, where we came from, and how much effort it took to get to where we are today," he told Hispanic Business magazine. ■

"Oscar Munoz: Chief Executive Officer, United Airlines" was originally published in the February/March 2017 issue of *APEX Experience* magazine.



Oscar Munoz at the introduction of Polaris, United Airlines' new international business class, in New York City.

South Carolina Aircraft Workers Reject Union Overtures

Boeing South Carolina (BSC) workers have voted to reject the International Association of Machinists' (IAM) attempt to unionize the North Charleston site.

"A total of 2,828 teammates of the approximately 3,000 eligible to vote cast ballots, with 74% (2,097) voting in support of the company," Boeing said in a statement.

"We will continue to move forward as one team," BSC VP & GM Joan Robinson-Berry said. "We have a bright future ahead of us and we're eager to focus on the accomplishments of this great team and to developing new opportunities."

In 2015, IAM withdrew a petition to unionize BSC workers after union organizers conducted home visits with more than 1,700 BSC workers, citing a "toxic environment and gross violations of workers' lawful organizing rights" as the reason it withdrew its petition. IAM filed a new petition with the National Labor Relations Board Jan. 20 to hold an election to unionize BSC employees.

On Feb. 17, Boeing plans to roll out the first 787-10, the third and largest variant of the 787 at BSC. First deliveries are scheduled for 2018 to Singapore Airlines and United Airlines.

Robinson-Berry said, "It is great to have this vote behind us as we come together to celebrate that event." ■



Boeing Rolls Out First 787-10

Boeing rolled out the first 787-10, the third and largest Dreamliner variant, from its plant in North Charleston, South Carolina, the exclusive final assembly site for 787-10 aircraft.

More than 5,000 people, many of them Boeing employees, attended a roll-out ceremony featuring a speech by US President Donald Trump.

Trump, who toured the Boeing South Carolina facility with Boeing chairman, president and CEO Dennis Muilenburg prior to the Feb. 17 ceremony, called the 787-10 "one beautiful airplane" and "an amazing piece of art."

An 18-foot stretch of the 787-9, the 787-10 can seat 330 passengers in a single-class layout. First flight is expected later this year. First deliveries are slated for 2018 to Singapore Air-

lines and United Airlines.

"I think [Trump] was impressed with what he saw" during the facility tour, Muilenburg said. "This is about manufacturing in the US."

Trump used his speech to tout US manufacturing. "Our goal as a nation must be to rely less on imports and more on products made right here in the USA," Trump said with both the 787-10 and Air Force One, a Boeing 747, in the background.

Though 787 final assembly occurs in the US, the aircraft is put together via a vast international supply chain that includes parts manufacturing in Japan, South Korea, France, the UK, Sweden, Italy, Canada and Australia.

There are 149 orders for the 787-10 from nine customers. ■



Xiamen Airlines Inaugural Flight Arrives at JFK’s Terminal 4



Terminal 4 at John F. Kennedy International Airport recently celebrated the inaugural flight of China’s Xiamen Airlines from Fuzhou to New York City.

The inaugural flight was celebrated at T4 with a ribbon cutting and commemorative remarks by Mr. de Graaff; Zhang Qiyue, the Consul General of China in New York; Michael Moran, General Manager of JFK for the Port Authority of New York and New Jersey; and Cai Shunchu, Xiamen Airlines’ Deputy General

Manager. The ceremony included an authentic Chinese lion dance.

The route will be operated with a Boeing 787-9 Dreamliner with 287 seats, and will have three direct flights per week. Xiamen Airlines – a subsidiary of China Southern Airlines and a member of the Skyteam alliance – is the only Chinese airline operating an all-Boeing fleet.

“We are delighted to welcome Xiamen Airlines to Terminal 4,” said Gert-Jan de Graaff, president and CEO of JFKIAT. “As a gateway to New York City and the United States, this relationship will continue to strengthen international ties with China, and promote business, cultural growth and tourism between our two countries.”

With the addition of Xiamen Airlines, Terminal 4 is now home to 33 international and domestic carriers, and serves more than 20.6 million passengers per year. ■



Port Authority Approves Largest Ever \$32.2 Billion 10-Year Capital Plan

The Port Authority Board of Commissioners recently approved the agency’s largest ever \$32.2 billion 2017-2026 Capital Plan, which reflects the agency’s continuing return to its core transportation mission and is expected to generate 235,400 job years and \$56 billion in overall economic activity for the region.

The plan allows for \$11.6 billion in major redevelopment projects to advance at the region’s major airports during the next decade, including the \$4 billion LaGuardia Terminal B replacement, the largest transportation public-private partnership in the United States. It also provides for the advancement of work on Terminal A at Newark Liberty International Airport and the redevelopment of John F. Kennedy International Airport, under which Port Authority investments are expected to leverage billions of dollars of private sector investment.



At the agency’s tunnels, bridges and terminals, the plan provides \$10 billion to greatly enhance trans-Hudson commuting, including the construction of new facilities and the upgrading of existing ones. Funds are included to complete the \$1.5 billion Goethals Bridge Replacement, being done through the first true surface transportation PPP in the Northeast. It also provides funding to complete the rebuilding of the Bayonne Bridge, a \$1.6 billion project that will effectively provide a brand new bridge for travelers and remove an existing navigational impediment to allow modern ships to pass underneath it and keep the ports competitive. The plan includes \$3.5 billion to begin planning and construction of a new Port Authority Bus Terminal in Manhattan and nearly \$2 billion to complete the largest overhaul and rehabilitation of the George Washington Bridge ever undertaken in the bridge’s 85-year history.

The Capital Plan also includes funding to rebuild some of PATH’s aging rail stations and to upgrade other critical rail system infrastructure to ensure safety and service reliability. Funds also are included to plan and build an extension of the PATH system from its current terminus at Newark Penn Station to the Newark Liberty International Airport Air Link Station, a project designed to improve airport access and enhance trans-Hudson commutation.

To further address the region’s critical trans-Hudson transportation needs, the plan also provides the largest contribution of any stakeholder to date — \$2.7 billion — for the critical trans-Hudson rail tunnel link between New York and New Jersey and Portal Bridge North projects. The contribution will pay debt service on expected borrowing by the Gateway Program Development Corporation from low-interest federal Railroad Rehabilitation and Improvement Financing loans.

The 10-year plan will accelerate the rebuilding of the region’s aging infrastructure by leveraging billions in private sector dollars including through public-private partnerships on major transportation and terminal projects, including those at the airports and bridges. The plan’s multi-billion investment is expected to result in the creation of 235,400 job years, \$20 billion in total wages and \$56 billion in overall economic activity.

The approval followed a month-long public comment period – including two first-ever public meetings in each state that were attended by commissioners and agency leadership. Prior to the Board’s vote to move the proposed plan forward on January 5 for public comment, there was robust debate and discussion by Board members over how to parcel out limited resources to the agency’s growing list of capital investment needs.

Since the Board’s January 5 meeting, the agency received 429 comments on its plan from 365 individuals. Fifty-five speakers attended the public meetings in both states to comment on specific items in the document and 9 people Tweeted comments about it. An additional 327 comments were emailed and 12 comments were received by mail. The Board of Commissioners received periodic summaries of the public comments prior to today’s Board meeting.

The 10-year plan approved today includes \$29.5 billion in direct spending on Port Authority projects and the \$2.7 billion commitment to support debt service on the Gateway passenger rail tunnel project.

The plan outlines specific funding commitments for major capital projects the agency will invest in over the next 10 years. All projects remain subject to Board authorization processes, and, before they proceed, are subject to a rigorous “gates” review process before they proceed that look at agency revenue and the ability to finance them. ■

FAA Statement On Nextgen Progress



The FAA has spent \$7.5 billion in congressionally appropriated funds on the air traffic modernization program known as NextGen over the past seven years. That investment has resulted in \$2.7 billion in benefits to passengers and the airlines to date, and is expected to yield more than \$160 billion in benefits through 2030.

NextGen is one of the most ambitious infrastructure and modernization projects in U.S. history. Its successful, ongoing rollout is the result of rigorous acquisition, program and portfolio management, and stakeholder engagement with the airline industry and other members of the aviation community. The FAA invited airline stakeholders to help develop the blueprint for NextGen and they continue to have a seat at the table in setting NextGen priorities and investments through the NextGen Advisory Committee. ■

Antonov Airlines Transports Giant Helicopter from Its New UK Headquarters



(L-R): Martin Banns, Commercial Executive, Paul Bingley, Commercial Manager, and Martin Griffiths, Commercial Manager, all ANTONOV Airlines Back Row (Left to Right): Michael Goodisman, Business Development Director, Graham Witton, Managing Director, and Paul Furlonger, Director, all ANTONOV Airlines

London, UK – Antonov Airlines has carried out its first charter operation from its new UK headquarters at London Stansted Airport using machinery, which it designed to speed up loading of a giant helicopter. The cargo, a British-manufactured helicopter measuring almost 4.4 metres high, travelled from the UK to Southeast Asia on one of the airline’s seven AN-124-100 freighters.

It was loaded at the Diamond Hangar at London Stansted Airport, the new UK home of Antonov Airlines.

“It is a wonderful coincidence that one of the UK office’s first operations should take place on its doorstep,” said Paul Bingley, Commercial Manager, Antonov Airlines, who organized the charter. “Such close proximity allowed us, not only to successfully test our specially-designed loading equipment, but also to work much more closely with our customer. You could say we arrived at the right place at the right time.”

Antonov Airlines was the first to offer the 150-tonne payload AN-124 commercially more than 28 years ago. The airline also operates the



Antonov Airlines' AN-124-100 freighter at London Stansted Airport.

world’s largest aircraft, the 250-tonne payload AN-225 and a 60-tonne payload AN-22.

“Our team in Kiev was pleased to work closely with our UK office for this move,” said Andriy Blagovisniy, Head of Commercial Development, Antonov Airlines.

“Our in-house engineering expertise meant we were able to deliver an expert solution for this aerospace customer and we look forward to supporting many more companies in the defence, energy, humanitarian, industrial, automotive, and oil and gas sectors.”

Antonov is the design and maintenance authority for the AN freighter fleet, and boasts 13,000 employees providing technical expertise for moving project and outsized cargo safely and economically around the world. ■

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American Airlines Cargo Team Busy, Once Again, This Valentine's Day Season

Love is in the air—as in Valentine's Day flowers shipped from field to florist by an American Airlines Cargo team that continues to lead the industry in terms of development and performance within the space.

Perhaps nothing else has the inherent ability to say it all quite like a bouquet of flowers: "I love you," "I'm sorry," "congratulations"—and even, simply, letting a loved one know you're thinking of them—a flower communicates a common theme of warmth and compassion.

For that reason, American takes the delivery of Mother Nature's beautiful creation very seriously.

The first part of February is traditionally one of Cargo's busiest seasons, with weeks of carrying shipments of freshly cut flowers—including everything from tulips and Baby's-breath to roses—that will eventually end up in stores and the homes of our loved ones. Last year alone, American transported more than 19 million pounds of flowers all over the globe.



Most of these flower shipments are grown in places like the Netherlands, the U.S., Ecuador and Colombia. In fact, flowers are a top export from Latin America. Once picked, flowers are packaged and sent to Cargo, then loaded onto the aircraft with one mission in mind: to warm hearts and brighten spirits.

"In almost all cases, whether it's a small boutique or a Costco shipment, air cargo helps flowers make their way onto shelves just days after they're picked," said Marah Schobert, regional manager, American Airlines Cargo Sales – MIA. "Due to the delicate nature and timing associated with transporting flowers, in particular, we take extra special care to ensure the satisfaction of the customer—and, ultimately, the joy of the eventual recipient."

Flowers are carefully stored so they maintain the highest possible quality

throughout the entire shipping process. American began worldwide shipments for Valentine's Day during the first week of February and, on average, will transport 10 to 15 tons of fresh cut flowers out of Amsterdam alone during those couple weeks.

So why do more growers and florists trust American to ship their flowers than any other airline? The answer is quite simple, really.

"[American Airlines] offers a very good service," explains Chris Johnson, director of transportation at CalFlowers. "They can get a box of flowers airport to airport literally the same day... Over the years, American has learned how to handle flowers and their excellent cargo operation has got things well-oiled."

In fact, American's commitment to leading the industry in flower delivery does not end once those Valentine's roses finally sell out in your local boutique. Beginning May 5, the airline will implement a direct service from DFW to Amsterdam to further support its growing flower and perishables business—and just in time for Mother's Day in the U.S.

"The first five months of the year are the busiest for the flower industry," said Andy Cornwell, regional manager, American Airlines Cargo Sales – Northern Europe. "Essentially, Valentine's Day, Easter and Mother's Day all drive demand and require that we go the extra mile to deliver on the needs of our customers—and, ultimately, their customers."

"At the end of the day, our passion is creating smiles, which is really the catalyst for the superior, flexible service that we provide. We understand our customers and take pride in meeting and exceeding the demands. ■

Singapore Airlines Orders 20 777Xs and 19 787-10s

Singapore Airlines is set to place a firm order for 20 Boeing 777-9s and 19 787-10s, after agreeing a letter of intent with Boeing.

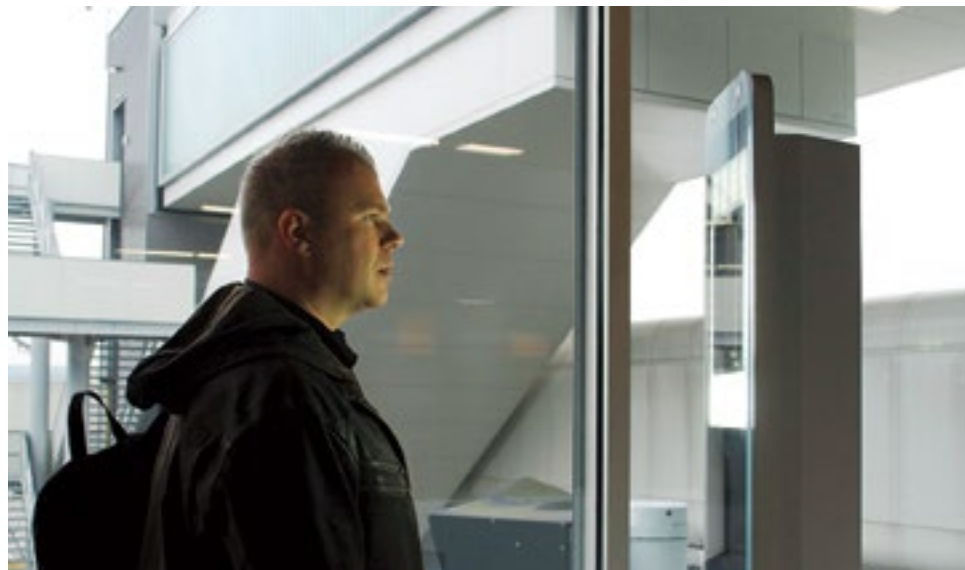
The airline has confirmed the deal, valued at \$13.8 billion, which includes six options for each type. If exercised, it will bring the total to as many as 51 aircraft. The 777-9s will be delivered from 2021 onwards, while the 787-10s will start to arrive a year earlier. SIA will also have the option to substitute the 787-10 orders for other variants of the 787 family.

SIA says the 777-9s will be primarily used on long-haul routes, while the 787-10s will be operated on medium-range routes. It has chosen the Rolls-Royce Trent 1000 to power the 787s, while the General Electric GE9X remains the sole powerplant on offer for the 777X.

"Today's major order for widebody aircraft enables us to continue operating a modern and fuel-efficient fleet, providing the SIA Group with additional expansion opportunities to ensure that we retain our industry-leading position," said SIA chief executive Goh Choon Phong.

"We are continuing to invest for the future of the SIA Group. This order is also another demonstration of our commitment to further growing the Singapore hub, as we will be able to offer even more travel options for our customers."

SIA is already a launch customer for the 787-10, having placed an initial order in 2013 for 30 due for delivery from 2018 onwards. Flight Fleets Analyzer shows that SIA operates a fleet of 109 aircraft and has another 57 Airbus A350-900s on order. **AARON CHONG**



Self Boarding Tested at Schiphol Airport

Amsterdam Schiphol is trialing a new 'biometric self-boarding' system for passengers in conjunction with Dutch national flag carrier, KLM.

The new technology allows passengers who volunteer to take part in the trial to board their flights without having to show their boarding pass and passport to airline staff at the departure gate.

According to Schiphol, its use of facial recognition technology should allow passengers to board their flights faster and more efficiently.

Both Schiphol and KLM say that they will use the three-month trial to test and assess the speed, reliability and user-friendliness of the system, which has been supplied by Vision-Box. "The ultimate goal is to make the boarding process as easy and quick as possible for passengers," says Schiphol.

"The trial will take place at a selected gate at the airport. To use facial recognition for boarding, passengers must register first. There is a special registration kiosk in the waiting area at the gate. KLM staff will assist with the procedure."

Miguel Leitmann, CEO at Vision-Box, says: "We are proud to announce this real premiere in the aviation industry at Amsterdam Schiphol. "Our commitment is to present a completely modernised passenger experience, based on a shared vision of the digital airport."

"The redesigned Schiphol Airport journey will offer the best-in-class human-machine experience, a memorable passenger-centric walkthrough from curb to cabin and a seamless gateway into the future."

The trial is inline with its stated ambition of becoming a 'Leading Digital Airport'. ■



United In Mobile Technology Partnership With IBM

United Airlines to Partner with IBM and Apple to Overhaul Mobile Technology to Help Improve Customer Service

United Airlines said it plans to work with IBM and Apple to develop new apps that will streamline customer service and upgrade the 50,000 iPhones and iPads its customer-facing employees use.

The Chicago-based airline will work with the two tech companies on designing new apps and integrating them with existing back-office technology it uses to run the airline.

United plans to create technology that will give front-line flight attendants, gate agents, and other customer-facing staff new tools that will allow them to address specific customer situations while tapping into that customer's past flight history and preferences. In the case of a delayed passenger on his first of several flights, the new tools would give a flight attendant the ability to offer him alternative connections that would suit his travel habits and rebook him in real time.

The resultant solutions will give United's employees the ability to "tap into the right information at the right time to instantaneously address the needs that matter most to passengers," said Dee Waddell, IBM's global managing director for travel and transportation.

The airline, whose flight attendants currently use the iPhone 6 Plus for in-flight service including taking meal preferences, plans to add other tools for flight attendants such as providing the ability to offer compensation in the form of frequent flyer miles if something goes amiss, something that other airlines, including Delta, already have. In addition, United plans to upgrade flight attendant devices to the iPhone 7 Plus. ■

Security Checkpoint Breach at JFK Followed By TSA Breach of Protocol

Employees from the Transportation Security Administration opened a security checkpoint at Terminal 5 at John F. Kennedy International Airport but failed to staff it with agents, thereby allowing a total of 11 passengers to traverse it without undergoing a screening.

The incident took place at 6:05 a.m. on Feb. 20, 2017 according to the Port Authority of New York and New Jersey, which operates the airport. No TSA agents were present at the checkpoint to operate any of the equipment used for screening passengers and their bags at the time.

The TSA first notified Port Authority police officers some two hours later, after TSA agents had been unable to locate the 11 travelers, a violation of protocol, as the TSA should have notified the police immediately after the breach was discovered.

By 8 a.m., the 11 passengers had presumably all boarded planes for their various destinations and, as a result, the search was "unsuccessful," a spokesman for the Port Authority said.

The Port Authority Police were, however, able to identify three passengers out of the 11 who left on a flight to California, and they will be screened upon arrival. The department said it is trying to identify and locate the other eight passengers. ■

Delta Reprises Free Meals In All Classes

Delta has gone back to the age when it offered free meals on long flights, for everyone. On a typical flight from JFK outside New York City to LAX in Los Angeles, that means feeding 168 people, on a Boeing 757.

Some of the people would get free meals anyway. Business Class seats 16 people who are sitting on seats which turn into beds. The 46 people in Delta Comfort, a sort of special set of seats between Business and the Main Cabin would get a free meal, too. They pay a premium for largest seats and other upgrades.

If you do the math, it means that Delta is only adding 108 free meals on the JFK to LAX flight, which probably does not add much to the costs added by the carrier.



Delta's cheese plate offering for coach passengers.

Delta's new meal program will feature a variety of options for customers depending on the time of day of their flight. In the morning, customers will have the option to choose between a Honey Maple Breakfast Sandwich, Luvo Breakfast Medley or fruit and cheese plate. During the day, customers will be able to select from a Mesquite-Smoked Turkey Combo, Luvo Mediterranean Whole Grain Veggie Wrap, or fruit and cheese plate. For overnight flights, customers will be offered a breakfast bar during the pre-arrival beverage service.

The meals probably only cost Delta a few dollars each, so one added customer may cover the entire cost.

Delta's move to bring back free meals for coach passengers shouldn't come as a big surprise. The company began testing complimentary meals on select flights beginning in December and said at the time it was considering reinstating the free perk. ■



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Airbus A380 Super Jumbo Headed to Museum

France honored the A380 super-jumbo with a place in its national aerospace museum granting it equal status with the Boeing 747 even as questions pile up over the future of the industry's biggest jets.

The A380 test plane, the fourth to be built and the second to actually fly in 2005, flew to Le Bourget near Paris from Toulouse with 50 technicians who will spend months adapting it for public view.

It is the first time Airbus has transferred one of its test planes to a museum and a victory for curators who for years have coveted the world's largest jetliner, designed to carry up to 853 people in all-economy seating or 544 in standard layout.

The plane will see out its retirement alongside a vintage 747 once flown by Air France and is expected to become a popular tourist attraction when it goes on display in 2018. But after fewer than 10 years in service, the A380's double-decker design is less successful commercially than designers hoped.

Air France recently swapped its remaining order for two A380s for three smaller Airbus A350s, symbolizing the shift in demand to a new generation of lightweight jets.

Airbus insists the A380 still has a future and rejects any link between the exhibit and the A380's commercial fortunes. Boeing has also put three of its 787 Dreamliners in museums.

"Museums are not just about preserving the past; they are also a window on the future," said Jacques Rocca, president of the Airtage association, set up to preserve Airbus artefacts. ■



Trump Pledges Airlines Help In Feud Over Foreign Rivals' Aid

President Donald Trump told U.S. airlines he would help them compete with foreign carriers that are aided by their governments, a crucial signal of White House support for an industry campaign that began in 2015.

"A lot of that competition is subsidized by governments, big league," Trump said at a White House meeting on Feb. 9 with the nation's largest airlines, air freight companies and airports. "I've heard that complaint from different people in this room. Probably about one hour after I got elected, I was inundated with calls from your industry and many other industries, because it's a very unfair situation."

Active involvement by Trump would answer two years of prodding by Delta Air Lines Inc., United Continental Holdings Inc. and American Airlines Group Inc. to act on claims that \$50 billion in government support have enabled three Persian Gulf carriers to compete unfairly. While Trump didn't name individual foreign companies, the U.S. airlines last week asked to meet with Secretary of State Rex Tillerson to discuss their allegations against Emirates, Etihad Airways PJSC and Qatar Airways Ltd.

Delta Chief Executive Officer Ed Bastian suggested a connection between opposition to alleged subsidies and Trump's focus on job creation in the U.S.

"At Delta, we plan to hire 25,000 people over the next five years with the support of a level playing field globally," Bastian said in a statement about the White House meeting.

Etihad declined to comment. Representatives for Emirates and Qatar Air didn't respond to requests for comment. The airlines have disputed the claims of their U.S. rivals.

A Bloomberg U.S. airlines index rose 2.2 percent at 1:15 p.m. in New York early in February after earlier advancing as much as 2.7 percent for the biggest intraday gain in two weeks.

Trump made his comments as part of a wide-ranging discussion in which he also called for improvements to airports, roads and rails. He didn't say what steps he might consider in regard to alleged aid. He said he'd seek to help domestic carriers while also encouraging investment by foreign airlines in the U.S.

The Obama administration said it would hold discussions with Qatar and the United Arab Emirates last year but never took formal action. The airlines want the U.S. to convene talks on whether the subsidies violate international agreements governing air travel. Some companies at the meeting, including JetBlue Airways Corp. and FedEx Corp., oppose such talks.

"We are particularly gratified that President Trump is focused on longstanding trade violations by the U.A.E. and Qatar that are costing American jobs," said Jill Zuckman, a spokeswoman for the Partnership for Open & Fair Skies, which represents the three biggest U.S. carriers and several airline unions. ■



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Skyteam Liveried Boeing B737-800 Joins Aeroflot Fleet

Aeroflot took delivery of its brand new B737-800 aircraft made by Boeing. The aircraft features the livery of SkyTeam, second largest global airline alliance.

Aeroflot is a full-fledged member of SkyTeam since 2006. The 20-member alliance operates on an extensive network embracing 1,062 destinations in 177 countries worldwide.

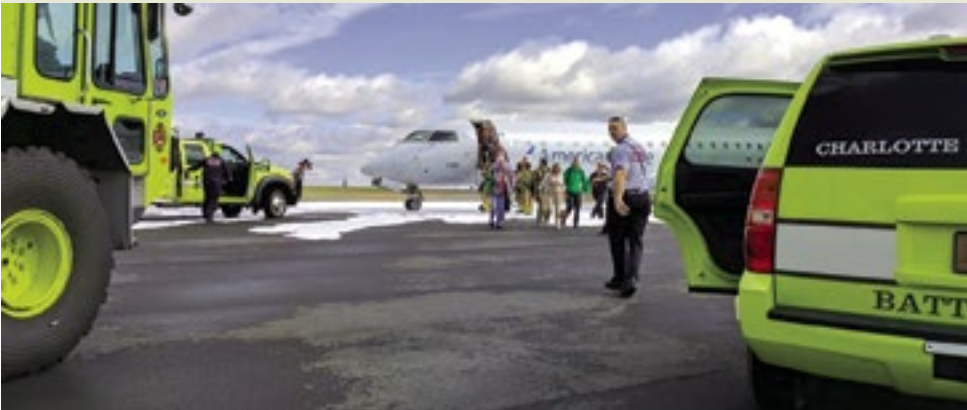
Aeroflot's Boeing 737-800 has two-class composition with 20 seats in business class

and 138 seats in economy class. The Business class salon is equipped with monitors for viewing media content. All Boeing B737-800 aircraft are delivered to Aeroflot directly from the manufacturer. Boeing 737 is one of the world's most popular single-aisle jet airliners providing high level of comfort on medium-haul routes. ■



Mystery Narrows Over How Deer Got Onto Charlotte Airport Runway

A deer hit by an American Eagle plane taking off at Charlotte Douglas International Airport did not reach the airfield through an opening in the perimeter fence, airport officials said. The deer was hit by an American Airlines regional jet that was taking off at 11:41 a.m. The crew declared an emergency and returned to the airport, safely landing at 12:15 p.m. The American Eagle plane was headed to Gulfport-Biloxi International Airport in Mississippi with 44 passengers and four crew members aboard. No one was injured. The airport released a statement about the collision, in part saying Charlotte Douglas conducts “numerous daily inspections of the perimeter fence. After the incident occurred, the Airport inspected the perimeter fence and determined the deer did not access the airfield through an opening in the fence.” The airport is surrounded by over 19 miles of barbed wire-topped perimeter fencing. ■



United Airlines Executive Team Flies Together to Fight Hunger

More than 700 United Airlines leaders from around the world – including Chief Executive Officer Oscar Munoz – kicked off the company’s two-day 2017 Global Leadership Conference in Chicago by packing more than a quarter of a million meals for children suffering from malnutrition in El Salvador.



“Every day we help unite the world and today hundreds of our leaders came together to fight one of humanity’s gravest issues - starvation,” said Munoz. “This morning we showed that United’s shared purpose not only connects people around the world but makes a life-changing difference in the communities we serve. Businesses can be successful and have a heart.”

United partnered with Rise Against Hunger (formerly Stop Hunger Now) – which focuses

on ending hunger by providing food and life-changing aid to the world’s most vulnerable communities. The three-hour event – which packaged 285,120 meals – represents Rise Against Hunger’s largest food-packing event ever held in Chicago. The meals created will help feed nearly 3,000 children in El Salvador for an entire year.

“We’re pleased to be partnering with United Airlines for the first time to help end world hunger and poverty,” says Rod Brooks, President and CEO of Rise Against Hunger. “Our vision is to make a difference through initiatives that will provide relief to those facing immediate food insecurity and offer opportunities for children and families to become educated, healthy and self-sufficient. When hunger is targeted, you give leverage and hope to every other cause including disease and the welfare of women and children.”

United Airlines’ 2017 Global Leadership Conference – themed “The New Spirit of United” – has assembled the company’s worldwide management group to meet with Munoz and the senior executive team to learn more about the strategic plan the company put into action last fall to build the best airline in the world for its employees, customers and everyone it serves. The conference also includes a number of leadership development and team-building programs as part of the agenda. ■

Lockheed Hercules Transport Rolls Off Assembly Line

The first civil version of the latest Lockheed Hercules transport, the LM-100J, closely modeled on the military C-130J, rolled off the assembly line in Marietta, Georgia. Lockheed Martin told reporters they expect customers will use aircraft for oversized cargo transport, aerial spraying and fire-fighting, austere field operations, and search and rescue applications.

Although demilitarized, Lockheed Martin says the LM-100J will retain much of the specialized equipment installed on its combat-oriented cousin for military applications including the heads-up displays, computer-aided release point software for precision airdrops, and ground-mapping radar. The key visual difference between the aircraft is the removal of the C-130J’s lower cockpit windows. Air crews will be pleased to know that the LM-100J comes with a microwave oven, but the C-130J’s flush toilet has been removed, and the coffee maker is now a customer option, according to Lockheed Martin’s internal magazine, Code One.

Spokeswoman Stephanie Stinn said that Lockheed Martin has 25 orders for the aircraft, among them 10 from ASL Aviation Group, who announced their intent to purchase the aircraft at the Farnborough Air Show in 2014 to replace their aging L-100 fleet. (Starting in 1964, Lockheed manufactured and sold 115 copies of the L-100, a civilian adaptation of the then-current C-130E, of which Lockheed Martin says 55 are still in service. The LM-100J is Lockheed’s first civilian, fixed-wing product since production ceased on the L-100 in 1992.) Hugh Flynn, CEO of ASL Aviation, announced at the time of the deal that “the LM-100J will be deployed in the most difficult and distressing circumstances, bringing humanitarian aid and relief to those suffering most around the world.” In a press release, Lockheed Martin said the aircraft completed Thursday would begin flight testing in spring 2017 to support Lockheed’s application for a type design update, permitting operation by non-military users. ■



Lockheed Martin employees roll out the first LM-100J Super Hercules at the manufacturer’s Marietta, Georgia, production facility.

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Combining strong engineering capability and highly skilled technical support, Fastener Dimensions helps OEMs develop new products and designs. Its engineers are standing by, ready to support current and new customers

with design assistance. The company remains at the forefront of new technology's evolving demands, and continues to surpass customer expectations for high quality manufacturing and after-sale service.

Fastener Dimensions has earned and maintained key OEM-approvals, including ATR, Airbus, Fiat, GE, Agusta, Bell Helicopter, Sikorsky, Textron Defense Systems, Cessna, Piper, Boeing, Lockheed Martin, McDonnell Douglas, Bombardier, Learjet, NASA, LORD, U.S. Marines, U.S. Navy, U.S. Air Force, U.S. Department of Defense, IAI/Israel Military and more.

Darryl Hinkle, who founded Fastener Dimensions in 1988, had a great passion for mechanics and machine tooling, and fell in love with the fasteners industry. Starting with commercial hardware, he soon moved to aerospace, challenged by that industry's more complex and exacting standards. When he passed away two years ago at the age of 57, ownership of the

company, along with his great motivation and love for the aviation industry, transferred to his wife Kathleen and their three children.

Son David is now General Manager and sales lead, while son Jason manages quality and operations. Daughter Jennifer coordinates accounting and financials, and Kathleen serves as CEO, with the enormous support of their many loyal, long-time employees.

The family hired Gaetano Vingelli, himself a third-generation aviation professional, to serve as Director of Business Development. His grandfather was a machinist, who came from Naples, Italy to New York to work for Long Island airplane manufacturing factories, including Fairchild and Grumman. His father retired after more than 30 years in aviation, most recently as a chief cabin attendant. Vingelli's own aviation career began at Rome and Schiphol (Amsterdam) Airports, as a ramp agent and airline ground representative.

Working in tandem with the Hinkle family, Vingelli oversees the Ozone Park facility. In that 7,000 square foot building, the company manufactures high strength, close-tolerance bolts and screws, both industry-standard and custom made. Fastener Dimension parts are used in a wide range of applications, including landing gear assemblies, gear-boxes, aircraft interiors, airframes, and helicopter rotor heads.

"Every aspect of our products are completed to the highest standards," Vingelli said. "Our tolerance levels are very strict: no greater than 1.1 mm. Since aircraft may fly at altitudes above 40,000 feet, and land at sea level tropical



Photo L. TO R. Fastener Dimension, Inc., Management Team: Kathy Hinkle, Jason Hinkle, CEO David Hinkle, Jennifer Hinkle and Gaetano Vignelli

airports, they are exposed to a wide range of temperature variations. So all our parts must be impervious to temperature fluctuations."

"We are honored to carry on our father's commitment to the aviation industry, to his high-quality standards, and to his investment in New York," said David Hinkle. "In addition to our Ozone Park facility, we have a three year old state-of-the-art bolt manufacturing plant in the heart of East New York, equipped with CNC, thread rollers, presses, drilling equipment, and a lab."

"And although the trend today is for manufacturing to move to other states," Hinkle continued, "our family has set our sights on investing in Brooklyn and Ozone Park."

Fastener Dimensions, Inc. is not simply a first-class aviation parts manufacturer and supplier, but a great corporate citizen as well.

JOSEPH ALBA

Take a virtual tour of the Fastener Dimensions, Inc. Ozone Park facility:
<https://goo.gl/MMBZbB>



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Cathay Pacific Introduces Betsy Beer ‘Brewed for 35,000 feet’

By using a combination of science and traditional brewing methods, Betsy Beer is a high-quality craft ale that has travel in its DNA.



The quality of the inflight dining experience has always been an important focus for Cathay Pacific – the airline has long sought collaborations with renowned partners, restaurants and chefs in order to provide its customers with innovative dishes and beverages as part of its philosophy of a Life Well Travelled. To that end, Hong Kong’s home carrier was delighted to announce the launch of Betsy Beer, the world’s first hand-crafted bottled beer specially brewed to be enjoyed at 35,000 feet.

Named after “Betsy”, Cathay Pacific’s first aircraft, a Douglas DC-3 which flew passengers around the region in the 1940s and 1950s, Betsy Beer will be first served to First and Business Class passengers onboard flights between Hong Kong and destinations in the United Kingdom – Heathrow, Gatwick and Manchester – from 1 March until 30 April 2017.

It isn’t a secret that cabin pressure and altitude affects passengers’ taste buds, but by using a combination of science and traditional brewing methods, Betsy Beer, which Cathay Pacific has produced in harness with Hong Kong Beer Co, is created with a combination of Hong Kong and UK-sourced ingredients, aroma and necessary carbonation to taste great both in the air and on the ground.

The airline’s customer-centric ethos puts the needs of passengers at the heart of every decision it makes as it strives to provide an exceptional experience at every stage of the journey. Betsy Beer’s carefully constructed recipe has been developed accordingly, in order for

passengers to enjoy an outstanding one-of-a-kind craft beer at altitude.

The inclusion of “Dragon Eye” fruit is a unique characteristic of the beverage. Known for its aromatic properties, the fruit adds to the round, rich, textural properties that make the beer distinctive. This flavor is enhanced further by the inclusion of a small component of New Territories’-sourced honey in the brewing process, giving the beer agreeable floral notes, while the use of Fuggle, a revered hop and a mainstay of traditional British craft ales, lends it a pleasingly earthy and full-bodied flavor.

Cathay Pacific General Manager Marketing, Loyalty Program, Julian Lyden said: “We know that when you fly, your sense of taste changes. Airlines address this for food in certain ways. But nobody has ever tried to improve the taste of beer at altitude. That seemed like a great opportunity for us to help our beer-loving passengers travel well.

In addition to Cathay Pacific flights operating on routes to the UK, Betsy Beer will be available at ground level at the airline’s lounges in Hong Kong and Heathrow as well as a select number of Swire-owned restaurants in Hong Kong, including Mr & Mrs Fox, Café Gray Deluxe, Plat du Jour, Public, Sugar (Bar.Deck. Lounge) and The Continental for a limited time.

It will also be available for online purchase within Hong Kong through Deli Delight – deli-delight.com, the exclusive retailer for Betsy Beer during March and April. ■

US Department of Transportation Institutes Slot Assignment Proceedings

The US Department of Transportation (DOT) has formally instituted a Slot Assignment Proceeding, in order to allocate slots at New York JFK and Mexico City airports, which Delta Air Lines and Aeromexico agreed to relinquish as part of the antitrust immunity conditions set forth for their joint venture.

In a series of rulings published late last year, the DOT required both carriers to divest a total of 24 slot pairs at Mexico City and New York, to offset its concerns about any possible anti-competitive impact the partnership may have in these markets.

In order to mitigate the financial impact on the airlines, only two out of the four slots at New York must be divested during the peak hours, between 15:00 and 20:59, local time.

The DOT also highlighted that the compliance with its remedy will be consistent with the ruling from Mexico’s Anti-monopoly Commission (COFEC), wherein Delta and Aeromexico have been requested to divest eight slots at Mexico City.

The carriers eligible for the slots at Mexico City and New York include Alaska Airlines, Allegiant Air, Frontier Airlines, Hawaiian Airlines, Southwest Airlines, Spirit Airlines, Sun Country Airlines, Virgin America, VivaAeroBus and Volaris.

JetBlue would only be eligible for the slots at Mexico City, and Interjet for those at New York City.

In an order requesting proposals from the eligible carriers to utilize the divested slots, the DOT said it would be conducting the exercise in two phases. The first phase entails the allocation of fourteen Mexico City slot pairs and two at JFK to applicants of the DOT’s choosing, while the second encompass the allocation of the remaining ten Mexico City and two JFK slots under slightly different circumstances. ■

Air Canada Boeing 787 In New Livery

Air Canada has unveiled a new livery for its entire fleet of 300 mainline and regional aircraft, which are being repainted in a “bold black and white design that highlights its iconic red maple leaf encircled ensign, or ‘rondelle,’ that returns to the tail of the flag carrier’s fleet after an absence of 24 years,” the airline said in a statement.

Air Canada said the new livery signals a “pivotal inflection point in our 80-year history” that “debuts a modernized image and evolution of the iconic Canadian brand.” It coincides with Canada’s 150th anniversary year.

The new fleet livery was designed by international design firm Winkcreative, headed by Canadian entrepreneur Tyler Brûlé. The first three aircraft in the new livery—two Airbus A321s and one Boeing 787-9—will enter service immediately, the carrier confirmed.

The Montreal-based carrier also unveiled new uniforms and onboard menu offerings. The airline’s pilots, flight attendants, airport customer service agents and other uniformed personnel will start wearing new uniforms later this year. ■



Trump Talks Infrastructure With Aviation Officials

President Donald Trump reiterated his desire to help rebuild the nation's airports, roads and bridges by investing heavily in infrastructure during a meeting Thursday with airport and airline officials.



US President Donald Trump and Los Angeles Worlds Airports CEO Deborah Flint listen as United Airlines CEO Oscar Munoz speaks during Feb. 9 White House meeting with US airline and airport executives.

He also told aviation leaders who were present that he wants to help the industry by rolling back burdensome regulations and fixing an air traffic control system that is "totally out of whack."

"We want the traveling public to have the greatest customer service, with an absolute minimum of delays and with great convenience at the lowest possible cost," Trump says in a copy of remarks posted on the White House website. "We want to help you realize these goals, and we will indeed help you realize these goals. Airports are very important when you travel."

Trump was less than thrilled at the idea of raising the passenger facility charge, which airports have supported as a measure for building capital projects. It's currently at \$4.50 per

flight. Airports want to raise it to \$8.50. Airlines oppose the increase, saying it would be a deterrent to travel.

"The problem is I don't like raising taxes or fees," Trump says. "I mean, we're spending all this money overseas, we're giving away trillions of dollars to all these countries. All of the countries that trade with us are ripping us off. The last thing we have to do is raise the fee. I understand what you're saying, but \$4.50 – it's a lot when you look at all of the passengers."

Kevin Burke, president and CEO of Airports Council International – North America, attended the meeting, as did several airport directors, airline officials and Airlines For America.

He was happy with Trump's strong desire to find ways to improve airport infrastructure and streamline Washington's involvement in the process.

"We greatly appreciate the president's persistent, vocal support for building airport infrastructure as a key component of improving the passenger experience, rebuilding our nation, growing our economy and creating jobs," Burke says. "We had a very productive conversation today that focused on our commitment to improving the passenger experience at airports across the United States."

Burke adds that ACI-NA believes 2.1 million jobs could be created along with customer experience enhancements by removing the federal limits on the PFC fee. ACI-NA's research indicates that airports have more than \$100 billion in infrastructure needs over the next five years. **ANDREW TELLIOHNN**

This article was first published in *Airport Revenue News* in February 2017

30 Years...and Still Going Strong!

When the no. 1 A320 performed its maiden flight on February 22, 1987, few could have predicted how this single-aisle jetliner would transform the air transport industry – and Airbus itself.

The A320's initial liftoff, performed from France's Toulouse-Blagnac Airport adjacent to Airbus headquarters, opened new standards with the revolutionary use of digital computerised fly-by-wire controls on a civil airliner, and the introduction of a wider fuselage cross-section that enabled airlines to offer passengers more spacious seats and a wider aisle.

Three decades later, the A320 product line continues as the world's best-selling single-aisle aircraft family – with total orders for more than 13,000 and a production rate that results in one jetliner coming off an Airbus final assembly line every seven hours.

The numbers logged by the no. 1 A320 during its lifetime as a testbed aircraft were equally impressive. This milestone jetliner was flown by 110 different Airbus test pilots, accompanied by 20 test flight engineers and 70 flight test engineers; with its tasks including the in-flight evaluations of 29 different jet engines, as well as the development and certification of many Airbus systems.

Prior to its retirement in 2016, the no. 1 A320 became "Flight Lab 1," utilised for tests in support of the European Union-sponsored Clean Sky research initiative and the SESAR Single European Sky research program.

The A320's first flight lasted 3 hours, 23 minutes. Today, an A320 Family jetliner takes off or lands somewhere in the world every two seconds – with more than 7,400 aircraft delivered by Airbus and over 11.5 billion passengers carried. ■

Ellen Ochoa To Be Inducted Into U.S. Astronaut Hall of Fame

NASA Johnson Space Center Director is the First Hispanic Woman to Fly In Space



Veteran NASA astronaut Ellen Ochoa, Ph.D., the first Hispanic woman to go to space and 11th director of NASA's Johnson Space Center (JSC) in Houston, Texas, will be inducted into the U.S. Astronaut Hall of Fame.

Ochoa joined NASA in 1988 as a research engineer at Ames Research Center in Silicon Valley, California. She moved to JSC in 1990 when she was selected as an astronaut candidate. After completing astronaut training, she served on the nine-day STS-56 mission aboard the space shuttle Discovery in 1993, conducting atmospheric studies to better understand the effect of solar activity on the Earth's climate and environment. She has flown in space four times, including STS-66, STS-96 and STS-110, logging nearly 1,000 hours in orbit.

"I'm honored to be recognized among generations of astronauts who were at the forefront of exploring our universe for the benefit of humankind," Ochoa said. "I hope to continue to inspire our nation's youth to pursue careers in science, technology, engineering and math so they, too, may reach for the stars."

Born in California, Ochoa earned a bachelor's degree in physics from San Diego State University and a master's degree and doctorate in electrical engineering from Stanford University, Palo Alto, California. As a research engineer at Sandia National Laboratories and Ames, Ochoa investigated optical systems for use in information processing. She is a co-inventor on three patents and author of several technical papers.

Ochoa is JSC's first Hispanic director, and its second female director. Her previous management roles include JSC deputy director and JSC director of Flight Crew Operations.

Ochoa has been recognized with NASA's highest award, the Distinguished Service Medal, and the Presidential Distinguished Rank Award for senior executives in the federal government. Five schools have been named for her, and she has received many other awards. She is a Fellow of the American Association for the Advancement of Science and the American Institute of Aeronautics and Astronautics, serves on several boards, and chairs the Nomination Evaluation Committee for the National Medal of Technology and Innovation.

She is married to Coe Miles, an intellectual property attorney. They have two sons. ■

Slim: Trump Could Be Good For Mexico

A Mexican Business leader with a different view of President Trump



Despite continuing talk about putting up a wall between the United States and Mexico, Donald Trump's presidency could wind up actually being good for Mexican business, says Carlos Slim Helú, Mexican business magnate and one-time richest man in the world.

"It is going to be bad for the first few months, but President Trump is talking about expanding the economy of the United States," Slim told Mexico News Daily. "If they do grow at 4 percent and lower taxes for the middle class, that would be fantastic for Mexico, as the American people would have greater purchasing power for the goods and services that Mexico exports."

To reap the rewards of increased exports, Mexico needs to turn its gaze inward, according to the businessman. With an annual investment of \$250 billion, Mexico can achieve growth rates of 5 percent as it had in the 1980s, Slim said.

Additionally, if Mexico can leverage increased production and create more jobs within its own borders, the country may not lose so many unemployed members of its workforce to their northern neighbor. With the exchange rate hovering around 20 pesos per dollar, Mexico can remain competitive due to its cheap labor, Slim said. ■



Budapest Airport is one of the newest in Europe

Budapest Pushes for Return of Direct New York Connection

The growing interest in Budapest as a destination is certainly helping to put Ferenc Liszt International on an increasing number of airline network maps, but for Kam Jandu, chief commercial officer, Budapest Airport, a long-haul link to the US is seen as a route of strategic national importance to Hungary.

The air service development team at Budapest Airport believe the recent announcement by Emirates Airline that it will introduce flights between Athens and Newark using fifth freedom traffic rights as an extension of its existing service from Dubai, could help it in its ongoing push to resurrect non-stop connectivity with the United States of America. The Budapest – New York city pair is its largest unserved market, but it has been six years since non-stop flights were last operated.

The gateway to Hungary, Budapest Airport, welcomed 11.4 million passengers by the end of 2016, a second successive year of double-digit annual increases in passenger traffic. This has been mainly driven by short-haul low-cost operations which helped initially to fill the void from the collapse of national carrier Malev, but to now grow Ferenc Liszt International Airport to record levels.

But, despite this spectacular success, it has been unable to secure another scheduled link to the United States since American Airlines ended its New York service in December 2011. Malev had also served the Budapest – New York market up until 2008 and Delta Air Lines until September 2011. Latest annual data shows that almost 450,000 of those 11.4 million passengers using the airport in 2016 were indirect travellers from the US, with New York alone showing an 180,000 potential passenger market.

“Last summer we recorded 611 PPDEW between the US and Hungary, making us the biggest country market unserved from the US – similar sized country pairs have at least ten weekly flights,” Balázs Bogáts, head of airline development, Budapest Airport explained to Routesonline ahead of the opening of the Routes Americas air service development forum in Las Vegas, USA.

Alongside New York, the most wanted US routes from Budapest include Los Angeles, Chicago, Miami and Washington. Bogáts projects a steady ten per cent growth for the country market in the coming year: “The market size has doubled since our last US route was served in 2011, and I’d confidently envisage a seasonal operation to New York generating at least 150,000 round-trip passengers,” he said.

Holding its position as one of Europe’s fastest growing airports, Budapest has recorded a remarkable 25 per cent growth in the last two years. The capital city airport can look back on another successful year of inaugural flights with 23 new routes in 2016, of which 16 were new destinations.

With a total to 111 destinations on its route network, the airport has already announced eleven new routes and the arrival of another new airline partner in 2017: Flybe, operated by Stobart Air, which will boost links to London by starting the airport’s fifth link to the UK capital city in May.

The growing interest in Budapest as a destination is certainly helping to put Ferenc Liszt International on an increasing number of airline network maps, but for Kam Jandu, chief commercial officer, Budapest Airport, a long-haul link to the US is seen as a route of strategic national importance to Hungary. **RICHARD MASLEN, EDITOR, ROUTESONLINE**

TSA Officials at LaGuardia Airport Help Clothe Homeless Veterans

A new partnership was born when officials from the Transportation Security Administration at LaGuardia Airport handed over 10 bags and two boxes filled with more than 400 articles of clothing to the Brooklyn Vet Center to distribute to homeless veterans in need of the dozens of coats, hats, scarves, gloves and other clothing that passengers have left behind at the busy airport’s checkpoints.

Items left at TSA checkpoints are collected and stored for 30 days in hopes that the owners will contact TSA’s Lost and Found Office to claim their lost items. Unfortunately, much of what is lost goes unclaimed, and in accordance with the Clothe a Homeless Hero Act, TSA reached out to the center in Brooklyn to find out if they could make use of the items.

Officials at the Brooklyn Vet Center were eager to repurpose the lost clothing and distribute it to veterans in need within their center as well as with other nearby centers that they partner with in the community.

“It is our sincere hope that this program will provide some measure of assistance to veterans who are less fortunate, but who have served our country so honorably,” said LaGuardia’s TSA Federal Security Director Robert Duffy.

TSA officers were eager to participate in the clothing delivery to the center. Mostly travelers have left behind belts, hats, scarves, gloves, light-weight jackets, sweatshirts and sweaters and those items were represented in the transfer that took place on Wednesday.

“The officers who helped with the delivery were honored to participate and assist our country’s veterans,” said Veronica Falzon, TSA’s Screening Support Center Manager at LaGuardia Airport, who oversees the TSA Lost and Found Office. “We know we’ll make many people happy, and we are just so glad to be able to do our part,” she said.

TSA has a strong tie with members of the U.S. military. More than 20 percent of TSA’s workforce nationwide are former military. ■



Falcons Fly On Airplanes

The birds are hooded and appear to be sat calmly around other passengers, some of whom may be their handlers. They are traveling to Britain from the Middle East to take part in a Falcon retrieval competition. Excess by mega-wealthy Saudis is hardly unheard of – King Abdullah bin Abdul Aziz of Saudi Arabia is thought to have accumulated a vast £15 billion fortune. Reddit users pointed out the picture, which quickly went viral, actually shows falcons, not hawks. One wrote: “If you fly Etihad or Emirates or Qatar enough you will eventually see someone flying in first class with a falcon sitting next to them.” According to the International Association for Falconry and Conservation of Birds of Prey, around half of the world’s falconers are located in the Middle East, and many travel across the globe to hunt and take part in competitions.

Mobility And The Future

BY JORIS D'INCÀ
Express & Logistics Sector Leader
Surface Transportation

A Scenario of a Future Trip Plan
It's a beguiling vision: You wake up and tell your house management system that you need to be in Munich, or Chicago, or Beijing, by two in the afternoon. The house tells your mobility provider, which computes the journey and sends an itinerary to your smart device.

At the appointed time, a driverless car rolls up, perhaps with one or two other people already aboard. The car drops all of you at an integrated mobility hub, where you board a 1,200 kilometer per hour hyperloop that whisks you to your target city in mere minutes. An autonomous bus waits at the station to take you to the airport.

This is one vision of mobility in the year 2040. Driven by the fourth industrial revolution, technological convergence, new entrants in the mobility space, and changing travel behaviors, we expect the pace of innovation in passenger transportation to accelerate over the next quarter-century. Eighty percent of incumbents in passenger transport say they don't feel well prepared for what's coming.

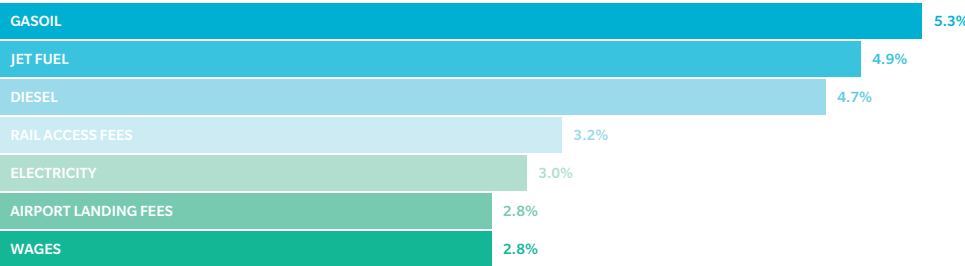
To gauge the potential shape of this emerging landscape, its challenges, and the adaptations it will require, Oliver Wyman conducted in-depth research and surveyed several hundred executives and experts in the transportation industry globally.

Welcome To The Future Of Mobility
The world is on the move: Over the past 25 years, passenger flows have grown steadily and across all major modes of travel, a reflection of rising incomes, urbanization, and improvements in public services. Cars are the mainstay of passenger travel ("mobility"), but air travel has grown the fastest.

Supporting this constant increase in travelers has required steadily rising investment in infrastructure and assets. And while unit costs continue to rise (energy, fees, wages), travel prices generally have held stable or grown only moderately.

Unit Costs for Transport Have Risen Steadily

Compound Annual Growth Rates (2000-2015)



Note: Energy price excludes taxes. Airport landing fee increase based on 10 largest US airports. Rail access fee increase based on passenger rail transport in Germany (2002-2015). Wage increase based on US transport wages (2000-2009) and ILOSTAT wages from available countries globally (2009-2015).
Source: US Department of Commerce, ILOSTAT, IEA, Bloomberg, Oliver Wyman analysis.

In the public transport arena, higher volumes and frequencies mean higher life cycle costs (more wear and tear on equipment). But the biggest problem is that most passenger demand occurs during relatively narrow "peaks" – such as morning and afternoon rush hours. Many public transport systems are experiencing exceptional strain during these peaks – while low off-peak demand means that overall seat occupancy has actually been on the decline. Increasing cost with little or no parallel increase in revenues has resulted in some sectors of the passenger transport industry being unable to build business models that are economically viable for the long term. These business models, and indeed, all incumbent stakeholders in mobility – from automotive manufacturers and airlines to rail and bus operators and travel agencies – will be challenged by coming disruptions in the mobility space.



Envisioning a hyperloop in downtown Philadelphia.

What travelers desire now – and will demand tomorrow – is evolving. Punctuality, convenience, simplicity, and comfort will take on new dimensions as the pace of innovation in mobility quickens and becomes far more disruptive.

Car Sharing
Oliver Wyman's survey of transportation executives and experts identified a number of trends that are likely to shape passenger transport over the next 25 years, including the rise of integrated mobility providers, the decline of private cars, the mainstreaming of shared mobility, and increased innovation and competition in passenger transport.

Most critically, the next 25 years will see greater demand for sustainable solutions and more efficient use of transportation assets. Private cars are likely to face increasing restrictions and rising costs, and 80 percent of survey participants believe that there will be fewer private cars in the future. Instead, 70 percent of those surveyed see a significant increase in car sharing. Of course, a number of car- and ride-sharing options already exist, but in the future, these will become both fully mainstream and better integrated with other transport options.



Airbus Unmanned Aerial Vehicle rendering.

These trends will be accelerated by the development of fully autonomous vehicles. It is not too farfetched to imagine roaming fleets of driverless cars that are shared across a neighborhood or a city on a fee-per-use or subscription basis.

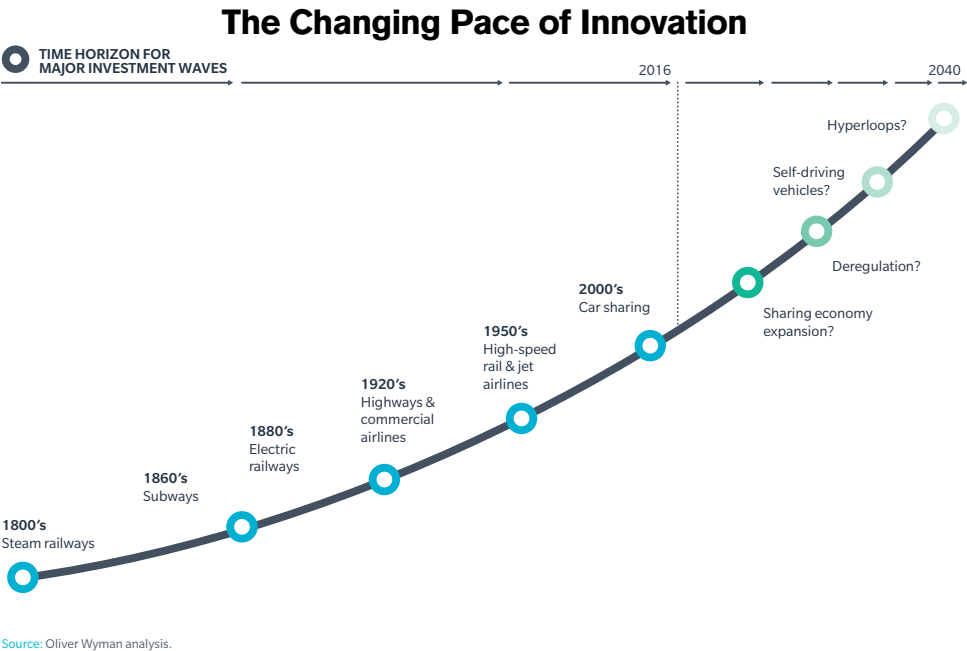
Survey participants do not expect major infrastructure investments will be required to support implementation of full autonomy, thus as the technology improves – bringing with it the promise of improved safety, highway capacity, and power train efficiency – the spread of driverless cars could occur relatively rapidly. And the technology isn't necessarily limited to automobiles. Linked to users by mobility technology, autonomous bus and rail could offer more efficient and even on-demand services in the future.

Sharing and end-to-end mode integration will be enabled by a key future business design: the integrated personal mobility provider. These up-and-coming businesses will focus on creating seamless journeys and "mobility on demand," thereby integrating all modes of transport. For the traveler, transport mode selection and timetables will cease to be an issue – only when to start a journey so as to reach a destination by a given time.

Smart devices will become the organizational center for individualized trip planning. About three-quarters of survey participants expect that integrated mobility solutions will increase passenger volumes and shared car usage. Survey respondents also believe mobility personalization and on-demand services could benefit public transport as well, but incumbents are likely to see the passenger interface shift to new mobility providers.

Another issue that will critically impact mobility is the continued growth of urban and conurbation populations, which will increase demand for commuting options. The "smart city" of the future will be one that invests in technology and transport so as to best manage passenger flows. Coordination with mobility providers, real-time data monitoring, and responsive smart grid systems will be needed to ensure the best use of public transport and to minimize congestion. To get beyond the overwhelming peak capacity demand that is already putting so many public transport systems and highway systems under strain, businesses in the future are likely to be encouraged through tax breaks and other incentives to utilize alternative models, such as staggered work hours and more decentralized locations. And as shared autonomous cars replace private cars, valuable real estate now used for parking can be reclaimed for other uses.

Some cities are already moving forward in the search for smarter solutions. For example,



Hyperloop in Brief

If you (somehow) haven't heard, Hyperloop is a proposed long-distance, high-speed transportation system, Tesla and SpaceX CEO Elon Musk mentioned in 2012. Cargo or passengers would ride in pods (size TBD) that run through large tubes (above or underground) in something approaching a vacuum. With minimal air resistance, the pods would levitate above the floor of the tube with almost no friction. Propelled up to 700 mph or more, they could cover the distance between Los Angeles and San Francisco in just 30 minutes.



Bellevue, Washington uses a traffic signal system that adjusts in real time, reducing travel time by 40 percent during peak travel hours and saving drivers \$9 million to \$12 million per year. Similarly, San Francisco, California has adopted a smart parking solution that shows space availability in real-time via a mobile app. The system features dynamic pricing for popular blocks and remote payment options. The results: parking wait time has been reduced by 43 percent and vehicle distance traveled by 30 percent (no more block circling).

Finally, survey respondents expect that transport deregulation will continue to spread, contributing to increased travel demand. Liberalization of railways, bus services, taxis, and ride-sharing will enable new companies to enter the market, giving travelers more choice and driving further innovation.

Taken all together, what do these trends imply for the future of mobility? Clearly, better services and faster connections – driven primarily by technology and data innovations – will contribute to more people traveling overall. But private cars will lose their starring role as shared mobility – using autonomous vehicles – increases dramatically.

Public transport demand will increase moderately as well, with more focus on the role it can play as a component in seamless passenger journeys. The number of companies operating in the mobility space undoubtedly will grow and become more diverse. But different modes and players might need to embrace more of a “co-opetition” model that offers opportunities to both compete and collaborate (such as by offering competitive services while sharing integrated mobility hubs).

Passenger rail services are likely to become more concentrated on main commuter lines

and intercity pairs where they can maximize volume, while other, more flexible modes, such as autonomous bus and shared cars, take over more fragmented service demands.

The biggest story of course over the next 25 years will be the rise of digitally based mobility services and information. Out of the many different providers now attempting to establish themselves in this space, we expect only a few will rise to the top, gaining enough share and reach to build an ecosystem that can provide integrated mobility coordination from one end of a journey to the other.

Regardless of geography, the case for smart and shared mobility to take an increasing share of spend is compelling.

Our survey asked respondents if they are ready for the changes that they see coming in the passenger transport landscape. Only nine percent said they were truly prepared; 47 percent have identified trends and are working on planning, while 43 percent have as yet developed no action plans.

In terms of the actions incumbents could take, more than half cited a need to change business models, develop new products or services, and increase customer service levels.

Few see a possibility at this stage of increasing barriers to entry or reducing investments. In our view, planning for mobility 2040 means that incumbents must start working on

A multi-tiered plan to adapt to these changes.

The world is one step closer to seeing people in pods shot through near-vacuum tubes at hundreds of miles per hour. This totally tubular transportation transformation just may start in ... Eastern Europe. ■

Would you like to read Joris D'Inca's entire article, check out: <https://goo.gl/bzJfKt>

About Joris D'Inca



Joris D'Inca, Sector Leader, Surface Transportation: Joris D'Inca is a Partner with Oliver Wyman in Zurich. His expertise lies in the transport and logistics industry, especially in logistics, maritime, rail, infrastructure, and postal offices. Thematically he focuses on the development and implementation of growth, portfolio and M&A strategies, corporate restructuring as well as supply chain management.



Congratulations to the 2017 Mardi Gras Queen, Michelle Stoddart of Resorts World Casino, and King, Scott Eitelberg of OTG. The celebratory fundraiser, hosted by the Sisters of Notre Dame Educational Center, took place on February 22 at Roma View Catering in Howard Beach. The great food, lively DJ, exciting raffles and jovial attendees made the evening a rousing success.

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TRAVEL & DINING

It’s Still Paris

ROBERTA DUNN
Travel and Dining Editor

After announcing a recent last minute trip to Paris, one of my favorite cities; I was surprised to hear innumerable questions about the wisdom of this trip. I dismissed these comments and while waiting to board my flight was surprised to hear safety concerns echoed by my airline employee friends. I never gave it a second thought. Aren’t we New Yorkers?

My week in Paris was absolutely perfect. Incredible weather, incomparable food, and the ambiance, well it’s Paris! And, on my arrival and departure at Charles de Gaulle, no evacuation to bring in the robot which explodes bags left behind by clueless passengers. You haven’t seen it? The robot ingests the bag and blows it up. I don’t know why but then everyone applauds.

I’ve witnessed it, several times. And I think “take that you unaccompanied underwear and socks!”

During the week, I visited the usual tourist sites. My hotel was close to the Eiffel Tower so I passed by several times a day. I saw an 8 foot chain link fence around the Tower plaza which prevented tourists from being able to freely wander around under the Tower and soldiers with semi-automatic weapons patrolling the area. Nothing seemed to deter the crowds of tourists.

My favorite transportation, the Bato-Bus, and also the various Seine cruises starting at the Eiffel Tower, had security bag checks before boarding, no backpacks or large bags. But for years large bags and backpacks have been prohibited in most museums in Pars, as well as in other cities.

At the Notre Dame things were a bit more low-key, though I did notice a line to enter, caused by the security screening. For the most part I didn’t feel a heightened security presence in Paris although the city has been under a security alert since the 2016 attacks. Parisians and tourists still crowd the streets and stores and fill the cafes.

I asked my Parisian friends about how life has changed since the attacks. Most of them said they were more cognizant about the people around them, and they tend to stay away from large crowds. So, most Parisians, as most New Yorkers, go about their day as usual.

The recent article I read, about the government putting up a 10 foot glass wall around the Eiffel Tower, surprised me. Perhaps a glass wall is more aesthetically pleasing than a chain link fence?

Terrorists prey on us because of the unpredictability of their attacks. I’ll avoid hiking in some dicey Middle Eastern hotspots. But, I’ll never give up Paris! ■

2017 Bishop Wright
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Boeing 737 MAX 9 Scheduled
for First Flights In April

Boeing said it plans to fly its new 737 MAX-9 aircraft for the first time in April, a further sign the company will start delivering the large version of the workhorse plane in 2018.

Delivery of the single-aisle 737 MAX models, which replace the current 737 “NG” introduced in 1997, is crucial for Boeing to hit the financial targets it has promised investors and to offset slowing output of some of its largest jets such as the 777 and 747. Airlines want the MAX because it burns significantly less fuel than current models.



he said.

Deliveries trigger the bulk of airline payments. Norwegian Air Shuttle (NWC.OL) will be one of the first airlines to fly the plane commercially, likely ahead of launch customer Southwest Airlines Co (LUV.N), which was first to order the MAX but is taking longer to put it into service.

Boeing expects the MAX to account for as much as 15 percent of the 500 or more 737s it expects to deliver in 2017, rising to nearly 100 percent by 2020.

Boeing showed off the first 737 MAX-9 sitting near the end of the assembly line at its factory in Renton, Washington. The nearly completed jet, which carries a list price of \$116.6 million and seats 178, will undergo about nine months of testing after first flight in April. ■

The world’s largest plane maker is creating up to five MAX versions, while planning to increase output to 57 planes a month in 2019, from 42 a month at present. The first MAX model in production, known as the MAX-8, is on track to reach customers by mid-year.

“We are anticipating our certification of the airplane within a matter of days-weeks,” Keith Leverkuhn, 737 general manager, said at a briefing.

The stamp of approval by the U.S. Federal Aviation Administration would come about a year after the MAX-8’s first flight and allow Boeing to begin delivering the \$110 million, 162-seat jetliner in the second quarter,

150 Exhibitors Sign Up for March IAADFS 2017 Show

Show to be held in Orlando Marriot World Center

Nearly 150 exhibitors have signed up for the 2017 IAADFS Duty Free Show of the Americas (26-29 March) and the association says 'hundreds of buyers' will also be in attendance this year.

This year delegates will have the opportunity to attend an extended 'education program', which was first trialed last year and this year will take place on Monday, 27 March and Tuesday, 28 March.

The program will be kicked off with a panel on 'Growth Opportunities in the Americas' at 8:00-8:45am, to be moderated by Martin Moodie of The Moodie Davitt Report, and will concentrate on present and future growth opportunities for duty free and travel retail in the Americas.

Panel members include Gustavo Fagundes, ASUTIL President and COO of Dufry Brasil; Abe Taqtaq, FDFA President and Vice President of Windsor-Detroit Tunnel Duty Free



Shop, Inc; and Erasmo Orillac, IAADFS Chairman of the Board and CEO of Motta International, SA.

This year's show will take place once again at the Orlando Marriott World Center resort in Florida.

The final session 'Border Duty Free

- Crossing the Frontier' on Tuesday, 28 March at 8:00-9:30am will focus on the special challenges and opportunities for border store retailers.

Simon Falic, Chairman of Duty Free Americas, Inc., Abe Taqtaq, Vice President of Windsor-Detroit Tunnel Duty Free Shop, Inc., and Enrique Urioste, Chief Executive Officer of Neutral Duty Free will discuss border duty free stores from their unique geographic perspectives. Peter Mohn, Owner and CEO of m1nd-set, will moderate this session.

"IAADFS is looking forward to a productive show and is delighted to be welcoming a wide variety of new exhibitors for 2017, as well as some companies returning to the show after an absence," says the organization.

"We are pleased to have so many new and returning exhibitors joining us for 2017, and we appreciate the support of all of our exhibitors, sponsors, and attendees," commented IAADFS President and CEO Michael Payne.

"We are particularly delighted that we have had 30 new members join IAADFS in the past year," he added.

Visit www.iaadfs.org/dutyfreeshow to find additional information about the 2017 Duty Free Show of the Americas and to register. ■

PUBLIC NOTICE

A presentation on the Long-Term Lease of Five Development Parcels at Republic Airport, which is open to the public, is scheduled for

**THURSDAY,
MARCH 2, 2017
at 7:00PM**

to be held at the Main Terminal of Republic Airport
7150 Republic Airport,
Farmingdale, NY 11735

If you need any further information, please call
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VOLUNTEER

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We are recruiting volunteers to support an overnight shift (11:00pm to 5:00 am) at our center located at JFK Airport -Terminal 5. Volunteer's responsibilities includes: checking military ID, restocking snacks, keeping the center clean and most importantly thanking our military for their service and sacrifice to our great country. Training and parking will be provided.

For more information call (212) 695-5590 to sign up today!

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JFK Rotary Club's 5K Runway Run

**Bud Hening Memorial Run
at JFK International Airport**

Sunday, April 9, 2017

Open to All Categories and Age Groups

Walkers Are Welcome

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Race Starts and Ends at JFK Building 14

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**Registration / Sign-in / Bib Pick-up:
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Last bus leaves for starting line at 8:40am

**Rain or Shine, Race starts at 9:00am
(subject to airport security)**

www.jfkrunwayrun.org





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Award recipients are pictured with **Ralph Tragale**, *Assistant Director of Aviation at Port Authority of NY & NJ*, and **Felecia Davidson**, *Supervisor Landside Operations & Customer Service, Newark Liberty International Airport*.



Ralph Tragale, Joseph Frantz, Felecia Davidson, and David Pettigrew.



Ralph Tragale, Felecia Davidson, and Elijah Gilbert.



Margie Floyd, Ralph Tragale, Herby Augustin, Amisha Patel, Nisi Sanchez, Felecia Davidson, Maria Sotelo, and Hiram Arocho.



Ralph Tragale, Dolores Stokes, and Felecia Davidson.



Ralph Tragale, Mike Miller, Felecia Davidson, and William Watkins.



Ralph Tragale, Dolores Stokes, and Felecia Davidson.



Ralph Tragale, Felecia Davidson, Karen Castillo, Lourdy Germain, and Robert Oldham.



Margie Floyd, Ralph Tragale, Herby Augustin, Amisha Patel, Nisi Sanchez, Felecia Davidson, Maria Sotelo, and Hiram Arocho.



Ralph Tragale, Tajeedah Sutton, Zachariah Mouhou, Mohammad Islam, Felecia Davidson, Valerie McCammon, and Nieves Mary Gomez.

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