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June/July 2018 | Vol. 16 No. 3 | bjtonline.com

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JUNE/JULY 2018

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Our resident car expert reports from the 2018 New York International **Auto Show**. Page 36



The book cover for '7th Annual BJT Book of Lists' is set against a bright yellow background. It features several travel-related icons: a bicycle, a sunflower, a hot air balloon, a person walking, and a hot air balloon. The title '7th Annual BJT Book of Lists' is prominently displayed in the center. Below the title, there is a quote: 'Our yearly collection of facts, opinions, and trivia about travel, aviation, dining, the arts, and more. Page 38'. The quote is in a mix of black and red text.

Coming Soon in BJT

▶ 11th annual **BJT Buyers' Guide** issue

▶ Best new **cabin tech & furnishings**

▶ Spain's **thrillingly diverse** Navarra

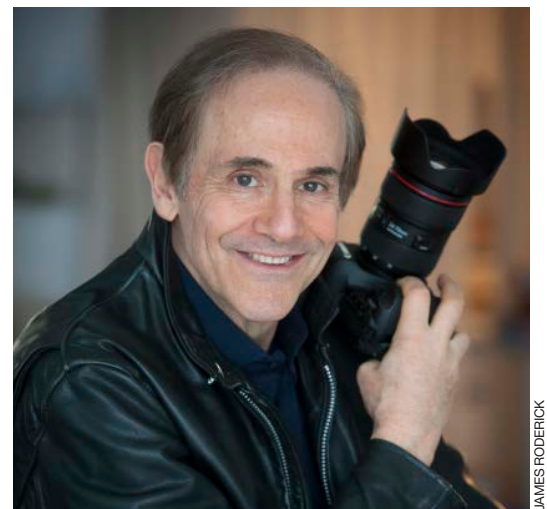
On the Cover:

Zach (left) and Cody Vichinsky, photographed by Bill Bernstein in Southampton, New York, for **Business Jet Traveler**

FEATURED CONTRIBUTOR

BILL BERNSTEIN

Bernstein, who shot this issue's cover and most of the images for the accompanying feature (see page 14), has been **BJT's** primary New York-area photographer for more than a decade. He supplied the images for articles on Sir Richard Branson, Cliff Robertson, F. Lee Bailey, and many of our other interviewees.



JAMES RODERICK

A lifelong New Yorker, Bernstein spent 15 years as Sir Paul McCartney's official tour photographer. He has also worked for National Geographic TV, *Time* magazine, *Elle*, the New York Philharmonic, Warner Brothers, and HBO. His books include *Night Dancin'*, *Each One Believing: Paul McCartney on Stage, Off Stage, and Back Stage*, and most recently, *Disco: The Bill Bernstein Photographs*, which documents New York's disco era.

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BY EMBRAER



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I remember vividly flying back from Brazil when we went down to pick up the Legacy 500. Just being with the family on the plane, being able to enjoy the aircraft and to be able to hear each other and interact with each other without the roar of the aircraft all around us...it was a very, very memorable trip for all of us.

What I like most about the aircraft as a passenger is the low cabin noise and the low-altitude pressurization. Both of those are key for me. They really make a difference while traveling. The cabin welcomes you as you get on the aircraft. You feel at home. It's very comfortable. The design is very sleek.

My father and my brother are both pilots, so the Legacy 500 took on special meaning for them in terms of the avionics, fly-by-wire and HUD system. Safety is first for us and the Legacy 500 avionics help in that regard. We have a relatively short runway and we usually fly a full payload. The Legacy 500 performs well in both aspects.

The sales team at Embraer was outstanding. They did a tremendous job for us. Really, they made us feel special. And with that, they helped us to own a very special airplane. We can't be more grateful for that.”



- Nathan Grindstaff, Board Member, Mastercorp
Watch Nathan's story and request more information at
EmbraerExecutiveJets.com/Nathan



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FOTOLIA

Madeira

European vacationers have been flocking to the Portuguese **island of Madeira** for years, but most Americans have yet to discover that its famous wine is just one of the many pleasures it offers. **Page 56**

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Invest **six minutes** and reap the benefits.

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Based in the Hamptons on Long Island, they specialize in selling some of America's most **expensive homes**. Not surprisingly, bizav is part of their story.



BILL BERNSTEIN



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Up Front

“Might you ever be willing to fly on a pilotless aircraft?”

That’s just one of the new questions in our 8th annual **BJT** Readers’ Choice Survey, the results of which we’ll publish in our October/November issue.

Our goal at **Business Jet Traveler** has always been to “maximize your investment in private air transport,” and one way we do that is with this survey. We ask about your experiences with business aviation; and we combine your answers with those of other readers to produce results that can help you make smarter buying decisions while also influencing the manufacturers and service providers you patronize. We know they consider the survey data carefully, because we hear from them about it directly.

We also know that you understand the survey’s value, because every year, more than a thousand of you choose to participate. At press time for this issue, in fact, hundreds of readers had already taken our 2018 poll, even though it had been open for only a few days. According to the company that hosts the survey online, it took these readers an average of just six minutes to complete this latest poll. That’s good news, because time has always been a precious commodity for our readers.

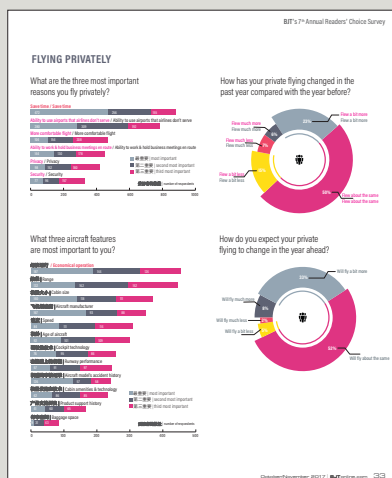
More good news: as a survey participant, you’ll receive a prepublication PDF of the results via email. We’ll also thank you for your time by entering you in a drawing for an American Express gift card and by making a contribution on your behalf to Corporate Angel Network, which provides business jet transportation to treatment centers for cancer patients and their families.

Jennifer Leach English
Editorial Director
jenglish@bjtonline.com



Another way we stay in touch with readers, besides conducting surveys, is to attend events. From left at New York’s Wings Club in May: editor-in-chief Matt Thurber; sales representative Victoria Tod; marketing manager Lisa Valladares; editorial director Jennifer Leach English; and sales representative Tony Romano.

Take the six-minute survey now
bjtonline.com/2018Survey
and we’ll email you an advance copy of the results.



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KISS'S PAUL STANLEY

Over the years, I've read about Kiss traveling in old buses and station wagons and I find it funny learning about which private jet fits Paul's needs [“Paul Stanley,” *April/May 2018*]. Great American success story. Enjoy your jets, Paul. Not a day goes by when one of your tunes doesn't find its way into my headphones at the gym.

Larry Moore
posted at bjtonline.com

Great interview! I think Paul realizes now that the most important thing is being happy with who and where you are in life. As someone who was also bullied as a child, I can tell you that career success and financial comfort don't quiet the demons that were implanted into your psyche. You fight those every day.

J.J.
Indianapolis
posted on bjtonline.com

Paul Stanley has stayed humble despite his success. And whenever I read his interviews, he is very diplomatic and never steps on anyone's toes. I am grateful to have been his fan for over 40 years. It's about the only thing in my life that has never changed.

Den Evans
posted on bjtonline.com

It's always been my understanding that Ace [Frehley] designed the logo. I appreciate Paul's humility when I comes to fans viewing him as perfect. As for recording a new album, I would love a new Kiss album that expressed who they are now, not what they think a Kiss record should be. I know these guys have one more great record in them!

Eric Bassett
posted on bjtonline.com

Stanley created the Kiss logo from a design by Frehley. —Ed.

I have been a Kiss fan since the mid '70s. When they were all together during *MTV Unplugged* and appeared in full makeup and costumes during the Grammy Awards, I was elated! I was even more elated by the reunion tour.

Unfortunately, two members of the band had the same problems they had during Kiss's initial incarnation, the tour became a farewell tour, and the two members that left previously left again. Gene and Paul were dedicated to keeping Kiss going, so they embarked on tours with [two new members]. Most hard-core fans didn't like the idea. However, in my opinion, Kiss sounds better than ever with their current lineup.

Ron Ralph
posted on bjtonline.com

VINTAGE AIRCRAFT

It's great to have so many meticulously restored “flying legends” and an opportunity for people to feel the aviation atmosphere from almost a century ago [“Flying into the Past,” *On the Fly, April/May 2018*].

Zdenko Dremel
posted on bjtonline.com

PASSIVE LOSSES

Re “Turn Bizjet Passive Losses into Tax-time Wins” [*Taxes, Laws, and Finance, December 2017/January 2018*]: wow! And Trump said he was going to simplify the tax regulations. So much for politics.

I have a business jet that was leased out, but the operator went under, so I

got it back and have stored it for 10 years, waiting for the financial-crisis impact to turn around, which never happened. So I have sizable passive-loss carry-forwards and will have even more when this aircraft is sold. It hurts to pay taxes on income when I can't deduct those losses. These tax regulations are still hurting workers and small business owners like me.

David Candler
posted on bjtonline.com

BELL 222

This extremely informative article [*Used Aircraft Review: “Bell 222,” December 2017/January 2018*] was not only very well researched and written; it was also exceedingly hilarious! Reminds me of my Jaguars, one to drive and one for parts!

G.J. Duke
posted at bjtonline.com



TRANSGLOBAL AVIATION

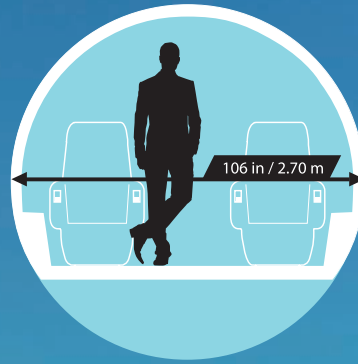
FAA HUMOR

Regarding “The Funny Side of the FAA” in the February/March 2018 issue, one of my favorites is the ILS/LOC to 1R at Kansas City International Airport (KMCI). Beginning at the first nav point, it reads “SPICY BBQ RIBS” on the approach plate.

Willy Carroll
via email

Your comments are welcome. Please e-mail letters to editor@bjtonline.com. Include your name, address, and a daytime telephone number. Letters are subject to editing and are presumed to be for publication unless the writer specifies otherwise.

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Switzerland's Enchanting Car-Free Villages

“Room with a view” is a given in Switzerland’s magical car-free villages, which are largely accessible by train, aerial tram, or funicular. You won’t find the glam of the swankiest Swiss resorts, but these mountain getaways offer a good measure of alpine chic along with stunning vistas and nature-inspired recreation. With no traffic noise and a peaceful pedestrian atmosphere, the communities feel a bit surreal, yet totally authentic (especially when you’re riding a morning tram with youngsters heading to school).

There are nearly a dozen of these car-free destinations, and a day trip will suffice for some of them, such as Lake Lucerne’s Mount Rigi, with sunrise excursions and legendary views; and family-friendly Stoos, which boasts the world’s steepest funicular. Other villages merit a longer stay, however. Here are five to consider:

Zermatt. Nestled against the iconic Matterhorn, this famous mountaineering town offers luxury lodging, gastronomy, skiing, and trekking along 13th century mule traders’ trails. Ride the Gornergrat cog railway for views of the Swiss, Italian, and French Alps.

Saas-Fee. Surrounded by 12,000-foot peaks, the “Pearl of the Alps” ski resort shines in

summer as well as winter with adventure and wellness-themed trails and sun-terrace dining. Take the Metro Alpin funicular to the world’s highest revolving restaurant.

Bettmeralp. A lesser-known gem, this serene alpine village is a gateway for exploring the Great Aletsch Glacier, a UNESCO World Heritage site. Take a guided glacier hike and ride the tram to Eggishorn for top-of-the-world views.

Wengen. Perched above Lauterbrunnen Valley, this lively village is a hub for myriad alpine treks in the shadow of Switzerland’s famous triple peaks—Eiger, Monch, and Jungfrau. You can ride the train to Jungfraujoch, Europe’s highest railway station.

Mürren. Across the valley from Wengen, this smaller hamlet is a hiker’s paradise and prime launch site for paragliding. If you’re a James Bond fan, take the cable car to Schilthorn, filming location of the sixth Bond thriller, and experience the interactive Bond World 007 exhibition.

To visit these villages, fly into Zurich International Airport, which has four private jet terminals. On the ground, consider private transfer or a first-class Swiss Travel Pass. From scenic rail to zippy alpine ascent, the Swiss Travel System is efficient and will even deliver your luggage to your destination. —Ann Yungmeyer

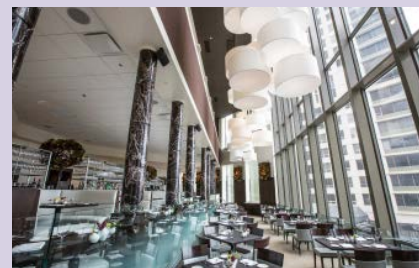


SPIAGGIA

980 N. Michigan Ave., Chicago
(312) 280-2750, spiaggiarestaurant.com

Spiaggia has been the darling of Chicago’s dining scene for more than 30 years, and it is still going strong. This Magnificent Mile stalwart is the only four-star Italian restaurant on a culinary landscape that is constantly growing. Former President Obama and Mick Jagger are among the celebrities who have enjoyed meals here.

Chef/partner Tony Mantuano is at the helm of Spiaggia, which has garnered accolades from the James Beard Foundation, *Wine Enthusiast*, and others. Executive chef Joseph Flamm competed recently on *Top Chef* on Bravo.



The Tasting Experience and a la carte menus at Spiaggia include beautiful, hand-pulled pastas and standout seafood items. On a recent visit, I enjoyed beet and ricotta *casonei*, which consists of little purses of dough spiraled with poppyseeds. Fresh Parmigiano-Reggiano cheese rounded out the dish. The *trota po* (smoked trout, frog legs, and caviar) was flavorful and well executed.

I have eaten my share of burrata across the continents but I dream of Spiaggia’s obscenely creamy version. It’s accompanied by a luscious pool of olive oil and lemon. And don’t skip dessert: Spiaggia’s homemade gelato is light and lovely.

The restaurant’s elegant dining room—hidden on the second floor of an office building on the corner of Michigan Avenue and Oak Street—offers a dramatic view of Lakeshore Drive. —Melissa Falk

BJT’s reviewers dine anonymously and pick up the tab.

An American in Paris: Chef David Kinch

To kick off a year-long 15th anniversary celebration of his three-Michelin-starred Manresa in Los Gatos, California, chef David Kinch packed up his staff last fall and headed for France. There, he delivered a series of dinners in collaboration with chefs from three host restaurants: Le Taillevent in Paris, L'Oustau de Baumañière in Provence, and Le Petite Nice in Marseille. Kinch talked to us about the experience and named several of his favorite dining establishments.

How do you stay true to your culinary philosophy while cooking overseas?

There's a lot of cross-over between California and the Mediterranean and Provence—the same gestalt in vegetables—so we cooked classics from both restaurants, with a few tweaks. Le Taillevent's spelt risotto was made with ormeau [abalone], which is a classic California ingredient. It was game season in France, so we used duck: we worked with the



DAVID MORGANTINI

breast, and [Le Taillevent's team] did a dish with the legs.”

France has a lengthy culinary heritage. What did your team bring to the table?

In the U.S., I think because we don't have this long tradition and have had waves of immigration, it's been easy to assimilate newer ideas. That's a big deal; that's what we can contribute.

What are some of your favorite places to dine around the world?

In Paris, Arnaud Nicolas—known for charcuterie—is a recent discovery. He makes this chicken and duck pie with *foie gras* that he cooks seven times at different temperatures. I had the best meal I've had in a long time at Niko Romito's place [Reale in Castel di Sangro, Italy]. He's a three-star guy. Le Moût [in Taiwan] is another interesting restaurant with a fabulous chef, Lanshu Chen. She's doing great things. —Gemma Z. Price

A New Platform for Emerging Artists



The Museum of Contemporary Art Toronto Canada (MOCA), which has been closed since 2015, reopened May 26 in the city's Junction Triangle neighborhood, which has become known as a center for art and

design. Constructed in 1919, the former auto-parts factory has been restored and its interiors have been brought up to museum standards.

The 55,000-square-foot space on the first five floors of the building will provide a platform for the work of emerging Canadian artists, plus over 20 affordable artist studios for rent. The first exhibit—*Believe*, which runs through August 12—includes 16 Canadian and interna-

tional artists whose work challenges the beliefs and systems of our times. —Margie Goldsmith



APASH/MCALLEEM



Giving Back



Physicians for Human Rights

Since 1986, Physicians for Human Rights (PHR) has provided evidence, data, and research to support allegations of human-rights violations not only to prevent future abuses but also to ensure the prosecution of perpetrators. The health professionals of PHR—with their specialized skills, ethical duties, and credible voices—use epidemiology, medical and psychological evaluations, autopsies, forensic anthropology, and crime-scene analysis to document serious abuses, including murder, torture, rape, starvation, forced displacement, and civilian attacks.

Winner of the 1997 Nobel Peace Prize for the International Campaign to Ban Landmines, PHR has exposed the use of chemical weapons against civilians in Iraq and carried out exhumations of mass graves in Bosnia and Rwanda for international tribunals. The group works to prevent small acts of violence from expanding into mass atrocities; protect internationally guaranteed rights of civilians; and prosecute those who violate human rights. —Lysbeth McAleer

BJT readers—who represent one of the highest-net-worth magazine audiences anywhere—clearly have the means to contribute to a better world. To help you do that, we're spotlighting one deserving organization per issue. All of them have received a four-star overall rating from Charity Navigator (charitynavigator.org), which evaluates philanthropic institutions based on their finances, accountability and transparency.

How much is that room, really?

Hotels and resorts seem increasingly inclined to advertise one price and charge another.

by Joe Sharkey

“How much?” is a question any traveler reasonably asks, whether the item being purchased is a GV, a Berber rug in Marrakech, or, in an example I encountered not long ago, a bottle of spring water in my room at a resort.

The water was “complimentary,” and not only that, the bottle itself was “refillable,” a placard informed me. Whoa, I thought, what a concept. Free water in a plastic bottle that doesn’t leak!

OK, so how much, really? Well, usually you get what you pay for, but it turns out I was paying a sneaky surcharge of the sort that is being added to hotel room rates in an increasing number of U.S. cities. In this case, my \$35-a-night “resort fee” was for “amenities,” including the bottled water, an in-room safe, and a fitness center (none of which I used). I also paid a “house-keeping” surcharge and a “groundskeeping” fee that presumably covered the cost of mowing the grass and watering the pretty flowers.

Surcharges like these are now expanding from resorts to urban hotels in cities like New York. Travel blogger Gary Leff, for example, recently marveled that the 2,000-room Hilton Midtown hotel, where rooms start at about \$325 a night, added an “urban destination fee” to his bill. “The hotel quotes you one price but actually charges another,” he griped.

I’m not cheap, and I presume you aren’t, either. But most of us do like to know up front how much things actually cost. For high-end business travelers, the issue is only just emerging, but there are stirrings of dissent—not because

someone who arrives via private jet can’t afford an extra 50 bucks, but because it’s simply annoying when a charge is not readily apparent till the bill arrives. “I do hear people complain anecdotally when a hidden fee is in place at a particular hotel,” says Dan Hubbard, a spokesman for the National Business Aviation Association.

The surcharges are usually disclosed in one way or another, but they’re typically not listed in the advertised room rates, leading some critics to refer to them as “hidden fees.” The American Hotel and Lodging Association says hotels practice “full disclosure” of mandatory fees and adds, “If consumers were charged individual fees for all amenities, the cost would likely be prohibitive.”

Sometimes, added fees include a credit for bars or restaurants in the hotel. This reflects still another trend in the industry: a concerted effort to keep guests on the property for dining and drinking, adding to a financial metric hotels consider even more important than room rate: REVPAR, or revenue per available room.

Part of the impetus for hotels to add surcharges may be the example set by the airline industry in the last decade or so. Worldwide, airlines pocketed \$57 billion in so-called ancillary fees last year, three times what they reported in 2010, according to IdeaWorks Co., which tracks that data. So far, the trend toward hotels adding fees onto the room rate is mostly confined to the U.S., where surcharges totaled a record \$2.7 billion last year, according to industry researcher Bjorn Hanson at New York University’s Jonathan

M. Tisch Center for Hospitality and Tourism.

It’s obvious to any traveler that all hotels in the U.S.—and especially the mid-level-to-luxury segment—are striving to provide better experiences for guests, from high-quality bedding and new bathrooms to redesigned lobbies and state-of-the-art technology. Last year, U.S. hotels spent \$6.85 billion on such improvements, says Hanson. This intensely competitive industry is looking for new ways to boost revenue—even as STR, the hospitality business data firm, says that in 2017 the three key measures of hotel performance (average REVPAR, room rate, and occupancy) were all the highest it has ever recorded.

That’s understandable, and the spread of surcharges may be inevitable. Moreover, a few extra dollars added to a room that costs \$400 a night is no big deal. But transparency still counts for something.

“It’s a matter of honesty, not money,” insists Lauren Wolfe, a lawyer and world traveler. She started an advocacy site (killresortfees.com) to track the spread of resort fees into the wider hotel world after booking a room in Key West for \$400 a night but finding at check-in that there was a \$20-a-night surcharge.

“I would have been happy to pay \$420, but I am not happy to be told the room is \$400 when it actually is \$420,” she says. **EJTB**



JOHN T. LEWIS

Joe Sharkey (jsharkey@bjtonline.com), the author of six books and a longtime **BJT** contributor, wrote a weekly business travel column for the *New York Times* for 16 years.



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ZACH & CODY VICHINSKY

They launched a real estate firm that represents only properties worth over \$10 million. It turns out that's among the least interesting things about these brothers.

by Jennifer Leach English

Zach and Cody Vichinsky's real estate firm, Bespoke, operates in the affluent oceanside Long Island communities collectively known as the Hamptons. The brothers say their company is the first to represent only properties selling for \$10 million and above, and that the majority of homes they sell are valued at over \$40 million.

When they launched Bespoke in 2008, Zach (*at left in photo*) and Cody already had considerable experience with this market. Both of them had spent time selling high-end Hamptons residences for the giant New York City-based Corcoran Group while Cody's career had included a stint as a private wealth manager for Merrill Lynch. With Bespoke, they wanted to build a formidable operation from scratch, and as they celebrate the firm's 10th anniversary, it appears that they've succeeded: their sales and marketing team, which now numbers about two dozen, has sold homes worth a total of \$1.5 billion in the past three and a half years.

Not surprisingly, such success has netted the brothers fancy cars, high-level social connections, and luxurious homes of their own. But by the end of our hour-long conversation in Manhattan, I'd concluded that their financial success is among the least interesting things about them.

In fact, they don't seem to care much about the trappings of wealth. Raised by a single father who had little in the way of material assets, the brothers were taught to stick together and to value family above all else. Though both are under age 35, they strike me as old souls who are gracious, driven, well-studied, and almost supernaturally grounded.

They get most excited when the discussion turns to real estate data and research, which might sound hard to believe until you learn that they often spend their rare afternoons off exploring some other hot real estate market. I got the impression that if Bespoke were to somehow vanish, the Vichinskys would have no problem regrouping to create an entirely new successful company from scratch.

PHOTOS BY BILL BERNSTEIN

ZACH & CODY VICHINSKY

How did Bespoke get started?

Cody: It was a calculated decision for us to be in the Hamptons. We analyzed it from an investment perspective right as the [U.S. financial] crash was happening, and it was a particularly interesting real estate market because it had no quantifiable metrics. All the properties were being serviced in relatively the same way, whether they were \$1 million or \$100 million. No one was using price per square foot, the databases were somewhat antiquated, the information was somewhat dusty and skewed. We recognized an opportunity to create structure and an inflection point in the way that high-end real estate was serviced.

Zach: I started to become fascinated with the brokerage component. We spent a couple years at a conventional firm and analyzed the nuances around big-box brokering flaws. We didn't have a network of relationships in the Hamptons, so our business model was to provide value and opportunity.

Did you start slowly?

Zach: No. We launched with vigor. We spent a year planning, sharpening our ax before we started swinging it, building out our systems, building a war chest. We came out strong to prove a point.

Was it hard to break into the Hamptons culture?

Cody: There was a lot of explaining, showcasing how our systems delivered infinitely more value than the conventional process, fighting hard just to get the opportunity to get to work. Lots of people came out of the woodwork saying, "These two knucklehead morons, they will go down in flames soon." But we found it to be relatively low-hanging fruit

once we started to get going, because it is such a small community where, if you do good work and provide value, there is a whisper on the wind.

Zach: In a lot of cases, our clients have one, two, three, and four degrees of separation—it's a

tight world. Because our focus is just on the high-end, we have an ability to dedicate more of everything to our clients on the listing side. More money, more human capital, more exposure. We can do things better and make more of an impact.

"We chartered a helicopter for the client—40 minutes each way. They came and toured the property within 30 minutes and did the deal."



Isn't it becoming easier and easier for clients to go online and access real estate information on their own?

Zach: On our end, there is a need for somebody to catalog and shape information and provide it in the right way. The majority of our clients, both on the buy and sell sides, are analysts by nature. They want to look at all the data to make as much of an accurate decision as possible, financially and emotionally. So that necessitates somebody like us to corral the information and provide insight.

Cody: Disruption of brokerage in general is definitely a tidal wave coming toward the business, particularly on the lower end. I think you are going to see that business becoming much more mechanical as information and opportunity become more transparent and abundant.

Do your clients tend to already be Hamptons residents?

Cody: A good chunk of our sales come from people who are already in the marketplace. There's definitely new entry into the market, but there is also a domino-like effect. Someone may knock on some guy's door and pay him a premium, and then that guy has to get into the market to buy something.

Zach: Because we have such a vast inventory—right now from \$10 million to \$175 million—we always see who's coming through the door. Whether it's our own clients or other brokers working with buyers, we have a very holistic view of that micro-market and what's happening in it. We are often approached by both buyers and sellers to help them process something that doesn't hit the public market. A buyer will say, "I want to buy something and I have exhausted the market. Can you help?"

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"Yes, we're the fresh face in the marketplace, but our leadership has decades of experience operating aircraft around the world," says industry veteran Nick Houseman, OJets' CEO. "We've all worked with and even created some great organizations, but OJets is a culminating point of our careers. The stars and our own paths seemed to align for this."

Inaugurating its pay-as-you-fly and block-hour services in early April, OJets is initially focusing on the Asian market, whose business aviation customers have a frequent need for intercontinental travel and "an expectation of a high level of service," Houseman says. "Because of our aircraft, our people, and our operating phil-

osophy, we're perfectly suited to the market in this region."

Houseman, meanwhile, is perfectly suited to head Singapore-based OJets, with its all-Bombardier fleet. He founded Zenith Jet, the world's premier Bombardier Global aircraft consultancy for the past decade; has co-owned Slovenia's Elit'Avia since 2011, which operates 20 aircraft around the world, including five Globals; and has played senior management roles at Bombardier Aerospace.

OJets officially marked its launch at ABACE, Asia's largest business aviation exhibition, where it showcased a Global 6000 in fleet livery, highlighted by the company's signature Japanese "ensō" symbol on the tail. The "O" in OJets is inspired by the circular sign, representing a global reach connecting east and west, with strength, elegance, and infinity, this last quality encapsulating a value "impossible to describe, but understood as the pinnacle once experienced," says Houseman. "We think OJets is like that, and as a company, we aspire to emulate these characteristics through our commitments to client service and operational excellence."

OJets' Global 6000s and Challenger 650 average just two years in service, and all are outfitted with the luxuries and conveniences that discerning Asian and International clientele expect: high-speed Internet connectivity, comfortable and efficient workspaces, and plush sleeping configurations. The Globals feature a rear stateroom, conference groupings, and club seating. Handpicked appointments include cashmere blankets, 100 percent Egyptian cotton bedding, and silk eye masks.

And unlike most charter services, which use third-party-owned aircraft—often with restrictions on use—OJets owns its jets and is ready to take customers anywhere, anytime. "It's our private fleet, and that gives us a lot of flexibility to serve our clients," says Houseman.

En route, OJets customers enjoy gourmet food and beverage menus reflecting their tastes and preferences, with dishes prepared by in-house chefs or by special arrangement with the distinguished restaurants favored by clients. Catering is "a key piece of the service on long-range flights, especially in Asia," explains Houseman. So too is the presentation. OJets' international team of cabin atten-





Nick Houseman, OJets CEO



dants receive special training—including attending the School of Hospitality of Lausanne, Switzerland (white-glove service and training in Chinese culture). They also delight in helping customers use all the amenities and communication and entertainment systems these exceptional aircraft offer. Of course, OJets pilots, as well as cabin crews, are trained and certified according to the highest international standards, ensuring complete passenger safety and comfort.

Access to the world's finest service is easy with OJets: occasional travelers can choose the competitive and highly flexible pay-as-you-fly offering, while frequent travelers can take advantage of the OJets Block Hour Program, which offers 48-hour guaranteed availability at a fixed hourly rate. There are no membership fees, minimum flight hours, annual renewals, capital investments, or other costly commitments.

"We've seen all the charter models: jet cards, fractional, whole ownership, memberships," says Houseman. "Now is a great time for simple, no-commitment plans. A lot of clients in Asia like the asset-light model—they don't want to own but definitely need access to an aircraft, so it's the perfect environment for us."

OJets has operations centers at its headquarters in Singapore and in Ljubljana, Slovenia—base of Elit'Avia, which operates the OJets fleet. OJets has purchased Elit'Avia and is leveraging that company's operational heritage and experience, a linchpin in the long-term strategy.

"OJets has an owned-and-operated fleet," says Houseman. "When coupled with Elit'Avia's expertise in aircraft management and charter, we have created a global company with access to numerous markets, resources, and opportunities."

The combination will also allow more customers in Asia to take advantage of Elit'Avia's aircraft management and charter portfolio. Elit'Avia has achieved business aviation's highest standards, including the prestigious Stage 3 International Standard-Business Aircraft Operations (IS-BAO) accreditation from


the International Business Aviation Council (IBAC). With more than a decade and over 35,000 flight hours of international operational experience, Elit'Avia's AOCs from Slovenia, Malta, and San Marino provide global access to OJets' aircraft.

"Elit'Avia will continue to operate as a wholly owned OJets company, and the Elit'Avia team look forward to continuing to serve their existing clients while seeking new opportunities within OJets' global network," says Houseman. "Also, with several aircraft based in Russia and Europe and a decade of experience operating there, Elit'Avia boosts OJets' ability to serve clients who travel in those regions."

Houseman notes that basing a portion of operations in Slovenia provides an economic advantage, as "costs are considerably lower than in other EU countries."

But today the story belongs to OJets, the new, yet experienced, face of luxury charter for the discerning Asian business jet traveler. "Asia is booming," concludes Houseman. "A lot of people don't realize the size of Asia. Wherever you're going, it's a long way. The current market is growing, and our fleet, service, and operating model are perfect for its needs."

OJets' principal stakeholders include key Singapore private and corporate investors, and leading financial institutions, such as Minsheng Financial Leasing Co., Ltd.

Looking ahead, Houseman believes OJets' signature style of service will translate well to other markets. "While we draw inspiration from Asian culture," he says, "we think the values it exemplifies are universal." 



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What are the biggest mistakes people make when buying or selling a home?

Zach: Moving too fast with complete emotion is dangerous, and we try to steer our clients away from that. On the sell side, being overly emotional about your asset and what it is worth can deter you from getting the most for your money. The emotional aspect muddies the water, so we stick to logic, data, and the principles that we built our company on.

Cody: Often when people are patient the best results come, and a lot of folks aren't. Conversely, sometimes people are too patient and they get boxed out of the game. So it is really about finding that happy medium between analyzing opportunities and executing a decision. We talk about the 80/20 rule. In the beginning for most folks it's 80 percent investment analysis and 20 percent emotion; then they hit a certain threshold, and the percentage flips.

Have you developed friendships that lead to new business?

Cody: We have created amazing friendships and relationships, but we don't strive for that [to find clients]. [There is a school of] thought where you have to get as many friends as possible to then sell them houses. Our process is quite different, because we are confident that the service and value that we provide [attract business]. We don't care if we are invited to parties.

How do you hire?

Zach: We learned early that you hire slow and fire fast, and we've lived by that rule. We are fortunate that we have fantastic mentors—men and women who have built and sold very large companies—who we can bounce ideas off of.

Coming from humble beginnings, were you ever star-struck by the glamour and opulence of the Hamptons?

Cody: A lot of people are awe-struck by it, and they get nervous when they are dealing with somebody who is high profile, high power, high intelligence. When we got into the business we saw that [this mentality] could be a problem, because when someone extremely powerful comes your way, you can't be the best resource for them if you're not yourself.

Zach: More exciting than anything, more than the money, is being able to interact with and pick the brains of some of the brightest people in the world.

FASTFACTS

- ▶ **NAMES:** Zachary and Cody Vichinsky
- ▶ **BORN:** New York City on Feb. 3, 1984 (Zach) and Nov. 1, 1986 (Cody)
- ▶ **POSITION:** Co-owners, Bespoke Real Estate
- ▶ **PREVIOUS POSITIONS:** Zach and Cody both sold Hamptons homes for the Corcoran Group. Cody also spent three years as a private wealth manager for Merrill Lynch and worked in telecommunications for seven years.
- ▶ **EDUCATION:** B.S., New York University (Cody)
- ▶ **PHILANTHROPY:** The Michael Bolton Charities, the Make-a-Wish Foundation, the Samuel Waxman Cancer Research Foundation
- ▶ **TRANSPORTATION:** When not traveling on client aircraft, have flown with Blade, JetSmarter, NetJets, and Wheels Up.
- ▶ **PERSONAL:** Zach lives in Bridgehampton with wife Nicole and sons Ramsey (3) and Austin (almost 1). Cody lives in East Hampton with his dog, an American Bully named Odin, who is a sibling of Zach's dog, Simmy.



ZACH & CODY VICHINSKY

How are you and your clients utilizing business aviation?

Zach: We've dabbled across the board [on our personal flights], but a lot of our clients have planes, so we are on those quite a bit. Sometimes their jets are too big for East Hampton and they have to fly in to Gabreski in Westhampton, so we arrange a seaplane.

Cody: We use helicopters a lot [between the Hamptons and Manhattan]. We've noticed a lot of impromptu [business and personal] trips among our clients who are flying privately—at the last minute, they'll decide to go to South Florida or the Caribbean. Many clients have their own fleet. We did a high-profile deal that needed to be done relatively fast [because of other bidders], so we chartered a helicopter for the client—40 minutes each way. They came and toured the property within 30 minutes and did the deal.

What's the best part of your job?

Cody: We get to work with some of the world's leading minds, people who have done amazing things. Even if they are not exorbitantly wealthy, it could be a notable artist [for example].

Zach: All of those [individuals] have helped us grow and learn about people, and it's fascinating. We are in the most beautiful and elaborate and expensive homes on the planet, and you can get jaded, but it's still exciting to walk into a home that's been created by a very talented, smart group of people, all at the top of their field. Whether it's architects or designers, landscape architects, or builders, we get to see the Picassos of real estate.

And in your spare time?

Cody: The truth is, we are happily imbalanced at this point in our lives. We're workaholics and we

are passionate about it seven days a week. We eat well, we like to take trips, but simple things matter to us. Seeing friends, seeing our family, just having quality time is fun. And we like to research various markets a lot. We are big into research.

Zach: We enjoy learning [about other real estate markets] because they impact our clients' lives and our business. We'll go to Miami and Palm Beach, Aspen, Park Slope [in Brooklyn, New York], and bring information back to our clients.

What are your thoughts on giving back?

Cody: We've always believed that as you take in, it is good to give out. We donate a lot of money to various causes. We are very much into animals, people who are needy, women and children who have been abused. We are big into veterans who are displaced when they come home—they need resources, they need psychological help. We are currently rolling out something unique where if someone is purchasing a home through us they have the option to have a portion of our commission go to a charity of their choice.

You two have an extraordinary connection, even for brothers.

Zach: We are very fortunate because we are very different people but we are completely in sync. We function in brutal honesty and transparency, and we try to instill that in everybody who works with us and for us. There are certain things that Cody does much better than I do and vice versa. The beauty for us is that our perspectives in a lot of cases are different, and we can debate about [how to find middle ground].

Cody: The business has always been an avenue for us to explore our talent and get better at who we are



"Because we have such a vast quantity of inventory—right now from \$10 million to \$175 million—we always see who is coming through the door."

as individuals and as a team. We've had a fortunate recipe of humility, ambition, and also tremendous failures in our lives that have forced us to really look at who we have in our corners and then focus on being the best possible team.

That's not by accident; there was a tremendous amount of conversation and emotional growth. It was instilled [from childhood] for us to find the best possible versions of ourselves, look at our faculties, polish them, and be the best possible people we could be.

How do you think your childhoods shaped your relationship?

Cody: Zach has always operated with a clear focus on what he wants out of his life in the same way I have, and those desires kind of met in the middle. We want the

best for each other and there are times where I take a back seat to my brother out of respect and vice versa. A family business works best if there is no ego.

Zach: We come from very humble beginnings—lower middle class. Our father rented the worst house in the best neighborhood he could so we could go to a good school district on Long Island. We grew up with people who had more money and resources than us. If we wanted things, we had to grind and do it, and we learned to do that together. Even as kids we would tag-team to get ahead. Our parents were divorced relatively early, and our father was very proactive in driving the notion into our heads that the only people we have are each other. To be as strong as possible, we needed to rely on each other. And we did that from a very early age. **BJT**

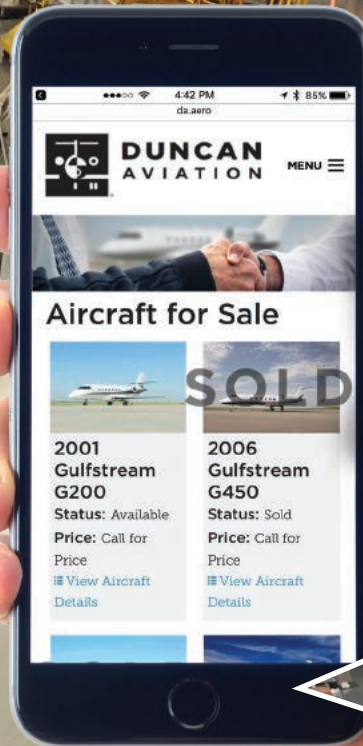
Jennifer Leach English (jenglish@bjtonline.com), BJT's editorial director, interviewed John Terzian for our February/March 2018 issue. This interview has been edited and condensed.



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Are aircraft “hiding” on U.S. registry?

In some cases, yes, but it’s not necessarily cause for concern.

by Jeff Wicand

The Bank of Utah was in the media bulls-eye last fall. Like several other U.S. banks and companies that specialize in this business, it serves as a trustee that holds legal title to jets listed on the FAA registry. Investigative journalists at the *New York Times* and elsewhere, looking to uncover newsworthy tax-avoidance schemes and security threats, seized on “a trove of records leaked from an off-shore law firm” to blow the whistle on Russian “oligarchs” who were secretly registering their “private jets” in Oklahoma City, using the Bank of Utah as a “stand in.”

The *Times* story followed hard on the heels of a *Boston Globe* “Spotlight” piece that revealed, among other things, that a company called Aircraft Guaranty, in Onalaska, Texas, had registered over 1,000 aircraft through a “loop-hole in FAA regulations.” After a nod to “a boutique bank in Utah,” the *Globe* correspondents expressed their belief that “thousands of foreign-owned planes, marked with U.S. N-numbers, scattered around the globe” represented “an important issue and involved national security.”

Some members of Congress evidently agree. A bill introduced in the House last July by Representative Stephen Lynch (D-Massachusetts) would require an entity that registers an aircraft with the FAA to disclose (and provide documentation for) the



entity’s “beneficial owners.” The bill defines such owners as people who, directly or indirectly, exercise control over the entity or have “an interest in” or receive “substantial economic benefits” from its assets. That would include, for example, the shareholders of a corporation.

Do the newspaper articles and proposed legislation reflect genuine concerns or are they attempts to address a problem that doesn’t exist?

First, there is nothing illegal about a non-U.S. citizen using a U.S. trust to register an aircraft. If an aircraft owner can’t satisfy the

citizenship requirements in FAA regulations, the FAA offers two main options (let’s not call them “loopholes”): the “based and primarily used” test for corporations, and the owner trust. The former allows the non-U.S. citizen to register the aircraft in the U.S. as long as it is based here and logs at least 60 percent of its flight hours in the U.S. every six months. To date, this option does not seem to have drawn any media attention.

The same cannot be said for owner trusts. Trusts date back to the Middle Ages as a way to separate

legal and beneficial ownership. The trustee—which the FAA accordingly records as the aircraft owner—is the official or “legal” owner of the property. But the trustee holds the aircraft in trust for the beneficiaries, who do not appear on the registry as owners (though the trust instrument and related documents are filed with the FAA as a public record and are readily available on databases such as AMSTAT). Trust instruments for U.S.-registered aircraft must be reviewed and approved in advance by FAA registry counsel.

Lack of information about trust beneficiaries has not escaped the FAA’s notice. In 2010, it began complaining about trusts with non-citizen beneficiaries, many of which had trust instruments governed by foreign law, and considered introducing a moratorium on the approval of such trusts and even prohibiting them altogether. [See “Lack of Trust,” December 2010/January 2011, available at bjtonline.com.—Ed.]

These proposals were met with a thunderous outcry from aviation attorneys and their clients, and in the end the FAA simply introduced reasonable and more stringent requirements for trust instruments. In particular, the FAA wanted to make sure that trustees such as the Bank of Utah, Delaware Trust, and Wells Fargo were responsible for retaining or obtaining key information about

the aircraft and its operations. In some ways, it's actually easier for the trust to obtain this information than the government.

These reforms are apparently insufficient for some critics, who worry about clandestine evil doings involving aircraft held in trust. Should we worry too?

Trusts aren't the only way to disguise beneficial ownership of jets. Aircraft are registered all the time in the name of special-purpose entities such as limited-liability companies that aren't exactly transparent regarding their real owners. Lynch's well-meaning bill, of course, would solve that problem by requiring disclosure of the ultimate beneficial owners of all entities, not just trusts. But the congressman's proposal is impractical. How will a public company with thousands of stockholders—many of which are mutual funds and similar investment vehicles that themselves have thousands of shareholders—disclose its beneficial owners? Even if they could somehow provide a list of all of them, they'd then have to deal with Lynch's bill's requirement that the list be updated within 60 days of any change in the information.

But why is there a national security issue about the owners, anyway? Non-U.S.-registered aircraft fly around the U.S. all the time; there's a harmless-looking jet registered in Bermuda outside my office window right now. If the concern is that someone will fly a jet into a Manhattan skyscraper or drop bombs on the Super Bowl, what difference does it make if the aircraft is on U.S. or Bermuda registry? Knowing the beneficiaries of non-citizen U.S. trusts will not protect us from heinous acts involving business jets. Nor will forcing jets "scattered

around the globe" to forsake their current U.S. registration in favor of, say, Isle of Man greatly enhance our national security.

Of course, one purpose of allowing U.S. registration of aircraft in the name of a trust is precisely to enable such registration by non-U.S. citizens. FAA citizenship tests, for example, require corporations to have a "president" who is a U.S. citizen, a requirement that some major U.S. aircraft-owning corporations don't meet. In such cases, a trust offers an easy solution.

If the concern is that someone will fly a jet into a Manhattan skyscraper or drop bombs on the Super Bowl, what difference does it make if the aircraft is on U.S. or Bermuda registry?

Further, many jet owners who *are* U.S. citizens put their aircraft in trusts because they simply want to remain as anonymous as possible. Not every U.S. jet owner is as eager to advertise to whom his aircraft belongs as, say, Donald Trump.

And the idea that using a trust is a bulletproof device to hide your aircraft ownership from nosy people and investigative journalists is unrealistic, anyway. Journalists and aircraft brokers can usually get to the bottom of the issue if they want to.

Doubtless we can find ways to be better informed about who really owns U.S. aircraft, but let's not think that doing so will necessarily make America safer. **BJT**

READY FOR TAKEOFF

This recurring editorial feature spotlights aircraft that are for sale at press time. For this issue, we asked dealers to tell us about aircraft they're currently offering that they consider bargain-priced. **BJT's** editorial department selects aircraft for inclusion and the magazine receives no compensation in exchange for coverage. Brokers wishing to have their inventory considered for this department should email readyfortakeoff@bjtonline.com.

Bizjet Bargains

↓ 1990 Challenger 601-3A

Thanks to a recent price drop, you can fly off in this nine-passenger jet for less than you'd pay for many used turboprops. The aircraft, which has 6,600 flight hours, received a new interior and paint job in 2012 and features worldwide internet with Wi-Fi, APU on MSP Gold, a Honeywell SPZ-800 avionics suite, cabin entertainment via Airshow 400 and dual 19-inch bulkhead monitors, and many other features.

Asking price: \$1.6 million

Broker: Guardian Jet



↓ 2015 Embraer Lineage 1000E

If you're looking for a Lineage, look no further because this is reportedly the only one currently on the market. The broker considers it a bargain partly because the bizliner has been operated and "meticulously maintained" by a well-established flight department. Crew training is included in the price of this Lineage, which comes with ADS-B Out and has accumulated only about 1,000 hours of flight time. The five-zone cabin incorporates three lavs and a well-equipped galley.

Asking price: \$34.995 million

Broker: The Jet Business



Jeff Wieand (jwieand@bjtonline.com) is a senior vice president at Boston JetSearch and a member of the National Business Aviation Association's Tax Committee.

FACTORY-NEW
AIRCRAFT

XTI TriFan

This electric/turbine hybrid is designed to take off and land vertically and promises great range and remarkably low direct hourly operating costs.

by Mark Huber



Maybe it's because the air is thinner there. Perhaps the Rocky Mountains inspire majestic thoughts. Or maybe, just maybe, it has something to do with the fact that since 2012 recreational marijuana has been legal in Colorado—and widely enjoyed by much of the local populace long before then.

Whatever the reason, some of the oddest, most improbable, and most innovative aviation ideas have emanated from the state for years. Initially fueled by a wave of 1990s dot-com cash and dreams, aircraft named Adam and Javelin took seed in the Denver suburbs. The former began life as a twin-engine piston push-pull design that the company would later unsuccessfully

attempt to morph into a business jet, while the latter resembled a small fighter aircraft that its creators tried to sell as a business jet. Neither airplane is around anymore. But today, at Hangar 14 at suburban Centennial Airport, a small group is busy developing a 40-passenger supersonic airliner and not far away another small team at XTI Aircraft—the letters stand for “Extended Technology and Innovation”—are creating a futuristic hybrid turbine electric-vertical-takeoff-and-landing (eVTOL) model called the TriFan 600.

Unlike the tiltrotors you may have heard about—such as the military's Bell/Boeing V-22 and the under-development Leonardo AW609 civil

600



machine, which both have swiveling engines and proprotors bolted onto the wingtips and look like turboprops—the TriFan looks more like a jet; and it's billed to be considerably faster, able to travel farther, cost much less to acquire and operate, burn less fuel, and operate more quietly than the AW609, an aircraft that first flew in 2003.

The \$6.5 million TriFan is predicted to deliver a seats-full range of 670 nautical miles when taking off vertically, or 1,048 with a comparatively short takeoff roll of 700 feet. Power comes from a hybrid turbine electric system that uses three ducted fans, each

powered by two electric motors. Power for the motors comes from a redundant system of generators and batteries. The entire system is powered by a single Honeywell HTS-900 turboshaft, a derivative of an engine with a long service history in helicopters. If the turboshaft engine fails, the batteries hold enough power to get the aircraft safely to the ground; if the batteries fail, the engine can provide enough power. If they both should somehow fail, a whole-aircraft parachute system like that on the Cirrus SF50 jet will come to the rescue and you'll gently float to earth.

**FACTORY-NEW
AIRCRAFT**



The TriFan's wings will be embedded with solar panels to help keep the batteries charged.

Because the aircraft can taxi and initially take off using nothing but electric power, it promises to be very quiet—potentially a lot quieter than helicopters. Even with its turboshaft engine on, its ducted fans should provide acoustic dampening superior to that on your average helicopter. And the TriFan should be able to get into helipads and other spaces that a typical corporate helicopter already uses; indeed, its footprint is smaller than that of several popular corporate rotorcraft, including the Sikorsky S-76, Airbus H155, and Leonardo AW169.

Stylistically, the TriFan harks back to the Velocity kit-plane series that came to the fore in the 1980s, a rakish design with lines that ooze speed. Unlike owners of the Velocity, though, you won't need to wedge your way inside. The TriFan's 280-cubic-foot interior—which can accommodate five passengers (assuming one pilot)—is on par with or larger than the cabins of some light jets. The flight controls are slated to be the latest triple-redundant computerized fly-by-wire, with a rapid refresh rate to compensate for any gust loading when the TriFan is in vertical mode; they will be the same sophisticated



XTI TriFan 600 at a Glance

Price	\$6.5 million
Powerplant	Hybrid electric
Pilots	1–2
Passengers	4–5
Cabin	Volume: 280 cu ft
	Length: 10 ft
	Width: 5 ft 2 in (forward cabin) 6 ft (aft cabin)
Baggage capacity	200 lb
Max cruise speed	300 kt
Service ceiling	29,000 ft
Time to climb	11 minutes
Range* (seats full)	670 nm (VTOL), 1,048 (STOL)
Max takeoff weight	5,300 lb (VTOL), 6,300 lb (STOL)
Fuel capacity	125 gal
Wingspan	38 ft
Length	39 ft, 1 in

*Seats full, cruising speed, 270 kt

Source: XTI Aircraft. All data preliminary/estimated.

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Because the aircraft is designed to take off using nothing but electric power, it promises to be very quiet.

to retrieve medical samples from remote areas in the Himalayan foothills.

It would be easy to dismiss all this as a, um, “pipe” dream by a handful of irrational futurists, but plenty of people recognize the TriFan’s disruptive potential and are taking it seriously. Sixty customers have already placed orders with contract values exceeding \$390 million and more than 500 investors have contributed through crowdfunding, stock purchases, or direct investment. Granted, more money still needs to be raised to fully develop the aircraft and get it certified and into production. However, in February the company announced that it was on schedule and on budget as it completes the ducts, fans, and other components for a 60 percent scale flying prototype that could be aloft by the end of this year. With proper funding, the TriFan could find its way to customers by 2023. **BJT**

controls found on the latest fighter jets and the next generation of business jets coming to market. While the avionics have yet to be defined, they are likely to be touchscreen and highly automated to enable the goal of single-pilot instrument-flight-rule operations.

A full load of fuel—enough to go up to 1,200 nautical miles (ferry range)—is just 125 gallons, a figure that puts helicopters, turboprops, and jets to shame and gives the TriFan a ridiculously low direct hourly operating cost of just \$350, according to company president

Robert LaBelle, an industry veteran who previously worked on the AW609 program.

The TriFan has the ability to connect urban centers like Chicago and New York faster than you could with a private jet and ground pounding to the airport (XTI estimates a 1.6-hour savings on that trip); and its potential in the lesser-developed world, where airports remain scarce, could be enormous. Half of the TriFan’s existing orders are from the Middle East and Asia. One customer, an Indian pathology laboratory chain, plans to use the aircraft



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Boeing Business Jet (BBJ)

The first-generation uber-barge has a lot going for it, but would-be buyers need to consider several special factors, starting with where to keep it.

by Mark Huber

When Boeing and GE Aviation announced the Boeing Business Jet in 1996, they offered customers the opportunity to snatch a factory-fresh 737 airliner for \$36 million and have it turned into a bespoke ultra-luxury private globetrotter. For those with sufficiently fat wallets, there was virtually no limit on interior possibilities.

Boeing took the fuselage of a 737-700 and mated it to the higher-fuel-capacity wing of the 737-800, landing gear, and center fuselage section. Anywhere from three to 10 auxiliary fuel tanks can be installed in the belly of the BBJ, giving it a range of up to 6,196 nautical miles with eight passengers, which equates to about 14 hours in the air. The aircraft is powered by CFM56-7B27 engines, made by a consortium in which GE has 50 percent ownership.

In ensuing years, Boeing came out with two lengthier versions of the BBJ, later known as the BBJ2 and BBJ3. The BBJ2 boasts 25

percent more cabin capacity than the original, but at the price of slightly reduced range. It came about in part because the BBJ doesn't have much room for baggage in the cargo hold with all those extra belly tanks. In 2005, Boeing announced the even larger BBJ3, based on the Next Generation 737-900ER. Like the BBJ2, it has less range than the original BBJ, by 800 to 1,000 nautical miles.

For third-party completion centers and their affiliated designers and suppliers, the original BBJ was a goldmine, because outfitting the cabin could sometimes add \$10 million (1998 dollars) to the price of an aircraft. Early customers were told that completions—paint, interiors, auxiliary fuel systems, and winglets—could be finished within 12 to 18 months but this proved to be largely fiction for a variety of reasons: Boeing didn't initially play nice with technical data sharing; the FAA aircraft modification approval process proved more problem-

atic than anticipated; and certain completion centers and related vendors had ambitions that outstripped their abilities.

Customers soon realized that this was way different from calling up Gulfstream or Bombardier and ordering a new GV or Global. It was more like the slow bleed and burn one does when building a house—a really big house. The cabin of a BBJ measures 79 feet, 2 inches long and 11 feet, 7 inches wide, yielding 807 square feet of floor space—plenty of room for an oversized galley, crew rest area, three lavatories, a lounge or two, a conference/dining room, one or two private staterooms, and a shower. Initially, no two interior designs were alike, and interiors ranged from sumptuous pleasure palaces to functional corporate shuttles with seats for 50.

A few customers did not help matters, insisting that their residential architects or yacht



designers—people often blissfully ignorant of all things aircraft—add their influence. This further gummed up the works while producing aesthetically curious results. In the end, several commercial parties to the dance did not survive and Boeing became more hands on in unwinding the completions backlog.

Much has been learned over the years. Now, a select group of experienced completion and

refurbishment centers have prepackaged options for BBJs and these are becoming increasingly relevant as a new generation of more fuel-efficient variants, called BBJ MAX, are about to hit the market, starting with the larger models. Deliveries of the replacement for the original BBJ, the BBJ MAX 7, won't begin until 2022.

Today, you can find some great bargains on lightly used first-generation BBJs for published prices from \$19 million to \$48 million, with total times ranging from as little as 2,000 hours for a 10-year-old model to 10,000 hours for an aircraft that came off the line in 1998. (Average price is \$34.4 million for a 2006-era BBJ with about 3,900 hours.) While 10,000 hours may seem like a lot, that's a modest number for an aircraft built to airline specifications; 737s can easily fly past the 100,000-hour mark. With prices for a completed new BBJ MAX 7 expected to ring up in the \$100 million range, a preowned BBJ merits a close look.

Without question, the aircraft has a lot going for it in terms of durability and ubiquity—it's

The cabin has plenty of room for an oversized galley, crew rest area, three lavatories, a lounge or two, a conference/dining room, one or two private staterooms, and a shower.

Specifications & Performance

Passengers (executive)	19
Range*	6,230 nm
Max cruise speed	486 ktas

*IFR NBAA 200 nm reserve fuel.

Economics

Total variable cost/hour	\$6,506
Total cost/year**	\$4,164,795
Total fixed cost/year	\$1,185,258

*with four passengers (max 200 lb each, including luggage), NBAA IFR 200 nm reserve fuel, max cabin altitude, 8,000 ft.
**without depreciation, and based on 458 flight hours.

Source: Conklin & DeDecker, Orleans, Mass.

Visit BJTonline.com for a searchable aircraft guide that contains detailed performance, specifications, and expense data for this and all other popular business aircraft.



BBJ1 compared with ACJ319

Model	First year produced	Variable cost/hour	Seats exec/max	Range (nm)	Normal cruise (kt)	Max takeoff weight (lb)
BBJ1	1998	\$4,553	19/19	6,230	470	171,000
ACJ 319	1998	\$4,086	19/19	6,360	470	168,650

Assumptions: Aircraft are 2003 models. Jet fuel \$4.06/gal; variable cost: fuel plus maintenance reserves; four passengers;

NBAA IFR 200 nm reserve fuel; passenger weight 200 lb includes baggage; two pilots. Max cabin altitude, 8,000 ft

Sources: Conklin & de Decker's Life Cycle Cost and Aircraft Performance Comparator.

USED AIRCRAFT REVIEW

based on an airframe with more than 10,000 flying examples out there worldwide and with no shortage of mechanics, parts, or pilots for it. Most of the 134 BBJs that were produced were made between 1998 and 2001; many of the rest were built between 2002 and 2010.

If you do decide to take the plunge into the land of the super-sized cabin, you'll need to consider more than a few special factors.

Let's start with a possible deal-breaker (other than the price tag): Where are you going to keep it? The distance from ground to the top of the tail on a BBJ is 41 feet, almost 15 feet taller than the same measurement for a Gulfstream G650. So you're not going to be able to nest it in most hangars. While many BBJs can and do live well outside, it is somewhat harder to keep them clean that way. Another consideration is pavement: a fully laden BBJ tips the scales a 171,000 pounds, so if you operate from fields with weight restrictions or places where density altitude is problematic, the BBJ probably isn't for you.

Consistently in recent years, 10 to 14 percent of the fleet has been on the market at any given time and most of these aircraft are on registries

from a list of countries that sounds like the table of contents for a book called *The Hitchhiker's Guide to Tax Havens*. (The Falkland Islands—who knew?) So your acquisition team needs to be skilled in the ways of foreign-registered aircraft transactions.

Also, as alluded to previously, most legacy BBJs are a little long in the tooth and are at or near major inspection intervals, but this actually is beneficial if the inspection is done in concert with refurbishment, a strategy successfully employed last year by Switzerland's Jet Aviation Basel. The key to keeping refurb costs under control is not moving any aircraft structure like interior doors or walls and getting the original data package from the owner or the center that did the first completion. (Jet Aviation Basel had done it in 1999 when the airplane was factory fresh, so it was not an issue.)

Then it simply becomes a question of new exterior paint, upholstery, fabrics, and veneers, and adding soundproofing (it's better and lighter than it was 20 years ago), a new cabin-management system, and Wi-Fi. If the aircraft in question has not already received the lower-cabin-altitude upgrade (which reduces cabin altitude from 8,000 to 6,500 feet at 41,000



feet), you should definitely opt for that as well. The cockpit also likely will need a refresh with items such as the Future Aircraft Navigation System (FANS) and ADS-B Out. A refurb budget of \$2 million to \$5 million will produce a like-new-looking BBJ with most of the latest bells and whistles that is prepared to soldier on for decades, while offering one of the most comfortable cabins in the sky. **BJT**

Mark Huber (mhuber@bjtonline.com), an aviation industry veteran, has reviewed aircraft for **BJT** since 2005.



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Sizing up a new tax break

Buyers of used aircraft can now benefit from bonus depreciation.
But how big a deal is that, really?

by James Wynbrandt

If you're shopping for a pre-owned business aircraft, the 2017 federal tax law's biggest news may be that you can now take advantage of 100 percent bonus depreciation, a benefit previously reserved for purchasers of new airplanes. The writeoff for used aircraft (those placed in service by Jan. 1, 2027) "will help the business aviation industry turn the

corner" this year, according to the National Aircraft Resale Association (NARA), which represents some major airplane brokers.

Will bonus depreciation really accomplish that goal? And if you were to purchase a preowned model, how beneficial would this change in tax policy be for you?

"On the surface, it sounds really attractive," says Pete Messina, lead

CPA with Jetlaw in Washington, D.C. "But I'm not sure what impact it really has on the used market."

Related laws may impact the value of the tax break, Messina says. For one thing, eligibility for bonus depreciation requires that the aircraft be employed at least 50 percent for business and under the new law, using it for business entertainment no longer counts toward that percentage.

Moreover, you can apply bonus depreciation only to the percentage of the airplane's cost that equates to the percentage of business use. Say you buy a Hawker 900XP for \$4.6 million and half of its use this year is for business. In that case, the writeoff is limited to half the cost—\$2.3 million. Moreover, you can't depreciate more than your income for the year, so you'll need \$2.3 million in income in order to write off that much. So while the bonus depreciation could be a boon for some,

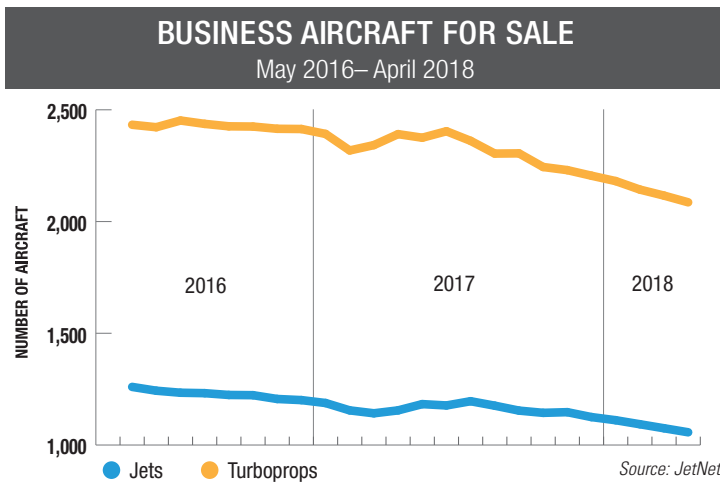
it may not be the impetus for the turnaround NARA postulates.

Meanwhile, gray areas could impede efforts to capitalize on the bonus rule. Messina cites management company clients of his that help their high-usage charter customers acquire aircraft. "Because of the price point and [the high level of] charter activity, [buyers] are making money on those acquisitions," he says. "That was never a formula that worked before." But bonus depreciation isn't available for an asset previously used by its buyer. If the management company's customer ever chartered the aircraft he or she later purchases, does that render it ineligible for the tax benefit? "We'll wait for guidance from Treasury," says Messina.

What if you planned to buy a new aircraft—say a Global 6000 priced at \$62 million—in part because of the depreciation benefits? Does it now make sense to consider a pre-owned model? "Absolutely," says Messina. (By the way, preowned Global 6000s are selling at less than half the price of new, as the table on this page indicates—a long way from turnaround territory.)

So how should bonus depreciation affect your purchase plans? Industry veterans advise consulting aviation tax and/or accounting specialists who can evaluate your situation and provide guidance. That's something the revision hasn't altered. **BJT**

BJT contributor James Wynbrandt (jwynbrandt@bjtonline.com) is a multi-engine instrument-rated pilot.



SOME POPULAR PREOWNED MODELS

		CITATION CJ4	LEARJET 45	HAWKER 900XP	FALCON 2000EX EASy	GULFSTREAM GV	GLOBAL 6000
Number in-service		261	247	185	337	193	261
On the Market*	Number of aircraft	7	15	15	15	16	14
	Avg. days on market	527	380	155	334	293	326
	Avg. model year	2013	2001	2010	2009	2000	2014
	Avg. asking price (millions)	\$6.22	\$1.94	\$4.65	\$13.37	\$9.93	\$36.99
Sales in 1st Quarter 2018	Number of aircraft sold	5	6	4	7	7	1
	Avg. days on market	191	179	353	166	192	153
	Avg. model year	2014	2001	2010	2009	1999	2012
	Avg. sale price (millions)	\$6.29	\$1.8	\$4.03	\$14.03	\$9.17	\$28.5

*as of April 11, 2018. Source: AircraftPost.com



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Rethinking retirement savings

Experts are questioning traditional advice.
Here's why, and some alternatives they suggest.

by Chana R. Schoenberger



FOTOLIA (MONTAGE JOHN A. MANFREDO)

There's a well-known script for how to manage your retirement nest egg: start saving early in your career, put as much as you can into tax-advantaged accounts, and increase the portion of your portfolio devoted to bonds as retirement approaches. Then withdraw 4 percent in the year after you stop working and adjust the amount annually for inflation.

But this playbook has come under increased scrutiny lately. Some experts are challenging the conventional wisdom on how you should save for retirement and how you should manage withdrawals once you stop working.

What's different today? The stock market has ascended to new heights, while bonds now offer low yields. Healthcare costs are rising rapidly. And people are living longer, which means retirement could last 30 years; and many people have a younger spouse whom the portfolio needs to support even longer than that, says Aaron Anderson, senior vice president of research at Fisher Investments in San Francisco. All of this has shifted the calculus for retirees.

Another factor is the Consumer Price Index, which measures inflation in the U.S. but "doesn't tell the whole story for someone in retirement," says Anderson. The CPI incorporates categories where retirees may not be buying as heavily as younger consumers, such as cars and electronics, which have seen price drops. (The measure also doesn't include college tuition, an increasingly large expense for many Americans, but one that isn't likely to be a factor for many retirees.)

Moreover, with recent inflation at an annual rate of around 2 percent—about the yield of medium-term Treasury bonds—retirees' money may have less buying power than they think over time, says Heather Loomis Tighe, a managing director at BlackRock in San Francisco who heads the Institutional Endowments, Foundations, and Family Office business for the West Coast and western Canada.

Given all of these factors, the "4 percent rule" for withdrawals during retirement may no longer be the best strategy, she says. "I would say scale

that back," advises Tighe, who cites healthcare costs as one major category of spending that may require more of retirees' savings than planned. (It should be noted, though, that many retirees keep their savings in tax-deferred accounts that have required annual minimum withdrawals, so they may not have the option to take out less than about 4 percent. They can still, of course, choose to spend less than that amount.)

It can also make sense not to receive Social Security until age 70, because waiting results in higher payments, says David Littell, a professor in the retirement income program at the American College of Financial Services in Bryn Mawr, Pennsylvania. Deferring retirement-account withdrawals until they're required is also a good idea, because it allows the money to remain tax sheltered for as long as possible. (For traditional IRAs, the required first withdrawal date is April 1 of the year following the year when you turn 70½; for 401(k)s, it's generally that date or April 1 of the year after you retire, whichever is later.)

Using taxable accounts to fund living expenses for the first few years of retirement can keep you in a lower tax bracket than would apply if you started withdrawing the sheltered funds, Littell says. He also recommends moving money to a Roth IRA for as long as possible: even if you're largely retired, you or your spouse might do consulting or other part-time work; and you're allowed to put up to \$6,500 per person in a Roth IRA each year, as long as you're earning that much in income.

Another element of the typical retirement plan is asset allocation that skews heavily, or entirely, toward bonds once the investor has reached retirement age. That may be misguided, some research now suggests. Littell says that Wade Pfau—also a professor at the American College of Financial Services—has concluded that savers should reduce their equities allocation to 30 percent of their portfolio at retirement, and then begin increasing it to an eventual 70 percent.

Raising the percentage of your nest egg that's in stocks may seem like a dangerous thing to do in retirement. But diversifying your portfolio by adding different geographical regions and asset classes can reduce volatility. If your stocks fall, you may want to rely on cash or

other funds to pay expenses rather than selling devalued shares.

"If you start taking money out, and the market goes down, you'll deplete your funds," Littell says, adding that some investors also buy put options to protect themselves if their stocks lose value.

As the bond market sputters and stocks soar, retirement savers and retirees are finding it tough to get guaranteed income that beats inflation, says Karan Sood, CEO of CBOE Vest, the asset-management arm of the Chicago Board of Exchange, based in McLean, Virginia.

"Bond yields are really low and they're likely to go higher, so that's a really big dilemma for income seekers," Sood says. "The traditional space that was always delivering income with a high level of certainty is now challenged."

As retirees look for yield elsewhere, they're heading into riskier assets like dividend-paying stocks, preferred stocks, high-yield bonds, REITs, and MLPs, he adds.

Many of Sood's clients buy CBOE Vest mutual funds that use options to limit the amount of money they can lose on stocks; they're

essentially paying for insurance by giving up some of the potential appreciation. These funds have fees of about 1.25 percent of assets, or 0.7 percent in a retirement account. Selling options on the upside means retirees can get 6 to 7 percent annual return from the funds, although they don't get to keep any appreciation above that level, Sood says.

"With those kinds of returns in mind, you can give up some of the extreme returns in the stock market, and you don't have to pay for the protection out of your pocket," he adds.

It's often a mistake to shift entirely to fixed income when you stop working as a way to decrease risk, Anderson says: "We would argue that people still need a lot of growth in retirement."

Retirees may also want to rethink moving their money into alternative investments like hedge funds and private equity funds, because they offer limited liquidity, Anderson notes. Although these funds may hold out the promise of higher payouts in the future, it's crucial to understand when that money will be paid out.

"For most retail investors, getting access to their money when they need it is critical," Anderson says. **BJT**

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Tomorrow's Wheels

by Ian Whelan

BJT sent its resident car expert to the 2018 New York International Auto Show to see what the future holds for the method of transport you use when you can't take a business jet. Here's his report.

Genesis Essentia Concept 1

Genesis, Hyundai's fledgling luxury brand, is certainly walking the walk. The Essentia concept was by far the most eye-catching auto at the show with its low, long glass hood blending into a retro bubble roof before trailing back to a short Kamm-tail rear end. The proportions could be called classic GT, but this all-electric car is unmistakably modern with taut minimalist bodywork wrapped around a carbon-fiber monocoque and multiple-motor drivetrain. Its batteries are stashed in the tunnel between the seats. The Essentia—which is reminiscent of concept cars that fascinated me as a kid—showcases future styling cues, but it also signals that the marque is serious about becoming a player in the developing luxury electric-vehicle market.



2019 Volvo V60 2

I have a soft spot for wagons. No, not the '74 Lincoln land yacht with the fake wood paneling that my mom used to drive. I'm talking about elegantly designed wagons with sporty underpinnings that still allow you to enjoy a dynamic experience while hauling just about anything in the back. They're the Swiss army knife of cars. Most manufacturers have abandoned them in the U.S. market, but thankfully Volvo is keeping the torch burning. Its V60 is available with a 316-hp engine and all-wheel-drive in T6 trim and includes all the advanced safety features and tech that you'd expect. We drove the XC90 and loved it, even with its SUV height and weight, so this should be even more fun. If I were buying an everyday car this year, I'd seriously consider this one. Volvo hasn't released pricing yet, but expect the Swedish automaker to offer the new model for more than the 2018's \$38,250 starting price.

2019 Jaguar I-Pace 3

The I-Pace is a stylish yet practical 240-mile-range electric all-wheel-drive crossover vehicle that is well worth a look in standard, manual-drive form. However, Jaguar has announced that it plans to build up to 20,000 fully autonomous I-Paces in partnership with Waymo, the self-driving-car company owned by Alphabet (Google's parent). Waymo intends to employ the vehicles in a ride-hailing service that it expects to debut in 2020. A pilot program has already launched in

Phoenix, but Waymo hopes to eventually expand the business across the U.S. This is just one entry into the developing fully autonomous ride-hailing space. Only time will tell how this controversial market shakes out with the public. Meanwhile, if you don't mind driving yourself, you can opt for the manual-drive I-Pace, which starts at \$69,500.



Mazda Kai Concept 4

An inexpensive hot hatch may be just what you need, perhaps to keep at your pied-à-terre. As Mazda moves upmarket, developing its Kodo design language and boosting interior quality with premium materials, you won't have to feel as if you're driving an economy car. The Japanese manufacturer displayed this curvy, clean design, which looks as if it could have come from Europe and will likely be the 2019 Mazda3. The company is expected to debut that car with its revolutionary SkyActiv-X engine, which uses compression ignition, like diesels, to significantly boost fuel economy, reduce emissions, and breathe new life into the internal combustion engine.



PHOTOS: IAN WHELAN

2019 Porsche 911 GT3 RS 5

Looking for a street-legal track toy? Porsche's venerable GT3 RS is arguably the cream of the crop. The German manufacturer has bestowed the limited-production vehicle with myriad race-car chassis and downforce-inducing aero bits, plus an outrageous naturally aspirated 4.0-liter flat six engine that revs to 9000 rpm, producing 520 hp and 346 lb-ft of torque. That power is delivered to the rear



wheels through a lightning-fast seven-speed PDK transmission, which helps the car reach 60 mph in three seconds. The GT3 RS starts at \$188,550, and if the standard version won't quite suffice, you can add the \$18,000 Weissach package, which reduces weight by about 14 pounds, and that's before specing the \$13,000 magnesium wheels that save an additional 25 pounds of unsprung weight, with the total coming in at just 3,153 pounds. With the reduced weight, the Weissach package should shorten the 0–60 sprint to even less.



2019 Mercedes-Benz G550 6

After decades of soldiering on with only modest updates since 1979, Mercedes has reissued the iconic G550, or Geländewagen as it is also known, for the 21st century. You'd probably have to take a second look to notice that this low-flying brick differs from its predecessor, but it has grown in size slightly, and is wholly updated under its boxy exterior, including independent suspension up front. A 4.0-liter turbocharged V8 mated to a nine-speed automatic powers the G550, sending 416-hp and 450 lb-ft of torque through the three locking differentials to all four wheels. (For those who find those figures to be insufficient, the G63 AMG iteration ups the power to 577 hp and 627 lb-ft of torque with a 0–60 time of 4.4 seconds, as compared with 5.3 seconds on the standard model.) Pricing hasn't yet been disclosed, but you can expect the 2019 G550 to sell for more than the 2018 model, which starts at \$123,600. **BJT**

Ian Whelan (iwhelan@bjtonline.com) is BJT's video producer and a longtime auto enthusiast.

10 Towns with Revolutionary War Battlefields Worth a Visit

1. **Concord, Massachusetts.** Where it all started.
2. **Princeton, New Jersey.** Preservation efforts are ongoing.
3. **Fort Ticonderoga, New York.** Well-restored historic fort.
4. **Hubbardton, Vermont.** Beautiful site in the hills.
5. **Saratoga, New York.** The entire battlefield has been preserved.
6. **Monmouth, New Jersey.** The last battle in the North.
7. **Cowpens, South Carolina.** A small but great American victory in a rural setting.
8. **King's Mountain, South Carolina.** Hike the mountain where British troops were trapped.



9. **Guilford Courthouse, North Carolina.** The great battle of the South.
10. **Yorktown, Virginia.** The decisive siege of 1781 occurred in this town, which was also the site of a major military operation in the Civil War.

—Jeff Wieand

12 Special Occasions You Might Not Celebrate

1. **Squirrel Appreciation Day** (January 21)
2. **Gum Disease Awareness Month** (February)
3. **Self-injury Awareness Day** (March 1)
4. **National Ex-spouse Day** (April 14)
5. **Bed Bug Awareness Week** (April 20–26)
6. **Ultraviolet Awareness Month** (May)
7. **Ball Point Pen Day** (June 10)
8. **National Fresh Breath Day** (August 6)
9. **National Passport Awareness Month** (September)
10. **National Punctuation Day** (September 24)
11. **National Clean Out Your Virtual Desktop Day** (third Monday in October)
12. **National Candy Cane Day** (December 26)



—Jeff Burger



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8 Great Multigenerational Vacation Spots

- 1. Wisconsin Dells, Wisconsin.** The Waterpark Capital of the World offers scenic Wisconsin River cruises, amusement parks, museums, and live entertainment, plus Circus World in nearby Baraboo.
- 2. Hershey, Pennsylvania.** Discover all things chocolate at Hershey's Chocolate World, ride 14 roller coasters at Hersheypark, and take in the Hershey Story Museum and ZooAmerica.
- 3. Walt Disney World, Florida.** With four theme parks, two water parks, four golf courses, on-site resort accommodations, and the Disney Springs shopping, dining, and entertainment complex, children and adults find plenty of options.
- 4. Williamsburg, Virginia.** After learning about American history at Jamestown, Colonial Williamsburg, and Yorktown, head for Busch Gardens Williamsburg or Virginia's largest outlet mall.
- 5. Black Hills, South Dakota.** The Wild West delivers family fun with Mount Rushmore National Memorial and Crazy Horse Memorial, gold panning, mine tours, unparalleled natural beauty, buffalo sightings, and cave exploration.
- 6. St. Augustine, Florida.** Start with Castillo de San Marcos, the Colonial Quarter, and Ponce de Leon's Fountain of Youth Archeological Park to bring this 400-year-old city into focus and then take in St. Augustine Alligator Farm, Ripley's Believe It or Not! Museum, and Potter's Wax Museum.
- 7. San Antonio, Texas.** Explore 300 years of history at the Alamo and UNESCO-designated missions, stroll along River Walk, and enjoy SeaWorld San Antonio and Six Flags Fiesta Texas.
- 8. New Orleans.** Experience the French Quarter, take a riverboat cruise, see the Audubon Aquarium of the Americas and Audubon Zoo, and take a streetcar to see the mansions along St. Charles Street.

VACATION TIME

—Marilyn Jones

3 Memorable Golf Museums



- 1. British Golf Museum, Edinburgh, Scotland.** Some 16,000 historical objects, including the sport's oldest golf balls, fashioned of feathers, are housed a chip shot from the first tee at the Old Course at St. Andrews.
- 2. USGA Museum, Far Hills, New Jersey.** Peruse rooms devoted to such American golfing stars as Jack Nicklaus and Arnold Palmer and compete on the museum's 16,000-square-foot putting course.
- 3. World Golf Hall of Fame, St. Augustine, Florida.** Watch championship highlights in the Hall of Fame's Member Locker Room, test

your skill on an 18-hole putting course, and tee off on a replica of the 17th hole island green at nearby TPC Sawgrass.

—John Grossmann

10 Hotels Used as Film Sites

- 1. Fontainebleau, Miami Beach, Florida.** The pool scene in Brian de Palma's *Scarface* as well as parts of *Dreamgirls* and the James Bond classic *Goldfinger* were filmed here.
- 2. Waldorf-Astoria, New York.** This Art Deco midtown hotel was used in dozens of movies, including *Scent of a Woman*, *Coming to America*, *Alfie*, *The Royal Tenenbaums*, and *Analyze This*.
- 3. The Plaza, New York.** This century-old hotel, which overlooks Central Park, shows up in *Sleepless in Seattle*, *The Great Gatsby*, *Arthur*, *Annie Hall*, and *Bride Wars*.



4. **Millennium Biltmore Hotel**, Los Angeles. This historical hotel appears in numerous movies, including *Ghostbusters*, *Cruel Intentions*, *Beverly Hills Cop*, *The Sting*, and *Chinatown*.
5. **Timberline Lodge**, Timberline, Oregon. The hotel, on the south slope of Mt. Hood, has served as a filming location for several movies, most notably Stanley Kubrick's *The Shining*.
6. **Chateau Marmont**, Los Angeles. Inspired by a historical French chateau, the hotel was most recently featured in *La La Land*.
7. **Grand Hotel**, Mackinac Island, Michigan. The hotel, built in 1887, is the backdrop for *Somewhere in Time*, starring Christopher Reeve, Jane Seymour, and Christopher Plummer.
8. **The Park Hyatt Tokyo**. This hotel, which boasts views of the city and Mt. Fuji, is featured in *Lost in Translation*, starring Bill Murray and Scarlett Johansson.
9. **The Dolder Grand**, Zurich, Switzerland. You can see this hotel—which offers city, lake, and mountain views—in *The Girl with the Dragon Tattoo*.
10. **Hotel Le Meurice**, Paris. Decorated in the ornate Louis XVI style, this hotel served as the filming location for several movies, including *Midnight in Paris*, *Is Paris Burning?*, and *Diplomacy*.

—Marilyn Jones



5 Eco-Thrill Ziplines

1. **Whistler Zipline Tours**, Whistler, British Columbia. Choose from five heart-pounding descents through the pristine Canadian Rockies, including the 7,000-foot Sasquatch ride.
2. **Zipline Canopy Tours over 11 Waterfalls**, Puntarenas, Costa Rica. The three-hour experience includes 25 ziplines and the opportunity to swim in a spring-fed mountain pool.
3. **Catalina Island Eco Zipline Tour**, Catalina Island, California. The two-hour, five-zipline descent incorporates lectures about island history, ecology, and wildlife during stops on its three-quarter-mile drop from canyon rim to ocean beach.
4. **Queenstown Zipline Tour**, Queenstown, New Zealand. Go tame, with a two-hour ride fit for children, or get a bird's-eye view of the snow-capped Southern Alps rimming Lake Wakatipu while braving six treehouse-to-treehouse runs that reach speeds of 40 mph.
5. **Kapalua Ziplines**, Maui, Hawaii. Five-, six-, and seven-zipline options include a rainforest ATV ride, a scenic canyon crossing on a 360-foot suspension walking bridge, and a pineapple snack.

—John Grossmann

10 American Symphony Orchestras Worth a Visit



1. **Baltimore Symphony Orchestra**. Conducted by Marin Alsop.
2. **Boston Symphony Orchestra**. The “Aristocrat of Orchestras.”
3. **Chicago Symphony Orchestra**. Famous for its brass.
4. **The Cleveland Orchestra**. Still great.
5. **Dallas Symphony Orchestra**. The terrific Texas ensemble.
6. **Los Angeles Philharmonic Orchestra**. See Gustavo Dudamel!
7. **New York Philharmonic**. Orchestra of Mahler, Toscanini, and Bernstein.
8. **The Philadelphia Orchestra**. Famous for its strings.
9. **San Francisco Symphony**. Last two years for Michael Tilson Thomas.
10. **Seattle Symphony**. Making great recordings on its own label.

—Jeff Wieand



10 Spectacular Movie Palaces

1. **TLC (formerly Grauman's) Chinese**, Hollywood, California. Opened in 1927, it was renovated in 2013 with an IMAX screen.
2. **Radio City Music Hall**, New York. Now a 6,000-seat venue for concerts and, of course, the annual Christmas Spectacular with the Rockettes, it opened in Rockefeller Center in 1932.
3. **Loew's Jersey**, Jersey City, New Jersey. Opened in 1929 as one of the five Loew's Wonder Theatres, it now hosts arts and cinema programs, sometimes with accompaniment from a renovated Morton Wonder pipe organ.
4. **The Senator**, Baltimore. One of the last of the traditional movie palaces, this landmark was renovated in 2013 for movies and special events.
5. **Fox**, Atlanta. Now a 4,600-seat concert venue, it opened in 1929 with an "Arabian courtyard" interior architectural theme and its famed "Mighty Mo" pipe organ.
6. **Castro**, San Francisco. Opened in 1922, this theatre is today known for film festivals and its state-of-the-art film-projection and sound systems.

7. **Tampa Theatre**, Tampa. Opened in 1926, advertising opulent air conditioning, this Florida venue today features independent and foreign movies and documentaries—and its Mighty Wurlitzer pipe organ.



8. **The Chicago Theatre**, Chicago. One of the earliest and most opulent movie palaces, it opened in 1921 and is now a performing-arts center.
9. **The Kentucky Theatre**, Lexington, Kentucky. Opened in 1922 and still operating as a movie theater, it has long been considered one of the South's most beautiful movie palaces.
10. **Connor Palace**, Cleveland. A former vaudeville theater opened in 1922 on the B.K. Keith national vaudeville circuit, it remains the centerpiece of the city's famed Playhouse Square performing-arts district.

—Joe Sharkey

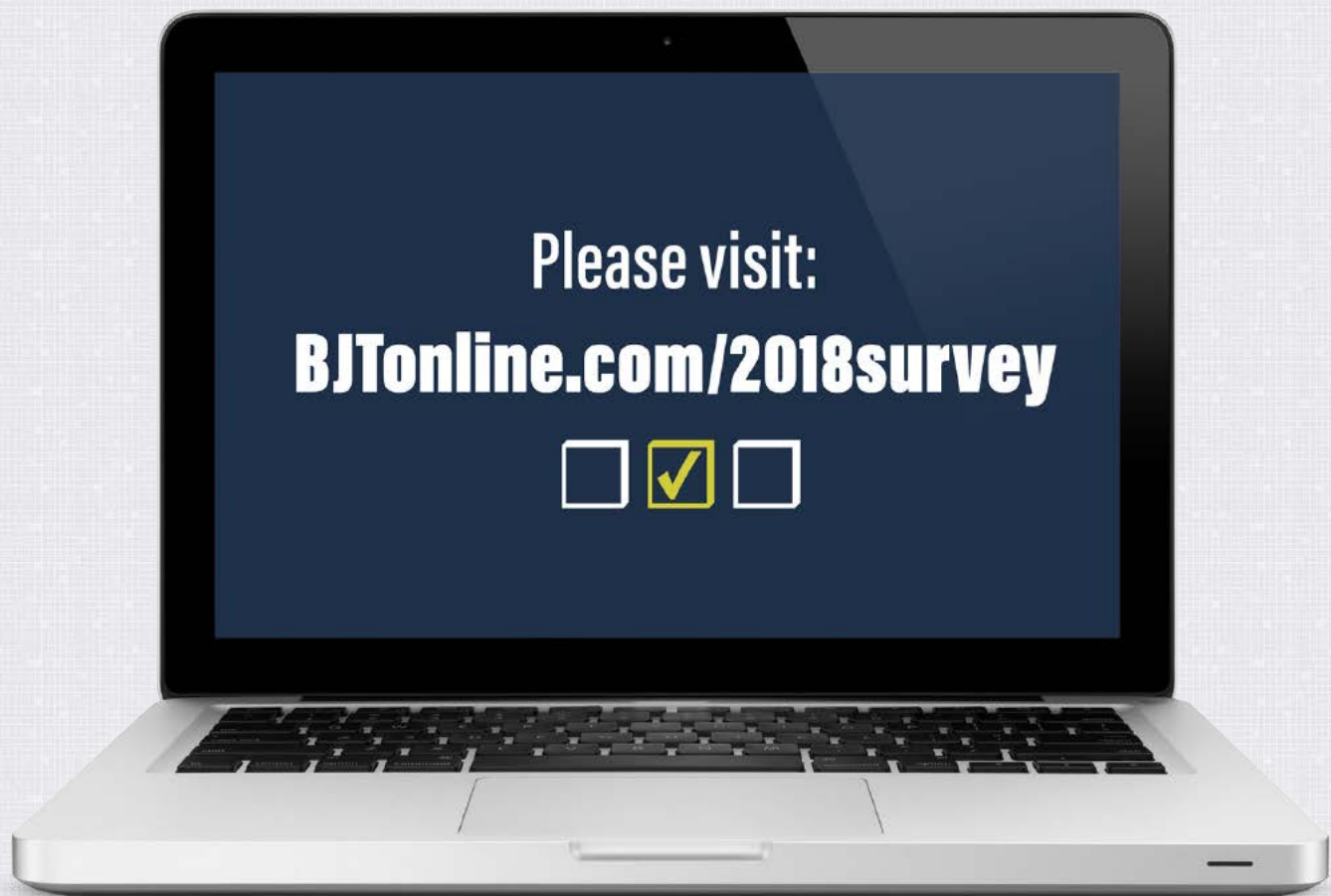


15 Underappreciated Folk/Rock Acts (and Recommended CDs)

1. **Love (*Forever Changes*)**. Arthur Lee's late '60s/early '70s outfit garnered a cult following—but not the deserved wide audience—with its inimitable blend of folk, rock, jazz, classical, and psychedelia.

WHY WAIT TILL NOVEMBER TO VOTE?

The polls are already open at **BJT**, where you can talk back to the bizav industry by offering your opinions about aircraft and service providers.



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*For contest and donation rules and details, please visit bjtonline.com/contestrules.

2. **Elliott Murphy** (*Lost Generation/Nightlights*). Rave reviews in the early '70s failed to produce big sales but that hasn't stopped this Long Islander-turned-Parisian from releasing dozens of great records in subsequent decades.
3. **Chip Taylor & Carrie Rodriguez** (*Let's Leave This Town*). Magic resulted when Taylor—author of radio staples ranging from “Wild Thing” to “Angel of the Morning”—teamed up with fiddler/vocalist Rodriguez from about 2001 to 2007.
4. **Greg Brown** (*If I Had Known: Essential Recordings, 1980–1996*). The gravelly voiced Iowa folk artist garnered attention for appearances on *Prairie Home Companion* but not nearly as much as this national treasure deserves.
5. **Eric Andersen** (*The Cologne Concert*). Folksinger Andersen is renowned for his often-covered 1960s classics, “Thirsty Boots” and “Violets of Dawn,” but his romantic lesser-heard later work is even better.
6. **Fred Neil** (*The Many Sides of Fred Neil*). You probably know Nilsson's cover of his “Everybody's Talkin'” but not his own recordings, which are a treat.
7. **Tim Buckley** (*Happy Sad*). Tim Buckley—who died tragically and young, like his more famous son, Jeff—released enough fantastic folk/jazz/rock albums to make picking a favorite difficult.
8. **John Phillips** (*John Phillips*). Phillips achieved wide success as leader of the Mamas and Papas but his best solo work didn't get the audience it merited.
9. **Michael Fracasso** (*A Pocketful of Rain*). On folk/pop songs like “All or Nothing,” the Austin, Texas-based Fracasso takes you to places you can't get to any other way.
10. **Mink DeVille** (*Savoir Faire*). This outfit's music conjures up vintage rock/pop by the likes of composer Doc Pomus, with whom leader Willie DeVille collaborated.
11. **Shack** (*H.M.S. Fable*). This retro-rock group, whose apparent influences range from Love to the Beatles to Pink Floyd, record only sporadically, but when they do, the results can be spectacular.
12. **World Party** (*Goodbye Jumbo*). Led by ex-Waterboys member Karl Wallinger, this Beatles-influenced group serve up one well-hooked gem after another on 1990's overlooked *Goodbye Jumbo*.
13. **Andy Pratt** (*Resolution*). Pratt had an FM radio presence in the early 1970s with a song called “Avenging Annie,” but the intimate, emotional, and little-known *Resolution* is his best work.

14. **Jimmy LaFave** (*Trail, five vols.*). Covers of dozens of Dylan tracks—everything from “Positively 4th Street” to “I'll Be Your Baby Tonight” to “Oh, Sister”—suggest that LaFave may be the best of Bob's hundreds of interpreters.
15. **Tom Russell** (*The Long Way Around*). Tom Russell has been making great, adventurous folk records for decades, and this 1997 sampler is bound to leave you wondering why he isn't world famous.

—Jeff Burger

6 Places to Celebrate National Carousel Day (July 25)

1. **Watch Hill, Rhode Island**. Unattached to the floor, the flying horses here have been spinning counterclockwise since 1876.
2. **Berkeley, California**. Ride a menagerie of animals, including a sea monster, at Tilden Park Merry Go Round in the hills above the East Bay.
3. **Binghamton, New York**. Known as the “Carousel Capital of the World,” this city and neighboring Endicott and Johnson City are home to six historic carousels.
4. **Washington, D.C.** Once a traveling attraction, the canvas-topped carousel on the National Mall features horses four abreast and a sea dragon.
5. **Santa Monica, California**. Santa Monica Pier Carousel, a century-old Loeff Hippodrome that's on the National Historic Register, no longer houses a Charles I.D. Loeff carousel, but merrily spins a classic Philadelphia Toboggan Company design.
6. **Brooklyn, New York**. Jane's Carousel, a 1922 gem that offers New York skyline views, has been meticulously restored and repainted in its original colors by artist Jane Walentas.



—John Grossmann



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SAN JOSE REGIONAL FORUM

San Jose International Airport (SJC)

Thursday, September 6, 2018

The NBAA San Jose Regional Forum will bring current and prospective aircraft owners, operators, manufacturers, customers and other aviation professionals together for a one-day event on September 6. The forum incorporates exhibits, a static display of aircraft and education sessions to help current operators, as well as those considering using an aircraft for business. Any current issues in the region will also be addressed. Visit the website to learn more and register.

REGISTER TODAY: www.nbaa.org/2018sjc

5 Best American Oyster Bars

1. **Union Oyster House**, Boston. The semi-circular bar by the streetside front window has been serving local oysters since the days of Daniel Webster, who dispatched them by the half dozen with brandy and a tumbler of water.
2. **Grand Central Oyster Bar**, New York. The expansive daily oyster menu offers a wide range of flavor profiles, drawing from a seasonally changing master list of more than 250 oyster farms in 12 states and four countries.
3. **Swan Oyster Depot**, San Francisco. Only 18 seats at the counter and impeccably pristine and simply prepared oysters, clams, crab, scallops, shrimp, and smoked fish make for long lines but supremely satisfied diners.
4. **Eventide Oyster Co.**, Portland, Maine. On ice in a massive chunk of hollowed-out Maine granite built into the bar await a dozen local varieties and about half as many oysters “from away.”
5. **Pearl Dive Oyster Palace**, Washington, D.C. Select from East and West Coast varieties, including the “house” oyster, the Chincoteague-grown Old Black Salt, a plump, buttery bivalve that delivers on the last word in its name.


—John Grossmann

6 Northern California 2014 Cabs Worth Their \$125+ Prices

1. **Ridge Monte Bello** (\$200). This succulent blend of 75 percent Cabernet Sauvignon, 18 percent Merlot, 5 percent Cabernet Franc, and 2 percent Petit Verdot comes from a vineyard in the Santa Cruz Mountains.
2. **Etude** (\$125). This wine from Rutherford delivers all the power and finesse you’d expect, exhibiting great body, elegance, and depth.
3. **Dalla Valle** (\$140). Smooth, delectable, almost creamy, this Oakville creation is a joy to drink.
4. **Provenance Fortitude** (\$225). Produced from grapes from a combination of stellar vineyards, Fortitude is super smooth and silky.
5. **Groth Cabernet Reserve** (\$135). This wine offers exemplary balance and mouthfeel and would be perfect with a ribeye.
6. **Hewitt Vineyard Rutherford Cabernet Sauvignon** (\$170). This Cab has youthful heft and attitude.

—Bob Ecker

11 Unusual Yoga Options

-  **1. Yoga with goats**, Vail Stables, Vail, Colorado. Let the little kids nibble your heels and climb all over you as you do downward dog.
2. **Stand-up paddleboard yoga**, Lake Austin Spa Resort, Austin, Texas. Yoga in the center of a lake.
 3. **Naked yoga**, Shangri La Ranch, New River, Arizona. Work out like the ancient Greeks, unencumbered by clothes.
 4. **Stoned yoga**, 420 Yoga Retreats, Denver. Get high with free joints and “go with your own flow” followed by s’mores by a campfire.
 5. **Get-wet yoga**, Niagara Falls, New York. Namaste Niagra, a summer series operated by Niagara Parks, lets you do yoga at the base of powerful Horseshoe Falls.
 6. **Kitten yoga**, CityPlace, West Palm Beach, Florida. You bring the mat, they supply the kittens that roam freely in hopes of finding families.
 7. **Beer yoga**, Collective Brewing Project, Fort Worth. Do yoga in the taproom followed by an alcoholic beverage of your choice.
 8. **Yoga and shoeing**, Bristol Mountain Ski Resort, Canandaigua, New York. Yogis snow shoe around the lodge, and incorporate yoga moves in an activity they call “snow-ga.”
 9. **Yoga and margaritas**, El Pinto park, Albuquerque, New Mexico. “YogaRitas” are served between two Sunday yoga classes.
 10. **Mountaintop sunrise yoga**, Bend, Oregon. Chopper via Big Mountain Heli Tours to a snow-capped, 10,000-foot mountain peak for sunrise yoga.
 11. **Ice yoga**, Riverfront Park, Spokane, Washington. Forget hot yoga. Try yoga on ice to give stress the cold shoulder.

—Margie Goldsmith





3 Expensive Beers

1. **Dave** (\$2,300/bottle). This hard-to-find barley wine, a strong dark beer, boasts a 29 percent alcohol content and is brewed by Oregon-based Hair of the Dog Brewing Company.
2. **Samuel Adams Utopia** (\$199/bottle). Released every two years, this potent beer has an alcohol content of 28 percent.
3. **Crown Ambassador Reserve** (\$90/bottle). The most recent vintage of this hoppy, malty, and smooth Australian beer—brewed in 2014—is aged in French oak barrels for 12 months.



—Rob Kiener

7 Hotels That Began as Something Else

1. **The High Line Hotel**, New York. Originally student housing for the General Theological Seminary.
2. **NOPSI Hotel**, New Orleans. Named for its original use as the office of New Orleans Public Service Inc., where locals paid electric and water bills.
3. **Magnolia Hotel**, Denver. This historical building served as a First National Bank starting in 1911.
4. **Jail Hill Inn**, Galena, Illinois. A county jail for nearly 100 years.
5. **The Ski Tip Lodge**, Keystone, Colorado. In the 1880s, it was a stagecoach stop.
6. **Mission Point**, Mackinac Island, Michigan. A former Protestant church camp.
7. **American Club**, Kohler, Wisconsin. Once a dormitory for immigrants.

—Margie Goldsmith

6 Vacation Destinations for the Record Books

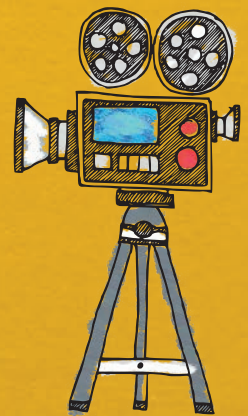
1. **Smallest country**. The 110-acre Vatican City, with a population of about 1,000, is the world's smallest country.
2. **Biggest waterfall**. Although billed as the world's largest waterfall, Zimbabwe's Victoria Falls aren't the highest or widest; but they do have a higher flow rate than their closest competitors, Niagara Falls and Iguazu Falls.

3. **Happiest nation**. According to a 2018 United Nations-sponsored report, Finland ranked as the "world's happiest country."
4. **Largest river**. Although Africa's 4,130-mile Nile River is often called the world's largest, some claim the Amazon should earn that title because it is the widest and has the greatest volume.
5. **Narrowest street**. Located in the German town of Reutlingen, 12-foot-long Spreuerhofstrasse Street, built in 1727, is only a claustrophobic one foot wide at its narrowest point and 19 inches at its widest.
6. **Oldest restaurant**. Built in 1725, Madrid's Sobrino de Botin—an Ernest Hemingway favorite—is the world's longest continually operating restaurant.

—Rob Kiener

8 Films That Feature Airports

1. **Casablanca** (1942). This classic's airport scenes were shot at Van Nuys Airport, formerly known as Los Angeles Metropolitan Airport.
2. **Bullitt** (1968). The final confrontation between the bad guys and Steve McQueen takes place in San Francisco International Airport.
3. **Airport** (1970). The film, which is set at the fictitious Lincoln Airport, was made at Minneapolis-St. Paul International and features a Boeing 707-348 that was leased to Universal Pictures.
4. **Airplane** (1980). This spoof of disaster movies was partially filmed at Long Beach [California] Airport, which was meant to resemble Chicago O'Hare.





5. *A Fish Called Wanda* (1988). This farce features London's Heathrow Airport and a British Airways Boeing 747-236.
6. *Catch Me If You Can* (2002). The famous scene of Leonardo DiCaprio surrounded by young stewardesses was filmed at the old Ontario, California airport terminal, which has since been converted to office space.
7. *The Terminal* (2004). This Tom Hanks film used Montreal-Mirabel International Airport for runway and other exterior scenes.
8. *Up in the Air* (2009). Most of the airport scenes for this George Clooney movie were filmed at St. Louis Lambert International Airport.

—Bob Ecker

8 Hotels with Literary Connections

1. **Raffles Hotel**, Singapore. Since it opened in 1887, Raffles has been home to countless writers who wanted to capture the essence of the Far East.
2. **Gran Hotel La Perla**, Pamplona, Spain. This Ernest Hemingway favorite has reportedly kept his suite as it was when he stayed there.
3. **Circus-Circus**, Las Vegas. “The Circus-Circus is what the whole hep world would be doing Saturday night if the Nazis had won the war,” wrote Hunter S. Thompson in *Fear and Loathing in Las Vegas*.
4. **The Oriental**, Bangkok, Thailand. Joseph Conrad wrestled with his plots—and malaria—in this hotel, which has suites named after literary guests such as Noel Coward,

James A. Michener, and W. Somerset Maugham and a restaurant named for Conrad's *Lord Jim*.

5. **L'Hôtel d'Alsace**, Paris. Suite 16 is still standing—complete with the infamous green peacock wallpaper that prompted Oscar Wilde to say, “My wallpaper and I are fighting a duel to the death. One or the other of us has to go.”
6. **Hotel Continental**, Saigon, Vietnam. Graham Greene's *The Quiet American* features Hanoi's Metropole Hotel but the novelist supposedly wrote much of it on the terrace at Hotel Continental Saigon.
7. **Brown's Hotel**, London. Rudyard Kipling honeymooned here and wrote *The Jungle Book* in the suite—now priced at \$7,000 a night—that bears his name; Brown's is also said to be the inspiration for Agatha Christie's *At Bertram's Hotel*.
8. **Sofitel Santa Clara Hotel**, Santa Clara, Colombia. Gabriel Garcia Márquez set his novel *Of Love and Other Demons* in this hotel, which was a convent in the 17th century.

—Mark Eveleigh

12 of Spain's Most Outrageous Festivals

1. **Fiesta De San Antón**, Madrid (January). Thousands pack the street outside little San Antón Church to receive blessings from the patron saint of animals for pythons, iguanas, macaws, sheep, horses, cows, and, once, a black panther.
2. **La Endiablada**, Almonacid del Marquesado, Castilla-La Mancha (February). Often said to be Spain's oldest celebration, this



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




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TYPE	CATEGORY	IN PRODUCTION	MANUFACTURER
All	All	All	All
MINIMUM PRICE	MAXIMUM PRICE	RANGE	SEATING
All	All	All	All


All aircraft data provided by Cirium & de Descamps

MODEL #	MANUFACTURER	CABIN SIZE	RANGE	PRICE NEW	PRICE USED	Options
 3000	Twin Commander	233 cu ft	1,210 nm	\$1.9M	\$262K - \$1.1M	LOG IN TO COMPARE
 206AL	Bell	208 cu ft	206 nm	\$960K	\$1.6M - \$2.0M	
 206B3	Bell	54 cu ft	270 nm	\$1.4M	\$322K - \$1.1M	
 206BR	Bell	54 cu ft	270 nm	\$1.5M	\$326K - \$1.1M	
 206L1	Bell	73 cu ft	240 nm	\$560K	\$460K	
 206L3	Bell	73 cu ft	210 nm	\$1.0M		
 206L4	Bell	73 cu ft	253 nm	\$2.3M		
 206L7	Bell	73 cu ft	106 nm			
 208 Caravan	Cessna	271 cu ft	315 nm			
 208 Caravan/Cargo Pod	Cessna	271 cu ft				
 208 Grand Caravan/Carg Pod	Cessna	352 cu ft				
 208 Grand Caravan	Cessna					
 208 Grand Caravan EX	Cessna					
 208 Grand Caravan EX/Carg Pod	Cessna					
 212						
 214E						
 214ST						


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PRICING		PRODUCTION		FINANCIAL	
Price New	\$20M	Year Started	2014	Total Fixed Cost/Year	\$164,366
Price Used (Min)	\$18M	Year Ended	In Production	Total Fixed Cost/Hour	\$1,915
Price Used (Max)	\$19M			Total Fixed Cost/Unit Distance	\$4/rev
				Total Mile Cost/Hour	\$16,962
				Total Mile Cost/Year	\$544
				Total Crew Cost/Year	\$45,130
				Total Fuel Cost/Year	\$1,557
				Total Mo Cost/Year	\$870
				Total Variable Cost/Year	\$1,190,368
				Total Variable Cost/Hour	\$2,963
				Total Variable Cost/Unit Distance	\$6/rev

All aircraft data provided by Cirium & de Descamps
Crew/Rev figures are based on 299 hours operated per year; Cost/Unit Distance figures are based on 175,000 nautical miles traveled per year


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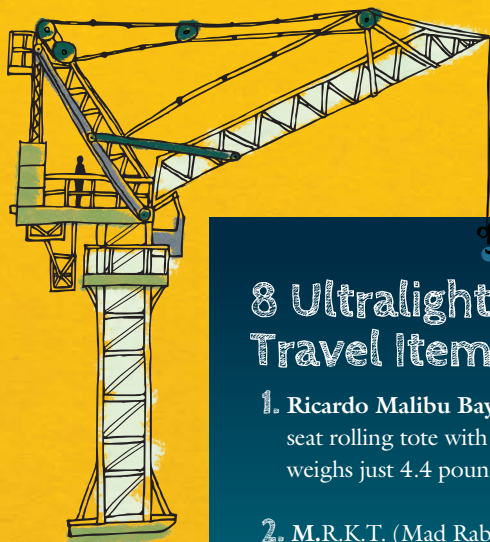


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8 Ultralight Travel Items

1. **Ricardo Malibu Bay.** Sixteen-inch under-seat rolling tote with telescoping handle weighs just 4.4 pounds.
2. **M.R.K.T. (Mad Rabbit Kicking Tiger).** Durable briefcases and totes weigh less than a pound.
3. **LectroFan Micro.** Choose the sound of the ocean, five fan sounds, or four white-noise variations with this minuscule machine.
4. **Ride Safer Travel Vest.** Easy-to-assemble child-restraint, certified for motor-vehicle use, is an ultralight alternative to car seats.
5. **Primus Lite shoe.** A featherweight sneaker, so thin and lean you can fold it in half.
6. **Peak Design Capture camera clip.** Clip this quick-release 2.5-ounce camera gadget to your belt for grab-it shooting.
7. **Everyday 5 Sling.** This unisex waterproof sling/fanny pack, perfect for hiking and biking, weighs just over a pound.



8. **It Luggage.** It Luggage's World's Lightest Essential collection includes a four-pound rollerboard and a larger case that weighs just over five pounds.

—Margie Goldsmith

four-day fiesta of manic noise, colors, and garish costume evokes the “brotherhood of the devils.”

3. **Parade of Drummers,** Baena, Cordoba (Easter). The mindboggling din from 2,000 drummers literally playing until their fingers bleed is enough to make the plains of Cordoba tremble.
4. **Setmana Medieval,** Montblanc, Tarragona (April). Ancient Montblanc steps back in time for a week of medieval parades, parties, and theatre performances, plus barbecued meat by the ton and free-flowing wine.
5. **El Rocío,** Huelva province (May). Tiny El Rocío (population 700) is invaded annually by almost a million people—many arriving on horseback and even in oxen-carts—who turn the dusty streets into a frantic, and friendly, version of Dodge City.
6. **Battle of the Wine,** Haro, La Rioja (June). The sleepy little town of Haro is painted red during La Batalla del Vino, a wine battle featuring wineskins, pump-action water guns, and—in the past—even the water tankers of the fire brigade.
7. **Coffin Parade,** Las Nieves, Galicia (July). People who've had a close shave with death during the previous year go for a joyride around the village in their own coffins in an event that also includes plenty of wine, Galician food, and lively dancing.
8. **Gypsy Horse Races,** Sanlucar de Barrameda, Cadiz (August). The gypsy horse races on the beach, which officially started in 1845, are free to attend and the party in Sanlucar—with flamenco and vino—is not to be missed.
9. **Fiesta Del Charco,** La Aldea de San Nicolás, Gran Canaria (September). Thousands of people dash fully clothed into el charco—a huge beach-side pond—where they capture fish that are then cooked on the beach.
10. **Moors & Christians,** El Campello, Alicante (October). The emphasis is more on partying than historical accuracy when El Campello hosts reenactments of ancient battles between Christians, clad as medieval knights, and Moors, who often look like cross-dressing leather fetishists.
11. **Fiesta of Smoke,** Arnedillo, La Rioja (November). A threatened black plague epidemic that was supposedly averted by smoke gave birth to this celebration, in which villagers jump through bonfires.
12. **Festival of Pranksters,** Ibi, Alicante (December). Ibi celebrates Spain's version of April Fool's Day with a celebration in which 14 men take over the town, pronounce ridiculous laws, and stipulate fines (which raise funds for charity), after which villagers mount a rebellion with eggs and flour (often fired out of fire extinguishers).


—Mark Eveleigh



10 of Europe's Best Ski Towns



1. **Zermatt, Switzerland.** Car-free, and a drop-dead view of the Matterhorn.
2. **Crans-Montana, Switzerland.** On a sun-drenched plateau above the Rhone Valley.
3. **St. Moritz, Switzerland.** Super-posh town where Winter Olympics have been held twice.
4. **St. Anton, Austria.** A snowy paradise complete with Tyrolean costumes.
5. **Kitzbühel, Austria.** Enough snow to ski 180 days per year.
6. **Chamonix-Mont Blanc, France.** Plenty of terrain for everyone, including families.
7. **Courchevel, France.** Skiing plus snowboarding and snowmobiling.
8. **Val d'Isere, France.** Epic powder skiing and home to the French National Ski School.
9. **Courmayeur, Italy.** Bring your passport and ski over the border to Chamonix, France.

 **10. Cortina, Italy.** The Queen of UNESCO World Cultural Heritage Dolomites.

—Margie Goldsmith

5 Bad Past Predictions about Aviation

1. "Heavier-than-air flying machines are impossible." —Lord Kelvin, mathematician and physicist, 1895
2. "The flying machine which will really fly might be evolved by the combined and continuous efforts of mathematicians and mechanics in from one million to 10 million years." —*New York Times* editorial, 1903
3. "I confess that in 1901, I said to my brother Orville that man would not fly for 50 years." —Wilbur Wright, 1908
4. "Even if a [flying] machine could get across [the Atlantic] with one or two passengers, the expense would be prohibitive to any but the capitalist who could own his own yacht." —William H. Pickering, astronomer, 1910
5. "In 50 years, vertical takeoff and landing will have become a standard operating system, passenger flight at Mach 4 will be routine, and interplanetary travel will be established." —A.D. Baxter, Royal Aeronautical Society president, 1966

—Heidi Ellison

4 Wild Recent Predictions about Aviation

1. "Most of what people consider to be long-distance trips [such as New York to London] could be completed in less than half-an-hour." —Elon Musk

2. “In 25 years, zero-carbon travel may be a reality.”
—David Barger, CEO, JetBlue Airways
3. “I have no doubt that during my lifetime we will be able to fly from London to Sydney in under two hours, with minimal environmental impact.” —Sir Richard Branson
4. “I bet that in 10 years, commercial short-haul flights will transport 50 passengers at a time in fully electric carriers.”
—Bertrand Piccard, chairman, @solarimpulse Foundation

—Heidi Ellison

12 Best Dude Ranches



1. **Eatons’ Ranch**, Wolf, Wyoming. This quintessential rustic dude ranch has operated for over 135 years in the scenic Bighorn Mountains.
2. **Tanque Verde Ranch**, Tucson, Arizona. This luxury adobe-style ranch, ideal for winter getaways, offers trail rides through the Sonoran Desert, Saguaro National Park, and Coronado National Forest.
3. **Estancia Ranquilco**, Buenos Aires, Argentina. In the foothills of the Andes, guests discover Patagonia’s steppes, valleys, meadows, and cliffs while absorbing traditional gaucho culture.
4. **Burrawang West Station**, New South Wales, Australia. Stay in the outback, in one of four boutique lodges at a functioning sheep and cattle station.
5. **The Home Ranch**, Clark, Colorado. The state’s only Relais & Chateaux dude ranch is also an Orvis-endorsed fly-fishing lodge, on 580 acres in the sweeping Elk River Valley.
6. **El Rancho de Ferrer**, Granada, Spain. Once an abandoned village, this high-end guest ranch features horseback rides on old mule trails in the lower Alpujarras, with the Sierra Nevada mountains as the backdrop.
7. **Rancho Las Casadas**, San Agustin Buenavista, Mexico. Enjoy a horseback-riding and wellness vacation in an opulent resort setting.
8. **Beaumont Ranch**, Grandview, Texas. Historic Chisholm Trail runs through this 800-acre ranch (less than an hour from Dallas), which features an 1880s Western town, cowboys, and herds of longhorn cattle.
9. **The Hideout Lodge and Guest Ranch**, Shell, Wyoming. This upscale working ranch offers an ideal destination for visitors to nearby Yellowstone National Park.
10. **The Ranch at Siwash Lake**, British Columbia, Canada. In the remote foothills of the Caribou Mountains, this ranch pairs lavish, safari-inspired “glamping” tents with rolling grasslands and forests.



11. **Vista Verde Ranch**, Steamboat Springs, Colorado. This secluded luxury year-round destination offers log cabins and all-inclusive fine food and seasonal ranch adventures.
12. **Clear Creek Guest Ranch**, Burnsville, North Carolina. Surrounded by the Pisgah National Forest, guests saddle up for rides in the Smoky Mountains near Asheville and enjoy Southern hospitality with a Western vibe.

—Debi Lander

6 of the Oldest New York City Pubs

1. **Fraunces Tavern** (1762). Manhattan’s oldest surviving building was a headquarters for George Washington.
2. **Ear Inn** (1817). It was home to James Brown, an African aide during the Revolutionary War.
3. **McSorley’s Old Ale House** (1854). Everyone from Abe Lincoln to John Lennon have passed through the swinging doors.
4. **Pete’s Tavern** (1864). This Gramercy Park landmark is still selling its original House Ale, the same brew it served to O. Henry.
5. **Landmark Tavern** (1868). When Prohibition arrived, the third floor of this Irish waterfront saloon became a speakeasy.
6. **Old Town Bar** (1892). The original 55-foot mahogany and marble bar and 16-foot-high tin ceilings are still here.

—Margie Goldsmith

9 Travel Books That B/T Columnist Joe Sharkey Would Save in a House Fire



1. *To the Ends of the Earth: The Selected Travels of Paul Theroux* (1994). Trenchant mid-career writings by a great American travel journalist.
2. *The Road to Oxiana*, by Robert Byron (1937). An engaging, eccentric diary from the author’s 1933–34 journey through the Middle East.

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3. *Cruising Attitude: Tales of Crash Pads, Crew Drama, and Crazy Passengers at 35,000 Feet*, by Heather Poole (2012). This flight attendant's memoir had me at her opening line: "Okay, where's the crazy? That's what I wonder every time I board a flight in my flammable navy blue polyester."

4. *Canterbury Tales*, by Geoffrey Chaucer (c. 1400). This seminal opus shows that Middle English can soar above some of today's often-dismal travel writing.

5. *In a Sunburned Country*, by Bill Bryson (2000). A hilarious and heartfelt ode to Australia.

6. *Around the World in 72 Days: The Race Between Pulitzer's Nellie Bly and Cosmopolitan's Elizabeth Bisland*, by Jason Marks (1999). A true story: two journalists compete in 1889 to circle the globe faster than the fictitious Phileas Fogg in Jules Verne's *Around the World in 80 Days*.

7. *Travels with Charley in Search of America*, by John Steinbeck (1962). A man and his dog take an epic road trip, before the U.S. Interstate Highway System eroded so many regional differences.

8. *A Field Guide to Getting Lost*, by Rebecca Solnit (2015). I sometimes got lost on a journey through Solnit's elegiac meditations on traveling into the unknown literally and intellectually, but it's a trip to savor.

9. *Innocents Abroad: The New Pilgrims' Progress*, by Mark Twain (1869). The great humorist's irreverent, original observations on Europe and the Holy Land.

—Joe Sharkey

4. **Buying Enron stock.** After massive debts and fraud crippled Enron, which *Fortune Magazine* once called "America's most innovative company," it collapsed in 2001, ultimately costing shareholders \$74 billion.


—Rob Kiener



4 of the World's Best Investments

1. **Apple.** A \$990 investment when the company went public in 1980 would be worth more than \$400,000 today.

2. **Exxon Mobil.** Between 1926 and 2016, it has created \$1 trillion worth of wealth and produced an annualized return to shareholders of 11.9 percent.

 3. **Mickey Mantle trading card.** In early 2018, a mint-condition Topps Mickey Mantle rookie card—originally bought for pennies—sold for more than \$3 million, making it the most valuable trading card ever.

4. **Buffett's cola.** Since 1988, when Warren Buffett bought shares in Coca-Cola, his stock has risen about 1,350 percent, excluding dividends, which now total almost \$600 million annually.

—Rob Kiener

10 Busiest U.S. Business Aviation Airports (2017 Departures)

1. Teterboro (KTEB), Teterboro, New Jersey (74,277).
2. Westchester County (KHPN), White Plains, New York (35,189).
3. Dallas Love Field (KDAL), Dallas (34,973).
4. Washington Dulles International (KIAD), Herndon, Virginia (30,550).
5. William P. Hobby International (KHOU), Houston (29,434).
6. McCarran International (KLAS), Las Vegas (29,424).
7. Palm Beach International (KPBI), Palm Beach, Florida (27,781).
8. Van Nuys (KVNY), Van Nuys, California (27,060).
9. Dekalb-Peachtree (KPDK), Atlanta (26,673).
10. Centennial (KAPA), Denver (26,655).

—Argus TraqPak



4 of the Worst Investment Moves of the Last Half-Century

1. **Selling 10 percent of Apple.** Two weeks after founding Apple with Steve Jobs and Steve Wozniak in 1976, Ronald Wayne sold his 10 percent share of the company for \$800. Today that share would be worth nearly \$100 billion.

2. **Merging Time Warner with AOL.** After this 2000 merger, the company lost \$99 billion, which cost Ted Turner a reported \$8 billion.

3. **Trusting Bernie Madoff.** His decades-long Ponzi scheme bilked investors out of estimated \$30 billion.

3 Ski Museums Worth a Visit

1. **Norwegian Ski Museum**, Morgedahl, Norway. Visitors witness a spectacular multimedia presentation of the history of skiing and the special role this quiet Norwegian valley, often called “the Mecca of Skiing,” has played in the sport’s development.
2. **Vermont Ski and Snowboard Museum**, Stowe, Vermont. With more than 8,000 items on exhibit, this jam-packed museum explores the role Vermont has played in skiing and snowboarding history.
3. **Colorado Ski and Snowboard Museum**, Vail, Colorado. From the town’s fist skiers, who were gold miners and mail carriers, to the famed WWII Tenth Mountain Division skiers, to today’s snowboarders, this cozy, newly renovated city-center museum traces the history of skiing out west.

—Rob Kiener

10 Coolest Hotel Kids’ Clubs

1. **Battle Mountain Kids’ Camp**, the Sebastian-Vail, Vail, Colorado. Field trips, science projects, crafts, cooking classes and babysitters.
2. **Pink Sands Club**, Canouan, Grenadines Island. Kids go to an outdoor drive-in theatre in a golf cart.
3. **Grand Hotel Kronenhof, Pontresina**, Switzerland. Children get their own dining room with cloth napkins and tablecloths.



4. **Four Seasons Safari Lodge Serengeti**, Arusha, Santzania. Kids learn bush skills, beading, and Swahili from Maasai warriors.
5. **The Ritz-Carlton**, Grand Cayman, Greater Antilles. Young ones learn to snorkel and try a seafloor submarine adventure.
6. **Big Cedar Lodge**, Ridgedale, Missouri. A 50,000-square-foot Fun Mountain with bowling, bumper cars, and treehouses.
7. **The Beach Club at Charleston Harbor Resort**, Charleston, South Carolina. Private movie theatre, crab races, and shark-tooth hunts.



8. **Jewel Runaway Bay Beach & Golf Resort**, Runaway Bay, Jamaica. Kids pick a song and lay down a track in a recording studio.
9. **Zemi Beach House Resort & Spa**, Anguilla. Children go coconut bowling, try out Mermaid School, and paint shells.
10. **Andaz Mayakoba Resort Riviera Maya**, Cancun, Mexico. Kids make piñatas, paint pottery, and take Spanish lessons.

—Mergie Goldsmith

5 Meanings of BJT

1. **Baltic Juice Terminal**. A facility in Latvia used to transport frozen orange juice.
2. **Bipolar Junction Transistor**. A transistor that employs both electronic and hole charge carriers. (Don’t ask us what that means.)
3. **Black Jewels Trilogy**. A series of dark fantasy novels.
4. **Bilateral Juxtafoveal Telangiectasis**. An eye condition.
5. **Business Jet Traveler**. A magazine you’ve probably heard of.



—Jeff Burger

Madeira

European vacationers have been flocking to this Portuguese island for years, but most Americans have yet to discover that its famous wine is just one of the many pleasures it offers.

by Margie Goldsmith







“Faster!” I screamed. I was flying down a mountain road in a sledge (a wicker toboggan), pushed by two men in straw boaters and jaunty white outfits. They looked like Venetian gondoliers, but I wasn’t in Italy; I was on the Portuguese island of Madeira. The steep tar road was slick with rain and though the ride was less than two miles long, it felt endless. Using the rubber soles of their boots as brakes, the sledgers straightened the toboggan by standing on its wooden runners; but we were zig-zagging from side to side, and it looked as though we would slam

into the stone wall at the side of the road at any moment. Finally, I arrived safely at the bottom of the hill, wet, grinning, and exhilarated.

Sledging wasn’t always a tourist activity in Madeira. Wealthy people who owned summer villas on top of the island’s Monte mountain used to be hauled up and down in a hammock slung with a pole and carried by two men. Later, the transportation mode changed to a wooden cart pulled by two bullocks. In the early 19th century, sledgers took over by pushing a wicker toboggan with waxed runners. Today, residents drive to their homes on top of the mountain and sledging is solely a tourist activity.

It isn’t the only reason visitors go up the mountain. Monte’s summit offers unending panoramic views over Funchal, Madeira’s capital. Unfortunately, it was raining when I ascended the mountain—the last thing I expected on an island known as the Hawaii of the Atlantic. But I was told that Madeira has six distinct micro-climates, and you can experience four seasons in a single day plus rain or sun, depending on where you are.

Among the reasons I’d come to Madeira were that it has mountains everywhere you look and gardens

wherever you walk, and all the locals speak English. Though the island remains mostly undiscovered by Americans, it has long been popular with European vacationers. Located 750 miles from Lisbon in the middle of the Atlantic, it has 99 miles of coastline. You don’t come for the beaches, though, because Madeira’s shore is all rocks and cliffs; you come for the sun, culture, history, blossoming gardens, and delicious fresh food, including tropical fruits of all kinds.

When I arrived at the summit of Monte, it was too grey to see anything, but there were so many great views of Funchal from everywhere else that I really didn’t care about the view. At the summit were the Monte Royal Palace Gardens, where I strolled past rushing waterfalls and exotic tropical plants and trees. I also visited a Japanese Garden where black geese swam and giant Koi fish rose to the surface, hoping for food. My guide Alexandra pointed out an olive tree that was over 2,000 years old and then an Angel’s trumpet flower. “You make a cup of tea out of three of those and you can kill someone,” she said. “It’s cheaper than a divorce.”



Traveler Fast Facts

WHAT IT IS:

Known as the Hawaii of the Atlantic, Portugal’s Madeira is a 286-square-mile island that has nearly 300,000 residents and attracts more than three times that many tourists every year. The culturally rich island, whose capital is Funchal, boasts ancient volcanic mountains with magnificent ocean views, green forests, vineyards, and flowering gardens everywhere. Located in the Atlantic Ocean, 750 miles southwest of Lisbon and 310 miles west of Morocco, it is part of the Madeira Archipelago, which also includes the sparsely populated Porto Santo and the uninhabited Desertas and Selvagens.

CLIMATE:

Madeira boasts a mild Mediterranean climate, with average daytime temperatures of 73 degrees Fahrenheit in summer (August is the hottest month) and 61 degrees in winter, making it an ideal year-round destination. On the south coast, which is always sunny, temperatures stay in the mid-70s year-round with occasional precipitation (so pack a rain jacket or umbrella). The north is misty and cooler.

GETTING THERE:

Private jets land at Funchal’s Cristiano Ronaldo International Airport, which has a 9,124-foot runway that has been extended over the sea. You can also take a 90-minute commercial flight from Lisbon, Portugal to Funchal. TAP Air Portugal offers the most such flights plus fully flat business-class seats and Michelin-starred dining service.

WHAT TO KNOW BEFORE YOU GO:

No visa is required for Portugal. Currency is the euro and the best exchange rates are at ATMs, which are found everywhere. Bring smart casual dress for afternoon tea and dinner, but everything else is casual. Pack sneakers or comfortable walking shoes for the cobblestone streets. Your trip will be more carefree if you have a guide, car, and driver.



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PHOTOS: MARGIE GOLDSMITH



The word “madeira” means many trees, and walking on a levada was like strolling through an al fresco museum of trees.

I entered two galleries, part of the Royal Gardens, with more than 2,500 Zimbabwe sculptures and an exhibit with over 800 dazzling minerals and gems, some in rocks the size of washing machines. In a gift shop, Alexandra pointed out bottles of poncho, a Madeiran drink made with distilled alcohol, sugar-cane juice, honey, and lemon rind. “People get *really* drunk on it,” she said. She fingered a beige woolen cap with earflaps. “The farmers wore this hat in the fields,” she said. “When they came home, they’d pull down the flaps to avoid the wives’ questions.”

The last thing I wanted was ear flaps, because I didn’t want to miss anything that Alexandra, a walking (though not necessarily reliable) encyclopedia, was saying. According to her, for example, Columbus was Portuguese, not Spanish, and the *Santa Maria* was built in Portugal. Statues of pigeons and plaster heads on the red-tiled roofs are symbols to protect the home, an idea that came from China, with whom the early Portuguese traded. The same symbols can be found on Chinese pagodas.

We ate lunch at Fiasca, a restaurant in the mountains where each table’s center has a small hole that I initially assumed was for a candle.

We munched the most gobsmackingly delicious garlic-butter bread I’ve ever tasted, round like a pizza but much thicker, like country bread. The waitress arrived with fist-sized chunks of beef on a long metal skewer that she slipped into the hole in the middle of the table. *Aha*. The meal was delicious, I told Alexandra. “Americans eat plastic food at the Embassy,” she replied, explaining that the “Embassy” was her word for McDonald’s.

The check arrived on a plate decorated with a painting of a rooster. In Portugal, you find roosters not only on plates but on pitchers, statues, thimbles, scarves, baby clothes, moccasins, and T-shirts. According to legend, in the 17th century, someone stole some silver and the townspeople blamed a pilgrim who was on his way to Spain. Sentenced to hang, the pilgrim demanded to see the judge. Taken to the judge’s home, he pointed to a roasted cock on a dining table and said it would crow if he was innocent. Sure enough, the roasted rooster stood on the table and crowed. The pilgrim was freed and roosters have since been considered good luck.

About the only place I didn’t see a rooster was at Belmont Reid’s Palace Hotel, where I was



staying. The 127-year-old hotel, the oldest in Madeira, is perched on a rocky promontory overlooking the Atlantic and has long been a favorite of the well-to-do and famous. George Bernard Shaw learned to tango during the weekly dance classes (still held today) and Winston Churchill painted and wrote his memoirs here. The hotel evokes a more gracious, less-hurried era, and I could have easily sat on my terrace for hours, gazing out at the Atlantic and the establishment’s tree-filled acres of subtropical gardens.

Unlike other older hotels, which can be musty, this one has done some posh renovating, but happily the daily afternoon tea on the terrace is exactly as it might have been a century ago, presented by white-gloved waiters on a silver tea service. I indulged in an array of finger sandwiches and sweet pastries while sipping champagne and then Reid’s own brand of tea.

The word “madeira” means many trees, and while walking through Reid’s gardens was most

relaxing, walking on a levada was like strolling through an al fresco museum of trees. Levadas are Madeira’s original irrigation channels and they date back to the 15th century. There are 860 miles of levadas built onto the side of the mountain, perfect for hikes ranging from easy to super-steep. Some trails go downhill and through farm fields; others wind through forests of laurel trees, cling to mountainsides, or pass under waterfalls.

Alexandra led me down the paths of an enchanted forest with ferns and dripping moss. As we walked through narrow canyon rock gorges dappled with sun, the only sounds we heard were our feet crunching the earth and somewhere below, a goat’s bell ringing. The men who’d constructed levadas on dangerous steep cliffs were not afraid of heights, she said. Some of them later emigrated to New York City and helped build its skyscrapers.

Even more famous than the levadas is Madeira wine, which dates

Traveler Report Card

ACCOMMODATIONS:

Funchal's elegant **Belmond Reid's Palace Hotel** (A) sits on a cliff top with 10 acres of subtropical gardens, 123 rooms, and 35 suites, including two Presidential suites with oceanfront verandas. There are three swimming pools; a spa; a fitness center; a hair salon; tennis, snooker, and dance classes; two nearby golf courses; and four restaurants, one with a Michelin star and one poolside. Prices per room (including breakfast) are about \$520 to \$2,950.

The serene **Quinta da Casa Branca** (A+), a former farm and banana plantation from the 18th century, features gardens with more than 260 species of flora, an arboretum, two swimming pools, a spacious gym and spa, two restaurants, and a terrace bar. The 49 guest rooms include five suites and a pool villa, all with private terraces or balconies. Rooms are \$210 to \$760.

CUISINE:

At the **Dining Room at Quinta da Casa Branca** (A+), I had outstanding smoked salmon with juniper berry caviar followed by sea bass over razor clams. The rustic **8111 Bistro and Wine Bar at Blandy's** (A) served up a tasty lunch with paired Madeira wines that ended with Madeira-soaked pear. Overlooking the pool at the new **Med at Porto Bay Hotels and Resorts** (A), I had excellent pasta with fantastic Portuguese wine, a 2013 Olho de Mocho. Most romantic

was dining al fresco at **Riso Risottoria del Mondo** (A+), a hidden gem next to the Atlantic where chicken liver and puffed rice had me salivating for more. For the most authentic Portuguese fare, try the country garlic bread and skewered beef chunks at **Fiasca** (A). At Reid's Palace, where dinner at **Ristorante Villa Cipriani** (A) is in a private garden, the just-caught Branzino was perfect.

ACTIVITIES (A):

Options include golf, levada walks, wine tastings, diving, whale and dolphin watching, boat tours, canyoneering, biking, scuba diving, and deep-sea fishing. A cable-car trip up Monte mountain is a must, as are a visit to the Monte Palace Royal Gardens at the peak and, for the adventurous, a sledge ride back down. Seasonal events include a flower festival two Sundays after Easter, a wine festival in September, one of the world's largest fireworks displays on New Year's Eve, and a rollicking carnival in February.

QUIETUDE (A+):

At mountaintop Monte Palace Tropical Gardens, the loudest sound is a waterfall. In smaller parks throughout Funchal, the only thing you'll hear is birdsong. Even at the Saturday market stalls, sound is minimal. Best for me was my levada walk, where I heard only a slight rustle of leaves and a goat's bell.



PHOTOS: MARGIE GOLDSMITH

back to the 15th century. George Washington, Thomas Jefferson, and Benjamin Franklin drank it to celebrate the signing of the Declaration of Independence. Somewhat more recently, the British comedy duo of Flanders and Swann wrote and recorded an often-quoted song called "Have Some Madeira, M' Dear."

This fortified wine is produced from grapes grown on the island's steep hillsides, and can be served as an aperitif, dry for meals, and sweet as a digestif. On a Blandy's Wine Lodge tour in Funchal, I learned that Madeira bottles do not need to lie down—and that they stand upright more steadily than I did after a wine tasting followed by lunch paired with Madeira at the Lodge's Wine Bar.

I was still tipsy when I checked into my new hotel, Quinta da Casa Branca, where the general manager explained to me that "quinta" means farm. "The quintas of Madeira are our heritage," he said. Since the 18th century, Quinta da Casa Branca has been owned by a Madeira wine producer, originally a farm with vineyards and later, a banana plantation. Today, the lush property includes the original manor house; a new wing with a soothing spa; two outdoor swimming pools (one for adults only); an arboretum; a banana plantation; avocado, mango, and passion fruit tree orchards; and fragrant flowering gardens.

My accommodation was the 1,829-square-foot Pool Villa, originally part of the owner's home with a plushy living room, gigantic terrace, and an enormous private garden for sunbathing and watching the birds and butterflies. Dinner my first evening here was in the hotel's well-appointed restaurant, where I asked

about the origin of a magnificent tapestry and a beautiful painting, and about the gooseberry sauce on my Duck Magret. The next morning, a letter arrived at my door with details about the tapestry and painting and a small container of gooseberries, plus a map that showed where in the garden I could find the gooseberry trees that had produced the previous night's sauce.

After breakfast, I wandered through the streets of Funchal, past benches painted with brightly colored flowers and real flowers hanging from pots on the lampposts. The sidewalk was made of white and black stone tiles arranged in swirling patterns. I meandered through the ancient "old city" where the narrow streets were cobblestone and every door had been hand-painted by an artist, each in a different style.

On the way back to my hotel, I walked through a park and entered a small pavilion filled with books in many languages. A sign in English read, "Take a book, leave a book." I smiled. The first Portuguese ships that spotted Madeira in 1420 thought it was the end of the earth. I just thought it was the living end, thanks to sledging, magnificent gardens, luxurious accommodations, levadas dripping with moss, delicious fresh fish, and even free books in a public park. The title of the song "Have Some Madeira, M'Dear" delivers good advice, but an even better recommendation would be to drink the wine while also visiting this unforgettable island.

BJT

Frequent contributor **Margie Goldsmith** (mgoldsmith@bjtonline.com) visited Madeira as a guest of the Madeira Promotion Bureau, Sagres Vacations, and TAP Air Portugal.

TRAVELER CALENDAR

May 14–July 7

AMERICAN BALLET THEATRE

New York. The spring season opens at the Metropolitan Opera House, with the romantic *Giselle*, brought to life by ABT's unrivaled roster of international ballet stars. **Info:** abt.org

June 9

BELMONT STAKES

Elmont, New York. First run in 1867, the mile-and-a-half final leg of the Triple Crown—known as “The Test of the Champion”—has been won by such thoroughbreds as Man o’ War, Secretariat, and Seattle Slew. **Info:** belmontstakes.com

June 8–9

G7 SUMMIT

Charlevoix, Quebec, Canada. At the iconic Manoir Richelieu, world leaders will focus on themes that promote gender equality, women’s empowerment, clean energy, and economic growth. **Info:** g7.gc.ca/en

June 11–17

U.S. OPEN

Southampton, New York. Watch amateurs test their games against the best golf professionals in the world on the windswept links at the Shinnecock Hills Golf Club. **Info:** usopen.com



U.S. Open

June 19–23

ROYAL ASCOT

Ascot, Berkshire, England. During five important days on the British social calendar, royalty, society, and fashion garner as much attention as the thoroughbred horse racing. **Info:** ascot.co.uk

June 21

NBAA REGIONAL FORUM

White Plains, New York. Join current and prospective business aircraft owners, operators, manufacturers, and customers for an event at Westchester County Airport (HPN) sponsored by the National Business Aviation Association. **Info:** nbaa.org

July 2–15

WIMBLEDON

London. Grab a Pimm’s cup and watch top-seeded tennis players battle it out on traditional grass courts at the oldest championship event of its kind. **Info:** wimbledon.com

July 4–8

HENLEY ROYAL REGATTA

Henley, England. Since 1839, rowers have considered a Henley victory to be a crowning achievement of their career. This year, close to 600 crews have entered the mile-long paddle along the Thames. **Info:** hrr.co.uk

July 25–August 29

BAYREUTH FESTIVAL

Bayreuth, Germany. Calling all Wagner aficionados! This festival, founded by the master himself, attracts music lovers yearning to hear performances of *Tristan und Isolde*, *Der Walküre*, and more. **Info:** bayreuther-festspiele.de/en

August 1–3

ART CRUSH

Aspen, Colorado. Enjoy a remarkable wine tasting and dinner, then start bidding on major works of



Burning Man

contemporary art. All proceeds benefit the Aspen Art Museum. **Info:** aspenartmuseum.org/artcrush

August 3–5

NEWPORT JAZZ FESTIVAL

Newport, Rhode Island. Listen to jazz immortals, alongside an array of rising young artists, on the shores of the Atlantic. **Info:** newportjazz.org

August 9–12

PGA CHAMPIONSHIP

St. Louis. The best golfers in the world will play at the Robert Trent Jones–designed Bellerive Country Club to contend for the Wanamaker Trophy. **Info:** pga.com

August 26–September 3

BURNING MAN

Black Rock Desert, Nevada. Grab your yurt and join in on this year’s *I, Robot* theme—inspired by Isaac Asimov’s science fiction. The stellar exploration into the human-machine interface will culminate with the burning of the Galaxia temple. **Info:** burningman.org

August 29–September 8

VENICE FILM FESTIVAL

Venice, Italy. In its 75th year, this La Biennale di Venezia event will see director David Cronenberg awarded the prestigious Golden Lion for Lifetime Achievement. **Info:** labiennale.org



Venice Film Festival

For a long-range events calendar, please visit bjtonline.com/calendar.

Farnborough Airshow

More than just an airshow, this year’s aerospace gathering, held at Greater London’s Farnborough Airport, is a significant event on the airshow circuit. From July 16 to 22, flying displays, business aircraft, and space technology will share the spotlight with multibillion-dollar deals and the launch of major innovations. **BJT** sister publication *Farnborough Airshow News* will provide onsite daily coverage. **Info:** farnboroughairshow.com —Lysbeth McAleer



MARK WAGNER

BJT YELLOW PAGES

A continually updated listing of business aviation charter providers, caterers, insurance brokers, manufacturers, and more.

THE BJT YELLOW PAGES

This directory contains the most up-to-date listings and links to all websites. Please send updates, corrections and suggestions to editor@bjtonline.com

CHOOSE COMPANY TYPE

AIR CHARTER PROVIDERS

CHOOSE COUNTRY

INDUSTRY TYPE

SORT BY

AAC
(845) 443-6506
Subsidiary of Sikorsky Aircraft operates its S-76 helicopters in Northeast U.S.
Wappingers Falls, New York, United States

Aero Air
(503) 640-3711
Charter fleet ranges from turboprops to large-cabin jets. Also sells aircraft and provides maintenance, FBO, and refurbishment services.
Hillsboro, Oregon, United States

Aero-Dienst
+49 911 93 56 903
Fleet includes Cessna CJ4 and Learjet 45XR and 60.
Munich, Bavaria, Germany

AeroSinos Ejecutivos
(800) 712-0414
Operates more than 25 aircraft, from Leonardo-Finmeccanica (formerly AgustaWestland) helicopters to Hawker and Learjet midsize business jets.
Toluca, State of Mexico, Mexico

Air Charter Service
Charter broker with offices worldwide arranges nearly 9,000 charters in Houston, Texas, United States (281) 512-8386
Kazakhstan +7 (727) 346 89 88
Los Angeles, California, United States (710) 205-8939
Miami, Florida, United States (786) 861-2302
Moscow, Russia +7 495 375 42 70
Saint Petersburg, Russia +7 812 611 09 49
Uniondale, New York, United States (516) 432-5901

Air Partner
Company with offices worldwide offers access to operators.
Budapest, Hungary +36 1 999 14 66
Cologne, North Rhine-Westphalia, Germany
England, United Kingdom +44 1293 84
Fort Lauderdale, Florida, United States
Houston, Texas, United States (713)
Lombardy, Italy +39 0266 825 11
London, England, United Kingdom
Madrid, Community of Madrid, Spain
Moscow +33 3424 411 89
Munich, Bavaria +7 915
New York, New York, United States
Paris, Île-de-France, France
Singapore +65 66
Vienna, Vienna, Austria
Washington, District of Columbia, United States
Zürich, Zurich, Switzerland
Istanbul, Turkey

and offers a fractional maintenance, and

VLJs and one that guarantees access from aircraft size and lowered

and Hayward, California operates a score of select vetted aircraft.

offers charter and block charter on Gulfstream GV ultra-long-range BBJ executive airliner.

more than a dozen business jets, ranging from Citation CJ3 to Gulfstream 650.
United States

Thailand-based charter company's fleet includes Cessna Citation Bravo and X; and team G200 and GV. Also offers aircraft management and maintenance and FBO services in Thailand, Myanmar, and India.
Bangkok, Thailand

Mountain Aviation

(303) 466-3506

Five locations in Colorado and Idaho. Operates more than a dozen aircraft, from turboprops to large-cabin jets, and accesses additional lift through partner network.

Colorado, United States
Idaho, United States

Nomad Aviation

+41 31 960 2000

Fleet includes Bombardier Challenger 604 and Global 5000, Embraer Legacy 600, Beechcraft Premier 1A, and Cessna Citation CJ1+. Based in Switzerland, with second office in Malta. Also offers aircraft management

Kloten, Switzerland
Malta

Northern Jet Management

(800) 462-7709

Michigan-based provider's fleet includes Learjet 40XR, 45XR, and 70; Citation Bravo; and Hawker 800A.

Michigan, United States

Pentastar Aviation

Michigan firm operates light, midsize, super-midsize, and heavy jets.

Michigan, United States air charter provider: (800) 662-9612

Waterford Township, Michigan, United States Refurbishment: (800) 662-9612

Priester Aviation

(888) 323-7887

Founded in 1945. Operates more than 30 aircraft, from turboprops to large-cabin models, across eastern half of the U.S. Provides N-registered aircraft for customers in Asia through partnership with TAG Aviation Asia.

United States

Privalra

(844) 778-2472

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Arkansas works for aerospace

The state's small aviation businesses play big roles.

by Mark Phelps

When Bob Lilly assumed the title of senior manager, procurement, in 2007, his managers at Dassault Falcon Jet's completion center in Little Rock, Arkansas, told him they expected they'd be buying him lots of airline tickets to places like Wichita, Kansas, Tulsa, Oklahoma, and Dallas. Those are among the cities where you'll find the large, well-known aviation subcontractors who supply the industry with parts and components for completing interiors of business jets.

But Lilly didn't see a need to travel that far. "How about you just pay to fill my car with gas, instead?" he asked his managers.

A 1978 graduate of the University of Central Arkansas, native Arkansan Lilly knew what might not have been so obvious to Dassault's Paris-based leadership. He not only understood that Arkansas had a wealth of creative, industrious small manufacturers who could make the parts and pieces Dassault needed, he knew where to find them.

So rather than plying the four winds via the airlines, Lilly traversed the state on four wheels, seeking out modestly sized shops and factories where future-oriented entrepreneurs were taking chances on cutting-edge technologies, such as additive manufacturing (aka 3D printing).

Typical of those companies is CMT (Craft Manufacturing and Tooling), based in Hot Springs. Founded in 1988, CMT has evolved into a fully integrated aerospace and defense component supplier. Its capabilities include machining, sheet metal, metal bonded panels, prepreg fiberglass, vacuum forming, CAD/CAM tooling, chemical processing and paint, and aluminum heat treating.

CMT supports prime contractors; original equipment manufacturers; Tier 2 suppliers; and maintenance, repair, and overhaul suppliers for a

wide range of military aircraft. You can also find CMT's Arkansas-manufactured parts and pieces on business jets such as Bombardier's Global series; the Dassault Falcon 7X, 8X, and 2000, and upcoming 6X; and Gulfstream's G550. In addition, CMT manufactures assembly-line parts and aftermarket spares for Boeing's B777 airliners.

Another Arkansas success story is Galley Support Innovations, whose CEO, Gina Radke, also serves as president of Arkansas Aerospace

summit in Hot Springs, one supplier told me that he had invested significant company resources in tooling and machinery for a new technology in anticipation of big orders from one of his large customers. But when the FAA approval process dragged on and on, the supplier was finally forced to abandon its foray into the technology, taking a stinging financial loss when he sold the machinery. "That's one of the risks," he says.

But Arkansas businesses have had far more successes than failures in aerospace manufacturing, and Chad Causey, executive director of the AADA, thinks he understands why. "For one thing, it's part of the culture. We have always had a strong manufacturing base in Arkansas—small manufacturers supplying large manufacturers. The small companies tend to be innovative and flexible and have a strong work ethic."

Causey also points to the geographic advantage. Arkansas sits within easy reach of aerospace manufacturing hubs such as Tulsa, Oklahoma, and Wichita, but also convenient for Gulf Coast locations, such as Airbus in Mobile, Alabama. "There's Boeing in St. Louis, and many others," he adds.

A lot of the buzz at the AADA summit centered on plans to exhibit at this year's Farnborough Airshow in the U.K. and at the National Business Aviation Association trade show in Orlando, Florida. The alliance is in the process of designing and building its booth display, and Causey looks forward to bringing the Arkansas aerospace manufacturing story to the rest of the aviation world. **EJTB**

Mark Phelps (mphelps@bjtonline.com) is the executive editor of AIN Publications, publisher of BJT.



and Defense Alliance (AADA). She and her husband bought the product line of a struggling aviation interior hardware supplier in California, moved the business to their home state of Arkansas, and are now among the go-to names in supplying business jet galleys and cabinets with FAA-approved hardware. And while that might not seem as imposing as, say, building jet engines, avionics, or landing gear, Radke can say that her company's products are flying on many of the top-tier multimillion-dollar business jets flying around the globe.

There is a downside to the nimble flexibility that entrepreneurial companies enjoy. At the 2018 Arkansas Aerospace and Defense Alliance (AADA)



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